

5 October 2021

Ref: IR-01-21-29091

Harold

Email: [fyi-request-16915-ca0a0290@requests.fyi.org.nz](mailto:fyi-request-16915-ca0a0290@requests.fyi.org.nz)

Dear Harold

***Request for information***

Thank you for your follow up request dated 28 September 2021 asking for further documents relating to the Police-led deradicalisation programme, 'He Aranga Ake'. Your request has been considered in accordance with the Official Information Act 1982 (OIA).

I have responded to each of your questions below:

*1. Governance Group Terms of Reference*

Please find attached the He Aranga Ake Governance Group Terms of Reference.

In response to your remaining questions:

- 2. Working Group Terms of Reference*
- 3. Business Case*
- 4. Change Strategy*
- 5. Stakeholder Management Plan*
- 6. Operating Protocol*
- 7. Privacy Impact Assessment*

I refer you back to the Police response to your request for information on 22 June 2021 under IR-01-21-19386.

Funding for the development and delivery of He Aranga Ake became available on 1 July 2021, with the project expected to be implemented by December 2022. As per your earlier request the requested business documents are still in production and not finalised.

For this reason, the documents requested continue to be withheld under the following grounds:

**Police National Headquarters**

180 Molesworth Street, Thorndon, Wellington SX11149  
Telephone: (04) 474 9499. [www.police.govt.nz](http://www.police.govt.nz)

- section 9(2)(g)(i) of the OIA, in order to maintain the effective conduct of public affairs through the free and frank expression of opinions by or between or to Ministers of the Crown or members of an organisation of officers and employees of and Department or organisation in the course of their duty; and
- section 6(c) of the OIA, as the making available of the information is likely to prejudice the maintenance of the law including the prevention, investigation and detection of offences and the right to a fair trial.

Once these documents are finalised in the future, the section 6(c) withholding ground will still apply, and it is likely that section 6(a) of the OIA will also apply:

- section 6(a) of the OIA: the making available of the information is likely to prejudice the security or defence of New Zealand or the international relations of the government of New Zealand.

I trust that this information will be of use to you. You have the right to ask the Ombudsman to review my decision if you are not satisfied with my response to your request.

Yours sincerely,



Fleur de Bes  
Inspector  
New Zealand Police

# MACIP Project Governance Group: Terms of Reference

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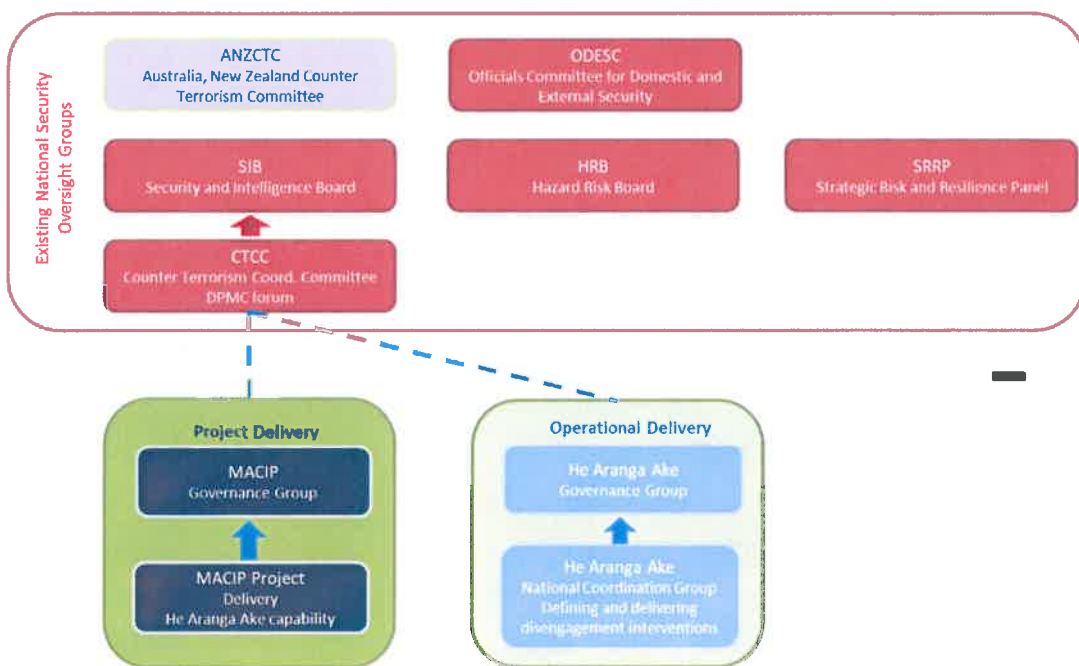
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## 1. Purpose

The purpose of the MACIP Governance Group ('the Governance Group') is to provide national strategic leadership and oversight of the multi-agency project tasked with delivering the disengagement programme, He Aranga Ake. The project will develop processes, procedures and systems that support coordinated, outcomes-focused interventions and case management of individuals of violent extremist concern.

