

Finalising the second Action Plan

To:	Family Violence Sexual Violence (FVSV) Ministerial Group		
From:	Hon. Karen Chhour Minister for the Prevention of Family and Sexual Violence		
Date:	17 October 2024		
Security classification:	In Confidence	File reference:	2024/116554

Action Sought

Endorse the Action Plan for Cabinet consideration	YES/NO
Agree to the communications plan for the Action Plan	YES/NO

Purpose

1. The purpose of this meeting is to consider and endorse the second Te Aorerekura Action Plan for Cabinet consideration, and to agree to the associated communications plan.

Background

2. The Government has committed to delivering the second Action Plan by December. It is number 28 on the Prime Minister's list of 43 deliverables for this quarter.
3. At our last meeting on 29 August 2024, we discussed and agreed to the proposed approach for the second Action Plan, consisting of a set of five-year strategic priorities expected to guide action over the short-medium term, including:
 - **Multi-agency responses:** Strengthening locally-led and regional multi-agency responses for violence reduction and response.
 - **Targeting investment effectively for reinvestment in FVSV system improvements:** Reprioritise funding and investment in the FVSV system to 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.
4. To ensure a more targeted approach, we agreed that two of these priorities would be the focus of collective action over the next two years:
- Strengthening multi-agency responses.
 - Targeting investment effectively for reinvestment in FVSV system improvements.
5. We also discussed and agreed to the following:
- Initiatives and programmes underway across agencies that contribute to the remaining five-year strategic priorities will be an important part of the Action Plan to give visibility to Government's broader FVSV investment.
 - The importance of clear communication to stakeholders that sets out our intentions and priorities for addressing FVSV. It was noted further work was needed to agree how best to communicate the path forward, in the run up to an end of year Cabinet process.
 - Clarifying what success looks like for the Action Plan and how this can be tracked, emphasising the importance of accelerating this work.
6. Ministers also considered an update on the FVSV impact review currently being undertaken by Social Investment Agency (SIA), noting a broader view will be necessary for Budget 2025 reprioritisation.

Action Plan

7. To respond to Ministerial feedback, the Action Plan:
- Provides a focus on a discrete number of actions, which also reflects the broader FVSV work being undertaken across government.
 - Outlines measures of success, including milestones and key performance indicators for each action.
 - Identifies a list of agency activities and initiatives in support of the five-year strategic priorities in the Plan (Appendix 1). These will form part of the external facing Plan, albeit monitored and reported on by individual departments, rather than the Interdepartmental Executive Board (IEB).

- Is expected to make a meaningful contribution towards achieving Target 3 (reduced child and youth offending) and Target 4 (reducing violent crime). In response to this challenge, action to stop people using violence has been elevated for delivery over the next two years alongside action to keep people safe through effective local multi-agency responses and investing and commissioning well.
8. It is important to note the actions outlined within the Action Plan do not require any new funding.

FVSV Impact Review

9. The Social Investment Agency (SIA) has provided advice to the Minister for Social Investment regarding savings and further investment opportunities. I understand this is with the Minister for consideration - SIA will be available at our meeting to speak further to this, including opportunities to further enhance future iterations the plan with new or scaled initiatives requiring further funding through Budget 2025.

Communications Plan

10. Te Puna Aonui has worked with agencies and my office to commence communications and engagement planning. A summary of the detailed communications plan developed is provided for your consideration.
11. There are three phases outlined in the plan:
- Pre-publication – Communicating for readiness / Publication
 - Launching the Plan (December) / Post—publication
 - Communicating and engaging for action. The communications plan identifies the objectives for each phase.
12. Ministers will have an important part to play in communicating the Action Plan at a launch, in subsequent speaking engagements and in news media. My intention is to launch the plan in December, subject to Cabinet approval.
13. The launch is an opportunity to demonstrate collaboration among Ministers and agencies, in support of Te Aorerekura and progress to address family violence and sexual violence.
14. Communications will link the Action Plan with Government targets and the social investment approach.

15. Communications and engagement will be tailored for stakeholders – noting, for example, that people working in regional responses to family violence will be particularly interested in the action to “Keep people safe” and will want to be able to speak to their roles in that work.
16. Communications collateral will include a mix of written and video content for channels, and Ministers will receive key messages and talking points to support their communication of the Action Plan.
17. Te Puna Aonui will take the lead on developing the communications content, in partnership with Te Puna Aonui agencies. The plan will be finalised following approval from Cabinet.

Next Steps

18. In order to meet Cabinet timeframes, departmental consultation is currently being undertaken. Ministers will be able to provide further feedback through the Ministerial consultation phase which will take place from 29 October to 11 November.
19. It is intended that the Cabinet paper will be brought to the Cabinet Social Outcomes Committee on 20 November, and to Cabinet on 25 November, with public release in December.
20. A monitoring plan is under development, including the role of Cabinet, Justice Sector Ministers, FVSV Ministers and the IEB to track deliver of the Action Plan and associated impact. This will be finalised alongside Cabinet approval.

TE AOREREKURA

ACTION PLAN
2025-2030

DOING MORE
OF WHAT WORKS
TO BREAK
THE CYCLE
OF VIOLENCE



Final Draft for FVSV
Ministerial Meeting
17 October 2024

Not for onward distribution



MINISTER'S FOREWORD

[Minister's Foreword to be added]

DRAFT



INTRODUCTION

All people in Aotearoa New Zealand are thriving; their wellbeing is enhanced and sustained because they are safe and supported to live their lives free from family violence and sexual violence.

(Moemoeā – Dream and Vision - National Strategy for the Elimination of Family Violence and Sexual Violence)

Safe, supported and thriving communities

All of us want children and young people growing up in homes and communities where they are safe and nurtured to reach their full potential. Yet too many people in New Zealand are living with violence. Its effects last generations.

Family violence and sexual violence is a crisis in New Zealand

One in three (33%) women experience intimate partner violence in their lifetime and that number is much higher for Māori women (58%).

One in three women and one in eight men experience sexual assaults. One in five people aged 15-19 years of age have already experienced some form of sexual violence.

A national strategy for change

Breaking cycles of violence is possible when our systems deliver effective responses and we work with people who have used violence, to hold them accountable and support them to change their behaviour.

We are three years into a 25 year journey to eliminate family violence and sexual violence through a national strategy - Te Aorerekura. This Action Plan sets out where government will focus and prioritise its actions to drive change to stop violence and keep people safe.

This Plan builds on the important work that began in 2021, when Te Aorerekura and the first Action Plan (2021-2023) started to lay the foundations for long-term change. This worked to established more effective relationships across government and in communities, begin to grow the capability of family violence and sexual violence workforces, and improve the use of data and evidence to drive decision making.

Targeting serious offending

The government has prioritised addressing the crisis of family violence and sexual violence.

It has set clear targets for the reduction of violent crime, including family violence and sexual assault and reducing serious and persistent youth offending. By 2030, it wants to reduce violent crime and the number of victims by 20,000, so that New Zealanders can live safe, connected, and healthy lives.

Reducing family violence and sexual violence has positive impacts on government targets for improved outcomes in education, health and employment.

Doing more of what works to break the cycle of violence

To drive action towards this we have identified seven focus areas that will guide government action over the next five years



FIVE YEAR FOCUS AREAS

Government will focus on seven areas to improve safety, support and enable people to thrive (further detailed in appendix 1).

