



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

Executive Board for the
Elimination of Family
Violence and Sexual Violence

Annual Report

2025/26

For the period 1 July 2025 to 30 June 2026

This document is presented to the House of Representatives pursuant to section 44 of the Public Finance Act 1989.

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How to navigate 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 our work during 2025/26. The second part of the report gives details about our progress on significant initiatives and work to enact the second Te Aorerekura Action Plan 2025-2030.

Please see our website for previous Annual Reports, our Strategic Intentions, and information about Te Aorerekura – National Strategy to Eliminate Family Violence and Sexual Violence: preventfvsv.govt.nz.

Collective leadership and accountability



Executive Board for the Elimination of Family Violence and Sexual Violence

FOR THE PERIOD 1 JULY 2025 TO 30 JUNE 2026

The Executive Board for the Elimination of Family Violence and Sexual Violence (the Executive Board) was established in 2022 under the Public Service Act 2020. It administers the appropriation within Vote Justice: Eliminating Family Violence and Sexual Violence.

The Ministry of Justice (the Ministry) is the Executive Board's servicing department and hosts the Centre for Family Violence and Sexual Violence Prevention (the Centre), which supports the Executive Board. The Centre operates under a shared services agreement in line with the Ministry's policies and procedures.

The Minister of Finance granted a waiver to the Executive Board for the Elimination of Family Violence and Sexual Violence from the requirement to include financial statements in its Annual Report for the 2025/2026 to 2027/2028 financial years.¹

The Centre's financial statements for the period 1 July 2025 to 30 June 2026 are included in the Ministry of Justice Annual Report 2025/26. The Centre's non-financial information is included in this document.

¹ under Section 45AB of the Public Finance Act 1989.

Independent Auditor's Report

To the readers of the Executive Board for the Elimination of Family Violence and Sexual Violence annual report for the year ended 30 June 2026

The Auditor-General is the auditor of the Executive Board for the Elimination of Family Violence and Sexual Violence (the Board). The Auditor-General has appointed me, Dumi Rathnadiwakara, using the staff and resources of The Audit Office, to carry out the audit of the information required to be audited on his behalf.

Opinion

We have audited:

- The end-of-year performance information for appropriations of the Board for the year ended 30 June 2026 on pages 31.
- The statement of expenses and capital expenditure of the Board for the year ended 30 June 2026 on pages 46 to 47.

In our opinion:

- The end-of-year performance information for the appropriation for the year ended 30 June 2026 is appropriate and meaningful and prepared in accordance with the Board's measurement bases or evaluation methods and Public Benefit Entity Standards, and presents fairly, in all material respects:
 - what has been achieved with the appropriation; and
 - the actual expenses or capital expenditure incurred in relation to the appropriation as compared with the expenses or capital expenditure that were appropriated or forecast to be incurred.
- The statements of expenses and capital expenditure have been prepared, in all material respects, in accordance with the requirements of section 45A of the Public Finance Act 1989.

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, the International Standards on Auditing

(New Zealand), and New Zealand Auditing Standard 1 (Revised): *The Audit of Service Performance Information* issued by the New Zealand Auditing and Assurance Standards Board. Our responsibilities under those standards are further described in the *Responsibilities of the auditor for the information to be audited* 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 the Board for preparing end-of-year performance information for appropriations that is fairly presented and complies with Public Benefit Entity Standards and legislative requirements.

This includes:

- the selection of elements/aspects of service performance, performance measures and/or descriptions, and measurement bases or evaluation methods to enable the presentation of end of year performance information for an appropriation that is appropriate and meaningful; and
- the preparation of end-of-year performance information for an appropriation in accordance with the Board's measurement bases or evaluation methods and Public Benefit Entity Standards and legislative requirements.

The Board is also responsible for preparing statements of expenses and capital expenditure of the Board, that are prepared in accordance with section 45A 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 Centre for the Prevention of Family Violence and Sexual Violence is responsible on behalf of the Board for assessing the Board's 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 the Board, 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 audit, our procedures are limited to checking that the information agrees to the Estimates of Appropriations for the Government of New Zealand for the Year Ending 30 June 2026. For performance information for appropriations, we agree any changes from the performance measures and standards in the Estimates to the Supplementary Estimates.

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 the Centre's internal control.
- We evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board.
- In respect of the end-of-year performance information for appropriations, we:
 - obtain an understanding of the process applied by the Board to select its aspects of service performance, performance measures and descriptions and the measurement bases or evaluation methods and evaluate whether these present an appropriate and meaningful assessment of the Board's service performance; and
 - evaluate whether the end-of-year performance information for appropriations is prepared in accordance with the Board's measurement bases or evaluation methods.
- We evaluate whether the statements of expenses and capital expenditure have been prepared in accordance with legislative requirements.
- 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 the Board's 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 the Board 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 all of the information included in the annual report other than the information we audited and our auditor's report thereon.

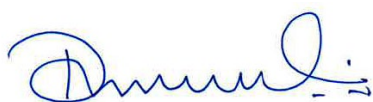
Our opinion on the information we audited does not cover the other information and we do not express any form of audit opinion or assurance conclusion thereon.

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 the Board in accordance with 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)* 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 the Board.



Dumi Rathnadiwakara
The Audit Office
On behalf of the Auditor-General
Wellington, New Zealand
30 September 2026

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A message from the Chair of the Executive Board

Kia ora

This is the fourth annual report of the Executive Board for the Elimination of Family Violence and Sexual Violence (the Executive Board). The Executive Board is supported by the Centre for Family Violence and Sexual Violence Prevention (the Centre).

The Executive Board comprises Chief Executives from eight government agencies and is supported by the Chief Executive of ACC as an independent advisor. Together, we work to deliver Te Aorerekura – the National Strategy to Eliminate Family Violence and Sexual Violence (Te Aorerekura).

Throughout 2025/26, we continued to make meaningful progress in our shared commitment to strengthening New Zealand's response to family violence and sexual violence. Working together as an interdepartmental executive board, and alongside our member agencies, communities, and partners, we have continued to build the foundations necessary for long-term, system-wide change.

