



Strategic Plan 2018-2022

Version 6.0

Version history

Version	Date	Notes
1.0	June 2017	First draft for NE discussion. Produced by SST using Revitalisation Project impact assessments and following review of original RP proposals
2.0	Sept. 2017	Second draft for NE approval following discussion with key committees and feedback on version 1.0
3.0	Nov. 2017	Final draft for NE approval following further NE feedback
4.0	4 Dec 17	Revised draft for NE approval
5.0	5 Dec 17	Further revision, incorporating NE comments
6.0	13 Dec 17	Final changes

Introduction

CAMRA's strategic plan provides over-arching direction for our activities at all levels of the Campaign; locally, regionally and nationally. It defines what we want to achieve over the next five years, without restricting our ability to respond to new threats and opportunities as they arise.

The strategic plan is based upon the proposals from CAMRA's Revitalisation Project and the subsequent impact assessments that followed, including discussions at the 2017 Members' Weekend.

What Makes CAMRA Unique

- CAMRA's decision making process is wholly independent of any commercial companies or other organisations
- We are a not-for-profit company and all proceeds from our commercial activities are directed towards the achievement of our campaigning objectives
- We are consumers. We have no commercial interests in pub or brewery ownership or management
- We are not connected with any political party

The Problem that CAMRA has to address

- Despite previous campaigning successes and a massive proliferation of breweries and numbers of pubs serving real ale, external economic threats and pub closures continue to threaten the availability of high quality real ale, cider and perry.

Industry positioning

- Championing the production, availability and consumption of real ale, cider and perry
- Acting as the voice and representative of all pub-goers and drinkers of beer, cider and perry
- Ensuring where possible that producers and retailers of beer, cider and perry act in the best interests of the consumer
- Forming partnerships and alliances with those organisations whose aims and objectives align with those of the Campaign.

Vision

To have quality real ale, cider and perry and thriving pubs in every community

Mission

To promote and advocate:

- the production, availability and consumption of quality real ale, cider and perry
- pubs and clubs as social centres and part of the UK's cultural heritage
- the benefits of responsible social drinking

Values

To help us achieve our goals we will continue adopt the following core values in all our activities:

- Enthusiastic
- Independent
- Knowledgeable
- Passionate
- Principled

The following additional values (behaviours) were identified within the Revitalisation Project as being appropriate to the way CAMRA should operate:

- Welcoming
- Inclusive,
- Diverse
- Sociable
- Fun

Further work will need to be undertaken to review, streamline and then embed these values into CAMRA's way of working

CAMRA's Core Objectives

CAMRA will pursue six core objectives in seeking to achieve its Vision and fulfil its Mission:

1. Secure the long-term future of real ale, real cider and real perry by increasing their quality, availability and popularity
2. Promote and protect pubs and clubs as social centres and part of the UK's cultural heritage
3. Increase recognition of the benefits of moderate social drinking
4. Play a leading role in the provision of information, education and training to all those with an interest in beer, cider and perry of any type
5. Develop products and services which promote the Campaign as widely as possible, grow and diversify the membership and activist base, and generate campaigning funds
6. Develop and maintain the necessary governance, structure, capabilities and financial resources to deliver CAMRA's objectives

In the remainder of this plan each corporate objective is described in terms of strategic objectives specific to the period 2018-2022, how these objectives will be achieved and how success will be measured.

Individual Corporate Objectives

1. Secure the long-term future of real ale, real cider and real perry by increasing their quality, availability and popularity

Strategic objectives

- Promote choice, quality and fair prices for real ale, real cider and real perry
- Increase knowledge and appreciation of the quality of beer, cider and perry
- Lobby for a tax regime that favours drinking of beer, cider and perry on licensed premises, and which sees the existing 50% duty reduction for low-strength beers extended to those of 3.5% ABV or less
- Encourage more people to drink real ale, real cider and real perry

Key activities

Real ale

- A generic promotional campaign to encourage more people to try real ale, understand how it differs from other types of beer, and explore the variety of styles available
- Provision of beer-related information, educational activities and training opportunities to members
- Provision of beer-related information to the public and those working in the beer and pub sector.
- Running beer festivals and other events across the UK to introduce people to a wider range of quality real ale. (See Commercial activities)
- Campaigning activity to secure a long term freeze in beer duty, or better.
- Secure reforms to small breweries relief to maintain the growth in breweries and to support investment.
- Work in partnership to increase the number of pubs and other licensed premises that stock real ale, whether in draught or packaged format, and encourage expansion and diversification of beer ranges offered by premises, where feasible.
- Work with the industry to improve the quality and diversity of real ale on sale in the on-trade.
- Develop a mailing list of non-member beer drinkers so that we both promote real ale to them and engage them in campaign actions.
- Act as a voice for all beer drinkers
- Pursue the forging of strong and effective links with other stakeholders, including brewers, licensees, pub owners, national and local government, professional bodies and amenity groups
- Review whether beer marketed as real ale meets CAMRA's definition

Cider and Perry

- Produce a strategy for real cider and perry campaigning

- Promote and campaign for real cider and perry
- Introducing people to real cider and perry at beer festivals
- Providing information and educational material on real cider and perry

Measures of success

Real ale

- The stabilisation of UK beer sales through on-sales outlets
- An increase in real ale's market share of UK draught beer sales
- An Increase in the proportion of UK adults who drink real ale
- An increase in the number of licensed premises stocking real ale
- An increase in the quality of beer as assessed by Cask Marque's Beer Quality report, or through a CAMRA accreditation scheme.

