

# Brewing Up A Storm

A growth strategy for Scotland's brewing industry



Scotland  
A LAND OF  
food and drink



# Foreword

In 2018, a Brewing Industry Leadership Group (ILG) was created, tasked with doubling the value of the Scottish brewing industry. Its members included brewing companies' leaders and experts from educational, legal and funding organisations with direct experience of supporting the sector. Also represented were suppliers, customers and consumers: the whole supply chain from field to glass.

One of the oldest industries globally, commercial brewing has been practised in Scotland since the 1700s, supporting agricultural economies through its use of nutritious, natural ingredients, and also contributing to employment and tax revenues. Yet beer is an alcoholic beverage and in recent years health and society based regulatory influences have not promoted its consumption or image.

The Brewing ILG has focused on establishing solutions to unlock growth across the brewing industry in Scotland. We want our ideas to be relevant to all brewing businesses regardless of shape, size or geography. And not just for the burgeoning 'craft' sector - we're also passionate about the value and contribution of the established brewers who have successfully flown the flag for Scottish-brewed beer.

We are determined to raise the profile, image and perception of Scottish beer as a wholesome beverage for adults of all ages, genders and backgrounds to choose when they are in a responsible (and legal) alcohol drinking occasion. We'll also engage better with the hospitality and tourism sectors to ensure that all 'beer experiences' are high-quality ones. And we'll help to steer the industry through the challenges created by Brexit. Our ultimate goal is to put Scotland back on the map as a nation producing great beers and great brewers, and a good place for investors in the industry.

My thanks go to the Brewing ILG for their insight, experience, openness and valuable time in creating this strategy. Thanks also to the guest speakers, trade associations and other contributors, for challenging our thoughts and endorsing our direction; to Graham, Jennifer and Rachel from Scotland Food & Drink for their drive and enthusiasm; and to Sarah for her wonderful skill in capturing the pearls of wisdom from the group and writing this strategy.

**Hilary Jones**

Chair of the Brewing ILG

*Hilary Jones*





# Our goals for 2030

Scotland is a brewing nation. Go back less than two centuries and we were one of THE brewing nations, exporting to America, Australia, Asia and Africa.

We were inventive too. We brought technology and chemists into our breweries. We brewed porter, stout, Pilsner, IPA and small beer. We flavoured our beer with botanicals and cooked chicken ('cock ale', if you want to give it a go).

But nowadays ask a visitor or Scot what Scotland is famous for, and beer may not make the cut.

Let's change this. Let's also drive economic growth in brewing, and its supply chain, in Scotland.

There are different estimates of brewing's contribution to the economy, but the brewing industry believe it is worth around

£500m in turnover each year to the Scottish economy and supports over 8,000 jobs. Our ambition is to grow this to £1bn by 2030, also creating new jobs in urban and rural areas, many of them high-value. We'll do this not just by producing more beer but by increasing the value of our beer. We want consumers to buy Scottish, rather than imported beer, and to consume beer responsibly.

Our goals will feed into the ambition to grow Scotland's food and drink turnover to £30bn by 2030.

It will also support the Scottish Government's economic strategy. We'll generate inclusive growth in both urban and rural areas. We'll contribute to export targets and internationalisation. We'll support innovation and investment.

We'll also make Scotland an even better place to brew and drink beer.

**A target of £1bn by 2030 is ambitious. But Scottish brewing has what it takes - large businesses already selling successfully at home and abroad, and younger companies eager to innovate and grow. If the industry and the public sector collaborate for growth, we really can brew up a storm.**



In discussions with industry and public sector about this strategy, five values have come up repeatedly: quality, sustainability, responsibility, engagement and collaboration.

They're worthy goals in themselves, and they'll also fuel our growth. As an industry, we should weave them into all we do.



## QUALITY

Being known for great beer, people, ideas and natural resources.



## SUSTAINABILITY

Addressing environmental issues such as climate change and water efficiency; economic considerations such as jobs; and social inputs such as sustaining communities and contributing to health and wellbeing.