The Governance Group will provide project oversight and support during the lifecycle of the MACIP project delivery. The members of the group need to be at an organisational level that can also facilitate and lead significant change within their own agencies aligned to the purpose of He Aranga Ake, specifically around identification, referral and intervention processes.

The Governance Group will also provide input to the Counter Terrorism Coordinating Committee (CTCC) which is a key component of New Zealand's National security architecture<sup>1</sup>. There will also be a requirement to define and recommend changes required to governance roles once He Aranga Ake is live.



## 2. Introduction

He Aranga Ake is a deliverable of the Government's Countering Terrorism and Violent Extremism National Strategy Work Programme. The project to deliver it is being led by Police, with cross agency support. He Aranga Ake is not a direct recommendation from the 'Royal Commission of Inquiry into the terrorist attack on Christchurch masjidain on 15 March 2019', however it aligns with the wider intent.

The role of the project is to ensure He Aranga Ake has capability to:

- i. Assess persons of concern referred to the He Aranga Ake national inter-agency round table who meet the criteria for inclusion onto the programme

<sup>1</sup> <https://dpmc.govt.nz/our-programmes/national-security-and-intelligence/new-zealands-national-security-system/national-1>

- ii. Ensure timely and relevant inter-agency communication and sharing of information can occur to enable coordinated activity and intervention planning
- iii. Recommend, facilitate, and guide proactive planning and centralised/co-ordinated tasking to reduce the likelihood of the persons of concern becoming involved in violent extremist activity
- iv. Provide a bespoke approach to each individual taking advantage of all the tools, services, capabilities, and external community relationships held across government
- v. Ensure transparency of intervention and support provided
- vi. Ensure case oversight of persons of concern throughout their involvement on the programme
- vii. Ensure public safety remains a paramount consideration at every stage of the persons of concern involvement on the programme, including their transition off the programme.

The role of each agency is to:

- i. Ensure appropriately experienced and senior people are available from their agency to proactively support the project, assessment of persons of concern and intervention planning and implementation.
- ii. Develop internal processes to identify and triage persons of concern in order to make decisions to refer to He Aranga Ake or other intervention options.
- iii. Develop intervention management processes that provide feedback on tasked interventions into He Aranga Ake
- iv. Where required ensure a sustained effort at national and local levels which includes family, whanau, and community is possible to achieve long-term positive outcomes for the persons of concern

### 3. Governance Group Membership

The Governance Group is made up of senior officials from: Department of Corrections, Ministry of Education, Ministry of Health, Ministry of Social Development, NZ Police, NZ Security Intelligence Service and Oranga Tamariki.

Members of the Governance Group are listed at the end of this Terms of Reference and have signed up to this agreement.

Changes to the standing membership of the Governance Group will require the approval of the Chair of the Governance Group. A Chair will be selected from amongst members and is open to rotation.

Where an organisational representative is not available, a delegated representative from that organisation will take their place. In making themselves available for appointment, members should ensure that:

- there is no conflict of interest which would preclude their appointment; and
- they are available to serve on the Governance Group; and
- are able to ensure decisions on behalf of their agency are made rapidly and with all necessary authorisations

The Governance Group members may, with the agreement of all parties, invite MACIP operational staff, or other key individuals from their or other organisations to the Governance Group meeting. Any invitees will not have voting rights.

### 4. Role and Functions of the Governance Group

The Governance Group is responsible for providing national support, ownership and strategic leadership for the development and implementation of the MACIP project.

Once He Aranga Ake is fully operational and the project has closed it will be appropriate to review membership of the group.

The Governance Group will ensure subject matter experts are made available for the MACIP project to support the development of the MACIP project deliverables.

The Governance Group will also need to determine the best approach within their own agency to develop processes and procedures to ensure their front-line staff have an escalation process for persons of concern that should be referred to He Aranga Ake. The role also includes:

#### Relationship Management

- Supporting and enhancing collaborative relationships and engaging with other initiatives across government to maximise use of resources to achieve outcomes
- Encouraging innovative responses that work to meet gaps in the current services
- Initiate opportunities for engagement and streamlining with other project governance groups where there is synergy of purpose.

#### Resource Management

- Ensuring subject matter experts are made available for the MACIP project deliverables.
- Ensuring adequate resource from respective organisations to support the successful delivery of He Aranga Ake at national and local level
- Addressing gaps in service delivery at national level or escalating if necessary, to the Counter Terrorism Coordination Committee (CTCC).

#### Risk and Issue Management

- Managing project risk and issues
- Escalating risks and issues to the Department of the Prime Minister and Cabinet via CTCC when required.

