

# 21st World Scout Jamboree



27th July - 8th August 2007

Report to the  
38th World Scout Conference







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# Introduction



The 21st World Scout Jamboree was an amazing experience, made even more special because it took place in 2007 – the Centenary of Scouting. We had the privilege of leading the planning, preparation and organisation of the Jamboree, but there is no doubt in our minds that it was only with the enthusiasm and huge efforts of many others – too numerous to list here – that nearly 30,000 young people had a ‘once in a lifetime’ experience. So from both of us, a huge thank you to everyone else who was involved!

However, we do want to specifically mention all the members of Contingent Teams who played an absolutely crucial role in organising the participation from their National Scout Organisations. We know that without the hard work and dedication of those in the Contingent Teams, there would have been no participants and no International Service Team!

We are very conscious that not everything was perfect and if we were to do it again (perhaps in another 100 years?), there would be some things that we would want to do differently – after all, this is what learning by doing is all about! Nevertheless, from the evaluations that were received, we know that we got most things right most of the time – of those that submitted a completed evaluation, 85% of all the responses expressed to all of the questions were marked ‘very positive’ or ‘positive’ (35% for very positive and 50% for positive). Please accept our apologies if you were one of the few who were inconvenienced by something that did not work as well as it should have done – whether it was a coach that did not arrive at the intended time or toilets that were not clean when you wanted to use them.

It is worth mentioning that the 21st World Scout Jamboree was a very safe event – given the huge numbers of people involved, we are thankful that there were no major outbreaks of sickness, no serious accidents and no fatalities during the Jamboree. We are very grateful to everyone who helped to ensure that the Health and Safety of those at the Jamboree was taken seriously and made a top priority.

Finally, we would like to make it clear that the purpose of this report is to record what was done and how it was done and it is therefore primarily a reference document. It is most certainly not intended to be a guide as to how a World Scout Jamboree should be organised, rather it is a guide as to how the 21st World Scout Jamboree was organised. Let’s be grateful that there is not one single model for a Jamboree and that others will have new ideas and find ways to do things differently.

We very much hope that you enjoy reading this report.

**Bill Cockcroft**  
Jamboree Director

**Aidan Jones**  
Jamboree Manager





# Organisational Issues



The World Organization of the Scout Movement (WOSM) has 155 National Scout Organisations as members and it is an independent, non-profit organization at the service of the Scout Movement. Worldwide, Scouting has 28 million members. It is estimated that over the last 100 years, 500 million men and women, boys and girls from most of the countries and cultures in the world, have pledged to live by the Scout Promise and Law.



The national organisation for Scouting in the UK (with nearly half a million members) is The Scout Association (TSA) and the 21st World Scout Jamboree was a part of a whole range of activities to celebrate the Centenary of Scouting in 2007. World Scout Jamborees are official events of the WOSM, which establishes guidelines that a National Scout Organisation (NSO) has to follow in the planning and running of a Jamboree.

Over 800 volunteers worked on the planning and preparation of the Jamboree and although most were from the UK, conscious efforts were made to involve individuals from as many other NSOs as possible. The volunteer team was led by the Jamboree Director – Bill Cockcroft.

The volunteer team were supported by a professional staff team of more than 20 employees and they played a key role in co-ordinating the planning and preparation work. The staff team were based at TSA's National Headquarters at Gilwell Park, Chingford, London and were headed up by the Jamboree Manager – Aidan Jones.

## History

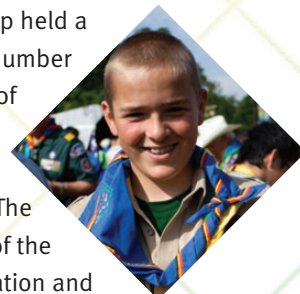
Scouting started 100 years ago in 1907 with an experimental camp for 20 boys. Today Scouting is a million times bigger and involves girls and boys, women and men from every origin, religion and culture and nearly every country in the world!

The first World Scout Jamboree took place in Olympia, London in 1920 and it would bear little resemblance to Jamborees of today – a major difference was that it was held indoors. The 3rd World Scout Jamboree in 1929 was also held in the UK at Arrowe Park in

Birkenhead and it was the greatest assembly of international youth ever seen up to that time. In 1957 the UK hosted the 9th World Scout Jamboree to mark 50 years of Scouting and the Centenary of its Founder, Lord Baden-Powell.

In the autumn of 1994 the then UK Chief Scout, Garth Morrison, convened a small meeting of senior volunteers and professionals working at national level in TSA and suggested that the UK should consider bidding for the Centenary World Scout Jamboree in 2007. A proposal to conduct a feasibility study was put to the Committee of the Council (TSA's National Board) – this was agreed and a Feasibility Study Group, chaired by Bill Cockcroft, was formed.

Over two and a half years, the group held a brainstorming day, visited a large number of events, met with the organisers of the Netherlands and Chile World Scout Jamborees and worked with consultants, Ove Arup & Partners. The group considered the programme of the event, potential locations, organisation and management, communication with the public and the Scout Movement, the financial implications and the bid process. The Feasibility Study Group concluded that it would be feasible to organise and run a World Scout Jamboree in the UK in 2007 and the Committee of the Council subsequently agreed to the group's request to "turn the dream into a reality".



Following a tender process, TSA appointed Ove Arup & Partners to undertake a search throughout the whole of the UK to find a suitable site for the 21st World Scout Jamboree. A set of "Site Guidelines" were drawn up and distributed to over 600 organisations who it was considered might have suitable land available. More than 60 responses were received, 8 sites were identified for more detailed consideration and 3 sites were subsequently short-listed. After further analysis of the short-listed sites, Hylands Park just outside Chelmsford was selected as the preferred site for the 21st World Scout Jamboree.



At the same time the work to find a suitable site was proceeding, a “Bid Group”, chaired by Bill Cockcroft, was formed in order to prepare the bid to host the World Scout Jamboree in 2007. In August 1999, the World Scout Conference in Durban, South Africa unanimously decided that the 21st World Scout Jamboree should be hosted by the UK.

In a similar way to what had happened with the Netherlands Jamboree, it was decided that a separate legal entity should be created to organise and run the 21st World Scout Jamboree and all of the other UK events planned to celebrate the Centenary of Scouting in 2007. A company limited by guarantee, Scouting 2007, was therefore established and Derek Pollard was appointed Chairman of the Board. The first employee of Scouting 2007 was recruited in autumn 1999 and a Managing Director was subsequently appointed.

The World Scout Jamboree was placed under the volunteer leadership of Bill Cockcroft as Jamboree Director and he established a ‘Core Team’ of 7 people to take the planning and preparation forward. The 2007 Jamboree Team and the Managing Director of Scouting 2007 were present during the whole of the 20th World Scout Jamboree in Thailand so that they could study the running and organisation of the event. In addition, senior representatives of Chelmsford Borough Council – the owners of Hylands Park – visited the Jamboree in Thailand in order to experience a World Scout Jamboree first hand.

In May 2004, the Managing Director of Scouting 2007 left in order to pursue a new career and, after careful consideration, the Committee of the Council decided not to continue with the separate legal entity of Scouting 2007. A new sub Committee – the 2007 Steering Group (2SG) – was formed to oversee all of the centenary events and the management of the World Scout Jamboree was incorporated into TSA’s Programme and Development Department. This was the organisational structure that remained through until the end of the Centenary year.



## EuroJam

It is a requirement of running a World Scout Jamboree to hold a rehearsal

event and it was therefore decided to hold a Jamboree (which became known as “EuroJam”) in the summer of 2005 and this was to be

primarily targeted at European NSOs. A significant effort was made to maximise the learning from EuroJam and almost

all aspects of what was planned for the World Scout Jamboree

were incorporated. In addition,

EuroJam lasted for the same length of time as the World Scout Jamboree and the events such as the arrival day, opening ceremony, closing ceremony, etc. were on the same days of the week as for the World Scout Jamboree.

EuroJam was originally envisaged as an event for 20,000 participants and although strong and proactive marketing was undertaken, the actual number at EuroJam was around 10,000. There was a significant shortage of International Service Team (IST) members at EuroJam and one of the main reasons for this seems to have been that people were saving for the World Scout Jamboree two years later.

The need for a thorough analysis of EuroJam was recognised as being essential in order to ensure that lessons were learnt and that the World Scout Jamboree could be improved as a result. TSA commissioned an external consultant to undertake a review and five main points were identified in his report:

- ◆ Improving leadership, with a vision on World Scouting.
- ◆ Improving management, looking at the best people to get things done using linking pins between teams.
- ◆ Improving resources, developing Human Resources strategies.
- ◆ Improving planning, build on co-operation and collaboration.
- ◆ Improving communication, with more transparency.





In addition, a questionnaire was used to gather feedback from a large number of the participants and the results were generally extremely positive. Whilst it was very obvious that in some areas there had been very considerable organisational difficulties in delivering EuroJam, all the evidence indicated that the participants had had a great time.

## Support from the European Scout Region

From the beginning, the European Scout Committee was very supportive of TSA hosting the 21st World Scout Jamboree and in 2001 at the European Scout Conference in Prague it was agreed that the rehearsal Jamboree in 2005 would be an official event of the European Scout Region of the World Organization of the Scout Movement. In addition, TSA entered into a partnership agreement with the European Scout Committee with an over-arching objective 'to help Scouting retain and recruit more young people'. Apart from the over-arching objective, four other objectives were identified and a broad range of actions were identified in 3 categories (the first two objectives were grouped together) as follows:

Objective 1 & Objective 2	Developing youth participation in decision-making Increasing opportunities for young people to take responsibilities in civil society
Objective 3	Taking the GDV further as a concept at events and at a local level
Objective 4	Helping NSOs commence their own plans for 2007 regarding programme and image

The European Scout Committee agreed to an allocation of \$90,000 from the Fund for European Scouting each year for the first 3 years and the intention was that this would be extended for a further 3 years following a satisfactory mid term review. A Project Monitoring Group was formed consisting of the Chairman of the European Scout Region, the Chairman of the Scouting 2007 Board, the Director of the European Scout Region and the Chief Executive of The Scout Association. The Project Monitoring Group met regularly several times each year in order to review progress against the plan and consider how the project might be developed on an ongoing basis.



As part of the mid term review, a report on the progress during the first half of the project was presented to the European Scout Committee meeting in February 2006 and a detailed discussion on how to move forward took place. It was clear that in some cases TSA had not been able to deliver on all the detailed actions that were originally envisaged, but that there had been progress with a number of other relevant initiatives that had not been part of the original plans. It was decided that work already done should be consolidated and that the actions for the remaining period should be simplified and made clearer.

The final outcomes of the project can be broadly summarised as follows:

- ◆ There was much better engagement of TSA with the European Scout Region as a whole (European Scout Committee, regional events, other European NSOs, etc.), which has included a focus on contributing rather than just participating. This is especially important given that TSA accounts for nearly 40% of the membership of the European Scout Region and, as the founder association, still has considerable respect and influence.
- ◆ In key areas (Youth Programme, Adult Resources, PR, etc.), collaboration between TSA and the European Scout Committee / Office has increased markedly and the senior executive teams worked together on this project and in other ways.
- ◆ TSA was able to use successes of European Scout Region events (e.g. "RoverWay") as a 'starting point' for planning EuroJam.
- ◆ There was much greater involvement than previously of individuals from other European NSOs in planning teams for EuroJam and the 21st World Scout Jamboree. Proactive recruitment and meeting of travel costs were important to extend the scope of this work.
- ◆ Creation of a 'Euro...' brand – fresh, lively and reflecting the diverse nature of the European Scout Region.
- ◆ Development of Young Spokespersons programme – the success of this programme in presenting a new and more relevant 'public face' was shared widely with other European NSOs.



This enabled the principles and methods to be developed further and these were eventually shared globally, with Media Workshops being run in a number of WOSM regions.

- ◆ As a result of the successes of EuroJam and the 21st World Scout Jamboree, the image of Scouting in the UK and throughout Europe has been enhanced and there is a greater public awareness.
- ◆ TSA has been able to implement strategies that actually result in the growth and development of Scouting and these have been shared with other European NSOs.
- ◆ “EuroCall” was the first time telephone conferencing had been used to communicate with associations in the European Scout Region.
- ◆ Through “EuroVille”, participating NSOs were not just ‘consumers’ they actually contributed to the Programme and learning points were taken on board in relation to World Villages at the World Scout Jamboree.
- ◆ There has been significant engagement with the organisers of the 22nd World Scout Jamboree (sharing good practice, developing synergies, etc.) and this will enable the European Scout Region to be better prepared and ready to ‘welcome the World’ again in 2011.
- ◆ TSA has provided access to a wide range of initiatives / resources that were developed for EuroJam and the World Scout Jamboree (evaluation reports, programme material, shared photo library, workshop development, etc.).

It is clear that any NSO setting out to deliver actions on a region-wide or worldwide basis will tend to face challenges arising from the fact that the vast majority of the rest of its activities are undertaken within the framework of a national perspective. There is no doubt that the advice and guidance (and, of course, substantial financial support) provided by the European Scout Committee and Office influenced TSA’s actions and resulted in EuroJam and the 21st World Scout Jamboree being greater successes than they would otherwise have been. We would therefore like to take this opportunity to formally record our

sincere and grateful thanks to the members of the European Scout Committee and the staff of the European Scout Office for initiating and supporting this important partnership.

## Promotion and Marketing

The promotion of the 21st World Scout Jamboree could not start officially until after the Closing Ceremony of the Jamboree in Thailand. As one of the events of Scouting’s Centenary, the promotion of the Jamboree had to be balanced with the other events that were happening so that it fitted in with the whole year of activities. At the Jamboree in Thailand, all of the major activities for 2007 were promoted in the World Scout Centre and the 21st World Scout Jamboree was obviously part of this.



Although the initial promotional work was focused on the 21st World Scout Jamboree, it was soon realised that greater attention needed to be given to the promotion of the European Scout Jamboree. As there was a clear relationship between the two events, complimentary visual identities were developed to help people recognise this relationship. The strong look and feel of the promotional materials that were produced was a great strength of both events.

Almost all official publications and marketing materials were produced in both English and French and we would have liked to have been able to increase the number of languages that we produced material in (particularly Spanish), but time and resources did not allow this. The uptake of French resources was much lower than expected and often made up less than 10% of the total number of resources distributed and this raises questions as to the cost effectiveness of producing resources in French.

## Promotion of EuroJam

Whilst there is a history of World Scout Jamborees which means that NSOs have an understanding of what they are and how they will be attending, there is much less consistent history to European Scout Jamborees – the last was in 1994 as the rehearsal event to the 19th World Scout Jamboree. Preliminary research suggested that we needed to change the

perception of the event that had been created since its announcement and make it more accessible to a greater number of people (in the UK, across Europe and around the world). The concept of EuroJam was developed in order to start to address these issues and to create an event that could stand alone from the World Scout Jamboree. It was important that EuroJam felt like an event for Europe and not a UK event being held in the UK for those from the UK.



The promotion was launched at the European Scout Conference in 2004 in Iceland with an emotional film and the marketing concept around the theme of 'Can you imagine'. There was a very positive response to the re-branded event with many thousands of expressions of interest. However the conversion of expressions of interest to actual bookings was much lower than expected. In particular the number of adults registering to be members of the International Service Team was very low.

A promotional tour of Europe called "EuroVan" took place during the summer of 2004, with a small team visiting a number of Scout events, including Kandersteg International Scout Centre, to promote EuroJam. In addition to promoting EuroJam, EuroVan was a very useful way for the team to gain direct experience of different international events and this could be used to improve the planning for both EuroJam and the World Scout Jamboree.

One of the biggest challenges for the promotion of EuroJam was that a decision had been taken to accept participation as single Troop / Unit rather than only as part of an NSO Contingent (as is the case for World Scout Jamborees). However, there was no easy way to communicate and promote the event to the individual Scouts and Leaders and some NSOs decided to form Contingents in the usual way. Where Contingents did not exist, the task of promoting EuroJam and communicating with those taking part was much harder than for the World Scout Jamboree.



## Promotion of the 21st World Scout Jamboree

World Scout Jamborees have a much more established approach to promotion and communication. Following a four year cycle and using well established communication channels with NSOs (initially through the International Commissioner and then with the Head of Contingent). Once a Head of Contingent was appointed, all communications relating to the Jamboree were through them. The fundamental principle was that the Jamboree organisers only communicated with NSOs, who were in turn responsible for all communications with their members. Any enquires received by the Jamboree Office from individual members of NSOs were re-directed back to the NSO to deal with.



Following the initial information provided at the Jamboree in Thailand, only a limited amount of promotional work was undertaken before EuroJam in 2005. The reason for this is that the focus needed to be on the promotion of EuroJam, but in addition there was not a great deal of new information that could be shared until the review and evaluation of EuroJam had been completed. EuroJam provided an excellent opportunity for NSOs to visit and observe how things were being done.

During 2004, members of the Jamboree Team attended all six WOSM Regional Conferences in order to provide information and raise awareness of the 21st World Scout Jamboree. At each conference, a presentation was made in plenary and this included a promotional film (copies of which were provided to all NSOs). There was also the opportunity to gather information from NSOs – in particular, in relation to the estimated size and make up of their Contingents.

In 2005, the 9th World Scout Youth Forum and the 37th World Scout Conference in Tunisia, were important events for the promotion of the Jamboree especially as these were shortly after EuroJam had been completed. A presentation in plenary was made, there was a stand in the market place providing the latest information and NSOs were asked for updated estimates of the likely numbers in their Contingents.



During the planning and preparation phase, various requests from NSOs and Contingents were received, either to visit the UK in order to find out more about the Jamboree or for members of the Jamboree Team to visit events organised by Contingents in their own countries. We always made these requests a high priority and we made every effort to do what was requested, because we considered that the NSO and Contingent had an absolutely key role in promoting participation in the World Scout Jamboree to its members.

## Information and promotional materials

In order to help NSOs with their promotion of the World Scout Jamboree, we supplied as much information and support material as possible, and electronic versions were usually provided. In 2004, a 2007 folder was distributed to all NSOs and it was intended that this would become their reference manual for everything that was happening in 2007. The folder contained preliminary information about all the projects being planned for Scouting's Centenary at a world level, as well as the first Jamboree Bulletin and copies of the Jamboree design guidelines and artwork.

The Jamboree design guidelines and artwork were supplied on CD to all NSOs so that the artwork could be adapted for their own use. Many Contingents used elements of the artwork (in particular the dove, rainbow and type style) in their logos and associated promotional material. In addition, a number of short films and PowerPoint presentations that could be adapted were produced for use with specific audiences.

In the period up to the World Scout Jamboree, a wide range of marketing materials that NSOs could request were produced and these included posters, flyers, coffee mats, pens and balloons. Once again, the original artwork files were also made available so that the designs could be adapted and translated for use locally by NSOs and there were many excellent results.

A range of marketing material targeting very specific audiences was also developed, predominantly for use in the UK. This included promotional material for Day Visitors, non commercial partners (including NGOs and project partners for Starburst) and qualified activity instructors for the Off Site Teams.

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**WHERE RESPONSES WERE EXPRESSED  
IN THE QUESTIONNAIRE,  
94% WERE MARKED VERY POSITIVE  
OR POSITIVE WHEN ASKED IF  
THE BULLETINS AND CIRCULARS WERE  
HELPFUL FOR THE PREPARATION  
OF THEIR CONTINGENT.**

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Sharing information about the plans for the Jamboree and what was expected of Contingents was crucial to the successful planning of the Jamboree. A series of seven Bulletins were produced prior to the Jamboree and a list of the topics covered in each of the Bulletins is available as a reference document.

Bulletins were the formal method of communication from the Jamboree Team to NSOs. All of the information that the various Jamboree Core Teams wanted to share was therefore co-ordinated and included in the Bulletins. In the same way, all requests for information from NSOs were made through the Bulletins, generally by including a form to be completed as an appendix. The content of Bulletins was intended to give detailed logistical information, clarify policies and answer questions that Contingents had. It became clear that Contingents were working to different time scales and this meant that certain information was too early for some and too late for others.

In the final 12 months before the Jamboree a number of shorter Circulars were used to provide updates and specific information between Bulletins. The design of the Circulars was more basic and this enabled them to be produced much faster.

The website was an invaluable resource for promoting the Jamboree. With a very wide audience, this was the only communication tool that anyone could access. Careful planning was therefore necessary to ensure that as far as possible content was not added

to the website until a minimum of two weeks after it had been shared with Contingents. The NSO resources area of the website was a new concept for this World Scout Jamboree and was generally successful, although the technology used meant that there were limitations to the security. We envisage that in the future far more will be made of the website and other online tools and they will be increasingly important in providing information and communicating with NSOs.

## Heads of Contingents visits and meetings

In the run up to EuroJam, two preparatory meetings for International Commissioners / Contingent Leaders were held at Gilwell Park – the first was in June 2003 and the second, which became known as EuroWham, was in June 2004. These meetings gave us the opportunity to provide information on how plans for EuroJam were progressing, but also enabled us to gather feedback from those taking part.

During EuroJam itself, a Study Visit was organised and those involved with preparing Contingents for the World Scout Jamboree were invited to this. The opportunity to visit and observe EuroJam was provided and comments were collected from those taking part.

The first Heads of Contingents visit for the World Scout Jamboree was at the end of March 2006 and was attended by over 120 people, representing more than 50 countries. The programme for the visit included:

- ◆ Details of the Jamboree Programme.
- ◆ Details of the registration process (Troops / IST / Contingent Staff / Special Guests).
- ◆ Information about arrivals and departures.
- ◆ Details of the Jamboree site layout and infrastructure.
- ◆ Visits to the Jamboree Site at Hylands Park and some Off Site Programme locations, including Gilwell Park.
- ◆ Information about other packages on offer, such as Home Hospitality and Brownsea Island Camping packages.

Those participating arrived during Friday, there were two full days on Saturday and Sunday and departures were generally during Monday morning. As well as providing a lot of information, there were many opportunities to meet and discuss issues with key members of the organising team for the Jamboree. There was also social time in the evenings when Heads of Contingents and members of their Contingent Teams were able to meet and interact with each other.



The second Heads of Contingents visit took place at the end of March 2007 and followed a very similar format as the first one, although a lot of the information was obviously more up to date as the World Scout Jamboree was just under 4 months away.

All meals, transfers from and to London airports and accommodation were included in the fee for the Heads of Contingents visits. The cost was in a range from £60 to £230 depending upon the type of accommodation chosen (camping, dormitory accommodation, rooms at Gilwell Park and rooms at the Marriott Hotel). For those from category A and B countries, there was the opportunity to apply to TSA's International Team for a bursary to cover the travel costs of up to two representatives and this enabled a greater level of participation in the Heads of Contingents visits.

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**WHERE RESPONSES WERE EXPRESSED  
IN THE QUESTIONNAIRE,  
96% WERE MARKED VERY POSITIVE  
OR POSITIVE WHEN ASKED TO  
EVALUATE THE DAILY  
HEADS OF CONTINGENTS MEETING.**

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At the World Scout Jamboree, there were daily Heads of Contingents meetings scheduled for the same time each day and they took place in the meeting tent at the Jamboree HQ. Issues that could not be resolved during the meeting were investigated and notes of the meeting (including answers to questions that were not answered in the meeting) were available by 16.00hrs on the same day.