We progressed the implementation of Te Aorerekura and Te Aorerekura Action Plan 2025-2030 across the key priority focus areas of *Investing and commissioning well, Keeping people safe, and Stopping violence*. This year focused on improving collaboration across agencies, strengthening the evidence base that informs decision-making, and supporting a more capable and connected workforce.

In May 2026, we published the second monitoring report for the Outcomes and Measurement Framework, building on the inaugural report released in 2024. The report provides a high-level view of system performance, tracking changes in key measures over time while incorporating new indicators and improved data as it becomes available. Collectively, these reports provide a clearer picture of progress towards the long-term outcomes we seek to achieve.

The latest findings present a mixed picture. There are encouraging signs of progress, including reductions in some forms of violence and improvements across parts of the system. At the same time, the report highlights areas of concern where challenges persist. These insights reinforce the importance of maintaining our focus on evidence-informed action, continuous improvement, and collaboration across the sector to achieve lasting change for the communities we serve.



The year also laid the groundwork for several milestones delivered shortly after the reporting period. In July 2026, the Executive Board approved and launched the Sexual Violence Workforce Capability Frameworks, completing a comprehensive suite of capability frameworks for family violence and sexual violence practitioners and organisations nationwide. These frameworks complement existing workforce initiatives across government and represent an important step in strengthening workforce capability and supporting more effective responses for those experiencing violence.

Alongside this work, we completed the first review of direct investment in the family violence and sexual violence system, providing a comprehensive view of public investment across the sector. We also completed a review of government-funded stopping violence services focused on identifying opportunities to strengthen the system and agreed the next set of Action Plan milestones, including an elevated focus on sexual violence and workforce development. While these initiatives were published after the formal reporting period, they reflect the considerable effort, collaboration, and commitment invested throughout 2025/26.

The year also saw important developments in our governance arrangements. In December 2025, the Executive Board initiated a review of interagency arrangements. The purpose of the review was to look at the current needs for the family and sexual violence prevention system, and consider what kind of structures, capabilities, and leadership would meet that need. The review recommended a number of changes to strengthen the collective accountability of the Executive Board. This in turn led to the Ministry of Justice, as host agency, undertaking a change proposal in the Centre, that will be implemented in the 2026/27 financial year. A summary of findings and recommendations was released in June 2026.

Towards the end of 2025, the Centre supported the establishment of the Ministerial Advisory Group. Chaired by Debbs Murray, the Group held its first meeting in May 2026. It will provide independent advice to the Minister for the Prevention of Family and Sexual Violence, further strengthening the system's ability to draw on a range of perspectives and expertise.

We recognise the significant contribution of outgoing Executive Board members Jeremy Lightfoot (Department of Corrections), Andrew Bridgman (Oranga Tamariki), Dave Samuels (Te Puni Kōkiri), and Megan Main (ACC). We thank them for their leadership and commitment, and welcome Rachel Leota, Amanda Malu, Dion Tuuta, and Sid Miller as their successors on the Executive Board.

I would also like to acknowledge the ongoing leadership of Hon. Karen Chhour, the Minister for the Prevention of Family and Sexual Violence, the commitment of member agencies, and the invaluable contribution of communities, service providers, iwi, Māori organisations, and practitioners across New Zealand. The progress reflected in this report is the result of the collective efforts of many people working towards a shared goal.

While significant challenges remain, I am optimistic about the opportunities ahead. The foundations established over recent years are enabling us to work together more effectively, build stronger evidence for action, and support improvements across the system. I am proud of what has been achieved during 2025/26 and look forward to continuing this momentum as we work towards the vision set out in Te Aorerekura: a future where all people are safe, thriving, and free from family violence and sexual violence.



ANDREW KIBBLEWHITE (Chair)

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

Tāhū o te Ture
Ministry of Justice

Statement of Responsibility

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

- ensuring that end-of-year performance information on each appropriation administered by the Executive Board is provided in accordance with sections 19A-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 Executive Board, whether or not that information is included in the annual report.

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



Andrew Kibblewhite (Chair)

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

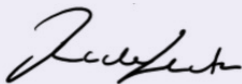
Tāhū o te Ture
Ministry of Justice



Richard Chambers

Commissioner of Police

Ngā Pirihimana o Aotearoa
New Zealand Police



Rachel Leota

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

Ara Poutama Aotearoa
Department of Corrections



Amanda Malu

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

Oranga Tamariki
Ministry for Children



Debbie Power

Secretary for Social Development
and Chief Executive

Te Manatū Whakahiato Ora
Ministry of Social Development



Audrey Sonerson

Director General of Health
Te Tumu Whakarae mō te Hauora

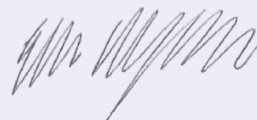
Ministry of Health
Manatū Hauora



Dion Tuuta

Te Tumu Whakarae mō Te Puni Kōkiri
Secretary for Māori Development

Te Puni Kōkiri
Ministry of Māori Development



Ellen MacGregor-Reid

Te Tumu Whakarae mō te Mātauranga
Secretary for Education

Te Tāhuhu o te Mātauranga
Ministry of Education

The Executive Board as at 30 June 2026

The Public Service Act 2020 provides for the establishment of an interdepartmental executive board to address complex issues that cross a wide range of portfolio areas. The Executive Board is responsible for implementing Te Aorerekura – the National Strategy to Eliminate Family Violence and Sexual Violence (Te Aorerekura).

The Executive Board is chaired by Andrew Kibblewhite, Secretary for Justice and Chief Executive, Ministry of Justice.

The Centre for Family Violence and Sexual Violence Prevention (the Centre), formerly Te Puna Aonui, supports the Executive Board in delivering Te Aorerekura.

