The 2012 Games: Is Buckinghamshire Ready?

Task and Finish Group Report

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Executive Summary

In the summer of 2012 Buckinghamshire will be in the spotlight on the world stage. As a Host County for the rowing and sprint-canoeing events during the Olympic and Paralympic Games, Buckinghamshire will face a number of challenges, but this once in a lifetime event also presents considerable opportunities to bring great benefits to all our communities.

This review set out to ensure that the County Council’s preparations for the 2012 Games are effective, and to ensure that Buckinghamshire residents have a positive experience of the Games taking place on their doorstep.

The Task and Finish Group found that the County Council is responding to the need to scale up the organisation’s preparation for 2012 now that the Games are months, not years, away. As a member-led authority, however, there is a need for elected members to be more closely involved with plans for 2012, particularly in engaging local communities and helping them to celebrate the Games. The Task and Finish Group identified that to date there has not been sufficient emphasis within County Council services on business continuity arrangements, which will be essential for the organisation to have the ability to continue to operate effectively during the Games. Finally, the Task and Finish Group found that flexibility on resource allocations will be vital to enable the County Council to make the most of the unique opportunities available and secure the maximum benefits from the Games for Buckinghamshire.

The report and recommendations that follow address these points and consider the issues of local community engagement around Eton Dorney (section 2.b), supporting communities to celebrate the Games (section 2.c), the role of elected members (section 2.d), planning for emergencies (section 2.e), seizing opportunities for economic development (section 2.f), and resources (section 2.g).
Recommendations

Recommendation 1: Regular scheduled monthly meetings should take place between the 2012 Engagement Officer within Transport for Buckinghamshire and elected members, to contribute to the improvement and development of the overall Engagement Plan. The meetings should:
- Enable members to provide insight about the local community and their concerns.
- Give members the opportunity to influence the transport plans that will have an impact on the local community.
- Inform members about the progress of transport plans, for them to feed back to local communities.
- Enable elected members local to the Eton Dorney venue to be fully appraised of the detailed transport plans for the venue.

Recommendation 2: The Community Leaders Fund could be used creatively to support local community celebrations in 2012:
- Any underspend from the total Community Leaders Fund in the current year (2011/12) should be carried forward into a central events budget to be held by the County Council’s 2012 Team.
- The suggestion should be made to all elected members that they could choose to spend £1,000 of their 2012/13 Community Leaders Fund in support of celebration events in their local communities. Should members wish to do so, the 2012 Team should provide advice and support to assist members in maximising the impact of their funds.

Recommendation 3: In addition to working to ensure that the Chairman on the Council has accreditation to access the Eton Dorney venue throughout the Games, Buckinghamshire County Council should purchase all the tickets on offer to them from LOCOG, for allocation to deserving individuals within the county. Tickets should be allocated according to a plan agreed by elected members, which should include reference to the following considerations:
- The allocation plan should be considered jointly with South Bucks District Council so that allocations across the county and within that district are made on the same or complementary criteria, and the geographic distribution of numbers of tickets overall should be fair.
- A nomination system should be put in place to allow the community to influence who receives a ticket. Nominations should be on the basis of the contribution an individual has made to their community, with particular reference to young people, including those in the County Council’s care and young carers, and deserving servicemen and women.

Recommendation 4: An engagement event for elected members should be held in early 2012 to inform them of key issues around the County Council’s preparations for the 2012 Games. This event would be organised by the County Council’s 2012 Team, but open for elected members from District and Parish Councils to attend alongside County Council members. Elected members should be provided with a ‘toolkit’ to help them engage with their communities about 2012, including information relevant both to their role as a community leader and to the division they represent.
Recommendation 5: There should be a greater recognition of the importance of resilience across the County Council in preparation for 2012. This should be supported by three specific actions:
- The Human Resources Frequently Asked Questions for managers about staff annual leave during the Games should be completed by the end of November 2011.
- A dedicated resilience training budget should be identified for 2012/13 for use before the Games.
- A quarterly report should be provided to the Leader, Deputy Leader, Cabinet Member for Finance and Resources, and the Chief Officers Management Team providing information on:
  • The status of Service and Team Business Continuity Plans, including the status of training and exercising.
  • The progress of resilience planning and training for 2012 roles within services.

Recommendation 6: The 2012 Programme Board should oversee Buckinghamshire County Council’s contribution to a countywide media engagement strategy for 2012. The strategy’s main aim should be to develop key relationships and links which will contribute to new business being brought to Buckinghamshire. Specific actions to help achieve this should include:
- Facilitating media organisations (that are not officially accredited by the IOC) to be based within the county for the duration of the Games.
- Arranging visits for media organisations to particular sites of interest within the county.

Recommendation 7: The County Council’s 2012 Programme Board should reassess the staffing and budget provision for overall work on the 2012 Games on a rolling three-monthly basis. Based on the Programme Board’s assessment of the business case for changes, resources should be identified or redistributed as required.

Recommendation 8: Following the Games, a session should be held in Autumn 2012 to review the Council’s involvement in the Games and identify any outstanding legacy work needed. The Members who participated in this review should be invited to take part.

Recommendation 9: With the 2012 Games now just months away, updates on progress against the recommendations in this report should be made to the Overview and Scrutiny Commissioning Committee after 3 and 6 months, in February and May 2012. Following the review session after the Games, a report should also be provided to scrutiny on corporate learning and legacy work.
1. Introduction

1. In the summer of 2012 Buckinghamshire will be in the spotlight on the world stage. The county will play host to the Olympic Rowing and Sprint-Canoeing, and Paralympic Adaptive Rowing competitions. The events will be held in South Buckinghamshire at Dorney Lake, to be known for the 2012 Games as Eton Dorney. In addition to having official status as a Host County for 2012, Buckinghamshire is home to Stoke Mandeville, birthplace of the Paralympic Games, giving the county a unique association with the Games.

2. Organisations in the county have been planning for 2012 since London won the bid in 2005. With less than a year to go, this review presented a timely opportunity to assess the County Council’s preparations for the Games, to ensure the organisation is ready to face the challenges and make the most of 2012 for Buckinghamshire’s residents. We were pleased that the timing of the review was welcomed by both the Leader and the Strategic Director with responsibility for 2012.¹

3. The focus of the review was on the responsibilities of the County Council. While there are a multitude of agencies with which we the Council works in partnership on the Games, we felt it was paramount to ensure that our own organisation is as ready as it can be for 2012. As such, our recommendations are for the County Council’s Cabinet only, focussing on actions that it can directly implement.