## World Organization of the Scout Movement

World Scout Jamborees are official educational events of the World Organization of the Scout Movement and it was therefore necessary for the organisers of the 21st World Scout Jamboree to have good communication and interaction with the World Scout Committee and the World Scout Bureau. The Jamboree Director and Jamboree Manager presented regular reports to the World Scout Committee and relevant issues (e.g. the fee for the World Scout Jamboree) were submitted for a decision to be made.

In addition, there was substantial interaction between the Jamboree Staff Team based at Gilwell Park and the staff of the World Scout Bureau in Geneva and the Regional Offices. Initially, the main point of contact in relation to World Scout Jamboree issues was the Director of the World Events Unit, Jean Cassaigneau, but after some reorganisation at the World Scout Bureau, a number of other contacts were established. However, for a time during and after the reorganisation, there was a period when contact with the World Scout Bureau was not as robust or productive as it had been.

### World Scout Bureau Observers

A number of 'observers' were selected by the World Scout Bureau to participate in EuroJam, study the event and provide feedback as to how things might be done at the World Scout Jamboree. Generally, these were volunteers with significant experience of World events and the ability and skills to evaluate a particular aspect of EuroJam.

Following EuroJam, it was intended that the World Scout Bureau would continue the approach of using Observers by identifying individuals who would interact on their behalf with each of the Jamboree Core Teams. Unfortunately, these individuals were generally identified at a very late stage and their engagement with particular teams was often at a point when it was too late to significantly influence what was planned. On a number of occasions, this resulted in frustrations and difficulties for both Observers and members of the Jamboree Core Teams.

## Heads of Contingents Evaluation

As has been done at previous World Scout Jamborees, the World Scout Bureau was very keen to ask Heads of Contingents to complete a detailed questionnaire covering many aspects of the Jamboree. In conjunction with the Contingents Support Team, 284 questions were prepared, covering 31 different areas. The World Scout Bureau distributed the questionnaire to all NSOs and 29 returned completed questionnaires. The numbers of people at the Jamboree reflected in the 29 questionnaires was as follows:

Participants	14,983
Troop Leaders	1,578
Contingent Support Team	488
International Service Team	5,343
<b>Total</b>	<b>22,392</b>

Of the 29 respondents, 22 said that their Contingent was bigger than at previous Jamborees and 7 said that their Contingent was smaller.

For each question, those who completed the questionnaire were asked to tick a box on a scale to express the following:

++	Very positive evaluation
+	Positive evaluation
-	Negative evaluation
--	Very negative evaluation
0	Not able to answer / not applicable

Respondents were also invited to make comments and suggestions for each group of questions. The World Scout Bureau collated all of the responses and the full evaluation document is available as a reference document.

## 21st World Scout Jamboree organisation / structure

From the very start, there was an open approach to the recruitment of volunteers to the Jamboree Team and all roles were advertised on the website. For previous Jamboree, roles with the organising team have almost always been filled by members of the host NSO. In order to broaden the experience of the team as a whole, we were keen to encourage members of other NSOs to apply for roles in the Jamboree Team. Our policy was that all such

applications should have had the endorsement of the applicant's NSO, but it was the case that our systems were not always robust enough to ensure that this always happened. We apologise to any NSOs that had difficulty because we did not always do this correctly.

The different categories within the Jamboree Team developed over time and generally worked fairly well, although the final structure did become somewhat complicated. In particular, the distinction between Jamboree Organising Team and Jamboree Delivery Team was not clear to everyone. The categories and numbers in each by the time of the World Scout Jamboree were as follows:

Jamboree Management Team	(JMT)	6
Jamboree Core Team	(JCT)	15
Jamboree Organising Team	(JOT)	274
Jamboree Delivery Team	(JDT)	533
Off Site Team - Gilwell Adventure and Splash!	(OST)	Approximately 1,000
Ceremonies Cast		130
Jamboree Build Team - Build and Take Down	(JBT)	Approximately 9,000 'people days'
Jamboree Staff Team	(JST)	22

The Jamboree Management Team (JMT) reported to the 2007 Steering Group and was responsible for all of the planning and preparation of the 21st World Scout Jamboree. For EuroJam, several members of the JMT were in charge of Jamboree Core Team (JCT) areas as well as being members of the JMT. This was changed for the World Scout Jamboree, so that there was a person in charge of each JCT area and they reported to a member of the JMT. The JMT consisted of 6 people, as follows:

- ◆ **Bill Cockcroft**, Jamboree Director (volunteer)
- ◆ **Nigel Hailey**, Deputy Jamboree Director (volunteer)
- ◆ **Byron Chatburn** (volunteer)
- ◆ **Nigel Coopey** (volunteer)
- ◆ **Stephen Peck**, Director of Programme and Development (staff)
- ◆ **Aidan Jones**, Jamboree Manager (staff)

During the Jamboree itself, the JMT became the Jamboree Operations Management Team and one person was the Duty Jamboree Operations Director (DJOD) for a 24 hour period, with full responsibility for all operational aspects of the Jamboree. Three members of the JMT were allocated to the DJOD rota and they were Byron Chatburn, Nigel Coopey and Stephen Peck. This meant that at any particular time, one of these was on duty, one was on standby (to assist or provide back up for the DJOD) and one was off duty. In addition, the DJOD could call upon any of the other 3 members of the JMT to help out with a particular issue. This system worked well because there was always a single person who was in overall charge, but they were only in this role for 24 hours and they always had the support of other key colleagues.

## Jamboree Core Team (JCT)

When the team was originally established, there were only 7 Jamboree Core Team (JCT) areas, although by the time of EuroJam, this had been increased to 14.

Following the review and evaluation of EuroJam, a further adjustment was made and the JCT then consisted of 15 people, each of which headed up a team of volunteers with responsibility for a specific area of the World Scout Jamboree. Each member of the JCT reported to a member of the JMT. During the Jamboree, members of the IST were allocated to work with one of the JCT areas. The JCT areas for the World Scout Jamboree were as follows:

- ◆ **Contingents Support** – this team was responsible for providing support to the NSO Contingents from all over the world. This included overall responsibility for the World Scout Centre, Heads of Contingents meetings, Problem Management Centre, containers / warehousing and simultaneous translation / interpretation.
- ◆ **Sub Camps** – this team was responsible for creating a home for every participant in one of the 16 Sub Camps and delivering exciting Sub Camp activities that everyone was able to participate in.
- ◆ **Human Resources** – this team was responsible for recruiting, preparing and inspiring more than 8,000 members of the IST



to deliver the experience of a lifetime to the participants. In addition, they co-ordinated the wide range of facilities in the Adult Camp.

- ◆ **Marketing and Communications** – this team was responsible for all of the promotional material (including official Bulletins and Circulars) prior to the Jamboree and the website. At the Jamboree, they ran the Media Centre, produced the Jamboree Newspaper, organised the Young Correspondents programme and were responsible for the Jamboree Radio.
- ◆ **Transport** – this team was responsible for the transfers from points of arrival to the Check In Centre and on to the Jamboree, the transfers from the Jamboree to the points of departure, the transport to Off Site Programme activities and the transfer of Day Visitors from the Park and Ride centre to the Jamboree and back. They also organised and managed the fleet of Jamboree vehicles, including 1,000 Jamboree bicycles.
- ◆ **Information Communication Technology** – this team established the email and intranet systems used during the planning and preparation phase. At the Jamboree, they installed and maintained the computer network, operated the Internet Cafés / phones and were responsible for the Check-in operation.
- ◆ **Guest Services** – this team had overall responsibility for the Day Visitor operation, made all the arrangements relating to Special Guests, co-ordinated Contingent Receptions and managed the off site accommodation at Writtle College.
- ◆ **Jamboree Daily Programme** – this team was responsible for the Faith and Beliefs area, for planning and delivering a varied Evening Programme and organising Sunrise Day on 1st August.
- ◆ **On Site Programme** – this team planned and organised a large part of the programme that took place on the Jamboree site, including World Villages, Global Development Village, Global Development Boulevard, GloBuses, Info Points, Energise, Elements and Trash.

- ◆ **Off Site Programme** – this team was responsible for Gilwell Adventure, Splash! and Starburst which were the three off site programme activities. Up to 4,000 Scouts went to each of these activities on 8 separate days.
- ◆ **Ceremonies** – this team was responsible for providing the Main Stage and all other stages on the Jamboree site, for preparing and running the Opening, Closing and Scouting's Sunrise ceremonies and for delivering the Day Visitor shows. They also organised the production of the Jamboree Song.
- ◆ **Health and Welfare** – this team focused on ensuring that the Jamboree was a safe and secure environment for everyone and they provided advice and guidance during the planning and preparation phase after Risk Assessments had been undertaken. At the Jamboree, they were responsible for providing comprehensive First Aid and medical care, organising the Stewarding, Police and Fire Teams and operating the Incident Control Centre.
- ◆ **Design and Build** – this team was responsible for arranging the rental of the Jamboree site and all other sites associated with the running of the event (adjoining farmland, Gilwell Park, Alton Water, North Weald Airfield and Skreens Park). They were also responsible for design of the site layouts, the build and take down phases, decided on theming, and arranged all of the marquees, tents and cabins.
- ◆ **Site Operations** – this team planned and provided all of the services (electric, water, waste, etc.) necessary for the Jamboree site and maintained these services during the Jamboree.
- ◆ **Food and Trading** – this team was responsible for all of the food supplies to the participant Sub Camps, operating the Adult Restaurant, catering at the off site locations and providing meals in the periods before and after the Jamboree. They also arranged the provision of supermarkets, facility centres, the adult bar and co-ordinated the Scout Food Houses.

## Jamboree Organising Team (JOT) / Jamboree Delivery Team (JDT)

Each of the 15 Jamboree Core Team members recruited volunteers to plan and prepare specific areas of work and these were referred to as the Jamboree Organising Team (JOT). As the teams became larger, there was increasing concern that the numbers involved were becoming excessive, although it was of course recognised that there was a tremendous amount to do. It was therefore decided to create a new group called the Jamboree Delivery Team (JDT), with the intention that they would generally be involved to a lesser extent and only with final preparations in say the last year or so before the Jamboree, rather than being very occupied with planning and preparation work during several years as most of the JOT were. Members of the JDT were charged a reduced fee to attend the World Scout Jamboree.



The distinction between the JOT and JDT categories only partially worked because the assessment of the level to which different individuals were involved did not always appear to be consistent and there was a lack of clarity in the way that the system was applied. We received feedback from some people that it was not clear as to what the difference between JOT and JDT was and that the approach was too complicated.

## Off Site Team (OST)

On each of 8 separate days, 4,000 participants were at Gilwell Adventure and 4,000 participants were at Splash!. In order to plan and run the huge number and range of activities at these two off site locations, a large number of volunteers were needed. For many of these volunteers, it was essential that they had the relevant experience and / or qualifications according to the particular activity that they were allocated to.

In addition, a smaller number of OST were recruited to help out with the Starburst projects, although these volunteers did not need to have the same sort of specialist experience or qualifications that was required for Gilwell Adventure and Splash!.

In order to attract volunteers to the Off Site Team (OST), a separate fee structure was developed and there was flexibility as to how long a volunteer could stay. It was recognised that in most cases OST would want to see something of the World Scout Jamboree itself, so at least one visit to the main Jamboree site was arranged.

## Ceremonies Cast

A cast of 130 Scouts aged 14 – 25 years old was recruited to perform in the three main Ceremonies, as well as in the Day Visitor shows on 8 separate days. Auditions were held to select the cast and during 5 pre-event weekend rehearsals they learnt a number of items that formed the core of the Ceremonies. At the Jamboree, the cast was supplemented by participants who represented their country on stage or who were asked to help with some of the action taking place in the Arena.

## Jamboree Build Team (JBT)

In order to build the tented city that hosted the largest ever World Scout Jamboree on a single site and afterwards dismantle everything so that the site was left as we found it, it was estimated that we would need 9,000 'people days'. Those wanting to help could volunteer to join the Jamboree Build Team (JBT) for just one day, a weekend, a full week or for the whole of the build and / or take down period. The JBT came from many countries around the world and this meant that the Jamboree was a truly international experience from the first day of the build to the last day of the take down period.

Members of the JBT team were provided with a place to camp and all meals during the time that they were helping out. There were obviously much greater numbers of volunteers during the weekends and the work plan had to be designed to accommodate this. All those helping out had to be no younger than 14 years of age and those under 18 years of age had to be accompanied by at least one adult. Many Explorer Units took the opportunity to help out during the weekends and some of the Explorers actually came to the Jamboree as participants – so they helped to build the Jamboree that they then took part in!



## Jamboree Staff Team (JST)

In order to support the large number of volunteers working on the 21st World Scout Jamboree, there was a relatively small Jamboree Staff Team (JST) based at Gilwell Park – TSA's National Headquarters. The Jamboree Manager was the first JST role to be established and this was in February 2003 (more or less immediately after the Thailand Jamboree).

The next stage of building the JST was the employment of the Assistant Jamboree Managers who were recruited in the period from December 2003 until October 2004. The approach developed with the Assistant Jamboree Managers was that each had a 'portfolio' of 3 or 4 JCT areas that they supported and worked closely with. The Assistant Jamboree Managers played a crucial role in the success of EuroJam and the World Scout Jamboree and one of the key reasons for their success was that they formed strong and effective partnerships with the volunteers. In addition, they were able to undertake work that could not easily be done by volunteers – for example, day to day contact with Contingents or work on publications that required specific skills.

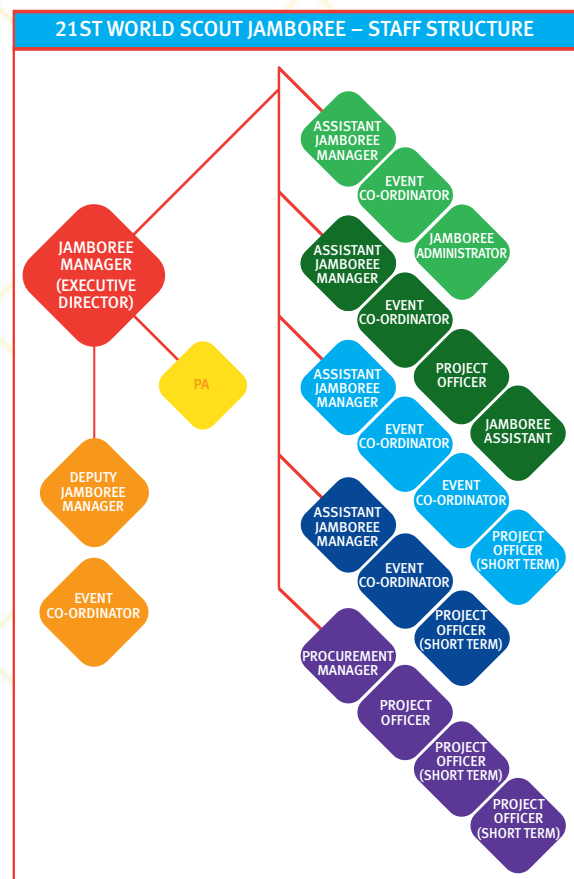


The Jamboree Manager's PA and Jamboree Administrator were recruited in a similar time frame as the Assistant Jamboree Managers and they provided high quality administrative support to the volunteers and the JST.

As part of the review and evaluation of EuroJam, it was recognised that additional staff resources would be needed in order to deliver the World Scout Jamboree. In June 2006, a Deputy Jamboree Manager was appointed, with a remit to work in close partnership with the Jamboree Manager. In the autumn of 2006, a number of Event Co-ordinators were recruited – each one focused on a specific area of work. Each of the Event Co-ordinators reported either to the Deputy Jamboree Manager or an Assistant Jamboree Manager and they made an essential contribution to the World Scout Jamboree. A number of international Project Officers worked as part of the JST at various times from 2004 onwards and they often brought a different perspective to the work of the JST and this was extremely helpful.

In the final six months or so, the administrative workload became very heavy and we employed a number of short term and temporary staff in order to help out with this. Even with these additional people, we were unable to complete all of the work as fast as we would have liked to and some things did not get done. An area that created a huge of work in the final few weeks was Contingents asking for letters of support for their visa applications and requesting us to take follow up actions when difficulties occurred.

The make-up of the JST in terms of types and numbers of roles changed over the course of the project, but in the period just before the World Scout Jamboree the structure was as shown below.



The total employment costs of the JST for EuroJam and the 21st World Scout Jamboree was just under £1.7m. This includes the costs of 2 full time people working in the Finance Department who are not shown on the chart above.

Following discussions with the UK Government, a civil servant from the Department for Education and Skills was seconded to TSA in March 2006. This person worked as a Project Co-ordinator for all of the Centenary celebrations in 2007 (including the World Scout Jamboree) and provided reports to the 2007 Steering Group.

There were a number of other departments of TSA that contributed to particular aspects of the Jamboree and these included:

- ◆ **Child Protection Team / Field Development Service** – provided expertise in developing the right approach for the Jamboree and allocated staff to be present during the Jamboree.
- ◆ **Public Relations Office** – supported the development of the Young Spokespersons initiative and worked on PR before, during and after the Jamboree.
- ◆ **Health and Safety** – TSA's Health and Safety officer worked closely with the Safety Team during the Jamboree.
- ◆ **Design Studio** – assisted with the production of marketing material and event publications.
- ◆ **Commercial Partnerships Team** – worked on developing corporate partnerships beneficial both to the Jamboree and TSA on an ongoing basis.
- ◆ **Legal Team** – provided advice on various legal matters, particularly in relation to supplier contracts.

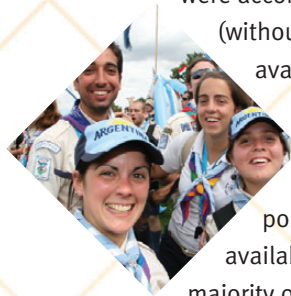
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**WHERE RESPONSES WERE EXPRESSED  
IN THE QUESTIONNAIRE,  
93% WERE MARKED VERY POSITIVE  
OR POSITIVE WHEN ASKED IF  
CONTACT WITH THE JAMBOREE OFFICE  
IN THE UK WAS HELPFUL FOR THE  
PREPARATION OF THEIR CONTINGENT.**

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## 21st World Scout Jamboree Office / Jamboree HQ

For the majority of the time, the JST were based at TSA's National Headquarters at Gilwell Park. The JST were accommodated in the existing offices (without any additional space being made available) and conditions became rather cramped as the team grew in size. It was decided to move the JST to the Jamboree site as late as possible, because the facilities available at Gilwell Park meant that the majority of the work could be done most efficiently from there, until very close to the Jamboree. Nearly all of the JST moved to the Jamboree HQ at Hylands Park about one week before the start of the Jamboree. The Jamboree HQ consisted of:



- ◆ A reception area where visitors were received and, when appropriate, directed to a particular person in the Jamboree HQ.
- ◆ A large marquee accommodating representatives of all of the JCT areas and the JST.
- ◆ Several cabins for use as meeting rooms, adjacent to the main marquee.
- ◆ The Problem Management Centre, which was open '24/7'.
- ◆ A marquee used for large gatherings such as the daily Heads of Contingents meeting.
- ◆ The Media Centre, consisting of a large marquee and a number of adjoining cabins.
- ◆ Separate cabins for the World Scout Bureau, Chelmsford Borough Council and TSA's senior volunteers and staff.

## Sponsored Guests

It was recognised that there were many people – both volunteers and staff – who had given up a lot of time over a number of years working on the planning and preparation of the 21st World Scout Jamboree and that in a lot of cases they were then going to be away from their families for more than two weeks during the Jamboree. It was therefore agreed that members of 2SG, JMT, JCT, JOT, JST and other senior members of TSA could nominate a limited number of family and



friends as “Sponsored Guests” at the Jamboree. Sponsored Guests were issued with ‘24/7’ ID Passes so that they had the flexibility to visit the Jamboree at any time, but it was not expected that Sponsored Guests would spend considerable periods of time on site, stay more than one or two nights or eat regularly in the Adult Restaurant. Generally, this system seemed to work very well and it meant that those who had given up a huge amount of time working on the Jamboree were able to see their friends and family occasionally during the Jamboree, without this resulting in unregulated access to the Jamboree site.

## Finances

### Background

From early on, it was recognised that there was a very significant financial risk in hosting the World Scout Jamboree – the turnover of the Jamboree on its own was far greater than TSA’s total annual budget. It was known that a number of World Scouting events in the years before the 21st World Scout Jamboree had resulted in long term financial difficulties for the NSOs that had organised them and that in other cases financial disaster had only been avoided as a result of substantial Government intervention.

In addition, those with long memories were quick to remind us that the financial result of the 1957 Jamboree had created difficulties for TSA for a number of years afterwards. It was therefore absolutely clear that, together with other important objectives, the 21st World Scout Jamboree must not have a negative impact on TSA’s financial situation.

A further challenge was that in relative terms the UK, and particularly the London area, was always going to be an expensive place to hold a Jamboree and the increasing burden of regulation and compliance would also add additional costs.

### Fees

In calculating the fees for the World Scout Jamboree, the objective was that the gross fee income should match the fully allocated costs of running the events and that a surplus should not be planned for. In addition, as a demonstration of World Scouting’s

solidarity, the fee for those from less well-off countries should be discounted at least to similar levels as in the past.

### WHERE A RESPONSE WAS EXPRESSED IN THE QUESTIONNAIRE, 48% WERE MARKED VERY NEGATIVE OR NEGATIVE WHEN ASKED IF THE LEVEL OF THE FEE FACILITATED THE PARTICIPATION OF THEIR CONTINGENT.

In October 2004, the World Scout Committee agreed that the World Scout Jamboree fee for a category D country should be set at £560 and that fees from countries in other categories should be set as follows:

CATEGORY A	CATEGORY B	CATEGORY C	CATEGORY D
£140 (25%)	£280 (50%)	£420 (75%)	£560 (100%)

The above table applied to participants, Troop Leaders and members of Contingent Support Teams. The fee for members of the International Service Team (IST) was originally set as 90% of the full fee, but following difficulties in recruiting sufficient IST for EuroJam, it was decided to increase the level of discount and also introduce a lower fee for younger members of the IST.

For members of the IST aged 18 – 25 years on 24th July 2007, the fee was set as 70% of the full fee as follows:

CATEGORY A	CATEGORY B	CATEGORY C	CATEGORY D
£98	£196	£294	£392

For members of the IST aged 26 years and over on 24th July 2007, the fee was set as 80% of the full fee as follows:

CATEGORY A	CATEGORY B	CATEGORY C	CATEGORY D
£112	£224	£336	£448

In order to encourage prompt payment, it was decided that all fees should be adjusted according to the following early payment discount scheme:

10% DISCOUNT	5% DISCOUNT	FULL FEE	5% SURCHARGE
Deposit paid by 30.03.2006 and balance paid by 31.07.2006	Deposit paid by 31.07.2006 and balance paid by 30.11.2006	Deposit paid by 30.11.2006 and balance paid by 30.04.2007	Deposit paid by 30.04.2007 and balance paid afterwards

The deposit was set as:

- ◆ £25 for category A countries
- ◆ £50 for category B countries
- ◆ £75 for category C countries
- ◆ £100 for category D countries

NSOs are allocated to a particular fee category based on their country's Gross National Income (GNI) and the World Scout Bureau updates this allocation at each World Scout Conference – the fee category table remains current until the next World Scout Conference. There was some confusion as to which fee category table applied for the 21st World Scout Jamboree. The convention in the past seemed to be to use the fee category table that was current at the time the budget was prepared and the fee announced. The fee category table that was current for the World Scout Conference in Thessaloniki was therefore used, rather than the one for the World Scout Conference in Tunisia.

