

CORONAVIRUS (COVID-19)

Corona Virus Impact and Contingency Planning

Good Apple recognised the potential risk of the Novel Coronavirus (2019-nCoV) in early January 2020 and established incident protocols and a management plan. Clearly there is a risk of illness to all of our staff and students across the business and school alike and we are taking this seriously; we have and will continue to follow, as a minimum, the measures recommended in Public Health England guidance.

The company already has an established Critical Incident Process, which has facilitated the approach to the outbreak as the threat has grown week by week. Governance is maintained by the Leadership Team with a single point of contact. The committee of Health, Safety and Environment manages the supporting process with the managing lead.

The range of that Good Apple will take advice from is but not inclusive of the following key transport hubs, Central Government, local government, retail services, health trusts and a large mixture from the private sector. Therefore, all contingency planning must be individually undertaken with each commissioner to ensure risk is properly and jointly assessed and threats identified. The complexity of the services we deliver and the strategic importance to our commissioners, Families and students means that many plans and solutions need precise agreement and planning, which we constantly manage, to ensure these decisions and actions are current and regularly informed, intelligence that is shared with our senior management and leadership team is directly shared on a daily basis and is sent to our staff and shared internally through situation alerts, bulletins and staff communications systems. Information is then shared with parents/ carers and students alike.

Whilst the company has considered many scenarios, we have looked at how pandemics have historically evolved and effected countries and populations. Based on this, we anticipate that the outbreak will ebb and flow and come in a number of waves and probably about every 15 to 20 weeks. We also believe that the height of each period will be about the 6th or 7th week and are planning accordingly for these peaks and troughs. Part of our consideration of the impact of this is to look at staff reductions due to illness, carer support or inability to get to work from our 17 employees. As many of our contracts are regional, we are also considering local impacts too.

To further support the contingency planning, Good Apple has sent out requests with coronavirus as the subject with a view to partnership working and to allow us to form a conclusion as to how commissioners of student placements intend to deal with such areas as transport and to be allowed to be involved and updated as to their own contingency planning regarding the transport and or effects on our own student's placed with us under contract. This enabling us to finalise adapt and plan correctly. This information is key to how we manage our staff and students effectively over the coming weeks.

This continues to be an evolving document as we anticipate or react to the global and UK situation.

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As of the 16th of March 2020, this is the current Good Apple position of which the details are set out below.

Staff Absences

As primarily a 'people' business; the largest impact to Good Apple is likely to be caused due to staff absences and or the forced closure to schools and the impact on Staff and the business financially. Part of our consideration of the impact of this is to look at staff reductions of between 20% and 30% from our 17 employees. As many of our contracts are regional, we are also considering local impacts too.

We are conscious that any possible antidote or preventative medicine is still some months away, when allowing for scrutiny and testing once identified. The evolving response by the NHS, should the situation escalate further, will likely result in treatment of only the high risk cases, such as the old, the young or individuals with pre-existing medical conditions in hospitals and will likely result in confirmed cases being treated at home by family members which will further impact the availability of the workforce.

The following have been considered as factors which will reduce the available workforce across Good Apple:

- Illness. A confirmed or suspected case of Covid-19 will result in self-isolation or a stay in hospital • Illness of relatives. Care of children and other relatives will be required if they are self-isolation.
- Childcare. Schools, child-minders, nurseries and other related childcare providers have already begun to close which will require parents to remain off work to provide care.
- Closure of transport infrastructure. Major national transport infrastructure may be closed due to the virus or due to a lack of staff to operate the systems. This could also lead to shortages of fuel which could further hinder movement.
- General fear. Staff may refuse to travel to work or conduct their work activities due to fear of becoming infected
- Feigning illness for time off. Some staff may decide to fake an illness in order to remain at home and receive statutory sick pay.

Risk of a reduction of Good Apple with central functions in the running of the School:

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The overall impact across central functions such as senior leadership, HR, payroll will unlikely be significantly degraded in the medium to long-term. Business continuity plans and the remote working capability ensure that those central functions can maintain service from remote locations. Some IT capabilities will reduce in speed and some priority working arrangements will need to be factored in at key times of the month to ensure that payroll, finance and HR are given priority if the infrastructure becomes unworkable.

