

# **BUNCEFIELD**

## **MULTI-AGENCY RECOVERY PLAN**



**RECOVERING FROM THE LARGEST PEACETIME  
FIRE IN EUROPE**

**DRAFT VERSION: 1.1 (JANUARY 2006)**



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## SECTION 1 – INTRODUCTION

**This section attempts to put the Buncefield Multi-Agency Recovery Plan into context in terms of the scale and far reaching impact of the incident and the extent of the recovery challenge now facing a wide range of agencies from both the public and private sectors. It also outlines the structure of the multi-agency recovery process and provides a summary of the work undertaken to date by the multi-agency Recovery Group.**



## 1. PURPOSE OF THE RECOVERY PLAN

The purpose of the Buncefield Multi-Agency Recovery Plan is to provide structure to the multi-agency recovery process and the eventual return to normality. It also aims to focus attention on any outstanding issues and the ensuing actions which may be required at a local, regional or national level.

In terms of measurable objectives the Buncefield Multi-Agency Recovery Plan seeks to:-

- a) Outline what the recovery process requires in order to be successful;
- b) Highlight what the recovery process aims to achieve in the longer term;
- c) Reflect the work undertaken by the Recovery Group and its sub-groups;
- d) Provide an ongoing and comprehensive summary of the recovery process.

The multi-agency Recovery Group is responsible for the ongoing review and updating of the Buncefield Multi-Agency Recovery Plan.

## 2. BACKGROUND INFORMATION

Early on the morning of 11 December 2005 a large explosion ripped apart the Buncefield Oil Depot on the edge of Hemel Hempstead. The depot, which receives, stores and distributes fuels including petrol, diesel and aviation fuel, is the fifth largest of its kind in the United Kingdom. The subsequent fire, which burned for a number of days and sent a thick black plume of smoke across Hertfordshire, London and other southern counties before being successfully extinguished, was the largest peacetime fire in Europe.

The following information attempts to provide an overview of the scale and far reaching impact of the incident. It also provides an overview of the size of the recovery challenge in terms of the Buncefield Oil Depot, local infrastructure, the local community, the neighbouring Maylands business / industrial area and Hemel Hempstead itself:-

### a) COST

- Estimated cost of emergency response £7 million;
- Short term business recovery costs estimated as £2.2 million ;
- Long term business recovery costs estimated as £100 million over 10 years.

### b) BUNCEFIELD OIL DEPOT

- 60 - 80 million litres of fuel burnt;
- 50 million litres of contaminated fire-fighting water left on site;
- Over 200,00 litres of fuel in tanks and pipes still to be removed 5 weeks later;
- 32 million litres of waste liquid removed by specialist contractors in 4 weeks;
- Environmental monitoring to be undertaken for years to come.

### c) INFRASTRUCTURE

- Considerable damage to all utilities in Maylands industrial / business area and local community (e.g. gas, electricity, telephones and water);

- Significant damage to road infrastructure in the vicinity of the Buncefield Oil Depot;
- Major disruption to road network in and around Hemel Hempstead as result of the fire fighting operation;
- Number of road closures still in place 5 weeks later.

**d) LOCAL COMMUNITY**

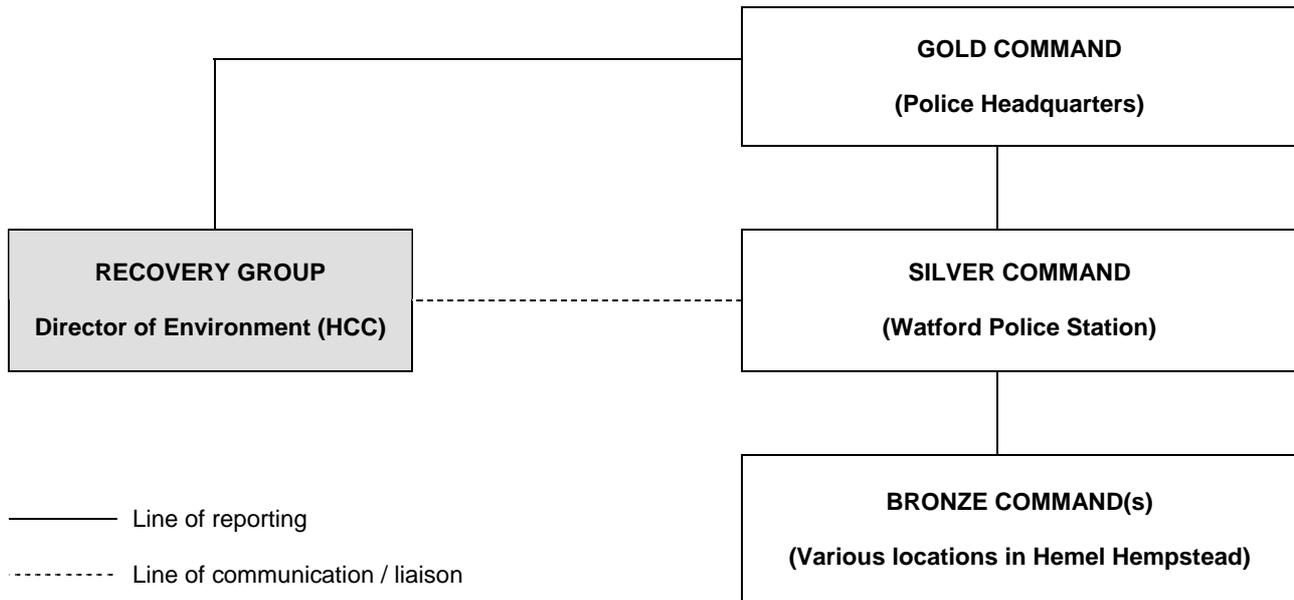
- 2,000 residents evacuated and a significant number cared for in temporary accommodation until safe to return home. One month on and 4 families remain in local authority provided temporary accommodation;
- Over 350 local authority houses damaged and requiring repair. Extent of damage to private properties not known;
- 50 tonnes of “hazardous” waste removed from surrounding area;
- Continued smell of fuel 5 weeks later still causing concern in terms of safety and public health;
- Mayor’s Recovery Fund has raised £204,000 to date.

**e) MAYLANDS INDUSTRIAL / BUSINESS AREA**

- Largest business / industrial area in the East of England;
- 370 businesses out of a total of approximately 630 evacuated during the incident;
- 88 companies with 4,000 employees still without their premises five weeks later;
- 6 buildings designated for demolition and 30 more requiring major repairs before being reoccupied;
- 290 other businesses disrupted for up to 3 days due to the emergency response and minor damage;
- Knock on impact on supply chain not yet known but likely to be considerable.

### **3. MULTI-AGENCY RECOVERY STRUCTURE**

During the first two days of the incident recovery issues were considered and co-ordinated strategically as part of the emergency response by Gold Command at Police Headquarters. Silver Command located at Watford Police Station provided support in terms of operational recovery related issues. However, in line with Government guidance outlined in *Emergency Response & Recovery* the decision was taken to establish a multi-agency Recovery Group to co-ordinate recovery issues in more detail whilst reporting to Gold Command as part of the emergency response. The first meeting of the newly established Recovery Group took place on 13 December under the chairmanship of Hertfordshire County Council’s Director of Environment.

**FIGURE 1 – RECOVERY STRUCTURE IN THE EMERGENCY PHASE**

Whilst the Recovery Group was ultimately responsible to Gold Command there would inevitably be an overlap with operational recovery related issues being addressed by Silver Command and ensuring effective communications and liaison was a key issue in the initial stages.

It was always intended from Meeting 1 (13 December) that as well as looking at short term actions the Recovery Group would also be looking to put in place some structure beyond the emergency response phase. At Meeting 4 (16 December) more detailed consideration was given to the future management of the Recovery Group and the formal structure required to effectively manage the longer term recovery process. Taking on board issues considered at previous meetings and in Government guidance such as *Emergency Response and Recovery* and *Recovery: An Emergency Management Guide* it was proposed that 3 sub-groups should be established to address the following issues in more detail:-

- a) Short term physical issues (e.g. infrastructure, utilities, maintenance, etc.);
- b) Business recovery;
- c) Community infrastructure and welfare.

In addition, it was agreed that any political, elected official or stakeholder input would be more appropriately addressed directly through the Recovery Group along with the generic issues of communications, finance and resources. It was also agreed that the handover from the emergency phase to the multi-agency recovery phase would be more effective if the recovery structure accommodated the outstanding strategic objectives from Gold Command.

