



Executive Board for the Elimination of
Family Violence and Sexual Violence



Te Puna Aonui

Executive Board for the Elimination of
Family Violence and Sexual Violence

Annual Report

2023/24

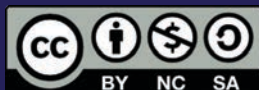


For the period 1 July 2023 to 30 June 2024

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How to read this report:

The first section of this report includes who we are and what we do. It provides summary performance information and key aspects of 2023/24. The remainder of the report provides more detail about progress on our budget initiatives, towards the six key changes or 'shifts' to eliminate family violence and sexual violence.

Our Annual Report, Strategic Intentions, Te Aorerekura - The National Strategy to Eliminate Family Violence and Sexual Violence are available on our website, www.tepunaaonui.govt.nz, along with information on our significant budget initiatives for 2018, 2019, 2020, 2021, 2022, and 2023.

Collective leadership and accountability



Executive Board for the Elimination of Family Violence and Sexual Violence

For the period 1 July 2023 to 30 June 2024

The Interdepartmental Executive Board (IEB) is the Administrator for the appropriation: Eliminating Family Violence and Sexual Violence within Vote Justice. The Ministry of Justice is the servicing department of the IEB. Te Puna Aonui Business Unit operates within the Ministry's policies and procedures.

The Minister of Finance granted a waiver to Te Puna Aonui from the requirement to include financial statements in its Annual Report for the 2022/2023 to 2024/2025 financial years under Section 45AB of the Public Finance Act 1989.

Te Puna Aonui financial statements for the period 1 July 2023 to 30 June 2024 are included in the Ministry of Justice Annual Report 2023/24. This document includes non-financial Te Puna Aonui information.

Independent Auditor's Report

To the readers of Te Puna Aonui Annual Report for the year ended 30 June 2024

The Auditor-General is the auditor of Te Puna Aonui. The Auditor-General has appointed me, Kelly Rushton, using the staff and resources of Audit New Zealand, to carry out, on his behalf, the audit of:

- the performance information for the appropriations administered by Te Puna Aonui for the year ended 30 June 2024 on page 33; and
- the statement of budgeted and actual expenses and capital expenditure incurred against appropriations of Te Puna Aonui for the year ended 30 June 2024 on pages 47 to 48.

Opinion

In our opinion:

- the performance information for the appropriations administered by Te Puna Aonui for the year ended 30 June 2024:
 - presents fairly, in all material respects:
 - what has been achieved with the appropriation; and
 - the actual expenses or capital expenditure incurred as compared with the expenses or capital expenditure that were appropriated or forecast to be incurred; and
 - complies with generally accepted accounting practice in New Zealand; and
- the statement of budgeted and actual expenses and capital expenditure incurred against appropriations of Te Puna Aonui are presented, in all material respects, in accordance with the requirements of section 45A of the Public Finance Act 1989.

Our audit was completed on 30 September 2024. This is the date at which our opinion is expressed.

The basis for our opinion is explained below. In addition, we outline the responsibilities of the Board and our responsibilities relating to the information to be audited, we comment on other information, and we explain our independence.

Basis for our opinion

We carried out our audit in accordance with the Auditor-General's Auditing Standards, which incorporate the Professional and Ethical Standards and the International Standards on Auditing (New Zealand) issued by the New Zealand Auditing and Assurance Standards Board. Our responsibilities under those standards are further described in the Responsibilities of the auditor section of our report.

We have fulfilled our responsibilities in accordance with the Auditor-General's Auditing Standards.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of the Board for the information to be audited

The Board is responsible on behalf of Te Puna Aonui for preparing:

- performance information that presents fairly what has been achieved with each appropriation, the expenditure incurred as compared with expenditure expected to be incurred, and that complies with generally accepted accounting practice in New Zealand; and
- statement of budgeted and actual expenses and capital expenditure incurred against appropriations of Te Puna Aonui, that are presented fairly, in accordance with the requirements of the Public Finance Act 1989.

The Board is responsible for such internal control as is determined is necessary to enable the preparation of the information to be audited that is free from material misstatement, whether due to fraud or error.

In preparing the information to be audited, the Board is responsible on behalf of Te Puna Aonui for assessing Te Puna Aonui ability to continue as a going concern. The Board is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless there is an intention to merge or to terminate the activities of Te Puna Aonui, or there is no realistic alternative but to do so.

The Board's responsibilities arise from the Public Finance Act 1989.

Responsibilities of the auditor for the information to be audited

Our objectives are to obtain reasonable assurance about whether the information we audited, as a whole, is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit carried out in accordance with the Auditor-General's Auditing Standards will always detect a material misstatement when it exists. Misstatements are differences or omissions of amounts or disclosures, and can arise from fraud or error. Misstatements are considered material if, individually or in the

aggregate, they could reasonably be expected to influence the decisions of readers, taken on the basis of the information we audited.

For the budget information reported in the information we audited, our procedures were limited to checking that the information agreed to the Estimates of Appropriation.

We did not evaluate the security and controls over the electronic publication of the information we audited.

As part of an audit in accordance with the Auditor-General's Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. Also:

- We identify and assess the risks of material misstatement of the information we audited, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- We obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Te Puna Aonui internal control.
- We evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board.
- We evaluate the appropriateness of the reported performance information for the appropriations administered by Te Puna Aonui.
- We conclude on the appropriateness of the use of the going concern basis of accounting by the Board and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on Te Puna Aonui ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the information we audited or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause Te Puna Aonui to cease to continue as a going concern.
- We evaluate the overall presentation, structure and content of the information we audited, including the disclosures, and whether the information we audited represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Our responsibilities arise from the Public Audit Act 2001.

Other information

The Board is responsible for the other information. The other information comprises the information included on pages 1 to 32, 34 to 46, 49 to 53 but does not include the information we audited, and our auditor's report thereon.

Our opinion on the information we audited does not cover the other information and we do not express any form of audit opinion or assurance conclusion thereon.

Our responsibility is to read the other information. In doing so, we consider whether the other information is materially inconsistent with the information we audited or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on our work, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Independence

We are independent of Te Puna Aonui in accordance with the independence requirements of the Auditor-General's Auditing Standards, which incorporate the independence requirements of Professional and Ethical Standard 1: International Code of Ethics for Assurance Practitioners (including International Independence Standards) (New Zealand) (PES 1) issued by the New Zealand Auditing and Assurance Standards Board.

Other than in our capacity as auditor, we have no relationship with, or interests, in Te Puna Aonui.



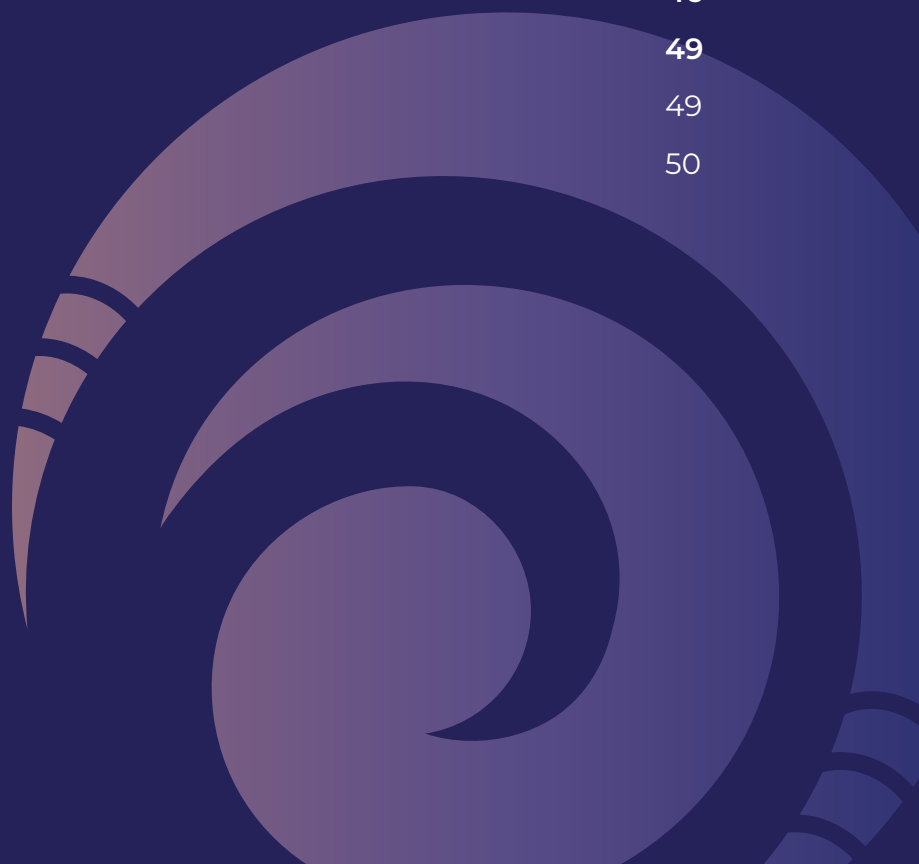
Kelly Rushton
Audit New Zealand
On behalf of the Auditor-General
Wellington, New Zealand



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A message from the Board

Kia ora

This is the second Annual Report of the Interdepartmental Executive Board (IEB) for the Elimination of Family Violence and Sexual Violence - Te Puna Aonui. Te Puna Aonui champions and strengthens the collective approach of government, tangata whenua, specialist sectors, communities and whānau to enable wellbeing and a life free from family violence and sexual violence.

