Final report:

Fast-Track – Formative and process evaluation

July 2024

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Executive summary

Fast-Track

In May 2021, the South Auckland Social Wellbeing Board (SASWB) established Kotahi te Whakaaro to trial a cross-agency community led response to children aged 10-13 years who were apprehended for a serious offence such as ram raiding. The early success of this approach in South Auckland and subsequently Auckland West resulted in the Government providing funding in late 2022 to establish the Fast-Track protocol and expansion of both teams to include young people aged 14-17 years.

The Fast-Track Protocol was agreed between Police and Oranga Tamariki, and in May 2023, Oranga Tamariki received extra funding to set up Fast-Track teams in Hamilton, Christchurch and Auckland Central.

Evaluating Fast-Track

In September 2023, Oranga Tamariki commissioned Malatest International to evaluate and deepen understandings about cross-agency ways of working and how agencies can align services to enhance responses for rangatahi and whānau.

The evaluation consisted of two parts:

- **Part 1:** A process evaluation focused on cross-agency ways of working for two established sites:
  - South Auckland – Kotahi te Whakaaro (est. May 2021)
  - MDCAT West Auckland (est. December 2022)
- **Part 2:** A formative and process evaluation for three recently established sites:
  - Auckland Central Te Kāhui Whitiora (est. May 2023)
  - Christchurch Ōtautahi Interagency (est. May 2023)
  - Hamilton Fast-Track (est. May 2023).

Appropriateness of a cross-agency way of working

Fast-Track includes multiple government agencies (Oranga Tamariki, NZ Police, the Ministry of Social Development, Kainga Ora, the Ministry of Education, Health New Zealand – Te Whatu Ora and others) working alongside iwi, Kaupapa Māori and community organisations to respond to children and young people who are apprehended for a serious offence, and their whānau/family. Previously young people involved in incidences would potentially be sent home and miss out on the benefits of receiving an immediate response from a connected group of agencies.

Fast-Track is underpinned by the Kotahi te Whakaaro principles:

Act with urgency	**Do whatever it takes (within legislative and organisational parameters)**	**Focus and build on trusted relationships**
Work flexibly (who is the best person to lead the response)	**Build on protective factors, understand vulnerabilities and respond to risk factors**	**Whole of whānau approach**

Participants described the Fast-Track cross-agency way of working as aligning with the principles and resulting in:

	Systems navigation	Timely and efficient navigation of systems and internal processes by agency representatives to ensure immediate whole whānau/family support was accessible.
	Synergies	Synergies across different government agencies and marae, iwi, NGOs who often work with the same whānau.
	Trust and collaboration	Development of trusting, collaborative and continuous learning relationships across government agencies and with marae, iwi, Kaupapa Māori and community agencies. This extended to cross-agency teams building trusting relationships with rangatahi and whānau/family.
	Innovative and responsive practice	Connections between social, cultural and creative agency responses that respond to rangatahi needs, aspirations and wellbeing.
	Collective responses to collective whānau needs	A whole whānau/family approach that prioritises timely information sharing between agencies, marae, iwi, Kaupapa Māori and community providers.
	Potential intergenerational change	A preventative whānau/family approach with the potential to reduce or eliminate re-offending and lead to inter-generational change within whānau/families. It is important to note some participants also highlighted an optimal prevention approach would extend the scope of a cross-agency response to include young people identified by local NGOs, NZ Police, marae and others as at risk of offending.

Fast-Track cross-agency data for tamariki (10-13 years old) and rangatahi (14-17 years old) show that the rates of re-referral (31% for tamariki and 13% for rangatahi) suggest a lower rate of recidivism than would be expected for both groups without Fast-Track. Oranga Tamariki will explore the feasibility of an impact evaluation once enough tamariki and rangatahi have been through the programme to provide a statistically reliable measure of the impact of Fast-Track on recidivism.

The cross-agency approach enabled the Kotahi te Whakaaro principles

Fast-Track cross-agency sites are at various stages of implementing a localised approach. MDCAT West was the first site to extend Kotahi te Whakaaro. This site was challenged by short timeframes that did not support local partnerships between government agencies, iwi, Kaupapa Māori and community providers to adapt the

cross-agency way of working for a strong West Auckland community and identity. The set up of all other sites benefitted from the MDCAT West and Kotahi te Whakaaro experiences and learnings.

Evaluation of the expansion of Kotahi te Whakaaro to MDCAT West and other sites generated learnings about what needs to be in place for effective establishment of new cross-agency sites.

Cross-agency design and implementation

Acknowledging the importance of community kaupapa and identity which requires support and resource for:

- Local adaptation: Setting up a cross-agency way of working is enabled where regional agencies, marae, iwi, Kaupapa Māori and community providers can adapt the model to the needs of their community with their community, while aiming to achieve the same outcomes.
- Genuine partnerships and shared leadership opportunities between government agencies, marae, iwi, Kaupapa Māori and community providers: Setting up a cross-agency way of working is enabled where adequate provider funding, contracting arrangements, communications and access to decision makers are in place at the start of the initiative.

Leadership and communication

An efficient cross-agency way of working requires:

- Shared leadership, mutual respect and trust in the team. Optimal cross-agency teams were described as having an equal voice at the table, able to engage, share and learn from each other and ensure the table has one voice.
- Open and transparent communications and information sharing, willingness for teams to work together to understand, develop and communicate tailored cross-agency approaches and supports to meet the needs of rangatahi/young people and whānau/family.
- Supportive leaders who protect autonomy and creativity within operations teams.
- Marae, iwi, community and Kaupapa Māori provider representatives and/or leadership on the steering committee and operations teams.

Management and administration

All participants consistently highlighted having the importance of having the 'right people' with the 'right mindset' at the steering committee and operations tables to implement cross-agency ways of working. Descriptions of the 'right people' within government agencies included steering committee representatives with senior leadership roles who:

- Are immersed in and/or knowledgeable of their communities
- Possess a range of strategic, relational and courageous leadership characteristics
- Have influence and nous to make immediate decisions and mandate agency representation, innovation, and autonomy at the operations team level.

Descriptions of the 'right people' in the operations team included representatives from agencies, iwi, marae, Kaupapa Māori and community organisations who were passionate about making a positive difference for rangatahi/young people and their whānau/family, values driven, courageous, inquisitive and knowledgeable of trauma-informed behaviours and responses, able to navigate agency systems, and focused on outcomes rather than compliance. Having the 'right people' in the operations team led to shared ownership, responsibility and peer accountability for actions at the cross-agency table.

Adequate governance backbone/back-office support

- **Adequate resourcing for staff capacity to prevent excessive workloads.** Most interviewed government agency staff involved in the set up and/or implementation of a cross-agency way of working were tasked with additional roles and responsibilities.
- **Systems for cross-agency data sharing and monitoring.** The set up of data and monitoring templates and tools requires analyst expertise – teams require support, guidance and/or training to ensure appropriate data is captured and analysed.

Local cross-agency teams are now working together to deliver a cross-agency response

All sites are now supporting rangatahi and whānau/family using core processes and protocols established by Kotahi te Whakaaro. The processes in place include:

- **Daily pre-meeting preparation:** Each representative gathers all information from their experience and internal data systems about rangatahi and/or their whānau/family who were involved with NZ Police the night before.
- **Daily cross-agency morning meetings:** Operations teams synthesise all information about rangatahi and/or their whānau/family and develop an action plan that details the responses needed by each agency.
- **Monitoring and follow-up:** Case notes recorded at all morning meetings are updated and reported weekly and discussed as needed to monitor progress of rangatahi and whānau/family being supported by cross-agency teams.

Coherence of a cross-agency response

A cross-agency way of working can complement and provide opportunities to integrate siloed agency responses and initiatives. Knowledge and information sharing between agencies, marae, iwi, Kaupapa Māori and community providers can help to avoid duplication of current and new initiatives, services, strategies and actions.

A key challenge highlighted by some participants was a lack of clarity and/or understanding within agencies about workload requirements, and a perceived sense of internal team pressure on individuals to justify representation and involvement at the operations team tables.

The coherence of a cross-agency way of working may be strengthened by increased promotion and awareness raising within agencies about how cross-agency teams work together. Stronger understandings within agencies can support operations team members and avoid potential duplication of initiatives within and across agencies.

Sustainability – integration into business as usual

Agency representatives on the cross-agency governance and operations teams are funded by individual agency baseline funds. Agency capacity to commit to cross-agency ways of working varied between full and partial attendance at the steering group and operational team tables. Not all agencies were able to commit FTE positions to cross-agency sites, although some were able to engage occasionally as part of their day-to-day role and workplan. Sustainability of cross-agency ways of working and incorporation into business as usual across agencies remain reliant on the commitment and resource from each agency.

Sustainable representation in cross-agency leadership, governance and operations teams and funding security for service delivery provided by marae, iwi, Kaupapa Māori and community organisations is critical to the delivery and continuity of cross-agency approaches and responses. At the time of interviewing, pending budget announcements would determine the sustainability of funding for all sites.

Strengthening the set up and delivery of a cross-agency approach and response

Priorities to strengthen a cross-agency way of working, informed by evaluative insights include:

Priorities to strengthen a cross-agency way of working	
High Priority (Necessary - urgent)	**Provide adequate and standardised data and monitoring systems** To ensure adequate and consistent cross-agency data is used to inform national monitoring and reporting requirements and regional continuous improvement.
	Develop a cross-agency outcomes framework To assess a range of wellbeing outcomes
Medium Priority (Necessary - less urgent)	**Prioritise agency funding to commit to cross-agency ways of working** To sustain and embed a cross-agency way of working into business as usual.
	Promote cross-agency ways of working within government departments To broaden understandings and manage demand on workloads.
	Develop 'the right' workforce To maintain institutional knowledge and deepen understandings about a cross-agency way of working.
	Connect governance and operations teams across sites To broaden and sustain strong understandings about a cross-agency way of working.
	Integrate a broader prevention approach To extend scope to prospective youth offenders and prevent incidences from occurring.
Low Priority (Necessary - not urgent)	**Develop the evaluation and evidence base** To evidence optimal cross-agency ways of working and potential extensive impacts for rangatahi and whānau.
	Co-locate operations teams To optimise cross-agency interactions and responses.