1. INVESTING & COMMISSIONING WELL

2. KEEPING PEOPLE SAFE

3. STOPPING VIOLENCE

4. PROTECTING CHILDREN AND YOUNG PEOPLE

5. STRENGTHENING OUR WORKFORCE

6. TAKING ACTION ON SEXUAL VIOLENCE

7. PREVENTING VIOLENCE BEFORE IT STARTS

Te Puna Aonui will focus on these priorities for the next two years. Agencies will continue to take action in support of the other focus areas.

Government will take a phased approach to delivery in order to make progress in these areas, while also learning and adapting, to remain responsive and improve the system on the basis of the evidence. We want to do more of what works, and we want to do those things well.

"Victim-survivors described an incredibly long, complex, dangerous and difficult struggle to get safe in which they had very little access to resources or safe and appropriate support and often found they were powerless to stop the abuse even after they separated from the abuser".

The Backbone Collective (2020).
Victim-survivor perspectives on longer-term support after experiencing violence and abuse p6.

Accelerating action

Government agencies will lead out on three focus areas that require deep cross agency collaboration.

1. Investing and commissioning well

Adopting a social investment approach to make evidence informed decisions about when, where and how to invest to deliver change and improve lives.

2. Keeping people safe

Strengthen the ways agencies work together with communities, focusing on improving risk management for those at

greatest risk of serious injury and death and prioritising children and young people.

3. Stopping violence

Bringing a stronger focus on the people who use violence so we can stop the behaviours that cause harm and keep victims/survivors safe.

We will measure our success through clear actions, milestones, performance indicators and outcomes (Appendix 3).

The initial focus on these areas will not preclude other activities from being brought forward in due course but they help to focus government efforts over the next two years.

Agencies work continues

The focus of this plan does not represent all the work that government does across the family violence and sexual violence system. Agencies will continue to take action to deliver services and make improvements in support of the remaining four focus areas.

People and places matter

What is different about this plan from what has gone before is our deep focus on working with regions and communities, continuing to build partnerships with tangata whenua, specialists and communities to enable change to break of cycle of violence.



INVESTING & COMMISSIONING WELL

People affected by violence need access to a range of services to meet their needs to be safe, recover and heal from violence.

Annually, government directly invests over \$1.3bn in family violence and sexual violence services and initiatives.

We need to ensure that this is being invested in what works and stop things that are not effective.

ADOPTING A SOCIAL INVESTMENT APPROACH

Social investment will guide how we will make investment decisions. By taking a whole-of-government approach to investment across the family violence and sexual violence system, we will gain an understanding of what we are delivering; what needs to change; and how to innovate to ensure people get the right support that meets their needs.



WHAT WE WILL DO

ANNUAL INVESTMENT REPRIORITISATION

Introduce an annual process of reviewing the impact and effectiveness of government investment in the family violence and sexual violence system. This will identify opportunities to prioritise funding to where it will have the most impact for people and communities.

When: Annually by June

Partners: Te Puna Aonui Agencies, Social Investment Agency

Milestones:	June 2025	FY 25 Review and reprioritisation of investment complete
	June 2026	FY26 Review and reprioritisation of investment complete

CONTRACTING DIFFERENTLY FOR BETTER OUTCOMES

Improve how government funds and contracts services family violence and sexual violence services to increase their efficiency, accessibility and effectiveness.

The first review will be of services for people who use violence (family violence and/or sexual violence). This will seek to identify opportunities for greater contract alignment across contracts and pilot an outcomes based contract.

When: Completed by July 2026

Partners: Ministry of Justice, Department of Corrections and Ministry of Social Development

Milestones:	Dec 2025	Review of contract alignment options
	Dec 2025	Pilot an outcomes based contract in one location with one provider.
	July 2026	Aligned contract reporting



KEEPING PEOPLE SAFE

No single agency or organisation has all the levers to keep people safe from violence.

We need to strengthen how agencies respond to family violence, by working in partnership with local organisations and iwi to provide coordinated support to intervene early so people get the right support at the right time.

BUILDING AN EFFECTIVE MULTI-AGENCY RESPONSE

There are four inter-connected components to our work to strengthen multi-agency responses. Each of these forms our actions for this priority.



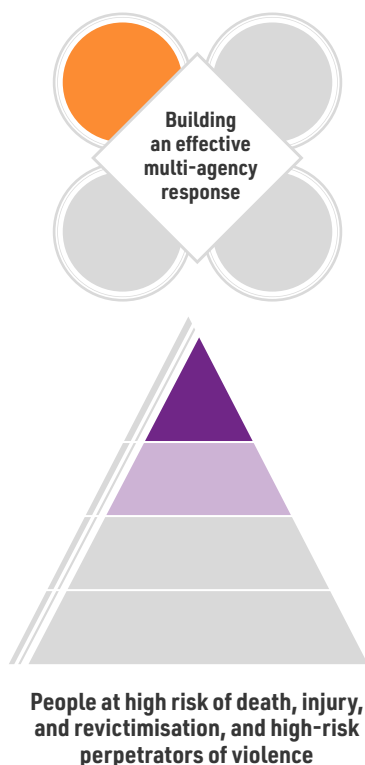
WHO WE ARE FOCUSED ON

Everyone affected by violence deserves the right response that meets their needs. There are varying degrees of risk and need experienced by people impacted by violence, requiring different levels of support. Over the next two years we will focus on improving multi-agency responses for people at the top two tiers of this pyramid.





KEEPING PEOPLE SAFE



STRONG GOVERNANCE, LEADERSHIP AND WAYS OF WORKING

Agencies are working with iwi and local community organisations to respond to family violence and manage risk. However, there are inconsistent multi-agency approaches around the country, meaning people are not getting the right support when they reach out for help.

Over the next two years, local family violence multi-agency approaches will be strengthened to ensure more effective, joined-up responses are provided to people at risk of death, serious injury, and revictimisation.

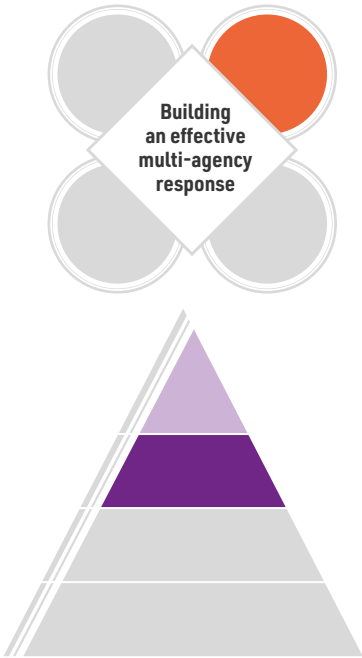
We will focus initially on six regions and up to 12 localities (see 'where we will focus'), working in phases across the regions. Working together with iwi and communities, agencies will co-design local approaches and develop a Local Improvement Plan to implement change.

This will include improving governance, leadership, and collaborative ways of working; ensuring responses are victim/survivor and child-centred; and seeking to remove barriers which stop agencies from being effective nationally and locally.

