



SSC REPORT

IN CONFIDENCE

Appointment: Chief Executive, Department of Corrections

Date: 28 January 2020
Report No: SSC2020/0008
Contact: Chappie Te Kani, Acting Deputy Commissioner
Telephone: 9(2)(a) privacy

	Action Sought	Deadline
Hon Chris Hipkins Minister of State Services	Sign and lodge the attached Cabinet Appointments and Honours Committee (APH) papers	By 5 February 2020

Enclosure: Yes

Executive Summary

- 1 The State Services Commissioner intends to appoint Mr Jeremy Lightfoot as Chief Executive, Department of Corrections.
- 2 The Minister of Corrections, Hon Kelvin Davis, has been briefed and is supportive of the proposal to appoint Mr Lightfoot to the role.
- 3 In accordance with section 38 of the State Sector Act 1988, the State Services Commissioner is required to consult with you and the Prime Minister before finalising the terms and conditions of employment for Mr Lightfoot. Your office will receive a letter that details the relevant terms and conditions for Mr Lightfoot.

Recommended Action

We recommend that you:

- a **sign and lodge** the attached APH paper regarding the appointment of Mr Jeremy Lightfoot as Chief Executive, Department of Corrections, for consideration by APH on 12 February 2020.

Lodged / not lodged

Hon Chris Hipkins
Minister of State Services

IN CONFIDENCE

Office of the Minister of State Services

Chair
Cabinet Appointments and Honours Committee

Appointment: Chief Executive, Department of Corrections

- 1 The State Services Commissioner (the Commissioner) has forwarded to me, as the Minister of State Services, a recommendation for the appointment of Mr Jeremy Lightfoot to the position of Chief Executive, Department of Corrections, under section 35 of the State Sector Act 1988 (the Act).
- 2 I now submit the Commissioner's recommendation, attached under this coversheet, to the Cabinet Appointments and Honours Committee for consideration and referral to the Governor-General in Council, via Cabinet.
- 3 The Responsible Minister and I have been consulted by the Commissioner about this appointment.
- 4 The Commissioner will consult the Prime Minister and I before finalising conditions of employment for Mr Jeremy Lightfoot, including his term of appointment, as required under section 38 of the Act.

Recommendations

- 5 I recommend that Cabinet:
 - 1 **accept** the recommendation of the Commissioner to appoint Mr Jeremy Lightfoot to the position of Chief Executive, Department of Corrections;
 - 2 **refer** the recommendation and the attached curriculum vitae to the Governor-General in Council;
 - 3 **note** that the Commissioner is consulting with the Prime Minister and the Minister of State Services before finalising terms and conditions of employment with Mr Jeremy Lightfoot;
 - 4 **note** that under the Act, the Commissioner is required to publicly announce appointments; and
 - 5 **note** that, subject to the Governor-General's acceptance of the Commissioner's recommendation, the Commissioner intends to:
 - 5.1 publicly announce the appointment of Mr Jeremy Lightfoot; and
 - 5.2 proactively release associated documents on the State Services Commission's website.