The IEB comprises Chief Executives from nine government agencies including the Chief Executive of ACC as an Independent Advisor, working together to deliver Te Aorerekura – the National Strategy to Eliminate Family Violence and Sexual Violence (“Te Aorerekura”). It builds on the earlier Joint Venture, first established in 2018. We work to align government strategy, policy and investment through a shared Action Plan and a range of wider initiatives designed to improve the family violence and sexual violence system.

This is important and complex work. Family violence and sexual violence have a significant impact on people and communities across our nation. They impact a wide range of social and economic outcomes. One of those impacts is the loss of life – the majority of whom are women and children who die at the hands of people who are supposed to love them. For survivors, these forms of violence leave them traumatised - feeling vulnerable and violated, isolated and unable to trust people close to them. This trauma impacts mental and physical health, education, employment, and often leads to isolation. We know that unsafe

responses, and an inability to access the support people need from community and government agencies, compound the trauma.

This is why it's important for workforces across government and in communities to understand family violence and sexual violence, and have the capability to safely recognise, respond and refer people to specialist services.

The IEB is committed to aligning work programmes and ways of working to give effect to Te Aorerekura alongside iwi and community specialists from the family violence and sexual violence sectors, and communities. Together, and supported by the Te Puna Aonui Business Unit led by Emma Powell, we hold the system view, and identify linkages, gaps, opportunities, or interventions to achieve the outcomes we all seek.

Last year, I acknowledged that working in this new collective way presented challenges. We continue to build our ways of working, including how we measure impact and learn from each other. 2023/24 has seen important progress, such as the delivery of

the Outcomes and Measurement Framework which will help track impact and progress.

This Annual Report sets out the work we have done in the 2023/24 financial year. This year, we have continued building the foundations for our collective work, including the relationships needed for an integrated family violence and sexual violence system. This report provides information on key strategic initiatives including building partnerships and collaboration to improve the system, empowering communities to partner for change, supporting and expanding integrated community-led responses, and building skilled, capable workforces.

Recommendations from the Office of the Auditor General continue to inform our approach to continuous improvement and shape our priorities. The Business Unit works consistently with community and agency stakeholders and those relationships enable ongoing feedback on opportunities to improve the system and ways that government works with people across the motu.

Following the 2023 election, we have worked with incoming Ministers to agree priority work programmes and make progress on these. This includes developing the next Te Aorerekura Action Plan, and work to strengthen locally-led and regional multi-agency responses to violence to reduce victimisation.

Work programmes on family violence and sexual violence form part of wider efforts to achieve Government Target 4: *20,000 fewer people are victims of an assault, robbery, or sexual assault*. The complexity of these issues means there must be sustained focus on a range of measures to protect against violence and achieve intergenerational change.

This year Te Puna Aonui is resetting work programmes in response to revised budgets, organisational structures, and prevailing economic conditions. Te Aorerekura remains a key focus and we are committed to working together on strategic actions to strengthen and improve how government works to deliver effective services for children, families, whānau and communities.

We know that iwi, hapū, and hāpori/communities are important partners in this work. Members of Te Pūkotahitanga - the Tangata Whenua Ministerial Advisory Group have continued working with the Minister to bring te ao Māori expertise to this work. This aligns with Te Aorerekura, which acknowledges the importance of mātauranga Māori, and I am grateful to the Rangatira who continue to contribute their expertise to create an effective family violence and sexual violence system.

Over the first two years of Te Aorerekura, agencies completed and delivered 22 actions in the first Te Aorerekura Action Plan which ended

in December 2023. Many actions were designed to continue with 18 of those included in the Action Plan ongoing. This includes our continued commitment to strengthening community leadership and improving workforce capability.

Following a strategic review and engagement with communities, the next Action Plan will set out the next phase of shared activities, enabled by wider government programmes. Responsibility for delivering the Action Plan sits with the IEB. Each Te Puna Aonui agency also leads its own Te Aorerekura work plan and programmes that enable the family violence and sexual violence system.

I welcome our new Minister, Karen Chhour, and look forward to continuing our work with her during the next phase of our National Strategy. I want to acknowledge Marama Davidson, the previous Minister for Family Violence and Sexual Violence, and her significant contribution to landing Te Aorerekura and working with us as Te Puna Aonui established itself as an IEB and as a Business Unit.

In closing, I want to thank both the outgoing Secretary for Education, Iona Holsted, and Police Commissioner, Andy Coster, for their contributions during their time on the Board. I also acknowledge the hard-working team in the Business Unit that is leading our work, the people in all Te Puna Aonui agencies who strive in the public interest every day, and the specialist sectors and community partners who work with children, families and whānau to improve their safety and wellbeing. This is truly a collective effort to give effect to Te Aorerekura – a Strategy that belongs to all of us.



Andrew Kibblewhite (Chair)

Te Pou Whakarae mō te Ture
Secretary for Justice and Chief Executive

Tāhū o te Ture
Ministry of Justice

A message from the Chief Executive

As Chief Executive of Te Puna Aonui, I lead the small team in the Business Unit that helps coordinate collective government action to implement Te Aorerekura – the National Strategy to Eliminate Family Violence and Sexual Violence. We are focused on enabling agencies to work together on actions that will deliver strategic shifts in the system to strengthen families, whānau and communities, respond to violence, and support healing.

This year saw the conclusion of the first Te Aorerekura Action Plan, which focused on what government needs to do to stay accountable and transform the way agencies work with each other, and with communities. This required a focus on building the foundations for longer term change, which included gathering momentum around interagency activity across 40 actions. Effort has also been focused on building the depth of relationships across government and the sectors necessary to realise the long-term shifts of Te Aorerekura.

The second Action Plan, to be released later this year, will build on that progress and guide government work over the next 5 years to make improvements in the areas that victim-survivors and communities have told us need to change. It will prioritise local and regional multi-agency responses to deliver practical improvements on the ground, underpinned by evidence of what works.

This year, the Business Unit has reset its work programme to give effect to the priorities of the incoming government. We have also continued developing our organisational model to ensure we are well equipped to deliver in the key

areas of evidence and insights, leading for collective impact, and working with communities to deliver effective responses.

We have streamlined our approach to community engagement so that we can sustain relationships with key stakeholders and ensure purposeful engagements to improve the system. I am grateful for continued engagement with government agencies, specialists and communities, and the feedback we receive to improve our collective work.

Te Puna Aonui agencies and the Business Unit are continuing to grow and mature our collective ways of working to enable collective impact. With a focus this year on transitioning from the first Action Plan to the second, we have worked closely together to identify the next actions that require collaboration to deliver change. This process has also included targeted engagement with tangata whenua, specialists, and communities impacted by family violence and sexual violence.

Success lies in building enduring relationships over time with Māori, and relationships with key groups in the

family violence and sexual violence system. This ensures interventions and investment reflect Te Tiriti o Waitangi and deliver better outcomes.

In June, I appeared before Parliament's Justice Select Committee to report on the use of our budget and what we have delivered. In support of these accountability processes, the Business Unit has compiled significant amounts of information that helps communicate to decision-makers how we are working.

