



**CAMPAIGN
FOR
REAL ALE**

CAMRA 2012

**A Strategic Campaigning Framework
2008-2012**

**Real Ale
Community Pubs
Responsible Drinkers' Rights**

Version 1.0 April 2008

Acknowledgements

This plan has been prepared by CAMRA's Strategy Planning Group.

Mike Benner and Paula Waters would like to thank Louise Ashworth, Bob Jones, Paul Ainsworth, Steve Williams and Andy Beaton for their work during the planning process. Additional thanks go to CAMRA's Lead Committees, Advisory and Task Groups and the CAMRA Branch members who gave their views on early drafts of the plan.

Your Views

Strategy Planning Group welcomes your views on this Strategic Framework and your ideas on how it can be improved. Write to Mike Benner, Chief Executive at HQ, or call him on DD: 01727 798441. Mobile: 07971 591224. E-mail: mike.benner@camra.org.uk

Communication and Presentation of the plan

A key feature of this plan is its flexibility and the need for our priorities to change or be adjusted as necessary. Too many organisations set medium-term plans, spend thousands on their presentation and then find themselves stuck with an inflexible plan.

We will not spend our campaigning funds unnecessarily, hence the simple and concise presentation of this plan.

Updated versions of the plan will be issued during its life cycle and these will be made available at www.camra.org.uk/CAMRA2012 at all times. Here, you will also find full details and reports on the plans of our committees, advisory and task groups relating to the objectives herein. We will endeavour to keep you informed regularly of progress on these objectives through reports on the website and by other means. If you do not have internet access, contact the Administration Manager at HQ and we will provide you with the information you require.

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**CAMPAIGN
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Introduction

As always CAMRA has approached the whole issue of strategic and business planning in a different way. We've never been ones for following the herd, so why change now!

We are, first and foremost, a Campaign. But we are also an established and respected business with various income streams from membership subscriptions, books, beer festivals, merchandise and other commercial activities such as sponsorship of events and advertising.

Our planning process must therefore include a clear and challenging business plan to enable us to develop the funds required to finance our campaigns. That's why we have a business plan in place, but this document does not cover the organisational, structural, commercial and fundraising activities of CAMRA in any detail.

So, hopefully the fact that you won't have to look at any balance sheets, financial projections, flowcharts or analysis of our commercial position will convince you to read on! Because this document is about one thing: **campaigning**.

This is our second attempt at a campaigning strategy to take CAMRA forward. The first plan, introduced in 2003, was a major leap for us all and we have learned quite a bit from that pioneering effort.

However, that first plan was too complicated, not accessible enough and insufficiently communicated. We also failed to fully consult our volunteers in local branches, lead committees, task and advisory groups. Getting the balance right between doing too much consultation and getting bogged down, and doing too little resulting in parts of the Campaign ignoring the outcomes is a careful balancing act. I hope we have improved matters this time round and have presented you with a simpler, more focused strategy, which you, as a committed CAMRA member, can use to in your local campaigning activities.

The plan is not just about what CAMRA HQ staff, our National Executive and lead committees will do nationally. While it focuses on the activities of the national structure, it is essential to our success that the objectives of the plan are adopted by local branches and that they drive and inspire CAMRA campaigns at the local level. This is what will focus our resources and activities making us even more powerful and effective.

In middle age, CAMRA is an incredibly diverse and passionate organisation. These qualities make it a difficult beast to control at times and that is undoubtedly one of our strengths! However, our resources are limited. We only have so many volunteers, so many staff and so much cash available. A key factor of this plan is therefore to ensure that our restricted resources are focused on a limited number of important campaigns which are judged to be realistic and achievable within the life of the plan.

We have three strategic directions. Unsurprisingly, these focus on real ale, community pubs and consumer rights (I told you it was going to be simple!).

Under each strategic direction we set 'cornerstone objectives'. These are our priorities, where we will put the majority of our resources. To ensure no one feels too left out and to ensure our committees and working groups have the freedom to pursue other objectives, these are followed by operational objectives.

