



**Response from Oranga Tamariki and Kia Puāwai  
to recommendations from the Office of the  
Children's Commissioner's monitoring visit to:**

# **Glenmore Lighthouse**

**Visit date – June 2023**

# Table of Contents

Introduction.....	2
Recommendations Summary.....	3
Response to Oranga Tamariki Systemic Recommendations .....	4
Response to Kia Puāwai Recommendations .....	9

## Introduction

The Glenmore Lighthouse is in part a Youth Justice Community Remand Home and also provides a safe place to stay for rangatahi aged 11 to 17 years, often for a short period, at short notice in an emergency.

Glenmore Lighthouse provides unplanned crisis care in times of need, such as when rangatahi have nowhere else to stay, or when they have committed an offence. The residence is owned by Oranga Tamariki, and managed and operated by Kia Puāwai, a national non-government organisation approved to deliver care services under section 396 of the Oranga Tamariki Act 1989. Glenmore Lighthouse is located in Tāmaki Makaurau.

In June 2023, staff from Mana Mokopuna—Children and Young People’s Commission (Mana Mokopuna) completed an announced monitoring visit to the Glenmore Lighthouse.

The Glenmore Lighthouse has capacity to take five rangatahi. Under the Oranga Tamariki Act 1989, the legal status which rangatahi are detained on remand at the home include:

- section 235 - Child or young person who is arrested may be placed in custody of chief executive
- section 238(1)(d) - Custody of child or young person pending hearing
- s48, s78, s101, s139 and s140 – Care and Protection statuses.

The purpose of the visit was to assess the quality of Oranga Tamariki services against the seven domains relevant to the role of Mana Mokopuna as a National Preventive Mechanism under the Optional Protocol to the Convention Against Torture and Cruelty (OPCAT). The seven domains are:

- Domain 1: Treatment
- Domain 2: Protection systems
- Domain 3: Material conditions
- Domain 4: Activities and contact with others
- Domain 5: Medical services and care
- Domain 6: Personnel
- Domain 7: Improving outcomes for mokopuna Māori.

The draft OPCAT report was shared with Oranga Tamariki and Kia Puāwai on 8 September 2023. Oranga Tamariki and Kia Puāwai have collaborated to prepare this joint response to the Systemic and Facility Recommendations.

## Recommendations Summary

The OPCAT report for the Glenmore Lighthouse makes 10 recommendations, and we have accepted nine and not accepted one.

Kia Puāwai and Oranga Tamariki value the feedback we receive from Mana Mokopuna and use recommendations to make improvements where possible. For this report, Mana Mokopuna acknowledged several areas of excellent practice and made a range of positive observations about the quality of the care mokopuna were receiving.

We are committed to further strengthening practice and we continue to work towards ensuring consistent, quality practice, that is collaborative, culturally responsive and meets the needs of tamariki and rangatahi. We share a commitment to achieving better outcomes for tamariki and rangatahi and we value the feedback and insights provided by Mana Mokopuna.

Recommendations	Status
<b>Oranga Tamariki Systemic Recommendations</b>	
1. To support community run remand homes to develop an independent complaints system for mokopuna.	Accepted
2. Ensure All About Me Plans are up to date, detailed and are provided to Kia Puāwai prior to the admission of mokopuna.	Accepted
3. Ensure social workers complete their mandatory 14-day reviews of custodial (remand) status and involve, mokopuna and Kia Puāwai staff in these reviews.	Accepted
4. Ensure social workers adhere to minimum contact visits as per Oranga Tamariki Policy.	Accepted
5. Facilitate a training module for the National Contact Centre After Hours team to ensure the correct documentation is prepared and referral process followed.	Accepted
6. Update referral pathways to ensure a comprehensive risk assessment for mokopuna coming directly to Glenmore Lighthouse from in-patient mental health services.	Not Accepted
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.	Accepted
<b>Kia Puāwai Facility Recommendations</b>	
1. Kaimahi to be provided additional cultural support to articulate and communicate their values and innate way of being Māori, to strengthen Kia Puāwai and values within the whare.	Accepted
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.	Accepted
3. Work with Oranga Tamariki to enable health practitioners to visit Glenmore Lighthouse to enable regular health check-ups for mokopuna and to provide sexual health screening for mokopuna on admission.	Accepted

The Oranga Tamariki and Kia Puāwai responses to the Glenmore Lighthouse OPCAT report recommendations are detailed in the remaining sections of this report.

