



Executive Board for the Elimination
of Family Violence and Sexual Violence

Strategic Intentions

2022/23 - 2025/26



Te Kāwanatanga o Aotearoa
New Zealand Government



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Presented to the House of Representatives in accordance with section 39 of the Public Finance Act 1989

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Statements of Responsibility

I am satisfied that the information on strategic intentions prepared by the Executive Board for the Elimination of Family Violence and Sexual Violence is consistent with the policies and performance expectations of the government.



Hon Marama Davidson

Minister for the Prevention of Family and Sexual Violence
Minita mō te Ārai i te Whakarekerekere Whānau me te Koeretanga
23 September 2022

In signing this information, I acknowledge on behalf of the Board that it is responsible for the information on strategic intentions for the Executive Board for the Elimination of Family Violence and Sexual Violence. This information has been prepared in accordance with section 38 and section 40 of the Public Finance Act 1989.



Peter Hughes

Board Chair
21 September 2022

Our purpose

We will change the way we work by creating a system that enables change for all people

We have formalised the way government agencies work together to eliminate family violence and sexual violence, through Te Puna Aonui.

Te Puna Aonui brings together government agencies to align whole-of-government strategy, policy and investment to eliminate family violence and sexual violence (FVSV).

Government agencies need to take a collective, community-led and people-centred approach to delivering solutions that prevent and respond to violence, strengthen and heal.

The Joint Venture of the Social Wellbeing Board was formed in 2018 to improve the whole-of-government approach to family violence and sexual violence.

In 2022, the Joint Venture became Te Puna Aonui, an Interdepartmental Executive Board under the Public Service Act 2020. This is because family violence and sexual violence are complex issues requiring a whole-of-government approach.

The functions of Te Puna Aonui are to:

- provide whole-of-government strategy, policy, and budgeting advice to Ministers on eliminating family violence and sexual violence, including future iterations of the National Strategy;
- 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 implementation of the National Strategy, and other priority and cross-agency initiatives; and
- manage relationships between government and the family violence and sexual violence sectors.



While the Board will monitor progress on implementing government policy on family violence and sexual violence, agencies will remain responsible to their individual portfolio Ministers for delivering services and implementing Cabinet decisions – including progressing actions in the National Strategy.

Together, Chief Executives of the principal agencies form the Board of Te Puna Aonui and they are responsible for ensuring the effective delivery of the Action Plan. They are required by law to act together. This will support the collective approach required for sustained change.

Who is involved in Te Puna Aonui?

Te Puna Aonui describes the collective of 10 government agencies, the Board, and the team working in the business unit.

Te Puna Aonui includes:

- Te Kaporeihana Āwhina Hunga Whara – Accident Compensation Corporation
- Ara Poutama Aotearoa – Department of Corrections
- Te Tāhuhu o Te Mātauranga – Ministry of Education
- Manatū Hauora – Ministry of Health
- Tāhū o te Ture – Ministry of Justice
- Te Manatū Whakahiato Ora – Ministry of Social Development
- Ngā Pirihimana O Aotearoa – New Zealand Police
- Te Kawa Mataaho – Public Service Commission
- Oranga Tamariki – Ministry for Children
- Te Puni Kōkiri – Ministry of Māori Development.

There are 4 associate agencies of Te Puna Aonui:

- Te Tari O Te Pirimia Me Te Komiti Matau – Department of the Prime Minister and Cabinet
- Manatū Wāhine – Ministry for Women
- Te Manatū mō Ngā Iwi o Te Moana-nui-a-Kiwa – Ministry for Pacific Peoples
- Te Tari Mātāwaka – Ministry for Ethnic Communities.

The Executive Board of Te Puna Aonui, the Joint Venture for the Elimination of Family Violence and Sexual Violence, is made up of the Chief Executives of the principal agencies, and the Chief Executive of ACC as Independent Advisor to the Board.

Together, we will enable the collaboration required to deliver Te Aorerekura.



Te Aorerekura – Our strategy

Te Aorerekura is a 25-year strategy focused on intergenerational change on family violence and sexual violence. Effective implementation will enable wellbeing and support people to thrive. It will touch the lives of all New Zealanders. Te Aorerekura sets out a new collective path for government, tangata whenua, specialist sectors, and communities to eliminate family violence and sexual violence.

The moemoeā

This moemoeā, or dream, was created with tangata whenua, specialist sectors, and communities.