Each campaigning Lead Committee, Task and Advisory group will work to an operational action plan devised by members. These are working plans. Their contents will, in most cases, have a life of only a year or so, as it is impossible to plan detailed activities beyond that kind of period. They will be flexible and adaptable and will therefore be regularly reviewed by committees and the National Executive.

2008 brings new threats to our rights to enjoy drinking real ale responsibly in good well-run pubs as the 'new temperance movement', led mainly by health professionals and anti-alcohol lobbyists, gathers steam in its quest to reduce levels of alcohol consumption. We must not allow our enjoyment of and passion for real ale and pubs to be threatened by moves to deal with the tiny minority of irresponsible drinkers and those who cause disorder, through policies which adversely affect the enjoyment of the huge majority of responsible adults. Now is the time to demonstrate to decision makers that well-run community pubs are the solution to binge drinking and disorder, and not the problem.

I am delighted that CAMRA branches gave their views on the planning process and on our strategic objectives. Much of what you see here has been influenced by branches and by the excellent policy discussion group on the future of CAMRA's relationship with the brewing industry held at the 2007 National AGM & Members' Weekend. It was an inspiring session and its outcomes play a major part in our new strategy and in making sure we concentrate our activities on the things that matter most to our members.

Mike Benner
Chief Executive
March 2008

Chairman's Welcome

Fellow members,

Welcome to our second Campaigning Strategic Plan, CAMRA 2012.

As your National Chairman I spend a great deal of time talking to volunteers, less active members and people in the industry about what CAMRA is doing. Invariably the conversation usually turns to what people think we *should* be doing.

Rarely are two conversations the same and it is clear to me that many people don't understand what CAMRA represents or what it is campaigning for. It's not a surprising conclusion, if you consider that we are 37 years old and we are driven by enthusiasm and passion for great beer and great pubs. It means that we get involved in dozens of campaigning issues and the result is often confusion.

This strategic plan doesn't try to change that unnecessarily. It's important that CAMRA members feel that they can raise issues and campaign locally on things that matter to local drinkers and pub-goers, things that the NE or the staff at HQ may not be aware of.

What it does do is ensure that our resources at a national level, such as our dedicated HQ staff and our campaigning funds are targeted at a handful of strategic priorities which will drive CAMRA's main activities for the next few years. Through this approach we remain flexible, but we ensure that we can put the required level of resources into key campaigns rather than spreading them too thinly over too many issues.

Supported by our first commercial business plan, I will make sure that we have the structures, processes and resources in place to achieve our objectives.

Finally, this is your plan. We need your feedback and to know about your experiences in order to keep it fresh and relevant. Its success in guiding our activities over the next five years relies on feedback and our ability to be flexible and respond quickly to change. Send your comments to Mike Benner, our Chief Executive. His details are on page 2.

Paula Waters
National Chairman
March 2008

Summary

This Strategic Framework sets out a direction for CAMRA's campaigning activities over the next five years. At its heart is our goal of making it easy for adults to enjoy quality, distinctive real ale responsibly in well-run community pubs, thus making real ale and community pubs more accessible and better appreciated.

CAMRA 2012 and our Business Plan cover five main areas of action:

1. Campaigning to promote and improve the image, quality, availability and variety of real ale.
2. Promoting pub-going and the status of the pub in communities, celebrating pub heritage and culture and protecting pubs from unnecessary closure.
3. Campaigning to protect the rights of beer and pub consumers to get a fair deal and be free to enjoy alcohol responsibly
4. Ensuring that we have the structure and organisation to enable us to be flexible and effective
5. Ensuring we have effective and flexible plans in place to provide the funds our activities require.

Performance Review

A detailed review of our performance against the objectives set in the 2003 Strategic Plan 'Pints, Pubs and Drinkers' Rights' can be found at www.camra.org.uk/camra2012/review.

Our Strategic Model



These headings are defined as:

Our *Mission and statement of aims* represents a brief statement of overall purpose and values – why we exist – our long-term statement of intent

Strategic directions represent our broad overall direction in three key areas – beer, pubs and consumer rights as featured in our mission

Cornerstone Objectives represent key campaigns, setting the direction of the organisation. They are our priorities for the short and medium term (the life of the plan). Everything we do should relate back to one of these strategic objectives. It is these priorities into which the majority of our financial and professional resource allocated to campaigning activity will be directed.

