

PAGODA PROJECTS RISK PREVENTION AND MONITORING ESCALATION PROCEDURE			
LIKELIHOOD →	Unlikely	Possible	Likely
SEVERITY ↓			
Low	Be aware, be alert	Be aware, be alert	Be alert & ask advice from Manager (if needed)
Medium	Be aware, be alert	Be alert & flag to Manager	Flag to Manager, Leadership & Partner
High	Be aware, be alert	Flag to Manager, Leadership & Partner	Flag IMMEDIATELY to Manager, Leadership & Partner

PAGODA PROJECTS POST-INCIDENT ESCALATION PROCEDURE

LOW	Within 24 hours	Within 48 hours	Later
Programme Coordinators	Follow risk assessment actions	Wellbeing check in with manager	Review learning points for future policy
	Accompany participant	Check-in again with participant	
	Submit participant incident report	Gather evidence for insurance claim (if necessary)	
	Flag internally to manager		
	Write report to partner (if necessary)	Send report to partner (if necessary) Flag to account manager Book any new transport/accommodation (if necessary) Flag to leadership (if necessary)	Handle insurance claim (if necessary) Review learning points for future policy
Leadership			Review learning points for future policy
MEDIUM	Within 24 hours	Within 48 hours	Later
Programme Coordinators	Follow risk assessment actions	Wellbeing check in with manager	Review learning points for future policy
	Accompany participant	Check-in again with participant	
	Submit participant incident report		
	Flag internally to manager (or leadership)		
Managers	Write report to partner	Handle insurance (if necessary)	Review learning points for future policy
	Flag to leadership (if necessary)	Send report to partner & Cc Account Manager Flag to account manager Book any new transport/accommodation (if necessary)	
Leadership			Review learning points for future policy
HIGH	Within 24 hours	Within 48 hours	Later
Programme Coordinators	Follow risk assessment actions	Wellbeing check in with manager	Review learning points for future policy
	Accompany participant	Check-in again with participant	
	Submit participant incident report		
	Flag internally to manager		
	Contact leadership if manager not available		
Managers	Write report to partner	Handle insurance (if necessary)	Review learning points for future policy
	Flag to Leadership	Send report to partner & Cc Account Manager	
	Contact relevant embassy	Flag to partnerships manager Book any new transport/accommodation (if necessary) Flag to leadership (if necessary)	
Leadership	Contact Partner by phone and next of kin		Review learning points for future policy

PAGODA PROJECTS EMERGENCY CONTACTS

WHO?	HOW?	WHERE TO FIND IT?
For Participants		
1 Programme Coordinator	Local Emergency Phone Number	On Pagoda Portal, in the Cohort WhatsApp Group & in Programme Orientation Presentation
2 Delivery Manager	Back-up Emergency WhatsApp	On Pagoda Portal, in the Cohort WhatsApp Group & in Programme Orientation Presentation
3 Head of Programmes	Back-up Back-up Emergency Phone Number	On Pagoda Portal & in Programme Orientation Presentation
For Pagoda Delivery Staff		
1 Delivery Manager & Head of Programmes	WhatsApp Programme Destination Emergency Group (outside Office Hours)	Delivery Manager will add all Delivery Staff into destination-specific WhatsApp Groups prior to programme start.
2 Head of Operations, Head of Programmes or Managing Director	Call Personal Mobile	Written in the destination-specific WhatsApp Groups prior to programme start AND on CharlieHR.
For University's or Partners		
1 Pagoda Office Phone	Pagoda Office Phone Number (office hours)	Pre-Programme Email from Account Manager
2 Delivery Manager	Back-up Emergency WhatsApp	Pre-Programme Email from Account Manager
3 Head of Programmes	Back-up Back-up Emergency Phone Number	Pre-Programme Email from Account Manager
For Associates or University Staff doing Programme Delivery		
1 Programme Coordinator	Local Emergency Phone Number	Pre-programme Email Briefing from Delivery Manager, on Pagoda Portal, in the Cohort WhatsApp Group & in the Programme Orientation Presentation
2 Delivery Manager	Back-up Emergency WhatsApp	Pre-Programme Email from Delivery Manager
3 Head of Programmes	Back-up Back-up Emergency Phone Number	Pre-Programme Email from Delivery Manager

PAGODA PROJECTS RISK ASSESSMENT

RISK	LEVEL	LIKELY	TYPE	PROG	IMPACT	MEASURES TO PREVENT/CONTROL/MONITOR	INCIDENT ACTION, PROCEDURE & REPORTING
SECTION 1 - PARTICIPANT APPLICATION PROCESS							
Application webform/ website malfunction	Low	Unlikely	Tech	All prog.	<p>PAR: Unable to proceed with application frustration, drop out risk.</p> <p>UNI: Upset students, drop out risk, not filling places.</p> <p>PAG: Application delays, not filling places, extra work.</p>	<p>Schedule a wide application window for applicants that will allow contingency time for technical delays.</p> <p>Daily website functionality testing and dedicated IT Team for troubleshooting webform issues.</p> <p>Test options to implement multiple different webforms as alternatives on the website in the event of a plug-in malfunction (WP Form/ HubSpot Form/Google Form)</p> <p>Last resort, request encrypted spreadsheet submissions of data from participants that can be imported into the CRM.</p>	<p>Team Actions:</p> <ul style="list-style-type: none"> - Refresh Webform API - Check general website functionality - Issue notice on the webpage or via Pagoda social media to universities and applicants warning of delay with expected resolution timeline - Extend application deadlines if necessary <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Raise via tech helpdesk - Raise with university account managers if prompt technical solution will not be possible <p>Management/Leadership Action:</p> <p>Inform University of possible delays to application process and contingency plan if necessary</p>
Applicant stops responding	Low	Possible	Conduct	All prog.	<p>PAR: Stopped responding, welfare concerns. Risk losing place on programme.</p> <p>UNI: Welfare concerns for applicant, not filling places.</p> <p>PAG: Not filling places, application delays, extra work.</p>	<p>Make sure information regarding deadlines and expected timeline for application progression are very clear on the programme landing page.</p> <p>Obtain both the Applicant's personal email and their university email at application submission stage.</p> <p>Let applicants know in the initial email after receiving their application (and the application itself) that we will keep in touch regularly and may need a response from them.</p> <p>Set expectations that applicants should check their inbox at least twice per week and all emails must be responded to as soon as possible within 48 hours if a reply is requested.</p> <p>Send regular updates by email (once per week) to ensure participants are regularly reminded of their current application status and aware of the next steps so they are less likely to forget about the opportunity.</p> <p>Ask participants if they have a preferred contact method in addition to email (calls, WhatsApp, texts, etc.) and use that method to communicate urgent topics and updates regarding their application</p>	<p>Admissions Team Actions:</p> <ul style="list-style-type: none"> - Follow-up via WhatsApp Business or send a Text Message reminder - Set a clear deadline for the applicant, if there is no response by that deadline, then the application will be cancelled and the place on the programme offered to other possible applicants - Contact applicants with a phone call if no response via WhatsApp Business or Text Message within 3 days or if urgent. <p>Team Reporting Procedure:</p> <ul style="list-style-type: none"> - Move deal to 'Closed - Withdrew/Disengaged in Application Phase' - Raised disengaged issue with university via shared sheet <p>Account Manager Escalation:</p> <ul style="list-style-type: none"> - If applicant has been approved for funding, inform the university via account manager of lack of contact after contact attempts to contact via all means. - Discuss possible replacement applicants if applicable

Incorrect phone number/ email	Low	Unlikely	Logistics	All prog.	<p>PAR: Does not hear from us, unable to proceed with application, frustration / reluctance to proceed.</p> <p>UNI: Upset students who are unable to take part.</p> <p>PAG: Application delays, not filling places, extra work</p>	<p>Obtain both the Applicant's personal email and their university email at application submission stage. In addition to phone number.</p> <p>Make these required fields on the application form.</p> <p>Clearly explain application and follow-up deadlines on the programme landing page and application form post-submission landing page, so that applicants know to raise the issue if they have not heard back from us within X working days.</p> <p>Make applicants aware of what means to contact Pagoda if required.</p>	<p>Admissions Team Actions:</p> <ul style="list-style-type: none"> - Follow-up via alternative communication method: WhatsApp Business, phone, text or email - Set a clear deadline for a response before contacting the University to raise the communication issue <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Mark as 'no response' on CRM - Raise issue with university account manager via Podio <p>Account Manager Escalation:</p> <ul style="list-style-type: none"> - Ask the University to facilitate an introduction to the applicant directly - Discuss possible replacement applicants if applicable
Withdrawn or cancelled - personal emergency bereavement etc.	Low	Possible	Logistics	All prog.	<p>PAR: Welfare concerns, lose place on programme.</p> <p>UNI: Participant welfare concerns, not filling places.</p> <p>PAG: Not filling places, application delays, extra work.</p>	<p>Use personal but professional communications with applicants throughout the application process to build trust.</p> <p>Encourage applicants to be open regarding any concerns during the application process.</p> <p>Make applicants aware in the Programme Agreement that Pagoda does consider this issue as exceptional circumstances within the cancellation terms.</p>	<p>Admissions Team Actions:</p> <ul style="list-style-type: none"> - Sympathise and re-explain application timeline - Offer the applicant some time/extend the deadline, if possible, to consider their options before deciding whether to proceed with the application - Signpost applicant to reach out to welfare services at their university <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on CRM - Raise situation with university account manager on HubSpot <p>Account Manager Escalation:</p> <ul style="list-style-type: none"> - Inform University of delays or cancellation of application due to personal circumstances - Encourage Applicant to discuss their personal circumstances with University directly
Not eligible for certain programme	Low	Possible	Logistics	All prog.	<p>PAR: Unable to proceed with application.</p> <p>UNI: Upset students who are unable to take part.</p> <p>PAG: Delays to application process, more work.</p>	<p>Make sure information regarding eligibility criteria are very clear on the programme landing page.</p> <p>Integrate eligibility tick boxes into the application form where possible.</p> <p>Targeted marketing where possible to only reach eligible students.</p> <p>Ensure internal information on HubSpot regarding eligibility criteria is up to date and staff are briefed on this</p> <p>Remind applicants of eligibility criteria once they have applied.</p> <p>Send regular or live updates to the University regarding applications via the shared sheet where possible to enable university staff to verify eligibility of applicants as soon as possible.</p>	<p>Admissions Team Actions:</p> <ul style="list-style-type: none"> - Sympathise and explain reasons for eligibility criteria where possible - Offer the applicant alternative programmes that they might apply for if applicable - Signpost the applicant to the University to enquire about possible alternative opportunities available <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Update status on CRM to 'Closed - Ineligible' - Ensure this status is reported back to the University as quickly as possible via shared sheet <p>Account Manager Escalation:</p> <ul style="list-style-type: none"> - Inform University or introduce applicant to University contact if they wish to dispute eligibility criteria

Special access requirements raised	Low	Unlikely	Health	All prog.	<p>PAR: Unable to proceed with application, feelings of discrimination .</p> <p>UNI: Upset students who are unable to take part.</p> <p>PAG: Delays to application process, extra work</p>	<p>Offer multiple destinations and formats for programmes that we can offer alternative options for different accessibility requirements.</p> <p>Adapt information to bigger fonts or audio format to enable smoother communication during the application process where possible.</p> <p>Integrate accessibility tick boxes into the application form, as well as on the participant registration form.</p> <p>Ensure internal information and staff training on Podio regarding accessibility criteria is up to date.</p> <p>Ensure the University is aware of accessibility criteria in advance and discuss possible alternatives for those that may be unable to take part in certain parts of the programme due to accessibility restrictions.</p> <p>Discuss with the University whether to offer a different format of programme that may better suit the applicant's requirements.</p>	<p>Admissions Team Actions:</p> <ul style="list-style-type: none"> - Schedule a call with the applicant to discuss accessibility requirements and concerns in more detail. - Instruct Delivery Team to carry out a risk assessment of the programme with reference to those specific accessibility requirements, and report back. - Offer the applicant alternative programmes that they might apply for if necessary. - Signpost the applicant to the University to enquire about possible alternative opportunities available or financial support (if required). <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on CRM and share with Head of Programmes & relevant Delivery Team. - Raise situation with university account manager on CRM. <p>Account Manager Escalation:</p> <ul style="list-style-type: none"> - Signpost applicant to official complaints procedure if they wish to raise a complaint. - Inform University or introduce applicant to University contact if they wish to raise a complaint.
Cannot afford to pay refundable deposit	Low	Possible	Finance	All prog.	<p>PAR: Unable to proceed with application, feelings of discrimination .</p> <p>UNI: Upset students who are unable to take part.</p> <p>PAG: Delays to application process, extra work.</p>	<p>Make sure information regarding deposit amount and costs of participation are clear on the programme landing page.</p> <p>Ensure internal information and staff training on HubSpot regarding deposits, payments and refund information is up to date.</p> <p>Review programme deposit clause in Programme Agreement and the Pagoda deposit policy on an annual basis to ensure information is up to date. Ensure that the Deposit Policy is easily available to applicants and the University in the Pagoda Toolkit.</p> <p>Ensure the University is aware of participant programme deposits in advance and discuss possible alternatives for those that may be unable to afford these.</p> <p>Discuss with the University whether to offer alternative measures to the programme deposit in certain cases.</p>	<p>Admission Team Actions:</p> <ul style="list-style-type: none"> - Sympathise and explain reasons for programme deposit and refund timeline. - Instruct Finance Team to offer flexible payment deadlines where possible. - Signpost the applicant to the University to enquire about possible assistance for funding. - Offer a deposit-waiver for applicant upon approval from the University if the applicant agrees to honour their commitment to the programme. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Raise situation with university account manager on CRM - Ensure applicant concerns are reported back to the University as quickly as possible. <p>Account Manager Escalation:</p> <ul style="list-style-type: none"> - Signpost applicant to official complaints procedure if they wish to raise a complaint. - Inform University or introduce applicant to university contact if they wish to raise a complaint.



Cannot afford associated costs of the programme	Low	Possible	Finance	All prog.	<p>PAR: Cannot afford food/living, welfare concern, drop out.</p> <p>UNI: Upset students, not filling places.</p> <p>PAG: Application delays, not filling places, frustration.</p> <p>HC: Wasted time, lose good candidates.</p>	<p>Make sure information regarding cost of living, budgeting guides and costs of participation are clear on the website and communications.</p> <p>Ensure internal information and on HubSpot regarding information on associated costs to participants is up to date and the team are well briefed</p> <p>Remind applicants of possible costs before they make a commitment to the programme by signing a programme agreement.</p> <p>Ensure the University is aware of potential costs to the participant in advance and discuss possible alternatives for those that may be unable to afford these.</p> <p>Ask question in the application form if they have considered the costs involved in participating in the programme.</p> <p>Ask question in the interview regarding considerations of the costs involved in participating in the programme.</p> <p>Discuss with the University whether to offer additional funding or alternative programme formats.</p>	<p>Admissions Team Actions:</p> <ul style="list-style-type: none"> - If an applicant has missed the information regarding possible costs, signpost them to budgeting guides to help them make an informed decision. - Signpost the applicant to the University to enquire about possible assistance for funding - Offer alternative programme where possible. - Signpost applicant to official complaints procedure if they wish to raise a complaint. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Raise situation with university account manager on HubSpot. - Ensure applicant concerns are reported back to the University as quickly as possible. <p>Account Manager Escalation:</p> <ul style="list-style-type: none"> - Inform University or introduce applicant to university contact if they wish to raise a complaint. - Discuss alternative applicants who might take their place.
Rejected from internship	Medium	Possible	Logistics	ALL INT	<p>PAR: Unhappy with opportunity, knock confidence, unsuitable for desired role, drop out.</p> <p>UNI: Upset students, not filling places.</p> <p>PAG: Application delays, not filling places, extra work.</p> <p>HC: Disappointed with quality, disengage as a host.</p>	<p>Bring on companies and organisations in as wide a range of sectors possible.</p> <p>Explain to applicants that an internship offer from a company is not guaranteed and will rely on the quality of their application and outcome of the interview.</p> <p>Conduct calls with applicants that express concerns over lack of suitable internships available for their specific career goals to discuss options available.</p> <p>CV tutorial and improvement available on CV submission form. Encourage applicants to improve and resubmit CV after feedback if necessary.</p> <p>Encourage students to use their university careers service for CV and interview preparation.</p> <p>Send applicants CV to multiple companies and attempt to secure them more than one interview.</p> <p>Discuss with University whether we might be able to offer alternative programmes that might be more suitable for those applicants that are unable to obtain suitable internship offers after multiple interviews.</p>	<p>Admissions Team Actions:</p> <ul style="list-style-type: none"> - Schedule a call with the applicant to discuss transferrable skills, different sectors and soft skill development. - Offer interview training before 3rd interview if first two were unsuccessful. - Instruct Company Relations team to focus business development on specific sectors and report back. - Offer the applicant alternative programmes that they might apply for if necessary. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Raise situation with university account manager on CRM <p>Account Manager Escalation:</p> <ul style="list-style-type: none"> - Inform University to discuss alternative options for applicant if no other solution can be found

Discrimination or aggression from Company	Low	Unlikely	Conduct	ALL INT	<p>PAR: Upset, possible drop out, reluctant to proceed.</p> <p>UNI: Upset students, not filling places, reputation risk.</p> <p>PAG: Application delays, not filling places, reputation risk.</p>	<p>Company Relations Terms and conditions signed by all host companies includes agreement to anti-discrimination and harassment policy.</p> <p>Due diligence, account managers on the Company Relations team to get to know and visit companies wherever possible to assess suitability and work atmosphere.</p> <p>All host companies to complete a host company risk assessment prior to accepting interns to their company for the first time.</p>	<p>Admissions/CR Team Actions:</p> <ul style="list-style-type: none"> - Schedule a call with the applicant to discuss what happened, make a written report. - Raise to Head of Company Relations to schedule a call with the company to discuss what happened, make a written report. - Offer the applicant alternative internships and try to obtain an interview with another company as soon as possible. - Signpost the applicant to the University student service to make use of counselling or support services. - Company Relations team to review cooperation with the host company based on the report. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on CRM - Raise situation with university account manager on HubSpot <p>Account Manager Escalation:</p> <ul style="list-style-type: none"> - Signpost applicant to official complaints procedure if they wish to raise a complaint - Inform University or introduce applicant to university contact if they wish to raise a complaint
Withdrawn or cancelled - secured a job/ other opportunity	Low	Unlikely	Logistics	ALL PROG	<p>PAR: Drop out.</p> <p>UNI: Not filling places.</p> <p>PAG: Delays to application process, not filling places, extra work.</p> <p>HC: Wasted time, lose good candidates, disengage as a host</p>	<p>Bring on companies and organisations in as wide a range of sectors possible.</p> <p>Conduct calls with applicants that express concerns over lack of suitable internships available for their specific career goals to discuss options available.</p> <p>Make additional benefits of the programme clearly visible on the landing page, such as Skills Courses, soft skill development, coaching and networking opportunities.</p> <p>Ask applicants to commit to the programme and sign the programme agreement prior to the placement process where possible.</p>	<p>Admissions & CR Team Actions:</p> <ul style="list-style-type: none"> - Schedule a call with the applicant to discuss the benefits of the programme so they can make an informed decision - CR account manager to reassure host company <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Change status on CRM to “Closed-withdrawn/cancelled” - Raise situation with university account manager on CRM <p>Account Manager Escalation:</p> <ul style="list-style-type: none"> - Inform University or ask the applicant to inform the University of their decision



Role different from advertised	Low	Unlikely	Logistics	ALL INT	<p>PAR: Unhappy with offer, drop out.</p> <p>UNI: Reluctant students, drop outs.</p> <p>PAG: Application delays, not filling places, frustration.</p> <p>HC: Wasted time, lose good candidates, disengage as a host</p>	<p>Bring on companies and organisations and internships in as wide a range of sectors and role types as possible.</p> <p>Ask companies to review their internship position listings at least once per year in case of changes to needs or priorities.</p> <p>Explain that internship position listings on the website are general indications of possible tasks or projects. Specific responsibilities for the applicant should be discussed in the interview.</p> <p>Ask applicants to commit to the programme and sign the programme agreement prior to the placement process where possible.</p>	<p>Admissions Team Actions:</p> <ul style="list-style-type: none"> - Schedule a call with the applicant to discuss transferrable skills, different sectors and soft skill development. - Encourage company and applicant to talk again to find a middle ground so both parties are happy. - Offer the applicant alternative interviews with other companies if possible. - Instruct Company Relations team to update internship listing to better reflect current needs of the company. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Raise situation with university account manager on HubSpot <p>Account Manager Escalation:</p> <ul style="list-style-type: none"> - Inform University to discuss alternative options for applicant if no other solution can be found.
Harassment or aggression from applicant	Low	Unlikely	Conduct	ALL PROG	<p>PAR: Risk of losing opportunity.</p> <p>UNI: Disappointment, not filling places.</p> <p>PAG: Upset to staff, not filling places.</p> <p>HC: Upset, disengage as host.</p>	<p>Maintain regular friendly but polite and professional communication with applicants throughout the application process.</p> <p>Programme agreement terms and conditions signed by all applicants includes agreement to anti-discrimination and harassment policy.</p>	<p>Admissions Team Actions:</p> <ul style="list-style-type: none"> - Staff member responsible to seek help and should refer applicant to Line Manager for next steps. - Line Manager member to speak to all parties involved, refer them to the anti-discrimination, harassment and complaints procedures and code of conduct and to write a report with recommendations for next steps. - Line Manager escalate to senior management & leadership if required. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on CRM - Raise issue with university account manager via CRM <p>Account Manager Escalation:</p> <ul style="list-style-type: none"> - Raise a complaint with the University regarding the applicants behaviour - Discuss possible replacement applicants if applicable



Taking advantage of Pagoda contacts	Low	Unlikely	Conduct	ALL PROG	<p>PAR: Internship outside of programme, no support.</p> <p>UNI: Unsupported students abroad.</p> <p>PAG: Lose HC capacity, issues on-place impact reputation.</p> <p>HC: Issues on-place, no Pagoda support, disengage as host</p>	<p>Application form includes declaration from applicant that prohibits them from arranging an internship directly with host company contacts we introduce them to.</p> <p>Keep references to host companies on the website and in communications anonymous where possible until interview and application stage for each applicant.</p> <p>Build a steady relationship of trust based on unparalleled internship support and coaching services with our host companies and applicants.</p>	<p>Admissions Team Actions:</p> <ul style="list-style-type: none"> - Explain to Participant and Company that we cannot offer support for visas, accommodation, coaching or emergency help as the arrangement was not made as part of a Pagoda programme. - Inform Company Relations team, account manager to arrange a call with the company to discuss needs, feedback and future cooperation. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on CRM - Raise issue with university account manager via CRM <p>Account Manager Escalation:</p> <ul style="list-style-type: none"> - Discuss with University potential cost of supporting participant/integrating them into an existing Pagoda programme where possible if they are unable to support themselves.
Screenshot of Pagoda email / communications made public	Medium	Unlikely	Conduct	ALL PROG	<p>Disgruntled, unhappy with service, GDPR breach.</p> <p>UNI: Upset students who are reluctant to take part.</p> <p>PAG: Loss of reputation, hostile comments.</p>	<p>Add a anti-sharing / confidentiality disclaimer to signature on the bottom of every email.</p> <p>Ensure that the reasons behind participation deadlines, cancellations, rejections are clearly explained and that options for alternatives are offered to applicants wherever possible.</p> <p>Offer to follow-up with a call to discuss options on the phone with the applicant if there has been a rejection or programme alteration that might affect their participation on the programme.</p> <p>Ensure internal information and staff training on Guru regarding anti-discrimination, sensitivity and handling complaints is up to date.</p>	<p>Admissions Team Actions:</p> <ul style="list-style-type: none"> - Raise with Head of Marketing and Head of Operations. Compose a measured but fair response on the public post to direct complaints to the official complaints procedure. - Disable comments on the online post if necessary and if possible. - Follow-up with a phone call to the participant if difficult decisions have had to be made, to explain alternative options wherever possible. - Log a GDPR breach if necessary. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on CRM - Raise issue with university account manager via CRM <p>Escalation:</p> <ul style="list-style-type: none"> - Full complaints procedure to be followed with Managing Director.
Applicant uncomfortable disclosing sensitive information	Medium	Unlikely	Logistics	ALL PROG	<p>PAR: Shy, unable to disclose important information.</p> <p>UNI: Upset students who are reluctant to take part.</p> <p>PAG: Application delays, lack participant info.</p>	<p>Use personal but professional communications with applicants throughout the application process to build trust.</p> <p>Encourage applicants to be open regarding any concerns during the application process.</p> <p>Designate one male and one female participant welfare contact in the management or leadership team and make applicants aware of these contacts, these welfare contacts can be used for any confidential disclosures from applicants or participants.</p>	<p>Admissions/Delivery Staff Actions:</p> <ul style="list-style-type: none"> - Refer the Applicant to one of the designated Participant Welfare Contacts. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on CRM - Ask a Welfare Contact to reach out to the participant directly <p>Escalation:</p> <ul style="list-style-type: none"> - Welfare Contact to raise any personal issues with the University with the applicant's permission to discuss accessibility requirements or other adaptations to the programme.

Delays in application process due to high applicant numbers/other	Low	Possible	Logistics	ALL PROG	<p>PAR: Lose trust, drop out.</p> <p>UNI: Reluctant students, reputation risk, not filling places.</p> <p>PAG: Reluctant students, reputation risk, not filling places.</p> <p>HC: Lose applicants.</p>	<p>Assess applicant-to-staff ratio and measure placement times and bottlenecks via CRM status dashboards.</p> <p>Retain staff on standby from other teams to support the bookings and placement teams at busy times if necessary.</p> <p>Dictate and stagger different deadlines and clear timelines for the stages of the bookings and placement process to universities and applicants.</p> <p>Ensure buffer or contingency period is always applied after each deadline to allow for delays and high demand.</p>	<p>Admissions Team Actions:</p> <ul style="list-style-type: none"> - Put groups of applicants on Hold temporarily whilst reassigning staff resources. - Revised timelines must be sent to participants ASAP to manage expectations. - Add immediate staffing to the Programmes Huddle agenda for urgent action. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Raise the issue with Account Manager via CRM <p>Account Manager Escalation:</p> <ul style="list-style-type: none"> - Keep University updated regarding revised timelines. - Last resort, discuss alteration of programme dates if all parties agree.
GDPR breach of applicant data	Medium	Unlikely	Tech	ALL PROG	<p>PAR: Breach of personal data rights.</p> <p>UNI: Breach of contract, legal action, fines.</p> <p>PAG: Breach of contract, legal action, fines.</p>	<p>Ensure all data is encrypted before sharing, where possible this should require 2-factor authentication.</p> <p>Ensure internal information and staff training on Podio regarding information on associated costs to participants is up to date.</p> <p>Strict password policy and 2-factor authentication in place for CRM access.</p> <p>Regular checks to restrict access to applicant and participant data on the CRM to relevant members of staff only.</p> <p>Ensure Companies sign the Membership Terms & Conditions before receiving CVs or data of applicants.</p> <p>Make GRPR Request form accessible to all Applicants/Participants.</p>	<p>Admissions Team Actions:</p> <ul style="list-style-type: none"> - For access/deletion requests signpost applicants to GDPR Request Form - In case of breach, inform other applicants in question of the data breach - Check all other data is secure and there are no additional breaches. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Flag to Data Security Officer via GDPR Incident Log Form ASAP - Raise issue with university Account Manager via CRM <p>Escalation:</p> <ul style="list-style-type: none"> - Discuss next steps with University and ICO or other applicable government body within 72 hours of the breach
Participant misses the onboarding webinar	Low	Possible	Logistics	ALL ONLINE	<p>PAR: Miss important info.</p> <p>UNI: Risk negative outcome.</p> <p>PAG: Risk negative outcome.</p>	<p>Inform participants the session is mandatory and send out pre-session reminders.</p> <p>Ensure every onboarding session is recorded so that missing participants can watch back.</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Direct missing participants to the recording of the webinar. - Book a call with missing participants to run through any questions and ensure key information has been taken on board. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log attendance to sessions <p>Account Manager Escalation:</p> <ul style="list-style-type: none"> - Inform University of ongoing lack of engagement from those that missed it.