## Response to Oranga Tamariki Systemic Recommendations

Below are the Oranga Tamariki and Kia Puāwai responses to the systemic recommendations made in the Glenmore Lighthouse OPCAT report.

### Recommendation 1

*To support community run remand homes to develop an independent complaints system for mokopuna.*

#### Response – Oranga Tamariki

As part of the Oranga Tamariki (National Care Standards and Related Matters) Regulations 2018, every tamariki and rangatahi is entitled to receive information about what they can expect in our care or custody, and that of our partners, and to be supported to raise any concerns they have. This includes ensuring information about making complaints, accessing support services, and independent advocacy is available to all tamariki and rangatahi. This applies to all our provider-run youth justice community remand homes and includes the Glenmore Lighthouse.

Following the implementation of the Oversight of Oranga Tamariki System Act 2022 and regulations (the Oversight Act) on 1 May 2023, the Ombudsman’s jurisdiction expanded to include s396 and s364 care or custody partners who will be subject to the same requirements as Oranga Tamariki. The Oversight Act also strengthened the role of the Ombudsman in undertaking reviews of complaints, including complaints about decisions made by Grievance Panels, and conducting investigations. Individuals can approach the Ombudsman directly at any point, before, during or following a complaint being considered by Oranga Tamariki.

In August 2021, Oranga Tamariki commenced a review of its feedback and complaints systems. This project, Manaaki Kōrero, involves Oranga Tamariki partnering with VOYCE – Whakarongo Mai to enable tamariki, rangatahi and whānau to co-design feedback, complaints, information, advice, and assistance processes that are ‘fit-for-whānau’. It also addresses Action 1.4 of our [Future Direction Plan](#). Refer to systemic recommendation 3 for more detail on our future direction.

While this co-design work is underway, Oranga Tamariki has been implementing improvements to the residential grievance process, based on feedback from tamariki and rangatahi. The scope of the improvements include:

- Improving the language and accessibility of tools/resources.
- Developing multiple mechanisms to support tamariki and rangatahi to make a complaint.
- Improving investigation standards and training for kaimahi.
- Increasing the profile of advocacy in residences.
- Teaching self-advocacy as a social skill.

Oranga Tamariki has shared the learnings from Manaaki Kōrero immediate improvements to the residence grievance process work with Kia Puāwai. This will help support their development of an independent complaints process.

This recommendation was also discussed at the kanohi ki te kanohi bi-annual hui in May 2023 with the team leaders of Oranga Tamariki-run and contracted provider-run youth justice community remand homes. Complaints and the importance of having an independent complaints process was discussed. Oranga Tamariki support all our homes to have their own complaints system in place in relation to the actions of their own staff and their service, recognising there is a process in place for Oranga Tamariki actions that is our responsibility.

#### Response – Kia Puāwai

Tamariki, rangatahi and whānau receiving any Kia Puāwai services have the right to raise a concern or make a complaint regarding their care or treatment. Concerns and complaints may be received directly from rangatahi themselves, or from a third party on behalf of tamariki, rangatahi or other clients, and can be made in oral or written form. All concerns and complaints are taken seriously and managed and

## IN-CONFIDENCE

responded to promptly in accordance with the complaints process. All kaimahi are required to know, understand, and implement the complaints process.

