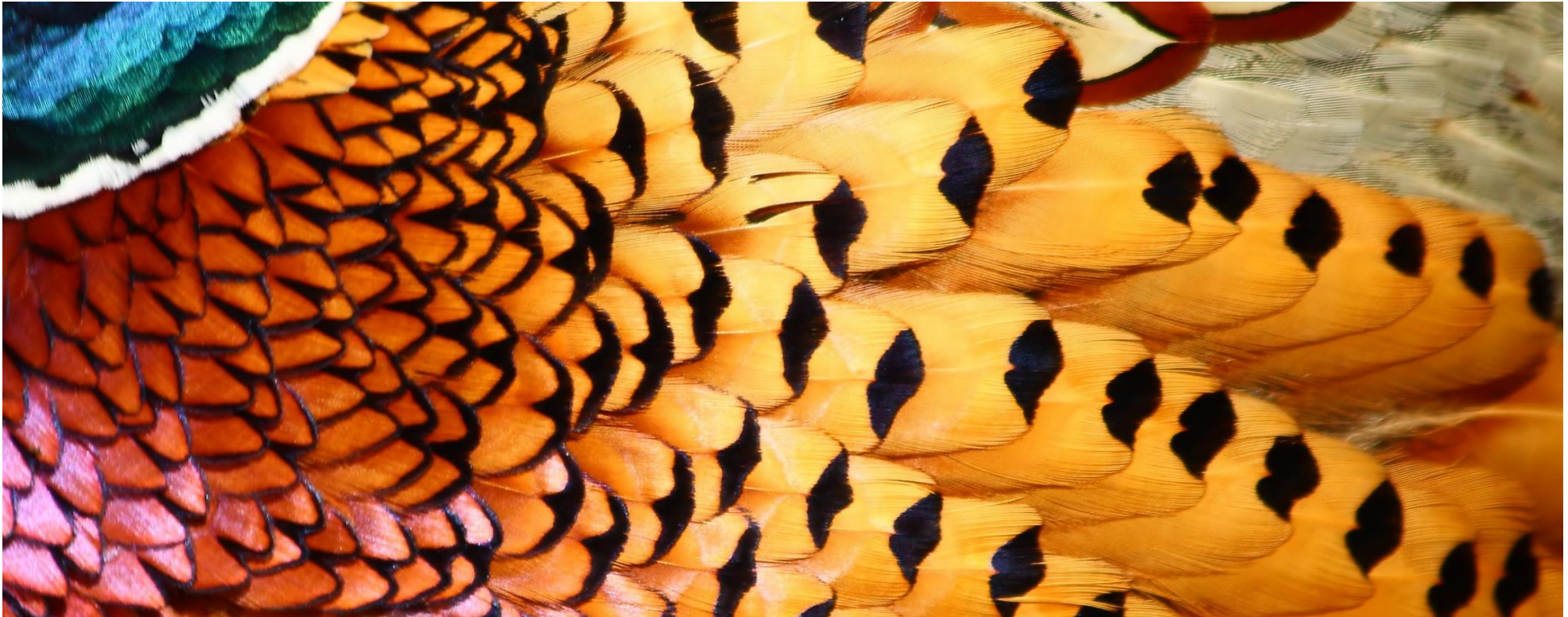


Shoot Benchmarking 2017 - **Demonstration report**



Benchmarking report for Fictional shoot

Comparison with all shoots, and shoots in your size band

2016/17 season

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Research team

Please contact us for further information



Andrew Teanby
Associate, Rural Research
Savills
01522 507 312
ateanby@savills.com



David Steel
Director, Head of Sporting
Savills
01200 411 051
dsteel@savills.com



Roger Draycott
Head of Advisory Services
Game & Wildlife Conservation Trust
01440 821 325
rdraycott@gwct.org.uk

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Introduction

Thank you for participating in the Savills GWCT Shoot Benchmarking Survey for the 2016/17 season. 155 shoots took part in what is widely regarded as an industry-leading survey and the only one of its kind. The overriding aim of the exercise remains to act as a financial management tool and identify areas of strength and weakness in a shoot's performance, against the benchmark so corrective action can be taken as appropriate. We trust that this report will provide you with useful management information for your shoot.

Relative to the 2015/16 season the performance of shoots has been relatively stable; but overall economics remain finely balanced. Total cost per bird put down decreased by 2%, by size category it reduced for small shoots but increased for those in our medium and large categories. Average charge rates increased on both medium and large shoots, continuing the trend of recent years.

Shoots are less optimistic about the 2017/18 season than they were about the 2016/17 season. Uncertainty, associated with Brexit and disease concerns, is most likely responsible. 58% of shoots plan to increase their charges next season, on average by £1-2 per bird.

Shoots continue to make strong environmental contributions, and undertake voluntary conservation work. 83% of shoots with grey partridges report that numbers are stable or increasing. 59% of shoots with grey partridges are managing habitat to benefit them specifically.

We have again analysed the shoots by size bands according to the number of birds released. Cost structures vary between small and large shoots so this detail allows you to compare your shoot against similar shoots.

As always please be assured that all information is robustly ring fenced within our research department, which has an established track record of preserving the confidentiality of participant data. Please do not hesitate to call us if you have any questions about this report or your figures.

