hello and welcome to ear to the ground

with me

Aled jones this is episode 34 where

we'll be discussing how to plan your

business

and prepare for all the changes that's

facing agriculture

over the next few years and there's no

shortage of change

we're starting a new chapter in our

trading relationship with europe

the basic payment scheme is going to be

phased out over the next few years

and a whole new system of support

payments is going to be introduced

that rewards farmers for environmental

work and the provision

of public goods. Therefore there is


plenty to discuss

in this podcast and I was lucky enough
to catch up with someone who's very knowledgeable
in this area and well known within the welsh agricultural industry
Erin Jones deputy head of agriculture with HSBC
and chairman of Farming Connect's strategic advisory board.

Erin Jones welcome to the Ear to the ground podcast and thank you for taking the time
to join us today um first of all how are you keeping because under normal circumstances we would have had the opportunity to catch up in a show somewhere or a conference but it's been a strange old time recently we haven't had the chance to meet up
as as many others would have over the past few months but uh how are you keeping and how are things? Yes well as you say Aled it's been a very different year um i've been working exclusively from home since last march so certainly missing that social interaction with people at events and so on um we're very fortunate of course because of um technology uh zoom and teams enables us to keep in touch with colleagues and with customers and that's really important um but but it's not the same as face-to-face meetings so um
yeah let's hope that before too long um

0:02:03.920,0:02:07.439
in this new year we

0:02:04.960,0:02:08.000
shall be able to do that again. Yeah

0:02:07.439,0:02:09.520
absolutely

0:02:08.000,0:02:11.200
but it's it's fascinating how we've all

0:02:09.520,0:02:13.840
had to learn new skills

0:02:11.200,0:02:15.120
and and suddenly we've had new words uh

0:02:13.840,0:02:16.879
in our vocabulary and

0:02:15.120,0:02:18.480
'zoom' and 'teams' and 'you're on mute' I

0:02:16.879,0:02:19.200
think are some of those spoken

0:02:18.480,0:02:21.040
words

0:02:19.200,0:02:22.879
and phrases we've heard over the last

0:02:21.040,0:02:24.720
few months, but um

0:02:22.879,0:02:26.239
you're joining this podcast wearing two

0:02:24.720,0:02:28.400
hats essentially

0:02:26.239,0:02:29.520
one as the deputy head of agriculture

0:02:28.400,0:02:32.160
for HSBC

0:02:29.520,0:02:32.800
across the uk but you're also the chair

0:02:32.160,0:02:34.879
of the

0:02:32.800,0:02:37.040
Strategic advisory board at Farming
Connect and I'm sure those roles have both given you a fascinating insight to what's happening in the industry and also how businesses need to go about preparing for all that change that lies ahead and that's what we're going to be discussing in this podcast is preparing for all the changes and the business planning and the future of farming so quite a lot to cover in the next 20 minutes or so. But before that um perhaps you could just talk a little bit about your background and your career so far well I guess? I was
brought up on a farm the family farm in the Conwy valley in the hills above Llanrwst from generations of farmers from both sides of the family and grandparents and great grandparents um although we were pretty high up upland farm we were dairy farmers and um producing milk was the main enterprise although we did have some sheep and turkeys for christmas and half a dozen caravans as well so i'm very fortunate to have had that Upbringing. I then went to the university at Aberystwyth to study Agriculture initially um but became much more interested in the economic
side than the scientific side as time progressed and so therefore I ultimately graduated in agriculture economics and that was extremely fortunate to be appointed as a very young graduate as a lecturer in farm management at the Welsh Agricultural College WAC at the outskirts of Aberystwyth and spent very many happy years there with students that um I'm still in touch with many of them and they have very happy memories of that um and then it was just over 20 years ago that I then moved to the world of agricultural banking which is where I've been since then. And your career has taken you all across
the United kingdom and you've met farmers from of course Wales England Scotland and Northern Ireland, are farmers all the same wherever they are across the uk? Yes I've been very lucky although I've never lived outside Wales and in fact I've lived in Ceredigion since I came here to go to university um but I have been very fortunate to be able to to travel with work um across much of the United kingdom. I think as I reflect on that I think I tend to notice the similarities between farmers across the four countries of the uk more than the differences
between them certainly if one looks at farmers doing the same type of farming um they're often very similar. I remember when I first started to go into Agricultural banking spending time up in the north of England which is a fascinating part of the country and this was in one of the high dales in County Durham I think it was in Teasdale. And going there, I was new and I was spending time with an experienced colleague um and he was addressing uh a group of farmers there, Hill farmers Sheep farmers mainly with their Swale Dale ewes up there
um but it felt so at home

i mean obviously the language as in some respects was different

certainly the accent was different

um but one could very easily have been in with a group of farmers in Wales.

