

Hon Karen Chhour, Minister for the Prevention of Family and Sexual Violence

Approach to the Second Te Aorerekura Action Plan

Date: 29 August 2024	File reference	2024/115173
-----------------------------	-----------------------	--------------------

Action Sought

Note the dependency on the FVSV Impact Review (due in Dec 2024), to guide future investment decisions.	NOTED
Agree the proposed approach to the action plan: Five-year strategic priorities supported by a two-year rolling delivery programme.	YES/NO
Agree the five-year strategic priorities to guide future investment and action: <ol style="list-style-type: none"> Multi-agency: Strengthening locally-led and regional multi-agency responses for violence reduction and response. FVSV system improvements: Improve the visibility, accessibility and effectiveness of family violence and sexual violence services. Workforce: Equip our frontline work forces with the resources to recognise, safely refer and respond to violence People who use violence: Effective intervention system for people who use violence centred on accountability and behaviour change. Children and young people: Protect children and young people through early intervention and prevention. Sexual Violence: Bring together the right supports that respond to the needs of survivors of sexual violence. Prevention: Drive national and community-led action to prevent FVSV Targeting investment effectively: Reprioritise funding and investment in the FVSV system to deliver sustainable outcomes for communities and those impacted by violence. 	YES/NO
Agree the high-level two-year delivery programme with an immediate focus on strategic priorities 1 (Multi-agency), 8 (Targeting investment effectively), and 2 (FVSV system improvements).	YES/NO
Discuss the approach to Action Plan finalisation and public communication.	YES/ NO
Direct the IEB to finalise the two-year delivery programme and initiate delivery of activities outlined within the first three months.	NOTED

Contacts for telephone discussion (if required)

Name	Position	Telephone (work)	First contact
Emma Powell	Chief Executive	9(2)(a)	<input checked="" type="checkbox"/>
Cam Sherley	Deputy Chief Executive	9(2)(a)	

Minister's office to complete

<input type="checkbox"/> Noted	<input type="checkbox"/> Approved	<input type="checkbox"/> Overtaken by events
<input type="checkbox"/> Referred to:		
<input type="checkbox"/> Seen	<input type="checkbox"/> Withdrawn	<input type="checkbox"/> Not seen by Minister

Purpose

1. The purpose of this meeting is to discuss the approach to progressing the second Action Plan, which seeks to:
 - a) reconcile intersecting priorities and areas of overlap
 - b) resolve the potential timing issues related to funding and investment
 - c) address the need to demonstrate immediate progress.
2. To support this conversation, the following appendices are attached:
 - **Appendix 1** - a snapshot of appropriated FVSV spend since 2018 for information
 - **Appendix 2** – high level approach for the second action plan
 - **Appendix 3** – five-year strategic goal and priorities
 - **Appendix 4** – high-level two-year delivery programme (2024-2026)
 - **Appendix 5** – agency contributions in support of strategic priorities

Background

3. At our last meeting on 29 May, I described the scope and parameters for the second Action Plan, emphasising my expectation for an evidence-based Plan that contains fewer than ten actions across a five-year timeframe, with clear horizons for review built in.

Targeted Engagement

4. From May to July 2024, targeted engagement on the second Action Plan took place. This included a critical friends group made up of sector representatives with expertise of FVSV, to ensure proposals were informed by experience and stayed true to what's needed. Key themes arising from these discussions included:
 - Concern regarding the lack of visibility of tangata whenua, diverse population groups, and kaupapa Maori provision.
 - Heavy focus on family violence, neglecting the distinct needs and responses required to tackle sexual violence.
 - Exclusion of primary prevention which undermined the potential for longer-term change and impact.
 - Need for improved justice sector responses, recognising the harm currently experienced by victim-survivors.
 - Need for an increased level of ambition surrounding perpetrators of violence, emphasising the need to retain specialism and specialist provision.

