



Hon Marama Davidson, Minister for the Prevention of Family and Sexual Violence

Delivering components of an Investment Plan

Date: 31 August 2022	File reference	2022/158
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Action Sought	Timeframe/Deadline
Note that this advice fulfils the Action 1 commitment through Te Aorerekura to provide core components of an investment plan in August, and delivers the four key components you agreed to in June	14 September 2022
Agree to the next steps for developing the investment plan: <ul style="list-style-type: none"> progressing the approach to Budget 2023, including further scoping the priority areas to ground a potential FVSV package building processes to enable stronger community input into investment choices – to include information-sharing, building enduring mechanisms for input, and interagency knowledge-sharing connecting advice from other Te Aorerekura actions developing an approach for a long-term spending roadmap, including through undertaking further analysis of existing broader government spending related to FVSV 	14 September 2022
Note that the proposed next steps deliver strong support on Budget 2023 and public-facing content about the investment plan for your approval and publication prior to Christmas, and a proposed shape for a full investment plan early next year.	14 September 2022
Agree to meet with officials to discuss the content of this briefing and way forward for the investment plan work.	14 September 2022
Agree to forward this briefing to Family Violence/Sexual Violence Ministers	14 September 2022

Contacts for telephone discussion (if required)

Name	Position	Telephone (work)	First contact
Caroline Reid	Manager, Te Puna Aonui	s 9(2)(a)	
Nashwa Boys	Deputy Director, Te Puna Aonui	s 9(2)(a)	<input type="checkbox"/>

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 Withdrawn	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

Minister's office comments

Executive summary

Te Aorerekura sets an ambitious agenda for how government, tangata whenua and the broader community must work together in order to achieve the aim of eliminating family violence and sexual violence (FVSV) over the next generation. To deliver this ambition, Action 1 of the Action Plan requires that Te Aorerekura be supported by an investment plan.

You have agreed that a full FVSV investment plan will be delivered in mid-2023. This will provide direction, information and guidance that supports government to make informed decisions about investment in FVSV activities in the short, medium and long-term, in a way that is co-ordinated and aligned to achieve the aims of Te Aorerekura.

This paper fulfils the Action 1 commitment to deliver components of an investment plan, laying the foundations for developing a full investment plan. The four components provide advice on:

- 1. Alignment and balance of FVSV spending across healing, strengthening and responding (the Tokotoru model) and Te Aorerekura shifts to help inform future funding priorities** (see paras 10-23). Work has identified some significant gaps in spending to date through the FVSV Budget packages between 2018-21 – particularly for healing and learning and monitoring. However, across all Te Aorerekura shifts, spending has been largely focused on providing effective responses, even when this has been achieved through investment in workforce and community mobilisation.
- 2. 9(2)(f)(iv)**
- 3. Potential future savings and efficiencies informed by past FVSV spending.** Work was undertaken to scrutinise past spending, with a focus on Budget 2019 (see paras 33 – 37 and Annex 4). This work did not identify any immediate savings or efficiencies. We believe this is due to Budget 2019 being used to address substantial underfunding in the specialist sector and increase funding for prevention.
- 4. Community voice** (see paras 38 – 46 and Annex 5 attached). Analysis of our understanding about communities' priorities was mapped to Te Aorerekura shifts and actions and used to inform identification of potential Budget 2023 priorities.

This work provides a good basis to understand our investment needs in the short term, and particularly through Budget 2023 and to deliver on the current Action Plan. To deliver a full investment plan by mid-2023, this paper proposes ongoing focus on:

- Progressing work on Budget 2023, including further scoping of priority areas to ground a potential FVSV Budget process. **9(2)(f)(iv)**
- Building processes to enable stronger community input into investment decisions, through:

- sharing information with communities on how the Budget process works, and the direction of travel on the investment plan (through the public release of attached Annex 5 and development of further collateral for your approval over coming months)
 - connecting to ongoing work under Actions 2 (ICR) and 5 (engaging communities) to ensure that engagement mechanisms will provide an enduring opportunity for community needs to shape government's investment choices to eliminate FVSV
 - **9(2)(g)(i)**
- Connecting advice from the other Te Aorerekura actions – for example to incorporate findings from work to identify service gaps for FVSV (Actions 29 and 30), to map activity and resources across the Primary Prevention System model (Action 16), to deliver outcomes and measurement frameworks for Te Aorerekura (Action 38), and to progress a relational approach to commissioning (Action 6).
 - Work to develop a long-term spending roadmap for Te Aorerekura, including by potentially bringing in specialist expertise and undertaking further analysis of broader government spending related to FVSV.