But I think where one does see differences is where the farming systems are different and if when one goes to the Eastern counties of England to Lincolnshire or East Anglia places like that when one is looking at large-scale arable farming

um then I think the attitude can be different and the culture can be different but um yeah I've certainly been very lucky to have had the opportunity to do that and it's one of the most enjoyable aspects of the job
really

um is getting to know people across the UK.

And whilst there are similarities I guess from a policy point of view we're now embarking on a period whereby there's going to be policy divergence there's going to be differences across the UK in the way support schemes are going to be developed and it was interesting I was reading one of your most recent articles in the NFU magazine I think it was where you discuss the development of these new policies specifically in England and specifically in Wales and the differences
particularly around time scales for the implementation of these new schemes and where you refer to farmers in England are facing cuts to their BPS this year where farmers in Wales are unlikely to face any cuts until about 2024 if I'm right and having that additional few years of preparation is a huge benefit to Welsh farmers. Yes whilst the farming in many ways is similar you're right um the policy framework is becoming increasingly differentiated but of course since the devolution there have been differences in farming policies across the four countries of the UK
um but after leaving the EU

I think though the divergence in policy

approaches between

um the four countries and perhaps

specifically between Wales and England

Um I'll be going to become more marked

um and as you said the

the changes and the pace of change um in

England

is very rapid um there'll be farmers

in England seeing significant reductions

to their basic payments this year

um and by 2024 in England

um the farmers will see reductions of

between 50 and 70

depending on the amount of payments that

they receive I mean that's extremely

significant change in a relatively short

period of time

and whilst it seems in some ways that
the policy direction

might be similar between Wales and

England um the pace

of that change I think is different. And

as you were saying

Leslie Griffiths the minister here has

suggested that some change is unlikely

to start to be implemented by 2024

um i i think that's positive in two

respects for Welsh farmers

um one in that it gives Welsh Government

an opportunity to

to cast an eye over the boar to see how

things are getting on how they're

getting on in England

um and one would hope to learn lessons

from the experience there

um one would hope perhaps to learn from

some successes
um but also to be wary of any policies
that perhaps don't work
um as well as as they might i think
that's the first advantage i mean the
second advantage
is the second benefit is that it does
give farmers in Wales more time to
prepare
for the change and also maybe to look
over the border and see
um well change is already happening
there um
and it'll be with us in a few years time
so I think
there are a couple of advantages as I
see things here.
How worried would you say our welsh
farmers and
you're working with a lot of these
businesses and you understand the
financial dynamics of their businesses
and some
uh to greater or lesser extent are
very reliant
on the bps for their profitability that
the prospects of BPS being phased
out
in the coming years does that cause a
level of concern amongst
farmers do you think. Yeah It has two
doesn't it really when one
looks particularly in the Beef and Sheep
sector when one looks at how reliant
so many of these businesses are on the
BPS
um there's so much evidence from the
Farm Business Survey libraries
it's just as one source of information
showing how reliant Farming businesses
are and it's really not unusual
to come across situations where the BPS payment
is literally greater than the profit um
so um it's understandably the people are concerned
it's encouraging that it's you know
governments are suggesting that the total amount of funding might not change all that much um but certainly what we're going to see is a radical shift away from the current means of supporting farmers to this new approach of um public money for for public goods or as the Welsh government stated in their first consultation documents I think it was ‘Brexit and our Land’ when
they said they

want to move to a culture of something

for something

and I think that is the way that um

Welsh Governments is looking to the

Future.

