

# Strengthening our multi-agency responses to family violence

## Why this work matters

Family violence is complex, intergenerational, and disproportionately harms women and children. Fragmented responses mean people miss out on support, trust in the system erodes, and harm continues. To stop this, we need **collective and coordinated action**. When agencies and communities work together, we can: respond earlier, increase safety, support people to change and prevent harm to children and young people. This is the purpose of a **multi-agency response** – a partnership of government agencies, iwi, NGOs and community organisations with clear roles and shared accountability (1).

**Multi-agency responses share information, assess risk, develop safety plans and risk management plans, and ensure the right services and workers provide appropriate support services.**

## Ways of working for better outcomes

The way government agencies, iwi, NGOs and community organisations work together is being strengthened - locally, regionally, and nationally – to create safer, more connected responses to family violence. This shift is guided by the Family Violence Act 2018, shaped by the voices of victim-survivors and informed by evidence and expertise. Only one third of family violence incidents are reported to Police. More doors are being opened, so contact with a community group, healthcare provider, the courts or other agency can also lead to a pathway of safety. The system is shifting from siloed, predominantly Police-led responses to ones that are **community-led and whānau-centered**. A **consistent approach to high-risk** supported by a national **technology solution** will bring together the right information quickly so people get the right support at the right time. Outcome data will target resources where they're needed most. **Strong, trusted partnerships** are at the heart of this approach. **Clear roles and responsibilities** will guide people working in a multi-agency response. Regional hubs will support local responses with leadership and quality assurance, ensuring everyone involved has the tools, knowledge and investment they need. Over time, central government will move to a more enabling role - supporting regional investment and local delivery. This shift reflects a commitment to shared responsibility and lasting change.

*92% of offenders and/or people who die in family violence homicides are known to multiple statutory agencies. - Family Violence Death Review Committee*

## What will be different

Together, government agencies, iwi, NGOs and community organisations will respond to family violence in a more connected, coordinated way – across the whole of New Zealand. Victim-survivors (child and adults) will receive the **right support the first time**. Responses will be matched to their needs, ensuring safe and coordinated access to health, housing, income, legal, and child welfare services – without having to navigate complex systems. **People using violence** will be supported to change through early intervention. Agencies will work together to disrupt the pathway to violence and protect others. Workers and kaimahi, already doing vital mahi, will be supported with timely access to the right information, tools and training. A shared understanding of family violence, safe information sharing, and risk management tools will empower confident, consistent action. Agencies will benefit from better coordination, trusted relationships and flexible funding. This will **reduce administrative burden and statutory risk** freeing workers to focus on supporting people. Leadership, systems and funding at local, regional and central levels will enable timely, culturally responsive support that breaks the cycle of harm.

**Only around 30% of family violence cases are reported** to police each year - 170,000 cases - many of which **involve the same victim-survivors or users of violence**. This means more doors into multi-agency responses are needed, and we need to get it right first time, to stop reoffending and revictimisation. - Victims of Crime Survey and Police data

<sup>1</sup>agencies refers to all government agencies, NGOs, professionals and social services practitioners named in the Family Violence Act 2018, and others who can play a role in creating safety and stopping harm.