Participant misses the in-person onboarding/ orientation session	Medium	Unlikely	Conduct	ALL IP	<p>PAR: Miss important info.</p> <p>UNI: Risk negative outcome.</p> <p>PAG: Risk negative outcome.</p>	<p>Ensure each participant signs up to the session and books in the place and time.</p> <p>Ensure participants are familiar with the location of the session and how to get there.</p> <p>Plan the session at a time when participants are unlikely to miss the session due to external factors.</p> <p>Remind participants at various touch-points during pre-departure and arrival of the importance of attending the session.</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Direct missing participants to the recording of the webinar. - Book a call with missing participants to run through any questions and ensure key information has been taken on board. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log attendance to sessions <p>Account Manager Escalation:</p> <ul style="list-style-type: none"> - Inform University of ongoing lack of engagement from those that missed it.
Technical accessibility issues	Medium	Unlikely	Tech	ALL PROG	<p>PAR: Miss important info, stress, drop out, discrimination</p> <p>UNI: Risk negative outcome.</p> <p>PAG: Can't contact participant, risk negative outcome.</p> <p>HC: Can't contact participant</p>	<p>Ensure all basic technological requirements are clear at every stage of the participant journey, from promoting the opportunity to pre-programme guidance.</p> <p>Use software which has the lowest possible hardware requirements and is tried-and-tested to work well irrespective of circumstances.</p> <p>Identify technical accessibility issues early in the participant journey and work with the university to ensure there are no barriers to participation.</p>	<p>Admissions Team Actions:</p> <ul style="list-style-type: none"> - Enable live captioning during the session where possible and add subtitles to recordings. - Remind internal and external stakeholders (e.g. host company for an internship) of any technical access issues for the participant at key touch points (e.g. pre-arrival or introduction on first day). - Make a list of processes or contract that they are struggling to access so that we can try to find alternative methods for them to access the information. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an extra support on CRM - Flag to Delivery Manager <p>Escalation:</p> <p>Inform University of any ongoing issues and communicate next steps & progress.</p>
Auditory accessibility Issues	Medium	Unlikely	Tech	ALL PROG	<p>PAR: Miss important info, stress, drop out, discrimination</p> <p>UNI: Risk negative outcome.</p> <p>PAG: Can't contact participant, risk negative outcome.</p> <p>HC: Can't contact participant.</p>	<p>Ensure every onboarding session is recorded and include subtitles so that missing participants can watch back.</p> <p>Communicate auditory access issues clearly ahead of programme start with all internal and external stakeholders involved in the respective participant's programme.</p> <p>Identify auditory accessibility issues early in the participant journey and work with the university to ensure there are no barriers to participation.</p>	<p>Admissions/Delivery Team Actions:</p> <ul style="list-style-type: none"> - Enable live captioning during the session and add subtitles to recordings. - Remind internal and external stakeholders (e.g. host company for an internship) of any auditory issues for the participant at key touch points (e.g. pre-arrival or introduction on first day). - Make a list of processes or contract that they are struggling to access so that we can try to find alternative methods for them to access the information. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an extra support on CRM - Flag to Delivery Manager <p>Escalation:</p> <ul style="list-style-type: none"> - Inform University of any ongoing issues and communicate next steps & progress.

Visual Accessibility Issues	Medium	Unlikely	Tech	ALL PROG	<p>PAR: Miss important info, stress, drop out, discrimination</p> <p>UNI: Risk negative outcome.</p> <p>PAG: Can't contact participant, risk negative outcome.</p> <p>HC: Can't contact participant.</p>	<p>Ensure every onboarding session is recorded so that missing participants can listen back.</p> <p>Remind participants ahead of their programme that Skills Courses include a spoken version for visually impaired participants.</p> <p>Communicate visibility access issues early ahead of programme start with all internal and external stakeholders involved in the respective participant's programme.</p>	<p>Admissions/Delivery Team Actions:</p> <ul style="list-style-type: none"> - Enable live captioning during the session and add subtitles to recordings. - Remind internal and external stakeholders (e.g. host company for an internship) of any auditory issues for the participant at key touch points (e.g. pre-arrival or introduction on first day). - Make a list of processes or contract that they are struggling to access so that we can try to find alternative methods for them to access the information. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an extra support on CRM - Flag to Delivery Manager <p>Escalation:</p> <ul style="list-style-type: none"> - Inform University of any ongoing issues and communicate next steps & progress.
Late start due to personal reasons	Low	Unlikely	Tech	ALL PROG	<p>PAR: Miss important info, stress, disengaged.</p> <p>UNI: Welfare concerns, risk negative outcome.</p> <p>PAG: Welfare concerns, can't contact participant, risk negative outcome.</p> <p>HC: Delayed work.</p>	<p>Ensure every onboarding session is recorded so that missing participants can watch back.</p> <p>Remind participants ahead of programme what the start date is and encourage them to raise any issues as early as possible.</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Direct missing participants to the recording of the onboarding webinar. - Book a call with missing participants to run through any questions and ensure key information has been taken on board. - Communicate the participant's late start with all internal and external stakeholders involved in the respective participant's programme. - Request permission from the participant to communicate the nature of any personal issues to key stakeholders in their programme to ensure sensitivity. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log extra support on CRM and amend programme dates. <p>Escalation:</p> <ul style="list-style-type: none"> - Inform University of late start and any ongoing lack of engagement.



Last minute change of internship	Low	Unlikely	Logistics	ALL INT	<p>PAR: Stress, complicate academic credit.</p> <p>UNI: Risk negative outcome, complication with academic credit.</p> <p>PAG: Extra work, risk negative outcome, reputational risk with HC.</p> <p>HC: Inconvenient.</p>	<p>Ensure our placement process continues to be transparent and thorough to minimize this risk.</p> <p>Create a clear process for university partners to react and ensure continuity in such cases.</p> <p>Enforce interviews between HC and participant as early as possible so that potential issues with the internship can be raised quickly.</p>	<p>Admissions Team Actions:</p> <ul style="list-style-type: none"> - React quickly and communicate frequently with applicants, university partners and host companies. - Ask CR Account Manager to follow up with Host Companies involved <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log all actions clearly on CRM <p>Escalation:</p> <ul style="list-style-type: none"> - Inform University of last minute changes on shared spreadsheet.
Wi-Fi Access Issues	Medium	Possible	Tech	All prog.	<p>PAR: Stress, disengage from programme, miss important info.</p> <p>UNI: Risk of a negative outcome.</p> <p>PAG: Can't contact participant, risk negative outcome.</p> <p>HC: Delays to comms and</p>	<p>Ensure host companies for internships are able to work asynchronously with interns to avoid Wi-Fi issues causing critical issues during an internship.</p> <p>Train staff delivering sessions to de-stress and reassure anyone suffering Wi-Fi issues.</p> <p>Ensure every onboarding session is recorded so that missing participants can watch back.</p> <p>Ensure all basic technological requirements are clear at every stage of the participant journey, from promoting the opportunity to pre-programme guidance.</p> <p>Use software which has the lowest possible hardware requirements and is tried-and-tested to work well irrespective of circumstances.</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Follow up by sending recordings of sessions. - Enable live captioning during the session where possible and add subtitles to recordings. - Suggest university campus or other public wifi facilities. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an extra support on CRM <p>Escalation:</p> <ul style="list-style-type: none"> - Inform University of any ongoing issues and proactively communicate participant progress.

Online Content Access Issues	Medium	Unlikely	Tech	ALL PROG	<p>PAR: Stress, disengage from programme, miss important info.</p> <p>UNI: Risk of a negative outcome.</p> <p>PAG: Can't contact participant, risk negative outcome.</p> <p>HC: Delays to comms and work</p>	<p>Ensure host companies for internships are able to work asynchronously with interns to avoid Wi-Fi issues causing critical issues during an internship.</p> <p>Ensure every onboarding session is recorded so that missing participants can watch back.</p> <p>Ensure all content is available worldwide and is not blocked in countries where participants may reside during the programme.</p> <p>Ensure all basic technological requirements are clear at every stage of the participant journey, from promoting the opportunity to pre-programme guidance. In this case highlight any content which requires a VPN to be accessed in certain countries.</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Monitor content accessibility by regular testing in countries where content may be blocked. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an extra support on CRM and report to IT team. <p>Escalation:</p> <ul style="list-style-type: none"> - Inform University of any ongoing issues.
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SECTION 2 - THE PAGODA PORTAL

Users unable to download/use Pagoda Portal mobile app	Low	Unlikely	Tech	Online	<p>PAR: Miss important info, stress, drop out.</p> <p>UNI/PAG: Can't contact participant, risk negative outcome.</p>	<p>An APK of the mobile app is available upon request if the user is unable to download the app from their phone's Play Store / Apple Store.</p> <p>Explain to Participants that the portal is available on the web browser and a mobile app, so it can also be accessed on any computer if the mobile app is not accessible.</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Liaise with the user via email - Ask some additional questions to help us solve the issue (phone brand, app version, operating system, how did they try to sign-up etc.) <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support ticket <p>Escalation:</p> <ul style="list-style-type: none"> - @and Admin or the Development Team to test and solve the issue if User is still unable to access it on a computer browser.
Users aren't able to register a new account	Low	Unlikely	Tech	Online	<p>PAR: Miss important info, stress, drop out.</p> <p>UNI/PAG: Can't contact participant, risk negative outcome.</p>	<p>Clear sign-up instructions are sent via email as part of the onboarding.</p> <p>A video is available to show the sign-up steps too</p> <p>If a sign-up via mobile isn't possible, there's the alternative to sign up via the desktop version of the portal, and vice versa.</p> <p>We offer the possibility to raise any sign-up issues via a helpdesk so the Pagoda team can assist and connect users with our development team when needed.</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Liaise with the user via email - Ask some additional questions to help us solve the issue (phone brand, app version, operating system, how did they try to sign-up etc.) - Suggest alternative sign-up options (mobile/desktop) before raising them to our development team - Ask an Admin to manually create the user on the back-end if needed. - Share the new login details with the user. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support ticket <p>Escalation:</p> <ul style="list-style-type: none"> - @and Admin or the Development Team to test if no simple resolution

Users forget password/ log in detail	Low	Possible	Tech	Online	<p>PAR: Miss important info, stress, drop out.</p> <p>UNI/PAG: Risk negative outcome.</p>	<p>Users have the possibility to request a password reset at any time themselves on the mobile app and desktop version of the portal.</p> <p>Pagoda Admins on the portal can reset a password manually when requested by a user from the backend.</p> <p>A high number of failed attempts at inputting a password will lead to the account being blocked automatically for security reasons – the user will not be able to manually ask for a password reset in that case. And the issue should be raised to our team via our helpdesk form/ticket.</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Liaise with the user via email - Ask them to try password reset themselves first <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support ticket if needed <p>Escalation:</p> <ul style="list-style-type: none"> - @and Admin or the Development Team to test and solve the issue if User is still unable to access.
Users are unsure how to navigate and use the portal	Low	Unlikely	Tech	Online	<p>PAR: Miss important info, stress, drop out.</p> <p>UNI/PAG: Risk negative outcome.</p>	<p>Videos on how to use and navigate the platform are available on the home page of the platform.</p> <p>FAQs are also available on the platform.</p> <p>Users can book a call with our team for a live demo on how to use the platform if needed.</p> <p>Users can use the support function on the platform and raise any issues to our team via a ticket support system.</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Make sure videos and FAQs on the portal are up to date - Liaise with the user via email - Book a live demo call with them if needed. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support ticket if needed - Log a Programme Learning Point if future improvements are needed <p>Escalation:</p> <ul style="list-style-type: none"> - @and Admin or the Development Team to test and solve if the User is still struggling.
Offensive Comment or Language	Medium	Unlikely	Conduct	Online	<p>PAR: Stress, mental health concerns, drop out.</p> <p>UNI/PAG: Risk negative outcome.</p>	<p>All users of the Portal must be aged 17+ to access the Portal.</p> <p>A clear system for flagging inappropriate content or behaviour is in place via the Support Tab on the Portal. Anonymous disclosures possible.</p> <p>Participants, Host Companies & Cultural Mentors all agree to Pagoda's Anti Bullying and Harassment Policy.</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Flagged content is reviewed by the Pagoda team. - Liaise with the user via email if they report via a Support Ticket - Book a call to follow up and support them if needed. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support ticket if needed - @the Delivery Manager for additional advice on programme/stakeholder termination <p>Escalation:</p> <ul style="list-style-type: none"> - @and Admin or the Development Team to deactivate abusive user if needed. - Report to University if serious complaint is raised.
Language Barrier	Low	Possible	Tech	Online	<p>PAR: Stress, miss important info, stress, drop out, feel discriminated against.</p> <p>UNI/PAG: Risk negative outcome.</p>	<p>The portal was set up in English. All posts and contents are posted in English on the portal.</p> <p>Videos within the portal will have subtitles.</p> <p>Content tested by none-native English speakers.</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Encourage participant to use translator apps online if needed. - Book a call to follow up and support them if needed. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support ticket if needed - @the Delivery Manager for additional advice <p>Escalation:</p> <ul style="list-style-type: none"> - Report to University if Participant welfare concerns escalate.

Notifications are not being received or won't clear	Low	Unlikely	Tech	Online	<p>PAR: Miss important info, stress, drop out.</p> <p>UNI/PAG: Risk negative outcome.</p>	<p>Ask users to submit a helpdesk/support ticket with screenshots or screen records to better understand the issue and on which platform it occurs.</p> <p>If the issue occurs on the mobile app, we need to make sure the user is on the latest version of the mobile app which contains all recent bug fixes.</p> <p>Users will be recommended to update their portal settings and will be able to link their email addresses to receive emails when important notifications are received if they want to.</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Liaise with the user via email if they report via a Support Ticket - Book a call to follow up and support them if needed. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support ticket if needed <p>Escalation:</p> <ul style="list-style-type: none"> - @and Admin or the Development Team to assist
Bullying, Harrassment or Abuse on the Portal	Medium	Unlikely	Conduct	Online	<p>PAR: Stress, mental health concerns, drop out.</p> <p>UNI/PAG: Risk negative outcome.</p>	<p>A clear system for flagging inappropriate content or behaviour is in place via the Support Tab on the Portal. Anonymous disclosures possible.</p> <p>Participants, Host Companies & Cultural Mentors all agree to Pagoda's Anti Bullying and Harassment Policy.</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Flagged content is reviewed by the Pagoda team. - Liaise with the user via email if they report via a Support Ticket - Book a call to follow up and support them if needed. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support ticket if needed - @the Delivery Manager for additional advice on programme/stakeholder termination <p>Escalation:</p> <ul style="list-style-type: none"> - @and Admin or the Development Team to deactivate abusive user if needed. - Report to University if serious complaint is raised.
SECTION 3 - ONLINE EVENTS & WORKSHOPS							
Guest speaker does not show up	Low	Unlikely	Logistics	Online	<p>PAR: Disengaged, bored.</p> <p>PAG: Delays, risk negative outcome.</p>	<p>Schedule regular reminders: 1 week, 1 day before the event.</p> <p>Set up reminder emails pre-event.</p> <p>Prepare general/relevant content to fill time for participants should a speaker not show up at all.</p> <p>Try to schedule 2 or more speakers/panellists for each event if possible.</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Seek help from colleagues to contact the speaker and delay the event start. - Communicate clearly with waiting participants. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log feedback for this speaker/panellist on CRM for future reference. <p>Escalation:</p> <ul style="list-style-type: none"> - Postpone the event if necessary.
Not enough participants sign up	Low	Likely	Conduct	Online	<p>PAR: Disengaged, waste time.</p> <p>PAG: Waste time, risk negative outcome.</p>	<p>Share event policy with university partners, panellists and participants.</p> <p>Log attendance or RSVPs via a registration form.</p> <p>Inform all attendees as early as possible in the event of cancellation.</p> <p>Schedule regular reminders for participants.</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Communicate clearly with waiting participants at least 24 hours before event. - Offer alternative upcoming events that they could attend instead. - Ask speaker/panellists if they would consider rescheduling for a future event. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log feedback for this speaker/panellist on CRM for future reference. - Log cancelled events for Delivery Manager to review bi-annually for events strategy. <p>Escalation:</p> <ul style="list-style-type: none"> - Raise a report with University if participant attendance is compulsory.

Bad connection for one or more panellist/guest speaker	Low	Possible	Tech	Online	<p>PAR: Disengaged, waste time.</p> <p>PAG: Waste time, risk negative outcome.</p>	<p>Assign a back-up staff member to support with the Webinar/Meeting Technology.</p> <p>Train staff delivering sessions to de-stress and reassure anyone suffering wifi issues. Prepare general/relevant content to fill time if a speaker's connection drops out.</p> <p>Ensure all basic technological requirements are clear prior to event and ask panellist to join early to test functionality.</p> <p>Use software which has the lowest possible hardware requirements and is tried-and-tested to work well irrespective of circumstances. E.g. Zoom, Google Meet etc.</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Back-up staff/panellist step in with questions for audience to take over. - Encourage audience participation to fill the time if necessary. - If impossible, offer alternative upcoming events that they could attend instead. - Ask speaker/panellists if they would consider rescheduling for a future event. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log feedback for this speaker/panellist on CRM for future reference. - Log Learning Point of failed events for Delivery Manager to review bi-annually for events strategy. <p>Escalation:</p> <ul style="list-style-type: none"> - Raise an apology with Participants and University if needed.
Not enough participants for breakout rooms	Low	Likely	Tech	Online	<p>PAR: Disengaged, waste time.</p> <p>PAG: Waste time, risk negative outcome.</p>	<p>Organize a breakout room only if enough participants 48 hours before the event.</p> <p>Prepare Plan B, keep all attendees on main call.</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Seek help from other colleagues, ask them to attend if needed. - Communicate clearly with waiting participants if Plan B is going ahead. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log feedback from Participants on Learning Points for future reference. <p>Escalation:</p> <ul style="list-style-type: none"> - Postpone the event if necessary.
Offensive Comment or Language	Medium	Unlikely	Conduct	Online	<p>PAR: Stress, mental health concerns, drop out.</p> <p>UNI/PAG: Risk negative outcome.</p> <p>PAN: Offended, drop out</p>	<p>Remind attendees of the ground rules for behaviour at the start of each event.</p> <p>Make the backup staff member responsible for the chat moderation.</p> <p>Potentially filter the questions so they are only accessible for the host and co-hosts.</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Ask the abusive party to leave the call/remove them from the webinar - Apologise to the attendees and continue with the event - Edit/cut the recording before sending it out. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support ticket if needed - @the Delivery Manager for additional advice on programme/stakeholder termination <p>Escalation:</p> <ul style="list-style-type: none"> - @and Admin or the Development Team to deactivate abusive user if needed. - Report to University if serious complaint against a Participant is raised.
Language Barrier	Low	Unlikely	Tech	Online	<p>PAR: Stress, disengaged.</p> <p>UNI/PAG: Risk negative outcome.</p> <p>PAN: Disappointed by lack of engagement.</p>	<p>Make sure the speakers are understandable when contacted. Explain the language level of attendees in advance.</p> <p>Encourage audience at the start that they should raise questions in the chat if anything is unclear.</p> <p>When possible, prepare a PPT as a support with the main information.</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Turn subtitles function on during webinars if possible. - Back-up staff member explain acronyms/key words in chat. - Add subtitles to recordings if possible. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log issues or complaints as extra supports on CRM. - Comment feedback on panellist/speaker for future reference.

Unable to log onto event platform	Low	Possible	Tech	Online	<p>PAR: Stress, drop out, miss event.</p> <p>UNI/PAG: Risk negative outcome.</p> <p>PAN: Disappointed by low attendance.</p>	<p>Contact email on event registration form.</p> <p>Train staff delivering sessions to de-stress and reassure anyone suffering connection issues.</p> <p>Ensure every session is recorded so that participants can watch back.</p> <p>Ensure all basic technological requirements are clear at every stage of the student journey, from promoting the opportunity to pre-programme guidance.</p> <p>Use software which has the lowest possible hardware requirements and is tried-and-tested to work well irrespective of circumstances.</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Share the recording afterwards with all participants. - Back up staff member to check for late arrivals to "waiting room" and monitor registration email. - Check attendance list if mandatory session. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log extra support if complaint raised. <p>Escalation:</p> <ul style="list-style-type: none"> - Raise with Development Team if an alternative tech solution is needed in future.
SECTION 4 - CULTURAL MENTORSHIP							
Cultural Mentor Matching = bad personality match	Low	Unlikely	Conduct	Online	<p>PAR/CM: Stress, upset, miss sessions, drop out.</p> <p>UNI/PAG: Risk negative outcome.</p>	<p>Ask questions regarding the interests and intentions of both parties before matching.</p> <p>Make sure matched pairs or groups are fair in numbers.</p> <p>Prepare CMs and Participants for the experience - friendship is not guaranteed but encourage a professional understanding approach to the mentoring sessions on both sides.</p> <p>Suggest engaging discussion topics that will be of interest both parties despite differences in personalities.</p> <p>Explain that friendly debate is a part of the learning process but remind both parties of the Code of Conduct and expectations regarding respect and tolerance.</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Follow up on negative participant check-ins that raise issues/report missed CM chats - Contact CM to discuss reasons for miss chats - Liaise between CM and participant if necessary to discuss differences - Flag any safeguarding concerns - Set a task to check regularly after any disputes to ensure things are on track - Switch pairing/groups if differences are irreconcilable <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on CRM - Leave a note about CM on CRM to flag for future reference - Create learning point to suggest changes to matching process for future <p>Escalation:</p> <ul style="list-style-type: none"> - Ask participant or CM to file a formal complaint if not resolved to satisfaction
Shy Cultural Mentor / Participant	Low	Possible	Conduct	Online	<p>PAR/CM: Stress, upset, miss sessions, drop out.</p> <p>UNI/PAG: Risk negative outcome.</p>	<p>Cultural mentors will have a dedicated group on our portal to raise any issues they may face during their cultural mentorship experience.</p> <p>Participants will be able to submit a weekly cultural journal through our portal and also raise any issues they may face during their cultural mentorship experience.</p> <p>Suggest engaging discussion topics that will be of interest both parties despite shyness.</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Follow up on negative participant check-ins - Contact CM to discuss any issues raised - Liaise between CM and participant if necessary - Add another person to the group <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on CRM - Leave a note about CM on CRM to flag for future reference - Create learning point to suggest changes to matching process for future
Bad/Controversial Conversation Topic	Low	Unlikely	Politics	Online	<p>PAR/CM: Uncomfortable, miss sessions, drop out.</p> <p>UNI/PAG: Risk negative outcome.</p>	<p>Weekly discussion topics are only suggestions from our team to help drive the conversations but are not mandatory. Both participants and mentors are encouraged to pick topics based on their own interests.</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Follow up on negative participant check-ins - Contact CM to discuss any issues raised - Liaise between CM and participant if necessary - Suggest alternative topics if needed <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on CRM - Leave a note about CM on CRM to flag for future reference - Create learning point to suggest changes to matching process for future <p>Escalation:</p> <ul style="list-style-type: none"> - Ask participant or CM to file a formal complaint if not resolved to satisfaction

Offensive Comment or Language	Medium	Unlikely	Conduct	Online	<p>PAR/CM: Stress, upset, miss sessions, drop out.</p> <p>UNI/PAG: Risk negative outcome.</p>	<p>All users of the Portal must be aged 17+ to access the Portal. A clear system for flagging inappropriate content or behaviour is in place</p> <p>Check-in form encourages participants to raise issues.</p> <p>Anonymous reporting form on Portal also available.</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Follow up on negative participant check-ins that raise issues/report missed CM chats - Contact CM to discuss reasons for miss chats - Liaise between CM and participant if necessary to discuss differences - Flag any safeguarding concerns - Set a task to check regularly after any disputes to ensure things are on track - Switch pairing/groups if differences are irreconcilable <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on CRM - Leave a note about CM on CRM to flag for future reference - Create learning point to suggest changes to matching process for future <p>Escalation:</p> <ul style="list-style-type: none"> - Ask participant or CM to file a formal complaint if not resolved to satisfaction
Language Barrier	Low	Possible	Conduct	Online	<p>PAR/CM: Stress, misunderstanding, upset, miss session, drop out.</p> <p>UNI/PAG: Risk negative outcome.</p>	<p>All our cultural mentors and participants will be able to speak English.</p> <p>Some mentors are joining the programme as a way to improve their language skills and might have lower English levels than others.</p> <p>If communication is too complicated between a participant and a mentor: Cultural mentors will have a dedicated group on our portal to raise any issues they may face during their cultural mentorship experience.</p> <p>Participants will be able to submit a weekly cultural journal through our portal and also raise any issues they may face during their cultural mentorship experience.</p> <p>Cultural mentors and participants will be introduced via our portal. This portal includes a messaging platform which can be used to get to know one another.</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Follow up on negative participant check-ins - Contact CM to discuss any issues raised - Liaise between CM and participant and switch mentor group if necessary - Suggest they focus discussions on new vocab to help each other learn <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on CRM - Leave a note about CM on CRM to flag for future reference - Create learning point to suggest changes to CM recruitment process for future
Technology unable to find communication platform	Low	Possible	Tech	Online	<p>PAR/CM: Stress, delays, miss sessions, drop out.</p> <p>UNI/PAG: Risk negative outcome.</p>	<p>Calls aren't yet supported on the Pagoda Portal, therefore we'll recommend the participants and mentors find the best way of conducting those calls together via the platform. They are not obligated to exchange phone numbers or social media platforms if they don't feel comfortable doing so - they can send each other a zoom or teams link via the portal instead.</p> <p>Ensure all content is available worldwide and is not blocked in countries where participants may reside during the programme.</p> <p>Ensure all basic technological requirements are clear at every stage of the cultural mentorship journey, from promoting the opportunity to pre-programme guidance. In this case highlight any content which requires a VPN to be accessed in certain countries</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Monitor content accessibility by regular testing in countries where content may be blocked. - Follow up on negative participant check-ins that raise issues/report missed CM chats - Contact CM to discuss reasons for miss chats - Liaise between CM and participant if necessary to suggest new video platforms - Set a task to check regularly after any disputes to ensure things are on track - Switch pairing/groups if differences are irreconcilable <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on CRM & raise with Development Team too if needed - Leave a note about CM on CRM to flag for future reference - Create learning point to suggest changes to matching process for future <p>Escalation:</p> <ul style="list-style-type: none"> - Ask participant or CM to file a formal complaint if not resolved to satisfaction - Inform University of any ongoing issues

