56 Saal Street
Zwavelpoort, Pretoria
0081
012 940 0346
info@3ci.co.za
www.3ci.co.za

CAPITAL KIDS INCIDENT MANAGEMENT POLICY

POLICY VERSION CONTROL

DATE: 13 JULY 2025

VERSION: 1

AUTHOR: TYLER-PAIGE DYER

DOCUMENT NUMBER: 5/2025

1. PURPOSE OF THE POLICY

1.1. The objective of this policy is to establish clear processes to manage incidents that arise at Capital Kids, in order to ensure a structured response to such incidents and promote the safeguarding of all children in Capital Kids.

1.2. Safeguarding is the prevention of harm to children, and the Leadership recognises the responsibility for creating a safe environment for Children within the ministry.

2. APPLICATION OF THIS POLICY

2.1. This Policy is applicable to all children, Guardians, Volunteers and Staff involved in or affiliated with Capital Kids.

2.2. This incident management policy must be read with the Capital Kids Safeguarding Policy. The terms defined in the Capital Kids Safeguarding Policy are used accordingly in this policy.

3. INCIDENT COMMAND SYSTEM

3.1. **Incident Leader**: The Incident Leader coordinates response efforts and communicates with relevant authorities or stakeholders. In any incident, the Incident Leader is:

3.1.1. either of Mitchell or Tyler-Paige Dyer; or

3.1.2. if Mitchell or Tyler-Paige Dyer are not on duty or available, any of the Elders of 3Ci; or

3.1.3. any other responsible person, if specifically designated as the Incident Leader by Mitchell or Tyler-Paige Dyer or the Elders of 3Ci.

3.2. **Staff and Volunteers**: The Staff and Volunteers must carry out the procedure directed by this Policy or by the Incident Leader, and report any Incidents to the Incident Leader.

3.3. **Child Protection Officer (CPO)**: The law dictates that the best interests of a child are of paramount importance in any matter concerning the child. As such, the CPO is a designated person whose role is to advocate for the children in any matter concerning them at Capital Kids.

3.3.1. The CPO is appointed by the Leadership.

3.3.2. The CPO serves on a voluntary basis.

3.3.3. The CPO should have a degree of impartiality by not being an active member of the Capital Kids ministry.

3.3.4. The CPO should have a degree of expert knowledge by virtue of their experience.

3.3.5. The CPO can be called upon by the Incident Leader to provide objective advice, assistance and recommendation to the Incident Leader on incidents and on the application of this Policy.

3.3.6. The designated CPO for Capital Kids is Elmien Claassens, and this will be made known to the volunteer team in the onboarding programme.

3.3.7. The CPO can resign from the role on written notice to the Leadership.

3.3.8. The CPO's role is not to mediate any disputes with or regarding the Leadership. Should a Volunteer have any dispute or concern with the Leadership after following the necessary internal processes, the Volunteer can approach Damian Phillips for further assistance.

4. INCIDENT MANAGEMENT PROCEDURE

4.1. This Policy is applicable in any of the following situations, each of which are considered an "**Incident**":

4.1.1. medical emergencies;

4.1.2. fire or evacuation scenarios;

4.1.3. intruder or active threats;

4.1.4. missing children;

4.1.5. abandoned children;

4.1.6. suspected or reported inappropriate conduct by a Volunteer;

4.1.7. suspicion of abuse of children; and

4.1.8. escalation for unacceptable behaviour by children or Volunteers.

4.2. Should an Incident occur, the procedure set out below must be followed.

4.3. The Leadership must ensure that periodic training is offered for all Staff and Volunteers in regard to this policy. Staff and Volunteers must be required to attend the training sessions.

