

## Ramsbury Transcript

Will: Hi and welcome to AHEAD OF THE FIELD, a podcast series brought to you by NFU Mutual, exploring how farmers are growing their businesses in the Future. I'm Will Evans. I'm a farmer and podcaster based in North Wales. This series of podcasts will look at new sources of income, new farming models, new farming technology and our first few episodes will be focusing on farmers who've done something different, who've diversified their businesses and are looking at new ways to secure their farming futures. I myself moved from being a relatively small-scale dairy farmer into beef production, arable crops, a free-range egg unit contract bailing business and a little bit of podcasting on the side and what it's done is it's made our business more robust for the future. According to our research, over 60 percent of farm businesses have done some sort of similar diversification and so we're starting this series by setting out to meet some of the people who've done this, who've met the challenges and are inspiring other people with their successes. We'll hear their stories, we'll walk around their farms, hear what their biggest challenges have been, what they've had to overcome and hopefully get them to tell us some of their secrets and ask what they think the big opportunities are. We'll also talk to the experts who can give us all some insight and advice about what help is out there, if you're considering diversifying for your own farming business.

Today we're at the Ramsbury estate in north east Wiltshire. This was a 3000-acre arable and livestock farm until the late 90's when under new ownership they decided to diversify into the world of brewing. These days the business covers over 19,000 acres based on a successful brewery and a gin and vodka distillery, a smokehouse and an oil press. They care for over two and a half thousand acres of woodland and own The Bell pub in the centre of Ramsbury village. The man who has overseen the whole expansion process is Alistair Ewing and he's going to be our guide today. Hi Alistair.

Alistair: Good morning.

Will: so, can you give us a potted history of the Ramsbury estate and the extraordinary change it's seen in the last 20 years?

Alistair: Well as you say it was originally 3000 acres it was owned by an old English, English family and also as you say we had sheep, we had cattle, wheat, barley, oilseed and then in 1993, the owner died and his wife decided to sell, they had no children. So, in 1997 we were bought by a Swedish gentleman, called Stefan Persson and we embarked on a long journey.

And, so 3000 acres in '97, we continued farming around about six and a half thousand acres, the rest of it was tenanted, of the 19,600 acres, in the late 90s, early 2000s farming was going up and down. We'd got rid of most of our sheep and cattle, so we're major on the arable crops, rent the grassland and the down land and water meadows to neighbouring contract shepherds. And then in 2004, we decided to go into micro-brewing and principally because we wanted to cut out layer upon layer of middlemen.

Will: Yeah.

Alistair: You know, we were growing top quality malting barley, and we were getting damn all for it and if you say it goes through three or four layers before it comes back to consumer, that's all profit taken, can we do that and we did it and we did it very successfully. So much so, that we sort of outgrew the brewery and decided to build another one. Because of the success of the brewery, we decided to go down to the distillery route in which we were using wheat, quite a few problems along the way, planning. 2015 we started distilling. We had an empty building which was vacated by the old brewery. It was all up to food standards, so we thought well what else can we do with that? So, we turned it into a smokehouse charcuterie, and in parallel with that we started with an oil press, which is relatively cheap...

Will: Mmmm

Alistair: And it's quite simple to operate, there's nothing too complicated about it, it's cold pressed. So you know that's, that's where we are today, where we'll be next year or the year after, I don't know.

Will: Your main motivation for diversifying was really, cutting out the middle man and adding value?

Alistair: It was, you know farming was, it's always been boom and bust and we saw a lot of margin on the crop, just be whittled away, taken away. We just thought, you know, how can we circumvent that.

Will: And did you know what you were letting yourself in for, with all of it?

Alistair: No.

No, when I came out of college, you know 40 years ago, 50 years ago, I love farming.

Will: Yeah.

Alistair: But, when we got rid of all our animals in the 1990s, we got rid of the sheep and I think, the cattle, I thought I'd have withdrawal symptoms, you know, all the animals gone.

Will: Yeah. Yeah

Alistair: Boy, did I not. You know, no more phone calls on a Sunday morning to say your cows are eating my Brussel sprouts, or the sheep have got out or... No. So I didn't.

Will: Yeah. So you've enjoyed the whole process?

Alistair: Absolutely. Yeah.

Will: So, I'm standing in the farmyard, here in Ramsbury, in beautiful Wiltshire. It's a bit of a miserable day, damp but it's a beautiful part of the world, rolling hills very, very green, very much the heart of Middle England, lovely brick buildings, elevator cups filled with flowers, strawberries, lots of colour.