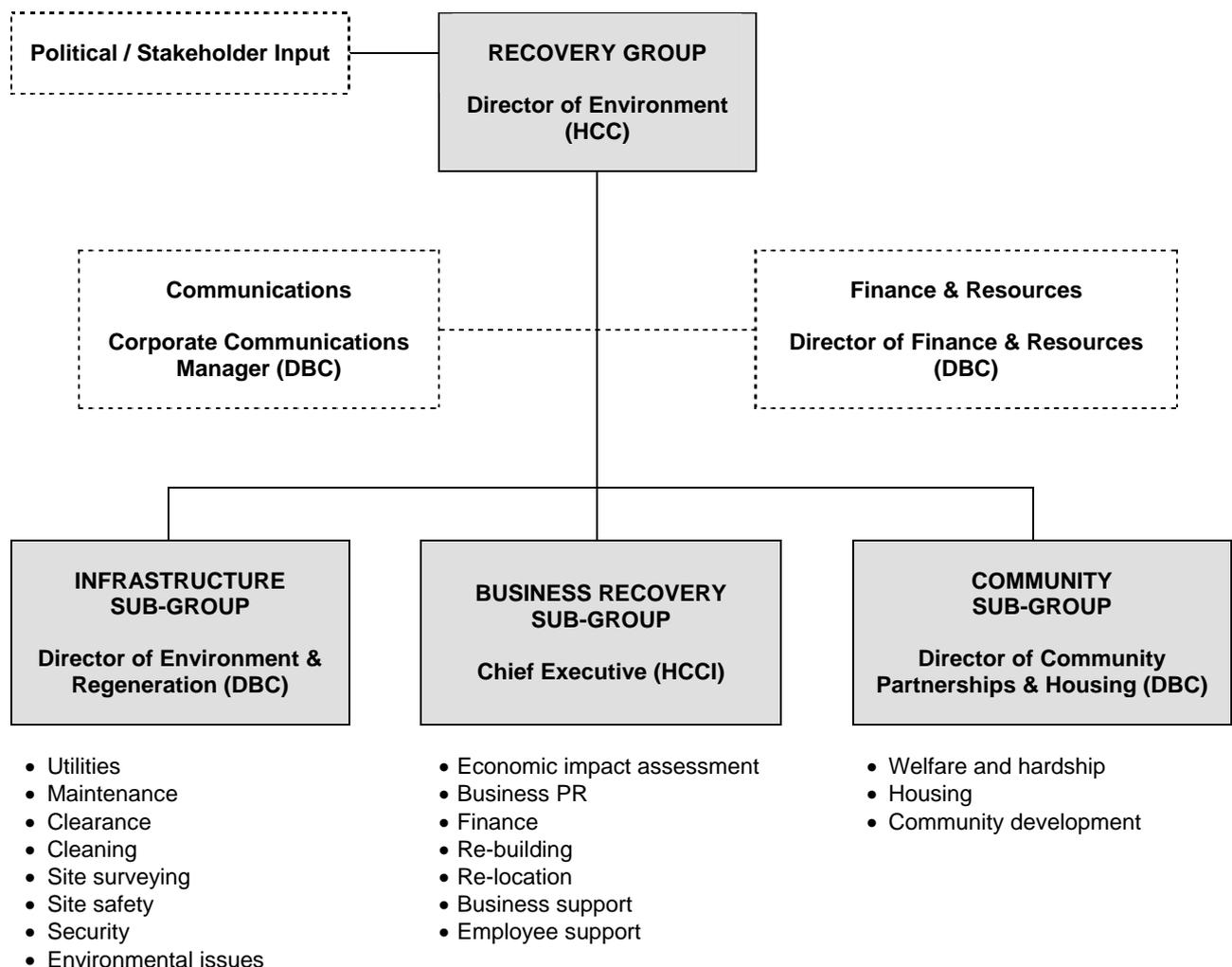
Membership of the multi-agency Recovery Group is included in Appendix 1.

At Meeting 5 (19 December) the formal recovery structure and terms of reference for the Recovery Group and 3 sub-groups were agreed. It was also agreed that Hertfordshire County Council's Director of Environment should continue to chair the Recovery Group in

its strategic role. Chairs from Dacorum Borough Council and Hertfordshire Chamber of Commerce & Industry were appointed for the 3 sub-groups and swiftly tasked with establishing appropriate membership, agreeing the frequency of meetings and developing actions plans. In addition, outstanding Gold Command strategic objectives were assigned to the Recovery Group or appropriate sub-group.

With the longer term recovery structure effectively now in place Gold Command (i.e. Hertfordshire Constabulary) were formally notified that the Recovery Group was ready for a handover of responsibility from the emergency response phase to the multi-agency recovery phase.

**FIGURE 2 – LOCAL AUTHORITY LED MULTI-AGENCY RECOVERY STRUCTURE**



#### 4. TERMS OF REFERENCE

The following terms of reference were agreed at Meeting 5 (19 December):-

##### a) RECOVERY GROUP

- To provide strategic leadership and direction for all aspects of the multi-agency recovery effort;

- To co-ordinate the work of the Infrastructure Sub-Group, Business Recovery Sub-Group and Community Sub-Group;
- To oversee and approve all communications relating to the multi-agency recovery effort;
- To manage resource issues and to ensure financial accountability;
- To ensure that the multi-agency recovery effort is undertaken in accordance with Government guidance.

**b) INFRASTRUCTURE SUB-GROUP**

- To facilitate an environmentally acceptable means of delivering the replacement and reconstruction of public service infrastructure (e.g. utilities, roads, etc.);
- To ensure the returning of public areas to a safe, secure and clean condition;
- To report progress back to the Recovery Group on a regular basis.

**c) BUSINESS RECOVERY SUB-GROUP**

- To provide immediate support to businesses and employees;
- To oversee the development and implementation of regeneration strategy for the business community linked to Dacorum Borough Council's regeneration strategy Hemel Hempstead 2020 Vision;
- To maintain pro-active communications, networks and the Maylands Task Force to encourage co-operation and business involvement;
- To report progress back to the Recovery Group on a regular basis.

**d) COMMUNITY SUB-GROUP**

- To provide and co-ordinate ongoing support to the residents affected and the wider affected community;
- To ensure the provision of information to the residents and the wider community;
- To facilitate assessment of the long term impact on community cohesion and capacity;
- To report progress back to the Recovery Group on a regular basis.

## **6. SUMMARY OF RECOVERY GROUP EFFORTS TO DATE**

The following is a summary of Recovery Group efforts from its establishment to the present date. Therefore, it does not seek to cover any strategic or operational recovery issues addressed by Gold Command or Silver Command during the first two days of the incident:-

### **MEETINGS 1 – 4**

Once established the multi-agency Recovery Group met on 4 consecutive days (13

December through to 16 December). Although the Recovery Group was ultimately responsible to Gold Command and issues would inevitably overlap with those being addressed at Silver Command it was always intended that the Recovery Group would be looking to put in place some structure to the recovery process beyond the emergency response phase.

Efforts of the Recovery Group from Meeting 1 (13 December) through to Meeting 4 (16 December) included the following:-

- a) Developed and recommended strategies to Gold Command aimed at facilitating access for businesses and identifying actions required from Silver Command;
- b) Put in place initial arrangements to identify and signpost information points for both affected residents and businesses;
- c) Organised arrangements to keep businesses updated on access issues including a meeting and a press release;
- d) Liaised with Silver Command in relation to access arrangements, to ensure appropriate safety assessments carried out prior to any repair work being undertaken by contractors and businesses (e.g. hoarding up partially demolished premises) and to clarify roles and responsibilities (e.g. removal of contaminated waste);
- e) Considered medium and long term issues at an early stage including the mechanism necessary for longer term recovery;
- f) Ascertained costs incurred during the emergency response phase and began to estimate longer term regeneration costs;
- g) Developed a multi-agency recovery communications strategy including the issuing of press releases and recognising the importance of building confidence;
- h) Identified appropriate environmental and building control advice to be given to businesses once premises handed back to owners and contractors;
- i) Co-ordinated hardship and welfare issues and identified an appropriate lead agency;
- j) Recognised the importance of providing information to local politicians, elected officials and stakeholders and identified an appropriate lead agency;
- k) Co-ordinated the provision of telephone helplines by different agencies and ensured package of joint information provided on relevant websites to ensure consistent information and contact details available;
- l) Ensured liaison between various agencies to raise awareness of issues and to ensure that appropriate contacts established where necessary;
- m) Ensured that all relevant agencies were aware of the support and information being offered and where it could be obtained (e.g. websites, helplines, etc.);
- n) Shared information relating to affected businesses (e.g. payroll details) between public sector and private sector agencies to assist in identifying future issues (e.g. numbers of employees affected);
- o) Contributed to preparations for the Deputy Prime Minister's visit on 17 December.

## **MEETINGS 5 – 6**

In the week prior to Christmas the Recovery Group met twice. The focus of Meeting 5 (19 December) was on formally establishing the longer term recovery structure to ensure an efficient handover of responsibility from the emergency response phase to the multi-agency recovery phase. At Meeting 6 (22 December) the Recovery Group received reports back from the newly established sub-groups and ensured that appropriate arrangements were in place to cover the Christmas and New Year period.

Efforts of the Recovery Group from Meeting 5 (19 December) through to Meeting 6 (22 December) included the following:-

- a) Ensured that telephone helplines remained operational and were providing consistent and up to date information;
- b) Widened membership of the Recovery Group to ensure that all appropriate agencies and stakeholders were involved;
- c) Developed a formal recovery structure including the establishment of sub-groups, appointment of chairs, identification of appropriate membership and consideration of resource and cost issues;
- d) Looked at the various options in terms of longer term business recovery and the possible future of the Buncefield Oil Depot;
- e) Liaised with experts and other agencies on the issue of safety and public health in order to be in a position to reassure the public;
- f) Liaised with TOTAL UK Ltd regarding their involvement in recovery activities and any support or assistance that they might be able to provide;
- g) Agreed a joint briefing for local authority elected members to update them on the recovery process and to seek support for the work of the Recovery Group;
- h) Ensured that communications and the provision of information was consistent across all agencies;
- i) Recognised the importance of the Recovery Group considering finance and resources as an integral part of the recovery process and identifying an appropriate lead agency.

## **MEETINGS 7 – 8**

Following the Christmas and New Year period the Recovery Group met on 6 January and 16 January. With the establishment of the formal recovery structure and the sub-groups reporting back on a regular basis the Recovery Group was essentially focusing its efforts on providing a more strategic direction for the overall recovery process. At Meeting 7 (6 January) the Recovery Group were given a presentation from the Corporate Social Responsibility Manager from TOTAL UK Ltd which outlined the level of their involvement in recovery related issues. At Meeting 8 (16 January) a structured debrief session was undertaken in order to identify any learning from the process of establishing the Recovery Group and the longer term recovery structure.