Hon Chris Hipkins
Minister of State Services

1 / 2 / 20

28 January 2020

Hon Chris Hipkins
Minister of State Services

Appointment: Chief Executive, Department of Corrections

Proposal

- 1 I recommend that Mr Jeremy Lightfoot be appointed to the position of Chief Executive, Department of Corrections (Corrections) for a three-year term.
- 2 Mr Lightfoot is currently the Acting Chief Executive of Corrections, a role he has held since 21 December 2019. He previously acted as Chief Executive of Corrections from 29 September 2018 to 9 November 2018.
- 3 In his substantive role as Deputy Chief Executive (DCE), Corrections, Mr Lightfoot is responsible for strategic oversight and governance of Corrections, for leading engagement with the justice sector, and for closely supporting and deputising for the Chief Executive across the Department as a whole. Mr Lightfoot has held this role since August 2017, during which time he led the initiation, engagement, strategy, governance and implementation of all work relating to prison capacity.
- 4 A seasoned senior leader with a deep understanding of the public sector and justice system, Mr Lightfoot is knowledgeable about the challenges and opportunities facing Corrections, having held a range of leadership roles in the department as Public Private Partnership (PPP) Director, General Manager (GM) Finance Technology and Commercial, National Commissioner, Deputy Chief Executive (DCE), and currently as Acting Chief Executive.
- 5 I consider that Mr Lightfoot has the necessary skills and experience to successfully lead Corrections. A copy of his summarised curriculum vitae is attached.
- 6 I propose that you forward my recommendation to Cabinet for referral to the Governor-General in Council. A warrant for execution by the Governor-General is attached.

Background

- 7 On 29 February 2020, a vacancy will be created in the Chief Executive role when Mr Lightfoot finishes his acting term.
- 8 The Department of Corrections is responsible for the management of New Zealand's corrections system, including the administration of custodial and community-based sentences and orders. The purpose of Corrections is to improve public safety and contribute to the maintenance of a just society.
- 9 Corrections is New Zealand's largest Public Service department, responsible for the management and wellbeing of over 10,000 prisoners and nearly 30,000 community-based offenders. With an appropriation of approximately \$2.2 billion, Corrections employs nearly 10,000 people who work in 17 prisons and over 140 Community Corrections sites and oversees one privately-run prison.

- 10 Corrections has a vital role in maintaining the safety and wellbeing of the community, and in changing the lives of those within its care. In accordance with the Corrections Act 2004, this is achieved by:
 - ensuring that custodial and community-based sentences and orders imposed by the Courts and the New Zealand Parole Board are administered in a safe, secure, humane and effective manner;
 - operating Corrections' facilities in accordance with the Corrections Act 2004 and with consideration for other guidelines, such as the United Nations Standard Minimum Rules for the Treatment of Prisoners;
 - assisting in the rehabilitation of offenders and supporting their return to the community through the provision of programmes and other interventions; and
 - providing information to the Courts and the New Zealand Parole Board to assist them in their decision-making.
- 11 Corrections also administers the duties set out in Corrections-related legislation, including the Sentencing Act 2002 and the Parole Act 2002.

Requirements of the Position

- 12 The Chief Executive is responsible for the leadership and operational management of Corrections, has legal custody of prisoners in Corrections prisons, and is responsible for their safe custody and welfare. The Chief Executive is also responsible for the welfare of those managed in the community, while they are carrying out their sentence or order in the presence of a Corrections employee.
- 13 The Chief Executive, Department of Corrections is responsible for ensuring the effective delivery of Corrections' functions, which are:
 - Strengthening partnerships with Māori and promoting and demonstrating an appreciation of tikanga Māori values;
 - Implementing initiatives aimed at addressing Māori reoffending and reducing the over-representation of Māori in the criminal justice system, including significant funding towards kaupapa Māori, a whānau-centred approach and the implementation of the Maori Strategy Hōkai Rangī; and
 - Showing progress against the Government priority of reducing the prison population by over 30% over the next 15 years
- 14 The position description was considered by the Cabinet Appointments and Honours Committee on 4 July 2018 and confirmed as the basis for recruitment to the role [APH-18-MIN-0130].

Selection Process

- 15 I have undertaken a comprehensive recruitment and assessment process for the next Chief Executive, including the engagement of external executive search and assessment consultants.
- 16 The appointment process was run in accordance with the requirements under section 35 of the State Sector Act 1988.
- 17 The vacancy was advertised online and in newspapers from 24 August 2019. Applications closed on 22 September 2019.
- 18 Thirteen candidates applied for the position. Six applicants were shortlisted for interview.

