

ABERDEEN CITY COUNCIL

COMMITTEE: Education and Children's Services

DATE: 8th September 2016

DIRECTOR: Gayle Gorman

TITLE OF REPORT: ALEO Governance Update: Garthdee Alpine Sports Limited

REPORT NUMBER: ECS\16\042

CHECKLIST COMPLETED: Yes

1. PURPOSE OF REPORT

1.1 To report to Committee the outcome of the initial ALEO Governance Hub meeting in relation to Garthdee Alpine Sports Limited (GASL).

2. RECOMMENDATION(S)

1.2 It is recommended that Committee agree to:

- (i) Note the contents of the minute of the ALEO Governance Hub committee meeting of 13 May 2016 in relation to Garthdee Alpine Sports Limited; and
- (ii) Provide comment on any of the areas highlighted in the report.

3. FINANCIAL IMPLICATIONS

3.1 There are no financial implications related to this report.

4. OTHER IMPLICATIONS

4.1 There are no other implications related to this report.

5. BACKGROUND/MAIN ISSUES

5.1 Garthdee Alpine Sports Limited, under the recently expanded scope of the ALEO Governance Hub, is one of the Council's three Tier 2 ALEOs that are reviewed corporately through this forum.

It was agreed that the minutes of each ALEO Governance Hub meeting relating to Tier 2 organisations, where the Directorate operates as 'client service', be submitted to the Education and Children's Service Committee for consideration of Members. At the Audit, Risk and Scrutiny Committee of 27 June 2016 it was agreed that a standard report template for all future ALEO covering reports would be established.

5.2 The minute of the ALEO Governance Hub meeting of 13 May 2016, which was considered at the Audit, Scrutiny and Risk Committee on 27 June 2016, is attached as Appendix 1 of this report. The key areas reviewed at the last ALEO Governance Hub were as follows:

- No GAS staff on zero hours contracts
- No detrimental impact on staff who TUPE transferred from Council
- No role in community planning process but Chair of Board sat on Active Aberdeen Partnership
- Still a perception that GAS is a Council service, but marketed as Aberdeen Snowsports Centre which Board was looking at
- No comparable bodies in Scotland for benchmarking
- Worked with HSE to produce industry standard guidance for artificial and outdoor ski slopes
- Very effective relationship with local community
- Risk Register to be reviewed later this year
- Training sources and procedures explained
- Strategic Plan updated regularly, needs revision to include Active Aberdeen Partnership outcomes
- Council is sole funding source, looking to recruit new Board member with income generation experience to offset financial deficit in challenging economic climate
- Site disjointed, needs fundamental redesign of layout and a café would increase income; site was designed with younger people in mind and barriers to other demographic groups
- Large snowsports market in North East but untapped because of outdated and poorly designed facilities; alternate vision to be presented to Council
- May be implications as a result of new Dee crossing proposals; one option has access road running through site
- Financial procedures developed in 2015
- No outstanding external audit recommendations
- Board skills gap analysis conducted in 2015
- Costs of training Board members very challenging for a small organisation
- Board report template already in use
- Meetings with HR officers to be arranged to provide assistance in specified areas
- Staff engagement explained; staff handbook reviewed 2015
- Workforce and succession planning contingency plans effective
- Health and Safety advice sourced from Dept of Transport and HSE
- Extensive risk and health and safety training
- Meeting with Procurement officers to be arranged to ensure compliance with new legislation

- No Service Lead available for this meeting, so relevant matters deferred until next meeting

5.3 The Service response to the above comments are discussed in the following paragraphs.

5.4 Garthdee Alpine Sport have been proactive in improving their governance arrangements with the creation of a Director of Governance and Finance post which has been successfully filled. The organisation also have a committed Chairperson who actively participates in the work of the Active Aberdeen Partnership.

5.5 As the Council reviews its budget setting process for future years it will be necessary for Garthdee, as with all ALEOs, to become more self sustaining and focus on income generation activities. A key advantage for ALEOs is that they are able to attract funding sources which would not normally be available to the Council.

5.6 Performance data for Garthdee is received and assessed by The Policy and Performance team within Education and Children's Services, as is the annual Business Plan. This allows officers to determine that performance is on line with the objectives set out in the Business Plan.

