



Secretary for Corrections and Chief Executive, Department of Corrections: Position Description for Reappointment

Date: 2 September 2022 **Security Level:** IN CONFIDENCE

Report No: 2022/0188

Contact: Thor Gudjonsson, Deputy Commissioner, System and Agency Performance

Telephone: 9(2)(a) privacy

	Actions Sought	Due Date
Hon Chris Hipkins, Minister for the Public Service	Forward a copy of this paper to the Minister of Corrections.	As soon as possible
	Provide feedback on matters to be taken into account for reappointment to the role of Secretary for Corrections and Chief Executive, Department of Corrections	14 September 2022
Hon Kelvin Davis, Minister of Corrections	Provide feedback on matters to be taken into account for reappointment to the role of Secretary for Corrections and Chief Executive, Department of Corrections	14 September 2022

Enclosure: Position Description, Secretary for Corrections and Chief Executive, Department of Corrections

Minister's Office Comments

Comments:	
Date returned to Te Kawa Mataaho:	

Recommended Action

We recommend that you:

- a. **Forward** the report and the draft Position Description to the Minister of Corrections; and

Forwarded / not forwarded

- b. **Provide** feedback on matters to be taken into account (through the draft Position Description) for the reappointment of the Secretary for Corrections and Chief Executive, Department of Corrections.

Provided / not provided



Hon Chris Hipkins
Minister for the Public Service

We recommend that the Minister of Corrections:

- c. **Provide** feedback on matters to be taken into account (through the draft Position Description) for the reappointment of the Secretary for Corrections and Chief Executive, Department of Corrections.

Provided / not provided

Hon Kelvin Davis
Minister of Corrections

Executive Summary

1. Mr Jeremy Lightfoot's term as Secretary for Corrections and Chief Executive, Department of Corrections ends on 23 February 2023.
2. The Deputy Public Service Commissioner has met with the Minister for the Public Service and the Minister of Corrections to discuss the Secretary for Corrections' term end and options available under the Public Service Act 2020.
3. As a result of these meetings the Deputy Public Service Commissioner intends to proceed with her proposal to reappoint Mr Lightfoot for a further term.
4. Mr Lightfoot was initially appointed in 2020 for 3 years. The Deputy Public Service Commissioner proposes to reappoint Mr Lightfoot for a further term of 5 years to 23 February 2027. The reappointment would bring his total time in the role to 8 years.
5. As part of your involvement in the reappointment process, we are seeking your views on priorities for the role during the next term for the Secretary for Corrections and Chief Executive, through the draft Position Description (attached).

Position Description

6. The Position Description is the formal document against which an appointment or reappointment is made.
7. The Position Description has been updated by the Commission to reflect the recently published Statement of Intent 2022-2026 for the Department of Corrections.
8. Mr Lightfoot has been consulted on the updated Position Description.
9. The Minister for the Public Service and the Minister of Corrections are being invited to review the Position Description in order to identify any matters to be taken into account in reappointing the Secretary for Corrections and Chief Executive, Department of Corrections.
10. In particular, feedback is sought on the critical success priorities for the position, and the context into which a reappointment would be made.

Next Steps

11. Once Ministers' feedback has been incorporated, Te Kawa Mataaho Public Service Commission will provide the Minister for the Public Service with a Cabinet paper, for consideration by APH and Cabinet, to reappoint Mr Lightfoot to the role.
12. The indicative timeline for the reappointment sees this paper being lodged for APH on 21 September 2022.



Reappointment: Secretary for Corrections and Chief Executive, Department of Corrections

Date: 19 September 2022 **Security Level:** IN CONFIDENCE

Report No: 2022/0195

Contact: Thor Gudjonsson, Deputy Commissioner, System and Agency Performance

Telephone: 9(2)(a) privacy

	Actions Sought	Due Date
Hon Chris Hipkins, Minister for the Public Service	Sign and lodge the attached paper for consideration by the Cabinet Appointments and Honours Committee (APH) on 21 September	22 September 2022

Enclosure: Yes

Executive Summary

- 1 Deputy Public Service Commissioner, Helene Quilter, intends to reappoint Mr Jeremy David Lightfoot as Secretary for Corrections and Chief Executive, Department of Corrections.
- 2 The Minister of Corrections has been briefed and is supportive of the proposal to reappoint Mr Lightfoot to the role.
- 3 In accordance with schedule 7 clause 7 of the Public Service Act 2020, the Deputy Public Service Commissioner is required to consult with you and the Prime Minister before finalising the terms and conditions of reappointment 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 reappointment of Mr Jeremy David Lightfoot as Secretary for Corrections and Chief Executive, Department of Corrections, for consideration by APH on 28 September 2022.

