

# PAPER A

## UoE Accommodation Limited

Minute of a Meeting of the Board of Directors  
3.00pm Wednesday 15<sup>th</sup> March 2017  
Room G5, Charles Stewart House

Present: Mr P.McNaull (Chair), Mr R.Kington, Dr B.Nelson, Mr G.Jebb, Mr D.C.I. Montgomery (Company Secretary)

In attendance: Ms c.Barnish

### **1. Apologies**

None.

### **2. Minutes of the Meeting held on 6<sup>th</sup> December 2016**

Approved.

### **3. Matters Arising**

Noted that:

- The question of a management fee / rent would be carried forward to the next meeting.
- A presentation will be made to the University's cohort of subsidiary company directors, updating them on their duties and responsibilities. DM is arranging this with the Institute of Directors.
- Boards will be invited to consider the gender balance on Boards, and rotation of directors. DM will be writing to all Board Chairs.
- Internal Audit had carried out a review of the Company during February; their report is awaited.
- The Director of Corporate Services has requested a review of ACE to take place between April and June; the review is to be carried out by Pat Tomlin and David Montgomery (CSG Project Office).
- Two Nursery Nurses had been recruited, and four more are sought.

The Board also noted the range of papers brought forward for this meeting, welcoming all of these as a useful assistance in bringing out relevant issues and comparisons with others.

### **4. Five-Year Overview**

Presented by RK and CB, this projection covers the whole of ACE over the years through to the end of the current planning period, with an Appendix that makes clear the respective financial positions of the commercial (Company) and student (University) elements of the total business.

PGM requested that:

- The Return on Investment be included
- Depreciation be included
- Operating cash flow be brought out

**Actions: CB**

## **5. Management Accounts and Report**

Presented by CB. The paper sets out the forecast for 2016-17 versus the 2016-17 budget and 2015-16 actuals. The Board discussed the reasons, set out in the paper, for the projected reduction in profit for the year, and reviewed the metrics included.

Noted also the impact of the proposed changes to rateable value of accommodation properties from April 2017; the projected 2016-17 cost of £287k is expected to rise to £408k in 2017-18.

## **6. Key Performance Indicators**

The Board reviewed and noted these.

## **7. Conference and Events Business Review**

Presented by RK. This paper supplements the verbal report provided to the Board at its last meeting in December. The dip in income seen during 2016-17 looks to be a one-off, with revenues projected to come back strongly in both 2017-18 and 2018-19.

Noted that the McEwan Hall is not yet included in the projections.

## **8. Market Share Review**

Presented by RK. The paper sets out to draw comparisons between year-round facilities (Masson Hall, Salisbury Green and Kenneth Mackenzie House) and the wider Edinburgh hotel market. Whilst such comparisons on occupancy and average room rates can only be made with caution, it is reasonable to conclude that there is potential for improvement in all three properties.

## **9. Capital Projects Update**

Presented by CB. The paper notes major capital projects currently in train for ACE. PGM asked that it be adapted to cover a five-year forward look.

**Action: CB**

## **10. Masson House Phase 2**

Presented by RK. The Board agreed to support the proposal, and asked RK to complete the Business Case.

**Action: RK**

It was also suggested that RK approach Dorothy Miell about Schools not using ACE.

**Action: RK**

## **11. Business Continuity**

The Board welcomed and noted the paper.

**12. Risk Register**

The Risk Register was reviewed by the Board, and agreed that no changes were required at this time.

**13. Updated Memorandum of Understanding, and Data-Processing Agreement**

Noted that these had been prepared by the University's Legal Services team, and were already signed by the Director of Corporate Services. PGM signed both documents on behalf of the Board.

CB would monitor on-going obligations regarding the DPA.

**Action: CB**

**14. Any Other Business**

Noted that ACE had been shortlisted for a CUBO award.

**7. Date of Next Meeting**

Date to be confirmed.

Signed: .....

Date: .....