Are you very conscious that you wanted to keep it, part of the farm, with the setting, with flowers and there's picnic tables, people can come and bring their kids and families. Is that something your very conscious of?

Alistair: Yeah, no, absolutely. We could actually do this on an industrial site in the middle of Swindon, if we wanted to, but no, this is a farm. So, we wanted to capture, you know, keep some of that sense of rural well-being.

Will: So, where we heading now Alistair?

Alistair: Right we're going to the far end of the complex, and it's where we store all the woodchips.

Will: Okay, so what are you using the woodchip for?

Alistair: Right, the woodchips are used for powering the brewery and distillery. We've got a big steam boiler. And the woodchips come from all the forest, the good timber goes off for saw

logs for construction industry and all the offcuts and the bad stuff, we stack and we chip it, and then, it just fuels our boiler.

Will: Yeah okay. So sustainability is very important to you?

Alistair: Yeah, no absolutely, you know, because woodchip is, is sustainable, you know, it's a good carbon sink. We've got our HI on the boiler as well and it is a good selling point you know, I'll probably show you later, how we've sort of designed a sort of eco-system.

Will: Okay, how far away is the forest and woodland that you're bringing this from?

Alistair: This is, this came from about a mile away.

Will: Wow.

Alistair: So it's pretty close.

Will: We're just walking past the woodchip, I can smell it very, very clearly just had a strong whiff of hops as well. So we're obviously getting onto where the good stuff happens.

Alistair: This. In front of you, is our main woodchip boiler. It produces a thousand kilograms of steam an hour high pressure steam. And, is fed through all the pipes and it goes to the brewery and then onto the distillery. What you can hear now, is a conveyor feeding woodchips coming back into the boiler.

Will: We're joined here on the farm in Ramsbury by Chris Walsh, one of NFU Mutual's experts on rural affairs. Chris, diversification is obviously a huge area of interest for farmers nowadays. Why do you think that is exactly?

Chris: I think at the moment, farmers are facing pressures with costs. The industry is changing very quickly and I think diversification is a great way to basically generate some more income for them and if they can do that profitably and they can give the farm a new lease of life, make the business sustainable, then diversification can do that.

Will: What are some of the most popular reasons for diversification?

Chris: Well, I think number one thing is make some money, really. You know, that's why most farmers are going into it. We know that 66 percent of diversifications, do make a return, a good profit within five years. It can improve the efficiency of the business, so we know at this estate, they use the biomass boiler, it's fed from the sustainable woodland they've got, all the water is on site as well, so the diversification is being run so efficiently. But also, it's not just about the physical property and products, it's also about the people. So, the farming family, when they're running a diversification, it's a great way of retaining talent. Because not every son or daughter wants to stay in farming. They might not see a future but if they can own or run part of the diversification business, then that's a brilliant way to really own something, market it, develop it, sell it and that will keep them on the farm hopefully.

Will: Okay, I'm a farmer myself, if I came to you and said look I'm, I'm thinking about going into a venture like this, what are the first things you'd say to me that I should do?

Chris: I think the first thing, is seek some advice from others, go and talk to a few other farmers they might not want to tell you their experience, or what they're up to, but definitely just go and talk to some people have already diversified, but also talk to your family. We know that a lot of the people who end up running these ventures are members of the family. You can't just take it for granted that they might want to run it for you, but it's definitely worth sitting around the table and saying, well if you are going to support me on this, will you be there down the line

and are you happy to do it. I also think attending some trade shows, that's a great way of talking to some suppliers up front. But also, just going out to a summer agricultural show and seeing where are the customers, you know, spending their money, what are they interested in at these events and finally involve your insurer and your risk management consultant upfront, because there will be risks that come with going into these ventures, it's not all plain sailing-

Will: What are some of the common problems and challenges farmers encounter along the way?

Chris: Well, we know about one in five ventures still don't return a profit after five years so there are obviously some issues out there. I think firstly, potential grants, so make sure you're looking into different sources of income. There are grants out there from lots of different organisations but they can be quite hard to find. And finally, just factor in the ongoing labour and financial costs, the requirements that you're going to need to keep running a diversification venture because once somebody leaves and you need to bring in seasonal workers or a manager as it grows, you've got to factor in those costs.