At the heart of this moemoeā is ora – meaning to be well and thriving, to have mana enhanced and restored, to experience safety in all parts of life. Mana and ora are important parts of a person’s wellbeing, relationships and connections.

Te Aorerekura is not just the strategy of Te Puna Aonui. It is a strategy for all of Aotearoa New Zealand. To inform the development of the National Strategy, 120 hui (variously led by tangata whenua, communities and the specialist sectors), involving more than 2,000 people, were held between May and July 2021. Around 1,000 submissions (online, email, written and survey-based) were also received. In addition, an independent survey was undertaken by The Backbone Collective to reach the voices of women impacted by violence.



The Action Plan

Te Aorerekura includes an Action Plan that makes it clear who is responsible for delivering which Actions, and the agencies who are providing support to them.

The Te Aorerekura Action Plan sets out the actions needed to achieve the 6 Shifts:

1 Shift One: Towards strength-based wellbeing
Adopt a strength-based wellbeing approach that will integrate all aspects by adopting the Tokotoru model with a focus on changing the social conditions, structures and norms that perpetuate harm.

2 Shift Two: Towards mobilising communities
Mobilise communities through sustainable, trust-based relationships and commissioning decisions that are grounded in Te Tiriti and sharing evidence on what works.

3 Shift Three: Towards skilled, culturally competent and sustainable workforces
Ensure the specialist, general and informal workforces are resourced and equipped to safely respond, heal and prevent violence and enable wellbeing.

4 Shift Four: Towards investment in primary prevention
Invest in a Te Tiriti-based primary prevention model that strengthens the protective factors so that family violence and sexual violence do not occur.

5 Shift Five: Towards safe, accessible and integrated responses
Ensure accessible, safe and integrated responses meet specific needs, do not perpetuate trauma, and achieve safety and accountability.

6 Shift Six: Towards increased capacity for healing
Increase capacity for healing to acknowledge and address trauma for people and whānau. These shifts will be delivered through actions that are specific, time-bound, and resourced to strengthen how the government works and learns together with tangata whenua, communities and the specialist sectors to achieve the tukunga iho (outcomes).

Te Aorerekura on a page

We will change the way we work...

...by creating a system that enables...



Learning and Monitoring Progress

Principles Equity and Inclusion Aroha

Te Tiriti o Waitangi Kawanatanga

...change for all people.

Children and young people understand healthy relationships, how to seek help, and can access tailored services.

Participants in the justice system are protected, safe, and supported.

Individuals and whānau are supported to heal and overcome the trauma of violence.

Tangata whenua, Pacific peoples, ethnic communities, LGBTQIA+ communities, older people, children and youth, and disabled communities can access tailored services and supports.

Women, wāhine Māori and others impacted by violence access integrated and inclusive responses to enable safety.

People who use violence are accountable and supported to change.

Reduced tolerance for violence and inequity across Aotearoa New Zealand.

Families, whānau and communities take action to prevent family violence and sexual violence.



A learning system that collects evidence, tangata whenua advice and the voices of communities, to continually improve and change

Tika and Pono

Kotahitanga

Kaitiakitanga

Tino Rangatiratanga

Oritetanga

How we work

A key part of Te Aorerekura is the **way** we work. The Strategy outlines a collective approach to achieve impact.

Te Puna Aonui reinforces this way of working as it operates with a system-wide view and is a single point of accountability that enables government agencies to work in a 'joined-up' way, to improve coordination and enable a collective approach. A joint response can make a big difference to eliminating family violence and sexual violence. This aims to improve the system and improve responses to complex family violence and sexual violence issues in a sustainable way.

This approach also aims to support non-government organisation (NGO) providers that respond to family violence and sexual violence so that people impacted by violence can access appropriate support to strengthen and heal, without retraumatisation.

Communities and those with direct experience of violence hold a lot of the knowledge we need to effectively implement Te Aorerekura. They see what works in families, whānau and among the different population groups in communities.

By working collectively across government and with communities we can achieve the changes we need.

Te Aorerekura places more emphasis on the need for the family violence and sexual violence system to understand and respond more effectively to the diverse needs of different groups, and for these groups to lead efforts to prevent and respond to violence together with government.

