The Executive Committee & Board Combined Meeting Minutes
Tuesday 10th September 2019 – 11.30p.m. – 1.30p.m.
FDF, 6th Floor, 10 Bloomsbury Way, London, WC1A 2SL – Room Cleminson & Bodinnar

Present at meeting:

Tracy Brown	BCA Secretariat
Tom Blackwall	Finlays (Chair)
Andy Kerr	OCR Commodities (Vice Chair)
Angus Kerr	Coffee ag Ltd (A&CC Chair)
Kristine Breminer Isgren	Complete Coffee Ltd
Esme Knight	Costa (Comms Joint Chair)
Toby Bevans	JDE
Howard Crosskey	Nestlé (Comms Joint Chair)
Chris Coates	Taylors of Harrogate
Krisztina Szalai	Taylors of Harrogate (Sustainability Joint Chair)
SHED:	Sebastian Stokes, Alice Cannell, Claudia Bolouri
Next Gen:	Guillaume Zbinden (via Conf Call)

1. Apologies for Absence

Brian White	B W Agencies
Nick Boxall	Complete Coffee Ltd (Technical Chair)
Victoria Moorhouse	Costa
Jason Cross	CWT
Louise Lloyd-Rossi	Fine Foods International (Manufacturing) Ltd
Austin Sugarman	Fine Foods International (Manufacturing) Ltd
Martin Andreasen	JDE
David Rogers	Lavazza
Andy Fawkes	Masteroast
Julie Gallacher	Nespresso
Ricardo Santos	Riccoffee UK Limited
Mike Watson	Tristao International

2. Competition Law Compliance
It was proposed that the meeting would run under the revised FDF competition law compliance rules previously distributed, copies of the rule were available in the room.

3. Minutes of the Last Board Meeting – 26th July 2019
TBlack asked if any comments, none received, duly approved.

4. Matters Arising from Previous Meeting Minutes
No matters arising.

5. Communications Agency Update
- **2019 Programme Update**

Due to time constraints a very quick update was given, copy of presentation to follow with the minutes.

SS noted that Matthew Orman of Harcourt Public Affairs has been engaged to assist with a Brexit overview, and learnings to be shared with Members on completion. He will also help keep a watching brief over the Resources and Waste Strategy consultations and resulting legislation.

SS noted that the next steps on the two key consultations of Extended Producer Responsibility (EPR) and Deposit Return Schemes (DRS) are that there will be a second round of consultations in 2020. No details have yet been published by DEFRA or the Treasury. Matthew Orman, has not yet been engaged on this project, but felt that the BCA needed to be aligned before these consultations commenced. SHED recommended that Matthew support some work in Q1 2020 to help align members Public Affairs priorities on the two consultations in terms of 1) is EPR favoured over DRS, and 2) which DRS model (All In vs On The Go) is most favoured across the relevant members.

SS noted that when the new ED is in place, specific media training would look to be undertaken, with possibly the Chair and Vice Chair taking part in the training too, as this will widen the pool of potential BCA spokespeople.

SS noted that we have managed to secure some 'free' partnerships with key industry exhibitions that are taking place in the next couple of months. This is a good sign that the BCA name is getting into the right places.

- **Overview of Communications Activity Planned for 2020**

SS noted that we have an issues heat map that drives the focal areas of where the BCA has proactive and reactive messaging, and that they would work with the new ED to take this forward.

TBlack noted that at the Communications Meeting a useful discussion was had on how we can create value for current Members and also to be able to recruit new Members. TBlack noted that currently SHED do not have enough content from the Committees and Board to drive out more messaging and activities. This needs to be brought together by the new ED in alignment with an ED led recruitment and retention strategy.

SS noted that as previously discussed with the Board to run the CEBR report in 2020, the last one was back in 2018. TBlack wanted to have approval for this from the Board, details and costs to be sent through asap.

Action: SHED

6. BCA Executive Director

- **Job Description & Recruitment**

TBlack noted that we have agreed those who would sit on the interview panel.