5. Over the past month, officials have had further discussions with Ministers Goldsmith, Upston, and Mitchell on the direction and emerging content in the second Action Plan. Key insights from these discussions included:
 - Social investment being an opportunity to shape our work.
 - Expectation for immediate delivery and progress.
 - Increasing focus on commissioning and the potential role of FVSV.
 - Need to see primary prevention.
 - How we keep the Plan clear, simple, and the primary vehicle to cut through different intersecting strands of work (e.g. social investment, target delivery plans).
 - Potential role of iwi in delivery.

Funding Challenges for the Action Plan: FVSV Impact Review

6. At our last meeting, we signalled a need to better understand our collective investment and therefore enable reprioritisation of funding ahead Budget 2025, to facilitate investment into priority areas.
7. **Appendix 1** provides Ministers with a snapshot of collectively appropriated FVSV spend between Budgets 2018 and 2023 and its allocation against the following categories:
 - a) Response – services and supports for people experiencing, using, or impacted by violence.
 - b) Healing – refers to the pathway to recovery from violence or abuse.
 - c) Prevention – activities that seek to bolster the protective factors that prevent harm (such as education on different forms of violence) or prevent violence from reoccurring.
 - d) Learning and monitoring – gathering evidence and establishing monitoring and evaluation systems to inform decision-making.
8. An Impact Review, led by the Social Investment Agency (SIA), is currently underway. This will provide a more fulsome understanding of the existing spend and impact and therefore enable more informed decisions on reprioritisation. It is intended that this Impact Review will enable Ministers to make better informed decisions across the FVSV portfolio.
9. The Business Unit will work with the SIA to brief you, the Minister of Social Investment, and the Interdepartmental Executive Board in early October, with early findings from the FVSV impact review and some preliminary options for investment and re-prioritisation decisions. A final report is due in December.
10. SIA will also provide a verbal update on the review as part of our meeting.
11. In order to be prudent and move forward with confidence regarding funded activities, we need to ensure that the Impact Review informs the prioritisation of activities in the Action Plan. Due to timing and the need to meet annual budget cycles, it would be premature to commit to a full five year detailed Action Plan now.

Evolving our Approach to the Second Action Plan

Action Plan Approach

12. To enable immediate action while also holding space for the outcomes from the FVSV Impact Review, I recommend an approach that sets out five year strategic priorities and a rolling two-year delivery programme (see **Appendix 2**).
13. This will enable us to move forward with confidence on those priority activities that will:
- make a difference to target delivery now;
 - embed a social investment approach over time;
 - pilot social sector commissioning with a view to scaling;
 - and work towards addressing the identified gaps in the FVSV system.

Strategic Goal and Priorities

14. To address critical challenges in the FVSV system, it is proposed that the strategic goal of this Action Plan is: *Towards an integrated system for prevention and response by 2030*.
15. The following strategic priorities (see **Appendix 3**) will provide direction and clarity on government's intentions to stakeholders, which will guide work over both the short and medium term:
1. **Multi-agency:** Strengthening locally-led and regional multi-agency responses for violence reduction and response.
 2. **FVSV system improvements:** Improve the visibility, accessibility and effectiveness of family violence and sexual violence services.
 3. **Workforce:** Equip our frontline work forces with the resources to recognize, safely refer and respond to violence
 4. **People who use violence:** Effective intervention system for people who use violence centred on accountability and behaviour change.
 5. **Children and young people:** Protect children and young people through early intervention and prevention.
 6. **Sexual Violence:** Bring together the right supports that respond to the needs of survivors of sexual violence.
 7. **Prevention:** Drive national and community-led action to prevent FVSV
 8. **Targeting investment effectively:** Reprioritise funding and investment in the FVSV system to deliver sustainable outcomes for communities and those impacted by violence.

High Level Two-Year Delivery Programme

16. **Appendix 4** proposes a high-level two year delivery programme focused on three initial strategic priorities 1 (Multi-agency), 8 (Targeting investment effectively) and 2 (FVSV system improvements).