*“Everyone has a piece of the jigsaw, but no-one has the full picture.”*

- Former Children's Commissioner, Laurie O'Reilly



**The Centre for Family Violence and Sexual Violence Prevention**  
Responding, healing, strengthening

# The Target Operating Model sets out how multi-agency responses will work

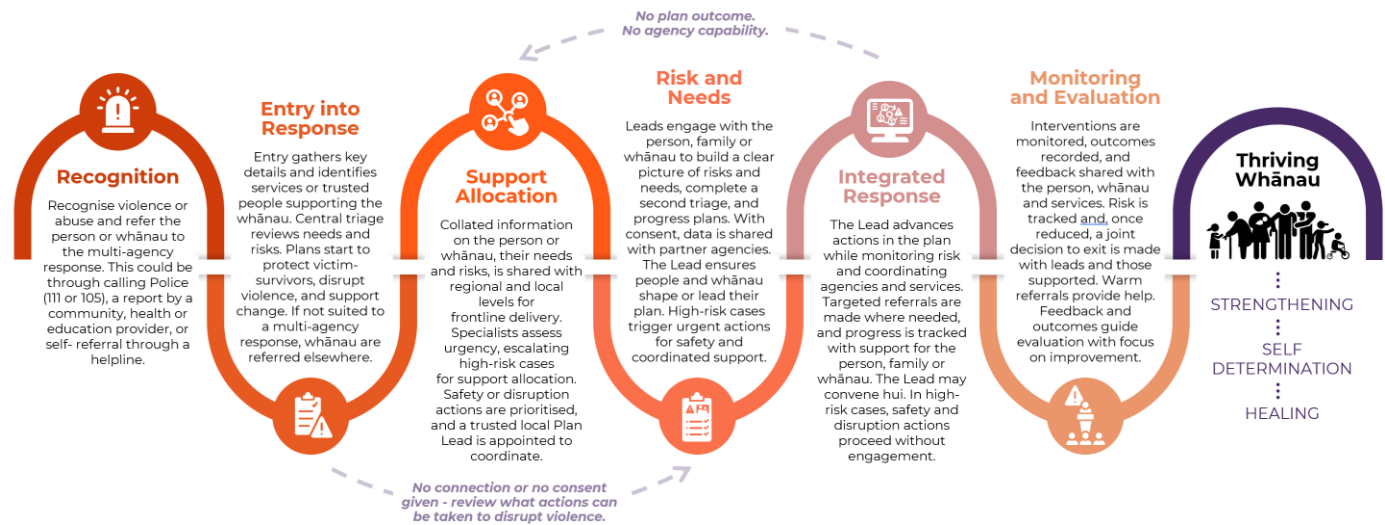
The Target Operating Model strengthens multi-agency responses by establishing consistent processes, functions and outcomes expectations across the country, while enabling local innovation to reflect community strengths and realities.

**Consistency matters.** It builds trust that the system will respond quickly, safely and to the same standard – no matter where someone lives or which agency they contact. This shared foundation ensures that: agencies know what's expected of them, victim-survivors, families, whānau and user of violence get equitable support, and workers can act confidently, knowing they're part of a team and a coordinated system.

At the same time, local teams have the flexibility to tailor responses to their context – supported by clear parameters and shared principles.

## Six critical practice steps describe HOW we will deliver multi-agency responses in the future.

These steps guide how agencies work together to support safety, respond to needs, and improve outcomes.



## Six core components determine WHAT is required for effective multi-agency responses

Based on expert research and international good practice, the core components set out what's needed at every level to reduce family violence, protect victim-survivors and ensure accountability – with room to adapt to local context and needs.



## Local, regional and national ways of working

A hub and spoke model guides how agencies and community organisations will work together at local, regional and national levels.

**Locally-led responses are supported by regional hubs**, with national settings enabling consistency, investment and system-wide co-ordination.





# The **Target Operating Model** sets out how multi-agency responses will work when everything is in place

Six Core Components determine WHAT is required for strengthened responses:

**Effective Governance and Leadership** - Clear accountability and aligned efforts across all levels.

**Flexible, Targeted and Integrated Investment** - Wise resource allocation to meet the needs of different communities.

**Innovation and Continuous Improvement** - Learning and adaptation through data, community feedback and quality assurance.

**Child and Victim-Survivor Centred Responses** - Person-centred responses that prioritise safety and support.

**Safe and Effective Response to Risk & Need** - Rapid joined up action for high-risk situations wherever help is sought.

**Collaborative Ways of Working** - Strong partnerships and shared processes that empower frontline workers to operate as one team.



## CORE COMPONENTS

These six critical practice steps describe HOW agencies and organisations work together to create safety, support people using violence to change, and respond to the needs of families and whānau. They form a continuous, adaptive cycle - not a strict sequence - and can be tailored to each person's situation.

**Recognition** - identify signs of family violence, across all entry points.

**Response** - Take immediate, appropriate action to ensure safety.

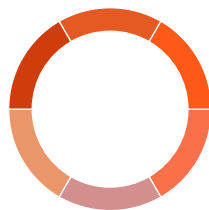
**Entry into support** - Connect people to the right services without delay.

**Allocation** - Assign the right workers and resources to meet needs.

**Integrated response** - Coordinate across agencies to deliver joined-up support.

**Monitoring and evaluation** - track outcomes and adjust responses to improve impact.

This approach supports timely, person-centred, victim-survivor centred and culturally responsive decisions - helping people get the right support at the right time.

