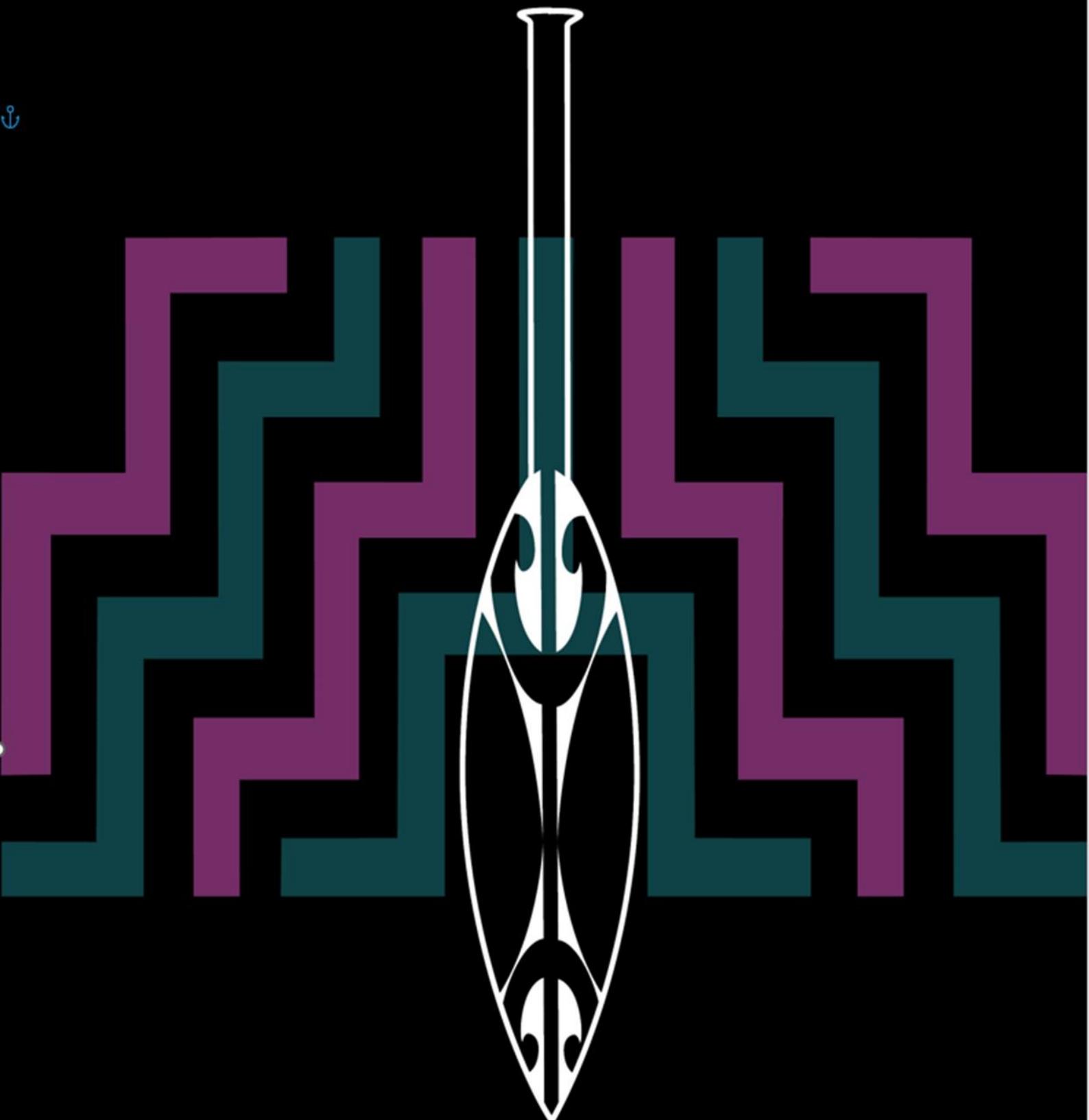


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## Glenmore Lighthouse Community Remand Home OPCAT Monitoring Report

Visit date: May 2025

Report date: July 2025

# Kia kuru pounamu te rongo

## All mokopuna\* live their best lives

- \* Drawing from the wisdom of Te Ao Māori, we have adopted the term mokopuna to describe all children and young people we advocate for, aged under 18 years of age in Aotearoa New Zealand. This acknowledges the special status held by mokopuna in their families, whānau, hapū and iwi and reflects that in all we do. Referring to the people we advocate for as mokopuna draws them closer to us and reminds us that who they are, and where they come from matters for their identity, belonging and well-being, at every stage of their lives.

Please note for clarity, in this report, we use the term 'mokopuna' to describe a group of children and young people, and 'kōtiro' for a specific child or young person.