Strengthening multi-agency responses

17. I propose that we progress **strengthening multi-agency responses** over the next two years. What has become clear, is it is not working as intended.
18. For example, the multi-agency approach is heavily dependent on receiving referrals through a Police-led pathway, yet only up to 30% of people who experience family violence come to the attention of police. This means people who need help are not receiving the support they need, including children and young people are not consistently prioritised within these responses.
19. This will see a targeted focus on delivering operational improvements to FV multi-agency arrangements in up to six regions, alongside work to integrate FV and youth offending multi-agency approaches. This will include exploring opportunities to adopt and scale up social sector commissioning in localities and apply a social investment approach.

Targeting investment effectively

20. The FVSV Impact Review and resulting implications for the reprioritisation of future investment is a driver of the delivery programme. The Impact Review also offers an opportunity to apply social sector commissioning principles and practice for streamlined contract alignment.

FVSV system improvements

21. The FVSV Gaps Report highlighted that not everyone is able to access the range of services and support they need. An implementation plan is required to address the gaps to be considered through a future re-prioritisation process.

Agency Contributions towards Strategic Priorities

22. I am also cognisant of the many initiatives that are currently funded and already underway across agencies in support of the strategic priorities. In the immediate term it will be important that these initiatives are reflected alongside the delivery programme to demonstrate the wider picture of Government activity in the FVSV system (**Appendix 5**).
23. It is my expectation of the IEB finalise and agree the details of their individual agency contributions.

Communicating our FVSV Action Plan

24. It will be important to clearly communicate our intentions and priorities for addressing family and sexual violence for the New Zealand public.
25. There are choices to be made around the timing, the final product and how best to communicate the steps we are taking. As a Ministerial group, it is important that we are well aligned and I therefore welcome your views on the appropriate pathway forward to achieve this.
26. To date expectations have been set for a 5-year action plan to be published before the end of 2024. It is still my intention to provide a published plan, albeit outlining the approach detailed in this paper. I'm conscious this will be different to what some stakeholders will be expecting. There is opportunity to continue to leverage existing relationships and engagement already undertaken in the development of the plan to help communicate our approach.
27. Following our discussions I intend to develop a communications plan for consideration by Ministers.

Next steps

28. The Interdepartmental Executive Board are due to meet on 5 September. I expect the IEB to:
- Finalise the initial two-year delivery programme including milestones and resources.
 - Provide Minister's with a final draft of the Action Plan for consideration.
 - Initiate delivery of the activities outlined in the two-year delivery programme within the first three months.
29. I intend to continue to engage with this Ministerial group to consider the final product and communication approach.
30. Ministers will need to work collectively in response to the FVSV portfolio appropriations Impact Review and application of social investment. This will require decisions on potential reprioritisation and repositioning of activity.

Recommendations

Note the dependency on the FVSV Impact Review (due in Dec 2024), to guide future investment decisions.	NOTED
Agree the proposed approach to the action plan: Five-year strategic priorities supported by a two-year rolling delivery programme.	YES/NO
Agree the five-year strategic priorities to guide future investment and action: <ol style="list-style-type: none"> 1. Multi-agency: Strengthening locally-led and regional multi-agency responses for violence reduction and response. 2. FVSV system improvements: Improve the visibility, accessibility and effectiveness of family violence and sexual violence services. 3. Workforce: Equip our frontline work forces with the resources to recognise, safely refer and respond to violence 4. People who use violence: Effective intervention system for people who use violence centred on accountability and behaviour change. 5. Children and young people: Protect children and young people through early intervention and prevention. 6. Sexual Violence: Bring together the right supports that respond to the needs of survivors of sexual violence. 7. Prevention: Drive national and community-led action to prevent FVSV 8. Targeting investment effectively: Reprioritise funding and investment in the FVSV system to deliver sustainable outcomes for communities and those impacted by violence. 	YES/NO
Agree the high-level two-year delivery programme with an immediate focus on strategic priorities 1 (Multi-agency), 8 (Targeting investment effectively), and 2 (FVSV system improvements).	YES/NO
Discuss the approach to Action Plan finalisation and public communication.	YES/ NO
Direct the IEB to finalise the two-year delivery programme and initiate delivery of activities outlined within the first three months.	NOTED