- Tom Blackwall
- Austin Sugarman
- Krisztina Szalai
- And of course - Tracy Brown

TBlack noted that the job description has now been finalised as to the type of person to be recruited.

CC noted that he has a question around the technical aspects of the role, and what concerns him is not having someone with the technical knowledge as we did with Chris Stemman. CC asked what was meant with outsourcing technical expertise, we, the BCA need to have a seat at the table and drive agendas, have close interaction with the ECF and other organisations was key, and it was felt outsourcing would not attain that.

TBlack noted that UK centric regulation was something that could not be looked at by the ECF, and we would perhaps need to look at leaning on internal Member resources/expertise. It was felt that a lot of the science could also be tackled with other organisations as the issues can be similar across commodities.

CC reiterated that key to him would be the regulatory aspects of the role.

KS noted that keeping the technical aspects are key in the job spec, but felt that speaking out on behalf of the industry was not really specified apart from one line in the job spec. Will Committee Chairs need to be more utilised to speak out, this needs to be communicated and agreement obtained?

TBev noted that there seems to be an extremely long list of requirements in the job spec, what are the Top 5 requirements and Top 5 desirables required, it needs to be more objectives driven.

AndK noted that his recruitment team have already reviewed and pulled out the Top 5 key things. TBev noted that the job description seems to just currently be a menu or wish list.

TBlack noted that perhaps we therefore need to distil down further. AndK noted that he can look to narrow this down further and try to get to a one-page document.

TBev asked if there was a candidate profile in mind. AndK noted that they look to draw up a heat map, having profiles of people who may not know they are actually on this heat map, and to then start to drill down through these profiles as to what is actually required.

SS asked with specific objectives, do the Board set the KPI's/Objectives or does the ED do this, TBlack noted that the ED would set their own Objectives/KPI's to be approved or challenged by the Board. TBev and SS noted that if the ED sets their own objectives and KPIs then the Board must play a very close role in monitoring progress against these.

CC noted that with the UKTIA, the ED did set the Objectives, and for the Board to then agree that these are correct for the Association.

TBev noted that perhaps we won't know the actual specifics but we need have a direction of travel for the Association for the ED to develop objectives and KPIs around.

A question was asked about the timelines for recruitment. AndK noted that the timelines are, within 2 weeks if approved today, to deliver the heat map of candidate profiles. Once feedback received it will be another 2 weeks to come together with an agreed shortlist and for the Committee to agree and to then start the interview process. Timeline is then key to how quickly the interviews could be set in place, and availability of the candidates. It was noted that then on-boarding will be key on notice period of the chosen candidate, normally 3 months but worst case could be up to 6 months.

TBlack noted that the job description will be reviewed again and shortened to around 1 page.
Action: TBlack/AndK

7. BCA 2019 Working Budget

TB explained changes made to the budget.

- The dinner dance income and expenditure had been updated to reflect current status.
- We would have savings made from the Executive Director salary.
- Public Affairs Consultant (Brexit Management) cost had been lowered from original proposal.
- Executive Director Capped Recruitment Fee had been added.
- There had been a small additional cost in Promotional Programme to cover additional images and alterations for the BCA website, to continue to keep it fresh and relevant.

8. BCA Management Accounts to 31/08/19

TBlack noted that we only received the accounts late on Monday, a copy of these will be sent out with these minutes. But even though we have another 4 months to run to the end of the year, therefore more costs will be incurred, we still have a healthy surplus.

9. BCA 2020 Draft Working Budget

TBlack noted that TB had put together a draft budget for 2020 with some assumptions being made, including ED salary etc. for 2020.

A nominal fee for Public Affairs Activity around Brexit and the 2nd Consultation on the Waste and Resources Strategy has been included, quotes have not yet been obtained at this time.

The FDF fee for 2020 would need to be confirmed once all information collated from Members. TB will start to email out to all Full Members asap for their Tonnage and Turnover to calculate both BCA Membership Fees and FDF Fees.