# Contents

The role of Mana Mokopuna – Children and Young People’s Commission	4
About this Visit	4
About this Report	5
About this Facility	5
Concluding Observations from the United Nations	6
Detailed findings	6
Progress on recommendations	18
Appendix One – Gathering information	20

# Introduction

## The role of Mana Mokopuna – Children and Young People’s Commission

Mana Mokopuna - Children and Young People’s Commission is an independent advocate for all children and young people (mokopuna) under the age of 18 and for those who are care-experienced, up to the age of 25. As of 01 August 2025, the Children and Young People’s Commission is replaced with the Children’s Commissioner (Mana Mokopuna – Children’s Commissioner), due to legislative change. This changes the governance structure of our organisation, while retaining the same mandate and functions. Mana Mokopuna advocates for children’s rights to be recognised and upheld, provides advice and guidance to government and other agencies, advocates for system-level changes, and ensures children’s voices are heard in decisions that affect them.

Our organisation is a designated National Preventive Mechanism (NPM) as per the Optional Protocol to the Convention Against Torture and Other Cruel, Inhuman, Degrading Treatment or Punishment (OPCAT).

The New Zealand legislation relating to OPCAT is contained in the Crimes of Torture Act (1989). The role of the NPM function at Mana Mokopuna is to visit places where mokopuna are detained:

- Examine the conditions and treatment of mokopuna.
- Identify any improvements required or problems needing to be addressed.
- Make recommendations aimed at strengthening protections, improving treatment and conditions, and preventing torture, cruel, inhuman, degrading treatment or punishment.

## About this visit

Mana Mokopuna conducted an unannounced one-day follow-up visit to Glenmore Lighthouse run by Kia Puāwai<sup>1</sup> on 6 May 2025 as part of its NPM visit programme. The objective of our OPCAT Monitoring as a NPM is to prevent ill-treatment in all places where mokopuna are deprived of their liberty by regularly monitoring and assessing the standard of care experienced in these facilities.

These visits are designed to take place between full monitoring visits to continue to strengthen the relationship between the Mana Mokopuna OPCAT Monitoring team and the community providers delivering the service in the remand homes. They provide a good opportunity to

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<sup>1</sup> [Kia Puāwai](#)

kōrero with mokopuna, re-engage with kaimahi we have already met, and to introduce ourselves to those who may not know the purpose of OPCAT monitoring visits. As per our usual process, our initial findings are reported at facility and Oranga Tamariki national office level in real-time following this monitoring visit.

## About this report

The purpose of this report is to provide a summary of progress against recommendations made in the previous full OPCAT monitoring visit in June 2023, assess how Glenmore Lighthouse is operating now, and hear what mokopuna say about their time living there. The report findings are based on information gathered during the visit, and from interviews conducted and documentation received, after our time on-site. Due to the short nature of the visit, no new recommendations have been made.

## About this facility

Facility Name:	Glenmore Lighthouse
Region:	Tāmaki Makaurau (Auckland)
Operating capacity:	<p>Five bed whare typically for rangatahi that use the pronouns she/her, or other gender identity if that is in the best interest of the rangatahi, aged 10-17 years (up to their 18th birthday).<sup>2</sup></p> <p>Glenmore Lighthouse is a five-bedroom whare that includes an office space for kaimahi, large dining/kitchen area, large lounge, and recreation room where education occurs, bathroom and laundry. There is a large deck that leads out into a grassed area with māra kai<sup>3</sup> and a garage that contains a boxing bag.</p> <p>There were five kōtiro in the whare at the time of the visit.</p>
<p><b>Status under which mokopuna are detained:</b> Youth Justice: Oranga Tamariki Act 1989: s235, s238(1)(b), s238(1)(c), s238(1)(d).</p> <p>Care or custody status: Oranga Tamariki Act 1989: s39, s42, s48, s78, s101, s102, s139, s140 or Care of Children Act 2004: s31.</p>	

<sup>2</sup> Description supplied by Kia Puāwai.

<sup>3</sup> Garden

# Concluding Observations from the United Nations

In February 2023, the United Nations Committee on the Rights of the Child ('the UN Committee') released its Concluding Observations<sup>4</sup> for New Zealand's sixth periodic review on its implementation of the Children's Convention<sup>5</sup> and how the Government is protecting and advancing the rights of mokopuna in Aotearoa New Zealand.

In August 2023, the United Nations Committee Against Torture also released Concluding Observations<sup>6</sup> for New Zealand's seventh periodic review regarding the implementation of the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment<sup>7</sup>. Where relevant for Glenmore Lighthouse whare, these observations are highlighted in the body of this report.

## Detailed Findings

### Listen to us! Mokopuna want to be heard and understood

During the visit, mokopuna shared their experiences of what led them to being placed in Glenmore Lighthouse. These experiences included growing up in the care of Oranga Tamariki, parental substance abuse (notably alcohol and methamphetamine), mokopuna often being in parenting roles for younger siblings, and exclusions from school contributing to engaging in offending behaviours as a means to survive, fit in with peers to gain a sense of belonging and support their whānau.

*"Help us! Feed families, families are broken because of crack! Kids aren't stealing for no reason; we are doing it for our families".*  
(Mokopuna)

*"I was stealing for my family, we didn't have enough, that's why I would steal".*  
(Mokopuna)

Mokopuna expressed a strong desire for support to return to education, for their whānau to be supported, and to reconnect with their culture.