Time difference & personal schedules issues	Medium	Possible	Logistics	Online	<p>PAR/CM: Stress, delays, miss sessions, drop out.</p> <p>UNI/PAG: Risk negative outcome.</p>	<p>Cultural mentors are volunteering their time to help our participants in their cultural awareness journey. It may be possible that their personal schedule changes suddenly and it's proving difficult for the participants and the mentor to arrange their weekly calls.</p> <p>Participants and mentors will be able to raise this via our support ticket system on the platform.</p> <p>When no resolution is possible, our team will provide a replacement mentor for the participant. If several weeks of the cultural mentor programme are missed, an extension beyond the internship period is also possible.</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Follow up on negative participant check-ins that raise issues about CM - Contact CM to discuss reasons for missed chats - Liaise between CM and participant if necessary to discuss timetables - Switch pairing/groups if differences are irreconcilable <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on CRM - Leave a note about CM on CRM to flag for future reference - Create learning point to suggest changes to matching process for future <p>Escalation:</p> <ul style="list-style-type: none"> - Ask participant or CM to file a formal complaint if not resolved to satisfaction
SECTION 5 - IN-PERSON PARTICIPANT ARRIVALS							
Delay to Participant Flight/Train/Ferry Arrival	Low	Possible	Travel	ALL IP	<p>PAR: Wellbeing, inconvenient, miss pick up, tiring.</p> <p>PAG: Delays to logistics, staffing concerns.</p>	<p>All Flight Details including screenshots of flights are entered to our CRM system for review prior to arrivals.</p> <p>Airline / Customs / General Airport Customer Service numbers are recorded and available for pick up staff.</p> <p>Staff check flight status prior to going to airport/ferry port.</p> <p>Ensure multiple ways to contact participant before set off on journey.</p> <p>Ensure participant have our contact details written down (not just on phone/computer).</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Continue flight tracking, return to airport/station later if more than 2 hours delayed - Take other participants back to accommodation if group pick up - For late night/early morning delays, get a car/taxi to pick them up with a sign, then meet them at the accommodation. - Delay 5+ hours? Adjust orientation to allow the participant to rest. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an extra support on CRM if more than 5 hours delayed
Cancelled or missed flight connection	Medium	Possible	Travel	ALL IP	<p>PAR: Wellbeing, inconvenient, miss pick up, tiring.</p> <p>PAG: Delays to logistics, staffing concerns.</p>	<p>All Flight Details including screenshots of flights are entered to our CRM system for review prior to arrivals.</p> <p>Airline / Customs / General Airport Customer Service numbers are recorded and available for pick-up staff.</p> <p>Staff check flight status prior to going to airport/ferry port.</p> <p>Ensure multiple ways to contact participant before set off on journey.</p> <p>Ensure participant have our contact details written down (not just on phone/computer).</p> <p>Passenger rights can be found online and vary depending on law (i.e. EU law) and airline policy.</p>	<p>Delivery Staff Actions:</p> <ul style="list-style-type: none"> - Support participant remotely via Portal, phone call and/or messaging app. - Discuss their rights, options and any applicable insurance cover. - Help research alternative flights that can be purchased, if help is needed. - Assist to arranging suitable temporary accommodation in a hotel if required. - Inform host company if there will be a delayed start to the programme. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an extra support ticket on CRM - @Partnerships Account Manager to make them aware of the problem <p>Escalation:</p> <ul style="list-style-type: none"> - Report to University if delay will significantly impact the Participant's programme
Luggage lost by airline	Low	Possible	Travel	ALL IP	<p>PAR: Wellbeing, inconvenient, miss pick up, tiring.</p> <p>PAG: Delays to logistics, staffing concerns.</p>	<p>Before arrival, inform the participant about what to do if bag goes missing, and how to report it before meeting staff.</p> <p>Suggest hand luggage contains essentials just in case.</p> <p>Delivery Team to be prepared just in case, each airport has a special desk to report lost luggage.</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Go to airline counter with the participant to fill in lost luggage form - Ensure the airline has an address to which they should send the luggage - Take the participant to buy emergency clothing/essentials in the meantime - Keep receipts and support participant with their insurance claim - Follow up to ensure the luggage is returned and compensation is sought <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an extra support on the CRM

Participant arrives in daytime, and accommodation is not available until later that day	Low	Likely	Logistics	ALL IP	PAR: Wellbeing, inconvenient, tiring. PAG: Supplier concerns.	Request participant arrival details as early in advance as possible. Carefully plan each arrival in coordination with accommodation provider. Discuss possibility of early check in. Delivery staff in each location keep a shortlist of appropriate hotels in their city that accept foreign guests in case of emergencies.	Delivery Team Actions: - If early check-in is not possible, take participant to office/cafe to rest. - If check-in is not possible for 7+ hours/no comfortable waiting place available, then book a room in short-term hotel/co working space with a sofa until accommodation is ready. Reporting Procedure: - Log an extra support if Participant is unhappy with measures we put in place Escalation: - Ask them to log a formal complaint if needed
Participant is detained by immigration or customs before clearing border control	Medium	Unlikely	Travel	ALL IP	PAR: Wellbeing, inconvenient, miss pick up, tiring, legal issues. PAG: Delays to logistics, legal issues, staffing concerns.	Ensure staff have access to the contact numbers for entry/ exit bureau to hand. Ensure the participant's emergency contacts are in the H&S workspace on CRM. Ensure a copy of participant's passport and visa is on CRM before they travel. Ensure participants have access to local emergency phone number before they fly.	Delivery Team Actions: - If possible, call participants to reassure/understand the situation. - Help with explanations & translation if allowed to. - Try to contact the consulate for the participant's home country for assistance in communication with entry/exit authorities. - If refused entry, attempt to resolve and liaise with participant directly/via phone. Reporting Procedure: - Flag in the Emergency WhatsApp Group immediately - Log an extra support on CRM Escalation: - If delayed 2+ hours, report to the University - If delayed 5+ hours, inform the participant's emergency contact - Depending on the situation, may then contact the participant embassy/consulate
Participant does not receive/pass immigration with Visa on Arrival (Vietnam/Thailand Specific)	Medium	Unlikely	Travel	All IP	PAR: Wellbeing, inconvenient, miss pick up, tiring, legal issues. PAG: Delays to logistics, legal issues, staffing concerns.	Delivery Team to to double check with consulate/embassy before the programme starts, to ensure participant nationalities are all eligible allowed for the visa on arrival or visa waiver for the full duration of the programme. Ensure staff have access to the contact numbers for entry/ exit bureau to hand. Ensure the participant's emergency contacts are in the H&S workspace on CRM. Ensure a copy of participant's passport and visa is on CRM before they travel. Ensure participants have access to local emergency phone number before they fly.	Delivery Team Actions: - If possible, call participants to reassure/understand the situation. - Help with explanations & translation if allowed to. - Try to contact the consulate for the participant's home country for assistance in communication with entry/exit authorities. - If refused entry, attempt to resolve and liaise with participant directly/via phone. Reporting Procedure: - Flag in the Emergency WhatsApp Group immediately - Log an extra support on CRM Escalation: - If delayed 2+ hours, report to the University - If delayed 5+ hours, inform the participant's emergency contact - Depending on the situation, may then contact the participant embassy/consulate

Participant tests positive for Covid-19 or other infectious disease and are not allowed to board flight	Medium	Possible	Health	ALL IP	<p>PAR: Health risk, delayed arrival, extra cost, cancel.</p> <p>PAG: Group health concerns, delays to logistics, legal issues, staffing concerns.</p> <p>UNI: Welfare concerns.</p> <p>HC: Work delays.</p>	<p>Prepare participants for actions needed in this scenario during pre-departure.</p> <p>Ensure participants have access to local emergency phone number before they fly.</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - If possible, call participants to reassure/understand the situation. - Check the latest insurance policy to see whether flight change or cancellation will be covered. - Warn accommodation/Host Company if delayed or cancelled arrival. - Keep in contact with participant to coordinate late arrival if possible. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Flag in the Emergency WhatsApp Group immediately - Log an extra support on CRM <p>Management/Leadership Escalation:</p> <ul style="list-style-type: none"> - Report to the University ASAP
Participant tests positive for Covid-19 or has infectious disease on arrival and is transferred to quarantine	Medium	Unlikely	Health	ALL IP	<p>PAR: Health risk, isolation, extra costs.</p> <p>PAG: Group health concerns, logistics delays, legal issues, staffing concerns.</p> <p>UNI: Welfare concerns.</p> <p>HC: Work delays.</p>	<p>Delivery Team to check latest quarantine regulations before the programme starts.</p> <p>Prepare participants for actions needed in this scenario during pre-departure, if likely.</p> <p>Ensure the participant's emergency contacts are in the H&S workspace on CRM.</p> <p>Ensure a copy of participant's passport and visa is on CRM before they travel.</p> <p>Ensure participants have access to local emergency phone numbers before they fly.</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - If possible, call participants to reassure/understand the situation. - Speak to quarantine hotel to make contact and register our contact details. - Warn accommodation/Host Company if delayed or cancelled arrival. - Keep in contact with participant and help with food deliveries if possible. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Flag in the Emergency WhatsApp Group immediately - Log an extra support on CRM <p>Management/Leadership Escalation:</p> <ul style="list-style-type: none"> - Report to the University ASAP - Liaise with Emergency Contacts if Participant wishes us to.
Participant refuses to do medical check for visa (Vietnam only)	Medium	Possible	Health	ALL IP	<p>PAR: Lega/ immigration issues,</p> <p>HC: Delayed work.</p>	<p>When applicable, ensure that visa requirements are listed clearly via email and on the Portal before the visa application process begins.</p> <p>Explain the requirement during the visa workshop. Ensure participants give consent to medical check when submitting passport details.</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - If raised as an issue pre-programme, call the participant to discuss objections - If possible, switch participant to alternative location <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an extra support on CRM <p>Management/Leadership Escalation:</p> <ul style="list-style-type: none"> - Report to the University if switching to alternative programme location

Participant tests positive for Covid-19 or has symptoms on arrival, is refused entry to the country and must return home on the next available flight.	High	Unlikely	Health	ALL IP	<p>PAR: Health risk, delayed arrival, extra cost, cancel.</p> <p>PAG: Health concerns, delays to logistics, legal issues, staffing concerns.</p> <p>UNI: Welfare concerns.</p> <p>HC: Work delays.</p>	<p>Prepare participants for actions needed in this scenario during pre-departure.</p> <p>Ensure participants have access to local emergency phone number before they fly.</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - If possible, call participants to reassure/understand the situation. - Check the latest insurance policy to see whether flight change or cancellation will be covered. - Warn accommodation/Host Company if delayed or cancelled arrival. - Keep in contact with participant to coordinate late arrival if possible. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Flag in the Emergency WhatsApp Group immediately - Log an extra support on CRM <p>Management/Leadership Escalation:</p> <ul style="list-style-type: none"> - Report to the University ASAP - Liaise with Emergency Contacts if the Participant wishes us to.
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SECTION 6 - INTERNSHIPS & PLACEMENTS

Wi-Fi / Internet Connection Problems	Low	Likely	Tech	ALL PROG	<p>PAR: Exclusion, incomplete work, isolation, frustration, drop out.</p> <p>PAG: Can't communicate with Participant.</p> <p>HC: Issues communicating, work delays, frustration, fire</p>	<p>Ask Participant to report any potential connectivity problems in Participant Registration Form/weekly Check In form.</p> <p>Participant reminders to raise any access issues during orientation and onboarding call.</p> <p>Encourage participant to discuss any restrictions to internet access during their programme with Member/Company to discuss possible adjustments & communications solutions.</p> <p>Recordings or alternative access to programme activities to be made available where possible.</p>	<p>Delivery Staff Actions:</p> <ul style="list-style-type: none"> - Liaise between Participant and Member/Company to facilitate communication - Suggest reasonable adjustments and alternatives to both parties where possible - Encourage Member/Company to be flexible to allow for different access needs - Pagoda Staff call Participant to discuss alternative remote working spots. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on CRM. <p>Escalation:</p> <ul style="list-style-type: none"> - Ask University for locations or internet resources to support the Participant if needed.
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Poor Workstation Set-up	Low	Possible	Health	ALL INT	<p>PAR: Harm to back, eyes, musculoskeletal disorders.</p> <p>UNI/PAG: Welfare concerns.</p> <p>HC: Unfocused participants.</p>	<p>Advise participants to take proper breaks from their workstations during programme orientation and remote working workshop and encourage them to report any health issues via weekly Check-ins.</p> <p>Participants working from home provided with suitable equipment, for example, ergonomic chair, footrest, additional lighting, document holder, computer etc.</p> <p>Suggest a second screen, keyboard, mouse or docking station if working on it regularly or for long periods</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Talk through DSE ideal set-up on a call with Participant if they raise a health issue. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on the CRM.
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Access to suitable hardware/laptop/computer	Low	Possible	Tech	ALL PROG	<p>PAR: Unable to access, miss part of programme, hurt from electrocution, burns, fires, and explosions.</p> <p>UNI/PAG: Welfare concerns.</p>	<p>Participants advised report this during pre-programme process and during interviews with internship host company. For in-person programmes: Give applicants the opportunity to flag that they don't have a suitable laptop.</p> <p>Recordings or alternative access to programme activities to be made available where possible.</p> <p>Remote workers instructed to inspect cables, plugs and sockets regularly for signs of damage, to ensure appliances are switched off properly when not in use, and to limit the number of appliances plugged into one socket.</p>	<p>Delivery Staff Actions:</p> <ul style="list-style-type: none"> - Liaise between Participant and Company/University to facilitate borrowing/using another computer - Suggest reasonable adjustments and alternatives to both parties where possible - Encourage Company to be flexible to allow for different access needs - Call Participant to discuss alternative remote working spots on campus if applicable <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on CRM. <p>Escalation:</p> <ul style="list-style-type: none"> - Ask University for locations or computer resources to support the Participant if needed.
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Environment, Noise, Poor Ventilations, Poor Lighting, Heating OR Cooling	Low	Possible	Health	All IP	PAR: Miss fire warnings, fainting, dehydration, mental health. UNI/PAG: Welfare & reputation concerns. HC: Welfare & reputation concerns.	<p>Include within-participant risk assessment.</p> <p>Host Company Due Diligence Checks and Site Visits.</p> <p>Mention to Participant during onboarding and remind to raise via weekly check-in if needed.</p>	<p>Delivery Staff Actions:</p> <ul style="list-style-type: none"> - Liaise between Participant and Company to discuss issues and solutions. - See if alternative working spots are available on or near location. - Liaise with local university for the use of remote working spots if available. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on CRM. <p>Escalation:</p> <ul style="list-style-type: none"> - Discuss cost of co-working space with HC to support the Participant if needed.
Offensive Comment or Language	Medium	Possible	Conduct	ALL INT	PAR: Stress, anxiety, upset, drop out. UNI/PAG: Welfare & reputation concerns. HC: Welfare & reputation concerns.	<p>All participants must be aged 18+.</p> <p>A clear system for flagging inappropriate content or behaviour is in place.</p> <p>Clear rules are established in our Code of Conduct and Terms & Conditions.</p> <p>Flagging system through Pagoda Portal / Extra Support and informal check ins with Delivery Team.</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Every instance of flagged content, inappropriate messages is to be recorded on CRM - Ask for written statements from all parties involved - Explain consequences and introduce to Delivery Manager via email/phone <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on CRM - @Delivery Manager and Partner Account Manager to write a formal report <p>Escalation:</p> <ul style="list-style-type: none"> - Any instances of abuse must be reported to the university partner. - Discuss consequences for code of conduct breach with university before implementation - Inform University of programme changes or programme termination.
Language Barrier	Low	Possible	Logistics	ALL INT	PAR: Work incomplete, isolation, frustration, drop out. PAG/UNI: Can't communicate, no positive outcomes. HC: Issues communicating, work delays, frustration, fire	<p>The working language for all Pagoda programmes is English. All posts and contents are posted in English on the portal.</p> <p>Videos within the Pagoda portal will have subtitles.</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Coach participant through barriers and signpost to relevant resources. - Hold meeting with Participant & HC to help get them on the same page. - Encourage both communication with video calls, in-person meetings and in writing. - Switch Host Company as a last resort if communication impossible. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on CRM. <p>Escalation:</p> <ul style="list-style-type: none"> - Inform University if negative check-ins/communication issues continue.

Stress, fatigue, isolation or other mental health issue	Medium	Likely	Health	ALL PROG	<p>PAR: Stress, anxiety, upset, drop out.</p> <p>UNI/PAG: Welfare & reputation concerns.</p> <p>HC: Impact other staff, work delays.</p>	<p>All participants receive a self-care plan to identify instances of culture shock or social withdrawal to help prevent issues escalating.</p> <p>Contact all participant who raise a mental health issue for more details prior to start of the programme.</p> <p>Signpost to in-country counselling services in their welcome packs (i.e. Lifeline Shanghai)</p> <p>All participants can disclose information relating to mental health prior to departure to coordinate a health care plan which can involve their support network from home such as recognised support groups and parents/guardians as well as in-country support and accessibility of medication.</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Self-care plan should be referred to or created if not already in place. - Refer to training materials to identify mental health issues, 'red flag' issues. - Staff should not stay alone with participant but bring in extra support, professional if needed. - All instances of mental health should be treated on a case by case basis. - A monitoring plan should be established and fulfilled whilst participant is on programme. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log extra support on CRM - Raise immediately via emergency WhatsApp group for immediate advice if needed <p>Escalation:</p> <ul style="list-style-type: none"> - Manager/Leadership to inform University if treatment or programme termination - Introduce participant confidential contact person (male/female leadership) for remote support if local team are overwhelmed.
Intellectual Property Breach	Medium	Unlikely	Tech	ALL INT	<p>PAR: Stress, anxiety, upset, legal issues, drop out.</p> <p>UNI/PAG: Negative outcome, reputation concerns.</p> <p>HC: Impact other staff, work delays, legal issues.</p>	<p>Encourage companies to sign an NDA if participants will be handling sensitive data.</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Liaise between participant and company to help resolve any dispute. - Ask for proof and discuss potential consequences with the participant - Place the participant with an alternative internship if the guilt is unclear - Contact the insurance to find legal assistance for the participant if needed <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on CRM - Raise immediately with CR account manager to liaise with Host Company - Discuss evidence and next steps with Delivery Manager <p>Escalation:</p> <ul style="list-style-type: none"> - Write a full report for the University partner
Participant dissatisfied with their internship	Low	Possible	Logistics	ALL INT	<p>PAR: Stress, disruption, bad grades, drop out.</p> <p>PAG/UNI: Bad outcome, reputation concerns, extra work.</p> <p>HC: Disruption, delayed work.</p>	<p>Ensure host organisation meets our Internship Quality Policy expectations. All participants to interview with host company; encourage them to engage prior to departure.</p> <p>Tutorials and guidelines available for staff on Training Platform. Always remind the participant of the options on the table, how we will find a solution and set (and keep) to deadlines for progress.</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Discuss root causes of the issues with participant (begin to consider alternative positions in case a resolution isn't possible). - If situation is subjective or resolvable, advise participant to independently resolve (i.e. communication issues). - If participant cannot resolve, reach out to company supervisor to understand the situation from the host company perspective and advise. - If necessary, arrange and chair meeting with all parties involved to suggest solutions. - Offer participant alternative host company if situation cannot be resolved. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on CRM <p>Escalation:</p> <ul style="list-style-type: none"> - Escalate changes of host company to University if it will impact academic credit

Host organisation complains about a participants' conduct	Medium	Possible	Conduct	ALL PROG	<p>PAR: Disruption, no reference, bad grades, drop out.</p> <p>PAG/UNI: Bad outcome, reputation concerns, extra work.</p> <p>HC: Disruption, delayed work.</p>	<p>Include within-participant risk assessment.</p> <p>Host Company Due Diligence Checks and Site Visits.</p> <p>Mention to Participant during onboarding and remind to raise via weekly check-in if needed.</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Discuss with host company, advise on how to independently resolve (eg. 1-to-1 meeting). - Consult the participant and ask for their interpretation of their behaviour and actions. - If unable to resolve independently, mediate a discussion with both parties. - If participant is at fault and unable to improve, provide and official warning. - Terminate the programme if code of conduct is consistently breached - Seek to place the participant elsewhere if dismissal from HC is subjective. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on CRM - Raise immediately with CR Account Manager <p>Escalation:</p> <ul style="list-style-type: none"> - Inform the participant's University if company change, official warning or termination.
Illegal activity at their internship	High	Unlikely	Crime	ALL INT	<p>PAR: Anger, no reference, bad grades, legal issues, drop out.</p> <p>PAG/UNI: Bad outcome, reputation concerns, legal issues, extra work.</p> <p>HC: Disruption, delayed work, legal issues.</p>	<p>Require host company to sign Terms of Business, including statements about anti-bribery, anti-discrimination and a declaration that interns will not be involved in illegal activity.</p> <p>Carry out due diligence checks on the host company, checking social media, company registration etc.</p> <p>Ask participants to fill in weekly check-in form or to escalate anything they are unsure of immediately to the Delivery Team.</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Ask participant to submit a written report of suspected illegal activity. - Discuss with host company, ask for an explanation and for the issue to be investigated. - Immediately switch participant to new host company if possible. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on CRM - Raise immediately with CR Account Manager and via the Emergency WhatsApp group <p>Escalation:</p> <ul style="list-style-type: none"> - Report to University with full report as quickly as possible. - Escalate to the local authorities depending on the nature of the legal activity
Participant reports abuse or discrimination at their internship	Medium	Unlikely	Conduct	ALL INT	<p>PAR: Stress, disruption to programme.</p> <p>PAG/UNI: Stress, welfare / reputational concerns.</p> <p>HC: Disruption staff welfare / reputation concerns.</p>	<p>Remind participants of Pagoda's stance of Zero tolerance towards discriminatory behaviour.</p> <p>Include anti discrimination policy in the Host Company Terms of Business and the Host Company information pack on the Pagoda Portal.</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Take a safety-first approach, support the participant and ensure they are not in an at risk - Request written reports from all involved. - Suspend the internship until the matter is resolved. - Arrange and chair meeting with all parties involved to suggest solutions. - Discuss options for alternative internships with participant if necessary. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on CRM - Seek advice from the Emergency WhatsApp Group - @mention the CR Account Manager and Partnerships Account Manager <p>Escalation:</p> <ul style="list-style-type: none"> - Cases of physical abuse must be reported to the local police with consent of Participant. - Send a report to the University and discuss next steps in serious cases.

Participant takes time off for holidays / independent travel during internship without consent from Host Company	Medium	Possible	Conduct	ALL INT	<p>PAR: Lose trust, lose internship opportunity.</p> <p>PAG: Reputation concerns, unhappy HC, extra work.</p> <p>HC: Delayed work, disruption, drop out.</p> <p>UNI: Reputation concerns.</p>	<p>Participants sign code of conduct with Programme Agreement.</p> <p>Remind participants of their responsibilities to their host company in orientation.</p> <p>Ensure participants fill in the the 'Out of Town' form in advance of independent travel.</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Discuss with host company, advise on how to independently resolve (eg. 1-to-1 meeting). - Consult the participant and ask for their interpretation of their behaviour and actions. - If unable to resolve independently, mediate a discussion with both parties. - Issue a warning to the participant. - Terminate the programme if uninformed absences continue. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on CRM - Raise immediately with CR Account Manager <p>Escalation:</p> <ul style="list-style-type: none"> - Inform the participant's University if company change, official warning or termination.
Participant Complains of a Lack of Work / Engagement during the internship	Low	Likely	Logistics	ALL INT	<p>PAR: Lose motivation, drop out.</p> <p>PAG: Bad outcome, reputation concerns, extra work.</p> <p>HC: Too busy, no future interns.</p> <p>UNI: Bad outcome, reputational concerns.</p>	<p>Remind host company of their responsibilities to their participants during onboarding.</p> <p>Interviews for all participants to develop work plans and tasks for the internship.</p> <p>Pagoda Courses / Events and other activities to complement internship and provide alternative learning outcomes and competency gains.</p> <p>Sign Terms of Business with Host Companies and give them access to reasources on the Pagoda Portal to outline expectations and tips of running internships.</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Discuss root causes of the issues with participant, encourage them to speak directly with HC supervisor to find a solution. - If participant cannot resolve, reach out to company supervisor to understand the situation from the host company perspective and advise. - If necessary, arrange and chair meeting with all parties involved to suggest solutions. - Offer participant alternative host company if situation cannot be resolved. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on CRM - Discuss options with Delivery Manager <p>Escalation:</p> <ul style="list-style-type: none"> - Escalate changes of internship to University if it will impact academic credit
Host Company Supervisor is away / sick / unable to host intern	Low	Possible	Logistics	ALL INT	<p>PAR: Lose motivation, drop out.</p> <p>PAG: Bad outcome, reputation concerns, extra work.</p> <p>HC: Too busy, no future interns.</p> <p>UNI: Bad outcome, reputational concerns.</p>	<p>Remind host company of their responsibilities to their participants during onboarding.</p> <p>Pre-Programme communication made with host organisation to ensure clear drop-off plan and onboarding plan for participant is known to all parties.</p> <p>Sign Pagoda Terms & Conditions with Host Organisations.</p> <p>Reassure Participants on the arrival of informalities of some companies / cultures.</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Discuss root causes of the disruption with the HC supervisor. - Request that the HC assign a different supervisor to the intern where possible. - If temporary, speak to participant about temporary projects/reasearch they can do. - Offer participant alternative host company if situation cannot be resolved. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on CRM - Discuss options with Delivery Manager - @ the CR Account Manager <p>Escalation:</p> <ul style="list-style-type: none"> - Escalate changes of internship to University if it will impact academic credit.

Gross Misconduct, Participant Fired or Internship is Terminated	Medium	Possible	Conduct	ALL INT	<p>PAR: No reference, no academic credit, drop out.</p> <p>PAG: Bad outcome, reputation concerns, extra work.</p> <p>HC: Drop out, reputation concerns.</p> <p>UNI: Bad outcome, reputation concerns.</p>	<p>Participants sign Code of Conduct as part of Programme Agreement.</p> <p>HC explain expectations for the intern during interview and onboarding.</p> <p>Tell HC to sign an NDA with the Participant before the internship begins.</p> <p>Host Company encouraged to fill in check-in feedback to Pagoda to raise issues as early as possible.</p> <p>Enforce weekly check-in from Participant to flag issues as early as possible.</p> <p>Inform all parties that issues must be flagged to Pagoda before any disciplinary action takes place.</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Discuss root causes of the disruption/misconduct with the HC supervisor. - Discuss the option of an official warning instead of instant dismissal where possible. - Chair a meeting between HC and participant if possible. - If appropriate where situation cannot be resolved, offer participant alternative HC. - If severe breach of code of conduct, terminated with immediate effect. - Escalate first, before changing Participant's accommodation or travel plans. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on CRM - Raise via the Emergency WhatsApp if serious breach to discuss with Delivery Manager - @ the CR Account Manager <p>Escalation:</p> <ul style="list-style-type: none"> - Escalate changes of internship to University if it will impact academic credit. - Discuss termination of the Participant's programme with the University before implementation.
Participant Plans a lot of Independent Travel during Programme without informing Pagoda	Low	Unlikely	Conduct	ALL INT	<p>PAR: Danger, bad outcome.</p> <p>PAG: Welfare risk, unhappy HC, extra work.</p> <p>HC: Distracted participant, disruption, drop out.</p> <p>UNI: Travel welfare risks, reputation concerns.</p>	<p>Participants sign code of conduct with Programme Agreement.</p> <p>Publish schedule of activities in advance and encourage Participants to take part in these/to plan independent travel around them.</p> <p>Remind participants of their responsibilities to their host company in orientation.</p> <p>Talk to participants out travel risks, safety concerns and travel delays caused by independent travel during orientation.</p> <p>Ensure participants fill in the the 'Out of Town' form in advance of independent travel.</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Speak to participant if independent travel plans will disrupt their participation. - Explain why we require them to fill in the Out of Town form - Discuss what outcomes the Participant wants to gain from completing the programme - Issue a warning to the participant. - Terminate the programme if uninformed absences continue. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on CRM - Raise immediately with CR Account Manager <p>Escalation:</p> <ul style="list-style-type: none"> - Inform the participant's University if company change, official warning or termination.
Participant is regularly late/absent from internship	Low	Possible	Conduct	ALL INT	<p>PAR: No reference, no academic credit, drop out.</p> <p>PAG: Bad outcome, reputation concerns, extra work.</p> <p>HC: Delayed work, drop out.</p> <p>UNI: Bad outcome, reputation concerns.</p>	<p>Use Orientation & Company Visits to outline expectations from Pagoda / Host Company.</p> <p>Encourage Host Companies ask "why" for any regular tardiness or absence and report to Pagoda.</p> <p>Take into account sensitive health and safety information and / or self-care plans in relation to the absences / tardiness.</p> <p>Follow up with participants regularly - especially after any absence / lateness is reported.</p>	<p>Delivery Staff Actions:</p> <ul style="list-style-type: none"> - Follow up with participants regularly - especially after any absence / lateness is reported - Reach out for a call or a meeting with the Participant if it continues. - Discuss self-care plan/medical history with Participapnt if relevant. - Discuss what outcomes the participant wants to gain from completing the Programme. - Issue a warning and ask the HC to issues an improvement plan to the Participant. - Terminate the programme if uninformed absences continue. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on CRM. - Discuss case with Delivery Manager <p>Escalation:</p> <ul style="list-style-type: none"> - Escalate changes of internship to University if it will impact academic credit. - Discuss termination of the Participant's programme with the University before implementation.

