

Bourse d'Or

UNITED KINGDOM

A C A D E M Y

# HOW THE ACADEMY WORKS

February 2017

AN OVERVIEW OF THE GOVERNANCE,  
MANAGEMENT, OPERATIONAL STRUCTURES  
AND ROLES WITHIN THE ACADEMY

## INTRODUCTION

Following review of Dr Andreas Antona's paper 'Increasing the Competitiveness of Team UK' (September 2016) and the decisions taken at the Special Meeting convened during the Bocuse d'Or World Finals, in Lyon on 25 January 2017, this paper sets out the Governance, Management, Operational Structures and Roles to be implemented for the Bocuse d'Or UK Academy. It addresses the issues identified and discussed, on numerous occasions since 2013 when Adam Bennett secured 4<sup>th</sup> place and his Commis, Kristian Curtis, was named Best Commis.

The paper sets out the purpose of the Academy and a governance and operational structure to achieve that purpose. The paper also sets out a new role of Chief Executive, as agreed in Lyon, that will be responsible for implementing decisions of the Board and for the day-to-day management of the Bocuse d'Or UK Academy.

The paper should be read in conjunction with 'Increasing the Competitiveness of Team UK' (September 2016).

## THE BOARD

### Purpose:

*The Purpose of the Board is to select, prepare and equip the UK National Team to compete, with distinction, in the Bocuse d'Or to achieve a podium finish in Lyon in 2019.*

To achieve its Purpose, the Board will identify, appraise and adapt the approaches adopted by those nations with a track record of success in the Competition. Other key elements of its work will be to quantify and raise the required funding and sponsorship in order to build a sustainable Bocuse d'Or UK Academy; primed to deliver on-going success in the Competition.

### Membership:

Role	Key Responsibilities	Name
<b>Chairman</b>	To lead the Bocuse d'Or UK Academy, chair the Board and, with the Chief Executive, oversee the management and operation of the Bocuse d'Or UK Academy (See role descriptor - Annexe A, page1).	Dr Andreas Antona
<b>President</b>	To lead Team UK at the European and World Finals and be a member of the Judging panels at both events. The President will also mentor the Vice President to assume the President's role following the World finals in 2019 (See role descriptor - Annexe A, page1).	Brian Turner CBE
<b>Vice-President</b>	This new role is part of the Bocuse d'Or UK Academy's succession planning strategy (See role descriptor - Annexe A, page1).	Adam Bennett

<b>Role</b>	<b>Key Responsibilities</b>	<b>Name</b>
<b>Technical Director</b>	With the Vice-President, ensures that Team UK is properly prepared for competition (See role descriptor - Annexe A, page 2).	John Williams MBE
<b>Treasurer</b>	Prepares annual budgets. Keeps account of all income and expenditure and prepares the Annual Accounts (See role descriptor - Annexe A, page 3).	Peter Griffiths MBE
<b>Promotions Director</b>	Leads all promotional activity on behalf of the Bocuse d'Or UK Academy and advises the Board on all PR issues (See role descriptor - Annexe A, page 3).	Michelle Diederichs
<b>Chief Executive</b>	Responsible for implementing decisions of the Board and for the day-to-day management of the Bocuse d'Or UK Academy (See role descriptor - Annexe A, page 3).	Prof Ray Linforth

The Administrative work to service the Board and the maintenance of the Candidates' Archive will be undertaken by the Administrative Officer, Julie Kendall (See role descriptor – Annexe A, page 4).

