



# EQUESTRIAN EMPLOYERS 2020

GOOD BUSINESS | GOOD EMPLOYMENT Aiming for Excellence

## CONFERENCE

25 FEBRUARY 2020

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Committed to you





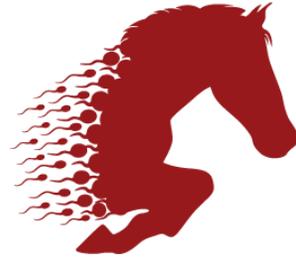
**CRYOGENETICS**

STORAGE & DISTRIBUTION



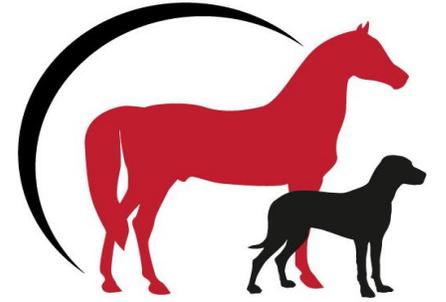
**STALLION**

AI SERVICES IRELAND



**STALLION**

AI SERVICES



**ERS LTD**

EQUINE & CANINE REPRODUCTION SUPPLIES



**ELITE KENNEL**

— FERTILITY —



**GEMINIGENETICS**



**CHAPEL FIELD**

CONFERENCE SUITES

# Our Mission Statement

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**We strive to make Stallion AI Services the world's most respected equine reproduction service provider.**

A centre of excellence, we continually invest in research & development and in our team of dedicated staff.

We exist to create experiences where equestrian passion and purpose come together.



# Our Values

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**R**eproduction - Equine breeding is at the foundation of Stallion AI Services

**E**xcellence – We strive for excellence in everything we do

**P**assion – Enjoy your work, we are driven by our passion

**R**esearch & Development – Innovation is at the forefront of our business

**O**ne – we are one team and together we make a difference



# Our Ethos

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- Recognition
- Training
- Safety
- Team



**B.R.C.**

**THIS IS WHAT 'GOOD' LOOKS LIKE**

**Rosie Lord**

**Berkshire Riding Centre**



# A bad employer

- Inflexible
- Micro manages
- Bully
- Undermining
- Impatient
- Demeaning
- Irregular with employment laws



# A good employer

- Encourages
- Motivates and inspires
- Has high morals
- Is patient
- Flexible and adaptable
- Kind and with empathy
- Approachable and fun
- Able to delegate and trust
- Offers CPD & training



# At BRC we work within the law

- ✓ Written contracts
- ✓ Minimum Wage observed
- ✓ Holidays planned
- ✓ Reasonable working hours & expectations
- ✓ Clarity & deliverance of benefits
- ✓ Correct employment status
- ✓ Records kept



# Mental & physical well-being

- Show you care
- Listen
- Be aware of changes and address them
- Deal and help with sickness
- Be aware of bullying & harassment
- Encourage a work-life balance
- Invest in employee's health and wellness



# How we retain our staff

- Good working environment
- Open communication
- Well maintained facilities
- Be professional at all times
- Promotion from within
- Holding employees accountable for results
- Recognising achievements installs a great sense of responsibility & job satisfaction





HM Revenue  
& Customs

# NATIONAL MINIMUM WAGE: HELPING EMPLOYERS TO GET IT RIGHT

Phil Conley

Business Unit Head - Promoting Compliance



HM Revenue  
& Customs

# Who we are and what we do

- Enforce policy on behalf of BEIS
- Complaints and targeted enforcement
- £24m for 220,000 workers
- Promoting compliance



HM Revenue  
& Customs

Protective marking - Protect

# Behaviour change

- Legal coercion
- Economic incentive
- Information and advice
- Predictably irrational
- Change the situation – Nudge



HM Revenue  
& Customs

Protective marking - Protect

# Information seeking behaviour

- Testing different message types via bulk emails
- 620,000 emails on a RCT basis
- Control plus treatments
- Measure click through rates
- Release #1 - deterrent messages



HM Revenue  
& Customs

Protective marking - Protect

# Results release #1

- Control
  - Naming - **2.4%**
  - Penalty - **6%**
  - Audit - **8.5%**
- 
- Re-ran experiment with non-deterrent messages



HM Revenue  
& Customs

Protective marking - Protect

## Results release #2

- Unaware – “Lots of employers don’t realise that they have workers who are underpaid” **+0.4%**
- Curiosity – “You may be surprised at the errors employers make” **+2.5%**
- Inclusion - “Even if you pay above you may still be liable for underpayment” **+4.2%**
- Curiosity & Inclusion – “You may be surprised to learn that even if you pay above the min wage you could still be liable for underpayment” **+5.3%**



# Nature of non-compliance

- Do employers labour under the wrong impression?
- Most people who are underpaid are paid at or above.
- “Effective” underpayment.
- Error driven v deliberate.
- Minimum wage looks simple.
- A false sense of security...at rate = at risk



# Equestrian project

- Sent 300 letters to risked employers asking for confirmatory response.
- Responder and non-responder populations.
- 50 investigations – 25 of each, randomly selected and worked blind.
- Expect to see less underpayment in those employers who were confident enough to call HMRC and tell us that they were paying correctly.



