



## RIKKYO SCHOOL IN ENGLAND

# DISASTER RECOVERY AND CRISIS MANAGEMENT PLAN

## INTRODUCTION

Disasters are rare, but when they do occur they can be devastating. Floods in the UK, the effect of a tornado in New Orleans, and a tsunami off the east coast of Japan are three recent natural disasters of national or even international relevance. Global warming and terrorist attacks are becoming more of a problem, and being prepared is essential for all organisations.

Although the immediate impact of such events is huge, their longer term effects can be very much reduced by careful advance planning. This includes not only recognition of the disaster while it is happening, but of knowing what to do, what resources you have at your own command to deal with the consequences and what assistance you can call from elsewhere, particularly government and other specialist agencies.

The most likely disaster to strike the School would be a major fire, generally starting in one building and threatening to spread to other buildings. Although there are significant spaces between the major School buildings, if weather conditions are particularly unfavourable, it cannot be assumed that the fire will not 'leap' from one building to the next. As the prevailing wind is normally in the south west, some tentative assumptions can be made about the probable path of the fire – but these would only be assumptions and cannot be relied upon. However, as the Fire Brigade would be on site within minutes of the fire starting, it can reasonably be assumed that the areas at risk can be identified as on the attached plan. This shows that, if the fire has only one initial outbreak, it is likely to be confined to one of the areas ringed on the plan, and the rest of the site would be broadly unaffected and available for use soon after the fire has been extinguished. If the fire is started deliberately, however, it is possible the arsonist will start fires in several parts of the site at the same time, invalidating this assumption.

There are other major events which can occur which could affect a major part of the site: an aeroplane crash, a tornado, floods and an earthquake. The site is not on a fault line, and major earthquakes are not a realistic danger. Flooding can be largely discounted as the site is at the top of a hill and excess water would drain away quickly. Tornadoes are infrequent in the area, but may occur, although the extent of the damage is likely to be short of a disaster, but the crash of a jumbo jet on any part of the site would cause considerable personal injury, damage and long term disruption.

Although the exact type and scale of the disaster cannot be foreseen with complete accuracy, there are some common features and it is possible to take some advance precautions to at least mitigate the effect of any disaster. This document aims to highlight those areas where action can be taken now.

## **RISK ASSESSMENT**

Although, as stated in the Introduction, the possibility of a disaster is low, the effect on the School, if there is one, could be catastrophic. Accordingly, it is essential that the profile of the possible risk be established and policies created to deal with this.

First and foremost, as Rikkyo is a boarding school, the maximum risk is that buildings where there are children will be affected.

There will also be staff involved, some of whom may be in a physical state to enable them to organise an evacuation of the damaged building(s) and others who may need help themselves.

There must be a clear staff structure to ensure that the appropriate emergency services are alerted to the situation and a person or persons designated to make contact with them (by mobile phone if necessary) as a priority. While this is being done, a senior staff member must take charge of the evacuation of damaged or endangered premises and deal with the items listed in the next section.

If there is the possibility of personal injury, a medical centre should be established by the School Matron and its location notified to all staff and students. Should neither the School Matron nor Assistant Matrons be available, one of the School's First Aid trained staff should be put in charge. If the Administration Block is neither on fire nor considered to be threatened by the incident, the centre should be the existing Surgery. Alternatives should be designated in order of priority: a classroom in the Main Classroom Block (if available), the Dining Room or the Lounge at South House. The latter is only suggested for use if nowhere nearer the main buildings can be used. Available staff trained in First Aid should also attend the centre as soon as possible to assist.

It is recommended that staff not trained in rescue should not attempt to rescue persons trapped by a fire; where possible, trapped persons should be directed to a safe route leading to an exit, assisted, if possible by staff members trained in the use of fire extinguishers. It is important that, on arrival, trained firemen be directed to the location where it is believed there may be persons trapped.

Prior to the arrival of the Fire Brigade (or other appropriate Rescue agency) no attempt should be made to enter burning/collapsing/fire damaged buildings to rescue property. Valuable items should only be rescued with the advice of the agency. It is therefore important that vital records are stored in a fire-proof safe.

## **IMMEDIATE ACTION TO BE TAKEN**

First, appoint a staff member to take charge (the 'Emergency Manager'). He/she should know the location of the School's Assembly points and the other actions that need to be taken (listed below) and should take up a fixed position on the site known at

least to the key staff. He/she will normally be the Fire Brigade Commander's main contact.