*"I have been asking to go to school or a course, but I keep getting told no because I would get the other kids in trouble".*  
(Mokopuna)

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<sup>4</sup> Refer CRC/C/NZL/CO/6 [G2302344 \(3\).pdf](#)

<sup>5</sup> [Convention on the Rights of the Child | OHCHR](#)

<sup>6</sup> Refer CAT/C/NZL/CO/7 [G2315464.pdf](#)

<sup>7</sup> [Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment | OHCHR](#)

*"I have been wanting to go to school whilst at Glenmore, my social worker said I have to wait until the dean says it is okay to go to school".  
(Mokopuna)*

The key message mokopuna wanted shared within this report was they want the adults and professionals working alongside them to listen, hear their voices and ensure they are included in the planning and decisions that impact their lives and shape their futures.

*"The support needed within the system for mokopuna is listen to us! Let our voices be heard and don't shut them out".  
(Mokopuna)*

## **Areas of Concern**

### **Mistreatment of mokopuna in police cells**

Four out of five mokopuna in the whare at the time of the visit wanted to raise direct concerns with the OPCAT monitoring team about their mistreatment in police cells. Some mokopuna described being held in police cells for up to five days, due to there being no residential beds available. The concerns raised included unmet medical needs, being exposed to inappropriate adult behaviour and sustaining injuries during arrest. Mokopuna told us their arms were twisted behind their back, and they were dragged across the floor and slammed against the wall when restrained. Mokopuna said they raised these concerns at the time with Police and their lawyers and nothing was done about it. The OPCAT monitoring team raised these concerns directly with the Chief Children's Commissioner who has raised these with the Police Commissioner as part of our ongoing concerns around the length of time mokopuna are spending in police cells and their treatment while they are there.

*"Treatment in police cells is s\*\*\*\*"  
(Mokopuna)*

### **Disengaged Oranga Tamariki social work practice impacts mokopuna wellbeing**

During the June 2023 OPCAT monitoring visit, both kaimahi and mokopuna raised concerns about inconsistent Oranga Tamariki social work practice and poor communication with mokopuna. Since this visit, kaimahi reported that social work engagement has further deteriorated. While kaimahi acknowledge the ongoing pressures faced by social workers, such as funding constraints and high caseloads, they highlighted critical issues that significantly impact on mokopuna wellbeing. This includes a lack of visits and direct contact from social workers with mokopuna, minimal communication with kaimahi, inaccurate or missing information when mokopuna are admitted into the whare, and kaimahi constantly having to chase social workers to ensure even the most basic needs of mokopuna are met.

*"My social worker isn't good, doesn't update me, keeps promising me things and doesn't follow through".  
(Mokopuna)*

Four out of the five mokopuna in the whare who spoke with us raised concerns about their experiences with Oranga Tamariki social workers - three shared negative experiences and only one described a positive experience. Mokopuna had similar whakaaro to kaimahi and common issues included not being kept informed about their plans, repeated delays in arranging whānau contact, minimal engagement from social workers and little to no support in navigating court processes or having their voices heard in Family Group Conferences (FGCs) and Court. Mokopuna also expressed fear about making complaints or raising concerns about the lack of support and communication from social workers, as they were worried that speaking up could negatively affect their court outcomes or result in them being kept in the whare longer.

*"I haven't seen mum for six weeks – asked three times to see my mum. My social worker told me last week they would arrange it, it didn't happen. I got told this week, still hasn't happened".*  
(Mokopuna)

These concerns were reinforced during the visit when a kōtiro was admitted to the whare without kaimahi being informed that they had recently used methamphetamine. This lack of information posed clear safety risks for both kaimahi and other mokopuna, as kaimahi were unprepared to manage potential detox symptoms or the effects of the kōtiro still being under the influence of the drug. Kaimahi were only informed of the drug use history of this kōtiro the following day, highlighting a serious communication breakdown between Police and Oranga Tamariki, and a lack of planning to support the kōtiro safely.

Additionally, Oranga Tamariki social workers arrived at the whare without notifying kaimahi in advance that they were coming to pick up the kōtiro and take her home. The kōtiro became visibly distressed, expressing a clear need for support and help. Despite this, the social workers stated they were only there to transport the kōtiro and since she was turning eighteen the next day, she would no longer be under their care and free to do as she wished.

*"What if I did kill myself tonight, what would they do? They don't care, they just don't want me to be their problem anymore. They just don't listen to me!"*  
(Mokopuna)

This example highlighted the harmful impact of disengaged social work practice and the failure to meet even basic needs, leaving mokopuna without proper support that they urgently need, increasing their vulnerability, distrust in the system and exacerbating challenges they were facing.