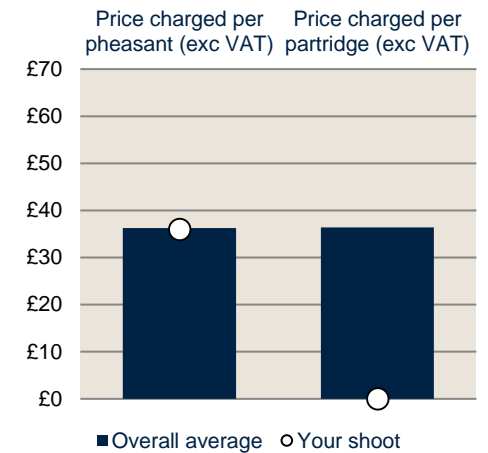
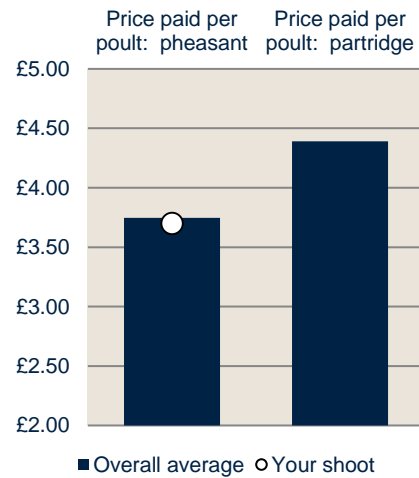
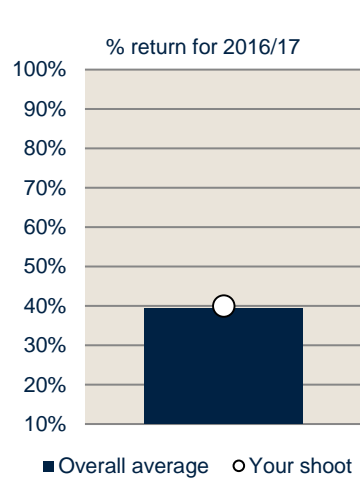
What the 2016/17 survey is based on....

This benchmarking exercise is based on data from 155 shoots in England, Scotland, Wales and Ireland. They shot over 3,300 days in the 2016/17 season, put down over 1,600,000 birds and employ over 250 full time or part time staff, generating a turnover in excess of £16 million.

	Small shoots Up to 3,000 birds released	Medium shoots 3 - 10,000	Large shoots 10,000+
Number of shoots	52	54	49
Average number of birds put down	1,532	6,212	26,241
Average acreage of shoot	964	1,795	3,860
Average number of days shot per season	9	16	41
Average bag size for let days	80	148	232

Executive summary

	Your shoot			Overall average		Small shoot average 0 - 3,000		Medium shoot average 3 - 10,000		Large shoot average 10,000+	
	2016/17	2015/16	% change	2016/17	% change	2016/17	% change	2016/17	% change	2016/17	% change
Your shoot has been classed as a:	3,000 to 10,000 bird shoot			This is a demonstration report - Please do not rely upon any of the figures within it as they have been altered for demonstration purposes.							
Number of birds put down	4,500	4,250	6%	11,367	32%	1,302	-7%	5,777	12%	22,830	2%
Number of days shot per season	10	10	0%	22	21%	8	-14%	15	24%	36	-10%
% return for 2016/7	40%	42%	-6%	39%		35%		34%		32%	
Price paid per poul: pheasant	£3.70	£3.50	6%	£3.75	18%	£3.03	-19%	£3.46	10%	£3.17	-6%
Price paid per poul: partridge				£4.39	20%	£3.36	-21%	£4.05	12%	£3.78	-4%
Price charged per pheasant (exc VAT)	£36.00	£34.00	6%	£36.27	19%	£28.61	-19%	£31.58	10%	£32.05	-5%
Price charged per partridge (exc VAT)				£36.36	21%	N/a		£32.09	18%	£31.85	-4%
Total costs per bird put down	£13.44	£13.74	-2%	£12.93	16%	£9.43	-31%	£13.54	13%	£10.35	-1%
Total costs per bird shot	£33.61	£32.44	4%	£34.93	22%	£23.45	-23%	£37.45	12%	£29.22	6%



On the graphs, the bar is the average performance and the O is the performance of your shoot (where data is available).

Numbers of birds and days

	Your shoot			Overall average		Small		Medium		Large	
	2016/17	2015/16	% change	2016/17	% change	2016/17	% change	2016/17	% change	2016/17	% change
NUMBER OF BIRDS PUT DOWN AND AREA											
Number of birds put down	4,500	4,250	6%	11,367	32%	1,302	-7%	5,777	12%	22,830	2%
Number of pheasants put down	4,500	4,250	6%	7,896	34%	1,131	-8%	4,614	11%	14,904	4%
Number of partridges put down				5,533	29%	468	5%	1,780	16%	8,696	-2%
Acreage of shoot	2,000	2,000	0%	2,183	16%	819	-4%	1,669	-4%	3,358	-4%
On average the medium sized shoots cover less acres than last year.											
BIRDS PER FULL TIME KEEPER											
Number of birds put down	4,500	4,250	6%	10,204	17%	N/a	N/a	5,892	11%	11,478	-5%
There are significant differences in the number of birds released per full time keeper employed for different sized shoots.											
NUMBER OF DAYS SHOT AND DAY TYPES											
Number of days shot per season	10	10	0%	22	21%	8	-14%	15	24%	36	-10%
Number of days let per season ¹	7	7	0%	21	22%	8	-9%	12	33%	30	-11%
Number of private days per season	2	2	0%	6	15%	4	-17%	5	12%	5	-18%
The average hides a great variation in days shot; the ten shoots that shot the most days averaged 63 days; whilst the ten that shot the least averaged 5 days.											
SALE OF LET DAYS											
Proportion of shoots sold out before season	Sold out	Sold out		69%	8%	78%	-17%	68%	1%	46%	-20%
69% of shoots had sold all their days before the season started, small shoots had sold 78%.											
AVERAGE BAG SIZE											
Let days	200	200	0%	184	21%	68	-40%	137	6%	202	2%
Syndicate days				146	11%	56	-17%	134	4%	210	-5%
Private days	150	150	0%	168	18%	65	-28%	143	3%	206	-5%
Average bag sizes on medium shoots were larger than last season.											