5. MEDICAL EMERGENCIES

5.1. **Medical Emergency incident definition:** A medical emergency is an unforeseen medical event that could cause immediate danger, such as the following medical events:

5.1.1. allergic reaction;

5.1.2. asthma attack;

5.1.3. choking;

5.1.4. fainting spell;

5.1.5. head trauma;

5.1.6. insect or snake bites;

5.1.7. seizure;

5.1.8. shock;

5.1.9. sudden cardiac arrest; or

5.1.10. substance use and overdose.

5.2. The Children's Terms of Access makes the following commitments on behalf of Capital Kids:

5.2.1. Capital Kids will take reasonable care to avoid harm and injury to the Child; and

5.2.2. Capital Kids will ensure that at least one other person with emergency first aid training is onsite in the event of an emergency.

5.3. Guardians give the following consent in the Children's Terms of Access:

5.3.1. Capital Kids may use the available emergency services they deem most reasonable and appropriate in the circumstances to avoid harm and injury to the Child;

5.3.2. the Incident Leader has the power to authorise whatever medical treatment they in their sole discretion deem necessary to avoid harm and injury to the Child, and in doing so agree that they should act *in loco parentis* (with the same authority as a parent or guardian); and

5.3.3. the Guardian accepts there may be insufficient time to contact the Guardian, or to refer to medical records of the Child.

5.4. **Procedure:**

5.4.1. The Volunteer must call the Incident Leader by phone, and try limit further harm as far as possible while waiting for the Incident Leader to arrive.

5.4.2. The Incident Leader must contact the Guardian by phone.

5.4.3. Incident Leader must administer first aid or instruct another trained first-aider to administer first aid where necessary and call an emergency responder or ambulance if needed.

5.5. **Post-Incident:**

5.5.1. Upon the conclusion of the Incident, the Incident Leader must complete an incident report form to document the details of the Incident and the steps taken.

5.5.2. The incident report form is the property of 3Ci and 3Ci is under no obligation to provide a copy thereof to any person.

6. FIRE OR EVACUATION SCENARIOS

6.1. **Fire or Evacuation incident definition:** A fire or evacuation is an unforeseen event where the Capital Kids ministry area must be immediately evacuated.

6.2. **Procedure**:

6.2.1. The Incident Leader must signal the evacuation by way of the fire alarm or use a clear verbal command to instruct the children and Volunteers to evacuate the building.

6.2.2. The Volunteers must lead children calmly to the designated assembly point.

6.2.3. The Incident Leader must perform a headcount and ensure all individuals are accounted for.

6.2.4. The Incident Leader must contact emergency services and oversee evacuation.

6.2.5. In the event that a medical emergency occurs during a fire or evacuation scenario, the procedure in section 5 must be followed.

6.3. **Post-Incident:**

6.3.1. Upon the conclusion of the Incident, the Incident Leader must complete an incident report form to document the details of the Incident and the steps taken.

6.3.2. The incident report form is the property of 3Ci and 3Ci is under no obligation to provide a copy thereof to any person.

7. INTRUDER OR ACTIVE THREAT SCENARIOS

7.1. **Intruder or Active Threat incident definition:** An intruder or active threat is a situation in which an individual enters or attempts to enter the 3Ci premises:

7.1.1. without authorisation to do so irrespective of their intention; or

7.1.2. with authorisation but with the intention to cause harm, create disruption, or pose a potential safety risk.

7.2. **Procedure**:

7.2.1. The Volunteers must be alert to individuals displaying suspicious behaviour or attempting to access restricted areas. Where suspicious behaviour is observed, the Volunteer must immediately report such concerns to the Incident Leader.

7.2.2. Where a threat is active or imminent, the Incident Leader must announce a lockdown and immediately contact the South African Police Services or an armed response officer.

7.2.3. The Volunteers must secure all the doors and windows, turn off all lights, and silence all mobile devices.

7.2.4. The Volunteers must instruct the children to move to a designated safe area in the room, away from doors and windows.

7.2.5. The Incident Leader must perform a headcount and ensure all individuals are accounted for.

7.2.6. The Volunteers must instruct the children to remain silent and hide out of sight until an Incident Leader informs the Volunteer otherwise.