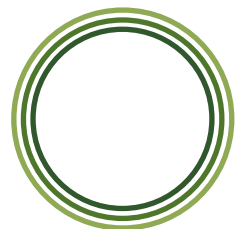


## PRACTICE STEPS

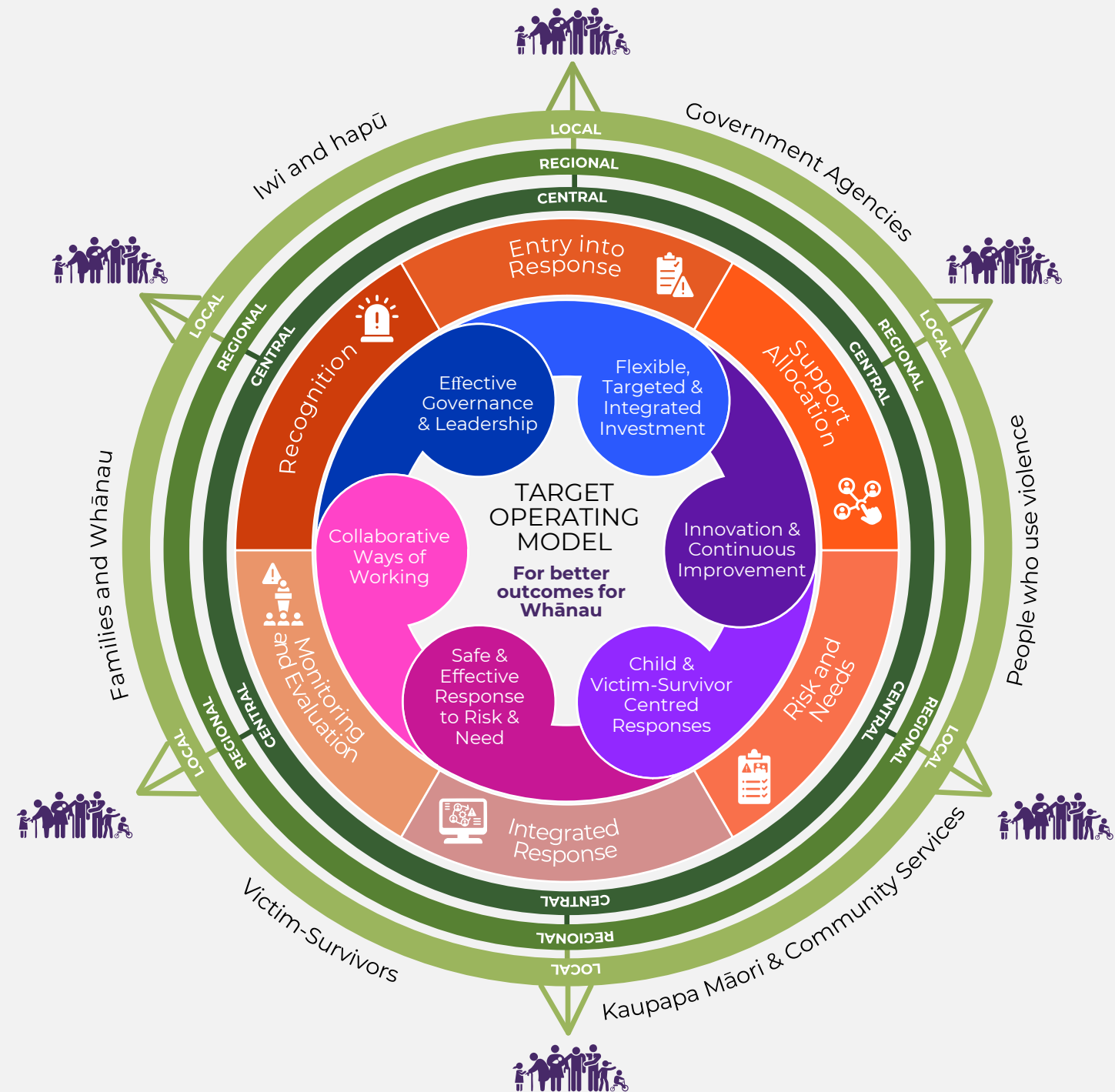
**Locally-led responses are the heart of the system.** Local teams, made up of Government agencies, NGOs, iwi and community organisations work together to deliver frontline services. They ensure consistent practice and processes but also adapt to meet the needs of their communities.

**Regional hubs are the bridge that makes the system work.** They connect national strategy with local delivery. They support better practice through leadership, workforce development, data insights and coordination. Hubs ensure the right functions are in place and barriers removed or escalated.

**Central government** provides national guidelines, sustainable investment, and tools to support consistent practice. It helps remove system barriers and shares evidence to support learning and improvement.