Contrary to this, another kōtiro spoke positively about their social worker, highlighting consistent contact and communication with both them and their whānau. They shared that their social worker keeps them informed and has a clear plan in place to transition them back to whānau with wraparound support. They also noted that their social worker works collaboratively with kaimahi at Glenmore Lighthouse and their mentor to support them to learn more about their whakapapa and provides opportunities for this to occur. These examples demonstrate that when social work practice is responsive and well-coordinated, it leads to positive outcomes for mokopuna and their wellbeing.

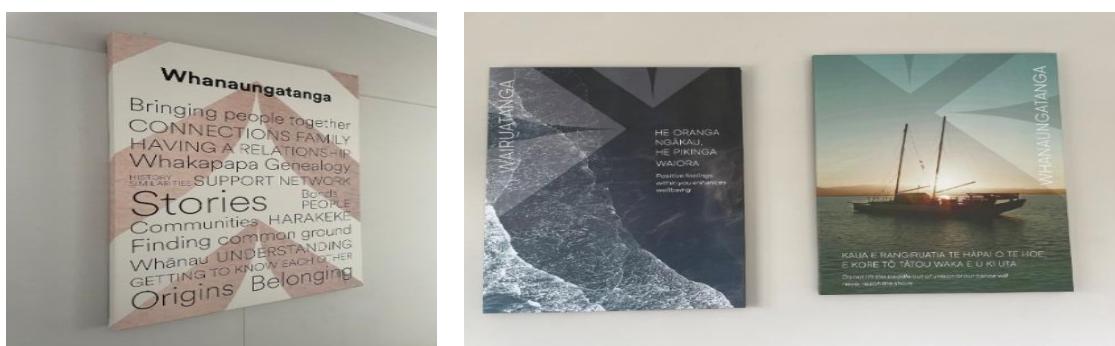
## Positive Findings

### Waka Hourua upholds and reinforces the cultural foundations of the whare

Since our last visit in June 2023 and as part of the organisation's ongoing commitment to culturally responsive practice, Kia Puāwai has begun actively implementing its Waka Hourua strategy<sup>8</sup> to embed Māori therapeutic approaches across all areas of service delivery. The strategy is currently in its first phase; 'service enhancement'. This focuses on grounding Whaitake Whaoranga Whānau<sup>9</sup>, the indigenous model of practice for Kia Puāwai. This model of practice draws on the pūrākau of Ranginui and Papatūānuku as a metaphor for the journey of healing and has been developed by the kaumātua of Kia Puāwai. It aims to enhance existing practices by weaving tikanga Māori into everyday operations, complementing and where appropriate, replacing elements of the existing TFM<sup>10</sup> model.

The core values underpinning this strategy are aroha, whānaungatanga, wairuatanga, and manaakitanga<sup>11</sup> and the meanings underpinning each value have been developed by kaimahi across the organisation. Kia Puāwai is making a conscious effort to not only uphold its responsibilities under Te Tiriti o Waitangi, but also to create a therapeutic and culturally affirming environment for mokopuna. There is a clear understanding that embedding Māori values strengthens cultural identity, supports holistic healing, and fosters a deep sense of belonging and stability.

*"Visually and explicitly now in both whare we have our Kia Puāwai values."*  
(Kaimahi)



*Kia Puāwai values depicted throughout the whare*

It is the observation of the Mana Mokopuna OPCAT team that these values continue to be upheld since our last visit and were not only visually present throughout Glenmore Lighthouse but were consistently demonstrated by kaimahi and the leadership team through daily practice and the genuine care and meaningful interactions with mokopuna. An example of this was

<sup>8</sup> [Waka Hourua](#)

<sup>9</sup> [FFT](#)

<sup>10</sup> [Teaching-Family Association ®](#)

<sup>11</sup> [About Us](#)

upon our arrival at the whare when we were warmly greeted by mokopuna and kaimahi with hugs and offered cups of tea or water. Kaimahi and mokopuna made sure we had everything we needed before we all came together to share kai. Mokopuna waited patiently until everyone was seated and had a plate in front of them before a kōtiro led karakia. As we ate, everyone introduced themselves, welcoming the monitoring team and a new kōtiro who had been admitted into the whare overnight ensuring we all felt welcomed and understood the tikanga of the whare.

*"The home is really good! The kai is awesome!"*  
*(Mokopuna)*



*Shared kai to welcome manuhiri into the whare.*

## Quality care and strong practice are upheld with mokopuna at the centre

Strong, trusting relationships had clearly been established between mokopuna and kaimahi. Mokopuna spoke highly of kaimahi, describing them as "caring," "straight up," "honest" and having "big hearts." They shared that they felt supported, believed in, and genuinely cared for by kaimahi. This was also evident at the entrance of the whare, where letters and pictures from mokopuna who had previously been in the whare are displayed, expressing gratitude to kaimahi for their care. These letters highlight the positive experiences mokopuna had whilst at Glenmore Lighthouse and also offered words of wisdom for future admissions into the whare.

