THE BRITISH COFFEE ASSOCIATION

The Executive Committee & Board Combined Meeting Minutes
Friday 26th July 2019 – 11.30a.m. – 12.30p.m.
Via Conference Call

Present at meeting:

Tracy Brown	BCA Secretariat
Tom Blackwall	Finlays (Chair)
Nick Boxall	Complete Coffee Ltd (Technical Chair)
Ian Breminer	Complete Coffee Ltd
Victoria Moorhouse	Costa
Austin Sugarman	Fine Foods International (Manufacturing) Ltd
Andy Fawkes	Masteroast
Ewan Reid	Matthew Algie
Krisztina Szalai	Taylors of Harrogate
Guy Corbet	Corbet Communications

1. Apologies for Absence

Brian O'Hagan	Bewley's
Gaetano Pelliccia	Caffe Nero
Kristine Breminer Isgren	Complete Coffee Ltd
Esme Knight	Costa
Paul Cooke	CTCS
Simon Wakefield	DRWakefield
Toby Brandon	ICE Futures Europe
Martin Andreasen	JDE (Technical Failure with Conf Facility unable to join)
Lindsay Wright	JDE (Technical Failure with Conf Facility unable to join)
Howard Crosskey	Nestlé
Julie Gallacher	Nespresso
David Rogers	Lavazza
Andy Kerr	OCR Commodities (Technical Failure with Conf Facility unable to join)
Chris Coates	Taylors of Harrogate
Mike Watson	Tristao International

1. Competition Law Compliance

It was proposed that the meeting would run under the revised FDF competition law compliance rules previously distributed.

TBlack welcomed the virtual room and introductions were made by all present.

2. BCA Review

- **BCA Direction Following 2015/2016 Strategy – Tom Blackwall**

TBlack explained why the call had been convened.

TBlack noted that since taking the Chair he had been on holiday, but had tried to speak to as many members he could, and he will be continuing to reach out now he is back of holiday. This was to gain a concensus on how the BCA was performing, what we were doing well against the strategy. This should then provide us a clear path to finding an Executive Director.

3. BCA Strategic Review

- **Latest Review Conducted by Guy Corbett**

TBlack then handed over to GC.

GC noted that in this short period he will not be able to cover every single slide.

GC went on to talk about the scope of the review on Slide 3 and where we are against the plans from the 2015/16 review.

GC noted on Slide 6 quotes from the Members, some good, and some where improvement does need to be made.

The nature of the report will focus on things that can be improved. There are some solid foundations now in place which everyone should be commended on this.

Some positive work in regard to engaging the next generation, as well as keeping what was deemed the 'old boys club' engaged.

There seems to be some lack in clarity around what the Executive Board and Boad functions are, and un-engagement.

Member Services, it was felt that this Committee still runs as the previous Social Committee, and not picked up the gauntlet on Members Communications or Retention and Recruitment. But there is little 'career credit' for members to get involved in these areas, so perhaps the ED or BCA might need to take the lead.

Next Generation, Slide 10, there is positive signs of new involvement, and we need to ensure that this continues.

FDF, Slide 11, how we can refocus the service element, further considerations on potential Full rather than Associate membership.

Technical Support, Slide 13, with the departure of Chris Stemman and all his technical expertise, perhaps more support can be had via the FDF and the ECF.

Slide 16, there is the recommendation for the Exec Committee to re-examine and streamline, those highlighted are what we should be focussing on the most, especially with the limited resources.

Slide 17, 18, 19 & 20, look at how these things can be done. The Membership Committee, there was the option of splitting the role, which GC does not recommend.

TBlack thanked GC for running through the document quickly.

KS asked how would TBlack and GC like feedback on this document that perhaps we won't have time necessarily to do today. TBlack noted that he is happy to field another call with Members, or feedback could be sent via email to TBlack or TB directly. KS would also like to see other people's feedback.

Action: ALL/TBlack/TB

GC noted that he would be happy even though his last day today, to reply back/comment to any specific feedback received. GC noted that a fair amount of this content with the slide deck the Executive Committee should already be engaged in, and should be having these discussions around the table so everyone is clear on the agenda of the BCA.

TBlack noted that it seems some people cannot get on the call this afternoon and he will pick up with these people directly after.

4. BCA Priority & Improvement Areas

- **Feedback from Members – Tom Blackwall**

TBlack noted that the first slide from his presentation was taken directly from Guy's original review, and possibly this now needs to be relooked at and amended, possibly with the new ED in place.

Slide 2, noted what the BCA has been doing well.

TBlack added that losing Chris was a big blow, especially with all his technical knowledge.

TBlack noted on slide 3, internal communications need to be reviewed, that they don't seem to be working as effectively as they should.