At Kia Puāwai rangatahi are supported to raise concerns and complaints both verbally and/or in writing. We work to resolve these matters at the appropriate response level using Kia Puāwai processes for concern and complaint resolution. We would reserve using an external process for those rare circumstances where the nature of the complaint would indicate a need to involve an independent body.

For Lighthouse referrals, all rangatahi receive a copy of the “Lighthouse Home Info and Rangatahi Rights” document at time of admission. This ensures that rangatahi are aware of their right to talk to any adult they feel comfortable with and make a complaint if they feel their rights are not being upheld, or if they think someone has hurt them or made them feel uncomfortable.

Kia Puāwai have recently reviewed the Lighthouse Home Info and Rangatahi Rights document to ensure that ways for Rangatahi to make complaints are more visible.

### Recommendation 2

*Ensure All About Me Plans are up to date, detailed and are provided to Kia Puāwai prior to the admission of mokopuna.*

#### Response – Oranga Tamariki

Oranga Tamariki acknowledges the importance of providing Kia Puāwai, or any provider-run service, with a current All About Me Plan when a referral is made by Oranga Tamariki to place a rangatahi in their service. Providing a service provider with key information about a rangatahi is crucial for understanding the individual needs of a rangatahi, and the impact this may have on their care while in a community home.

The AAMP is designed to enable Oranga Tamariki to support and respond to the needs of tamariki and rangatahi in care in line with the National Care Standards. The AAMP helps everyone involved support the needs and objectives of tamariki or rangatahi, by recording planning information that is responsive to their changing needs and circumstances and advances their long-term goals and outcomes.

There is also a tamariki-version of the AAMP. The tamariki AAMP is written in language appropriate to the age, development level or disability of te tamaiti or rangatahi, to ensure they understand it.

At times, particularly outside of business hours, referrals can be made at short notice after a rangatahi is arrested by the Police, and some information may not be available until the next day or after the weekend. This can also occur when a rangatahi is not previously known to Oranga Tamariki and new information needs to be obtained before this can be given to a provider run service.

During business hours, referrals for Kia Puāwai are managed by the Auckland Regional Placement and Resources Team. Afterhours referrals are received by the Oranga Tamariki National Contact Centre, and then provided to local afterhours or duty social workers who liaise directly with Glenmore Lighthouse.

Oranga Tamariki will continue to work with everyone to ensure a clear understanding of the referral process for Kia Puāwai. It is anticipated that this will support the consistent and timely provision of AAMPs and other essential referral documentation.

#### Response – Kia Puāwai

In an ideal world we would receive a comprehensive All About Me Plan for rangatahi on admission. Our current process is to request these plans prior to the rangatahi arriving to our home. These plans provide kaimahi with essential information on the needs and support required for the rangatahi coming into care or custody.

We appreciate there are instances where plans may have limited detail, such as when rangatahi are new to the ministry. Kia Puāwai will continue to proactively work with Oranga Tamariki to ensure we are supplied with all of the relevant information required to provide a safe caring environment for rangatahi.

### Recommendation 3

*Ensure social workers complete their mandatory 14-day reviews of custodial (remand) status and involve, mokopuna and Kia Puāwai staff in these reviews.*

#### **Response – Oranga Tamariki**

It is a requirement that rangatahi who are placed on a remand order by the Youth Court and stay in an Oranga Tamariki-run or contracted service are reviewed every 14 days. The purpose of this is to establish if the rangatahi needs to be brought back to the Youth Court to determine whether another custody status under section 238 would be appropriate if an alternative placement option is available. The first review is done by way of a family group conference. The youth justice social worker will complete any subsequent reviews and rangatahi are encouraged to participate.

We closely monitor performance in relation to the completion of 14-day remand reviews, and this information is provided to operational regions to help inform, guide and, where necessary, strengthen this practice. The completion of the reviews is a priority, as the Oranga Tamariki Act 1989 requires a 'child or young person who commits an offence or is alleged to have committed an offence to be kept in the community so far as that is practicable and consonant with the need to ensure the safety of the public'; and 'that any sanctions imposed should take the least restrictive form appropriate in the circumstances.'