Efforts of the Recovery Group from Meeting 7 (6 January) through to Meeting 8 (16 January) included the following:-

- a) Co-ordinated the dissemination of public information relating to safety and public

- health issues in liaison with relevant agencies;
- b) Communication support provided to sub-groups to deal with communications and information provision issues and to assist in the development of action plans;
  - c) Continued development of multi-agency communications strategy and identification of an activity plan to ensure that future communications (e.g. press releases) are as pro-active as possible;
  - d) Provided strategic direction and support to sub-groups including decision making and picking up issues for further consideration where required;
  - e) Developed a financial template to record all expenditure and funding relating to the incident (e.g. the emergency response) and longer term recovery (e.g. regeneration);
  - f) Initial preparation for the Deputy Prime Minister's visit at the end of the month;
  - g) Identified the need for a Buncefield Multi-Agency Recovery Plan to provide additional structure to the recovery process;
  - h) Assessed opportunities presented by the incident and the scheduled re-launch of the regeneration strategy (Hemel Hempstead 2020 Vision);
  - i) Agreed the proposal to facilitate a meeting with larger businesses to ascertain issues and concerns from their perspective;
  - j) Newsletter to be distributed to affected households to contain multi-agency advice and information and to ensure consistency with other information, questionnaires that might be issued.

## **MEETING 9**

The Recovery Group met on 24 January to address ongoing generic issues such as feedback from the sub-groups, communications and finance and resources. However, the main issue for consideration was the Deputy Prime Minister's proposed return visit at the end of the month.

Efforts of the Recovery Group at Meeting 9 (24 January) included the following:-

- a) Preparation for the forthcoming visit by the Deputy Prime Minister;
- b) Development of the Buncefield Multi-Agency Recovery Plan.
- e) Recording of all expenditure and funding relating to the incident and longer term recovery on the multi-agency expenditure spreadsheet.

## SECTION 2 – OVERVIEW OF SUB-GROUPS

**This section provides an overview of the current recovery situation in the form of the latest activity update reports compiled by the Infrastructure Sub-Group, Business Recovery Sub-Group and Community Sub-Group.**



## 1. INFRASTRUCTURE SUB-GROUP

The following activity update report (January 2006) was compiled by the chair of Infrastructure Sub-Group:-

### Meeting dates

The Sub Group has met (or is scheduled to meet) on the following occasions:

- 20<sup>th</sup> December 2005
- 4<sup>th</sup> January 2006
- 10<sup>th</sup> January 2006
- 17<sup>th</sup> January 2006
- 30<sup>th</sup> January 2006
- 14<sup>th</sup> February 2006
- 28<sup>th</sup> February 2006 (provisional date)

Minutes have been taken of the meetings and are available on request.

### Constitution of the Sub Group

Parties attending the meetings include:

- Director of Environment and Regeneration of Dacorum Borough Council – Chairman
- PA for Director – Meeting notes
- EDF Energy (Electricity)
- Environment Agency
- Transco (Gas)
- Three Valleys Water
- Thames Water Utilities
- Herts Constabulary
- Herts County Highways
- British Telecom (now known as Openreach)
- Dacorum Borough Council Building Control
- Dacorum Borough Council Street Cleaning Services
- Dacorum Borough Council Environmental Health
- St Albans City and District Council Building Control
- St Albans City and District Council Environmental Health

To assist with close co-operation, communication and liaison with the clear-up operation of the main Buncefield site itself, representatives from the following parties have also attended some of the meetings of the Sub Group:

- Health and Safety Executive
- Adler and Allen (employed by Total to clear the Buncefield site)
- Total

### Summary of work programme to date

Working within the prescribed terms of reference, the Infrastructure Recovery Sub Group has principally facilitated the co-ordination of the physical infrastructure recovery around the Buncefield site. It has not been involved with the main Buncefield site itself as this still involves a “scene of crime” and/or site of Health and Safety Executive/Environment Agency investigation.

Using the five zones identified initially by Gold Command, the Sub Group sought to manage a systematic clear-up operation of roads and pathways surrounding the site, thereby enabling the utility companies to begin to restore their respective services to the Maylands Business Park (and ultimately to the Oil Depot site itself).

Advance crews from the gas, electricity and water companies had undertaken emergency repairs, in conjunction with Dacorum Borough Council's staff, to make the area safe in the immediate aftermath of the explosion (e.g. disconnect gas/power supplies).

The initial planned recovery work undertaken by the utility companies was to restore required services to the commercial properties that had been allowed to return to their premises by Building Control. This has now been completed.

Thereafter, the utility companies sought to restore required services to the site boundaries on premises that had been declared 'unsafe' and/or were undergoing demolition (or scheduled for demolition). This has now been completed.

Close liaison by the County Highways Authority, with the company engaged by Total to clean up the site (Adler and Allen), resulted in a series of agreed temporary road closures in the vicinity of Buncefield. This was to enable the smoothest possible access and exit by tankers removing the estimated 50 million litres of contaminated liquid from the bunded areas and open areas within/surrounding the main site. In excess of 1,000 tanker loads had been calculated as necessary to clear the site of contaminated liquid, over a 2-4 week period.

In addition road closures minimised the disruption of "sight-seers" and also precluded unauthorised vehicular access to roads that were the most heavily damaged (and potentially contaminated) by the blast, principally Cherry Trees Lane (immediately north of the Oil Depot site) and Buncefield Lane (immediately to the west).

Seven road closure orders have been statutorily advertised. Subject to one modification, no public objections have been received.

Environmental issues (e.g. water contamination or air quality) fall outside the remit of the group.

### **Summary of outstanding work**

1. Clean and/or rebuild/repair (and open) Cherry Trees Lane and Buncefield Lane including the restoration of utility services therein.

Parties involved: Environment Agency, Herts County Highways, Dacorum Street Cleaning (Cupid Green Depot), Transco, Three Valleys Water and BT/Openreach.

Timescale: Subject to site/incident investigation and advice from Health and Safety Executive/Environment Agency. Approximately two months (subject to confirmation).

2. On-going waste recovery from drainage system and associated balancing ponds.

Parties involved: Thames Water Utilities, Environment Agency/Health and Safety Executive and Herts County Highways.

Timescale: This task is dependent upon results of sampling of drainage systems/balancing ponds etc.

*Note* – If large quantities of liquid is necessary to be removed, a tankering operation may be required in due course. This will need to be co-ordinated with Herts County Highways if lane closures are deemed to assist with the operation.

3. Removal of all temporary road closures in the vicinity of the site.

*Parties involved:* Herts County Highways.

*Timescale:* Entirely subject to site/incident investigation and advice from the Health and Safety Executive/Environment Agency.

*Note* – The temporary road closures furthest from the site will be removed soonest. However the work associated with 6.3 is dependent both on the clean-up operation on the Oil Depot itself and the on-going site/incident investigation.

4. Restore all required utility (and other) services to all sites on the Maylands Business Park.

*Parties involved:* EDF Energy, Transco, Three Valleys Water, Thames Water Utilities, BT/Openreach.

*Timescale:* Subject to current demolition works and any associated re building/refurbishment programme undertaken by the site owners.

5. Restore all required utility (and other) services to the Buncefield Oil Depot site itself.

*Parties involved:* All relevant utilities.

*Timescale:* Subject to site/incident investigation, advice from the Health and Safety Executive/Environment Agency and as subsequently requested by site owners/operators.

6. Redefine curtilage of Oil Depot site, especially to northern and western boundaries.

*Parties involved:* Total Oil and Herts County Highways.

*Timescale:* Subject to site/incident investigation, advice from the Health and Safety Executive/Environment Agency and as subsequently requested by site owners/operators.

7. Replanting of trees/hedgerows damaged or destroyed by explosion.

*Parties involved:* Dacorum Borough Council, Herts County Highways and site owners/operators.

*Timescale:* This task is clearly not possible before task 6.6 above. It is also subject to advice/guidance from the Environment Agency. Not likely to commence until the 2006/7 planting season.

## **2. BUSINESS RECOVERY SUB-GROUP**

The following activity update report (January 2006) was compiled by the chair of the Business Recovery Sub-Group:-

The incident impacted on 630 businesses, employing an estimated 16,500 people (nearer 25,000 people including supply chains) and producing over 2% of the region's GDP in the

adjacent Maylands industrial / business area. The disruption to trade was felt for a minimum of 48 hours and many businesses suffered for a longer period.

88 businesses are unable to return to their premises; a number of these will not be able to do so until decisions are made about the future of the Buncefield Oil Depot. Other businesses continue to suffer ongoing problems. Elsewhere in Hemel Hempstead and surrounding areas businesses providing a range of services, including maintenance, recruitment and catering have also felt the impact.

After five weeks the approach of the Business Recovery Partnership (see Appendix 2) can be classified as follows:-

**a) SHORT TERM**

Dealing with immediate problems including, relocation, rehabilitation, business support, insurance issues, cashflow, etc. Although many of the issues require a quick and effective response some will take many months before they are brought to a satisfactory solution.

**b) MEDIUM AND LONG TERM**

These issues focus mainly on ensuring that those businesses with buildings that have suffered extreme levels of damage are able to return to the Maylands industrial / business area and Hemel Hempstead. It is also important to ensure that further damage to the local economy does not occur as the result of the long term loss of jobs and impact on the local supply chain.

**c) GENERIC ISSUES**

Throughout the recovery process it is essential that every effort is made to protect and develop the reputation of the Maylands industrial / business area and Hemel Hempstead as a place “to do business”. The Business Recovery Partnership is committed to building upon the strong partnerships that pre-date the incident. The continuation of these strong relationships which exist between public and private sector agencies are a prerequisite to a successful recovery.

It is clear that in developing solutions high levels of support will be required from Central Government, East of England Development Agency (EEDA), English Partnerships and other bodies.

The Business Recovery Sub-Group is not yet able to estimate the full long-term financial support required. However, it has developed a budget (see Appendix 3) for the administration of the business recovery, the means to provide business solutions and to enable access to qualified advice on a range of complex issues.