Cider and Perry

- Implementation of a real cider and perry campaigning strategy
- Increased awareness of real cider and perry among members and public
- Increased consumption of the 'real' types of cider and perry by drinkers
- An increase in the number of licensed premises stocking real cider and perry

2. Promote and protect pubs and clubs as social centres and part of the UK's cultural heritage

Strategic Objectives

- Encourage use of the planning system to prevent the loss of viable and valued pubs
- Lobby for a tax regime that favours drinking of beer, cider and perry on licensed premises
- Promote pubs and clubs as places to enjoy the benefits of moderate social drinking and other social activities

Key activities

- Campaign activity in Wales, Scotland and Northern Ireland to ensure any conversion of a pub to another use requires a full planning application.
- Campaign activity to encourage Councils to adopt local planning policies that protect pubs and clubs.
- Provision of support to campaigners opposing planning applications involving the loss of a valued pub or club.
- Monitor and evaluate the success of the Pubs Code in England and Wales and campaign for any necessary changes. Campaign for action in support of tenants in Scotland.

- Run award schemes to recognise and promote the best pubs, spreading best practice and sharing CAMRA's Vision for Pubs.
- Deliver publicity to encourage pub going (including social media initiatives).
- Develop WhatPub!, Good Beer Guide and other publications to help people to find a pub which meets their needs, as part of a wider digital communications strategy
- Improve our targeting of non-member pub and club supporters so that we can increase the number of people taking part in campaign actions.
- Review CAMRA's relationship with the off-trade and develop an engagement strategy.
- Pursue the forging of strong and effective links with other stakeholders, including licensees, pub owners, national and local government, professional bodies and amenity groups
- Research and, if appropriate, establish an accreditation scheme for all pubs consistently selling well-kept real ales

Measures of success

- A fall in the rate of pub and club closures
- Growth in the economic value of the pub sector
- An increase in pub going among the public
- A stabilisation in the on-trade's market share of UK beer sales
- Increase in new pub openings and re-openings.

3. Increase recognition of the benefits of moderate social drinking

Strategic objectives

- Promote pubs and clubs as places to enjoy the benefits of moderate social drinking and other social activities

Key activities

- Produce reports and research to evidence the view that pub-going is positive for people's overall health and wellbeing.
- Challenge inaccurate statements which amplify the negatives and diminish the positives of moderate alcohol consumption in pubs.
- Communicate research evidencing the unique health benefits of moderate beer consumption

Measures of success

- An increase in the proportion of the public that believe moderate beer consumption can be part of a healthy lifestyle

4. Play a leading role in the provision of information, education and training to all those with an interest in beer, cider and perry of any type

Strategic objectives

- Increase knowledge and appreciation of the quality of beer, cider and perry.

Key activities

- Provision of information for members through member communications, information resources, publications and local branch meetings/ activities
- Member training delivered in house and by partner organizations

- Provision of information for the trade
- Provision of information for the general public
- Development of a strategy for enhancing the provision of information about beer, cider and perry to customers at CAMRA festivals

Measures of success

- Improved perception of CAMRA by public as well as industry stakeholders
- An increase in membership recruitment and retention
- An increase in beer festival attendance

5. Develop products and services which promote the Campaign as widely as possible, grow and diversify the membership and activist base and generate campaigning funds

Strategic objectives

- Have a relevant membership proposition in-place to recruit and retain members
- Run festivals and events which attract customers to generate income and fulfil campaigning objectives
- Be the go-to place for information on beer and pubs and monetise our knowledge and intellectual property through content curation and the production of publications
- Increase average surplus per member
 - More members attending festivals
 - More members buying CAMRA owned content
 - More members buying products and services

Key activities

Membership

- Redefine the membership proposition and create knowledge as one of the core pillars of the membership proposition
- Develop the capability to:
 - understand more about our members and enable them to access the products and services that we offer

- develop engagement with non-members to encourage future membership recruitment and campaigning activism
- Develop partnerships to underpin the wider features of the membership proposition
- Create a proposition, process and fit-for-purpose warehouse technology for ongoing cross-channel data capture of discerning beer drinkers and the associated technology to leverage the data captured

