

Briefing

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

Action Plan Milestone Change Requests

Date 4 February 2026

Ref 2026/129171

Action sought

Timeframe

Note	IEB endorsed the proposed changes to milestone delivery under the Action Plan.	19 November 2025
Agree	The proposed change requests to five milestones under the Action Plan as attached in Appendix A – change request forms.	February 2026

Contact for discussion

Name	Position	Mobile	First
Cam Sherley	Deputy Chief Executive	9(2)(a)	<input checked="" type="checkbox"/>
Leanna Hill	Senior Advisor - Strategy, Investment & Performance – report author		

Minister's office to complete

- | | | |
|---|--|---|
| <input type="checkbox"/> Noted | <input checked="" type="checkbox"/> Approved | <input type="checkbox"/> Overtaken by events |
| <input type="checkbox"/> Referred to... | | |
| <input type="checkbox"/> Seen | <input type="checkbox"/> Withdrawn | <input type="checkbox"/> Not seen by Minister |

Minister's comments

Purpose

1. The purpose of this briefing is to seek approval to specific milestone change requests (**attached in Appendix A**), associated implications and outcomes and where appropriate, the revised pathway for implementation.

Background

2. Since the launch of the Action Plan (December 2024), delivery has remained strong across the priority areas, with most milestones for this year completed by December 2025. This momentum is reflective of strong cross-agency collaboration and increasing alignment on shared priorities.
3. Looking ahead into 2026 and beyond, there are eight milestones, with five requiring changes in response to the evolving operating environment, delivery dependencies, and sequencing across agencies. Key drivers include:
 - Aligned delivery with the Social Investment Agency's (SIA) approach.
 - Closure of Project Whetū due to no clear solution to the hosting of the technology and its associated milestones. This closure has impacted the wider Keeping People Safe programme where pivoting and replanning is required.

Milestones requiring change

4. The milestones requesting change are summarised in the following tables, however, further detail of the milestone changes is outlined in Appendix A – Action Plan milestone change request forms.

- i. Investing and Commissioning Well

Action	Milestone	Delivery Date	Change request
Contracting differently for better outcomes	Pilot and outcomes-based contract in one location with one provider	Dec 2025	July 2026

- ii. Keeping People Safe

Action	Milestones	Delivery Date	Change request
Improving Information Sharing Systems	Design complete and procurement of technological system commenced	June 2026	Deferred
	Testing of technology system	June 2027	Deferred
	Transition Family Safety to new technology system	Dec 2028	Deferred
	Evaluation of system undertaken to ensure safe and appropriate use of information	Dec 2029	Deferred

Next steps

5. Following approval of the five milestone change requests, the changes will then be incorporated through our planning and reporting.

Recommendations

We recommend you:

- | | |
|--|---|
| 1. note that IEB have endorsed the change requests (19 Nov 2025). | Noted |
| 2. agree to the proposed change requests to five milestones under the Action Plan 2025-2030 as attached in Appendix A – change request forms. | <input checked="" type="radio"/> YES / NO |



Cam Sherley
Acting Chief Executive
The Centre for Family Violence and Sexual Violence Prevention

Date: 10 / 02 / 2026

APPROVED / SEEN / NOT AGREED



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

Date: 12 / 2 / 2026

Appendices

Appendix A: Action plan milestone change request forms

Action Plan Delivery - Change Request

Register ID No: 007



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

To:	Minister Chhour	
From:	Cam Sherley, Acting Chief Executive, Centre for Family Violence and Sexual Violence Prevention	
CC:	Rachael Child, Manager Strategy, Investment and Performance	
Date:	22 January 2026	
Subject:	Change Request: Contracting differently for better outcomes - milestone: Pilot and outcomes-based contract in one location with one provider	
For:	<input checked="" type="checkbox"/> Approve	<input type="checkbox"/> Note <input type="checkbox"/> Reject
Recommendations		
Approve: Change to the delivery date for milestone – Pilot and outcomes-based contract in one location with one provider		<input checked="" type="radio"/> Yes / <input type="radio"/> No

1. Reason for Change

The action plan includes the following milestone under the Investment and Commissioning Well priority focus area which requires a change to the delivery date.

Contracting Differently for Better Outcomes:

- **Milestone:** Pilot and outcomes-based contract in one location with one provider – **December 2025**

2. Details of the Change

2.1 Description

The new delivery date for this milestone is proposed as following:

- **Milestone:** Pilot and outcomes-based contract in one location with one provider – **July 2026**.

This is due to the following reasons:

- The baseline review phase 1 has revealed the complexity of contracting across government for FVSV. It has highlighted opportunities for improved contract alignment.

9(2)(g)(i)

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- As such is it necessary to push out the expected delivery of this milestone to the new financial year 2026/2027.

2.2 Implications

Implication type	Implication details (could be positive (benefits) or negative (consequence of political decision, resource etc))
Delayed delivery of milestone	Milestone will be delayed by 6 months.
Increased number of OBC pilots	The action plan set out a milestone to develop a single pilot for OBC. This change will see up to 7 OBC piloted in localities and communities. This increases flexibility for communities and providers and reduces the complexity of contracting arrangements. It enables learning to be gained from how OBC work in practice that can be applied to future models.