7.3. **Post-Incident:**

7.3.1. Upon the conclusion of the Incident, the Incident Leader must complete an incident report form to document the details of the Incident and the steps taken.

7.3.2. The incident report form is the property of 3Ci and 3Ci is under no obligation to provide a copy thereof to any person.

8. MISSING OR ABANDONED CHILD

8.1. **Incident Definition:** This incident is any situation where a child attending Capital Kids is unaccounted for and their location cannot be immediately determined, which includes scenarios where:

8.1.1. a child has wandered away from the designated class or group area;

8.1.2. a child is not present during a routine headcount or activity; and

8.1.3. a child's whereabouts are unknown to the Guardians, Staff or Volunteers.

8.2. **Procedure**:

8.2.1. Level 1 Action:

8.2.1.1. The Volunteer must call the Incident Leader by phone, and try limit further harm as far as possible while waiting for the Incident Leader to arrive.

8.2.1.2. The Volunteer must attempt to establish all possible information such as the child's name, age, appearance and last known location.

8.2.1.3. The Volunteer must then immediately communicate with other Volunteers, staff or parents to rule out a miscommunication. This includes posting a message on the Volunteers WhatsApp Group.

8.2.1.4. The Incident Leader must contact the Guardian by phone if they are not already aware of the situation.

8.2.1.5. The Volunteer must then conduct a search of the immediate area including classrooms, restrooms, play areas, passages and the outdoor area.

8.2.1.6. If the child is not found in the immediate area:

8.2.1.6.1. the Incident Leader must immediately restrict access from and to the Capital Kids and assign a Volunteer to monitor the exits until the child has been located; and

8.2.1.6.2. the Volunteer must expand the search to the full extent of the Capital Kids ministry area and surrounding areas.

8.2.2. Level 2 Action:

8.2.2.1. The Incident Leader must alert an Elder of 3Ci.

8.2.2.2. The Elder must immediately restrict access from and to the 3Ci premises until the child has been located.

8.2.2.3. The Incident Leader must then contact South African Police Services and provide a detailed description of the child which includes the child's name, age, clothing and distinguishing features.

8.3. **Post-Incident:**

8.3.1. The Incident Leader must contact the CPO and seek further guidance on the way forward, including emotional support or counselling to the child, the family or affected Volunteers.

8.3.2. Upon the conclusion of the Incident, the Incident Leader must complete an incident report form to document the details of the Incident and the steps taken.

8.3.3. The incident report form is the property of 3Ci and 3Ci is under no obligation to provide a copy thereof to any person.

9. ABANDONED CHILD

9.1. **Incident Definition:** This is any situation where a child attending Capital Kids is left in the Capital Kids ministry area:

9.1.1. more than 30 minutes after the close of the service; or

9.1.2. for any length of time and their Guardians are unaccounted for.

9.2. **Procedure**:

9.2.1. Level 1 Action:

9.2.1.1. The Volunteer must call the Incident Leader by phone.

9.2.1.2. While waiting, the Volunteer must confirm whether the details of the Guardian are listed on the child's access sticker.

9.2.1.3. If not, the Volunteer must seek information from the child themselves, other Volunteers or passers-by as to the details of the Guardian.

9.2.1.4. The Incident Leader must contact the Guardian by phone to ask them to collect their child.

9.2.2. Level 2 Action (if the Guardian is unable to be identified or reached):

9.2.2.1. The Incident Leader must alert an Elder of 3Ci.

9.2.2.2. The Incident Leader must post a photograph of the child on the Volunteers WhatsApp Group and the private internal 3Ci Staff and Elders communication WhatsApp Groups to seek information about the child's Guardians or known next-of-kin relatives.

9.2.2.3. The Incident Leader must contact the Guardians or known next-of-kin relatives to collect the Child.

9.2.2.4. Should these steps not yield the necessary results, the Incident Leader must contact the CPO and seek further guidance on the way forward, which may include seeking legal advice on the obligations of 3Ci relating to the welfare of the child.

