

Kinderland's Measures to Strengthen Child-Safe Systems and Processes

1. Tighter Supervision and Oversight by Kinderland HQ
 - Following the two incidents, Kinderland had immediately deployed staff from HQ to the two centres for six months to provide close guidance. Closed-Circuit Television Cameras (CCTV) were installed in the two centres by 4 September 2023 and across all Kinderland centres by November 2023, with proactive monitoring of CCTV footage by centre leaders on a weekly basis. In addition, day-to-day supervision by centre leaders was stepped up through twice daily walkabouts across all centres.
 - To allow Kinderland HQ better oversight and effect timely intervention, Kinderland enhanced their Child Management Monitoring System (CMMS) to require centre leaders to submit a daily online report on the centre's operations, where areas of concerns will be flagged out to Kinderland HQ.
2. Improved Staff Training and Tracking of Staff Competency
 - To ensure that all staff are clear of Kinderland's code of conduct, use of appropriate child management strategies and reporting procedures for inappropriate practices, refresher trainings were conducted for all staff between September and October 2023. As a longer-term measure, Kinderland has enhanced its Teacher Training Monitoring System (TTMS) to (a) track and mandate staff attendance; and (b) assess staff competencies through scheduled quizzes and assessments.
3. Enhanced Whistle-Blowing Policy
 - Kinderland has tightened its whistle-blowing policy by clearly indicating the contact persons whom staff can report inappropriate practices to, while expanding the channels its staff can use for reporting. The enhanced whistle-blowing policy has been updated in Kinderland's employee handbook and Letter of Appointment for new staff. Kinderland also placed English and Mandarin posters on the whistle-blowing policy in all centres. As a longer-term measure, an online system will be implemented by end-February 2024 to more effectively capture and track reported incidents and concerns, as well as investigation outcomes.