Operational Objectives represent more specific objectives beneath each strategic objective AND important, but less prominent objectives, some of which have been specified by Lead Committees and which will rely heavily on volunteer implementation via the Lead committee, Task and Advisory Group structure. Financial and staff support for these objectives will be limited and only applied at the approval of the relevant lead committee chairman in discussion with the Chief Executive.

**Who are we to the outside World?
CAMRA's Strategic Positioning Statement**

**“CAMRA is the independent voice of pub-goers and
real ale consumers”**

Vision, Mission and Statement of Aims

Vision

CAMRA's vision is one of a vibrant UK brewing and pubs industry where consumers increasingly appreciate and have easy access to quality, distinctive and good value real ales in well-run and viable community pubs and in the off-trade.

Mission

CAMRA's mission is to act as the champion of the UK consumer in relation to the drinks industry.

Statement of Aims

- ◆ Campaign for greater appreciation of traditional beers, ciders and perries and the public house as part of national heritage and culture
- ◆ Support the public house as a focus of community life
- ◆ Promote quality, choice and value for money
- ◆ Protect and improve consumer rights

CAMRA is formed as a non party-political body to pursue these aims.

Campaigning Strategic Directions

1. To campaign for real ale

Real ale underpins all CAMRA activities. From members convincing friends and colleagues to try real ale to local branch events and promotions to major generic campaigns at the national level; promoting real ale is behind it all.

Despite the recent encouraging signs that the decline in sales of real ale is slowing and that the market is expected by many to return to growth in the near future due to a number of structural and consumer trends, this is no time for complacency. Real ale faces many threats. The beer category in the UK is in serious long-term decline and several factors may serve to deepen this crisis. These include the ‘new temperance movement’, high levels of beer tax, consolidation in pub ownership, ongoing separation of pub ownership and brewing and the quest for innovation in the drinks category which often takes the market by surprise (who could have predicted the enormous success of iced ciders which over the last three years have ripped chunks out of beers’ market share). While the decline of the beer category may provide opportunities for real ale, particularly as a niche product, many factors could also drive its own decline. Our role to make sure this is not the case by helping to provide the conditions in which real ale can thrive.

Various campaigns and initiatives, some new, some tried and tested, will help us achieve this up to 2012. These include our beer festivals, our numerous awards for quality, our participation in major external events such as the BBC Good Food Show, our promotion of real ale in a bottle, our beer & food promotions, our excellent books on beer, our new LocAle campaign, our ongoing campaign to protect small breweries’ relief, our partnerships with individual brewers and retailers committed to promoting real ale and our involvement in industry-wide partnerships to promote real ale such as the annual Intelligent Choice report and the Cyclops scheme.

2. To campaign for real pubs¹

Promoting pubs has always featured in CAMRA’s activities. Pubs are the best place to drink real ale, sociably and responsibly. Some years ago, our Conference deemed that we should give equal priority to pubs campaigning as we do to real ale.

Pubs face unprecedented threats in the next few years and we will be prepared with hard-hitting effective campaigns to protect and promote pub-going and pubs in our communities. Rising costs, falling sales, high beer tax, legislation and regulation, short-termism of pub company plans, poor planning policy and the health lobby are all doing their bit to make life difficult for publicans. The result is an increasing number of pub closures in both urban and rural areas.

¹ CAMRA regards ‘real pubs’ as community pubs which we define as ‘one that is valued by the local population and the loss of which would be detrimental to social life within its sphere of influence’. This definition was agreed by Pubs Campaigns Committee in 2007

Through our guidebooks, pub awards, local campaigns, association with Pub is the Hub, the LocAle scheme and other activities to promote localism, our campaigns on beer tax and our work on the excellent Sustainable Communities Act we will work tirelessly to promote real community pubs.