People working in Te Puna Aonui Business Unit are leading complex work as the champions for Te Aorerekura, but all government agencies have a role to play in achieving a system that works effectively for those impacted by family violence and sexual violence. We are **driving towards the same vision, and the same destination**. This is why it's so important that we achieve integration, with a system that learns and develops in response to the evidence and insights.

We remain committed and excited for what we will continue to deliver in both the short and long term – our Minister is behind us, supports our work, and will champion our effectiveness through this stage of Te Aorerekura.



Emma Powell

Pou Whakahaere Rangapū - Mahi Tūkino
a Whānau me te Mahi Pāwhera
Chief Executive, Executive Board for
the Elimination of Family Violence and
Sexual Violence



A message from Te Pūkotahitanga

Tangata Whenua Ministerial Advisory Group

As an independent Tangata Whenua advisory group, we acknowledge the progress made through Te Aorerekura in delivering outcomes for Māori over the past year. However, our high-level review highlights that while important strides have been made, much work remains.

Despite the ongoing social, political, and economic challenges our whānau face, especially in the wake of the global pandemic and extreme weather events, this past year has also highlighted the strength and resilience of our people. From the cultural revitalisation of Kapa Haka to the growth of the Māori economy, and the resurgence of Te Reo Māori through Kura Kaupapa Māori and whānau-centred approaches, we are reminded of the power of our values and identity.

However, reports like the 2023 New Zealand Crime and Victims Survey continue to reveal the disproportionate impact of interpersonal violence on

The Ministerial Advisory Group established by Cabinet, Te Pūkotahitanga, provides independent advice to the Minister for the Prevention of Family and Sexual Violence. While its Ministerial advice is independent of Te Puna Aonui, funding for Te Pūkotahitanga is enabled through the Appropriation Elimination of Family Violence and Sexual Violence. Accountability is addressed in this Annual Report.

Māori, especially wāhine and tamariki. The 'He Whare, He Taonga', 'He Waka Eke Noa' and 'Violence within Whānau and Mahi Tūkino — A Litany of Sound Revisited' research reports further affirm that Māori continue to bear the burden of both personal and systemic violence, while highlighting the urgent need for Māori-led, kaupapa Māori frameworks and solutions to address these issues. They advocate for investing in secure housing, trauma-informed services, and healing pathways that reflect Māori values and traditions.



Poata Watene



Amokura Panoho

PURPOSE	ACCOUNTABILITY	MEMBERS
<p>Agreed purpose</p>	<p>Areas of focus agreed by Cabinet</p>	<p>Minister appointed</p>
<ul style="list-style-type: none"> provide independent advice to the Minister for the Prevention of Family and Sexual Violence on the impact, and elimination, of family violence and sexual violence for whānau, hapū, iwi and hāpori Māori 	<ul style="list-style-type: none"> provide independent strategic advice on the design and implementation of the strategies and policies that impact on whānau, hapū, iwi and hāpori Māori monitor and provide regular advice on progress to implement Te Aorerekura and the Action Plan Work with the Minister, her colleagues and the IEB to ensure the MAG's role and contribution is enduring. This includes working with the Minister to consider how its role and voice can be strengthened. 	<ul style="list-style-type: none"> Te Pūkotahitanga is a rūpū of family violence practitioners, researchers, and experts who are steeped in te ao Māori and their communities. Poata Watene (Co-Chair) Amokura Panoho (Co-Chair) Maria Baker Kim Eriksen-Downs Dr Moana Eruera Lorraine Hawke Denise Messiter, ONZM Katie Murray, MNZM QSM Hera Pierce Tā Mark Solomon Professor Denise Wilson

The Family Violence and Sexual Violence Service Gaps and Auditor-General's reports further emphasize that mainstream services are not meeting the needs of our whānau. These reports provide clear evidence of the importance of investing in Māori-led solutions that are grounded in tikanga and whānau-centred approaches. Without targeted resources and stronger partnerships, the transformative change required to address violence in our communities will remain out of reach.

Looking ahead, we remain committed to advocating for sustained investment in Māori-led solutions that uphold the mana of our people and deliver real, lasting outcomes for our whānau.



Poata Watene and Amokura Panoho

Tiakina ā tātou tamariki mokopuna. Ko rātou ngā rangatira mō āpōpō. Ko te reo kia rere, ko te whakapapa kia mau!

Nurture our children. They are the leaders needed for the times ahead. May our language thrive, and our whakapapa be anchored in resilience!

Statement of Responsibility

As Members of the Executive Board for the Elimination of Family Violence and Sexual Violence (the Board), we are responsible for:

- ensuring that end-of-year performance information on each appropriation administered by the Board is provided in accordance with Sections 19A to 19C of the Public Finance Act 1989, whether or not that information is included in this annual report; and
- the accuracy of any end-of-year performance information prepared by the Board, whether or not that information is included in the annual report.

In our opinion: the annual report fairly reflects the operations, progress, and the organisational health and capability of the Board.



Andrew Kibblewhite (Chair)

Te Pou Whakarae mō te Ture
Secretary for Justice and Chief Executive

Tāhū o te Ture
Ministry of Justice

Jeremy Lightfoot

Te Tumu Whakarae mō Ara
Poutama Aotearoa
Secretary for Corrections and
Chief Executive

Ara Poutama Aotearoa
Department of Corrections

Iona Holsted

Te Tumu Whakarae mō te Mātauranga
Secretary for Education

Te Tāhuhu o te Mātauranga
Ministry of Education

Debbie Power

Te Tumu Whakarae mō te Whakahiato
Secretary for Social Development and
Chief Executive

Te Manatū Whakahiato Ora
Ministry of Social Development

Andrew Coster

Commissioner of Police
Ngā Pirihimana O Aotearoa
New Zealand Police

Dr Diana Sarfati

Te Tumu Whakarae mō te Hauora
Director General of Health

Manatū Hauora
Ministry of Health

Dave Samuels

Te Tumu Whakarae mō Te Puni Kōkiri
Secretary for Māori Development

Te Puni Kōkiri
Ministry of Māori Development

Chappie Te Kani

Te Tumu Whakarae mō te Tamariki
Secretary for Children and Chief Executive

Oranga Tamariki
Ministry for Children

The Board as at 30 June 2024

The Public Service Act 2020 provides for chief executives to work together as boards, to deal with complex issues where impacts and policy sit across a wide range of portfolio areas. Te Puna Aonui was established on 24 March 2022 and formalises the joint way of working as embodied by the preceding Joint Venture, started in 2018.

Te Puna Aonui is responsible for implementing Te Aorerekura – The National Strategy to Eliminate Family Violence and Sexual Violence.

The Executive Board



Andrew Kibblewhite

Te Pou Whakarae mō te Ture
Secretary for Justice and Chief Executive
Tāhū o te Ture
Ministry of Justice



Iona Holsted

Te Tumu Whakarae mō te Mātauranga
Secretary for Education
Te Tāhuhu o te Mātauranga
Ministry of Education



Jeremy Lightfoot

Te Tumu Whakarae mō Ara Poutama Aotearoa
Secretary for Corrections and Chief Executive

Ara Poutama Aotearoa

[Department of Corrections](#)



Debbie Power

Te Tumu Whakarae mō te Whakahiato
Secretary for Social Development and Chief Executive

Te Manatū Whakahiato Ora

[Ministry of Social Development](#)



Andrew Coster

Commissioner of Police

Ngā Pirihimana O Aotearoa

[New Zealand Police](#)



Dave Samuels

Te Tumu Whakarae mō Te Puni Kōkiri
Secretary for Māori Development

Te Puni Kōkiri

[Ministry of Māori Development](#)



Dr Diana Sarfati

Te Tumu Whakarae mō te Hauora
Director General of Health

Manatū Hauora

Ministry of Health



Chappie Te Kani

Te Tumu Whakarae mō te Tamariki
Secretary for Children

Oranga Tamariki

Ministry for Children

Independent Advisor to the Board



Megan Main

Te Tumu Whakarae mō Te Kaporeihana
Āwhina Hunga Whara
Chief Executive

Te Kaporeihana Āwhina Hunga Whara

Accident Compensation Corporation

Chief Executive



Emma Powell

Pou Whakahaere Rangapū - Mahi Tūkino a
Whānau me te Mahi Pāwhera

Chief Executive, Executive Board for the
Elimination of Family Violence and Sexual Violence

Te Puna Aonui

The role of Te Puna Aonui

Impact of Family Violence and Sexual Violence

There is growing recognition that family violence and sexual violence have profound intergenerational effects and impact a wide range of social and economic outcomes for people across Aotearoa. Preventing and responding to these forms of violence will save lives, improve wellbeing, and enable connected, thriving communities.