4. We chose to focus the scope of the review on preparations for the Games, exploring areas of statutory responsibility including resilience, transport and Trading Standards, and also examining plans to ensure that residents have the most positive experience possible of the Games taking place on their doorstep.

5. The county’s legacy plans were largely identified as out of scope of the review, as we identified that there was a need to focus on the work that remains to be done to prepare for the Games themselves. However, there is inevitable overlap between ‘Games Time’ and ‘Legacy’ work (see glossary at Appendix 5.a). This has resulted in us considering certain aspects of the legacy Buckinghamshire hopes to achieve from 2012. The original scope of the review is set out in Appendix 5.b.

6. Our Task and Finish Group, commissioned by the Overview and Scrutiny Commissioning Committee, comprised the following members: Niknam Hussain (Chairman), Lesley Clarke, Marion Clayton, Dev Dhillon, Lin Hazell, Brenda Jennings and Brian Roberts.

7. We decided to hold a short, focused review with two consecutive days of evidence gathering so that it would be possible to report quickly to Cabinet on our findings. During our evidence sessions, on 5th and 6th September 2011, we heard from relevant members and officers of the County Council, and external guests. Our evidence gathering centred on: an overview of the 2012 Games in Buckinghamshire, Trading Standards, Transport, Business Continuity Management, Emergency Planning, and Celebrating the Games. We are grateful to all attendees for giving up their time, and would particularly like to thank our external guests: Murray Smith of the London Organising Committee of the Olympic and Paralympic Games (LOCOG), Karen Agbabiaka of the Olympic Delivery Authority (ODA), and John Turnbull of the Thames Valley Police. Please see Appendix 5.c. for the full list of evidence received.

2. Context

2. a. Buckinghamshire County Council’s 2012 Programme Management

8. During the time our review was taking place, the County Council’s 2012 Team was established, which will provide a coordination role for activity going on across the organisation. The time-limited team, within the Policy, Performance and Communications Service, comprises a Programme Manager, two Communications and Projects Officers and three Apprentices, and support is provided by a number of officers outside the team. The team will work closely with the Buckinghamshire Manager for the London 2012 Games (a post hosted by Aylesbury Vale District Council and part-funded by Buckinghamshire County Council in partnership with the four District Councils, Bucks Sport and a number of commercial partners) who has been the only officer dedicated to working on 2012 up until now.

9. The newly formed Buckinghamshire County Council 2012 Programme Board, made up of the Leader of the Council, the Chairman of the Council, the Strategic Director of Communities and Built Environment, and the Buckinghamshire Manager for the London 2012 Games, will oversee the work of the 2012 Team, and will work closely with the 2012 Programme Manager to set the programme of work and priorities within it. The Board will meet monthly from September 2011.²

10. With less than a year before the Games, we welcome this new programme structure for the County Council’s work on 2012, and consider that it will significantly strengthen the organisation’s ability to respond to the challenges of 2012, and make the most of the opportunities on offer.

2. b Partner organisations

11. A wide range of organisations are involved in preparations for 2012. The County Council works closely with a number of key partners, including the other Councils local to the Eton Dorney venue (South Bucks District Council, The Royal Borough of Windsor and Maidenhead and Slough Borough Council), the Olympic Delivery Authority (ODA) and the London Organising Committee for the Olympic Games and Paralympic Games (LOCOG). The ODA is the public body responsible for developing the venues and infrastructure for the Games; LOCOG is the company responsible for preparing and staging the Games events. See Appendix 5.a for a full glossary.

3. Key Findings

3. a. Local community engagement on Eton Dorney Transport Plans

12. Throughout our evidence gathering we heard that for the period of the Olympic and Paralympic Games, the sheer scale of the events at Eton Dorney will lead to inevitable transport disruption for the local community. We know that this is a concern for local residents and businesses, and think it is essential that effective community engagement is carried out to inform people of plans and help minimise the disruption as much as possible.

13. Eton Dorney will welcome up to 30,000 spectators per day during the Olympic Rowing Competition from 28th July to 5th August, and up to 20,000 spectators per day during the Olympic Canoe-Sprint Competition from 6th to 11th August. The majority of these spectators will arrive through the southern entrance into the venue, via a temporary bridge over the River Thames, from a transport hub at Windsor Racecourse. A small number of spectators for the Olympic competitions will use the northern entrance into the venue, although this entrance will be available only to local walkers and cyclists. During the Paralympic Adaptive Rowing Competition, from 31st August to 2nd September, the 10,000 spectators will access the venue via the northern entrance, and the area locally known as Big Meadow will serve as the transport hub. A map of the venue is included at Appendix 5.d.

14. The transport hubs for both the Olympics and Paralympics will be the point of arrival for buses from train stations and park and ride sites. No parking will be available at the venue (except for blue badge holders) meaning that

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4 Ibid.
100% of spectators will arrive at the venue on public transport or by walking or cycling.  

15. We felt it was clear that considerable work and expertise has gone into developing the transport plans for Eton Dorney, and that the organisations involved are working well together on what is evidently a very complex challenge.

   a. LOCOG are currently conducting a Demand Review\(^5\) that will analyse the post codes of ticket holders to enable them to anticipate their likely travel patterns. Spectators are also invited to express a preference for their mode of travel to the Games, including booking a space at one of up to five park and ride sites, or on a shuttle bus from one of the designated rail stations.

   b. We were interested to hear details of the work that is underway to explore whether a location in Wycombe is to be used as the site for a park and ride to the north of Eton Dorney. We were pleased that there is a commitment to involve relevant elected members in the work that is currently underway to assess and develop plans for the possible use of this site.\(^7\)

   c. We welcome the work that is underway with businesses near to Eton Dorney to help them manage their travel planning for the period of the Games. The work will not only help to reduce traffic pressure on roads in the area during the Games by managing employee and freight travel patterns, but will also leave a legacy of improved travel planning that will benefit the area after the Games are over.