9.2.2.5. At all times, the Incident Leader should take such steps as may be reasonable and necessary to ensure that the child is physically and psychologically safe, comforted, and supervised by a trusted adult.

9.3. **Post-Incident:**

9.3.1. Upon the conclusion of the Incident, the Incident Leader must complete an incident report form to document the details of the Incident and the steps taken.

9.3.2. The incident report form is the property of 3Ci and 3Ci is under no obligation to provide a copy thereof to any person.

10. SUSPECTED OR REPORTED INAPPROPRIATE CONDUCT BY A VOLUNTEER

10.1.1. **Suspected or Reported Inappropriate Conduct incident definition:** Inappropriate conduct refers to any behaviour, actions or statements made by a Volunteer, member of Staff, or any other person who is in a position of trust within the context of Capital Kids, that

is deemed unprofessional, unethical or harmful in the context of interactions with children or other vulnerable individuals. Inappropriate conduct includes, but is not limited to:

10.1.1.1. verbal, physical, or emotional conduct such as the following:

10.1.1.1.1. use of language that is abusive, offensive, threatening, or inappropriate for the age and understanding of children in the immediate vicinity;

10.1.1.1.2. any unnecessary, forceful, or inappropriate physical interaction, including rough handling, physical punishment, or contact that does or should make a child feel uncomfortable;

10.1.1.1.3. behaviours that intimidate, shame, belittle, or manipulate a child or vulnerable individual; or

10.1.1.1.4. behaviours or actions that do or should create discomfort or harm to children or others;

10.1.1.2. a breach of child safety policies or good practice;

10.1.1.3. boundary violations including actions that overstep appropriate boundaries, such as excessive physical contact, favouritism or overly personal interactions;

10.1.1.4. neglect of duties including the failure to supervise or care for children in a manner that ensures their safety and well-being;

10.1.1.5. any attempts of any of the above, even if the attempts were averted or unsuccessful.

10.2. **Procedure**:

10.2.1. Any concerns, suspicions, or allegations by any person must be reported immediately to the Incident Leader or CPO. A Volunteer must take care not to disclose the suspicions to any other person if possible, as these matters are typically of a highly sensitive nature and may have a significant impact on the psychological state, reputation and dignity of the individuals involved.

10.2.2. If the reported conduct involves immediate risk to a child or others, then the Incident Leader must:

10.2.2.1. remove the Volunteer in question from direct interaction with children pending further investigation;

10.2.2.2. assign an alternative staff member to temporarily oversee the responsibilities of the Volunteer in question;

10.2.2.3. ensure the affected child is safe, comforted, and supervised by a trusted adult;

10.2.2.4. notify the CPO and the Guardians of the child involved without providing unnecessary details about the investigation; and

10.2.2.5. avoid making accusations or confronting the Volunteer in question until the matter is assessed.

10.2.3. All assessments and investigations must record all details including the dates, times, locations and involved parties as well as a summary of the allegations.

10.2.4. Appropriate confidentiality must be maintained during the above processes.

10.2.5. In all matters concerning suspicions against a Volunteer, the principles of the *audi alterum partem* rule must be observed by 3Ci in a spirit of fairness, justice and non-discrimination, and in pursuit of protecting the dignity of all persons involved.

10.3. **Post-Incident:**

10.3.1. Upon the conclusion of the Incident, the Incident Leader must complete an incident report form to document the details of the Incident and the steps taken.

10.3.2. The incident report form is the property of 3Ci and 3Ci is under no obligation to provide a copy thereof to any person.