6. IMPACT

Improving Customer Experience

6.1 Scrutiny of ALEO performance supports the priorities of providing public access to sport and leisure facilities and improving the experience of those who rely on these services by evidencing the ALEO's capacity, required in contract terms, to deliver against both the City's strategic objectives and specific service delivery KPI measures.

Improving Staff Experience

6.2 The manner in which the Hub operates allows the Directorate to enhance corporate scrutiny of high level service delivery through the sharing of knowledge, within areas of its own expertise, with other senior managers which will increase the confidence of Hub officers in addressing the more detailed operational aspects of provision against contract for each ALEO.

Improving our use of Resources

6.3 The programme of Partnership meetings and discussions, involving the Directorate and Garthdee Alpine Sports Limited, maintains a watching brief over the effective and efficient use of resources that the Directorate is responsible for dispersing.

Corporate

- 6.4 The Governance Hub helps meet the Smarter Aberdeen priority of openness through public reporting of the high level monitoring of the operation of the Council's ALEOs.

Public

- 6.5 here are no direct recommendations arising from this report, although there is likely to be public interest in the scrutiny of the performance of ALEOs against contract, particularly as the content of this report reflects on the delivery of local services.

7. MANAGEMENT OF RISK

- 7.1 The output of the ALEO Governance Hub is reported to the Audit, Risk and Scrutiny Committee to provide assurance to the Council that risks are being managed and mitigated in an appropriate way, with particular focus on risk management, financial management and governance arrangements. The output is also reported to this Committee for scrutiny of the ALEO's operational performance and how this performance is meeting the Service's agreed outcomes.

8. BACKGROUND PAPERS

- 8.1 Minute of the ALEO Governance Hub Meeting, 13 May 2016 - ALEO Governance Hubs', Audit, Scrutiny and Risk Committee, 27 June 2016.

9. REPORT AUTHOR DETAILS

Euan Couperwhite, Head of Policy, Performance and Resources
ecouperwhite@aberdeencity.gov.uk
01224 522073

**ALEO GOVERNANCE HUB
GARTHDEE ALPINE SPORTS**

ABERDEEN, 13 May 2016. Minute of Meeting of the ALEO GOVERNANCE HUB. Present:- Roderick MacBeath (Democratic Services), Chairperson; and Neil Buck (IT and Transformation), Jeff Capstick (Human Resources and Customer Service), Paul Dixon (Finance), Joan McCluskey (Commercial and Procurement Services), Martyn Phillips (Human Resources and Organisational Development) (as substitute for Mary Agnew); and Dave Jacobs, General Manager and Mhairi Miller, Business Strategy and Finance Manager (Garthdee Alpine Sports(GAS)).

Also in attendance: Iain Robertson (Clerk) and Mark Johnstone (Audit Scotland).

Apologies: Mary Agnew (Human Resources and Customer Service) and Euan Couperwhite (Policy, Performance and Resources).

No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
1.	Chair's Opening Remarks	N/A	The Chair opened the meeting and welcomed representatives from Garthdee Alpine Sports (GAS) and advised that the Governance Hub had commenced in June 2015 but had limited its scrutiny to the four tier 1 ALEOs but from this cycle onwards the Hub would expand its remit to include the three tier 2 ALEOs. He explained that the purpose of the Governance Hub was to put in place quarterly reporting arrangements in which each ALEO's performance would be scrutinised in areas of financial performance; service performance; the management of risk and contractual compliance in order to provide assurance to the Council.	<u>The Hub resolved:-</u> to note the information provided.	N/A

**ALEO GOVERNANCE HUB
GARTHDEE ALPINE SPORTS**

No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
2.	Internal Audit Report on ALEO Governance	Internal Audit Report on ALEO Governance dated February 2016.	The Chair advised that the purpose of the report was to review the governance arrangements in place between the Council and its ALEOs, including the determination of sources of assurance with regards to risk management, internal controls, staff and information governance. The Chair then summarised the report and outlined what progress the Council had made with regard to the report's recommendations.	The Hub resolved:- (i) to note the report; and (ii) to note the information provided.	R MacBeath
3.	Local Government and Regeneration Committee Report on ALEO Governance	Scottish Parliament Local Government and Regeneration Committee Report on ALEO Governance dated March 2016.	The Chair advised that the purpose of the report had been to examine if ALEOs were the most efficient and cost effective way of delivering public services or a way to shift accountability for the delivery of public services. He added that the report focussed on the role of ALEOs in the delivery of public services; the Local Authority governance arrangements for ALEOs; and the accountability of ALEOs to Local Authorities and the communities they provide services to. Arising from the issues raised in the report, the Chair asked a number of questions. The Chair noted that the committee had highlighted ALEOs use of zero hours contracts and he asked if GAS employed any staff under zero hour contracts. Mhairi	The Hub resolved:- (i) to note the report; and (ii) to note the information provided.	R MacBeath