WHAT WE WILL DO

When:	December 2027
Partners:	Oranga Tamariki, Police, Department of Corrections, Ministry of Social Development, Te Puna Aonui Business Unit
Milestones:	Jul 2025 12 month Local Improvement Plan produced (Auckland City, Rotorua, Canterbury)
Phase 1 Localities	July 2026 Local Improvement Plan implemented
Phase 2 Localities	Apr 2025 Development of 12 month Local Improvement Plan initiated
	Dec 2025 12 Month Local Improvement Plan produced
	Dec 2026 Local Improvement Plan implemented
Phase 3 Localities	Apr 2026 Development of 12 month Local Improvement Plan initiated
	Dec 2026 12 month Local Improvement Plan produced
	Dec 2027 Local Improvement Plan implemented

KEEPING PEOPLE SAFE



People experiencing or using violence with complex needs, with a focus on children and young people

DELIVER JOINED-UP APPROACHES FOR CHILDREN AND YOUNG PEOPLE

WHAT WE WILL DO

Many youth offenders have experienced or are impacted by family violence - 80% of youth offenders currently have been exposed to family violence. However, programmes designed to address the causes of youth offending are not currently joined-up with responses to addressing family violence. If we are to reduce youth offending, we need to adopt a whānau-centred response. This means improving coordination between multi-agency responses for family violence with responses for youth offenders.

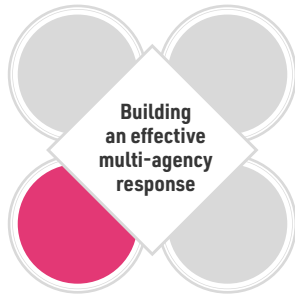
Initially we will focus on 3 regions where Fast Track Youth Offending Support Teams are operating to align the work of these teams with local multi-agency responses for family violence, including governance and high-risk case management to outcomes and data collection.

Secondly, to increase the protections for children and young people, multi-agency response pathways will be opened up for children at risk of escalating violence, who receive a Report of Concern (ROC) but do not meet the threshold for intervention.

When:	Dec 2027								
Partners:	Oranga Tamariki, Ministry of Social Development, Police, Department of Corrections, Te Puna Aonui Business Unit								
Milestones:	<table><tr><td>July 2025</td><td>Scoping opportunities for alignment and decision making between family violence and Fast Track responses in 3 regions</td></tr><tr><td>July 2026</td><td>Implementation of the aligned family violence and Fast Track responses in 3 regions</td></tr><tr><td>Dec 2026</td><td>Identification of next set of regions for family violence and Fast Track alignment</td></tr><tr><td>Dec 2027</td><td>Multi-agency response pathway opened up for children and young people at risk of escalating violence who receive a Report of Concern.</td></tr></table>	July 2025	Scoping opportunities for alignment and decision making between family violence and Fast Track responses in 3 regions	July 2026	Implementation of the aligned family violence and Fast Track responses in 3 regions	Dec 2026	Identification of next set of regions for family violence and Fast Track alignment	Dec 2027	Multi-agency response pathway opened up for children and young people at risk of escalating violence who receive a Report of Concern.
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Dec 2027	Multi-agency response pathway opened up for children and young people at risk of escalating violence who receive a Report of Concern.								



KEEPING PEOPLE SAFE



WHAT WE WILL DO

CONSISTENT APPROACH TO UNDERSTANDING AND MANAGING RISK

Simply put, government agencies do not act effectively on early signs of harm and risk.

The Family Violence Risk, Safety and Wellbeing Guidelines have been designed with the family violence sector, tangata whenua, and communities with the aim of improving organisational processes and building workforce understanding to ensure:

- risk is recognised early, responded to safely and appropriately, and people, whānau and families get the right support early,
- crisis response workers and teams recognise the level of risk accurately and take actions that reduce risk and enable safety, and
- ongoing support continues to monitor and manage risk and support people, whānau and families to heal.

These guidelines will be implemented across six local multi-agency responses, building to a national roll out.

When:	Guidelines implemented nationally by December 2028	
Partners:	Te Puna Aonui agencies	
Milestones:	Dec 2024	Finalise Risk, Safety, and Wellbeing guidelines
	July 2025	Adoption of guidelines within 3 regions
	Dec 2027	Roll out of guidelines to six regions to align with improvements in governance and ways of working

IMPROVE INFORMATION SHARING SYSTEMS

Effective and safe information sharing is critical to ensuring the safety of children and those impacted by violence as *'everyone has a piece of the jigsaw, but no one has the full picture'*. Systems that support more collaboration across services and enable joined up responses to family violence are necessary. A collaborative case management system will be developed to enhance the safe sharing of information, strengthening victim/survivor rights over their information, while alerting agencies to emerging risk.

When:	Case management system established by Dec 2028	
Partners:	Te Puna Aonui agencies	
Milestones:	Sept 2025	Core operating model for Project Whetū complete
	Dec 2025	Information sharing protocols agreed and proof of concept commenced
	June 2026	Design complete and procurement of technological system commenced
	Jun 2027	Testing of technology system
	Dec 2028	Transition of Family Safety System to new technology system complete
	Dec 2029	Evaluation of system undertaken to ensure safe and appropriate use of information



KEEPING PEOPLE SAFE

WHERE WE WILL FOCUS

In the first two years we will focus on strengthening multi-agency responses in six regions and up to 12 localities. These have been identified through a combination of factors (see key below).

Learnings and insights from these localities will be shared with other regions to build models of best practice nationally.

IMPROVING WAYS OF WORKING REGIONS / LOCALITIES

1. Te Tai Tokerau – Whangārei/Kaikohe, Kaitiaki

FV Investigations - High
FV Volume - Medium
Context & Readiness - High

2. Tāmaki Makaurau – Auckland City

FV Investigations - Medium
FV Volume - High
Context & Readiness - High

3. Bay of Plenty – Rotorua, Eastern Bay of Plenty

FV Investigations - High
FV Volume - High
Context & Readiness - High

4. Hawkes Bay/Tairāwhiti – Gisborne, Wairoa, Hawkes Bay

FV Investigations - High
FV Volume - High
Context & Readiness - High

5. Central – Taranaki North and South

FV Investigations - High
FV Volume - High
Context & Readiness - Medium

6. Canterbury – Christchurch

FV Investigations - Medium
FV Volume - High
Context & Readiness - High

JOINED-UP APPROACHES FOR CHILDREN AND YOUNG PEOPLE REGIONS / LOCALITIES

3 localities selected with established Fast Track Teams for Youth Offending.