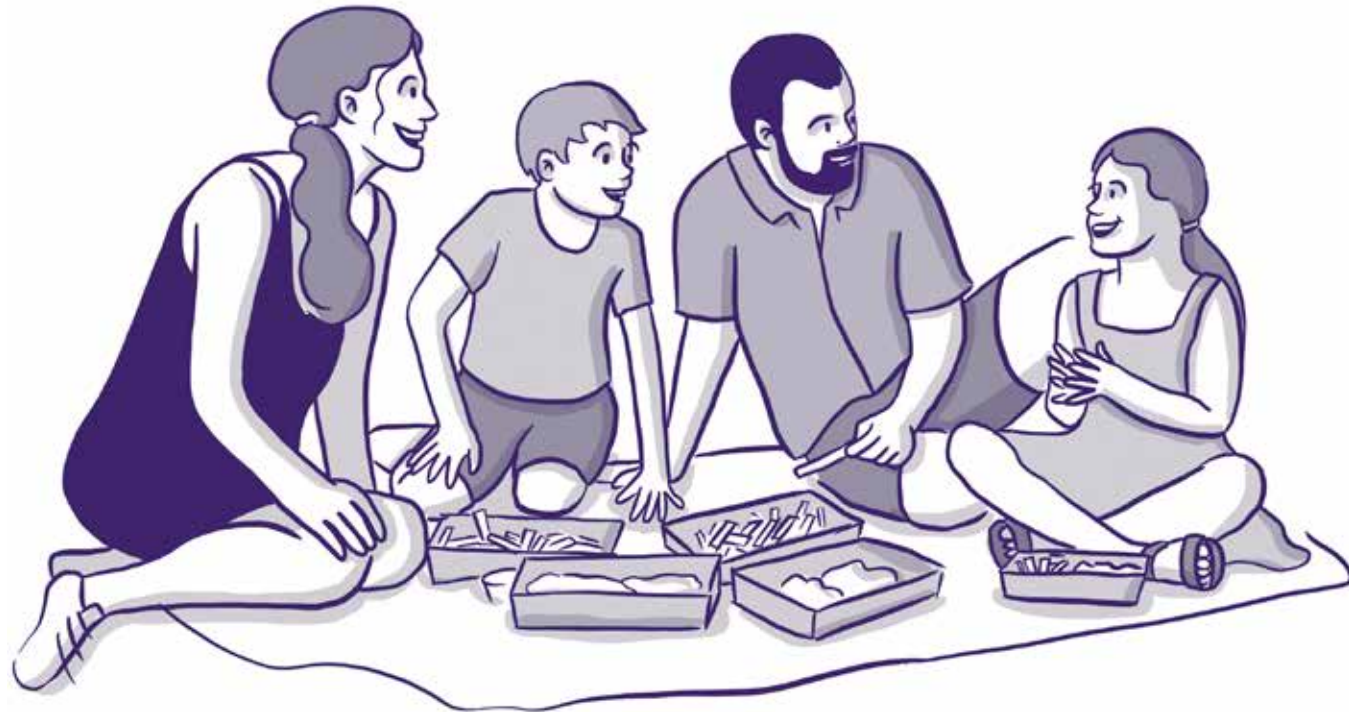
Te Aorerekura recognises that te ao Māori approaches are inclusive and will help us achieve changes to the family violence and sexual violence system that work for all New Zealanders. The Tangata Whenua Ministerial Advisory Group has been established and is starting work to ensure the needs of whānau and hapori Māori are reflected in advice to the Minister.

Delivering Change

The Action Plan in Te Aorerekura contains 40 actions that will contribute to 6 Shifts over the first 2 years. The 6 Shifts outline the longer term change Te Aorerekura will achieve.

The Action Plan sets out the actions government agencies are responsible for delivering, including the design of a learning and monitoring system so we can measure progress. Due to their significance, these actions are monitored by the Board of Te Puna Aonui.

The actions for the first two years are set out in **Appendix 1**.



How will we know we are making a difference?

Te Aorerekura is a 25-year strategy, with two-year Action Plans. This gives a clear view of the immediate future, while creating the space to focus on the next set of activity. The Investment Plan (due 2023) will provide the long-term roadmap for how we invest in the system change Te Aorerekura outlines.

Initially, we will track and publicly report progress and performance against the Action Plan every 6 months. In parallel, we will build an Outcomes Framework and Learning and Monitoring System.