Figure 1: A summary of priorities to strengthen a cross-agency way of working

1. Fast-Track

The Oranga Tamariki Act, Part 1, Section 4, sets out the general principle that the purpose of the Act is to promote the well-being of children, young persons, and their families, whānau, hapū, iwi and family groups. Section 4(1)(b) of the Act confirms this extends to, "prevent offending or re-offending or respond to offending or reoffending".

In 2016, the South Auckland Social Wellbeing Board (SASWB) was set up as one of three Place-Based Initiatives focused on developing new cross-agency ways of working to meet complex and diverse needs of whānau/families. The Board consists of representatives from 13 government agencies, local government, health districts and an independent non-government chair. The SASWB prototyped a cross-agency response to family harm known as the Multi-Disciplinary Cross Agency Team (MDCAT). Results were promising and provided key insights and learnings to optimise cross-agency ways of working.

1.1. Kotahi te Whakaaro

In May 2021, MDCAT key insights and learnings were used by the SASWB to inform a three-month proof of concept to respond to increased youth offending between 2018-2021. The service named Kotahi te Whakaaro was a new approach to responding to children (aged 8-13 years) in South Auckland who were apprehended for a serious offence.

Kotahi te Whakaaro consists of an 'on the ground' team of representatives from government, community organisations, and iwi that provide immediate and intensive cross-agency support for children and their whānau/families during weekdays following their apprehension. As highlighted in the Kotahi te Whakaaro Learnings Report (2023):

> **Kotahi te Whakaaro emphasises a unified agency response that allows for cross-agency information sharing and a whānau-focused approach that provides resources and rapid support to help protect whānau and their tamariki mokopuna from stigmatising systems.**
>
> **Kotahi te Whakaaro aims to work in partnership with people and organisations connected to whānau to provide the necessary support for healing and growth.**
>
> **By facilitating a cross-agency and flexible response, tamariki mokopuna and their whānau will receive timelier responses ensuring their immediate needs are met and safety concerns addressed, with clear pathways identified for ongoing appropriate whānau focused supports.**

The early success of Kotahi te Whakaaro resulted in government providing funding in late 2022 to establish Fast-Track.

1.2. Fast-Track

Fast-Track is a government derived term which refers to the extension and roll-out of the Kotahi te Whakaaro model in West Auckland (MDCAT West) and expansion of both teams to include young people (aged 14-17 years). In May 2023, Oranga Tamariki received extra funding to set up Fast-Track in Hamilton, Christchurch and Auckland Central.

As at June 2023 there were five 'Fast-Track' sites:

- South Auckland – Kotahi te Whakaaro (established May 2021)
- West Auckland - Multi-Disciplinary Cross-Agency Team (MDCAT West) (established Dec 2022)
- Auckland Central - Te Kāhui Whitiora (established May 2023)
- Christchurch - Ōtautahi Interagency (established May 2023)
- Hamilton - Fast-Track (established May 2023).

1.3. Evaluating Fast-Track

In September 2023, Oranga Tamariki commissioned Malatest International to undertake:

- **Part 1:** A process evaluation of South Auckland – Kotahi te Whakaaro and West Auckland MDCAT (with a focus on evaluating the cross-agency way of working).
- **Part 2:** A formative and process evaluation of Auckland Central Te Kāhui Whitiora, Christchurch Ōtautahi Interagency and Hamilton Fast-Track (with a focus on processes and the set-up of initiatives).

The evaluation aimed to deepen understandings about:

- The effectiveness of and extent to which the Fast-Track model and protocols could be improved to better deliver on its desired outcomes.
- The extent to which local co-ordination (i.e., cross-agency) teams and community partners (i.e., providers) facilitate the Fast-Track approach.
- Roll-out to other regions and sites.

An evaluation framework was designed to identify key questions, indicators and measures that informed evaluative conclusions highlighted in this report (see Appendix 1 for the full evaluation framework).

The evaluation focus was on:

- **Appropriateness**: Understanding how to set up and implement a cross-agency way of working and opportunities to strengthen the approach.
- **Efficiency:** Understanding the governance and management processes necessary to set up multi-site cross-agency initiatives.
- **Coherence:** The extent Fast-Track complements other internal and external support initiatives.
- **Sustainability:** What resources are necessary to incorporate Fast-Track and/or the successful elements of Fast-Track into business as usual.

1.4.   Data collection

We sourced information for this report from:

	• A review of documents provided by Oranga Tamariki (including planning documents, and progress and learning reports)

	In-depth interviews with:
	• Kotahi te Whakaaro:
	   ○ Strategic management group and operations team representatives (n=11)
	• MDCAT West:
	   ○ Steering committee and operations team representatives (n=13)
	• Te Kāhui Whitiora:
	   ○ Steering committee tēpu and operations team tēpu (n=10)
	• Hamilton Fast-Track:
	   ○ Review hui and operations team representatives (n=3)
	• Ōtautahi Interagency:
	   ○ Steering group and co-ordination table representatives (n=20)

	• Observation of a cross-agency operations team morning meeting

Ethics review was provided by the Oranga Tamariki research and evaluation ethics panel on 17 October 2023.

1.5.   Analysis

We used a general inductive approach to guide the analysis of qualitative data. We developed a coding framework aligned with the evaluation questions to identify emergent themes, clusters, and categories within and across sites.

The codes utilised in this report include:

- Kotahi te Whakaaro representatives: coded as KTW#
- MDCAT West representatives: coded as MW#
- Te Kāhui Whitiora Auckland Central representatives: TKW#
- Ōtautahi Interagency Christchurch representatives: OI#
- Fast-Track Hamilton representatives: FTH#

Common themes are referenced as 'all' (every participant interviewed), 'most' (more than half of participants interviewed) or 'some (fewer than half of participants). Specific and/or less common themes are referenced as 'one participant' or 'a small number of participants'.

1.6. Evaluation strengths and limitations

The evaluation was strengthened by open and frequent communication between the evaluation team and Oranga Tamariki national and regional teams. The Oranga Tamariki national team provided initial contacts and introductions with regional representatives, which facilitated opportunities for regional inter-agency engagements. Fortnightly meetings ensured Oranga Tamariki, and the evaluation team were regularly updating on progress and supporting further progress where required.

The evaluation was informed by the perspectives of representatives on cross-agency governance and operations teams. Although we engaged with a broad range of key people at each site, their views may not reflect all cross-agency representatives.

As requested by Oranga Tamariki, the inclusion of rangatahi and whānau/family voice was out of scope for this evaluation to:

- Avoid potential research fatigue for rangatahi and whānau/family involved in a learning and insights report recently developed by Kotahi te Whakaaro.
- Focus evaluation resources on addressing information gaps about a cross-agency way of working to assist the set-up of new sites and inform continuous improvement for current sites.

2. Appropriateness of a cross-agency way of working

Fast-Track was established as a cross-agency initiative, based on the effectiveness of the Kotahi te Whakaaro cross-agency approach to youth offending.

2.1. The principles of the cross-agency approach and service model

Kotahi te Whakaaro was established from the ground-up by building on operational team insights and experiences with MDCAT. The rationale for a cross-agency approach was to enable the cross-agency principles summarised in the Kotahi te Whakaaro learnings report (2023). The details are provided in Appendix 2.

The key principles are:

Act with urgency	Do whatever it takes (within legislative and organisational parameters)	Focus and build on trusted relationships
Work flexibly (who is the best person to lead the response)	Build on protective factors, understand vulnerabilities and respond to risk factors	Whole of whānau approach

2.2. The cross-agency approach enabled the Kotahi te Whakaaro principles

Evaluation findings have demonstrated the ways the cross-agency approach across all sites enabled the Kotahi te Whakaaro principles and fostered improved responses to rangatahi and whānau/family engaged with Fast-Track (Figure 2).

Most participants highlighted that a cross-agency approach can...

Enhance the Kotahi te Whakaaro principles	Strengthen processes	Support new ways of working	Here's what some participants said...
Act with urgency	Systems navigation	Timely and efficient navigation of systems and internal processes by agency representatives to ensure immediate access to necessary support that is responsive to rangatahi and whānau/family needs.	It's more so that accessibility and responsiveness...I've seen that time and time again, [whānau] needs a food grant, boom MSD are there and charge up a card $100 [which] goes out with the police right there and then on the table. If they need to know what's happening in the house, the house is grossly overcrowded, so forth, you know. (MW3/5)
Do whatever it takes (within legislative and organisational parameters)	Synergies	Synergies across different government agencies and marae, iwi, NGOs who often work with the same whānau but in isolation from each other. Synergies ensure a range of agency intense support for rangatahi and whānau/family is accessible and appropriate transitions to community services for ongoing support are in place.	My goodness, like, next level, they go over and beyond what they should be doing...I'm talking about our mentors from [NGO provider]. I'm talking about [Kaupapa Māori provider]. The outcomes speak for themselves because they're just so passionate about this work. (MW3/2)
Focus and build on trusted relationships	Trust and collaboration	Development of trusting, collaborative and continuous learning relationships across government agencies and with marae, iwi, Kaupapa Māori and community agencies. This extended to cross-agency teams building trusting relationships with rangatahi and whānau.	We don't do evaluations [of our cross-agency way of working] at all, we do learning reports, and we try to understand [what] whānau are telling us and then we try to change as we're building it, we're changing it. (KTW1) It's just being able to build that trust...Everyone has mana but it's being able to bring that mana out or reinstall it or wake it back up. (TKW5)
Work flexibly (who is the best person to lead the response)	Innovative and responsive practice	Connections between social, cultural and creative agency responses that respond to rangatahi needs, aspirations and wellbeing.	[We asked rangatahi] 'What do you want to do now?' 'We want to do carving, we want to do this, that and the other'...We're going to do it through tikanga...We're currently working with the local kura, can they get NCEA credits out of it?...In the meantime, we're working with these rangatahi to say, 'You've got to go to school. You've got to get up. If you don't have kai, come and see [me]. (TKW5)
Build on protective factors, understand vulnerabilities and respond to risk factors	Potential intergenerational change	A preventative whānau/family approach that can influence potential inter-generational change within whānau/families. Previously young people involved in incidences would likely be sent home and miss out on the benefits of receiving an immediate response from a connected group of agencies. Most participants noted that the full-benefits and outcomes of a whole whānau/family approach and potential for inter-generational change will not be realised immediately. It is important to note some participants highlighted that an optimal prevention approach would broaden the scope of cross-agency ways of working and responses to prospective youth offenders known by local NGOs, police and marae rather than after offending occurs (detailed in section 6).	I think the important point of view is that we work with the entire whānau...the child and siblings, the entire whānau including extended whānau. Prior under Oranga Tamariki, it's only the referred child. Under the Ministry of Education, it's the referred child. But out here we look at the entire concept, we look at the entire ecosystem. (KTW3) In some ways it's a little bit hard in a way because everybody, government agencies and government departments and government itself always wants things done yesterday, as opposed to done in 10 years' time and so forth. But the outcomes of social investment are usually five to 10 years down the track. (TKW8)
Whole of whānau approach	Collective responses to collective whānau needs	A whole whānau/family approach prioritises timely information sharing between agencies, marae, iwi, Kaupapa Māori and community providers, and a collective response to address rangatahi and whānau/family needs. Agency and provider representatives come to the table informed and equipped, to share their knowledge of rangatahi and whānau, and an openness to engage with others to identify an optimal response.	We know that if we collaborate, if we share information, if we work with urgency in a timeframe that suits the needs of the whānau, so the whānau actually get a say in what it is they need and want, we know we can make a difference. (KTW1) It's just beautiful...not just the rangatahi, it has to be the whole whānau approach. (TKW5)