16. While these examples demonstrate the range of detailed work that is underway to manage the transport challenge around Eton Dorney during the Games, we feel that a number of areas remain causes for concern.

   a. We consider that LOCOG’s plan to communicate to spectators about the limited transport options that are available is vitally important to minimise the transport disruption that will inevitably affect the area. For instance, although Burnham and Taplow rail stations are not designated stations for the venue, we think it is very likely that spectators will choose to use them in an attempt to avoid the crowds on their way to the events.

\(^6\) Ibid.
\(^7\) Ibid.
b. We feel that the major concern of local residents and businesses will be the impact on parking availability on streets around the venue. The Local Area Traffic Management Plan aims to minimise disruption around the venue and keep traffic moving. It includes a supporting plan for a controlled parking area, which will include issuing residents with permits to enable them to park outside their homes. The detail of this plan is not yet complete, and we welcome the commitment from the Olympic Delivery Authority to give local elected members sight of the plan to enable them to comment on it before it is finalised.8

17. As set out in Case Study 1, below, test events were held at Eton Dorney in 2011. However, based on the differences between the test events and the Olympic and Paralympic events to be held at the venue, we do not feel that any organisation, including Buckinghamshire County Council, can consider that the whole transport plan for Eton Dorney in 2012 has been demonstrated to be fully effective at this point. The scale of the challenge will be considerably greater in 2012, and it is imperative that all the relevant organisations ensure that the plans recognise this.

Case study 1

Testing transport arrangements - Eton Dorney test events.
In preparation for the Games, a series of test events have been held at the 2012 competition venues. At Eton Dorney, the World Junior Rowing Championships and a Canoe Sprint test event took place in August and September 2011. The full test event reports were not available for the review group to consider, but based on feedback gathered during the evidence gathering sessions the test events at Eton Dorney were considered to have been successful9.

It is important to highlight, however, that the test events brought in just 10,000 spectators to the venue, and the events occurred over a weekend. During the Olympics, as many as 30,000 spectators will arrive at the venue, and the majority of these will arrive during the weekday morning rush hour ahead of the start of competitions at 9.30am.

18. It is clear to us that local community engagement in the area around the venue is vital to the smooth running of the transport plans during the 2012 Games. For example, the Olympic Route Network (ORN; see glossary) must be well-communicated to work effectively and not cause undue disruption to local residents. Through our discussions, we ascertained that ORN measures such as restricted right turns will only be operational during specified time periods, meaning they are expected to be lifted in time for the

8 Ibid.
9 Ibid.
evening rush hour during each day of competition. Ensuring that local drivers are informed of this and other such information, will enable them to plan their journeys in advance, and reassuring them that plans are being designed with residents in mind will help to limit local frustrations.\textsuperscript{10}

19. The ODA are funding an Engagement Officer, hosted by Transport for Buckinghamshire and shared across all the local authorities involved in plans for Eton Dorney. The Engagement Officer has begun working with communities around the venue to increase their understanding about how they will be affected, and to offer reassurance about the measures that will be taken to minimise disruption. The work of this officer forms part of the ODA’s Engagement Plan, which dovetails with the Transport for Buckinghamshire Communications Plan for 2012.

20. We heard from officers and external guests during our evidence gathering session on transport that the communications will be delivered in partnership, using channels including face-to-face events, printed publications delivered to homes, and online communication through web, social media and an e-newsletter. We welcome the shared commitment from both organisations that these communications plans will evolve as required.\textsuperscript{11}

Recommendation 1: Regular scheduled monthly meetings should take place between the 2012 Engagement Officer within Transport for Buckinghamshire and elected members, to contribute to the improvement and development of the overall Engagement Plan. The meetings should:
- Enable members to provide insight about the local community and their concerns.
- Give members the opportunity to influence the transport plans that will have an impact on the local community.
- Inform members about the progress of transport plans, for them to feed back to local communities.
- Enable elected members local to the Eton Dorney venue to be fully appraised of the detailed transport plans for the venue.

3. b. Supporting communities to celebrate the Games

21. The 2012 Games offer a once in a lifetime opportunity for Buckinghamshire to celebrate and feel proud to be a Host County. Along with the Queen’s Diamond Jubilee, which falls in June, the Olympic and Paralympic Games will give rise to a summer of celebration. Events will celebrate not just the sporting aspects of the Games but will also bring to life the Cultural

\textsuperscript{10} Ibid.
\textsuperscript{11} Ibid.
Olympiad, which features all aspects of the arts, from theatre and dance to visual arts and digital innovation. The summer of 2012 is an opportunity for communities to get involved, host events and demonstrate to visitors that Buckinghamshire is a welcoming county.

22. The Torch Relays for both the Olympic and Paralympic Games are expected to visit Buckinghamshire. Detailed information about the Olympic Torch Relay is not in the public domain, but there are announcements to come and there will be opportunities for the county to be involved. Details of the Paralympic Torch Relay have been confirmed publicly, and Stoke Mandeville Stadium will play a pivotal role, providing the point of convergence for the four Paralympic Torches on August 28th, before they make their final journey to the Olympic Park in London for the Paralympic Opening Ceremony on 29th August. This will clearly be a huge opportunity for Buckinghamshire to celebrate, not only at Stoke Mandeville, but across the county.

23. The County Council’s role is to facilitate and support local communities to celebrate in 2012. We will receive some funding from LOCOG to spend on ‘Look and Feel’ within the Eton Dorney venue area and at transport hubs – which includes materials such as banners and flags – but clearly total resources will be limited. The County Council’s 2012 Team plans to support at least one major event in each district to celebrate the Games, and the Team is also coordinating the county’s applications to host a number of official LOCOG ‘Live Sites’. These sites would centre on a large screen in an outdoor public space. No firm plans for Live Sites have been made, and any decision would need to balance the restrictions that LOCOG places on the involvement of any other commercial partner, against the potential to generate greater sponsorship income for non-official sites. We welcome the commitment from the Buckinghamshire Manager for the 2012 Games to involve local elected members in considering locations for live sites and other large celebration events before any final decisions are taken.