Emma Powell, Chief Executive, Te Puna Aonui

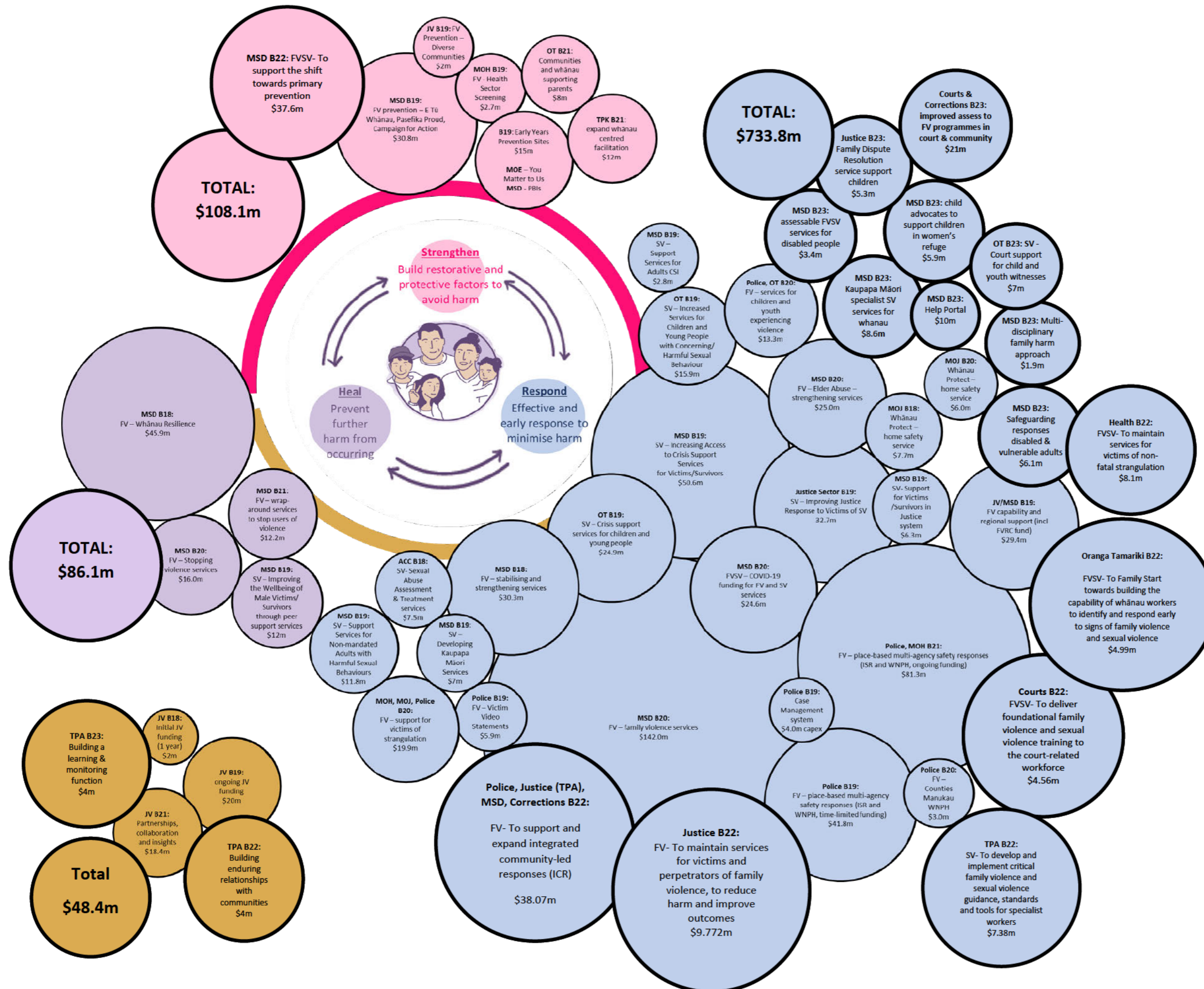
APPROVED/SEEN/NOT AGREED

Hon Karen Chhour

Minister for the Prevention of Family and Sexual Violence

Date: 27 / 08 /2024

Appendix 1: Snapshot of Appropriated FVSV Spend 2018-2023

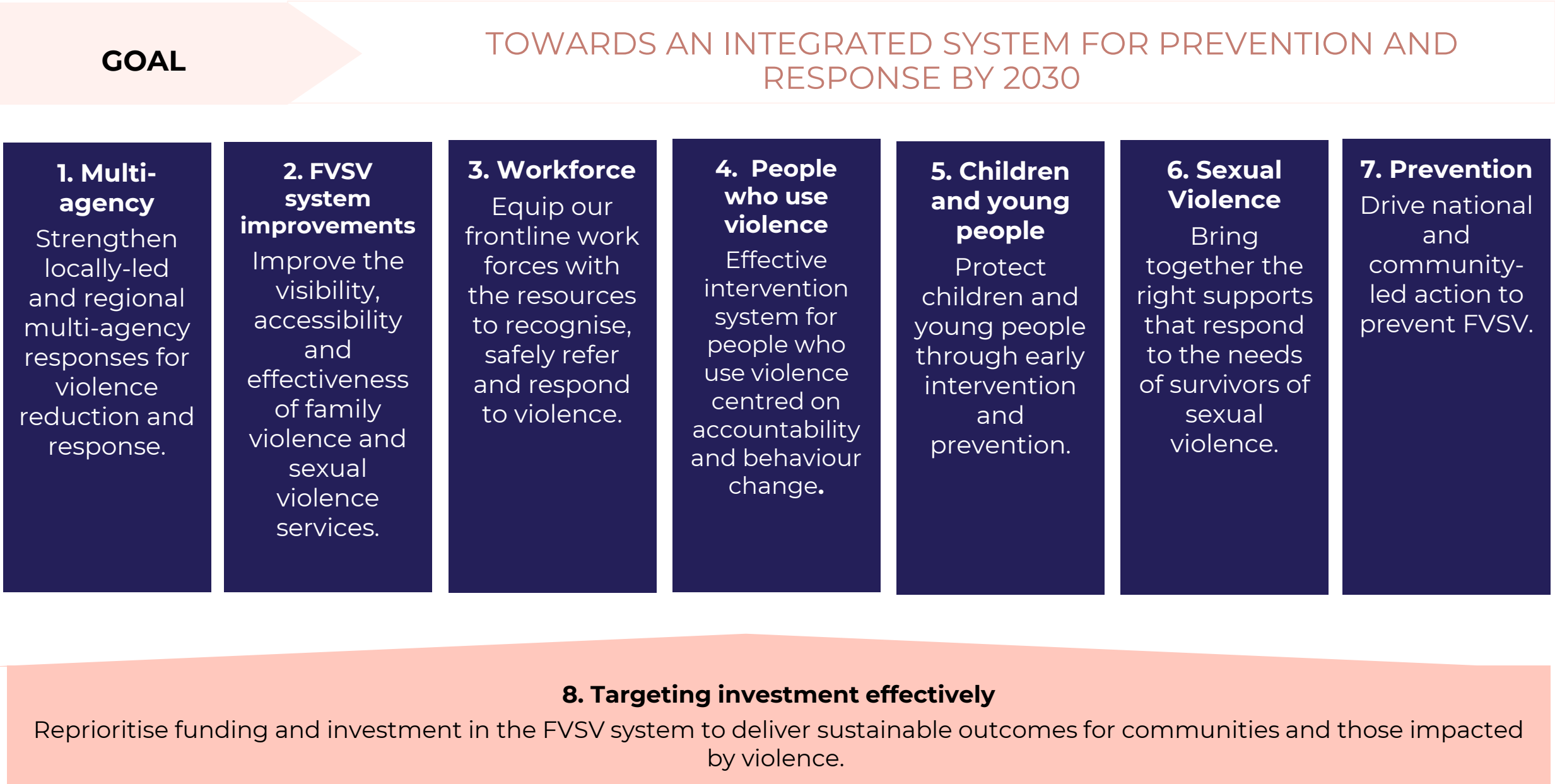


Appendix 2: Action plan approach

It is recommended that the approach adopted for the action plan sets out five-year strategic priorities supported by a rolling two-year delivery programme. This will ensure delivery is aligned with our approach to Impact Reviews, reprioritisation and budget cycles.