2. Tāmaki Makaurau – West Auckland / Waitākere

3. Bay of Plenty – Rotorua

6. Canterbury – Christchurch

KEY

Family Violence (FV) Investigations as a ratio of population in 2023

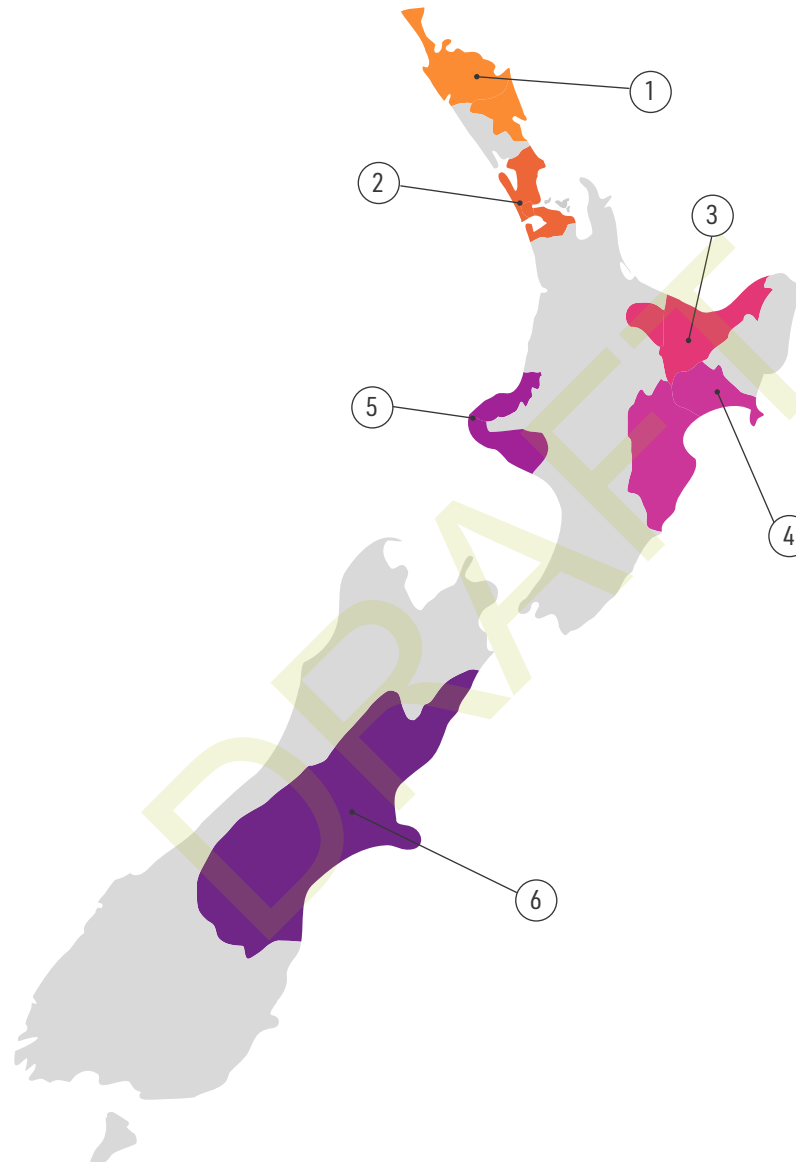
Low <23 per 1000 | Medium 23-36 per 1000 | High 36 - 61 per 1000

Family Violence (FV) Investigation Volume (no. of investigations with an offence in 2023)

Low <2500 | 2500 - 5000 | >5000

Context & Readiness based on number of key aligning government programmes; funded roles; iwi leadership in multi-agency response

High | Medium | Low





STOPPING VIOLENCE

Keeping people safe and enabling victims/survivors to live free from violence means increasing protections for victims and families, and stopping people from using violence.

If we are to achieve our target for reducing violent crime, including family violence and sexual assault, we must firmly focus on people who use violence.

This means holding people to account for their actions by strengthening legal powers and penalties, as well as providing the right support and intervening early to help people change their behaviour.

WHAT WE WILL DO

STRENGTHEN ACCOUNTABILITY

Strengthen Protection Orders

Explore the option to refer people involved in a Protection Order to the local family violence Multi-Agency Responses; improve how Protection Orders are served; enable Judges to issue Protection Orders where there is evidence of violence and a discharge without conviction; set clearer expectations for behaviour change for people mandated to attend a non-violence programme; and review data on breaches and scope an evaluation of the Protection Order system to identify how to increase safety and accountability.

When:	December 2025
Partners:	Ministry of Justice, Police, Te Puna Aonui Business Unit
Milestones:	Dec 2024 Finalise good practice guidance for serving Protection Orders and begin implementation Issue clear expectations of behaviour change in non-violence programmes to providers
	March 2025 Legislation changes to allow Judges to issue orders in discharge without conviction [subject to Parliamentary processes] Review of data on breaches of Protection Orders
	June 2025 Scope evaluation of Protection Orders
	July 2025 Test process for referring Protection Orders to Multi-Agency Responses

Introduce stalking as a new offence

A bill will be introduced before the end of 2024 to make stalking a new offence in New Zealand, changing sentencing to ensure safety of victim-survivors are prioritised.

When:	December 2024
Partners:	Ministry of Justice, Police
Milestones:	Dec 2024 Introduction of Stalking Legislation

STOPPING VIOLENCE



PROVIDE THE RIGHT INTERVENTION SERVICES

WHAT WE WILL DO

Review the current system of interventions for people who use violence

Although there are a host of different community-based, non-violence programmes available to people who use violence, the evidence base for what is effective and at what intervention point, is limited. This action will increase knowledge of when to intervene, what interventions work at each intervention point, and what resource or support is needed to deliver long-term change.

When:	December 2025
Partners:	Ministry of Justice, Department of Corrections, Ministry of Social Development, Oranga Tamariki, Social Investment Agency
Milestones:	March 2025 Scope of review and responsibilities agreed by responsible government agencies Dec 2025 Current and future state analysis of intervention system for people who use violence completed

Support men's behaviour change through our Te Huringa ō Te Ao

Te Huringa ō Te Ao is a family violence service for tāne and men who are harming and hurting their partners and children, who realise it is time for change. This service supports work in communities, providing long-term, flexible contracts to enable service development and service delivery. A core expectation from this service is the roll out of a test, learn, and improve approach to ensure continuous improvement.

When:	December 2025
Partners:	Ministry of Social Development
Milestones:	April 2025 Contracts agreed with Te Huringa ō Te Ao providers Dec 2026 Baseline evaluation scoped



STOPPING VIOLENCE

PROVIDE THE RIGHT INTERVENTION SERVICES

WHAT WE WILL DO

Extend rehabilitation support services to prisoners on remand

Prisoners on remand – meaning those awaiting sentencing or in custody - cannot currently access the rehabilitation programmes they need to turn their lives around. These programmes play a crucial role in reducing reoffending rates, so this action ensures violent offenders can access the services they need to break cycles of violent behaviour and offer an opportunity for a different life.

When:	June 2025
Partners:	Department of Corrections
Milestones:	Dec 2024 Implementation plan for service expansion completed
	March 2025 Plan submitted to Treasury to release funding for additional services
	June 2025 Expansion of services begins

Expand access to safety programmes in the Criminal Courts

There are different types of safety programmes available for people who have experienced family violence, all of which aim to increase safety and wellbeing for victims and their children. This action expands access to safety programmes, helping to address any risk of further harm and provide the right information and support.

When:	July 2025
Partners:	Ministry of Justice
Milestones:	June 2025 Contracts agreed with providers
	July 2025 Safety programmes go live in the Criminal Court

AGENCIES TAKING ACTION

There is significant activity undertaken by agencies across government in the family violence and sexual violence system in support of the strategic priorities of this plan.



This landscape map provides a snapshot of some of these activities. Full details can be found in Appendix 2.





WORKING TOGETHER WITH IWI, MĀORI AND COMMUNITIES

The first Te Aorerekura Action Plan laid the foundations for building enduring relationships between government, the family violence and sexual violence sectors, and communities.

Now as we look to the next five years, we must navigate a period of change as we seek to do things differently. The strength of these relationships and the trust will help us to move forward.

WORKING WITH MĀORI

Recognising that Māori are disproportionately affected by violence, we will continue to partner with iwi, hapū and hāpori (Māori communities) in implementing this plan.

This will involve working together to understand the barriers that stop us from implementing the changes that make a difference, particularly as part of a local or regional response to violence reduction for whānau.

HOW WE WILL WORK TOGETHER

Engage with purpose

Being clear on the reason for engagement and expectations.

Government will work with communities and regional partners to understand local needs, requirements and opportunities.

Incorporate whānau community voice into service design and delivery

Elevating the needs and voice of communities to inform and influence services and plans that seek to respond to their needs.

Address barriers

Working with government agency partners to identify, understand, and address barriers raised by communities and the family violence and sexual violence sectors so that we can improve how we keep people safe, supported and enable them to thrive.