24. Away from large scale celebrations, the County Council has an important role in helping local communities to organise their own celebrations. It will be vital for the County Council to work in partnership with other organisations and businesses, to prevent duplication of effort and activities and in order to secure resources and sponsorship. We are pleased that this will be a key priority for the County Council’s 2012 Team, and will include work on areas including:

15 Ibid.
16 Ibid.
17 Ibid.
a. Providing community groups with a toolkit about arranging local events, containing advice on issues including health and safety, insurance, and how to obtain approval from LOCOG for the use of appropriate branding.\(^{18}\)

b. Supporting and funding road closures to make it easy for communities to hold street parties. We welcome the suggestion that this would follow the provision made during the Royal Wedding in 2011, but with greater promotion to encourage wider uptake.\(^{19}\)

c. Mapping and promoting events across the county. The county’s 2012 web pages will be central to this, and we welcome the plan to develop these as soon as possible.\(^{20}\)

25. We discussed the role of elected members in encouraging and supporting their local communities to celebrate in 2012, and considered how members could use their Community Leaders Fund to facilitate events. The Community Leaders Fund is a County Council fund that allows elected members to make small but vital contributions to projects in their local communities.\(^{21}\)

**Recommendation 2: The Community Leaders Fund should be used creatively to support local community celebrations in 2012:**

- Any underspend from the total Community Leaders Fund in the current year (2011/12) should be carried forward into a central events budget to be held by the County Council’s 2012 Team.
- The suggestion should be made to all elected members that they could choose to spend £1,000 of their 2012/13 Community Leaders Fund in support of celebration events in their local communities. Should members wish to do this, the 2012 Team should provide advice and support to assist members in maximising the impact of their funds.

26. We were pleased to hear in our evidence sessions that schools are recognised as being central to the county’s celebrations for 2012. A target has been set by the Buckinghamshire Manager for the 2012 Games that every school in the county, including special schools, registers by the end of the 2011 Autumn term with the London 2012 Education Programme, Get Set.\(^{22}\) At the time of evidence gathering for this review, approximately 70%...
of the county’s schools were registered with Get Set, and of those, 40 schools (around 17% of all schools in the county) were part of the Get Set Network, which is a step on from being registered with the Programme. The Network is made up of schools that demonstrate their commitment to the Olympic and Paralympic values, and gives opportunities to access certain privileges such as an allocation of Ticketshare tickets.23

27. LOCOG will provide the Leaders and Chief Executives of Buckinghamshire County Council and South Bucks District Council (as the two official Host local authorities in the county) with accreditation to access the Eton Dorney venue on all competition days during the Olympic and Paralympic Games. We welcome the request that has been made on behalf of both authorities, by the Buckinghamshire Manager for the 2012 Games, that this accreditation should also be extended to the Chairmen of the two authorities in their roles as civic leaders.24

28. During our evidence gathering we also discussed the offer that has been made to both Host local authorities to purchase tickets for the Opening and Closing ceremonies and the events at Eton Dorney. For the Olympics, Buckinghamshire County Council has been offered 87 tickets, and South Bucks District Council has been offered 51. Both councils will also be offered the opportunity to buy up to 100 tickets each for the Paralympics. We very much welcome the invitation from the Leader of the Council for the review group to contribute to the allocation criteria for these tickets.25

Recommendation 3: In addition to working to ensure that the Chairman on the Council has accreditation to access the Eton Dorney venue throughout the Games, Buckinghamshire County Council should purchase all the tickets on offer to them from LOCOG, for allocation to deserving individuals within the county. Tickets should be allocated according to a plan agreed by elected members, which should include reference to the following considerations:
- The allocation plan should be considered jointly with South Bucks District Council so that allocations across the county and within that district are made on the same or complementary criteria, and the geographic distribution of numbers of tickets overall should be fair.
- A nomination system should be put in place to allow the community to influence who receives a ticket. Nominations should be on the basis of the contribution an individual has made to their community, with particular reference to young people, including those in the County Council’s care and young carers, and deserving servicemen and women.

24 Minutes, 6 September 2011, 2012 Task and Finish Group
25 Ibid.
3. c. The role of elected members

29. Throughout our evidence gathering, we were impressed by the scale of work that has gone into the County Council’s preparations for the 2012 Games. However, so much of the planning was unknown to us until this review began that we feel it important to highlight the need for elected member involvement to be increased. We were reassured that following his election in May 2011, the Leader decided to take overall responsibility for the County Council’s work on the 2012 Games within his own portfolio, indicating that 2012 is now considered a key priority for the Council.26

30. For Buckinghamshire County Council to be a member-led authority, it is fundamental that members are informed and engaged about key issues. On the issue of the 2012 Games the involvement of elected members is of particular importance, since we are in a strong position to help build community engagement through our wide networks of links in our local areas.

31. As set out in Case Study 2, below, a number of venues in Buckinghamshire are booked for use as Olympic and Paralympic Training Camps. Whilst recognising that each booking will be different, local elected members could have a valuable role in helping to broker arrangements to make links between visiting teams and local communities. As part of our discussions during the review, we asked that a list be drawn up showing all training camps and bookings, set out by electoral division as the start point to inform members of opportunities in their local communities. This list is attached at Appendix 5.e.

Case study 2

LOCOG Training Camps – the role of elected members
There are 18 venues across Buckinghamshire that are registered by LOCOG as official Training Camps for the Olympics and Paralympics. These are sporting venues that can be booked by national Olympic and Paralympic teams from other countries to use for training in advance of and during the Games.

Not all of the registered Training Camps in Buckinghamshire have bookings, but some venues are proving very popular. Stoke Mandeville Stadium, for example, has bookings from seven different teams in the run up to the Games.

Each booking offers potential opportunities for the local community to make links with the visiting teams. These could include ‘meet and greets’ at local events, visits to schools, or forging business or cultural links.

26 Ibid.
Recommendation 4: An engagement event for elected members should be held in early 2012 to inform them of key issues around the County Council’s preparations for the 2012 Games. This event would be organised by the County Council’s 2012 Team, but open for elected members from District and Parish Councils to attend alongside County Council members. Elected members should be provided with a ‘toolkit’ to help them engage with their communities about 2012, including information relevant both to their role as a community leader and to the division they represent.

3. d. Planning for emergencies

32. Ensuring the County Council is prepared for emergencies comprises two principal aspects, which together form the area of work known as Resilience. The first is emergency management, the process of managing the impact of an emergency incident. The second is business continuity management, the process of ensuring the County Council can continue to carry out its mission critical activities in the event of an emergency incident.\(^27\)

33. During the Olympic and Paralympic Games, the County Council has two main areas of responsibility within emergency management. The first is as a Category One Responder within the Thames Valley Local Resilience Forum (TVLRF). The TVLRF is a partnership which exists to manage any emergency incident within the Thames Valley. Its Olympic Resilience Project, led by the Thames Valley Police, will ensure that there is sufficient resilience capability to manage any incidents connected to the Games, wherever in the Thames Valley they occur.