#### **Standing Orders of the Board:**

- a. The Board shall meet as frequently as required to fulfil its purpose.
- b. The Board shall consist of 7 members.
- c. The Quorum will be 4 members (incl either the Chairman or the President).
- d. Meetings shall be convened at the call of the Chairman or by 4 Board members notifying the Chief Executive that they wish to convene a meeting and stipulating the item/s to be discussed.
- e. Calling notices for meetings shall give at least 10 working days' notice (except those meetings called under i below).
- f. The Chairman may, with the agreement of a simple majority of Board members, convene meetings without the requisite notice period being given.
- g. The Agenda for each meeting shall be determined by the Chairman (except in the case of d. above).
- h. All items and associated papers for inclusion on an Agenda should be submitted to the Board Secretary at least 5 working days prior to a scheduled meeting date.
- i. Agendas and associated papers will be emailed to members 3 working days in advance of a meeting.
- j. Board decisions will be, wherever possible, reached by consensus. Should a vote be required, a simple majority of the members present will carry the vote. Where there is a tie, the Chairman will have a second and casting vote.
- k. Board members are expected to publically endorse decisions of the whole Board even when, individually, they did not support the decision in the meeting.
- l. All decisions regarding expenditure or Candidate selection must be approved by the Board or the Chairman.
- m. Board minutes will not be a verbatim record of discussions but rather, a record of decisions made with, when appropriate, some contextualisation.

- n. Between meetings, the Chairman and the Chief Executive have delegated authority to make decisions on behalf of the Board.
- o. The Terms of Office of the members of the Board will be until February 2019.

The work of the Board will be supported by a wider group of individuals with the specific skills, knowledge, experience, networks and commitment to assist the Board in fulfilling its Purpose. The contribution and specific work of these experts will be determined by the Board and overseen by the Chairman and the Chief Executive. When appropriate, these individuals will be invited to attend Board meetings to report on their work and/or to offer specific advice to the Board.

These expert roles will include:

Role	Name
Sponsorship and Fundraising	Anne-Sophie Labruyere, Peter Griffiths MBE
<b>Bid Lead/Fundraising</b> (This is a specialist role that requires experience. Consideration should be given to employing a professional who takes a % of any funds raised)	(tbc)
<b>Liaison Officer</b> (To liaise on behalf of the UK Academy with Bocuse, GL Events, Coupe du Monde de la Patisserie etc)	Anne-Sophie Labruyere
<b>UK National Team Manager</b> (Identification and sourcing of equipment and Ingredients. Liaison with sponsors. Logistics including transport, accommodation and practice facilities for the Team for each competition)	(tbc)

In addition, a Chefs' Technical Group shall be established under the guidance and direction of the Vice-President and the Technical Director. This group will, for example:

- Assist in the identification of potential Candidates and Commis'
- Assist in developing and delivering the National Selection Process, including the specific elements of the selection competition
- Be available to judge the competition if required
- Advise the Vice-President and the Technical Director on the selection of the Team UK National Coach
- When requested to do so, offer advice to the Candidate in the build up to both the European Selection (June 2018) and the World Final (January 2019)
- Act as Ambassadors for the Bocuse d'Or UK Academy and, in particular, Final; thereby raising the profile of the Competition in the UK and of the UK Academy internationally.