# Results

- More underpayment amongst responders.
- 10 cases with arrears – 7 responders & 3 non-responders.
- Suggests what employers think about their compliance is misguided.
- A word about the 20% “strike rate”



# Common causes of underpayment

## Pay

- Making wage **deductions** or taking **payments** from workers that reduce minimum wage pay, for **items or expenses that are connected with the job.**
- Making wage **deductions** for the **employer's own use or benefit** where the employer is free to use that money in any way they wish.



# Common causes of underpayment

## Pay

- Incorrectly applying the minimum wage **accommodation offset** when an employer provides living accommodation to a worker.
- Including an **element of pay that doesn't count** towards a worker's minimum wage pay, for example an extra premium for overtime or tips from customers.



# Common causes of underpayment

## Pay

- Failure to “up-rate”:
  - Annual rate increase
  - Key birthdays - 18, 21 and 25 years old
  - Continuing to pay the apprentice rate to apprentice’s who are aged 19 years or over when they have completed the first year of their apprenticeship
  - Continuing to pay the apprentice rate after an apprenticeship ends (or before it starts)



# Common causes of underpayment

## Pay

- Paying the minimum wage apprentice rate when the worker isn't a genuine apprentice
  - Apprenticeships must incorporate **structured training** - a worker is unlikely to be considered an apprentice if the sole purposes of their training is to perform a specific job.
  - Should also be engaged under a **contract of apprenticeship**.



# Common causes of underpayment

## Pay

- Failure to pay the minimum wage to **workers who are entitled**, for example some work experience, intern and work trial arrangements



# Common causes of underpayment

## Unpaid working time

- Failure to pay for any additional **time added onto a worker's shift**, for example team handovers between shifts or time spent passing through security checks on entry and exit.
- Failure to pay a worker for any **downtime** during their shift.
- Failure to pay a worker for any **travelling time** during their shift.



# Common causes of underpayment

## Unpaid working time

- Failure to pay a worker for any time spent **training**.
- Failure to pay an apprentice for all the time they have spent **training or studying** as part of their apprenticeship.
- Failure to pay sufficient money for any time worked during a **sleep-in shift**.
- **Excess hours** worked by salaried-hours workers, beyond their basic set hours, causing underpayment of minimum wage typically in the last pay reference period.



# Costs of getting it wrong

- Arrears – uplifted and back up to 6 years
- Penalty – 200%
- Naming above £500
- Encourage employers to check and put right – pay any arrears due and correct practice going forward



# Help and support

- [Calculating the minimum wage](#)
- [Technical manual](#)
- [Acas pay and work rights helpline 0300 123 1100](#)
- [HMRC community forum](#)
- [Webinars on Gov.uk](#)



HM Revenue  
& Customs

Protective marking - Protect

# Concerns?

- Suspect that somebody is being underpaid?
- Suspect that somebody is underpaying?
- Online complaint direct to HMRC



# STAFF ACCOMMODATION

Charles Apthorp  
5 Essex Court



5 ESSEX  
COURT

Can I insist that an employee must live on site as part of their employment, and what type of 'agreement' should they have for the accommodation?

I lease a house for my employees to live in. Can I change the terms so that the staff lease it directly from the owner and still insist that they live in it?

My employee has been injured whilst working and will be off work for 6 months – what is the situation with their live-in accommodation?

My employee has asked if her boyfriend can move in.  
Should the boyfriend have a direct rental agreement  
with myself?

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# FUTURE PROOFING YOUR BUSINESS

5 ESSEX  
COURT



*Rhea*  
FREEMAN  
SOCIAL • MEDIA • MARKETING

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# WHAT HAPPENS WHEN IT GOES WRONG

5 ESSEX  
COURT

WHITTINGTON  
E V E N T I N G  
WWW.WHITTINGONEVENTING.CO.UK

*Claire  
King*

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# HOW TO ATTRACT, RECRUIT & RETAIN STAFF