Participant Struggling with Timezones / Engagement	Low	Possible	Logistics	ALL ONLINE	<p>PAR: No reference, no academic credit, drop out.</p> <p>PAG/UNI: Bad outcome, reputation concerns, extra work.</p> <p>HC: Delayed work, drop out.</p>	<p>Ask the HC to discuss working hours and a meeting schedule with the Participant during onboarding.</p> <p>Workshops / Events / Workshops designed to deal with issues of time zones and engagement offered to participants on online programme.</p> <p>Weekly check In system offers help and "book a call" links that show international time zones of all parties to encourage open communication to solve issues.</p> <p>Mental Health Support - Event Recording available.</p>	<p>Delivery Staff Actions:</p> <ul style="list-style-type: none"> - Follow up with participants regularly - especially after any absence / lateness is reported - Reach out for a call or a meeting with the Participant if it continues. - Suggest a flexible work schedule that will work best for all parties involved. - Mediate with the HC if communication issues continue. - Discuss an alternative HC in another time zone if timing/scheduling issues are unresolved. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on CRM. - Discuss case with Delivery Manager <p>Escalation:</p> <ul style="list-style-type: none"> - Escalate changes of internship to University if it will impact academic credit. - Discuss termination of the Participant's programme with the University before implementation.
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SECTION 7 - IN-PERSON PROGRAMME ISSUES

Medical, Health & Wellbeing

COVID-19 / Other Contagious Illness Symptoms	Low	Likely	Health	ALL IP	<p>PAR: Health risk, isolation, quarantine, delayed travel.</p> <p>PAG/UNI: Welfare concerns, logistics, delays, staff health.</p> <p>HC: Staff health concerns, work delays.</p>	<p>Pre-programme, inform Participants about:</p> <ul style="list-style-type: none"> - Relevant insurance clauses about disrupted travel, quarantine costs etc. - Pagoda's COVID-19 Travel Policy (if relevant at the time). <p>Include Health & Safety risks in Programme Guide and Orientation about:</p> <ul style="list-style-type: none"> - Updates to local regulations regarding COVID-19/other disease regulations. - Local public health website & contacts for pandemic queries & information. <p>On Programme:</p> <ul style="list-style-type: none"> - Report all updates to local regulations to the participants on place. - Offer online programme components and assistance for all Participants via the Pagoda Portal/Platform in case of enforced isolation or quarantine during the programme. 	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Call participant to discuss symptoms and treatment available. - Daily feedback on participant's condition, record any concerns to CRM. - Inform, host company or other parties participant has been in contact with. - Follow local COVID-19/disease regulations and help find tests or medication if needed. - Discuss possible alterations to travel arrangements if impacted - Liaise with insurance provider or other relevant parties if needed. - Signpost participant to their university student welfare services and counselling. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on the CRM. - Report to Manager via Emergency WhatsApp Group. <p>Escalation:</p> <ul style="list-style-type: none"> - Manager inform University with participant permission and discuss additional support.
Long-term Sickness or Chronic Illness	Medium	Unlikely	Health	ALL PROG	<p>PAR: Health risk, isolation, access to medication, accessibility, drop out.</p> <p>PAG/UNI: Welfare concerns, logistics, delays.</p> <p>HC: Work delays.</p>	<p>Ensure that Participant has access to recommended clinic/hospital addresses (Programme Guide and/or Emergency Cards).</p> <p>Ensure that Participant can confidentially disclose Health History information prior to their programme start (Participant Registration Form).</p> <p>Remind all Participants that Pagoda's Emergency Response Team is available as a confidential contact person.</p> <p>Work with Host Companies and other stakeholders to be able to offer online versions of our Programmes as an alternative.</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Call participant to discuss symptoms and treatment available. - Daily feedback on participant's condition, record any concerns to CRM. - Inform, host company or other parties participant has been in contact with. - Discuss possible alterations to travel arrangements if impacted - Liaise with insurance provider or other relevant parties if needed. - Discuss early return home with the Participant if illness impacts participation. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on the CRM. - Report to Manager via Emergency WhatsApp Group. <p>Escalation:</p> <ul style="list-style-type: none"> - Manager inform University with participant permission and discuss additional support.

<p>Unable to Access Prescription Medication</p>	<p>Medium</p>	<p>Unlikely</p>	<p>Health</p>	<p>ALL IP</p>	<p>PAR: Health risk, isolation, drop out. PAG/UNI: Welfare concerns, logistics, bad outcome, delays. HC: Work delays.</p>	<p>Ensure that Participant has been informed about the regulations on travelling with prescription medications (Programme Guide and in Pre-Departure Session).</p> <p>Ensure that Participant can confidentially disclose Health History information prior to their programme start (Participant Registration Form).</p> <p>Call participant pre-programme to discuss conditions and medication available in country. Discuss which foreign prescriptions are permitted to enter the country.</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Accompany the Participant to the doctor to seek alternative treatment/prescription. - Discuss early return home with the Participant if illness is prohibiting participation. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on the CRM. - Report to Manager via Emergency WhatsApp Group. <p>Escalation:</p> <ul style="list-style-type: none"> - Manager inform University with participant permission and discuss extra support.
<p>Planned and Unplanned Pregnancy</p>	<p>Medium</p>	<p>Unlikely</p>	<p>Health</p>	<p>ALL PROG</p>	<p>PAR: Health risk, isolation, drop out. PAG/UNI: Welfare concerns, logistics, bad outcome, delays. HC: Work delays.</p>	<p>Ask Participants to raise any health conditions that might impact them pre-Programme during Participant Registration.</p> <p>Explain that routine medication for pre-existing or pre-diagnosed conditions will not be covered on insurance.</p> <p>Remind Participants that they can contact us about any health concerns during Orientation.</p> <p>Remind all Participants that they can make confidential disclosures to their Programme Coordinator if necessary during the Programme.</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Accompany the Participant to the doctor for a check-up. - Advise Participant about local pre-natal care standards and laws on abortion. - Discuss flying home with the Participant if their condition impacts participation - Assist with insurance if treatment is needed. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on the CRM. - Report to Manager via Emergency WhatsApp Group. <p>Management Escalation:</p> <ul style="list-style-type: none"> - Inform University with participant permission and discuss extra support.
<p>Sexual Health Infections</p>	<p>Low</p>	<p>Unlikely</p>	<p>Health</p>	<p>ALL IP</p>	<p>PAR: Health risk, isolation, stigma, drop out. PAG/UNI: Welfare concerns, logistics, bad outcome, delays. HC: Work delays.</p>	<p>Remind Participants that they can contact us about any health concerns during Orientation.</p> <p>Ensure hospital/clinic addresses and recommendations are available on the Portal Programme Guide in case Participants prefer to deal with the issue themselves directly.</p> <p>Remind all Participants that they can make confidential disclosures to their Programme Coordinator if necessary during the Programme.</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Accompany the Participant to the doctor for a check-up if requested. - Advise Participant to inform their sexual partners in order to prevent the spread. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on the CRM. - Report to Manager via Emergency WhatsApp Group. <p>Management Escalation:</p> <ul style="list-style-type: none"> - Inform University with participant permission and discuss extra support.

Pre-disclosed Physical or Mental Health History or Disability	Medium	Possible	Health	ALL IP	<p>PAR: Health risk, isolation, drop out. PAG/UNI: Welfare concerns, logistics, bad outcome, delays. HC: Work delays.</p>	<p>Disclose health history/disability information pre-programme and create a self-care plan (Participant Registration Form).</p> <p>Give Participants access to country accessibility & disability information (Programme Guide).</p> <p>Call those who disclose pre-programme to discuss what support will and won't be available so they make an informed decision before travelling.</p> <p>Explain that routine medication for pre-existing or pre-diagnosed conditions will not be covered by insurance.</p> <p>Remind Participants in Orientation that they can contact Programme Coordinator about any health concerns confidentially.</p> <p>Ensure participants have the local emergency phone number saved.</p> <p>Programme Coordinator to receive First Aid and Mental Health Awareness training</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - If condition is a barrier to participation, meet to discuss participant needs. - Run through self-care plan (or create one) as a guide to the discussion. - Encourage them to lean on home support network remotely. - Flag to Programme Manager if support needs are above level PC can offer. - Advise Participant on what treatment, terrain, transport, logistics is available. - Refer to University Student Support services. - Discuss flying home with the Participant if their condition impacts participation. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on the CRM. - Report to Manager via Emergency WhatsApp Group. <p>Management Escalation:</p> <ul style="list-style-type: none"> - Inform University with participant permission and discuss extra support. - Call university if support levels are insufficient in individual case.
Un-disclosed Physical or Mental Health History or Disability	Medium	Unlikely	Health	ALL IP	<p>PAR: Health risk, isolation, drop out. PAG/UNI: Welfare concerns, logistics, bad outcome, delays. HC: Work delays.</p>	<p>Remind Participants in Orientation why disclosures are important.</p> <p>Give Participants access to country accessibility & disability information (Programme Guide).</p> <p>Ensure participants have the local emergency phone number saved.</p> <p>Programme Coordinator to receive First Aid and Mental Health Awareness training.</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - If condition is a barrier to participation, meet to discuss participant needs. - Run through self-care plan (or create one) as a guide to the discussion. - Encourage them to lean on home support network remotely. - Flag to Programme Manager if support needs are above level PC can offer. - Advise Participant on what treatment, terrain, transport, logistics is available. - Refer to University Student Support services. - Discuss flying home with the Participant if their condition impacts participation. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on the CRM. - Report to Manager via Emergency WhatsApp Group. <p>Management Escalation:</p> <ul style="list-style-type: none"> - Inform University with participant permission and discuss extra support. - Call university if support levels are insufficient in individual case.
Dietary Requirements and Allergies	Low	Likely	Health	ALL IP	<p>PAR: Health risk, miss activities, drop out. PAG/UNI: Welfare concerns, logistics, bad outcome, delays.</p>	<p>Ask Participant can confidentially disclose health and dietary information prior to their arrival (Participant Registration Form)</p> <p>Ensure participant has access to allergy/dietary cards in local language (Programme Guide).</p> <p>Scout out and recommend eateries for specific diets disclosed.</p> <p>Source accommodation with cooking facilities where possible.</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - If diet is a barrier meet the participant to research, translate & discuss options. - Source spare Epipens if used in an emergency. - Source access to cooking facilities if needed as the only option. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on the CRM. - Report to Manager via Emergency WhatsApp Group. <p>Management Escalation:</p> <ul style="list-style-type: none"> - Inform University with participant permission and discuss extra support. - Call university if support levels are insufficient in individual case.

Bereavement	Medium	Unlikely	Health	ALL PROG	<p>PAR: Welfare, isolation, drop out.</p> <p>PAG/UNI: Welfare concerns, logistics, bad outcome.</p> <p>HC: Work delays, drop out.</p>	<p>Signpost Participants to a helpline or counselling services (Programme Guide).</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Call or meet with the Participant to discuss their needs and plans. - Discuss logistics of the Participant flying home early if requested. - Offer to inform the Host Company/other stakeholders if needed. - Signpost to University Support Services. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on the CRM. - Report to Manager via Emergency WhatsApp Group. <p>Management Escalation:</p> <ul style="list-style-type: none"> - Inform University with participant permission and discuss extra support.
Mental Health Panic Attack or Suicidal Thoughts	Severe	Unlikely	Health	ALL PROG	<p>PAR: Welfare, isolation, self-harm, endanger others, dropout.</p> <p>PAG/UNI: Welfare concerns, logistics, bad outcomes.</p> <p>HC: Work delays, drop out.</p>	<p>Ensure that Participants can confidentially disclose Health History/Disability information prior to their programme start and create a self-care plan (Participant Registration Form).</p> <p>Ensure that Participants have access to in-country counselling and Samaritan services (Programme Guide).</p> <p>Ensure that there is at least one First Aid and Mental Health Awareness trained Programme Coordinator on the programme.</p> <p>Ensure that Participants have received at least one copy of Pagoda's Emergency Contacts.</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Meet with the Participant ASAP (not 1-on-1!), call emergency services if needed. - Run through self-care plan (or create one) as a guide to the discussion. - Encourage them to lean on home support network remotely. - Flag to Programme Manager if support needs are above level PC can offer. - Advise Participant on what treatment, counselling is available locally. - Refer to University Student Support services. - Discuss flying home with the Participant if their condition impacts participation. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on the CRM. - Report to Manager via Emergency WhatsApp Group. <p>Management Escalation:</p> <ul style="list-style-type: none"> - Inform University with participant permission and discuss extra support. - Call university if support levels are insufficient in individual case
Minor Accident or Illness	Medium	Likely	Health	ALL IP	<p>PAR: Health, welfare, drop out.</p> <p>PAG/UNI: Welfare concerns, logistics, bad outcome.</p> <p>HC: Work delays, drop out.</p>	<p>Ensure that Participants are warned of any potential dangers (Programme Guide, Pre-departure and Orientation sessions).</p> <p>Ensure participants have the pagoda staff emergency phone number AND the Local Emergency Services contact details saved.</p> <p>Programme Coordinator to receive First Aid and Mental Health Awareness training.</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Meet with the Participant ASAP, call emergency services if needed. - Advise Participant on what treatment is available, arrange medical appointment. - Collect medical reports and medical receipts for insurance claims. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on the CRM. - Report to Manager via Emergency WhatsApp Group. <p>Management Escalation:</p> <ul style="list-style-type: none"> - Inform University with participant permission and discuss extra support. - Call university if support levels are insufficient in individual case.

<p>Serious Accident or Illness</p>	<p>High</p>	<p>Possible</p>	<p>Health</p>	<p>All IP</p>	<p>PAR: Helath, welfare, financial costs, drop out. PAG/UNI: Welfare concerns, logistics, bad outcome. HC: Work delays, drop out.</p>	<p>Ensure that Participants are warned of any potential dangers (Programme Guide, Pre-departure and Orientation sessions).</p> <p>Ensure participants have the pagoda staff emergency phone number AND the Local Emergency Services contact details saved.</p> <p>Programme Coordinator to receive First Aid and Mental Health Awareness training.</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Meet with the Participant ASAP, call emergency services if needed. - Check CRM system for any allergies or relevant medical history. - Advise on treatment is available, arrange medical appointment. - Collect medical reports and medical receipts for insurance claims. - Contact Insurance Emergency Hotline for direct billing and/or medical advice. - For serious incident/politically sensitive matters contact embassy for advice. - Bring clothes and comfort/hygiene items to hospital and visit daily. - Liaise with hospital if insurance arrange repatriation. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on the CRM. - Report to Manager via Emergency WhatsApp Group. - Once above steps complete, inform Host Company/other stakeholders <p>Leadership/Management Escalation:</p> <ul style="list-style-type: none"> - Inform University with participant permission and discuss extra support. - Call university if support levels are insufficient in individual case. - If unconscious, call emergency contacts to inform them and keep them up to date
<p>Participant Witnesses Fatality or Trauma</p>	<p>High</p>	<p>Unlikely</p>	<p>Health</p>	<p>All IP</p>	<p>PAR: Welfare, isolation, drop out. PAG/UNI: Welfare concerns, logistics, bad outcome. HC: Work delays, drop out.</p>	<p>Ensure that Participants are warned of any potential dangers (Programme Guide, Pre-departure and Orientation sessions).</p> <p>Ensure that Participants have received at least one copy of Pagoda's Emergency Contacts.</p> <p>Remind all Participants that Pagoda's Emergency Response Team is available as a confidential contact person.</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Call or meet with the Participant to discuss their needs and check in daily. - Discuss logistics of the Participant flying home early if requested. - Offer to inform the Host Company/other stakeholders if needed. - Signpost to University Support Services. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on the CRM. - Report to Manager via Emergency WhatsApp Group. <p>Management Escalation:</p> <ul style="list-style-type: none"> - Inform University with participant permission and discuss extra support.
<p>Fatality of Participant</p>	<p>Severe</p>	<p>Unlikely</p>	<p>Health</p>	<p>All IP</p>	<p>PAR: Family bereavement PAG/UNI: Staff welfare concerns, legal and PR issues, reputational concerns, bad outcome. HC: Delayed work, PR & reputational concerns.</p>	<p>Ensure that Participants are warned of any potential dangers (Programme Guide, Pre-departure and Orientation sessions).</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Travel to the hospital to understand circumstances and details. - Call Insurance Emergency Hotline immediately and liaise with local authorities. - Pack up and do an inventory of the Participant's belongings. - Keep in touch with insurance about repatriation. - Focus on welfare of other participants while Leadership to handle comms. - Seek emotional and professional welfare support for you and colleagues. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on the CRM. - Report to Manager via Emergency WhatsApp Group/call if no response. <p>Escalation:</p> <ul style="list-style-type: none"> - Call the University ASAP. - Contact participant's emergency services and embassy/consulate ASAP. - Contact emergency contacts, unless Leadership/Embassy/University is doing this
<p>Victim of Crime, Theft or Loss</p>							

Personal Belongings Lost or Stolen	Low	Possible	Crime	All IP	<p>PAR: Welfare concerns, financial issues, bad outcome, drop out.</p> <p>PAG/UNI: Welfare concerns, reputational concerns, bad outcomes.</p> <p>HC: Delayed work, PR & reputational concerns.</p>	<p>Ensure that participants are warned not to bring irreplaceable belongings, to not to carry valuable possessions everywhere, to be wary of belongings in public places, to keep spare cash, different cards and passport in separate places, to carry a decoy purse with a bit of cash in it, to ensure bags have a sturdy strap, informed about secure storage locations, and to keep taxi receipts and phone numbers (Programme Guide, Pre-departure and Orientation session).</p> <p>Ensure that Participants have received at least one copy of Pagoda's Emergency Contacts.</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Offer reassurance and translation, or call the taxi company/venue/shop etc. - Assist participant to report loss or theft to police to obtain report. - Assist to cancel bank cards (Pagoda phone). - Obtain purchase receipts, photos of belongings for insurance claim. - Support to find/purchase replacements where possible. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on CRM. - Log potential Insurance Claim on CRM. <p>Escalation:</p> <ul style="list-style-type: none"> - Inform University of any serious loss/theft with permission of Participant.
Not Enough Money or Lose Money	Medium	Unlikely	Travel	All IP	<p>PAR: Welfare & financial concerns, trapped, bad outcome, drop out.</p> <p>PAG/UNI: Welfare concerns, reputation concerns, bad outcome.</p> <p>HC: Delayed work, PR & reputational concerns.</p>	<p>Ensure that Participants are aware of the expected budget they would require for the duration of their programme (Programme Guide, Pre-Departure Session).</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Call/meet participant to discuss availability of family support. - Research and help translate international money transfer if needed. - Assist participant to report loss or theft to police to obtain report if needed. - Assist to cancel bank cards if needed (Pagoda phone). - Can offer up to £200 cash from Pagoda, taken from Programme Deposit if needed. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on CRM. - Flag with Programme Manager <p>Escalation:</p> <ul style="list-style-type: none"> - Inform University if potential for Participant to drop out.
Lost Passport	High	Unlikely	Travel	All IP	<p>PAR: Legal or financial issues, travel delays, bad outcome.</p> <p>PAG/UNI: Welfare concerns, legal issues, reputational concerns, bad outcomes.</p> <p>HC: Delayed work.</p>	<p>Ensure that participants are warned not to carry valuable possessions everywhere, to be wary of belongings in public places, and to keep taxi receipts and phone numbers (Programme Guide, Pre-departure and Orientation session).</p> <p>Ensure that Participants are advised to keep a photo of their passport data page on their phone and keep their passport in a safe place at all times (Programme Guide, Pre-departure and Orientation session).</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Review up to date lost passport information on internal system and: - Report to the local police and get a police report document. - Inform the embassy/consulate to seek advice on temporary travel document. - Support participant with paperwork for travel document and/or visas. - Can offer up to £200 cash from Pagoda, taken from Programme Deposit if needed. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on CRM. - Flag with Programme Manager immediately via Emergency WhatsApp Group <p>Escalation:</p> <ul style="list-style-type: none"> - Report to University and discuss travel delays on Group (if applicable).

Counterfeit Currency	Low	Possible	Crime	All IP	<p>PAR: Welfare concerns, legal or financial issues, travel delays, bad outcome, drop out.</p> <p>PAG/UNI: Welfare concerns, legal issues, reputational concerns, bad outcome.</p>	<p>Ensure that Participants are warned to avoid paying with large bills, to only withdraw/exchange cash at reputable outlets, and to always take a receipt (Programme Guide, Pre-departure and Orientation session).</p> <p>Advise participants to use cash cards (UK = Monzo, Starling etc.) or local payment Apps (Alipay or WeChat Pay) where possible to avoid using cash.</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Meet Participant and take photographic evidence. - Assist participant to report counterfeit to the police to obtain report if over £50. - Can offer up to £200 cash from Pagoda, taken from Programme Deposit if needed. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on CRM. - Flag with Programme Manager <p>Escalation:</p> <ul style="list-style-type: none"> - Inform University if potential for Participant to drop out.
Victim of Theft or Scam	Medium	Highly Likely	Crime	All IP	<p>PAR: Welfare concerns, legal or financial issues, travel delays, bad outcome, drop out.</p> <p>PAG/UNI: Welfare concerns, legal and PR issues, reputational concerns, bad outcome.</p>	<p>Make participants aware of this danger during orientation.</p> <p>Advise participants to carry a spare or decoy wallet.</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Reassure and comfort the participant, call/meet participant to discuss options. - Warn other participants about the potential scam & area of the incident. - Assist participant to report loss or theft to police to obtain report. - Assist to cancel bank cards if needed (Pagoda phone). - Can offer up to £200 cash from Pagoda, taken from Programme Deposit if needed. - Regularly check in for ongoing welfare of participant after the incident. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on CRM. - Flag with Programme Manager <p>Escalation:</p> <ul style="list-style-type: none"> - Inform University if potential for Participant to drop out.
Drink Spiking	High	Unlikely	Health	All IP	<p>PAR: Health & welfare concerns, legal case, PTSD, travel delays, bad outcome, drop out.</p> <p>PAG/UNI: Welfare concerns, legal and PR issues, reputational concerns, bad outcome.</p>	<p>Include Health & Safety risks in Programme Guide and Orientation about guarding drinks and not accepting drinks from strangers.</p> <p>Remind all Participants that Pagoda's Emergency Response Team is available as a confidential contact person.</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Reassure and comfort the participant, call/meet participant to discuss options. - Book a medical appointment and accompany the participant there if needed. - Warn other participants about the bar/venue where spiking occurred. - Assist participant in reporting the incident to police to obtain a report. - Regularly check in for ongoing welfare of participant after the incident. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on CRM. - Flag with Programme Manager via Emergency WhatsApp Group <p>Escalation:</p> <ul style="list-style-type: none"> - Inform University if potential for Participant to drop out.

Participant Victim of Bullying or Harrassment	High	Unlikely	Health	ALL PROG	<p>PAR: Health, welfare or legal concerns, travel delays, bad outcome, drop out.</p> <p>PAG/UNI: Welfare concerns, legal and PR issues, reputational concerns, bad outcomes.</p> <p>HC: Delayed work, PR & reputational concerns.</p>	<p>Ensure that Participants can confidentially report problems (Report Something Form).</p> <p>Ensure that the Code of Conduct is signed by all Participants (Programme Agreement), easily accessible to Participants (Programme Guide) and that Participants are fully aware of it (Orientation).</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Meet the victim to find out more and request a written report of accusation. - Call & meet with them accused separately to obtain a written report from them. - Ask for written statements from all witnesses recording their version of events. - Facilitate a meeting between both parties to agree on next steps. - If consensus is reached, follow up with a written warning for accused. - Continue to check in regularly with the victim following resolution. - Signpost to University Student Support services. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on CRM - Flag to Programme Management to discuss consequences <p>Escalation:</p> <ul style="list-style-type: none"> - Leadership/Management send full report of actions to the University
Participant Victim of Sexual Assault or Violent Crime	Severe	Unlikely	Health	All IP	<p>PAR: Health & welfare concerns, legal case,PTSD, travel delays, bad outcome, drop out.</p> <p>PAG/UNI: Welfare concerns, legal and PR issues, reputational concerns, bad outcomes.</p> <p>HC: Delayed work, PR & reputational concerns.</p>	<p>Ensure that Participants are warned of any potential dangers (Programme Guide, Pre-departure and Orientation sessions).</p> <p>Ensure that Participants have received at least one copy of Pagoda's Emergency Contacts.</p> <p>Remind all Participants that Pagoda's Emergency Response Team is available as a confidential contact person.</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - If on the scene, call the emergency services immediately. - If not, meet the participant ASAP, accompany them to a hospital (if willing). - Review the participant's allergies/medical conditions and help translate. - Call the Insurance Emergency Hotline about direct billing. - Encourage Participant to reach out to emergency contacts/family/friends. - If medical in-patient, bring clothes and comfort/hygiene items and visit daily. - Aim to have a friendly face present or nearby at all times (e.g. other participant). - Inform the local police if they are not already aware. - Offer alternative accommodation if that will make them feel safer. - Inform host company on a need-to-know basis once all above steps done. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on CRM - Flag immediate via Emergency WhatsApp Group <p>Leadership Escalation:</p> <ul style="list-style-type: none"> - Call the University to update them on the situation - Call the participant's emergency contacts if unconscious
Missing Participant (24 to 48 Hours Since Last-Known Contact)	High	Unlikely	Conduct	All IP	<p>PAR: Welfare or danger.</p> <p>PAG/UNI: Participant welfare concerns, legal and PR issues, reputational concerns, bad outcomes.</p> <p>HC: Delayed work, PR & reputational concerns.</p>	<p>Ensure that Participants are warned of any potential dangers (Programme Guide, Pre-departure and Orientation sessions).</p> <p>Ensure that Participants have received at least one copy of Pagoda's Emergency Contact.</p> <p>Advise participants living in shared accommodation to look out for each other.</p> <p>Ask Host Company/other stakeholders to report surprise absences.</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Find out any available information from host company, housemates after 24 hrs. - After 48 hrs, call emergency contacts to see if they have had contact. - Make a formal missing person report with the police. - Inform participant's embassy or consulate general. - Check-in daily with other participants affected. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log and Extra Support on CRM - Flag in the Emegergency WhatsApp Group <p>Leadership Escalation:</p> <ul style="list-style-type: none"> - Call University to discuss next steps

Kidnap / Ransom	Severe	Unlikely	Crime	All IP	<p>PAR: Legal Issues, welfare concerns, travel delays.</p> <p>PAG/UNI: Participant welfare concerns, legal and PR issues, reputational concerns, bad outcomes.</p> <p>HC: Delayed work, PR & reputational concerns.</p>	<p>Ensure that Participants are warned of any potential dangers (Programme Guide, Pre-departure and Orientation sessions).</p> <p>Ensure that Participants have received at least one copy of Pagoda's Emergency Contact.</p> <p>Advise participants living in shared accommodation to look out for each other.</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Find out any available information from host company, housemates. - Liaise with local police and insurance brokers to provide necessary information. - Check-in daily with other participants affected. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Flag in the Emergency WhatsApp Group AND call leadership immediately - Log Extra Support on CRM <p>Leadership Escalation:</p> <ul style="list-style-type: none"> - Call insurance emergency hotline and relevant embassy immediately. - Call University immediately. - Call Emergency contacts immediately - Create a key people WhatsApp Group so that all parties can communicate.
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Participant Code of Conduct

Serious Breach of Code of Conduct	High	Unlikely	Conduct	ALL PROG	<p>PAR: Welfare concern, isolation, bad outcome, no certificate, no academic credit.</p> <p>PAG/UNI: Welfare concerns,</p> <p>HC: Delayed work, drop out.</p>	<p>Ensure that the Code of Conduct is signed by all Participants (Programme Agreement), easily accessible to Participants (Programme Guide) and that Participants are fully aware of it (Orientation).</p> <p>Warn Participants in the Programme Agreement that behaviour which affects the wellbeing of other participants on place, the reputation of our company or the safety of the participant themselves will result in immediate termination of their programme.</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Investigate the issues, collect written evidence of breach or witness statements. - Call or meet with the Participant to inform them that their programme is suspended. - Put the Participant in temporary accommodation if a risk to other Participants. - Consult Programme Manager before taking any further action. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on CRM - Flag immediately via Emergency WhatsApp Group - Flag to the CR Account Manager separately if relevant to Host Company. <p>Escalation:</p> <ul style="list-style-type: none"> - Report to University and call to discuss consequences before taking further action.
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General Breach of Code of Conduct	Low	Possible	Conduct	ALL PROG	<p>PAR: Welfare concern, isolation, bad outcome, no certificate, no academic credit.</p> <p>PAG/UNI: Welfare concerns,</p> <p>HC: Delayed work, drop out.</p>	<p>Ensure that the Code of Conduct is signed by all Participants (Programme Agreement), easily accessible to Participants (Programme Guide) and that Participants are fully aware of it (Orientation).</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Treat issues on a case-by-case basis. - Call or meet the participant to discuss behaviour and ask for more information. - Discuss core issues behind conduct if these are not immediately obvious. - Ask the Participant about their aims for the outcomes of the Programme. - Discuss with Programme Manager before making any changes to Programme. - Issue a written warning and explain consequences for further breaches. For example, further breaches may terminate the participant's programme. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on CRM - Flag to Programme Manager and CR Account Manager if relevant to Host Company. <p>Escalation:</p> <ul style="list-style-type: none"> - Report to University and discuss consequences, particularly if early termination is raised. - For severe breaches, set a call or a meeting with the University to discuss consequences.
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Continuous/ Regular Absence from Key Programme Activities	Low	Possible	Conduct	ALL PROG	<p>PAR: Welfare concern, isolation, bad outcome, no certificate, no academic credit.</p> <p>PAG/UNI: Welfare concerns,</p> <p>HC: Delayed work, drop out.</p>	<p>Ensure that the Code of Conduct is signed by all Participants (Programme Agreement), easily accessible to Participants (Programme Guide) and that Participants are fully aware of it (Orientation).</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Call or meet the participant to discuss whereabouts and welfare. - Signpost to medical, social, mental health resources or other assistance if needed. - Discuss core issues behind absence if these are not immediately obvious. - Ask the Participant about their aims for the outcomes of the Programme. - Discuss alternative host company or programme activity if needed. - Discuss with Programme Manager before making any changes to Programme. - Issue a written warning if explanation for absence is not sufficient. - If participant wants to go home, staff to support participant to return home. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on CRM - Flag to Programme Manager and CR Account Manager if relevant to Host Company. <p>Escalation:</p> <ul style="list-style-type: none"> - Report to University and discuss consequences, particularly if early termination is raised.
Participant's Beliefs (i.e. religious) Impact Participation in Key Programme Activities	Medium	Possible	Conduct	ALL PROG	<p>PAR: Upset, drop out.</p> <p>PAG/UNI: Welfare concern, reputational concern, bad outcome, extra work.</p> <p>HC: Delayed work, waste time, drop out.</p>	<p>Monitor participant's application or registration details for religious beliefs in order to spot potential risks.</p> <p>Require the Admissions Team to book calls with applicants who raise concerns about how their beliefs might impact their participation in programme activities.</p> <p>Train the Company Relations team to flag Host Companies or Programme Activities on the CRM that could raise inclusivity issues with certain beliefs, backgrounds or religious practices.</p> <p>Encourage participants to use the anonymous reporting form on the Pagoda Portal to raise issues if they are not comfortable raising them directly.</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Call or meet the participant to discuss the impact of their beliefs on programme activity. - Discuss alternative host company or programme activity if possible. - Raise this as an inclusivity issue learning point with Programme Manager. - Review the suitability of that Host Company or Programme Activity in the future. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on CRM - Flag to Programme Manager and CR Account Manager if relevant to Host Company. <p>Escalation:</p> <ul style="list-style-type: none"> - Report to University and discuss consequences.
Paid Work or Illegal Work on an Inappropriate Visa	High	Unlikely	Conduct	ALL IP	<p>PAR: Legal issues, deportation.</p> <p>PAG/UNI: Disruption, staff time legal risk, bad outcome, reputation concerns, extra work.</p>	<p>Ensure that the Code of Conduct is signed by all Participants (Programme Agreement), easily accessible to Participants (Programme Guide) and that Participants are fully aware of it (Orientation).</p> <p>Ensure that participants are aware that it is both illegal and a breach of contract to do paid work without appropriate visa (Programme Guide, Pre-departure and Orientation session).</p> <p>Inform Host Company about legal ramifications of Participant's visa.</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Discuss legal ramifications of paid work directly with the participant. - Issue a written warning and inform the host company if they are also at fault. - If ongoing, discuss programme termination with the Programme Manager. - If authorities involved, see section "Participant Detained or Arrested" below. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on CRM - Flag to Programme Manager and CR Account Manager if relevant to Host Company. <p>Escalation:</p> <ul style="list-style-type: none"> - Report to University and discuss consequences.