Second, the person appointed should designate another member of staff to assist him. That person's first task is to ring the Fire Brigade and sound the School fire alarm if this has not already been done. The assistant's main task is to act as the eyes and ears of the Emergency Manager and as messenger.

Third, a staff member must be appointed to organise the movement of students and staff (and visitors) to the designated Assembly Point and arrange a roll call (the 'Assembly Point Manager'). As soon as possible, the Assembly Point Manager should inform the Emergency Manager of the names of any missing persons and where they were last seen. This will enable the Emergency Manager to notify the Fire Brigade on arrival and ensure a prompt search and rescue.

Fourth, the Emergency Manager should ensure that, if there is a danger that electricity, gas or oil supplies to the School could feed the fire, these services be cut off at the further point from the fire.

(This will also be one of the immediate actions of the Fire Brigade). The Emergency Manager will need to know where these cut off points are.

Finally, if it becomes clear that the School will be forced to close (even if only for a few days) and the disaster occurred at a time when not all the staff are present, the Emergency Manager should consult with the Headmaster on the need to notify those staff of the disaster and whether or not their services will be required at the School. (To speed this process, a 'cascade' system should be established whereby the School need only make one or two calls, the recipients making two calls each until the cascade is completed and all staff notified.)

By this stage, the dimensions of the disaster should be revealed. Decisions will then need to be taken on whether some or all of the children and staff can return to their normal quarters. If the incident occurred at night – back to their dormitories; if in day time – to their classrooms.

## **ACTION TO BE TAKEN AS SOON AS POSSIBLE**

### **NOTIFY INSURERS**

This is one of the most important actions to take. If the damage is severe the School's insurers will appoint a Loss Adjuster to assess the damage and advise on remedial action. Although, technically, they act on behalf of the insurers they are bound by the rules of their Charter to act fairly between the claimant (the School) and the insurer. Their task is not to reduce the claim, but contain it. To achieve this, they will put at the School's disposal their expertise in controlling and reducing the effect of the disaster on the School. They will advise on the use of temporary accommodation, where it can be obtained and organise (in consultation with the School) delivery and connection to services. Usually, all the costs arising will be met by the insurers. The Loss Adjuster will tell you before any commitment is made if the School has any financial liability. He/she

will also arrange for quotations to be obtained for any demolition required and for rebuilding/repair of the buildings and surrounding area. This too will normally be paid for by the School's insurer. If arson is suspected he/she may call in the police if the Fire Brigade have not already done this. This will not invalidate the School's insurance claim.

## **GET THE SHOW ON THE ROAD**

In the immediate aftermath of the disaster, and with the help of the Loss Adjustor, the School will need to determine whether or not the damage is so severe that the School cannot continue to function at all or has to reduce its activities. Unless the majority of the buildings have been destroyed, neither of these outcomes is likely, although some temporary discomfort may be experienced, e.g. by increasing the numbers sleeping in the dormitories. Some flexibility will be necessary in the early days and the Loss Adjustor will advise you over what time scale to plan the temporary arrangements. The most important task is to resume business as usual as soon as possible.

## **COMMUNICATE**

It is essential to tell the parents, students and staff immediately after the disaster what lies ahead, particularly in so far as it affects them. Generally speaking, all costs arising will be met by the School's insurers, but it is vital that they are kept informed of what the School is doing. The Loss Adjustor is generally an excellent source of advice and a communications link with insurers.

The School's insurance cover includes not only the costs of providing temporary buildings but also any other consequential additional cost the School may incur. This could include paying the fares of sending pupils home for a short period if the buildings are uninhabitable or leasing alternative buildings to enable the School to continue as usual. Fees lost or repaid to parents as a direct result of the School being unable to provide the normal service can also be reclaimed.

To cover these issues it is suggested that a senior teacher be made responsible for communications (to parents, pupils and staff) and another to note and calculate the additional costs the School is incurring. It would be helpful to involve the School's Accountants at an early stage in this process.

It is also essential to tell the School's suppliers and contracted agencies what has happened and what the consequences are for them. Will they be able to make their usual deliveries to the usual place or will their usual services still be required? If not, when will normal service be resumed? All the answers may not be clear in the beginning but they must be told so they can make their own preparations.