9(2)(f)(iv)

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Recommendations

We recommend that you:

1. Note that this advice fulfils the Action 1 commitment through Te Aorerekura to provide core components of an investment plan in August, and delivers the four key components you agreed to in June	
2. Agree to the next steps for developing the investment plan: <ul style="list-style-type: none"> progressing the approach to Budget 2023, including further scoping the priority areas to ground a potential FVSV package building processes to enable stronger community input into investment choices – to include information-sharing, building enduring mechanisms for input, and interagency knowledge-sharing connecting advice from other Te Aorerekura actions developing an approach for a long-term spending roadmap, including through undertaking further analysis of existing broader government spending related to FVSV 	YES/ NO
3. Note that the proposed next steps deliver strong support on Budget 2023 and public-facing content about the investment plan for your approval and publication prior to Christmas, and a proposed shape for a full investment plan early next year.	
4. Agree to meet with officials to discuss the content of this briefing and way forward for the investment plan work.	YES/ NO
5. Agree to forward this briefing to Family Violence/Sexual Violence Ministers	YES/NO

Nashwa Boys, Deputy Director, Te Puna Aonui

APPROVED/SEEN/NOT AGREED

Hon Marama Davidson

Minister for the Prevention of Family and Sexual Violence

Minita mō te Ārai i te Whakarekereke Whānau me te Koeretanga

Date: / /2022



Purpose

1. This briefing delivers components of an investment plan, as specified in Action 1 of Te Aorerekura – The National Strategy to Eliminate Family Violence and Sexual Violence (Te Aorerekura). It forms the second report-back and progress update on development of a family violence and sexual violence (FVSV) investment plan.

Background

2. Te Aorerekura sets an ambitious agenda for how government, tangata whenua and the broader community must work together in order to achieve the aim of eliminating family violence and sexual violence over the next generation. To deliver this ambition, Action 1 of the Action Plan requires that Te Aorerekura be supported by an investment plan.
3. An investment plan will provide direction, information and guidance that supports government to make informed decisions about investment in FVSV activities in the short, medium and long-term, in a way that is co-ordinated and aligned to achieve the aims of Te Aorerekura. In June (JVBU-2022/130 refers), you agreed to delivery of an investment plan in mid-2023.
4. However, as specified in the Action Plan, component parts of an investment plan (covering primary prevention, responses, healing, the workforces, funding for relationships and collective monitoring and the learning system) needed to be completed by August 2022.
5. Early work on this plan and its component parts has been focused on government spending and opportunities to improve the targeting and alignment of resources, particularly to support Ministerial decisions through the Budget process (JVBU-2021/375 refers). With this in mind, in June, you agreed that Te Puna Aonui would progress four key components (JVBU-2022/130 refers):
 - advice on alignment and balance of FVSV spending across healing, strengthening and responding (the Tokotoru model) and Te Aorerekura shifts to help inform future funding priorities
 - a proposed approach to FVSV Budget 2023 initiative prioritisation, 9(2)(f)(iv)
 - advice on future savings and efficiencies informed by past FVSV spending
 - advice on community voice.
6. Advice and proposed next steps for these components are outlined for your agreement below. ^{9(2)(f)(iv)}

Giving effect to Te Tiriti o Waitangi through this mahi

7. To give practical and demonstrable effect to Te Tiriti o Waitangi through funding and investment choices across the family violence and sexual violence system, we are conscious of the need to:
 - continue building the mechanisms and processes that will support tangata whenua to meaningfully participate in long-term investment decision-making, including development of a shared approach to a long-term spending roadmap to underpin Te Aorerekura
 - apply te Tiriti and equity lenses consistently and deliberately across Budget cycles, informing the regular and cumulative decisions made about funding and investment.
8. This has been and will continue to be a core consideration in the ongoing approach to work on the Investment Plan, as well as connected work on Budget. In the short term, one potential avenue is via the Tangata Whenua Ministerial Advisory Group (the MAG), though we acknowledge the need for tangata whenua involvement in decision making at all levels and caution against the MAG becoming the default engagement mechanism at the expense of wider tangata whenua participation.
9. **s 9(2)(g)(i)**

1. Alignment and balance of FVSV spending across healing, strengthening and responding (the Tokotoru model) and Te Aorerekura shifts