11. SUSPICION OF ABUSE OF CHILDREN

11.1. **Suspicion of Abuse incident definition:** Suspicion of abuse refers to any situation where a Volunteer has reasonable grounds to suspect that a Child may be experiencing harm, neglect or abuse in any form, such as:

11.1.1. Physical Indicators: unexplained injuries such as bruises, burns, or fractures, particularly those that are inconsistent with the child's explanation or developmental abilities;

11.1.2. Behavioural Indicators: sudden changes in behaviour, such as withdrawal, aggression, fearfulness, reluctance or fear of returning home or being around certain individuals;

11.1.3. Verbal Disclosures: where a child explicitly or indirectly communicates that they are being harmed, neglected, or feel unsafe; and

11.1.4. Environmental Concerns: situations where the child's living conditions, supervision, or relationships with caregivers as observed suggest neglect, emotional harm, or exposure to inappropriate situations.

11.2. **Procedure**:

11.2.1. Volunteers may notice the above indicators, and have reasonable grounds to suspect harm, neglect or abuse.

11.2.2. If a Volunteer has reasonable suspicion of abuse, the Volunteer must report their concerns to the Incident Leader or the designated CPO.

11.2.3. Volunteers must not attempt to investigate or verify the suspicion independently or of their own accord.

11.2.4. Volunteers must adhere to the strictest privacy and confidentiality obligations and may not disclose any suspicion to anyone other than the Incident Leader or CPO unless directed otherwise or as required by applicable law.

11.2.5. In the event that there is a verbal disclosure by a Child to a Volunteer, the Volunteer must:

11.2.5.1. stay calm and listen to the child without judgment or interruption;

11.2.5.2. reassure the child that they are not at fault and they did the right thing by telling someone;

11.2.5.3. avoid making promises the Volunteer cannot keep, such as promising secrecy;

11.2.5.4. avoid validating the child's statements;

11.2.5.5. avoid asking questions that lead the child to give a specific answer or pressuring the child to provide information that they are not willing to disclose;

11.2.5.6. write down the child's words as accurately as possible, including the details and circumstances of the disclosure; and

11.2.5.7. report the suspicion or allegation to the Incident Leader or CPO on the same day as the incident occurred and must provide all the relevant information available to them.

11.2.6. Upon disclosure by the Volunteer of a suspicion of abuse, the Incident Leader and CPO must meet to discuss the matter and determine the appropriate course of action which may include reasonable investigation, discussions with persons involved, and reporting the matter to the relevant authorities in accordance with applicable law, including the Criminal Law (Sexual Offences and Related Matters) Amendment Act 32 of 2007 (as amended).

11.2.7. In all matters concerning suspicions of abuse, the principles of the *audi alterum partem* rule must be observed by 3Ci in a spirit of fairness, justice and non-discrimination, and in pursuit of protecting the dignity of all persons involved.

11.3. **Post-Incident:**

11.3.1. Upon the conclusion of the Incident, the Incident Leader must complete an incident report form to document the details of the Incident, the conversations held, and the steps taken to ensure the child's safety.

11.3.2. The incident report form is the property of 3Ci and 3Ci is under no obligation to provide a copy thereof to any person.

12. ESCALATION FOR UNACCEPTABLE BEHAVIOUR OF CHILDREN

12.1. **Unacceptable Behaviour by children incident definition:** Unacceptable behaviour is the behaviour that disrupts the activities at Capital Kids, poses a safety risk or violates the Safeguarding Policy. Unacceptable behaviour by a Child includes:

12.1.1. breach of the child's code of conduct;

12.1.2. repeated minor incidents despite appropriate instruction by the Volunteer;

12.1.3. bullying;

12.1.4. physical aggression;

12.1.5. verbal abuse;

12.1.6. intentional disruption; or

12.1.7. disregard for direct instructions.

12.2. **Guiding principles:**

12.2.1. Safety First: The safety and well-being of children, Volunteers, and staff are of upmost importance to 3Ci.

12.2.2. Respect and Dignity: All actions taken must respect the dignity of those involved and aim to resolve issues constructively.