3. To campaign for consumer rights

To ensure we can all enjoy our passion for enjoying real ale in decent pubs, we all need protection. Most of us are happy to pay a fair price for a good quality beer, but it is as wrong now as it was in the 1980s when the campaign began, that we don't always get a 100% liquid pint. In fact, 8 out of 10 times, we get significantly less than a full pint!

The Take it to the Top campaign will climax in 2008 with a presentation of our petition as yet another attempt to get the Government to stick to its 1997 manifesto commitment to deliver an 'honest pint' through legislation.

Perhaps the greatest threat to beer and pubs is now upon us. The determined efforts of the Alcohol Health Alliance, the World Health Organisation and the British Medical Association to reduce alcohol consumption in the population have begun in earnest. It is difficult to turn on a radio or pick up a newspaper without being bombarded with statistics about how bad alcohol is for our health or how British teenagers are destroying themselves – and others – with record levels of binge drinking and alcohol-fuelled disorder.

Left unchallenged, it might only be a matter of time until the public perception of alcohol, even consumed responsibly, becomes an unacceptable evil.

CAMRA will stand up for the rights of ordinary drinkers to enjoy drinking alcohol – especially real ale - responsibly, promoting the British pub, not as part of the problem, but as the solution.

Cornerstone and Operational Objectives

Responsibility for delivering action plans to achieve each of the following strategic and operational objectives rests with a specific Lead Committee. Several operational objectives are delegated to advisory or task groups.

A full analysis of these responsibilities by committee or group and by objective can be found at www.camra.org.uk/camra2012/objectives.

Strategic Direction 1: To campaign for real ale

We will campaign to promote and improve the image, quality, availability and variety of real ale.

Cornerstone Objectives

- CO-1.1:** To develop and implement a generic campaign to promote real ale which includes the following factors:
- CO-1.1.1:** To highlight the environmentally friendly credentials of real ale
 - CO-1.1.2:** To promote the provenance and local identity of real ale, brewers and pubs
 - CO-1.1.3:** To support real ale brewers regardless of size, encouraging them when they support our policies and campaigning against activities which are contrary to our policies
 - CO-1.1.4:** To encourage consumption of real ale in pubs
 - CO-1.1.5:** To identify and expose damaging distortions in the market for real ale
- CO-1.2:** To secure a guest beer law
- CO-1.3:** To maintain and extend small breweries' relief
- CO-1.4:** To secure a long-term Government policy to reduce excise duty on beer and ensure that beer is treated fairly compared to other alcoholic drinks
- CO-1.5:** To support the implementation of the Sustainable Communities Act to create new opportunities for local brewers

Operational Objectives

- OO-1.1:** To build on the success of generic promotions of real ale and beer styles
- OO-1.2:** To promote real ale as the 'greenest' choice in pubs
- OO-1.3:** To work with appropriate industry initiatives to promote beer

- OO-1.4:** To work with industry initiatives to promote quality and distinctive real ale
- OO-1.5:** To campaign against advertising of global beer brands
- OO-1.6:** To promote alternative structures and community involvement in brewery ownership
- OO-1.7:** To recognise the importance of regional and national real ale brewers on the market
- OO-1.8:** To educate and inform people on the benefits of enjoying real ale in a pub
- OO-1.9:** To promote real ale to groups currently under-represented in the real ale drinker profile
- OO-1.10:** To widen the appeal of real ale as a choice on drinking occasions not usually associated with real ale
- OO-1.11:** To promote real ale in a bottle
- OO-1.12:** To encourage good practice in RAIB production, marketing and distribution
- OO-1.13:** To identify measures that would eliminate or reduce damaging distortions and to lobby Government and other bodies for such measures to be implemented.
- OO-1.14:** To campaign to ensure the place of brewing is included on point of sale material for all beers, ciders and perries
- OO-1.15:** To increase the consumer knowledge of real cider and perry

Strategic Direction 2: To campaign for real pubs

Cornerstone Objectives

- CO-2.1:** To secure legislation to prohibit the demolition of, or the conversion of, pubs to any other use without full planning permission
- CO-2.2:** To co-ordinate generic campaigns to promote pub-going
- CO-2.3:** To support the implementation of the Sustainable Communities Act to promote and protect local community pubs