Figure 2: Appropriateness of a cross-agency approach

Fast-Track cross-agency data captured across all sites is monitored regularly based on the number of children and young people who are supported by the operations team tables, and those that are apprehended by Police and then re-referred to the operations team tables.

The most recent Fast-Track Response Dashboard Data (see Appendix 3)[1] show that between December 2022 (when data recording began) and June 2024 (most recent analysis):

- **Tamariki (10-13 years old):** Fast-Track received 710 referrals for tamariki aged between 10 and 13 years. The 710 referrals were for 383 tamariki, including 266 (69%) referred once and 117 (31%) referred twice or more. The majority of offending was related to motor vehicle offences including fleeing driver incidents, unlawfully getting into a motor vehicle as well as burglary, robbery, assault and ram-raid incidents. Most (81%) of those tamariki referred had prior involvement with Oranga Tamariki and many (73%) had prior offences recorded by Police.

    Response plans were prepared within 48 hours for 85% of those tamariki referred to Fast-Track. Almost three-quarters of tamariki referred identified as Māori, and 80% were male.

- **Rangatahi (14-17 years old):** A further 120 referrals were made to Fast-Track for rangatahi aged 14 to 17 years. The referrals were for 101 rangatahi, including 88 (87%) referred once and 13 (13%) referred twice or more. The types of offences committed were similar to those of the younger cohort. Nearly 70% of referrals were for Māori rangatahi and 72% of referrals were for males. Nearly 91% of these rangatahi referred had prior involvement with Oranga Tamariki and 68% had prior offences recorded by Police. Response plans were delivered within 48 hours of the apprehension for 91% of those referred and only 13% of these rangatahi have been re-referred to Fast-Track.

These rates of re-referral (31% for tamariki and 13% for rangatahi) suggest a lower rate of recidivism than would be expected for both groups without Fast-Track. Oranga Tamariki will explore the feasibility of an impact evaluation once enough tamariki and rangatahi have been through the programme to provide a statistically reliable measure of the impact of Fast-Track on recidivism.

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[1] National and site-specific dashboard data are provided for tamariki and rangatahi. National data only is presented in this report (see Appendix 3).

3. The efficiency of a cross-agency way of working

A focus of the evaluation was to understand the governance and management processes necessary to set up multi-site cross-agency initiatives.

3.1. Kotahi te Whakaaro

The SASWB provides governance and leadership for Kotahi te Whakaaro. Cross-agency representatives were Cabinet mandated to sit on the SASWB during the set-up of the initiative in 2016. All representatives hold regional leadership positions within their respective agencies and remain committed to a cross-agency model and collaborative way of working.

The strategic management group inclusive of members of the implementation office manage SASWB resources. The implementation office consists of six members, one position half-seconded from NZ Police and five positions fully funded by SASWB's Ministry of Social Development baseline appropriation for Place Based Initiatives. It provides back-office support for SASWB and gathers key learnings and insights from initiatives implemented by the SASWB.

> [Governance representatives] came together originally by Cabinet mandates, so it wasn't kind of like a nice opt-in or opt-out, they were kind of told they had to be here...they've stayed, and they're starting to see more value of working collaboratively. We've seen a massive mindset change in our board members, and the relationships have grown into more collaborative arrangements where we're sharing resources that filters down. (KTW1)

> We have project management resource, we have project management support resource...We're not about evaluating or creating services, we're very much about learning. What is it that we need to do? Or how does the system need to re-orientate itself to best support those with the greatest needs? We've done a whole lot of leaning over the last six years to try and understand. What is the way that we need to work if we're dealing with complexity? And what is the role of the Government agencies when we're all dealing, in theory, with the same whānau. (KTW1)

> You've got all your social services, and your justice sector, literally everybody you can think of, Auckland Council, ACC, MSD, Kainga ora, Police, Oranga Tamariki, Ara Poutama, Health, both Te Whatu Ora New Zealand and Te Whatu Ora Counties Manukau...they're our host agency for all our host functions that we need. (KTW1)

Learning and insights gathered from the SASWB cross-agency response to family violence informed a business case approved by the Board to initiate, prototype and extend Kotahi te Whakaaro.

The implementation office also works closely with a cross-agency operational team which consists of local government agency and community organisation

representatives. Agency representatives were invited by their senior managers to work with the Kotahi te Whakaaro operations team.

MDCAT West was the first site for extension of Kotahi te Whakaaro. Learnings from setting up Kotahi te Whakaaro and MDCAT West informed extension to other sites.

3.2.1.   MDCAT West

> **Overview:** MDCAT West was the first site to extend Kotahi te Whakaaro. There were challenges in lifting a model from one region and implementing it in West Auckland. The main challenge was that a three-week time frame did not support partnerships to develop between government agencies, iwi, Kaupapa Māori and community providers to collectively adapt the cross-agency model to a strong West Auckland community identity and context. This led to significant issues and compromised relationships regional staff had previously worked to build with local iwi and Kaupapa Māori providers.
>
> Additional time and resource were required during the set-up phase to re-establish genuine partnerships with iwi, Kaupapa Māori and community providers through representation on the steering committee and operations teams, and to put adequate provider contracting and funding agreements in place. MDCAT West is now established, and all necessary partnerships are in place.
>
> Setting up MDCAT West highlighted the importance of local agency immersion in local communities, and relationships and connections with iwi, Kaupapa Māori and community providers.

In late 2022, West Auckland based government agencies received a government directive from their respective national offices to set up and implement Fast-Track within a three-week period. Obviously, there's some inherent issues with that …(MW2).

The directive to set up a cross-agency model without the infrastructure or strong backing and resource of an established governance group like SASWB was challenging (particularly) in a short timeframe.

MDCAT West steering committee: NZ Police and Oranga Tamariki representatives initially set up a steering committee with other senior government agency representatives from the Ministry of Social Development, the Ministry of Education, Kainga Ora and Health New Zealand – Te Whatu Ora to support operation team activities. Representatives were funded from baseline funds within respective agencies. The group engaged with Kotahi te Whakaaro representatives to

understand on-the-ground governance and operational realities and facilitate a community forum to engage with local iwi, Kaupapa Māori and community providers.

However, all interviewed participants considered the timeframes to establish MDCAT West were too short to enable iwi and Kaupapa Māori organisations to engage appropriately in set up processes. Therefore, the set up did not reflect genuine partnership or a collaborative and locally informed response to youth offending. The West Auckland region needed time to adapt the service model with their own communities and services. Setting up what some participants described as an imposed model led to significant issues and perceptions of a disconnect between national directives and regional teams' operational realities. Additional time was required to ensure MDCAT West's identity and cross-agency way of working reflected a strong West Auckland community, iwi and identity.

There was this time through the Minister's office where I guess they leaned heavily on Kotahi, because they saw that was the A+ version and had been running for a while so they could see the outcomes. But the difficulty also was that they thought that MDCAT [West] was just like that...There's some things that need to be dispelled...These were going to be different because our communities are different. And the funding that we've initially had is not the same. (MW3/2)

All parties informally agreed at the community forum that the steering group would initially be established as an information sharing only forum until partnerships, and commissioning and contracting arrangements for iwi/Kaupapa Māori/community providers were established. Once the initiative was publicly launched as an information sharing forum, government agencies in partnership with iwi and Kaupapa Māori providers took the time required to repair relationships and work together to set up and implement MDCAT West.

The initial agency-led steering committee expanded to include community provider, iwi and Kaupapa Māori representatives once partnerships and adequate community provider funds and contracts were in place. A Kaupapa Māori provider now co-ordinates the steering group. Some agency representatives were mandated to prioritise involvement in MDCAT West, others were engaged directly at a local level by members of the team.

MDCAT West Operations team: The operations team consists of representatives from government agencies on the steering committee and local iwi, Kaupapa Māori and community organisation representatives. Representatives were also funded from baseline funds within respective agencies. Administrative FTE support is currently provided in-kind by NZ Police. Government agency representatives were identified and asked to join the operational team by their senior management involved in the steering group. Some agency representatives were mandated to prioritise involvement in MDCAT West, others were engaged directly at a local level by members of the team. Steering group representatives sit at the operational team table when staff cannot attend.

