

**Executive Board for the Elimination of
Family Violence and Sexual Violence**
Responding, healing, strengthening

Strategic Intentions
2025/26 - 2027/28





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



FOREWORD – STATEMENT OF RESPONSIBILITY

“We are at a critical juncture in our efforts to address family violence and sexual violence. To break the cycle, we must focus on delivering fewer things but doing them well. This requires a targeted approach, ensuring that our efforts translate to tangible improvements for victims-survivors.”

Karen Chhour, Minister for the Prevention of Family and Sexual Violence

The Executive Board for the Elimination of Family Violence and Sexual Violence (IEB) has an obligation to deliver real change for individuals, whānau, and communities impacted by family violence and sexual violence.

These strategic intentions chart a course for what we do and how we deliver across Government to make a difference. It also reinforces the IEB’s shift towards delivery.

To better respond to Government’s priorities, the IEB needs to be more agile; better positioned to respond to what is ahead. We also need to drive accountability to ensure we deliver on our commitments.

As Chair of the IEB, my focus is on collective action, mobilising partner IEB agencies to deliver a safer New Zealand where people can thrive.

Chair for the Executive Board for the Elimination of Family Violence and Sexual Violence

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

Hon Karen Chhour

Minister for the Prevention of Family and Sexual Violence

18 September 2025

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

Andrew Kibblewhite

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

18 September 2025



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OUR PURPOSE

We have a shared vision for a future free from family violence and sexual violence (Te Aorerekura – the National Strategy). The Centre for Family Violence and Sexual Violence Prevention (the Centre) formalises the way Government agencies work together to provide stewardship for the sector and deliver improved outcomes.

Who we are

The Centre brings together nine core government agencies with direct responsibility for eliminating family violence and sexual violence. Originally the Joint Venture of the Social Wellbeing Board, the Centre now supports the Interdepartmental Executive Board, established under the Public Service Act 2020. The Executive Board for the Elimination of Family Violence and Sexual Violence (IEB) is responsible - and reports - to the Minister for the Prevention of Family and Sexual Violence.

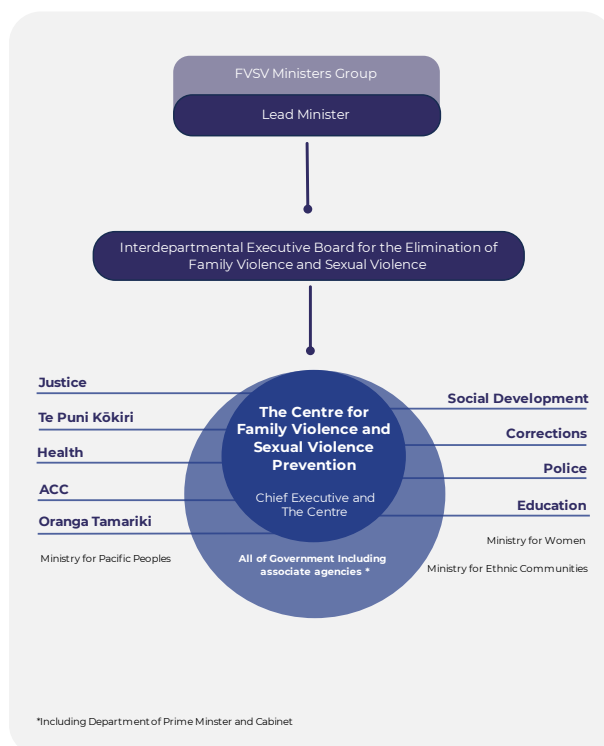
Together, Chief Executives of these Government agencies make up the IEB who are collectively responsible for leading and coordinating efforts toward implementing Te Aorerekura – the National Strategy and the accompanying Action Plans. This approach recognises that family violence and sexual violence are a complex and cross-cutting issue, that cross multiple Government agency portfolios.

The IEB also includes four associate agencies and the Chief Executive of ACC who is an independent advisor to the IEB.

Together, the IEB work to ensure the voices of those communities most impacted by violence are heard, while taking a wider system view of the change, required to address family violence and sexual violence.

The IEB is mandated by Cabinet to deliver the following functions:

1. 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;
2. Provide **analysis and evidence** to support Ministers to make decisions on specific interventions;
3. 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;
4. **Monitor, support, and coordinate implementation** of the National Strategy, and other priority and cross-agency initiatives;
5. Manage **relationships** between government and the family violence and sexual violence sectors.





TE AOREREKURA – THE NATIONAL STRATEGY FOR THE ELIMINATION OF FAMILY VIOLENCE AND SEXUAL VIOLENCE

Te Aorerekura is a 25-year national strategy that provides a framework for government, tangata whenua, specialist sectors, and communities to eliminate family violence and sexual violence in Aotearoa New Zealand.



Moemoeā (Vision) - At the heart of what we do lies a powerful moemoeā —a shared vision of wellbeing (ora) for all.

This moemoeā envisions a future where individuals and whānau are thriving, their mana is enhanced and restored, and they experience safety in all aspects of their lives.

Focusing on intergenerational change, Te Aorerekura outlines six shifts to drive lasting impact.

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).



STRATEGIC INTENTIONS

This summary outlines our four strategic objectives, highlighting what we aim to achieve and where we will focus our time and effort over the next three years.

Coordinate action to improve outcomes for people most impacted by violence

We will give effect to this objective through: collective implementation of the Action Plan (2025 – 2030), focusing in the next two years on three areas that will increase safety for victim-survivors, enable evidence-based decisions on investment, and stop people using violence.

End State: We have the right systems and support services in place to improve outcomes for communities disproportionately impacted by violence, focusing on where we can make the greatest improvement.

Invest wisely based on what works

We will give effect to this objective by: changing the way we invest, focusing on understanding the level of investment, what works, and what needs to change, underpinned by social investment.

End State: We have a strong investment programme that provides greater visibility of investment and its effectiveness, enabling the IEB to make strategic decisions about what, where, and how to invest to address family violence and sexual violence.

Realise our stewardship function, positioning ourselves for the future

We will give effect to this objective by: working proactively to shape and respond to what is ahead, including the future focus of Action Plan delivery and the emerging challenges for family violence and sexual violence.

End State: We are leading the way, ensuring all changes are made to good effect and that we are well positioned to understand and adapt to emerging needs and opportunities that may impact on family violence and sexual violence.

Increase accountability for delivery including taking responsibility for core infrastructure improvements

We will give effect to this objective by: changing the way the IEB operates to strengthen its role and responsibilities across the family violence and sexual violence sector, including assuming the responsibility for delivering a national information sharing platform that enables multi-agency management of family violence.

End State: The IEB has clear roles and expectations of IEB members that help balance individual agency and IEB member accountabilities, and drive improvements to cross-agency working at a national to regional level.



COORDINATE ACTION TO IMPROVE OUTCOMES FOR PEOPLE MOST IMPACTED BY VIOLENCE

We will do this through collective implementation of the Action Plan (2025 – 2030)

The scale of family violence and sexual violence in New Zealand remains persistently high.

The second Te Aorerekura Action Plan builds on the foundation laid by the first Action Plan, taking a deliberate approach to delivering initiatives that stop violence and keep people safe. This Plan recognises that we are three years into our 25-year journey to eliminate family violence and sexual violence through the National Strategy.

The IEB will be sharpening its focus on delivering the following priorities over the next two years:

FIGURE 1: FIVE-YEAR FOCUS AREAS

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

1. INVESTING AND COMMISSIONING WELL

2. KEEPING PEOPLE SAFE

3. STOPPING VIOLENCE

4. PROTECTING CHILDREN AND YOUNG PEOPLE

5. STRENGTHENING OUR WORKFORCE

6. TAKING ACTION ON SEXUAL VIOLENCE

7. PREVENTING VIOLENCE BEFORE IT STARTS

Te Puna Aonui agencies will work collectively on priorities 1 - 3 for the next two years. Agencies will continue to take action in support of the other focus areas.

INVESTING AND COMMISSIONING WELL

Adopting a social investment approach to enable evidence-based decisions about when, where, and how to invest to deliver change and improve lives. Gaining an understanding of what we are delivering.

KEEPING PEOPLE SAFE

Strengthening the ways agencies work together with communities, focusing on improving risk management for those at greatest risk of serious injury and death, and prioritising children and young people.

STOPPING VIOLENCE

Bringing a stronger focus towards the people who use violence so we can stop the behaviours that cause harm and keep victim-survivors safe.



INVEST WISELY BASED ON WHAT WORKS

We will do this by changing the way we invest

The New Zealand government invests significantly annually in family violence and sexual violence initiatives.

We need to ensure funding is going to the right places based on evidence of need and what works. This will require us to take a social investment approach to inform our decisions about where investment should be prioritised to help those who need it most.

Our immediate focus will be on:

- **social investment** – driving better outcomes for vulnerable people is at the heart of the government's social investment approach. Family violence and sexual violence have been prioritised for social investment, highlighting the opportunity to progress a new way of delivering differently to break cycles of disadvantage.
As a steward of the family violence and sexual violence system, and given the IEB's cross-cutting functions, we have a critical role in taking a system-wide view; helping to shape changes and ensure any roll out of social investment does not result in an increased risk of harm to victim-survivors of family violence and sexual violence.
- how we use **social sector commissioning** to deliver higher quality and more effective family violence and sexual violence services, increase innovation, and enable providers to deliver what is needed.
Social investment relies on a robust social sector commissioning process to deliver early intervention and support people with complex needs.

To achieve this, we will work closely with the Social Investment Agency to:

- Understand the level of investment and its purpose and aims.
- Determine what services and supports work to address violence and their measurable impact.
- Explore opportunities for future investment and delivery, including contract consolidation and investing differently.



REALISE OUR STEWARDSHIP FUNCTION, POSITIONING OURSELVES FOR THE FUTURE

We will do this by proactively shaping and responding to what is ahead of us

How we understand and address family violence and sexual violence is not static; we are constantly needing to check that our focus and approach is relevant, that we are aligned and responding to Government priorities, and that we are well positioned to understand emerging issues or trends. Embedding agility in our approach is an essential part of how we will work in future.

Where we will have an eye towards the future includes:

- plan for **phase two of Te Aorerekura Action Plan (2025 – 2030)** and where the renewed focus for the following two years will be.
- positioning us to **respond to emerging issues** and trends – already, we are seeing shifts from physical violence to more unseen forms of violence such as online harm and economic coercion and we have an important role in understanding what is needed and how to respond.
- track, measure, and improve the **performance of the IEB** to determine whether it is effectively delivering on all its functions and making the impact expected.
- ensure **all decisions take a system view** – the IEB has a critical role in looking across the system to determine how changes with the system may have a knock on effect on other component parts.



INCREASE ACCOUNTABILITY FOR DELIVERY INCLUDING TAKING RESPONSIBILITY FOR CORE INFRASTRUCTURE IMPROVEMENTS

We will do this by strengthening the way the IEB operates, including delivering a national information sharing platform

Government is calling for a fundamental shift in the way the public sector operates, expecting a renewed and heightened focus on delivery and accountability.

In recognition of the new delivery context, the IEB has considered what needs to shift to ensure it is geared up for implementation. The changes to be made are two-fold.

There is first a need to strengthen the IEB's settings, improving the way the IEB operates and is able to fulfil its responsibilities. We will embed improvements in information sharing and clarify the IEB's mandate to drive - and be accountable for - delivery of the Action Plan.

Increasing IEB accountability for delivery also includes taking responsibility for the operational changes needed at a national and regional level to improve information sharing. This is about ensuring safe and effective multi-agency responses to violence.

To achieve this we will:

- **set core duties and expectations for IEB members**, centred on strengthening the requirements for IEB agencies to proactively share information on changes that impact family violence and sexual violence, drive implementation of the Action Plan, and provide assurance of progress.
- **build, implement, and own a new national, information sharing technology platform** (Project Whetū), to enable stronger coordination of cross-agency responses for people impacted by violence.
- **have better engagement and connection with the family violence and sexual violence sector** to ensure voices of experience and people impacted by violence are reflected in implementation.
- give better effect to the **perspectives of agencies that represent the communities most impacted by family violence and sexual violence** by elevating the voices of population-based agencies.
- **adjust the programme delivery governance model** to better reflect the different layers of responsibilities and ensure stronger accountability for delivery.
- mature the **Centre's operational effectiveness**, including embedding the right programme management structures, processes, and capabilities to support delivery.



IMPROVING OUR FOUNDATIONS: GUIDING HOW WE WORK TOGETHER

A key part of Te Aorere Kura – the National Strategy is the way we work. The Centre for Family Violence and Sexual Violence Prevention reinforces this way of working as we take a systems-wide view, enabling IEB agencies to work together to jointly respond to family violence and sexual violence and deliver change.

To maintain this collaborative partnership, there are some fundamental foundational principles we will uphold:

Leading System Partnership:

As system leaders, we will move beyond cooperation to collaboration, fostering shared learning and joint problem-solving. This includes aligning decisions with the National Strategy, bringing agencies along with us on this journey.

Collective Accountability:

We will support IEB agencies balance their individual and collective accountabilities, ensuring we are clear on our shared responsibilities as set out in the IEB operating procedures.

Evidence-Led Approach:

We will champion the use of robust data, evaluation, and research to inform policy and guide our actions and decisions across the system.

Centring the voices of victims and survivors:

The lived experiences of victims and survivors remain central to all our decisions and actions, ensuring our efforts are grounded in their realities.

Working with Māori:

Recognising the disproportionate impact of violence on Māori, we will strengthen our partnerships with iwi, hapū, and hāpori (Māori communities) to drive change, particularly in local and regional responses for whānau impacted by violence.

Collaborative Engagement:

We will lead collaborative engagements across IEB agencies, tangata whenua, specialist sectors, and communities to facilitate collective knowledge sharing.

Enduring Partnerships and Trusted Relationships:

We will prioritise the development and maintenance of strong, enduring partnerships and trusted relationships with all stakeholders, recognising that these relationships are essential for effective collaboration and sustained impact.





HOW WILL WE KNOW WE ARE MAKING A DIFFERENCE?

Te Aorere Kura – the National Strategy is supported by a five-year Action Plan, which sets out what we will do to break the intergenerational cycle of violence. We will monitor this operational activity and measure its impact to understand if what we are doing now is taking us towards the outcomes in Te Aorere Kura.

Monitoring Delivery Now

By monitoring progress and measuring success, we can do more of what works. This will include:

- monitoring the collective delivery of the Action Plan.
- measuring indicators of change from our activity.
- determining whether the change is making a positive contribution towards the National Strategy outcomes.

This will see the following reports produced:

- **Quarterly reporting on milestones** to ensure we remain on track and are delivering what we said we would do. This includes monitoring performance indicators which will show us whether our actions are delivering the intended change.
- **Annual reporting on outcomes**, will help us to understand if the actions we are taking are positively changing lives, as well as how well the system is working to prevent and address violence. This will be measured through the Outcomes and Measurement Framework.
- **Annual accountability and parliamentary scrutiny** on the activities, performance, and expenditure of the IEB.



APPENDIX

References

- Te Aorerekura National Strategy for the Elimination of Family Violence and Sexual Violence
- Te Aorerekura Action Plan (2025 – 2030)
- Outcomes and Measurement Framework