Operational Objectives

- OO-2.1:** To implement targeted campaigns to persuade drinkers to widen their pub-going experience
- OO-2.2:** To promote excellence in pubs
- OO-2.3:** To work with other organisations to promote the pub-going experience
- OO-2.4:** To help communities keep their locals thriving
- OO-2.5:** To support and promote initiatives to establish and maintain pubs as the focus of community life
- OO-2.6:** To protect and promote the importance of pub heritage

Strategic Direction 3: To campaign for consumer rights

Cornerstone Objectives

- CO-3.1:** To secure legislation for full beer and cider measures
- CO-3.2:** To stand up for the free rights of drinkers to enjoy real ale and pubs responsibly

Operational Objectives

- OO-3.1:** To highlight examples of good and bad value for money
- OO-3.2:** To encourage and achieve the provision of accurate product information for consumers
- OO-3.3:** To campaign for legislation on ingredients listing
- OO-3.4:** To encourage accurate point of sale information on bars and through bar staff knowledge
- OO-3.5:** To support and encourage anti-discriminatory practices in all licensed premises

Action Plans

Each Lead Committee, Advisory Group and Task Group has produced an action plan for the next 12 months or more for each of the objectives for which they are responsible. You can view and download these action plans at www.camra.org.uk/camra2012/actionplans.

These action plans will be reviewed and updated regularly during the life of the Strategic Framework.

Organisational Matters

More information on our structure and features can be found at www.camra.org.uk/camra2012/structure. This includes details of our leadership, committees, advisory groups, task groups, regional structure, professional staff structure, branch structure and volunteers and members.

Business Planning

CAMRA's first Business Plan written in 2005 aims to develop our commercial, income-generating activities to ensure we have the funds required to finance our campaigning activities and to build sustainable cash reserves to safeguard the organisation and free up extra funds for major campaigns.

The plan focuses on seven key business areas; membership (service and marketing), beer festivals, books, sponsorship and advertising, fundraising and merchandise.

Our membership offer

CAMRA membership remains remarkable value for money. In 2008 and beyond we will continue to deliver added value to our members in order to build commitment and retention. The partnership with JD Wetherspoon trialed in 2007/8 is gathering momentum and has already encouraged thousands of new members to join us. The scheme will be expanded in 2008/9 to benefit more members, old and new.

We will also consider new membership categories to offer greater choice to potential members and to ensure that our income from membership, our most important source of funding, remains in growth ahead of our rising costs.

Volunteering

Volunteers are the heart of CAMRA, yet most branches struggle to get enough support to run their campaigns, beer festivals and produce local publications. 2008 is the year to Volunteer for CAMRA and various initiatives are taking place to encourage less active members to get more involved, especially at the branch level.

Nationally, we are taking steps through our new membership system to reach out more effectively to less-active members, making it as easy as possible for them to support our campaigns and then, having enjoyed the experience, for them to get more active.

Internal Communications

Many of our internal communication methods are outdated and have not changed much in several years. In 2008 we will review our internal communications needs to create a stronger community which will benefit all tiers of the Campaign. This will focus on improving the mailout systems from HQ, sharing good practice across branches, regions

and committees, and creating more interactive frequently changing features on our website to encourage greater participation and support.

Building understanding of our needs; striving for excellence

CAMRA is a large, complex and diverse organisation. This is one of our strengths, but it can also make us cumbersome, resistant to change and slow in decision-making. We often fail to share advice, experiences and good practice effectively.

In order to improve this complex area, we are working with the University of Loughborough to carry out a major project to study and analyse the relationships and structures in CAMRA. We have applied for Big Lottery Funding for this project, so no significant financial cost will fall on CAMRA. If successful, the outcomes will enable us to create improved structures and procedures to benefit us all. It will also provide other organisations in the Third Sector with a useful study to benefit a wider community.

Fundraising

We have failed to create a culture of fundraising in CAMRA beyond traditional methods and, faced with rising costs and increased business risks, it will provide a new avenue for campaigning funds within the life of this strategic plan.

In 2008 we will produce a new achievable fundraising strategy with support from a leading fundraising consultant.