What do do you make of that new

direction

and do you think that will require a

change of mindset amongst

farmers uh we're very familiar of course

with Agri-environment schemes where the

environment is going to become front and

center

of all farming support going forward and

you know I think it was Michael Gove

that mentioned on the

the platform of the Oxford Farming

when he was DEFRA
secretary some years ago that

he was urging farmers in that audience to consider the environment as an additional crop this is an income stream potentially for farmers, is this a business opportunity? Well it needs to become a business opportunity and that I think will be one of the measures of success um for any new policies and that they can be considered um as a new means of generating a profit on a farm because unless it's a means of generating a profit for a farm and one can't expect farmers to participate in these schemes. Um I think it is going to be increasingly
important um to ensure that the industry

justifies the public expenditure that's

it

receives um and particularly

I think having left the European Union

where there will be

as always many

competing claims on public money

from you know health and education and

social care and all these

issues which require support so

It's gonna be so important that

Agriculture is able to make a strong

case for continued public support um

and I do think that producing public

goods

does potentially provide that strength

of arguments that's needed

um in order to justify that continued
public expenditure

but it certainly will need a change of mindset for many farmers because one shouldn't generalize among farmers because they're all very individual

um but farmers will appreciate that the basic payments yes of course they need to meet cost compliance conditions but in reality the money comes largely for the land that they farm whereas in future um there will needs to be activities undertaken in order to ensure that money is received.

We do hear very often the importance
of preparing for change

and some farmers might respond by saying

well how can we prepare for change

because there's so much that we simply
do not know how would you respond to

that

and can you give examples of things that
farmers can do

now to put themselves in a better place

for the future?

Well I think that in future um

successful farmers

most successful farmers um will um

need to follow a sort of a dual track

approach

where on the one hand they will need to

ensure that they're farming enterprises

for the production of food with beef

lamb milk eggs

that the farming enterprises become as
efficient as possible because food production will continue to be really important on these farms I believe but that will be coupled with the other elements of the dual truck which is what we've just been talking about in terms of um the public money for public goods um and on the second element I have every sympathy with the farmer says well it's very difficult to plan ahead and really until we have details of new schemes um and for farmers to be able to assess whether they suit their systems and suit their farming um I really do agree that some it's very limited
what they can do in terms of preparing
for that. But when it comes to making
ensuring
that the um the farming systems
are efficient um I think there's quite a
lot that many farmers
can do and whilst it's very easy for me
to be sitting here to say
something like that the reality is that
there is an enormous range
of efficiency between those farmers who
are doing really well
and those farmers who are not doing so
well
um so you know those farmers who are
performing
the best in Wales I mean they really are
as good as anywhere
in the World um but not everybody of
course is achieving that

0:15:37.680,0:15:43.440
um and so I think, I think the way to

0:15:41.279,0:15:46.160
prepare for the future is to focus

0:15:43.440,0:15:48.480
at this stage on the farming enterprises

0:15:46.160,0:15:50.800
and to try and make those as

0:15:48.480,0:15:51.920
sustainable financially

0:15:50.800,0:15:54.720
as is

0:15:51.920,0:15:55.199
Possible. And It's interesting you refer

0:15:54.720,0:15:58.000
that

0:15:55.199,0:16:00.000
to the top third performers and we often

0:15:58.000,0:16:01.680
compare the top third to the bottom

0:16:00.000,0:16:03.839
third and we refer to the gap in the

0:16:01.680,0:16:04.639
middle is the gap between the best

0:16:03.839,0:16:06.720
and the worst

0:16:04.639,0:16:08.000
getting bigger do you think? Well It's

0:16:06.720,0:16:09.440
interesting to refer to the top and the

0:16:08.000,0:16:10.959
bottom third and I remember when I used

0:16:09.440,0:16:12.399
to talk to the students at the college

0:16:10.959,0:16:13.759
in Aberystwyth all those years ago I

0:16:12.399,0:16:15.839
used to talk about the top third and the
bottom third or the top quartile in the bottom quartile

but what I realized um when I joined the bank is that it's we don't just have a top third and a bottom third we have a top 10 percent we have a top five percent and we have a top one percent and they're phenomenally successful um but of course we have um you know the other and the other end of the spectrum also continues well beyond the bottom third so that range is wider than many people

Imagine, and I suspect that the gap that you refer to is probably widening rather than
narrowing and um

the reason i sense that is

that the best keep getting better and

the ones who are doing less well

um perhaps aren't changing much at all.