Although there were very good reasons for having different levels of fees according to the NSO's country, the age of the IST member and when payments are made, this number of variables did make it much more difficult to accurately forecast what the income was going to be and this made budgeting more difficult.

It was predictable that some feedback was going to be received saying that the fees for the World Scout Jamboree were too high, especially as the income from fees for recent World events had fallen well short of covering the expenditure. The reality is that with the scale and complexity of an event like the 21st World Scout Jamboree and the fact that it was held in a highly regulated country, a relatively high fee is inevitable.

## Financial result

When considering the financial result, it should be noted that figures relate to the total income and expenditure of both EuroJam (as the rehearsal event) and the 21st World Scout Jamboree. An analysis of finances of each event separately is impractical, because many things were done in a particular way at EuroJam primarily to test systems for the World Scout

Jamboree. In addition, a number of costs incurred for EuroJam were effectively 'embedded costs' for the World Scout Jamboree – for example, the cost of installing new water and sewage pipes.

The gross income for EuroJam and the World Scout Jamboree was as follows:

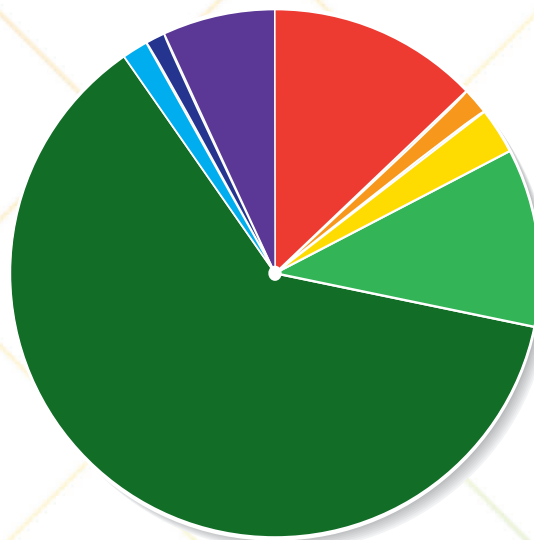


CHART	ITEM	£	% OF TOTAL INCOME
◆	EuroJam Fees	2,792,510	13.10%
	World Scout Jamboree Fees:		
◆	category A	317,626	1.49%
◆	category B	648,919	3.04%
◆	category C	2,259,674	10.60%
◆	category D	13,240,996	62.10%
◆	Other attendees (Off Site Team, traders, exhibitors, etc.)	315,949	1.48%
◆	Grant from Fund for European Scouting	290,457	1.36%
◆	Grant from UK Government	1,454,447	6.82%
	<b>TOTAL INCOME</b>	<b>21,320,578</b>	

In addition to the early payment discount scheme, a booking system was developed to facilitate the accurate planning of participant numbers. This enabled accurate budgeting of expenditure to ensure that the gross fee income would match the fully allocated costs of running the events. However, NSOs were not obliged to fulfil their bookings until shortly before the Jamboree and many revised or reduced their bookings at a very late stage when payments became due. This created a significant challenge in terms of revising plans and expenditure budgets.



As a result of the funding received from the UK Government, we were able to refund £45 for each person as a contribution towards the cost of obtaining their UK entry Visa and this was particularly helpful to certain NSOs.

The gross expenditure for EuroJam and the World Scout Jamboree was as follows:

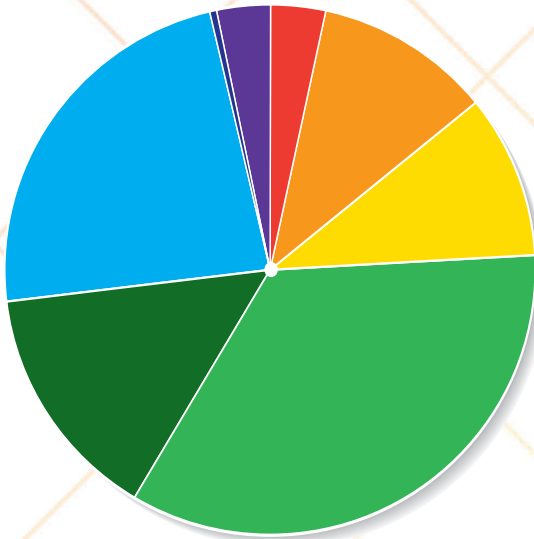


CHART	ITEM	£	% OF TOTAL INCOME
◆	Contingent and IST support	680,391	3.19%
◆	Programme and Ceremonies	2,314,220	10.85%
◆	Transport	2,131,274	10.00%
◆	Infrastructure and Operations	7,337,398	34.41%
◆	Planning and Organisation	3,056,396	14.34%
◆	Food and Trading (net)	4,961,636	23.27%
◆	WOSM costs	92,661	0.43%
◆	Sales Tax	696,060	3.26%
	<b>TOTAL EXPENDITURE</b>	<b>21,270,306</b>	

The difference between income and expenditure produced a net surplus for EuroJam and the 21st World Scout Jamboree of £50,542.

It is clear from the financial result that we were not able to achieve our original aim that the gross fee income should match the fully allocated costs of the running the events and it is questionable whether this is a realistic model. Without the additional funding from the Fund for European Scouting and the UK Government, it is probable that parts of the World Scout Jamboree would have to have been severely cut back which would have resulted in an event that had much less to offer. We therefore take this opportunity to record our grateful thanks to the European Scout

Committee for facilitating the support from the Fund for European Scouting and to the Office of the Third Sector of the UK Government for agreeing to support the 21st World Scout Jamboree.

The income and expenditure relating to Day Visitors was not part of the budget of the Jamboree and the net surplus from this was approximately £0.2m and this was used as a contribution towards the cost of other activities during the Centenary of Scouting.

Scouts Shops Limited (SSL) is a wholly owned subsidiary of TSA, as required by UK charity regulation. The Trustees decided that SSL should be responsible for producing and selling the majority of the merchandise for Scouting's Centenary year. Overall SSL generated a surplus of approximately £2.1m from sales related to Scouting's Centenary and a significant part of the sales were as a result of the World Scout Jamboree. The surplus from SSL has been 'ring fenced' to be used for a variety of projects to promote the future growth and development of Scouting.

## Commercial Sponsorship

It had been assumed that we would be able to attract considerable commercial sponsorship for the World Scout Jamboree and that this would provide additional sources of income, but this turned out to be considerably less than originally thought.

There were a number of reasons for this:

- ◆ Some of the sectors that normally support large events (e.g. soft drinks, snack foods, mobile phones, etc.) are unable to support youth events due to legislation and public pressure in the UK.
- ◆ Scouting had a much lower profile before its Centenary year and this meant that large companies did not find Scouting attractive at that time.
- ◆ The environment for commercial sponsorship in the UK is very competitive and greater successes were achieved when exposure to TSA's half a million members was possible, in conjunction with exposure at the World Scout Jamboree.

## Operation One World finances

The restricted income and expenditure for Operation One World was accounted for separately and the result was as follows:

Donations received	£ 432,726
Grants made	£ 407,948

Donations exceeded grants by £24,778 and this surplus was transferred to the organisers of the 22nd World Scout Jamboree in Sweden to be used for the solidarity operation equivalent to Operation One World.

## 22nd World Scout Jamboree – Sweden

Although we recognise that no two Jamborees are the same, we do think that there is a lot of knowledge and learning that those who have organised a World Scout Jamboree can share with others. We are very pleased with the excellent collaboration that we had with our Swedish colleagues and we tried to provide as much access as possible to our systems, procedures and organisation before, during and after the Jamboree. Our willingness to be open and transparent was made easier because where there were failings in what we were doing, the observation of these was handled sensitively. The staff teams of the two Jamborees also worked very closely together, including undertaking an extensive evaluation of the 21st World Scout Jamboree in the autumn of 2007. We wish our Swedish colleagues all the very best as they progress their work for the 22nd World Scout Jamboree and we remain willing to provide any further information, help or support that might be needed.



# Contingents



A top priority for us was to establish strong working relationships with NSOs, Contingent Leaders and Contingent Support Teams and ensure that they received the best possible support. Our belief was that such an approach with our 'customers' would maximise the participation from each country, so more young people would get a 'once in a lifetime experience' of a World Scout Jamboree. In addition, the partnerships that resulted in World Village activities, Scout Food House and other contributions from NSOs were highlights of the Jamboree.

## Key Dates

The key dates of the 21st World Scout Jamboree were as follows:

30th June	Build period begins
21st July	Pre-event IST arrive
24th July	IST arrive
25th July	IST training and site preparations
26th July	IST training and site Preparations
27th July	Main Arrival Day for participants
28th July	Opening Ceremony
29th July	Programme starts, Day Visitors on site
30th July	Programme, Day Visitors on site
31st July	Programme, Day Visitors on site
1st August	Sunrise Day
2nd August	Programme, Day Visitors on site
3rd August	Programme, Day Visitors on site
4rd August	Programme, Day Visitors on site
5th August	Programme, Day Visitors on site
6th August	Programme ends, Day Visitors on site
7th August	Closing Ceremony
8th August	Main Departure Day for participants
9th August	IST Depart
14th August	Take Down Period Ends

## Planning Timetable

To help Contingents with their planning, we prepared a timetable below showing a number of significant 'milestones' and these were as follows:

April – December 2004	Jamboree Bulletin 1 Jamboree Design Guide and CD 2007 Information Folders
February 2005	Jamboree Bulletin 2
July/August 2005	EuroJam Study Visit
September 2005	World Scout Conference, Tunisia Jamboree Bulletin 3 Contingent Registration opens
November 2005	Jamboree Circular 1
February 2006	Jamboree Bulletin 4
March/April 2006	First Heads of Contingents Visit Payment deadline
June 2006	Jamboree Circular 2 IST opportunities catalogue published World Villages Info 1
July 2006	Jamboree Bulletin 5 Payment deadline
August 2006	Deadline for confirmation of Home Hospitality in the UK.
October 2006	IST registration details sent to Contingents Jamboree Circular 3
November 2006	World Villages Info 2 Payment deadline Deadline for order of contingent camping equipment
December 2006	Troop and Contingent Support Team Registration details sent to Contingents IST Role Choices submission deadline
January 2007	Jamboree Bulletin 6 World Villages Grant Application submission deadline
March 2007	Heads of Contingents Visit 2 Deadline for Contingent Registration World Villages Info 3 Jamboree Circular 4
April 2007	Payment deadline Jamboree Circular 5
May 2007	Jamboree Bulletin 7 Deadline for contingent reception bookings Deadline for nomination of Scout Guests Deadline for nomination of Young Correspondents Deadline for orders for Food Festival
June 2007	IST Role Allocation sent to Contingents Troop allocations to Sub Camps sent to Contingents Jamboree Circular 6
July/August 2007	21st World Scout Jamboree

## Participation

In order to ensure that the 21st World Scout Jamboree was experienced by those it was aimed at, WOSM rules were adhered to and the following applied to all Contingents:

- ◆ Participants had to be aged between 14 and 17 years old on 27th July 2007 (i.e. born between 28th July 1989 and 27th July 1993).
- ◆ Participants were organised into Troops of 36 young people and 4 adult leaders, with each Troop further divided into 4 Patrols of 9 young people.
- ◆ Where Contingents did not have enough Patrols to form a complete Troop, they were combined with Patrols from other countries.
- ◆ Where a country had several National Scout Associations, they could only participate as part of an NSO Contingent.
- ◆ Members of World Association of Girl Guides and Girl Scouts (WAGGGS) were allowed to participate in the Jamboree either as part of the Contingent of a Scout and Guide National Organisation (SAGNO), or as part of the Contingent of the WOSM member organisation in their country if invited to do so by the NSO.
- ◆ The size of a Contingent was not allowed to be greater than 10% of the total expected number of participants (i.e. 3,200), except for the host country which was allowed up to 20% (i.e. 6,400).

Full details of the basis upon which NSOs participated in the World Scout Jamboree were set out in a “Terms and Conditions” paper that was distributed at the end of 2005 and this included a comprehensive fee payment schedule. The Terms and Conditions paper is available as a reference document.

The participant age range for a World Scout Jamboree normally spans 4 years, although the time between the Jamboree in Thailand and the 21st World Scout Jamboree was 4½ years. In order to ensure that no young person was denied the opportunity to attend a World Scout Jamboree, the World Scout Committee made the decision that



participants up to 6 months younger than normal could attend the Jamboree in Thailand. Those who were just over 18 years old were encouraged to apply to become members of the International Service Team.

Summaries of those attending the 21st World Scout Jamboree are shown below and a full list showing participation by each country is available as a reference document.

CATEGORY	PARTICIPANTS	TROOP LEADERS	CONTINGENT SUPPORT STAFF	IST 18 – 25 YEARS OLD	IST 26 YEARS OLD AND OVER	TOTAL	% OF TOTAL PARTICIPATION
A	1,490	204	109	86	603	2,492	6.58%
B	1,751	186	131	242	172	2,482	6.55%
C	3,943	410	226	1,003	455	6,037	15.94%
D	18,487	1,843	613	3,449	2,465	26,857	70.92%
<b>TOTALS</b>	<b>25,671</b>	<b>2,643</b>	<b>1,079</b>	<b>4,780</b>	<b>3,695</b>	<b>37,868</b>	<b>100.00%</b>

SCOUT REGION	PARTICIPANTS	TROOP LEADERS	CONTINGENT SUPPORT STAFF	IST 18 – 25 YEARS OLD	IST 26 YEARS OLD AND OVER	TOTAL	% OF TOTAL PARTICIPATION
Africa	485	72	40	25	110	732	1.93%
Arab	706	95	38	91	67	997	2.63%
Asia-Pacific	3,920	456	214	505	784	5,879	15.52%
Eurasia	469	32	34	2	0	537	1.42%
European	15,539	1,503	523	3,408	1,874	22,847	60.33%
Inter-america	4,552	485	230	749	860	6,876	18.16%
<b>TOTALS</b>	<b>25,671</b>	<b>2,643</b>	<b>1,079</b>	<b>4,780</b>	<b>3,695</b>	<b>37,868</b>	<b>100.00%</b>

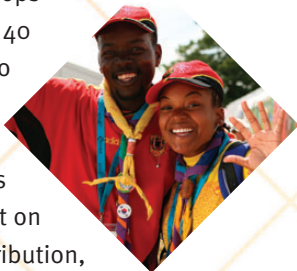
Around the end of 2006, the figures that Contingents had provided were indicating that the 21st World Scout Jamboree might be oversubscribed and a number of steps were taken to look at what could be done to manage over demand. However, by the time of the final deadline for payments (end of April 2007), most Contingents had more or less finalised their numbers at levels generally slightly lower than those indicated at the end of 2006. The overall change in the estimated numbers between the end of 2006 and the end of April 2007 was a reduction of approximately 10%.

A more detailed analysis of the registrations also revealed that there were fewer participants from category D countries and more from all the other categories, when compared with the assumptions made for the budget. Furthermore, the proportion of IST aged 18-25 years was higher than assumed in the budget. The fee structure had been designed to facilitate participation from less well off countries and encourage more IST in the younger age group and this had worked better than was anticipated. Whilst we



were delighted with the greater breadth of participation in the 21st World Scout Jamboree it was the case that, at a relatively late stage, it was necessary to review the event budget in light of the corresponding significant decrease in anticipated income. This obviously caused difficulties for those involved in the operational planning for the event.

A further complication was that a number of Contingents registered multiple Troops many of which had a few less than 40 members in each. It was not easy to find a way to 'top up' such Troops so that they had 40 members and this caused a number of difficulties where Troop size had a direct affect on operational matters (e.g. food distribution, transportation, the areas allocated for camping) and also resulted in greater costs.



## Operation One World

It was always our aim that Scouts from more countries than ever before would attend the 21st World Scout Jamboree, particularly as this was the Centenary Jamboree which would include the celebration of Scouting's Sunrise. In order to achieve this, a solidarity fund – Operation One World – was set up to help those Scouts who would otherwise have not been able to attend, to participate in the Jamboree.

The guidelines set by the World Scout Committee indicated that the amount of funding for the solidarity operation should be equivalent to at least 2.5% of the total amount of Jamboree fees. A major fund raising campaign called the World Friendship Appeal was launched in the UK and this involved a direct mailing to all adult members of TSA. The mail shot included a letter signed by the current Lord Baden-Powell and a small pin badge sent in advance as a token of appreciation for anticipated donations. The appeal was a huge success and more than the required amount for Operation One World was received.



**WHERE RESPONSES WERE EXPRESSED  
IN THE QUESTIONNAIRE,  
88% WERE MARKED VERY POSITIVE  
OR POSITIVE WHEN ASKED TO  
GIVE A VIEW IN RELATION TO  
THE CONCEPT AND MANAGEMENT  
OF THE OPERATION ONE WORLD  
SOLIDARITY OPERATION.**

For the implementation of the Operation One World solidarity project, we relied heavily on the knowledge and expertise of WOSM's 6 Regional Offices. Each Regional Director was requested to prepare a proposal listing the number of participants from the countries in their region to be supported along with an estimate of the total cost (consisting of air fares, national and local travel, UK entry visas, travel insurance, pocket money, administration in the region office, etc.). Once the proposal had been checked and approved, an agreement was drawn up and signed by the Regional Director and the funds were transferred to the Regional Offices. Reports showing clear and transparent accounting of how the money was used were required to be sent to the Jamboree Office in May and October 2007. These reports detailed the monies that had been received, provided an analysis of the expenditure that had been incurred and summarised the overall position regarding the support that had been provided. The final report and accounts were signed off by the Regional Director confirming that the funds had been utilised in accordance with the agreement that had been entered into.

In total, Operation One World enabled more than 300 Scouts from 90 countries to attend the Jamboree and the summary of the numbers by each WOSM region is as follows:

SCOUT REGION	COUNTRIES	PARTICIPANTS	TROOP LEADERS	CONTINGENT STAFF	TOTALS
Africa	28	72	3	1	76
Arab	15	32	5	2	39
Asia-Pacific	14	54	2	2	58
Eurasia	7	51	4	2	57
European	7	45	1	0	46
Interamerica	19	49	1	1	51
<b>Totals</b>	<b>90</b>	<b>303</b>	<b>16</b>	<b>8</b>	<b>327</b>

A full list showing Operation One World participation by each country is available as a reference document.

It was our belief that Operation One World would only be successful with the support and help of each of WOSM's Regional Offices. We would like to take this opportunity to record our thanks to the Regional Directors and their staff for their professionalism and hard work in ensuring that Operation One World was a great success.

## Home Hospitality (HoHo)

From the beginning it was decided that the organisation of Home Hospitality (HoHo) before and after the World Scout Jamboree should be the responsibility of the UK Events and Activities Team, rather than the responsibility of the organisers of the Jamboree. This created a number of difficulties, not least with NSOs and Contingents who did not easily understand why their questions relating to HoHo could not always be answered by members of the Jamboree Team.



Despite this organisational difficulty, overcoming the challenge of finding HoHo for as many of the Contingents that wanted it was a priority for TSA, especially as warm hospitality has often been extended to members of UK Contingents at previous World Scout Jamborees. We are pleased that that through HoHo we were able to accommodate more than 6,000 Scouts from 23 countries for two or three nights. Approximately three quarters of the HoHo places were with families and these were in locations throughout the whole of the UK.

**WHERE A RESPONSE WAS EXPRESSED  
IN THE QUESTIONNAIRE,  
80% WERE MARKED VERY NEGATIVE  
OR NEGATIVE WHEN ASKED TO  
GIVE A VIEW IN RELATION TO THE  
INFORMATION PROVIDED FOR THE  
HOME HOSPITALITY PROGRAMME.**

**WHERE A RESPONSE WAS EXPRESSED  
IN THE QUESTIONNAIRE,  
90% WERE MARKED VERY POSITIVE OR  
POSITIVE WHEN ASKED TO GIVE A VIEW IN  
RELATION TO THE ACCOMMODATION AND  
FACILITIES PROVIDED FOR THE HOME  
HOSPITALITY PROGRAMME.**

## Support to Contingents

During the Jamboree, the Contingents Support Team worked closely with Heads of Contingents and their teams in order to make their 21st World Scout Jamboree experience as positive as possible. A buddy was allocated to each Contingent and they were responsible for ensuring that regular contact was maintained and that the flow of information was facilitated. The team also provided an interpretation / translation service and this was particularly important at the daily Heads of Contingents meetings.

The Contingents Support Team was based in the Business Centre of the World Scout Centre. The World Scout Centre was located in the middle of the Jamboree site (close to the Plaza with the tents arranged in a Scout arrowhead) and, apart from the Business Centre, consisted of the Contingent Pavilions and area for the World Organization of the Scout Movement.

One small but important point arising from our internal review of the World Scout Jamboree was that using the name "Contingents Support Team" should be avoided because it created some confusion with "Contingent Support Team" which is the name that National Scout Organizations normally use to describe the team that is in charge of their Contingent.

### Contingent Pavilions

The purpose of the Contingent Pavilions was to provide a space for each national Contingent (or a group of smaller national Contingents) where their Contingent Support Teams could:

- ◆ Present and promote their Scouting, their country and their Gift for Peace to the Jamboree participants and Day Visitors.



- ◆ Work and meet together in support of their Contingent.
- ◆ Communicate with their Troops / IST and with the Jamboree organisers.
- ◆ Relax and rest.

Each Pavilion was an 8m x 4m modular tent designed so that several could be joined together for larger contingents. The number of tents allocated free of charge depended upon the size of the Contingent:

Size of Contingent	Tents allocated
Less than 100 members	1 tent
100 – 499 members	2 tents
500 – 999 members	3 tents
1,000 – 1,999 members	4 tents
More than 2,000 members	5 tents

Additional tents were available for hire at a cost of £250 each (without equipment).

The tents were equipped with standard UK power sockets, overhead lights, 2 tables and 4 chairs. Fixed line telephones and hard wire computer networks were not installed in the Contingent Pavilions; however, the World Scout Centre was covered by mobile / cellular phone networks and wireless internet access.

There was some confusion as to whether there should be activities in the Pavilions as part of the promotion of an NSO and its country. In general, we had anticipated that the promotion in the Pavilions would be more static and any activities would be better as part of World Villages.

## Business Centre

The Business Centre was primarily for Heads of Contingents and their teams and included telephones, PCs with internet access and Microsoft Office software, printers and photocopiers. Each Contingent had a post box in the Business Centre for internal and external mail as well as other messages and faxes. There were also meeting spaces in the Business Centre and in a separate meetings tent.

**WHERE RESPONSES WERE EXPRESSED  
IN THE QUESTIONNAIRE,  
90% WERE MARKED VERY POSITIVE  
OR POSITIVE WHEN ASKED TO  
EVALUATE THE EQUIPMENT AND  
SERVICES PROVIDED TO CONTINGENT  
STAFF IN THE PAVILIONS AND  
BUSINESS CENTRE.**

## Contingent Receptions

It has become traditional at World Scout Jamborees for many Contingents to host receptions to which representatives of the other Contingents and the organisers of the Jamboree are invited. The Guest Services Team managed several large marquees next to Hylands House and a maximum of 5 receptions on 8 separate days were possible. Small servings of alcoholic beverages were allowed to be served to adults at the receptions. A professional caterer was employed to prepare all substantial food required at the receptions and Contingents could choose from a range of different menu options.