It was noted that the Promotional Programme for 2020 did not currently include costs to run another CEBR Report and for any Sustainability activity such as a White Paper. Costs to be provided on this from SHED for further discussion.

Action: SHED

KS asked would there be any potential costs working with the SCA, TBlack noted that possibly, but hopefully minimal.

TBlack noted that having met with the new CEO recently from the SCA there is appetite around adding value around education on trading etc, and likewise we could get value from then in regard to sustainability. We were looking to see where we can align in regard to an education piece moving forward.

10. Brexit – Working Group/Harcourt

TBlack noted that we have engaged Matthew Orman from Harcourt who put together a proposal to do a light touch in regard Brexit activity, to keep the BCA up to date as things progress, he is working on a summary as to the needs and wants of the coffee industry in the UK. Matthew will also look to put together an FAQ document for Members. We hope to have these documents ready by the end of this week (13/09/19), which will then be distributed to out to Members. If the need arises, we could look to engage his services further.

In regard to the Waste and Resources consultation this has been put on hold currently until we have a clearer idea of how things will progress.

11. Member Recruitment

TBlack noted that SHED had done some good work generating media coverage which had in turn generated interest in the BCA membership amongst the industry.

TBlack recently recruited Britvic Soft Drinks as a full member to the Association. Those recruited for 2019 also include:-

- B W Agencies Ltd
- CRU Kafe Ltd
- Longulf Trading (UK) Ltd
- Loudwater Trade & Finance Ltd
- Ringtons Limited

TBlack noted that he has also had a number of conversations with potential new members and will continue to follow-up on this.

12. Member Retention

TBlack noted that thankfully since he came into the Chair, we have not lost any Members! What we perhaps need to review are the current membership categories, does these need to be expanded. Also, to understand what Members or potential Members value from an Association or indeed what they need from the Association. When the new ED is on board, there will need to be a plan in place for them to be able to reach out and potentially visit as many Members as possible, and to continue to make them feel valued.

TBlack noted that to retain Members, we need to be transparent, if there is an issue please just pick-up the phone to myself or the Secretariat.

13. SCTA Next Gen – Introduction and Mission

TBlack noted that Guillaume Zbinden is very keen to work with the BCA in regard to Next Gen.

TBlack asked GZ to give an overview of Next Gen and how the BCA could support this.

The Next Gen Committee started with the trading sector in the States, to develop a newsletter and events to encourage younger people to come into the industry.

The Next Gen E-learning Webinars are now a regular thing (there was one scheduled for tomorrow 11th September with around 67 people signed up across Europe), and for 2020 they would like to increase these. With a newsletter and an app that will be used at the SCTA coffee dinner and then throughout the year. The next plan would be to develop networking events – to be called 'The Coffee Club'. The Coffee Club would primarily be European based. GZ noted that the target would likely be those 40 and under predominantly, but not limited to.

TBlack noted that perhaps we look to encourage our Members to sign up to the SCTA Next Gen, perhaps under the BCA banner.

GZ noted that with the BCA Dinner, with a vast number of people attending, would it be possible to arrange for an event either before or the day of the dinner. If the BCA were keen, perhaps we could work together with The Coffee Club to arrange something.

Action: TBlack/AndK/GZ/TB

KS asked GZ that the Next Gen terminology is also used in the next generational origin sector, would there be any focus around origin – and any link in. GZ noted that they were looking to link up, and definitely work in progress.

AK noted that he would like to have a discussion in regard to Arbitration and having a webinar with Next Gen, GZ noted certainly, and focus should only be for one hour otherwise you lose the interest of the participants. AK to take this offline with GZ.

Action: AK/GZ

TBlack summarised that he felt that this was something that we could promote especially with younger members to the industry. KS noted that perhaps this should not just be for the younger members but seen as a great educational tool for everyone to link in.

14. Review Meeting with FDF

KS asked, what was the difference between, financial services vs associate membership fees. TBlack explained that financial services are all the accounting services (including invoicing, credit control, payroll etc.) that the FDF undertake for us.