And in terms of the top

one percent of the top five percent you

know the ones that

are achieving the best results and

performing exceptionally well

are there common traits that you can

identify

within that group of farmers

irrespective of the sector irrespective

of the farm is there some things that

you can

pinpoint to say these are the common

characteristics that can make you

a high achieving farmer? Well it can be
quite a frustrating experience for a farmer to try and sort of you know assess well what are these good ones doing then? You know how can one emulate them, because what one usually finds and Farming businesses are very fortunate and there's a huge amount of data available um from you know from the university from AHDB from Hybu Cig Cymru um but what one virtually always sees is that the best farmers both have more output and less cost which sounds contradictory of course but that is often the reason for the success of the best farmers so one has to look beyond that really and what we
see um and you know wearing my bank hat and trying to um look at assessing borrowing propositions from farmers um the fact that really drives success or otherwise in a farming business is the person or the people um managing or leading that business. I think It's very easy to assume It's other factors like you know It's the farm um It's the land It's the soil It's the aspect It's how much they borrow It's how high the rent is um and all those factors have an impact but nothing like as much impact as um the capabilities or perhaps
even more importantly

um the attitude and the approach of

the people running those businesses. Yes

the management

and the decisions that those farmers

make have such an impact on the

Performance of the business. And I'm sure

you spend a lot of time with farming

businesses who are

weighing up options weighing up what to

do in the future and I'm in no doubt

there'll be

a lot of your clients who'll be thinking

we want to become the best

at what we do and become ruthlessly

efficient commodity

producers and it's all about managing

cost and making sure they can secure a

reasonable margin but there'll be other

farmers

that come to conclusion that being a commodity producer is not what they want to do they don't want to be a price taker they want to have more control over the end price they achieve and are you experiencing more conversations around adding value about diversification, looking at the resources you've got on farm what assets and what can you do are you seeing this conversation becoming far broader than simply looking at the core agricultural Production?

Yes I think those conversations are becoming more common and um you know I mean every farm
and every farmer will have a different route of achieving success. Um I think broadly I think the choice of people have is to continue doing what they're doing but to try and do that even better, um but for others it might be looking at doing something different and establishing a new venture whether that venture is an agricultural venture um or indeed it might be something completely outside of farming and actually um you know my experience in my experience that the track record of farmers in Wales who
have done something new and different is that they're often very successful, but one of the Examples are in poultry and egg production and actually people who've converted from beef and sheep to dairy um it really isn't unusual for those people to actually be more successful in their new enterprises um probably than they ever were in their old ones um which is a little bit counterintuitive really because you wouldn't thought that they would be better at the new things you think they'd be better at the old things um but very often people are because
they're having this fresh approach

um sometimes it's because they're

borrowing a lot of money that they

didn't borrow before and they realized

that they

really do need to make a success of this

um sometimes it's because there's some

really good cyclical supports available

sometimes it's just the excitement of

doing

something different sometimes it's

they're doing something that their

parents

didn't do um and um so all of these

factors

um i think is is really positive and

that's

people who've done new things um often

do them really well.

One of the things I wanted to touch upon
in this podcast with you Erin is your outlook on the prospects for the different farming sectors over the next 12 months and uh if we just simply look back at the last 12 months it's been an incredibly volatile time for many sectors I can remember and recall a number of conversations with some Dairy farmers supplying in the liquid milk market they were facing difficulties in selling their milk having to pour their milk down the drain in some instances and that thankfully has recovered since then we've had an interesting year in the red meat sector prices for
beef have increased on on what has been a very difficult time back in 2019 and prior to that and we've had very recently a surge in prices and confidence in the lamb sector uh on the back of the deal with Europe uh and we've seen the impacts Covid has had on demand and supply throughout um the supply chain. Now what's your take taking each sector in its turn starting with a dairy um where do you see that to panning out over the next few months? Yes it's interesting you refer to Covid I think um farmers um are recognizing they're very appreciative of the fact that
farming has been
0:23:09.200,0:23:14.880
um has fed much better than many
0:23:12.480,0:23:15.679
many sectors of the economy who are of
0:23:14.880,0:23:18.720
course still
0:23:15.679,0:23:20.480
undergoing extremely difficult times and
0:23:18.720,0:23:22.000
whilst there was a disruption back in
0:23:20.480,0:23:24.880
the spring
0:23:22.000,0:23:27.520
for the dairy sector as you implied the
0:23:24.880,0:23:29.360
the supply chains within agriculture
0:23:27.520,0:23:31.039
actually were able to adapt really
0:23:29.360,0:23:33.200
really quickly from this
0:23:31.039,0:23:35.120
change the massive change that we saw
0:23:33.200,0:23:35.760
from the demand coming from this food
0:23:35.120,0:23:39.200
service
0:23:35.760,0:23:41.600
sector um and that demand shifting to
0:23:39.200,0:23:43.279
to the retail sector and I think what's
0:23:41.600,0:23:44.960
been really interesting actually is that
0:23:43.279,0:23:48.480
the resale sector
0:23:44.960,0:23:48.960
is more likely to source their produce
0:23:48.480,0:23:51.600
from
Uk sources whereas perhaps some of the food service outlets were quite a bit more prepared to look outside of the uk and I think that's one of the reasons that we've seen um pretty good prices in Agriculture. But you're asking me about the dairy sector um I think that you know the potential for Dairy farming in Wales is great the physical capacity that Wales has to produce milk is huge um there are so many farms that actually I mean when I was very young I mean the number producing in Wales was very great. One just has to
look at the number of milk stands that you see along many many country lanes to be reminded of that um and you know really if you're able to produce grass then in most cases you can produce milk and whilst of course it's absolutely essential to ensure that there's a market for any milk that's produced and this processing capacity, And so I think the potential there providing the markets is available is great actually and of course there have been a number of farmers who have set up in milk production relatively recently and almost without exception made a real
success of it.

