



**Delivering the Future of British Beer**  
The Society of Independent Brewers  
Strategic Plan 2015-2018





# SIBA's Strategic Model 2015-18

**Vision:** to deliver the future of British beer and become the voice of British Brewing



## Introduction

Since its formation in 1980 SIBA has always strived to work for small local independent brewers. The Association's remarkable success and growth, together with its unique position as the representative body of Britain's booming independent brewing sector, now requires a major change in approach to build on its previous achievements, deal with a changing beer and pubs landscape and to create a secure, capable and powerful organisation which reflects the excitement, diversity and innovation of the sector it represents.

In 2013 SIBA undertook a major strategic review which led to significant constitutional change and a new unified operational management structure merging the commercial and trade association arms to create an Association capable of meeting its future challenges. At the same time, the vision to 'deliver the future of British beer and become the voice of British brewing' was adopted and this vision will drive our activities over the coming months and years. To achieve the enormous challenge of delivering the long term sustainable future of British beer it is essential that a key part of our strategy is to present ourselves as the voice of British brewing as well as work with others as appropriate and this vision provides the direction for our strategic plan.

The new SIBA Board made up of 25 elected representatives, a chairman and three members from each region, is the ultimate power in SIBA. The Board will oversee the strategic plan and evaluate performance against its aims and objectives. The day to day operational activity and delivery of the plan is delegated to the newly-formed Executive and a new Senior Management Team, reporting to the Executive, has been formed to lead the excellent staff team.

These important operational and structural changes mean that SIBA is fit for purpose to deliver its vision. In order to ensure that we are focused on selective, agreed and SMART objectives and are using our limited resources effectively, the final piece in the jigsaw is the creation of SIBA's first ever strategic plan. The plan provides a road map for the organisation for the next three years and will ensure that all our activities help to deliver our vision.

**Mike Benner,**  
Managing Director, March 2015

### SIBA's Strategic Model:

Our model is designed to be clear, concise and easy to follow. We don't want a long and complicated plan which gathers dust on brewery shelves; we want all our members to engage with and help to deliver our plan.



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## What attracts our members and makes SIBA unique?

To guide us through the delivery of our plan we set out what makes SIBA unique and why we think Britain's independent brewers should be part of the SIBA family.

SIBA is the only nationwide organisation representing British independent brewers. Our commercial activities provide diverse business solutions and services to improve access to market and build opportunities for members with all proceeds invested back into SIBA. Our combined commercial activities, suite of benefits and our campaigns drive our membership offer.

While we are unique, we will be stronger and more successful by working with others where possible and where we have common goals.



## Our organisational principles and people values

Given the diversity of our membership it is important that we have guiding principles and values in place which show how we act and engage as an organisation and how our people carry out their work. We are committed to a practical approach and to pragmatic solutions. We will not be restricted by our strategic plan; it is a tool for us and we will remain flexible, capable and willing to adapt as and when the external environment changes.

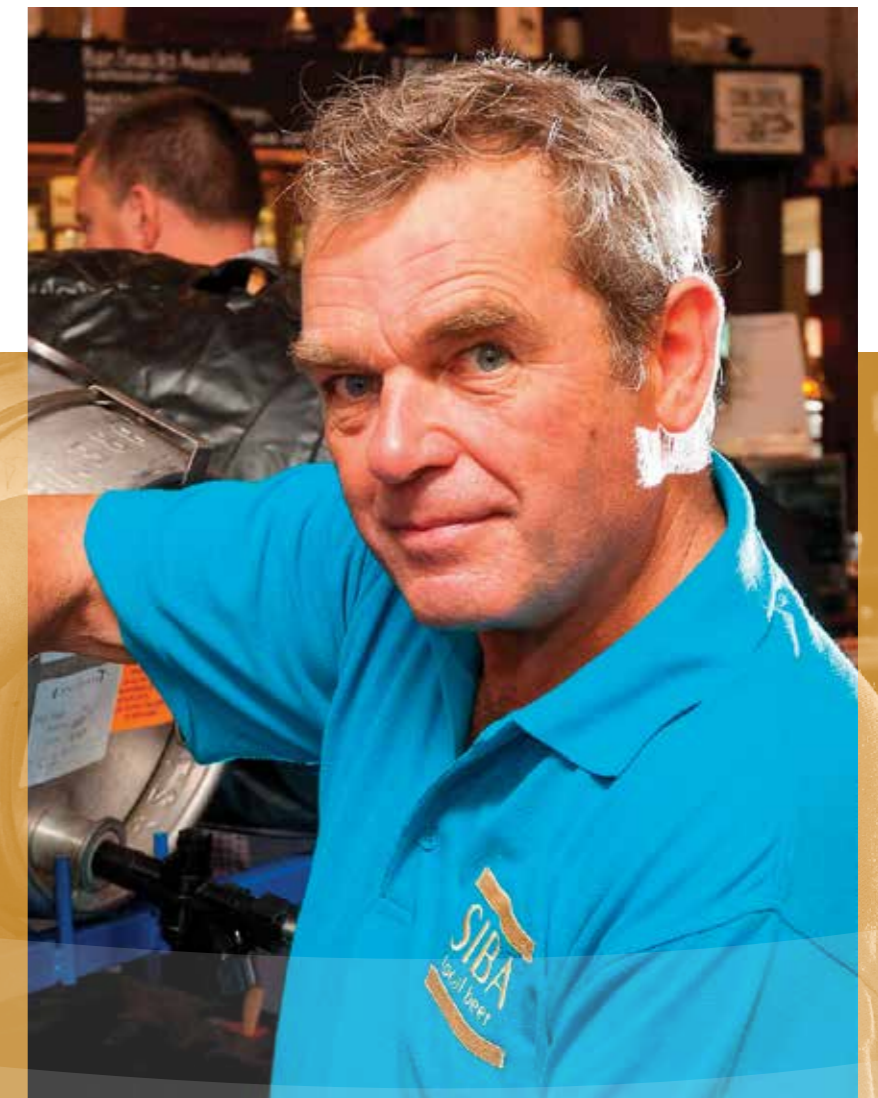
**Our core principles (TRADE) provide a framework for how we behave as an organisation:**

- Transparency
- Representation
- Accountability
- Democracy
- Efficacy

We will reflect our values in our communications with members and others.

**In their work for SIBA our team of staff and volunteer officers will live by our values:**

- Shared responsibility
- Honesty
- Sustainability
- Integrity
- Fairness
- Community



## Our plan is driven by our vision:

To deliver the future of British beer and become the voice of British brewing



## Assessing performance

We will regularly measure our performance against the strategic plan. We will ensure we keep our plans on track through regular analysis of progress by senior management, the Executive and the Board, enabling us to communicate our successes, calls for action and changes in direction driven by future events.

Our three year strategy will be complemented by a financial strategy and forecasting model, annual budgets and a risk register. Each of the goals in this strategic plan will be supported by their own senior manager-led individual plans setting out the various activities which will deliver our overall strategic aims.

Our performance will be assessed through a basic scorecard and dashboard with clear targets and measures enabling the Executive to identify areas of concern and take steps to improve matters as required.

This document sets out the top level plan and further work will be undertaken to fully develop the individual goals.

## What success might look like

**It is useful to set out some general guidelines on what success might look like after three years:**

- We will be recognised by the industry, opinion formers, decision makers and the media as the leading organisation for British independent brewers and the best of British beer
- We will have a high profile in influential media
- We will be respected in the industry; driven by positive partnerships
- We will be consulted and listened to by policy makers and opinion formers
- We will deliver genuine benefit to our members
- We will have helped significantly to create sustainable growth in the British quality beer market
- We will be truly representative of the UK's independent brewing sector
- We will be providing excellent results in our commercial and member services



## Strategic Aims

**We have four strategic aims:**

- **Promote and campaign for our members**
- **Provide and enhance commercial opportunities for our members**
- **Grow and develop our membership**
- **Develop our capability**

These are not ranked in order of importance; each has the same priority for SIBA



## Promote and campaign for our members



We will work to ensure that regulations and legislation related to our sector work in favour of our members, ensuring sustainability and creating growth opportunities. We will promote quality beer brewed by our members, regardless of style and format.

### Our goals are:

- Protect and enhance Small Breweries Relief
- Secure a better deal on beer tax
- Focus on the promotion of quality beer from our members in all formats
- Promote the benefits of the moderate consumption of beer
- Protect and improve access to market
- Provide first-rate internal communications for our members
- Promote our beer competitions
- Campaign to extend the upper threshold of SBR to 200,000hl to enable larger independent brewers to benefit
- Campaign for the removal of exported beer in the calculation of SBR, or changes resulting in a similar outcome
- Campaign for a holistic approach to benefits for British brewers, for example, from the standardisation of unused sediment allowance
- Campaign for at least freezes in beer duty during the next Parliament
- Campaign for the reform of the relevant EU Directives to provide greater flexibility for the UK Government to support brewers, for example, through duty relief on low-strength beers and a preferential duty rate for beer sold in draught

### To help us achieve these goals we will consider the following by way of example:

- Build support amongst parliamentarians and in the media for independent brewers
- Produce a manifesto for independent brewers on the run up to the 2015 election
- Campaign to maintain Small Breweries' Relief (SBR) at 50% up to at least 5,000hl
- Campaign to increase the benefit from SBR for brewers in the 'squeezed middle'
- Actively support and provide leadership on generic partnership campaigns to promote beer and pubs such as There's a Beer for That, Beer Day Britain, It's Better Down the Pub, Cyclops and Cask Matters
- Launch a SIBA-led campaign to promote the best of British beer which positions SIBA member

beers with consumers as high quality, distinctive beers from local independent brewers

- Work with others to promote the health and social benefits of the moderate and responsible consumption of beer, particularly in regulated environments such as pubs
- Work to ensure that members gain maximum benefit from the Small Business and Employment Act.
- Develop our key internal communications tools such as The SIBA Journal, members' forum, website, e-mailouts, Toolbox and bulletins.
- Increase publicity from our competitions and help winners to maximise their benefit through effective PR
- Improve the methodology and presentation of SIBA's members' survey and Beer Report to ensure it helps us to achieve our strategic goals
- Create a SIBA Film Unit to help promote beer
- Focus on quality across our organisation
- Build the consumer profile of BeerX as a festival of beer



# Provide and enhance commercial opportunities



Andy Fallon photography



As a trade association we are unique in our ability to offer commercial solutions to members. The growth and success of the Direct Delivery Scheme (DDS) provides the foundation and central point for our future commercial activity and it must evolve and grow to provide access to market opportunities in a changing on and off-trade environment.

Our commercial activities will provide diverse business solutions and services to improve access to market and build opportunities for members with all proceeds invested back into SIBA.

## Our goals are:

- Develop and grow DDS to respond to changing market conditions including the weakening of the tie and the growth of the free trade
- Develop joint purchase schemes of items widely used by members
- Develop our export support
- Deliver a pubs road map package for members
- Grow BeerX
- Investigate consumer-facing beer events
- Create a SIBA Mobile cellar service
- Develop our e-commerce service to members

## We will also investigate and bring forward plans as appropriate on the following commercial opportunities for SIBA:

- Develop an investment based financial support offer for members
- Develop a SIBA pub estate

- Develop a SIBA canning service
- Develop a consolidated delivery service and on-line beer shop
- Develop a cask ownership and rental service

## To help us achieve these goals we will consider the following by way of example:

- Assess and analyse our commercial projects to ensure they provide business solutions and services, improve access to market and build opportunity for members
- Ensure our commercial project proposals are assessed consistently as business cases to ensure we use our resources efficiently
- Consider new opportunities for DDS in the free trade, extended off-trade and through different approaches to pricing
- Build the profile and support of BeerX as the leading event for British brewing and as a key tool in delivering our vision
- Develop BeerX into a commercial proposition to build funds to be

pumped back into SIBA

- Work with others to provide an improved qualification-led web-based training service for members' staff
- Introduce a standardised quality accreditation scheme to enable our members to meet the increasing requirements of retailers
- Provide an export facilitation service to give members a hand-up towards exporting their beers
- Provide a new commercially-led service to members wishing to acquire leased/ tenanted pubs
- Increase support from SIBA's gold and silver sponsors
- Liaise regularly with our commercial customers to ensure they are engaged with SIBA and that we listen and respond to their views



# Grow and develop our membership



Andy Fallon photography



Andy Fallon photography

With over 1,400 independent breweries in the UK we will grow our membership to increase our representation of the sector. We will improve and extend our services and member benefits.

## Our goals are:

- Deliver a first-rate membership package
- Develop new membership categories to improve our membership offer
- Increase our representation by growing brewer membership by 20% in year 1, 12% in year 2 and 8% in year 3
- Improve membership retention
- Grow supplier membership by 10% in each year
- Measure member satisfaction and increase satisfaction with our services
- Improve our compliance service
- Promote and provide access to training for members
- Improve networks for our members
- Provide cellar services support
- Develop a quality accreditation scheme
- Provide first rate technical support

## To help us achieve these goals we will consider the following by way of example:

- Ensure we have plans in place to sustain SIBA if the growth in the number of brewers slows or halts during the life of this plan

- Raise awareness of our member benefits
- Introduce new member benefits cost-effectively
- Increase the perceived value of membership beyond the benefits of the SIBA Direct Delivery Scheme
- Introduce a new membership category for brewpubs
- Connect the SIBA 'brand' with consumers
- Launch a SIBA Consumer Club for beer drinkers interested in our members and their beers
- Building on the 'SIBA Locals' initiative, launch a SIBA Pub Club to help licensees and their staff keep up to date and be engaged with the local beer scene
- Engage with It's Better Down the Pub
- Launch new 'standard', 'gold' and 'platinum' (or similar) membership categories with access to different services and benefits while ensuring that all members retain an equal say in SIBA
- Drive and promote quality; helping members to ensure quality in all aspects of their businesses
- Market SIBA effectively to new breweries and non-members
- Provide a market-leading specialist compliance service to help members run their businesses better with a number of tools providing specialist interpretation and interactive documents enabling compliance in a wide range of issues
- Maintain and improve existing successful benefit initiatives such as NCR Net, brewers' helpline (to ensure first rate technical support), legal helpline and the SIBA Buying Club contributing to a coherent benefits package
- Ensure our staff provide market-leading service to members and benchmark survey members to measure satisfaction
- Gauge the views of our supplier members and sponsors as SIBA stakeholders
- Improve our communications to attract more supplier members
- Promote associate membership to independent breweries over 200,000hl
- Develop the SIBA Toolbox to provide a suite of services for members both free of charge and to raise revenue for our promotional and campaigning activity



# Develop our capability

With a small professional team and limited resources it is essential that we develop our people, giving them the tools to get the job done. We will improve our engagement with members and ensure we work together across the regions.

## Our goals are:

- Support and develop the capability of SIBA's regions
- Build our profile with Government, parliamentarians, industry, the media and key decision makers
- Develop our campaigning techniques
- Develop our ability to campaign at a European level
- Improve the ways in which we connect and collaborate across the organisation and the whole industry
- Maintain the efficacy of our financial reserves
- Strengthen our learning culture
- Follow best practice in operational management

## To help us achieve these goals we will consider the following by way of example:

- Introduce and manage an appropriate reserves policy
- Increase income through new and existing revenue streams
- Deliver a media plan
- Retain and recruit high quality staff
- Introduce learning and development plans for staff
- Ensure our staff benefits and terms & conditions follow good practice
- Carry out a skills audit across our leadership and take steps to fill gaps
- Ensure our governance follows the hallmarks of an effective organisation
- Provide increased support for

SIBA regions through improved communications, PR and lobbying advice and administrative support

- Seek our members' views on key issues as required
- Update our members on our performance and impact
- Lead in campaigning and communications
- Engage with other organisations and companies in joint campaigns and initiatives
- Develop our influence in the European Parliament and the European Commission
- Improve networking in SIBA
- Look at how we can improve our democracy



## Where to find out more

We will provide members with regular updates on our performance towards the strategic plan.

If you would like to read more about our planning and performance management process or would like to share your views with us please go to

[www.siba.co.uk/strategicplan](http://www.siba.co.uk/strategicplan)





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