The Executive Board



ANDREW KIBBLEWHITE (CHAIR)

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

Tāhū o te Ture
[Ministry of Justice](#)



RICHARD CHAMBERS

Commissioner of Police

Ngā Pirihimana o Aotearoa
[New Zealand Police](#)



RACHEL LEOTA

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

Ara Poutama Aotearoa
[Department of Corrections](#)



ELLEN MACGREGOR-REID

Te Tumu Whakarae mō te Mātauranga
Secretary for Education

Te Tāhuhu o te Mātauranga
[Ministry of Education](#)



AMANDA MALU

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

Oranga Tamariki
[Ministry for Children](#)



DEBBIE POWER

Secretary for Social Development and Chief Executive

Te Manatū Whakahiato Ora
[Ministry of Social Development](#)



AUDREY SONERSON

Te Tumu Whakarae mō te Hauora
Director-General of Health

Manatū Hauora
[Ministry of Health](#)



DION TUUTA

Te Tumu Whakarae mō Te Puni Kōkiri
Secretary for Māori Development

Te Puni Kōkiri
[Ministry of Māori Development](#)

Independent Advisor to the Board



MEGAN MAIN

Chief Executive

Te Kaporeihana Āwhina Hunga Whara
[Accident Compensation Corporation](#)

The role of the Executive Board

The Executive Board for the Elimination of Family Violence and Sexual Violence (Executive Board) was established by Order in Council on 24 March 2022, replacing the Joint Venture established in 2018.

The Executive Board provides collective leadership and stewardship of the family violence and sexual violence system, bringing together chief executives (or equivalent) from eight government agencies to enable a coordinated and accountable whole-of-government response.

In addition to member agencies, the Chief Executive of ACC participates as an independent advisor to the Executive Board in recognition of ACC's status as a Crown entity. Three associate member Chief Executives from the population agencies: Ministry for Pacific Peoples, Ministry for Women, Ministry for Ethnic Communities, and the Chief Executive of the Social Investment Agency also attend Executive Board meetings.

As the steward of Te Aorerekura, the Executive Board oversees system-wide priorities, monitors progress and outcomes, advises Ministers, and supports the alignment of policy, investment, and service delivery across agencies. Through this leadership role, the Executive Board supports collaboration, identifies opportunities and gaps, and drives long-term system change to prevent violence and improve outcomes for individuals, families/whānau, and communities.

Executive Board members share accountability for leading the whole-of-government effort to eliminate family violence and sexual violence. This collective approach enables alignment across strategy, policy, and investment through a shared Action Plan and a range of cross-agency initiatives designed to improve system performance and outcomes.

While individual agencies have responsibility for different parts of the system, including prevention, health, education, social services, housing, income support, policing, justice, policy, and legislation, these functions are closely interconnected. The effectiveness of each part of the system influences the overall response and the experiences of those who interact with it.

The Executive Board has joint accountability across five key areas, as outlined in the table on page 24. At the same time, each member agency remains responsible for its own portfolio, statutory functions, and expenditure.

The Executive Board also aligns strategic policy, planning, and budgeting on issues that are shared across member agencies, supporting a more integrated and effective response to family violence and sexual violence.

Addressing family violence and sexual violence

Te Aorerekura, New Zealand's first national strategy to eliminate family violence and sexual violence, provides the long-term direction for collective action across government, communities, iwi, Māori organisations, service providers, and those with lived experience. Te Aorerekura sets out a 25-year moemoeā (vision) for a New Zealand where everyone can live free from family violence and sexual violence. The strategy recognises that meaningful and sustained change requires a coordinated, whole-of-system response, with agencies working together towards shared outcomes.

Action plans give effect to Te Aorerekura by setting out the priority activities, milestones, and areas of focus needed to drive progress. Delivery of these commitments is shared across government agencies, with each member agency contributing through its respective responsibilities, expertise, and investment. This collaborative approach supports a more joined-up response across prevention, early intervention, crisis response, recovery, workforce development, and system stewardship.

During 2025/26, agencies continued to progress Action Plan 2025-2026 (Action Plan) commitments while strengthening the foundations required for long-term system change.

By June 2026, the programme had achieved all 26 milestones scheduled for its first two years, strengthening workforce capability, system coordination, and evidence-informed practice to improve outcomes for those affected by family violence and sexual violence.

The following section outlines how the Executive Board monitors progress, provides assurance, and tracks the collective impact of this work.

Commitment to effective governance

The Executive Board's role is to provide collective advice to Ministers, monitor implementation of Te Aorerekura, and manage sector and cross-agency relationships. The Centre supports the Executive Board.

The Executive Board met fifteen times in 2025/26, during which it continued to strengthen its accountability arrangements. This included updating its strategic intentions, agreeing new operating procedures and new performance measures for the appropriation. These changes are intended to improve performance, support delivery, facilitate transparency and strengthen accountability.



Operating procedures

In 2025/26 the Executive Board implemented the Operating Procedures, approved in March 2025, that formalise core duties and expectations of Executive Board agencies, including requirements to formally consult and share information where internal or operational matters have the potential to disrupt the wider family violence and sexual violence system, take a system view rather than a single agency view, deliver the Action Plan, and provide assurance about progress. The procedures also include escalation protocols where these duties are not met.

Strategic Intentions 2025/26 – 2027/28

The Executive Board's strategic intentions for 2025/26 to 2027/28 set out a focus on collective implementation of the Action Plan, investing wisely based on evidence about what works, stewardship of the family violence and sexual violence system, planning for the future, and increasing accountability for delivery.

Performance reporting

Since it was established in 2022, the Executive Board has assessed its own performance and performance of the Centre using three measures that are reported annually (see page 31). Following feedback from the Parliament's Justice Committee, these indicators have been reviewed to ensure they meet relevant expectations and standards.

From 2026/27, four new performance measures will be reported, supported by new or revised targets. These new measures will replace the current measures and support a more compelling performance narrative by assessing delivery, monitoring of risk and issues, Ministerial satisfaction and legislative compliance. This includes removing some 'achieved/not achieved' targets, which official guidance says are less meaningful; focusing more on delivery of agreed commitments; better identification and management of risks; assessing compliance with statutory and legislative obligations; and measuring the quality of Ministerial support.

The new performance measures focus on areas within the Centre's stewardship and influence, providing a concise and auditable set of indicators for formal reporting.

Review of interagency arrangements

In December 2025, the Executive Board commissioned a review of interagency arrangements to ensure the Executive Board, the Centre, and member agencies were operating effectively and efficiently and remained well positioned to meet the current needs of the family violence and sexual violence system. The review recommended a number of changes to strengthen the collective accountability of the Executive Board. This in turn led to the Ministry of Justice, as host agency, undertaking a change proposal in the Centre, that will be implemented in the 2026/27 financial year. A summary of findings and resulting decisions was released in June 2026.