 **Haddon  
Training**  
*Inspire. Support. Achieve.*

 **THE GROOMS LIST**  
*by Caroline Carter Recruitment*

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# TIMES OF CHANGE

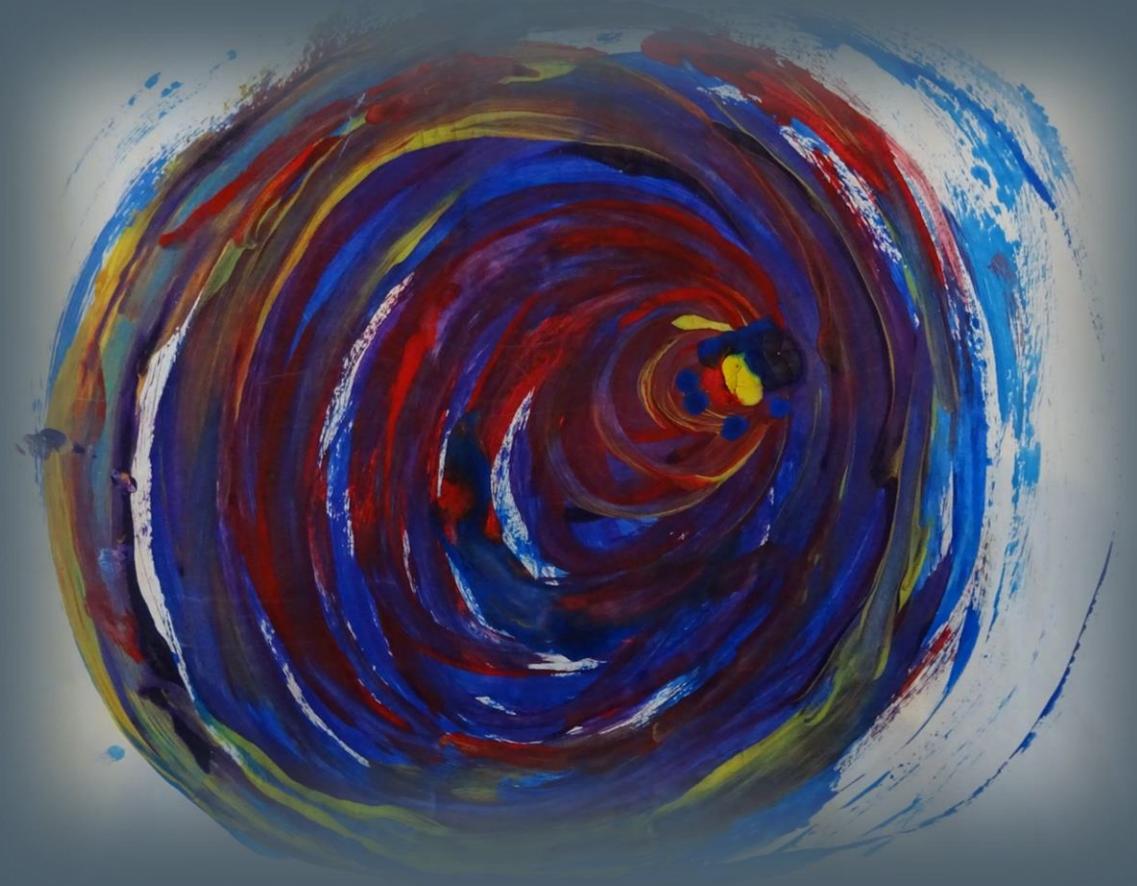
## A HEALTHY, SAFE & CARING WORKPLACE

*Sylvia Bruce Ltd*

*Angel*  
RISK LIMITED

# My story

- Mental health in the workplace consultant, trainer and educator
- Former HSBC, Director, Global Banking & Markets
- Lived mental ill-health to full recovery
- Life long equestrian



# Mental health in the workplace

- Build supportive workplaces
- Empower workplace mental *health*
- Build mental health confidence
- It's OK to Talk
- Enhance preventative actions
- Provide support and signposting
- Offer practical actions and solutions.  
What can we do differently



# GROOMS MINDS

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LET'S DO THIS TOGETHER

# EMPLOYERS MINDS

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LET'S DO THIS TOGETHER



**GROOMS MINDS**  
*Support Line*

SUPPORTED BY RACING WELFARE



How do I tell if  
someone's struggling?

As an employer, should  
I wait for my employee  
to say something?





If I think someone is struggling, how do I start the conversation?

What do I say?

I don't want to appear like I'm intruding.



I'm not sure how to deal with hearing my employees story.

What advice can you give to help.

I'm an employer not a counsellor.



**HEALTH & SAFETY AT WORK**

# DOES THIS MEAN ME ?

Claire Gabriel BSc (HONS) CMIOSH



**DO YOU EMPLOY ONE PERSON (OR MORE)**

**DO YOU HIRE FREELANCE GROOMS**

**YES?**

Then health & safety legislation applies to you.

You need to understand how it affects you yard and what you must do to comply.