## RESPONSIBILITY

Not just environmental and social responsibility, but defining beer's role in a positive food and drink culture and lifestyle.



## ENGAGEMENT

Interacting with tourism, hospitality and education providers to generate a steady stream of consumers and future brewers; engaging with policymakers to create an environment conducive to growth.



## COLLABORATION

Between suppliers, producers and policymakers. It's been pivotal to the growth of food and drink in Scotland, and will be pivotal to the growth of brewing too.

Our recommendations for growing the sector are guided by, and support these values.



# Where we are now

Brewing's a heritage industry in Scotland; it's also resurgent.

We now have over 130 breweries spread across the mainland and islands of Scotland.

It's a growth industry, and we want to grow it further – in terms of turnover, jobs, exports, reputation and the overall contribution it makes to Scotland's economy. But like any growth industry, it needs nurturing.

That's what this strategy is all about.

## The challenges

For all of its ambition and vibrancy, the brewing industry, and its supply chain in Scotland faces numerous challenges:

- Skills gaps in business management, logistics, cellaring and selling beer have been highlighted. Risk of visa rules and Brexit exacerbating existing skills shortages could also restrict valuable knowledge exchange from other brewing nations.
- Additional post-Brexit uncertainties around agricultural policy, access to materials and export trade deals.
- Geographic and scale related constraints on businesses' growth such as access to infrastructure, and challenges around logistics, recruitment and retention of staff, especially for rural and island breweries.
- Beer's image within certain consumer groups and the need to enthuse new consumers about beer.
- Environmental challenges around climate change, packaging and access to raw materials including the challenges (and opportunities) around the Deposit Return Scheme in Scotland, and possibility of schemes in England & Wales.
- Other regulatory issues could limit our growth prospects if not developed in partnership with industry, including:
  - Outdated arrangements for collecting excise duty on beer.
  - Possible restrictions on alcohol marketing and sponsorship.
  - The impact of business rates on the hospitality sector, a key route to market for beer.

Draught beer has a special place in the UK. It's a unique way of delivering fresh product, using reusable containers with no packaging waste. Pubs bring social and community benefits. So, our tradition of draught beer links well to consumer trends – a real growth opportunity.



Breweries alone sustain over  
**8,500 jobs**  
in Scotland and £571m of GVA



The beer and pub trade in Scotland employs over  
**51,000 people**  
directly



Overall beer and pub activity generates  
**£1.66bn of GVA**  
(gross value added) across Scotland

# The 2030 recommendations

This strategy outlines 16 recommendations that will take the industry successfully into 2030; they reflect the framework outlined in the food and drink sector's Ambition 2030 strategy:

- Building our capabilities in terms of people & skills, innovation and supply chain
- Developing our markets and the brand of Scottish brewing

All the recommendations link to one or more of our five key values of quality, sustainability, responsibility, engagement and collaboration. All of them will help to unlock growth for individual businesses and the industry as a whole.

## ABBREVIATIONS

IBH	International Barley Hub
IBiolC	Industrial Biotechnology Innovation Centre
ILG	Industry Leadership Group
SAOS	Scottish Agricultural Organisation Society
SBPA	Scottish Beer & Pub Association
SDI	Scottish Development International
SE	Scottish Enterprise
SEFARI	Scottish Environment, Food and Agriculture Research Institutes
SFD	Scotland Food & Drink
STA	Scottish Tourism Alliance
SDS	Skills Development Scotland
TBAS	The Brewers Association of Scotland
UKMD	UK Market Development
ZWS	Zero Waste Scotland

## 1 Set up an Industry Leadership Group to drive progress and ambitions SFD

## 2 Create an information hub to put every brewing business in the loop TBAS

## 3 Promote brewing as a career with prospects and have multiple entry points

- Promote brewing careers to schools and colleges, career switchers and returners *Industry, SDS*
- Ensure apprenticeships / training are available across Scotland and via different delivery platforms *SDS, Industry*
- Generate internships, placements, MSc and PhD projects *Industry*