¹ Let includes all income generating days (Let and syndicate). The average number of days for each day type do not sum to the overall average number of days as not all shoots offer each type of day.

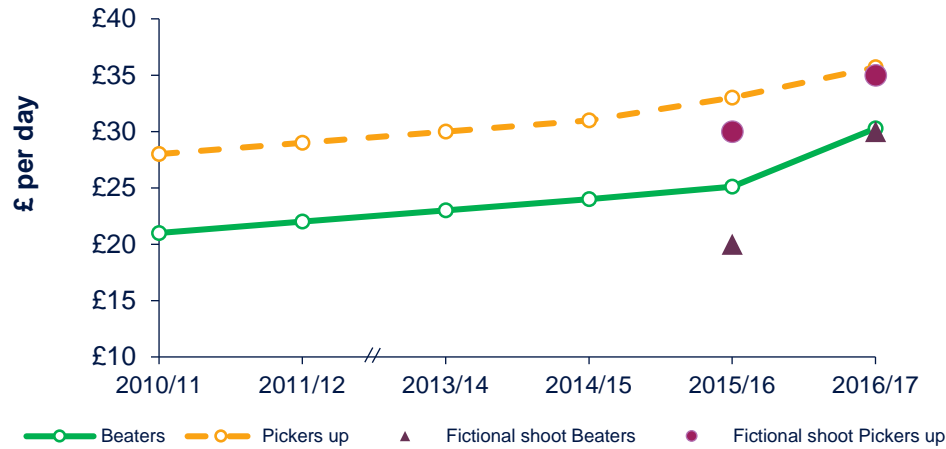
	Your shoot			Overall average		Small		Medium		Large	
	2016/17	2015/16	% change	2016/17	% change	2016/17	% change	2016/17	% change	2016/17	% change
RETURNS (% OF BIRDS PUT DOWN)											
2016/17	40%	N/a		39%		35%		34%		32%	
2015/16	42%	42%	-1%	39%	11%	36%	-25%	33%	6%	32%	-11%
2014/15	37%	37%	0%	41%	14%	38%	-20%	35%	9%	32%	-12%
Smaller shoots continue to achieve higher return rates.											
CARTRIDGE : KILL RATIO											
Cartridges used per bird shot	4.0	4.0	0%	3.7		3.7		3.7		3.8	
SHOOT POLICIES											
Support promotion of the Code of Good Shooting Practice	Yes	N/a		98%		80%		88%		100%	
Feed birds after season	Yes	Yes		96%	13%	80%	-22%	84%	6%	100%	10%
High proportions of shoots would support a campaign to promote the Code of Good Shooting Practice, which has just been relaunched. Over 90% of shoots feed birds after the season has ended.											

Shoot staffing

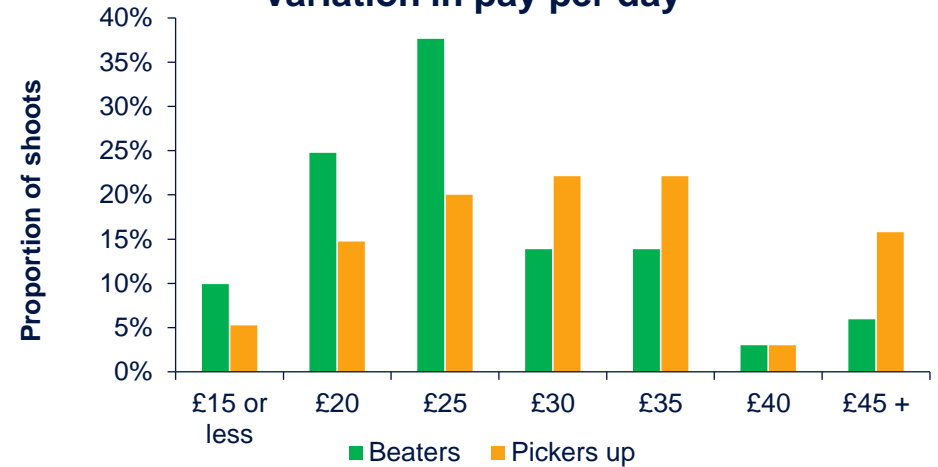
	Your shoot			Overall average		Small		Medium		Large	
	2016/17	2015/16	% change	2016/17	% change	2016/17	% change	2016/17	% change	2016/17	% change
STAFF SALARIES AND PACKAGES											
Average staff salary increase	2.0%	1.0%		2.6%		N/a		2.2%		2.3%	
17% of shoots did not increase salaries during the year, while 51% increased them by up to 2%. The most common reported agreement was a 1.5% pay rise, which was awarded on one-third of shoots.											
Average salary for full time staff: Head Keeper				£24,952	24%						
Average salary for full time staff: Beat Keeper				£17,048	22%						
Average salary for full time staff: Single Handed Keeper				£21,002	18%						
Benefits packages vary between the three types of keeper, the proportion of keepers who receive each benefit is indicated.											
Data for your keepers:	Keeper 1	Keeper 2	Keeper 1	Keeper 2	% of FT keepers provided with benefit						
Job titles	Single Handed Keeper	Single Handed Keeper	Single Handed Keeper	Single Handed Keeper	Head Keepers	Beat Keepers	Single Handed Keepers				
Are they full (FT) or part time (PT)	FT	FT	FT	FT							
Salary	£15,000	£14,850	£14,850	£14,850							
House	Yes	Yes	Yes	Yes	100%	73%	85%				
Utility bills paid	Yes	Yes	Yes	Yes	67%	35%	41%				
Council Tax	Yes	Yes	Yes	Yes	86%	62%	74%				
Pension	Yes	Yes	Yes	Yes	81%	66%	69%				
Bonus					35%	21%	28%				
Vehicle for private use	No	No	No	No	30%	12%	45%				
Dog allowance	Yes	Yes	Yes	Yes	76%	66%	66%				
Clothing allowance	Yes	Yes	Yes	Yes	92%	76%	73%				
Mobile phone	Yes	Yes	Yes	Yes	81%	35%	57%				
Keepers day	Yes	Yes	Yes	Yes	81%	64%	87%				
Other benefits	Yes	Yes	Yes	Yes	21%	18%	18%				