Substance Abuse: Drugs, Alcohol	High	Unlikely	Conduct	All IP	<p>PAR: Physical danger, legal issues.</p> <p>PAG/UNI: Disruption, staff time legal risk, bad outcome, reputation concerns, extra work.</p>	<p>Ensure that the Code of Conduct is signed by all Participants (Programme Agreement), easily accessible to Participants (Programme Guide) and that Participants are fully aware of it (Orientation).</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Ask concerned parties/witnesses submit a written report of events. - Call the participant and arrange to meet to discuss health and welfare concerns. - Inform the participant of local laws regarding substance use and abuse. - Signpost to medical help and university students welfare services if needed. - Issue a formal warning to the participant. - If ongoing, discuss termination of the programme with Programme Manager. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on the CRM - Consult with Programme Manager regarding consequences <p>Escalation:</p> <ul style="list-style-type: none"> - Submit a report to University and discuss potential consequences for legal/welfare.
Participant Accused of Bullying or Harassment	High	Unlikely	Conduct	All prog.	<p>PAR: Legal Issues, welfare concerns, bad outcome.</p> <p>PAG/UNI: Participant welfare concerns, reputational concerns, bad outcomes.</p>	<p>Ensure that the Code of Conduct is signed by all Participants (Programme Agreement), easily accessible to Participants (Programme Guide) and that Participants are fully aware of it (Orientation).</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Speak or meet with the victim to find out more and request a written report of accusation. - Inform the accused that an allegation has been made, call & meet with them ASAP. - Ask for written statements from all witnesses recording their version of events. - Facilitate a meeting between both parties to agree on next steps. - If consensus is reached, follow up with a written warning for the participant. - If resolution is not possible, discuss programme termination with Programme Manager. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on CRM - Flag to Programme Management to discuss consequences <p>Escalation:</p> <ul style="list-style-type: none"> - Leadership/Management send full report of actions to the University
Participant Accused of Sexual Assault or Violent Crime	Severe	Unlikely	Crime	All IP	<p>PAR: Legal Issues, welfare concerns, travel delays.</p> <p>PAG/UNI: Participant welfare concerns, legal and PR issues, reputational concerns, bad outcomes.</p> <p>HC: Delayed work, PR & reputational concerns.</p>	<p>Ensure that the Code of Conduct is signed by all Participants (Programme Agreement), easily accessible to Participants (Programme Guide) and that Participants are fully aware of it (Orientation).</p> <p>Include warnings about legal system and severity of local penalties in Programme Guide and Orientation.</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Find out if the victim wishes to contact police or press charges. - Inform the accused of allegation, call & meet with them ASAP. - Do not meet the accused alone, ensure a witness is present for all interactions. - Inform participant of local criminal laws and ask about witnesses. - Ask for written statements from all witnesses recording their version of events. - Assist to find professional, legal, translation and consular advice immediately. - Control report to police if possible (where crime/arrest has not occurred). - If local criminal laws are severe, Leadership to liaise with University and Emergency Contacts to determine the best course of action. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log and Extra Support on CRM - Flag to Management & Leadership immediately via Emergency WhatsApp Group - Inform host company on a need-to-know basis once all above steps are complete. <p>Escalation:</p> <ul style="list-style-type: none"> - Leadership/Management call University and insurance emergency hotline ASAP. - Instruct staff not to talk about the incident is contacted by the Press. - For politically sensitive matters such as rape/serious assault of a foreign national, the participant's embassy should be informed first where possible. Legal assistance needed

Third Party Involved in Sexual Assault or Violent Crime (either Victim or Accused)	Severe	Unlikely	Crime	All IP	<p>PAR: PTSD, legal Issues, welfare concerns, travel delays.</p> <p>PAG/UNI: Participant welfare concerns, legal and PR issues, reputational concerns, bad outcomes.</p> <p>HC: Delayed work, reputational concerns</p>	<p>Ensure that the Code of Conduct is signed by all Participants (Programme Agreement), easily accessible to Participants (Programme Guide) and that Participants are fully aware of it (Orientation).</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Find out if the victim wishes to contact police or press charges. - Contact participants involved to check on welfare, signpost to university student services. - Inform participants involved of local laws that may affect them and ask for witnesses. - Ask for written statements from all witnesses recording their version of events. - Assist to find professional, legal, translation and consular advice immediately. - Control report to police if possible (where report/arrest has not already occurred). <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log and Extra Support on CRM - Flag to Management & Leadership immediately via Emergency WhatsApp Group - Inform host company on a need-to-know basis once all above steps are complete. <p>Leadership/Management Escalation:</p> <ul style="list-style-type: none"> - Instruct staff not to talk about the incident if contacted by the Press.
Participant Detained or Arrested	Severe	Unlikely	Conduct	All IP	<p>PAR: Legal Issues, welfare concerns.</p> <p>PAG/UNI: Participant welfare concerns, legal and PR issues, reputational concerns, bad outcomes.</p> <p>HC: No intern, reputational concerns.</p>	<p>Participants sign Code of Conduct on Programme Agreement.</p> <p>Remind participants that they need to follow our Code of Conduct and local laws/customs during Orientation.</p> <p>Advise participants on best practice during independent travel during onboarding.</p> <p>Local Emergency phone number available to the Participant in case of an emergency.</p>	<p>Delivery Staff Actions:</p> <ul style="list-style-type: none"> - Discuss the situation with the participant and police. - Comfort and get written reports from other participants/witnesses. - Communicate with the participant to offer support and visit them in person if possible. - Aid with translation only where appropriate, for serious matters professional interpreters should be found. Especially in cases where the interpreter will be required to sign their name on an official enquiry. - Inform emergency contacts if detained overnight or no easy resolution. - Liaise with embassy/consulate and insurance regarding rights and legal assistance. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an extra support on CRM - Flag to Manager immediately via WhatsApp Emergency Group. - Inform host company once all above steps are complete. <p>Management/Leadership Escalation:</p> <ul style="list-style-type: none"> - Once details are known, inform University immediately. - Instruct staff not to talk about the incident is contacted by the Press. - If needed, call emergency contacts to inform them and keep them up-to-date. - Contact embassy/consulate for assistance with communications
Pagoda Accommodation							
Frequent Overnight Guests Without Permission	Low	Unlikely	Conduct	All IP	<p>PAR: Welfare, group dynamic, lose accommodation.</p> <p>PAG: Difficult group dynamic, angry supplier, extra work.</p>	<p>Ensure that the Code of Conduct is signed by all Participants (Programme Agreement), easily accessible to Participants (Programme Guide) and that Participants are fully aware of it (Orientation).</p> <p>Send the specific accommodation rules to participants and reiterate them during orientation too.</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Visit accommodation to speak to residents and property management. - Ask each participant & property management to submit a written report of events. - Discuss and suggest ways to resolve disagreements 1-on-1. - Mediate discussion between all parties to confirm resolution and follow up in writing. - If no resolution is possible, try to relocate to alternative accommodation where possible. - If a breach of the code of conduct, provide formal warning to participant. - If ongoing, discuss termination of the programme with Programme Manager. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on the CRM - Consult with Programme Manager regarding consequences <p>Escalation:</p> <ul style="list-style-type: none"> - Submit a report to University and discuss potential consequences if eviction is raised.

Unclean or Untidy Shared Spaces	Low	Possible	Conduct	All IP	<p>PAR: Welfare, group dynamics, drop out.</p> <p>UNI/PAG: Welfare concerns, extra cost, angry supplier, logistical delays, bad outcome, extra work.</p>	<p>Ensure that the Code of Conduct is signed by all Participants (Programme Agreement), easily accessible to Participants (Programme Guide) and that Participants are fully aware of it (Orientation).</p> <p>Make participants aware of the cleaning schedule (if applicable) in advance. However, explain that the responsibility still falls on their all of their shoulders in between cleans.</p> <p>Ensure maintaining apartment/room cleanliness in communicated.</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Arrange cleaner, slip the cost between residents and suggest maintenance plan. - Mediate discussion between all parties to confirm resolution and follow up in writing. - Issue a written warning to ensure maintenance plan is taken seriously. - Deduct cost of end of programme extra cleaning equally from programme deposits. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on the CRM - Consult with Programme Manager regarding consequences <p>Escalation:</p> <ul style="list-style-type: none"> - Submit a report to University and discuss potential consequences if warning is ignored.
Evicted by Accommodation Provider	Medium	Unlikely	Conduct	All IP	<p>PAR: Welfare, group dynamics, drop out.</p> <p>UNI/PAG: Welfare concerns, extra cost, angry supplier, logistical delays, bad outcome, extra work.</p>	<p>Ensure that the Code of Conduct is signed by all Participants (Programme Agreement), easily accessible to Participants (Programme Guide) and that Participants are fully aware of it (Orientation).</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Contact all other participants in the accommodation, to ensure they are safe/happy. - Contact accommodation management and ask for a written report of reason for eviction. - Visit accommodation in-person as soon as possible. - Get written reports from all participants involved (if relevant). - Determine whether Pagoda code of conduct has been breached. - Put participant temporary accommodation whilst consulting university on next steps. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on CRM. - Report to Manager via Emergency WhatsApp Group <p>Escalation:</p> <ul style="list-style-type: none"> - Account manager to report to University for impact on participant
Disagreements and Differences of Opinion between Residents	Low	Possible	Conduct	All IP	<p>PAR: Welfare, drop out.</p> <p>PAG/UNI: Welfare concerns, group dynamics, bad outcomes, reputational concerns.</p>	<p>Ensure that the Code of Conduct is signed by all Participants (Programme Agreement), easily accessible to Participants (Programme Guide) and that Participants are fully aware of it (Orientation).</p> <p>Provide expectations about common courtesies and respecting each other.</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Ask each participant to submit a written report from their perspective. - Discuss and suggest ways to resolve disagreements 1-on-1. - Mediate discussion between all parties to confirm resolution and follow up in writing. - If no resolution is possible, try to relocate to alternative accommodation where possible. - If a breach of the code of conduct, provide formal warning to participant. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on the CRM - Consult with Programme Manager regarding consequences <p>Escalation:</p> <ul style="list-style-type: none"> - Submit a report to University and discuss potential consequences.
Damage to Bedroom or Shared Areas	Low	Likely	Conduct	All IP	<p>PAR: Health risk, group discord, financial impact.</p> <p>PAG: Angry supplier, financial impact, bad outcomes.</p>	<p>Require a signed inventory from accommodation provider or take photos/videos before participants arrive.</p> <p>Participants sign Programme Agreement to agree to their breakage and usage obligations.</p> <p>Remind participants when they arrive at their accommodation that all damage or breakages must be reported immediately.</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Provide a formal warning to the participant if damage is reported mid-programme. - If behaviour happens again respond according to the severity of the issue. - Ask accommodation provider, email breakage/damage cost & photos to participant. - Split cost of repairs in communal areas evenly between residents, unless evidence of culpability is provided. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log and Extra Support on the CRM - Seek advice from a Manager if claim is disputed by Participant <p>Escalation:</p> <ul style="list-style-type: none"> - Report to university if damage costs over deposit or dispute arises.

Burglary or Theft	Medium	Possible	Crime	All IP	<p>PAR: Distress, loss, financial impact.</p> <p>UNI/PAG: Welfare concerns, extra work, bad outcome.</p> <p>HC: Work delays, unhappy participant.</p>	<p>Risk assess Pagoda accommodation, local area and security provided.</p> <p>Include Health & Safety risks in Programme Guide and Orientation about:</p> <ul style="list-style-type: none"> - Personal safety (locking windows, doors) during orientation. - Emergency Pagoda Contact number & Local Police Number. 	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Contact all participants in the accommodation, to ensure they are safe. - Contact police and follow police instructions as soon as possible. - Visit accommodation in-person to reassure participants as soon as possible. - Arrange the replacement of door/window locks and any other security measures. - Get written reports from all participants involved (if relevant). - Establish all unaccounted-for items and visit police station to file a police report. - Collect participant purchase receipts then start insurance claim process for participants <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on CRM. - Report to Manager via Emergency WhatsApp Group <p>Escalation:</p> <ul style="list-style-type: none"> - Account manager to report to University regarding impact on participant welfare.
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SECTION 8 - LOCATION-SPECIFIC RISKS

Amsterdam, Netherlands

Canals, Rivers, Trams and Bikes vs. Pedestrians	Medium	Possible	Travel	All IP	<p>PAR: Physical Danger.</p> <p>PAG/UNI: Disruption, staff time, bad outcome, reputation concerns, extra work.</p>	<p>Include Health & Safety risks in Programme Guide and Orientation about:</p> <ul style="list-style-type: none"> - Crossing roads, especially on zebra crossings. - Cyclists and mopeds have right of way over motor vehicles and often ignore road traffic rules and red lights. - There are fines for jaywalking. - Drownings occur in canals after heavy drinking or smoking cannabis. Take care when travelling beside canals. - Trams have priority over other traffic. You must stop if a tram or a bus stops in the middle of the road to let passengers on and off. 	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - See: SECTION 7 - IN-PERSON PROGRAMME ISSUES - "Minor Accident or Illness" and "Serious Accident or Illness"
Drugs and Drink Spiking	Medium	Possible	Crime	All IP	<p>PAR: Physical Danger.</p> <p>PAG/UNI: Disruption, staff time, bad outcome, reputation concerns, extra work.</p>	<p>Include Health & Safety risks in Programme Guide and Orientation about:</p> <ul style="list-style-type: none"> - Drug sellers, avoid confrontation with anyone offering you drugs. - Stay away from quiet or dark alleys, particularly late at night. - Drink spiking, particularly for young women and solo travellers. - Seek immediate medical help and inform the police if drink spiked. - Don't carry or use drugs and use cannabis only in designated premises. - Buying or smoking soft drugs in public places is an offence. - The sale of dry and fresh psychoactive mushrooms is illegal. - Be careful as mixing alcohol, cannabis and wild mushrooms can be fatal. 	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - See: "SECTION 7 - IN-PERSON PROGRAMME ISSUES", "Drink Spiking", "Participant Detained or Arrested", "Substance Abuse: Drugs, Alcohol", or "Participant Victim of Sexual Assault or Violent Crime".
Eurostar engineering works	Medium	Possible	Travel	All IP	<p>PAR: Wellbeing, inconvenience</p> <p>PAG: Disruption, staff time, bad outcome, reputation concerns, extra work.</p>	<p>Monitor the situation and check Eurostar website regularly.</p> <ul style="list-style-type: none"> - Make contingency plans / alternative travel plans - Liaise with university and manager if travel plans need to change 	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Ensure that communications regarding any necessary changes are approved by the University first and go out to Participants as quickly as possible.
Personal ID	Low	Unlikely	Travel	All IP	<p>PAR: Fine, inconvenience</p> <p>PAG: Disruption, staff time, legal concerns, extra work.</p>	<p>Include in Programme Guide and Orientation about:</p> <ul style="list-style-type: none"> - Dutch law - must always be able to show a valid form of ID (passport). - Fine is 100 euros - if fail to identify yourself. 	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - See: SECTION 7 - IN-PERSON PROGRAMME ISSUES - "Participant Detained or Arrested"

Scams – fake police ID	Medium	Unlikely	Crime	All IP	<p>PAR: Physical Danger.</p> <p>PAG/UNI: Disruption, staff time, bad outcome, reputation concerns, extra work.</p>	<p>Include in Programme Guide and Orientation about:</p> <ul style="list-style-type: none"> - Criminals use false police IDs to trick tourists into handing over cash and credit cards as part of and "investigation" into counterfeits. - Genuine plain-clothed police will rarely carry out this type of inspection. - Dutch police don't have shiny badges, which the fake police use as fake ID. 	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - See: SECTION 7 - IN-PERSON PROGRAMME ISSUES - "Victim of Theft or Scam" - Ask for ID and check it thoroughly. - Call 0900-8844 to contact the nearest police station if you are unsure.
Terrorist Attack	High	Unlikely	Crime	All IP	<p>PAR: Physical Danger.</p> <p>PAG/UNI: Disruption, staff time, bad outcome, reputation concerns, extra work.</p>	<p>Include in Programme Guide and Orientation about:</p> <ul style="list-style-type: none"> - Terrorists are likely to try to carry out attacks in the Netherlands. - Public places and transport hubs have been targeted in the past. - Attacks could be indiscriminate, remain aware of surroundings, keep up to date with local media reports and follow the advice of local authorities. 	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - See "SECTION 12 - FORCE MAJEURE", "Terrorist Attack"
Theft or Pickpocketing	Low	Possible	Crime	All IP	<p>PAR: Physical danger, lose money.</p> <p>PAG/UNI: Disruption, staff time, bad outcome, reputation concerns, extra work.</p>	<p>Include warnings in Programme Guide and Orientation about:</p> <ul style="list-style-type: none"> - Pick-pocketing and bag snatching in centre and around station - Thieves operate in gangs on the trains/trams/restaurants to distract - Sleeping on trains can make you an easy target - Do not leave bags or jackets hanging on the back of a chair in restaurants 	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - See "SECTION 7 - IN-PERSON PROGRAMME ISSUES", "Victim of Theft or Scam"
Violent incidents at the Red Light District (fights, drugs, sexual harassment or assault)	Medium	Possible	Crime	All IP	<p>PAR: Physical danger, lose money.</p> <p>PAG/UNI: Disruption, staff time, bad outcome, reputation concerns, extra work.</p>	<p>Include in Programme Guide and Orientation about:</p> <ul style="list-style-type: none"> - Avoid visits to the Red Light District - Go in groups and look out for each other at night 	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - See: "SECTION 7 - IN-PERSON PROGRAMME ISSUES", "Drink Spiking", "Participant Detained or Arrested", "Substance Abuse: Drugs, Alcohol", or "Participant Victim of Sexual Assault or Violent Crime".
Bangkok, Thailand							
Crime & Police	Medium	Possible	Crime	All IP	<p>PAR: Physical danger, lose money.</p> <p>PAG/UNI: Disruption, staff time, bad outcome, reputation concerns, extra work.</p>	<p>Include warnings in Programme Guide and Orientation about:</p> <ul style="list-style-type: none"> - Report any crime to the Thai police before you leave Thailand. - Authorities/police, give details of a crime/photos to media without consent - Be aware of pickpockets and bag snatchers on motorbikes/ in tut-tuts - Keep valuables secure and out of sight - Avoid sleeping on buses and trains – stuff taken from bags while asleep - Keep hold of your passport, don't use as a guarantee for rental - Avoid walking through unknown isolated areas alone, especially at night. - Violent sexual assaults/unprovoked attacks, during full moon parties or similar events, and near bars late at night. - Drink spiking and sexual assault, watch drinks/no drinks from strangers. - Drinks served in bars overseas are often stronger than at home. 	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - See: SECTION 7 - IN-PERSON PROGRAMME ISSUES - "Victim of Theft or Scam"

Drugs and Smoking	High	Possible	Crime	All IP	<p>PAR: Physical danger, lose money.</p> <p>PAG/UNI: Disruption, staff time, bad outcome, reputation concerns, extra work.</p>	<p>Include warnings in Programme Guide and Orientation about:</p> <ul style="list-style-type: none"> - Fines up to 5,000 Thai baht for smoking them in public. - E-cigarettes are illegal - fines or imprisonment for using them. - Drug use, possession and trafficking = fines or imprisonment. - Possessing Class A drugs can lead to the death penalty. - Private recreational use of cannabis is legal if the Tetrahydrocannabinol (THC) content is below 0.2% by weight. Cannabis use in public places is illegal. 	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - See: SECTION 7 - IN-PERSON PROGRAMME ISSUES - "Participant Detained or Arrested"
Expiry of Senate Prime Minister's selection role	Medium	Possible	Politics	All IP	<p>PAR: Physical danger.</p> <p>PAG/UNI: Disruption, staff time, bad outcome, reputation concerns, extra work.</p>	<ul style="list-style-type: none"> - Monitor the situation for a possible coup from the People - Include warnings in Programme Guide and Orientation about the political situation and avoid conflicts or public squares in the event of protests. 	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - See "SECTION 7 - IN-PERSON PROGRAMME ISSUES", "Minor Accident or Illness" and "Serious Accident or Illness"
Laws and Cultural Norms	Low	Possible	Conduct	All IP	<p>PAR: Physical or legal danger, upset.</p> <p>PAG/UNI: Disruption, staff time, bad outcome, reputation concerns, extra work.</p>	<p>Include warnings in Programme Guide and Orientation about:</p> <ul style="list-style-type: none"> - Police may ask to check passport, as arrested if don't have it. - Criticising the Thai monarchy (lèse-majesté) is illegal. - Posting images on social media of people drinking alcohol or wearing clothing considered inappropriate can be illegal - fined or imprisoned. - Thailand has no legislation on same-sex marriage. Same-sex marriages are not legally recognised. Read more advice for LGBT+ travellers. - Conditions in prisons and other detention facilities in Thailand are harsh, with limited access to healthcare. Detainees have died in custody. 	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - See: SECTION 7 - IN-PERSON PROGRAMME ISSUES - "Participant Detained or Arrested"
Exreme Weather and Prolonged El Niño into mid 2024	Medium	Possible	Nature	All IP	<p>PAR: Physical danger, lack of food.</p> <p>PAG/UNI: Disruption, staff time, bad outcome, reputation concerns, extra work.</p>	<p>Include warnings in Programme Guide and Orientation about:</p> <ul style="list-style-type: none"> - The rainy season is generally from May to October but unpredictable. - Heavy storms cause disruption including flooding and landslides. - Lakes, caves and waterfalls are particularly at risk of flash flooding. - Follow the Thai Meteorological Department for weather warnings. - Earthquakes and tremors can happen in Northern Thailand. - Impact agriculture, aquatics and fruit availability in Thailand. 	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - See "SECTION 12 - FORCE MAJEURE", "Extreme Weather".
Regions to Avoid / Warn to be Cautious	High	Unlikely	Travel	All IP	<p>PAR: Physical danger.</p> <p>PAG/UNI: Disruption, staff time, bad outcome, reputation concerns, extra work.</p>	<p>Include warnings in Programme Guide and Orientation about:</p> <ul style="list-style-type: none"> - Travel insurance could be invalidated if travelling against FCDO advice. <p>Consular support is also severely limited where FCDO advises against travel.</p> <p>Best to avoid:</p> <ul style="list-style-type: none"> - Pattani province, Yala province, Narathiwat province, Southern Songkhla province (except for som areas). 	<p>Delivery Staff Actions:</p> <ul style="list-style-type: none"> - Discuss the potential risk with Participants if they submit the out of town form. - Refer them to a professional travel agent and ask them to stay in contact. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an extra support on the CRM - Tag the University Account Manager and Delivery Manager on the CRM <p>Account Manager Escalation:</p> <ul style="list-style-type: none"> - Report via email to the University if concerns are raised.