Festival surplus/reach

- Through partnerships, widen CAMRAs reach beyond the CAMRA cohort by extending our real ale offer to other events and non-beer festivals
- Develop CAMRA's festivals proposition (national and local)
- Encourage use of the central ticketing system
- Grow the national festival portfolio to increase our reach
- Develop core collateral to create a thirst for knowledge at festivals and event

Trading surplus

- Establish a digital capability as the go-to place for information, showcasing our expertise and helping members and non-members to grow their knowledge
- Develop publications operating model which returns a surplus
- Create a strong portfolio of CAMRA and non-CAMRA books for sale
- Outsource the warehousing, creation and fulfilment of CAMRA merchandise

Measures of success

- Increased average surplus per membership
- Increased festival attendance
- Increased recruitment and sales from non-beer festivals
- Increased surplus from the trading arm
- Increase in membership volume

6. Develop and maintain the necessary governance, structure, capabilities and financial resources to deliver CAMRA's objectives

Strategic objectives

Governance & Structure

- To have an operational structure which meets campaigning, commercial and operational objectives
- To have a governance model and committee structure which ensures efficient and effective decision making
- Ensure that CAMRA's General Meetings and Conferences remain open, inclusive and democratic

Active Membership

- Encourage all members to be active, engaged in CAMRA activities and involved in decision-making, and the planning of campaigning and commercial activities.
- Develop the succession of new members through more senior roles at branch, regional and national level.

Professional staff

- Develop members of the professional staff so that they are fully equipped to undertake their roles
- Develop and increase the knowledge of all staff in beer, cider, perry, pubs/clubs and associated industry developments

Values

- Embed CAMRA's values across all aspects of the Campaign and in the behaviours of all our members

Financial

- Maintain the financial stability of the organisation in order to sustain growth in CAMRA's reach, influence and campaigning influence

Key activities

Governance & Structure

- Design and implement a revised operating structure for CAMRA covering professional staff operations, regions and branches
- Design and implement a revised governance and committee structure.

Active Membership

- Develop materials and resources to support branches in delivering interesting and informative activities to members:
- Enable and encourage all members to actively pursue the promotion of beer quality in all on-trade venues. Provide access to tools and educational material to support wider engagement with beer scoring, pub surveys and informed discussion and challenge with publicans and brewers.
- Identify and promote best practice behaviours that will embrace the new values at branch level:
- Ensure members are equipped with the skills and training to fulfil key roles through the organisation.
- As part of the structure & governance review, define and implement measures to create more movement and succession (e.g. terms limits, focusing of branch activities, and reduction in branch roles required).

Professional staff

- Maintain a rolling programme of staff education, knowledge, training and development

- Re-assessment against the new Investors in People Standard v6
- Undertake staff surveys and act on their results

Values

- Review proposed CAMRA values and embed them throughout the Campaign
- Provide support, education and training to enable active members to embody CAMRA's values and behaviours.

Financial

- Develop and maintain up-to-date a robust five year financial plan that builds reserves to the level specified by CAMRA's Reserves policy.
- Improve the organisation's ability to plan and forecast income and expenditure effectively at national level, and develop robust financial planning and forecasting at branch level.

Measures of success

Governance & Structure

- More members participate in decision making about CAMRA's purpose and direction
- CAMRA's decision-making becomes more efficient and effective
- Professional staff are empowered, and their responsibilities clearly defined.

Active Membership

- Increased attendance at local events and meetings.
- Increased participation in beer scoring, pub surveys (and discussions with local venues regarding quality experiences for customers).
- Reduction in branch, regional and national vacancies.
- Appropriate increase in rotation of members through roles at all levels.

Professional staff

- More valued, better informed and better able to undertake their roles and to support the Campaign (measured through the staff survey and through Investors In People re-accreditation)

Financial

- Stable financial position with sufficient annual income to fund campaigning and to support expenditure and sustainable investment in the future.
- An efficient organisation with an increased ratio of campaign-spend to operating costs.
- Sufficient reserves to meet the requirements of CAMRA's Reserves policy to maintain activity and liquidity in the event of financial shocks.

Monitoring and evaluation of progress against the Strategic Plan

The vision, mission and strategic objectives set CAMRA's direction for the next five years. However it is realised that the environment in which CAMRA operates is complex and can change. Consequently strategic objectives will be reviewed at least every two years to

ensure that they remain relevant. They will be refined and updated if need be, subject to consultation with our members, branches, committees, advisory and working groups and staff

Campaigning activities to deliver these objectives will be developed and fine-tuned every year and translated into annual business plans.

Updated versions of the strategic plan will be published as key objectives are met, updated or replaced with others during the life of the plan. These will be published on CAMRA's website and in Branch mail-outs and summarised in What's Brewing to keep members informed. What's Brewing will continue to feature regular updates on key strategic goals.

The National Executive will review performance quarterly using the Balanced Scorecard, adopted in 2013.