From the outset there has been concern that previously economically active people who have suffered as a result of the incident are properly supported. The Learning & Skills Council has put forward £300,000 and additional funds have been found to support the redundancy team at Herts Careers Service. Together with the active support of Job Centre Plus and West Herts College it is felt that sufficient resources are in place to tackle this issue.

In an effort to ensure that viable businesses do not unnecessarily suffer from cashflow problems Hertfordshire Chamber of Commerce & Industry has met with the major clearing banks who have expressed a willingness to work with businesses that are experiencing problems as the result of the incident.

Good intelligence is essential in terms of identifying issues and the attendant solutions. Therefore, SQW have been appointed to conduct an Economic Impact Assessment. The interim findings of the report can be summarised as:-

- Many buildings and their contents have been totally destroyed
- Restricted access to other buildings has limited business processes because equipment and stock, even if undamaged, cannot be accessed. With engineers still assessing the state of damage and safety of various premises, the re-establishment of normal business operations is continuously being held back
- More widely, the decision over the future of the oil depot is having a major influence on whether businesses are going to relocate back to the Maylands estate. Businesses of all sizes feel they cannot afford to wait for the outcome from the Health and Safety Executive (HSE) investigation and instead require immediate land and funding solutions
- The general state of uncertainty on the future of their business at Maylands, and the difficult task of relocating, has had a significant impact on staff morale and confidence. The financial impacts on businesses having to relocate include costs of searching for and securing alternative premises (whether purchase or rental) and additional staff commuting costs

A copy of the Interim Report will be circulated with this Recovery Plan. The full report is due to be finished by the end of March 2006.

Throughout the recovery process it is essential that:-

- Every effort is made to retain jobs for local people;
- The reputation of the Maylands industrial / business area and Hemel Hempstead as a successful venue for doing business is maintained;
- Key decisions are not delayed by unnecessary or inflexible bureaucracy;
- That the solid business base that existed prior to the incident is supported and that the safety of the people working in the Maylands industrial / business area and Hemel Hempstead is protected at all times.

#### **d) CONCLUSION**

The support requested in the immediate aftermath of the incident from businesses was generally of a practical nature and concerns focused on returning to premises, repairs and relocation. Therefore, the first thoughts of most businesses reflected their wish to resume operations at the earliest opportunity.

The initial response has been effective as a result of being underpinned by strong pre-existing partnership structures. However, there is now a challenging period as work is undertaken to come to terms with a wide range of complex issues. With appropriate support from Central Government, Local Government and other relevant agencies the Business Recovery Partnership is confident that effective short-term solutions will be identified whilst developing longer term strategies to deliver a bright future for the Maylands industrial / business area and Hemel Hempstead.

### **3. COMMUNITY SUB-GROUP**

The following activity update report (January 2006) was compiled by the chair of Community Sub-Group:-

## **MEMBERSHIP**

- Dacorum Borough Council (Housing, Community Partnerships, Learning Partnerships and Communications);
- Dacorum Citizens Advice Bureau;
- Dacorum Community Trust;
- Dacorum Primary Care Trust (Public Health);
- Health & Safety Executive;
- Hemel Hempstead Churches Together;
- Hertfordshire Constabulary;
- Leverstock Green Village Association;
- St Albans City & District Council;
- Woodhall Farm Community Association.

The Community Sub-Group is meeting weekly to share information, to plan activities to meet community needs as these emerge and to ensure that there is co-ordination of effort and clear lines of communication. This will avoid duplication of resources and ensure that people in need are directed speedily and effectively to the agency or agencies that can best help them.

## **ACTIVITIES TO DATE**

### **a) ASSESSMENT OF IMPACT AND DATA GATHERING**

The Community Sub-Group has pooled its collective knowledge and experiences to draw up an initial assessment of the social impact of the incident to date. Where possible this has been backed up with figures collected by partner agencies.

### **b) EMPLOYMENT**

The Citizens Advice Bureau (CAB) has dealt with 61 requests for help and information directly related to the incident of which the majority are employment related. Funding is now being sought from NACAB to provide a specialist law advisor for one day and one evening per week to provide information and guidance on employment rights.

Job Centre Plus have so far helped two individuals back into employment and have put a further 68 people in touch with potential employers.

Herts Redundancy Network is linking agencies (e.g. Herts Careers Service, Nextstep, Job Centre Plus and Dacorum Learning Forum) which will be supporting people back into employment. The Learning & Skills Council has made £300,000 available to provide support including funding for a weekly advice session at the Hemel Hempstead Job Centre. Dacorum Learning Forum is also addressing this issue and is working with the CAB to provide advice and support on job applications.

### **c) FINANCIAL HARDSHIP**

The Mayor's Recovery Fund has now reached £204,000. The fund is administered by Dacorum Community Trust, with the Dacorum Volunteer Centre running a dedicated helpline. So far 90 applications for support have been received and approximately 50 payments made, totalling £10,000. Initial payments were small and made to alleviate immediate need following the incident. However, this position

has now moved on and increasingly applications are for support due to loss of earnings or for the replacement of equipment to allow sole traders to restart their businesses.

Job Centre Plus has received a total of 48 new benefit claims related to the incident and has paid 6 Crisis Loans. All such claims have been settled the same day.

Dacorum Borough Council and St. Albans City & District Council have waived council tax for all affected households from 11 December to 31 January.

There is extensive concern regarding insurance issues, including the recovery of excess payments. Clarification is being sought on these matters so that accurate information can be provided to the public.

#### **d) HEALTH ISSUES**

The group has identified the need for a co-ordinated approach to post-traumatic stress counselling and the provision of access to less formal counselling and “skilled listeners” for people who are emotionally affected, but not to a degree that requires medical assistance. Churches Together is working with Dacorum Borough Council to provide a network of support accessed through a single telephone helpline. Publicity is being drawn up to signpost people to appropriate sources of help.

Hertfordshire Constabulary are visiting local schools to provide reassurance and education to students and teachers.

There is concern about the odour and fumes continuing to emanate from the Buncefield Oil Depot and the Community Sub-Group are currently obtaining and publishing information on this to reassure the public.

#### **e) HOUSING**

More than 300 local authority owned dwellings were damaged by the initial explosion. Minor repairs have now been carried out, but some 150 houses required more extensive work, the majority of which related to the replacement of windows and doors. It is anticipated that all repairs will be completed by early February.

A total of 4 households have remained in temporary local authority accommodation since the incident. A further 2 private households have recently been housed whilst repairs are carried out to their property.

**f) INFORMATION / COMMUNICATION**

The Community Sub-Group have identified a need to provide ongoing, authoritative information which is targeted at the communities most affected by the incident. This needs to be provided by local agencies as there is currently some degree of mistrust of information coming from national bodies.

A newsletter has been produced by the Community Sub-Group and distributed by volunteers from the local church and community based agencies. Further issues will be produced and distributed along with parish and neighbourhood newsletters.

Posters have also been produced to promote telephone helplines, as despite extensive publicity, there is still a widespread lack of awareness about the support available.

The Community Sub-Group has developed a comprehensive and ongoing community recovery plan (see Appendix 5) which includes short, medium and emerging long term activities.

## SECTION 3 – KEY ISSUES AND ACTIONS REQUIRED

**This section outlines a wide range of key issues to be addressed as part of the recovery process. They have been identified through discussions within the Recovery Group, detailed work undertaken by the Infrastructure Sub-Group, Business Recovery Sub-Group and Community Sub-Group. Government guidance such as *Recovery: An Emergency Management Guide* and *Emergency Response and Recovery* has also been used to help identify relevant issues. Actions to be taken to address these issues are also outlined and responsibility for taking them forward is highlighted.**



## 1. KEY ISSUES

Listed below in alphabetical order are the key issues that have emerged so far:-

### a) BUSINESS RECOVERY (SHORT TERM)

- As the recovery progresses issues surrounding under insurance, a variety of other legal issues and delays in receiving reparation will impact most on smaller businesses. To assist, proposals are being drawn up to establish a legal / insurance scheme aimed at providing qualified support and to reduce costs;
- As the effects of the incident slow down problems for SME's are expected to increase. In addition to practical and timely support from the Business Support Unit at Dacorum Borough Council, free assisted consultancy and training providers are being made available by Business Link Hertfordshire;
- In an effort to ensure that viable businesses do not unnecessarily suffer from cashflow problems, meetings have taken place with the major clearing banks who have expressed a willingness to work with businesses that are experiencing problems as the result of the incident;
- In due course it may also be necessary to make representations to HMRC to encourage a degree of flexibility. It is understood that a similar approach was taken following the floods in Carlisle last year. Dacorum Borough Council has also put in place advice for businesses seeking business rate relief;
- Throughout the recovery period businesses will need to be continuously monitored to ensure that unforeseen problems are dealt with and that prompt advice and support is given where required.

### b) BUSINESS RECOVERY (MEDIUM AND LONG TERM)

- As the recovery process continues the approach to the medium and longer term issues becomes more critical;
- Businesses who have suffered extreme levels of damage to their premises requiring significant repairs or in some cases total demolition are largely, although not exclusively, employers of relatively large numbers of people;
- It is important that the larger businesses are given every encouragement to remain in or return to the Maylands industrial / business area or Hemel Hempstead. Dialogue has begun with these businesses to establish their view of the issues and to understand their decision making processes.

### c) BUSINESS RECOVERY MANAGEMENT

- To date the management of the business recovery has been dealt with by a range of partners on a largely informal basis. Given the length of time the business recovery will take and the complexities involved, it is appropriate that funding is found to supplement the work already being undertaken and to bring sufficient resources and expertise to the process.