	Your shoot			Overall average		Small		Medium		Large	
	2016/17	2015/16	% change	2016/17	% change	2016/17	% change	2016/17	% change	2016/17	% change
BEATERS AND PICKERS UP REMUNERATION											
Beater (£ per day)	£30	£20	50%	£30	21%	£22	-17%	£28	13%	£27	-7%
Picker up (£ per day)	£35	£30	17%	£36	19%	£23	-28%	£31	11%	£34	-3%
Most shoots pay beaters £20-30 per day and pickers-up £25-35. On average, day rates are higher on larger shoots.											

Average beaters and pickers up pay



Variation in pay per day



About your shoot costs

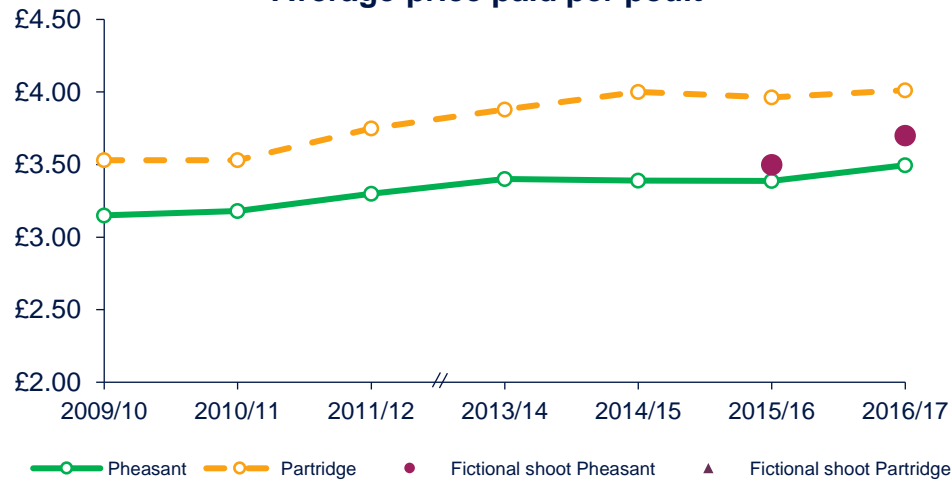
	Your shoot			Overall average		Small		Medium		Large	
	2016/17	2015/16	% change	2016/17	% change	2016/17	% change	2016/17	% change	2016/17	% change

PRICE PAID FOR POULTS

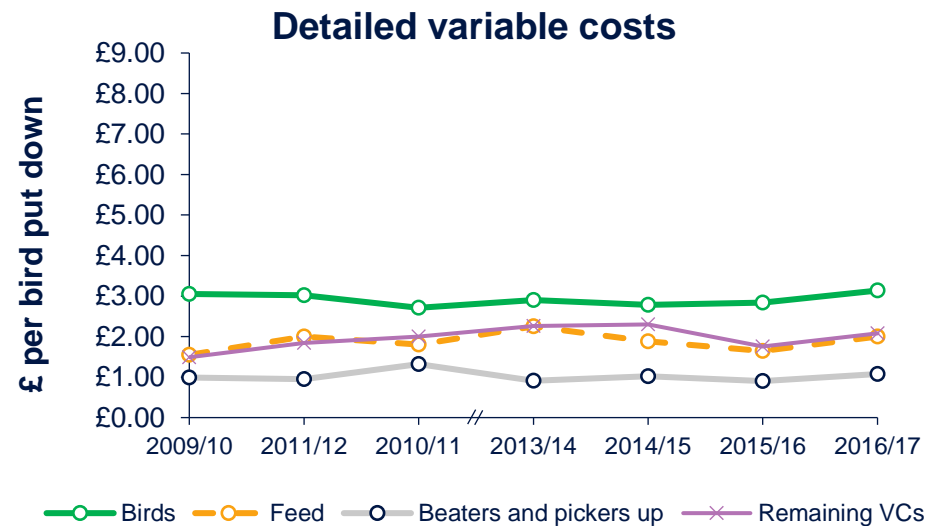
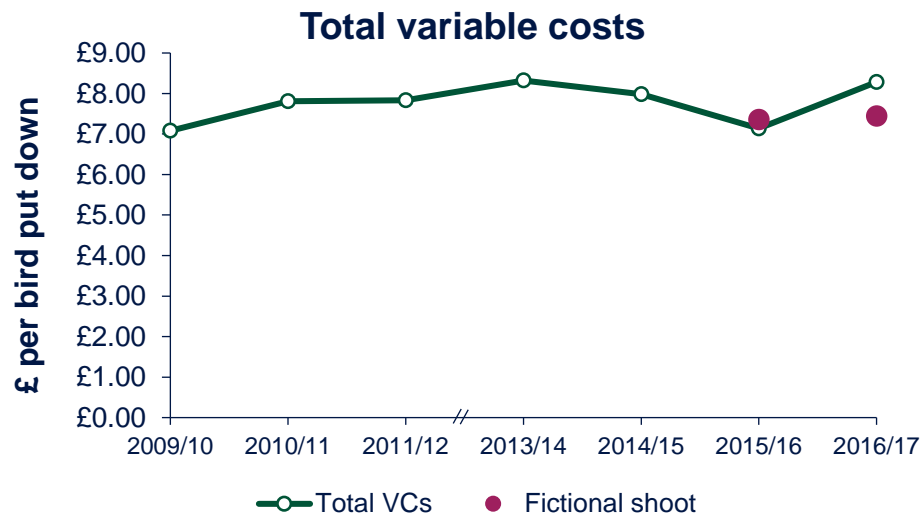
Pheasant	£3.70	£3.50	6%	£3.75	18%	£3.03	-19%	£3.46	10%	£3.17	-6%
Partridge				£4.39	20%	£3.36	-21%	£4.05	12%	£3.78	-4%