As a result of strict food safety regulations in the UK, Contingents that wished to share food items specific to their culture could only do so using food that would not spoil or require refrigeration. These restrictions caused difficulties for some Contingents who understandably wanted either to offer a wide range of food typical for their country, or prepare by themselves relatively large quantities of food representing their culture.

We received feedback from a number of people who felt that the whole system of Contingent Receptions should be reviewed, because to a large extent it is the same people who attend the various receptions – they are just hosted by different Contingents. A number of alternative approaches have been suggested and these include the organisers of the Jamboree hosting one large reception for everyone or the NSOs in each of the WOSM regions hosting a reception together.

## Scout Guests

We recognised that some Contingents wanted to invite a number of senior representatives from their NSO to visit them at the World Scout Jamboree and these were called Scout Guests. As with all other visitors, Scout Guests had to be registered in advance and the Contingent was required to complete a Nomination Form for each Scout Guest. Scout Guests were not expected to visit the Jamboree for more than 2 or 3 days and they were the responsibility of the Contingent during their visit. Scout Guests were allowed to eat in the Adult Restaurant, but meals had to be booked in advance and were at a cost of £15 per day.

## Organisation of Sub Camps

The Sub Camps were home to the participants during their time at the Jamboree and were where they slept, lived, ate and played. Each Sub Camp was designed to accommodate up to 2,000 people and this would normally be in Troops of 40 – including a leadership team of 4 adults with each Troop. In order to maximise interaction with Scouts from other countries, Troops from the same Contingent were allocated to different Sub Camps.

There were 16 Sub Camps in total and these were organised into 4 “Hubs”, all named after natural landscapes as follows:



Facilities provided in each of the Sub Camps were as follows:

- ◆ Toilets, showers and washing facilities
- ◆ Sub Camp Office and meeting room
- ◆ Programme tent
- ◆ Food distribution point
- ◆ Small stage
- ◆ Recycling facilities and waste disposal

The following was provided in each of the four participant Hubs:

- ◆ Facility Centres (incorporating a range of local services such as post, laundry, etc.)
- ◆ Ready to eat foods
- ◆ Sainsbury's supermarket (only on Tropical and Desert Hubs)
- ◆ Tuck shops (selling sweets, drinks, snacks, etc.)
- ◆ Clinic for first aid, medical care and emergencies
- ◆ Listening Ear Service and somewhere quiet
- ◆ Internet Café, pay phones and re-charging facilities
- ◆ Site Operations and Gas Store
- ◆ A wide range of Programme activities and entertainments
- ◆ Medium sized stage

## Sub Camp Team

The Sub Camp Leader was the person who had overall responsibility for the camping, activities, health and safety of all those on their Sub Camp. They were supported by a Deputy Sub Camp Leader and four Sub Camp Managers covering the areas of Programme, Food, Site Services and Customer Services. The members of the Sub Camp teams were from different countries, generally with a UK team member and a team member from another country working together to lead the team. The team members from outside the UK were recruited before the Jamboree, often on the recommendation of their NSO, in order to allow them to become involved with the planning and preparation phase. The mixture of nationalities, cultures and languages both reflected the nature of the Jamboree in each Sub Camp and proved practical in helping



Troops to get the most out of the experience. A number of IST members were also allocated to each Sub Camp and the teams worked together to answer specific day-to-day questions and generally look after the needs of the participants.

### WHERE RESPONSES WERE EXPRESSED IN THE QUESTIONNAIRE, 96% WERE MARKED VERY POSITIVE OR POSITIVE WHEN ASKED TO EVALUATE THE TROOP LEADER AND TROOP REPRESENTATIVE MEETINGS IN THE SUB CAMPS.

In order to ensure that everything was going well, members of the Sub Camp Team and one Leader from each Troop met each evening in order to evaluate the past 24 hours and share detailed information about the coming two days. In addition, there were daily Patrol Leader meetings where two representatives from each Troop met with members of the Sub Camp Team every evening and gave their reflections on life at the Jamboree and the Programme activities.

The first place for Troops and Troop Leaders to seek information and support was in their Sub Camp, where most issues could be easily resolved. If further support was needed, Troop Leaders naturally turned to their Heads of Contingents and Contingent Support Teams for help.

### Sub Camp equipment

Every Troop was issued with tables, benches, dining shelters, kitchen equipment and pioneering poles for the duration of the Jamboree. A full list of the equipment that was issued is available as a reference document. There were significant costs and logistical challenges in providing such large volumes of equipment. In some cases, the quantity of larger items such as tables and benches that were required meant that it was not possible to hire these. They therefore had to be bought and as much as possible of the cost recovered from selling them after the Jamboree.

Most of the equipment arrived in boxes of single items and a significant amount of space and volunteer time was needed to sort the items and make up sets of equipment for each box. Contingents had been given the opportunity to choose whether they wanted to cook in Patrols or Troops and the way the boxes were packed reflected this. The box had been designed so that it could be used as a base for the cooker and for storing the kitchen equipment. There were problems with the quality of one or two of the items (for example knives and tin openers), which appeared not to be strong enough to last for the duration of the Jamboree.

Camping gas was supplied free of charges and empty gas bottles could be exchanged for full ones at each of the Hubs between 06:00 and 23:30.

## International Service Team

The International Service Team (IST) is a key part of every World Scout Jamboree as it is this group of volunteers who support and provide the programme, services and facilities to ensure that participants have a very special Jamboree experience. For the 21st World Scout Jamboree, 8,000 IST were originally planned for, but the final number was nearly 8,500. Over half the IST were aged 18 to 25 years and it is probable that a major reason for this was introducing a lower fee for this age group.

As part of the process of ensuring that we had enough IST for the Jamboree and to ensure that they were as well prepared as they could be, we encouraged NSOs to appoint a person in their Contingent Support Team who would focus on IST issues.

In advance of the main arrival of IST it was necessary to have a number (around 800) of the IST on site to support the first few days of operation. This was particularly important given the need to get the Adult Sub Camp operational and functioning. It was key to ascertain which NSOs were able to provide pre-event IST as early as possible.



The proportion of IST that did not turn up for the role that they were allocated to was much higher than we anticipated (up to 20%) and became progressively worse as the Jamboree went on. For some less attractive roles, the problem was even worse than this. We believe that there were a number of reasons why IST did not turn up for their role and these included:

- ◆ The initial role specific training did not take place and an alternative time to do this was not organised.
- ◆ Some IST did not feel valued in their role and they therefore decided not to return.
- ◆ Some IST did not like the role that they had been allocated and they therefore decided not to turn up.

It is clear that the Jamboree Team as a whole could have done much better at introducing IST to their roles, ensuring that IST felt valued and were motivated and generally ensuring that IST got the most out of the Jamboree whilst still contributing to the overall success through the role that they had been given. However, members of the IST also had a responsibility to fulfil their commitment to the Jamboree and it is disappointing that some opted not to at the first sign of difficulty.

We received strong feedback from some Contingents saying that they thought it was completely unacceptable for IST to work in a commercial role (for example, food stalls, the Scout Shop, etc.) because they had “paid a fee to serve, not to make money for others”. We had not anticipated this problem because our thinking was that such commercial operations provided a service to those at the Jamboree and also generated additional revenue that helped to ensure that the Jamboree fee was kept as low as possible. Nevertheless, we do acknowledge the strength of feeling that some people had in relation to this and we therefore apologise for any offence caused.



At EuroJam, a ‘tracking’ system had been trialled whereby the ID Passes of adults were scanned as they went into the Adult Restaurant and generally this system worked well. Messages could be put on the system for particular individuals and, for example, this enabled us to communicate with members of the IST who

had not turned up for work. At the World Scout Jamboree, the tracking system did not work at all. The volume of people that we were trying to scan was too great and there was no robust process in place for putting messages onto the system. Given the success of the tracking system at EuroJam, we do believe that there is merit in continuing to consider this for future World Scout Jamborees.

**WHERE A RESPONSE WAS EXPRESSED  
IN THE QUESTIONNAIRE,  
92% WERE MARKED VERY POSITIVE  
OR POSITIVE WHEN ASKED  
TO COMMENT ON THE IST  
OPPORTUNITIES CATALOGUE.**

## Role allocation

The IST Opportunities Catalogue was sent out in June 2006 and Contingents were requested to collect five role choices from their IST members, along with copies of qualifications required for specialist roles (such as water activities instructors, doctors, etc.). At the end of 2006, Contingents were provided with a spreadsheet on a CD on which they could enter the role choices and other details for the IST members. The intention was to upload this information to the main database, complete the process of allocating jobs and provide Contingents with the details of the allocations of their IST members as they became available (but not before May 2007). The data was slow in coming in from NSOs which meant that the allocation process did not progress as fast as planned. We also encountered very significant technical difficulties both in uploading the information to the main database and also in the process of indicating the role that an IST member had been allocated. We did manage to advise NSOs of the final role allocations in June 2007, although we had to advise that there could be some changes prior to arrival at the event.





## WHERE A RESPONSE WAS EXPRESSED IN THE QUESTIONNAIRE, 55% WERE MARKED VERY NEGATIVE OR NEGATIVE WHEN ASKED IF THE PROCESS OF IST ASSIGNMENT AND ROLE ALLOCATION WAS WELL RUN.

There is no doubt that despite considerable efforts to try and solve the problems by a number of very dedicated people, there were extensive difficulties in relation to role allocation for the IST and these were primarily due to difficulties with the main database.

One aspect that we could have worked harder to understand was the cultural traditions and sensitivities of those nationalities attending as IST. Some research could have been undertaken so that we had a better understanding of the ways in which IST from different countries are used to operating and working. This would have been especially important in relation to the role allocation process and defining the working hours of IST.

Our experience and subsequent evaluation concluded that it would be better to provide the IST with their role allocation only when they arrive at the Jamboree. However, we believe that such an approach would also require a robust and fair process to facilitate role changes / swaps. It would probably also be necessary to allow some exceptions – for example specialist roles where specific qualifications are needed or an IST member who would have to bring particular equipment.

Alternatively, a model could be developed that would involve NSOs much more in IST allocation – for example, each NSO could be given a quota covering the various roles at the Jamboree and be asked to find suitable IST from their Contingent to fill these.



We believe that we should have done more in motivating IST primarily to take part and contribute to the success of the Jamboree, rather than to be too concerned about the particular role that we asked them to do. The World Scout Jamboree experience was less about the work they did each day and much more about the people that they shared this fantastic opportunity with.

## IST Training

The main arrival day for the IST was Tuesday 24th July, whereas the main arrival day for the participants was Friday 27th July. The main reason that IST arrived a few days before the participants was to allow time to complete some training and become familiar with the role that they had been allocated at the Jamboree. The aim of the IST Training was that those who have completed it will:

- ◆ Recognise the importance of IST (behaviour, turning up for work, ready to work, part of a Core Team and the wider Jamboree Team, motivation to ensure participants have a great time).
- ◆ Have been briefed on the role of and support offered by the HR Team (including how to keep themselves safe on and off site).
- ◆ Have been engaged in an activity which reinforces important information regarding emergency situations (fire, accidents, evacuation, etc), meal times, IST excursions, help desk opening times, Adult Hub.
- ◆ Have been reminded of their responsibilities in relation to respecting all cultures and the UK Child Protection Policy.
- ◆ Have been inspired and motivated to make a positive contribution to the success of the 21st World Scout Jamboree.

The main parts planned for IST training were as follows:

**Generic Training** – all IST members were required to attend a generic training session as an introduction to the Jamboree. The objective of the generic training was to inform and inspire the IST at the start of the Jamboree before they began working in their roles. This generic training was delivered in the following ways:

- ◆ In groups of around 200 at a time.
- ◆ To most IST on 25th – 26th July.
- ◆ To IST members working in the Off Site Programme Team on the evening of 24th July.
- ◆ To Pre-Event IST on 22nd July.
- ◆ In both English and French.
- ◆ In Jamboree Core Teams.

**Orientation Activity** – during the Generic Training, members of IST were also given an Orientation Activity to complete before the participants arrive on site. The Orientation Activity was done in small groups in their own time and when convenient. The main purpose of the Orientation Activity was to enable members of the IST to get know as much of the Jamboree Site as possible before participants arrived.

**Child Protection** – An online child protection exercise was developed in conjunction with the Boy Scouts of America and the World Scout Bureau and the plan was that members of the IST would be encouraged to complete this prior to coming to the Jamboree. However, there were technical difficulties with this and it did not work in the way that was intended. A section on Child Protection was therefore included in the Generic Training.

**Role Specific Training** – as soon as possible after arriving, members of the IST were also required to complete training provided by the team that they were allocated to. Given the wide variety in the teams and roles, there was no single model or approach that was applied for this training.

Once a member of IST had completed their training, they were presented with a specially produced World Scout Jamboree IST T-shirt.

**WHERE A RESPONSE WAS EXPRESSED  
IN THE QUESTIONNAIRE,  
80% WERE MARKED VERY POSITIVE  
OR POSITIVE WHEN ASKED  
IF THE PROCESS OF IST GENERIC  
AND ROLE SPECIFIC TRAINING  
WAS WELL RUN.**

## Adult Programme

For the 10,000 or so adults on site, most of the time was spent working really hard, but it was important for everyone to take some free time during the Jamboree. For the first time at a World Scout Jamboree, a full and exciting Adult Programme was therefore provided and this included:

- ◆ Art and Crafts.
- ◆ Sports and Games.
- ◆ Entertainment  
(incorporating International Showcase).
- ◆ One World Fair on 1st August.
- ◆ Full days and half day excursions  
(London, Colchester, Cambridge, Windsor Castle, Lakeside and Gilwell Park).
- ◆ Global Development Activities.

**WHERE A RESPONSE WAS EXPRESSED  
IN THE QUESTIONNAIRE,  
70% WERE MARKED VERY POSITIVE  
OR POSITIVE WHEN ASKED TO  
EVALUATE THE PROGRAMME IN  
TERMS OF INFORMATION PROVIDED,  
APPROPRIATENESS OF CONTENT AND  
METHODOLOGY OF THE ACTIVITIES.**

## The Adult Jamboree Friendship Award

It was decided to offer an Adult Jamboree Friendship Award available to all adults at the Jamboree and this was also the first time that this had been done at a World Scout Jamboree. The purpose of the award was to encourage and help all adults to have a full and worthwhile experience at the Jamboree. In order to complete the Adult Jamboree Friendship Award, the following had to be achieved:



- ◆ Find out more about life in another country. Join with three adults from other countries for meals during the Jamboree.
- ◆ Make new friends. From your work teams and free-time activities make five or six new friends and exchange contact details with them.
- ◆ Find out more about Scouting around the world. Visit at least two countries in the World Scout Centre.
- ◆ Find out more about issues affecting the world today. Take part in a Global Development



activity, either in the Adult Sub Camp or in the Global Development Boulevard.

- ◆ Experience the spiritual and/or religious dimension of Scouting. Visit the Faith and Beliefs area, or the Quiet Area in the Island Hub, or attend a service organised by one of the faith communities at the Jamboree.
- ◆ Celebrate the Centenary - join in a 1st August activity. For example, the Sunrise Ceremony, the Food Festival or the Gifts for Peace Concert in the evening.
- ◆ Challenge yourself - try something new. A new activity, eat some new food, hold a conversation in a language that is not your own.
- ◆ Commit yourself to share our experience with others back home to promote Scouting as a worldwide family.

Once all of the above had been completed, the Adult Jamboree Friendship Award badge was awarded.

## Adult Camping Area

In the past it has been the case that different groups of adults stayed in different parts of the site, but for the 21st World Scout Jamboree it was decided to have one camping area to accommodate almost all of the members of the IST, Contingent Support Teams and Jamboree Organising Team – although members of the Sub Camp Teams and Troop Leaders camped in their Sub Camps. The Adult Camping Area was therefore the largest camping area on the Jamboree site, being home to nearly 10,000 adults. In general, adults were encouraged to camp in areas defined to accommodate the various Jamboree teams, rather than with others from their own Contingent. This only partially worked because some members of the IST preferred to camp in the same area as people they already knew, rather than with those who were in their team at the Jamboree.

The Island Hub was adjacent to the Adult Camping Area and contained a wide range of services including the Adult Support Centre. There was a stage, bar area, food stalls, sport and recreational facilities, laundry service, toilets and showers and several other outlets and facilities. The Adult Programme was also



run from the Hub and was based at the “Kross” (cross shaped) Marquee. The Island Hub was the only place on the site where alcohol was served, although separate, alcohol-free social areas were also provided. The Island Hub was an adult only area and no participants or anyone under 18 years old were allowed to be there.

In short, the Island Hub was a place where all adults lived, relaxed, and socialised. The Programme activities offered something for everyone and there were regular events on the Adult Stage. As we were concerned that many adults at the Jamboree had long days with early starts, we did try to ensure that evening activities did not go on too late and that there was no excessive noise. However, feedback was received from a number of people indicating that there were not enough opportunities for those adults who wanted to stay up much later in order to socialise with others at the Jamboree.



## Registration System

For EuroJam an online registration system was trialled and those attending were required to log on via the internet and enter their details. This was only partially successful. There were detailed discussions about which approach should be taken for the World Scout Jamboree and in the end it was decided to distribute a spreadsheet on a CD for Contingents to complete and return to us. The main reason for adopting this approach was that we anticipated that most Contingents would have their data on a system locally and it would be easier for them to import this onto a spreadsheet than enter it all again online. Once the spreadsheets had been returned to us, the intention is that we would upload them to a main database. We always knew that a weakness in the system was that once the data had been uploaded, it would not be easy to make any corrections or alterations, but it was planned that this would be done manually by the staff of the Jamboree Office.

However, one aspect that we had not anticipated was that despite designing the spreadsheet template as carefully as possible so that Contingents had to enter data in a consistent way, there was a huge amount of









work to ‘cleanse’ the data before it could be uploaded to the main database. The main database was built from scratch by a small team of volunteers (most of whom were professionally involved in IT / IS industry), but the development was consistently behind schedule. It became clear that we were entirely dependent either on a single individual or a very small number of people who had the ability and / or access to do the programming and if they became unavailable, any requests for things to be done were not progressed.

## Check-in

The main Check-in Centre was at North Weald Airfield and this is where the majority of IST members, participants, Troop Leader and Contingent Support Team members checked in. For participants the Troop Leader presented a suitable form of identification and they then received a Jamboree ID Pass in a plastic wallet, a lanyard, a Jamboree scarf, a Jamboree badge and “Jamboree Essentials” (a small fold out map and guide) for each member of the Troop. When the details of those wanting to check-in were already correctly loaded into the database, the system was fast and efficient.

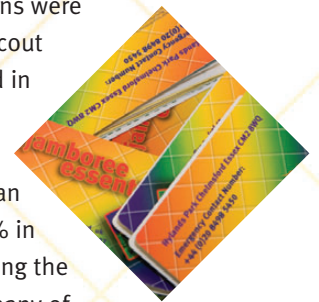
## Who’s who

For security and a number of other reasons, it was important to be able to identify people at the Jamboree and everyone was therefore requested to keep their Jamboree Scarf and Jamboree ID Pass with them at all times. The coloured border of someone’s Jamboree Scarf indicated that they were one of following:

	Participants
	Troop Leaders
	International Service Team
	Contingent Support Teams and NSO representatives
	JMT, JCT, JOT and JDT
	Cast and performers
	Off Site Programme Team
	Activity partners and Scout Traders

## Printed resources

A number of different publications were produced for use at the World Scout Jamboree and all were produced in both English and French. The initial print run was 90% in English and 10% in French and an additional reserve supply of 10% in English was also produced. During the Jamboree it became clear that many of those that we anticipated would take French versions of the publications actually preferred an English version. The stock of English versions ran out and additional ones had to be printed and this was expensive because of the relatively low print runs. Given the very low take up of resources printed in French and the resultant relatively high cost, it is questionable as to whether or not it is worth producing French versions.



The following main printed resources were produced:

- ◆ **Jamboree Essentials** – this was a fold out map and guide for all participants, Troop Leaders, IST members and Contingent Support Team members.
- ◆ **Handbook** – four different handbooks for participants, Troop Leader, IST and CST were developed with shared content and similar layouts. The CST Handbook had all of the information that was in the other handbooks plus specific information for the CST. The CST Handbook was also the one that was provided to members of the Jamboree Team.
- ◆ **Cook Book** – this provided guidance about the food distribution system in Sub Camps, details of the daily menu and serving suggestions.
- ◆ **“Time to Think”** – this was the Faith and Beliefs material that was supplied to each Troop Leader for use with their participants. The material was split into a series of cards, each themed to match the different Programme areas. It was designed to be used by participants at an appropriate time during the day.



- ◆ **Daily Reflection cards** – these contained a ‘thought for the day’ and the version for participants reflected the Programme activity for that day, whereas the version for adults had a thought to do with service and international friendship.

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**WHERE A RESPONSE WAS EXPRESSED  
IN THE QUESTIONNAIRE,  
100% WERE MARKED VERY POSITIVE  
OR POSITIVE WHEN ASKED IF THE  
HANDBOOKS WERE HELPFUL IN  
PROVIDING INFORMATION AND  
PROMOTING INVOLVEMENT IN THE  
PROGRAMME OF THE JAMBOREE.**

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## **Behaviour guidelines**

At an event as large as the World Scout Jamboree and with so many different cultures present, there were always going to be many opportunities for misunderstandings and disagreements to occur between individuals. We produced a number of sets of guidelines that specifically set out what was acceptable and what was not acceptable. These were:

- ◆ **Code of Conduct** – this was the main guidance as to how to behave and there was a version for adults and a version for participants.
- ◆ **Young People First** – this was a version of TSA’s comprehensive code of good practice in relation to Child Protection, adapted for the World Scout Jamboree.
- ◆ **Badge Swapping** – specific guidance was provided in relation to badge swapping and this was in accordance with WOSM’s guidelines.

All of these are available as reference documents.

# Programme



## Programme Development

Planning for the Programme of the 21st World Scout Jamboree started with looking at the guidelines provided by the World Scout Committee, as well as considering learning points from previous events, personal observations from participants and adults at previous Jamborees, highlights of recent Jamborees and current educational thinking about the range of ways in which individuals learn.

The Programme framework was tested at EuroJam, although changes were made to accommodate the different groupings and age range at this event. Research was undertaken during and after EuroJam to gather feedback from participants and adults from the World, European and UK organisations that attended. In addition, the World Scout Bureau Observers provided an extensive report and each of the Jamboree Core Teams and the Jamboree Management Team also completed reviews.

Following this period of review, further adjustments were made to the Programme for the 21st World Scout Jamboree and a comprehensive Youth Programme Guide was produced, giving detailed information about all aspects of the Programme.

## Educational Objectives

In accordance with the aims of Scouting, the Jamboree Programme was designed to help all participants to develop physically, intellectually, socially and spiritually. In particular, the Jamboree Programme took as its starting point the eight objectives for the 2007 celebrations as agreed by the World Scout Committee. These were:

- ◆ To celebrate 100 years of Scouting.
- ◆ To demonstrate the unity of World Scouting.
- ◆ To improve and promote the quality of Scouting.
- ◆ To promote peace.
- ◆ To demonstrate the unique value of Scouting.
- ◆ To provide enjoyable and beneficial experiences.
- ◆ To demonstrate a commitment to nature and the environment.
- ◆ To show concern for all communities.