Will: So, we've just come in to the storage house and I'm confronted by hundreds, if not thousands of barrels of beer, all different colours. It looks like it's the place to be.

Alistair: Yeah. You'll notice our... each brewery has different color coded, and ours are brown, chocolate brown and a white stripe. Yeah, so we've got a lot of barrels for everybody. What happens, we refill our beer in their barrels and send it back to the brewery. So, we do these reciprocal exchanges which then gets our beer. So it does go national but 80 percent is within 30 miles of here.

Alistair: So here we are into the brewery now and it's all stainless steel. It's a 30 barrel plant, it's in brewers speak, I don't understand it.

Will: How quickly does it do 30 barrels?

Alistair: About six hours.

Will: wow.

Alistair: So, basically behind us you see the malt, this is barley. So we send, send our malting barley down to Warminster, which is about 30 miles away.

Will: Okay

Alistair: They malt it for us

Will: Okay

Alistair: It comes back to us in either bags or dumpy bags or comes back in bulk as well. And we've got a malt mill, so we just crack it and that is the main staple of the recipe.

Will: How many different beers do you brew?

Alistair: Well, we got about six or seven core beers, but then we do seasonal ones at Christmas or in the summer lighter types of beer. One of our most successful actually, is a craft lager.

Will: Okay

Alistair: You know everybody seems to like it.

Will: Are you seeing growth in that? So in lager, people, drinking that a lot more?

Alistair: Yeah, yeah, the younger, you know the younger. I mean if you look at beer drinkers on average, I call them the flat cap and ferret brigade. You know, a big pint of beer, dark, bitter, malty but the younger generation they want slightly sweeter. They like drinking cooler, especially in the summer, you know, whereas beer is served at 11 degrees lagers coming out at 4. So it's more refreshing etc. So you know we do a range of beers to try and suit everybody.

Will: So, we've just come into the cold stores, the end of the process and this is the best bit because we actually get to sample the beer itself.

Alistair: This is this is our Ramsbury Gold, which is our flagship beer.

Will: Is it, yeah?

Alistair: We sell more of this than any other.

Will: Yeah, very versatile I suppose, goes with everything.

Alistair: Yeah exactly. And, you know it's a shame that we've got to leave really.

Will: So we're here with Duncan, the farm manager. What are some of the big changes that you've seen in your time?

Duncan: Probably staff, machinery, technology, looking for crops that we can actually utilize, other things so we don't get affected by too much risk, so were growing rye for an AD plant for example, so, there's no risk involved in that, in politics and the currency shifts.

Will: Yeah. Sure.

Duncan: We have contractors supply that. Machinery, using technology that's part of, the not so much diversification, it's the way that things have changed in the last few years. So, we now 4 blokes, 7500 acres. When I first started working this estate it was 12 blokes, so that's changed quite considerably.

Will: Yeah, okay so technology has played a big part in that?

Duncan: Technology is huge, yeah. Sometimes you think it's more of a nuisance than not, electrics and muck and grease don't go together. But, when it works it can enhance your performance quite considerably.

Alistair: This is the oil press, it's quite simple. Oil seed is augured in from the hopper, in the other, in the adjacent building, comes in here and is just pressed. So we've got two products. We've got the oil which comes out this spout into a tank and the other product is these oil seed pellets.

Will: Yeah, okay.

Alistair: So these go off to the cows and the pigs.

Will: Yeah.

Alistair: Really is like rocket fuel

Will: Yeah, I bet

Alistair: It really is. Yeah. And after about three months, then we bottle it. It's a simple process.

Will: This is this is a really, really simple diversification then isn't it? You don't, you don't have to be, you don't have to have to have done hours and hours of research for this thing? It's something relatively straightforward.

Alistair: No. Exactly. I mean I left it up to Duncan our farms manager, this was his baby. You know we all looked at this oil press and he looked at different sorts, looked at the output and the input whether it be in cost terms or labour terms etc. So as I say it was, and yet it doesn't have to be oil seeds for pressing. We could put peanuts through there, we could put anything through there. They are multipurpose. We just have to use oilseed on the basis that we grow it and that's part of the system, we're growing it and so what else can we add value to. And this is adding value at not too much of a cost.

Will: No, very, very low investment really isn't it? Just an augur and a store and the press itself.

Just before we carry on with the rest of this episode, you might like to know that NFU Mutual has published a report on diversification that you can download right now.

Just go online and search for "NFU Mutual diversification."