55% of shoots use poults as their only source of birds. There is little change in the costs or proportions from the 2014/15 and 2015/16 seasons. If we look at the proportion of birds released, rather than the proportion of shoots; 55% of the birds released are purchased as poults, 35% as day olds and 10% are hatched by the shoot.

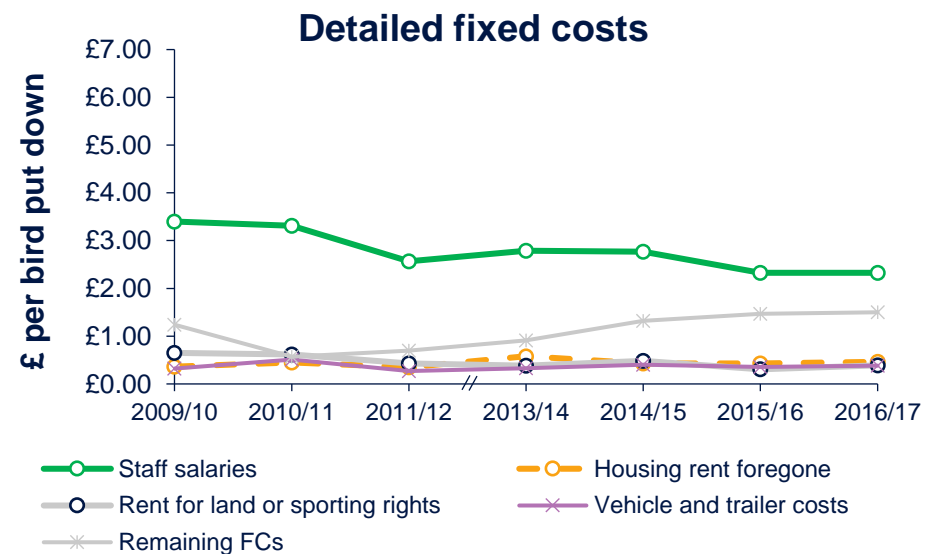
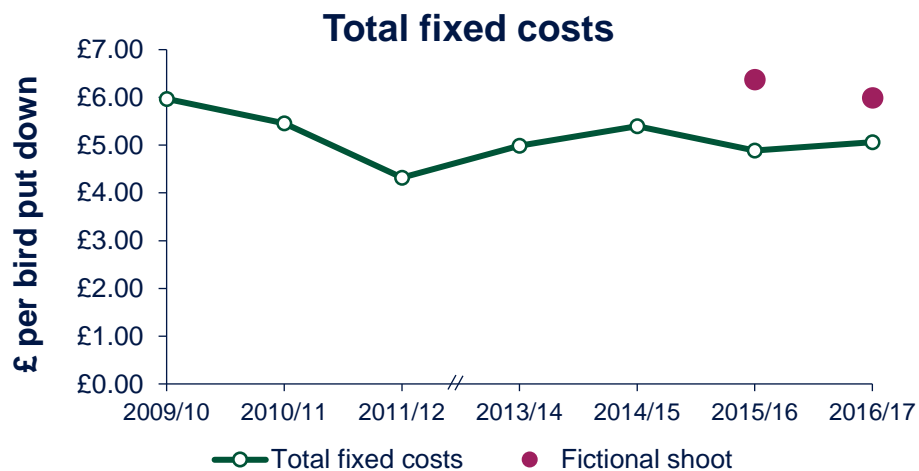
Average price paid per poult