Oranga Tamariki supports the involvement of Kia Puāwai, in the completion of remand reviews, as it does for all other provider-run services that accommodate rangatahi remanded in our custody. The Auckland Regional Placement and Resources Team, as part of the referral process to Glenmore Lighthouse, will remind Social Workers of practice expectations for involving Kia Puāwai kaimahi and rangatahi in remand reviews. The Auckland Regional Placement and Resources Team will also seek regular feedback from Kia Puāwai regarding their participation in remand reviews.

#### **Response – Kia Puāwai**

We appreciate the offer to be involved in the remand reviews.

### Recommendation 4

*Ensure social workers adhere to minimum contact visits as per Oranga Tamariki Policy.*

#### **Response – Oranga Tamariki**

Visiting rangatahi while in care is important. Visits by Social Workers with rangatahi help to build and maintain relationships, help to understand what's happening in their lives, monitor their safety and wellbeing and ensure that their AAMP and placement are meeting their needs and promoting their best interests.

The rangatahi must be visited by their Social Worker if possible. If the Social Worker for the rangatahi cannot visit, the social worker's supervisor must arrange for someone suitable to carry out the visit. If the rangatahi is in a remand home, and the social worker cannot physically visit, a video call can be used to complete the visit or engagement.

The frequency in which visits to rangatahi occur must be based on their individually assessed need. The frequency, as well as the rationale for this, must be determined in consultation with the rangatahi and whoever is caring for them. It also needs to be agreed by the Social Worker's Supervisor and the approval recorded in case notes and in the AAMP for the rangatahi.

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As per our response to systemic recommendation 2, as part of the referral process for rangatahi who are entering Glenmore Lighthouse, the Auckland Regional Placement Team will remind Social Workers of the requirement to provide a current or updated AAMP.

It is important that rangatahi and staff at Glenmore Lighthouse are consulted by the Social Worker when determining contact arrangements. The frequency of visits must be reviewed regularly, or if there has been a change in the circumstance or needs rangatahi. The plan must be updated if the frequency is altered, this ensures it reflects the needs and wishes of rangatahi.

### **Response – Kia Puāwai**

Kia Puāwai understand the importance of rangatahi in care or custody maintaining their connection with their Oranga Tamariki social worker. Our kaimahi encourage all rangatahi to maintain their connection with their site social worker through regular phone calls or in person visits (where possible). We will continue to make the home a welcoming space for social workers and ensure rangatahi have access to methods to enable contact.

### **Recommendation 5**

*Facilitate a training module for the National Contact Centre After Hours team to ensure the correct documentation is prepared and referral process followed.*

### **Response – Oranga Tamariki**

Oranga Tamariki supports the development and delivery of a training module for National Contact Centre After Hours team to refresh their understanding of the afterhours referral process for Glenmore Lighthouse. With support from the National Youth Justice Team, the Auckland Regional Placement and Resources Team will work closely with Kia Puāwai through the development of this mahi and the shared delivery of a training module. It is anticipated that the training will be delivered later in 2023.

### **Response – Kia Puāwai**

Kia Puāwai have a strong working relationship with the Regional Placement and Resources Team. We believe that a joint approach in supporting the Oranga Tamariki afterhours teams would be beneficial to ensure consistency with how referrals are processed.

### **Recommendation 6**

*Update referral pathways to ensure a comprehensive risk assessment for mokopuna coming directly to Glenmore Lighthouse from in-patient mental health services.*

### **Response – Oranga Tamariki**

There are no mechanisms in place for referrals to be made directly to Kia Puāwai from in-patient mental health services, nor has this occurred in practice based on our assessment of past and recent referrals to Glenmore Lighthouse. We believe that the information you were provided during your visit in respect of this matter is incorrect.