Three weeks is an inappropriate amount of time to develop this and to expect our iwi and marae to just be on board with it without any say in its direction and avenue, and we bore the brunt of it...(MW2)

[Local iwi and kaupapa Māori provider] were very, very strong in their views at that meeting about "You've already set this up. Again, you're doing to us, you're telling us what you're doing, rather than having a relationship with us or being relational, collaborative. (MW1)

It is a steering committee, there is no real governance oversight...A governance group sits slightly higher than those of us at the ground floor. (MW3/6)

The steering group has been strongly established and pretty well attended from the get go...All the Government agencies were in there...Early on, Kainga Ora, Police and Oranga Tamariki took the early lead in the organisation of it...Eventually, [kaupapa Māori provider] have taken over the steering group co-ordination and are directing and leading the work, but it's just taken a while. (MW2)

The FTE putting forward the initial people in the operational teams, Police and Oranga Tamariki were doing that as the direction was very clear. Whereas, it took a bit longer to filter down into the other organisations. MSD were also really crucial at very early stages due to the funding. (MW2)

3.2.2. Te Kāhui Whitiora (Auckland Central)

Overview: Setting up Te Kāhui Whitiora in Auckland Central over a four-week period was described by most interviewed participants as a relatively smooth process, which benefitted from learnings from the set-up of Kotahi te Whakaaro and MDCAT West. Transfer of learnings was facilitated by the inclusion of steering group representatives also involved in the set-up of Kotahi te Whakaaro and MDCAT West, visits to other sites by marae and agency-based steering committee members, and a clear and shared understanding among government agencies, marae, iwi and providers of the need to adapt the Kotahi te Whakaaro model to the local context.

Te Kāhui Whitiora is now established as a marae-led community-based initiative. This required strong marae leadership with endorsement from iwi and mana whenua, and a close working relationship with lead agencies, the Ministry of Social Development, NZ Police and Oranga Tamariki.

Setting up Te Kāhui Whitiora highlighted a need for marae and lead agencies to champion and support new cross-agency ways of thinking and mind-set shifts among steering committee agency representatives. This remains an ongoing process.

Extension of the Kotahi te Whakaaro model to Auckland Central was initiated by senior representatives from the Ministry of Social Development, Ruapōtaka marae, NZ Police and Oranga Tamariki (all of whom were involved in or understood the set-up of Kotahi te Whakaaro and MDCAT West). Tikanga and early engagement

between Ruapōtaka marae, iwi (Te Mahurehure marae) and mana whenua (Ngāti Whātua Ōrākei) led to mana whenua and iwi support for Te Kāhui Whitiora and endorsement of Ruapōtaka marae leadership of the tēpu (steering committee and operations team tables).

The set up of Te Kāhui Whitiora represents a shared commitment by local iwi, marae and government agencies to develop a marae-led community-based initiative. Prioritisation of a tikanga approach supported by marae and key agency leads (all well-known and respected members of the local community) provided the tēpu (table) and safe space for collective, inclusive, respectful and shared cross-agency engagement and practices for the steering committee and operations team.

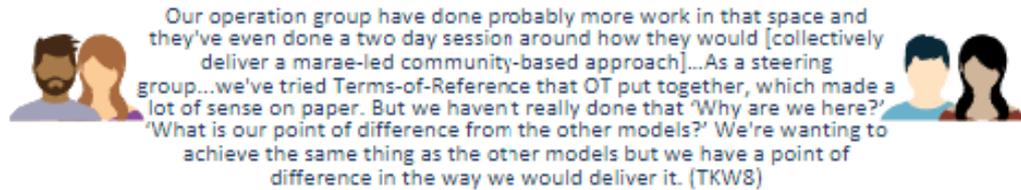|		
They started using this acronym MDCAT. I don't know MDCAT, we're Ruapōtaka marae and our framework is Awhina Tangata so it's about supporting all peoples, it doesn't matter where we're from, to reach an outcome. (TKW5)	The beauty of when we started Te Kāhui Whitiora...we're going to create this forum, this tepu [table] and lead it through tikanga Māori. So you're not going to snap and you're not going to be rude. Through tikanga, we will be able to come to discussions, consensus, awhi, manaakitanga, about how we will help our people. (TKW5)	Take the concept of [Kotahi] but adapt and adjust it to your own environment...It was all about, this is a concept, the multidisciplinary cross-agency thing is a concept of how agencies work together, and this is a bit of a roadmap, these are experiences that we had, that we've found along the way that would make this thing really be worthwhile doing. (TKW8)

Te Kāhui Whitiora steering committee tēpu: Senior representatives from the Ministry of Social Development, local marae (Ruapōtaka and Te Mahurehure), NZ Police and Oranga Tamariki set up a steering committee with senior regional government agency representatives (funded by baseline funds within respective agencies) from Kainga Ora and the Ministry of Education. A local community NGO provider is also represented on the committee.

The committee is co-chaired by Ruapōtaka marae, NZ Police and Oranga Tamariki, with administrative support from Te Mahurehure marae. The committee is guided by a tikanga approach to partnership and engagement and committed to Te Kāhui Whitiora being a marae-led community-based initiative and response to rangatahi and whānau/family needs.

The steering committee agreed to a Terms-of-Reference (developed by Oranga Tamariki) which clarifies partnerships, roles and responsibilities for committee members. It is important to note that one interviewed participant emphasised that while the Terms-of-Reference was helpful, shifting government agency mind-sets to consider, support and champion cross-agency ways of strategic thinking and practice requires the committee to clearly define and articulate Te Kāhui Whitiora's service delivery as a marae-lead community-based initiative.

Our operation group have done probably more work in that space and they've even done a two day session around how they would [collectively deliver a marae-led community-based approach]...As a steering group...we've tried Terms-of-Reference that OT put together, which made a lot of sense on paper. But we haven't really done that 'Why are we here?' 'What is our point of difference from the other models?' We're wanting to achieve the same thing as the other models but we have a point of difference in the way we would deliver it. (TKW8)

Te Kāhui Whitiora operations team tēpu: All government agencies represented at the steering committee have committed full-time or partial FTEs to the operational team. Additional team members include representatives from Health New Zealand-Te Whatu Ora and the Tāmaki Regeneration Project. Due to capacity challenges, Health New Zealand is not currently represented on the steering committee. However, through Te Kāhui Whitiora's relationships and direct engagement with local primary and secondary health care providers, a senior clinical mental health representative contacted Te Kāhui Whitiora directly and expressed a commitment to the kaupapa and desire to join the operations table.

Ruapōtaka and Te Mahurehure marae, and a community NGO provider have committed community, youth and social workers to the operations team tēpu. Ruapōtaka marae have also committed an administrator to the tēpu who works closely with NZ Police to disseminate morning reports to the team.

3.2.3. Otāutahi Interagency (Christchurch)

Otāutahi Interagency (OI) were able to draw on ideas from Kotahi te Whakaaro to help set up OI for their local context. OI was initially led by NZ Police and Oranga Tamariki. This has developed into shared leadership at the governance level between government partners, mana whenua and community providers. The shared leadership was facilitated by all representatives being on board with the kaupapa of cross-agency collaboration which has enabled them to respond quickly to process and system challenges in setting up OI. Collaborative decision-making at the governance level has also been modelled at the co-ordination level to good effect.

Otāutahi Interagency steering group: The steering group includes representatives from government agencies, mana whenua and community providers. This group was initially led by Oranga Tamariki and NZ Police. Over time, leadership has devolved and is shared between government agencies and community representatives.

As the governance group transitions from setting up into delivery, they have included independent evaluations completed by mana whenua to ensure the OI is meeting the community's needs. These evaluations have provided useful insights into how the group is operating as a cross-agency collaboration and a basis for strategic thinking and planning for the next financial year.

> When we started because we had to get it going very quickly, it started as Police, Oranga Tamariki at the table... Whereas now, the focus is on how do we step them back and how do we let our community partners with the skills, networks and engagement to really get in behind this, and how do we pull on the police and government partners when we need? Versus the other way around. That's quite a difference. (OI2)

> From a governance point of view, we can deal with the systemic issues. So any kind of barriers that come up at that kind of systemic place, we can deal with. So the team at the front can get on with the work... and then we will work with the different agencies behind the scenes. (OI3)

Governance group representatives noted that while setting up OI has had its challenges, particularly around systems and processes, they have been able to deal with challenges quickly as they arose because all members share the same kaupapa, vision and mission. Two key priorities the governance group are working on include a database all OI members can use and seeking clarity over future funding for sustainability.

Otāutahi interagency co-ordination table: The OI table includes kaimahi, a range of representatives from government agencies, mana whenua and community providers. Kaimahi were hired through an interview process while other members either self-nominated or were nominated by managers. Some members noted that the OI table could be strengthened by including liaisons from Corrections and a primary health organisation, considering the nature of some family issues of referrals, including whānau/family members in and out of prison and health care needs.

3.2.4. Fast-Track Hamilton

Overview: Kaapuia te Kaakaho, was set up as a cross-agency response to youth offending led by the Ministry of Social Development (and based on Kotahi te Whakaaaro) nine-months before regional NZ Police and Oranga Tamariki offices were tasked with setting up Fast-Track. Fast-Track was set up over a one-to-two-week period.

New lead agency representatives from NZ Police and Oranga Tamariki, and the Ministry of Social Development lead for Kaapuia te Kaakaho worked together to consider the advantages and disadvantages of setting up another cross-agency group, the synergies and points of difference between the groups and potential to integrate Fast-Track with Kaapuia te Kaakaho.

Fast-Track was set up as a separate cross-agency group to Kaapuia te Kaakaho. Synergies between the two cross-agency groups continue to develop alongside clarity about each other's criteria, scope of practice and boundaries.

It is too early to determine the effectiveness and/or efficiency of having two separate cross-agency groups. However, there may be value in re-considering integration of the cross-agency initiatives. Fast-Track continues to benefit from access to the established Kaapuia te Kaakaho governance group and operations team. Broadening Fast-Track-Hamilton's scope with the Kaapuia te Kaakaho preventative approach aligns with the set-up of cross-agency groups in Auckland. It may be worthwhile for Auckland and Hamilton sites to connect and share different cross-agency ways of thinking and approaches.

Kaapuia te Kaakaho is a cross-agency group (based on the Kotahi te Whakaaro model) set up in response to a high number of ram-raids and serious vehicle offending among rangatahi aged 10-17 years, and high numbers of rangatahi and whānau/family living in emergency accommodation in the Hamilton region. Kaapuia te Kaakaho was operating nine-months before the inception of Fast-Track. Initial funds from the Proceeds of Crime (to July 2023) followed by fixed-term Ministry of Social Development funding (to June 2024) helped to set up governance and operations team functions. Currently, Kaapuia te Kaakaho continues to operate as the Ministry of Social Development and other agencies consider potential continuation of the initiative.