Enabling wellbeing through an effective family violence and sexual violence system requires collaboration across government, the sectors, communities and with Māori. While each government agency contributes a different part of the system – such as primary prevention programmes with communities; health, education and social service workforces that interact with children and families every day; emergency housing and income support for those in crisis; police and justice responses; policy or law – every part of the system impacts another, as well as impacting those who interact with them.

How agencies collaborate and work in partnership with each other, and with communities, impacts on how people experience the system. Those interactions can be harmful if they do not acknowledge and respond well to the trauma and needs of people who have experienced violence in a timely and appropriate way.

How We Work

The Public Service Act 2020 provides for chief executives to work together as boards, to deal with complex issues where impacts and policy sit across a wide range of portfolio areas.

In 2021, Cabinet agreed to establish Te Puna Aonui - an Interdepartmental Executive Board (IEB) replacing the Joint Venture that was started in 2018. Te Puna Aonui builds on the work of successive governments to address family violence and sexual violence by formalising collective ways of working. Cabinet set five areas of joint accountability.¹

Te Puna Aonui is building the foundations needed for the government, tangata whenua and communities to address family violence and sexual violence and integrate the key parts of the government system through collective responsibility. The Chief Executives align strategic policy, planning and budgeting around the shared issues within the remit of each of the Chief Executives' agencies.

¹ <https://www.publicservice.govt.nz/assets/DirectoryFile/Cabinet-Paper-Sustaining-a-collaborative-approach-to-support-the-whole-of-government-response-to-eliminate-family-violence-and-sexual-violence.pdf>

Responsibility for delivery of activities that contribute to the IEB’s priorities remain with agencies in partnership with others.

Te Puna Aonui Business Unit plays an important role working with Ministers and with government agencies and provides the structure and process that enables the Board to operate. It enables the collective approach of Government, tangata whenua, communities, and whānau to deliver Te Aorerekura. Te Puna Aonui Business Unit is the operational arm of the IEB. Day-to-day operations

have been delegated to the Chief Executive. The Chief Executive is the principal advisor to the Government on the system responding to family violence and sexual violence, providing system leadership to the IEB agencies, and delivering secretariat services.

All Te Puna Aonui Business Unit staff are employees of the Ministry of Justice which is the servicing department of the IEB. The Board has adopted the Ministry’s corporate policies for use by the Business Unit.

PURPOSE	ACCOUNTABILITY	WORK PROGRAMME
<p>Legislated purpose of an IEB</p>	<p>Areas of focus set by Cabinet</p>	<p>Set by the IEB</p>
<ul style="list-style-type: none"> to align and co-ordinate strategic policy, planning, and budgeting activities for two or more departments with responsibilities in a subject matter area to support those departments to undertake priority work in the subject matter area to support cross-department initiatives in the subject matter area. 	<ul style="list-style-type: none"> provide whole-of-government strategy, policy, and budgeting advice to Ministers on eliminating family violence and sexual violence provide analysis and evidence to support Ministers to make decisions on specific interventions provide Ministers with an oversight of interventions and outcomes within the whole family violence and sexual violence sector, and identify any linkages, gaps, or opportunities monitor, support, and coordinate the implementation of the National Strategy, and other priority and cross-agency initiatives, and lead the development of future iterations of the National Strategy manage relationships between government and the family violence and sexual violence sectors. 	<ul style="list-style-type: none"> stewardship – strategy and governance to support the performance of the family violence and sexual violence system now and into the future Te Aorerekura – coordination and facilitation to ensure delivery of Te Aorerekura the National Action Plan to Eliminate Family Violence the Sexual Violence regular updates – to the Minister for the Prevention of Family and Sexual Violence publish six-monthly Action Plan update against the six key changes or ‘shifts’ to eliminate family violence and sexual violence.

REMIT	CHAIR	GOVERNANCE BOARD
<p>Legislated agency members</p>	<p>Appointed by Public Service Commissioner</p>	<p>Members set by Public Service Commissioner</p>
<ul style="list-style-type: none"> • Department of Corrections • Ministry of Education • Ministry of Health • Ministry of Justice • Ministry of Māori Development – Te Te Puni Kōkiri • Ministry of Social Development • New Zealand Police • Oranga Tamariki – Ministry for Children • Public Service Commission <p>Servicing department: Ministry of Justice</p>	<p>Te Tumu Whakarae mō Te Kawa Mataaho Public Service Commissioner – Head of Service**</p> <p>** The Public Service Commissioner was Chair until 30 June 2023</p>	<p>The chief executives from:</p> <ul style="list-style-type: none"> • Department of Corrections • Ministry of Education • Ministry of Health • Ministry of Justice • Ministry of Social Development • Ministry of Māori Development – Te Puni Kōkiri • New Zealand Police • Oranga Tamariki – Ministry for Children • Te Kawa Mataaho Public Service Commission • Accident Compensation Corporation (Independent Advisor) <p>There are four associate agencies:</p> <ul style="list-style-type: none"> • Department of the Prime Minister and Cabinet • Ministry for Women • Ministry for Pacific Peoples • Ministry for Ethnic Communities

A commitment to effective governance

The IEB met nine times during the financial year. Meetings are scheduled to ensure cohesion with the cross-agency Deputy Chief Executives' monthly meeting.

To aid decision making, the Business Unit provides progress reporting, evidence, and advice to the Board. The Chief Executives are focused on the six shifts that Te Aorerekura seeks to achieve. The Deputy Chief Executives monitor and manage strategic delivery and risks.

Implementing Te Aorerekura together

Te Aorerekura is the 25-year Strategy to guide collective work towards eliminating family violence and sexual violence. The strategy sets out the strategic shifts required across the family violence and sexual violence system. The six shifts are interconnected, and some depend on wider changes across Aotearoa New Zealand that will help address the drivers of violence and barriers to safety.

The IEB is accountable for delivery of Te Aorerekura. The table below sets out some examples of the activities that government agencies have undertaken together.



SHIFT ONE: Towards strength-based wellbeing.

Agencies worked to integrate community-led responses by working with 5 Whāngaia Ngā Pā Harakeke sites to build and incorporate prevention, healing and community leadership. (Action 2)

This work involved Justice, Police, Social Development, Health, Oranga Tamariki, Corrections and Te Puni Kōkiri.

SHIFT TWO: Towards mobilising communities.

Agencies worked together to enable Regional Public Service Commissioners to coordinate and lead on family violence and sexual violence. (Action 7)

Agencies funded various Community Groups and grants - further information in Budget Initiatives section.

This work is ongoing and has involved Social Development, Justice, Health, Police, Oranga Tamariki, Corrections and ACC.

SHIFT THREE: Towards skilled culturally competent and sustainable workforces.

Agencies have worked together to develop and implement trauma and violence informed family violence capability frameworks for generalist and specialist workforces (Action 10)

This work involved the Business Unit, Justice, Social Development, Health, Oranga Tamariki, Police, Corrections, Te Puni Kōkiri.

SHIFT FOUR: Towards investment in primary prevention.

Agencies worked together to strengthen community-led solutions to prevent child sexual abuse, based on design approaches with whānau, hapū and communities. (Action 26)

This work involved ACC and Oranga Tamariki.

SHIFT FIVE: Towards safe, accessible, and integrated responses.

Agencies worked together to develop a report on the family violence and sexual violence service gaps in New Zealand. (Actions 29 and 30)

This action involved Social Development, Oranga Tamariki, Police and Health.

SHIFT SIX: Towards increased capacity for healing.

Agencies worked together to extend and expand whānau-centered early intervention, Ngā Tini Whetu.

This work involved Te Puni Kōkiri, Oranga Tamariki and ACC.

LEARNING AND MONITORING

An Outcomes and Measurement Framework has been developed to define the national outcomes and indicators that will be used to measure progress to implement the shifts in Te Aorerekura. The OMF focuses on 12 long-term outcomes with 20 associated indicators that have three- to five-year timeframes. Regular reporting will give data for the IEB to make informed decisions.