### d) COMMUNICATIONS

- Many of the efforts of the Business Recovery Partnership will be deemed futile unless the business reputation of the Maylands industrial / business area and

Hemel Hempstead is maintained and enhanced;

- The Business Recovery Partnership has been well served by the communications teams at Dacorum Borough Council and Hertfordshire County Council. However, in due course additional commercial expertise will be required and funding will be required to develop and implement a communications strategy;
- Fortunately, a Maylands website is already in existence and with additional resources (e.g. funding) and promotion it can be used as a key feature of the recovery process;
- It would be unwise to underestimate the views of business people and residents in relation to the re-opening of the Buncefield Oil Depot. However, given the national strategic importance of the Buncefield Oil Depot it would seem to be sensible to plan on the basis that it will re-open in some form or another. The decision when it is made will require skilful management to ensure that the Maylands industrial / business area does not suffer further “blight”.

**e) COMMUNITY IDENTITY**

- There is a concern that the areas in and around Hemel Hempstead affected by the incident are now seen as an undesirable and unsafe place to live. This is affecting local identity and creating fears that there will be an adverse impact on local authority tenancies and house prices;
- It is feared that an increase in unemployment will also impact upon the social fabric of the affected areas in and around Hemel Hempstead and will damage community cohesion and identity;
- The Community Sub-Group has identified a need for local people to talk about the incident and to share experiences and feelings. This would not only be cathartic, but would help to bring the community together and would reinforce a sense of identity;
- There is also a need for good news stories to be published, to reassure local people and to celebrate the resilience and survival of the community.

**f) CRIME AND DISORDER**

- There has not been a significant increase in crime and disorder as a result of the incident. However, there is concern that the loss of employment opportunities and earnings will lead to an increase in criminal activity, as people become more severely affected. This is a particular risk for people who have greater difficulty in obtaining employment because of an existing criminal record;
- There is also a fear that alcohol related disorder will increase as a result of pressures caused by unemployment and debt.

**g) EMPLOYMENT, UNEMPLOYMENT AND SKILLS NEEDS**

- The loss of casual employment and damage to sole traders and small companies initially created the largest impact. As more businesses are now making staff redundant, more general unemployment is increasing;
- From the outset there has been a degree of concern to ensure that previously economically active people, who have suffered as a result of the incident, are

properly supported. The current situation is expected to worsen over the next three months and come to a peak in April;

- With many businesses having temporarily relocated or closed, there is now a lack of employment opportunities in Hemel Hempstead, especially for casual and manual workers;
- There is particular concern amongst older men, who fear that they may not find employment again;
- Many local businesses not within Maylands industrial / business area have also suffered. For example, taxi drivers whose business relied heavily on driving customers between the Maylands industrial / business area and the rail station;
- There will be an extensive need for the provision of re-skilling and retraining opportunities and a co-ordinated approach to access to these.

**h) ENVIRONMENTAL MONITORING**

- The Environment Agency was present at the Buncefield Oil Depot and involved in the emergency response within hours of the incident, managing and monitoring environmental impacts;
- Actions included sampling the River Ver and the River Colne which enters the Thames at Staines, to ensure the safety of people who use these rivers for recreation and as a source of water;
- Observations and measurements to date show that there has been no significant effect on members of the public or wildlife (e.g. birds or fish).

**i) FINANCIAL HARDSHIP**

- The greatest cause of financial hardship has been loss of earnings, particularly for casual workers who stopped being paid immediately after the incident;
- There is concern that many of these casual workers are not accessing the help as they are not “in the system” and do not use usual channels of information such as websites, newspapers, etc;
- It is likely that the next few weeks will see an increase in debt problems as people who have lost earnings and used credit cards to cover the Christmas and New Year period are now unable to repay the sums borrowed;
- As redundancies increase, the level of applications for help and claims for benefits are expected to rise significantly.

**j) GENERIC BUSINESS ISSUES**

- Generic issues include a wide range of challenges for the Business Recovery Partnership. Whilst the short term challenges place demands upon limited resources they generally identify themselves and solutions can usually be found within existing areas of experience and expertise;
- However, some challenges lay beyond the expertise of local partners and stakeholders. Therefore funding should be sought to enable the purchase of expert advice required in a variety of areas.

**k) HEALTH ISSUES**

- As there have been very few health problems reported as a direct result of the incident, the major issue for health and care agencies is the longer term impact of associated unemployment and loss of earnings on mental health, alcoholism and relationships.

**l) HOUSING**

- An emerging issue is that private householders are being advised by insurance companies to seek temporary housing from local authorities whilst repairs are being carried out to their homes. This is not appropriate advice, as such provision can only be made in exceptional circumstances;
- There is concern amongst householders that the full impact of the explosion on buildings may not be immediately apparent, and that a spell of bad weather might reveal further damage;
- A number of tenants have advised Dacorum Borough Council that they have difficulty in paying their rent as a result of the incident and it is anticipated that this number will increase.

**m) INFORMATION AND DATA COLLECTION**

- The local community is concerned that there has been a lack of information on the investigation and the future of the Buncefield Oil Depot;
- Whilst the Community Sub-Group is gathering all the data and evidence of impact it can, much of the information is anecdotal and gathered through agencies, rather than directly. There is a need for more formal and organised collection of data on the social impact of the incident, which can then inform the future planning and work of the agencies involved.

**n) INFRASTRUCTURE**

- The future of the Buncefield Depot site itself creates an air of uncertainty over the whole of the Maylands site, and prevents any restoration of services on the Buncefield site
- The temporary road closures in the vicinity of the site are linked to the future of Buncefield, and will hamper the longer term recovery of Maylands
- If large quantities of liquid waste have to be removed, a tankering operation will be required which may cause some disruption through road closures

**o) PLANNING**

- Whilst uncertainty lies over the future of the Buncefield Oil Depot and around planning decisions it is logical to conclude that businesses and their insurers may have difficulty in moving forward their own processes;
- The land upon which badly damaged premises stand might be considered to have little value. It is also unlikely that businesses will want to re-develop until a future planning decision is known;
- Whilst a period of indecision exists, there is a danger that businesses that need to

make future plans will choose to make other plans;

- The importance of moving forward expeditiously on planning issues is recognised, but there are also a number of complex issues to understand at the same time. Solutions within current planning strategies should be sought where possible and if they prove to be inadequate then a flexible approach should be adopted;
- Dacorum Borough Council, English Partnerships, GO-East and EEDA are key players in finding a satisfactory conclusion. In addition Hertfordshire Prosperity has an ongoing dialogue with GO-East and EEDA. Dacorum Borough Council also has a strong relationship with English Partnerships.

**p) VOLUNTARY SECTOR CAPACITY**

- Pressure on some voluntary agencies has increased as a result of the incident. The CAB, in particular, needs extra resources to cope with an increase in demand for support;
- This pressure is coupled with a fear that some of the larger businesses affected by the incident have been major sources of charitable giving in Hemel Hempstead and that this is likely to cease, at least in the medium term.

## **2. ACTIONS REQUIRED**

Listed below in alphabetical order are the actions required to address the key issues outlined above. The lead agency, agencies or group identified to take forward the action is indicated in bold type:-

**a) BUSINESS RECOVERY (SHORT TERM)**

- Establishment of a legal / insurance scheme aimed at providing qualified support and to reduce costs through joint action (**Business Recovery Sub-Group**);
- Continued liaison with major clearing banks to ensure that viable businesses do not unnecessarily suffer from cashflow problems (**Hertfordshire Chamber of Commerce & Industry**);
- Continued monitoring of the impact on businesses to ensure that unforeseen problems are dealt with and that prompt advice and support is given where it is required (**Dacorum Borough Council and Hertfordshire Chamber of Commerce & Industry**).

**b) BUSINESS RECOVERY (MEDIUM AND LONG TERM)**

- Continued dialogue with larger businesses to establish their view of the issues and to understand their decision making processes, the key issues and what needs to be done to help them make the right decisions (**Business Recovery Sub-Group**).

**c) BUSINESS RECOVERY MANAGEMENT**

- Funds to be sought to finance partners' work on the recovery and to formally establish a Business Recovery Team with appropriate resources and expertise (**Business Recovery Sub-Group**).

**d) COMMUNITY IDENTITY**

- Identification of and application for funding for development projects to rebuild community identity and pride and to address community cohesion issues which arise as a result of increased employment (**Dacorum Borough Council**);
- Development and running of community events to facilitate the sharing of information, experiences, views and memories of the explosion (**Dacorum Borough Council**);
- Arts and community projects which celebrate the spirit of the community, the positive features to come out of the incident and the survival of Hemel Hempstead, culminating in a celebration of the first anniversary (**Dacorum Borough Council and St. Albans City & District Council**).

**e) CRIME AND DISORDER**

- Crime prevention advice to local retailers who may experience a rise in theft (**Hertfordshire Constabulary**).

**f) DATA GATHERING**

- Initial survey of residents to baseline impact, followed by updates (**Dacorum Borough Council**);
- Identification of funding for and commissioning of social impact study (**Dacorum Borough Council**);
- Investigation of extent to which agencies can share data to prevent potential duplication of financial support (**Dacorum Borough Council**).

**g) EMPLOYMENT**

- Collection and collation of labour market information (**Herts Redundancy Network**);
- Provision of information, advice and guidance on employment (**Herts Redundancy Network**);
- Assessment of training and re-skilling needs (**Herts Redundancy Network**);
- Provision of access to retraining opportunities (**Herts Redundancy Network**);
- Continued monitoring of the unemployment situation (**Business Recovery Sub-Group**).

**h) FINANCIAL HARDSHIP**

- Provision of one-off and ongoing financial support for individuals (**Dacorum Community Trust**);
- Provision of accessible information on support available through a variety of channels (**Dacorum Borough Council**);
- Provision of information on household insurance issues (**Dacorum Borough Council and Dacorum Community Trust**).