Each of these objectives was fundamental in the development of the Programme and inherent in both the thinking and methodology used during the developmental process.

In addition, the Jamboree Programme Team established three principles that should be evident in every aspect of the Programme. These were that it should:

- ◆ **Excite:** about the possibilities the future can bring.
- ◆ **Motivate:** to take action, to change the way we live.
- ◆ **Challenge:** thinking, physical.

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**WHERE RESPONSES WERE EXPRESSED  
IN THE QUESTIONNAIRE,  
96% WERE MARKED VERY POSITIVE  
OR POSITIVE WHEN ASKED IF  
THEY THOUGHT THAT THE  
JAMBOREE PROGRAMME ACHIEVED  
THE PRINCIPLES THAT IT SHOULD  
EXCITE, MOTIVE AND CHALLENGE.**

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There were also some additional objectives that the team worked to meet:

- ◆ Encourage action upon return.
- ◆ Include all participants equally.
- ◆ Be educational.
- ◆ Be balanced.
- ◆ Be 'active' in all it does.
- ◆ Be well communicated.
- ◆ Show Scouting as a progressive and inclusive movement.
- ◆ Recognise the challenges faced by the Global community.
- ◆ Be in a safe and stimulating environment.



WHERE RESPONSES WERE EXPRESSED  
IN THE QUESTIONNAIRE,  
94% WERE MARKED VERY POSITIVE  
OR POSITIVE WHEN ASKED IF  
THEY THOUGHT THAT THE JAMBOREE  
PROGRAMME REACHED THESE  
ADDITIONAL OBJECTIVES.

## Programme Timetable

The Programme was arranged into a series of different activities, providing all participants with the opportunity to take part in all aspects.

There were three key types of activities:

- ◆ **Activity Modules** - these were the core activities that all participants should take part in. These took place both on the Jamboree site at Hylands Park and off site at a number of different venues.
- ◆ **Choice Time Activities** - these were the activities that participants could choose to take part in during their Choice Time (periods when they were not timetabled to take part in an Activity Module).
- ◆ **Additional Activities** - these were activities that took place outside of the main daily schedule of Activity Modules.

During the Jamboree, all participants had an equal allocation of each of the Programme activities, as follows:

Programme Activity	Time	Location
World Village – AquaVille	1 day	On Site
World Village – TerraVille	1 day	On Site
Global Development Village	1 1/2 day	On Site
Elements	1 1/2 day	On Site
Trash	1 1/2 day	On Site
Starburst	1 day	Off Site
Gilwell Adventure	1 day	Off Site
Splash!	1 day	Off Site
Choice Time (including the Global Development Boulevard, Globus, Faith and Beliefs and Energise)	3 x 1 1/2 days	On Site

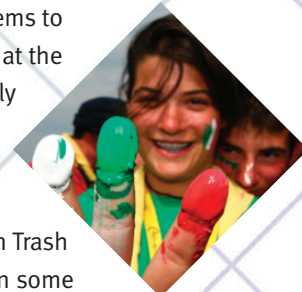
Sub Camps were allocated to a specific Programme area (or Choice Time) at a specific time. As an example, the timetable for Canyon Sub Camp is shown below:

	Morning	Afternoon	Evening
Friday 27th July	Arrival Orientation		
Saturday 28th July	Sub Camp Activities Opening Ceremony		
Sunday 29th July	AquaVille		Challenge 100
Monday 30th July	Starburst		World Showcase
Tuesday 31st July	GDV	Choice Time	Vigil
Wednesday 1st August	Sunrise Day		
Thursday 2nd August	Splash!		Spectrum
Friday 3rd August	TerraVille		Sub Camp Fiesta
Saturday 4th August	Trash	Choice Time	Hylands Games
Sunday 5th August	Gilwell Adventure		Party Time
Monday 6th August	Choice Time	Elements	Carnival
Tuesday 7th August	Pack up Closing Ceremony		
Wednesday 8th August	Departures		

## Ticketing

The decision to reduce the number of activities requiring tickets was made very early on in the planning of the Programme. Feedback from many events indicated that adults spent a significant amount of time sorting and distributing tickets for activities, yet often these systems did not maximise personal development opportunities for the young people. A largely ticket free system was designed for the Jamboree to ensure that participants could take part in activities most appropriate to their age and experience, as well as in different groupings – including in Patrols, peer groups and as an individual.

Most Programme areas designed systems to split participants into different groups at the start of a session, but these did not rely on the use of tickets. Examples include the use of different coloured 'Leave no trace' tags in Elements, different coloured plastic bottle tops in Trash and wristbands at Gilwell Adventure. In some Programme areas, participants were free to look around and choose to participate in the activities they were most interested in. The lack of tickets seemed to increase the participation in activities and enable the participants to enjoy them more.



## Daily Timetable

The daily timetable was designed to give guidance to Troops planning their normal daily routine and was presented as follows:

06:30	Get up, breakfast, Troop assembly. You might get up later on some days depending on your activities, but you might have to get up earlier too!
07:30 - 09:00	Departure for Programme activities. It may take you a while to get across the site to your activity or transport.
09:30 - 12:30*	Programme activities. You will take part in all sorts of activities. See the section on Programme.
12:30 - 14:00	Lunch break. You will take your lunch with you every day so that you don't need to go back to your site.
14:00 - 17:00*	Programme activities
17:00	Evening routines, dinner, meetings. You may get back to your site at different times depending on which activity you are doing.
20:00	Evening Programme. This will be different every day!
22:30	Return to Troop site
23:00	Lights out and silence

\* Some Programme activities started and finished at different times

## Jamboree Friendship Award

The Jamboree Friendship Award was designed to be achievable by all participants. It encouraged participation in a wide range of activities and helped participants to make the most of the opportunities to make new friends. To achieve the award, participants needed to do more than just 'turn up' to activities. Stickers or stamps were recorded in the participant's handbook on completion of the different parts of the award.

These were the criteria that participants needed to achieve to receive the award:

- ◆ Take part in the Sub Camp opening activities as part of an international Patrol.
- ◆ Join another Troop for a meal during the Jamboree.
- ◆ Find 10 new friends and exchange contact details with them.
- ◆ Participate in World Village AquaVille and complete at least five activities in the World Village Passport.

- ◆ Participate in World Village TerraVille and complete at least five activities in the World Village Passport.
- ◆ Complete a Global Development Village Workshop.
- ◆ Visit two of the GloBuses.
- ◆ Visit the Global Development Boulevard and visit at least five stands.
- ◆ Visit the Faith and Beliefs area and take part in an activity.
- ◆ Attend a Religious Service or Scouts' Own.
- ◆ Commit yourself to do something that will make a difference to your community when you get back home from the Jamboree.

WHERE A RESPONSE WAS EXPRESSED  
IN THE QUESTIONNAIRE,  
85% WERE MARKED VERY POSITIVE  
OR POSITIVE WHEN ASKED IF  
THEY WERE SATISFIED WITH THE  
CONCEPT AND REQUIREMENTS OF THE  
JAMBOREE FRIENDSHIP AWARD.

## Sub Camp and Evening Programme

The Sub Camps were where the participants lived, met others, developed and took part in a variety of activities and meaningful moments. Each Sub Camp had its own rhythm, activities and style, which was supported by a Sub Camp Programme that was designed to:

- ◆ Help to establish the Sub Camp identity.
- ◆ Involve participants in relaxed, creative and fun activities.
- ◆ Develop friendships and a feeling of belonging.





- ◆ Inform participants of the opportunities available and assist them to find their way around the site.

The Sub Camp Programme ran throughout the Jamboree, including during Choice Time and on some evenings. As well as orientation activities to help participants settle in, there were opportunities to complete a series of challenges in International Patrols and for Troops to give a stage performance. There were also plenty of opportunities to take part in sports, games, art and music activities, or to share activities from home with new friends from other countries. Participants also spent time in their Sub Camps preparing for the carnival, which took place on the penultimate night of the Jamboree, ending with an open-air disco in each Hub.

## World Villages

The motto of the 20th World Scout Jamboree in Thailand was “share our world, share our cultures” and an important part of the programme was the Crossroads of Culture, where Scouts were able to ‘travel around the world’ for half a day. It was decided to build upon the success of the Crossroads of Culture and EuroVille was therefore piloted during EuroJam in 2005. For the World Scout Jamboree in 2007, this programme element was called World Villages and there were two main areas – TerraVille and AquaVille.

The objectives of World Villages were defined that by the end of the 21st World Scout Jamboree every participant will have had the opportunity:

- ◆ To explore different parts of the world in a wide range of ways - social, cultural, geographical, economical and historical.
- ◆ To discover and respect the differences and similarities of each nation and culture.
- ◆ To participate in workshops and develop new skills.
- ◆ To experience working in multi-cultural groups.
- ◆ To develop an interest in continuing international exploration and education.

**WHERE A RESPONSE WAS EXPRESSED  
IN THE QUESTIONNAIRE,  
98% WERE MARKED VERY POSITIVE  
OR POSITIVE WHEN ASKED ABOUT  
THE ATTRACTIVENESS AND  
EDUCATIONAL VALUE OF THE  
ACTIVITIES IN THE WORLD VILLAGES.**

A key to the success of World Villages were the close partnerships that were developed with NSOs, because it was the NSOs themselves who ran all of the activities. The preparation, planning and organisation of the activities by NSOs was exceptional and their enthusiasm and commitment in providing activities for the World Villages was inspirational.

Very early on, it was recognised that NSOs would incur costs in running World Village activities and a system of grants was therefore introduced. In total, nearly £100,000 in grants was allocated and this was generally done by showing a credit on Contingent accounts. In addition, bulk supplies of various materials required for the World Villages activities were purchased centrally and distributed to NSOs.



World Villages contained nearly 400 activities run by 75 NSOs, each with clearly defined educational objectives. The number of NSOs from each region of the World Organization of the Scout Movement who ran World Village activities is shown below:

Region	Number of NSOs	% of total NSOs
Arab Scout Region	6	8%
Asia-Pacific Scout Region	17	23%
Africa Scout Region	3	4%
Eurasia Scout Region	1	1%
European Scout Region	30	40%
Interamerican Scout Region	16	21%
Other	2	3%
<b>Totals</b>	<b>75</b>	<b>100%</b>

The percentage of activities in each of the themed activity zones is shown below:

Creativity / Culture	47%
Sports / Games	19%
Food	16%
Rites / Customs	10%
Environment / Science	6%
Other	2%

A full list of World Village activities is available as a reference document.

The two days that each participant spent at World Villages were designed to be short days, with time for lunch in the middle of the day. This was to encourage participants to attend for the whole session and to reduce the amount of walking across the site. At lunch time an arena show was produced for the 8,000 participants and Leaders to watch and join in with, based on the traditional theme of medieval knights.



Activities from each NSO were group together in order to maximise the impact from each particular country. This also facilitated the sharing of equipment and ensured that there was flexibility in the use of IST who were running the activities. Some NSOs that provided a large number of activities had more than one area in different World Villages. In particular, there were two Village UK areas which highlighted the four nations that make up the UK. Activities in these areas were created and run by members of the UK Contingent.

With four Sub Camps in the World Villages on each day, a huge amount of organisation was required to make sure that there was a good mix of activities in the different areas and participants were encouraged to visit lots of different countries. The food halls were especially popular. These were designed to keep food activities together, where high levels of hygiene could be ensured and a marketplace feeling could be created.

## Global Development

Global Development activities were core to the Programme of the 21st World Scout Jamboree. Using a variety of methods, they enabled young people to find out about and engage with



issues of importance to their local, national and international community.

The educational objectives of the Global Development activities were:

- ◆ to enable young people who participate to discover the principal development issues that face the world today
- ◆ to develop a better understanding of those issues and how to contribute to solving them
- ◆ to acquire skills that will allow them to react to those issues in their own communities

Global Development was arranged into four different parts, to give participants lots of different ways to engage with the topics, bringing the issues out of the Global Development Village to a variety of locations around the site. The four areas were:

- ◆ **Global Development Village** – workshops
- ◆ **Global Development Boulevard** – interactive stands
- ◆ **GloBus** – activities on double decker buses
- ◆ **Info Points** – large signs showing information on development issues

The majority of the activities were provided by partner organisations, some of whom had existing relationships with WOSM or TSA, although there were many with whom we formed new relationships. It was unfortunate that UNESCO, traditionally a strong supporter of World Scout Jamborees, withdrew shortly before the event which meant that several workshops and other activities were unable to run.



Partner organisations were given a detailed briefing document and other supporting information to help them understand the event and the longer term potential in partnerships. Each organisation was allocated a key contact within the volunteer team and additional support was provided through the Jamboree Office and the World Scout Bureau.

A list of all the NGOs that took part in Global Development activities at the Jamboree, together with details of the activities that they provided is available as a reference document.



## Global Development Village

Participants visited the Global Development Village for half a day during their time at the Jamboree. Participants remained together in Patrols and upon arrival took part in a mass drumming session. They were then separated into four groups, each of which went to one of the four zones:

- ◆ Environment
- ◆ Health
- ◆ Human rights
- ◆ Peace

Participants were then given tickets for one workshop which was a two-hour activity dealing with one or more of the issues that face the world today. They attended the workshop as a Patrol, but with one other Patrol from another Troop on their Sub Camp and this meant there were 18 people in each workshop (plus Troop Leaders). The workshops were designed to highlight the principle development issues facing the world today and empower individuals to develop skills to react to those issues in their own communities and further afield. Towards the end of their workshop, participants and Troop Leaders had the opportunity to make a pledge, or promise, of what they can do to help create a better world. They then came together for discussion and another drumming session. Each workshop aimed to:

- ◆ Allow young people to discover the principle development issues facing the world today, to understand their origins and consequences – current and future – and what can be done to help resolve them.
- ◆ Allow them to acquire the skills to react to those issues in their own communities.
- ◆ Encourage and motivate them to react to those issues in their own surroundings.



## Global Development Boulevard

The Global Development Boulevard allowed all participants (during their Choice Time), Troop Leaders, members of the IST and Day Visitors to explore further the range of issues raised in the Global Development Village. It was located at the centre of the Jamboree site between the Arena and the Plaza.

Through a combination of static displays and interactive 'walk-in' activities, participants were able to learn about the projects of national and international organisations and explore the ways in which they could get involved.

## GloBus

GloBus was a new idea for this World Scout Jamboree. The concept was to use the iconic British double decker buses as a place where participants could find out more about Global Development issues in a fun and informal setting, visited during their Choice Time. There were six buses arranged in two groups of three in the Mountain and Tropical Hubs. Each bus posed a question which reflected the theme of the bus and was answered by participants through activities undertaken whilst they were on the bus:

- ◆ Is there a perfect woman? (Women's rights and issues).
- ◆ Does HIV/AIDS affect you? (HIV/AIDS).
- ◆ What are our rights? (UN Rights of the child).
- ◆ How big are your footprints? (Global travel).
- ◆ What if the tap ran dry? (Water).
- ◆ Does slavery still exist today? (Slavery).

## Info Points

As well as the participatory Global Development activities, a range of Info Points were developed. These were large signs (from 1m to 5m in width) that used a striking photo and a fact to publicise a particular issue. Many of the Info Points were sponsored by external organisations. Info Points were placed throughout the main site at Hylands Park as



well as at the Check-in Centre at North Weald and at the Off Site Programme locations. The artwork was also used on the large screens at the Gifts for Peace concert.

In addition to the Info Points, a series of Global Solution Points were developed, which provided people with ideas of small actions that they could take to help create a better world.

## Elements

The focus of Elements was the science of each of the four elements – Earth, Fire, Water and Wind. As a result of the review and evaluation of EuroJam, Elements was introduced into the Programme, in order to increase the amount of Science and Technology activities. Around 200 activities (a mixture of walk-in and workshops) were offered on a 1km x 1km area of the site. Members of the Elements team met the participants in their Sub Camp and distributed 'Leave no trace' tags which were highlighted as one of the four elements. The Sub Camp then started to walk to Elements making noise using multi-coloured wind pipes. As they reached the adjoining wooded area, flags and countdown signs helped raise the participant's expectations.



Once they emerged from the wooded area, there were pathways leading to 4 decorated large marquees for each of the elements. In each marquee there was a music/picture show followed by a video which introduced the particular element. After the video, groups of participants were then able to take part in 50 hands-on activities in each of the four elements areas. Participants were generally encouraged to spend the time in the allotted area but they were also free to visit the other elements areas. The free movement of participants within their allocated area and to other areas appeared to work very well and there was very little queuing.

Different levels of activities were provided, so that participants could spend a short time learning the basics about lots of different activities or spend over two hours focusing on one particular activity in depth.



**WHERE A RESPONSE WAS EXPRESSED  
IN THE QUESTIONNAIRE,  
98% WERE MARKED VERY POSITIVE  
OR POSITIVE WHEN ASKED ABOUT  
THE ATTRACTIVENESS AND  
EDUCATIONAL VALUE OF THE  
ACTIVITIES IN ELEMENTS.**

Throughout the Jamboree different 'big' activities were brought in to highlight a specific part of the Elements Programme – for example, a hot air balloon, a microlight and a hovercraft.

There was a strong focus on space and astronomy and on one evening a link via Amateur Radio to the International Space Station was organised – this was a great occasion with more than 500 people present. The Fire area assembled rockets and fired some at the end of each session. On the last day, 1,200 rockets assembled by participants were simultaneously fired and this became a new Guinness World Record.

The majority of the activities were provided by external organisations including companies, scientific and research institutes / universities and statutory bodies such as the Fire Brigade. We are very grateful for the support and expertise that was offered by these organisations.

## Trash

Trash was a half day activity designed to encourage participants to think about how everyday materials can be reused and how our actions, no matter how small, can affect our planet. Each participant had the opportunity to visit Trash once and they were grouped into International Patrols of 10 people. The four zones of Trash were the:

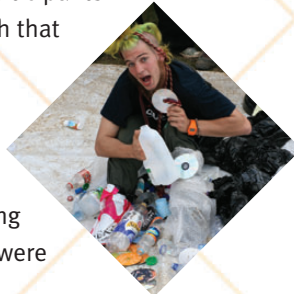


- ◆ Art Zone
- ◆ Challenge Zone
- ◆ Knowledge Zone
- ◆ Music Zone



In each zone there were 45 bases running the same activity and the Patrols rotated around all four zones so that every participant was able to take part in each activity.

The **Art Zone** was an area where participants had to make art work out of rubbish that could be recycled. Each Patrol was provided with the same materials, but everyone created different works of art. A photograph of the artwork was taken from a scaffolding tower above and the photographs were displayed in the Boulevard.



In the **Challenge Zone**, international Patrols had to work together to overcome a number of obstacles, again using only materials that could be recycled.

The **Knowledge Zone** was an interactive quiz where the international patrols had to work together to answer a series of multiple choice questions about recycling and the environment.

The **Music Zone** was all about making music out of rubbish. Led by a small group of professional drummers, participants were encouraged to make rhythms out of different types of reusable objects including water bottles, dustbins and tin cans.

## Starburst

Starburst built on the success of the Community Service aspects of the two previous World Scout Jamborees and was identified in the original feasibility study as an integral part of the Programme. Starburst aimed to put Scouting's values into practice, working in and learning about the community and the local environment. Through participating in Starburst, participants:



- ◆ Assisted in the community and demonstrated care for the environment.
- ◆ Learnt about UK culture and values.
- ◆ Were motivated to do something for someone else, to make a difference in the world and in their own community, both at the Jamboree and back home.

- ◆ Showed concern for all communities regardless of faith, race or age by participating in a wide variety of projects.

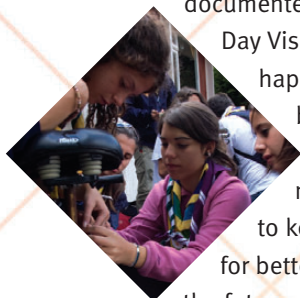
A wide range of Starburst projects was organised and work took place in locations including country parks and conservation areas, special needs schools, hospitals, homes for the elderly and local villages. Finding suitable projects to occupy 4,000 Scouts a day, on 8 separate days and all within a one hour drive of Hylands Park, was very challenging. The team worked hard to try and get a balance of different types of projects and worked in partnership with community groups, national charities and local authorities. Many of the projects that were suggested, including regeneration projects in the centre of London, were not feasible, either because they were not large enough to occupy a full coach of participants, or because of strict Health and Safety requirements. The most successful partnerships were based around conservation work and although it would have been easier for all the participants to take part in this kind of project, it was felt that a broader range of projects was needed. An additional effort was therefore made to establish a number of (often smaller) projects of a more social nature – for example, providing entertainment in centres for the elderly.



Projects ranged in size from a one day project for 47 participants to an eight day project accommodating 255 participants on each day. Starburst was not ticketed in advance and participants were sorted onto coaches bound for different projects as they arrived at the bus stop. Troop Leaders were asked to attend Starburst with their participants and to provide supervision and guidance during the activity, alongside the members of the IST that were running each project.

Participants were very enthusiastic about this aspect of the Programme, often managing to achieve more work than was originally planned and, towards the end of the Jamboree, additional projects had to be found. Overall, participants worked on approximately 100 Starburst projects and achieved around 120,000 hours of service in the local communities.

The Starburst team also provided a base in the Plaza where progress on the different projects was documented, allowing both participants and Day Visitors to find out more about what was happening at the project sites. Whilst we believe that this base was a good idea, the team found it difficult to manage the volume of work required to keep it up to date and we would hope for better implementation of a similar idea in the future.



In addition to the community service element of the Starburst day, an exploration activity was added so that most participants were able to spend half the day exploring the local community and environment. This was achieved through arranging hikes, nature trails and visits to areas of interest.

## Gilwell Adventure

As the site of the Centenary World Scout Jamboree was so close to Gilwell Park, a day of activities at the "Home of Scouting" was not to be missed. On each of 8 separate days, 2 whole Sub Camps (4,000 participants) experienced a full day of fun and adventurous activities at Gilwell Adventure, based around the following zones:



- ◆ **Mountain and Motion Zone** – a range of adventurous activities that included 'mountain' activities such as high ropes, climbing, abseiling and caving, and 'motion' based activities such as archery, grass sledging, mountain biking and trampolining.
- ◆ **Discovery Zone** – there was the opportunity to learn about the history of Scouting and Gilwell Park through attractive audio visual presentations and exhibits as well as tours of Gilwell Park.
- ◆ **Scouting Skills** – participants had the chance to go 'back to basics' and take part in anything from backwoods cooking to a trek cart race and this was followed by making a contribution to the Centenary Campfire Circle project, a lasting reminder of the 21st World Scout Jamboree.

- ◆ **Challenge Valley** – participants raced through Gilwell's very own challenge course, sliding down the black hole, climbing up the valley over the hurdles, crawling through the spiders web and much more.

In the middle of Gilwell Adventure was the Village Green, with a stage, large screen and a variety of shops, refreshments and village fair style activities sited around a large green. This was the central point for the day, where participants spent time between their allocated 1 hour sessions in each zone.