- 19 Shortlisted candidates were interviewed on Wednesday, 6 November 2019 by a panel comprised of:
- Mr Peter Hughes CNZM, State Services Commissioner, Chair of the interview panel;
 - Ms Helene Quilter QSO, Deputy State Services Commissioner;
 - Ms Christine Stevenson, Comptroller of Customs and Chief Executive. New Zealand Customs Service;
 - Mr Glenn Webber, Chief Crown Negotiator, Ministry of Justice; and
 - Dr Vanessa Caldwell, Operations Executive, Mid Central DHB.

Recommended Appointee

- 20 I recommend the appointment of Mr Lightfoot to the position of Chief Executive for a three-year term.
- 21 Mr Lightfoot is experienced in large, operational leadership roles. As National Commissioner, Corrections he was responsible for 6,500 employees and an annual operating expenditure of \$700m. In this role he was accountable for all operational aspects of Corrections across 18 prisons and 150 community corrections sites. As GM Finance, Technology and Commercial, Corrections, he was responsible for an annual operational expenditure of approximately \$1.3bn and a capital asset base in excess of \$3.5bn.
- 22 A track record of delivery for government on critical strategic programmes and a commitment to shared outcomes means Mr Lightfoot understands the need for Corrections to take a strong leadership role in supporting its sector partners. As DCE, Corrections, he strengthened collaboration between justice sector agencies by initiating and sponsoring a DCE Housing Working Group with the Ministry of Social Development and Housing NZ.
- 23 A strategic individual with specialist expertise in risk assessment and operational management within complex environments, Mr Lightfoot's management of the High Impact Innovation Programme, combined with a collective effort across the justice sector, saw the prison population fall from approximately 10,800 in March 2018 to below 10,000 by November 2018.
- 24 Dedicated to Corrections' work and purpose, Mr Lightfoot is experienced in leading change. He was instrumental in turning around the Department's relationship with the Corrections Association New Zealand, resulting in jointly commissioned and delivered safety enhancements. By employing several approaches, such as creating joint oversight groups with other unions, he was able to increase trust and confidence to gain others' buy-in.
- 25 Mr Lightfoot has led a number of initiatives and projects with Māori. He led the strategic development, governance and implementation of all work relating to Hōkai Rangī, the Department's 5-year organisational strategy, focusing on achieving better outcomes for Māori and their whānau. By ensuring the strategy was informed by key stakeholders' views, particularly those of Māori, Mr Lightfoot built a strong framework for Corrections to work within.
- 26 Experienced in providing advice to ministers on Corrections matters, Mr Lightfoot makes a point of presenting his advice calmly and in ways that resonate with Ministers by being frank and factual in his advice. Mr Lightfoot's desire to be authentic and open in his leadership will ensure he continues to build trusting relationships with Ministers.

- 27 Mr Lightfoot demonstrated to the panel that he is committed and well-prepared to lead Corrections and is closely connected with the organisation's purpose. He strives to achieve high performance and is dedicated to meeting the standards expected of the Public Service.
- 28 Mr Lightfoot was subjected to a comprehensive vetting and reference check process. Reference checks were undertaken with four referees that Mr Lightfoot provided, as well as two further referees not provided by Mr Lightfoot. References included direct reports, line managers, and peers from the sector. All referees agreed Mr Lightfoot is ready for the role and would make an excellent Chief Executive, Corrections for New Zealand.
- 29 Referees refer to Mr Lightfoot as a highly-respected, intelligent, authentic leader who uses a collaborative and consultative working style to influence those around him towards a common goal. He takes a measured approach to bringing change and his referees describe him as an empathetic individual who understands Corrections extremely well and is able to remain calm under pressure. There were no issues of integrity or credibility raised by any of the referees.
- 30 Mr Lightfoot holds a Bachelor of Engineering and Business Management with Honours from the University of Sussex.
- 31 In summary, I am of the view that Mr Jeremy Lightfoot meets the requirements outlined in the attached position description.