Supply Chain

As is expected, there has been a significant increase in demand for viral protection products and for specialist cleans. Where appropriate method statements and risk assessment have been put into place alongside daily updates for all who enter the Good Apple buildings.

There are long lead times for products in high demand such as hand sanitiser; even against current PHE face mask guidance there is high demand for facemasks for large quarantine scenarios. Severe shortage of FFP3 masks. Outside of our Preferred Supplier List, where we have fixed pricing arrangements, pricing has increased significantly as demand increases and availability lessens. The demand for cleaning chemicals has also increased but stock levels are currently in place to meet demand.

We have received email communications from our suppliers which have stated that:

We are likely to see a rise in prices across the supply chain and there will be clear potential for shortages due to lack of delivery/logistics if major lockdowns occur across large parts the country.

We are in direct contact with our main suppliers and have requested for their plans to mitigate any risk, address lead time issues and potential increase in demand and navigate extended delivery times.

There are less issues with the standard cleaning consumables and cleaning materials (general cleaning chemicals) and paper product (hand towels) with at least 4-months of stock levels.

To widen the supplier base; we are approaching non-preferred suppliers and sourcing alternative routes in the market, although other suppliers will face similar demands from their existing clients.

Contingency Planning

The contingency planning to mitigate impacts to the delivery of Mitie services follows a phased approach with a series of overlapping measure; each individually cannot eliminate the risks posed by the pandemic. There is no simple response option that will ensure that BAU is maintained.

Communications

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We have delivered several updates to all our staff, student's, parents and carers; which we have encouraged all to share with clients and any other stakeholders. This guidance has been drawn from the PHE and the department of education websites and daily updates and shared 'as is' or translated into Good Apple operational jargon to ensure that the right communication or reporting lines have been followed. All front-line staff have received a notifications through our staffing systems informing them of the latest guidance and information. Further, regular Group updates will be delivered as the situation changes and as constant reminders of the best practice advice.

Good Apple is monitoring the developing situation 24/7 and delivering factual update briefings to our Group Leadership team on a rolling basis. The brief carries little assessment or formal guidance and is used to provide a snapshot of the pandemic status which is to allow the leaders within Good Apple to make decisions on the invocation of their divisional, functional or local contingency plans.

Travel Plans

We have taken steps to capture the details of all staff who intend or have travelled to any of the affected countries listed. This information is delivered to a leadership team this ensures that clear, consistent guidance can be provided to all travellers prior to travel and a touchpoint for those on their return. This enables the management group as well as HR to ensure that any high-risk cases can be identified, managed and advised quickly without bringing further risk to the workforce or client sites.

There are currently no restrictions on travel; however, staff who break the guidance and travel to areas considered as Category 2 then the staff will be told to self-isolate upon their return and will not be allowed into work, leave will be without pay and statutory sick pay will have to be applied for.

Business Continuity Planning

Good Apple has a strong Business Continuity Plan which we have been reviewing internally to ensure that they are fit for purpose. Senior leadership have been requested to complete a preparation for Pandemic checklist to ensure that they have prepared effectively for the impacts of the virus and where reasonably practical to do so informed and delegated responsibility to others.

We will continue to take guidance from relevant commissioners and authorities such as the Department of Health and the Department of Education.

We await responses from relevant stakeholders as to how we should respond to a full closure of the school environment and the impact on learning and GCSE examinations, transport of our students

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and the potential effects on our staff, if the threat of a closure was to be carried out to ensure public safety from the virus. This will continue to be a working document and updated accordingly.

In advance of further measures to reduce the spread of the infection; Good Apple is prepared to implement a phased approach to the following mitigations;

- Non-essential travel or all travel curtailed to an affected area
- External meetings, training, conferences and student meetings be cancelled or held over alternative methods
- If a closure is put in place by Authorities, A working from home directive will be put to critical staff identified by senior staff who will be supplied with laptops where practical to do so following GDPR
 - Teaching staff will be potentially offered to teach student's over skype, where reasonably practicable to do so to alleviate the learning barrier if transport infrastructure was to fail or a closure was to but put in place. This will be confirmed by commissioners of placement.