3. Outcomes of the Change, if approved

Perspective	Proposed change to latest approved baseline (per Business Case or last approved change)
Schedule	Current approved milestone completion date: December 2025 New milestone completion date: July 2026

Action Plan Delivery - Change Request

Register ID No: **005**



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

To:	Minister Chhour		
From:	Emma Powell, Chief Executive, Centre for Family Violence and Sexual Violence Prevention		
CC:	Andrea Brooking, Programme Manager, Keeping People Safe Programme		
Date:	22 January 2026		
Subject:	Change Request - Improving information sharing systems - milestones		
For:	<input checked="" type="checkbox"/> Approve	<input type="checkbox"/> Note	<input type="checkbox"/> Reject
Recommendations			
Approve the deferral of - Improving information sharing systems - 4 milestones from the Keeping People Safe Action Plan (2025–2030)			<input checked="" type="radio"/> Yes / <input type="radio"/> No

1. Reason for Change

This change request seeks approval to defer the remaining “Improving information sharing systems” four milestones from the Action Plan (2025-2030) due to significant shifts in system direction, funding availability, and governance arrangements following the closure of Project Whetū¹ in December 2025.

Throughout 2024-2025, the Centre progressed development of a target operating model (TOM) for multi-agency responses, alongside preparation of a Detailed Business Case seeking Cabinet approval and investment for the enabling technology and data infrastructure. However, a series of system-level developments - including changes to the Government’s Digital Strategy, strengthened GCDO expectations to reuse technology platforms, constrained fiscal settings, and unresolved mandate questions for cross-agency delivery - resulted in the withdrawal of the Business Case from Cabinet consideration.

A joint rapid assessment by the Centre and the Social Investment Agency recommended closure of Project Whetū, which was endorsed by IEB on 17 December 2025. Closure of the project leaves the Centre with no current delivery pathway, funding, or cross-agency commitment to proceed with procurement, development, or transition to a new technology system as originally envisioned.

The remaining milestones are therefore not deliverable within the Action Plan period, and continuation would present a misalignment between commitments and feasible activity. This change requests formal deferral of the milestones to reflect the updated system position.

¹ Closure Approved by Interdepartmental Executive Board (IEB) 27 November 2025

2. Details of Change

2.1 Description

It is proposed that milestones within the Action Plan (2025-2030) that relate to the procurement, design, testing, transition and evaluation of new technology to improve information sharing systems are deferred.

At the time of writing there is no technology enhancement or development pathway, nor funding sources, nor project delivery mechanism that would give effect to improved information sharing systems.

The existing Police-owned Family Safety System (FSS) technology, available in 23 of 40 family violence multi-agency responses nationwide, will continue to be utilised

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We are working with Police in ongoing FSS requirements to best meet the needs of multi-agency responses.

2.2 Implications

Implication type	Implication details (could be positive (benefits) or negative (consequence of political decision, resource etc))
Objectives	<p>The objectives of the Action Plan (2025-2030) to:</p> <ul style="list-style-type: none"> Implement improved information sharing systems that would support more collaboration across services and ensure effective and safe information sharing will not be met or will not form part of the Action Plan.

3. Outcomes of the Change, if approved

Perspective	Proposed change to latest approved baseline (per Business Case or last approved change)
Schedule	<p>The following milestones are deferred from the Action Plan schedule.</p> <ul style="list-style-type: none"> Design complete and procurement of technology system commenced - 30/06/2026 Testing of technology system - 30/06/2027 Transition Family Safety System to new technology system - 31/12/2028 Evaluation of system undertaken to ensure safe and appropriate use of information - 31/12/2029 <p>No replacement milestones or dates will be assigned.</p>
Scope	<p>The deferring of the 'Improving information sharing systems' milestones results in a formal adjustment to the programme's approved scope. All activities associated with</p>

	<p>the development, procurement, testing, and implementation of a new national technology and data solution; previously to be delivered through Project Whetū, will be withdrawn from the scope of the Keeping People Safe Action Plan (2025-2030).</p> <p>This will confirm the Te Aorerekura Action Plan will no longer pursue the creation of an integrated technology or information-sharing platform as a programme deliverable. The Keeping People Safe programme will continue operating within existing system constraints, including reliance on the Police-owned Family Safety System (FSS), until an alternative whole of system technology pathway is agreed outside of the current Action Plan.</p>
<p>Benefits</p>	<p>Approving the change will ensure that the Action Plan accurately reflects deliverables that are achievable within current system constraints. Deferring the milestones provides clarity for governance and Ministers by eliminating expectations tied to a technology solution that no longer has a viable delivery pathway.</p> <p>Enables the Keeping People Safe programme to concentrate effort on deliverables that remain feasible. While the change does not generate new service-level benefits, it provides a clearer and more realistic baseline for planning, oversight, and coordination across agencies.</p>
<p>Financial</p>	<p>9(2)(f)(iv)</p>
<p>Change Impacts</p>	<p>Approval of the change will defer the expectation that a new information-sharing technology system will be delivered under the Action Plan, resulting in a clear and more accurate representation of programme deliverables. Localities and partner agencies will continue operating the existing Family Safety System (FSS) and associated manual processes, with no transition to new technology planned within the Action Plan period.</p> <p>The change ensures that implementation of the target operating model (TOM) proceeds without dependencies on technology development that is no longer feasible. While the underlying operational limitations of the current system remain, the formal deferral of the milestones prevents misalignment between programme reporting, stakeholder expectations, and actual delivery capability.</p>
<p>Dependencies</p>	<p><i>Nil</i></p>

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Risks / Issues