Conditions of Employment

- 32 I have consulted with Hon Kelvin Davis, Minister of Corrections, about the proposed appointment and he is supportive of the proposal.
- 33 In accordance with section 38 of the State Sector Act 1988, I will consult with you and the Prime Minister before finalising the terms and conditions of employment for Mr Lightfoot, including the proposed three-year term of appointment.
- 34 The Chief Executive must be able to obtain and maintain a Top Secret security clearance. 9(2)(a) privacy

Publicity

- 35 Subject to the Governor-General's acceptance of my recommendation, I intend to publicly announce the appointment of Mr Lightfoot on 18 February 2020.
- 36 It is also my intention to publicly release associated documents, including this paper, on the State Services Commission's website, as is our standard practice for Chief Executive appointment recommendations. The documents will have any necessary redactions in accordance with the Official Information Act 1982. You will be consulted on the communications plan and material to be released.

Recommendations

37 I recommend that you:

- 1 **forward** my recommendation to **appoint** Mr Jeremy Lightfoot to the position of Chief Executive, Department of Corrections, to the Cabinet Appointments and Honours Committee for referral to the Governor-General in Council;
- 2 **note** that a warrant for appointment is attached for execution by the Governor-General in due course;
- 3 **note** that I will consult with the Prime Minister and you, as Minister of State Services, before finalising terms and conditions of employment for Mr Lightfoot, including his term of appointment;
- 4 **note** that Mr Lightfoot's employment is subject to him maintaining a Top Secret security clearance;
- 5 **note** that, subject to the Governor-General's acceptance of my recommendation, I intend to:
 - 5.1 publicly announce the appointment of Mr Lightfoot on Tuesday, 18 February 2020; and
 - 5.2 proactively release associated documents on the State Services Commission's website.



Peter Hughes
State Services Commissioner

SUMMARISED CURRICULUM VITAE

Jeremy David Lightfoot

STATE SERVICES COMMISSION
TE KAWA MAUAHO



Employment History

Department of Corrections

- 2017 – present Deputy Chief Executive
- 2013 – 2017 National Commissioner
- 2012 – 2013 General Manager Finance, Technology and Commercial
- 2010 – 2012 Public-Private Partnership (PPP) Director

Parkwood Project Management Limited *Worcestershire, England*

- 2006 – 2010 Managing Director
- 2005 – 2006 Projects Director

Parkwood PFI Projects Limited

- 2003 – 2005 Various Project Management roles

Academic Qualifications and Training

- 1994 BEng (Hons) Engineering and Business Management, Sussex University
- 1991 BTEC OND General Engineering and Business Studies, Bromley College of Technology
- 2016 Business Leaders' Health and Safety Forum Leadership Programme

Professional Memberships and Training

- 2007 Corporate Member, Association for Project Management

RELEASED BY SSC UNDER OUR COMMITMENT TO OPEN GOVERNMENT

POSITION DESCRIPTION

STATE SERVICES COMMISSION
TE Kaitiaki Take Kōwhiri



Position	Chief Executive
Department	Department of Corrections
Position Purpose	<p>The Department of Corrections is New Zealand's largest Public Service department, responsible for the management and wellbeing of over 10,000 prisoners and nearly 30,000 community-based offenders.</p> <p>The Chief Executive of the Department of Corrections is responsible for an appropriation of approximately \$2.2 billion. The Department employs nearly 10,000 people who work in 17 prisons and over 140 Community Corrections sites, and the Department oversees one privately run prison.</p> <p>The Chief Executive is responsible for the day-to-day running of the Department of Corrections. This includes responsibility for ensuring the corrections system operates in accordance with the purposes set out in the Corrections Act 2004; providing administrative support to the New Zealand Parole Board; and contracting with a wide range of commercial and community organisations for the provision of infrastructure, programmes, and services.</p> <p>The Chief Executive has legal custody of prisoners in corrections prisons and is responsible for ensuring their safe custody and welfare. The Chief Executive is also responsible for the welfare of those managed in the community, while they are carrying out their sentence or order in the presence of a Corrections employee.</p> <p>The Chief Executive is responsible for ensuring the Department has the infrastructure to meet the increasingly complex demands of the prison population, provides the necessary rehabilitation and reintegration services and can meet offenders' mental health, addiction, education, employment and housing needs.</p> <p>The Chief Executive also works at a system level with other public sector agencies to address systemic issues and to realise opportunities to achieve the Government priority of healthier, safer and more connected communities. This includes contributing to Te Hāpaitia te Oranga Tangata, the government's justice system reform agenda, addressing the over-representation of Māori in the criminal justice system and supporting the Joint Venture to reduce family and sexual violence. The Government also has an ambitious goal to reduce the prison population by 30% over 15 years.</p>