34. The second area of the County Council’s responsibility is under the Safety at Sports Grounds Act (1975), which requires the Council to approve LOCOG’s safety management processes for the Eton Dorney venue. LOCOG’s plans must demonstrate sufficient safety management for the capacity of the venue, and arrangements and approval for the plans are being overseen by the Safety Advisory Group (SAG) set up by the County Council.\(^28\)

35. There are understandably concerns about the scale and impact of any emergency incidents that could affect the county during the Games. However, we recognise the very considerable amount of work that is being undertaken on emergency management for 2012, and were appreciative of the reassurance that was provided to us that all eventualities are being given


appropriate consideration. For the TVLRF and members of the SAG, emergency management is ‘business as usual’ and we have confidence in the risk-led and intelligence-led plans being drawn up to cope with the pressures of 2012. The strong relationships that exist between partners, tested both by exercises and real experience, were borne out by the positive contribution to the review of John Turnbull of the Thames Valley Police.

36. Within the County Council, Business Continuity Plans (BCPs) are the responsibility of each Head of Service. BCPs ensure that services are prepared and able to continue their ‘critical’ activities in the event of an emergency, for instance, the provision of essential support services to vulnerable people. It is a statutory requirement that the Council has Business Continuity Plans, yet we heard in our evidence gathering that not all services have them in place. We are pleased that the Regulatory and Audit Committee has invited the Chief Executive to the Committee in November to confirm that by that time all services have BCPs in place. The intention is that all BCPs will be tested through exercises by the end of March 2012.

37. We recognise that the response of all County Council services to the severe winter weather of December 2010 was significantly improved following the snow of January of the same year. This indicates that business continuity management is generally working well across the Council, but we cannot overstate our support for the Regulatory and Audit Committee’s role to ensure that formal BCPs are in place across all services, as we consider that this is a key risk area for the County Council in preparing for 2012.

38. A particular area of concern that emerged during our discussion of the evidence for the review was the guidance needed in relation to staff annual leave during the summer of 2012. Managers have a responsibility to ensure sufficient staff are present to provide services effectively, yet it is expected that there will be higher than usual demands for staff leave during the summer of 2012. This was highlighted in written evidence as an outstanding concern, and we keenly await the completion of the work that is underway in Human Resources to develop a set of Frequently Asked Questions to help guide Managers when deciding whether to grant annual leave requests for 2012. We welcome the decision that has already been made by the Resilience Manager not to grant annual leave within his team during the Games.

29 http://www.bucksc.gov.uk/moderngov/mgAi.aspx?ID=17312
31 Ibid.
Case study 3

**Testing the County Council’s preparedness for emergencies in 2012**

Not only is it a statutory imperative that the Council has Business Continuity Plans in place, it is essential that the plans are tested and shown to work under possible emergency scenarios.

During our evidence gathering, we heard about the corporate resilience exercise that was to take place on Wednesday 7th September. The Resilience Manager has since provided the following description of the exercise:

“On 7 September, the Resilience Team conducted a tabletop emergency management exercise, ‘Exercise Startline’, for approximately 100 senior managers and officers and the Leader of the Council. The aim of this exercise was to consolidate at a corporate level the individual service training received in the first part of 2011 with a view to ensuring that all services are ready to participate in an emergency response during the 2012 Olympic and Paralympic Games.

Following an update on current planning, the officers were provided with the opportunity to discuss the emergency response to two separate, but linked, scenarios and then share their findings with the remainder of the attendees. Within the exercise, various Business Continuity issues were raised, looking at capacity for an emergency response, facilities from which to operate and the resilience of IT software required for an emergency. The exercise - as it was intended - identified a number of capability and capacity issues and raised questions in a number of other areas. These will be collated into a post-exercise report that will be prepared and disseminated by the end of September.”

39. A further area of concern that arose from our consideration of evidence for the review was that training is a vital part of resilience preparedness, and yet resilience training for Heads of Service and Managers who have responsibility for Business Continuity Planning is not compulsory, and there is no identified Resilience training budget. We learned that training costs for Resilience are currently supported from the underspend across the Localities and Safer Communities Service. In our view, this approach does not demonstrate good financial management, nor does it give appropriate recognition to the importance of resilience training. The opportunity to improve corporate support for resilience training in preparation for 2012 is one that should not be missed, and which would leave the organisation with a valuable legacy benefit from the Games.
Recommendation 5: There should be a greater recognition of the importance of resilience across the County Council in preparation for 2012. This should be supported by three specific actions:

- The Human Resources Frequently Asked Questions for managers about staff annual leave during the Games should be completed by the end of November 2011.
- A dedicated resilience training budget should be identified for 2012/13 for use before the Games.
- A quarterly report should be provided to the Leader, Deputy Leader, Cabinet Member for Finance and Resources, and the Chief Officers Management Team providing information on:
  - The status of Service and Team Business Continuity Plans, including the status of training and exercising.
  - The progress of resilience planning and training for 2012 roles within services.

3. e. Economic development – seizing opportunities

40. Although economic development was outside the original scope of the review, we feel it is important to recognise the importance of seizing the opportunities on offer during the summer of 2012 to maximise the county’s legacy from the Games. We were pleased to hear from the Leader of the Council that an economic development legacy from the Games is one of his personal priorities for Buckinghamshire.  

41. With the eyes of the world on our county, the 2012 Games are a unique opportunity to showcase Buckinghamshire to new audiences. To stimulate investment into the county, there is a need to raise the profile of Buckinghamshire abroad, and the presence of international media is a key tool to enable us to do that. We are pleased that a range of work is underway to make the most of the anticipated media presence, including:

   a. The County Council will be represented by the Buckinghamshire Manager for the 2012 Games at the World Press Briefing in October, which is an event for the top 500 media organisations that will cover the Games. This event offers opportunities to make contacts and develop links with international media as part of a media strategy focused on promoting economic development in the county.

   b. Work is underway by the Buckinghamshire 2012 Coordinating Group, a countywide group of partners including councils and

34 Minutes, 5 September 2011, 2012 Task and Finish Group
businesses, to produce some promotional footage of the county to be offered for use by broadcast media.  