# THINK ABOUT ALL THE POTENTIAL RISKS ON YOUR YARD.

THINK VERY WIDE:



**Manual handling**



**Working at height**



**Electricity**



**Horses**



# STEPS TO TAKE



HEALTH AND SAFETY POLICY



RISK ASSESSMENTS



SAFE WORKING PRACTICES



TRAINING AND SUPERVISION



GOOD HEALTH AND WELFARE



**SAFE WORKPLACE**  
**10 STEPS TO**  
**COMPLIANCE**



# STEPS TO TAKE



ACCIDENTS AND EMERGENCIES



TALKING ABOUT SAFETY



SAFE PLANT AND EQUIPMENT



DRIVING



MONITORING



**SAFE WORKPLACE**  
**10 STEPS TO**  
**COMPLIANCE**

# BE SAFE. BE SMART. USE THE EEA TOOL KIT



**SAFE  
WORKPLACE**



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# A VIABLE, COMPLIANT & PROFITABLE BUSINESS. HOW TO BALANCE THE BOOKS



*Mike Hallows*

# FEEDING CORRECTLY WHILE BALANCING THE BOOKS

Liz Bulbrook BSc (Hons)  
BHSAI *Director of Nutrition*



# Common questions around feeds and costs

1 I want to feed correctly and do the best for my horses but need to keep costs down to balance the books.

Do you have any suggestions to help?



# What is a fully/correctly balanced diet?

- A diet that all a horse needs for health and well-being, to maintain desired condition and fuel required performance.
- A well-balanced diet supports metabolism, hoof growth, muscle build, tissue repair, supple skin, shiny coat.
- Achieved by feeding the manufacturer's recommended amount of your chosen mix, cube or balancer, according to bodyweight and workload, alongside forage.



# Mixes & cubes



# Balancers



2

Why should I feed a more expensive branded feed over the cheaper local feed available at my feedstore?

Surely they do the same job?

**BRIDGE  
AMBER  
FEEDS**



**FOR QUALITY**

**YELDHAM ROAD  
HIGHER DEEPING  
CF35 9LP**

**TEL: 01523 894 210**

**WEIGHT 20 KGS**



# It's not all about the numbers, but what's in the bag

Feed formulation aims to provide nutrients at the Optimum, not Maximum or Minimum levels. Branded mainstream feeds allows for variations in:

- Environmental conditions
- Forages available and quality – levels of trace nutrients
- Forms of nutrients and quality ingredients for improved bioavailability
- Differences in efficiency of nutrient uptake between horses
- Immune response - health and disease status all influence requirements
- Feeding practices – those who under or over feed from the guidelines given
- Pasture differences – soil and grass management
- Attention to detail and results, separates premium from basic.



# Common feeding scenarios

Feeding a low energy feed to a horse in light to moderate work as the feed was cheaper and was fed to everything on the yard in varying amounts from the fatties to those needing weight

Remember lower energy feeds also contain lower levels of other nutrients, essential protein, vitamins and minerals

Eg. – Shop's Own Label High Fibre Cubes (DE 8MJ/kg)

Designed to be fed at 2.5kg/day to a 500kg horse in light work.



# What if horse needs to put on weight/needs more calories to maintain condition?

Feed more high fibre cubes?

Eg. 1 more Stubbs scoop/1.8kg = 4.3kg/day = 34MJ per day (up from 20MJ)

@ £7/20kg → **£1.51/day**

**< 5 days worth**

**OR** a Branded specially formulated conditioning cube (13.5 MJ/kg)?

Eg. just 2.5kg per day = 34MJ

@ £12/20kg → **£1.50/day**

**8 days worth**



# What about my fatties?

## What if horse is a good-doer and needs fewer calories?

Cut back the high fibre cubes to, say, 1kg per day = 8MJ (similar to hay)

@ £7/20kg → 35p/day

BUT also cuts back vitamins, minerals, protein to well below horse's requirements

+ reach for a broad spectrum supplement @£14 / 1.5kg tub fed at 60g / day

Total = 91p

**OR feed a low calorie balancer**

eg. just 500g per day = 4MJ - @ £25/20kg → 63p/day

with all other nutrients meeting the horse's requirements = BALANCED DIET



3

I have a real cross section of liveries on my yard, all wanting different feeds and supplements and with so many products available it's hard to work out what to buy and what's value for money ?



# Key is keeping it simple



# Mike Hallows

- Livery yard owner – 26 horses
- Professional event and dressage rider
- Employer of 2 full time staff, 2 apprentices and 2 part timers
- A profitable and viable business owner



# NMW & THE AFFECT ON MY BUSINESS & THE EQUINE INDUSTRY

- Based on Governments manifesto pledge, the NMW will raise to £10.50 within 5 years
- Expect a rise of circa 44p every year
- Every yard who employs staff will be affected, as salaries will have to substantially increase



# IS OUR INDUSTRY VIABLE?





[equestrianemployers.org.uk](http://equestrianemployers.org.uk)

THANK YOU FOR COMING