Coordination and cohesion

The Centre plays an important role working with Ministers and with government agencies and supports the Executive Board to operate. It enables the collective approach of Government, tangata whenua, communities, and whānau to deliver Te Aorerekura. The Centre is the operational arm of the Executive Board. Day-to-day operations have been delegated to the Centre. The Centre's Executive Director provides system leadership and coordinates member agencies, including secretariat support.

All staff within the Centre are employees of the Ministry of Justice, which is the servicing department for the Executive Board. The Centre operates within the Ministry's policies and procedures.

Transparent reporting

In 2025/26, the Centre responded to 13 departmental requests and supported 24 Ministerial requests under the Official Information Act 1982. The main topics of interest were:

- weekly reports to the Minister
- the Action Plan
- renaming the Centre for Family Violence and Sexual Violence Prevention
- establishment of the Family Violence and Sexual Violence Ministerial Advisory Group
- use of funding.

The Centre proactively released 14 documents and continues to update the monthly list of advice to the Minister on its website. In 2025/26, the Centre also responded to 379 written parliamentary questions.

Accountability

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

PURPOSE	ACCOUNTABILITY	WORK PROGRAMME
Legislated purpose of an interdepartmental executive board	Areas of focus set by Cabinet	Set by the Executive Board
- to align and coordinate 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.	- 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.	- 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 Strategy to Eliminate Family Violence and Sexual Violence - Action Plan - the second Action Plan, with specific focus on <i>Investing and commissioning well</i>, <i>Keeping people safe</i>, and <i>Stopping violence</i> - regular updates – to the Minister for the Prevention of Family and Sexual Violence - regular reporting - against the Outcomes and Measurement Framework.

Implementing Te Aorerekura

Te Aorerekura is our 25-year strategy to eliminate family violence and sexual violence, centred on six system shifts (see Figure 1). Delivery is supported through successive action plans. The first phase of the second Action Plan 2025-2030 focuses on investing and commissioning well, improving multi-agency responses to family violence to keep people safe, and stopping violence.

It is possible to break cycles of violence when our systems respond effectively, and we work alongside people who use violence to hold them accountable and help them change their behaviour.

Everyone affected by violence deserves a response that meets their needs. Different levels of risk and complexity require different forms of support. Through the Action Plan, we are enhancing multi-agency responses for people facing the highest risk of harm, including children and young people, and those with complex needs.

To support the Executive Board, the Centre continued its partnership with Vine, New Zealand's national centre for family violence and sexual violence research and information. This investment strengthens the evidence base for the sector by improving access to research, data, and knowledge resources that support evidence-informed policy and practice.

The Centre also worked closely with key stakeholders, including Te Kupenga, the Backbone Collective, Te Ohaakii a Hine – National Network Ending Sexual Violence Together (TOAH-NNEST), and VisAble. These organisations play an important role in advancing Te Aorerekura and achieving better outcomes for individuals, whānau, families, and communities affected by violence.

Figure 1 Te Aorerekura system shifts and Action Plan 2025-2030 focus areas



Shift One (S1):
Towards strength-based wellbeing

Shift Two (S2):
Towards mobilising communities

Shift Three (S3):
Towards skilled, culturally competent and sustainable workforces

Shift Four (S4):
Towards investment in primary prevention

Shift Five (S5):
Towards safe, accessible and integrated responses

Shift Six (S6):
Towards increased capacity for healing

Monitoring progress using the Outcomes and Measurement Framework

Te Aorerekura Outcomes and Measurement Framework translates the vision of Te Aorerekura into national outcomes to support collective action to eliminate family violence and sexual violence. The Executive Board monitors how well government agencies are working together toward these outcomes in biennial reports. Monitoring helps the Executive Board track over time what is improving, what still needs attention, and how government can better support people to be safe.

The second Outcomes and Measurement Framework monitoring report was published in May 2026. This report found some early signs of progress towards the outcomes of Te Aorerekura, with improvements observed in some measures of violence and system performance. At the same time, the report highlighted ongoing inequities and emerging risks indicating that progress is not yet embedded.

Persistent inequities remain for whānau Māori, who continue to experience disproportionate impacts from family violence and sexual violence, which reinforce the need for continued focus on iwi-led and kaupapa Māori approaches, and stronger visibility of Māori Outcomes.

Women, rainbow people, Pacific peoples, and disabled people also continue to experience more family violence and sexual violence highlighting the need for tailored, community-led solutions to prevent violence in these communities.

Continued collective effort is required across government, communities, and service providers to achieve enduring system change.



Te Aorerekura Action Plan 2025-2030

Te Aorerekura is supported through a series of action plans designed to drive system-wide change. The first Action Plan 2021-2023 comprised 40 actions led by individual agencies. Some actions accelerated existing initiatives, while others addressed long-standing gaps in the family violence and sexual violence system. Together, they established the foundations for long-term transformation and began shifting government towards more coordinated and collective ways of working.

The second Action Plan 2025-2030 (the Action Plan), published in December 2024, adopts a more collaborative approach, with agencies working together to deliver seven focus areas:

- 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.

The first two years of delivery have seen agencies prioritise their collective efforts towards three focus areas – *Investing and commissioning well, keeping people safe*, and *Stopping violence* – while continuing work to advance outcomes under the remaining areas. Adopting a phased approach to delivery enables agencies to learn from implementation, respond to emerging evidence, and adapt approaches based on ongoing feedback. This approach supports continuous improvement and helps ensure the system evolves in response to the needs of those it serves.

Since its launch, agencies have made significant progress in delivering the commitments set out in the Action Plan. By June 2026, **26 milestones scheduled for the first two years had been successfully achieved.** Highlights of achievements from January 2025 to June 2026 are summarised in Figure 2 on the following page.