## **ON-GOING HOUSEKEEPING**

To minimise the effect of a disaster, the School should:-

- ensure staff are regularly instructed on the use of fire extinguishers
- ensure all staff and students participate in regular fire drills
- keep copies of important records off-site in secure conditions (including pay and fee records, asset register, computer data etc.)

store originals of important records on site in fire proof cabinets  
ensure all statutory requirements are maintained, e.g. annual inspection of electrical appliances, fire extinguishers, fire exit lighting, etc., ensure risk assessments and a Health and Safety Audit of all the School's premises and activities have been completed and are regularly reviewed

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make site plans of the School available for presentation to the Fire Brigade Commander on arrival (it is usual today that the local Fire Brigade make contact with the School regularly to familiarise themselves with the site; if they have not done so recently, contact should be made with them – this is separate from any inspection of fire precautions)

ensure visitors are logged in and out to ensure that all accounted for should there be a major incident

ensure site security is constantly monitored and updated where necessary.

- 4 -

## **DISASTERS OTHER THAN ARISING FROM FIRE**

Although the cause of many business disasters is a fire (which includes one arising from an aeroplane crash, there can be other sources, the most important of which (and to which the School has previously been exposed) is notifiable infections.

The prime problem here is diagnosis, which is initially the responsibility of the School Matron. The School's Doctor and the local NHS authorities can be relied upon to provide the necessary advice on quarantine measures, closure, etc. The School's responsibility is to refer a possible problem as soon as possible to the relevant authorities. The consequences to the running of the School will be similar to those of a serious fire.

### **3. DISASTER TO PROPERTY**

#### **3.1 Recovery Management Team**

Headmaster	Dr T Okano
Deputy Headmaster	Mr T Okuno
Head of Teaching Department	Mr M Imada
Operations Manager	Mrs Fiona McAllister
Maintenance Manager	Mr Stuart Freshwater
Class Teachers	Ms Morimoto P5/P6
	Miss Ai Yamagata M1

Mr Wataru Shimazu M2  
 Miss Yaeko Mori M3  
 Mr Koji Hashikawa H1-1  
 Mr Tokushi Haneda H1-2  
 Mr Makoto Kobayashi H2-1  
 Mr. Masaya Aoyagi H2-1  
 Mr Mamoru Kurashina H3-1  
 Miss AYame Hiratsuka H3-2

Headmaster's Secretary

Mrs Michelle Moorhead /Sian Macey

### 3.2 Responsibility for Each Member of the Team

Responsibility	Responsible Member	Deputy
Inform Emergency Services	Dr Okano	Mr Okuno
Arrange for evacuation of Buildings	Dr Okano	Mr Okuno
Immobilise Utilities	Mr Okuno	Stuart Freshwater
Liaise with emergency services – ensure that perimeter gates are open and site plans are available	Mr Okuno	Stuart Freshwater
Take a roll call to confirm evacuation	Mr Imada	Mr Okuno
Decide the next step – possible School closure or isolation of an area	Dr Okano	Mr Okuno
Have a prepared statement for the media	Dr Okano	Mrs Macey
Contact Marsh Ltd (Insurance Brokers)	Mrs McAllister	Mrs Macey
Contact Staff	Dr Okano	
Contact Parents	Mr Imada	
Contact Services and Suppliers	Mrs McAllister	Mrs Moorhead
Arrange for recovery of IT network	Mr Kobayashi	Mr Kaneko

- 5 -

### 3.3 List of Emergency Telephone Numbers

- List of School Staff, Addresses and Home Telephone Numbers attached.
- List of Parents, Addresses and Home/Business Telephone Numbers (Class Teachers).

Fire	999
Police	999
Ambulance	999
Bank	01903 261378 (Manager, Commercial Banking) 0845 302 0630 (Corporate Service Team)
BT	0800 800 154
Builder	Repair Glaze – 01403 274000
Catering Facilities	Brakes: Frozen – 08702 405586 (Customer No. 44919) Grocery – 08702 405278 (A/c 4538085)