	Your shoot			Overall average		Small		Medium		Large		
	2016/17	2015/16	% change	2016/17	% change	2016/17	% change	2016/17	% change	2016/17	% change	
VARIABLE COSTS PER BIRD PUT DOWN												
Total variable costs per bird put down	£7.45	£7.36	1%	£8.29	16%	£6.80	-27%	£7.83	11%	£6.66	2%	
75% of variable costs are on birds, feed and beaters and pickers up pay.												
% and £ of variable costs	% of total		% change		% change		% change		% change		% change	
Birds	50%	£3.70	£3.50	6%	£3.14	10%	£2.70	-29%	£2.87	7%	£2.48	-8%
Feed	17%	£1.25	£1.75	-29%	£2.00	21%	£1.63	-27%	£2.03	25%	£1.47	3%
Beaters and pickers up pay	7%	£0.51	£0.35	45%	£1.08	19%	£0.78	-27%	£1.02	7%	£0.97	12%
Fuel	5%	£0.40	£0.39	3%	£0.27	8%	£0.17	-42%	£0.35	18%	£0.18	-16%
Seeds / fert / sprays for game crops	2%	£0.15	£0.15	0%	£0.51	26%	£0.44	-28%	£0.50	30%	£0.36	20%
Any other variable costs					£0.13	27%	£0.11	49%	£0.10	-31%	£0.13	20%
Hospitality costs	6%	£0.45	£0.44	2%	£0.47	3%	£0.38	-40%	£0.37	-11%	£0.46	12%
Materials for pens	4%	£0.30	£0.29	3%	£0.27	36%	£0.29	20%	£0.24	13%	£0.15	-15%
Shoot equipment (pegs, radios etc.)	3%	£0.20	£0.19	5%	£0.18	0%	£0.22	-18%	£0.11	-37%	£0.13	-5%
Vet and medical	3%	£0.25	£0.24	4%	£0.08	14%	£0.03	-45%	£0.08	26%	£0.10	-9%
Ammunition	1%	£0.05			£0.05	-22%	£0.03	-60%	£0.06	-37%	£0.05	14%
Advertising and marketing costs					£0.02	62%	£0.00	38%	£0.01	50%	£0.03	23%
Compensation for crop damage	0%	£0.02	N/a		£0.00		£0.00		£0.00		£0.00	
Shavings, water, electricity	1%	£0.11	N/a		£0.04		£0.01		£0.06		£0.06	
Professional advice	1%	£0.06	£0.06	-6%	£0.05	235%	£0.01	133%	£0.04	281%	£0.09	139%



	Your shoot			Overall average		Small		Medium		Large		
	2016/17	2015/16	% change	2016/17	% change	2016/17	% change	2016/17	% change	2016/17	% change	
FIXED COSTS PER BIRD PUT DOWN												
Total fixed costs per bird put down	£6.00	£6.38	-6%	£5.06	19%	£3.50	-26%	£5.66	15%	£3.69	-5%	
81% of fixed costs are on staff, sporting rents, land and cover crops, house rent foregone and vehicle costs. As in the past two seasons costs are highest on medium sized shoots, staff salaries are a major contributor to this.												
% and £ of fixed costs	% of total		% change		% change		% change		% change		% change	
Staff salaries	56%	£3.33	£3.49	-5%	£2.61	12%	£1.42	-41%	£3.28	10%	£1.83	-7%
Rent paid to 3rd parties for sporting rights	4%	£0.22	£0.19	18%	£0.39	107%	£0.78	53%	£0.23	202%	£0.06	13%
Rent paid to 3rd parties for land or game crops					£0.25		£0.45		£0.11		£0.11	
Vehicle and trailer costs	6%	£0.35	£0.33	6%	£0.38	8%	£0.25	-47%	£0.43	25%	£0.29	-14%
Income foregone as housing not let	22%	£1.33	£1.29	3%	£0.46	8%	£0.13	20%	£0.63	-11%	£0.38	-20%
Any other fixed costs	0%	£0.02			£0.08	316%	£0.01	-55%	£0.08	772%	£0.11	307%
Insurance	2%	£0.10	£0.09	6%	£0.14	25%	£0.19	-11%	£0.11	44%	£0.07	-19%
Housing maintenance	2%	£0.12	£0.47	-75%	£0.17	126%	£0.10	169%	£0.15	85%	£0.17	53%
Utility bills paid for staff (inc Council Tax)	6%	£0.33	£0.31	8%	£0.14	49%	£0.02	-48%	£0.21	51%	£0.12	3%
Other staff benefits					£0.02	38%	£0.03	33%	£0.03	31%	£0.01	-45%
Dog allowances	0%	£0.01	£0.01	-6%	£0.04	24%	£0.01	-48%	£0.05	38%	£0.04	-20%
Clothing allowances	1%	£0.04	£0.04	-6%	£0.03	20%	£0.01	-74%	£0.05	39%	£0.03	-13%
Mobile phones	0%	£0.02	£0.02	-6%	£0.02	27%	£0.00	-68%	£0.02	53%	£0.02	-23%
Management costs of operating shoot					£0.12	18%	£0.05	-68%	£0.08	15%	£0.17	62%
Depreciation	2%	£0.12	£0.13	-6%	£0.15	20%	£0.05	-61%	£0.12	15%	£0.21	23%
Rent paid to 3rd parties for housing					£0.06	32%	£0.00		£0.08		£0.06	2%