*"It's all good here. More houses like this are needed, they are kick back, there is kai, our basic needs are met, and we are cared for.".*  
*(Mokopuna)*

*"It's good here, I like it. Staff are caring and all good."*  
*(Mokopuna)*



*Letters of appreciation for kaimahi written from mokopuna who have previously been in the whare.*

Kaimahi also echoed these sentiments as their whakaaro consistently reflected aroha for their mahi, their deep commitment to care, and genuine dedication to supporting mokopuna. Each kaimahi we spoke with demonstrated an in-depth understanding of the kōtiro in their care beyond their legal status or medication needs, which reflected the intentional time they spend building whānaungatanga and showing manaakitanga. Kaimahi spoke confidently about personalities, interests, goals of specific mokopuna in the whare, and what is needed to be in place for each mokopuna to feel safe, valued, and supported, both during their time in and when they transitioned out of Glenmore Lighthouse. For example, kaimahi knew that at a certain time in the afternoon one kōtiro would become tired and over-stimulated, so they would ensure they were supported to have quiet time away from the others to help self-regulate.

*"I love my job."*  
(Kaimahi)

When kōrero among mokopuna became inappropriate in nature, kaimahi responded with calm, respectful redirection, often using humour and relational support to guide mokopuna toward positive decision-making. During the visit, when mokopuna began discussing absconding, a kaimahi gently reminded them about appropriate conversations and instead focused on aspiration, telling mokopuna they did not want them to run away, as they cared about them and wanted them to do well. Mokopuna responded immediately, ending the conversation, showing that they understood and respected the guidance. This was followed by singing and laughter between kaimahi and mokopuna, further reflecting the strength and safety of the relationships.

This was also evident when mokopuna experienced moments of distress or emotional dysregulation, kaimahi maintained a calm and grounded presence. In one instance, when a

kōtiro began to escalate, a kaimahi took her outside, sat beside her, and gently supported her as she cried and expressed her emotions. Through quiet presence, deep listening, and emotional validation, kaimahi helped her navigate what she was experiencing with empathy and care until she was able to regulate.

*"Staff are there for you to talk to and there to help. Only thing I don't like is I miss my family and my home."*  
*(Mokopuna)*

These interactions reflected not only skilled and intentional practice, but more importantly, the deep care and compassion kaimahi hold for mokopuna. Their actions were grounded in aroha, patience, and a sincere desire to support each mokopuna through whatever they were experiencing. This level of care went beyond professional responsibility, it was personal, relational, and embedded in a commitment to ensuring mokopuna feel safe, valued, and uplifted. The values of the whare were not just spoken about they were lived out in the everyday actions of kaimahi, creating a nurturing and culturally grounded environment where mokopuna could heal, grow, and be themselves.

*"It's good with the people that are in here because it's a vibe!"*  
*(Mokopuna)*

## Strong leadership and role modelling are pillars for sustaining quality care and practice

The whānaungatanga and manaakitanga observed between mokopuna and kaimahi is also role-modelled by kaimahi in their interactions with one another. Kaimahi consistently maintained line of sight of one another, regularly checked in to offer support, and communicated frequently about their whereabouts and any updates to ensure both their own safety and that of the mokopuna. Kaimahi spoke highly of their team, expressing appreciation for the strong support they received from leadership not only professionally but also their personal wellbeing, enabling them to do their best mahi in caring for mokopuna. Kaimahi said this has contributed to kaimahi retention, with some kaimahi working in the whare for eighteen years.

*"It is so hard to get a role in Kia Puāwai and if there is a vacancy it's rare as there is strong staff retention within the organisation, because of the support we get and the passion we all have for our job."*  
*(Kaimahi)*

Kaimahi spoke about an initiative designed to recognise and celebrate the contributions of kaimahi called the Manaaki Awards. Established in January 2024, an award is presented to a kaimahi in acknowledgement of their mahi, with the recipient then nominating the next kaimahi to receive it. Photos of two award recipients are displayed in the recreation room, alongside mokopuna achievements, which fosters a positive environment that upholds values, uplifts, and celebrates both kaimahi and mokopuna.

Whare kaimahi shared that the Kia Puāwai leadership team was always visible, coming out to Glenmore Lighthouse to support, or were just a phone call away if they needed anything. This was evident during the visit, as the Practice Leader regularly phoned kaimahi to check in and see how they were going. They also visited and would help kaimahi where needed. Mokopuna also knew the Practice Leader, who, it was clear, had built positive relationships with mokopuna and knew the individual needs for each kōtiro. There were occasions during the visit where a kōtiro became escalated in her behaviour, and the Practice Leader supported her, while kaimahi attended to the other mokopuna. Strong communication, visible leadership, and consistent teamwork are crucial elements that not only strengthen kaimahi morale but also provide important role modelling for mokopuna. This consistency fosters stability, clear routines, and firm boundaries within the whare, all of which are essential to ensuring mokopuna feel safe, supported and their needs are effectively met.