New lead agency representatives from NZ Police and Oranga Tamariki, and the Ministry of Social Development lead for Kaapuia te Kaakaho agreed Fast-Track and Kaapuia te Kaakaho would remain separate due to differences in client scope and caseload capacity, funding streams and timeframes. Fast-Track focused on responding to serious youth offenders and Kaapuia te Kaakaho focused more on prevention with youth offenders, whānau/family and others in their sphere of influence.

I think they're both effective in their own way…The difference is, Fast-Track will deal with the serious and young offender, whereas Kaapuia te Kaakaho was more likely to deal with [prevention]. (FTH2)

The two groups remained connected and complementary to each other through shared access to cross-agency representation and responses/approaches to individuals who were seen by both tables. Although both groups need more time to understand and adapt to each other's scope and boundaries, participants noted a synergy between the two is developing.

Kaapuia te Kaakaho governance and operations team: Governance provided by several government agency representatives[2] focuses on outcomes and potential for

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[2] The Ministry of Social Development, NZ Police, Kainga Ora, Youth Justice and Care and Protection, the Ministry of Education, Health New Zealand and Te Puni Kokiri

long-term intergenerational impacts. The operations team includes representatives from local NGO providers and government agencies. Kaapuia te Kaakaho fund a youth mentor with lived experience to work with rangatahi, their whānau/family, others in their sphere of influence who were on a pathway to offending and any complex circumstances in their environment. The youth mentor is on call for rangatahi and whānau/family as needed.

Rangatahi can be referred by NZ Police, NGOs, other government agencies and community networks. Kaapuia te Kaakaho prioritises quality over quantity and provides intensive support and tailored responses for four-to-six rangatahi and their whānau/family with complex realities at any one time. The operations team meet for one hour three times a week to discuss and monitor these cases.

Fast-Track Hamilton operations team: Oranga Tamaraki employed a social worker and youth worker (under the regional practice leader) for the operations team, and redeployed partial FTEs for one Oranga Tamariki social worker (20 hours per week) and three youth workers (10 hours each per week). Internal staff members were selected and partially redeployed to Fast-Track because of their extensive social/youth worker experience and close on-site access and working relationship with Oranga Tamaraki management. NZ Police provide youth workers and youth aid officers to support these roles. The Ministry of Social Development support and connect the operation team with Kaapuia te Kaakaho cross-agency representatives and community NGOs provider networks and supports.

Operations team members develop action plans with rangatahi referred by NZ Police, and their whānau/family, and engage/refer to local NGO providers to access supports responsive to rangatahi needs.

Fast-Track oversight and review: A Fast-Track review hui is held fortnightly with the operations team, senior managers from Oranga Tamariki, NZ Police and local NGO providers that receive referrals from the operations team. Fast-Track review hui are held on the same day as Kaapuia te Kaakaho operations team meetings and members are welcome to sit on both tables in case there are rangatahi or matters of relevance for either table.

A Ministry of Social Development representative now sits on the Fast-Track review hui, and an Oranga Tamariki representative sits on the Kaapuia te Kaakaho governance group.

> What's been the most helpful for us is having someone really involved from education and MSD...That's been 100%, the biggest need we've had. MSD, helping to kind of pave the way...they're the ones that currently chairing the Kaapuia te Kaakaho meeting, and also they come to our Fast-Track...You've got an education person and an MSD, that's working really closely with us that has made a huge impact. (FTH1)

> Our criteria is 10 to 13 year olds. Obviously, we've spoken about them if the under 10 years because that is a huge worry. But we will then normally take that to Kaapuia te Kaakaho who might have other organisations that can work with younger rangatahi that we essentially don't fund under our current contracts. So they definitely get seen by someone. I think that's the good thing about how we work really close together now. (FTH1)

3.3. Key learnings in setting up a cross-agency way of working

Key learnings about setting up an efficient cross-agency way of working relate to the service design and implementation, leadership and communication, management and administration.

3.3.1. Cross-agency design and implementation

Supporting and resourcing local adaptation of the Kotahi te Whakaaro model:
Setting up a cross-agency way of working is enabled where regional agencies, marae, iwi, Kaupapa Māori and community providers can adapt the model to the needs of their community with their community, while aiming to achieve the same outcomes.

> Right from the start you've got to be adamant if you're going to follow and be clear that we're going to do it from a Te Ao Māori lens but also acknowledge our cultural first and foremost but also acknowledge the experience. (TKW5)

> It's a model you pick up and you take all those core kind of beliefs and functions within it and you change the way you do it and who you involve in it...agency driven versus community driven, it could be done both ways (TKW8)

Adequate provider funding, contracting arrangements, communications and access to decision makers is required at the start of an initiative for both Kaupapa Māori and non-Māori community providers. Accessible, consistent, in-person and on-the-ground engagement and relationships between regional agency representatives and NGO community providers supports the development of shared vision, leadership and action.

Commissioning and funding may also benefit from recognising and considering procurement and strategic opportunities for regional sites to connect with each other to whakawhanaungatanga, share learnings and experiences for continuous improvement, and ensure access/follow-up for transient whānau/family.

I'm a big believer of collaboration and learning. Really, I don't even know if we're doing it right but it's working for us...Always go out with a lens of learning...It's about being humble in the space that you're in and learn something...We've talked about whanaungatanga with the other sites but it has to be whanaungatanga. It has to be productive. So yeah, all for it. (TKW8)

Local adaptation requires enabling genuine partnerships and shared leadership opportunities between government agencies, marae, iwi, Kaupapa Māori and community partners. The government's three-week timeframe to set up MDCAT West was considered ambitious and unrealistic.

The set up of Te Kāhui Whitiora exemplifies how a more recently established site coped with equally ambitious timeframes by leveraging off learnings from the set-up of Kotahi te Whakaaro and MDCAT West, including steering group representatives experienced in setting up cross-agency responses, and prioritising at the outset the establishment of a genuine partnership with marae, iwi and mana whenua.

Both experiences highlight genuine relationships and partnerships between regional government agency offices and local iwi/marae/Kaupapa Māori providers:

- Are critical to setting up a cross-agency way of working in a timely manner
- Can nurture trusting relationships and a willingness to share knowledge with each other
- Are required at the start of the initiative to ensure cross-agency ways of working prioritise and are responsive to Māori, rangatahi and whānau/family needs
- Cannot be compromised.

Acknowledging the importance of community kaupapa and identity: Almost all interviewed agency, iwi, marae and community provider representatives across all sites considered the term 'Fast-Track' was ignorant of the independence and identity of Kotahi te Whakaaro and disconnected from the kaupapa, partnership and self-identity of new sites - where it was expected that a name/identity would be earned, practiced and lived.

Feels confusing...MDCAT West is the name of the team and that really reflects the fact that we weren't able to start from a joined space. [Iwi and kaupapa Māori provider] are very clear, earn the name, by partnership, working together. You don't just get gifted something...live it... practice it. (MW2)

Te Kāhui Whitiora is about growing aspirations, there's a beautiful meaning behind that... if you have a baby, you've got to name it... they kept saying 'Fast Track', 'MDCAT...' and I would say, Stop. It surely must align to whatever you're talking about but don't bring that in here. Our tepu, Te Kāhui Whitiora is the model in which we will work across agencies, our whānau. So government agencies will identify it as MDCAT or Fast Track, we don't. (TKW5)

So Oranga Tamariki and Police have come up with this term Fast-Track, which then became really confusing...The way that they were politicising it, it was like it was a separate thing... (KTW1)

There didn't appear to be a space to say, this is not how the government organisations say that they do things. And yet we're being asked to do it this way, and we're told to do it this way...(MW2)

Shared leadership, mutual respect and trust in the team: Optimal cross-agency teams were described as having an equal voice at the table, able to engage, share and learn from each other and ensure the table has one voice.

Participants highlighted the importance of open and transparent communications and information sharing, willingness for teams to work together to understand, develop and communicate tailored cross-agency approaches and supports to meet the needs of rangatahi/young people and whānau/family.

Participants emphasised the importance of supportive leaders who protect autonomy and creativity within operations teams.

Marae, iwi, community and Kaupapa Māori provider representatives and/or leadership: All participants also highlighted the importance of having NGO and/or marae/iwi/Kaupapa Māori provider representation on the steering committee and operations teams. Some participants further emphasised there can be greater value in committing to marae, iwi and community leadership, and a tikanga approach to building mutually respectful relationships between agencies, marae/iwi/Kaupapa Māori and community organisations.

[Agencies] in Wellington [said] this MDCAT is the first Māori-led model across the country...'What do you mean that it's Māori-led? Yes, there is Māori in the room but it's led by [government agencies]...Whereas here, it's in partnership but through tikanga. (TKW5)

It's being able to understand and work alongside because there's always this big boxing match, 'you're not gonna tell me what to do, government agencies' or, 'We're this so we are going to tell you what to do.' But it's through Awhina Tangata that we've managed to use that framework to say, hang on, let's awhi mai the awhi atu, let's support, let's talk, let's challenge... But it's not about you, it's not about me, it's about our whānau. (TKW5)

Our kaupapa, the tepu actually started, then funding came. A whole lot of background work was being done and then some money was offered. I thought, that's awesome. But many of us tend to look at the dollar value rather than the tikanga value, the te ao value, that sort of thing...We just work with it. somebody has to try it for our hāpori. (TKW5)

They started using this acronym MDCAT. I don't know MDCAT, we're Ruapōtaka marae and our framework is Awhina Tangata so it's about supporting all peoples, it doesn't matter where we're from, to reach an outcome. (TKW5)

It's just being able to build that trust...Everyone has mana but it's being able to bring that mana out or reinstall it or wake it back up. (TKW5)

The willingness to just work. To be honest, if I was to be paid a dollar for every hour I worked, I would be a multimillionaire but it's just what you choose to do...I don't see it as work, it's just a passion...for me, possibilities...That's how the tepu was born, was through that. It's for our people. (TKW5)

3.3.3. Management and administration

Involving the 'right' people: All participants consistently highlighted having the 'right people' with the 'right mindset' at the steering committee and operations tables as key enablers to setting up and implementing cross-agency ways of working.

