



Aide Memoire: Additional Information Enhanced Fast Track

To Hon Karen Chhour, Minister for Children			
Date	30 January 2024	Deadline	n/a
Reference number	B-0061	Priority	High
Key contact	Lydia Jarman, Acting Deputy Chief Executive, System Leadership	Contact number	9(2)(g)(ii)
Second contact	Rachel Leota, Deputy Chief Executive, Service Delivery	Contact number	9(2)(g)(ii)
Security	Budget-Sensitive		

Purpose

- 1 Following your meeting with Officials on 29 January 2024, you requested further information regarding Enhanced Fast Track to support discussions with the Minister of Police.

Details of what the Enhanced Fast Track investment at \$3.2 million per year buys

- 2 Original modelling for Enhanced Fast Track sought to build on the early success of Fast Track to provide an intensified wrap-around service for a small number of children aged 10 to 13 years old with multiple complex needs who continued to offend or exhibit high risk challenging behaviour despite previous interventions. A total of \$3.2 million per year was required for the proposed two years, which began in early September 2023. This programme, alongside Fast Track, is being funded from baselines until July 2024.
- 3 The \$3.2 million of baseline funding for Enhanced Fast Track has been allocated to:

- 9(2)(f)(iv) [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]

9(2)(f)(iv)

Details of what the rangatahi and their whānau experience when referred to Enhanced Fast Track

- 4 The Enhanced Fast Track response recognises that for a small number of children and whānau a more intensive, urgent and prioritised response is needed to circuit break escalating behaviour.
- 5 Enhanced Fast Track cuts through barriers of mandate, criteria, and boundary to deliver an immediate response to children with persistent offending behaviour though addressing the range of underlying divers and needs.
- 6 An intensive support social worker leads the response, backed by the local co-ordination team to develop an intensified plan of support, monitoring and action.
- 7 Please find attached at Appendix One two anonymised case examples of the support being provided by Enhanced Fast Track

Where Enhanced Fast Track fits in in the spectrum of responses to offenders

- 8 Enhanced Fast Track sits at the high and complex end of our care response for children – these children exhibit offending behaviour required to be addressed (owing to their age) through care and protection provisions of the system and legislation.
- 9 The children in scope for Enhanced Fast Track are most likely subject to Police Alternative Action and at high risk of continued offending behaviour that would see them escalate onto a child offender Family Group Conference and Family Court and ultimately the formal youth justice system (at age or seriousness criteria) if the current trajectory of behaviour and need continues.
- 10 Please find attached as Appendix Two Fast Track and Enhanced Fast Track in the continuum that spans the care and protection response to children (aged 10-13) with serious offending behaviour through to responses (existing and proposed) more applicable and relevant to young people (aged 14-17) in the tariffed youth justice system for offending.
- 11 On the offending spectrum, where the age of entry to Youth Court for most offending is 14 years old, Fast Track and Enhanced Fast Track are early integrated responses. Both programmes seek to prevent escalation to the youth justice system.
- 12 We know that children who enter the youth justice system early with previous offending behaviours are at highest risk of ongoing offending and escalation.

The alternatives available when Fast Track hasn't worked are limited

- 13 Enhanced Fast Track is a new model of escalated intensified response for children whose multiple complex needs and offending behaviour haven't successfully responded to previous interventions including police diversion, alternative action and Fast Track.

- 14 There are limited pathways for these children and whanau that don't include the more formal system responses including Family Group Conference and Family Court options.
- 15 Enhanced Fast Track draws on the power of collective impact and cross agency buy-in to drive a more integrated and effective community led response for children before the most formal levers and statutory mechanisms are applied.

How might this work in the future for referrals

- 9(2)(f)(iv) [Redacted]
- [Redacted]

Measuring the success of Enhanced Fast Track

- 18 Evidence of a 'circuit breaker' effect on offending behaviour resulting from immediate, coordinated and intensified response is the primary goal, measured by a reduction in offending behaviour.
- 19 As a care and protection-oriented response to offending behaviour, wider drivers of success are building the protective factors against future offending behaviour. These include addressing immediate hardship, housing stability, whanau support to build capacity for care and monitoring, engagement in education and positive mentoring.
- 20 Intensive and persistent support for up to two years is provided. The teams delivering these initiatives support the child or young person and their family/whānau to navigate the lapses and challenges expected as they seek to address and overcome complex issues.
- 21 If there are concerns for safety or in the public interest owing to ongoing behaviour, escalation from Fast Track and Enhanced Fast Track is available by way of referral to Oranga Tamariki for more a formal care and protection assessment and response.