Roads, Cars, Motorcycles, Helmets and Permits	Low	Possible	Travel	All IP	<p>PAR: Physical danger, delays.</p> <p>PAG/UNI: Disruption, staff time, bad outcome, reputation</p>	<p>Include warnings in Programme Guide and Orientation about:</p> <ul style="list-style-type: none"> - Common road traffic accidents, particularly with motorcycles. - Must have an International Driving Permit (invalidates insurance) - Motorcycles and scooters for hire may be unregistered and illegal. - Do not hand over your passport as a guarantee against rental. - By law, people must wear a helmet when riding a motorcycle. 	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - See "SECTION 7 - IN-PERSON PROGRAMME ISSUES", "Minor Accident or Illness" and "Serious Accident or Illness"
Song Kran Festival	Low	Possible	Events	All IP	<p>PAR: Logistics, delays, inconvenience</p> <p>PAG/UNI: Disruption, staff time, logistics, extra work.</p>	<p>Book accommodation early to avoid places getting full.</p> <p>Include warnings in Programme Guide and Orientation about:</p> <ul style="list-style-type: none"> - Long holiday and many tourists arrive in the city. - Sites, tickets and a independent travel accommodation could be impacted. 	<p>Delivery Staff Actions:</p> <ul style="list-style-type: none"> - Discuss the potential risk with Participants if they submit the out of town form. - Refer them to a professional travel agent and ask them to stay in contact. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an extra support on the CRM - Tag the University Account Manager and Delivery Manager on the CRM <p>Account Manager Escalation:</p> <ul style="list-style-type: none"> - Report via email to the University if concerns are raised.
Terrorist Attack	High	Unlikely	Crime	All IP	<p>PAR: Physical danger.</p> <p>PAG/UNI: Disruption, staff time, welfare concerns, bad outcome, extra work.</p>	<p>Include warnings in the Programme Guide and Orientation about:</p> <ul style="list-style-type: none"> - Terrorist attacks in Pattani, Yala, Narathiwat, Southern Songkhla provinces - Possible targets: security forces, government offices, hotels, shops and supermarkets, transport infrastructure - the political situation can be unpredictable and has led to periods of civil and political unrest. Avoid protests, political gatherings, demonstrations and marches. 	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - See "SECTION 12 - FORCE MAJEURE", "Terrorist Attack"
Tourist Scams	Low	Likely	Crime	All IP	<p>PAR: Lose money, inconvenience</p> <p>PAG/UNI: Disruption, staff time, bad outcomes, extra work.</p>	<p>Include warnings in Programme Guide and Orientation about:</p> <ul style="list-style-type: none"> - Charging higher prices for foreigners. - Credit card fraud, ATM skimming, use an ATM in a bank and protect PIN. - Job offers that appear too good to be true (illegally transported abroad) - Passports confiscated by scammers - Victims being held in poor living conditions - Pressure to make large payments to be released from sham jobs 	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - See "SECTION 7 - IN-PERSON PROGRAMME ISSUES", "Victim of Theft or Scam"
Treks, Swimming, Diving & Accessibility	Medium	Possible	Travel	All IP	<p>PAR: Physical danger.</p> <p>PAG/UNI: Disruption, staff time, welfare concerns, bad outcome, extra work.</p>	<p>Include warnings in Programme Guide and Orientation about:</p> <ul style="list-style-type: none"> - Elephant treks, mistreated elephants, handlers lose control. - Strong riptides off coastal areas in monsoon, warning signs, red flags, approved beaches, Jellyfish in the rainy season. - Bad dive operator, check insurance & closest hyperbaric chamber. - Passenger boat services sinking, colliding, overloading, poor maintenance, and rough seas, particularly during monsoon season. - Wheelchair access is often limited, uneven paving, obstacles, lack of lifts and ramps, taxis have limited storage space for wheelchairs. 	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - See "SECTION 7 - IN-PERSON PROGRAMME ISSUES", "Minor Accident or Illness" and "Serious Accident or Illness"

Brussels, Belgium

Crime: Terrorism, Pickpocketing, Drugs and Violence	Medium	Possible	Crime	All IP	<p>PAR: Physical danger, loss of money.</p> <p>PAG/UNI: Disruption, staff time, welfare concerns, bad outcome, extra work.</p>	<p>Include warnings in Programme Guide and Orientation about:</p> <ul style="list-style-type: none"> - Terrorism attacks, indiscriminate, public transport, transport hubs, public events, government buildings and religious sites. - Be vigilant in public places and follow the advice of local authorities. - Protect belongings, pickpocketing in crowds, attempts to distract you. - Be cautious in Brussels Gare du Midi/Zuid and Brussels Gare du Nord. - Luggage stolen from racks on TGV/Thalys just before the doors close. - Thieves on motorbikes, break a car window at traffic lights. - If you see anything suspicious, report it to local police authorities. - Only use official licensed taxis, not taxis that stop to offer rides. - Organised crime gangs drug trafficking, ask you to smuggle products to UK. - Possession of drugs and trafficking in drugs are serious offences and can lead to a minimum 3-month prison sentence or fine. 	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - See "SECTION 12 - FORCE MAJEURE", "Terrorist Attack" - See "SECTION 7 - IN-PERSON PROGRAMME ISSUES", "Minor Accident or Illness" and "Serious Accident or Illness"
Demonstrations & Strikes	Low	Possible	Politics	All IP	<p>PAR: Physical danger, lose money, inconvenience</p> <p>PAG/UNI: Disruption, staff time, bad outcomes, extra work.</p>	<p>Include warnings in Programme Guide and Orientation about:</p> <ul style="list-style-type: none"> - Demonstrations and strikes in transport hubs and Schuman area. - Some risk of unrest or violence, remain vigilant and move away. - Demonstrations in Schuman area can affect access to Embassies. - Strike action causes travel disruption, check travel provider website. - Farmers protests can block major roads and delay traffic. - Security incident/emergency, police do security operations ADHOC. - Check Belgian Crisis Centre website if it is a national incident - Sign up to BE-Alert to receive emergency alerts on SMS 	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - See "SECTION 7 - IN-PERSON PROGRAMME ISSUES", "Minor Accident or Illness" and "Serious Accident or Illness"
Eurostar engineering works	Medium	Possible	Travel	All IP	<p>PAR: Miss opportunity, drop out.</p> <p>PAG/UNI: Disruption, staff time, bad outcome, extra cost & work, drop programme.</p>	<p>Monitor the situation and check Eurostar website regularly.</p> <ul style="list-style-type: none"> - Make contingency plans / alternative travel plans - Liaise with university and manager if travel plans need to change 	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Discover alternative dates and travel routes ASAP <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Raise to Managemnet via Programme Planning Chat <p>Account Manager Escalation:</p> <ul style="list-style-type: none"> - Report via email to the University and call to discuss alternative dates/options.
Events: Paris Olympics 2024 and Homelessness & the Refugee Crisis	Low	Possible	Events	All IP	<p>PAR: Logistics, delays, inconvenient</p> <p>PAG/UNI: Disruption, staff time, logistics, extra work.</p>	<p>Book accommodation and transport early to avoid places getting full.</p> <p>Include warnings in Programme Guide and Orientation about:</p> <ul style="list-style-type: none"> - Many tourists arriving in the city. - Sites, tickets and a independent travel accommodation could be impacted. <p>Include warnings in Programme Guide and Orientation about the impacts of the refugee crisis on the city.</p>	<p>Delivery Staff Actions:</p> <ul style="list-style-type: none"> - Discuss the potential risk with Participants if they submit the out of town form. - Refer them to a professional travel agent and ask them to stay in contact. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an extra support on the CRM - Tag the University Account Manager and Delivery Manager on the CRM <p>Account Manager Escalation:</p> <ul style="list-style-type: none"> - Report via email to the University if concerns are raised.
Unexploded Shells & Munitions	High	Unlikely	Crime	All IP	<p>PAR: Physical danger.</p> <p>PAG/UNI: Welfare concerns, bad outcome, extra work.</p>	<p>Include warnings in Programme Guide and Orientation about:</p> <ul style="list-style-type: none"> - Visiting WW1 battlefields in north-west Belgium - Stay on the footpaths and be cautious if you see anything that looks like shells or munitions. Move away from the site and report to the police. 	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - See "SECTION 7 - IN-PERSON PROGRAMME ISSUES", "Minor Accident or Illness" and "Serious Accident or Illness"

Laws and Cultural Norms	Low	Possible	Politics	All IP	<p>PAR: Logistics, delays, inconvenience</p> <p>PAG/UNI: Disruption, staff time, logistics, extra work.</p>	<p>Include warnings in Programme Guide and Orientation about:</p> <ul style="list-style-type: none"> - You must carry your passport with you at all times. - It is illegal to wear clothing that hides your face partially or completely (for example, the burka and niqab) in public places. You risk a fine of up to 137 euros and detention for up to 7 days. There is no exemption for tourists. 	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - See "SECTION 7 - IN-PERSON PROGRAMME ISSUES", "Participant Detained or Arrested"
Transport: Driving & Scooters	Low	Likely	Crime	All IP	<p>PAR: Physical danger, loss of money.</p> <p>PAG/UNI: Disruption, staff time, welfare concerns, bad outcome, extra work.</p>	<p>Include warnings in Programme Guide and Orientation about:</p> <ul style="list-style-type: none"> - If driving need driving licence, car registration, insurance, MOT ('contrôle technique') certificate, passport and your passengers' ID. - Police use driving speed traps, cameras, unmarked vehicles, fines. - Using mobile phone & driving is illegal, unless using hands-free. - Low emission zones in Brussels, pre-register foreign vehicle. - The max. speed limit for an electric scooter is 25kph. - Riding an electric scooter with passenger or on pavement is illegal. 	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - See "SECTION 7 - IN-PERSON PROGRAMME ISSUES", "Participant Detained or Arrested"
Chengdu, China							
Drink Spiking	Medium	Possible	Health	All IP	<p>PAR: Physical danger, travel danger.</p> <p>PAG/UNI: Welfare concerns.</p>	<p>Include warnings in the Programme Guide and Orientation about:</p> <ul style="list-style-type: none"> - Not leaving drinks unattended or accept drinks from strangers. - Personal attacks and sexual assaults are rare, but they can happen. 	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - See "SECTION 7 - IN-PERSON PROGRAMME ISSUES", "Victim of Crime, Theft or Loss" below.
Drug Offence Penalties	High	Unlikely	Crime	All IP	<p>PAR: Physical danger, travel danger.</p> <p>PAG/UNI: Welfare concerns.</p>	<p>Include warnings in the Programme Guide and Orientation about:</p> <ul style="list-style-type: none"> - Severe penalties for drugs offences in China, including the death penalty. - Randomly test foreigners entering the country and raid nightclubs and bars. - If positive, prosecute you regardless of where or when you took drugs. - Police also raid homes. Drugs in property, penalties can be harsh. 	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - See "SECTION 7 - IN-PERSON PROGRAMME ISSUES", "Participant Detained or Arrested"
Internet Access & Censorship	Low	Unlikely	Tech	All IP	<p>PAR: Legal danger, access concerns.</p> <p>PAG/UNI: Welfare/ legal concerns.</p>	<p>Include warnings in the Programme Guide and Orientation about:</p> <ul style="list-style-type: none"> - Websites are permanently blocked, Google, Facebook, YouTube, Twitter - Other websites may sometimes be blocked. - Online services like VPNs need to be licensed by Cybersecurity law. 	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - See "SECTION 7 - IN-PERSON PROGRAMME ISSUES", "Participant Detained or Arrested"
Personal ID	Low	Possible	Health	All IP	<p>PAR: Physical danger, travel danger.</p> <p>PAG/UNI: Welfare concerns.</p>	<p>Include warnings in the Programme Guide and Orientation about:</p> <ul style="list-style-type: none"> - Carry passport (not a printed copy) as police can carry out random checks - More likely during periods of heightened security and major events. - Failure to produce your ID can lead to a fine or detention. 	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - See "SECTION 7 - IN-PERSON PROGRAMME ISSUES", "Participant Detained or Arrested"
Political Situation	Medium	Unlikely	Politics	All IP	<p>PAR: Independent travel dangers.</p> <p>PAG/UNI: Welfare concerns.</p>	<p>Include warnings in the Programme Guide and Orientation about:</p> <ul style="list-style-type: none"> - Avoiding any demonstrations or large gatherings. - Demonstrators may face arrest, detention and deportation. 	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - See "SECTION 7 - IN-PERSON PROGRAMME ISSUES", "Participant Detained or Arrested"

Regions to Avoid / Warn to be Cautious	Low	Unlikely	Travel	All IP	<p>PAR: Independent travel dangers.</p> <p>PAG/UNI: Welfare concerns.</p>	<p>Warn participants to check the latest FCDO Travel Advice for these regions:</p> <ul style="list-style-type: none"> - China-Myanmar Border - Xinjiang Uyghur Autonomous Region - Tibet <p>Get Participants to fill in Out of Town Form before independent travel.</p>	<p>Delivery Staff Actions:</p> <ul style="list-style-type: none"> - Discuss the potential risk with Participants if they submit the out of town form. - Refer them to a professional travel agent and ask them to stay in contact. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an extra support on the CRM - Tag the University Account Manager and Delivery Manager on the CRM <p>Account Manager Escalation:</p> <ul style="list-style-type: none"> - Report via email to the University if concerns are raised.
Scams	Low	Unlikely	Crime	All IP	<p>PAR: Monetary, welfare concerns.</p> <p>UNI: Participant welfare concerns.</p> <p>PAG: Participant welfare concerns.</p>	<p>Include warnings in the Programme Guide and Orientation about:</p> <ul style="list-style-type: none"> - Beware of the 'tea tasting' or 'massage' scam. An invitation to bar/massage parlour by a friendly stranger who then demand a large fee by threats, violence or credit card fraud. - Inspect the QR code stickers on rental bicycles carefully before using them. 	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - See "SECTION 7 - IN-PERSON PROGRAMME ISSUES", "Victim of Crime, Theft or Loss" below.
Terrorist Attack	High	Unlikely	Crime	All IP	<p>PAR: Physical danger, travel danger.</p> <p>PAG/UNI: Welfare concerns.</p>	<p>Take particular care during national holidays and at public transport hubs, and always follow the advice of the local authorities.</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - See "SECTION 12 - FORCE MAJEURE", "Terrorist Attack" below.
Hanoi & Ho Chi Minh City, Vietnam							
Landmines and other unexploded weapons	High	Unlikely	Travel	All IP	Physical danger	<p>Include warnings in the Programme Guide and Orientation about:</p> <ul style="list-style-type: none"> - Landmines/unexploded weapons in former battlefields. - Central Vietnam and by the Laos border have unmarked mined areas. 	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - See "SECTION 7 - IN-PERSON PROGRAMME ISSUES", "Minor Accident or Illness" and "Serious Accident or Illness"
Adventure Activities	Low	Possible	Travel	All IP	Physical danger	<p>Include warnings in the Programme Guide and Orientation about:</p> <ul style="list-style-type: none"> - Be careful in dangerous terrain, remote areas that are difficult for rescue services to reach - Flooding, swollen rivers and landslides, during the rainy season - follow safety guidelines, stay on main routes, use reputable guide - use approved adventure tourism companies - check local authority websites, check weather forecasts - make sure your travel insurance covers your planned activity - Illegal tour guides have been known to offer tours and activities prohibited under local regulations. - leisure activities with firearms. use a reputable guide. risk of hearing loss 	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - See "SECTION 7 - IN-PERSON PROGRAMME ISSUES", "Minor Accident or Illness" and "Serious Accident or Illness"
Crime: Drink spiking, pickpocketing	Medium	Possible	Events	All IP	Physical danger	<p>Include warnings in the Programme Guide and Orientation about:</p> <ul style="list-style-type: none"> - Protecting yourself and your belongings. - Pickpockets/bag-snatchers in crowds, split important items between bags. - Bag/phone snatchers on mopeds/motorbikes. - Do not give your passport to others as a guarantee for rentals. - Petty theft on buses and trains, particularly while asleep. - Indecent assaults, harassment, rape and sexual assaults in tourist areas. - High burden of proof for victims, proof of non-consent if drank alcohol or knew the alleged attacker. - Risk of drink spiking – do not leave your drinks unattended. 	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - See: "SECTION 7 - IN-PERSON PROGRAMME ISSUES", "Drink Spiking", "Participant Detained or Arrested", "Substance Abuse: Drugs, Alcohol", or "Participant Victim of Sexual Assault or Violent Crime".

Extreme Weather: Cyclones and Monsoon	Medium	Possible	Nature	All IP	Logistical and physical danger	<p>Include warnings in the Programme Guide and Orientation about:</p> <ul style="list-style-type: none"> - Tropical cyclones affect the eastern coastal regions May to November - Strong winds, heavy rainfall, flooding, disruption to transport - Monitor approaching storms on the National Centre for Hydro-Meteorological Forecasting and Japan Meteorological Agency websites. - Follow the advice of the local authorities, including any evacuation orders. - Monsoon climate, high rain in short periods, localised flooding, flash floods and landslides . - Take care if trekking in rural and mountainous areas. 	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - See "SECTION 12 - FORCE MAJEURE", "Extreme Weather"
HIFF 2024 (HCMC International Film Festival)	Low	Possible	Events	All IP	Delays and physical danger	<p>Include warnings in the Programme Guide and Orientation about:</p> <ul style="list-style-type: none"> - Planning travel if roads are closed, avoid certain areas of crowds/protests. - Monitor the situation and news for updates affecting the city. - Very busy with tourists, drunken behaviour, road closures in the city. 	<p>Delivery Staff Actions:</p> <ul style="list-style-type: none"> - Discuss the potential risk with Participants if they submit the out of town form.
Illegal Activity & Penalties	High	Unlikely	Crime	All IP	Legal and physical danger	<p>Include warnings in the Programme Guide and Orientation about:</p> <ul style="list-style-type: none"> - Possessing, distributing or manufacturing drugs, death sentence. - Illegal drugs tampered with/spiked, severe psychiatric problems. - Changing money at non-official exchange bureaus is illegal/risky. - Rice wine sold as unkonwn brands have fatal levels of methanol. - Illegal to buy, sell, kill or collect protected wild animal or plants. - Do not take photos near or travel near military bases. - Villages/communes by the border, need provincial police permit. - Sex and drug offences, long prison sentences or the death sentence. - The standard of prisons is very poor. - Criminal investigation = detained for long time without evidence. - Part of a traffic accident = can't leave Vietnam until investigated or out-of-court financial settlement. 	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - See "SECTION 7 - IN-PERSON PROGRAMME ISSUES", "Victim of Theft or Scam" - See "SECTION 7 - IN-PERSON PROGRAMME ISSUES", "Participant Detained or Arrested"
Norms and Cultural Differences	Low	Possible	Politics	All IP	Hassle and conflict	<p>Include warnings in the Programme Guide and Orientation about:</p> <ul style="list-style-type: none"> - Must always carry a printed copy of passport & visa. - Tolerant place for LGBT+ travellers, no penalties for same-sex sexual activity or gender change, but same-sex marriage not legal. - Temporary restrictions on internet use but most social media works. - Dress at religious or cultural sites, cover shoulders & knees. 	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - See "SECTION 7 - IN-PERSON PROGRAMME ISSUES", "Participant Detained or Arrested"
Terrorism, Politics & Protests	High	Unlikely	Politics	All IP	Physical danger	<p>Include warnings in the Programme Guide and Orientation about:</p> <ul style="list-style-type: none"> - No recent history of terrorism in Vietnam but attacks may happen. - Attacks could be indiscriminate including in public tourist spots. - Stay aware, keep up to date with local media, listen to authorities. - Politics single-party system, disagreeing with government discouraged. - Protests have turned violent or been violently suppressed, avoid protests. 	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - See "SECTION 12 - FORCE MAJEURE", "Terrorist Attack"
Tourist Scams	Medium	Possible	Crime	All IP	Financial loss and physical danger	<p>Include warnings in the Programme Guide and Orientation about:</p> <ul style="list-style-type: none"> - Advice on bartering and where to avoid. - Charging more for foreign tourists. - Be wary of job offers in the Mekong region, illegally transported abroad. - Passports being confiscated by scammers. - Victims being held in poor living conditions. - Coercion into undertaking wider online scamming activity. - Transfers from airports and stations. - Avoid offers of free bus transfers to hotels, unless organised in advance. 	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - See "SECTION 7 - IN-PERSON PROGRAMME ISSUES", "Victim of Crime, Theft or Loss" below.

Transport: Driving, Motorbikes, Taxis & Boats	Low	Possible	Travel	All IP	Physical danger	<p>Include warnings in the Programme Guide and Orientation about:</p> <ul style="list-style-type: none"> - No driving vehicles unless pre-agreed + international driving permit - Don't use passport as hiring deposit/guarantee, traffic offence fine. - Drink-driving is a serious offence, fine and imprisonment. - Compliance with road laws is poor – keep low speed and stay alert. - Criminal charges involved in accidents, compensate the injured. - Motorbike accidents are common, wear a helmet legal requirement. - Use metered taxis from larger firms, check driver's identify first. - Grab/Uber – check the details of the vehicle and driver match. - Bus and coach crashes are not uncommon at night, tired drivers. - Check safety record, boat registration, and the certification of staff. - Get a safety briefing and have a life jacket when joining any boat. - Piracy in coastal areas of Vietnam is very rare. 	<p>Delivery Team Actions:</p> <p>- See "SECTION 7 - IN-PERSON PROGRAMME ISSUES", "Minor Accident or Illness" and "Serious Accident or Illness"</p>
Lisbon, Portugal							
Beaches and Swimming	Low	Unlikely	Nature	All IP	Physical danger	<p>Include warnings in the Programme Guide and Orientation about:</p> <ul style="list-style-type: none"> - Careful along unsupervised stretches of beaches, waves can be unpredictable and have a strong undertow. - Don't swim at beaches that connect to or from rivers as they can have strong undercurrents - Don't swim at any beach without lifeguards - Don't dive into unknown water as hidden rocks or shallow depths can cause serious injury or death - Beware of rip tides, which can cause drowning. If you are caught in a rip tide, do not try to swim against it. Swim parallel to the coastline until you no longer feel the current. then try to swim towards the shore. 	<p>Delivery Team Actions:</p> <p>- See "SECTION 7 - IN-PERSON PROGRAMME ISSUES", "Minor Accident or Illness" and "Serious Accident or Illness", or "Fatality of Participant".</p>
Belongings, pick pocket, public transport	Low	Possible	Crime	All IP	Physical danger & financial loss	<p>Include warnings in the Programme Guide and Orientation about:</p> <ul style="list-style-type: none"> - Pickpocketing, bag-snatching and theft from holiday properties is common. - Foreign-registered and hire cars are often targeted by thieves. - keep sight of your belongings at all times - beware of thieves using distraction techniques - avoid carrying all your valuables together in handbags or pockets - leave spare cash and valuables in a safe place - avoid leaving items in an unattended car 	<p>Delivery Team Actions:</p> <p>- See "SECTION 7 - IN-PERSON PROGRAMME ISSUES", "Victim of Crime, Theft or Loss"</p>
Events: concerts, football matches, protests etc.	Low	Likely	Events	All IP	Physical danger	<p>Include warnings in the Programme Guide and Orientation about:</p> <ul style="list-style-type: none"> - Monitoring the situation and news for updates affecting the city - Very busy with tourists, possible drunken behaviour in the city centre, road closures around the city - Planning travel if roads are closed and avoid certain areas if they don't want to be in the crowds or caught up in protests. 	<p>Delivery Team Actions:</p> <p>- See "SECTION 7 - IN-PERSON PROGRAMME ISSUES", "Victim of Crime, Theft or Loss", "Minor Accident or Illness" and "Serious Accident or Illness".</p>
Gambling and Drug Offences	Medium	Unlikely	Crime	All IP	Legal and safety concerns	<p>Include warnings in the Programme Guide and Orientation about:</p> <ul style="list-style-type: none"> - Gambling is only legal in licensed place, such as official casinos. - Games of chance, including bingo, are illegal if unlicensed place. - Police raids on illegal gambling, arrests, charges and fines/prison. - Selling or trafficking drugs is illegal and can have severe penalties. 	<p>Delivery Team Actions:</p> <p>- See "SECTION 7 - IN-PERSON PROGRAMME ISSUES", "Participant Detained or Arrested"</p>

Sexual Assault	High	Unlikely	Crime	All IP	Physical danger	<p>Include warnings in the Programme Guide and Orientation about:</p> <ul style="list-style-type: none"> - Attacks or assault, including sexual assaults, are rare but do occur. - Risk is highest late at night around popular nightlife locations. - Save the location of your accommodation on your maps - Set up a WhatsApp group to keep in touch with others in your group - Keep an eye on each other's drinks to make sure they do not get spiked - Pre-arranged taxis, don't take lifts from unmarked vehicles/strangers - Do not let a friend walk back to their hotel alone - Do not give a drunk person more alcohol - Report if it does not feel right to authorities or hotel or club management. 	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - See "SECTION 7 - IN-PERSON PROGRAMME ISSUES", "Victim of Crime, Theft or Loss" or "Participant Victim of Sexual Assault or Violent Crime".
Wildfires and Earthquakes	Low	Possible	Nature	All IP	Physical #	<p>Include warnings in the Programme Guide and Orientation about:</p> <ul style="list-style-type: none"> - Wildfires can start when the weather is hot and dry - Wildfires are unpredictable follow orders to evacuate and closed roads. - Call the emergency services on 112 if you see a wildfire - Starting a wildfire, even if by accident, is illegal, result in fines or prison. - Updates on active wildfires and forecasts from the Portuguese Met Office - Earthquakes are a risk in Portugal, check the Portuguese Met Office 	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - See "SECTION 12 - FORCE MAJEURE", "Extreme Weather" below.
Madrid, Spain							
Alcohol Laws and Bans and Drink Spiking, Attacks and Sexual Assault	Medium	Possible	Crime	All IP	Legal and safety concerns	<p>Include warnings in the Programme Guide and Orientation about:</p> <ul style="list-style-type: none"> - It is illegal to drink alcohol in the street, on-the-spot fines. - Strict controls on drinking and sexual activity in public places. - Be alert to 'date rape' drugs, GHB and liquid ecstasy. - Drinks served in bars in Spain may be stronger. - Attacks, including sexual assaults, are rare but do occur. - Avoid splitting up from your friends, do not leave drinks unattended - Save the location of your accommodation on your map 	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - See "SECTION 7 - IN-PERSON PROGRAMME ISSUES", "Participant Detained or Arrested", "Participant Victim of Sexual Assault or Violent Crime".
Beaches	Low	Unlikely	Travel	All IP	Safety concerns	<p>Include warnings in the Programme Guide and Orientation about:</p> <ul style="list-style-type: none"> - Hidden rocks or shallow depths can cause serious injury or death. - Do not swim at beaches where a river runs into the sea. - Beaches have a flag system, a red flag means do not enter water 	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - See "SECTION 7 - IN-PERSON PROGRAMME ISSUES", "Victim of Crime, Theft or Loss", "Minor Accident or Illness", "Serious Accident or Illness", and "Fatality of Participant".
Drugs	High	Unlikely	Crime	All IP	Legal and safety concerns	<p>Include warnings in the Programme Guide and Orientation about:</p> <ul style="list-style-type: none"> - Possession of small amount of drugs can lead to arrest/detention. - Possession of large quantities will result in prosecution & prison. 	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - See "SECTION 7 - IN-PERSON PROGRAMME ISSUES", "Participant Detained or Arrested"
Events: concerts, football matches, protests etc.	Low	Likely	Events	All IP	Logistical and safety concerns	<p>Include warnings in the Programme Guide and Orientation about:</p> <ul style="list-style-type: none"> - Monitoring the situation and news for updates affecting the - Very busy with tourists, possible drunken behaviour in the city centre, road closures around the city - Planning travel if roads are closed and avoid certain areas if they don't want to be in the crowds or caught up in protests 	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - See "SECTION 7 - IN-PERSON PROGRAMME ISSUES", "Victim of Crime, Theft or Loss", "Minor Accident or Illness" and "Serious Accident or Illness".
Extreme Temperatures & Wildfires	Low	Possible	Nature	All IP	Logistical and safety concerns	<p>Include warnings in the Programme Guide and Orientation about:</p> <ul style="list-style-type: none"> - Extreme temperatures, Wildfires and staying hydrated - Careful driving in woodland, check the Meteorological Office. - Causing a wildfire is a criminal offence in Spain, even if unintentional. 	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - See "SECTION 12 - FORCE MAJEURE", "Extreme Weather" below.
Scams	Low	Unlikely	Crime	All IP	Safety concerns	<p>Include warnings in the Programme Guide and Orientation about:</p> <ul style="list-style-type: none"> - Thieves posing as police officers asking to see your wallet & ID. - Real police officers carry ID, may ask to see ID but not wallet. 	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - See "SECTION 7 - IN-PERSON PROGRAMME ISSUES", "Victim of Crime, Theft or Loss".
Terrorism	High	Unlikely	Crime	All IP	Safety concerns	<p>Include warnings in the Programme Guide and Orientation about terrorist attacks. Attacks could be indiscriminate, including in places visited by foreign nationals. Stay aware of your surroundings, keep up to date with local media reports and follow the advice of local authorities.</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - See "SECTION 12 - FORCE MAJEURE", "Terrorist Attack"