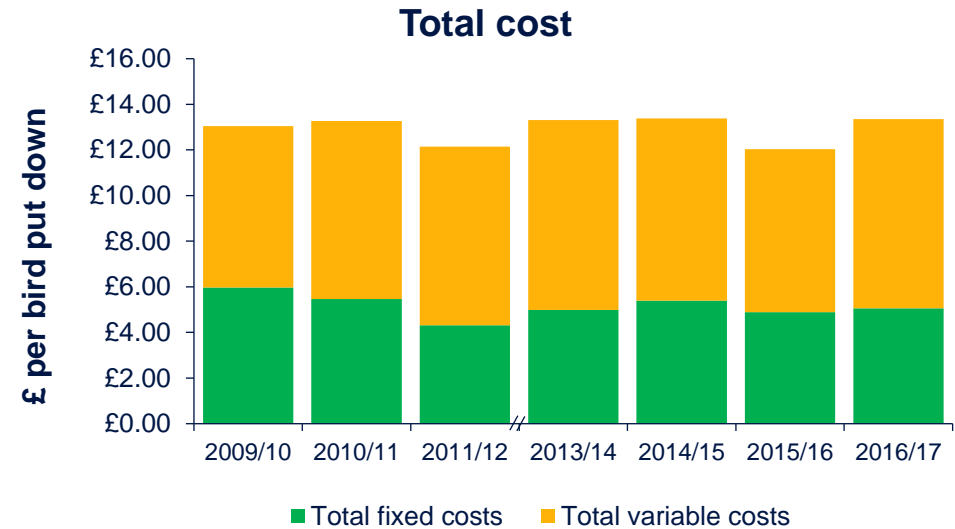
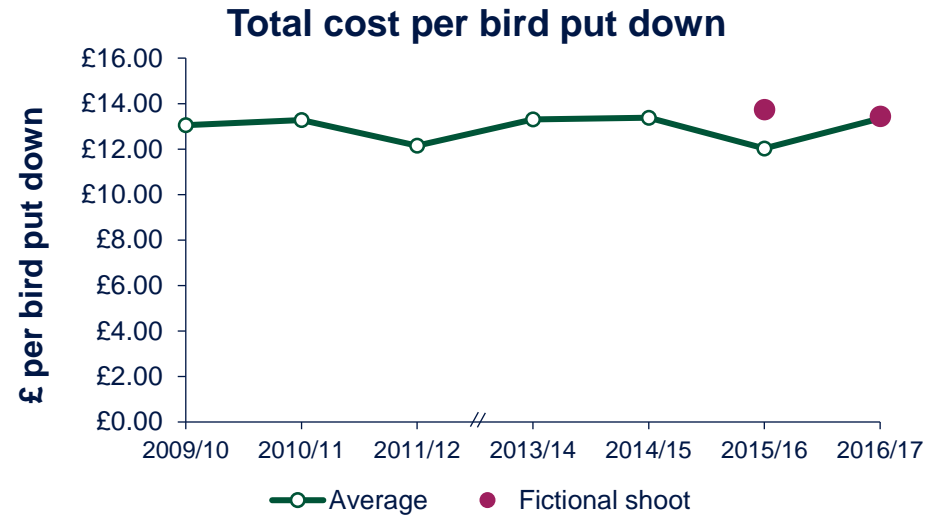


	Your shoot			Overall average		Small		Medium		Large	
	2016/17	2015/16	% change	2016/17	% change	2016/17	% change	2016/17	% change	2016/17	% change

TOTAL COSTS PER BIRD PUT DOWN

Total costs per bird put down ²	£13.44	£13.74	-2%	£12.93	16%	£9.43	-31%	£13.54	13%	£10.35	-1%
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Costs are lowest on the smallest shoots, which tend to be more informal, meaning voluntary labour often keeps costs lower. Between medium and large shoots, the total cost per bird put down is considerably lower on larger shoots.



TOTAL COSTS PER BIRD SHOT

Total costs per bird shot	£33.61	£32.44	4%	£34.93	22%	£23.45	-23%	£37.45	12%	£29.22	6%
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The average cost per bird shot of £34.93 is lower than the average charges per bird shot of £36.27 for pheasants and £36.36 for partridges; this indicates that a high proportion of shoots should be able to make a margin on the income generating birds shot. However as shown on the following page, on some shoots the actual income per bird shot is often lower due to income not being generated for some birds shot within overage allowances.

² This only includes shoots which provided variable and fixed cost data and so is not the sum of total variable costs plus total fixed costs as those calculations included shoots that only provided one set of costs.

About your shoot income

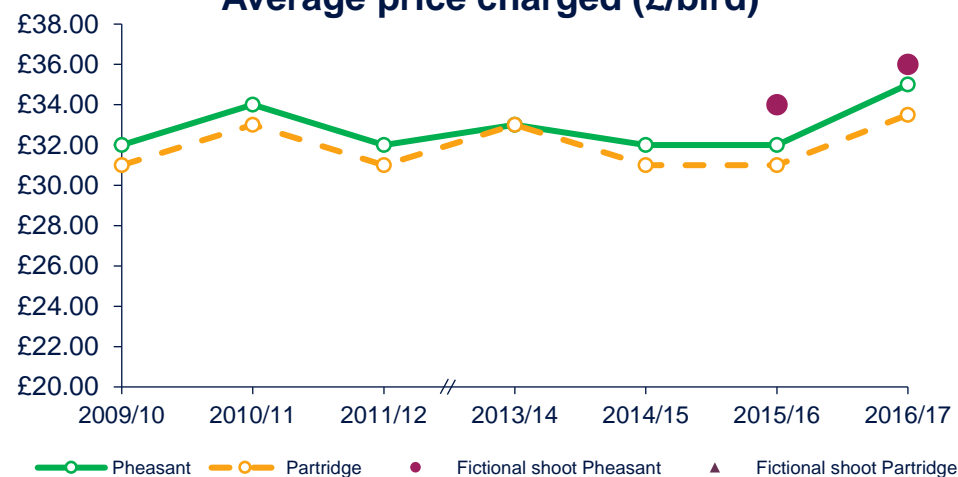
	Your shoot			Overall average		Small		Medium		Large	
	2016/17	2015/16	% change	2016/17	% change	2016/17	% change	2016/17	% change	2016/17	% change

PRICE CHARGED PER BIRD

Price charged per pheasant (excluding VAT)	£36.00	£34.00	6%	£36.27	19%	£28.61	-19%	£31.58	10%	£32.05	-5%
Price charged per partridge (excluding VAT)				£36.36	21%	N/a		£32.09	18%	£31.85	-4%

On average, large shoots charge £3.44 more per bird for pheasants than small shoots; adding on VAT increases the price differences. The difference is larger than last year, when it was £1.51.