#### Developing Best Practice

- To review and approve operational policies and procedures for He Aranga Ake, including the Standard Operating Procedures.

### 5. Terms and conditions of appointment

Members of the Governance Group shall be Level Two or Three Management from their organisation.

### 6. Reporting Requirements

The Governance Group shall report progress and outcomes to CTCC in alignment with CTCC meeting dates.

### 7. Meetings

The Governance Group meetings will be chaired by Police and held monthly during the MACIP project delivery phase.

#### a. The Chair's responsibilities are to:

- i. Schedule, host, and Chair Governance Group meetings
- ii. Finalise the agenda in liaison with the He Aranga Ake / MACIP Business Owner
- iii. Bring appropriate matters before the Governance Group for information, discussion and decision making including any matters the members wish to raise
- iv. Run the Governance Group meetings efficiently and effectively and ensure the actions are followed up

- v. Foster a climate of openness, collaboration, and co-operation
  - vi. Strive to achieve consensus
  - vii. Be a spokesperson, as required and appropriate to do so
  - viii. Act as the Governance Group conduit for other agencies and initiatives
- b. Governance Group members are required to:
- i. Attend scheduled meetings – a quorum is 50% of members plus 1
  - ii. Submit apologies and send suitable proxy where they are unable to attend
  - iii. Be diligent in preparing for meetings
  - iv. Provide input and feedback on the agenda
  - v. Respond to information requests or provide advice in between set meetings as required
- c. Any changes to the Governance Group will be reviewed by the Chair and agreed in consultation with members.
- d. Secretariat support will be provided by Police.

A quorum is required for any major decisions which affect the development, implementation, and evaluation of the programme. Where a quorum is not present at the Governance Group meeting, decisions can be deferred and gained via a process outside of the Governance Group via in-person meetings or via online, virtual meetings or emails to all Governance Group members, where all are agreed to this.

## 8. Conflicts of Interest

Members shall perform their functions in good faith, honestly and impartially and avoid situations that might compromise their integrity or otherwise lead to conflicts of interest. Proper observation of these principles will enable public confidence in the work of the Governance Group to be maintained.

When members believe they have an actual or perceived conflict of interest on a subject which will prevent them from reaching an impartial decision or undertaking an activity consistent with the Governance Group's functions, then they must declare a conflict of interest and absent themselves from the discussion and/or activity.

This must be done at the earliest possible opportunity, in the regular agenda item around conflicts of interest, and at the point the relevant item of business comes up in the meeting. Declarations of a conflict of interest will be documented in the meeting minutes and recorded in a conflicts of interest register.

## 9. Liability

Members are not liable for any act or omission done or omitted in their capacity as a member, if they acted in good faith, and with reasonable care, in pursuance of the functions of the Governance Group.

## 10. Confidentiality

Meetings, including agenda material and minutes, are confidential. Members must ensure that the confidentiality of Governance Group business is maintained.

The Governance Group members shall adhere to the requirements of the Privacy Act 2020 and the Health Information Privacy Code.

At no time shall members divulge details of Governance Group matters or decisions to people who are not members, or MACIP agency employees. Disclosure of Governance Group business to anyone outside the MACIP agencies must be the decision of the Governance Group.

Governance Group members must ensure that documents and collateral are kept securely to ensure that confidentiality is maintained. Release of correspondence or papers can only be made with the approval of the Governance Group or adherence to OIA request guidelines.

### 11. Communications

All communications about MACIP and He Aranga Ake and the Governance Group will be subject to the terms in the agreed He Aranga Ake Communications Plan once finalised, including requests for information under the Official Information Act 1982 and the Privacy Act 2020.

Members of the Governance Group must advise of any Official Information Act requests received specifically regarding MACIP or He Aranga Ake. Requests should be managed as a shared response with Police, and a record of all responses which will be available to all Governance Group members.

### 12. Health & safety

The Governance Group will comply with the requirements of the Health and Safety at Work Act 2015.

### 13. Acceptance of Terms of Reference

The Governance Group confirmed these Terms of Reference on \_\_\_\_ of \_\_\_\_\_ 2021 as per the below representative signatures.

### 14. Terms of Reference review

Terms of Reference will be reviewed once the project has closed, and thereafter every two years or at an earlier time if agreed by the Governance Group i.e. \_\_\_\_\_ 2022.

### 15. The Governance Group membership agreement:

Department of Corrections

Name	
Title	
Signature	
Date	

Ministry of Education

Name	
Title	
Signature	
Date	

Ministry of Health

Name	
------	--



Title	
Signature	
Date	

Ministry of Social Development

Name	
Title	
Signature	
Date	

NZ Police

Name	
Title	
Signature	
Date	

NZ Security Intelligence Service

Name	
Title	
Signature	
Date	

Oranga Tamariki

Name	
Title	
Signature	
Date	

**End Document.**