When rangatahi are referred to Glenmore Lighthouse, their case information is carefully assessed, including factors such as safety risks and strengths. Quality assessment ensures our decision-making responds to the individual immediate and long-term needs of all tamariki and rangatahi we work with. Quality assessments also give effect to the Oranga Tamariki practice standards and the National Care Standards.

During business hours, the assessment of referrals to Glenmore Lighthouse is undertaken by the Auckland Regional Placement and Resources Team. This comprises of a team of social work-



experienced Regional Placement and Resources Coordinators, who liaise with Social Workers and Kia Puāwai, while planning entries for rangatahi to Glenmore Lighthouse. During afterhours, emergency placements for rangatahi are made through the National Contact Centre and are assessed by the afterhours or duty Social Worker in consultation with Kia Puāwai.

We acknowledge that at times we have, and will continue to, assess referrals from Social Workers for rangatahi who have spent time in in-patient mental health services. For every referral that is made, due diligence is consistently undertaken, with each referral rigorously assessed as per the information provided. As part of the assessment process, Kia Puāwai are consulted with by the respective Regional Coordinator or afterhours Social Worker to determine the likely 'fit' of the rangatahi based on their needs and the needs of rangatahi already at Glenmore Lighthouse.

The assessment outcome decision to accept or decline each referral is agreed between the Regional Placement and Resources Team or afterhours Social Worker and Kia Puāwai. The decision to place a rangatahi at the conclusion of the assessment process reflects whether the needs of the rangatahi can be effectively managed in Glenmore Lighthouse. Oranga Tamariki respects and values the views of Kia Puāwai throughout the assessment process.

### **Response – Kia Puāwai**

Kia Puāwai are committed to working closely with Oranga Tamariki to ensure referral pathways are consistent across the board. We would welcome an opportunity to work closely on how we can jointly improve the risk assessment and transition processes when rangatahi have been discharge from in-patient mental health services.

### **Recommendation 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.*

### **Response – Oranga Tamariki**

Oranga Tamariki has confirmed additional funding, which will support an increase in staffing levels at Glenmore Lighthouse. Up to 48 additional hours per week will be available for a support worker, as required. Funding for activities and programmes at Glenmore Lighthouse to ensure that rangatahi have access to up-to-date resources has also increased.

### **Response – Kia Puāwai**

Kia Puāwai have recently received confirmation that this increase will be in the next contract variation. The increase in funding to recruit a third staff member for a small proportion of hours per week is an improvement on previous staffing levels and will have a positive impact in the home. Having a third staff member on a permanent basis would be ideal as this would enable us to respond more effectively to some of the challenges our rangatahi face in relation to their mental health and trauma, and allow capacity for fluctuations up to five beds at any time. We do understand the financial constraints within Oranga Tamariki and are committed to continue to work together in relation to funding and will advocate for a further increase to support us to meet the increasing complexity of rangatahi in the home.

## Response to Kia Puāwai Facility Recommendations

Below are the Oranga Tamariki and Kia Puāwai responses to the facility recommendations made in the Glenmore Lighthouse OPCAT report.

### Recommendation 1

*Kaimahi to be provided additional cultural support to articulate and communicate their values and innate way of being Māori, to strengthen Kia Puāwai and values within the whare.*

#### Response – Kia Puāwai

We are puzzled by this recommendation as the themes in the report acknowledged the strong culture, values and kaupapa within the home. To add further clarity, we have provided this comprehensive response of what we offer to kaimahi.

Our Tikanga | *Our organisation's values: Aroha, Whanaungatanga, Wairuatanga & Manaakitanga*

Our Whakakitenga | *Our organisation's vision: Kia Tupu, Kia Hua, Kia Puāwai. To Grow, To Flourish. To Prosper.*

Our Kaupapa | *Our organisation's mission: We believe our Tamariki, rangatahi and their whānau deserve to thrive. We draw from te ao Māori and tea o Tauīwi knowledge to strengthen wellbeing, mana and wairua*

The Kia Puāwai Waka Hourua strategy guides our strategic journey to integrate te ao Māori and te ao Tauīwi knowledge into all aspects of the way we work. It is important that our services are informed by our tikanga, our whakakitenga, and our kaupapa. The current Waka Hourua focus for our residential team is on ensuring our practices in the whare (including transitions to and from placement) are tikanga-informed and mana-enhancing so that rangatahi feel safe, supported, and cared for.