TBlack noted that AndK, TB and himself recently had a meeting with the FDF in regard to costs associated with Full Membership, continuing Associate Membership, buying in Technical Resources, and also the continuation of financial services but at an improved level that was currently being offered.

TBlack noted that following this meeting all felt possibly being full members of the FDF would currently not add value to us.

TBlack noted that on the same day as meeting with the FDF we met with the UKTIA, as to how we can work together on certain aspects/issues, that have an impact on both industries and where we can be aligned, such as caffeine.

15. Member Services

TBev noted that perhaps the BCA should be making more surplus from the events that the BCA runs. Perhaps how things are run, or how offered to attract more people to attend or allow people to attend could be looked at. TBlack noted that this is definitely something that we will look at.

AK noted that the Association should not necessarily make much of a surplus due to implications of corporation tax, and that the CTF used to have a separate limited company for the dinner, this might be something that could be looked at for the future.

AndK noted that you could make a surplus as long as we can spend on related programmes for the BCA.

It was also noted that there has been ongoing conversation about the focal areas for this committee for some time. The strategy, focal areas, objectives and, ideally, a specific recruitment and retention strategy need to be shaped by this committee and is a priority.

- **Golf Day 2019**

TB noted that the golf day is set to run on Friday 20th September, we have 9 teams competing on the day. Everything is in place, just some final bits and pieces to make sure in place. Fingers crossed for the weather! Thanks once again to our sponsors:

- Commodity Centre Group – Hole In One Sponsor
- AGC (Commodity Store) Ltd – Longest Drive Sponsor
- Fine Foods International (Manufacturing) Ltd – David Moulder Team Trophy Sponsor
- Lavazza Coffee (UK) Ltd – Nearest The Pin Sponsor
- Britvic Soft Drinks – Providing Soft Drinks For the Players On The Course

- **Dinner Dance 2019**

TB noted that the dinner dance is set to run on Friday 29th November, we have 36 tables booked and 408 attendees. Everything is now booked, will just be the finalisation and coordination of things on the run up to the event.

- **Network/Industry Event 2019**

TBlack noted that he and AndK have a meeting with the Coffee and Tea Expo event team to discuss a possible event in 2020.

- **Arbitration Seminar 2019**

AK noted that nothing much done on this at this time. AK thought the idea suggested by Guillaume Zbinden of Next Gen in having a webinar might be a good way forward to get people to join in. AK noted that the message of how important Arbitration is to the industry needs to be promoted. TBlack thought that perhaps a seminar that concentrates on contracts might be a good place to start, as it is key to have the right contract. AK noted that he will look into this further with GZ.

Action: AK

- **Dinner and Conference 2020**

TBlack stated that we will have a dinner and conference in 2020. AK asked perhaps this is something that we could work with Allegra on, AndK noted that there have also been discussions with the SCA in running something together and revenue sharing.

TBlack noted that as Members may be aware, the BCA were asked to continue the event at The Dorchester for 2019 as many had put plans in place, but for the BCA to look for a different venue in 2020. To that end many venues had been viewed, but extreme difficulty in getting a date towards the end of November with any of them. On the 4th September there was a site visit to the 5* Landmark Hotel https://www.landmarklondon.co.uk/ as a replacement for The Dorchester, a very impressive hotel, and hopefully somewhere as prestigious as The Dorchester, and we are pleased to confirm that we are now on 1st option for Friday 27th November.

It was discussed that the name of the event perhaps needs to change for the future, bring it up to date. TBlack noted that he will discuss with Member Services moving forward.

TBlack noted that to enable people to join BCA meetings if they are not able to attend in person, TB was asked to set up a GoToMeeting account or something similar.

Action: TB

16. Dates of the next 2019 Board meetings:

- **Wednesday 6th November 2019 – BCA Board Meetings (Technical & Board) – 11.00a.m.-3.00p.m.** - FDF, 6th Floor, 10 Bloomsbury Way, London, WC1A 2SL – Room Machin