Average price charged (£/bird)



ACTUAL INCOME PER BIRD SHOT

Let days ³	£36.00	£34.00	£34.82	15%	£29.30	-28%	£29.04	-1%	£31.30	-1%
Syndicated days ³			£33.52	20%	£25.43	-27%	£32.77	17%	£28.85	7%
Average for income generating days ³	£36.00	£34.00	£33.99	17%	£26.62	-24%	£29.97	3%	£30.41	3%
Average income as a proportion of pheasant charge rate	100%	100%	97%	17%	79%	-24%	88%	3%	83%	3%

Many shoots, particularly larger ones do not achieve their charge rate per bird, when you look at their actual income per bird shot on income generating days. This is likely to be partly due to birds shot as overages for which no additional income is received.

³ These figures are based on the income reported by the shoot for this day type, so do not include any apportionment of other income streams such as hospitality, stalking rights or sale of hens etc.

	Your shoot			Overall average		Small		Medium		Large	
	2016/17	2015/16	% change	2016/17	% change	2016/17	% change	2016/17	% change	2016/17	% change
OVERAGES											
Your policy on overages	No overage charged or underage given	No overage charged or underage given									
No overage & no underage			40%	5%	65%	-9%	35%	-21%	25%	-12%	
Allow 10% leeway			39%	16%	13%	-58%	24%	-9%	46%	8%	
Allow 5% leeway			10%	12%	0%		11%	263%	10%	-42%	
Charge per bird, no leeway			12%	173%	7%		21%	263%	4%	-19%	
Other			2%	-1%	0%		3%	-55%	2%		
TYPE OF BIRDS GIVEN TO GUNS											
Birds in feather			59%	32%	67%	-13%	52%	37%	31%	4%	
Dressed	X		28%	-3%	11%	-33%	25%	-12%	38%	-24%	
Both		X	14%	4%	5%	-43%	14%	-24%	16%	20%	
None			2%		2%		2%		2%		
Smaller shoots are more likely to give guns birds in the feather.											
SALE PRICE OF DEAD GAME											
Pheasant	£0.50	£0.50	0%	£0.49	3%	£0.67	5%	£0.33	-26%	£0.37	-25%
Partridge				£0.44	10%	£0.27	-28%	£0.44	9%	£0.38	-14%
Average sale prices increased in 2016/17.											
NET INCOME PER BIRD SHOT (FOR ALL SHOOT WITH INCOME)											
% of shoots making a loss per bird					% of shoots						
			44%	45%							
Net income per bird shot ⁴	£0.89	£0.17	420%								
For all shoots with income ⁵											
For all loss making shoots ⁵											
For all profit making shoots ⁵											
Amongst the shoots with income the average Net Income was -£0.37 per bird shot which is worse than 2015/16 when the average net income was £1.04 per bird shot.											

⁴ To calculate Net Income per bird shot, the shoots costs are apportioned between private and income generating days in accordance with the number of birds shot. The cost of birds shot on keepers days are also apportioned. The costs associated with income generating days are then deducted from the shoots income and a net income per bird shot on income generating days calculated.

⁵ Outlying or exceptional figures, which is mainly the top 5% of profit making shoots and bottom 5% or loss making have been excluded from the calculation.

Habitat creation and management

Shooting encourages environmental management which benefits habitats and wildlife

Habitat improvement schemes

- 67% of shoots shot over land that is in a paid agri-environment habitat improvement scheme.
- 6% shot over land that is in a voluntary habitat improvement scheme, like Campaign for the Farmed Environment.
- 53% pay for habitat improvement themselves, to benefit the shoot.
- 11% shot over land that is not in a paid agri-environment habitat improvement scheme and do not carry out environmental management.

In-field habitat

- A 78% have established buffer strips and / or field corners.
- B 77% have established wild bird seed mix areas.
- C 37% have established pollen and nectar mix areas.
- D 41% have established wildlife margins including conservation headlands (which are selectively sprayed strips in cereal crops to encourage insects and broadleaved plants).

Woodland

- E 87% have managed woodland to benefit the shoot in the last 10 years.
- F 65% have planted woodland in the last 10 years (45 acres per shoot average).

Feeding

- G 93% feed game birds after the shooting season.
- H 44% feed songbirds voluntarily.
- I 11% have taken up a supplementary feeding option under an agri-environment scheme.
- J 79% of agri-environment scheme participants intend to enter another agri-environment scheme when it expires.

Shoot intentions

Shoots are less optimistic about the 2017/18 season

Key findings:

1. Shoots are generally less optimistic about the 2017/18 season.
2. Most shoots are putting the same number of birds down (72%), although the proportion planning to release more has dropped 7%, down to 19%.
3. Bookings are a mixed picture, with some shoots reporting strong bookings and others weaker.
4. Over half of shoots intend to raise their charge per bird (58%), this was also the case after the last two seasons. Typically they are planning to increase charges by £1-2 per bird, with the average being £1.50.

End