Metro line station closures & Taxis	Low	Likely	Travel	All IP	Logistical concerns	<p>Include warnings in the Programme Guide and Orientation about:</p> <ul style="list-style-type: none"> - Monitoring the situation and news - Metro lines and/or stations close for improvements over the summer. - Provide information on alternative methods of travel if needed, e.g. buses - Passengers using unlicensed taxi services can be fined up to 600 euros. - Book a taxi or airport transfer through a licensed firm. 	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Monitor the situation and news for updates affecting the city, and communicate to students
Manchester, UK							
Events: concerts, football matches, protests etc.	Low	Likely	Events	All IP	<p>PAR: Stress, lateness. PAG: Concerns Participant/ HC welfare. HC: Delays to</p>	<p>Make students aware, to plan travel if roads are closed and avoid certain areas if they don't want to be in the crowds or caught up in protests</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Monitor the situation and news for updates affecting the city, and communicate to students - See "SECTION 7 - IN-PERSON PROGRAMME ISSUES", "Victim of Crime, Theft or Loss", "Minor Accident or Illness" and "Serious Accident or Illness".
Train strikes	Low	Likely	Travel	All IP	<p>PAR: Stress, lateness. PAG: Concerns Participant/ HC welfare. HC: Delays to</p>	<p>Check the app used for booking (e.g. Trainline) and the news for strike days. Plan alternative dates for travelling, or alternative means of travel if it affects commute. Arrange alternative orientation, arrival date, accommodation dates etc. if arrival or departure dates affected</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - Monitor the situation and news. Liaise with university and manager if travel plans need to change
Mexico, Mexico City							
ATM Robbery	Medium	Possible	Crime	All IP	<p>PAR: Physical danger, financial loss. PAG/UNI: Welfare concerns.</p>	<p>Tell participants to take care when withdrawing money from ATMs or exchanging money at an exchange shop (bureau de change). It's generally safer to use ATMs during daylight hours and inside shops or malls. People withdrawing money from airport money exchange shops and ATMs in various locations have later been targeted by criminals. Avoid withdrawing large amounts of money and be careful of your surroundings and who is around you while you are using the ATM.</p>	<p>Delivery Staff Actions:</p> <ul style="list-style-type: none"> - See "SECTION 7 - IN-PERSON PROGRAMME ISSUES", "Victim of Crime, Theft or Loss" below.
Drink Spiking	Medium	Possible	Health	All IP	<p>PAR: Physical danger, travel danger. PAG/UNI: Welfare concerns.</p>	<p>Warn participant not to leave drinks unattended or accept drinks from strangers. Personal attacks and sexual assaults are rare, but they can happen, including through drinks being spiked.</p>	<p>Delivery Staff Actions:</p> <ul style="list-style-type: none"> - See "SECTION 7 - IN-PERSON PROGRAMME ISSUES", "Victim of Crime, Theft or Loss" below.
Drug Offence Penalties & e-Cigarettes	High	Unlikely	Crime	All IP	<p>PAR: Physical danger, travel danger. PAG/UNI: Welfare concerns.</p>	<p>Warn participants not become involved with drugs of any kind. Penalties for drug offences are severe and convictions carry sentences of up to 25 years.</p> <p>It is illegal to bring electronic cigarettes, vaping devices and solutions into Mexico or to buy and sell them. If found in your belongings by customs officials, these will be confiscated; resulting in being fined or being detained. You can be fined up to £150 for smoking or vaping in public places.</p>	<p>Delivery Team Actions:</p> <ul style="list-style-type: none"> - See "SECTION 7 - IN-PERSON PROGRAMME ISSUES", "Participant Detained or Arrested"

Health Risks: Food and Water	Medium	Unlikely	Health	All IP	<p>PAR: Health or welfare concerns.</p> <p>UNI/PAG: Participant welfare concerns, reputational concerns.</p> <p>HC: Work delays.</p>	<p>Warn participants to be cautious about street food. Additional health risks in Mexico include Zika virus, Chikungunya virus, Dengue fever, Cyclospora food/water bug, and air pollution.</p> <p>Warn Participants that not all hospitals will agree to deal directly with medical insurance companies. Be prepared to pay for treatment up front and then get a refund.</p>	<p>Delivery Team Actions:</p> <p>- See "SECTION 7 - IN-PERSON PROGRAMME ISSUES", "Minor Accident or Illness" and "Serious Accident or Illness".</p>
Hurricanes, Earthquakes & Volcanoes	High	Unlikely	Nature	ALL IP	<p>PAR: Health or welfare concerns.</p> <p>UNI/PAG: Participant welfare concerns, reputational concerns.</p> <p>HC: Work delays.</p>	<p>Warn participants that hurricane season on both coasts, from June to November, can cause flooding, landslides and disruption to local services, including transport networks.</p> <p>Ask Participants to download the 911 CDMX app, which warns you an earthquake will happen 60 seconds before the movement starts.</p> <p>Ash fall from volcano Popocatepetl has previously caused flight disruption, including cancellations at Benito Juarez International Airport in Mexico City. Warn participants that exposure to falling ash and toxic fumes from active volcanoes can affect health, especially if suffering from a respiratory condition.</p>	<p>Delivery Team Actions:</p> <p>See "SECTION 12 - FORCE MAJEURE", "Extreme Weather" below.</p>
Kidnapping or Hijacking	High	Unlikely	Crime	ALL IP	<p>PAR: Health or welfare concerns.</p> <p>UNI/PAG/HC: Participant welfare concerns, reputational, financial and legal concerns.</p>	<p>Warn participants that short-term opportunistic kidnapping (called 'express kidnapping') can happen, particularly in urban areas. Victims are forced to withdraw money from credit or debit cards at a cash point to secure their release. Longer-term kidnapping for financial gain also happens, and there have been allegations of police officers being involved. You should remain alert at all times and avoid travelling in higher risk areas, especially at night. Be discreet about discussing your financial or business affairs in places where you may be overheard by others.</p>	<p>Delivery Team Actions:</p> <p>See "SECTION 7 - IN-PERSON PROGRAMME ISSUES", "Victim of Crime, Theft or Loss" below.</p>
Mugging and Sexual Assault	High	Unlikely	Crime	ALL IP	<p>PAR: Health or welfare concerns.</p> <p>UNI/PAG/HC: Participant welfare concerns, reputational, financial and legal concerns.</p>	<p>Warn participants that in the event of a violent crime such as a mugging with a weapon, stay calm and comply. Resisting can put you at significant risk of harm.</p> <p>Sexual offences have been reported in tourist areas. Take care even in areas close to hotels, and especially after dark.</p>	<p>Delivery Team Actions:</p> <p>See "SECTION 7 - IN-PERSON PROGRAMME ISSUES", "Victim of Crime, Theft or Loss" below.</p>

Personal ID	Medium	Unlikely	Logistics	ALL IP	<p>PAR: Stress, legal, financial concerns.</p> <p>UNI/PAG/HC: Participant welfare concerns, reputational, financial and legal concerns.</p>	<p>Warn Participants that Mexican authorities may ask you to provide your passport and stamp to prove your entrance and stay, copies and photos are not accepted. If you are unable to produce these documents, you may be questioned by Immigration officers and held in a detention centre while the authorities check your immigration status.</p>	<p>Delivery Team Actions:</p> <p>- See "SECTION 7 - IN-PERSON PROGRAMME ISSUES", "Participant Detained or Arrested"</p>
Political Situation	Medium	Unlikely	Politics	All IP	<p>PAR: Independent travel dangers.</p> <p>PAG/UNI: Welfare concerns.</p>	<p>Warn Participants that political demonstrations are common in Mexico City and can happen across the country. These can be tense and confrontational and could potentially turn violent. Onlookers can be quickly drawn in. Monitor local media and avoid all demonstrations. It is illegal for foreigners to participate in political activities in Mexico. Participation in demonstrations may result in detention and deportation.</p>	<p>Delivery Team Actions:</p> <p>- See "SECTION 7 - IN-PERSON PROGRAMME ISSUES", "Participant Detained or Arrested".</p>
Public Transport and Pickpocketing	Low	Likely	Travel	All IP	<p>PAR: Health or financial welfare concerns.</p> <p>UNI/PAG/HC: Participant welfare concerns, reputational concerns.</p>	<p>Be alert on public transport, at airports and in bus stations. Theft on buses is common, so always keep your belongings safe. Buses have also been hijacked. Try to travel on first-class buses using toll roads, which have a lower rate of incidents than second and third-class buses travelling on the less secure free ('libre') roads. Most first-class bus companies perform security checks when passengers board the bus. Women travelling alone on public transport have been targeted with harassment, robbery and sexual assault.</p>	<p>Delivery Team Actions:</p> <p>- See "SECTION 7 - IN-PERSON PROGRAMME ISSUES", "Victim of Crime, Theft or Loss".</p>
Regions to Avoid / Warn to be Cautious	Low	Unlikely	Travel	All IP	<p>PAR: Independent travel dangers.</p> <p>PAG/UNI: Welfare concerns.</p>	<p>Warn participants to check the latest FCDO Travel Advice for these regions: Baja California, Chiapas, Chihuahua, Colima, Guanajuato, Guerrero, Jalisco, Michoacan, Sinaloa, Tamaulipas, Zacatecas</p> <p>Get Participants to fill in Out of Town Form before independent travel. Review and discuss their independent travel plans first, advise against travel if necessary.</p> <p>Warn Participants about dangerous areas of Mexico City too.</p>	<p>Delivery Staff Actions:</p> <ul style="list-style-type: none"> - Discuss the potential risk with Participants if they submit the out of town form. - Refer them to a professional travel agent or security firm and ask for updates. - State in writing that they are travelling here without our approval. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an extra support on the CRM - Tag the University Account Manager and Delivery Manager on the CRM <p>Account Manager Escalation:</p> <ul style="list-style-type: none"> - Report via email to the University if concerns are raised.
Scams and Police Extortion	High	Unlikely	Crime	All IP	<p>PAR: Physical danger, financial loss, welfare concerns.</p> <p>UNI: Participant welfare concerns.</p> <p>PAG: Participant welfare concerns.</p>	<p>Warn participants to be wary of people presenting themselves as police officers trying to fine or arrest them for no reason. (e.g. in rental cars for alleged traffic violations, outside clubs between 11pm and 3am for alleged drug violations).</p> <p>Warn participants not hand over money or passport, instead ask for a copy of the written fine, which is payable later. Ask for identification try to take note of the officer's name, badge number, and patrol car number.</p>	<p>Delivery Team Actions:</p> <p>- See "SECTION 7 - IN-PERSON PROGRAMME ISSUES", "Victim of Crime, Theft or Loss".</p>

Taxis	Medium	Possible	Crime	ALL IP	<p>PAR: Physical danger, financial loss, welfare concerns.</p> <p>UNI: Participant welfare concerns.</p> <p>PAG: Participant/ staff welfare concerns.</p>	<p>Warn participants about unlicensed taxi drivers. Use the better regulated 'sitio' taxis from authorised taxi ranksa Pagoda recommended taxi. If using Uber, share ride with the group.</p> <p>Licensed taxi drivers have been blocking roads and targeting Uber taxis in protest against Uber.</p>	<p>Delivery Team Actions:</p> <p>- See "SECTION 7 - IN-PERSON PROGRAMME ISSUES", "Victim of Crime, Theft or Loss".</p>
Terrorist Attack	High	Unlikely	Crime	All IP	<p>PAR: Physical danger, travel danger.</p> <p>PAG/UNI: Welfare concerns.</p>	<p>Warn Participants to take particular care during national holidays and at public transport hubs, and always follow the advice of the local authorities.</p>	<p>Delivery Team Actions:</p> <p>- See "SECTION 12 - FORCE MAJEURE", "Terrorist Attack" below.</p>

Taipei, Taiwan

Advance Fee Fraud	Low	Possible	Crime	All IP	<p>PAR: Stress, financial loss.</p> <p>PAG/UNI: Participant welfare concerns, risk negative outcome.</p>	<p>Warn Participants that fraudsters often send letters, faxes and emails to individuals and companies in the UK and elsewhere. They offer large sums of money if the recipient sends various 'advance fees' to Taiwanese bank accounts. The fraudsters are not specifically targeting recipients. They get contact details from telephone or commercial directories. The National Crime Agency (NCA) investigates advance fee frauds in the UK. Do not reply to this type of communication. The NCA website has more information.</p>	<p>Delivery Staff Actions:</p> <p>- See "SECTION 7 - IN-PERSON PROGRAMME ISSUES", "Victim of Crime, Theft or Loss" below.</p>
Typhoons & Earthquakes	High	Possible	Nature	All IP	<p>PAR: Physical danger, delays, welfare concerns.</p> <p>PAG: Participant/ staff welfare concerns.</p> <p>UNI: Welfare concerns.</p> <p>HC: Welfare concerns, work delays.</p>	<p>Warn Participants that typhoon season in Taiwan normally runs from May to November. There's a risk of road blockages and landslides after typhoons, especially in central and southern Taiwan. Listen to typhoon alerts on the ICRT, BCC and PRS radio stations, and monitor the websites of the Taiwan Central Weather Bureau and the Japan Meteorological Agency. See our tropical cyclones page for advice about how to prepare effectively and what to do if you're likely to be affected by a hurricane or typhoon (tropical cyclone). Earthquakes Taiwan lies in a seismically active zone and tremors are recorded throughout the year. The US Federal Emergency Management Agency has guidance about what to do before, during and after an earthquake. Taipei City Government have created a online digital booklet with useful information on how to keep safe during an earthquake, typhoon and other types of natural and man-made disasters.</p>	<p>Delivery Team Actions:</p> <p>- See "SECTION 12 - FORCE MAJEURE", "Extreme Weather" below.</p>

York, UK

Events: Ebor Festival, Ice Trail, Marathons etc.	Low	Likely	Event	All IP	<p>PAR: Stress, lateness.</p> <p>PAG: Participant/ HC welfare concerns.</p> <p>HC: Delays to work.</p>	<p>Make students aware, to plan travel if roads are closed and avoid certain areas if they don't want to be in the crowds.</p> <p>Very busy with tourists, possible drunken behaviour in the city centre, road closures around the city.</p>	<p>Delivery Team Actions:</p> <p>- Communicate updates/news affecting the city to participants via Portal</p>
River/Drowning	High	Unlikely	Nature	All IP	<p>PAR: Physical danger.</p> <p>PAG/UNI: Welfare concerns.</p>	<p>Share 'Don't Drink and Drown' campaign already in existence here with Participants.</p> <p>Warn Participants that two rivers run through the city centre and there are multiple drownings per year, often after drinking, as the bars line the river, and there are no safety walls/fences in place.</p>	<p>Delivery Team Actions:</p> <p>- See "SECTION 7 - IN-PERSON PROGRAMME ISSUES", "Minor Accident or Illness" and "Serious Accident or Illness", or "Fatality of Participant".</p>
Train strikes	Low	Likely	Travel	All IP	<p>PAR: Stress, lateness.</p> <p>PAG: Participant/ HC welfare concerns.</p> <p>HC: Delays to work.</p>	<p>Check the app used for booking (e.g. Trainline) and the news for strike days. Plan alternative dates for travelling, or alternative means of travel if it affects commute. Arrange alternative orientation, arrival date, accommodation dates etc. if arrival or departure dates affected</p>	<p>Delivery Team Actions:</p> <p>Monitor the situation and news. Liaise with university and manager if travel plans need to change</p>
Zhuhai, China							
Political Situation	Medium	Unlikely	Politics	All IP	<p>PAR: Independent travel dangers.</p> <p>PAG/UNI: Welfare concerns.</p>	<p>Warn participants to avoid any demonstrations or large gatherings. The Chinese authorities enforce public order strictly, and you may face arrest, detention and deportation.</p>	<p>Delivery Staff Actions:</p> <p>- If not caught by police, issue an official warning</p> <p>- If caught by police, see SECTION 7 - IN-PERSON PROGRAMME ISSUES - "Participant Detained or Arrested"</p>
Drink Spiking	Medium	Possible	Health	All IP	<p>PAR: Physical danger, travel danger.</p> <p>PAG/UNI: Welfare concerns.</p>	<p>Warn participant not to leave drinks unattended or accept drinks from strangers. Personal attacks and sexual assaults are rare, but they can happen, including through drinks being spiked.</p>	<p>Delivery Staff Actions:</p> <p>See "SECTION 7 - IN-PERSON PROGRAMME ISSUES", "Victim of Crime, Theft or Loss" below.</p>
Scams	Low	Unlikely	Crime	All IP	<p>PAR: Monetary, welfare concerns.</p> <p>UNI: Participant welfare concerns.</p> <p>PAG: Participant welfare concerns.</p>	<p>Warn Participants to beware of scams in popular tourist areas. A common example is the 'tea tasting' or 'massage' scam. Friendly strangers may invite you to visit a bar, to drink tea or have a massage, and the establishment then demands a large fee. This can be followed by threats, violence or credit card fraud. Inspect the QR code stickers on rental bicycles carefully before using them. The legitimate barcode can be replaced with a false code, which redirects money to a different account.</p>	<p>Delivery Staff Actions:</p> <p>See "SECTION 7 - IN-PERSON PROGRAMME ISSUES", "Victim of Crime, Theft or Loss" below.</p>

Personal ID	Low	Possible	Health	All IP	<p>PAR: Physical danger, travel danger.</p> <p>PAG/UNI: Welfare concerns.</p>	Warn Participants carry passport with you. Police carry out random checks, especially during periods of heightened security and major sporting or political events. They do not accept printed copies. Failure to produce your ID can lead to a fine or detention.	<p>Delivery Team Actions:</p> <p>See SECTION 7 - "IN-PERSON PROGRAMME ISSUES", "Participant Detained or Arrested"</p>
Drug Offence Penalties	High	Unlikely	Crime	All IP	<p>PAR: Physical danger, travel danger.</p> <p>PAG/UNI: Welfare concerns.</p>	Warn Participants there are severe penalties for drugs offences in China, including the death penalty. The Chinese authorities randomly test foreign nationals for drugs, including on entry to the country. If you test positive, the Chinese authorities can prosecute you regardless of where or when you took drugs. Police also raid homes. If drugs are found in your property, penalties can be extremely harsh. The police can raid nightclubs and bars.	<p>Delivery Staff Actions:</p> <ul style="list-style-type: none"> - If not caught by police, inform of Zero Tolerance policy and begin termination of programme. - If caught by police, see SECTION 7 - IN-PERSON PROGRAMME ISSUES - "Participant Detained or Arrested"
Terrorist Attack	High	Unlikely	Crime	All IP	<p>PAR: Physical danger, travel danger.</p> <p>PAG/UNI: Welfare concerns.</p>	Take particular care during national holidays and at public transport hubs, and always follow the advice of the local authorities.	<p>Delivery Staff Actions:</p> <p>See "SECTION 12 - FORCE MAJEURE", "Terrorist Attack" below.</p>
Regions to Avoid / Warn to be Cautious	Low	Unlikely	Travel	All IP	<p>PAR: Independent travel dangers.</p> <p>PAG/UNI: Welfare concerns.</p>	<p>Warn participants to check the latest FCDO Travel Advice for these regions: China-Myanmar Border, Xinjiang Uyghur Autonomous Region or Tibet.</p> <p>Get Participants to fill in Out of Town Form before independent travel.</p>	<p>Delivery Staff Actions:</p> <ul style="list-style-type: none"> - Discuss the potential risk with Participants if they submit the out of town form. - Refer them to a professional travel agent and ask them to stay in contact. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an extra support on the CRM - Tag the University Account Manager and Delivery Manager on the CRM <p>Account Manager Escalation:</p> <ul style="list-style-type: none"> - Report via email to the University if concerns are raised.
Internet Access & Censorship	Low	Unlikely	Tech	All IP	<p>PAR: Legal danger, access concerns.</p> <p>PAG/UNI: Welfare/ legal concerns.</p>	Warn participants that some services are permanently blocked, including Google, Facebook, YouTube, Twitter, other websites may sometimes be blocked. Also that China's cybersecurity laws state that online products and services (for example, VPNs) need to be licensed by the Chinese government.	<p>Delivery Staff Actions:</p> <ul style="list-style-type: none"> - Provide support to the participants if they raise access issues whilst on place <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an extra support on CRM

SECTION 9 - PARTICIPANT TRIPS & INDEPENDENT TRAVEL



Participant goes AWOL	Medium	Possible	Conduct	All IP	<p>PAR: Welfare concerns.</p> <p>UNI: Participant welfare concerns, reputational concerns.</p> <p>PAG: Participant welfare concerns, reputational concerns.</p> <p>HC: No intern.</p>	<p>Participants asked to provide up-to-date contact details, and emergency contact details before their programme begins.</p> <p>Fill in weekly check-in forms so Pagoda staff can pick up on any issues early on and address them before they accelerate and result in an AWOL participant.</p> <p>Schedule regular check-in calls with participants who are struggling based on check-in forms.</p> <p>Keep in regular contact with company supervisors to monitor participant's progress from their perspective. Advise participant living in shared accommodation to look out for each other.</p> <p>Company asked to inform Pagoda if their intern is absent without notice asap.</p> <p>Advise participants living in shared accommodation, and those who form friend groups to look out for each other.</p>	<p>Delivery Staff Actions:</p> <ul style="list-style-type: none"> - 24 hours with no response to messages or calls from Pagoda, call Host Company/housemates for information. - Make a formal missing person report with the police after 48 hours with no known contact. - Inform the participant's embassy or consulate general. - Provide support to other participant's affected. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an extra support on CRM - Flag to Manager immediately via WhatsApp Emergency Group. - Inform host company once all above steps are complete. <p>Management/Leadership Escalation:</p> <ul style="list-style-type: none"> - Once details are known, inform University immediately. - Call emergency contacts to ask if they have been in contact more recently and to inform them and keep them up to date. - Contact embassy/consulate for assistance with communications.
Arrested or Detained Elsewhere (outside of Programme Destination)	Severe	Unlikely	Crime	All IP	<p>PAR: Legal Issues, welfare concerns.</p> <p>UNI: Participant welfare concerns, reputational concerns.</p> <p>PAG: Participant welfare concerns, reputational concerns.</p> <p>HC: No intern, reputational concerns.</p>	<p>Participants sign Code of Conduct on Programme Agreement.</p> <p>Remind participants that they need to follow our Code of Conduct and local laws/customs during Orientation.</p> <p>Advise participants on best practice during independent travel during onboarding.</p> <p>Local Emergency phone number available to the Participant in case of an emergency.</p>	<p>Delivery Staff Actions:</p> <ul style="list-style-type: none"> - Search for a local representative or lawyer to report back on the situation & visit the detention centre if possible/applicable. - See SECTION 7 - IN-PERSON PROGRAMME ISSUES - "Participant Detained or Arrested" <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an extra support on CRM - Flag to Manager immediately via WhatsApp Emergency Group. - Inform host company once all above steps are complete. <p>Management/Leadership Escalation:</p> <ul style="list-style-type: none"> - Once details are known, inform University immediately. - If needed, call emergency contacts to inform them and keep them up-to-date. - Contact embassy/consulate for assistance with communications.

Illness or Injury	Medium	Possible	Health	All IP	<p>PAR: Health risk, isolation, delayed travel plans.</p> <p>UNI: Participant welfare concerns.</p> <p>PAG: Participant welfare concerns, bad activity attendance.</p> <p>HC: Missing intern.</p>	<p>Warn about any potential dangers or common health concerns during orientation.</p> <p>Make address and contact of nearest hospital and pharmacies are visible on Portal for participants.</p> <p>Collect participants health and safety information before the programme to prepare extra support for any allergies, medical history or religious implications.</p> <p>Local Emergency phone number available to the Participant in case of an emergency.</p>	<p>Delivery Staff Actions:</p> <ul style="list-style-type: none"> - Determine severity and whether emergency services are required. - If participant is already in hospital or on the way, meet them at hospital. - Review/translate participant's medical history or allergies if relevant for doctors. - Consult insurance company 24hr emergency number, who can liaise with hospital directly regarding any diagnosis and procedures as well as making payment for inpatient services. - If staying in hospital bring clothes and comfort/hygiene and visit daily. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an extra support on CRM - Flag to Manager immediately via WhatsApp Emergency Group. - Inform host company once all above steps are complete. <p>Escalation:</p> <ul style="list-style-type: none"> - Once details are known, inform University for all serious illnesses or injuries. - If needed, call emergency contacts to inform them and keep them up-to-date. - If serious accident, illness or politically sensitive, contact embassy for assistance with communications.
Run out of money	Medium	Unlikely	Finance	ALL IP	<p>PAR: Welfare, inconvenience, stuck.</p> <p>UNI: Participant welfare concerns.</p> <p>PAG: Participant welfare concerns.</p> <p>HC: Stressed/absent intern.</p>	<p>Ensure participants are aware of the expected budget they would require on Pagoda Portal and during Orientation.</p> <p>Add recommendations to the City Guide on the portal fo cheap places to buy food and pay for public transport.</p> <p>Ensure participants know they can approach the Delivery Team either via the Portal or through the emergency phone number if they are struggling with anything.</p>	<p>Delivery Staff Actions:</p> <ul style="list-style-type: none"> - Discuss the potential for the participant to contact their parents/guardians contacts to send them money. - Refer the participant to their University welfare or students support office to ask about emergency funds available. - As a last resort, money can be loaned to the Participant by Pagoda with approval from the Finance Team. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an extra support on the CRM - Tag the University Account Manager and Delivery Manager on the CRM <p>Account Manager Escalation:</p> <ul style="list-style-type: none"> - Report via email to the University if immediate resolution is not clear or if mental health welfare concerns are raised.
Lose Tickets	Medium	Possible	Logistics	All IP	<p>PAR: Stress, delayed travel plans, welfare.</p> <p>UNI: Participant welfare concerns.</p> <p>PAG: Participant welfare concerns.</p>	<p>Most tickets are now electronically sent via email and very few airlines ask for printed copies.</p> <p>Advise participants to have both the electronic and printed versions of ticket. Airports and train stations have plugs available to charge phone.</p> <p>Ask participants to submit their arrival and departure flight details to us before the Programme so that we have a copy and can assist if needed.</p> <p>Delivery Staff to keep copies of group travel tickets when organising group transport.</p>	<p>Delivery Staff Actions:</p> <ul style="list-style-type: none"> - Tickets can also be retrieved at the company desk at the airport. - Liaise with the participant and airline staff. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on CRM if travel is delayed - Report via Emergency WhatsApp group if flight/train is missed <p>Account Manager Escalation:</p> <ul style="list-style-type: none"> - Flag to the University if the participant will stay longer in the destination or does not have the funds available for alternative transport.

Safety concern raised about hostel/hotel	Medium	Unlikely	Conduct	All IP	<p>PAR: Stress, health, welfare concerns.</p> <p>UNI: Participant welfare concerns.</p> <p>PAG: Participant welfare concerns.</p>	<p>Risk assess all Pagoda accommodation before booking.</p> <p>Ask participants to fill in Out of Town Form before they depart on independent travel.</p> <p>Local Emergency phone number available to the Participant in case of an emergency.</p>	<p>Delivery Staff Actions:</p> <ul style="list-style-type: none"> - Follow up with participants to find out more, ask for a written report if possible. - Liaise with the accommodation provider to remedy the concern where possible. - File a complaint or a police complaint with or against the accommodation provider if needed. - Move the participant to temporary accommodation (hotel) if there are immediate safety concerns. - Move the participant to alternative accommodation if issue cannot be resolved. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on the CRM - Raise via Emergency WhatsApp group if serious - Tag the Delivery Manager if a Participant complaint is filed - Create a learning point to ensure a record of accommodation is red-flagged <p>Account Manager Escalation:</p> <ul style="list-style-type: none"> - Inform University if safety at risk or formal complaint is raised by the participant
SECTION 10 - PARTICIPANT OFFBOARDING							
No Deposit Refund for Participant or Deposit Refund goes to wrong bank account	Medium	Unlikely	Conduct	All IP	<p>PAR: Financial loss.</p> <p>PAG: Data breach concerns.</p>	<p>Delivery Team to ensure participant bank details for programme deposit refund are submitted before the programme starts.</p> <p>Deliver Manager to check CRM to ensure all admin is correct.</p> <p>Finance Team to flag any incomplete bank details data with Head of Programmes.</p> <p>Participants will be referred to the Deposits Policy and asked to sign the Programme Agreement to signify acceptance of programme deposit refund conditions before paying the programme deposit.</p>	<p>Delivery Staff Actions:</p> <ul style="list-style-type: none"> - Follow-up with participants to check bank details are correct - Reschedule the payment once the correct bank details have been obtained - Or inform the participant with evidence why the deposit refund criteria have not been met <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on the CRM - Tag finance team on CRM - Tag the Delivery Manager if a Participant complaint is filed - Create a learning point to ensure bank information is added correctly <p>Account Manager Escalation:</p> <ul style="list-style-type: none"> - Inform University if a formal complaint is raised by the participant
Host Company forgets to o refuses to sign documents for accreditation	Medium	Unlikely	Conduct	All IP	<p>PAR: Risk to grades, disengaged, stop responding, drop out.</p> <p>HC: Unhappy to accept interns in future</p>	<p>CR account manager to ensure host companies are aware duing onboarding that participant's grades may depend on their internship feedback.</p> <p>Delivery Team to ensure working times/schedules of their interns before starting the programmes. Also, give the Host Company advanced warning if paperwork will be issued from the university.</p> <p>Schedule follow up emails/calls with host companies to ensure the intern's doing well and expectations are managed.</p> <p>Encourage all parties to raise issues or concerns with Pagoda as early as possible.</p>	<p>Delivery Staff Actions:</p> <ul style="list-style-type: none"> - Follow up with host company and participant to clarify the issue. - If company is unresponsive, delegate to CR Account Manager to follow up. - Write a report about the decision and reasoning from the Host Company - Inform the Participant of the official complaints procedure if necessary. <p>Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on CRM - Flag to the relevant CR Account Manager via CRM. <p>Account Manager Escalation:</p> <ul style="list-style-type: none"> - Contact the University to clarify why company feedback is not being given to the intern and discuss next steps.