**ALEO GOVERNANCE HUB
GARTHDEE ALPINE SPORTS**

			<p>Miller (Business Strategy and Finance Manager, GAS) advised that GAS employed staff under casual contracts in which there no was no obligation on staff to work the requested shift and staff were not restricted in their employment with GAS and were free to work elsewhere and she added that a number of staff had second jobs. At this point Jeff Capstick (HR Manager, ACC) confirmed that these were casual contracts and not zero hour contracts.</p> <p>The Chair explained that the committee had noted in its report that it would be a derogation of duty by Local Authorities if staff which had transferred across to the ALEO were on less beneficial terms and conditions than they had been previously or in comparison to their counterparts employed directly by the Council. Dave Jacobs (Managing Director, GAS) explained that the terms and conditions of staff who transferred from the Council to GAS did not change and there was no detrimental impact on staff in this regard.</p> <p>The Chair enquired if GAS had a role in the community planning process. Mhairi Miller explained that they had no role at present but that the Chair of the GAS Board represented them on the Active Aberdeen Partnership.</p>		
--	--	--	---	--	--

**ALEO GOVERNANCE HUB
GARTHDEE ALPINE SPORTS**

			<p>The Chair asked what GAS’s approach to branding was and if they found that there was still a perception that GAS was a Council service. Dave Jacobs advised that the public had recognised GAS as an independent entity but there was confusion surrounding their name as they market themselves as the Aberdeen Snowsports Centre but their registered company name is Garthdee Alpine Sports. He explained that the Board had highlighted this as an issue and were investigating how naming could be standardised.</p> <p>The Chair asked if GAS benchmarked against other similar organisations. Dave Jacobs informed the Hub that there were no real comparable ALEO/trust dry ski slope operators in Scotland and they tended to compare themselves against privately run English operators. Mr Jacobs added that he had discussed the creation of a Scottish dry ski slope operator forum with the Chair of Snow Sports Scotland to share best practice and support the achievement of Centre of Excellence Accreditation but this proposal remained in its initial phase of development. In addition, Mr Jacobs had worked with the Health and Safety Executive (HSE) to produce an operators’ guide to artificial and outdoor ski slopes and this was on the HSE website as the standard guidance</p>		
--	--	--	---	--	--

**ALEO GOVERNANCE HUB
GARTHDEE ALPINE SPORTS**

			document. The Chair advised that the Community Empowerment Act included provisions to ensure the greater involvement of local communities in the shaping and delivery of public services and enquired if the GAS Board included members of the local Community Council. Dave Jacobs advised that up until recently this had been the case however the representative from the local Community Council had just resigned from the Board. Mr Jacobs added that GAS had maintained an effective working relationship with community groups such as Garthdee Community Council and the Inchgarth Community Liaison Group and he was hopeful that they could recruit another community representative to the GAS Board.		
No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
4.	Risk Mitigation and Management	(a) Risk Register as at April 2016; (b) Centre Risk Assessment dated 24 August 2015; (c) Emergency Contacts for Crisis Management; (d) Internal and External Inspection Structure; and (e) Strategic Plan (2014).	Neil Buck (Performance and Risk Manager, ACC) introduced the Risk Mitigation and Management section and outlined the criteria he expected to be met. He explained that the scrutiny of each ALEO would be high level and that the Hub sought a level of assurance that ALEOs had the proper systems and processes in place and were effectively managing and mitigating their own risks and the risks to the Council.	The Hub resolved:- (i) to note the reports; (ii) to note the information provided; and (iii) to request an update on the development of more formal business continuity planning documentation and procedures.	N Buck