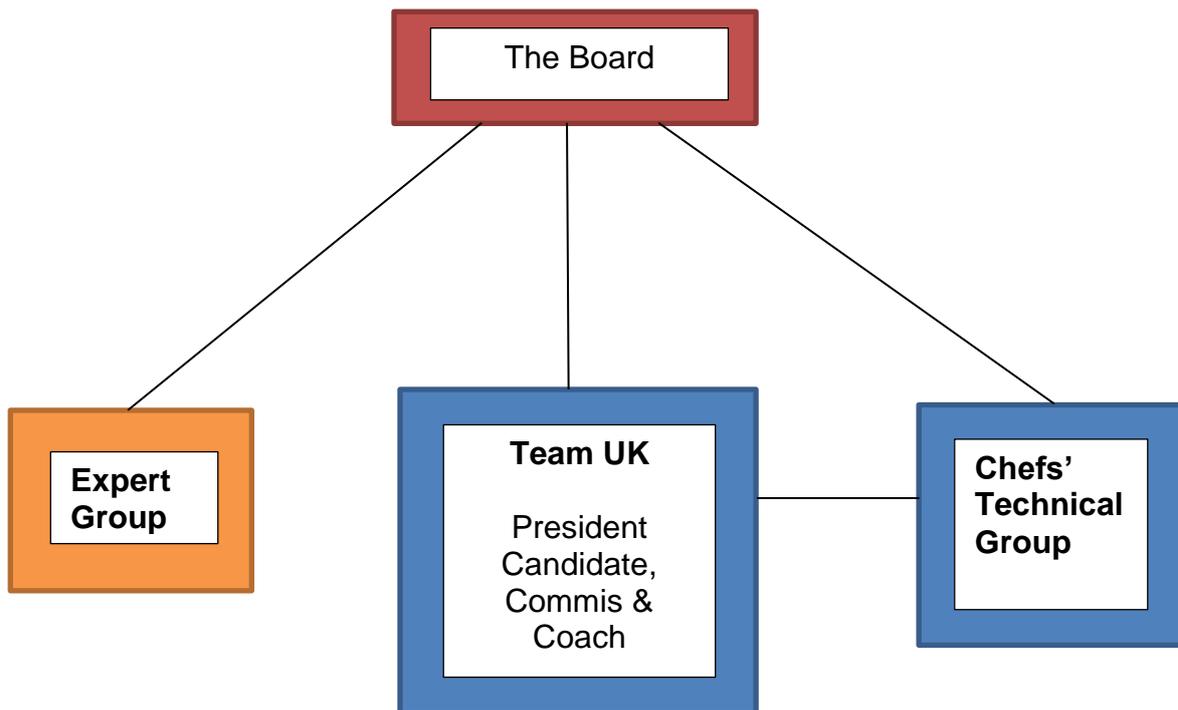
**Members:**

Vice-President (Adam Bennett)  
Technical Director (John Williams MBE)  
Simon Hulstone  
Representative of the BCF (tbc)  
Representative of the Craft Guild of Chefs (Steve Munckley or David Mulcahy)  
Idris Caldora  
Anthony Wright

Other possible names for consideration:

Claude Bosi  
Sat Bains  
Alan Roux

**BOCUSE UK ACADEMY ORGANISATIONAL STRUCTURE**



## ROLE DESCRIPTORS FOR BOARD MEMBERS

### CHAIRMAN

The Chairman shall:

- Lead the work of the Bocuse d'Or UK Academy
- Chair meetings of the Board
- Oversee and supervise the work of the Chief Executive
- Between Board meetings, make decisions on the Board's behalf
- On the basis of advice received from the Technical Director, President and Vice-President, appoint the Candidate and Commis
- Appoint the Team President
- Appointment of the National Team Coach
- Appoint the National Team Manager
- Engage with Stakeholders locally, regionally and nationally (incl local, regional and national government, NGOs etc)
- With the President and Treasurer, and having taken advice from former Candidates, quantify a realistic budget to fully support Team UK through a full competition cycle
- With the President and Treasurer, develop a financial assistance package to support the Candidate and their employer during the Team preparation and competition stages.

### PRESIDENT

In addition to the responsibilities set down by GL Events in the Competition rules, the President shall:

- Feedback to the UK Candidate and Coach detailed information on dishes/garnishes/ trends and judges' specific comments during each competition phase
- Mentor the Vice-President to assume the role of President from February 2019
- Engage with Stakeholders locally, regionally and nationally (incl local, regional and national government, NGOs etc)
- With the Chairman and Treasurer, quantify a realistic budget to fully support Team UK through a full competition cycle
- With the Chairman and Treasurer, develop a financial assistance package to support the Candidate and their employer during the Team preparation and competition stages.

### VICE-PRESIDENT

This new role has been created as part of the Bocuse d'Or UK Academy's succession planning strategy. It is envisaged the Vice-President will succeed the current President from February 2019.