And if you're enjoying this podcast, please do make sure you subscribe so that way you never miss an episode.

Right, back to the programme.

Gary Pope has joined us. He's the local NFU Mutual agent.

Will: You know you know this estate well, why do you think they've been so successful here?

Gary: I think you've got a team here who want to make things work and want to really succeed. The drive has to come from the top. And there's certainly plenty of drive here. And I think they've got the ability to actually implement that drive and put things in place that make the difference. And as you've seen as we wander around there's nothing that's been done here that's not been done remarkably well and with an awful lot of thought. It might not appear that there's been an awful lot of thought because see the end product. But having known the estate for some time there are occasions when the plans didn't go quite as expected. So they'd rethink, every problem it comes the way they address it, they make sure it works.

Will: Is food and drink are particularly popular diversification route for farms? I guess it's quite a natural fit?

Gary: It's a natural one, it's the most obvious one and we've got this stuff, we just move up the chain a little bit and try and get some more added value. It suddenly dawns on them that they've got the beer, or whatever it is they've diversified into, now what do we do with it. Why, why aren't the public just rushing to our farm to buy it? And that's always the cliff edge they drop off.

Will: What do you think other farmers can learn from the example of Alistair and here at Ramsbury Estate?

Gary: I think doing some research. It's easier now with Google, just find out if you wanted to set up a glamping place here we say. What the first thing I do, I try find out to what the hell is going on in my area with glamping. I could go on the web I could find out in 10 seconds, if there's nothing for 60 miles I think is a potential lead and I've got a pretty good site and think it could

work maybe I'd go for it. If I got on the web and found 25 sites within 10 minutes of me I probably wouldn't bother, or I'd look to see what I could do that might be better than the others. So, that kind of research will stop you making investments and mistakes, I hope.

Alistair: The good thing about Gary is he's got this knowledge, if he's going around other farmers and although he won't name anybody or anything like that, you know client confidentiality. You know he can talk on a broader a broader schema of the area. You know you see the trends in whatever like that and you toss ideas around.

Will: So we've just walked into the distillery, surrounded by huge tanks, really quite striking in the stills at one end, big copper stills one for the vodka, one for the gin. There's a bar. There's the finished product in boxes with the very, very striking brand on it, there's busy people, there's a lot going on.

Alistair: So that's the vodka and that the gin still.

Will: Okay, what's the difference between the two processes, is there much difference?

Alistair: Gin starts off as vodka.

Will: Ah, okay.

Alistair: So we've got to get to the vodka or a lot of people call it a neutral grain spirit (NGS). So we start off with our Vodka. And then we put it in there, with a lot of botanicals, so lemon peel, orange peel, cardamom and I think we've got nine. So we come out of there and it's 80 percent. So then we take it to the far of the building and we cut it back with water, which is been deionized, we've got a well, 30 meters away and I think the well's 120 meters deep.

Will: Right, was that here before or you put that in?

Alistair: No, we put that in and it either goes down the vodka route, so it's distilled there to 96 percent and then we turn it into 43 percent vodka just by watering it down. Or, it then gets transferred to this, we add the botanicals and we get gin out of it. So we start off the same process but the gin is just added one more process on. So, we start off with basic wheat.

Will: Yeah.

Alistair: And then we end up with the vodka or ethanol or neutral grain spirit and then we could sell it onto other distillers, but we haven't. We just think that we've got a very, very good product, why should we give our good product away for somebody to relabel it and play around with it.

Will: So, we've just come in to the shop, absolutely stunning. There's loads to see, loads of, loads of fantastic packaging, not just a brewery, which is a brilliant slogan. Marketing, it must be a difficult thing?

Alistair: Yeah, I am a farmer so that means I can grow things and I'd like to say that I can grow them well. But then when he goes into processing into marketing selling, that was not my, my forte. So that's why couple of years ago we brought on Will who's an expert in these things. So, you really want to talk to him about the marketing.

Will: So that's right then Will, are you an expert in this kind of thing?

Will (marketing): Oh, I like to think so. Yeah, I think the wonderful thing here is, and all marketing is really telling your story, to the right people at the right time. And up here the story is so fantastic, that as a marketer it's a wonderful opportunity because we just have to

explain what we do and people love what we do and love hearing about it. And the fact we're producing very high end products and doing it in a sustainable way and from one place is really exciting. We're not making anything up, we're being completely truthful about what we do and trying to do the very best. And people are automatically sort of interested in that.