> When we talk about the right people, well, the right mindset for these things…You do, I think, have to have a bit of a fundamental understanding of some of those key social determinants and the realisation that actually, multiple social determinants are affecting people's lives…You've got to start thinking about how you provide your support alongside the others that are providing their support so that things move more in tandem or in a more cohesive manner. (TKW8)

Descriptions of the 'right people' within government agencies included steering committee representatives with:

- Senior leadership roles in their respective agencies and a commitment to sustaining a cross-agency way of working.

- Strong steering committee leadership provided by representatives who were strategic, visionary, ego-less, relational, immersed in and/or knowledgeable of their communities, able to look beyond individual agency interests, and brave enough to support alternative ways of working.

- Influence and nous (both internally and externally) to make immediate informed decisions and mandate agency representation, innovation and autonomy at the operations team level. Participants also emphasised the 'right people' were supportive of a permissive environment and long game.

> It's about supporting our teams to feel comfortable to pursue these different steps and look at a long game rather than necessarily a short term 'You're in our programme and we want you out of our programme in eight weeks and you're cured and here's a magic pill that makes it all happen… they never really end on the programme, and that's a key thing. (TKW8)

Descriptions of the 'right people' in the operations team included representatives from agencies, iwi, marae, Kaupapa Māori and community organisations who were passionate about making a positive difference for rangatahi/young people and their whānau/family, values driven, courageous, inquisitive and knowledgeable of trauma-informed behaviours and responses, able to navigate agency systems, and focused on outcomes rather than compliance. Having the 'right people' in the operations team led to shared ownership, responsibility and peer accountability for actions at the cross-agency table.

> This is just a personal opinion, you can have five employees working in youth offending space, but if they're not the right employees, or they don't have the right knowledge or their heart just isn't in the game, then it becomes an eight to five job. And we know youth offending is not an eight to five job. (FTH2)

> [We've] often talked about mindsets as really important...[it's about staff who] can understand the practice and principles of working as a team, understand that they're part of a solution, not the solution... They're going to be asked to look at things that are outside of their comfort zones and...are prepared to actually look at it from a totally different viewpoint...We do have a bit of a job to protect our own agency interests, understandably but we also need to be thinking a little bit broader than that. (TKW8)

Providing adequate governance backbone/back-office support

- **Adequate resourcing for staff capacity to prevent excessive workloads:** Most interviewed government agency staff involved in the set up and/or implementation of a cross-agency way of working were tasked with additional roles and responsibilities. A small number of agencies for some sites have committed FTE resource specifically for the cross-agency operations table and/or established processes to ensure staff caseloads are made up of client referrals from the cross-agency table (rather than added to existing caseloads). However, this is not consistent or feasible for all agencies.

> It is one of those issues where you've got to be a little bit careful that if you're going to put people on this table, you don't want to actually put them with an existing caseload, what you want to do is use the table to identify the clients you should be working with, that you would have had to identify yourself but you gotta use this means entry point as the starting of identification and they become your caseload. (TKW8)

- **Systems for cross-agency data sharing and monitoring:** The set up of data and monitoring templates and tools requires analyst expertise – teams require support, guidance and/or training to ensure appropriate data is captured and analysed.

  Most participants noted that an optimal cross-agency way of collecting and monitoring data across all sites would integrate consistent measures and wellbeing outcomes as a collective and for each individual agency.

Participants also highlighted that data collection, measures and reporting would be strengthened by providing further analysis and detail about:

- Changes in the severity of offending and/or type of offending
- Further description about the number of overnight occurrences
- Cultural intelligence and further detail about provider and agency practices and engagement with rangatahi and whānau/family.

We need to think a little bit more about how we do our reporting and everything but we've also got to be mindful that we need to understand that we're addressing a whole variety of social determinants, not just the one our agency says that we need to deal with. (TKW8)

There's sometimes a slight panic when there's no overnight occurrences... What the team has amazingly done is they've managed to keep the kids at home...It's kept them at home so there's no overnight occurrences. (TKW5)

One of the things that [cross-agency site] and the Police did, for example, was they started looking at the types of offending, not just the fact that they reoffended because there were lesser degrees of offending... [Rangatahi example discussed]...It's a world of difference between what [they were] doing when they first came to the table to what they did that day. It's important in some respects to look at differences in reoffending. (TKW8)

We're able to reach out into other services to manaaki our whānau but it's being able to capture that...We capture more data, that doesn't actually fit into the Family Safety System, that's the gold....It's not just about a file, it's those practices...the cultural intelligence [and the cultural value]...it's that part there that gets us through the doors. (TKW5)

4. How cross-agency teams work together

All interviewed participants were positive about and committed to the core components of the Kotahi te Whakaaro approach (detailed in Appendix 2).

> The challenge is most districts don't want to be told that they need to reproduce what Counties Manukau is doing. They want to be able to create their own...They will need to morph and be what they are going to be. But there's key components that really are the must haves to be able to make it work. (KTW1)

> IWhat they do in all [cross-agency] tables is exactly the same at the core...they're trying to address the same things, they just have slightly different views of how they're doing it and a different kind of structure around it... (TKW8)

In line with these components, participants detailed how their operations teams work together:

- **Pre-meeting preparation:** Around 7am every morning (Monday to Friday), operations team representatives at the Kotahai te Whakaaro, MDCAT West, Te Kāhui Whitiora, Hamilton Fast-Track and Ōtautahi Interagency tables are informed of rangatahi brought to the attention of NZ Police the night before. Each representative gathers all information from their experience and internal data systems about these rangatahi and/or their whānau/family. Incidences that occur over the weekend are addressed by NZ Police and Oranga Tamariki if an immediate response is required and brought to the operations team tables on Monday morning.

> Getting our report in at 7:00am, collecting our data, making sure it's reaching the right people at the right time, bringing in that intensive support and analysis of the data to a 10:00am meeting...getting your hands really in to the mahi...and keeping the well informed process there. (KTW3)

- **Cross-agency morning meetings:** Between 9am to 10am every morning, all operations team representatives meet in-person[3] to:
  - Identify any current or previous engagement with rangatahi and/or whānau/family
  - Collect and share all relevant information to develop an action plan
  - Identify who is best to lead engagement with rangatahi and/or whānau/family to commence and build on the action plan.

> There's nothing like the magic on MDCAT when you sit there. If they need support with this and health is right there...get a consultation done...MSD are rolling out the card with food and stuff. And wider mentoring...a mentor is a key and I think that can't be understated. (MW3/5)

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[3] A small number of representatives may join virtually if they cannot attend in-person.

Most participants noted that their operations teams were effectively addressing rangatahi offending through collaborative effort and early intervention. As referrals are discussed at the table, representatives can raise areas of concern and direct them to relevant agencies/organisations for immediate action. Key information is shared in real-time, which enables early intervention to stem further issues and are not the ambulance at the bottom of the cliff.

The evaluators observed a cross-agency operation team table where all representatives at a 10am meeting discussed and shared information about a serious and sensitive incident that occurred the night before. The joint discussion identified new insights and understandings about the case and provided opportunities to review and refine the action plan and approach in place.

Operations teams are supported by their steering committees/governance tables to take the lead in supporting rangatahi and whānau/family. They have the flexibility and autonomy to identify and quickly respond to needs. Based on their experiences, operations teams across all sites have included a cohort model in their practice as well as working with individual rangatahi and whānau/family. They reported benefits from this approach including strengthening pro-social behaviours among peers and collective cultural understandings and identity.

We talked about that right from the very beginning around working with the cohort, not as individuals, and sometimes having to work with them together. The holiday programme is a good example of that. At first we were unsure whether to bring them together... we'd discuss whether to have them all together in one space but we decided that it's a good environment for pro-social behaviour and try and role model that and give them that example as well. (OI8)

The camp trip, they did this cool video, they created this haka, so they have to do some tikanga Māori within it. I brought it to the steering group... (TKW5)

It's really nice to see kaimahi having not too many limits to the mahi. So for me, I can actually see such a difference. The difference that these three are making with our young people and the whānau versus what you see out in the NGO space which is, you've got an hour a week, you're gonna go in there and you're gonna tick some boxes, and nothing actually meaningful or fruitful comes from it. So I feel really privileged to be part of this group. I say to lots of people "if the NGO sector had funding to do what these guys are doing and have the same kind of remit, I think that would be amazing" (OI10)

Most participants highlighted the importance of transitioning from intensive hands-on support to a monitoring hands-off role. The severity of offences and levels of intensive support required can differ across sites and vary over time. There are no clear criteria in place for closing cases except when it is evident that care and protection intervention is required. Participants emphasised the importance of ensuring any door (i.e., agency) at the table remained opened to all rangatahi/whānau/family.

[Rangatahi and whānau] never really end on the programme, and that's a key thing...What we traditionally do at government agencies is once we've done our thing and we've achieved our core thing, you're gone, you're not part of us anymore until you come back again and then we'll start all over again. (TKW8)

- **Monitoring and follow-up:** Throughout the morning meetings, a team administrator records and enters information and case notes into a shared system and provides a weekly update or report for monitoring and follow-up. If no rangatahi incidents occur the previous night – the teams review current cases and progress against action plans.

Our admin or co-ordinator takes notes of everything...and sends that all out...Takes all the notes from the meeting and sends out a report every week on Friday to give us an update of what's happened in that week...for that child and their whānau. Each organisation I'm assuming has it's own reporting mechanism that we do too. (MW3/5)

It is important to note that interviewed participants commonly highlighted several challenges with systems used for recording and sharing information and case notes.

Kotahai te Whakaaro, MDCAT West, Te Kāhui Whitiora and Ōtautahi Interagency use the Family Safety System (FSS) housed by NZ Police to record and share cross-agency information. Interviewed participants considered the FSS useable but limited since:

○ The data captured are mostly output rather than outcome related, and the full extent of impacts may not be seen immediately
○ Provider and agency practices and engagement with rangatahi and whānau/family are not captured
○ Data can only be downloaded and shared by individual agency representatives who have access to the system
○ Agencies are also required to record, track and monitor data and information within their own individual systems.