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IN THE QUESTIONNAIRE,  
100% WERE MARKED VERY POSITIVE  
OR POSITIVE WHEN ASKED IF  
THEY WERE SATISFIED WITH  
THE INFRASTRUCTURE, SAFETY  
AND EDUCATIONAL ASPECTS OF  
GILWELL ADVENTURE.**

## Splash!

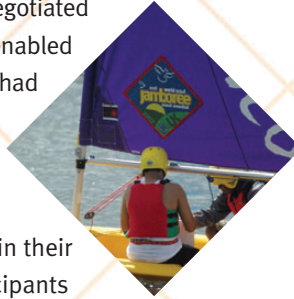
Splash! provided the opportunity for the participants to experience water activities at Alton Water – a reservoir about 60 minutes drive to the north of Hylands Park, in the county of Suffolk. The wide range of water activities included bellboating, kayaking, canoeing, pirate themed rafting (including building the raft), pulling and dinghy sailing.



Although the concept of giving everyone a water based activity was straightforward, finding enough equipment and qualified instructors was very challenging. As a result of the strict activity regulations in the UK, we had to ensure that all adults running the activities had appropriate qualifications and experience.



Many Scout Groups (including some in other countries) lent us boating equipment, but it was still necessary to buy a lot of equipment – especially helmets and buoyancy aids. Special deals were negotiated with equipment manufacturers that enabled Scout Groups to buy equipment that had only been used at Splash! for 8 days at greatly reduced prices.



Splash! was a ticketed activity, with tickets distributed to Troop Leaders in their Sub Camps. If they wanted to, participants could swap the ticket allocated to them by their Leader with another ticket for the same session.

For all three Off Site Programme days – Gilwell Adventure, Splash! and Starburst – participants were required to bring suitable clothing, for example waterproof jackets or closed toe shoes. Although this was communicated as widely as possible, some participants still arrived without suitable clothing and they therefore had to try to borrow what was needed, although in some cases this was not possible and they were unable to take part in a particular activity.

## Faith and Beliefs

The inclusion of Faith and Beliefs as part of the Programme for the 21st World Scout Jamboree demonstrated a commitment that participants should have the opportunity to develop spiritually as well as physically, intellectually and socially through their participation in the Jamboree. The Faith and Beliefs activities took account of the specific spiritual development needs of adolescents and the rich diversity of faith communities that were represented. They also considered the changes in the patterns of religious adherence and observance consequent upon globalisation and concerns about respecting the freedom of individuals. The Faith and Beliefs programme aimed to help participants to:



- ◆ Identify ways in which they can develop their relationship with God.
- ◆ Develop their relationship with God.
- ◆ Recognise the benefit of having a personal faith through a relationship with God.
- ◆ State Scouting values, demonstrate their commitment to them and accept them as a

code of conduct for life.

- ◆ Discover how faith and beliefs impact on individual lives.
- ◆ Articulate their own faith and belief; and respect the faith and beliefs of others.

Through the Faith and Beliefs programme, participants:

- ◆ Had the opportunity for reflection on their Jamboree experiences and to express that reflection.
- ◆ Were enabled to maintain their own religious observance during the Jamboree .
- ◆ Had the opportunity to experience some of the cultural heritage represented by faith traditions and human creativity.
- ◆ Were more aware of the Scout Law and Promise as a rule of life.
- ◆ Demonstrated a deeper understanding and respect of their own and other religious traditions.

The Faith and Beliefs area was sited at the heart of the Jamboree site and offered participants the opportunity to join in with a range of walk in activities that helped them to learn about the faiths that were represented. The faith communities present at the Jamboree were Protestant/Anglican, Catholic, Orthodox Christian, Islamic, Jewish, Hindu, Sikh, Buddhist, Latter Day Saints and Won Buddhist. Each faith community had their own space in the Faith and Beliefs area where they were able to have a display and provide activities for participants and Day Visitors to join in with. Each faith community also set up a place of worship or reflection as part of their area at the Jamboree.



The Faith and Beliefs team worked with the different faith communities to develop their involvement at the Jamboree. In particular, the WOSM faith networks (such as IUMS and DESMOS) and the inter-religious forum played an important part in the preparation of the Faith and Beliefs aspects of the Programme. Faiths that did not have co-ordination body working with WOSM were more difficult to engage with and in such cases the approach was often to work with the UK based network for that faith.

## Faith Community Gatherings / Religious Services

The following Faith community gatherings / religious services took place during the Jamboree:

Date	Faith Community	Time	Service	Venue
27th July	Islam	13:00	Jumaa Prayer	Faith and Beliefs area
	Jewish	19:00	Kabalat Shabbat	Faith and Beliefs area
28th July	Jewish	08:00	Shabbat	Faith and Beliefs area
29th July	Catholic	07:00	Mass	Adult Hub
	Catholic	19:00	Mass	Mountain & Tropical Hub stages
	Protestant	19:00	Worship (Hubs)	Desert & Ocean Hub stages
	Anglican	19:00	Eucharist	Faith and Beliefs stage
	Latter-day Saints	19:00	Sacrament Service	Global Development Village stage
	Won-Buddhist	19:00	Dharma Service	Energise marquee
	Buddhist	19:00	Full Moon service	Trash marquee
1st August	Buddhist	10.30	Prayer and chanting	Desert Hub stage
	Catholic	10.30	Mass	Main Stage
	Orthodox	10.30	Divine Liturgy	Energise marquee
	Christian	10.30	Worship	Mountain Hub stage
	Islam	10.30	Prayer and activities	Tropical Hub stage
	Jewish	10.30	Gathering	Trash marquee
	Latter-day Saints	10.30	Fireside	Global Development Village stage
	Sikh	10.30	Prayer	Faith and Beliefs stage
	Won-Buddhist	10.30	Special Dharma Service	Ocean Hub stage
	Hindu	10.30	Havan	Day Visitor Village stage
	Baha'i	10.30	Devotional Service	Baha'i Tent, Faith and Beliefs area
	Subcamps	10.30	Scouts Owns	Sub Camp stages
2nd August	Catholic	Confirmed on site	Portuguese Mass	Venue confirmed on site
	Catholic	Confirmed on site	Polish Mass	Venue confirmed on site
3rd August	Islam	13.00	Jumaa Prayer	Faith and Beliefs area
	Jewish	19.00	Kabalat Shabbat	Faith and Beliefs area
4th August	Jewish	08.00	Shabbat	Faith and Beliefs area
5th August	Catholic	07.00	Mass (Adult Hub)	Adult Hub
	Orthodox	08.30	Divine Liturgy	Faith and Beliefs area
	Catholic	19.00	Mass (Hubs)	Mountain & Tropical Hub stages
	Protestant	19.00	Worship (Hubs)	Desert & Ocean Hub stages
	Anglican	19.00	Eucharist	Faith and Beliefs stage
	Latter-day Saints	19.00	Sacrament Service	Global Development Village stage
6th August	Won-Buddhist	19.00	Dharma Service	Energise marquee
	Catholic	19.00	Italian Mass	Faith and Beliefs stage

In addition, the following services were held daily in the Faith and Beliefs area:

Won-Buddhist	06.00	Meditation
Buddhist	06.30	Meditation
Hindu	09.30 & 17.00	Prayers
Catholic	17.30	Mass
Christian	19.30	Taizé Service

WHERE A RESPONSE WAS EXPRESSED IN THE QUESTIONNAIRE, 92% WERE MARKED VERY POSITIVE OR POSITIVE WHEN ASKED IF THE FAITH AND BELIEFS ACTIVITIES WERE ATTRACTIVE AND EDUCATIONAL.

As part of the Faith and Beliefs programme, participants and adults were also provided with daily reflection materials.

## Vigil

On the evening of 31st July, in preparation for Scouting's Sunrise on the next day, the Vigil gave everyone the opportunity to contemplate their own unique qualities, skills, faith and beliefs, to share their values and hopes with others and to respect the values and hopes of others. This was a time when Scouts were able to engage with others whilst exploring Scouting values and traditions and preparing for the future of Scouting – it was a peaceful and moving start to the new Centenary of Scouting.

## Listening Ear Service

Life at a Jamboree can at times be an extremely stressful experience for anyone who attends. It is often a young person's first experience of being abroad and of being away from home for an extended period, thrown together with a large group of people that they don't know. It can therefore be important for people to have someone that they can talk to who is not directly connected with their Troop or peer group.

The concept of the Listening Ear service was successfully trialled at EuroJam and built upon for the World Scout Jamboree. The team were made up of people from different backgrounds, all with some kind of counselling or pastoral care experience. Everything that was said was confidential, although the team had a good working relationship with the Health and Welfare Team, in case there were medical issues that needed to be addressed.





Listening Ear teams were based in the Quiet Zone of each Hub, from early every morning until late in evening, and were linked with the Faith and Beliefs team. Members of the team could also be seen walking around the site and could be approached at any time. The Quiet Zone provided people with some space away from the rush of the Jamboree, and was also a quiet place to meditate or pray.

## Energise

Participants had the opportunity to visit Energise during their Choice Time and experience activities designed to excite, motivate and challenge in a fun and relaxing environment. Energise was an opportunity for participants to slow down and enjoy various spectacles and displays whilst having the chance to learn new skills and meet new people. There were four categories of activity:



- ◆ **Sport** – all manner of team activities from tug of war to football and cricket.
- ◆ **Art** – anything from painting or music to theatre or circus skills.
- ◆ **Survival** – a range of craft activities and traditional Scout skills with a twist.
- ◆ **Games** – various games and puzzles from around the world for participants to test their skills and meet new people.

The benefits of taking part in the Energise Zone activities included:

- ◆ Seeing new skills demonstrated by experts – from extreme sport displays to diablo experts and trapeze artists to huge pioneering structures.
- ◆ Learning new skills – from changing a tyre to theatre make-up and knitting to traditional Scout crafts.
- ◆ Meeting new people – from taking part in team sports or drum workshops to completing challenging puzzles and scrapheap challenge.



Some of the larger activities included: a professional circus with a “Big Top” where Scouts could learn different circus skills; scuba diving, which was very popular with more than 1,000 participants gaining their initial PADI “Discover Scuba Diving” certificate; an Extreme Sports Park allowing participants to practice or learn skate boarding and BMX skills.



## Other Activities

In addition to the many programme zones and other organised activities, there were a range of Scout Exhibitors representing a number of different Scouting organisations. There were stands, displays and activities which participants could take part in during their Choice Time. Most of the Scout Exhibitors were open from 10:00 until 22:00 and they included:

- ◆ The International Guild of Knot Tiers
- ◆ The International Scouts and Guide Fellowship
- ◆ International Catholic Conference of Scouting
- ◆ International Union of Muslim Scouts
- ◆ Rotary Club of Great Britain
- ◆ Esperanto
- ◆ Puppets
- ◆ Badge collecting / swapping, facilitated by the International Badgers Club
- ◆ Promise FM – the Jamboree’s own radio station
- ◆ Amateur Radio

The Amateur Radio Station operated 24 hours a day and participants who visited outside normal hours had to be accompanied by one of their Troop Leaders. This activity gave participants the opportunity to contact other amateur radio stations around the world by a variety of methods. Participants were also able to experience radio communication as a two way activity, using radio as a means of tracking and locating and learn about electronic construction.

## Young Correspondents

The Young Correspondents programme was designed to enable participants to tell their story of the Jamboree to others, both at the Jamboree and at home. Participants had opportunities for training in media topics and to gain confidence in using their skills once they returned to their own country. An important point was the Young Correspondents were first and foremost participants who were taking a full and active role in all aspects of the Programme, as this would enable them to tell the 'real' story of the Jamboree.



NSOs nominated Young Correspondents before the Jamboree and this enabled advance training and support to be provided. In addition, a number of training sessions were provided at the start of the Jamboree and these were very well attended. The Young Correspondents were very active and keen to utilise their skills. As a result, the area set aside for them in the Media Centre was very busy and it would have been helpful to have additional resources and space.

## Sunrise Day

On Wednesday 1st August 2007, Scouts all over the world celebrated the Centenary of Scouting. At 08.00hrs local time, Sunrise ceremonies were held to celebrate the moment when, 100 years ago, Baden-Powell had opened his experimental camp on Brownsea Island, by sounding the Kudu horn. This very special day was celebrated at the Jamboree with a break in the regular Programme and a special programme of events as follows:



- ◆ The Sunrise Ceremony in the Arena.
- ◆ Individual Faith Celebrations at various locations across the site, as well as a Scouts' Own in each Sub Camp.
- ◆ International Food Festival based in the Sub Camps, with Scouts taking turns to be the hosts for their Troop and to visit other Troops. Participants also shared other aspects of their

culture, through music, song and dance and this turned the Jamboree site into a huge international carnival.

- ◆ Gifts for Peace concert in the Arena, featuring video presentations showing the impact of the Gifts for Peace project in various parts of the world and pop music tribute acts. The concert ended with a firework display to celebrate the start of the second Century of Scouting.

## Brownsea Island

As the site of Baden-Powell's experimental camp in 1907 and therefore the birthplace of Scouting, it was fitting that a special camp was held on Brownsea Island to celebrate Scouting's Centenary. Two Scouts from each NSO at the World Scout Jamboree were invited to join these special celebrations and be part of Scouting's Sunrise on Brownsea Island. The two participants from each NSO left Hylands Park on the morning of the 30th July to set up camp on Brownsea Island that evening and took part in a range of activities, including the "Time Trail". On 31st July, the participants took part in activities based around Global Development and Gifts for Peace themes and they also contributed to an environmental project which was a lasting Centenary gift to Brownsea Island. The participants took part in the special Sunrise Ceremony on 1st August and this was broadcast live to the Jamboree site at Hylands Park and all over the world. After the Sunrise Ceremony, participants packed up their camp and returned to Hylands Park in order to join in with the rest of the Sunrise Day activities and the Gifts for Peace concert.



## Ceremonies

The 21st World Scout Jamboree offered participants three opportunities to come together in the Arena for formal Ceremonies, celebrating the Opening of the Jamboree, Scouting's Sunrise on 1st August and the Closing of the Jamboree. In line with the Jamboree Programme as a





whole, these Ceremonies aimed to excite, motivate and challenge participants in the context of an inspirational environment of a mass gathering of more than 40,000 people from all over the world.

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91% WERE MARKED VERY POSITIVE  
OR POSITIVE WHEN ASKED FOR THEIR  
OPINION OF THE CONTENT,  
PRESENTATION AND MUSIC OF  
THE CEREMONIES AND CONCERTS.**

## Opening Ceremony and Welcome Party

The Opening Ceremony was held during the afternoon of Saturday 28th July and was attended by HRH Duke of Kent and HRH Prince William. The celebration started in the Sub Camps and the overall aim was to unite participants as “One World”. The Ceremony included:

- ◆ Individual Sub Camp Opening ceremonies, including teaching participants the Jamboree Song.
- ◆ An item welcoming participants to the UK, depicted through a mixture of traditional and modern music, dance, costume and pictures.
- ◆ A comic depiction of the journey of the World Scout Flag (by taxi) from Thailand to the UK, ending with the arrival of the World Scout Flag by parachute.
- ◆ The arrival of the flags of the NSO countries present at the World Scout Jamboree.
- ◆ An official welcome from the Jamboree Director and the Chairman of the World Scout Committee.
- ◆ Reflections from two Scouts who were about to take part in the 21st World Scout Jamboree and who also gave a reminder of the Scout Law.
- ◆ A welcome to the UK by HRH The Duke of Kent including a message of greeting from Her Majesty The Queen.
- ◆ The official opening of the event followed by the Jamboree Song.

- ◆ An item depicting the way in which all nations have come together at the Jamboree to form “One World”.

In the evening after the Opening Ceremony there was a Welcome Party in the Arena. Featuring many different styles of music and other short performances, this allowed participants to celebrate the start of the event in a less formal way.

## Sunrise Ceremony



At 08.00hrs on Wednesday 1st August, everyone at the Jamboree came together in the Arena to reaffirm their belief in “One Promise” – this was an important part of the global celebrations for the Centenary of Scouting and was one of numerous Sunrise Ceremonies held around the world.

Participants were asked to leave their national flags behind and instead they brought World Scout flags to the Ceremony which included:

- ◆ An atmospheric welcome to the Sunrise Ceremony at Hylands Park.
- ◆ The renewal of the Promise, led by the UK Chief Scout, Peter Duncan, live via a video link from Brownsea Island.
- ◆ A colourful item using music and drama to portray the development of Scouting over the last 100 years and to show how it spread throughout the world.
- ◆ Messages of peace from the main faith groups represented at the Jamboree.
- ◆ The release of 100 white doves.
- ◆ An upbeat celebratory close with participants challenged to collect 100 signatures on their special Sunrise Day scarves from people representing as many nations as possible.

The Sunrise Days scarves had been distributed in the Sub Camps in advance and the scarf signing activity was extremely popular, continuing through the day and in some cases until the end of the Jamboree. The scarves were a unique souvenir for participants to take home with them.



## Closing Ceremony

The Closing Ceremony during the evening of Tuesday 7th August provided an opportunity for participants to reflect on their experiences at the Jamboree, as well as to think about what the future may hold. The Ceremony included:

- ◆ Video clips showing highlights of the Programme and life at the Jamboree.
- ◆ International performances – highlights of the many acts prepared by Contingent.
- ◆ A video montage tribute to the work of the IST.
- ◆ Closing reflections from the Jamboree Director and the Secretary General of WOSM.
- ◆ Reflections from the 2 Scouts who appeared in the Opening Ceremony.
- ◆ Renewal of the Scout Promise.
- ◆ Handover of the World Scout Flag to the hosts of the 22nd World Scout Jamboree (Sweden).
- ◆ A look ahead to the 22nd World Scout Jamboree.
- ◆ A symbolic light parade.
- ◆ Auld Lang Syne and the Jamboree Song.

## Jamboree Song

The Jamboree Song, “Jambo”, was developed in partnership with a song writing agency with experience in composing music for large scale events. Working to a precisely defined brief, the agency offered two songs in draft format and, after conducting research amongst both young people and adults, the song “Jambo” was chosen for further development.

In addition to composing the song, the agency supervised the recording, production and distribution of CDs. The CD was available for purchase both at the Jamboree and in advance through Scout Shops and a national chain of supermarkets. No fee was paid or financial risk taken by TSA in relation to the composition, recording, production or distribution of the song. The agreement was that these services were provided free of charge by the agency on the understanding that any profit from the sale of the song (following deductions for these costs) would be split equally between both partners.

The group who performed “Jambo” were formed following a series of auditions offering talented Scouts the opportunity to be part of the project. The 4 young people chosen to form the group were Scouts aged between 16 and 23.

There were full English and French versions of the Jamboree song, although a dual language version was the official song used during the Jamboree. The “Jambo” CD also includes a number of other versions of the song, as well the alternative song “One World One Promise”.

## The Jamboree Song – “Jambo”

*You've got to try just a little,  
to make a better day  
You've got to try just a little,  
and your hope will find a way  
You've got to work just a little,  
to find the friend in you  
And if you hurt just a little,  
maybe a friend will help you too  
Face your doubt with unity,  
all the colours that you bring  
Live each day in harmony,  
come and sing it*

*(English chorus)*

*Jambo - Hello, It's a World Scout Jamboree  
A hundred years to date, let's all celebrate  
Jambo - Hello, join together always be  
One World One Promise, One World One Promise*

*Pourquoi pas être solidaires,  
autant êtr' là pour ça  
Les autres sont comm' des repères,  
pour donner le meilleur de soi  
Pourquoi pas s'unir pour agir,  
vivre mieux et avancer  
Les yeux tournés vers l'avenir,  
avec toujours plus à donner  
Du soleil dans nos refrains,  
depuis 100 ans déjà  
De l'audace pour demain,  
et le mond' l'entendra*

*(French chorus)*

*Jambo – Hello, c'est le Jamboree mondial  
Oui, les Scouts ont 100 ans, fêtons l'évènement  
Jambo-Hello, devenons comm' les étoiles  
Un Monde une Promesse, Un Monde une Promesse*

*Join-together, work-together, sing-together,  
(Avancer main dans la main)  
Y'aura toujours entre nous,  
ce lien d'amitié,  
pour un mond' meilleur*

*(English chorus)*



# Operations / Logistics

When the 21st World Scout Jamboree was opened on 28th July 2007, the second largest town in the county of Essex had been created. The logistics of creating a temporary home for 40,000 people, and enabling 50,000 people to visit the Jamboree, were huge and complex. Almost everything that we need and take for granted in our normal daily life had to be provided at the World Scout Jamboree over a period of 12 days.

The size of the Jamboree meant that we were often faced with the problem of trying to procure more of something than existed in the market – in such cases, rather than achieving economies of scale, we were having to pay a premium to obtain whatever was available.

EuroJam was extremely important as a rehearsal and in many cases we were able to scale up from the numbers we had at EuroJam to the numbers expected for the World Scout Jamboree.

However, after the evaluation of EuroJam, we changed our plans for a number of elements and this meant we did not have the benefit of a rehearsal. For example, the decision to move the Main

Bus Terminal to a location just inside Hylands

Park was taken after EuroJam, but we were not able to predict the speed and extent to which the existing gravel road would deteriorate, despite the use of metal track way.



## Sites

Hylands Park in Chelmsford, Essex, was the main site for the 21st World Scout Jamboree, but a number of other sites were used for Off Site Programme. In addition, North Weald Airfield was used as the main Check-in Centre, for staff and Day Visitor car parking and as the place where the main Food Warehouse for the Jamboree was located. All of these sites were approximately within a one hour drive of Hylands Park and they were themed in a similar way to the main Jamboree site in order to give a consistent feeling at every location.

## Hylands Park

Hylands Park is owned by the local government authority – Chelmsford Borough Council – and covers 574 acres (232 hectares) of rolling green parkland, with groups of trees and woodland. It is very much a typical English country estate and there is a centrally located neo-classical Georgian mansion called Hylands House, which is listed as a ‘particularly important building of more than special interest’. The original Georgian stable block adjacent to Hylands House was renovated recently and is used for a café, craft workshops and an educational centre.



Only the area of Hylands Park was used for EuroJam, but in order to have more space available for the World Scout Jamboree, three fields owned by local farmers and immediately to the west of Hylands Park were also used. This meant that the total area of the Jamboree site was 740 acres (299 hectares), and it took about 45 minutes to walk from one side of the site to the other. Hylands Park offered many advantages, including:

- ◆ A varied and interesting site, representative of typical beautiful English countryside.
- ◆ As the owners, Chelmsford Borough Council were enthusiast, committed and supportive towards the World Scout Jamboree.
- ◆ Significant previous use for large scale events (including camping) and the possibility to collaborate with the annual “V” music festival in certain areas, particularly infrastructure.
- ◆ Closeness to London and readily accessible from the major London airports, particularly Stansted.
- ◆ Proximity to major road connections (M25 motorway / M11 motorway / A12).
- ◆ Easily reachable from Gilwell Park – TSA’s National Headquarters.

It had been identified early on that the water supply to Hylands Park would have to be significantly improved and it was also decided to install pipes for sewage so that it would flow to storage tanks at the edge of Hylands Park (where it could be collected by tankers and taken away). This work was jointly funded by TSA

and Chelmsford Borough Council and was undertaken at the end of 2004 and beginning of 2005, in time for EuroJam. As trenches had to be dug for the water and sewage pipes, the ducting to be used for telecommunications and electrical cables was also installed.