Delivery under Te Puna Aonui Business Unit Actions from the first Te Aorerekura Action Plan for the 2023/2024 Financial Year

Action 1:

Te Aorerekura is supported by a clear investment plan

- A draft investment plan was considered by the IEB in October 2024, reflecting strategic goal to rebalance the system towards investment in prevention, early intervention, and healing, alongside response. Investment decisions will be aligned to the second Te Aorerekura Action Plan, meeting ministerial priorities and government targets, and Te Aorerekura outcomes over the next five years.
- Work on the investment plan was put on hold due to emerging priorities and a change of direction with the incoming government.
- To inform future investment and reprioritisation decisions, Te Puna Aonui Business Unit partnered with the Social Investment Agency to support a high-level review of social sector spending (initially focused on an evaluation of the effectiveness of collectively appropriated family and sexual violence spend).

Action 2:

Agencies integrate community-led responses

- Te Puna Aonui continued supporting Hawke's Bay, Tairāwhiti, Ōtepoti, and Wairoa.
- Te Puna Aonui funded three new localities and one nationwide initiative to increase learning and implementation opportunities, focused on increasing safeguarding for Adults at Risk.
- Te Puna Aonui funding has been crucial in enhancing the locality's infrastructure, capacity, and capability and in addressing local needs.
- Localities are at different stages of initiative completion, ranging from the development stage to implementation to completion. As some localities have experienced unforeseen challenges, contract extensions and/or variations were granted in some cases.
- Te Puna Aonui developed 6 evidence-based core components that are needed to support a coherent system and strengthen local multi-agency responses to family violence.

Action 5:

Engage and value communities in collective monitoring

- Te Puna Aonui Business Unit worked to strengthen existing or build new community engagement infrastructures to have organised voices within each community and from the family violence and sexual violence sector that can coordinate and collectively hold a relationship with government to inform the implementation of Te Aorerekura.
- Delivery through grant funding with Māori, a range of communities of interest (People impacted by violence, Disabled people, Children and Young people, LGBTQIA+, Older people, Pacific peoples, and Ethnic communities) and the family violence and sexual violence sector.
- Each funded group has been able to contribute their knowledge about the best ways for Te Puna Aonui to engage with them. Some have established advisory groups, such as He Roopuu Manaaki, Interim Disability Reference Group, the Ethnic Communities Network, Children and Young people Expert Advisory Group and the Pacific Practitioners' Forum.

Action 6:

Relational approach to commissioning to better support community decision-making and needs

- Te Puna Aonui Business Unit worked in partnership with three localities (Ngāti Kahungunu Iwi Hawkes Bay, Wairoa Taiwhenua, and Manaaki Tairāwhiti), on a relational community-led funding approach to help improve outcomes for whānau impacted by or at risk of family violence and sexual violence from the impacts caused by Cyclone Gabrielle.
- Each locality utilised the funding released in June 2023 to address the unique challenges they faced following the Cyclone.
- A review was undertaken with the three Iwi-led organisations who received grant funding to understand how the funding approach impacted their ability to provide flexible support and tailored FVSV responses that addressed the needs of whānau, including hard-to-reach whānau.
- The funding helped address immediate needs, filled service gaps, and fostered long-term resilience. This funding has provided a strong foundation for ongoing support and empowerment of whānau. The learnings from this initiative will be valuable in shaping future funding models and strategies to better serve communities in times of crisis.

Action 10:

Develop and implement trauma-informed family violence and sexual violence capability frameworks for specialist workforces

- The Implementation Tools for the Family Violence Capability Frameworks (Specialist Family Violence Organisation Standards and the Entry to Expert Capability Framework) were launched in August 2023.
 - » This includes five tools to support organisations to map existing standards and training, identify what E2E level/s different roles should be working towards and provide a process for workers to cross credit prior learning and experience.
 - » It also includes three tools outlining the standards and capabilities on word templates with columns added to aid tracking and completion processes, and with the E2E capabilities clustered into subject-related modules.

Action 11:

Agencies implement capability frameworks for generalist workforces

- Various partner agencies have received support from Te Puna Aonui Business Unit focused on aligning training programs with broader E2E framework capability requirements. This support includes assistance with mapping existing training modules to ensure they meet the E2E capability requirements and help identifying any gaps in training that need to be addressed.
- The E2E and SOS frameworks and implementation tools have been actively socialised across 14 different regions and 33 different localities giving local agency workforces the opportunity to be informed and engaged with the frameworks, adapting them to local needs and contexts.
- There is an ongoing effort for agencies to ensure that E2E aligned training is continuously available and being enhanced according to the evolving needs of the workforce and the frameworks themselves.
- This includes regular reviews of current training packages, mapping them against the framework to ensure that all training delivered is safe, relevant, and effective in building the necessary workforce capabilities.

<p>Action 38: Continuously develop and improve the learning system through the collection through the collection of evidence and voices</p>	<ul style="list-style-type: none"> • Te Puna Aonui Business Unit has been working on shared measures and data collection/dissemination as part of ongoing work for the insight's hub. • There is ongoing work to convene data and insights work across Te Puna Aonui agencies with the intent of coordinating the approach to family violence and sexual violence research and evaluation. • There is also ongoing work with the Family Violence Clearinghouse to make evidence more available and accessible.
<p>Action 39: Work together to finalise the measurement framework</p>	<ul style="list-style-type: none"> • Te Puna Aonui Business Unit completed and published the Te Aorerekura Outcomes and Measurement Framework. • The Te Aorerekura Outcomes and Measurement Framework defines national outcomes and the indicators that will be used to measure progress to implement the shifts in Te Aorerekura. • This framework will also support understanding about progress to help guide planning and investment decisions.

Transparent Reporting

In the period 1 July 2023 to 30 June 2024, the IEB responded to 21 Official Information Act (OIA) requests and 382 Parliamentary questions (PQs). The main topics of interest related to the Action Plan, funding, Family Harm Call outs, roles and responsibilities of the Minister and the IEB, Government targets, and service gaps.

The Board met nine times in 2023/24.

Accountability

The Cabinet's decision to establish the IEB was set within five areas of accountability which themselves provide the following framework for the IEB's work programme.

Our progress

Providing leadership and support across the sector

Elimination of Family Violence and Sexual Violence (M104) (A600)

APPROPRIATION

\$18.419m

2023/24 Supplementary Estimates

TE PUNA AONUI SPENT

\$17.593m

Spent

This Appropriation is limited to leading a whole-of-government approach to prevent, address, and eliminate family violence and sexual violence, as well as related services and support to Ministers.

The Ministry of Justice (Ministry) is the servicing department for the IEB. The IEB has adopted all the Ministry's corporate policies and processes. However, the IEB is the appropriation administrator and responsible for what is achieved with the appropriation funds provided. Financial statements are held in the Ministry of Justice [2023/24 Annual Report](#) with non-financial information included in this document.

The Appropriation for 2023/24 was originally \$21.919 million, however \$3.5 million was transferred to a tagged operating contingency to support delivery of a fit for purpose case management system to support secure and appropriate information sharing and joint planning between agencies. Delivery of this system is a key priority within Te Aorerekura, and an enabler of effective, integrated multi-agency responses in the regions. Subject to Ministerial approval, the tagged contingency will be applied to future year budgets/appropriations.

The current Appropriation measures and results are presented in the table below.

MEASURE	STANDARD	RESULT 21/22	RESULT 22/23
Implementing Te Aorerekura by overseeing the delivery of actions in the Te Aorerekura Action Plan.	Achieved	Achieved	Achieved
Monitoring and reporting on the implementation of Te Aorerekura and leading corrective actions where necessary. Ensuring that risks and issues are proactively identified and addressed.	Achieved	Achieved	Achieved
The satisfaction of the Minister for the Prevention of Family and Sexual Violence with the quality of support and advice provided by the Executive Board.	At least 8/10	8/10	6/10

These Appropriation measures are also reported in the Ministry of Justice Annual Report as appropriation measures.



**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.**

Progress against significant **Budget initiatives**

The first Action Plan sets out work activity across Te Puna Aonui agencies for the first two years of the life of the strategy, including those underway during the reporting period. Actions are led by the respective chief executives as lead agency in partnership with other government agencies.