Figure 2 Te Aorerekura Action Plan 2025-2030 – Highlights from January 2025-June 2026

01. EARLIER HELP FOR FAMILIES 100+ FAMILIES SUPPORTED <i>Specialist outreach helped families access services earlier, with 8.6% fewer repeat crisis presentations.</i>	02. EARLIER SUPPORT FOR PEOPLE ON REMAND 2,446 INDIVIDUALS <i>Accessed rehabilitative service in remand in the 2025/26 financial year.</i>	03. STRONGER SEXUAL VIOLENCE SUPPORT NEW WORKFORCE FRAMEWORKS <i>Providing clearer guidance and building capability across the sexual violence sector.</i>
04. A MORE SKILLED FRONTLINE WORKFORCE 10,000+ TRAININGS COMPLETED <i>Building frontline capability to better support people experiencing violence.</i>	05. STRONGER PROTECTION FROM STALKING STALKING IS NOW A CRIMINAL OFFENCE <i>New legislation strengthens protection for victims and accountability for offenders.</i>	06. BETTER EVIDENCE ON WHAT STOPS VIOLENCE STOPPING VIOLENCE REPORT <i>Identifying opportunities to strengthen government funded, community based interventions.</i>
07. BETTER UNDERSTANDING OF SEXUAL VIOLENCE 7 AREAS FOR GOVERNMENT ACTION <i>New research identifies who is affected, the impacts and where greater support is needed.</i>	08. STRONGER LOCAL FAMILY VIOLENCE RESPONSES 12 LOCAL IMPROVEMENT PLANS <i>Helping family violence services better respond to the needs of their communities.</i>	09. MORE SUPPORT FOR VICTIMS IN COURT AROUND 430 PEOPLE SUPPORTED <i>Expanded safety programmes are available across 5 Auckland courts.</i>
10. MORE CONSISTENT SUPPORT FOR PEOPLE AT HIGH RISK NATIONAL HIGH-RISK PROTOCOL <i>Implementation of protocol supporting consistent multi-agency responses for people and whānau at highest risk of severe family violence.</i>	11. BETTER INFORMATION SHARING TESTING ACROSS 4 LOCAL SITES <i>New guidance supports information sharing in multi-agency family violence responses.</i>	12. MORE TIME SUPPORTING PEOPLE 7 NEW INTEGRATED CONTRACTS <i>Reducing administration so service providers can spend more time supporting people.</i>
13. EASIER ACCESS TO TRAINING NATIONAL TRAINING DIRECTORY <i>Helping workers find family violence training and development opportunities.</i>	14. BETTER VISIBILITY OF GOVERNMENT INVESTMENT \$738M <i>Published a comprehensive view of total direct investment by Government into family violence and sexual violence services and support.</i>	15. SUPPORTING MEN'S BEHAVIOUR CHANGE 79 LONG-TERM SERVICE CONTRACTS <i>Supporting sustainable behaviour change for men who have used violence.</i>

Our appropriation

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

APPROPRIATION

\$22.278m

EXPENDITURE

\$22.024m

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 is the servicing department for the Executive Board. The Executive Board has adopted all the Ministry's corporate policies and processes and is hosted under a shared services arrangement. The Minister for the Prevention of Family and Sexual Violence is responsible for administering the appropriation and what is achieved with the funds provided. Financial statements are included in the Ministry of Justice 2025/26 Annual Report.



The table below shows the Estimates performance measures and the results for 2025/26. From 2026/27, the Executive Board will be reporting against new performance measures that will be replacing the measures below (refer to page 22 and the Vote Justice Estimates of Appropriations for the next financial year).

MEASURE	STANDARD	RESULT 2023/24	RESULT 2024/25	RESULT 2025/26
Implementing Te Aorerekura by overseeing the delivery of actions in Te Aorerekura Action Plan.	Achieved	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	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	6/10	7/10	8/10



Government targets

The Executive Board contributes to the Government's public service targets through delivery of Te Aorerekura and the Action Plan. In particular the Action Plan 2025-2030 is expected to contribute to:

- **TARGET 3: Reduced child and youth offending**

15 percent reduction in the total number of children and young people with serious and persistent offending behaviour [led by Oranga Tamariki].

The Executive Board contributes to this target by working with multi-agency response sites to make children more visible through the family violence risk management and response.

- **TARGET 4: Reduced violent crime**

20,000 fewer people who are victims of an assault, robbery, or sexual assault [led by Ministry of Justice].

Although not directly attributable to the Action Plan, in the year to October 2025, the number of victims of violent crime was below the October 2023 baseline used for Target 4 reporting.

The Executive Board contributes to the delivery of Target 4 by coordinating efforts to eliminate family violence and sexual violence, including implementing key initiatives to strengthen multi-agency responses to family violence.

Progress against Government Targets is monitored through separate cross-government reporting arrangements.

Progress on significant **projects and initiatives**

This section spotlights progress on key initiatives that have received dedicated funding. These initiatives are supported by the Executive Board's baseline funding, and there is overlap between the use of different funding streams. For example, funding for building workforce capability is integrated with funding to support and expand multi-agency responses. Notwithstanding this overlap, the following sections are categorised by funding stream but also align with the Executive Board's work programme, including the Action Plan.

Supporting and expanding multi-agency responses

Keeping people safe by strengthening multi-agency responses to family violence is a key focus of the second Te Aorerekura Action Plan. The Executive Board is working with communities, iwi, service providers and government agencies to improve responses for people at highest risk of family violence and to strengthen coordination across the family violence and sexual violence system.

Towards the end of 2025, an operating model for multi-agency responses to family violence was approved. However, funding for Project Whetū, the proposed technology replacement for the New Zealand Police Family Safety System, did not progress. The non-technology elements of the operating model, such as development and implementation of the high-risk protocol, are progressing within agency baselines.

In partnership with iwi organisations and kaupapa Māori service providers, work to strengthen multi-agency responses to family violence continued during 2025/26 across the priority locations of Auckland City, Rotorua, Hawke's Bay and Tairāwhiti. This included finalising local system improvement plans, testing and refining multi-agency response practices and high-risk protocols, strengthening regional leadership and workforce capability, supporting effective information sharing, improving coordination between agencies, and building a greater understanding of how multi-agency responses operate in different communities.