TBlack noted that it appears that the Exec Committee and the Board seem to be doing the same thing, this needs to be looked at a repaired.

Collaboration with other organisations needs to be worked on moving forward.

TBlack noted, where do we go from here, 'Business as Usual' this would seemingly work for a short period of time, but his suggestion would be to 'Change our Approach'.

TBlack made reference to what he sees at the 5 Priorities for the BCA.

1. Working with other organisations, could be much synergy.
2. Retaining and Recruiting New Members
3. Next Generation Participation.
4. Remaining at the forefront of Technical and Regulatory Expertise.
5. Become the industry model for collaboration and lead in Sustainable Practices.

Over-arching this is renewing our strategy for the Association.

5. Future Director of the BCA – Tom Blackwall

1. Represent the BCA in other Associations, to deliver better technical solutions, we should be open to talking with other people in the industry.
2. Retain Membership, making sure that current members feel valued and that they are getting value for money.
3. Maintaining the Associations Technical Credentials, whether this inhouse or we look to outsource technical expertise.
4. Recruit New Members, key to the continuation of the BCA.
5. Ensure Accountability to deliver against strategy and purpose,

This new role is more commercially focussed and moving away from where we have been.

6. Recruitment of ED

1. TBlack felt son speaking with a number of Members that the new role needs to be a full-time. On speaking with a number of members, GC and other organisations this role does need to be commercially focussed.
2. Therefore, with this in mind it is likely it might need to be a split role, possibly
    a. 3 days per week for Executive Director
    b. 2 days per week Technical Director
3. A contractor employed for one year to establish a clearer strategy and relationships then a review in year 2.

IB asked if there have been Members who have complained about how the BCA has performed over the last 2-3 years, TBlack noted that yes, some members had complained and were questioning its value for money. IB noted that with Brexit, it has taken up a considerable amount of the ED's and Secretariat's time and therefore lack of time to act on other things. IB noted that since the Trade joining the BCA back in 2008, there has been lack of involvement from some Members and therefore their expertise.

VM noted that she felt that the ED is definitely the person who needs to join the dots between the different committees, and to put the views of those committees forward internally and externally.

KS noted, to reflect on what IB stated, could the Member Companies provide expertise, it is a bit of a catch 22, there are a number of companies who are providing expertise and therefore questioning are they therefore getting value for money. KS feels that now is the time to change the role of the ED and move forward. What would be great is if the ED could have a more managerial skill, rather than expecting the ED having all the expertise, draw on the expertise of those Committees. IB noted that he agreed with this, rather than outsourcing and incurring additional costs.

GC noted that there seems to be even more pressure on Members to give their time to the Committees, and this means that the Association needs a workaround. IB agreed time is valuable. IB noted how the CTF used to operate, and the sharing, but understands that there is concern about companies' resources. AS noted that resources within most organisations are now limited, and having a full time ED, and then also buying in extra resource will add further cost to a limited budget.

KS and AS agreed that the role is much broader than that of technical expert, they need to represent the BCA to a wider audience, even down to consumers, to communicate that we are knowledgeable and are working on specific key areas, the ED need to be multi-faceted, and we just can't rely on Member companies.

KS noted that perhaps rather than creating a super ED, we need to have someone who is a good listener and communicator, listen to the Committees and then communicate out. Perhaps also as KS and VM are doing, working with the ECF Sustainability Committee of behalf of the BCA, support the ED by working with the other Associations/Committees and feeding back in.

AF noted that he felt that there was a requirement for an additional 'Recruiting Sargeant', with everything else that was required of the ED he felt that this additional requirement would also not be found in one ED. You need someone who is relevant, there is a vacuum with the SCAE now merged into the SCA there is a desperate need from these companies for advice and guidance where the BCA could now step in.

KS added that the SCA would appreciate technical guidance from the BCA, perhaps there is a balance with the SCA's Sustainability knowledge, there could definitely be shared knowledge and resource.

TBlack summarised just a few of the points raised as to what was required from a future ED:-

- Full-Time – 5 Days
- Good Listener
- Effective Communicator

TBlack noted that what he would propose, use the expertise that we have within the membership, using Andy Kerr of OCR Commodities to look into recruitment, AK and TBlack will be working on a job description to have ready for the 10th September. KS asked if this could be shared prior to the 10th September for Members comments, TBlack stated that it would be shared asap. TB asked if we have the costs associated with using OCR, TBlack noted that he did and in line with most recruitment companies. TBlack asked if there were any reservations in regard to using OCR please let him know asap.

Action: TBlack/Andy Kerr/ALL

7. Dates of the next 2019 Board meetings:

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

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