Despite the FSS limitations it is most critical to note that Hamilton Fast-Track do not have access to the FSS due to system capacity issues and costly additional licensing requirements to accommodate Fast-Track rangatahi – a whole new licensing thing and a whole new system that would have costs us a couple of hundred thousand a year is my understanding. Instead, Hamilton Fast-Track use a Fast-Track app to record brief action plans and rely on emails and notes recorded by an Oranga Tamariki representative for cross-agency review hui and discussion.

It's really difficult. I literally do it under my own Fast-Track email that I created, so it's difficult if I'm not in the hui...police have different systems, we have different systems, but it's really hard to kind of cross it so that we can have that running log...We don't really have a system that works. And that's something that I've always really struggled with. (FTH1)

5. Coherence and sustainability of a cross-agency way of working

5.1. Coherence – complementing other initiatives

Recognition by governance and management groups of the need for a cross-agency response to initiatives contributed to buy-in from government agencies across all sites. A cross-agency way of working also complemented and provided opportunities to integrate siloed responses developed within separate agencies. Buy-in from marae involved in Te Kāhui Whitiora was also forthcoming since it resonated with earlier marae-led attempts to foster a co-ordinated agency response for rangatahi and whānau/family.

Knowledge and information sharing between agencies, marae, iwi, Kaupapa Māori and community providers about agency-specific mandates, scope, services and supports they bring to the governance and operations tables can help to avoid duplication of current and new initiatives, services, strategies and actions.

Agency representatives at the governance/steering committee and operations team tables had clear and shared understandings of the objectives and design of their cross-agency ways of working. However, a key challenge highlighted by some participants was a lack of clarity and/or understanding within agencies about workload requirements, and a perceived sense of internal team pressure to justify representation and involvement at their respective cross-agency tables.

Participants commonly noted a need for stronger understanding within agencies to support governance/steering committee and operations team members and avoid potential duplication of initiatives within agencies. Internal and external agency coherence may be strengthened by increased promotion and awareness raising within and across agencies about each site's cross-agency way of working.

When MDCAT was formed, I already had a plan about how we were going to work with the group of kids that came out of the [youth court]…MDCAT enabled me to [access] resource for [community provider]…We can actually do what we're tasked with doing if we work together, hence my passion for MDCAT. (MW3/6)

Unfortunately, many of our clients come with multiple barriers and deficiencies across what health terms as the social determinants, and not one of us on our own can address all of those things. So I'm a great believer in actually working together…MDCAT is one way to do that. (KTW8)

What I saw over this long period of working with our people is we had to tell the same story 100 times to different government agencies…Our whānau are connected to each and every one of the agencies, so can't we just get together and talk about it and make your life easier? (KTW5)

[Staff] have been going back into their own organisations and trying to share how this works. Interestingly, this has created almost a bit of jealousy, the fact that "Hey, it's all very well for you, you've got MSD at your fingertips, we don't have that ability to do the same sorts of things. (KTW1)

5.2. Sustainability – integration into business as usual within government agencies

Agency representatives on the Kotahi te Whakaaro, MDCAT West, Te Kāhui Whitiora, Fast-Track Hamilton and Ōtautahi Interagency steering committees and operations teams are funded from individual agency baseline funds. Prioritisation of funding to commit to cross-agency ways of working varied between full and partial attendance at the steering group and operational team tables. Not all agencies were able to commit FTE positions – although some representatives were able to engage occasionally as part of their day-to-day role and workplan. Sustainability of cross-agency ways of working and incorporation into business as usual across agencies remain reliant on the commitment and resource from each agency.

Some participants highlighted that while government strategies and targets support Fast-Track and cross-agency ways of working there is a need for clear messaging from the Chief Executive level of each agency about the importance of prioritising funding for cross-agency governance and operations.

Some participants also noted sustainable cross-agency leadership and practice are required in light of potential changes in government agency leadership and/or staff over time. It is critical that new representatives on steering committees and operations teams are the 'right people' with the 'right mindset' who understand the benefits of cross-agency work. This may be supported by ensuring sites have adequate succession plans in place and/or developing and implementing a detailed induction process across sites.

5.2.1. Sustainability – funding security and continuity for marae, iwi, Kaupapa Māori and other community organisations

Sustainable representation in cross-agency leadership, governance and operations teams and funding security for service delivery provided by marae, iwi, Kaupapa Māori and community organisations is critical to the delivery and continuity of cross-agency approaches and responses.

In Auckland, marae, iwi, Kaupapa Māori and community provider representation at the steering group and operational team tables and service provision for rangatahi and their whānau/family have been supported in part by a range of government agency funds and resource including: Oranga Tamariki funding for youth aid and youth justice initiatives and services (for referrals from the courts, NZ Police youth aid, and occasionally Youth Justice); Proceeds of Crime funds (administered by the Ministry of Social Development in late 2022-early 2023); and Ministry of Social Development programme funds. At the time of interviewing, pending budget announcements would determine the sustainability of funding for all sites.

A small number of participants noted that a lack of funding security led to delayed contracting and commissioning of community partners and hesitance by lead

agencies to engage with iwi and new community partners and set up expectations that may not be fulfilled. As above, pending budget announcements would provide clarity about sustainability and support agency engagements with iwi and new community partners.

It's about having the right people at the table. And I guess all the organisations are putting FTE at the table from the baseline...It's tough, especially currently...It's all coming out of our baseline, there were no new positions, we had to find these positions, we have to find these people out of our operating personnel. (MW3/4)

We're in a little bit of a stalemate, where we just don't know what the budget is. We feel like we could do with more resource. We've worked out that some of our resource is just not viable going forward and we wouldn't want to reengage with [providers]. And then there's, you know, there's personalities in our community that we would like to contract with because we have established relationships, but we're just in real limbo at the moment. (FTH1)

One of the major issues is that right from the beginning, other agencies didn't designate an FTE position for the table...People were doing the role they'd already done in the organisation...and then they were spending time at the table as well. Some of them were even doing three roles within their organisation, and just doing this part time. That's still and issue. (MW3/2)

6. Strengthening the set up and delivery of a cross-agency approach and response

Evaluation findings have been used to inform priorities (detailed in the chart below) to strengthen a cross-agency way of working for current and new sites.

Priorities to strengthen a cross-agency way of working

High Priority (Necessary – urgent)	**Provide adequate and standardised data and monitoring systems** To ensure adequate and consistent cross-agency data is used to inform national monitoring and reporting requirements and regional continuous improvement.	• Hamilton Fast-Track requires urgent support to set up a functional data collection and monitoring system. This may require support to access the Family Safety System, or data collection tools developed to help set-up two Auckland sites. • The Family Safety System requires review and refinement if use across sites is continued, or an alternative fit-for-purpose system must be considered. • Establishing a national systems and analytics role could ensure efficient and consistent data, monitoring and information systems are in place across new sites. This role would differ from the national role established to inform the Ministerial Advisory Group and provide data analytics and insights directly to each site that can help to inform day-to-day operations and opportunities for continuous improvement.
	Develop a cross-agency outcomes framework To assess a range of wellbeing outcomes.	• Consistent measures and wellbeing outcomes for cross-agency tables and individual agencies are needed to understand the breadth of impacts of cross-agency responses.
	Prioritise agency funding to commit to cross-agency ways of working To sustain and embed a cross-agency way of working into business as usual.	• Clear and consistent messaging from all agency Chief Executives and senior government officials is needed to ensure adequate and consistent resources are committed to cross-agency tables.
Medium Priority (Necessary – less urgent)	**Promote cross-agency ways of working within government departments** To broaden understandings and manage demand on workloads.	• Increasing internal agency awareness of a cross-agency approach and requirements for staff sitting on operation team tables can increase agency-wide understandings of a new way of working, reduce pressures felt by some operations team representatives to justify their position on the table, and provide opportunities to identify ways to address high workloads.
	Develop 'the right' workforce To maintain institutional knowledge and deepen understandings about a cross-agency way of working.	• Training for all governance and operations teams to strengthen understandings of a cross-agency way of working. Development of induction guidelines and processes for new governance and operations team representatives to understand a cross-agency approach. • Establishing a national strategic lead role could ensure current and new sites have shared understandings of a cross-agency way of working, and support the set-up of governance and operations team structures and systems.
	Connect governance and operations teams across sites To broaden and sustain strong understandings about a cross-agency way of working.	• Where there are multiple cross-agency initiatives in a region (for example in the family harm or youth offending spaces) it is necessary to establish clear and defined criteria, scope and boundaries for each group, as well as opportunities for tables to connect and complement respective practices. Integration of multiple cross-agency initiatives focused on the same target population must be considered. • Enabling established and new sites to connect and share learnings can support continuous improvement and efficient practices to set-up new sites.
	Integrate a broader prevention approach To extend scope to prospective youth offenders and prevent incidences from occurring.	• Optimal prevention models and approaches intervene at the earliest opportunity to avoid/minimise minor youth offences from escalating, and/or prevent youth offending from occuring in the first instance. Extension of cross-agency responses to prospective youth offenders (and young offenders who have not been caught by NZ Police) can strengthen intergenerational impacts for rangatahi and whānau.
Low Priority (Necessary – not urgent)	**Develop the evaluation and evidence base** To evidence optimal cross-agency ways of working and potential extensive impacts for rangatahi and whānau.	• A review and synthesis of all cross-agency evaluation findings to date with a specific focus on outcomes for rangatahi and whānau. A cost-benefit review to determine the trajectory of outcomes and financial impacts for justice, health, education and other sectors involved in the cross-agency teams.
	Co-locate operations teams To optimise cross-agency interactions and responses.	• Although cross-agency tables make the most of one hour morning connections, co-location could minimise partial participation for some agencies and strengthen cross-agency communications and collaborations.

Here's what some participants said about the priorities...