Provide direction

Offer clarity to communities and the family violence and sexual violence sectors on where government will focus attention and energy over the short – medium term.



APPENDIX 1: FOCUS AREAS

This describes in more detail the intent of each of the five year focus areas. These remain connected to Te Aorerekura - National Strategy and six system shifts. We have shown which shifts the focus areas will support.

INVESTING & COMMISSIONING WELL

Investing in what works and meets people's needs; being strategic about what, where, and how we fund; and stopping things that are not effective.

S1

WORKING TOGETHER

Agencies working better together with communities and iwi to keep people safe.

S2 | S5

STOPPING VIOLENCE

Stopping violence; holding people accountable and responsible for their behaviour; and supporting them to change.

S5

PROTECTING CHILDREN AND YOUNG PEOPLE

Prevention and effective early intervention to safeguard children and young people.

S5

WORKFORCE

Trained, skilled, and sustainable family violence and sexual violence workforces that can safely recognise, refer, and respond to violence.

S3

PREVENTING VIOLENCE BEFORE IT STARTS

Increasing understanding about family violence and sexual violence to promote positive behaviour and empower people to recognise and prevent harm. Creating safer communities to lower the risk of violence.

S2 | S4

TAKING ACTION ON SEXUAL VIOLENCE

Stopping sexual violence from happening; helping those who have been affected; and creating a safe environment for everyone.

S5 | S6

Shift One (S1):
Towards strength-based well-being

Shift Two (S2):
Towards mobilising communities

Shift Three (S3):
Towards skilled, culturally competent and sustainable workforces

Shift Four (S4):
Towards investment in primary prevention

Shift Five (S5):
Towards safe, accessible and integrated responses

Shift Six (S6):
Towards increased capacity for healing

APPENDIX 2 - AGENCIES TAKING ACTION

Agencies will continue to take action in support of the five year focus areas set out in this plan. This details which agencies will be leading on these activities, when and their contribution to the Government targets.

STRENGTHENING OUR WORKFORCE					
ACTIVITY	DESCRIPTION	AGENCY	DUE	CONTRIBUTION TO TARGETS	
				TARGET 3 - REDUCING YOUTH OFFENDING	TARGET 4 - REDUCING SERIOUS OFFENDING
Future capacity and capability plan for FVSV Workforce	Developing a future strategy (including a gap analysis) to address the future capacity and capability requirements of the family violence and sexual violence workforce.	Te Puna Aonui Business Unit	2026		●
Family Violence and Sexual Violence Capability Frameworks and Training Plans	Working to ensure family violence and sexual violence Capability Frameworks and training plans are adopted in all statutory agencies (Phase 1 Police, Department of Corrections, Oranga Tamariki).	Te Puna Aonui Business Unit; Police; Department of Corrections; Oranga Tamariki	Phase 1 2027		●
Training 10,000 frontline statutory workers in family violence and sexual violence.	Training 10,000 frontline statutory workers in family violence and sexual violence over two years.	Te Puna Aonui Business Unit, Police, Department of Corrections, Oranga Tamariki	2027		●
Health Workforce Violence Intervention Programme	Supporting the tertiary health workforce to develop its capability to identify family violence, assess health and risk, and refer victims of abuse by developing training programmes, practice protocols, standardised documentation, support processes, posters, monitoring and evaluation.	Ministry of Health - Te Whatu Ora	Ongoing		●





APPENDIX 2 - AGENCIES TAKING ACTION

PROTECTING CHILDREN & YOUNG PEOPLE

ACTIVITY	DESCRIPTION	AGENCY	DUE	CONTRIBUTION TO TARGETS	
				TARGET 3 - REDUCING YOUTH OFFENDING	TARGET 4 - REDUCING SERIOUS OFFENDING
The Child Advocates Programme	This initiative provides specialist, child-focused support to children who have experienced family violence in eight Women's Refuge sites across New Zealand.	Ministry of Social Development	Ongoing		
Children's Flexi-Fund	The Children's Services Flexi Fund ('Flexi Fund') is a source of flexible funding that can be used by government and NGO services to 'directly or indirectly enhance tamariki/rangatahi wellbeing following family harm, through the purchase of one-off or timebound goods or services'.	Police	Ongoing		●
Specialist Restorative Youth Justice Services	Contracting specialist restorative justice services for people who experience sexual violence by youth offenders. Victims will have access to a victim-centred restorative justice process provided by sexual violence specialists. The specialist provider will also work with the offender as part of the restorative justice process. Annually, up to 110 victim of youth crime are expected to be offered this restorative justice process. These victims would not have been offered this support if this initiative was not in place.	Oranga Tamariki, Ministry of Justice, Police	Late 2024 onwards	●	
Specialist Court Support for Child Victims of Sexual Violence	Enhanced safety and experiences for tamariki, rangatahi, and whānau who are participating in sexual violence criminal justice proceedings through specialist court support and multi-agency collaborative practice.	Oranga Tamariki, Ministry of Justice	2025		●
Kā Au Kahuraki	Kā Au Kahuraki is a cross-agency collaboration in East Christchurch focussed on prevention activity to build protective factors for children/tamariki 0-5 years through a range of outreach and coordination activities. Kā Au Kahuraki objectives include increasing presence, participation and progress in early childhood education, good health outcomes for children/tamariki 0-5 yrs, a reduction in child poverty and safe communities for all.	Ministry of Education	Ongoing		●

APPENDIX 2 - AGENCIES TAKING ACTION



TAKING ACTION ON SEXUAL VIOLENCE					
ACTIVITY	DESCRIPTION	AGENCY	DUE	CONTRIBUTION TO TARGETS	
				TARGET 3 - REDUCING YOUTH OFFENDING	TARGET 4 - REDUCING SERIOUS OFFENDING
The Concerning Sexual Ideation Service	This service aims to reduce clients' (adults) sexual ideation and the potential for this to impact negatively on their day-to-day functioning; reduce the risk of the client engaging in Harmful Sexual Behaviour; and increase their quality of life with the ultimate goal of making communities safer.	Ministry of Social Development	Ongoing		●
Sexual Violence Helplines and Digital Information		ACC, Ministry of Social Development	June 2025		●
Kaupapa Māori Sexual Violence Services	Kaupapa Māori Sexual Violence Services are cost-free for whānau, and aim to ensure holistic service provision, with services spanning prevention, crisis support, and long-term healing. For many of these services, this holistic approach includes providing whānau with access to housing or alcohol and drug counselling.	ACC, Ministry of Social Development	2026		●
Single Entry online platform for sexual violence services	Develop a single-entry platform to improve accessibility to the family violence and sexual violence response system.	ACC, Ministry of Social Development	2025		



APPENDIX 2 - AGENCIES TAKING ACTION

PREVENTING VIOLENCE BEFORE IT STARTS

ACTIVITY	DESCRIPTION	AGENCY	DUE	CONTRIBUTION TO TARGETS	
				TARGET 3 - REDUCING YOUTH OFFENDING	TARGET 4 - REDUCING SERIOUS OFFENDING
Change is Possible	A programme of activities which focuses on changing social norms and supporting men on their journeys of change to stop using violence. This includes national communications encouraging men who to use violence to access online resources and support to help them change their behaviour.	Ministry of Social Development	June 2025		
Pasefika Proud	Pasefika Proud acknowledges the power of cultural values and strength in preventing family violence and supporting pacific to thrive. This supports communities to develop and lead their own solutions for addressing violence and improving wellbeing.	Ministry of Social Development	Ongoing		
E Tū Whānau	E Tū Whānau is a kaupapa Maori initiative focus on change, cementing the partnership between government and communities. It seeks to take a strengths based approach working to improve protective factors and decrease risk factors to family violence.	Ministry of Social Development	Ongoing		
Community led sexual violence primary prevention	Investing in community -led action, building a skilled workforce, communications to challenge and shift social norms, creating supportive environments, coordinating investment across government and working with and through others to prevent sexual violence before it occurs.	ACC, Ministry of Social Development, Department of Internal Affairs, Te Puna Aonui Business	Ongoing		

APPENDIX 3: MEASURING SUCCESS

We need to know that we are positively impacting the lives of New Zealanders, keeping them safe, and supporting them to live free from violence. By measuring progress and success, government can do more of what works. This will help ensure that the system is working to prevent violence, keep people safe and enable them to live free from violence.