**i) GENERIC BUSINESS ISSUES**

- Funding to be sought to enable the purchase of expert advice required in a variety of complex areas **(Business Recovery Partnership)**.

**j) HEALTH ISSUES**

- Medium and long-term projects to address the impact of unemployment and loss of earnings on the health of local people **(Dacorum Primary Care Trust)**;
- Assessment of the level and impact of anxiety created by the incident **(Dacorum Primary Care Trust)**.

**k) HOUSING**

- Completion of repairs to local authority owned properties **(Dacorum Borough Council)**;
- Comparison of property prices before and following incident **(St. Albans City & District Council)**;
- Identification and monitoring of homelessness issues and rent / mortgage problems and appropriate advice and support **(Dacorum Borough Council and Citizens Advice Bureau)**.

**l) INFORMATION / COMMUNICATIONS**

- Provision of ongoing information to general population through local press, "Dacorum Digest", websites, etc. **(Dacorum Borough Council)**;
- Provision of information targeted at affected communities and individuals through newsletters and posters **(Dacorum Borough Council)**;
- Development of community event to provide information and forum for discussing impact and issues **(Dacorum Borough Council)**.
- Funding to be sought in conjunction with Dacorum Borough Council and Hertfordshire County Council to develop and implement the business recovery communications strategy as it evolves **(Business Recovery Sub-Group)**;
- Obtain funds to further develop the Maylands website and to promote its existence **(Business Recovery Sub-Group)**.

**m) INFRASTRUCTURE**

- Completion of cleaning and repairs to Cherry Tree Lane and Buncefield Lane **(Infrastructure Group)**
- Continued waste recovery from drainage system and balancing ponds **(Infrastructure Group)**
- Removal of temporary road closures **(Hertfordshire County Council)**
- Restoration of all remaining services to Maylands site **(Infrastructure Group)**

- Restoration of all services to Buncefield site (**Infrastructure Group**)
- Redefinition of curtilage of Buncefield site (**Hertfordshire County Council**)
- Replanting of trees and hedges (**Dacorum Borough Council**)

n) **PLANNING**

- Bid for resources to provide advice and to assist with the master planning process (**Business Recovery Sub-Group**).

o) **VOLUNTARY SECTOR CAPACITY**

- Identification of and application to potential sources of funding to provide the necessary capacity and skills required by the voluntary sector to deal with demand for their support (**Dacorum Community Trust, Citizens Advice Bureau, Dacorum Borough Council and Dacorum Council for Voluntary Service**).

## SECTION 4 – FINANCE AND RESOURCES

**This section provides a general overview of the current situation in terms of finance and resources. It also identifies a number of key issues in the short, medium and longer term.**



## 1. OVERALL POSITION

The current estimated overall position for public agencies in respect of the Buncefield Incident is illustrated on the expenditure spreadsheet in Appendix 5

The spreadsheet is intended to capture and monitor actual and estimated costs in relation to the incident over the following categories of timescale:-

- a) Short term (first 2 months) – expenditure on emergency response and aftermath;
- b) Medium term (2 - 6 months) – expenditure on recovery, regeneration, planning and alleviation;
- c) Long term (more than 6 months) – expenditure on regeneration and reconstruction.

As well as compiling information on expenditure, we are recording and monitoring the recovery of costs and the sources of this funding - including insurance and Government funding identified to date (in particular the Bellwin Scheme for Hertfordshire County Council and Dacorum Borough Council).

This analysis should ultimately give a complete picture of the gross costs for public agencies and the net position on unrecovered costs.

## 2. KEY ISSUES

A number of key issues are emerging in terms of the Finance and Resources implications for public agencies as outlined below:-

### a) SHORT TERM ISSUES

For DBC and HCC there are a number of issues emerging concerning the Bellwin Scheme, in terms of timescales, eligibility and thresholds.

A meeting was held on Wednesday 18 January 2006 between ODPM officials, Go-East, HCC and DBC covering these areas of concern.

The meeting was productive in terms of clarifying the current position concerning Bellwin Scheme timescales and eligibility:-

- **Timescales**

It was agreed at the meeting that for both HCC and DBC there was a case for extending the eligible periods for both expenditure and submissions of a claim by one month ie, eligible expenditure would be for the period 11 December - 10 March with submission of claims by 10 May 2006.

The Bellwin Scheme is very clearly intended to assist the immediate emergency effort and safeguarding life and property. Whilst (as indicated below) this definition can be extended to address alleviation of immediate exceptional circumstances, there is effectively a built in cut-off point from the Bellwin Scheme, with the potential for increased unfunded expenditure in the short to medium term.

- **Eligibility**

ODPM confirmed the relatively tight definitions for assistance from the Bellwin Scheme. A degree of flexibility on timescale suggests the 0-3 months expenditure on eg, increased benefits workload could be eligible. However, the scheme is relatively tight in areas such as:

- evidencing that costs were actually additional
- insurance excesses
- the area of threat to life/property - areas such as alleviating hardship through Council Tax discounts are definitely excluded

There is a question mark over the transition to the medium term eg, assisting the HSE investigation, aerial surveys to assess impact, officer time on recovery groups etc. Indications are that these are likely to be ineligible.

- **Thresholds**

Notwithstanding the questions of timescale and eligibility, the thresholds to be met by DBC and HCC before the Bellwin Scheme comes into operation are extremely significant for the authorities and their Council Tax payers. In addition, both authorities must meet 15% of costs above the Bellwin Scheme thresholds.

**b) MEDIUM TERM ISSUES**

The medium term issues emerging for public agencies are linked to eligibility issues in the short term, and preparing the ground for longer term recovery, regeneration and reconstruction.

A number of costs are currently being incurred that are falling outside of short term Bellwin Scheme criteria as outlined below:

- Recovery Group input
- Welfare alleviation eg, increased benefits take up
- Business Rating workloads, assessments, appeals, revaluations etc
- Increased planning advice and applications
- Assistance with HSE investigations and advice on longer term implications
- Facilitating and submitting longer term external funding bids
- Direct advice and business support by DBC.

A number of these issues form part of the bid being prepared to EEDA by the Business Recovery Group.

**c) LONGER TERM ISSUES**

In the longer term, regeneration plans will need to be formulated, resourced and implemented. Bids will need to be made to a variety of agencies to access all available funds.

Also in the longer term, the question of claims to recover all currently unrecoverable costs when liability is established becomes an issue for all the agencies involved. This is particularly relevant for those bodies where other areas of short and medium term cost recovery may be limited eg, utility companies.

There is an ongoing effort required from public agencies to monitor and record all costs associated with Buncefield for possible recovery via litigation/claims against HOSL and their insurers. Clearly, these claims by public agencies are potentially significant, bringing in unrecovered cost areas such as the Bellwin Scheme

thresholds, insurance excesses, other ineligible Bellwin Scheme costs etc.

### **3. SUMMARY AND CONCLUSIONS**

Overall, the public agencies responding to the Buncefield Incident face significant financial pressures in the short to medium term that are either not allowed for in existing emergency funding arrangements, or are the undesirable consequences of the existing arrangements. The scale of the Buncefield Incident means that the Bellwin thresholds for both DBC and HCC were exceeded almost immediately, with a considerable resulting impact on the taxpayers of these areas. A range of short to medium term costs are also being, and will inevitably be, incurred that are outside current government funding assistance requirements, although EEDA funding may be available through the Business Recovery Group for some of these costs. While there is the possibility, maybe uniquely in an emergency situation, of liability being established and cost recovery, public agencies are currently facing considerable pressures. Any form of financial assistance would be extremely welcome for the affected authorities to enable them to ensure the delivery of the alleviation and recovery effort without an undue burden for their tax payers. As well as direct assistance in relation to Buncefield, this could entail a sympathetic view to areas of financial pressure on the authorities.

## SECTION 5 – APPENDICES

**This section contains useful supporting information.**

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## **APPENDIX 1 – RECOVERY GROUP MEMBERSHIP**

The agencies listed below have all participated in the work of the multi-agency Recovery Group:-