*"Our Senior Team Leader and Practice Leader make the team. We can tell each other anything and have a high level of trust towards each other. Our Senior Team Leader and Practice Leader give us heaps of support."*  
*(Kaimahi)*

## Positive progress in mental health care

Since the last June 2023 visit, there has been a noticeable shift in kaimahi practice, acknowledged by both kaimahi themselves and The Tāmaki Makaurau Placement team. This shift relates to how kaimahi respond to crises and support mokopuna presenting with complex mental health needs. During the visit, kaimahi confidently described and actively implemented self-regulation plans tailored to each mokopuna. They reported feeling more equipped and confident in managing these behaviours. This positive change is largely attributed to the focused support and regular training provided by the Practice Leader, who runs treatment hui weekly for kaimahi to discuss support they may need for mokopuna and ensure their needs are being met. The Practice Leader has been instrumental in upskilling kaimahi to effectively navigate challenges and provide responsive, informed care. Their recent trainings focused on preventing self-harm and suicide and understanding neurodiversity.

The Oranga Tamariki Regional Placement team had also arranged an upcoming two-day training at the end of the month for all kaimahi working in the remand whare across Tāmaki Makaurau to upskill and develop consistency across the whare network (which are run by multiple community-based provider organisations).

The training includes:

- Accurate incident and missing persons reporting, focusing on the importance of completing incident reports and missing persons reports with accuracy and sufficient detail
- Health education: A nurse will provide general health information to support kaimahi in caring for mokopuna

- Police: Police will attend to discuss Missing Person's reports, introduce the amended Missing person Process (Script) and provide best practice as to what needs to be included in Missing person reports from a Police perspective. The Police attending are from the youth aid teams local to the homes
- Youth Justice jargon: A breakdown of key jargon used in the Youth Justice space, with a focus on remand-specific knowledge essential for kaimahi working in the whare
- Disability and mental health training: Oranga Tamariki Disability advisors will deliver training on supporting mokopuna with disabilities and mental health needs
- After-Hours training: The National Contact Centre and Rapid Response team will attend for an open discussion with the homes on what is working and ways to improve processes afterhours. With the aim of strengthening triage and response processes, and parties developing an understanding of the difference in pressures faced to make afterhours admissions run smoother.

Mana Mokopuna was pleased to see the positive progress in this area and encourages maintaining regular training to support kaimahi in developing their skills and practice and ensuring they are equipped to meet the diverse needs of mokopuna, with a particular emphasis on mental health, disability, and neurodiversity.

## Kaimahi strengthen and uphold mokopuna rangatiratanga through advocacy and connection

By building strong relationships, kaimahi gain a deep understanding of each mokopuna, their whakapapa, and the underlying causes of their behaviour. This shifts the focus from managing behaviour to providing holistic support that nurtures emotional, cultural, and spiritual wellbeing. This understanding drives persistent and passionate advocacy to ensure the right supports are in place both within the whare and as mokopuna transition out, where their voice is at the centre, heard and included in all decision-making processes, upholding their tino rangatiratanga.

This was clearly demonstrated during the visit, as kaimahi were honest, open, and deeply committed to educating mokopuna about their rights and entitlements while in care. They created safe spaces for mokopuna to kōrero freely and responded promptly when mokopuna requested support contacting independent advocates through VOYCE Whakarongo Mai.<sup>12</sup> Their advocacy ranged from ensuring basic needs were met to supporting mokopuna through complex systems, including court proceedings and FGCs.

*"Staff advocate for me and tell me what my rights are."*  
(Mokopuna)

Maintaining whānau connections is central to kaimahi practice and another key advocacy area for kaimahi through ensuring mokopuna have regular phone contact with their whānau and

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<sup>12</sup> [Home - VOYCE - WHAKARONGO MAI](#)

when visits are not occurring, advocate strongly with social workers to make these happen. Mokopuna shared that they regularly have phone contact with their whānau while at Glenmore Lighthouse and deeply value the way kaimahi support and advocate for them.

On weekends, kaimahi support mokopuna to engage in off-site activities such as going to the beach or playing sports. These experiences help them reconnect with the community and build skills to support their transition when they leave. Mokopuna voice is central to daily routines, from deciding what kai to cook and prepare together, to co-developing incentives for positive behaviour and completing chores. This everyday inclusion upholds their mana and rangatiratanga within a restricted environment while they are on remand.

## **Collaborative practice with stakeholders improves care for mokopuna**

There has been a consistent effort made to build collaborative relationships between Glenmore Lighthouse, Oranga Tamariki Tāmaki Makaurau Regional Placement Team, Tuilaepa Youth Mentoring Services (TYMS)<sup>13</sup> and VOYCE Whakarongo Mai. These partnerships are built on effective communication and strong support, ensuring mokopuna needs are met while they are in the whare. Kaimahi spoke highly of these relationships, describing them as "great" and noting the proactive support they receive. This includes working together to follow up on mokopuna needs, amplifying their voices, and providing kaimahi with the support needed to care for them.

VOYCE Whakarongo Mai visits the whare weekly on Wednesdays and have developed trusting relationships with mokopuna. During the visit, we observed mokopuna engaging well with VOYCE Whakarongo Mai - mokopuna had a good understanding of who they are and what their role is. Glenmore Lighthouse ensure the involvement of VOYCE Whakarongo Mai and TYMS extends beyond these visits, with invitations to events like Matariki and Christmas celebrations, fostering greater connection and visibility. This has been a significant improvement since our last OPCAT monitoring visit, where kaimahi were having to call VOYCE Whakarongo Mai to get support if mokopuna needed advocacy.