## 4 Fill current and future skills gaps and upskill the industry

- Create a programme with tourism sector to upskill staff to market and upsell more Scottish beer *SFD, STA*
- Pinpoint skills gaps affecting growth and identify possible solutions *SDS*

## 5 Strengthen management and financial skills in the industry

- Set up a mentoring scheme for brewing businesses *TBAS, SE*
- Map provision of relevant leadership & management training and fill gaps *SFD People & Skills Board*
- Create a programme to strengthen management and financial skills in the industry *SFD People & Skills Board*
- Incorporate business and financial skills in brewing education and training *Education providers, SDS, Industry*

## 6 Improve collaboration end-to-end and between producers

- Review speciality malt supply to brewers of all sizes, from micro to large *SFD Supply Chain Board, SAOS, IBH*
- Support the industry to explore collaborative sourcing and distribution solutions *SAOS*

## 7 Promote projects to optimise resource efficiency and use of co-products ZWS, IBiolC

## 8 Improve keg management to reduce costs and increase resource efficiency ZWS

## 9 Review the technical dispense system and infrastructure ILG

## 10 Back the brewing sector with innovation support and relevant R&D

- Facilitate access to innovation support through signposting and connecting *Make Innovation Happen, TBAS, SFD*
- Support the sector to attend relevant international events to gain insights into new trends and knowledge *SFD Export Board*

## 11 Use research to help Scottish brewers differentiate their beer and compete globally

- Support research on whether Scottish ingredients can deliver nutritional / environmental benefits *SEFARI, Interface*
- Support research into which production processes optimise the nutritional content of beer *SFD, Interface*

## 12 Share and feed into research to ensure security of raw materials

- Ensure access to relevant research on climate change and novel or improved raw materials *SEFARI, industry, IBH, TBAS*
- Enable evidence-based discussion and policy-making around emerging technologies *SEFARI, Interface*

## 13 Build the reputation and hone the USPs of Scottish beer

- Provide support and funding for more breweries to achieve recognised quality standards *SFD UKMD Board*
- Conduct a study into the pros and cons of a 'Brewed in Scotland' badge *ILG*
- Link with tourism and hospitality sectors to get our brewing 'story' out there *TBAS, STA*

## 14 Help Scottish brewers reach new markets, customers and consumers

- Provide more market intelligence helping Scottish brewers understand market opportunities *SFD Export Board, ILG, SBPA*
- Offer practical guidance to producers on issues around exports and selling to rUK *SFD Export Board*
- Look at mechanisms for ensuring Scottish beer is sold at festivals, events, sports venues *STA, Industry*

## 15 Influence public and stakeholder perceptions of Scottish beer ILG

## 16 Develop policy and regulation that make Scotland a great place to brew and buy beer

- Do a root-and-branch review of Beer Duty *UK and Scottish Govts*
- Design a successor to the Food Processing, Marketing and Cooperation (FPMC) Scheme *Scottish Govt*



## General

### 1 Set up an Industry Leadership Group to drive progress and ambition

We've seen from other industries that having an Industry Leadership Group (ILG) drives ambition, collaboration and growth. We believe this will work in brewing too.

With representatives from the entire supply chain and also stakeholders, the ILG would lead implementation of this strategy and monitor progress, always looking to drive quality, sustainability, responsibility, engagement and collaboration; always looking to drive inclusive, profitable growth. Its structure and activity should seek to maximise its collective impact and minimise duplication of effort.

Responsible: Scotland Food & Drink (SFD)

### 2 Create an information hub to put every brewing business in the loop

There's plenty of support available in Scotland to build businesses' capabilities – such as grants for training, or export support, relevant R&D and innovation, and enterprise agencies' account management support. But businesses don't always know about it.