The Vice-President shall:

- Continue to develop positive relationships with other national teams, Bocuse d'Or leading international chefs and GL events
- Use his/her networks to glean intelligence on approaches adopted by other national teams and share relevant intelligence with the Board, the Chefs' Advisory Group and members of Team UK
- With the Technical Director, establish and develop the Chefs' Technical Group as a key source of advice and support for the Board and Team UK
- Advise the Board on the identification of potential Candidates and Commis'
- With the Technical Director, develop proposals for the National Selection Process for Board approval.
- Oversee the delivery of the approved National Selection Process, including the specific elements of the selection competition
- Advise the Chairman on the appointment of the Candidate and Commis
- Advise the Chairman on the appointment of the Team UK National Coach
- Mentor the Candidate in the build up to both the European Selection (June 2018) and the World Final (January 2019)
- Recommend to the Board on-going professional development opportunities for the Candidate including appropriate Stages
- Act as an Ambassador for the Bocuse d'Or UK Academy and, in particular, Team UK's involvement in the Bocuse d'Or European Selection and World Final; thereby raising the profile of the Competition in the UK and of the UK Academy internationally.

## **TECHNICAL DIRECTOR**

The Technical Director shall:

- With the Vice-President, establish and develop the Chefs' Technical Group as a key source of advice and support for the Board and Team UK
- Advise the Board on the identification of potential Candidates and Commis'
- With the Vice-President, develop proposals for the National Selection Process for Board approval
- Oversee the delivery of the approved National Selection Process, including the specific elements of the selection competition
- Advise the Chairman on the appointment of the Candidate and Commis
- Advise the Chairman on the appointment of the Team UK National Coach
- Mentor the Candidate in the build up to both the European Selection (June 2018) and the World Final (January 2019)
- Recommend to the Board on-going professional development opportunities for the Candidate including appropriate Stages
- Act as an Ambassador for the Bocuse d'Or UK Academy and, in particular, Team UK's involvement in the Bocuse d'Or European Selection and World Final; thereby raising the profile of the Competition in the UK and of the UK Academy internationally.

## **TREASURER**

The Treasurer shall:

- With the Chairman and President and having taken advice from former Candidates, quantify a realistic budget to fully support Team UK through a full competition cycle
- With the Chairman and President, develop a financial assistance package to support the Candidate and their employer during the Team preparation and competition stages.
- Prepare annual estimates of income and expenditure
- Prepare the Annual Accounts

## **PROMOTIONS DIRECTOR**

The Promotions Director shall:

- Advise the Board on all matters relating to promotions and media relations
- In consultation with the Chairman and Chief Executive, prepare a funders and sponsors booklet setting out the proposition and developing the narrative to attract potential investment
- Draft the release to announce the National Selection
- Invite journalists and bloggers to attend the National Selection
- Liaise with the official photographer to confirm date and photo requirements
- Draft the UK Candidate announcement and pitch to media
- Announce ingredients and Commis Chef
- Provide details of the final to journalists interested in attending
- Draft and issue news release prior to the European Selection
- Attend the European Selection, drafting and issuing the results release
- Maintain ongoing media liaison to secure interest and ideally attendance at the Bocuse d'Or World Final
- Draft and issue news release prior to the World Final
- Attend the World Final, drafting and issuing results release

## **CHIEF EXECUTIVE**

The Chief Executive shall:

- Advise the Board on all matters relating to the operation of the Bocuse d'Or UK Academy
- Provide the Board with regular updates on the activities of the Bocuse d'Or UK Academy
- Oversee the day-to-day operation of the Bocuse d'Or UK Academy
- Ensure that all decisions of the Board are implemented
- Between Board meetings, in consultation with the Chairman, make decisions on the Board's behalf

## **ADMINISTRATIVE OFFICER**

The Administrative Officer shall:

- Send out calling notices for meetings
- Distribute all papers for meetings
- Minute meetings
- Order ingredients on behalf of the Candidate
- Send out invitations to sponsors and others to attend tastings and run-throughs
- Book flights and accommodation for supporters
- Arrange the supporters' dinner
- Maintain financial records
- Maintain the Academy's Knowledge Library
- Maintain the Asset Register