	Bidvest: Grocery – 01903 846700 (A/c 34019561) Frozen & chilled – 0870 366380 (A/c 730689)
	Len Clapham Butchers – 01403 252822
	Munnaries Foods (Greengrocer) – 01243 672121
	M&J Seafood – 01252 741800 (A/c GT914)
	Turners Dairies – 01903 871520
	Pensworth Dairies – 02380 248000
Coach Hire	Safeguard Coaches – 01483 561103
Compressors (Hire)	King & Stevens – 01403 864487
Computer Recovery	Docex – 01403 338608
Department for Education	0370 000 2288
Earth Removal Plant	Earthbound – 01883 340969
Electricity contractor	Able Heating - 07973 265413 Goodwins - 01403 254213
Electricity Supplier	Southern Electric – 0845 7708090
Gas contractor	Able Heating - 07973 265413 Goodwins - 01403 254213
Gas Supplier	Avanti Gas Emergency – 0808 178 2009 Account Number 000652763
Generators (Hire)	King & Stevens – 01403 864487
Glaziers	Repair Glaze – 01403 274000
Health & Safety Consultant	Amanda Fine – Fine Safe Consulting
Marsh Ltd (Insurance Brokers – 24hr)	Maria Finnarty – 01444 458144 07584 402460
Local clergy	St Nicolas Church, Cranleigh – Rev Roy Woodhams (01483 273620) Rudgwick Parish Church – Martin King (01403 822127)
Local school	Cranleigh School – 01483 273666
Oil supplier	Lintons – 0845 6006583 A/c No. 07928080
Payroll	Wise & Co – 01252 711244
Plumber	Able Heating – 07973 265413 Goodwins – 01403 254213
Portable heaters (Hire)	King & Stevens – 01403 864487
Post Office	Rudgwick – 01403 823964
Property agents	Christian Reid – 01483 273525
Pumps (Hire)	King & Stevens – 01403 864487
Roofing contractor	K&S Construction 01273 882001
Water authority	Thames – 0845 920 0800 Southern – 0845 2780845

- 6 -

### 3.4 Local Map

is attached showing:-

- Police, Fire and Ambulance Stations – Horsham
- Post Offices – Rudgwick and Cranleigh
- Nearest Accident/Emergency Hospital – Royal Surrey, Guildford

### **3.5 Large Scale Site Plan**

- Fire points
- Standpipe locations and nearest water supplies
- Isolation points for electricity, gas and water services
- Assembly points
- Storage areas of flammable or hazardous products
- Standpipe locations and nearest water supplies

### **3.6 Photographs**

The School has a significant number of photographs showing details of most of the School buildings.

### **3.7 Inventories**

### **3.8 Plan for first 24 hours after the Disaster**

- There is sufficient space in the School grounds for a mobile classroom.
- It would be difficult to make reciprocal arrangements with other schools.
- It would be possible to designate another building on site for emergency shelter. – Sports Hall
- There are Village Halls in Alfold, Cranleigh and Rudgwick, which may be available for use.
- Safeguard Coaches, based in Guildford, would be able to provide emergency transport. We also have school vehicles available.
- Mobile Classrooms would be available for delivery as soon as possible.



- The School has plenty of mobile telephones available for use.
- Doc ex the School's IT supplier would be able to provide a 'hot start'.

### 3.9 Keep the Plan Up to Date

Review this plan on a regular basis – suppliers may change, telephone numbers may be altered.

## 4. DISASTER TO PERSONNEL

### 4.1 Recovery Management Team

The same as the Property Recovery Team.

### 4.2 Responsibility for Each Member of the Team

The following tasks will need to be allocated, but responsibility may vary depending whether the disaster is in or out of School, in School time or holidays:-

Responsibility	Responsible Member	Deputy
Inform/call in School all members of Recovery Management Team	Dr Okano	Mrs Moorhead
Contact parents by best possible means	Class Teachers	
Meet with support services	Mr Okuno	Fiona McAllister
Meet with relevant parents	Dr Okano	
Inform Staff by best possible means	Mrs Moorhead	
Inform students – perhaps in class groups	Class Teachers	Class Teachers
Liaise with media (prepared statement)	Dr Okano	Mrs Moorhead
Visit personnel in hospital	Dr Okano	
Liaise with emergency services	Mr Okuno	Fiona McAllister
Ensure continuing function of School as normally as possible	Dr Okano	Mr Okuno/ Mr Imada

### 4.3 Dealing with the media

Responsibility	Responsible Member	Deputy
All incoming calls should be directed to one spokesperson. It is critical that the media do not interview ill-informed personnel	Mrs Moorhead	Mrs McAllister

Ensure that the media do not enter School Buildings or Grounds unless invited.	Stuart Freshwater and Team	
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- 8 -

## 5. DISTRIBUTION AND STORAGE OF PLAN

- Copies are held at home by each member of the Recovery Management Team.
- The Master Copy is kept on the School premises within the fire proof safe in the Administration Block.
- One copy has been deposited with Marsh Ltd.

## 6. NOTIFYING A CLAIM TO INSURERS

When notifying a claim, it will be of assistance if the following details are immediately available:-

- The exact location of the incident
- The time of the incident
- Brief details of the circumstances giving rise to the claim
- The extent of damage (best estimate including consequential losses)
- The present situation (eg attendance of emergency services/emergency repairs already in hand)
- The name and telephone number of the person to be contacted on site.

Previous July 2015  
Updated January 2017  
**Updated January 2023**