To address this, we want to create an information resource for brewing businesses on funding, finance, exports, regulation and compliance, accreditation, and any new measures introduced through this 2030 strategy.

Responsible: The Brewers Association of Scotland (TBAS)





## People & Skills

### People & skills: our goals for 2030

In 2030, Scottish brewing will be an industry that excites people. Successful. Valued. Dynamic. And fun. There'll be multiple entry points, from apprenticeships to degrees, with Scotland known worldwide as a place to learn brewing. Our workforce will be diverse, and businesses across Scotland will find great staff for all roles. Businesses – even small ones – will develop people too. They'll train not only accomplished brewers but people who can sell beer and manage growth. And through these things, everyone from our maltsters to our customers will be proud to make, sell and drink Scottish beer.

### 3 Promote brewing as a career with prospects and have multiple entry points

Not only do we want 17-year-olds saying they want a career in brewing, we want their parents proud to hear it.

There's already excellent work promoting careers in brewing, including at the International Centre for Brewing and Distilling at Heriot-Watt University and through the Modern Apprenticeship launched in 2018. But there's more we can do. We will promote the industry to schools and colleges, career switchers and returners through case studies, ambassadors and materials showing diverse career paths and opportunities, and also the skills required.

Responsible: Industry, Skills Development Scotland (SDS)

We must ensure industry-relevant apprenticeships and training are available across both rural and urban Scotland and via different delivery platforms, such as part-time or online. SDS should map existing provision, and industry should support take-up of training. Responsible: SDS, industry

Also important for attracting talent is for industry to step up its engagement with universities, colleges, Entrepreneurial Scotland, Interface and others to generate brewing-related internships, placements and MSc and PhD projects for students in relevant disciplines. Responsible: industry

### 4 Fill current and future skills gaps and upskill the industry

There are training sources and grants in place to upskill the industry, but we should add to them.



Having more people in tourism and hospitality who know how to market, upsell and serve Scottish beer is key to brewing growth. The Food Tourism Action Plan has recommendations for workforce development in food tourism, and we will link to these, creating a programme to upskill hospitality staff to provide the highest-quality beer experience at pubs, hotels, restaurants and events. Responsible: SFD, Scottish Tourism Alliance (STA)

The industry will benefit from a study to pinpoint skills gaps affecting productivity and growth – from the shortage of brewery technicians and logistics specialists to future needs for technology expertise. The study should cater for businesses of all sizes and explore diverse solutions such as CPD, work permits, or greater take-up of accreditation. Responsible: SDS

### 5 Strengthen management and financial skills in the industry

Scottish brewing has some brilliant entrepreneurs and innovators, but we want more people in the industry to hone their commercial and management skills and get investment-ready.

A good starting point is a mentoring scheme for brewing businesses, which could be extended to, or part of, a wider scheme for food and drink businesses. Responsible: TBAS, Scottish Enterprise (SE)

Secondly, we want to map what businesses can access in the way of management and business training that's directly relevant to the brewing industry and their own needs, and suggest gaps that need to be filled. Uptake should be promoted through case studies, signposting and grants. Responsible: SFD People & Skills Board

We should also create a programme to strengthen management and financial skills in the industry. This could include encouraging the uptake of solutions like contracting-out and using 'FDs for hire' arrangements, support from non-execs, pooling of skills and job sharing across businesses, and better use of routes such as Scottish EDGE and Lending Crowd to raise finance. Responsible: SFD People & Skills Board