Reduced reoffending is tracked and measured from the point of referral

- 22 Reoffending is measured and reported across the timeframe of involvement in Fast Track or Enhanced Fast Track from referral point.
- 23 Following a child or young person leaving Fast Track, any reoffending is reflected in a referral which is monitored and reported on.

Revisiting the investment approach to Enhanced Fast Track

- 24 Intensified early intervention by a more integrated system can help prevent a child from becoming entrenched in the formal care and protection system and ultimately progressing into the youth and adult justice system. The immediate and lifetime liability cost of a child entering the formal care or youth justice system is significant across the system. For example – the cost of a Youth Justice Residence placement is between \$510,000 and \$610,000 per year. Fast Track and Enhanced Fast Track are testing new ground and advancing ways of working that seek to target highest need, take action with intensity and bring efficiency and effectiveness to a cross-agency response, ultimately improving the lives of the most vulnerable families.
- 25 While focus and investment is needed on serious and repeat youth offending by young people already escalated in the youth justice system (such as Youth Serious Offender and Military Academy options), Fast Track and Enhanced Fast Track represent important earlier “off-ramp” opportunities in the continuum where the trajectory for children who offend can be changed, underlying needs addressed, and escalation diverted.
- 26 As the Enhanced Fast Track is being established and has started to engage with some of our most complex children, it has become clear that the original modelling and budget forecast underestimated the time required to build the approach. Working in a more integrated and intensive way at a whanau level requires a highly capable mix of people, providers, agency support and community. It requires trust and relationships before services and programmes can be successful.
- 27 The intensified social work approach, targeted prioritisation of services and whole of government coordination continues to demonstrate real promise for more effective intervention and better outcomes, especially for these whanau with high needs and a myriad of often disconnected and unaligned services involved.
- 28 While the number of children and whanau is expected to grow as the programme becomes more established, and as the approach and service offerings are refined it is now unlikely the originally proposed scale of 60 children over two years is the appropriate number to achieve intensity and duration required.

9(2)(f)(iv)



Details of Fast Track Funding at \$500,000 per site, per annum

- 30 The Fast Track Protocol agreed between Police and Oranga Tamariki provides an immediate response and initial plan for children referred following involvement in an offending event is operationalised from baseline.

- 31 However, the response relies heavily on the activation and engagement of a multi-agency local coordination team who provide timely information sharing, prioritisation of required services and coordination of support working to (often for the first time) an integrated plan of action.
- 32 The local coordination team receives \$500,000 per annum to employ a small number of community youth workers or an equivalent contracted local service who provide the single integrated contact for whanau and to lead plan development.
- 33 This contribution to a multi-agency community led response team enables Fast Track to be delivered as more than a protocol, but as an efficient and effective cross-agency response. The \$500,000 contribution does not fund any core agency participation or staff.

Next steps

- 34 Officials understand you intend to discuss this with the Minister of Police, after which you will make a decision on the recommendations in briefing B-0027. This will enable Officials to provide you with an informed Budget Bid relating to Fast Track/Enhanced Fast Track, due with your Office on 9 February 2024.
- 35 Officials are available to brief you further on the contents of this Aide Memoire or Enhanced Fast Track if required.

Sign-off Oranga Tamariki	Sign-off Minister for Children
 <p>Lydia Jarman Acting Deputy Chief Executive System Leadership Date signed: 30 January 2024</p>	 <p>Rachel Leota Deputy Chief Executive Service Delivery Date signed: 30 January 2024</p> <p>Hon Karen Chhour Minister for Children Date signed:</p>

Minister comments

Satisfaction

Please select your level of satisfaction with this Aide Memoire

- Outstanding Good Acceptable Poor Unacceptable

Appendix One:

Case Examples – Fast Track to Enhanced Fast Track

9(2)(a)



Appendix Two: Current and proposed interventions for children and young people who offend