Alongside this work, specialist outreach approaches that proactively engage whānau following referral and help connect people with services and support were trialled in Rotorua and Auckland City. These initiatives are being undertaken on a test-and-learn basis and are helping build an evidence base about what works in different local contexts.

Lessons from this work will help inform future approaches to multi-agency responses, including how greater national consistency can be achieved while allowing communities to respond to local needs and circumstances.

Investing and commissioning well

Alongside dedicated initiative funding, the Executive Board appropriation includes funding for its role in overall system improvements.

Improving visibility of family violence and sexual violence investment

The Executive Board recently completed and published a review into *Understanding Government investment to address family violence and sexual violence*, covering expenditure that is wholly or substantially dedicated to family violence and sexual violence.

The review of direct investment identified \$738 million in dedicated spending across Executive Board agencies, comprising \$571 million in contracted services and \$167 million in departmental expenditure.

This is the first time a comprehensive picture of family violence and sexual violence investment has been brought together across government. The review provides a point-in-time view of investment as at October 2025, showing how much is invested, what activities are funded, where funding is directed, and the people and communities it is intended to support.

The findings highlight opportunities to improve coordination across government, including through more aligned commissioning approaches, integrated outcomes-based contracting, and consolidating contracts where appropriate.

A baseline for future system-level planning and decision-making has been established by this review of direct investment. Repeating the review over time would enable agencies to track changes in investment, identify emerging priorities and gaps, and support more informed discussions about how resources are allocated across the system. Consideration is also being given to how regional investment information could be used to support evidence-based decision-making at a local level.

Supporting more effective investment

Executive Board agencies are working with the Social Investment Agency to advance a more strategic, evidence-informed approach to investment across the family violence and sexual violence system, consistent with the direction set out in the Action Plan.

This approach aims to improve outcomes by directing resources to where they can have the greatest impact and by strengthening the use of evidence in funding decisions.

As part of this work, the Social Investment Fund has supported the introduction of outcomes-based contracting and efforts to align reporting requirements. During the year, seven family violence and sexual violence providers entered outcomes-based agreements that consolidate contracts from multiple government agencies into a single funding arrangement, helping reduce compliance demands and enabling a greater focus on achieving results.

Strengthening New Zealand's workforce

Building a skilled, culturally competent, and sustainable workforce is one of the long-term shifts in Te Aorerekura. Through the Action Plan, the Executive Board is working with agencies, specialist sectors, professional bodies and communities to improve the ability of workers to recognise, respond and refer people affected by family violence and sexual violence.

During 2025/26, the Executive Board continued implementation of the Family Violence Workforce Capability Frameworks, supporting agencies to strengthen training, improve consistency of practice and build capability across the family violence and sexual violence workforce.

A significant milestone during the year was the publication of the Sexual Violence Workforce Capability Frameworks. Developed with government agencies, specialist providers and sector partners, the frameworks establish, for the first time, a common understanding of the skills, knowledge and organisational settings needed to prevent, recognise, respond, and refer sexual violence effectively.

The Executive Board also delivered on the Action Plan commitment to train 10,000 frontline workers. By June 2026, over 10,000 workers had completed framework-aligned family violence training across government agencies, specialist providers and professional bodies. This included workers from New Zealand Police, Oranga Tamariki, Department of Corrections, Ministry of Justice, ACC and specialist sector organisations.

Alongside implementing the workforce capability frameworks, the Executive Board supported the response to the Dame Karen Poutasi Review of Child Protection by aligning child protection training with family violence and sexual violence workforce capability approaches. Progress during 2025/26 included advancing implementation planning for the Sexual Violence Workforce Capability Frameworks and strengthening the foundations for a more coordinated and sustainable workforce development approach across the sector.

Review of stopping violence services

During 2025/26, the Executive Board drove completion of *Strengthening the Stopping Violence System*, a cross-agency review of government-funded, community-based interventions for people who use family violence and/or sexual violence.

The review was informed by victim/survivor perspectives via The Backbone Collective,¹ and provides an evidence-based assessment of current interventions and identifies opportunities to strengthen system leadership and coordination, workforce capability, prevention and early intervention, and commissioning arrangements.

The findings will inform future Action Plan priorities and contribute to a more coordinated approach to stopping violence and improving safety outcomes. The report was published on the Centre's website in August 2026.

¹ The Backbone Collective (2026) *Just ticking the box: Victim-survivor insights into the uses and abuses of stopping-violence programmes in Aotearoa New Zealand*. The Backbone Collective. Aotearoa NZ.

Building Māori-Crown relationships

Achieving the vision of Te Aorerekura requires meaningful partnership with Māori. Māori are disproportionately affected by family violence and sexual violence, and iwi-led and kaupapa Māori approaches play an important role in improving outcomes for whānau. As a result, strengthening Māori-Crown relationships remains a priority for the Executive Board and an important part of implementing Te Aorerekura.

Notably, during 2025/26, the Executive Board became a Crown agency partner to the Te Hiku o Te Ika Iwi-Crown Social Development and Wellbeing Accord. Through this partnership, the Executive Board has delegated the Centre to work alongside Te Hiku Iwi and other Crown agencies to support whānau outcomes and strengthen collaborative, Treaty-based approaches to preventing family violence and sexual violence, including through the Whiria Te Muka initiative.

In May 2026, Ngāpuhi Iwi Social Services attended an Executive Board Sub-Committee meeting. The discussion highlighted the impacts of family violence and sexual violence on tamariki, whānau, and communities within Ngāpuhi iwi, providing an opportunity to elevate community perspectives and identify solutions. The engagement resulted in a series of actions to be progressed jointly by Executive Board agencies and Ngāpuhi Iwi.

The Executive Board also supported the Hine e Hine initiative and a national hui of Māori Women's Refuges, which brought together Māori Women's Refuges from across New Zealand to identify shared priorities, strengthen collective leadership, and provide advice on issues affecting Māori-led services. The hui contributed to the establishment of KIWA (Te Kāhui Wāhine Arataki), a collective leadership rōpū of Māori women.

The Executive Board continued to strengthen relationships with iwi, hapū and kaupapa Māori providers through local system improvement activity and work to support iwi-led and kaupapa Māori approaches to multi-agency responses.