This section spotlights four key budget initiatives which occurred during the reporting year:

- empowering communities to partner in change,
- supporting and expanding integrated community-led responses,
- building skilled, culturally competent, and sustainable workforces, and
- building partnerships and collaboration to improve the system: Māori-Crown relationships.

Empowering communities to partner in change

This initiative engaged participants in a design process that determined their priorities across Te Aorerekura Action Plan and the form(s) of on-going relationships with Te Puna Aonui. This will ensure that all voices are heard while making the best use of limited resources, and that communities, rather than government, lead conversation and shape where we need to go. A range of approaches will accommodate communities' different starting points, structures, capacity, and ways of working.

Investing in our communities to lead change.

Te Puna Aonui has taken a purposeful approach to engaging with family violence and sexual violence communities to build partnerships and enable collective impact. This included bolstering the capacity of communities that are organised through peak bodies to engage more strategically on family violence and sexual violence, both within their communities and with government. It also included working with less structured communities by convening and connecting, building a shared understanding towards mobilising themselves around preventing, responding to, and healing from family violence and sexual violence.

We have engaged a range of community representatives and voices to partner in change.

Funding committed for use by communities in 2023/24 included:

Tangata whenua through supporting an established coordination and advisory function to ensure tangata whenua family violence and sexual violence practitioners have a voice in the monitoring and implementation in Te Aorerekura and ensure their voices can affect system transformation.

Pacific communities through the mobilisation of Pacific practitioners to strengthen national and regional connections, share good practice and provide advice to inform the implementation of Te Aorerekura.

Ethnic communities by enabling national and regional community network coordination through the employment of an ethnic community network coordinator and the establishment of the Ethnic Communities Network.

Disabled communities by funding an interim disability reference group and utilising the Disabled Persons Assembly NZ Report 2023 to inform engagement across the disabled community on how they want to participate in the implementation and monitoring of Te Aorerekura.

LGBTQIA+ through enabling the Rainbow Violence Prevention Network (RVPN) to better and strategically organise itself to engage with Te Puna Aonui agencies and participate in the implementation and monitoring of Te Aorerekura. This included RVPN developing best practice guidelines when working with Rainbow communities in primary violence prevention.

Older people by enabling phase two of the regional elder abuse network in Tamaki Makaurau and network pilots in Te Tai Tokerau, Bay of Plenty, Canterbury and Horowhenua. These pilots were a collaboration between Te Puna Aonui, the Office for Seniors, and community organisations. An evaluation of the networks has been funded, with the final report expected in November 2024.

Children and young people through further supporting the expert advisory group for children and young people to participate in the delivery and monitoring of Te Aorerekura, and the delivery of the Action Plan.

Voices of victim - survivors through established channels ensuring a diverse range of voices and experiences are informing the implementation and monitoring of Te Aorerekura and the Action Plan.

Male survivors through funding the appointment of a full-time liaison role to work with peer support networks with male survivors, and to coordinate their collective voice in informing public policy.

Supporting and expanding integrated community-led responses

The IEB aligns government initiatives in local communities to improve how government commissions services and supports collaboration. Investment from government can support integrated, community-led solutions.

Funding across four Votes is strengthening the existing Integrated Community-led Response (ICR) approach, which includes five communities - Whiria Te Muka/ Te Hiku, South Auckland Social Wellbeing Board, Waikato, Manaaki Tairāwhiti, Canterbury - testing, evaluating, and sharing lessons (Vote Justice) and addressing cost pressures (Vote Police). Resourcing for existing regional infrastructure enables the continuation of the Family Violence Response Coordination networks (Vote Social Development) and provide Senior Practitioners for the 5 existing localities (Vote Corrections).

It supports the shift towards strength-based wellbeing and towards mobilising communities by delivering on Action 2 (Agencies Integrate Community-Led responses) and Action 6 (Relational Approach to Commissioning).

In 2023/34, Te Puna Aonui continued supporting Hawkes Bay, Tairāwhiti (Gisborne), Ōtepoti (Dunedin), and Wairoa. Previous ICR funds were distributed by Te Puna so these localities could test, learn, and implement locally-led solutions. Additional ICR funding enabled building on these learnings to continue developing and implementing local solutions to deliver better outcomes for whānau.

The learnings from existing and new ICR-funded activities are integral to Te Puna Aonui and provide valuable insights into locally developed solutions that could be expanded on in the future.

Activities progressed through this funding included:

- Strengthening cross-sector relationships and improving information collection and utilisation.
- Project leaders and partnership roles to further develop and strengthen the collaborative approaches to reduce whānau harm.
- Building capability of the frontline workforce through holistic, culturally responsive, and evidence-based approaches.
- Providing system coaching to support system improvements at an operational and governance level.
- Analysing and developing insights into system barriers and flexible funding arrangements to tailor services to match whānau need.
- Connector roles to strengthen connections at multi-agency tables.

Funding new localities – Hauraki, Murihiku, and Te Tai Tokerau.

Te Puna Aonui also funded three new localities and one nationwide initiative to increase learning and implementation opportunities. The three new localities are Hauraki (Waikato), Murihiku (Southland), and Te Tai Tokerau (Northland). The nationwide initiative is focused on increasing safeguarding for Adults at Risk.²

Te Puna Aonui distributed grants to community groups and organisations to strengthen engagement opportunities, seek feedback and input on various initiatives, and set up foundations for further development. Examples of the activities that funding supported include:

- the implementation by Ngāti Kahungunu Iwi Incorporated of the Whakamāui Tangata (a holistic and culturally responsive initiative designed to support whānau affected by crises, trauma, family harm, and/or sexual violence through evidence-based and indigenous psychosocial interventions),
- the advancement of systems thinking work in Ōtepoti (Dunedin), which offers valuable insights into the local family violence system to improve family violence responses,
- development of local governance for multi-agency family violence responses in Murihiku (Southland),
- the establishment of engagement platforms within demographic communities and sectors (Te Kupenga, Te Ohaakii a Hine National Network Ending Sexual Violence Together (TOAH-NNEST), the Backbone Collective and VisAble) to forge strong working relationships with experts, and gain specialist knowledge and insight when designing local, regional, and national solutions to address system barriers.

² An Adult at Risk is any adult 18+ who has needs for care and/or support (whether they are receiving services or not) and is in an unsafe abusive or neglected situation and cannot remove themselves from that unsafe situation because of their needs for care and/or support.

Building skilled, culturally competent, and sustainable workforces

Increasing family violence and sexual violence workforces' capability across Aotearoa New Zealand can help to ensure that responses, services, and support that are provided to families and whānau experiencing family violence and sexual violence are fit for purpose and achieve a positive impact. Increasing capability will help workforces to respond safely and effectively and refer people to the right support. Most importantly, these organisations and workforces will be better placed to build trust, remove barriers in policy settings and better meet people's needs.

This initiative funds the development and implementation of family violence and sexual violence workforce and organisational capability frameworks and tools. This builds workforce capability in government and specialist organisations and helps close capability gaps, particularly around meeting the needs of tangata whenua and diverse communities.

Family Violence Workforce and Organisational Capability Frameworks

Seven Te Puna Aonui agencies are progressing the implementation of the workforce and organisational capability frameworks within their generalist workforces. Some agencies have completed essential level training packages, while others have focused on strengthening people leadership capability to ensure support for their kaimahi experiencing family violence.

The national training team provided training on socialisation of Te Aorerekura and the workforce capability frameworks across 42 localities. Essential to Expert (E2E) level modules have been formulated collaboratively with Aotearoa New Zealand Association of Social Workers, focused on family violence dynamics and risk and safety awareness. Mapping to the E2E – with specialist training providers and Te Puna Aonui agencies has been undertaken. The national system practice leads and training team have supported Te Puna Aonui agencies in the procurement of some specialist services, and packages for internal training purposes.

In collaboration with the family and sexual violence sectors and Te Puna Aonui agencies, development of the sexual violence workforce was progressed. Work is ongoing for the sexual violence organisational capability frameworks and the *Risk, Safety, and Wellbeing Guidelines* to support increasing capability around risk assessment and responses. These are expected to be delivered in the 2024/25 financial year.