We will do this in three ways.

MILESTONES

Milestones help us to remain on track, to ensure that we are delivering what we said we would, by when to achieve change.

Milestones are set out in the Plan under each action. A roadmap shows what the government will seek to deliver in the first two years of this Plan.

Reporting: Quarterly

PERFORMANCE METRICS

We will use indicators to assess how well government is performing.

Indicators have been developed for actions in each of the three priority focus areas. These are summarised in this appendix.

Reporting: Quarterly

OUTCOMES

Outcomes help us to understand if the actions are positively impacting lives; reducing violence, revictimisation, and offending.

We will use the outcomes, indicators and measures in the Outcomes and Measurement Framework (OMF) to assess our progress in delivering change for people, whānau and families through this plan. This appendix shows which OMF outcomes this plan will contribute towards.

Reporting: Annually



PERFORMANCE INDICATORS

These performance indicators will tell us if the actions we are delivering are resulting in the changes we are expecting to see. They will hold government to account on how it is performing in delivering this plan.

INVESTING & COMMISSIONING WELL			
ACTION	INDICATOR	DATA SOURCE	FREQUENCY
Annual investment reprioritisation	<ul style="list-style-type: none"> Number of assessments of effectiveness of initiatives undertaken 	Social Investment Agency	Annual
	<ul style="list-style-type: none"> Number of initiatives with a Level 2 or above score for maturity of Social Investment Approach (VIMS) 	Social Investment Agency	Annual
	<ul style="list-style-type: none"> Percentage of reinvested spend as a percentage of total spend 	Te Puna Aonui Business Unit	Annual
	<ul style="list-style-type: none"> No. of new initiatives launched through reprioritisation to address known service gaps or system barriers 	Social Investment Agency	Quarterly
Contracting differently for better outcomes	<ul style="list-style-type: none"> No. of contract providers with aligned reporting 	Ministry of Social Development, Ministry of Justice, Department of Corrections	Annual
KEEPING PEOPLE SAFE			
Strong governance, leadership and ways of working	<ul style="list-style-type: none"> Percentage of workers involved in a multi-agency response trained to recognise, respond, and refer when working with family violence 	Te Puna Aonui Business Unit	Quarterly
	<ul style="list-style-type: none"> Number of plans opened for victim/survivors who are referred to a multi-agency response 	NZ Police	Quarterly
	<ul style="list-style-type: none"> Number of plans opened for people using violence who are referred to a multi-agency response 	NZ Police	Quarterly
	<ul style="list-style-type: none"> Number of sites with a Governance Group with agreed Terms of Reference 	NZ Police	Quarterly
	<ul style="list-style-type: none"> Number of Governance Groups with a local Iwi representative Chair or Co-Chair 	NZ Police	Quarterly
Joined up approaches to Children and Young People	<ul style="list-style-type: none"> Number of co-ordinated FV and youth offending plans opened for young offenders 	Oranga Tamariki	Quarterly
	<ul style="list-style-type: none"> Percentage of children who are referred to a multi-agency response who have previous flags for family violence as victims 	NZ Police	Quarterly



KEEPING PEOPLE SAFE			
ACTION	INDICATOR	DATA SOURCE	FREQUENCY
Consistent approach to risk	<ul style="list-style-type: none"> Number of multi-agency response groups with local approaches to risk assessed against the Risk, Safety and Wellbeing Guidelines 	Te Puna Aonui Business Unit	Annual
	<ul style="list-style-type: none"> Number of multi-agency response groups with an agreed approach to assessing and managing high risk episodes 	Te Puna Aonui Business Unit	Annual
	<ul style="list-style-type: none"> Number of joint risk assessments, management and safety plans undertaken 	Te Puna Aonui Business Unit	Quarterly
Improving information sharing systems	<ul style="list-style-type: none"> Number of agencies and organisations who endorse the operating model for Project Whetū 	Te Puna Aonui Business Unit	Annual
	<ul style="list-style-type: none"> Percentage of high-risk and complex needs victims who are referred to a multi-agency response who have previous flags for family violence as victims 	NZ Police	Quarterly
	<ul style="list-style-type: none"> Percentage of high-risk and complex needs offenders who are referred to a multi-agency response who have previous flags for family violence as offenders 	NZ Police	Quarterly
STOPPING VIOLENCE			
Strengthen Accountabilities	<ul style="list-style-type: none"> Number of unique website visits to the host pages of the guidance provided to NZ Police and MOJ staff on how to serve a Protection Order 		Quarterly
	<ul style="list-style-type: none"> Number of unique website visits to the host pages of the guidance provided to NZ Police staff on Police action following a Protection Order breach 		Quarterly
Provide the right interventions and services	<ul style="list-style-type: none"> Number of Te Huringa o te Ao providers contracted 	Ministry of Social Development	Quarterly
	<ul style="list-style-type: none"> No. of service concepts signed off and services being delivered 	Ministry of Social Development	Quarterly
	<ul style="list-style-type: none"> Number of additional victims receiving safety programmes in the Criminal Court 	Ministry of Justice	Quarterly



ROADMAP FOR DELIVERY

2024 | 2025

		Q3 Sep/Dec 2024	Q4 Jan/Mar 2025	Q1 Apr/Jun 2025	Q2 Jul/Sep 2025
INVESTING AND COMMISSIONING WELL	ANNUAL FVSV INVESTMENT REPRIORITISATION			FY25 review and reprioritisation of investment complete	
	CONTRACTING DIFFERENTLY FOR BETTER OUTCOMES				
KEEPING PEOPLE SAFE	GOVERNANCE, LEADERSHIP, AND WAYS OF WORKING				12-month Local Improvement Plan produced phase 1 localities City, Rotorua, Canterbury)
	JOIN UP APPROACHES FOR FAMILY VIOLENCE AND CHILDREN AND YOUNG PEOPLE				Scoping opportunities for alignment decision making between family Fast Track responses (3 regions)
	CONSISTENT APPROACH TO UNDERSTANDING AND MANAGING RISK	Finalise Risk, Safety and Wellbeing Guidelines			Adoption of guidelines in 3 regions
	CREATE RIGHT SETTINGS TO IMPROVE INFORMATION SHARING AND COLLABORATION				Core operating model for Project complete
STOPPING VIOLENCE	STRENGTHEN PROTECTION ORDERS	Finalise good practice guidance for serving Protection Orders	Legislation changes to allow Judges to issue orders in discharge without conviction	Scope evaluation of Protection Orders	Test process for referring Protection Multi-Agency Responses
	REVIEW THE CURRENT SYSTEM OF INTERVENTIONS FOR PEOPLE WHO USE VIOLENCE		Scope of review and responsibilities agreed		
	SUPPORTING MEN'S BEHAVIOUR CHANGE THROUGH TE HURINGA Ō TE AO			Contracts agreed with providers	
	EXTEND REHABILITATION TO PRISONERS ON REMAND	Implementation plan for service expansion completed	Plan submitted to Treasury to release funding for additional services		Expansion of services begins
	EXPAND ACCESS TO SAFETY PROGRAMMES IN CRIMINAL COURT			Contracts agreed with providers	Safety programmes go live in the



	Q3 Oct/Dec 2025	Q4 Jan/Mar 2026	Q1 Apr/Jun 2026	Q2 Jul/Sep 2026	Q3 Oct/Dec 2026	Q4 Jan/Mar 2027
			FY26 review and reprioritisation of investment complete			
	Review contract alignment options Pilot outcomes based contract in one location with one provider			Aligned contract reporting		
s (Auckland	12-month Local Improvement Plan produced phase 2 localities			Local Improvement Plan Implemented phase 1 localities	Local Improvement Plan Implemented phase 2 localities / Produced phase 3 localities	
ment and violence and				Implementation of the aligned family violence and Fast Track responses (3 regions)	Identification of next set of regions for family violence and Fast Track alignment	
ns						
t Whetu	Information sharing protocols agreed and proofs of concept commenced		Technology ecosystem design complete and procurement underway			
ction Orders to						
	Current and future state analysis of intervention system for people who use violence completed					
					Baseline evaluation scoped	
e Criminal Court						



ACHIEVING OUTCOMES

We will use the OMF outcomes to measure how we are supporting people to live free from violence. We have identified which outcomes of the OMF will be supported by our focus areas.

OUTCOME	FIVE YEAR FOCUS AREAS						
	Investing & Commissioning Well	Keeping People Safe	Stopping Violence	Protecting Children & Young People	Taking Action on Sexual Violence	Preventing Violence Before it Starts	Workforce
Government agencies' family violence and sexual violence approaches are strength-based and contribute to wellbeing	●	●		●			●
Tangata whenua, communities and specialist sectors lead effective family violence and sexual violence approaches and share knowledge	●	●			●		
Government and specialist sectors have safe, competent, responsive and sustainable workforces							●
Families, whānau, friends and other networks safely provide help and support		●	●	●		●	
People, whānau and families have safe and respectful relationships						●	
Positive gender, social and cultural norms prevent family violence and sexual violence						●	
Responses to family violence and sexual violence are safe, tailored, equitable and integrated	●	●		●	●		
People, whānau and families impacted by family violence and sexual violence get help early and are safe and supported	●		●	●	●		
People who use violence are held accountable and supported to change their behaviour			●				
People, whānau and families are supported to heal and recover in ways that work best for them		●		●	●		
People, whānau and families are free from shame, stigma, silencing and discrimination						●	
Improved quality and use of information to support evidence-based practice, policy and investment decisions	●	●		●			

Te Puna Aonui

**Summary communications and
engagement plan**

**Publishing and promoting the second Te
Aorerekura Action Plan**

DRAFT for consultation

(note a full communications plan sits behind this summary)



Background and Context

Te Aorerekura is a 25-year Strategy that is supported by parties across Parliament. Its implementation will require sustained focus and investment by agencies across government, in partnership with communities.

The Action Plan describes Government's contribution to meeting the aspirations of Te Aorerekura and how it intends to focus on key priorities to drive system improvements to reduce family violence and sexual violence.

There is a high degree of interest in the second Action Plan across Ministers, government agencies, hapū, iwi, Māori communities, the specialist sectors, victim/survivors and communities.

The Action Plan does not respond directly to the recommendations of the Royal Commission of Inquiry, but system improvements achieved through Te Aorerekura will help prevent and respond to the abuse of people in care.

The development of the plan has been informed by stakeholder engagement, cross agency discussions and Ministerial direction.

Government has identified family violence and sexual violence as critical issues that are central to achieving the Government's targets to reduce serious offending by 20,000 by 2030; and reducing youth offending. This includes a reduction in sexual assault and family violence.

Preventing child harm as a result of family violence, abuse and neglect forms a key priority in the forthcoming Children and Youth Wellbeing Strategy.

Family violence and sexual violence are one of two priorities in the deployment of the Government's social investment approach, alongside the first 2000 days of children's lives, which is intrinsically linked to building protective factors against violence.

Ministers have been clear that the Action Plan must have a narrowed focus and be clearly targeted on what Government can do to collectively make meaningful change in the system; address areas of system failure and ineffectiveness; and drive investment towards delivering improved outcomes for those impacted by violence.

The second Te Aorerekura Action Plan builds on the previous work of Action Plan 1, setting out the strategic priorities that Government will focus its attention on. These will guide activity over the next five years, through a rolling two-year delivery programme of specific activities against these priorities.

Budgets and human resources are constrained, so collective support of the Action Plan, engaged partners, careful planning and communication are essential to success.

Phases of communication and engagement

All Te Puna Aonui agencies have a role to play in positioning the Action Plan within their agencies and with stakeholders to manage expectations ahead of publication and enable action. Communications about Action Plan 2 will be aligned with communications and engagement about the multi-agency responses in the regions.

Pre-publication - Communicating for readiness (Sept-Nov)

- Ministers briefed and ready for Cabinet discussions, confident about the links between targets, the Action Plan and social investment.
- Agencies prepare their teams for work to deliver practical improvements in the regions.
- Key stakeholders understand the scope of the Action Plan and expectations are managed.



Publication - Launching the plan (Dec)

- Ministers, the Board and key stakeholders participate in a launch event and are equipped to promote the Action Plan.
- Action Plan communications are aligned with multi-agency responses and workforce capability communications across Te Puna Aonui agencies.
- Digital platforms and news media carry stories about the government's focus on family violence and sexual violence.



Post-publication - Communicating and engaging for action (Feb-June 2025)

- Ministers can speak publicly, using consistent key messages that demonstrate progress.
- Opportunities for Ministers to support community outreach to promote awareness and action through regional leaders, multi-agency responses and specialist sectors.
- Strengthen networks of Te Aorerekura champions to amplify communications across the country.
- Board and DCEs drive internal communication to enable agency work programmes.

Communication objectives

Objectives pre-publication:

Communicating for readiness

- Ministers are confident about the Action Plan and understand its contribution to achieving government targets, alignment with the Child and Youth Wellbeing Strategy and social investment.
- Agencies are informed and start preparing teams for Action Plan implementation – national/ regional/ local
- Peak bodies, critical friends and communities of interest are aware of the scope of the Action Plan and key priorities.
- Specialists and leaders can support the communication of the Action Plan and champion its implementation in communities, including the multi-agency responses and workforce capability.
- The interested public can access information about the delivery of Action Plan 1.
- People can see we are measuring progress, with the publication of the first Te Aorerkura Outcomes and Measurement Framework report.

Launching the plan:

Publish Action Plan 2 with involvement from Ministers, the Board and sector leaders.

News media report on the publication, spokespeople convey agreed key messages and digital content is shared widely.

Objectives post-publication:

Communicating and engaging for action

- People in agencies are aware of the second Action Plan and are enabled to implement it, supported by more effective ways of working across government.
- Agencies demonstrate collaboration and alignment through shared communication and engagement approaches in support of multi-agency responses, workforce capability and Action Plan 2.
- Specialists and communities can access information about the Action Plan and are able to engage in its implementation.
- Leaders communicate consistent key messages about the priorities and how they'll make a difference, including budget decisions.

DRAFT Key messages

Phase 1 – Pre-publication: Communicating for Readiness

The government is committed to action on family violence and sexual violence through the National Strategy – Te Aorerekura.

The next Te Aorerekura Action Plan will be published before the end of the year. It sets out the agreed priorities for action and is **designed to deliver practical improvements so that people impacted by violence receive safe and effective responses from capable workforces.**

The Action Plan will not solve all the problems in the family violence and sexual violence system, but **it will bring a stronger focus to the way government agencies are working together at the regional level and in partnership with communities to improve outcomes for people impacted by violence.**

Phase 2 – Publication: Launching the Plan

The government has published the next Te Aorerekura Action Plan to give effect to the National Strategy to Eliminate Family Violence and Sexual Violence. **It sets out the focus on seven areas to improve safety and stop violence through more effective responses to violence.**

These actions **build on what has been achieved through the first Te Aorerekura Action Plan to do more of what works so that children, families and whānau can thrive. It will strengthen workforces and crisis responses so that people are safer sooner.**

Specialists and communities were engaged in developing the Action Plan. Government agencies will continue to engage with communities to support the implementation of the Action Plan.

Phase 3 – Post-publication: Communicating and engaging for Action

The second Te Aorerekura Action Plan **brings a stronger focus onto the way government agencies are working together at the regional level and in partnership with communities, to deliver practical improvements to the system. It will enable better outcomes for people in communities through more capable workforces and better ways of working together, driven by evidence and evaluation** of what works.

The government's work on family violence and sexual violence will contribute to achieving government targets to reduce violent offending and youth crime. **When people get the right responses to family violence and sexual violence, including support to change their behaviour when they have used violence, victimisation will reduce and we'll enable better outcomes for children and young people.**

Roles and responsibilities

Who	Role
Ministers	<ul style="list-style-type: none"> • Launch and promote the Action Plan through media, social media and speaking opportunities. • Front news media interviews and speaking opportunities. • Agree how agencies will give effect to the Action Plan, aligned with targets and social investment.
Board	<ul style="list-style-type: none"> • Promote the Action Plan within agencies, enable relevant kaimahi to understand what's required to give effect to the actions, ensure resourcing to implement the actions nationally and regionally. • Agree and establish more effective ways of working across government to give effect to the Action Plan (working groups/ teams/ shared communication and engagement). • Use and share rolling key messages to keep people informed.
Agencies	<ul style="list-style-type: none"> • Review and contribute to communications and engagement plans. • Prepare and implement tailored communication plans and content for relevant kaimahi, regional leaders and agency stakeholders – national and regional. • Agree and establish more effective ways for FVSV Leads to work across government to give effect to the Action Plan – working groups/ channels/ shared working space? • Develop shared relationship and engagement plans to support regional implementation (strengthening multi-agency responses, frontline teams, lwi, workforces).
Te Puna Aonui	<ul style="list-style-type: none"> • Manage the finalisation, design and publication of agreed products (the Action Plan, Action Plan 1 close-out, and Te Aorerekura Outcomes and Measurement Framework baseline report). • Draft supporting collateral and content. • Agree and implement shared engagement plans for multi-agency responses, workforce capability and socialising the Action Plan in the regions. • Agree and establish more effective ways for FVSV Leads (and other relevant kaimahi) to work across government to give effect to the Action Plan: relationship approach, portfolio leads, service levels, channels. • Implement new cross-agency newsletter to keep agencies informed about Action Plan 2. • Support governance of the Action Plan, monitoring and reporting. • Promote outcomes and insights to support innovation and practice. • Enable specific initiatives in communities (grants/ innovation)

Communication products and channels

Deliverables	Channels
<ul style="list-style-type: none"> • Close-out report on Action Plan 1 and community insights • Report on Outcomes and Measurement Framework • Action Plan 2 • Launch event - livestream • Media plan • Ministerial advice, talking points, media statements • Digital and website content – videos, online events • Fact sheets (Action Plan 2/ info about each action) • Rolling monthly key messages • Communications pack for agencies (fact sheets/ key messages/ ideas for communications) • Engagement plans and community toolkits to support multi-agency responses and workforce capability • Regional visits • Q&A • Newsletter for agencies • Stakeholder engagement tracker 	<ul style="list-style-type: none"> • Ministerial speeches • CE emails/ agency intranets/ websites/ newsletters/ DCEs/ Managers and People Leaders • Existing relationship meetings (community and across government) • Regional outreach and activation events • Te Puna Aonui website, You Tube, LinkedIn • Systems Working Group • Te Pūkotahitanga, Critical Friends, communities of interest, champions • Newsletters • Stakeholder communications • Champions (critical friends, Te Pūkotahitanga, specialists)

Summary stakeholder analysis

Communications and engagement will be tailored for stakeholders, including:

Decision-makers/ people with high influence	Communities and specialists with high interest
<p>PSC DPMC Board/ DCEs/ GMs/ FVSV leads/ Comms Leads</p> <p>Te Pūkotahitanga Iwi/ Hapu/ Treaty settlement partners</p> <p>(details provided in the long version of this plan)</p> <p>Children's Commissioner Disability Rights Commissioner</p> <p>Chief Victims Advisor</p> <p>Office of the Auditor-General</p>	<p>Matatuhi, Pacific Providers, Ethnic Communities Network, Tautoko Tane, Interim Disability Reference Group, Office for Seniors, EAG for CYP, Rainbow Violence Prevention Network/ Inside Out, Systems Working Group and subgroups, Social Service Providers Aotearoa, FV Network Coordinators, NCIWR, Plunket, Barnardos, Save the Children, UNICEF, Mortality Review Committee</p> <p>TOAHNNEST Te Kupenga Backbone Collective VisAble</p> <p>Business Unit Agency kaimahi and regional leaders Regional PSCs</p> <p>Local service providers Victims/ survivors involved with Royal Commission of Inquiry</p> <p>Multi-agency Responses:</p> <ul style="list-style-type: none"> • Te Tai Tokerau –Whangārei and Kaitiaia • Tāmaki Makaurau – Auckland City and West Auckland • Bay of Plenty – Rotorua and Eastern Bay of Plenty • Central – Taranaki North or Taranaki South • Hawkes Bay & Tairāwhiti • Te Waipounamu – Canterbury
Interested public and wider stakeholders with lower influence and lower interest	
<p>Academics Non-Government Organisations Faith-based organisations Local government Judiciary</p> <p>Science Advisors</p> <p>Business networks/ Chambers</p> <p>Professional networks (e.g. Law Society, Paediatricians, GPs)</p>	

Next Steps

At the same time as the Action Plan is completed and agreed by decision-makers:

- Communication and engagement plans will be finalised, following feedback from the Board and discussions with the Minister's Office.
- Te Puna Aonui will draft collateral and content for sharing with agencies.
- Te Puna Aonui will prepare advice for the Minister on options for a launch event. Timing is subject to cabinet approval of the Action Plan.
- Agencies will identify opportunities for internal communication and work together to agree approaches to external stakeholder communications.
- Stakeholder communications and engagement will continue, to help prepare for upcoming publications: Action Plan 1 close-out/ Outcomes and Measurement Framework/ Action Plan 2 ... and in support of the implementation of the multi-agency responses and workforce capability.