During 2025/26, the Executive Board also considered the final advice of the Tangata Whenua Ministerial Advisory Group, and continued stewardship of several initiatives established through its work.

Community partnerships and networks

During 2025/26, the Executive Board continued to invest in partnerships that bring sector expertise, lived experience, and community perspectives in the implementation of Te Aorerekura. Regular engagement with national networks and peak bodies has helped ensure system design, planning, and improvement activities are informed by these diverse perspectives.

Through the Centre, the Executive Board's partnerships with Te Kupenga, TOAH-NNEST, The Backbone Collective, and VisAble provided valuable specialist expertise and community insights. Through the partnership with Te Kupenga, the Executive Board has incorporated perspectives from frontline practitioners, organisations working directly with victim/survivors, people who use violence, children and young people, and whānau affected by violence. The partnership with TOAH-NNEST has provided similar expertise from the sexual violence sector; ensuring that evidence and sector priorities are reflected in policy development and system improvement initiatives.

Other activities during the year have included The Backbone Collective providing victim/survivor insights to inform the stopping violence review; VisAble undertaking community engagement on barriers experienced by disabled people and tāngata whaikaha Māori; and Adhikaar Aotearoa supporting the Ethnic Communities Network to identify evidence and practice gaps affecting ethnically diverse communities.

These partnerships have also helped the Executive Board maintain strong connections with communities most affected by family violence and sexual violence.

Monitoring, evaluation, learning and accountability

The Executive Board continued to strengthen how progress is measured, monitored, and used to inform decision-making across the family violence and sexual violence system. The Outcomes and Measurement Framework remains the primary mechanism for tracking progress towards the long-term vision of Te Aorerekura.

During 2025/26, the Executive Board expanded the evidence base to support implementation of the Action Plan. This involved commissioning and undertaking evaluations, reviews, and research across key work programmes such as multi-agency responses, workforce capability, and interventions for people who use violence. These activities are helping to build a clearer understanding of what is working well, where barriers remain, and where future effort and investment should be focused.

Significant progress was made in establishing a stronger evidence base for system improvement. Results from the 2025 Family Violence and Sexual Violence Workforce Survey were published, providing valuable insights into workforce capability, training, and experiences across the sector. The survey also contributed key measures to reporting against the Outcomes and Measurement Framework. The 2026 survey will provide further insight into trends, challenges, and workforce needs over time.

New research has also been commissioned with the Foundation for Equity and Research New Zealand to examine the relationship between family violence, sexual violence, and suicide using coronial data. This work responds to an important evidence gap and will improve understanding

of how experiences of violence may contribute to suicide risk, particularly for populations experiencing inequitable outcomes.

Evidence from monitoring, evaluation, research, and engagement with communities, specialist sectors, and people with lived experience continues to inform Action Plan delivery and support continuous improvement across the system.

Over the coming year, the evidence base for system improvement will continue to be built through a programme of monitoring, evaluation, and research. This includes evaluations of the High-Risk Protocol and broader Keeping people safe initiatives in Rotorua, Hawke's Bay, Wairoa, and Tairāwhiti. These evaluations will assess whether improvements in information sharing, risk assessment, and multi-agency responses are contributing to greater safety for victim/survivors, including children, and stronger accountability for people who use violence.

Findings from these evaluations, alongside workforce data, research, and Outcomes and Measurement Framework reporting, will help guide future investment, implementation priorities, and system improvement efforts.

Setting the scene for future years

Driving enduring system change through collective leadership, sustained momentum, and a renewed commitment to the Action Plan.

The Executive Board remains focused on driving system change through a whole-of-government approach to family violence and sexual violence. This work will continue to lead the government's approach by taking deliberate action and strengthening accountability for delivering the outcomes set in Te Aorerekura.

The Strategic Intentions 2025/26 – 2027/28 continue to guide what is done, with the Action Plan 2025-2030 outlining a focused programme of work to create change for people impacted by family violence and sexual violence.

The Executive Board has made progress on its strategic intentions, being deliberate in the activities to create change, by focusing on fewer things and doing them well, enabled by stronger cross-agency accountability and coordination.

Increase accountability

The Review of Interagency Arrangements, commissioned by the Executive Board, has helped set the direction for the next phase of system leadership. The review reaffirmed the value of a coordinated, cross-government approach to family violence and sexual violence, while identifying opportunities to strengthen collective accountability, clarify roles and responsibilities, and make greater use of evidence, performance information, and investment insights to drive decision-making. The Executive Board has begun implementing these changes to support a more focused, accountable, and outcomes-oriented system.

The Executive Board will continue to strengthen its collective role and responsibilities across the family violence and sexual violence system. This will include establishing key performance indicators for Chief Executives to create clear expectations and strengthen individual accountability for collective delivery.

Agencies will be accountable for delivering agreed actions, with a lead agency responsible for progress and outcomes and supported by partner agencies where required. To further strengthen accountability and oversight, the Executive Board is exploring opportunities for sponsorship of priority areas of work.



The Centre will continue to support the Executive Board and strengthen its role in providing system-wide advice on strategy, investment outcomes and design of resources, tools and frameworks that enable core capabilities to support agencies in delivery.

Coordinate action to improve outcomes for people most impacted by violence

Looking ahead, the Action Plan Update 2026/27 acts as a bridge to the next phase of delivery. It focuses on five areas where action over the coming year will both deliver immediate improvements and lay the foundations for longer-term change. Alongside the three priority focus areas, this includes increased attention on sexual violence and workforce capability, including:

- *Keeping people safe:* Continuing multi-agency responses to high-risk family violence through improving information sharing, training workers and supporting effective local leadership.
- *Stopping violence:* responding to the findings of the Strengthening the Stopping Violence System Report through improving the effectiveness of interventions by refining and aligning how agencies measure outcomes for victim/survivors, and for people who use violence.

- *Investing and commissioning well:* improving how agencies plan, measure, and invest together to support more joined-up and effective services, while simplifying funding arrangements so providers can focus more on delivery and outcomes for communities.
- *Taking action on sexual violence:* By giving families and communities easy access to information to help keep children and young people safe from sexual violence and working to identify where government needs to improve its policy, legislative and education settings.
- *Strengthening our workforce:* Increasing training and providing tools and guidance to support the uplift of capability for family violence and sexual violence workforces.