Te Puna Aonui, supported by partner agencies, coordinated with local multi-agency responses, and assessed the extent to which:

- a consistent approach is applied to information sharing, and
- available tools are being used.

The information will be shared with partner agencies and the Board.

Building Partnerships and collaboration to improve the system: Māori - Crown relationships

This initiative provides funding to enable Māori to partner and lead in the transformation of the family violence and sexual violence system. Tangata Whenua hold a fundamental role in the development of initiatives that prevent and address the drivers of family violence and sexual violence. This initiative provides funding for tangata whenua to resource an ongoing relationship with the Crown to prevent and eliminate family violence and sexual violence.

Te Pūkotahitanga is responsible for providing advice to the Minister for the Prevention of Family and Sexual Violence. This is a separate and independent stream of advice to the Minister, rather than input into officials' advice.

Te Pūkotahitanga – the Kaupapa

Strengthening Relationships with the Incoming Minister and other key stakeholders

Following the general election in October 2023, Minister Chhour was appointed as Minister for the Prevention of Family and Sexual Violence in November. Te Pūkotahitanga prepared a briefing for the incoming Minister, and the full Rōpū has met with her three times since her appointment, alongside several one-on-one meetings between the Minister and the co-Chairs.

The Rōpū has provided advice on key topics including Ministerial priorities, tangata whenua priorities for the second action plan of Te Aorerekura, and opportunities to accelerate social sector commissioning.

Violence Within Whānau and Mahi Tūkinō - A Litany of Sound Revisited

The publication Violence within Whānau and Mahi Tūkinō - A Litany of Sound Revisited was released in November 2023. It highlights Māori insights into family and sexual violence and has been well-received, with broad media coverage and nearly 1,000 copies distributed, and a webinar attended by over 150 people. This publication represents an essential resource for practitioners and policymakers, showcasing the importance of Māori-led research and approaches in tackling family violence.

Workforce Development

A kaimahi Māori national family violence and sexual violence survey was commissioned by Te Pūkotahitanga and was launched in May 2024 to better understand workforce make-up and the complexities facing this part of the sector. A final report of the findings is expected to be available at the end of 2024 to make recommendations for future workforce sustainability, capacity, and capability.

Te Pūkotahitanga is also strengthening its relationship and support to Matatuhi a national network of Kaimahi Māori working in the family and sexual violence sectors. Matatuhi is a dedicated space for Kaimahi Māori unity that bridges across rohe and offers opportunities for kaimahi to strengthen their mātauranga and experience wellbeing through peer support and development.

Monitoring the Progress of Te Aorerekura

The co-Chairs of Te Pūkotahitanga met with Chief Executives (or their representatives) from each Te Puna Aonui agency. These meetings were part of the role of Rōpū in monitoring the progress of Te Aorerekura implementation and its impact on outcomes for Māori. Feedback from these meetings has been instrumental

in guiding both Te Pūkotahitanga advocacy efforts and the agencies' operational responses.

Te Pūkotahitanga has developed the Toiora Whānau Māori Outcomes Framework to measure the well-being of Māori whānau. This framework is in the process of being piloted and refined. It will be used to track progress and guide future interventions. As the second Action Plan is implemented, the Rōpū will continue to play a critical role in ensuring that Māori aspirations are being realized.

Regional wānanga

Between July and September 2023, Te Pūkotahitanga conducted a series of regional wānanga in Waitangi and Kaikōura, aimed at exchanging mātauranga Māori and strengthening relationships with mana whenua, kaimahi, and kaupapa Māori service providers. Key themes from these wānanga included the importance of whakapapa and whanaungatanga, addressing institutional racism, securing funding for Māori services, and empowering rangatahi and rural hapū. The discussions also focused on workforce development, the creation of tikanga-aligned monitoring systems, and removing government barriers to support Māori-led solutions. Planning for an inaugural annual hui was postponed due to the election.

Setting the scene for future years

Guiding and assessing progress for impact and investment

In the next reporting year, we will continue to build momentum on our work to deliver Te Aorerekura, and ensure our collective learning informs how we work. This will include a focus on mobilising evidence and insights through a knowledge hub. This will support improvements in practice and help us build awareness of what works so we can improve the system and how government agencies and communities are working together.

The Outcomes and Measurement Framework published in 2023/24 creates a set of shared outcomes and indicators across Te Aorerekura to measure impact against shared outcomes and indicators. This will inform decisions and investment to enable progress to deliver the strategic shifts in Te Aorerekura, close gaps in the system and better understand what works.

The Outcomes and Measurement Framework can be viewed on our website:

[Tracking the progress of Te Aorerekura | Te Puna Aonui.](#)

Cabinet has mandated the Social Investment Agency to lead a programme to review the evidence for effectiveness of spending across the social sector. A priority for this work is to look at investment in family violence and sexual violence to ensure it is delivering impact on the ground. This will help decision makers to prioritise investments that have the greatest impact on outcomes and deliver on the targets.

The second Te Aorerekura Action Plan

The next Action Plan will guide the government's work for the next 5 years, focused on fewer, more strategic actions. This will include a focus on achieving practical change in communities through effective ways of working together in multi-agency crisis responses.

The six evidence-based components of multi-agency responses are:

- Collaborative ways of working,
- Effective governance to support good leadership,
- Child and victim/survivor-centred responses,
- Innovation and continuous improvement,
- Effective, safe response to risk and need, and
- Integrated, flexible and targeted investment.

Improving the key components of an effective response will mean that people, whānau and families with the greatest need and at the highest risk get the right response the first time. This will deliver more effective local services, fewer repeat victimisations and re-offending, ultimately reducing the number of victims of serious crime and reducing child and youth offending.

Government targets

Te Puna Aonui is contributing to efforts to achieve Government targets to reduce violent crime and youth offending. The second Te Aorerekura Action Plan forms part of the delivery plans to achieve the targets. Progress will be tracked using a number of methods such as the New Zealand Crime and Victims Survey and regular quarterly reporting from New Zealand Police data.

The Government Targets have goals which are set five years in the future – which is the timespan of the second Action Plan and will bring us nearly a third of the way through the 25-year Te Aorerekura National Strategy for the Elimination of Family Violence and Sexual Violence.

Managing challenges

Challenges remain for how the government agencies work together and maximise the IEB's operating model. These include:

- managing competing priorities within the Te Puna Aonui agencies,
- cost of living pressures impacting rates of family violence,
- collaborating across agencies where capacity issues and a constrained fiscal environment may limit scope of work programmes and ability moving information and people quickly and seamlessly,
- addressing wider sector capacity and capability issues that affect responses to violence,
- keeping the work activity responsive to changing needs and developments, and
- maximising joint accountability and collaboration within the Public Finance Act 1989 and the Public Sector Act 2020.

Performance Measures

Our Strategic Intentions were published in 2022, the same year the IEB was established. Similarly, our Performance Measures were developed to coincide with the IEB's new appropriation *Eliminating Family Violence and Sexual Violence* in the same year. In the period between the IEB's establishment and now, the IEB has matured its approach, and it is time to update both our strategic intentions and performance measures.

Our performance measures allow us to know how we are making a difference. They also guide future action plans and drive performance to ensure we are delivering to the expectations of Parliament in relation to the appropriation. It will also help us know what we will do, and when, to realise Te Aorerekura.

By the end of 2024/25 we will have identified gaps in our existing measures, assessed the relationship between those measures and the Outcomes and Measures Framework, and designed meaningful new measures that evidence our performance results and drive continuous improvement as the purpose for measurement.

The IEB's focus is that our measures will drive what we do.

Appropriation statements

The following statements report information about the expenses incurred against appropriations administered by Te Puna Aonui for the year ended 30 June 2024. They are prepared on a GST exclusive basis.

Statement of cost accounting policies

Te Puna as the appropriation administrator has entered into an administration and use agreement with the Ministry of Justice (the Ministry) for the Elimination of Family Violence and Sexual Violence appropriation for the 2023/24 financial year. The costs charged against the appropriation include both direct costs and indirect costs incurred by the Ministry as the User Department. The costs of outputs are derived using the cost allocation system outlined below.

Direct costs are those costs that can be directly attributed to an output.

Indirect costs are those that cannot be identified in an economically feasible manner to a specific output.