10. The Minister of Finance and the Treasury have signalled their expectation that the Joint Venture (JV) demonstrate strong commitment to delivering value for money on government's investment in FVSV. In response to these expectations, a review of FVSV appropriations 2018-21 was undertaken for the first investment plan report-back (JVBU-2022/130 refers). This cross-agency review consolidated information about government FVSV spending to date and provided a shared understanding across the JV of what activities have received funding, and their outcomes.²

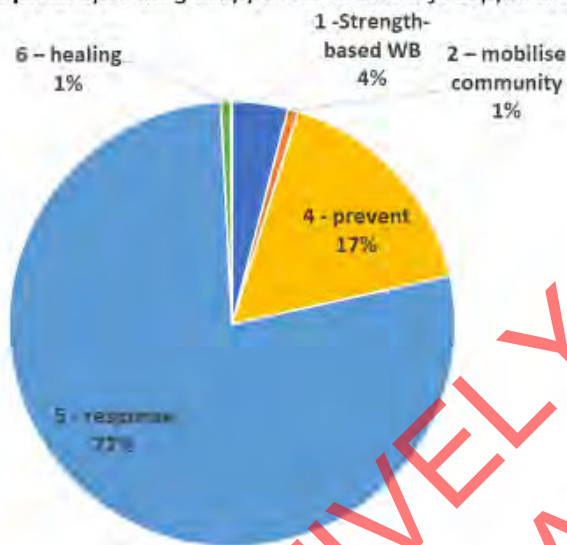
¹ Oranga Tamariki officials support Minister Davis' advisory board; and Justice sector officials support a mana ōrite relationship between Ināia Tonu Nei and the Justice Sector Leadership Board i.e. leaders from the following agencies: Ministry of Justice; New Zealand Police; Department of Corrections; Oranga Tamariki; Crown Law Office; and Serious Fraud Office.

² For each of their initiatives, agencies provided information on: the appropriated amount, the amount spent to-date and, if underspent, the reason/s for the underspend and what mitigations were in place; the initiative purpose; what has been delivered; the outcome of the spending and links to Te Aorerekura; any monitoring and reporting in place and potential future funding needs.

11. In total, 95 initiatives received funding over the four years. Overall, it was found that initiatives had achieved their intended objectives, as specified in original budget bids, and all initiatives showed alignment with at least one Te Aorerekura shift (including learning and monitoring). The total value of the budget package 2018-2021 was \$764 million to be spent up to 2024/25. Of this amount, \$419 million was spent by June 2022.
12. You agreed in June that JV agencies undertaken further analysis of this spending to provide advice on how the spending aligns and balances across the Tokotoru model and Te Aorerekura shifts. Graphs 1 and 2 below represent this further work. These illustrate how the \$419 million spent to date is balanced across the six shifts and learning and monitoring.

Distribution of FVSV specific spending to June 2022 across Te Aorerekura shifts

Graph 1: Spending mapped to main shift supported



Graph 2: Spending mapped to top two shifts supported



Outside specific spending through the FVSV package, broader government spending also contributes to responding to, addressing, and preventing family violence and sexual violence. The scope of this broader spending is significant – for example, government’s support for wellbeing including through education, health, housing and income support will substantially contribute to building the protective factors that prevent family violence from occurring (primary prevention).

13. Note that, as this spending picture looks at funding received through FVSV Budget processes, it does not consider any spending from alternative sources – e.g., ACC levy funding which has been directed toward prevention efforts, or broader government spending outside the specific FVSV Budget initiatives since 2018. This is a potential area outlined for further consideration in paragraph 59 below.
14. These graphs illustrate that if we look only at the primary shift an intervention was targeted to support (Graph 1), the overwhelming majority of spending across 2018-2021 has been to support a shift towards safe, accessible and integrated responses (Shift 5). The next highest, though significantly lower, amounts spent have been to support the shifts towards investment in primary prevention (Shift 4) and strength-based wellbeing (Shift 1) – the latter consisting of the establishment and ongoing costs of the Joint Venture Business Unit/Te Puna Aonui. Spending on initiatives that have the other Te Aorerekura shifts as a primary outcome equates to one percent or less of the total spend across 2018-21 – for learning and monitoring, this proportion was so low it does not even appear in the chart.