Business Link Hertfordshire

Dacorum Borough Council

Dacorum Primary Care Trust

East of England Development Agency

East of England International

Environment Agency

Government Office for the East of England

Health & Safety Executive

Hertfordshire Chamber of Commerce & Industry

Hertfordshire Constabulary

Hertfordshire County Council

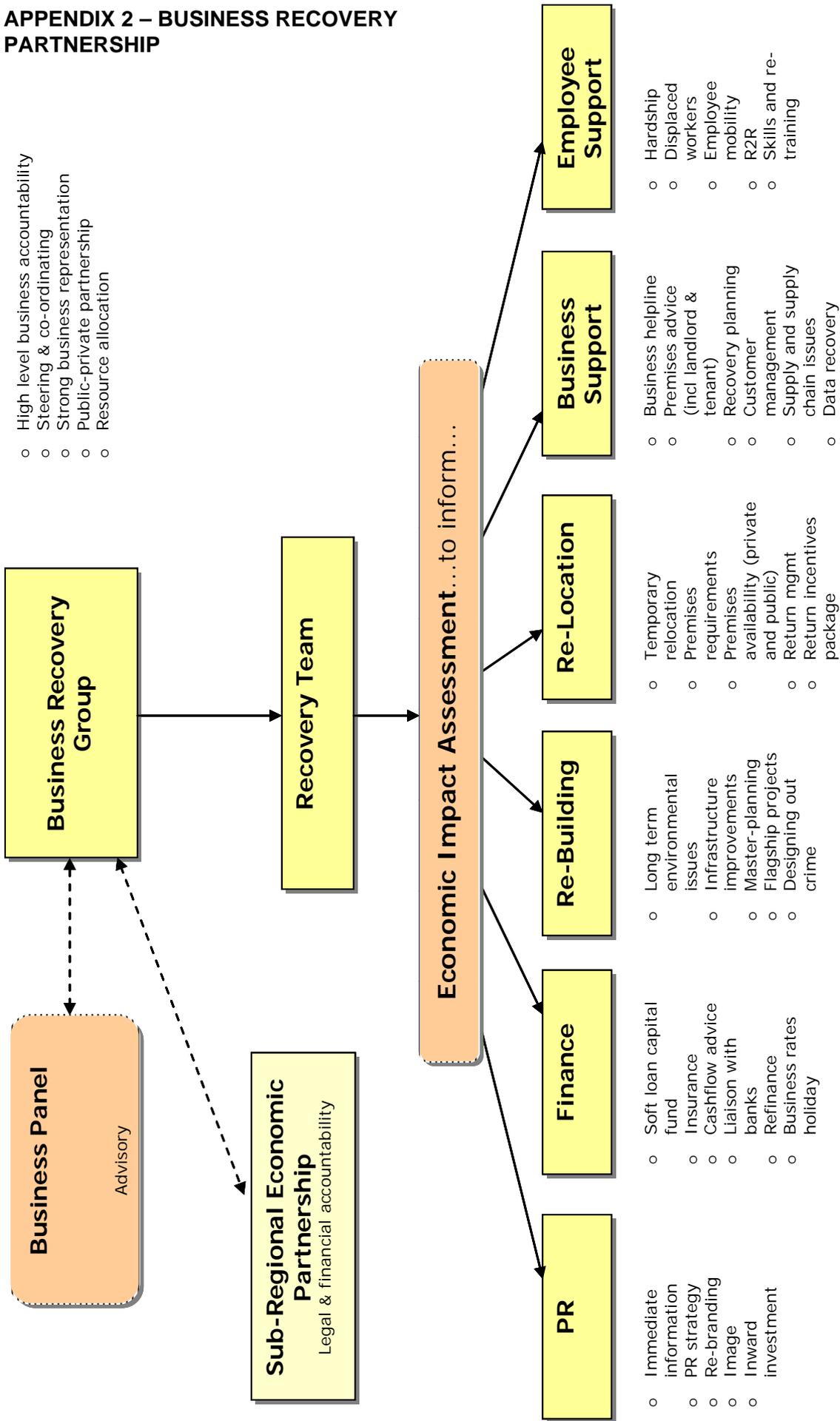
Hertfordshire Fire & Rescue Service

Hertfordshire Prosperity

Job Centre Plus

St. Albans City & District Council

**APPENDIX 2 – BUSINESS RECOVERY PARTNERSHIP**



**APPENDIX 3 – ESTIMATED COSTS 2005/06 AND 2006/07**

<b>Proposed Activity</b>	<b>Estimated Cost 2005/06</b>	<b>Estimated Cost 2006/07</b>	<b>Comments</b>
<b>Business Recovery Group:</b>			
Meetings, events, etc	5000	15000	Cost of organising meetings, events, conferences, etc relating to business recovery
<b>Financial Management Support:</b>			
Financial & legal accountability	5000	45000	Cost of providing financial and legal accountability to EEDA. It is likely that this will be provided by the SREP for Herts since they already have established systems and processes in place
<b>Economic Impact Assessment:</b>			
Stage 1	15000		This work has been commissioned from SQW directly by EEDA. We consider that follow-up work will be needed in about 6 months to monitor progress against the 'baseline' established by SQW
Stage 2	35000		
Stage 3 - monitoring & follow-on		50000	
<b>Business Recovery Team:</b>			
Recovery manager	16215	97300	This team will be tasked with co-ordinating and driving forward the recovery of the Maylands area. They will pull together and work very closely with the wide range of agencies providing support to the recovery process. It is very likely that they will be located in the Maylands area
Recovery co-ordinator	11950	71700	
Admin support	7630	45800	
<b>PR Block:</b>			
Communications strategy, publicity material, info, advice	5000	60000	The image of Maylands and Hemel has been badly damaged by Buncefield. To counter this, we anticipate a long term programme of promoting the area, in conjunction with a range of partners (eg EEI, EEDA). Early tasks will be to draw up a communications strategy and enhance the current Maylands website
E-newsletter/website enhancement	5000	30000	
<b>Finance Block:</b>			
Financial advice & support	20000	100000	It is very unlikely that soft loan funding can be provided from the public sector. Instead, we believe resources should be focused on working with existing funding agencies (eg major clearing banks) to overcome problems being experienced by local businesses
<b>Re-Building Block:</b>			
Master-planning		225000	Masterplanning to be for the whole of Hemel, with a particular focus on Maylands and Gateway, with the aim of Hemel becoming an exemplar for the renaissance of post war new towns
Land acquisition assessment	10000	40000	There are likely to be significant land value issues, especially close to the Buncefield site. This proposal is to carry out a full, detailed assessment of the effect, implications, and possible solutions
<b>Re-Location Block:</b>			
Property database	5000	25000	Expand Property Pilot database and liaise with local agents

## SECTION 5 – APPENDICES

Temporary relocation support & return management programme	10000	50000	It is critical that businesses relocating temporarily from Hemel are encouraged to return. This is particularly important from businesses that are at risk of moving outside the UK. This activity involves providing a full package of support for businesses that have relocated to assist them to move back
Return support package		200000	This is likely to take the form of Business Rate relief
<b>Business Support Block:</b>			
Business advice	20000	70000	One to one consultancy to help develop and implement recovery/business continuity plans. Up to 10 days support to customers (c 200-300 days of adviser time for 2005/06)
Professional advice	30000	90000	Pot of funding available to businesses for up to £1k to enable them to access professional advice, using a pool of trustworthy companies. Up to 40 companies making use of this support, which may only be accessed after an initial assessment with an adviser
Specialist consultancy to aid business recovery	30000	90000	Some businesses may need additional consultancy to aid their business recovery for things that are not recoverable by insurance. Examples include loss of customers, need to diversify as a result of the explosion. We propose establishing a fund of up to £5k per business to contribute towards consultancy. This should only be for non insurable activity and would not normally include any capital purchase. Access to such funding would have to be demonstrated through the establishment of a recovery plan developed and agreed with an adviser
Legal advice & support	10000	150000	We recognise that there are likely to be significant legal and insurance issues as a result of Buncefield. This funding is to provide support and advice to businesses in relation to legal issues and insurance claims. It may also form the basis of a class action claim
Insurance advice & support	10000	150000	
<b>Employee Support Block:</b>			
Response2Redundancy team	15285	91700	R2R provides a co-ordinated programme of redundancy services (delivered through JC+, HCS, Exemplas) to companies undergoing closure or downsizing
Hardship	30000	70000	Money and advice is being provided through the Dacorum Community Trust fund (aka Mayor's fund), which currently stands at £100k
Skills & retraining (initial)	100000	1100000	Experience of the Vauxhall closure suggests that there will be a 25% need/take-up rate on 4,000 possible redundancies. Assumes £1200 intensive training per job. LSC has committed funding of £300k (£100k 2005/06 and £200k 2006/07)

<b>Total EEDA Funding Requirement</b>	<b>246080</b>	<b>2596500</b>
<b>Total Non-EEDA Funding Requirement</b>	<b>150000</b>	<b>270000</b>
<b>Total Funding Requirement</b>	<b>396080</b>	<b>2866500</b>

**APPENDIX 4 – COMMUNITY RECOVERY PLAN DRAFT v2 23/01/06**

<b>EMPLOYMENT</b>			
<b>ISSUES</b>	<b>ACTIONS</b>	<b>LEAD AGENCY</b>	<b>TARGET DATES</b>
Need for labour market information – jobs lost, people looking for work, retraining needs. 4,000 employees affected initially, at least 1,000 likely to be made redundant	Impact assessment – survey of employment agencies and 80 most affected companies to establish extent and type of job losses.	<b>Herts Response to Redundancy - Buncefield Group</b> (including Herts careers Service, nextstep, jobcentre plus and Dacorum Learning Forum) and local partners Impact assessment commissioned from SQW	Initial survey by end January, fuller study end March then ongoing monitoring by group
	Monitoring of numbers of people registering as unemployed and claiming benefits	<b>Job Centre Plus</b>	Ongoing
Need for Information, Advice and Guidance (IAG) for those under threat of redundancy and newly unemployed. Demand expected to rise sharply from Feb/March 06	Provision of “Surgeries” at Job Centre, DCT and CAB and referral to Advisers at The Bridge, West Herts College, Paper Trail, Library, other IAG providers.	<b>Herts RtoR Buncefield group</b> with local IAG providers	Commenced 12/1/06 at Job Centre, 24/1/06 at Dacorum Community Trust.  Will continue medium/long-term
	Outreach provision of IAG via bus or use of community facilities and events	<b>Herts RtoR Buncefield group</b> with local IAG providers	Outreach planned to commence w/b 13/2 and to be ongoing
Retraining and re-skilling of people newly unemployed	Assessment of training needs	<b>Herts R to R Buncefield Group</b> , with LSC, West Herts College and other providers	Assessment already commenced and ongoing.
	Collation of information on existing training resources	<b>Herts R to R Buncefield Group</b> , with LSC, West Herts College and other providers	Commenced
	Planning of additional types of training as needs emerge	<b>Herts R to R Buncefield Group</b> , with LSC, West Herts College and other providers	<b>Feb/March onwards</b>
Co-ordination of information on and access to retraining opportunities	Collection of data from training providers and dissemination of information to partners, advisers and unemployed	<b>Herts R to R Buncefield Group</b> , with Dacorum Learning Forum (DLF) responsible for local dissemination	Ongoing: DLF meeting 3/2
<b>FINANCIAL HARDSHIP</b>			
<b>ISSUES</b>	<b>ACTIONS</b>	<b>LEAD AGENCY</b>	<b>TARGET DATES</b>
One-off support needed for domestic issues	Grants awarded from Mayor's Recovery Fund.	Dacorum Community Trust	Ongoing
Short and long-term debt problems caused by loss of earnings	Grants awarded from Mayor's Recovery Fund	Dacorum Community Trust	Ongoing
	Claims for benefits and Crisis Loans dealt with on same-day	Job Centre Plus	Ongoing
	Provision of advice and appropriate signposting	Citizens Advice Bureau	Ongoing