Key external relationships

Government and Parliament:

IN-CONFIDENCE

- Minister of Corrections
- Minister of Justice
- Minister of Police
- The Ombudsman

Public sector

The Department of Corrections works closely with many agencies in pursuing its priority outcomes including:

- Justice sector: The Department works with the Ministry of Justice, New Zealand Police and other justice sector agencies operationally and on cross-sector policy settings
- Social sector: The Department works with agencies on the housing, support and reintegration of offenders, offenders in the community, training and employment opportunities and youth offenders
- Health sector: The Department works with the Ministry of Health and District Health Boards on healthcare services, mental health and addiction support
- Population agencies: The Department works with agencies representing the interests of Māori, Pasifika and other ethnic groups
- The Department works with the New Zealand Parole Board
- The Chief Executive is also a member of various cross-agency groups, including the Justice Sector Leadership Board, and is an additional Ministerial appointee to the Family Violence and Sexual Violence Joint Venture

Other key relationships

- Māori communities, hapū, whānau and iwi and organisations representing Māori interests
- Pacific and ethnic communities and organisations
- Justice and wider social sector non-government organisations
- Unions
- Victim advocacy groups
- Major commercial service providers

Performance profile

Critical success priorities

The following are critical success priorities for the Chief Executive in the role:

- Strengthening partnerships with Māori and promoting and demonstrating an appreciation of tikanga Māori values;
- Implementing initiatives aimed at addressing Māori reoffending and reducing the over-representation of Māori in the criminal justice system, including significant funding towards kaupapa Māori, a whānau-centred approach and the implementation of the Maori Strategy Hōkai Rangī;

- Showing progress against the Government priority of reducing the prison population by over 30% over the next 15 years;
- Providing strong, strategic leadership of a large, operational and uniformed workforce;
- Managing prison capacity pressures, particularly the remand population, and ensuring Corrections has the fit –for-purpose infrastructure to meet the increasingly complex requirements of the prison population;
- Strengthening investment in evidence-based rehabilitation and reintegration programmes and services, maximising community-based alternatives to prison and exploring innovative solutions;
- Ensuring prisoner wellbeing, including managing the significant mental health and alcohol and drug treatment needs affecting a large proportion of the people managed by the Department;
- Working collaboratively with Public Service Chief Executives and their agencies across the system through effective consultation and coordination at a strategic and operational level;
- Contributing to Te Hāpaitia te Oranga Tangata reform programme, working with justice sector agencies to deliver the Government's objectives for the sector and ensuring Corrections' strategy is aligned with the wider work programme;
- Establishing and maintaining effective working relationships and the trust and confidence of Ministers, providing high quality policy advice to the Government and delivering on Government priorities for Corrections;
- Leading change to address organisational capability and capacity pressures;
- Managing organisational growth, ensuring quality of recruits, developing talent, and driving diversity and inclusion in all levels of the organisation;
- Exemplifying and promoting a spirit of service within the organisation; and
- Managing public interest in a high profile organisation, through sound risk management and strong communication skills.