Case study 4

The Chinese Equestrian Team – opportunities for economic development

As outlined in Case Study 2 above, a number of national Olympic and Paralympic teams have booked to make use of training camps within Buckinghamshire. These bookings offer opportunities to develop useful economic links with the countries represented, especially if supported by profile-raising positive media coverage of the county in the teams’ home countries.

The Chinese Equestrian team, made up of one athlete and twelve support workers, has booked to train at Shardeloes Equestrian Centre. The athlete has a very high profile in China, and his involvement in 2012 is likely to be the subject of significant media interest there. This presents a clear opportunity to attract the attention of Chinese media to Buckinghamshire, and highlight what the county has to offer for potential investors.

42. Work to showcase Buckinghamshire through the international media is a project that will need to be undertaken in partnership with other relevant organisations in the county, particularly Bucks Business First. It is clear from the test events held at Eton Dorney in the summer of 2011 that media activity in the county will be huge, and it is imperative that the County Council makes the most of it.

Recommendation 6: The 2012 Programme Board should oversee Buckinghamshire County Council’s contribution to a countywide media engagement strategy for 2012. The strategy’s main aim should be to develop key relationships and links which will contribute to new business being brought to Buckinghamshire. Specific actions to help achieve this should include:

- Facilitating media organisations (that are not officially accredited by the IOC) to be based within the county for the duration of the Games.
- Arranging visits for media organisations to particular sites of interest within the county.

35 Ibid.
3. f. Resources

43. The newly appointed 2012 Team (see Paragraph 8) is Buckinghamshire County Council’s first dedicated staffing resource for work on 2012, beyond the part-funding of the post of the Buckinghamshire Manager for the 2012 Games. In addition to the achievements made by the Buckinghamshire Manager for the 2012 Games, we also value highly the contributions of officers within services across the County Council who have taken on responsibilities for planning for 2012 as part of their normal work.

44. We recognise that the pressure on the County Council’s budget has never been greater, but we also feel that every effort must be made to make the most of the unique opportunities the Games offer the county. There has been no dedicated budget for 2012 to date, and again we very much value the efforts of services such as Trading Standards, Transport for Buckinghamshire and the Resilience Team to support work for 2012 from within existing budgets.

45. A considerable amount has already been achieved in the county with limited expenditure, demonstrating excellent value for money. For example, the support of the County Council and the Buckinghamshire Manager for the London 2012 Games, amongst others, has helped businesses in the county to win contracts for the 2012 Games worth an estimated £70m (to date at the time of our evidence gathering). This figure is expected to continue to increase as more 2012 contracts are let in the months to come. However, while we welcome this success, we also feel that there are more opportunities on offer for the county from 2012 that we cannot afford to miss.

Recommendation 7: The County Council’s 2012 Programme Board should reassess the staffing and budget provision for overall work on the 2012 Games on a rolling three-monthly basis. Based on the Programme Board’s assessment of the business case for changes, resources should be identified or redistributed as required.

4. Conclusion

46. The 2012 Games are now just months away. Throughout our consideration of evidence for this review we found that the County Council’s preparations are largely well-progressed, but that there is still more to be done in a number of areas. Strong, effective plans in the County Council’s areas of responsibility within Transport, Trading Standards and Resilience are essential for the smooth running of the Games.

Ibid.

Minutes, 5 September 2011, 2012 Task and Finish Group
47. The remaining months before the Games are also the time to engage with local communities about what 2012 means for them. Involving elected members is key to developing good community support for the Games, and helping communities to celebrate in 2012 will form a key strand in making sure Buckinghamshire residents feel proud to live in a Host County.

48. The 2012 Games pose both unique challenges and opportunities for Buckinghamshire County Council. As the countdown continues, work must increase pace to ensure that the organisation and the county as a whole are ready. Following the Games it is important that the Council learns from the experience to continue to improve and develop its corporate approach to large scale projects such as this.

Recommendation 8: Following the Games, a session should be held in Autumn 2012 to review the Council’s involvement in the Games and identify any outstanding legacy work needed. The Members who participated in this review should be invited to take part.

Recommendation 9: With the 2012 Games now just months away, updates on progress against the recommendations in this report should be made to the Overview and Scrutiny Commissioning Committee after 3 and 6 months, in February and May 2012. Following the review session after the Games, a report should also be provided to scrutiny on corporate learning and legacy work.
5. Appendices

5. a. Glossary

**Buckinghamshire 2012 Coordinating Group** – A countywide group of partners including councils, business organisations, and public and third sector partnerships.

**Games Time** – Defined by LOCOG as the period from May 18\(^{th}\) 2012 to September 9\(^{th}\) 2012. This period includes:
- The Olympic Torch Relay
- The Olympic Games (July 27\(^{th}\) to August 12\(^{th}\))
- The Paralympic Torch Relay
- The Paralympic Games (August 29\(^{th}\) to September 9\(^{th}\))

Events will be held at Eton Dorney, the venue in Buckinghamshire, from July 28\(^{th}\) to August 11\(^{th}\) (Olympic Games) and August 31\(^{st}\) to September 2\(^{nd}\) (Paralympic Games).

**IOC** – The International Olympic Committee. The IOC is the international body responsible for the allocation of the Olympic Games to designated cities. Amongst its responsibilities are the protection of the Olympic brands and symbols and the development of international commercial, broadcast and media agreements in support of the Games.

**Legacy** – A broad term covering all the impacts of the Games. Commonly, ‘legacy’ is used to refer to changes that will be made because of the Games, which will remain after the Games have finished. Examples of changes that could be described as legacy are:
- new physical infrastructure
- new business investment
- healthier communities inspired to take part in more sport and physical activity.

**LOCOG** – The London Organising Committee of the Olympic Games and Paralympic Games. LOCOG is responsible for preparing and staging the Games, including transport arrangements for spectators and the ‘Olympic Family’ of athletes and other officials.

**ODA** – The Olympic Delivery Authority. The ODA is the public body responsible for developing and building the venues and infrastructure for the Games. The ODA has responsibility for the Olympic Route Network (ORN).