0:25:05.360,0:25:08.720 Yeah it has been interesting to

0:25:07.679,0:25:10.640 follow

0:25:08.720,0:25:12.480 all the dairy conversions and actually

0:25:10.640,0:25:14.960 on this podcast we've been up to

0:25:12.480,0:25:16.320 to meet a few in Llanrwst in your

0:25:14.960,0:25:17.919 home patch

0:25:16.320,0:25:20.000 as it were here and there's a lot of

0:25:17.919,0:25:22.159 Dairy farmers emerged in that area

0:25:20.000,0:25:23.919 Recently. Yeah so it's silly up there

0:25:22.159,0:25:24.720 and then in Angelsey as well and then you

0:25:23.919,0:25:27.120 know it's

0:25:24.720,0:25:28.880 big big changes very very positive and

0:25:27.120,0:25:29.600 superb quality of farming in many

0:25:28.880,0:25:32.720 instances

0:25:29.600,0:25:34.559 absolutely top quality world-class. Yeah

0:25:32.720,0:25:36.799 and their enthusiasm the young people

0:25:34.559,0:25:37.919 I've met starting up those ventures is

0:25:36.799,0:25:41.200 infectious and it's

0:25:37.919,0:25:43.440 real refreshing and exciting to see.
What's your outlook for red meat then.

Well you know I mean when one looks at lamb production I mean the announcement about a trade deal between the UK and Europe was an enormous relief um it's well understood how much of a threat Brexit was to lamb producers because of the very substantial tariff um that would have been applied to lamb exports if there hadn't been that trade deal so that is um exceptionally good news um that happened um there are concerns on the future horizon for the red meat sector.
um from a twofold, one actually I think

is the reliance that many beef and sheep

enterprises have on the basic payments

and we've already talked about how um

that is

um almost certainly going to be reduced

in future um it represents such a

high

proportion of profits for so many farms

and in fact it's really isn't that

unusual

to look at a set of farmer accounts

where the

basic payment exceeds the profits um

the other potential risk um for beef and

sheep

farmers is if the uk government

has new trade deals with countries
outside of Europe that is

in the Americas both North and in

South america and potentially Australia

and places like that

all of these countries potentially

Keen to have a trade agreed

potentially the UK are keen to have trade agreements

with them anyway

um and all of those places I mentioned

um have agricultural products which

for lots of reasons um in many cases are

they're able to

produce at a lower cost than we're able

to do here so

um you know whilst i think many beef and

she farmers in future

will continue to be um to do well and to

be

resilient um there are potential threats
on the horizon.

And finally what about the poultry sector well the poultry sector I think has been a fascinating sector when one looks at the changes that have been particularly in egg production and the number of farming businesses um that have invested many with HSBC support actually particularly in Powys but further further afield in Wales as well um it's and those businesses again that have done very very well and they're in most cases they're very well managed and I think the prospects remain good for that sector I mean one word
which we haven't mentioned so far in

