

Terms of Reference of the Independent Investigation

The Board of the British Equestrian Federation (the “BEF”) is commissioning an independent review to understand the relationship between the BEF – Board and Head Office and its member bodies (the “MBs”) for the time period April 2016 to the date on which the independent panel is appointed (the “Independent Review”).

Separately an Advisory Group has been established by the BEF Board, comprising three independent individuals with a background in sporting governance at the highest level. The group will be available to advise the BEF Board on how best to implement the findings of the Independent Review and how to apply the learning from the Review to improve and strengthen the operation of the BEF Board going forward.

These Terms of Reference will appear on the public websites of the BEF, UK Sport, Sport England and Sport Resolutions, together with summary CVs of the independent panellists with contact details for Sport Resolutions as to enquiries. Those parties may also issue a press release containing the same details.

Scope

The Independent Review:

- must cover, but is not limited to: issues of alleged elitism, self-interest, bullying and corruption as referred to in the resignation letter dated 13th July 2017 of former CEO Clare Salmon; and the leadership of the BEF;
- based on the findings of the investigation above, should address the following specific questions /issues:
 - Are there fundamental relationship issues within and between the organisations involved in British Equestrian sport?
 - If so, what are they?
 - Recommendations on how those relationship issues should be addressed to ensure that the highest standards of ethical behaviour exist within and across the whole organisation.
 - The implications of the investigation for the Board of the BEF and for British Equestrian sport more broadly.
 - Recommendations with respect to the values, behaviour, character and the culture of the BEF moving forward.

The individuals appointed by Sport Resolutions to carry out the Independent Review have no disciplinary remit or authority, but any matters outside their terms of remit may be reported back to BEF to take appropriate action as it deems fit in accordance with its constitution and applicable policies.

The Independent Review

The Independent Review will be administered by Sport Resolutions (“SR”), an expert independent, not-for-profit, dispute resolution service for sport in the United Kingdom. SR will appoint three suitably qualified individuals from its independent panel to act as the Review Panel (the “Panel”). One of those Panel members will be appointed as Chair, who will be identified as such on relevant websites/press releases.

Key findings and Recommendations

The Panel is to provide a report* to the Boards of the BEF, Sport England and UK Sport on its findings and recommendations arising from the Review (the “Report”).

The Report will be published by the BEF, Sport England and UK Sport (ensuring confidentiality for those who have provided information and contributed to the investigation on the basis that their identities would not be revealed).

*The final submitted documents to the said Boards shall comprise:

The full Report

An executive summary

A PowerPoint presentation covering headlines from the report

Review Process

The method of review is to be decided by the Panel in its absolute discretion but may include document review of information held by the BEF, the MBs, UK Sport and Sport England, and interviews with relevant parties. Subject to legitimate issues of confidentiality or privilege (which may be dealt with by appropriate agreed safeguards), the BEF, MBs, UK Sport and Sport England will provide the Panel with all documents it requests. Those documents will be held confidentially by the Panel and Sport Resolutions. All relevant key stakeholders of the BEF will be invited to participate in the Review, such invitations to be by way of a public press release/statement on the BEF, UK Sport, Sport England and Sport Resolutions’ websites and via direct emails to the MB’s or individuals at the BEF.

Costs

To be met by and shared (at an agreed level) between the BEF, Sport England and UK Sport. The Report may not be released until those costs are paid to the Panel and/or Sport Resolutions.

Timing

To begin at the date of publication of these terms of reference with the aim of completion by 1st December 2017 so that the report can be presented back to the BEF Board and member bodies by SR for consideration by the BEF Board. The Panel will update Sport

Resolutions if that timeframe is unlikely to be achieved, together with a likely completion date.

In advance of the Report being published, the BEF Board and any other relevant parties will be provided with a draft report, either in whole or in part (as relevant to them), for their comments prior to its finalisation. Those comments shall be limited to points of alleged factual inaccuracy or, as applicable, draft criticisms about which those relevant parties have not already been given a reasonable opportunity to give their views. Any such comments shall be provided by those parties to the Panel within a reasonable period, taking into account the present aim to have a report completed by 1 December 2017.

The timeframes above may be subject to revision at the Panel's absolute discretion in order for it to carry out a full and fair review.