So far this year our residential kaimahi have completed *Nga Heke o te Mahau* cultural safety training and held a noho marae, with a focus on embedding indigenous knowledge and practices with our current models of care. Further training such as our Teaching Family Model (TFM) roll out with Waka Hourua service enhancements are due for implementation this fiscal year. Kia Puāwai will work closely with our frontline kaimahi to ensure that the service enhancements are complementary to the great mahi they already do.

As part of Te Waharoa (the organisation's performance and professional development planning) for FY24, our Māori-centric competency framework *Ngā Heke o Te Whare* has been rolled out to support all kaimahi to evaluate and develop their own competency in three core areas of mātauranga, namely:

- He Whakaputanga and Te Tiriti o Waitangi
- Te reo Māori me ōna tikanga
- Kawa me ōna tikanga

Kaimahi are able to access educational resources to support their learning through the Kia Puāwai sharepoint page, or access support from our Pou Whakataki Māori, Kaitohu Mātauranga, or their People Leaders (including Practice Leader).

## Recommendation 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.*

### Response – Oranga Tamariki

Oranga Tamariki is supportive of the training and development for kaimahi that Kia Puāwai undertakes. We are confident that the focus Kia Puāwai have on continuous improvement and excellence means mokopuna and tamariki who experience mental health distress, have diagnosed neurodiversity, and identify as part of the Rainbow Community will experience a high standard of service provision.

### Response – Kia Puāwai

Kia Puāwai are a rainbow tick certified organisation and as such have multiple systems, processes, training and support for kaimahi. For example, as part of our core training we have LGBTTTQIA+ Inclusion in the Workplace and Introduction to LGBTTTQIA+ that all kaimahi complete, as well as the Rainbow Tick interactive workshop.

For our residential kaimahi this year we have already completed First Aid and MAYBO: Positive Interactions refreshers, *Nga Heke o te Mahau* cultural safety training, and noho marae. Other clinical training includes Managing Risk and Incident Reporting, Management of Deliberate Self-Harm, and intervention model training which focuses on trauma responses, behaviour escalation, enhancing engagement and teaching techniques.

We are working with our internal clinical team to ensure that training is tailored towards the increasing mental health needs coming through in our referrals. We are confident that these opportunities will meet the training needs of our kaimahi.

## Recommendation 3

*Work with Oranga Tamariki to enable health practitioners to visit Glenmore Lighthouse to enable regular health check-ups for mokopuna and to provide sexual health screening for mokopuna on admission.*

### Response – Oranga Tamariki

Oranga Tamariki recently engaged with Te Whatu Ora regarding increasing access to primary healthcare services at Glenmore Lighthouse. There was subsequently agreement with the Te Whatu Ora to include Glenmore Lighthouse within the provision of their mobile health service.

The mobile medical clinical that will visit Glenmore Lighthouse weekly (or less if not required), consists of a doctor and nurse. They will assist with supporting the rangatahi at Glenmore Lighthouse with any presenting health needs and the management of these, for example, prescribing and renewing prescriptions for medication, and consideration of broader health needs such as updating and undertaking new immunisations.

The operating arrangements for access to the mobile health service at Glenmore Lighthouse are currently being finalised between Kia Puawai, Te Whatu Ora and Oranga Tamariki. These are expected to commence in October 2023.

**Response – Kia Puāwai**

We are delighted with this initiative and welcome the opportunity to work with Oranga Tamariki and Te Whatu Ora to implement this.