**ALEO GOVERNANCE HUB
GARTHDEE ALPINE SPORTS**

		<p>Mr Buck enquired how often GAS reviewed their risk register. Dave Jacobs advised that the register had last been reviewed by the Board three years go and explained that the Board would review the register later this year.</p> <p>Mr Buck noted that the controls GAS had in place to mitigate risks to service delivery and people were predicated on staff training and he asked how they sourced their training. Mr Jacobs informed the Hub that they conducted in-house training and also commissioned external providers to train staff in areas such as fire safety and working at heights; as well as assisting management with the review of risk assessments. He added that GAS also used e-learning modules which supported staff development in areas such as health and safety and child protection and they also utilised interactive learning software to educate instructors.</p> <p>Mr Buck noted that GAS recorded emergency contact details and had outlined their crisis management approach and asked if they had formal business continuity planning documentation in place. Mr Jacobs advised that they aimed to develop more formal procedures and documentation later this year. He also confirmed that the Centre's Risk Assessment was updated annually.</p>		
--	--	--	--	--

**ALEO GOVERNANCE HUB
GARTHDEE ALPINE SPORTS**

No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
5.	Financial Compliance	<p>(a) Financial Procedures; (b) Expenses and Benefits Policy dated February 2016; and (c) Management Accounts as at 28 February 2016.</p>	<p>Paul Dixon (Accounting Manager, ACC) spoke to the Financial Compliance section and noted that GAS's Strategic Plan was dated 2014 and asked if they had any plans to update this. Dave Jacobs advised that the plan was a living document which was revised on a regular basis as and when required. Mhairi Miller added that the plan's performance management section would need to be revised to include Active Aberdeen Partnership outcomes.</p> <p>Mr Dixon then asked the GAS representatives to provide their short to medium term financial assumptions. Dave Jacobs informed the Hub that he understood that funding from the Council was not guaranteed and it was incumbent on the business to make savings and generate sufficient income that would allow GAS to be as self-sustainable as possible but he noted that at present the Council was their sole funding source and they would look to recruit a new Board member who had expertise in this area to provide further opportunities for income generation. Mr Jacobs highlighted that GAS had a financial deficit and this was the biggest financial threat to the business and they were currently reviewing how they could make further efficiencies to account for the challenging economic</p>	<p><u>The Hub resolved:-</u></p> <p>(i) to note the reports; (ii) to note the information provided; (iii) to request GAS's most recent Management Trading Accounts be presented to the Hub at its next meeting on 22 August 2016; and (iv) to request that GAS consider the development of a broader set of formal financial procedures.</p>	P Dixon

**ALEO GOVERNANCE HUB
GARTHDEE ALPINE SPORTS**

			<p>environment and the declining trend in the snowsports participation rate.</p> <p>The Chair asked if GAS had any plans to develop their current facilities. Dave Jacobs advised that the existing site was disjointed and the layout needed a fundamental redesign and he highlighted the lack of space for a café as an example of this and explained that this had had a detrimental impact on income generation. He also informed the Hub that the ski slope and the ski lift were designed with younger people in mind which had put in place barriers for other demographic groups. Mhari Miller added that there was a large market for snowsports in the North East of Scotland but this potential was largely untapped due to outdated and poorly designed facilities and she explained that they were developing an alternate vision for the business to be presented to the Council that would propose changes to service provision and revisions to the existing funding arrangements which would reduce the business' reliance on core funding. Mr Jacobs also noted the possible implications of the new Dee Crossing and access road proposals, with one option running through their existing site.</p> <p>Mr Dixon noted GAS's financial procedures and asked if they had</p>		
--	--	--	---	--	--

**ALEO GOVERNANCE HUB
GARTHDEE ALPINE SPORTS**

			developed a wider set of financial regulations which covered issues such as expenses and if these procedures had been approved by the Board. He also enquired if GAS had any outstanding external audit recommendations. Mhairi Miller advised that their financial procedures had been developed and approved by the Board during 2015 and they had found the procedures to be fit for purpose for a small organisation. Ms Miller also confirmed that they had no external audit recommendations outstanding.		
No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
6.	Decision Making	(a) Board Structure; and (b) Directors Appointment Letter Template.	The Chair (Senior Democratic Services Manager, ACC) spoke to the Decision Making section and asked how GAS recruited Board members and if they had co-opted members onto their Board in the past. Dave Jacobs advised that they advertised for Board members based on a skills matrix which had identified areas which would be beneficial to the Board's decision making. He explained that they had conducted a gap analysis during 2015 which found that the Board had wide ranging expertise and added that a recruitment process was underway to increase the number of Board members. Mhairi Miller advised that the use of co-optees had not been considered by GAS up to this point.	The Hub resolved:- (i) to note the reports; and (ii) to note the information provided.	R MacBeath