15. However, most initiatives support at least one other Te Aorerekura shift, as illustrated by Graph 2, which shows the balance of the same spending over the same period if mapping each intervention by the top two shifts they support.
16. Looking at these two graphs together helps to provide a much more nuanced picture of spending, and to improve our collective understanding of spending outcomes. What this illustrates is that:
 - while the bulk of spending by most agencies over this period has been on response, investment in skilled, culturally competent and sustainable workforces (shift 3) and in community mobilisation (shift 2) has been essential to achieve the outcomes sought
 - there has been investment across the shifts, if looking in a more holistic way at what interventions achieve and deliver. However, this cross-shift investment has likely been targeted in a way that primarily assists our response efforts. For example, workforce investment may represent efforts to build a workforce that is responsive to urgent demand rather than the long-term investment needed in skilled, culturally competent, and sustainable workforces
 - even if looking at multiple outcomes, there has been very limited prioritisation of, and consequently investment in, healing or learning and monitoring between Budgets 2018-21. Note that while not represented in the pie graph (because spending has yet to occur) this trend is also continued through in the allocation of funding across Budget 2022.

How far does this go to support building a long-term investment roadmap?

17. Our analysis of past spending can support improved investment decisions in future. However, it is too simplistic to surmise from the above analysis that identified funding gaps must be filled and/or areas with higher spending reduced in future. In context, the money spent to support responses from 2018-2021 was **necessary to address substantial underfunding in the specialist sector and significant service gaps** – for example, by providing sustainable funding for specialist sexual violence services, enabling the Government to pay for these services based on a transparent understanding of the actual costs of delivery. Continued investment on responses will be essential as we continue to see more people seek help.
18. Over the long-term, Te Aorerekura seeks to rebalance spending toward prevention and healing. Achieving this over time will mean calling out some core challenges:
 - there are pockets of excellence we can point to in relation to healing, particularly in Kaupapa Māori approaches, however across government we lack a shared view of what healing is and what a strategic approach to funding it might look like. Initiatives in the healing space are holistic by nature and are therefore sometimes perceived as ‘not relevant or specific enough’ to FVSV. Work to support Te Aorerekura Action 33 (Undertake an analysis of healing services and responses to determine gaps and opportunities) will help to create a shared understanding of healing and how it relates to FVSV
 - investment in primary prevention occurs across the system and through multiple different avenues – for instance, through work delivered by Health, Education, and Social Development to support whanau wellbeing and the strengthening of factors that protect against FVSV. Understanding the collective impact of these investments, and the role that FVSV-specific primary prevention plays, will be important for building a clear long-term investment pathway.

This will be aided by the work already underway as part of Action 16 (Adopt the Primary Prevention System model).

19. These challenges, and the broader task of giving effect to Te Aorerekura, sit within a wider wellbeing context and depend on a range of factors outside of the direct control of FVSV Ministers or Joint Venture Agencies.
20. As demonstrated by the high-level overview of government strategies and policies undertaken for the first investment plan report-back (JVBU-2022/130), there has been an overall shift in focus to greater wellbeing outcomes in the longer-term. This shift has been supported through four Wellbeing Budgets, in which New Zealanders' overall wellbeing has been a prime factor for decision-making, and progress is now being measured on a broader range of measures than the more traditional fiscal and economic considerations.
21. Our analysis of spending to date has focused solely on FVSV budget packages. It would be useful to also understand the impact of other packages in the past four Wellbeing Budgets, and how these align with and support the outcomes sought in Te Aorerekura, to keep increasing our shared understanding of government spending. As further work to build our understanding of government investment in family violence and sexual violence continues, we will look to opportunities to build this greater understanding as capacity, and time, permits.
22. We also acknowledge that further work needs to be undertaken to understand the distribution of current FVSV spending across regions, communities and peoples. The work currently underway to identify service gaps for FVSV (Actions 29 and 30 of Te Aorerekura) will help us to increase our understanding of this so we are better able to apply an equity lens to future investment.
23. In the immediate term, JV agencies' work to identify Budget priorities for 2023 provides a starting point for our long-term investment approach and has been shaped around some of the key foundational needs identified by communities, through Te Aorerekura, and highlighted through this analysis of past spending.

2. An approach to FVSV Budget 2023 initiative prioritisation

24. 9(2)(f)(iv)

25. 9(2)(f)(iv)

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3. Future savings and efficiencies

33. 9(2)(f)(iv)

, we
committed to providing you with advice on future savings and efficiencies informed by the review
of FVSV appropriations 2018-21.

34. As noted in the previous section, rather than providing advice based on a one-off analysis of FVSV appropriations 2018-21, officials identified an opportunity to build this commitment into our ongoing financial management approach and how we engage with the annual Budget process. That is, establishing an ongoing process for scrutinising funding from previous Budgets that is about to be baselined. For Budget 2023, this means looking into the Budget 2019 initiatives with outyears funding from 2022/23, and what they have delivered.