Discontent during exit interview or via feedback	Medium	Unlikely	Conduct	All IP	PAR: Unhappy, welfare concern, negative impact. UNI: Reputation risk PAG: Reputation risk	Ensure an interview is scheduled between participant and host company where tasks are explained and expectations are managed before the programme begins. Schedule regular check-ins and emails with participants so the team can be aware of their progress and mood development. Risk assess or do appropriate due diligence on all host companies, accommodation and other delivery partners.	Delivery Staff Actions: - Follow up with participant and ask for more detailed feedback (call). - Contact host company/accommodation/other delivery parties and ask for their feedback/investigate further - Consider ending collaboration with Host Company/Accommodation/Delivery Partner if necessary Reporting Procedure: - Log a learning point for post-programme review Escalation: - Ask the participant to log a formal complaint if necessary - Report via Outcomes Report to University Delivery Team Actions: - Follow up with participant and ask for clarification on the issue (call/message) - Follow up with host company and get more feedback on participant's performance and behaviour Reporting Procedure: - Log an Extra Support on CRM - Flag with CR account manager via CRM Account Manager Escalation: - Discuss consequences for academic credit with Participant's University
Participant has not completed all internship tasks	Low	Possible	Conduct	ALL INT	PAR: No longer want to take part, not benefit from programme. HC: Unhappy with quality of intern.	Programme Agreement signed so the participant must commit themselves to the programme to obtain programme certificate. Ensure an interview is scheduled between participant and host company where tasks are explained and expectations are managed. Schedule regular check-ins and emails with participants and host companies so the team can keep track of the internship development. Ensure issues raised by participant or host company are dealt with promptly at the start of the internship.	Reporting Procedure: - Log an Extra Support on CRM - Flag with CR account manager via CRM Account Manager Escalation: - Discuss consequences for academic credit with Participant's University
Participant requests for data to be removed	Low	Likely	Tech	All IP	PAR: Disengagement, withdrawal. UNI: No access to historic participant numbers or data. PAG: Cannot remarket or contact as alumni.	Schedule regular emails/calls with participants to ensure a relationship is formed. Offer Alumni opportunities and access to exclusive network but keep communications to Alumni relevant and reasonable. Comply with GDPR every step of the participant journey, ensuring with training that participant data is always stored accurately so that it can be erased easily upon request.	Team Actions: - Follow up with participant and ask them to fill in official GDPR data erasure request form - Follow up with data protection officer/tech team to ensure this is actioned. Reporting Procedure: - Check with data protection officer that GDPR Erasure request has definitely been filled by data subject (participant) Data Protection Officer Escalation: - Contact University to ensure participant is removed from shared marketing materials if necessary.
Unable to get hold of participant / do not complete offboarding steps	Low	Possible	Conduct	ALL PROG	PAR: Frustration, delays, loss of deposit, no certificate, no academic credit. UNI: student won't pass module. PAG: no feedback.	Participants to sign Programme Agreement, explaining offboarding, feedback and deposit refund policy. Delivery Staff to schedule regular emails/calls with participants to ensure a relationship is formed and expectations are clear.	Delivery Staff Actions: - Email, Call and WhatsApp the participant - Notify the finance team if offboarding is still incomplete 6 weeks after programme - Withhold deposit refund (if applicable). Delivery Staff Reporting Procedure: - Log an Extra Support on the CRM with details Escalation: - Ask University to contact the student directly

SECTION 11 - IN-PERSON PARTICIPANT DEPARTURES

Individual Participant(s) is Late for or Misses Group Transport	Medium	Possible	Travel	All IP	<p>PAR: Stress, delayed travel plans, extra cost.</p> <p>UNI: Participant welfare concerns.</p> <p>PAG: Participant welfare concerns.</p>	<p>Risk assess group travel itineraries, add 30 minutes to 1 hour contingency time to group meeting times.</p> <p>Make meeting times clear on the itinerary both on the Pagoda Portal, in the WhatsApp group, and during Orientation.</p> <p>Local Emergency phone number available to the Participant in case of an emergency.</p>	<p>Staff Actions:</p> <ul style="list-style-type: none"> - One member of staff to stay at meeting point, remaining Delivery Staff proceed with the main group to board the transport. - Depending on the duration of the delay, book the participant alternative transport. - Assist the participants to make an insurance claim if necessary. <p>Delivery Staff Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on the CRM immediately with as many details as possible. - Flag to management immediately via the Emergency WhatsApp Group <p>Management/Leadership Reporting Procedure:</p> <ul style="list-style-type: none"> - Report via email to the University/Partner.
Ongoing Travel Visa or Flight Plan Prevents Departure	Medium	Unlikely	Travel	All IP	<p>PAR: Stress, delayed travel plans, legal issues.</p> <p>UNI: Welfare concerns, reputational concerns.</p> <p>PAG: Participant welfare concerns, reputational concerns.</p>	<p>Inform participants during the Pre-departure Session that post-programme travel and visas are their own responsibility.</p> <p>Local Emergency phone number available to the Participant in case of an emergency.</p>	<p>Delivery Staff Actions:</p> <ul style="list-style-type: none"> - Stay in contact with the participant to assist with translation where needed - Advise participant to book new flights/change plans if onward travel is not possible - Contact the immigration bureau to request an emergency visa extension if needed. - Assist with an insurance claim where possible. <p>Delivery Staff Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on the CRM immediately with as many details as possible. - Flag to management immediately via the Emergency WhatsApp Group <p>Management/Leadership Reporting Procedure:</p> <ul style="list-style-type: none"> - Report via email to the University/Partner.
Overstay visa	High	Unlikely	Logistics	All IP	<p>PAR: Stress, delayed travel plans, legal concerns.</p> <p>UNI: Participant welfare/ legal concerns.</p> <p>PAG: Participant welfare concerns.</p> <p>HC: legal concerns.</p>	<p>Delivery staff to log and check visa type and duration clearly on CRM for every Participant.</p> <p>Inform participants during the Pre-departure Session that post-programme travel longer than 1 week should be undertaken on a separate tourist visa and insurance.</p> <p>Local Emergency phone number available to the Participant in case of an emergency.</p>	<p>Delivery Staff Actions:</p> <ul style="list-style-type: none"> - Advise participant to book new flights to avoid overstaying their visa - Contact the local immigration bureau to request an emergency visa extension. - Call the police station or magistrate for more information regarding charges. - Contact the participant's embassy for advice. - Stay in contact with the participant if possible to assist with translation where needed. <p>Delivery Staff Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on the CRM immediately with as many details as possible. - Flag to management immediately via the Emergency WhatsApp Group <p>Management/Leadership Reporting Procedure:</p> <ul style="list-style-type: none"> - Report immediately via phone to the University/Partner. - Contact the participant's emergency contacts.

Participants faced legal issues or arrest during their programme	High	Unlikely	Conduct	All IP	<p>PAR: Stress, delayed travel plans, legal issues.</p> <p>UNI: Welfare concerns, reputational concerns.</p> <p>PAG: Participant welfare concerns, reputational concerns.</p> <p>HC: Reputational concerns.</p>	<p>Require participants to sign the Pagoda Code of Conduct.</p> <p>Remind participants to follow our Code of Conduct, local laws, and customs during orientation.</p> <p>Ensure the Participants have access to the local emergency phone number if necessary.</p> <p>Keep copies of the participant's passport and visa on the system in case of a call from the authorities.</p>	<p>Delivery Staff Actions:</p> <ul style="list-style-type: none"> - Call the police station or magistrate for more information regarding charges. - Contact the participant's embassy for advice. - Contact insurance to see if they can arrange emergency legal aid and advice. - Stay in contact with the participant if possible to assist with translation where needed. <p>Delivery Staff Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on the CRM immediately with as much details as possible. - Flag to management immediately via the Emergency WhatsApp Group <p>Management/Leadership Reporting Procedure:</p> <ul style="list-style-type: none"> - Report immediately via phone to University/Partner. - Contact the participant's emergency contacts.
Run out of money to get to airport	Low	Possible	Travel	All IP	<p>PAR: Stress, delayed travel plans, welfare.</p> <p>UNI: Participant welfare concerns.</p> <p>PAG: Participant welfare concerns.</p>	<p>Ensure participants are aware of the budget they will require via the Pagoda Portal.</p> <p>Advise participants of the cheapest routes to the airport/train station.</p> <p>Suggest participants travel in groups to the airport/train station to share costs.</p>	<p>Delivery Staff Actions:</p> <ul style="list-style-type: none"> - Stay in contact with the participant via WhatsApp - Loan the participant money and deduct from Programme Deposit Refund - Loan the participant money and ask them to sign a loan repayment agreement <p>Delivery Staff Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on the CRM if travel is significantly delayed. <p>Management/Leadership Reporting Procedure:</p> <ul style="list-style-type: none"> - Report to the University/Partner if the unresolved.
Lose or forget to bring proof of e-visa when exiting the country	Medium	Possible	Travel	All IP	<p>PAR: Stress, delayed travel plans, welfare.</p> <p>UNI: Participant welfare concerns.</p> <p>PAG: Participant welfare concerns.</p>	<p>Delivery Team to remind the participant to print out and bring proof of their e-visa when arriving and departing from the country.</p> <p>Ensure the Participants have access to the local emergency phone number if necessary. Keep copies of the participant's e-visa on the system in case of a call from immigration.</p>	<p>Delivery Staff Actions:</p> <ul style="list-style-type: none"> - Stay in contact with the participant via WhatsApp - Offer to speak directly to the immigration officer if necessary <p>Delivery Staff Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on the CRM if travel is significantly delayed. <p>Management/Leadership Reporting Procedure:</p> <ul style="list-style-type: none"> - Report to the University/Partner if the unresolved or penalties arise.

Miss flight Home, Flight Cancellation or Significant Delays	Low	Possible	Travel	All IP	<p>PAR: Stress, delayed travel plans, welfare.</p> <p>UNI: Participant welfare concerns.</p> <p>PAG: Supplier concerns</p>	<p>Delivery staff to check participant visa expiry dates in advance.</p> <p>Delivery staff to check extension of accommodation stay costs in advance.</p> <p>Local Emergency phone number available to the Participant in case of an emergency.</p>	<p>Delivery Staff Actions:</p> <ul style="list-style-type: none"> - Stay in contact with the participant via WhatsApp - Advise the participant to seek alternative routes home if necessary - Assist participant in filing a cancellation or delay insurance claim if necessary <p>Delivery Staff Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on the CRM if travel is significantly delayed. <p>Management/Leadership Reporting Procedure:</p> <ul style="list-style-type: none"> - Report to the University/Partner if the participant is significantly delayed/may face visa issues.
Too much luggage	Low	Possible	Travel	All IP	<p>PAR: Stress, delayed travel plans, welfare.</p>	<p>Delivery team to warn participants to pack carefully, check luggage allowance with the airline and advise on how to send parcels internationally if requested in advance.</p>	<p>Delivery Staff Actions:</p> <ul style="list-style-type: none"> - Send details of the post office to participants before the end of the programme
Positive COVID-19 test / other communicable disease (just before departure)	Medium	Possible	Health	All IP	<p>PAR: Stress, delayed travel plans, welfare, health concerns.</p> <p>UNI: Participant welfare and health concerns.</p> <p>PAG: Supplier concerns.</p>	<p>Delivery Staff to warn Participants that if they test positive for COVID-19 / another communicable disease / another illness before departing from the Programme, they should inform our team immediately.</p> <p>Delivery Staff to risk assess accommodation and Host Companies for health and safety standards.</p>	<p>Delivery Staff Actions:</p> <ul style="list-style-type: none"> - Advise on local COVID-19/communicable disease regulations at the time. - Facilitate delivery of food/PPE/medicine if needed. - Advise and assist with healthcare availability and quarantine requirements. - Liaise with the accommodation provider for a quote to extend stay if necessary. - Check-in with participant daily for health updates. - Help make any insurance claims as a result of a delayed flight if necessary. <p>Delivery Staff Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on the CRM. - Flag via the WhatsApp Emergency Group if health declines. <p>Management/Leadership Reporting Procedure:</p> <ul style="list-style-type: none"> - Escalate a report to University/Partner if the participant will stay longer in the destination or requires emergency medical healthcare.
Damage or breakage to Pagoda accommodation	Low	Likely	Conduct	All IP	<p>PAR: Financial and/or legal concerns.</p> <p>UNI: Reputational concerns.</p> <p>PAG: Supplier relationship concerns.</p>	<p>Sign a contract with Accommodation Providers. Check accommodation and take photos before and after the Programme.</p> <p>Invoice the Participant for a refundable programme deposit prior to the Programme.</p> <p>Ask Participants to sign Terms & Conditions for Deposit refund in the event of accommodation damage or breakage via the Programme Agreement.</p> <p>Remind Participants about damages and breakages policy during Orientation.</p>	<p>Delivery Staff Actions:</p> <ul style="list-style-type: none"> - Take photos of damage or breakage. - Liaise with the accommodation provider for a quote to cover the cost. - Email Participant photos and quote for damages. - Split the cost of damages evenly between participants for communal areas. - Investigate further if even split of financial damages is disputed by participants. <p>Delivery Staff Reporting Procedure:</p> <ul style="list-style-type: none"> - Log an Extra Support on the CRM. - Log the financial details on the Participant's entry on the CRM. - Add financial details on the Participant's deposit entry on CRM. <p>Management/Leadership Reporting Procedure:</p> <ul style="list-style-type: none"> - Escalate a report to University/Partner if a dispute arises.

<p>Civil Unrest, Violent Protest or War</p>	<p>Medium</p>	<p>Possible</p>	<p>Politics</p>	<p>All IP</p>	<p>Participant / Pagoda Staff / Member / Mentor: Isolation / cancelled travel / restricted movement or lockdown / injury or health concerns / overloaded healthcare</p>	<p>Collect passport, visa and emergency contact information from Participants before the programme.</p> <p>Delivery Staff to check regular news notifications & government travel recommendations regarding political or civil unrest</p> <p>Participants should be given a choice of in-person programme destination wherever possible, in case they have weather or climate concerns about a specific Pagoda destination.</p> <p>Delivery Staff to review government recommendations and risk assess programmes prior to commencement.</p> <p>Review Government website recommendations during programme.</p> <p>Inform Participants the local penalties for involvement in civil unrest or certain political activism.</p> <p>Participant Insurance Policy covers medical care, evacuation and repatriation in the event of political unrest.</p> <p>Management/Leadership phone numbers available to University/Partner and the Delivery Staff in case of an emergency.</p>	<p>Delivery Staff Actions:</p> <ul style="list-style-type: none"> - Call to ensure participants are accounted for and in a safe place. - Instruct Participants to remain in accommodation until danger has passed. - Send group safety information via the Pagoda Portal/WeChat/WhatsApp/Line. - Advise on location of emergency shelters if necessary. - Make local health services contacts readily available to Participants - Check Participants on ‘Independent Travel’ are accounted for - Participants/staff to keep emergency contacts informed - Liaise with local government for advice and updates <p>Delivery Staff Reporting Procedure:</p> <ul style="list-style-type: none"> - Flag to management/leadership via Emergency WhatsApp Group - Log Extra Support on the CRM for individual cases & inform University/Partner - Ask Participants to complete daily welfare check-ins which are recorded on CRM. - Obtain consent to give University/Partner live access to daily or bi-weekly check-ins for well-being concerns. <p>Management/Leadership Reporting Procedure:</p> <ul style="list-style-type: none"> - Provide regular updates to University and family members where needed. <p>If it escalates to High:</p> <ul style="list-style-type: none"> - Liaise with relevant embassy officials, University and insurance providers to facilitate the evacuation of participants and staff.
<p>Terrorist Attack</p>	<p>Medium</p>	<p>Possible</p>	<p>Crime</p>	<p>All IP</p>	<p>Participant / Pagoda Staff / Member / Mentor: cancelled travel / restricted movement or lockdown / injury / overloaded healthcare</p>	<p>Collect passport, visa and emergency contact information from Participants before the programme.</p> <p>Staff to keep an eye on regular news notifications & government travel recommendations regarding terrorist attacks.</p> <p>Participants should be given a choice of in-person programme destination wherever possible, in case they have weather or climate concerns about a specific Pagoda destination.</p> <p>Delivery Staff to review government recommendations and risk assess programmes prior to commencement.</p> <p>Review Government website recommendations during programme.</p> <p>Participant Insurance Policy covers emergency medical care.</p> <p>Management/Leadership phone numbers available to University/Partner and the Delivery Staff in case of an emergency.</p>	<p>Delivery Staff Actions:</p> <ul style="list-style-type: none"> - Call to ensure participants are accounted for and in a safe place - Instruct Participants to remain in accommodation until danger has passed. - Send group safety information via the Pagoda Portal/WeChat/WhatsApp/Line. - Make local police and medical contacts available to Participants - Check Participants on ‘Independent Travel’ are accounted for - Participants/staff to keep emergency contacts informed - Liaise with local government for advice and updates <p>Delivery Staff Reporting Procedure:</p> <ul style="list-style-type: none"> - Flag to management/leadership via Emergency WhatsApp Group - Log Extra Support on the CRM for individual cases & inform University/Partner - Ask Participants complete daily welfare check-ins which are recorded on CRM. - Obtain consent to give University/Partner live access to daily or bi-weekly check-ins for well-being concerns. <p>Management/Leadership Reporting Procedure:</p> <ul style="list-style-type: none"> - Provide regular updates to University and family members where needed. <p>If escalates to High:</p> <ul style="list-style-type: none"> - Liaise with relevant embassy officials, University and insurance providers to facilitate evacuation of participants and staff.

<p>Extreme Weather - Earthquake or Typhoon etc.</p>	<p>Medium</p>	<p>Possible</p>	<p>Nature</p>	<p>All IP</p>	<p>Participant / Pagoda Staff / Member / Mentor:</p> <p>Cancelled travel / restricted movement or lockdown / food shortages / health concerns / overloaded healthcare</p> <p>Collect passport, visa and emergency contact information from Participants before the programme.</p> <p>Delivery Team Staff to check regular news notifications regarding weather anomalies in Pagoda Destinations and report concerning forecasts to Manager.</p> <p>Admissions and Placement Team Staff will be sensitive to any weather or climate-related concerns raised by Participants during the application process, escalating to a Manager where needed.</p> <p>Participants should be given a choice of in-person programme destination wherever possible, in case they have weather or climate concerns about a specific Pagoda destination.</p> <p>Delivery Team Staff will provide Participants with information on the Pagoda Portal and during Orientation about any local safety measures and require Risk Assessments for activity locations & offices. Point out, earthquake evacuation plans in every office building and earthquake-safe meeting points that are clearly marked in all public places and on pavements in the cities.</p> <p>Participant Insurance Policy covers emergency medical care.</p> <p>Management/Leadership phone numbers available to University/Partner</p>	<p>Delivery Staff Actions:</p> <ul style="list-style-type: none"> - Call to ensure participants are accounted for and in a safe place. - Instruct Participants to remain in accommodation until danger has passed. - Send group safety information via the Pagoda Portal/WeChat/WhatsApp/Line. - Advise on location of emergency shelters if necessary. - Make local health services contacts available to Participants - Check Participants on 'Independent Travel' are accounted for - Participants/staff to keep emergency contacts informed - Liaise with local government for advice and updates <p>Delivery Staff Reporting Procedure:</p> <ul style="list-style-type: none"> - Flag to management/leadership via Emergency WhatsApp Group - Log Extra Support on the CRM for individual cases & inform University/Partner - Ask Participants to complete daily welfare check-ins which are recorded on CRM. - Obtain consent to give University/Partner live access to daily or bi-weekly check-ins for well-being concerns. <p>Management/Leadership Reporting Procedure:</p> <ul style="list-style-type: none"> - Provide regular updates to University and family members where needed. <p>If it escalates to High:</p> <ul style="list-style-type: none"> - Liaise with relevant embassy officials, University and insurance providers to facilitate the evacuation of participants and staff.
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Disease, Epidemic or Pandemic	Medium	Possible	Health	All IP	<p>Collect passport, visa and emergency contact information from Participants before the programme.</p> <p>Admissions and Placement Team Staff will be sensitive to any health-related concerns raised by Participants during the application process, escalating to a Manager where needed.</p> <p>Participants should be given a choice of in-person programme destination wherever possible, in case they have health concerns about a specific Pagoda destination.</p> <p>Delivery Team Staff will provide Participants with information about access to PPE and any local safety measures and require Risk Assessments for activity locations & offices.</p> <p>Delivery Team Staff will advise Participants to consult their doctor regarding vaccination and immunisation before travel.</p> <p>Delivery Team Staff to check regular news notifications regarding national health disasters or epidemics in Pagoda Destinations.</p> <p>Delivery Team Staff to check alerts from local government health offices, WHO, UK FCDO and other applicable international safety offices (e.g. AUS Smartraveller or NZ SafeTravel).</p> <p>Delivery Team Staff to flag any rumours of national health concerns to a Manager immediately.</p> <p>Participant Insurance Policy covers emergency medical care.</p> <p>Management/Leadership phone numbers available to University/Partner</p>	<p>Delivery Staff Actions:</p> <ul style="list-style-type: none"> - Call to ensure participants are accounted for and in a safe place - Send group safety information via the Pagoda Portal/WeChat/WhatsApp/Line. - Make local health services contacts available to Participants - Check Participants on 'Independent Travel' are accounted for - Participants/staff to keep emergency contacts informed - Liaise with local government for advice and updates <p>Delivery Staff Reporting Procedure:</p> <ul style="list-style-type: none"> - Flag to management/leadership via Emergency WhatsApp Group - Log Extra Support on the CRM for individual cases & inform University/Partner - Ask Participants complete daily welfare check-ins which are recorded on CRM. - Obtain consent to give University/Partner live access to daily or bi-weekly check-ins for well-being concerns. <p>Management/Leadership Reporting Procedure:</p> <ul style="list-style-type: none"> - Provide regular updates to University and family members where needed. <p>If escalates to High:</p> <ul style="list-style-type: none"> - Liaise with relevant embassy officials, University and insurance providers to facilitate evacuation of participants and staff.
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<p>Nuclear Disaster or Mass Food Contamination</p>	<p>High</p>	<p>Unlikely</p>	<p>Health</p>	<p>All IP</p>	<p>Participant / Pagoda Staff / Member / Mentor:</p> <p>Collect passport, visa and emergency contact information from Participants before the programme.</p> <p>Admissions and Placement Team Staff will be sensitive to any health-related concerns raised by Participants during the application process, escalating to a Manager where needed.</p> <p>Participants should be given a choice of in-person programme destination wherever possible, in case they have health concerns about a specific Pagoda destination.</p> <p>Delivery Team Staff to check regular news notifications regarding national health disasters or atmospheric health risks in Pagoda Destinations.</p> <p>Delivery Team Staff to check alerts from WHO, UK FCDO and other applicable international safety offices (e.g. AUS Smartraveller or NZ SafeTravel).</p> <p>Delivery Team Staff to flag any rumours of national health concerns to a Manager immediately.</p> <p>Participant Insurance Policy covers emergency medical care.</p> <p>Management/Leadership phone numbers available to University/Partner and the Delivery Staff in case of an emergency.</p>	<p>Delivery Staff Actions:</p> <ul style="list-style-type: none"> - Call to ensure participants are accounted for and in a safe place. - Send group safety information via the Pagoda Portal/WeChat/WhatsApp/Line. - Advise location of public emergency shelters - Visit or gather together participants to check-in (if safe to do so). - Liaise with emergency services to locate emergency supplies - Check participants on 'Independent Travel' are accounted for. - Participants/staff to keep emergency contacts informed. - Liaise with local government for advice and updates. <p>Delivery Staff Reporting Procedure:</p> <ul style="list-style-type: none"> - Flag to management/leadership via Emergency WhatsApp Group - Log Extra Support on the CRM for individual cases nform University/Partner - Ask Participants complete daily welfare check-ins which are recorded on CRM. - Obtain consent to give University/Partner live access to daily check-ins or bi-weekly for well-being concerns. <p>Management/Leadership Reporting Procedure:</p> <ul style="list-style-type: none"> - Provide regular updates to University and family members where needed. - Liaise with relevant embassy officials. - Liaise with insurance providers to facilitate evacuation of participants and staff.
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<p>Political Fallout (between specific countries)</p>	<p>Medium</p>	<p>Unlikely</p>	<p>Politics</p>	<p>All IP</p>	<p>Participant: in a hostile environment due to nationality / in-person visa issues</p> <p>Collect passport, visa and emergency contact information from Participants before the programme.</p> <p>Admissions and Placement Team Staff to escalate cultural or political concerns raised by Participants during the application process to a Manager.</p> <p>Participants should be given a choice of programme destination wherever possible, in case they have cultural or political concerns about a specific Pagoda destination.</p> <p>Member/Company Supervisor or Mentor (CM): hostility from participant</p> <p>Delivery Team Staff to check regular news notifications regarding geopolitical fallout.</p> <p>Delivery Team Staff to check alerts from UK FCDO and other applicable international safety offices (e.g. AUS Smartraveller or NZ SafeTravel).</p> <p>Host Companies and Participants must agree to the Diversity & Equality, Bullying and Harassment Policies before interacting on the Programme.</p> <p>Pagoda Staff: in a hostile environment due to nationality / in-person visa issues</p> <p>Offer an alternative programme destination to Participants where possible if the destination escalates to hostile levels pre-programme.</p> <p>Participant Insurance Policy covers evacuation and repatriation in the event of political unrest.</p> <p>Management/Leadership phone numbers available to University/Partner and the Delivery Staff in case of an emergency.</p>	<p>Delivery Staff Actions:</p> <ul style="list-style-type: none"> - Call participants to ensure they are safe & well - Send group safety information via the Pagoda Portal/WeChat/WhatsApp/Line - Request daily check-in with participants if necessary - Assess on-place risk to individuals' wellbeing - Visit participants or gather together to check-in if safe to do so - Check participants on 'Independent Travel' are accounted for - Participant/staff to keep emergency contacts informed - Liaise with local governments for advice and updates <p>Delivery Staff Reporting Procedure:</p> <ul style="list-style-type: none"> - Flag to management/leadership via Emergency WhatsApp Group - Log Extra Support on the CRM for individual cases & inform University/Partner - Ask Participants complete daily welfare check-ins which are recorded on CRM. - Obtain consent to give University/Partner live access to daily or bi-weekly check-ins for well-being concerns. <p>Management/Leadership Reporting Procedure:</p> <ul style="list-style-type: none"> - Provide regular updates to University and family members where needed. <p>If escalates to High:</p> <ul style="list-style-type: none"> - Liaise with relevant embassy officials, University and insurance providers to facilitate evacuation of participants and staff.
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