Direct costs are charged to output classes as and when they occur. Indirect costs are accumulated and allocated to output classes based on cost drivers, such as assessment of personnel time, building area occupied or asset utilisation, which reflect an appropriate measure of resource consumption usage. Costs identified to overhead areas are accumulated and allocated to output classes based on resource consumption usage, where possible (such as full-time equivalent staff numbers), or in proportion to the direct and indirect charges made to the output class.

Statement of budgeted and actual expenses and capital expenditure incurred against appropriations

For the year ended 30 June 2024

Expenditure excluding Remeasurements		Expenditure including Remeasurements		Expenditure excluding Remeasurements		Approved Appropriation ^B
2023		2024	Remeasurements ^A	2024	2024	2024
\$000	Appropriation title	\$000	\$000	\$000	\$000	\$000
Vote Justice						
Departmental Output Expenses						
19,666	Elimination of Family Violence and Sexual Violence	17,593	-	17,593		18,419
19,666	Total Department Output Expenses	17,593	-	17,593		18,419
19,666	Total Vote Justice	17,593	-	17,593		18,419

End-of-year performance information for the Elimination of Family Violence and Sexual Violence appropriation administered by Te Puna Aonui is reported in the Te Puna Aonui annual report.

^A A remeasurement is generally the movement in the value of an asset or liability that is outside the control of Te Puna Aonui as defined by the Public Finance Act 1989. Remeasurements do not require an appropriation.

^B This includes adjustments made in the supplementary estimates.

Statement of expenses and capital expenditure incurred without, or in excess of, appropriation or other authority

For the year ended 30 June 2024

Expenses and capital expenditure incurred in excess of appropriation

Te Puna Aonui did not incur any expenditure in excess of appropriations. (2023: nil)

Expenses and capital expenditure incurred without appropriation or outside scope or period of appropriation

There have been no expenses or capital expenditure incurred without appropriation or outside the scope or period of appropriation. (2023: nil).

Statement of departmental capital injections

Statement of departmental capital injections without, or in, excess of authority

For the year ended 30 June 2024

Te Puna Aonui did not receive any capital injections during the year (2023: nil).



Additional information

Significant Budget Initiatives³

Budget Initiative	Year of First Impact	2023/24 Funding (millions)
Preventing Family Violence and Sexual Violence: Building partnerships and collaboration to transform the system ⁴ (Māori-Crown relationship)	2021/22	\$1.950m
Supporting and expanding Integrated Community-led Responses	2022/23	\$4.600
Engage communities in collective monitoring, sharing and learning ⁵	2022/23	\$1.600
Building workforce capability to ensure the right response every time	2022/23	\$1.965
Building a Monitoring, Evaluation, and Learning Function	2023/24	\$0.891

³ In addition to the examples provided, funding contributed to initiatives that supported and expanded Integrated Community-Led Responses, partnerships to transform the system and supported the leadership, governance and accountability of the Family Violence and Sexual Violence Joint Venture. Financial information for Te Puna Aonui from 24 March 2022 to 30 June 2022 is included in the Ministry of Justice's 2022 financial statements.

⁴ This Budget Initiative included funding for Crown Māori relationships (\$1.950m per annum) and Operational funding for Te Puna Aonui (\$2.236m per annum)

⁵ These figures include a \$0.600m transfer from 2022/23 to 2023/24.

Glossary of terms

Child abuse is the harming (whether physically, emotionally, or sexually), ill-treatment, abuse, neglect, or deprivation of any child or young person.

Communities are groups of people who live in the same place or have shared identities or shared interests. Within all communities, it is important to hear the views of people most impacted by family violence and sexual violence.

Disabled people refer to a group of people identified in the New Zealand Disability Strategy using the social model of disability, consistent with the definition in the United Nations Convention on the Rights of Persons with Disabilities (UNCRPD). Disability happens when people with impairments face barriers in society. Disabled people: "... include people who have long-term physical, mental, intellectual or sensory impairments which in interaction with various barriers may hinder their full and effective participation in society on an equal basis with others" (CRPD, Article 1 Purpose).

Ethnic communities include migrants, former refugees, long-term settlers, and people born in Aotearoa New Zealand who identify their ethnicity as African, Asian, Continental European, Latin American, and Middle Eastern.

Families and whānau refers to all forms of kinship groups and whānau Māori including close and extended families, chosen families, and kaupapa whānau.

Family violence is a pattern of behaviour that coerces, controls or harms within the context of a current or past close personal relationship (FVDRC 2016). Family violence includes intimate partner violence, elder abuse, child abuse, dating violence, stalking, and violence towards another family or whānau member including child-to-parent violence. It can be physical, sexual, psychological, emotional, spiritual, or involve economic abuse or exploitation. Family violence is defined in the Family Violence Act 2018.

Family violence and sexual violence system is the law, policy, practices, processes, and people involved in preventing and responding to family violence and sexual violence.

Gender refers to a person's social and personal identity as male, female, or a non-binary identity. It may include the gender that a person internally feels ('gender identity'), and/or the gender a person publicly expresses ('gender expression') in their daily life. In Te Aorerekura, 'women' includes all who identify as women, including trans women. A person's current gender may differ from the sex recorded at their birth and may differ from what is indicated on their current legal documents. A person's gender may change over time. Some people may not identify with any gender.

Integrated responses involve government and non-government organisations, community support and services joining up to work as a single system to provide safe, appropriate, holistic help and supports that people require. Through integrated responses, people experience seamless wraparound support that is easy to access. All actions within integrated responses prioritise the safety, needs and wellbeing of people impacted by violence. All organisations and workforces take collective actions based on shared understandings and know their part in the family violence and sexual violence ecosystems. Integrated responses describe the next step beyond the coordination of services.

Mana is an expression of a person's spiritual power and influence. It can be inherited or ascribed. Mana cannot be taken or affected. It simply is. Behaviours that suppress the realisation of mana are transgressions, and are behaviours born from trauma. Mana can be used to transform towards wellness by creating wellness behaviours worthy of mana.

Pacific peoples is a term used to represent a collective of populations from different countries in the Pacific. The Pacific population is not homogenous. According to the census classification there are 17 distinct ethnic groups in the Pacific classification category. The 10 largest Pacific populations are: Samoan, Tongan, Cook Islands Māori, Niuean, Fijian, Tokelauan, Tuvaluan, I-Kiribati, Tahitian, and Papua New Guinean. This includes people born in Aotearoa New Zealand. Understanding this diversity is vital to any Pacific-led response.

People impacted by violence is an inclusive term used to describe people who have experienced family violence and/or sexual violence. Terms such as 'victim' and 'survivor' are sometimes used to also refer to people impacted by violence.

People using violence is an inclusive term used to describe people who have used family violence and/or sexual violence against another person.

Sexual violence (also known as mahi tūkino, sexual abuse, sexual assault, or sexual harm) is any sexual behaviour towards another person without that person's freely given consent. Sexual violence includes sexual violation, incest, rape, assault, exploitation, trafficking, grooming, sexual harassment, and any unwanted kissing or touching. Child sexual abuse includes any exposure of a child under 16 to sexual acts or sexual material. Sexual violation is defined in the Crimes Act 1961.

Tangata whenua refers to 'people of the land where their ancestors lived' and means people, whānau, hapū, tangata whenua, and the indigenous populations of Aotearoa New Zealand.

Te Puna Aonui Interdepartmental Executive Board (IEB) comprises the Chief Executives of nine public service entities under a model established to deal with complex issues that have impacts and policy levers that sit across a range of portfolio areas. The Te Puna Aonui IEB is accountable to the Minister for the Prevention of Family and Sexual Violence. The Te Puna Aonui Chief Executive is appointed by, and is accountable to, the IEB.

Te Puna Aonui Business Unit provides advice to Government on the system responding to family violence and sexual violence, system leadership to the Executive Board Agencies, and secretariat services to the Te Puna Aonui IEB. Business Unit personnel take their direction from the IEB but are employees of the Ministry of Justice, and the unit operates within the Ministry's policies and processes.

Twin-track is when mainstream services are designed to be competent to work with particular communities, while separate services are uniquely designed for these communities. The twin-track approach allows people who need support to have choices in services that meet their needs.

Whānau refers to extended family or family group that extends beyond the nuclear family, a person's hapū and iwi. It also includes people who do not have a kinship tie such as friends and other supports

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