Will: And increasing focus on the environment, things like food miles, you know you've got such a great story here?

Will (marketing): Our main audience at the moment are bartenders, because we want our products in the best bars. They're really interested in sustainability and they're trying to do things in their bars, you've seen a big movement against simple things like straws. So, actually there's a real resonance there and our product works for them very well.

Will: And fantastic packaging is really, really, really good brand, really stands out from the crowd doesn't it?

Will (marketing): It does and you know that the packaging was done before my tenure and I'm sort of fantastically lucky to inherit such a good job, it's a beautiful bottle. Which is really important when you're producing something that should be coveted in small volumes, it needs to look and feel beautiful and the whole experience needs to be special. It's true with any small producer, trying to produce a commodity will never work for us. We can't compete on scale and cost of production with the big guys, so we have to do something different and the thing that we have to do is premiumise and we have to add as much value as possible and that means that the liquid's got to be as good as possible, the packaging and the story and so those three elements are the really important things and we're not trying to compete with cheap products.

Will: So anyone listening, anyone might be wanting to diversify their farm into a business like this brewery or distilling. Is there any marketing advice you can give them, because marketing is such a difficult thing isn't it?

Will (marketing): I think to simplify it as much as possible, so tell your story. The really important thing is to recognise the route to market. The product and the packaging you can get right, the route to market is the really difficult thing so learn your market, how it works. For instance, spirits you have many layers before you can get your product listed in a bar. So they'll be a distributor, a wholesaler, a buying group and then a bar and working with people that know that route to market is really important. You know you can go out and you can start a market stall and that works very well. You can do it yourself, if you want scale you've got to know how the market works and get that right and the products will, will work. Learn how the structure of the industry is put together and work with it and you'll succeed.

Will: So, Hazel, I'm here talking to you in the shop, what's your role here?

Hazel: Well, being a small business, there's lots of roles that we do; I take orders, I book the events room here or help in the shop, as you see today.

Will: So all the different products here, I've just walked into the shop and I'm a consumer with a few pounds in my pocket to spend. What would you recommend?

Hazel: Well you couldn't beat a Ramsbury gin, could you really?

Will: No, I would imagine if I took one of those home for my wife she'd be pretty, pretty pleased with me. And one of your main roles here, is you look after school visits with the education aspect of it?

Hazel: I do, I coordinate and get children out onto the farm to learn where the food comes from. We had seven schools last year just working on a conservation project, Duke of Burgundy



butterflies, which was really successful.

Will: What kind of questions do you get, I bet you get all sorts?

Hazel: Well, we get a wide variety of questions right from how we look after the cattle to why we grow wheat and what products we grow that we don't eat, so there's some that are done for electricity.

Will: So, Alistair, we've been all around the farm now, all the different things you've got going on here, you must have quite a lot of staff working there at any one time?

Alistair: Well for the size of the business, probably not. On the farm side, we use technology as much as we can, so it's huge, great machines. I think, on the farm there's 5 guys, up here 7 maybe 8 just depends what we're doing. Some estate guys in the forestry and look after the river, couple maintenance guys.

Will: And most of the staff would be from the local area?

Alistair: Yeah I think 2 or 3 of the staff are from Swindon, about 8 miles, but all the rest are Ramsbury or Marlborough or whatever. Yeah very local.

Will: Yeah and you wouldn't have any problems attracting staff to a place like this I bet?

Alistair: No, you know 2 or 3 times a week we get emails somebody looking for a position somewhere and it really enthusiasm what we're looking for. We're not looking for brain surgeons or whatever. But if those guys have got enthusiasm, then you can mould it. At the end of the day our staff our biggest asset, they can be our biggest headache but they are our biggest asset. If we can hold on to them, then we're on a winner.

Will: So, we've come into here, the old brewery, lovely smell of smoke as you walk through the door. What's going on in here?

Alistair: Well, what we do is, we have some pigs and they're up in the forest, fenced off area of forest. So, the pigs get some of the distillery waste. And some of the oil seed pellets. And then 24 weeks or 26 weeks whatever. They come up through. And slaughtered and they come back through here. The last year, I suppose we've been majoring on the charcuterie. And we do smoked bacon. We have a lot of game, a lot of deer on the estate. We have to cull about a hundred and thirty fallow deer a year probably about 20 roe, so quite a lot of those come through here. And then either goes through to the shop or we sell locally or we go, it goes to The Bell pub. So some of the venison is sold for pies etc. fresh venison, the majority is smoked and it's one way of adding value again.