**Olympic Route Network** – The Olympic Route Network and Paralympic Route Network (ORN and PRN) are networks of roads linking competition and non-competition venues, such as accommodation. The routes will have associated...
traffic measures to allow athletes and officials to travel safely, securely and efficiently, while keeping other traffic moving.

The Games – The overall term describing both the Olympic Games and the Paralympic Games.
5. b. Scope of the review

OVERVIEW AND SCRUTINY SCOPING PAPER

Subject of the review: The 2012 Games – Is Buckinghamshire Ready?

Summary
The scrutiny review will take place over two days in September, during which the group will hear evidence about the County Council’s operational preparations for the period of the Olympic and Paralympic Games in the summer of 2012. The group will consider their recommendations at the end of the two days and their report will go forward to Cabinet in November.

This short format has been chosen for the review to ensure its recommendations are focused and timely, and can be incorporated into plans for 2012.

Members of the public will be invited to submit questions to ask as part of the review, to raise awareness both of preparations for the Games and of the public’s ability to be involved in Overview and Scrutiny.

Membership
- Chairman: Niknam Hussain
- Elected members of the OSCC (availability permitting)
- Other members and partners will be invited to attend the two evidence days.

Rationale for the review
With the London 2012 Olympic and Paralympic Games just a year away, this review is a timely opportunity to ensure the County Council is preparing effectively for the period of the Games, which runs from 27 July to 9 September 2012.

The County Council’s preparations for the period of the Games cover a range of areas, such as resilience/emergency planning, Trading Standards, transportation and cultural events.

The review will explore these key areas of the County Council’s preparations and make timely recommendations to help the organisation rise to the challenge during the Games.

Key questions
Background evidence questions:
- What is the current position of BCC’s preparations in the areas of resilience, trading standards, transportation, and cultural events?
- What responsibilities does BCC have in relation to these areas during the Games?
- What has BCC spent and is planning on spending on Games preparations?
- How are members and the public being engaged with preparations in these areas?
- What risks are there to the County Council’s normal operations during Games Time and what business continuity plans does the council have in place for 2012?
- What best practice is there in other organisations’ preparations for 2012, previous events hosted in the UK (eg. Commonwealth Games) and international experience of the Games?

Scrutiny questions:
- Has value for money been achieved from the County Council’s expenditure on the Games?
- How effectively is the County Council working with partners, including the Districts, in areas such as resilience, trading standards, transportation and cultural events?
- How robust are the County Council’s plans covering resilience, trading standards, transportation and cultural events?

Anticipated outcomes
An evidence-based report with recommendations on areas such as:
- How the County Council can ensure it has effective Games Time plans in place across for resilience, transportation, trading standards and cultural events.
- How the County Council can help to ensure that local residents have a positive experience of the Games taking place on their doorstep.

Out of scope
To keep the review focused on making recommendations that contribute to the County Council’s operational preparedness for the period of the Games, as well as ensuring that recommendations are timely, the following areas have been identified as out of scope:
- Legacy plans in areas such as:
  - business opportunities
  - sports
  - education

Recommendations will only be made to the County Council’s Cabinet as this review is being conducted as a County Council scrutiny review. If matters arise during the evidence-gathering about the responsibilities of partners, including the district councils, then informal suggestions may be passed on to attendees at the evidence-gathering event.

Communications
- Publicity to encourage public participation in the review.
- Press release on completion of the review
Resources required
- Officer and member time
- Budget to support the two evidence days at external location(s)

Timetable
- 26th July – scope agreed by OSCC
- w/c 5th September – two day-long evidence sessions
- 18th October – report considered by OSCC
- 14th November – report to Cabinet

Proposed outline of evidence
Desktop research will provide preliminary written evidence to inform members of the key issues ahead of the two oral evidence days.

Day One:
- The key issues Buckinghamshire will face during the Games
- Legacy plans
- The big picture on preparedness: our work with partners
- BCC’s operational plans – transportation; trading standards; emergency planning; cultural events
- Public questions

Day Two:
- Business continuity: maintaining the County Council’s normal operations
- Experience from elsewhere (external witnesses)
- Consideration of evidence heard and possible areas for recommendation

Officer Contact
Madeleine Thorpe x2140
### 5. c. List of written and oral evidence

<table>
<thead>
<tr>
<th>Title</th>
<th>Form of evidence</th>
<th>Contributor(s)</th>
</tr>
</thead>
</table>
| The 2012 Games and Buckinghamshire | Written paper                                          | - Neil Gibson, Strategic Director, Communities and Built Environment, Buckinghamshire County Council  
- Ian Barham, Buckinghamshire Manager for the 2012 Games (jointly funded post) |
|                                    | Oral evidence – presentation and discussion           |                                                                                                                                              |
| Trading Standards                  | Written paper                                          | - Martin Phillips, Cabinet Member for Community Engagement, Buckinghamshire County Council  
- Terry Carter, Trading Standards Manager, Buckinghamshire County Council |
|                                    | Oral evidence – discussion                             |                                                                                                                                              |
| Business Continuity Management     | Written paper                                          | - Andy Fyfe, Resilience Manager, Buckinghamshire County Council                                                                            |
|                                    | Oral evidence – discussion                             |                                                                                                                                              |
| Transport                          | Written paper                                          | - Peter Hardy, Cabinet Member for Planning and Transportation  
- Sean Rooney, Compliance Manager, Transport for Buckinghamshire  
- Murray Smith, Venue Transport Manager, LOCOG  
- Karen Agbabiaka, ORN Programme Manager, ODA |
|                                    | Oral evidence – presentation and discussion           |                                                                                                                                              |
| Emergency Management               | Written paper                                          | - Andy Fyfe, Resilience Manager, Buckinghamshire County Council  
- John Turnbull, Olympic Coordinator, Thames Valley Police |
|                                    | Oral evidence – discussion                             |                                                                                                                                              |
| Celebrating the Games              | Written paper                                          | - Ian Barham, Buckinghamshire Manager for the 2012 Games (jointly funded post)  
- Louisa Sinclair, Marketing and Publications Team Leader, Buckinghamshire County Council |
|                                    | Oral evidence – discussion                             |                                                                                                                                              |
| The Leader's View                  | Oral evidence – discussion                             | - Martin Tett, Leader of Buckinghamshire County Council                                                                                  |
5. d. Map of the Eton Dorney venue
### 5. e. London 2012 Pre-Games Training Camps within Buckinghamshire