Lack of awareness of financial support available	Dedicated helpline for Mayor's Recovery Fund	Volunteer Centre Dacorum	Ongoing
	Production of posters giving helpline numbers and distribution to Community Centres, GPs, shops, schools	Dacorum Borough Council	End January
	Inclusion of information in newsletter for affected communities	Dacorum Borough Council	1st edition delivered w/b 23 January, subsequently as need identified
	Contacting of employment agencies to reach casual workers	Dacorum Borough Council/Dacorum Community Trust	End January
Concerns regarding cost of insurance excess	Meeting with Assn British Insurers to establish position	Dacorum Borough Council	By end January
	Discussions with Total to establish their willingness to provide recompense	Dacorum Borough Council	By end January
	Establishment of criteria for paying grants to cover excess from Mayor's Recovery Fund	Dacorum Community Trust	By early February
<b>VOLUNTARY SECTOR</b>			
<b>ISSUES</b>	<b>ACTIONS</b>	<b>LEAD AGENCY</b>	<b>TARGET DATES</b>
Need for increased resources to cope with demand for support	Submission to TOTAL for resources to administer Mayor's Recovery Fund	Dacorum Community Trust	Submission made 08/1/06
	CAB submission to national association for resources to provide specialist employment advice	Citizen's Advice Bureau	Submission made 19/01/06
	Investigation of potential funding sources for medium-term	Dacorum Borough Council	Early February
<b>HEALTH</b>			
<b>ISSUES</b>	<b>ACTIONS</b>	<b>LEAD AGENCY</b>	<b>TARGET DATES</b>
Public concern re smell of fuel around Buncefield	Seeking of reassurance from Public Health Agency and Health & Safety Executive and publication of information in newsletter to residents and press release to Gazette	Dacorum Borough Council	W/b 23/01/06
Some individuals severely shocked and traumatised, needing formal counselling and support	Counselling available	PCT/MIND	Ongoing
Widespread emotional issues - trauma, shock and fear – needing informal 'listening' approach and pastoral care	Provision of 'listening' service, co-ordinated through one contact number	Churches Together	Available from w/b 23/01/06
	Individual visits to elderly and disabled people in affected area	Churches Together	January/February
	Visits to local schools to give reassurance and education to students and teachers	Police	Commenced January
Lack of co-ordinated information on sources of help and support	Production and distribution of posters	Dacorum Borough Council	W/b 30/01/06

## SECTION 5 – APPENDICES

	Inclusion of information in newsletter to affected residents	Dacorum Borough Council	W/b 23/01/06
Need for data on the impact of the incident on health and anxiety	Research project	PCT	
Longer-term emotional and mental health issues as a result of unemployment and debt			
<b>INFORMATION/COMMUNICATIONS</b>			
<b>ISSUES</b>	<b>ACTIONS</b>	<b>LEAD AGENCY</b>	<b>TARGET DATES</b>
Lack of awareness of helplines, support available etc	Production of newsletter for affected communities, giving brief information in simple format	Dacorum Borough Council	1 <sup>st</sup> edition distributed w/b 23/01/06, subsequently as need identified
	Distribution of above to all homes and schools in affected area	Leverstock Green Village Assn/ New Horizons Christian Fellowship	W/b 23/01/06 then as need identified
	Production of posters giving essential information	Dacorum Borough Council	W/b 30/01/06
	More detailed articles and good news stories in Dacorum Digest	Dacorum Borough Council	Ongoing
	Maintenance of up to date information on DBC website	Dacorum Borough Council	Ongoing
	Holding of Community Forum with a 'marketplace' approach, enabling supporting agencies to offer help and information in one place	Dacorum Borough Council	06/03/06
Lack of information to public on clear up operation	Inclusion of information in all of above	Dacorum Borough Council	Ongoing
Public demand for news on investigations and HSE inquiry	Inclusion of information in all of above	Dacorum Borough Council/Health & Safety Executive	Ongoing
<b>COMMUNITY IDENTITY</b>			
<b>ISSUES</b>	<b>ACTIONS</b>	<b>LEAD AGENCY</b>	<b>TARGET DATES</b>
General fear, shock and need to share experiences	Development of community events	Dacorum Borough Council/Churches Together	March
Fears that area will be seen as an unsafe or undesirable place to live and need to celebrate survival and the positive stories to come out of the incident	Development of arts and community projects to celebrate the identity and survival of the community, culminating in a celebration on the first anniversary of the explosion	Dacorum Borough Council/St Albans City & District Council	Ongoing to December
Lack of direct information on the social impact of the incident on which to base future actions	Identification of funding for and commissioning of social impact study	Dacorum Borough Council	March/April
Lack of resources to carry out adequate community support and development activities	Identification of potential funding for a temporary Community Recovery Officer and for associated projects	Dacorum Borough Council	Early February
<b>HOUSING</b>			

<b>ISSUES</b>	<b>ACTIONS</b>	<b>LEAD AGENCY</b>	<b>TARGET DATES</b>
Approximately 150 window replacements/repairs to Council dwellings	All repairs to be completed	Dacorum Borough Council	Mid February
Concern re whether further damage to buildings will become apparent at a later time	Publication of advice to householders to inform their insurers of incident regardless of damage	Dacorum Borough Council	W/b 23/01/06
Concern re effect of Buncefield incident on house prices	Valuations of certain properties being obtained and compared with recent valuations	St Albans City & District Council	February
Potential increase in homelessness as a result of loss of earnings and subsequent breakdown of families etc	Monitoring of homelessness claims and provision of appropriate support	Dacorum Borough Council	Ongoing
Loss of earnings resulting in potential loss of housing through mortgage/rent arrears	Provision of advice and appropriate signposting	Citizens Advice Bureau	Ongoing
<b>CRIME</b>			
<b>ISSUES</b>	<b>ACTIONS</b>	<b>LEAD AGENCY</b>	<b>TARGET DATES</b>
Potential for increased crime and disorder as a result of rise in unemployment and debt problems	Crime prevention advice to local retailers	Police	Commenced January
<b>DATA COLLECTION</b>			
<b>ISSUES</b>	<b>ACTIONS</b>	<b>LEAD AGENCY</b>	<b>TARGET DATES</b>
Lack of first-hand evidence about impact on community	Community survey/event	Dacorum Borough Council	Commencing w/b 23/01/06
	Identification of funding for and commissioning of social impact study	Dacorum Borough Council	March/April
Need for accurate records to be kept to track and monitor ongoing impact	Collection of data by appropriate agencies	Job Centre Plus/Dacorum Community Trust/Citizens Advice Bureau/PCT	Ongoing
Potential for individuals to exploit sources of financial assistance	Seeking of clarification regarding the ability to share data and the implications of Data Protection legislation	Dacorum Borough Council	February

## APPENDIX 5 – EXPENDITURE SPREADSHEET

Buncefield Incident									
	Short Term			Medium Term			Long Term		
	Expenditure on Emergency Response and the Aftermath (0 - 2 months)			Expenditure on Recovery, Regeneration Planning and Alleviation ( 2 - 6 months)			Expenditure on Regeneration (over 6 months)		
	To Date	Planned	Total	To Date	Planned	Total	To Date	Planned	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Herts Fire and Rescue</b>									
Expenditure	1,307	2,500	3,807						
<u>Recoverable</u>									
Insurance									
Government	1,100	2,100	3,200						
Other									
Subtotal(Recovered)	1,100	2,100	3,200						
Net Expenditure on Fire Service	207	400	607						
<b>HCC Premises, Other County Council Dept's, Roads Infrastructure</b>									
Expenditure	1,300	991	2,291						
<u>Recoverable</u>									
Insurance	150	50	200						
Government									
Other									
Subtotal(Recovered)	150	50	200						
Net Expenditure on HCC	1,150	941	2,091						
<b>Herts Chamber of Commerce</b>									
Expenditure	10		10						
<u>Recovered</u>									
Insurance									
Government									
Other									
Subtotal(Recovered)									
Net Expenditure on Herts Constabulary	10		10						
<b>Herts Constabulary</b>									
Expenditure	389	20	409						
<u>Recovered</u>									
Insurance									
Government		77	77						
Other									
Subtotal(Recovered)		77	77						
Net Expenditure on Herts Constabulary	389	-57	332						
<b>Hertfordshire Prosperity</b>									
Expenditure				12		12			
<u>Recovered</u>									
Insurance									
Government									
Other									
Subtotal(Recovered)									
Net Expenditure on Hertfordshire Prosperity				12		12			
<b>DBC</b>									
Expenditure	400		400						
<u>Recovered</u>									

	<i>Insurance</i>								
	<i>Government</i>	225	225						
	<i>Other</i>	175	175						
	<b>Subtotal(Recovered)</b>	400	400						
	<b>Net Expenditure on DBC</b>	400	-400						
	<b>PCT(Dacorum, Watford, Three Rivers)</b>								
	<b>Expenditure</b>								
	<b>Recovered</b>								
	<i>Insurance</i>								
	<i>Government</i>								
	<i>Other</i>								
	<b>Subtotal(Recovered)</b>								
	<b>Net Expenditure on PCT</b>								
	<b>GRAND TOTAL</b>	2,156	884	3,040	12	12			