Accountabilities	<p>The Chief Executive, Department of Corrections, is responsible to the Minister of Corrections for:</p> <ul style="list-style-type: none"> • performing the duties set out in Corrections-related legislation, including the Corrections Act 2004, the Sentencing Act 2002, and the Parole Act 2002; and • complying with the statutory responsibilities of chief executives as set out in the State Sector Act 1988, the Public Finance Act 1989 and other relevant statutes and legislation. <p>The Chief Executive is accountable for meeting the performance expectations set by the State Services Commissioner.</p> <p>The Chief Executive, Department of Corrections is also responsible for ensuring the effective delivery of Corrections' functions, which are to:</p>
------------------	--

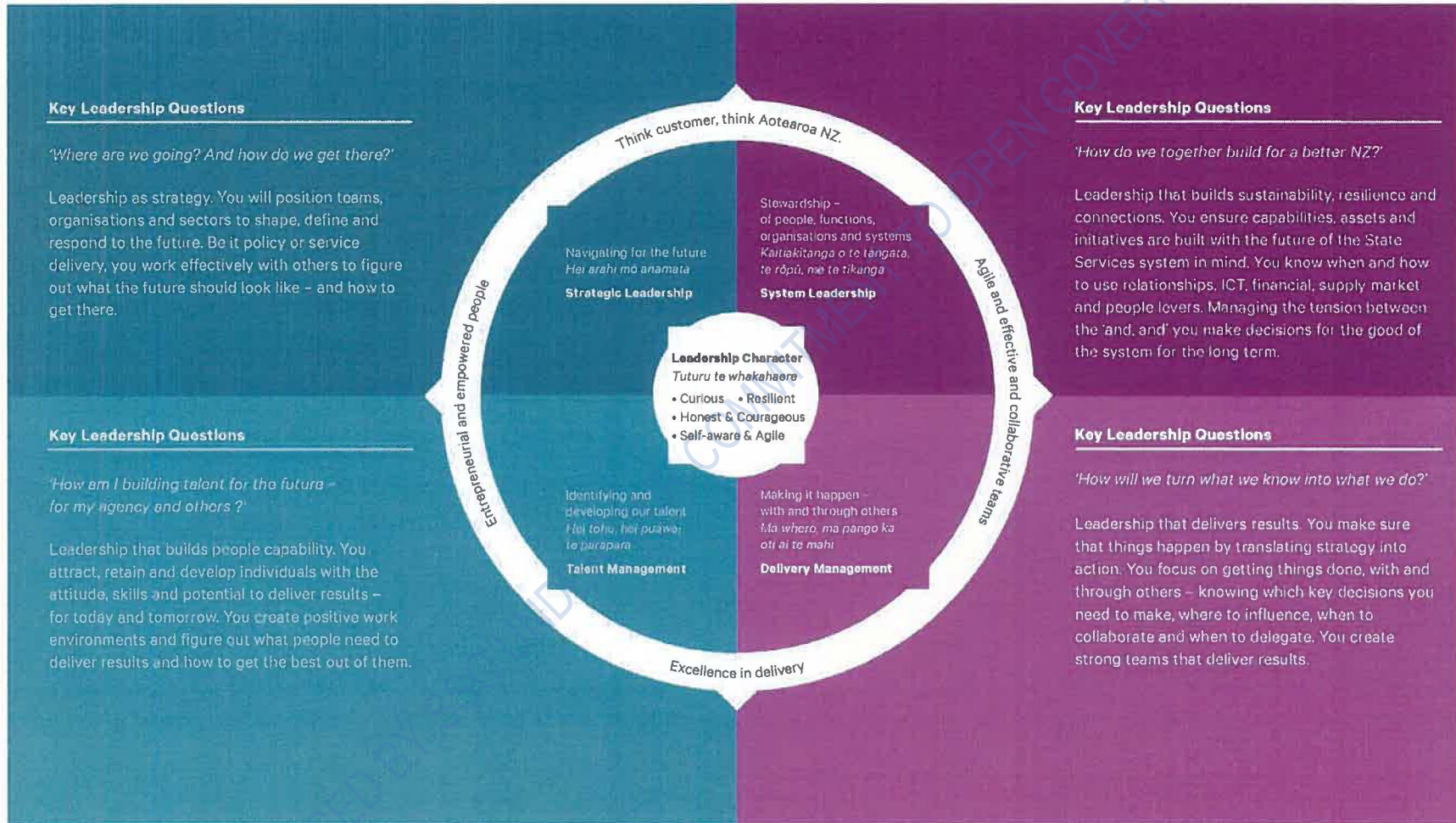
	<ul style="list-style-type: none"> • Ensure that the custodial and community-based sentences and orders imposed by the Courts and New Zealand Parole Board are administered in a safe, secure, humane, and effective manner; • Assist in the rehabilitation of offenders and their reintegration into the community through the provision of programmes and other interventions; • Provide for corrections facilities to be operated in accordance with the Corrections Act 2004 and international obligations; • Inform and advise the Minister on the development of future policies, priorities and interventions, and identify emerging issues; and • Provide information and support to the Courts and the New Zealand Parole Board to assist their decision-making.
Person profile	
Leadership and Stewardship	<p>Excellent leadership by Public Service Chief Executives is essential for a high performing, professional and world class State sector. Underpinning chief executive leadership is the requirement to adhere to the Standards of Integrity and Conduct and the high bar expected of chief executive behaviour.</p> <p>Chief executive stewardship responsibilities reinforce that chief executives administer their departments on behalf of others; serving current and future Ministers and meeting the needs of all New Zealanders.</p> <p>The stewardship responsibility requires chief executives to plan and actively manage for the medium term and long term interests. This applies to all aspects of the department including capability; information and privacy stewardship; legislation administered; and managing the assets and liabilities of the Crown.</p> <p>Chief Executives are also stewards of the system and are required to achieve cross-agency, sector and system results by leading, collaborating and exerting their influence in a cohesive way across boundaries and ensuring their staff have both the authority and motivation to do likewise.</p>