## HUB AND SPOKE MODEL



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## Central settings

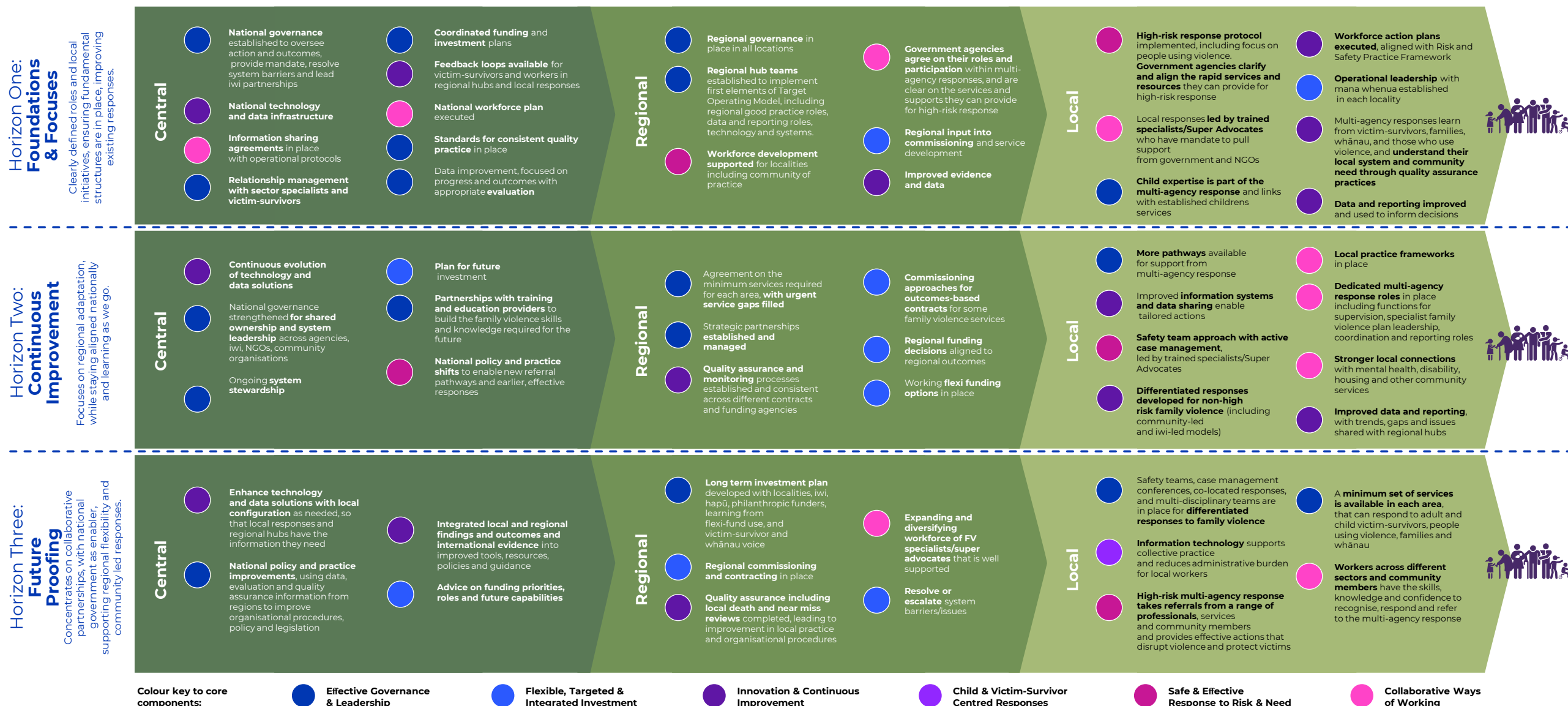
Central government provides overarching strategy, investment, mandate and accountability processes. A national team enables consistent practice, sustainable investment, and shares evidence so that local responses can continuously improve.

## Regional leadership and hubs

The regional level governance, leadership and teams provide the bridge between national settings and local implementation, ensuring quality and consistency while enabling local responses to be tailored where required. This will enhance coordination and evidence-informed decision making and ensure that national strategies and resources are relevant to regional and local contexts.

## Local multi-agency responses

Government agencies, iwi, NGOs, and community organisations collectively respond to family violence within communities. They work together to deliver coordinated frontline services and support for people, families and whānau.



Find out more

[Te Aorerekura National Strategy to Eliminate Family Violence and Sexual Violence](#)  
[Breaking the Cycle Te Aorerekura Action Plan A \(2025-2030\)](#)  
[Current State of Multi-Agency Responses to Family Violence](#)

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