**ALEO GOVERNANCE HUB
GARTHDEE ALPINE SPORTS**

			<p>The Chair enquired if Board members received ongoing training. Mhairi Miller advised that they had held discussions with the Institute of Directors to provide training on governance matters but this would be dependent on budgetary considerations as the cost of training was £350 per person per day and as a small organisation the costs associated with formal training were challenging.</p> <p>The Chair asked if GAS maintained a register of members' interests. Dave Jacobs confirmed that they held these registers and all Board members were made aware of their responsibilities during their induction training.</p> <p>Paul Dixon asked if their report template to the GAS Board contained a checklist which ensured that report authors were aware of financial, equalities and communication implications to make sure that the Board had access to the most robust information in order to support informed decision making. Dave Jacobs confirmed that their report template had sub-sections which outlined these implications to Board members.</p>		
No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
7.	HR Compliance and Best Practice	(a) Sickness Procedure; (b) Staff Handbook; (c) Code of Conduct;	Jeff Capstick (HR Manager, ACC) spoke to the HR Compliance and Best Practice section and asked how many full time staff	The Hub resolved:- (i) to note the reports; (ii) to note the	J Capstick/M Agnew

**ALEO GOVERNANCE HUB
GARTHDEE ALPINE SPORTS**

		<p>(d) Health and Safety Policy Statement; and (e) Health and Safety Policy and Procedure.</p>	<p>GAS employed. Dave Jacobs advised that they employed twelve full time or equivalent staff.</p> <p>Mr Capstick enquired if GAS received human resources (HR) advice. Mhairi Miller explained that they mostly provided their own in-house HR service but noted that they had consulted with external providers when an expertise gap had been identified.</p> <p>Mr Capstick asked if GAS had a Job Evaluation Scheme in place and how they would manage an equal pay claim. Dave Jacobs advised that they did not have a Job Evaluation Scheme and there had been negligible pay claims against GAS since its inception. Mr Jacobs explained that fairness in pay was regularly discussed with employees during staff meetings and reviews and he noted that their salaries were usually higher than their counterparts in other areas of the UK due to the high cost of living in Aberdeen. He added that if GAS salaries mirrored the average national rate then he could confidently assume that they would struggle to recruit and retain quality staff.</p> <p>Mr Capstick then made enquiries into how GAS engaged with their staff. Mhairi Miller advised that they held daily briefings and weekly meetings with staff and had</p>	<p>(iii) information provided; and to request that GAS contact the Council’s HR and Customer Service to receive guidance and support on the development of more robust HR documentation and procedures.</p>	
--	--	--	---	---	--

**ALEO GOVERNANCE HUB
GARTHDEE ALPINE SPORTS**

			<p>conducted staff surveys in the past. Dave Jacobs highlighted that they were a small and close knit team and he informed the Hub that staff had a direct input on the priorities and direction of the business. He also confirmed that the staff handbook had been reviewed the previous year.</p> <p>Mr Capstick also asked what approach GAS had adopted with regards to workforce and succession planning. Dave Jacobs advised that he had developed contingency plans for such events and noted that two long serving staff members had left the business in March 2016; they had been able to manage these departures as other staff had already been trained to cover their roles and responsibilities and this was a practice they would continue in the future.</p> <p>Martyn Phillips (HR Adviser, ACC) asked if GAS had access to health and safety advice. Dave Jacobs highlighted that they received health and advice from a number of sources including the Department of Transport and the Health and Safety Executive.</p> <p>Mr Phillips enquired if GAS carried out risk assessments and what their approach was towards staff training. Mr Jacobs informed the Hub that GAS conducted risk assessments and he personally reviewed</p>		
--	--	--	--	--	--

**ALEO GOVERNANCE HUB
GARTHDEE ALPINE SPORTS**

			<p>all incidents and accidents that occurred onsite to ensure that risks were being appropriately mitigated and managed. He added that a key part of his role was to strike a balance between allowing customers to have fun and maintaining a safe environment. With regards to GAS's approach towards training, Mr Jacobs advised that all permanent and casual staff received the same basic training in key areas such as first aid and fire safety, whilst duty managers received additional, more extensive training to reflect their increased responsibilities and he highlighted their role as designated fire wardens as an example.</p> <p>Mr Phillips also asked what GAS's main health and safety issues were. Mr Jacobs highlighted that preventing serious injury to a service user was his main priority and he explained that he had been proactive in this regard, for example, the Snowsports Centre had been the first facility to require users to wear head protection, and he had met with the Health and Safety Executive and the Scottish Ambulance Service to advise them of common incidents and injuries that could be expected at the centre.</p>		
No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
8.	Procurement Regulations and	GAS Procurement Procedure.	Joan McCluskey (Corporate and Procurement Manager, ACC) introduced	The Hub resolved:- (i) to note the	J McCluskey

**ALEO GOVERNANCE HUB
GARTHDEE ALPINE SPORTS**

	<p>Procedures</p>		<p>the Commercial Compliance and Best Practice section and stated how public money was spent was very important and subject to changing legislation and regulations from Scottish Government and the European Union and it was essential that procurement procedures were in line with legislation. Ms McCluskey informed the Hub that the Procurement Reform Act came into effect on 17 April 2016 and mandated that all contracts for goods and services that exceeded £50,000 over the course of its lifetime needed to be tendered; that public bodies were required to maintain and publish a Contracts Register; and under the fair working practices and commercial sustainability provisions there was an expectation on public bodies to pay their staff the Scottish Living Wage and encourage their contractors to do likewise.</p> <p>She explained that she would be happy to meet with GAS to discuss these requirements and how the Commercial and Procurement Services Team could support GAS to be compliant with the provisions of the Act. Dave Jacobs advised that he would be happy to meet with the Commercial and Procurement Services Team and would welcome any guidance and support they could provide to strengthen their procurement arrangements.</p>	<p>Procurement Procedure;</p> <ul style="list-style-type: none"> (ii) to note the information provided; (iii) to request GAS's Procurement Standing Orders be presented to the Hub at its next meeting on 22 August 2016; and (iv) to request that GAS meet with the Council's Commercial and Procurement Services Team to receive guidance and support on the development of robust procurement procedures to satisfy regulations and reporting arrangements set out in the Procurement Reform (Scotland) Act (2014). 	
--	-------------------	--	--	---	--

**ALEO GOVERNANCE HUB
GARTHDEE ALPINE SPORTS**

No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
9.	Operational Performance	(a) Summary of Consents and Requirements between Aberdeen City Council (ACC) and Garthdee Alpine Sports (GAS); (b) Transfer Agreement between ACC and GAS dated 30 March 2007; and (c) Funding Service Provision Agreement between ACC and GAS dated 30 March 2007.	The Chair advised that the Service Lead for GAS had sent his apologies for today's meeting and requested that the following item be deferred until the Hub's next meeting on 22 August 2016.	<u>The Hub resolved:-</u> to defer consideration of this item until the Hub's next meeting on 22 August 2016.	E Couperwhite
No	Item	Documents Submitted	Assurance Provided	Actions/Decisions	Lead Officer(s)
10.	Closing Remarks	N/A	The Clerk advised that the Council was currently undertaking a review of its governance documents, procedures and arrangements and as part of this review all stakeholders in the ALEO governance process would be invited to take part in a 360 survey to provide their feedback on the current arrangements for ALEO governance and how these could be strengthened to provide greater assurance to the Council and enhance future engagement with ALEOs. He added that the minutes from today's meeting would be submitted to the Audit, Risk and Scrutiny Committee on 27 June 2016 and to the Education and Children's Services Committee on 8 September 2016. The Chair thanked the representatives from Garthdee Alpine Sports for their	<u>The Hub resolved:-</u> to note the information provided.	N/A

**ALEO GOVERNANCE HUB
GARTHDEE ALPINE SPORTS**

			attendance and contributions and brought the meeting to a close.		
--	--	--	--	--	--

If you require further information about this minute, please contact Iain Robertson tel. 01224 522869 or email iairobertson@aberdeencity.gov.uk