Position specific competencies	<p>The competencies outlined below are the specific requirements of the role at this time. To see the full range of capabilities required go to: https://www.ssc.govt.nz/leadership-success-profile</p>
Leading strategically	Think, plan and act strategically; to engage others in the vision and position teams, organisations and sectors to meet customer and future needs.
Leading with influence	Lead and communicate in a clear, persuasive, and impactful way; to convince others to embrace change and take action.
Enhancing System Performance	Work collectively across boundaries; to deliver sustainable and long-term improvements to system and customer outcomes.
Leading at the political interface	Bridge the interface between Government and the Public Sector; to engage political representatives and shape and implement the Government's policy priorities.
Achieving ambitious goals	Demonstrate achievement, drive, ambition, optimism and delivery-focus; to make things happen and achieve ambitious outcomes.

Honest and courageous	Delivers the hard messages and makes unpopular decisions in a timely manner; to advance the longer-term best interests of customers and New Zealand.
Resilient	Show composure, grit, and a sense of perspective when the going gets tough; to help others maintain optimism and focus.
Security Clearance	<i>Appointment will be subject to a New Zealand Government Top Secret security clearance. New Zealand citizenship desirable.</i>

Up to date information on Corrections' outcomes, organisational structure, dimensions and appropriations can be found on the website <https://www.corrections.govt.nz/>

RELEASED BY SSC UNDER OUR COMMITMENT TO OPEN GOVERNMENT

Leadership Success Profile



IN-CONFIDENCE



In Executive Council

Her Excellency the Governor-General is recommended to

accept the recommendation of the State Services Commissioner that

Jeremy David Lightfoot

be appointed, pursuant to section 35 of the State Sector Act 1988,
as the Chief Executive, Department of Corrections

A handwritten signature in blue ink, appearing to be 'CH', representing Hon Chris Hipkins.

Hon Chris Hipkins
Minister of State Services

Approved in Council

Clerk of the Executive Council

Date: