



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

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

Review of interagency arrangements

Date	18 March 2026	Tracking	131090	Priority	Routine
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Action sought from Minister		Timeframe
Hon Karen Chhour Minister for the Prevention of Family and Sexual Violence	Provide feedback on the identified system leadership capabilities and the role of the Centre.	<i>26 March (following discussion at the Ministerial meeting)</i>

Action[/s] for Minister's office staff

Contacts			
Name	Position	Telephone	1st contact
Andrew Kibblewhite	Chief Executive		☒
Hannah Cameron	Lead change advisor	9(2)(a)	☐

Purpose

1. This briefing confirms the outcomes of a recent review of interagency arrangements for family violence and sexual violence prevention. It seeks your feedback on the role of the Centre for Family Violence and Sexual Violence Prevention (the Centre). It also provides talking points for you to discuss this review with your colleagues.

Key messages

2. A review of interagency arrangements confirmed the need for a joined-up system approach to family violence and sexual violence but that the accountability of the Interdepartmental Executive Board (the Board) could be refreshed.
3. The review recommended Board members play a more active role in driving change, including determining the most effective way to spend the current appropriation. It also recommended that the Centre should be re-focused on strategic investment advice and monitoring performance.
4. To achieve this, the Board have agreed a list of 12 capabilities that are needed to deliver its functions. The Board have also identified which of these capability areas should be the focus of the Centre in the future. We seek your feedback on this framework and the proposed future role of the Centre (attachment A).
5. Further analysis will demonstrate how existing resources are spread across these areas, and potential for re-alignment. The Board will seek your agreement to funding allocations in April.
6. Following financial decisions, a change process will be required to right-size the Centre. The Board are developing a plan for this change, which would see it implemented by August.
7. If you agree, we suggest you update the Family Violence and Sexual Violence Ministerial Group on Thursday 26 March. Talking points are provided at Appendix 1.

Recommendations

8. We recommend that you:

1. **Note** the recommendations of the review of the interagency agency arrangements for family violence and sexual violence prevention.
2. **Agree** that the Cabinet-mandated functions of the Executive Board remain appropriate YES/ NO
3. **Note** that the Board is accountable to you for the delivery of these functions, regardless of the ways it deploys resources across agencies to deliver them
4. **Indicate** your feedback on the capabilities identified by the Board, and the future role of the Centre (**attachment A**)
5. **Note** that the proposed re-alignment of capabilities and resources will result in a people-change process to right-size the Centre
6. **Note** that appendix 1 provides talking points for you to discuss the review with your Ministerial colleagues

Hon Karen Chhour

Minister for the Prevention of Family and Sexual Violence

Date / /2026

Background

9. In the early part of this year, Hannah Cameron was commissioned by the Board Chair to look into the interagency arrangements for the prevention of family violence and sexual violence. Hannah gathered participant views on the effectiveness of current working arrangements, and considered any changes required to best drive impactful change in this area.
10. This work re-confirmed the ongoing need for strong visible leadership and interagency coordination in relation to family violence and sexual violence. The collective response to family violence and sexual violence is complex and involves many agencies with overlapping interests. In the past, models of cross-agency co-ordination were proven unable to provide strategic oversight of this collective response, and efforts were fragmented across agencies. The Board appears to have made progress against this background, with sustainability over the past four years, and a building clarity of shared strategic intent.
11. Participants identified areas for improvement including:
 - The IEB has not yet turned shared accountability into impact at local level
 - The Board could do more to hold agencies to account
 - The Centre has become too large and is doing too much
 - Agencies can be ambivalent in their expectations of the system approach
 - There is a lack of clarity relating to the use of 'expertise' to inform the IEB's work
 - The Centre has over sometimes spent too long on design, and has not been so effective turning that design work into action.
 - Investment analysis and strategy is a key to alignment, and this should be a stronger focus for the IEB
12. Recommendations for change were across four areas:
 - 12.1. **Refresh the system lead role of the IEB and its members** - The CE members of the Board should be the primary face of the Board, with the Centre sitting behind as a secretariat, advisor and enabler. Board members need to bring all their levers and information to the table, share responsibility for priority actions and the Board needs to monitor each other for compliance.
 - 12.2. **Clarify and refocus the role of the Centre**- The Centre could be re-focused on supporting the Board to hold agencies to account, monitoring priority deliverables, system investment advice, and facilitating the whole of government standards for Board agreement and agency implementation.
 - 12.3. **Review funding allocated for system leadership**- The ability to administer an appropriation is a key feature that sets the Board apart from other cross-agency initiatives. This is a valuable tool for system leadership that has not been harnessed. The appropriation should be owned and deployed by the Board and all agencies, rather than delegated for sole use by the Centre.

- 12.4. **Review hosting and implementation arrangements to reduce duplication** - The priority is to clarify the core role of the Centre and identify functions currently delivered by the Centre that could be delegated across the system. While this is underway, it makes sense to retain the Centre hosting arrangements in the Ministry of Justice.

Proposed changes following the review

Functions and accountability of the Executive Board

13. The Cabinet agreed the functions of the Board in 2020. These are to:
- 13.1. provide whole-of-government **strategy, policy, and budgeting advice** to Ministers on eliminating family violence and sexual violence;
 - 13.2. provide **analysis and evidence** to support Ministers to make decisions on specific interventions;
 - 13.3. 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;
 - 13.4. **monitor, support and coordinate implementation of the National Strategy**, and other priority and cross-agency initiatives, and lead the development of future iterations of the National Strategy; and
 - 13.5. **manage relationships** between government and the family violence and sexual violence sector.
14. The review did not identify any need to amend these functions, which remain consistent with government priorities and the current Action Plan. The Board will continue to be accountable to you, as responsible Minister, for the delivery of these functions.
15. You have raised a suggestion with the Deputy Public Service Commissioner regarding the use of Performance Measures for Board members to reinforce this accountability. If this idea is progressed, we will work with the Public Service Commission to propose appropriate measures, linked to delivery of the Action Plan.

Making effective use of system leadership resource

16. The Appropriation of approximately \$22m per annum is allocated for 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. To date, decisions about the allocation of this funding have often been taken at an operational level by the Centre.
17. The review identified that the Board could be more deliberate about considering how it organises the effort required to deliver on its functions. It could take a stronger role in providing you with advice on the allocation of the Appropriation.
18. To enable this consideration, the Board have agreed to 12 system leadership capabilities required to deliver on the Board functions (Attachment A slide 1). Analysis is underway to determine how resourcing is currently applied across these 12 areas, and to determine whether there is an opportunity to re-balance this allocation.

19. We will provide you with an opportunity to review this analysis, and to indicate your priorities in terms of the weighting of the Board's effort.
20. The recent baseline review showed that resourcing for system leadership and multi-agency coordination also sits in other Votes, and that there may be potential for consolidation. We will also be working with agencies to identify if there is any easily ring-fenced resource that could be more effectively managed if it was brought into the Board appropriation.

Clarifying the role of the Centre

21. The review revealed a confusion about the roles and functions that the Centre was supposed to take and what it has ended up doing. Many participants agreed that the Centre has done good work to diagnose issues and describe a cohesive approach but has struggled to turn this into practical action. Most participants interviewed, including Centre staff, felt that greater clarity of role would be helpful.
22. There was feedback that the Centre was not well placed to undertake detailed service design, and that work to oversee the Multi-Agency Response (MAR) needed to be more embedded into operational realities. While the Centre believes that it has developed a Target Operating Model and components necessary for success, few of those interviewed felt that they really understood what this was or could articulate its key features. This lack of understanding is a barrier to effective implementation.
23. The Board has considered the Centre's role in relation to the 12 system leadership capabilities. They have agreed to divide these into three categories:
 - 23.1. **Centre-led** – these are the capabilities that will be the Centre's core focus into the future. In these areas, the Centre will take system leadership, offering independent, whole-of-government advice, consolidating data and information and proactively escalating barriers to the Board. It will offer direct support to the Minister and Board to provide communications and accountability on government's priorities.
 - 23.2. **Centre-coordinated** – these are the capability areas where the Board consider the Centre can have a lighter touch, coordinating role with reduced capacity for undertaking work by itself. As a result, Board members will need to take a stronger responsibility for ensuring that their agencies are incorporating a whole-of-government approach, and evidence about family violence and sexual violence, into their work.
 - 23.3. **Delegated leadership** – these are areas where the Board has agreed to further investigation of options for the work being led outside of the Centre. This might include a specific Board member taking delegated leadership and being accountable to the Board for progress. Resources would be re-allocated to enable the work to be completed by the agreed lead agency.
24. The capabilities that the Board has agreed to assign to each category are set out in Attachment A (slide 2). The Board's approach reflects the review findings that the Centre should be more focused on enabling the Board and agencies, rather than becoming a new separate entity. Some capabilities can be delivered by other agencies, rather than the Centre needing to mirror every function of the Board. This does not change the accountability of the Board to you.
25. The adjustments to the role of the Centre, along with any re-alignment of resources, will result in a change process to 'right size' the Centre. The Ministry of Justice, as host agency, has

commenced planning to support this process at the appropriate time. This will include informing the Public Service Association and planning other stakeholder communications.

26. The review also considered the hosting of the Centre within the Ministry of Justice. A Centre with a focus on strategy, data and investment analysis would have parallels with the government's aspirations for the Social Investment Agency (SIA). However, the SIA is not yet ready to take on this role in the family violence and sexual violence area. The Board have therefore concluded that clarifying the Centre's role is more critical than re-location.

Next steps/timeframes

27. We recommend that you update your Ministerial colleagues on this change process at the Ministerial meeting on 26 March. You may also like to invite any feedback to inform the process. We have provided draft talking points at appendix 2 for this purpose.
28. Over the next month, we will be working on financial analysis and options for those capabilities that could be delegated outside of the Centre. A particular priority will be the identification of a costing model for the current work relating to multi-agency response, this will ensure that the work is more clearly understood across agencies, regardless of the choice regarding its eventual location.
29. We will brief you on the Board's recommendations regarding the re-allocation or funding and/or functions before the end of April. If there are proposals to move a function to another agency, then a conversation with the appropriate Minister may be required. This would be to reassure the Minister that all functions will continue to be funded from the appropriation and therefore that there are no financial implications.
30. Following your feedback, we will commence the necessary people change processes.
31. We anticipate new arrangements being implemented by 1 August. This includes appointing a new leader for the Centre.

Attachments:

- **Attachment A:** system leadership capabilities and the role of the Centre for Family Violence and Sexual Violence prevention

Appendix One: Talking points for the Ministerial Group (Thursday 26 March)

1. The Chair of the Board commissioned a review of interagency arrangements to ensure that Board, the Centre and Government Agencies are having the most impact.

What did the review say?

2. The review confirmed the need for a joined-up system approach to family violence and sexual violence. There is still duplication and disorganisation across the system.
3. One single agency cannot understand all the issues and take a whole-of-government view on the best way forward.
4. The Board plays a critical role in monitoring performance against our Action Plan. They need to continue to use data and evidence to consolidate investment and set future strategy.
5. The review identified a feeling that the Centre has been trying to do too much and that this has let other agencies 'off the hook'. Some people suggested that tasks such as implementation of the multi-agency response might be more effective if led by relevant operational agencies.
6. The review recommended that the Board look carefully at how they deliver their system leadership responsibilities, rather than assuming the Centre should do everything.

Next steps?

7. It is good to hear that the rationale for the Board, and the Centre supporting it, remains strong.
8. There is no need to change the functions of the Board that were agreed by Cabinet, these remain consistent with the Action Plan and our government's priorities.
9. However, we need to continue to hold Board members to account for delivery. Board members need to bring all their levers and information to the table, share responsibility for priority actions and monitor each other for compliance.
10. The Board are having a good look at how they deploy resources and activities, including how to best use the Centre to drive the whole-of-government impact that we need.
11. I welcome Ministers' feedback on the activities that you consider are a priority for the Board.
12. If there are any changes proposed that relate to specific agencies, I will discuss that with the relevant Minister.

Attachment A: Clarifying system leadership functions and the role of the Centre for Family Violence and Sexual Violence Prevention.



Cabinet agreed functions of the Interdepartmental Executive Board

- 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 implementation of the National Strategy, and other priority and cross-agency initiatives, and lead the development of future iterations of the National Strategy; and
- manage relationships between government and the family violence and sexual violence sector;

Capabilities required to enable the Board to deliver on these functions

Strategy and investment planning

- Provide advice to the Minister and Board on whole of government and evidence-based strategy and policy including reflecting Treaty obligations
- Develop and evolve National Strategy and Action Plan
- Portfolio management, consolidating and advising on whole of government funding and service provision
- Provide evidence to support Ministers to make decisions about investments, identifying gaps and opportunities

Ministerial support and communications

- Support the Minister, Board and agencies to communicate whole of government approach
- Enable a Ministerial advisory group to provide advice to the Minister
- Support Minister(s) in decision making, engagements and communication, OIAs and WPQs

Performance and reporting

- Enable the Board to agree responsibilities, and establish effective governance and leadership
- Monitor progress against Action Plans, compliance with system settings and impact on outcomes
- Escalate barriers, risks and issues
- Enable public and parliamentary accountability including Annual Report and programme management

Sector relationships

- Support and fund sector leadership and coordination (eg peak bodies)
- Communications to and from providers and communities, including collection of insights and feedback

Māori-Crown relationships

- Support Ministers in their Treaty relationship with Māori
- Build capacity and capability of iwi to lead responses to family violence and sexual violence

Research and evaluation

- Design research and insights programme to fill knowledge gaps in relation to strategic priorities
- Commission and fund research and evaluation, with funding partners as appropriate
- Communicate insights from experts and communities
- Curate national and international research and best practice information

Analysis and insights

- Consolidate data and insights from all sources, analysing trends and themes
- Report on prevalence, intervention effectiveness and challenges at local, regional and national level, including impacts on specific population groups and communities
- Develop data infrastructure for sharing of information and insights.
- Curate outcomes and measures framework to track progress to long-term outcomes

System design and standards

- Facilitate Board decisions to set evidence-based requirements for system
- Lead design of target operating model for multi-agency delivery eg information sharing, risk assessment
- Lead design relating to workforce requirements eg capability frameworks and training programmes
- Advise on mechanisms to monitor compliance against requirements including reporting and governance

System policy alignment

- Advise on the impact for FV and SV as a result of wider government policies and actions
- Ensure policies and actions are based on evidence and understanding of FV and SV and effective responses.

Workforce planning and implementation

- Design workforce strategy to curate the workforce eco-system, address gaps, embed consistent practice frameworks and support sector pathways
- Develop and fund delivery of training and information, engage with training providers

Victim/survivor insights

- Gather and report on victim/survivor experiences, respond to victim queries
- Identify and advocate for system issues
- Gather feedback from victim/survivors on specific proposals for change

Coordinate multi-agency delivery

- Plan and lead delivery of ongoing consistent MAR model, engaging with localities on readiness and capability, collect monitoring information, evaluate practice and advise on improvements and rollout
- Commission and fund regional and local MAR to build capability and enable partnerships



The role of the Centre for Family Violence and Sexual Violence Prevention