## **Areas for development and advocacy**

### **No progress on increasing kaimahi capacity levels**

Since the last OPCAT monitoring visit there has been no progress made to increase staffing to include a third kaimahi. Kaimahi continue to report that a third kaimahi member is essential not only when Glenmore Lighthouse is at full capacity with five mokopuna, but also due to the increasing complexity of the referrals they are receiving. These include mokopuna presenting

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<sup>13</sup> [Tuilaepa Youth Mentoring Service \(TYMS\) - Home](#)

with complex mental health needs, neurodiversity, and the mix of mokopuna placed in the whare under youth justice and care and protection orders. Some mokopuna require one-on-one support, which can place additional strain on existing kaimahi and other mokopuna in the whare. Kaimahi described frequently scrambling to try and find kaimahi when the whare is full, often having to phone around last minute to fill shifts. Kaimahi said a permanent third kaimahi would ensure they are always prepared. This level of staffing would provide continuity of care and help maintain the high standard of individualised care mokopuna need and deserve. Despite this challenge, kaimahi continue to create an environment in which mokopuna feel safe valued and at home.

## A living environment of aroha and manaakitanga

The physical taiao (environment) fosters a strong sense of care and belonging for mokopuna, which clearly reflects the values of Kia Puāwai. The whare is warm, immaculate, and welcoming, creating a homely atmosphere enriched with kai and aroha. The spirit of whānaungatanga was evident throughout, and we were made to feel not only welcomed, but like we were a part of the Glenmore whānau, despite our OPCAT Monitoring role.



*Backyard with the māra kai and lounge area in the whare.*

Mana Mokopuna acknowledges that property maintenance and upkeep is the responsibility of Oranga Tamariki. However, since our OPCAT monitoring visit in June 2023, property maintenance remains a concern. During the monitoring visit, the oven was broken and had been out of order for over a week. Kaimahi reported that they were initially advised the repair could take up to three months and in the interim had been relying on a small air fryer to prepare meals. A technician had visited to assess the oven; however, the replacement door did not fit, and they were subsequently advised that the repair would hopefully be completed within 48 hours. Despite this kaimahi continued to uphold the needs of mokopuna and did not let this barrier get in the way, prior to us leaving kaimahi and mokopuna were all in the kitchen together cooking spaghetti bolognese for dinner and were working out creative ways to cook the garlic bread without the oven.

Mana Mokopuna continues to hold concerns about the length of time taken to complete repairs in the whare. In this instance, the lack of a functioning oven can significantly impact the ability to prepare meals for mokopuna and kaimahi, especially given there were eight

people in the whare. We strongly encourage that Oranga Tamariki ensures that repairs are carried out in a more timely manner, to ensure the wellbeing and daily needs of mokopuna are consistently met.

# Appendix One

## Progress on 2023 Recommendations

The following table provides an assessment of the recommendations made by Mana Mokopuna for the previous full monitoring visit to Glenmore Lighthouse carried out in June 2023. Mana Mokopuna acknowledges that work on systemic recommendations is led at the Oranga Tamariki National Office level. The progress detailed here relates only to the day-to-day operations of this whare and is assessed on the following scale:

**No Progress | Limited Progress | Some Progress | Good Progress | Complete**

### 2023 Systemic Recommendations

	2023 Recommendation	Progress as of May 2025
1	Support community-run remand homes to develop an independent complaints system for mokopuna.	<b>No progress</b> - This is a systemic recommendation that is outstanding for all facilities run by or on behalf of Oranga Tamariki. Mokopuna must ask kaimahi for complaint forms and follow a process that requires those who look after them to manage any complaints. Kaiwhakamana from VOYCE Whakarongo Mai visit the whare on a weekly basis, details to contact VOYCE are visible throughout the whare and kaimahi contact VOYCE if the need arises.
2	Ensure All About Me Plans are up to date, detailed and are provided to Kia Puāwai prior to the admission of mokopuna <sup>14</sup> .	<b>Some progress</b> – There has been some improvement in the detail of All About Me Plans provided to Kia Puāwai prior to the admission of mokopuna, however this has not been consistent and there continues to be concerns raised around the lack of detail and information being provided to kaimahi to care for mokopuna.
3	Ensure social workers complete their mandatory 14-day reviews of custodial (remand) status and involve mokopuna and Kia Puāwai kaimahi in these reviews.	<b>Limited progress</b> - There continues to be ongoing concerns around the lack of communication and visits from social workers to mokopuna. Mokopuna said it is often difficult to get in contact with their social workers and get updates on their plans.
4	Ensure social workers adhere to minimum contact visits as per Oranga Tamariki Policy <sup>15</sup>	<b>Limited progress</b> – There continues to be ongoing concerns around the lack of communication and visits from social workers to mokopuna. Mokopuna said it is often difficult to get in contact with their social workers and get updates on their plans.
5	Facilitate a training module for the National Contact Centre After Hours team to ensure the correct documentation is prepared and referral process followed.	<b>Complete</b> – Kaimahi attended a two-day training organised by the Oranga Tamariki Tāmaki Makaurau Regional Placement team at the end of May 2025, a key component of this was a session with the National Contact Centre after hours team to provide training on the after-hours process, aiming to strengthen triage and response processes when mokopuna requiring a placement outside of business hours.
6	Update referral pathways to ensure a comprehensive risk assessment for mokopuna coming directly to Glenmore Lighthouse from in-patient mental health services.	<b>Limited progress</b> – There continues to be a lack of information and comprehensive assessments provided to kaimahi at Glenmore from social workers when mokopuna are placed in the whare. Although there has been a decrease in mokopuna coming directly from in-patient mental health services, there continues to be several referrals for mokopuna with mental health needs and kaimahi need to be well informed to best be able to care for them whilst they are in the whare.
7	Assess an increase in funding for Kia Puāwai to fund a permanent third rostered worker for the Glenmore Lighthouse, and additional funding to upgrade recreation equipment.	<b>No progress</b> – Glenmore continues to be funded for two permanent kaimahi and a third kaimahi is rostered on if the whare is full. Kaimahi continue to raise concerns around the need for an additional kaimahi, so they are not having to scramble when the whare is full to find kaimahi to fill shifts, and to also provide additional support and care, given the complexity of referrals they are receiving for mokopuna with mental health needs.

<sup>14</sup> [All About Me plan | Practice Centre | Oranga Tamariki](#)

<sup>15</sup> [Visits with tamariki and rangatahi in care or custody | Practice Centre | Oranga Tamariki](#)

## 2023 Recommendations for Kia Puāwai

	2023 Recommendation	Progress as of May 2025
1	Additional cultural support for kaimahi to articulate and communicate their values as Māori, to strengthen Kia Puāwai and cultural values within the whare.	<b>Some progress</b> – Kia Puāwai has begun actively implementing its Waka Hourua strategy to embed Māori therapeutic approaches across all areas of service delivery. The strategy is currently in its first phase of service enhancement across the organisation and within the whare.
2	Provide regular training for kaimahi that specifically targets working with mokopuna who experience mental health distress, have diagnosed neurodiversity, and those who identify as part of the Rainbow Community.	<b>Good progress</b> – The Practice Leader has been rolling out training to kaimahi, with a focus on mental health and neurodiversity. There was a two-day training for all kaimahi working in the remand homes across Tāmaki Makaurau that occurred at the end of May 2025 and a key component within this training was around supporting mokopuna with mental health needs.
3	Work with Oranga Tamariki to enable health practitioners to visit Glenmore Lighthouse to do regular health check-ups for mokopuna and to provide sexual health screening for mokopuna on admission.	<b>Good progress</b> – There is a mobile health van that visits Glenmore, run by The Cause Collective <sup>16</sup> to provide regular health checkups for mokopuna. Kaimahi report this has been going well, but it could be utilised more. There is also a mobile dental van that visits all the remand whare across Tāmaki Makaurau to ensure mokopuna have access to regular dental care.

<sup>16</sup> [Home - The Cause Collective](#)

## Appendix Two:

### Gathering information

Mana Mokopuna gathered a range of information and evidence to support the analysis and develop findings for this report. These collectively form the basis of our recommendations.

Method	Role
	Interviews and informal discussions with mokopuna and kaimahi.
Interviews and informal discussions with kaimahi and external stakeholders	<ul style="list-style-type: none"> <li>■ Mokopuna</li> <li>■ Senior Team Leader for the whare</li> <li>■ Specialist Youth Workers (across all teams/shifts)</li> <li>■ Kaitohu Matua – Ratonga Kāinga Noho (Operations Manager – Residential)</li> <li>■ Practice Leader</li> <li>■ TYMS (Contracted Youth Mentoring Service)</li> <li>■ VOYCE Whakarongo Mai</li> <li>■ Oranga Tamariki Tāmaki Makaurau Regional Placement and Resources team.</li> <li>■ Oranga Tamariki Social Workers</li> </ul>
Documentation	<ul style="list-style-type: none"> <li>■ Mokopuna All About Me Plans</li> <li>■ Medication charts</li> <li>■ Shift notes</li> <li>■ Waka Hauora Strategy</li> <li>■ Kia Puāwai Annual Report 2024</li> <li>■ Rangatahi evaluation forms</li> <li>■ Glenmore referral and admission documentation</li> <li>■ Admission referral forms</li> <li>■ Client discharge forms</li> <li>■ Rangatahi possession checklist</li> <li>■ Mokopuna admission pack/information</li> </ul>
Observations and engagements with mokopuna	<ul style="list-style-type: none"> <li>■ Observations occurred across all shifts, this included shift handovers, mealtimes, education, activities and karakia.</li> </ul>