**NOC** – National Olympic Committee  
**NPC** – National Paralympic Commitee

<table>
<thead>
<tr>
<th>Venue</th>
<th>County Council Electoral Division</th>
<th>District Council Ward</th>
<th>Training Camps Hosted / International Agreements in Place</th>
<th>Additional Information</th>
</tr>
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<tbody>
<tr>
<td>Bucks New University, High Wycombe Campus (Support facility)</td>
<td>Abbey</td>
<td>Abbey</td>
<td>None</td>
<td>Accommodation &amp; Athlete Support for High Wycombe Sports Cluster</td>
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<tr>
<td>Shardeloes Farm and Equestrian Centre</td>
<td>Amersham</td>
<td>Amersham Town</td>
<td>China Equestrian</td>
<td>Japan &amp; Guatemala Equestrian considering use of facilities.</td>
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<tr>
<td>Green Park Activity Centre</td>
<td>Aston Clinton</td>
<td>Aston Clinton</td>
<td>None</td>
<td>Accommodation Support for Stoke Mandeville international visits.</td>
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<tr>
<td>Stoke Mandeville Stadium</td>
<td>Aylesbury South</td>
<td>Mandeville and Elm Farm</td>
<td>Finland NPC Iceland NPC Saudi Arabia NPC Papua New Guinea NPC Uganda Badminton Slovakia NPC Colombia NPC Andorra NPC USA &amp; Malaysia Archery</td>
<td>Visits Undertaken by Sweden, Belgium, Iraq NPCs Programme of International Competitions throughout 2012</td>
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<tr>
<td>Aylesbury College</td>
<td>Aylesbury West</td>
<td>Southcourt</td>
<td>None</td>
<td>International Taekwondo Competition scheduled for 2012</td>
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<tr>
<td>Stowe School</td>
<td>Buckingham</td>
<td>Luffield Abbey</td>
<td>None</td>
<td>Athletics and</td>
</tr>
<tr>
<td>North</td>
<td>accommodation facilities being considered by a number of nations</td>
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<tr>
<td>Snowball Farm Equestrian Centre</td>
<td>Burnham Beeches</td>
<td>Burnham Beeches</td>
<td>None</td>
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<tr>
<td>High Wycombe Judo Centre</td>
<td>Booker, Cressex and Sands</td>
<td>Booker and Cressex</td>
<td>None</td>
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<tr>
<td>Guatemala NOC visited facilities, awaiting decision; Awaiting sports qualification early in 2012</td>
<td></td>
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<td></td>
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<tr>
<td>Wycombe Badminton Centre</td>
<td>Booker, Cressex and Sands</td>
<td>Booker and Cressex</td>
<td>Great Britain &amp; Denmark Badminton</td>
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<tr>
<td>Games Time training venue for Team GB</td>
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<tr>
<td>Wycombe Sports Centre</td>
<td>Abbey</td>
<td>Abbey</td>
<td>Iceland &amp; Finland NPC’s</td>
<td></td>
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<tr>
<td>Guatemala NOC visited facilities, awaiting decision; Enquiries being managed for Synchronised Swimming from Canada &amp; Chinese NOCs</td>
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<td>Wycombe Wanderers Football Club</td>
<td>Booker, Cressex and Sands</td>
<td>Sands</td>
<td>Awaiting football qualification results in 2012.</td>
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<td>Active Equestrian Centre</td>
<td>Great Missenden</td>
<td>Great Missenden</td>
<td>Centre not actively pursuing international teams.</td>
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<td>Quainton Stud</td>
<td>Grendon Underwood</td>
<td>Quainton</td>
<td>Ireland Equestrian Team</td>
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<td>Finnland NPC Equestrian considering use of facilities</td>
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<td>Bisham Abbey National Sports Centre*</td>
<td>Marlow</td>
<td>Marlow North &amp; West</td>
<td>Great Britain &amp; China Hockey</td>
<td></td>
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<tr>
<td>Seeking football nation post qualification in 2012</td>
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<tr>
<td>Longridge Activities Centre*</td>
<td>Marlow</td>
<td>Marlow South East</td>
<td>Great Britain Rowing &amp; Canoeing</td>
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<tr>
<td>Will act as overflow facility when Eton College Rowing Centre closes for training in</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Centre</td>
<td>Venue</td>
<td>Other nations</td>
<td>2012</td>
<td></td>
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</tr>
<tr>
<td>South Bucks Riding for the Disabled Centre</td>
<td>Stoke Poges</td>
<td>South Africa &amp; Finland NPC</td>
<td>Other nations awaiting qualification in 2012</td>
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<td></td>
<td>Hedgeley and Fulmer; Stoke Poges</td>
<td></td>
<td></td>
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<td>Eton College Rowing Centre</td>
<td>Taplow, Dorney and Lent Rise</td>
<td>USA, Canada, New Zealand, Australia &amp; Argentina Rowing Great Britain Sprint Canoeing</td>
<td>Venue not available as training camp from spring 2012</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Dorney and Burnham South</td>
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<tr>
<td>Addington Equestrian Centre</td>
<td>Winslow</td>
<td>Great Britain &amp; Austria Dressage Teams</td>
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<tr>
<td></td>
<td>Winslow</td>
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</tbody>
</table>

* Both Bisham Abbey National Sports Centre and Longridge Activities Centre are in the Royal Borough of Windsor and Maidenhead but are part of the Marlow town area.
5. f. Summary of approach for public questions

Public questions were invited to be asked as part of the review. Questions were to be submitted in writing in advance, and could be on any area of the scope of the review. Any relevant questions were to be asked in the relevant evidence gathering session by the member of the public, or on their behalf if they were unable to attend.

A press release was issued to all media outlets within the county to publicise the review and invite questions, and supporting information was published on the Scrutiny pages of the Buckinghamshire County Council website. The press release was also distributed to Local Area Forums in the county.

The press release was covered in the following media:
- The Buckingham and Winslow Advertiser – 12th August 2011
- The Leighton Buzzard Observer – 12th August 2011
- BBC news website – 15th August 2011
- BBC Three Counties Radio Twitter Feed – 15th August 2011
- The Bucks Herald – 17th August

The press release received no coverage in media that have a geographic focus in the south of the county.

No questions were received by the deadline on Thursday 25th August 2011, or afterwards, so no public questions were included as part of the review.