The focus areas of *Protecting children and young people*, and *Preventing violence before it starts* continue to be advanced through actions across the Action Plan Update, reflecting their importance as cross-cutting priorities for the system.

Invest wisely based on what works

The recently published review of direct investment has increased visibility and understanding of where investment is going in the family violence and sexual violence system. Work will continue through the *Investing and commissioning well* priority focus area, to improve investment across the system.

Improving family violence and sexual violence investment and commissioning aligns strongly with a social investment approach – whether commissioned through the Social Investment Fund or through existing channels, Executive Board agencies will work with the Social Investment Agency to strengthen family violence and sexual violence investment over time, clarifying outcomes, strengthening the evidence base, and improving commissioning and contracting settings.

Collective leadership of the system for the future

The Executive Board's Operating Procedures have been embedded as a way of working. This ensures we set accountabilities for a strategic focus and ensures a whole-of-system view, bringing the collective knowledge of agencies together to address emerging issues and to consider future opportunities for achieving outcomes. Core duties remain: sharing information, taking a system view rather than an agency-specific view, driving Action Plan delivery, and providing assurance on progress.

The Executive Board has a refreshed focus, which includes being a system lead for family violence and sexual violence, collectively and as individual Chief Executives. This includes driving agency action, strengthening accountability for collective delivery, being evidence-informed, and monitoring system performance.

Appropriation statements

The following statements report information about the expenses incurred against appropriations administered by the Executive Board for the Elimination of Family Violence and Sexual Violence (the Executive Board) for the year ended 30 June 2026. They are prepared on a GST exclusive basis.

Statement of cost accounting policies

The Executive Board, as the appropriation administrator, has entered into an administration and use agreement with the Ministry of Justice for the Elimination of Family Violence and Sexual Violence appropriation for the 2025/26 financial year. The Executive Board is supported by the Centre.

The costs charged against the appropriation include both direct costs and indirect costs incurred by the Ministry as the Executive Board's servicing department. The costs of outputs are derived using the cost allocation system outlined:

- 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 2026

End-of-year performance information for the Elimination of Family Violence and Sexual Violence appropriation administered by the Executive Board is also reported in the Ministry of Justice's Annual Report.

Expenditure excluding Remeasurements		Expenditure including Remeasurements	Remeasurements ^A	Expenditure excluding Remeasurements	Approved Appropriation ^B
2025		2026	2026	2026	2026
\$000	Appropriation title	\$000	\$000	\$000	\$000
Vote Justice					
	Departmental Output Expenses				
21,319	Elimination of Family Violence and Sexual Violence	22,024	-	22,024	22,278
21,319	Total Departmental Output Expenses	22,024	-	22,024	22,278
21,319	Total Vote Justice	22,024	-	22,024	22,278

^A Remeasurement is generally the movement in the value of an asset or liability that is outside the control of the Executive Board 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 2026

Expenses and capital expenditure incurred in excess of appropriation

The Executive Board did not incur any expenditure in excess of appropriations. (2025: nil).

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

There has been no expenses and capital expenditure incurred without appropriation or outside the scope or period of appropriation. (2025: nil).

Statement of departmental capital injections

For the year ended 30 June 2026

The Executive Board did not receive any capital injections during the year (2025: nil).

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

For the year ended 30 June 2026

The Executive Board has not received any capital injections during the year without, or in excess of, authority. (2025: nil).

Glossary of terms

Associate member agencies are selected agencies that help strengthen connections between the Executive Board and population agencies (Ministry for Women, Ministry for Pacific Peoples, and Ministry for Ethnic Communities). Their Chief Executives may attend meetings but do not hold governance responsibilities or decision-making authority in relation to the Executive Board.

Executive Board for Elimination of Family Violence and Sexual Violence is an interdepartmental executive board established by Order in Council under the Public Service Act 2020. The Executive Board comprises Chief Executives from specific agencies that have a vested interest in addressing the complex issues that relate to family violence and/or sexual violence. The Executive Board is accountable to the Minister for the Prevention of Family and Sexual Violence.

Family violence is a pattern of behaviour that uses coercion, control, or harm in the context of current or previous family relationships. Family violence includes intimate partner violence, elder abuse, child abuse, dating violence, stalking, and child-to-parent violence. It can be physical, sexual, psychological, emotional, spiritual, or financial. Family violence is defined in the Family Violence Act 2018.

Family violence and sexual violence system means the laws, policies, practices, processes, and people involved in preventing and responding to family violence and sexual violence.

Independent advisor refers to ACC, which cannot be designated as a member of an interdepartmental executive board due to its status as a Crown agent. The Public Service Commissioner has instead appointed the Chief Executive of ACC as an independent advisor to the Executive Board.

Multi-agency responses are locally-led arrangements involving government and non-government organisations working together to provide safe, appropriate, holistic support in the aftermath of family violence.

People affected 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. The term victim/survivor is used to cover the breadth of responses and experiences following family violence and sexual violence.

People who use violence describes people who perpetrate 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 exposing a child under 16 to sexual acts or sexual material. Sexual violation is defined in the Crimes Act 1961.

Social investment means using evidence and data to make informed decisions about where and how funding is directed. The approach focuses on understanding people's needs, investing in services that are likely to make the greatest difference, and tracking whether those services improve outcomes over time. In the family violence and sexual violence system, this means targeting investment where it can best support safety, accountability, prevention, and long-term wellbeing.

Te Aorerekurua - the National Strategy to Eliminate Family Violence and Sexual Violence sets out a 25-year vision to eliminate family violence and sexual violence. The strategy provides long-term direction for collective action across government, communities, iwi, Maori organisations, service providers, and those with lived experience.

The Centre for Family Violence and Sexual Violence Prevention is the business unit that supports the Executive Board and the Minister. The Centre provides advice and secretariat services. The Ministry of Justice is the servicing department for the Executive Board, which means the Centre adheres to the Ministry's corporate policies and processes.



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



**Te Kāwanatanga
o Aotearoa**
New Zealand Government