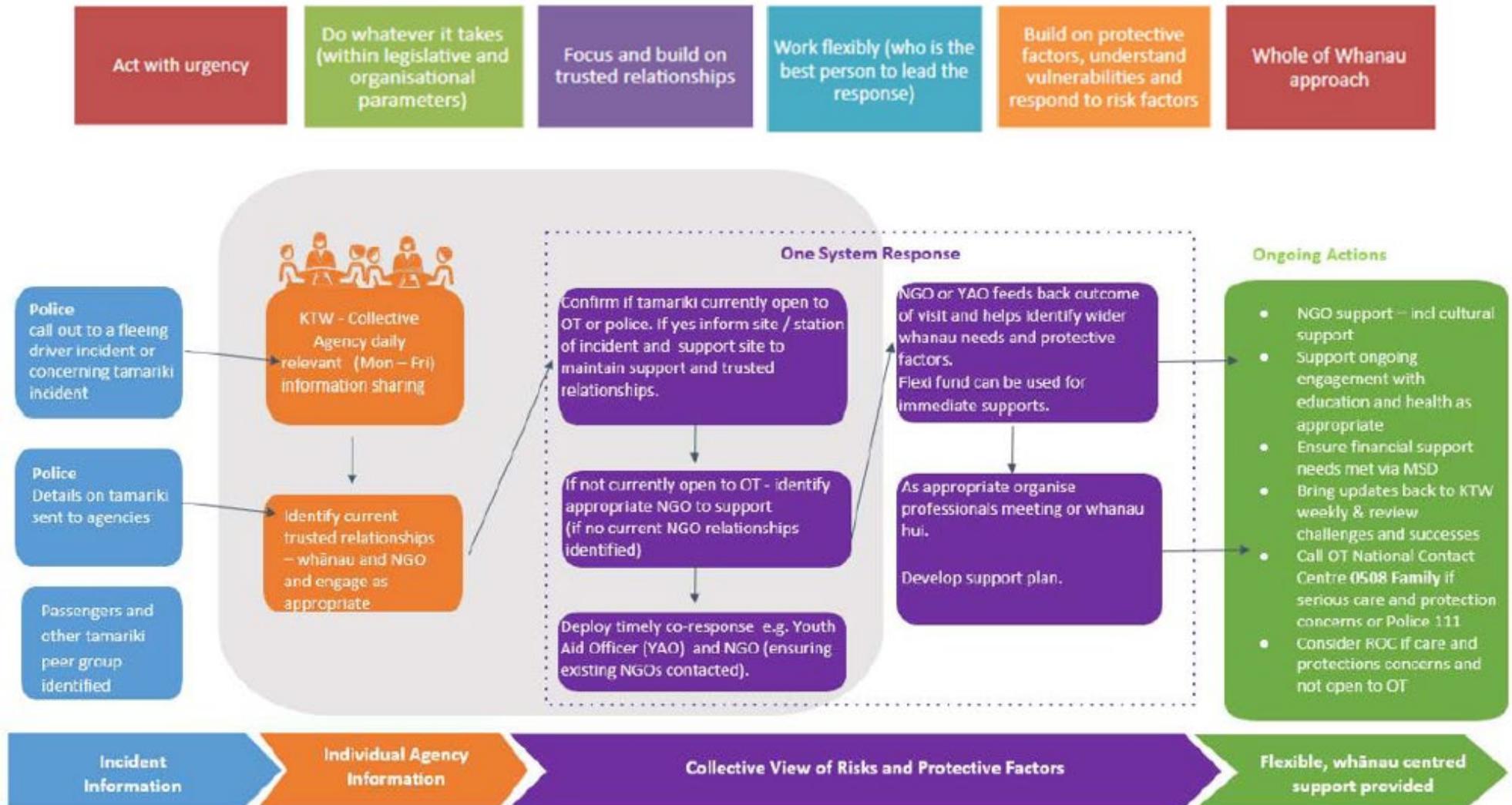| Priority	Items	Quotes
High Priority (Necessary - urgent)	Provide adequate and standardised data and monitoring systems Develop a cross-agency outcomes framework Prioritise agency funding to commit to cross-agency ways of working	We're reporting through the lenses of our organisation...I believe the narrative's a lot wider [than] he's not stealing cars anymore...It can be a lot wider and in more focus. (MW3/5) We don't have analysts or evaluation personnel...there needs to be that strategic resource put in at a national office level...[We've] come up with an excel [spreadsheet] and dashboards...It's really basic, it's just on the engagement profiles and engagement levels. It's not on whether a difference has been made. (MW2) If government wants to actually commit to this way of working, they also need to resource it. That's the reality...It's not always new money. It's about the reorientation of resources...It's actually about allowing the [cross-agency] was to work and allowing the flexibility in some of our ways that we want to commission and use the timing, the funding, but also the resources. (KTW1)
Medium Priority (Necessary - less urgent)	Promote cross-agency ways of working within government departments Develop 'the right' workforce Connect governance and operations teams across sites Integrate a broader prevention approach	I still think we come quite often with our own agency leaders head on. Which is important we do because actually, we're experts in that area and we're needed for that purpose. But when we talk about that mindset, one of the first things I think everyone needs to really try and understand and realise is that actually, those multiple issues needs to be addressed and we're part of the addressing it, not the only one. (TKW8) That's all right for the young serious offenders, what about those that are sitting at the next level down who are about to become young and serious offenders? We can identify them, as you know, at the earliest possible point in time yet we allow them to go down the pathway until they fall over. (FTH2) It's just being able and a little bit brave to widen your scope. Rather than it happening and they come to the tepu and it's already with the police, with OT, so they're on file. (TKW5)
Low Priority (Necessary - not urgent)	Develop the evaluation and evidence base Co-locate operations teams	There's significant evidence internationally and nationally that multi-agency works...But where is it saying that this is doing better for this group of rangatahi and whānau and tamariki than our previous efforts? Where's our baseline? And what is better? You know, is it just going to be a reduction in offending? Is it going to be better engagement with services? Is it going to be higher education attendance, whatever. (MW2) If you can co-locate everybody, a hub of some sort, like Counties have managed to do. I think the benefits [are huge]...It's just a no-brainer, if you can do it. (MW3/4)

Appendix 1: Evaluation framework

Criteria	Fast-Track key evaluation questions	Indicators	Sources of evidence

Appropriateness (Setting up/ implementing a cross-agency way of working)	• Is Fast-Track fit for purpose now and going forward?
	• What are the Fast-Track components and/or protocols?
	• How do local co-ordination teams work together? And with OT?
	• Who is involved in local co-ordination teams?
	  ○ How have mana whenua been involved?
	  ○ What are the roles and responsibilities of different agencies/stakeholder groups?
	  ○ What is different about this way of working?
		• Description and documentation of:
		  ○ The Fast-Track protocols, components and local co-ordination teams
		  ○ Extent to which OT and local co-ordination teams, iwi/mana whenua and other stakeholders work with each other
			• Document review
			• Interviews with local co-ordination team, and community partners
			• Administrative data

	• How can its **appropriateness** be strengthened?
	• What key learnings and insights have been gained to inform:
	  ○ Continuous improvement?
	  ○ Roll-out in other regions?
		• OT, local co-ordination teams and key stakeholders describe:
		  ○ Experiences and key learnings
		  ○ Key enablers to optimise cross-agency ways of working
		  ○ Potential future appropriateness risks to cross-agency ways of working and mitigations
		  ○ Opportunities for continuous improvement.	

Coherence (Extent to which Fast-Track complements other internal and	• How well does Fast-Track complement, supplement and avoid duplication with other initiatives?	• Description and documentation of:
		  ○ Fast-Track (criteria, objectives, reporting requirements)
		  ○ Other initiatives supporting children, young people and their whānau/family
			• Document review
			• Interviews with local co-ordination team, and community partners

external support initiatives)	• Are the objectives and design of Fast-Track understood by all stakeholders (i.e., OT, local co-ordination teams, community partners)? • What is similar or different to other internal and external support initiatives?	• OT, local co-ordination teams and key stakeholders all have the same understanding and expectations about Fast-Track • Extent that Fast-Track adds value and avoids duplication: ○ The Fast-Track point of difference is identified, understood and complementary to other internal and external initiatives.	• Administrative data
	• How can its **coherence** be strengthened? • What key learnings and insights have been gained to inform: ○ Continuous improvement? ○ Roll-out in other regions?	• OT, local co-ordination teams and key stakeholders describe: ○ Experiences and key learnings ○ Key enablers to optimise the coherence of Fast-Track ○ Potential future coherence risks and mitigations ○ Opportunities for continuous improvement.	
Efficiency (Ensuring efficient management and process are in place)	• Have Fast-Track protocols/processes been set up as intended? • Are effective governance and management structures in place? • What leadership is needed across agencies? • What governance structure or authorising structure is needed/works best? Who is accountable/responsible? • How has OT supported local co-ordination teams to achieve their intended outcomes? • Are Fast-Track protocols being implemented as intended?	• Description and documentation of: ○ Systems set up for monitoring and reporting by OT • Local co-ordination team satisfaction with: ○ Governance, management and co-ordination ○ Communications ○ Cross-agency responsiveness ○ Provision of access to support to achieve outputs and deliverables in a timely manner.	• Document review • Interviews with local co-ordination team and community partners • Administrative data

		OT, local co-ordination teams and key stakeholders describe:	

	• How can its **efficiency** be strengthened?
	• What key learnings and insights have been gained to inform:
	  ○ Continuous improvement?
	  ○ Roll-out in other regions?
		○ Experiences and key learnings
		  ○ Key enablers to optimise the efficiency of Fast-Track
		  ○ Potential future efficiency risks and mitigations
		  ○ Opportunities for continuous improvement.	

Sustainability (Incorporating into Business as usual)	• Is Fast-Track appropriately resourced?
	  ○ Are there any resource limitations to what Fast-Track can achieve?
	• Will Fast-Track continue beyond the funding lifecycle?
	  ○ Have the successful elements of the initiative been incorporated into standard practice?
	  ○ Is there a plan for ensuring necessary activities/resourcing beyond the current funding cycle?
		• OT, local co-ordination teams and stakeholders self-report:
		  ○ Potential sustainability risks and mitigations
		  ○ Key enablers for Fast-Track sustainability
			• Document review
			• Interviews with local co-ordination team and community partners
			• Administrative data

Appendix 2: The Kotahi te Whakaaro principles and approach

Appendix 3: National Fast Track Referrals Dashboard

National Fast Track referrals for tamariki aged 10-13
Week ending 28 Jun 2024

National Fast Track referrals for rangatahi aged 14-17
Week ending 28 Jun 2024