0:28:27.600,0:28:30.159
this podcast is the word volatility I

0:28:29.279,0:28:32.320
mean volatility

0:28:30.159,0:28:33.520
has not gone away in any enterprise in

0:28:32.320,0:28:36.640
agriculture

0:28:33.520,0:28:38.080
but there is I think still

0:28:36.640,0:28:40.640
grounds to be optimistic about the

0:28:38.080,0:28:43.279
future demand for egg production because

0:28:40.640,0:28:44.320
all the major I think all the major

0:28:43.279,0:28:47.360
retailers

0:28:44.320,0:28:50.480
in the uk have announced their intention

0:28:47.360,0:28:51.440
to supply only free-range eggs, to go

0:28:50.480,0:28:53.679
away

0:28:51.440,0:28:55.200
, well to go away entirely from

0:28:53.679,0:28:55.600
caged eggs I know there's a discussion

0:28:55.200,0:28:57.520
about

0:28:55.600,0:28:59.360
whether they might supply barn eggs but

0:28:57.520,0:29:00.720
the potential demand I think for free

0:28:59.360,0:29:04.159
range eggs remains

0:29:00.720,0:29:07.200
remains strong I think so um
yeah that's another sector provided that um you know the demand increases at the same rate of supply um then I think the prospects of that sector are good as well.

And uh we must refer obviously to the bank that you represent and HSBC what's the attitude of the bank towards farm lending is it a positive one bearing in mind all the challenges we've outlined and the opportunities as well do you have a degree of confidence going forward that you will be supporting farm business and farm investment in the future? Yes I mean agriculture is important for all the major banks I mean
the industry borrows is not far of

20 billion

um it's a significant amount of borrowing or lending from the bank's perspective um but you know the track

record

of agriculture um is as borrowers

is exceptionally good

there have been difficult times of course and most recently I suppose the one most focused on was a Dairy crisis in 2015 2016 where so many dairy farmers went through such difficult times but also farmers

and farming businesses are resilient

they value long-term relationships

um and that is something as a bank that we also appreciate
and we remain keen to both to support

existing customers

but also still keen to grow the business

and to

um encourage small farmers to bank with

us actually.

And Eurin just before we close as a

final question

uh we this is a question we're going to

be asking a lot of the guests on the

podcast this year is how would

you describe

a successful farmer if you were to be

put on the spot and had to provide a

definition of

in your eyes what would you see as a

successful farmer

what would that be? That's quite a

challenging question actually

Aled um I think It's important to
recognize that there is no blueprint for success in farming and it would be very boring industry if it was um but I think there are some common themes perhaps of successful farmers and it's inevitable i suppose um from my perspective that one is going to look at the commercial aspects of farming and that um and I do think that in the future a successful farmer they will need to be progressive and to be not only willing but keen to adopt technology and to be innovative um taking a commercial approach to farming is the requirement of success
I would say and what that means is to be focused on the right things and to do those right things I would say are things like generating profit and cash and growing the equity of the business and there are many things that can help with that in terms of planning the business benchmarking with other farmers engaging the supply chain maybe with the ultimate customers at the retailer level or with the processors I think that's something that's going to become increasingly important to be very well aware of their production costs um and to just be very clear about
how what their level of efficiency is

0:32:29.360,0:32:33.840
and how that compares to other farms

0:32:32.320,0:32:36.080
that are doing similar things to

0:32:33.840,0:32:37.519
what they do well. I think that's

0:32:36.080,0:32:39.519
provided a very

0:32:37.519,0:32:42.159
comprehensive summary of the key

0:32:39.519,0:32:45.679
messages in this podcast Birin

0:32:42.159,0:32:45.679
tank you very much for joining us

0:32:47.279,0:32:50.640
remember about Farming Connects

0:32:48.880,0:32:52.640
one-to-one surgeries

0:32:50.640,0:32:54.720
these are an opportunity to have advice

0:32:52.640,0:32:55.679
from a specialist consultant on your

0:32:54.720,0:32:57.840
business

0:32:55.679,0:33:00.559
these are now held digitally either over

0:32:57.840,0:33:02.240
the phone or via video conferencing

0:33:00.559,0:33:04.000
these are hour-long surgeries that can

0:33:02.240,0:33:05.039
help you evaluate the performance of

0:33:04.000,0:33:06.880
your business

0:33:05.039,0:33:08.399
discuss your business plan begin the

0:33:06.880,0:33:11.279
benchmarking process
or review overhead costs if you need further advice then there's also the farming connects advisory service option please contact the team at Farming connect to discuss what's suitable for your needs and there we are we've reached the end of episode 34. Don't forget to hit subscribe on whichever platform you use to keep notified of all new episodes of Ear to the ground so on behalf of the team at Farming Connect and myself Aled jones thank you for listening and bye for now