Overview: our 2026–29 strategy

3

This three-year, UK-wide, strategy will:

- Reflect current consumer behaviour
- **Prioritise** activity and **maximise** our financial resources

We represent beer drinkers and pubgoers across the UK, with a strategic focus on three pillars:

Our Pubs



Our Pints



Our People





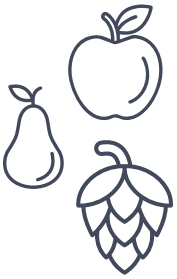
Our **vision** is to have quality cask beer, cider and perry and thriving pubs and clubs in every community across the UK.

Achieving our vision:

Reducing pub and club closures.



Increasing the quality and availability of live beer, cider and perry.



Encouraging excellence.

Increasing how many people engage with, are members of and volunteer for, CAMRA.



Using our network of festivals to recruit and campaign.

We deliver this by:



Supporting the beer and pub trade.



Running festivals to increase people connecting with CAMRA, spread campaigning messages, and support consumer choice.

Lobbying UK governments.

A successful awards programme to celebrate our pubs, pints and people.

Educating and empowering consumers with guides and online tools.

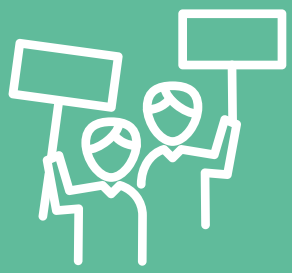


Transforming from a "membership-driven" organisation into an "interaction-driven" movement.

Our campaigning strategy

1

Reducing the rate at which pubs and clubs are closing by:



Campaigning for stronger UK legislation including planning, financial and licensing policy.
Collecting and maintaining campaigning data.
Working with others where we have shared goals.

2

Increasing the quality and availability of live beer, cider and perry by:



Campaigning for legislation and business behaviour change that allows venues, to serve more local and independent products.
Raising awareness of cask beer, cider and perry and encouraging people to drink it.
Campaigning against detrimental and misleading consumer practices.
Working with others where we have shared goals.

3



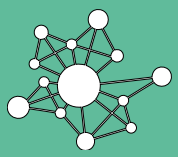
Encouraging excellence by running awards and accreditation schemes that celebrate pubs, pints and people.

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Increasing the number of people who engage with, are members of, and volunteer for, CAMRA.

5



Using our network of festivals as recruitment and campaigning events.

6



Using our brand to finance our campaigning.

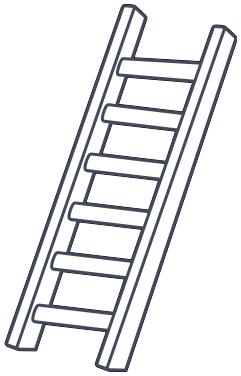
Strategic intentions

Diversify what we offer: Our activity will align more with how consumers want to engage.

Drive interactions: Move beyond simple membership numbers. Measure how people actively support our campaigns, attend our events, use our data and join us.

Mission focus: Ruthlessly prioritise activity to make sure that every pound spent matters.

Financial resilience: Reducing costs and delivering surplus budgets to make us fit for the future.



Strategic framework

We will use a **'Ladder' approach** to capture people's interest, encouraging people to become more active and take on activities and roles.
We will apply this across the Campaign.

	Description
Capture	Using festivals, social media, and shared anger over issues facing the trade.
Repeat	Using our high-quality data, rewards and success stories to keep people interested and engaged.
Move	Encouraging consumers to take the next step from a casual user to festival goer, an explorer, a full member, campaigner or volunteer.
Revenue	Generating money through festivals, digital products, and membership to make our mission a reality.

Our campaigning and resources will be organised and measured around the **three pillars**: pubs, pints and people.

Example of annual objectives and campaigns under each pillar:

	Pubs	Pints	People
Goals	Reduce pub and club closures.	Increase the quality and availability of "live" beer, cider and perry.	Build a welcoming, diverse, and efficient volunteer culture.
Actions	Campaign for stronger legislation, reduce the tax burden, and reform business rates. Provide an end-to-end "pub saving" advice service to help local communities.	Fight for proper access to market to allow licensees to buy from independent and local producers. Campaign against misleading industry practices and champion cellarmanship.	A review of our structure to remove barriers. Celebrate and encourage volunteering through sharing best practice.
Cross cutting	Encourage excellence and celebration through focused awards and accreditation for pubs, pints and people.		

Our campaigns are supported by our **commercial strategy**



Using our **brand and interactions** to finance our campaigning.
Maximise **festivals** to drive revenue and increase **connections**.
Explore new ways to diversify income streams, using our **digital tools and data.**
Use our data to evidence the **value** of our membership fee and festivals.
Explore sponsorships and partnerships that align with our pillars and **increase revenue**.
Diversify our offering so we don't rely on subscriptions or entry fees.