12.2.3. Fair and Consistent: 3Ci aims to ensure consistent application of rules and consequences within age-appropriate boundaries, avoiding bias or favouritism or the appearance thereof.

12.2.4. Mission Minded: Unacceptable behaviour hinders the mission of Capital Kids to provide a safe, welcoming, and respectful environment for spiritual learning and community engagement.

12.3. **Procedure:**

12.3.1. A Volunteer must address the behaviour in a calm and firm manner, explaining to the child why the behaviour is unacceptable.

12.3.2. A Volunteer must redirect the child to appropriate behaviour. In the discretion of the Volunteer, the child may be removed from a particular activity in an effort to de-escalate the situation among the rest of the children.

12.3.3. The Volunteer must then report the incident to the Incident Leader.

12.3.4. The Incident Leader must inform the Guardian of the incident and the actions taken.

12.3.5. In the event that the behaviour persists, the Incident Leader will collaborate with the Guardian to create a behaviour support plan tailored to the needs of the Child. This support plan will clearly set out the expectations, consequences and support mechanisms.

12.3.6. Where the behaviour is repeated or is severe and may compromise other's safety, the Incident Leader will determine whether the Child must be suspended from Capital Kids.

12.3.7. Where a Child is suspended from Capital Kids, the Incident Leader will provide the Guardian with clear reasons and steps taken to address the behaviour.

12.3.8. In all matters concerning unacceptable behaviour of children, 3Ci must uphold a spirit of fairness, justice and non-discrimination, and protection of the dignity of all persons involved.

13. ESCALATION FOR UNACCEPTABLE BEHAVIOUR OF VOLUNTEERS

13.1. **Unacceptable Behaviour by Volunteers incident definition:** Unacceptable behaviour by a Volunteer is behaviour that disrupts the activities at Capital Kids, poses a safety risk or violates the Safe Guarding Policy. Unacceptable behaviour by a Volunteer includes:

13.1.1. Neglect of Duties: Failure to adequately supervise or care for children, resulting in potential safety risks;

13.1.2. Inappropriate Interactions: Behaviour that crosses professional boundaries, such as favouritism, excessive physical contact, or inappropriate personal conversations unrelated to Capital Kids activities;

13.1.3. Verbal Misconduct: Use of abusive, offensive, or unprofessional language toward children, Guardians, or other Staff;

13.1.4. Safety Violations: Actions that jeopardise the safety and well-being of children or others;

13.1.5. Noncompliance: Breach of the Volunteer code of conduct, or refusal to follow or lawful instructions from Leadership.

13.2. **Procedure:**

13.2.1. Provided that the reported conduct does not involve immediate risk to a Child or any other person at Capital Kids, or fall within the scope of another category in this policy, the Incident Leader must address the behaviour privately and respectfully with the Volunteer explaining why it is unacceptable and discussing potential solutions.

13.2.2. If the behaviour continues, the Incident Leader must conduct a formal interview with an Elder and the CPO present, outlining the unacceptable behaviour, expected changes and potential consequences for the unacceptable behaviour.

13.2.3. In the event of a serious breach of conduct or failure to improve after warnings, the Incident Leader is entitled to excuse the Volunteer from the Capital Kids serving team, provided that a written explanation is furnished to the Volunteer at their request. The principles of the *audi alterum partem* rule must be observed by 3Ci in a spirit of fairness, justice and non-discrimination, and in pursuit of protecting the dignity of all persons involved.

13.3. **Post-Incident:**

13.3.1. Upon the conclusion of the Incident, the Incident Leader must complete an incident report form to document the details of the Incident and the steps taken.

13.3.2. The incident report form is the property of 3Ci and 3Ci is under no obligation to provide a copy thereof to any person.

14. TRAINING PROCEDURE

14.1. This policy should be reviewed annually and updated as needed to incorporate best practices and address any gaps identified in training, drills, or incidents.

14.2. Annual training must be conducted for all Staff and Volunteers to inform them of the above procedures.