Appendix 3: Strategic goal & priorities



Appendix 4: 2024 – 2026

Te Aorerekura High-Level Two-Year Delivery Programme



This sets out the proposed delivery programme for 2024-2026 for the three core workstreams in support of the strategic priorities. The delivery programme will evolve and incorporate the remaining strategic priorities as decisions are taken following the Impact Review and reprioritisation process.

	Now – 3 months	3-12 Months	1-2 years
Strengthening Multi-Agency	<p>Improvements for multi-agency responses are underway in up to 6 regions. Targeting high risk, FV cases improving triage and risk assessment.</p> <p>Project Whetū (multi-agency information sharing and case management).</p>	<p>Integrate case management and responses in up to 3 regions, targeting FV and youth offending cases.</p> <p>Explore opportunities to adopt social sector commissioning in localities.</p>	<p>Scale up social sector commissioning opportunities into multiple regions, targeting families and children with complex needs.</p>
Targeting investment effectively	<p>Social Investment Agency and Te Puna Aonui FVSV portfolio appropriations Impact Review 2018-2023.</p>	<p>Investment reprioritisation for B25 using Impact Review Data.</p> <p>Baseline Impact Review initiated for B26.</p> <p>Social Sector Commissioning Pilot initiated.</p> <p>Review of contract alignment opportunities.</p>	<p>Investment reprioritisation for B26 using Baseline Impact Review data.</p> <p>Ongoing review of contract alignment opportunities.</p>
FVSV System Improvements	<p>Complete a prioritisation plan for improvements to accessibility, visibility and effectiveness of FVSV services, programmes, initiatives.</p>	<p>Realignment of FVSV services, programmes and initiatives against need and effectiveness for B25.</p>	<p>Evidence-based need and outcome driven service, programmes, and initiatives.</p>

Appendix 5: Agency Contribution

This provides a view of funded / partially funded activities led by agencies in support the five-year strategic priorities. These will be delivered in parallel to the priority focus of the two-year delivery programme.

STRATEGIC PRIORITY	ACTIVITY	DATE
2. FVSV System Improvements	Complete accessibility audits of safe housing and emergency accommodation (MSD).	2025
	Increase capacity and specialist expertise of helplines (MSD).	2026
3. Workforce	Strategic FVSV workforce gap analysis and strategy completed. (Business Unit)	2026
	Adoption of FVSV Capability Frameworks and training plans in all government agencies (Phase 1 Statutory Agencies: Police, Ara Poutama, Oranga Tamariki)	Phase 1: 2026
	Training delivered to up to 20,000 statutory workers in phase 1.	Phase 1: 2025
4. People who use violence	Current state review of intervention system for people who use violence completed (MSD, Ara Poutama, MOJ).	2025
	Expand access to safety programmes in criminal courts (Justice).	TBC
	Supporting Men's Behaviour Change – Te Huringa o Te Ao (MSD).	TBC
5. Children and Young People	Strengthen multi-agency support for children and families in SV criminal justice proceedings (Justice).	2025
	Children's Flexi Fund – providing services for children and young people (Police).	2026
6. Sexual Violence	Develop a single-entry platform to improve accessibility to the family violence and sexual violence response system (MSD / ACC).	2025
7. Prevention	Loves Better youth campaign (MSD)	TBC
	Change is Possible campaign (MSD)	TBC
	Concerning Sexual Ideation Services (MSD)	TBC