The Jamboree site layout was carefully designed to reflect the natural features of Hylands Park, as well taking into consideration the needs and routines of those at the Jamboree and the access requirements for those providing services and facilities. The site comprised the following main elements:

- ◆ **The Plaza** – at centre of the Jamboree, in front of Hylands House and offering a wide range of Scout Food Houses, shops and facilities.
- ◆ **The World Scout Centre** – adjacent to the Plaza.
- ◆ **The Global Development Boulevard** – adjacent to the Plaza and leading to the Arena.
- ◆ **The Arena** – a naturally sloping, largely clear grass area suited to gathering large numbers of people in front of a Stage.
- ◆ **The Programme Areas** – some located near the edge of the site (World Villages, Trash and Elements) and others deliberately located near to the Plaza (Global Development Village, Faith and Beliefs area and Day Visitor Village).
- ◆ **The Sub Camps and Hubs** – 16 Sub Camps in total, with a Hub for each group of 4 Sub Camps.
- ◆ **The Adult Camping Area and Island Hub** – located on the farmland and separated from participant areas by a small stretch of woodland.
- ◆ **The Warehouse, Camp Medical Centre, Media Centre, Jamboree HQ and the Roundabout Bus Stop** – located near to one of the site entrances.
- ◆ **The Main Bus Terminal** – located near to the main site entrance, and with a walkway leading through the main gate and into the Plaza.

The nature of the site meant that it was challenging to fit all 16 participant Sub Camps into areas defined by natural features. A plan was devised to give the majority of the Sub Camps natural boundaries, but in some cases further definition of the boundary was required. Hylands Park also had a number of rules that it was necessary for everyone on site to follow

and these included no open fires or digging holes in the ground, except by special permission. A plan of the Jamboree site is available as a reference document.

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**WHERE RESPONSES WERE EXPRESSED  
IN THE QUESTIONNAIRE,  
96% WERE MARKED VERY POSITIVE  
OR POSITIVE WHEN ASKED IF  
THEY THOUGHT THE LOCATION  
OF THE SITE CORRESPONDED TO  
WHAT WAS NEEDED FOR  
THE WORLD SCOUT JAMBOREE.**

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## North Weald Airfield

In order to be able to check-in participants prior to their arrival at Hylands Park and to avoid excessive car traffic from Day Visitors in the relatively small roads around Hylands Park, it was decided to find a separate location that could be used as a Check-in Centre and an area for car parking. Located approximately 25km west of Hylands Park and adjacent to Junction 7 of the M11 motorway, North Weald Airfield was considered to be an excellent option, especially as it also had a relatively large amount of hard surfaced areas. North Weald Airfield was owned by one of the neighbouring local government authorities – Epping Forest District Council – who, like Chelmsford Borough Council, were keen to work with us. The main functions of this site were:

- ◆ The check-in of everyone attending the Jamboree.
- ◆ Car parking, primarily for Day Visitors, but also for members of the IST and the organisers of the Jamboree.
- ◆ Overnight parking for the fleet of coaches used for the Jamboree.
- ◆ Location of the Food Warehouse operated by Sodexho Prestige, where wholesale food deliveries were received, stored and repacked into vehicles for overnight delivery to Hylands Park.



## Gilwell Park

The “Home of Scouting” in the UK is Gilwell Park. This was used for Gilwell Adventure, which was one of three days that participants were away from the main Jamboree site. Gilwell Park is located near Chingford on the edge of Epping Forest and near the M25 motorway. It is 43 km away from Hylands Park and it comprises 108 acres (44 hectares) of mature parkland, with a small lake, woodland and open space – it is also scattered with items of historical interest and significance to Scouting.

Gilwell Park regularly hosts activity days for Scouts of all ages and the plans for Gilwell Adventure were developed in co-operation with the staff of Gilwell Park Activity Centre. The park was split into 4 activity zones and there was also a “Village Green”, which was the central point for the day. In addition, a Sub Camp was established for the members of the Off Site Team who stayed at Gilwell Park during the Jamboree.



It was always anticipated that the combination of Gilwell Park’s special significance to Scouting and an action packed activity day would be a highlight of the Jamboree for many people and this certainly turned out to be the case.

## Alton Water

Alton Water reservoir is located near Stutton in the neighbouring county of Suffolk, about 65 km from Hylands Park. It is owned by one of the UK’s major water companies, Anglian Water, and all water activities on the reservoir are licensed to Alton Water Sports Centre (AWSC). Apart from the water activities, other facilities include a visitor centre with cafeteria and a cycle hire centre.



We worked with both Anglian Water and AWSC to run a programme of activities based on the water, with facilities (including changing areas, equipment storage and first aid bases) located in the surrounding grassy areas. In addition, a Sub Camp was established for the members of the Off Site Team who stayed at Alton Water during the Jamboree.

Although members of the public were able to access Alton Water as normal during the Jamboree, we had agreed with AWSC that they would only run a very limited number of water activities because there would be a large number of Jamboree participants using the reservoir.

## Other Sites

A number of other sites were also used in connection with the 21st World Scout Jamboree and these were:

- ◆ **Starburst Sites** – approximately 100 community project sites within a one hour drive of Hylands Park, including country parks, schools and hospitals.
- ◆ **Writtle College** – a local agricultural college, which is a short distance from Hylands Park and was used to accommodate those requiring indoor accommodation, including some Special Guests.
- ◆ **Skreens Park** – a local Scout campsite, 11 kms from Hylands Park and used as a base during the start of the build period and during the Jamboree used to accommodate Scouts performing in the Ceremonies as ‘extras’.

## Structures

No permanent structures were built on Hylands Park for the 21st World Scout Jamboree and everything that was put up was taken away afterwards. The main types of structures were as follows:

- ◆ **“Fiesta” Tents** – these were 4m x 8m metal framed tents that could be used as a single structure or joined together to make larger structure. The four walls came in various combinations of blank material, zipped doors, and windows. Almost all of the Fiesta Tents were put up and taken down by the Jamboree Build Team. The tents were an economic way to provide covered areas, however a higher quality product would have been better and a large number were heavily damaged during a storm just before the Jamboree. We purchased a total of 1,300 Fiesta Tents and we estimate that by the end of the Jamboree 30% were damaged beyond repair – the remainder were sold after the Jamboree.

- ◆ **Marquees** – several reputable contractors supplied a large number of marquees and their experienced staff were responsible for the delivery, erection and removal of these. A number of the marquees had wooden floors and, instead of material, some had hard plastic walls. The total area covered by marquees was 60,000 square metres and the largest single marquee was the Adult Restaurant, which was 48m wide and 135m long.
- ◆ **Cabins** – approximately 40 temporary cabins were delivered and positioned on site by competent contractors. These were used as offices, meeting rooms and for other key site functions.

## Build and Take Down

A considerable amount of work was required before the Jamboree to build and install all of the infrastructure that was required. The Jamboree build began on Saturday 30th June and the first task was to install the warehouse and the camping, catering and sanitary facilities for the Jamboree Build Team (JBT). During this phase, the JBT stayed at a local campsite (Skreens Park) and they moved to Hylands Park on Friday 6th July.

Every member of the JBT was given a Health and Safety briefing when they first arrived and there was a strong emphasis on all aspects of safety. Tasks were assigned at a daily morning meeting and specific instructions and training were given in order to carry out the tasks. Members of the team who were on site for most of the period were trained by a qualified instructor in the use of plant such as telehandlers and cherry pickers. Only appropriate qualified people were allowed to undertake more technical work. The early part of the build concentrated on those areas outside of Hylands Park, with the erection of marquees and infrastructure inside the park taking place from 10th July onwards. Various entertainment and activities were arranged for the evenings and these provided the opportunity for people to get to know each other better and enjoy some social time.



The “V” music festival took place from 17th to 20th August and this meant that there was a very short time to complete the take down. Dismantling of the outlying activity areas began as soon as the Programme had finished and whilst members of the IST were still on site to help. Following the departure of the participants, the take down work was extended to all other areas of the Jamboree site, with the aim of clearing everything except the Island Hub and the Warehouse Compound before handing Hylands Park over to the organisers of the “V” music festival. There was a break in the work for the “V” music festival over the weekend of 17th to 20th August and the remaining areas were then cleared, with the take down work finally finished on the Jamboree site at the end of August.



Both Gilwell Adventure at Gilwell Park and Splash! at Alton Water also required a prolonged build period and these were managed independently by the managers of those sites. The take down for these sites was generally achieved in the period between finishing the main programme and the end of the Jamboree.

## Health and Welfare

The health and wellbeing of all those involved with the 21st World Scout Jamboree was a major priority for the Jamboree Management Team. With the assistance of Chelmsford Borough Council, significant amount of work was undertaken in order to develop a detailed and robust “Event Management Plan” that set out the safe operation of the Jamboree. The Safety Team at the World Scout Jamboree was part of the Health and Welfare Jamboree Core Team and consisted of 11 people. This team was proactive in monitoring risks, auditing agreed control measures, carrying out inspections and investigating accidents and incidents. As far as it can be judged for such a unique event, the World Scout Jamboree was twice as safe as EuroJam. The evaluation completed by the Safety Team identified many smaller issues, but there were three main elements that they considered to be particularly important to mention:

- ◆ **Traffic and people** – difficulties were



experienced in ensuring that traffic and people were properly segregated, particularly in the Warehouse and Roundabout Bus Stop areas. Despite a number of attempts to improve the situation, the problem persisted and the Local Government Inspectors issued a formal “Improvement Notice”. The terms of the Improvement Notice were satisfied and if this had not happened, we would have been prosecuted.

- ◆ **Accountability for all areas** – although it was generally clear who was accountable for a particular task, once there were a number of tasks being undertaken in one area, it was often unclear who had overall accountability for what was happening in that area. It was therefore difficult to ensure that actions aimed at solving problems for the whole area were implemented.
- ◆ **Legal status of adults** – there was a lack of clarity with regard to the status of adults at the World Scout Jamboree and this created difficulties because if it could be shown that they should be considered employees, the way the law applies would be very different than if they were considered members of the public. Whilst it is clear that TSA staff and the various contractors were considered employees, those volunteers cooking food in the restaurant, serving drinks in the bar, cleaning toilets, stewarding, working in the warehouse, etc. might also have been considered as employees.

## Event Management Plan

A comprehensive “Event Management Plan” was developed for EuroJam and updated for the World Scout Jamboree. The aim of this was to provide reference material on site to enable the organisers of the event, the emergency services and other key personnel to be well informed and therefore be able to contribute to the efficient organisation of the event. The method used to develop the Event Management Plan was to firstly identify the potential hazards and risks to all those who were involved, or anyone else

who could be affected by acts or omissions, at any of the sites where the Jamboree was taking place. The controls necessary to reduce the risks were then identified.

The approach taken was to complete initial risk assessments during the planning stage to whatever extent this was possible without having access to the various sites. Once the site was built and ready for the Jamboree, further risk assessments were systematically undertaken so that all areas and activities were covered. Where possible, hazards were removed at source and where this was not possible, measures were implemented so as to reduce the risk to the lowest possible level.

## First Aid

Each Troop attending the Jamboree was requested to bring a First Aid kit for treatment of minor injuries and a list of recommended contents was provided. Sub Camp staff were also provided with a small First Aid kit so that they could deal with minor injuries when Troop Leaders were not available.

There were a number of First Aid points that were clearly marked and offered immediate medical assistance and these were located as follows:

- ◆ In the Plaza – staffed 08:00 until 24:00.
- ◆ At Energise, World Villages and Elements – staffed from 08.30 until 17.30.
- ◆ At the Main Bus Terminal – only staffed when coaches are using the Main Bus Terminal.
- ◆ Two around the Arena and one behind the Main stage – only staffed for a short period before, during and after the major staged events.

The static First Aid Points were supplemented by a number of mobile teams on bikes and during the major staged events a number of First Aid staff were located in the Arena itself. All First Aid staff wore high-visibility clothing when away from the fixed First Aid Points or attending the major staged events.

All members of the First Aid teams had a recognised First Aid qualification and they were trained to provide care to anyone who needed it. If an illness or injury was beyond the scope of the First Aid staff,



they referred the casualty to a Hub Clinic or the Camp Medical Centre. If urgent, they were able to call for support from an on site ambulance or mobile medical team.

At Gilwell Park, volunteers from St John Ambulance provide the First Aid cover and they were located in a clearly signposted mobile First Aid point near the Swan Centre. In addition, St John Ambulance staff patrolled the site and were identifiable by their high-visibility clothing. St John Ambulance staff transported any casualty requiring treatment offsite by ambulance.

At the Splash! site there was a fully equipped and clearly signposted First Aid Tent with qualified staff. As Splash! involved activities on the water, hypothermia (exposure to cold) was a risk and we requested Troop Leaders to advise all participants to take care to protect themselves from the effects of being in cold water.

## Hub Clinics

Each Hub Clinic contained a refrigerator, which was used to store insulin and other essential medical supplies that needed to be kept cool. There were clinics in all 5 Hubs and they were set up as follows:

- ◆ **Mountain and Tropical Hubs** – these were staffed as First Aid Points.
- ◆ **Ocean Hub** – this functioned as a family doctor's surgery or clinic. It was staffed by doctors, nurses and First Aid personnel and was open from 08:00 to 23:00 for the whole of the Jamboree. This clinic had six cot beds, which were offered for short periods of rest to anyone who was judged to need it.
- ◆ **Desert Hub** – this was staffed by Practice Nurses and First Aid Personnel and was open from 08:00 to 23:00.
- ◆ **Island Hub** – this was staffed by a Practice Nurse from 08:00 to 16:00 and a doctor from 16:00 to 23:00.

If there had been an infectious diseases outbreak, any of the Hub Clinic may have been re-designated as an isolation unit. In the event of a crisis incident, the Hub Clinic nearest to the incident would have functioned

as an initial triage centre. The remaining Hub Clinics would have acted as minor injuries treatment centres, allowing the more serious injuries to be dealt with at the Camp Medical Centre.

**WHERE RESPONSES WERE EXPRESSED IN THE QUESTIONNAIRE, 81% WERE MARKED VERY POSITIVE OR POSITIVE WHEN ASKED ABOUT THE INFRASTRUCTURE, EQUIPMENT, AND QUALIFICATIONS OF STAFF IN RELATION TO FIRST AID, HUB CLINICS, CAMP MEDICAL CENTRE AND LOCAL NATIONAL HEALTH SERVICE.**

## Camp Medical Centre

The Camp Medical Centre offered the most comprehensive level of care on site, but surgery or more complex procedures were not undertaken there.

Anyone requiring surgery or more complex treatments was taken to the local health authority facilities in Chelmsford, which are run by the NHS (National Health Service). There was a regular transportation service allowing Troop Leaders to visit any of their participants who had been admitted to a local hospital.



The Camp Medical Centre operated 24 hours each day and had 24 cot beds for anyone who needed to remain in hospital overnight. It had the following departments:

- ◆ Medical Treatment Area
- ◆ Resuscitation Area (with an Advance Life Support facility)
- ◆ Physiotherapy Area
- ◆ Dental Treatment Area
- ◆ Counselling Area
- ◆ Male Youth Ward Area
- ◆ Female Youth Ward Area
- ◆ Male Adult Ward Area
- ◆ Female Adult Ward Area



- ◆ A counselling service (in co-operation with the Listening Ear Team)

A portable X-Ray machine was set up in a cabin adjacent to the Camp Medical Centre.

There were a variety of vehicles available to provide transport either to the closest Hub Clinic or the Camp Medical Centre. In addition, there were a number of emergency ambulances that were staffed by Paramedics, Technicians, IHCD (Institute of Healthcare Development) qualified staff or experienced Large Event First Aid Staff. A rapid response vehicle was positioned at the Camp Medical Centre to allow for the immediate dispatch of a Doctor led response team should the need arise.

## Police / Stewarding

A team of volunteer regular Police Officers from a number of police forces in the UK were recruited to provide a response to 'policing' incidents that occurred during the Jamboree. They were able to provide an immediate first response to emergency incidents of active criminality, or incidents that had been assessed as life threatening, whilst awaiting the arrival of local Police Officers from Essex Police. Although the Police Officers had a responsibility for maintaining law and order, they were not responsible for carrying out any criminal investigations as this was the responsibility of Essex Police.

The Stewarding Team worked closely with the Police Team and it was planned that it would consist of five teams of 80 stewards, each supported by a Shift Manager and a deputy. Stewards worked a 9 hour shift pattern with rest breaks and free days as appropriate. The shift pattern was as follows:

- ◆ Early Shift – 06.30 – 15.30 hrs
- ◆ Late Shift – 14.30 – 23.30 hrs
- ◆ Night Shift – 22.30 – 07.30 hrs

For each shift, small groups of Stewards would take responsibility for stewarding and patrolling specific areas of the Jamboree site. Each group would report in regularly to the Duty Shift Manager and, when necessary, particular incidents would be brought to the attention of the Incident Control Centre.

## Fire

The site was equipped with more than 30 fire points and these were located in high risk areas such as stages and beside portable generators. Each fire point was clearly identified with appropriate pictograms and signage in both English and French. There was a device for raising an alarm fitted to each fire point. A number of fire appliances were positioned on the site during the Jamboree and they were mobilised by the Incident Control Centre following a report of a fire. There was an agreement that Essex Fire Service would also be notified immediately of any fire so that they could attend the incident. The Fire Team also carried out regular fire patrols and routine inspections of all fire points to ensure that fire safety standards were maintained during the Jamboree.



## Incident Control Centre (ICC)

The purpose of the Incident Control Centre (ICC) was to ensure that there was an appropriately co-ordinated, managed and effective response to a wide range of emergency and non-emergency incidents. The ICC was responsible for dispatching and controlling staff of the Medical, Police, Stewarding and Fire Teams in response to reported incidents on the site, as well as monitoring specific events. The ICC was located in a dedicated cabin, in an area of the site where the designated Rendezvous Point (RVP) point for emergency vehicles was situated.

The ICC operators received information or calls from the staff and participants of the Jamboree through the Sub Camps, by telephone, radio communication, or by monitoring any closed circuit television (CCTV) coverage of the site. They then created an 'incident' on the system. The information was evaluated and the response graded accordingly, so the most suitable resource was dispatched. The ICC was responsible for providing timely updates to the Duty Jamboree Operations Director (DJOD) of any situations taking place on the Jamboree site which required further consideration or actions by senior managers.

## Services and facilities

In order to create a suitable site for the 21st World Scout Jamboree a great deal of planning had to be done so as to ensure that there were sufficient services and facilities of the right quality for all those present. There were many challenges in achieving this, but the experience gained from running EuroJam in 2005 proved to be invaluable in preparing and delivering what was required for the World Scout Jamboree.

### Water

Equipment and procedures for supplying drinking water were tested at EuroJam and data was gathered to be used in the planning of the World Scout Jamboree. The average demand at EuroJam was measured as 52 litres per head per day (L/hd/d) and for planning purposes a figure of 65 L/hd/d was used. This is approximately equivalent to two Olympic sized swimming pools full of water a day!

It was calculated that the mains water connection to Hylands Park would not meet the total volume required per 24 hour period without affecting other customers in the area and, in addition, it would not be possible to meet the peak flows of water. In order to

supplement the total supply of water, contracts were placed with a number of companies to bring in additional water using road tankers. In order to manage the peak demands, balancing tanks were installed on the site. These filled when the mains supply exceeded demand for water (for example, during the night) and the stored water was then used to supplement the mains supply when the demand exceeded supply.

Water was distributed around Hylands Park through the water pipes that were installed before EuroJam – however, these did not extend to the areas of farmland so temporary water pipes were installed for the World Scout Jamboree. Appropriate flushing and water testing was carried out prior to the Jamboree and a number of samples were taken during the Jamboree and analysed for bacteriological content at an approved laboratory to ensure the water system remained clear of contamination.



### Showers and Toilets

Toilet units were hired from two large contractors and the majority were connected to the fresh water supply and the foul water system. There were a few re-circulating units that had to be emptied by tankers. There were approximately 50 toilet units for each Sub Camp, plus the required number of disabled toilets. There were approximately 200 toilet units in the Adult Camping Area, situated in two locations. There were separate dedicated toilets for the medical facilities and catering operations. Toilets were also installed in other areas of the Jamboree site where there could be a lot of people.

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**WHERE RESPONSES WERE EXPRESSED  
IN THE QUESTIONNAIRE,  
68% WERE MARKED VERY POSITIVE  
OR POSITIVE WHEN ASKED IF  
THE CLEANLINESS OF SHOWERS  
AND TOILETS MET THE EXPECTATIONS  
OF THE CONTINGENT.**

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There were approximately 68 shower units in one large shower block shared between two participant Sub Camps and 64 shower units in two locations in the Adult Camping Area. The individual shower cubicles were installed in a floored marquee, with separate shower areas for young people and adults and separate male and female areas, as well as special showers for the disabled.

### Waste water / foul water

Prior to EuroJam, sewage pipes were installed in various parts of Hylands Park and these flowed into a number of large storage tanks around the edge of the park. At various defined points, the outlets from the toilets and showers were connected to the sewage pipes. During the Jamboree, there was almost a constant process of emptying the storage tanks using road tankers. We estimate that approximately 30 million litres of foul water was pumped out of the tanks and taken away during the Jamboree.



## Electricity

All electricity on the Jamboree site was supplied from diesel powered generators that were delivered to site, installed and maintained by competent contractors. The electricity supply extended to the Sub Camps, Adult Camping Area, Programme areas, Jamboree HQ and Arena. Only trained, experienced and competent electrical engineers were permitted to install and maintain electrical equipment.

## Warehouse



The Warehouse area was located near to the Gate 5 entrance of the Jamboree site and its primary purpose was to receive deliveries of goods and equipment required to service the site before, during and after the Jamboree. Within the area there were a variety of compounds and warehouses and these included:

- ◆ **Electrical Compound** – used for storage of spare generators, mobile lighting towers, cabling and electrical distribution equipment.
- ◆ **Plumbing Compound** – used for storage of pipework, sanitary fixtures and fittings.
- ◆ **Red Diesel Tank** – a 100,000 litre storage tank for Red Diesel which was the fuel for the plant and generators on site.
- ◆ **Plant Compound** – secure storage area for all plant including material handling plant (rough terrain forklifts, telehandlers, etc.) and access plant (cherry pickers, scissor lifts, etc.).
- ◆ **Wood Workshop** – used for storage of timber and also as a workshop for building bases for washstands, display and notice boards, disabled access ramps, access steps and marquee partitioning.
- ◆ **Warehouse 1** – used for sorting and storage of site consumables, equipment and goods before distribution to the relevant team. Most of the material within this warehouse was palletised and moved using a rough terrain forklift.
- ◆ **Warehouse 2** – a shared warehouse for use by other teams (for example, Programme, Food and Trading and Information Communication

Technology Teams) not involved in the general servicing of the site.

- ◆ **Gas Compound** – used for storage of gas cylinders for hot water boilers, shower systems and trading outlets. This was secure caged area.
- ◆ **Contingent Container Park** – a storage area for shipping containers brought to the site by Contingents.

## Fencing

Temporary fencing was erected around the Jamboree site in places where the existing boundaries were not sufficient. The fencing was 2 metres high and of the 'Heras' type. In general it was not intended to use fencing to define areas within Jamboree site, although fencing and low level barriers were used where this was necessary for safety reasons. During the Jamboree, the Stewarding Team carried out regular patrols along the boundary of the Jamboree site in order to monitor the condition of the fence and check for damage caused by collapse, high winds or vandalism.