Will: And similar with charcuterie, a few years ago you went into a supermarket you might just see a bit of salami and now it's really off in the UK in the last couple of years, hasn't it?

Alistair: You know we, we were at a show at Countryfile, Blenheim, and there's charcuterie tent, you know I'd never seen that before, you know you occasionally in a food hall you'd see maybe one producer or two.

Will: And as you said this used to be the brewery, so that fits in really well with the rest of the mindset of the business with making use of the existing buildings?

Alistair: Absolutely. I mean you could as you can see it's all sort of plastic shielded, stainless steel drainage, stainless steel everywhere and ....although beer is technically is a very, very safe product to produce because it's slightly acidic so you do not get any fungal or disease in it. You know, we still have to keep it clean and it would be crazy to do anything other than do a

sort of food production process in here. I mean one of the ideas I looked at was just rent it out to a sandwich maker or whoever. I'm sure we could have done it. But the ethos is really do everything in-house and do it and see what we can do.

Will: Alistair, we've come over to the farm now across the road. You must have had to invest in a lot of new kit in those early days, how did you manage at the time and do you still have to continually outlay lots of money on equipment?

Alistair: No. I mean, obviously here on the farm, you know you looking around this development is taking place over the last 20 years. We spent a lot of money on grain storage. We upgraded our grain dryer, 2 years ago because regulations were getting tighter, specifications were getting tighter. We don't want to employ people just for the sake of employing people so if we can use technology versus labour then in the long term it'll work.

Will: How much planning do you do before each new diversification?

Alistair: No you just look at it. You know you look at it and think well, there's a bit of gut feeling there. Yeah there's a bit of gut feeling there. But most of it is up here, thinking well if we did it like X we'll get Y result but if we did it like 2 X will we get 2 Y result. You know and it's sort of number crunching as well you know you know which of the bottles cost, how much for the caps, what is the retail value, what margin are you looking for, what's the wholesale value. And then you just work it back and then you get that figure at the bottom you think yeah that will work.

Will: Do you think the rules of managing production are they pretty similar in whatever you're in?

Alistair: Yeah, yeah. You know, you know what you've got to know your costs. That's a major, that's a major one and you try and look at any possible curve balls that might be swinging around you think oh God you know will government policy change this or will local authority policy change this or environmental health will they come and shut you down because you haven't got this, that and the other so you've got to be aware of the regulations.

Will: How important is your relationship with the local community to you, you've got the pub, I guess it's a hub for the village?

Alistair: Oh yeah, it's very important. We take the responsibility of being a large landowner very seriously and we try and take people alongside, along with us you know so you try to explain to them why our dryers are running, why our tractors are harvesting, why that chemical sprayer is putting that down or why there a three mile queue behind a grain trader or whatever it is. If you can try and keep people engaged to say this is why we're doing it and I think people understand, you know, people do understand.

Will: So, throughout your career and all the changes you've made here is there any advice that you wish that you'd had along the way. Is there anything that you would go back and tell yourself as a young man?

Alistair: So yeah I think I wish I'd worked harder at school.

Will: Okay.

Alistair: No, I've enjoyed every minute of it and you know, and it's a very diverse job in that I don't know who is going to walk into my office, whether it be the farm manager, whether it be a maintenance guy, whether it be a river keeper, whether it be a brewery or distillery manager or whatever. So no I wouldn't change it.

Will: So before we go do you have any final thoughts or advice for other farmers who might be considering getting into the food and drink game?

Alistair: The only thing really, is paramount is if you're going to do it do it well, do not cut corners and if you can produce a product which is superior to 99 percent of the others you're halfway there.

Will: Yeah, well, I can certainly see -that you've done things well and not cut corners here, it's hugely impressive and thank you so much for showing us around Ramsbury estates and I wish you the very best of luck in the future.

Will: If you've been inspired to find out more about diversification, how to do it and what advice is out there for you, NFU Mutual has published a report on the subject, that you can download right now. Just go online and search for NFU Mutual diversification. In the meantime, if you've enjoyed this podcast please do subscribe through your normal podcast app and that way you won't miss an episode.

In the next episode, we're visiting the Rhug estate in north Wales to find out about their organic farm shop, bistro and takeaway business. For now from me, Will Evans, NFU Mutual and everyone at Ramsbury estate in Wiltshire, it's goodbye.