Partnerships

CAMRA will continue to fiercely defend our independence as a consumer group. Yet it makes sense at both the national and local level that we build relationships and partnerships with businesses and other groups if this enables us to further our aims and objectives. Usually such partnerships are related to a specific campaign objective, such as working with SIBA to protect Small Breweries Relief, the BBC as an official partner at the Good Food Show or working with the IFBB, Cask Marque, Why Handpull, and SIBA on the 'Intelligent Choice' project.

We will continue to identify opportunities for working partnerships to benefit our campaigns.

Marketing and Lobbying

Maintaining our image as a hard-hitting independent consumer group representing a wide cross-section of people is essential to our success. Being taken seriously by decision-makers and parliamentarians is equally important and much of our professional resource falls into developing these two areas to ensure we do not lose ground in a market place increasingly crowded with 'good causes'.

Flexibility

One reason this plan has taken a long time to produce – too long - is that our campaign priorities change and our policies and objectives develop. Our activities are frequently affected by factors outside our control; a government announcement or a campaign to reduce alcohol consumption in the population, for example. A key feature of this plan is its ability to grow and change as required during its life.

Milestones in CAMRA's History

A summary analysis of CAMRA's many achievements since 1971 is fascinating and helps put the importance of strategic planning in context. To save resources we have not included these details in this main document, but you can download and view them at www.camra.org.uk/camra2012/milestones.

CAMRA is also committed to producing an annual low-cost **Impact Report**. This provides a summary of our campaigning achievements over a 12-18 month period. You can view our latest Impact Report at www.camra.org.uk/camra2012/impact.

The Planning Process

CAMRA's last strategic plan covered 2003-2006 and the plans were extended through 2007. The National Executive began reviewing the plan in November 2005 and asked Strategy Planning Group to manage the process of introducing the new plan for 2008-2012.

Full details of the planning and consultation process, including the views of branches who took part in the consultation in 2006 can be found at www.camra.org.uk/camra2012/planningprocess

Looking ahead: CAMRA at the end of 2012

If all goes ‘to plan’, this is some of what CAMRA will have achieved by the end of 2012.

- Successfully implemented a generic real ale campaign with a number of features and strands
- Secured a new guest beer law to provide greater consumer choice of real ales in pubs
- Maintained a fair system of small breweries’ relief
- A long-term Government policy to reduce excise duty on beer, together with fairer treatment for beer compared to other alcoholic drinks
- The successful implementation of the Sustainable Communities Act with local authorities across the nation
- Developed partnerships with other organisations and the industry to promote real ale, community pubs and consumer rights
- Changes to planning law to prevent the demolition of, or the conversion of pubs to any other use without full planning permission
- Legislation to protect beer and cider drinkers from short measure
- Helped communities support their local pub and fight pub closures
- Continue to protect and promote pub heritage and culture
- To have helped create a society where the sociable and responsible consumption of alcohol in pubs is appreciated for the benefits it brings to individuals and communities.
- Through various commercial activities and careful cost control we will have developed significant cash reserves to help secure our future and free up a greater percentage of expenditure on direct campaigning
- Developed a CAMRA community of supporters which will boost our fundraising activity and develop new volunteers
- Improved our internal communications to committees, branches, volunteers and members
- Recruited and retained more members by at least the rate of growth in 2007

Summary of Appendices

The following appendices are available to download and view at www.camra.org.uk/camra2012 or on request from the Administration Manager at CAMRA HQ.

This paper is also available on-line at www.camra.org.uk/camra2012

Performance Review - www.camra.org.uk/camra2012/review

Lead Committee, Task and Advisory Group responsibilities – strategic and operational objectives - www.camra.org.uk/camra2012/objectives

Action Plans for each Lead Committee, Task and Advisory Group - www.camra.org.uk/camra2012/actionplans

CAMRA Structure - www.camra.org.uk/camra2012/structure

CAMRA Milestones - www.camra.org.uk/camra2012/milestones

CAMRA Impact Reports - www.camra.org.uk/camra2012/impact

The planning process - www.camra.org.uk/camra2012/planningprocess