35. By scrutinising this funding as part of a Budget process, potential savings or efficiencies could be identified that may help to off-set the costs of any new Budget initiatives. This would help to build a stronger case for new investment to give effect to Te Aorerekura, by demonstrating agency

capability to use funding available to best effect. It will also ensure we maintain good oversight of what the close to \$1 billion in new funding allocated for FVSV over the last five years is achieving.

36. **9(2)(f)(iv)**

Following analysis, it became clear that there were no immediate savings or efficiencies to be found, given the following factors:

- Prior to 2018, there was substantial underfunding in the specialist sectors and significant service gaps. Budget 2019 focused on stabilising specialist sexual violence service providers, thereby easing years of cost pressures on the sector and providing much needed frontline support.³
- Budget 2019 also increased funding for prevention campaigns including E Tū Whānau, Pasefika Proud, Campaign for Action on Family Violence, and investment focused on family-harm through the Place-Based Initiatives in Tairāwhiti and South Auckland (now two of the five ICR He Kākano Localities). Overall, these initiatives have all proved their success and obtained additional funding for expansion in subsequent Budgets.

37. This scrutinization process represents a new way of working across the JV. We envisage that the process undertaken this year is the first part of a staged piece of work. Over time, the process will need to evolve as our collective understanding of investment grows, and our approaches to monitoring, measurement and reporting are further developed to allow for a more in-depth analysis of FVSV spending and outcomes.

4. Community voice

38. As we work toward delivery of an investment plan in mid-2023, a key consideration will be how communities' priorities can shape and drive investment across the system, now and over time. The role of FVSV Ministers in bringing the voices of communities to the mahi is an integral part of this.

39. As a foundational step, agencies conducted further analysis of how our current understanding of community priorities mapped to Te Aorerekura shifts and actions.

40. Information for this analysis was obtained from three sources:

- Analysis papers developed from the consultation that took place in May-June 2021 to develop Te Aorerekura.
- An initial assessment of priority actions developed using the insights from the above analysis papers, supplemented with early insights from the community engagement undertaken to support Te Aorerekura Action 5.

³ Funding of these services needed to be moved from a contributory model (meeting approximately half the cost for half the volume) to an FTE-based costing model that better reflected actual provision costs.

- Identified Integrated Community Response (ICR) site priorities, gathered from the ICR He Kākano Locality Profiles from April 2022.

41. Consolidating the information from the above three sources provides the following 'Top 5' priorities by Te Aorerekura action, and shift:

Rank	Action	Shift	9(2)(f)(iv)
1 st =	29. Develop a plan to fill the service gaps for family violence	5 - response	9(2)(f)(iv)
1 st =	30. Develop a plan to fill the service gaps for sexual violence	5 - response	9(2)(f)(iv)
1 st =	10. Develop and implement trauma-informed family violence and sexual violence capability frameworks for specialist workforces	3 - workforce	9(2)(f)(iv)
1 st =	12. Build tools for communities and informal helpers	3 - workforce	9(2)(f)(iv)
2 nd	17. Develop tools to support healthy, consensual relationships for young people	4 - prevent	9(2)(f)(iv)

42. 9(2)(f)(iv)

43. Through the full Investment Plan to be delivered in mid-2023, we have an opportunity to build in processes to test and agree priorities early with our communities and share and confirm how these will drive Budget decision-making. This will require building a shared understanding of the investment process and the role of the annual Budget cycle, to empower communities and enable them to play a more active role in directly informing funding priorities.

44. As a first step toward helping our communities and sectors to better understand Government's Budget and investment processes, we developed some plain English material for the annual hui, attached as Annex 5. Participants were also invited to contact Te Puna Aonui directly if they were interested in understanding more about the Budget process and what it means for government decision-making on spending, and workshop sessions were also offered. Unfortunately access to this information was limited during the hui, so there has been little uptake on this offer.

45. From here, to build ongoing understanding and support conversation as we work to the production of a full investment plan in mid-2023, we propose to:

- Share the information made available for the annual hui, including the offer to hold workshops, through other mechanisms – for example the regular Te Puna Aonui newsletter to stakeholders and/or our website.

- Develop a short publicly facing product about the investment plan and direction of work by the end of the year, for Ministerial approval in November/December and to add to our website. This would promote transparency and enable the community to have a mechanism to provide feedback.

46. This information could also be used to support JV agencies and Ministers in ongoing conversations with communities. That is, rather than creating new or additional relationships, this information would be discussed via existing relationships and mechanisms, thereby respecting what we have heard from both the sector and communities about agencies having a coordinated approach to engagement and not burdening communities with many points of call and multiple requests.

Where to from here to deliver a full investment plan?

47. This advice sets out some core components and provides a foundational base to inform the development of a full investment plan. However, there are some significant gaps and areas of thinking that we will need to progress over the coming year to enable the delivery of a strong plan in mid-2023. We are proposing to focus work from here in four key areas outlined below.

Progressing work on Budget 2023

48. 9(2)(f)(iv)

49. 9(2)(f)(iv)

Building processes to enable stronger community input in investment decisions

50. Over the coming six months, we have proposed specific actions to build understanding of government's investment decision-making processes and to increase transparency of work on the investment plan in advice on community voice (paragraph 45 refers). This will enable communities to be involved in the work to develop an investment plan and to signal their expectations through ongoing engagements with officials and Ministers.

51. Alongside this, and in advance of the full investment plan, there are opportunities to join up with the work being progressed through Action 2 (ICR) and Action 5 of Te Aorerekura to identify avenues and mechanisms to better capture community voice in an ongoing way that may better inform investment decision-making in future. For example, this will help to identify how

communities can signal their priorities effectively and how this will be fed into future Budget cycles.

52. **Risks/issues:** We acknowledge that a full investment plan in 2023 is unlikely to meet all of our communities' expectations. That is why it is so important that the investment plan is a living document, as it can grow as our, and the system's, maturity increases. As outlined in previous advice (JVBU-2021/375), we anticipate that the investment plan could increasingly have a wider scope that extends beyond government spending to set a roadmap for broader tangata whenua, community and sector investment choices and alignment of efforts and opportunities. Widening the scope of the plan over time will rely heavily on the success of current work building strong and enduring engagement mechanisms with communities, particularly through Action 2 (ICR) and Action 5 of Te Aorerekura.

Connecting work across Te Aorerekura

53. There is some significant work being produced through the JV to deliver on Te Aorerekura and help to set direction for future investment approaches. For example:

- work to identify service gaps for family violence and for sexual violence (Actions 29 and 30) by the end of 2022, which will help to identify what work is needed to support people and communities (including geographic communities) that suffer a high burden of violence and who have been underserved so far in government response
- work to map activity and resources across the Primary Prevention System model, to support work to ensure strategic alignment of agency activities and investment by October 2023 (Action 16)
- work to deliver outcomes and measurement frameworks for Te Aorerekura by the end of 2022 (Action 38), ensuring that the knowledge, experience, and voice of the sector and communities is understood, made visible, and underpins what we do and how we do it – and to support increased transparency and accountability
- ongoing mahi to implement social sector commissioning approaches and progress action 6 on a relational approach to commissioning to better support community decision-making and needs.

54. We will continue to engage with JV agencies as this work progresses and will identify opportunities to leverage from what is found to build the strategic investment approach needed across the system.

55. **Risks/issues:** The range of products being developed to identify gaps, future funding needs, and ongoing measurement and monitoring across the JV will be foundational to work on the investment plan. Currently these products are at different stages of development and it is unclear how they will come together. However, the majority of substantial inputs are due to be delivered by the end of 2022. This should provide time through to early 2023 to draw the products together, make linkages, and identify a way forward across the investment plan work.

Working to develop a long-term spending roadmap for Te Aorerekura

56. Work so far on spending across Te Aorerekura provides a good basis to understand our investment needs in the short term, and particularly through Budget 2023 and to deliver on the current Action Plan. However, it does not provide a forward view of what will be needed over the 25-year term of the Strategy.
57. Ideally the full investment plan will need to include a first look at a potential long-term spending roadmap – e.g., to think about spending across the shifts and how we might expect this to grow and change as delivery of Te Aorerekura beds in and begins to achieve meaningful change.
58. An international example of the expected change resulting from investment in prevention has been done for Our Watch in Australia, a national leader in the primary prevention of violence against women and their children.

Our Watch: Diagram reflecting the expected process of change through investment in prevention



59. In the New Zealand context, there are some key questions we might need to work through if we were looking to create something similar to guide long-term spending, not just in prevention, but across all the shifts in Te Aorerekura. For example:

- Are we seeking an equal balancing of funding across Te Aorerekura shifts and the Tokotoru model over time or will smaller increases in some areas create the system balance needed to achieve the shifts?
- What is the distribution of current FVSV spending across regions, communities and peoples, and what should it be?
- What impact will changing the way we work over time have on how much funding a shift may require? Similarly, what will be the impact of changing the way we invest e.g., through social sector commissioning?

- What are the timelines for change and what will be achieved in the short, medium and long-term?
 - There is a substantial amount of government spending on FVSV that sits outside budget processes e.g., \$44.9 million provided in 2021 to establish a fit-for-purpose sexual violence primary prevention system – how could, or should, government’s total spend on FVSV be accounted for and used to inform investment planning?
 - What other long-term investment plans does government have that would impact on an FVSV investment plan i.e., investment to address known factors that drive FVSV, and how is this supported through the strategic alignment of Te Aorerekura with other government strategies?
60. JV agencies recently held a hui that identified some of the questions above and started to tease out a few options around them. Agencies will continue to progress this mahi and will brief you on progress over the next few months and as work on Budget 2023 allows. This will be informed by ongoing work to increase our understanding of existing government spending across FVSV and may include opportunities to draw in specialist expertise from agencies, the specialist sectors and communities to shape the forward plan.
61. **Risks/issues:** The questions that exist around our current spending and how future spending may impact on our path forward for FVSV are substantial and foundational. Input from people with significant experience and expertise will be essential to build a robust forward plan. The JV will start this work by identifying the resources that may exist across agencies to progress this thinking so that there is something meaningful to be tested with communities and the sector over the coming months.

Next steps

62. As outlined above, your agreement is sought to the proposed next steps for developing the investment plan:
- progressing work on Budget 2023, including further scoping of priority areas to ground a potential FVSV Budget process.
 - building processes to enable stronger community input into investment decisions, through:
 - sharing information with communities on how the Budget process works, and the direction of travel on the investment plan (through public release of attached Annex 5 and development of further collateral for your approval over coming months).
 - connecting to ongoing work under Actions 2 (ICR) and 5 (engaging communities) to ensure that engagement mechanisms will provide an enduring opportunity for community needs to shape government’s investment choices to eliminate FVSV.
 - continuing work on how we might best support the Tangata Whenua Ministerial Advisory Group to understand their opportunities through Budget and investment, including by increasing interagency knowledge-sharing.

- Connecting advice from the other Te Aorerekura actions – for example to incorporate findings from work to identify service gaps for FVSV (Actions 29 and 30), to map activity and resources across the Primary Prevention System model (Action 16), to deliver outcomes and measurement frameworks for Te Aorerekura (Action 38), and to progress a relational approach to commissioning (Action 6)
- Work to develop a long-term spending roadmap for Te Aorerekura, including by potentially bringing in specialist expertise and undertaking further analysis of broader government spending related to FVSV.

63. 9(2)(f)(iv)

64. 9(2)(f)(iv)

65. Officials would also like to meet with you to discuss the content of this briefing, particularly the way forward for the investment plan work, and how best to support conversations that you may wish to have with FVSV Ministers over the coming months.

66. You may wish to forward this briefing to Family Violence/Sexual Violence Ministers.

Annexes

Annex 1 – 9(2)(f)(iv)

Annex 2 – 9(2)(f)(iv)

Annex 3 – 9(2)(f)(iv)

Annex 4 – 9(2)(f)(iv)

Annex 5 – A3 on Budget Process and Action 1

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BY TE PUNA AONUI

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Action 1: Te Aorerekura is supported by a clear investment plan

A Government investment plan will fundamentally shift and guide activities so that they align with the Tokotoru model. This action is focused on establishing how Government will coordinate and target a range of responses and activities, so we can reduce harm sooner and elevate safe healing pathways.

The investment plan will include primary prevention, responses, healing, the workforces, funding for relationships and collective monitoring and the learning system.

Impact on system:

- Services are joined up and easy to navigate.
- Government commitment to addressing underlying social conditions and norms.

The investment plan will enable community priorities to influence and drive government spending on family violence and sexual violence activities in the future. This will shape decision making around government funding across the system, including through the annual Budget process, in the future.

Te Puna Aonui and Minister Davidson will be working to ensure that there are opportunities for all people and communities to share their insights and priorities in the coming months, to support the development of the first investment plan.

The investment plan will be a living document that is regularly refreshed and updated. This will provide opportunities to broaden its focus over time to reflect the breadth of Te Aorerekura and its shared ownership across government, tangata whenua, communities, and the specialist sectors.

The first investment plan will be completed in mid-2023.

The Budget process

The Investment Plan will provide a framework for future spending across family violence and sexual violence and help to prioritise investment choices over the 25-year lifetime of Te Aorerekura. The Investment Plan will not itself commit spending, as Government's ongoing spending choices are made through the annual Budget process and agreed by Parliament rather than at an individual agency or Ministerial level.

Through the Budget, the Government explains how much money it has to spend and how it plans to spend it across all public services (e.g. the education system, health system, and national defense).

The Budget process is how Parliament allocates available resources consistent with government strategic objectives and priorities – for example, to deliver on Te Aorerekura or to support people and the economy through a natural disaster or health emergency.

The Minister of Finance oversees the Budget process. The Minister looks to fund requests for new initiatives where agencies need additional money to run the initiative (in addition to funding agencies already receive) as well as reprioritise money agencies have received from past initiatives that are no longer fit for purpose.

Each yearly Budget process is a contestable funding process, where the amount of funding sought will always exceed – often significantly – the funding available. Ministers will put in “bids” for initiatives they would like funded in their area of portfolio responsibility – for example, the Minister of Education will seek funding for Education services. Depending on the funding available and the comparative level of need across competing public services, some of these initiatives will be funded, some will not be, and others may be funded but at lower amounts than requested.

Because money is so tight, areas of government spending that have received significant funding in past years may find it difficult to get new money.

Agencies and officials support Ministers through this process by advising on funding priorities (e.g. through the Investment Plan) developing Budget bids for Ministerial decision-making, and re-working proposals, where necessary, to deliver within reduced funding amounts.

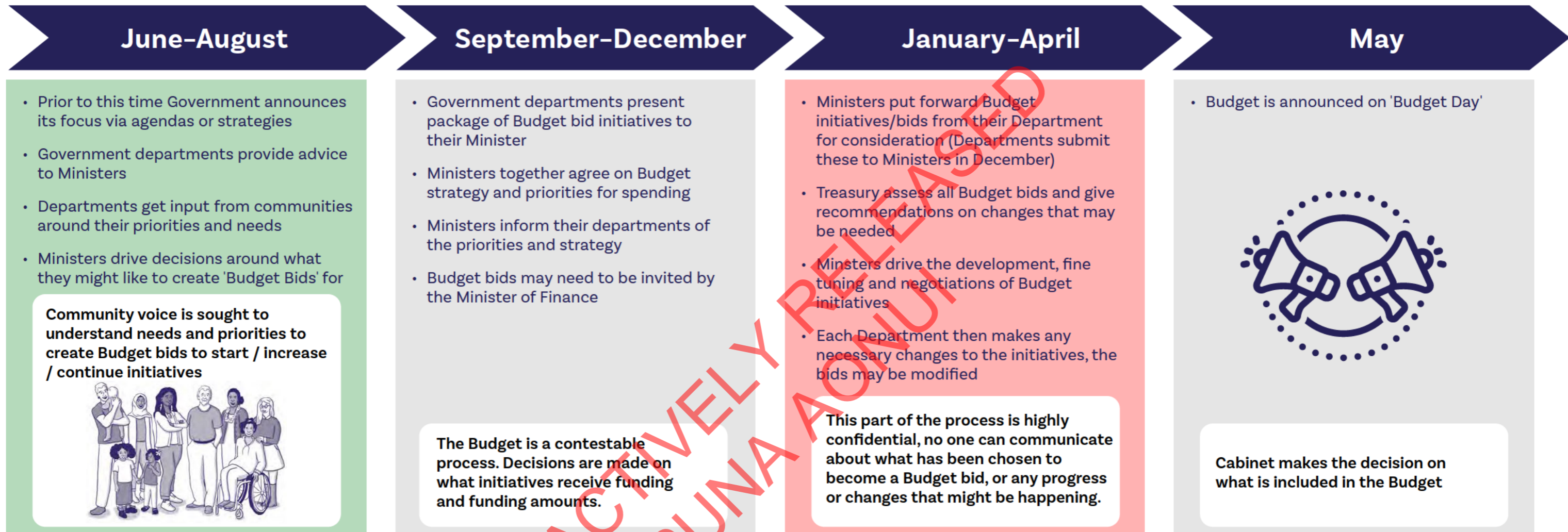
The other side of this A3 sets out how this process operates on an annual basis.

If you are interested in understanding more about the Budget process and what it means for Government decision-making on spending, please contact Te Puna Aonui at: contact@tepunaaonui.govt.nz. We would be happy to run some sessions to explain this process and its links to Action 1 further.

The Budget Process

The Budget process happens yearly and is how the Government explains how much money it has to spend and how it plans to spend it. It allocates available resources consistent with government strategic objectives and priorities.

It is a contestable process. The Government spends money from taxes on national services i.e. education, transport, public health etc.



Example of the process