## Rubbish and recycling

It was recognised that with an event as large as the World Scout Jamboree, it was inevitable that a considerable amount of waste was going to be generated. Our aim was to:

- ◆ **REDUCE** – by planning for minimum waste.
- ◆ **RE-USE** – by finding alternative uses for waste.
- ◆ **RECYCLE** – by designing what we do to maximise waste recycling.

In order to recycle as much as possible of the waste at the Jamboree, we asked people to separate waste into the correct bins as follows:

- ◆ Paper and cardboard
- ◆ Plastics
- ◆ Metals
- ◆ Special waste (e.g. batteries)

There was a no glass policy and people coming to the Jamboree were asked not to bring any glass items to Hylands Park.

**WHERE RESPONSES WERE EXPRESSED  
IN THE QUESTIONNAIRE,  
15% WERE MARKED VERY POSITIVE  
AND 49% WERE MARKED POSITIVE  
WHEN ASKED IF THE WASTE  
MANAGEMENT AND RECYCLING  
MET THE EXPECTATIONS OF  
THE CONTINGENT.**

## Food

It was decided from a very early stage to use a professional caterer for the Troop food supply and Adult Restaurant catering and Sodexho Prestige was subsequently awarded the contract for EuroJam and the 21st World Scout Jamboree. The main learning point from EuroJam that Sodexho Prestige successfully addressed was adapting the menu to better suit the range of cultures represented at a Jamboree. In particular, food requirements based upon religious beliefs, ethical grounds and medical conditions were accommodated and those with food allergies or sensitivities were catered for.

On the negative side, feedback was received from members of the IST that they were not well treated and did not feel valued when working in the Adult Restaurant. This probably reflects an understandable lack of experience on the part of Sodexho Prestige in working with an international team of Scout volunteers which resulted in IST members not being dealt with in the way that they felt they should be. Despite these difficulties, our overall experience with Sodexho Prestige was very positive and they made an important and valuable contribution to the success of the Jamboree.



As the nominated caterers on site, Sodexho Prestige were responsible for the whole food chain from purchase to delivery to Sub Camps and the Adult Restaurant. A fully documented and monitored food

management system (HACCP) was put in place by Sodexho Prestige for the duration of the 21st World Scout Jamboree and regular inspections were made by the statutory food safety authority.

All chilled, ambient and frozen food for the World Scout Jamboree was delivered by nominated suppliers to the Food Warehouse at North Weald Airfield where it was visually checked for temperature, date codes, package conditions and quality. The Food Warehouse was a large marquee erected for the duration of the Jamboree on an area of hard surfaced ground and appropriate loading and unloading facilities were available. The food was stored in appropriate conditions in the Food Warehouse until it was required.

During the day, the food was loaded into the relevant temperature controlled vehicles and at night these were moved to the Sub Camps and Adult Restaurant on the Jamboree site. This meant that two fleets of vehicles were used, with one fleet at North Weald and the other at the Sub Camps and Adult Hub restaurant. Only the quantity of food required for the following day was loaded onto the vehicles during the day.

On occasions, we observed relatively high levels of food waste in the Sub Camps and this was disappointing. It seems that the processes we established to try and ensure that people only took the quantity of food that they actually needed did not work as well as they should have done.

## Sub Camp food supply

The two main ways of providing food at World Scout Jamborees that have been tried in the past are a daily supply of standard food ingredients to Troops and a system of providing credit at a supermarket on site where ingredients can be chosen. There are advantages and disadvantages to both systems, but it was decided early on that for the 21st World Scout Jamboree, the principle approach would be to supply food to Sub Camps for distribution to Troops.



On each day, food was issued early in the morning (for breakfast and lunch) and late afternoon (for dinner) from the Sub Camp Food Distribution Point and Troops took the food back to be cooked on their campsite. Staple items such as salt could be replenished as and when a Troop needed to do so. Ingredients were provided for three meals each day as follows:

- ◆ **Breakfast** – this was a cooked meal on days when Troops were on site and cold when they had an Off Site Programme day. There was the option for Troops to choose to have a cold or rice based breakfast on every day, but Contingents had to notify us of this in advance.
- ◆ **Lunch** – this was designed to be portable so that participants did not need to return to their Troop site in the middle of the day. Participants were asked to keep drinks bottles issued on the first few days of the Jamboree so that they could be used as water bottles.
- ◆ **Dinner** – this was a cooked meal on every day.

A Cookbook was provided to all Troops and this contained suggested recipes for each meal, but Troops were free to use the ingredients in whatever way they wanted to.

Contingents were required to notify us in advance of any special dietary requirements and this enabled the Sub Camp Food Manager to have the right foods ready for collection from the Food Distribution Point.

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**WHERE RESPONSES WERE EXPRESSED  
IN THE QUESTIONNAIRE,  
85% WERE MARKED VERY POSITIVE  
OR POSITIVE WHEN ASKED IF THE  
QUALITY, QUANTITY AND DIVERSITY OF  
THE FOOD PROVISION CORRESPONDED  
TO THE NEEDS OF THEIR CONTINGENT.**

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## Adult Restaurant

All adults, other than Troop Leaders, had their meals in the Adult Restaurant in the Island Hub. As people arrived, they were given a tray and directed to an available serving station. There were a number of options displayed on a menu and cold foods and

drinks were available from separate self-service points. Once people had finished their meal, they were expected to take their tray and rubbish to a tray clearing station where they could separate rubbish according to notices displayed. Some people were surprised that disposable plates and cutlery were used in the Adult Restaurant – the advice we were given was that this had less environment impact than the alternatives.



- ◆ **Breakfast** – there was a range of hot and cold foods, together with fruit juice and hot drinks. Breakfast was served from 02:00 until 04:00 for night workers and 06:00 until 10:00 for everyone else.
- ◆ **Lunch** – there were a range of items to choose from and this had to be collected from the Adult Restaurant after people had had their breakfast. People were encouraged to save drinks bottles from the first few days at the Jamboree to use as water bottles.
- ◆ **Dinner** – usually consisted of a soup, a choice of main course and a dessert. Dinner was served from 17:00 until 22:00.

Those with special dietary requirements were asked to speak to a server who would be able to provide advice as to which dishes were suitable. If the server did not know the full details, a supervisor was always on duty and they would be able to help.

## Supermarkets

It was much more difficult than we anticipated to get a supermarket chain interested in providing stores at EuroJam and the World Scout Jamboree. The cost of setting up temporary locations, organising deliveries and arranging staff meant that an event like the Jamboree was not a very attractive option for a supermarket chain. However, we did eventually come to an agreement with Sainsbury's – one of the UK's major supermarket chains.

There were Sainsbury's supermarkets on the Plaza, Desert Hub, Tropical Hub and Island Hub. All of the supermarkets sold sweets, soft drinks, crisps and snacks, biscuits and basic First Aid materials. Those in the Desert and Tropical Hubs sold things like sauces, spices and herbs to use with the food ingredients

distributed from the Sub Camps. They also stocked toiletries, feminine hygiene products, cleaning materials and lots of other bits and pieces that might have been useful at the Jamboree. The Island Hub supermarket also sold newspapers, cigarettes and over the counter medicines.

## Cafés, snack bars and Scout Food Houses

Drinks, snacks or meals were available at a number of catering outlets. The Desert and Tropical Hubs had some simple catering outlets whilst the Mountain and Ocean Hubs had a much wider range.

The Vienna Coffee House had been a welcome feature of World Scout Jamborees for a number of years, but at EuroJam a Swiss Chalet and Black Magic (Germany) were added – this was the start of the concept of Scout Food Houses. Our evaluation of EuroJam indicated that Scout Food Houses were very positively received and that there were considered a much better option than the commercial food stalls and burger vans. We were delighted when the concept was taken up enthusiastically by others so that in addition to the Vienna Coffee House, Swiss Chalet and Black Magic the following were present at the World Scout Jamboree:

- ◆ Czech Lion (Czech Republic)
- ◆ Egyptian Café (Egypt)
- ◆ Café Kuska (Finland)
- ◆ Greek Taverna (Greece)
- ◆ Csarda (Hungary)
- ◆ Holland House (The Netherlands)
- ◆ Polish Café (Poland)
- ◆ Taiwanese Food House (Taiwan)
- ◆ English Tea House (UK)

Scout Food Houses certainly offered an impressive range of foods from around the world and each one had its own distinctive atmosphere and style of cuisine. In addition, Scout Food Houses were another excellent example of how a partnership between the

organising team of the Jamboree and teams from NSOs produced a much better experience for the participants. We are grateful to everyone involved with running a Scout Food House at the Jamboree.

**WHERE RESPONSES WERE EXPRESSED  
IN THE QUESTIONNAIRE,  
93% WERE MARKED VERY POSITIVE  
OR POSITIVE WHEN ASKED IF  
THE SCOUT FOOD HOUSES FULFILLED  
THE NEEDS OF THOSE AT THE JAMBOREE.**

## Trading

There were six trading areas at the Jamboree and these were:

- ◆ The Plaza
- ◆ The Desert Hub
- ◆ The Mountain Hub
- ◆ The Ocean Hub
- ◆ The Tropical Hub
- ◆ The Island Hub

The Plaza, Desert Hub, Mountain Hub, Ocean Hub, and Tropical Hub were open to everyone. The Island Hub was open to adults only, including Troop Leaders and it was important that participants were not allowed onto the Island Hub. Not all outlets were available in all trading areas and the opening times were not always the same. The first outlets opened at 07:00 and everything was closed by 22:30.

## Money

All trading at the Jamboree was in Sterling (UK Pounds) and there were banking facilities in the Plaza. These included normal counter service banking and cash machines (ATMs) and they operated from 09:00 until 17:00. There was also a Bureau de Change and the facility to exchange Travellers Cheques for cash.



## Internet cafés and telephones

Internet access was available in the Internet Cafés at each of the Hubs. There was a charge for internet access and credit could be purchased at the Facility Centres. The Internet Cafés were open from 06.30 until 22.30 (except for the morning of Sunrise Day). Payphones were available in the Internet Cafés at each of the Hubs. The payphones worked on a pre-paid calling card and credit for the calling cards could be purchased at one of the Facility Centres. 'top up' credit for UK mobile phone networks was also available for sale at the Facility Centres.

## Charging of electrical items

There was no electricity supply to the Troop sites. There were electricity supplies at the Internet Cafés where it was possible to charge a mobile phone, camera etc. at a cost – the electricity supply was 230V (+/-10%), with UK 3 pin sockets.

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**WHERE RESPONSES WERE EXPRESSED  
IN THE QUESTIONNAIRE,  
48% WERE MARKED VERY NEGATIVE  
OR NEGATIVE WHEN ASKED IF THE  
SERVICE FOR CHARGING OF  
ELECTRICAL ITEMS FULFILLED THE NEEDS  
OF THOSE AT THE JAMBOREE.**

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## Post

Post that arrived at the Jamboree was delivered to the Sub Camps, where a system of distributing it to the Troops was established. Stamps were on sale at the Facility Centres in the Plaza and the Hubs and there was also a Post Office on the Plaza. Special stamps for Scouting's Centenary were on sale.

## Photographic facilities

It was possible to download digital photographs to a CD at the Facility Centres and buy prints of your photos.

## Scout Shop

Scouts Shops Limited (SSL) is a wholly owned subsidiary of TSA and they were responsible for running the main Scout Shop on the Plaza. There was a wide range of items on sale, including badges, clothing and souvenirs – some items had the Jamboree logo on them and others had Sub Camp logos.

## Adult Bar

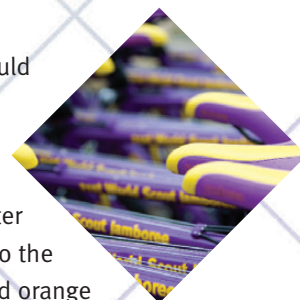
There was a bar in the Island Hub that was open in the evenings with a selection of alcoholic and alcohol-free drinks available. Payment was by tokens and these could be bought from the Facility Centre in the Island Hub.

There had been considerable debate as to whether or not there should be a bar at the 21st World Scout Jamboree, especially because for some cultures the availability of alcohol at a Scout event is very difficult to accept. In the end, we decided if we ran a bar on site, we would be able to control the consumption of alcohol much better than if adults left the Jamboree site to go to a bar in the local area.

## Transport

In order to create a pleasant and safe environment, it was planned for Hylands Park to be designated a traffic free area for the duration of the Jamboree. This meant that during the daytime only bicycles, golf buggies and essential emergency service vehicles would be allowed on the Jamboree site. Even with this clearly defined plan for a traffic free Jamboree, there were a number of occasions when there were severe difficulties in segregating people and traffic on the Jamboree site.

During the night, service vehicles could enter the site, including those distributing food and disposing of waste. All vehicles on site, whether during the day or night, had to register for their journey and had to adhere to the one way system. Service vehicles had orange rotating flashing beacons fitted and on site emergency services vehicles had blue rotating flashing beacons and audible warning devices.



A fleet of approximately 160 various sized commercial vehicles was procured and these were used to safely transport stock and equipment around the site. All those driving such vehicles had to have the appropriate driving permit and were briefed and trained on traffic control and management for the Jamboree.

The Transport Team also managed a stock of 1,000 World Scout Jamboree branded bicycles which proved to be very popular both to rent and buy.

## Arrivals and Departures

The Transport Team successfully negotiated the hire of a large fleet of coaches from 3 different companies and organised a total of nearly 450,000 passenger transfers. These included:

- ◆ UK Contingent arrivals and departures.
- ◆ IST arrivals and departures.
- ◆ Participant and Troop Leader arrivals and departures.
- ◆ Transfers to and from Off Site Programme activities.
- ◆ Staff journeys.
- ◆ Shuttle from Hylands Park to Chelmsford and back.
- ◆ Transfer of Day Visitors from North Weald Airfield to Hylands Park and back.

The fleet of coaches was parked overnight on hard surfaced ground at North Weald Airfield.

Significant difficulties were encountered in trying to obtain accurate information concerning the arrival of many Contingents and this meant that the planning and scheduling of coaches was extremely difficult. As a result, there were occasions when members of a few Contingents had to wait far longer for a coach transfer than we had anticipated in our planning.



## Communications

Communications amongst the Jamboree Team and at the Jamboree site used four different technologies:

**Fixed phones** – approximately 150 handsets were deployed around the Jamboree site. Using VoIP technology, these enabled communications within the site, as well as to the public network off site. 40 of these phones had direct dial capabilities, so that they could be called directly from external phones. In addition, 125 handsets were deployed so that participants could make phone calls (at a cost).

**Mobile phones** – approximately 250 mobile phones were deployed amongst the organisers of Jamboree, and other key people. This included almost 50 phones deployed at the various off site locations.

**Radios** – a trunked radio system was installed with about 600 handsets used at Hylands Park. Many of these were on a 'project basis' (for example, the stewarding of ceremonies) but a good number were used to facilitate communication between team members, especially in the areas of the park less conducive to deployment of fixed phones.

**PCs** – about 250 PCs were deployed to enable email and internet access for organisers of the Jamboree and for Programme activities. A further 250 devices were deployed for use by participants for email / internet access on a chargeable basis.



## Special Guests

The Special Guest Programme was designed to allow a very limited number of invited distinguished citizens of participating countries to experience the 21st World Scout Jamboree. Special Guests were invited to Hylands Park every day of the Jamboree except for the days of the Opening Ceremony, Closing Ceremony and Sunrise Day. They were met on arrival at the Jamboree site and briefed at the Special Guest reception area next to Hylands House. A tour of the Jamboree Programme areas, lunch and refreshments were



provided. All Special Guest arrangements were closely coordinated with the relevant Contingent Leaders and every effort was made to provide an opportunity for the Special Guest to meet Scouts from their country.

## Day Visitors

Almost 50,000 Day Visitors were welcomed to the 21st World Scout Jamboree over 8 separate days. They were predominantly from the UK, but many were from other European countries and some from the rest of the world. The Day Visitors had the opportunity to experience, for a short time, this very special World Scouting event. The Day Visitor programme was an important part of the Jamboree, offering opportunities for:



- ◆ A large number of people to share in this unique Scouting experience.
- ◆ Both Scouts and non Scouts (including parents, supporters, local people and those new to Scouting) to visit the 21st World Scout Jamboree.
- ◆ A positive Day Visitor experience that 're-energised' adults in Scouting, so that they left the Jamboree with renewed enthusiasm, new programme ideas and increased knowledge of Scouting as a whole.

Day Visitor tickets were priced at £20 for adults and £15 for children aged 3 – 13 years old (free for those 3 years old and under). The vast majority of tickets were sold primarily via the Jamboree website and sent out by email as e-tickets.

The Day Visitor Experience began at North Weald Airfield, where visitors parked their vehicles, checked in and transferred to the Jamboree site at Hylands Park on one of the Jamboree coaches. In addition to a wristband identifying them as Day Visitors, they were given a copy of the Day Visitor Guide.

To protect the privacy and safety of participants, Day Visitors were not allowed to visit Sub Camps or participant activity areas, although a full selection of activities was available to them as follows:

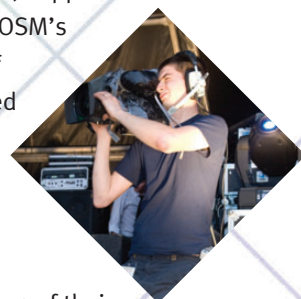
- ◆ A visit to the World Scout Centre to find out more about Scouting around the world, including the NSOs Gifts for Peace that NSOs were presenting.

- ◆ A visit to the Plaza, which included the many Scout Food Houses, souvenir shops and International Badgers Club.
- ◆ A visit to Hylands House and the newly opened One World Garden.
- ◆ A visit to the Day Visitor Village reflecting World Faiths, World Cultures and more traditional Scouting skills.
- ◆ A visit to the Global Development Boulevard to learn about the ways in which national and international organisations are working to make the world a better place.
- ◆ A visit to the Arena to watch the Day Visitor Show, which included information about the size and scale of the Jamboree, footage from the Opening Ceremony, items performed by the Jamboree Cast and the Jamboree Song.
- ◆ A visit to the Hubs to get an impression of the size of the site and the character of the different areas.

Day Visitors were able to plan their own visit based on the above options, but there was also an option to take part in one of the tours of the site offered by the Day Visitors team. At the end of their visit, Day Visitors returned to North Weald by coach to collect their vehicles or continue their journey by public transport.

## Media and PR

The Jamboree and Scouting's Centenary provided an excellent opportunity to promote Scouting and improve the profile of Scouting – the seventh strategic priority for WOSM. Before the Jamboree, support was provided by TSA's PR team and WOSM's Communications team. The concept of "Young Spokespeople" that was trialled for EuroJam was extended to all NSOs through a series of WOSM communication workshops that were supported by TSA.



NSOs were invited to nominate members of their Contingent Support Team who would be working with their home media, to enable tailored support to be provided before the Jamboree and so that we would have a greater understanding of their needs at the Jamboree. The Contingents that did this were able to



gain better media coverage in their own countries than those that either did not have a nominated media person or did not inform the Jamboree Office about them in advance. NSOs were provided with access to a number of computers in the Media Centre, as well as as WiFi access for those with their own computer. They were also able access the online photo library and the catalogue of video footage.

### WHERE RESPONSES WERE EXPRESSED IN THE QUESTIONNAIRE, 69% WERE MARKED VERY POSITIVE OR POSITIVE WHEN ASKED IF THE JAMBOREE MEDIA CENTRE FACILITATED COVERAGE IN THE NSO'S NATIONAL / LOCAL MEDIA.

One of the key rules for the media work at the Jamboree was that all journalists had to be accompanied by a member of the relevant Contingent Team at all times. In some specific instances, this caused a few problems but it ensured that journalists were 'on message' and did not report on sensitive areas of the Jamboree or Scouting. The media coverage of the Jamboree in the UK was exceptional, with over 1,000 pieces of coverage including four front page newspaper stories. There was also excellent coverage around the rest of the world and many countries were able to make use of the satellite link for Scouting's Sunrise on Brownsea Island.

### Media Centre

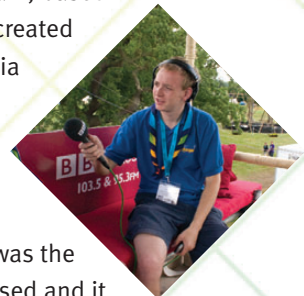
The Media Centre was the home for many different teams that worked together to improve Scouting's profile at the Jamboree and externally. It consisted of a large marquee with a number of cabins for use by specific teams. There had been considerable debate about where the Media Centre should be located, with a strong view that it should be somewhere centre like the Plaza. In the end it was decided that to locate it adjacent to the Jamboree HQ. The teams based in the Media Centre were:

- ◆ Young Correspondents

- ◆ Newspaper
- ◆ Website
- ◆ Reporting
- ◆ Video
- ◆ Photography
- ◆ NSO PR
- ◆ UK PR
- ◆ Endemol (responsible for the live broadcast of the Opening and Sunrise Ceremonies)

### Reporting Team

With limited resources (both people and equipment), it was important to maximise the use of the stories that occurred. A central Reporting Team, based on the model used by the BBC, was created to feed stories into the different media and these included the Newspaper, Website, Video, Radio and the PR teams. In particular, they worked very closely with the Young Correspondents and PR teams. This was the first time that this model had been used and it worked well, although there were some areas that could be improved in the future, especially as technology improves.



### One Word – Jamboree Newspaper

The Jamboree had its own daily newspaper, One Word, published each day and containing 12 pages of pictures and news about the Jamboree and Scouting. Copies were provided every morning at the Food Distribution Points on each Sub Camp and in the Adult Restaurant. Electronic copies were also available on the website, and were a very popular download.

The main focus for articles in One Word was the Programme and Young Correspondents provided a lot of the content for many of the articles. Other content was produced by a small group of reporters working with members of the Photography Team. A plan for content was agreed in advance to ensure that all areas of the Jamboree were covered and to space for news articles. The use of photographs was very important to illustrate the articles and to provide a memory for those who were at the Jamboree. Regular articles



included items such as the weather forecast and details of the religious services on that day. All the main articles written in English had a summary in French and those written in French had a summary in English. Other languages were also used in some articles, especially those written by Young Correspondents.

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**WHERE RESPONSES WERE EXPRESSED  
IN THE QUESTIONNAIRE,  
100% WERE MARKED VERY POSITIVE  
OR POSITIVE WHEN ASKED IF THE  
JAMBOREE NEWSPAPER FACILITATED  
INTERNAL AND EXTERNAL  
COMMUNICATION.**

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## **Promise FM – the Jamboree radio station – 87.7FM**

Promise FM was the radio station of the 21st World Scout Jamboree, broadcasting from before the Opening Ceremony until after the Closing Ceremony. The main radio station was located in the Plaza and a lot of content provided by participants was broadcast. There was also a 'roving reporter' who went out and about around the all of the Jamboree sites (including Splash! and Gilwell Adventure).



It was suggested to people that they bring FM radios with them and Promise FM was also broadcast through the sound systems on the Sub Camp and Hub stages, as well as in the Adult Restaurant. The station was used to coordinate the music for the Carnival, so that the same music and commentary was heard all over the Jamboree site.

Promise FM was also streamed on the Jamboree website which had many listeners all over the world and they were able to send messages and requests for music. In addition, Promise FM all of the Ceremonies live, so people who were not at the Jamboree were able to listen and join in with the Ceremonies.

## **Referenced documents**

Documents referenced in this report are available for download from [www.scout.org.uk/2007jamboree](http://www.scout.org.uk/2007jamboree)









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