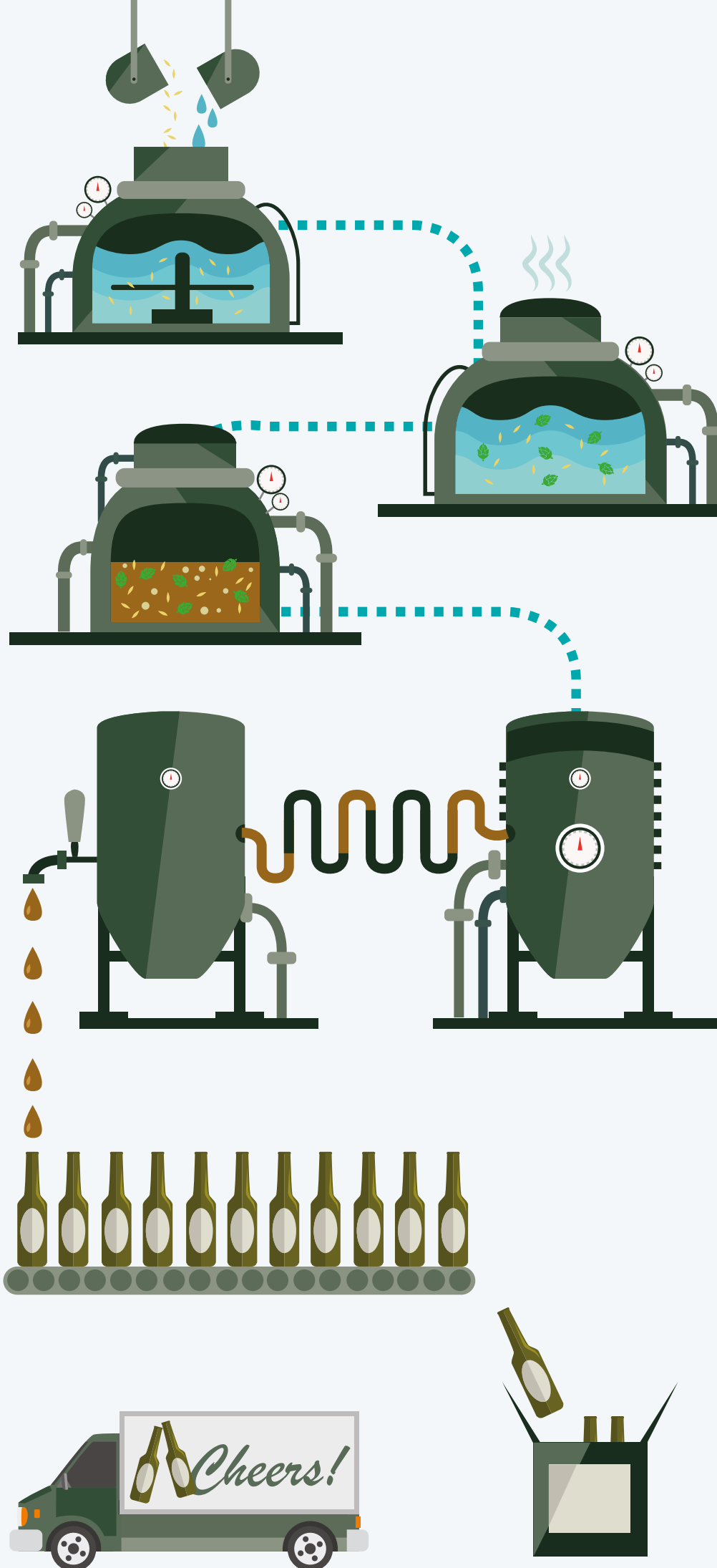
Brewing-related degrees, training programmes and apprenticeships should incorporate teaching on business management and finance. Responsible: universities, colleges and other education providers, SDS, industry



# Supply Chain

## What does supply chain success look like in 2030?

From grain to glass, Scotland's brewing supply chain will be resilient, secure and equitable. Businesses will look to reduce their environmental footprint, and they'll be adaptive to climate change. Brewers nationwide will have reliable, affordable access to raw materials – Scottish-sourced, if that's what they want. All along the chain – growing, malting, brewing, packaging, distributing – businesses will be scaleable, with access to infrastructure and expertise that support quality and growth. And they'll collaborate for the success of the sector, coming together to deliver superb beer at prices and margins that work for suppliers, businesses and consumers alike.



### 6 Improve collaboration end-to-end and between producers

By creating economies of scale and helping optimise every stage of the supply chain, collaboration will build resilience and profitability across the industry.

Firstly, we should undertake a review of speciality malt supply to brewers of all sizes, from micro-breweries to large businesses, including in the Highlands and Islands.

The review should recommend ways to improve flexibility, availability and cost efficiency. Other industries could perhaps offer useful lessons or possible collaboration partners.

Responsible: SFD Supply Chain Board, SAOS, International Barley Hub (IBH)

Secondly, a creative, collaborative approach to purchasing and distribution is needed – aiming to remove duplication, introduce new routes to market, and help businesses manage risk and cashflow better. Solutions could include:

- Setting up local sourcing and supply partnerships or cooperative purchasing group schemes; or looking at possible models from other industries for the use of pooled assets and services. Responsible: SAOS
- A project supporting the industry to explore primary and secondary distribution solutions such as shared loads, local distribution hubs, or buffering of items.

Responsible: SAOS

### 7 Promote projects to optimise resource efficiency and use of co-products

We will promote projects looking for opportunities along the supply chain for resource-efficient use of co-products and waste reduction, and translate it into guidance for Scottish businesses of all sizes. This should develop earlier work such as Zero Waste Scotland's Circular Economy Sector Study on Beer, Whisky and Fish.

The benefits would be financial and reputational as well as environmental. Responsible: Zero Waste Scotland (ZWS), Industrial Biotechnology Innovation Centre (IBIoC)

### 8 Improve keg management to reduce costs and increase resource efficiency

Keg and cask management can be costly and logistically challenging for brewers, and lead to beer supply issues when empty containers are lost, stolen or not returned quickly to the brewery. There would be significant resource efficiency and financial benefits from managing this better.

We should set up a study of the options, looking at shifting some financial responsibility to users through, for example, keg deposit schemes. The study should take the BBPA's RAMP initiatives as a starting point but tailor them for Scotland and update them to encompass current technology options. Responsible: ZWS

### 9 Review the technical dispense system and infrastructure

Beer dispense equipment in the on-trade is a key part of the supply chain, and affects quality, food safety and 'cost to serve'. Current accepted practice in the UK is for the cost of equipment installation and maintenance to be met by the brewers whose beer is pouring from the tap.

We should review the systems in other countries, and consider whether and how to shift responsibility for cellar infrastructure and technical dispense from brewers to bar owners.

A review would also be an opportunity to introduce best practice for dispense hygiene across Scotland. Responsible: Industry Leadership Group (ILG)



# Innovation

## Innovation: our vision for 2030

To compete in a market that's ever-changing, we need an agile culture where it's routine for businesses to innovate, routine for academics and government to support them, and routine to share knowledge. We already have some great innovators in our industry – small businesses especially. But with the entire sector embracing innovative thinking, we can generate better ways of doing things, and our businesses will grow through gains in profit, efficiency, quality, resilience, social responsibility and future-proofing – ready to thrive in an ever-shifting world.

## WHAT DO WE MEAN BY INNOVATION?

**New product development and innovative marketing approaches, certainly, but more than that:**

- Different approaches to how we use raw materials – or which raw materials we use – to address climate change, scarcity of resources, or reputation
- Improved processes / equipment to boost efficiency or profitability
- New routes to market or use of data
- Different business models or approaches to raising finance
- Adapting how we package or distribute our products

**'Innovative' doesn't necessarily mean 'brand new'; it could mean translating an approach from another industry and using it to create value for Scottish brewing.**

## 10 Back the brewing industry with innovation support and relevant R&D

We have a strong research base for brewing businesses to draw upon, and good innovation support from enterprise agencies. But we can do more to encourage more brewing businesses to access relevant R&D and innovation opportunities.

Enterprise agencies and industry bodies can build on their existing work to facilitate innovation and signpost support, including: ensuring that Make Innovation Happen reflects brewing's needs and brewers make best use of the service; promoting case studies; and facilitating businesses' interaction with researchers and innovation organisations such as SEFARI, Interface and Knowledge Transfer Networks.

Responsible: Make Innovation Happen, TBAS, SFD



Insights and knowledge exchange will fuel innovation, and there should be practical support for the Scottish brewing sector to attend international events such as the European Brewing Convention, World Brewing Congress, US Craft Brewers events, or Institute of Brewing & Distilling events, to gain insights into new trends and new knowledge from around the world. Responsible: SFD Export Board

## 11 Use research to help Scottish brewers differentiate their beer and compete globally

There's potential for commercially-relevant R&D to support reputational and sales growth. We will facilitate such research and ensure knowledge is shared industry-wide.

Firstly, we will support research to determine whether Scotland's raw materials and natural resources – including water, soil and malt – can deliver nutritional and environmental benefits. This could strengthen our marketing story and help differentiate Scottish beer. Responsible: Scottish Environment, Food and Agriculture Research Institutes (SEFARI), Interface

Secondly, we will support research into which production processes optimise the nutritional content of beer, and how this could be applied in Scottish brewing.

Responsible: SFD, Interface

## 12 Share and feed into research to ensure security of raw materials

Climate change and other environmental and agronomic factors could threaten security of supplies. The Scottish brewing industry needs ready access to relevant research on seed stock, yeast, water quality and water management to prepare for the conditions we may face in future. We recommend the industry engages actively with researchers to influence future research in this area. Responsible: SEFARI, TBAS, Industry, IBH

Secondly, planning for long-term security of supply of raw materials for Scottish brewing must encompass evidence-based discussion and policy around the use of emerging technologies. Discussion should take place in the wider context of food and drink production in Scotland. Responsible: SEFARI, Interface



## Market Development, Brand and Reputation

### Market development: our vision for 2030

A couple walk into a bar. Fresh from a brewery tour, they're keen to try local beers – not just the Scottish beers they know in the States, but less familiar ones. The bar staff come up trumps, taking them through a range of beers and telling them what food they go with. Other customers chip in as well – they too know their Scottish beer. Months later, the couple are still extolling the joys of Scottish brewing to anyone who'll listen. If we have our marketing right in 2030, this is where we'll be. Whether they're making it, selling it, or telling their friends about it, our brewers, bartenders, retailers and consumers will be champions of Scottish beer.

### 13 Build the reputation and hone the USPs of Scottish beer

To grow the value and reputation of our brewing industry, we must make sure Scottish beer is synonymous with great beer.

And distinctive too. Quality and provenance offer opportunities to differentiate, and our water is a powerful USP.

Our USPs should be built firmly on market intelligence and insights (see Recommendation 14), and we should look for potential for tailored campaigns for specific markets.

Firstly, we will provide support and funding for more breweries to achieve recognised quality standards. This will boost the reputation of Scottish beer with buyers at home and abroad, and create new sales opportunities. **Responsible: SFD UKMD Board**

Secondly, we will conduct a study into the pros and cons of a 'Brewed in Scotland' badge, and try to build a business case for it – looking at the options for B2B and/or consumer-focused badges, which should be credible and affordable, and don't reinvent the wheel. **Responsible: ILG**

Thirdly, there are brilliant stories to tell around Scottish brewing, and we should do more on this. This includes finding a home for the Scottish Brewing Archive, and working with the tourism and hospitality sectors to create stories and activity around provenance,



heritage, beer maps, tours, beer and food pairing, and beer's place in a healthy lifestyle. Progress will come from sustained work on this, not a one-off exercise.

**Responsible: TBAS, STA**

### 14 Help Scottish brewers reach new markets, customers and consumers

Brewers need more market intelligence and insights on opportunities in home and key export markets – geographic and demographic, e-commerce, and touchpoints for new consumers. **Responsible: SFD Export Board, ILG, Scottish Beer & Pub Association (SBPA)**

Secondly, the industry will benefit from practical assistance on issues around selling beer to key export markets and the rest of the UK, such as movement guarantees, duty, packaging and labelling. Industries such as dairy could provide models for providing businesses with access to practical export support. **Responsible: SFD Export Board**

Festivals, events and sports venues or pop-ups ('third space' channels) have great potential to fuel growth. We will look at how other countries support their producers to access this space, and devise workable mechanisms for ensuring Scottish beer is sold at Scottish events. **Responsible: STA, industry**

### 15 Influence public and stakeholder perceptions of Scottish beer

Whisky wins accolades for its value as an iconic Scottish industry; beer less so. Yet brewing uses broadly the same natural resources, and has great potential to create jobs and growth in urban and rural areas.

We should be better at getting our story heard by policymakers, media, customers and consumers, learning from other countries like Belgium and Germany. In particular, we need policymakers to understand the industry's growth potential, challenges and trends, and beer's role in a responsible food and drink culture.

To do this, the industry must speak with a stronger, unified voice at both local and national level. The Industry Leadership Group will lead round-table dialogue with relevant industry bodies to ensure we engage more coherently and effectively with policymakers and other stakeholders. **Responsible: ILG to coordinate with industry bodies**



## Regulation and Policy

### What sort of regulatory / business environment do we want in 2030?

Wish lists for legislation are dangerous things, and one person's progressive law-making is another's blow to business. But specifics apart, brewing needs a landscape in 2030 where:

- Policy and regulatory decisions are evidence-based
- The policy approach is enabling - allowing for growth and innovation while still protecting workers and consumers
- The business environment allows small and large companies to thrive
- Post-Brexit arrangements - from trade deals to visas to packaging regulations - are conducive to responsible growth



Approximate cost breakdown for UK brewers of a pint of beer

### 16 Develop policy and regulation that make Scotland a great place to brew and buy beer

Growth to 2030 requires a supportive regulatory and policy environment, which reflects brewing's positive economic and social impacts, including rural job creation and export growth.

Recommendation 15 will address this, and help get brewing's voice heard in discussions from public health to rural affairs to post-Brexit trade arrangements. But in the short term, there are two specific regulatory points to address.

Firstly, Beer Duty in the UK is high - the third highest in Europe, and around 10 times that levied in Germany, for example. In addition, the current 'cliff-edge' arrangements for Small Brewers Duty Relief actively discourage small brewers from growing.

We propose a root-and-branch review of Beer Duty, looking across arrangements in other countries comparable with Scotland and recognising that the requirement to generate tax revenue for governments should not create disincentives for growing the economic value of this important industry. **Responsible: UK and Scottish Govts**

Secondly, ambitious food and drink businesses in Scotland need a post-Brexit successor to the Food Processing, Marketing and Cooperation (FPMC) Scheme (which provides funding for businesses to develop new or improve existing facilities). The design of any scheme must consider the needs of Scottish brewing, and its potential for growth.

**Responsible: Scottish Govt**





# What next?

In defining our ambitions for 2030 and the steps needed to unlock growth, we've gathered together our barley, hops, yeast and fine Scottish water. Now the brewing process begins.

The proposed Industry Leadership Group can oversee the process, measuring progress and keeping up momentum. But to reach our ambition to be a billion pound industry by 2030 is going to take a wider collective effort.

From the big names of Scottish brewing and the rising stars, to micro-breweries urban or rural, to stakeholders in the public sector, to anyone else involved in making, regulating, marketing, delivering or selling Scottish beer - you all have a role in turning these recommendations into reality. We know what we want to achieve by 2030. Not just a profitable and sustainable billion pound industry, but jobs, pride and excitement.

The understanding that Scottish beer can be part of a healthy, responsible lifestyle. And a renewed reputation as one of the brewing nations.

So, let's raise a glass to 2030 and our brewing success. And let's make it happen. Slàinte!



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SIBA - The Society of Independent Brewers	
TBAS - The Brewers' Association of Scotland	
Zero Waste Scotland	

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