Outcomes Framework and Learning and Monitoring System

In 2023, we will have built an Outcomes Framework and Learning and Monitoring System which will provide quality, fit-for-purpose evidence and knowledge to support:

- providing whole-of-government strategy, policy, and budgeting advice
- providing analysis and evidence on specific interventions
- providing oversight of interventions and outcomes
- monitoring and progress towards the goals, activities and outcomes in Te Aorerekura, and identifying what needs to be in future Action Plans
- managing relationships between government and the family violence and sexual violence sectors
- better and more timely information, available in the right form for different groups. This will allow us all to understand how to eliminate family violence and sexual violence, what to do next, and if we're on track. It will also ensure accountability, make better use of public funds, and reduce duplication of effort across the system.

There are 3 key actions in the Action Plan around Learning and Monitoring. By delivering the Learning and Monitoring System we will see the change we are trying to create and the impact it is having on people.

The Learning and Monitoring System will include qualitative feedback from a range of sources across the system including -

- victim-survivor voices
- research (government, academia, tāngata whenua and community)
- findings from practice
- information from annual hui and community engagements
- feedback from complaints from service users
- whānau and community voices
- programme monitoring and evaluation information
- statistical data including population-based surveys
- locality, service and administrative data.

How will we report on performance?

We will report on our performance in several ways, particularly

- 6-monthly public reporting on our progress
- regular reporting to the Family Violence and Sexual Violence Ministers, which we will proactively release to the public¹
- the Annual Report of the Executive Board for the Elimination of Family Violence and Sexual Violence will include progress measures towards the outcomes.



¹ Subject to the provisions of the Official Information Act 1982

APPENDIX 1

Actions that will help achieve the Shifts, and what they will deliver:

1 Shift 1: Towards strength-based wellbeing			
	Action	What have we achieved in the first six months?	What will we deliver by the end of 2023?
1	Investment Plan	Scoping components of an investment plan	Components of an investment plan including track of spend for on new money since 2018. Budget 23 package will reflect collective investment approach
2	Agencies integrate community-led responses	Face-to-face engagement with localities; Budget 22 funding allocation	Testing and learning with localities, assessing system barriers, capability development and innovation
3	Strengthen wāhine Māori leadership	Four initiatives focused on kōhine Māori on personal leadership, relationships and employment	Planning underway to determine how to incorporate the initiatives into mahi Strengthening Wāhine Māori Leadership
4	Wāhine Māori leadership succession		
2 Shift 2: Towards mobilising communities			
	Action	What have we achieved in the first six months?	What will we deliver by the end of 2023?
5	Engage and value communities in collective monitoring, sharing and learning	Engaging with a broad range of communities	The new engagement model will be agreed and a clear plan in place to establish monitoring
6	Relational approach to commissioning to support community decision-making	Aligning this approach with investment approach & ICR work	Work with localities on integrated funding underway. Budget 23 package will reflect collective investment approach
7	Enable Te Aorerekura implementation in the regions	Regional Public Service Commissioners (RSPCs) continue to support the Care in Communities response	Alignment opportunities identified with RSPCs and Te Puna Aonui agencies
8	Establish a Tangata Whenua Ministerial Advisory Group (MAG)	MAG appointments late May; announcement by early June	MAG established and have clear priorities agreed
9	Establish an annual Te Aorerekura Hui	First annual hui was delivered July 2022, with input from the sectors, tangata whenua and communities	2nd annual hui will be held in 2023

3

Shift 3: Towards skilled, culturally competent and sustainable workforces

	Action	What have we achieved in the first six months?	What will we deliver by the end of 2023?
10	Trauma-informed FSVV capability frameworks for specialist workforces	Workforce frameworks for family violence (SOS & E2E) being launched on 26 May	Capability frameworks for family violence implemented and promoted by sector and community champions, sexual violence frameworks in co-development
11	Agencies implement capability frameworks for generalist workforces	SOS and E2E being incorporated into agency training & research	Family violence frameworks are starting to be implemented across agencies and generalist workforces trained
12	Tools support people experiencing violence and people who support them	The second enhancement of the website will go-live in September 2022	Preparations underway for further work with people to improve the help available
13	Invest in upskilling community primary prevention	Work to scope 5 primary prevention specialist hubs	5 Primary Prevention Practitioners are recruited
14	Build the specialist workforces for children	Child Advocate Pilot continues; evaluation is underway	Scoping of investment to build capability is complete
15	Build court workforce capability	Procurement of FSVV Response Training Package for Justice workforce is underway	Workforce training package finalised

Learning and monitoring

	Action	What have we achieved in the first six months?	What will we deliver by the end of 2023?
38	Continuously develop and improve the learning system	Scoping, design and engagement with tangata whenua, communities and the sectors on initial approaches	Draft outcomes framework; draft measurement framework; draft research plan; draft evaluation plan complete
39	Finalise measurement framework		
40	Invest to build the evidence base for primary prevention	Design and planning underway	Surveys approved and ready to be implemented

4 Shift 4: Towards investment in primary prevention

	Action	What have we achieved in the first six months?	What will we deliver by the end of 2023?
16	Adopt the Primary Prevention System Model	Mapping all agency prevention resource/activity	Agencies have adopted the model and mapped their prevention activity and resource across the eight components, to prepare for cross agency alignment
17	Tools to support healthy, consensual relationships for young people	Repurpose Mates & Dates materials for broader use	Toolkit and framework available for communities
18	Refresh the health and physical education curricula	Curriculum design has begun	Re-design of curriculum well underway
19	Develop the Oranga Whakapapa programme	Visual design & programme sequencing work underway	Understanding of matāuranga of positive relationships
20	Community mobilisation infrastructure to lead sexual violence primary prevention	initial draft infrastructure model designed; engagement in June	Network of partners and regional practitioners in place
21	Deliver prevention initiatives e.g. Campaign for Action on Family Violence	Phase 1 of #Lovebetter campaign is complete, launch 2022. E Tū Whānau & Pasefika Proud planning underway for expansion from 1 July. Implementation planning is underway for elder abuse prevention	#LoveBetter campaign, proposal for elder abuse work programme completed
22	Develop & deliver a sexual violence primary prevention campaign to Māori and Tauīwi	Integrate into Oranga Whakapapa roadmap	Oranga Whakapapa behaviour change campaign launched
23	Develop prevention programmes for ethnic communities	MSD, Ministry for Ethnic Communities & Police jointly scoping	Research completed; prevention resources available
24	Holistic support for safe early years	Pilot in South Auckland started	Co-commissioning approach implemented
25	Develop social and emotional learning for children	Funding ends 30 June; seeking alternative funding	To be confirmed once funding decisions are made
26	Strengthen community-led solutions to prevent child sexual abuse	RFP out seeking proposals for innovative approaches	Testing of capability frameworks underway

5 Shift 5: Towards safe, accessible and integrated responses

	Action	What have we achieved in the first six months?	What will we deliver by the end of 2023?
27	Develop new practice guidelines for participants in court proceedings	Work on family violence and sexual violence criminal guidelines and Family Court proceedings	New practice guidelines are being used
28	Implement safeguarding responses for disabled and vulnerable adults	This action is being scoped; from 1 July 2022 will be led by Ministry for Disabled People	Start to incorporate Safeguarding Adults framework and approach
29	Develop a plan to fill the service gaps for family violence	Elder abuse, housing support & people using violence all gaps scoped. Scoping gaps in provision for disabled people	Service needs for communities listed scoped to feed into investment plan
30	Develop a plan to fill the service gaps for sexual violence	Service gaps identified/scoped include takatāpui and Continued Care (with ACC). Exploring options for Court support to enhance national roll out. Testing Tangata Whenua guidelines	Scoping of service gaps completed, and a plan to address them developed
31	Develop a case management system for family violence responders	Business case on track for delivery in 2022	Business case for case management approach is signed off
32	Improve the Family Start service	Scoping work underway	Next iteration of service up and running

6 Shift 6: Towards increased capacity for healing

	Action	What have we achieved in the first six months?	What will we deliver by the end of 2023?
33	Undertake an analysis of healing services and responses to find gaps & opportunities	Early planning and scoping is underway	Budget 23 package will consider ways to fill service gaps
34	Develop training and resources for parents, caregivers, and whānau	Work underway to enable community-led development of resources	Analysis of training and resources complete
35	Design local Māori services for sexual violence healing & restoration	12 providers from Tainui waka rohe will lead design	All regions have designed and implemented services
36	Extend and expand whānau-centred initiatives	Contractor engaged for evaluation of internal systems	Current service providers have access to long-term planning
37	Extend and expand whānau-centred early intervention	Prototype for Ngā Tini Whetu is now operational with 800 whānau on-boarded	Evaluation of prototype underway (completion date February 2023)

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