Lodged / not lodged

Hon Chris Hipkins
Minister for the Public Service

Office of the Minister for the Public Service

Chair
Cabinet Appointments and Honours Committee

Reappointment: Secretary for Corrections and Chief Executive, Department of Corrections

Proposal

- 1 Deputy Public Service Commissioner Helene Quilter has forwarded to me, as the Minister for the Public Service, a recommendation to reappoint Jeremy David Lightfoot to the position of Secretary for Corrections and Chief Executive, Department of Corrections, for a further term of five years, from 24 February 2023 to 29 February 2028.
- 2 The Deputy Public Service Commissioner has consulted with the Minister of Corrections and I on the reappointment, and the related position description.
- 3 I now submit the Deputy Public Service Commissioner's paper, which is attached under this coversheet, to the Cabinet Appointments and Honours Committee for consideration, and referral to the Governor-General in Council, via Cabinet.
- 4 The Deputy Public Service Commissioner will consult the Prime Minister and I before finalising conditions of employment for Mr Lightfoot, including his term of appointment, as required under schedule 7 clause 7(1) of the Act.

Recommendations

- 5 The Minister for the Public Service recommends that the Cabinet Appointments and Honours Committee:
 - 5.1 **Accept** the recommendation of the Deputy Public Service Commissioner to reappoint Mr Jeremy David Lightfoot to the position of Secretary for Corrections and Chief Executive, Department of Corrections, for a further term of five years, from 24 February 2023 to 29 February 2028;
 - 5.2 **Note** the referral of the Deputy Public Service Commissioner's recommendation to the Governor-General in Council;
 - 5.3 **Note** that the Deputy Public Service Commissioner will consult the Prime Minister and the Minister for the Public Service before finalising the conditions of reappointment for Mr Lightfoot;
 - 5.4 **Note** that the position description is attached, which sets out the role requirements for the Secretary for Corrections and Chief Executive, Department of Corrections during the reappointment term;
 - 5.5 **Note** that Mr Lightfoot's reappointment will be subject to him maintaining a 9(2)(a) priv security clearance; and

SENSITIVE: STAFF

5.6 **Note** that the Deputy Public Service Commissioner intends to announce the reappointment in the *New Zealand Gazette*.

Authorised for lodgement

Hon Chris Hipkins
Minister for the Public Service

SENSITIVE: STAFF

Hon Chris Hipkins
Minister for the Public Service

Reappointment: Secretary for Corrections and Chief Executive, Department of Corrections

Proposal

1. I recommend that:
 - 1.1. Mr Jeremy David Lightfoot be reappointed to the position of Secretary for Corrections and Chief Executive, Department of Corrections for a further term of 5 years, from 24 February 2023 to 29 February 2028.
 - 1.2. you forward this recommendation to Cabinet for consideration and referral to the Governor-General in Council.
2. Under schedule 7 clause 4 of the Public Service Act 2020 (the Act), the Deputy Public Service Commissioner may recommend to the Minister for the Public Service that an existing chief executive be reappointed for a further term. The Minister for Public Service refers the Deputy Public Service Commissioner's recommendations to the Governor-General in Council, via Cabinet.
3. I have consulted with you and the Minister of Corrections regarding this reappointment and the revised position description for the role. The position description is attached.
4. A summarised curriculum vitae and the recommendation for the Secretary to be reappointed, for execution by the Governor-General in Council in due course, are also attached. I propose that you forward this recommendation to Cabinet for consideration and referral to the Governor-General in Council.

Reappointment of Secretary for Corrections and Chief Executive, Department of Corrections

5. Mr Jeremy Lightfoot was appointed as Acting Chief Executive, Department of Corrections in December 2019, and as the substantive Chief Executive, Department of Corrections for a three-year term commencing on 24 February 2020. His term is due to end on 23 February 2023.
6. Mr Lightfoot has been with the Department of Corrections since 2010 having initially been the Public-Private Partnership Director, and subsequently General Manager Finance, Technology and Commercial, National Commissioner, and from 2017 Deputy Chief Executive.
7. Since being appointed as Secretary for Corrections and Chief Executive some of Mr Lightfoot's achievements include:
 - 7.1. Managing the Department of Corrections' response to COVID-19 with robust plans and procedures to minimise the spread of the pandemic through the prison population;
 - 7.2. Progressing the implementation of the departmental strategy Hōkai Rangī to improve outcomes for all people using te ao Māori approaches, including through Māori Pathways and place-based approaches;

SENSITIVE: STAFF

- 7.3. Updating and progressing the implementation of the Department of Corrections' Women's Strategy *Wāhine - E rere ana ki te pae hou*, including delivering responsive and tailored programmes for women in prisons and in the community and strengthening the support services within Mothers with Babies units;
 - 7.4. Continuing to strengthen the relationship with iwi and Māori, NGOs, union partners and emergency services;
 - 7.5. Improving prison network operations, including minimising violence and aggression and through a new rostering model; and
 - 7.6. Addressing concerns raised by the Ombudsman and Office of the Inspectorate reports.
8. I am of the view that Mr Lightfoot is suitably qualified to be reappointed to the role of Secretary for Corrections and Chief Executive, Department of Corrections.

Security Clearance

9. The reappointment of the Secretary of Corrections will be subject to maintaining his s(2)(a) p11 level national security clearance.

Publicity

10. As required under the Act, I intend to publicly announce the reappointment in the *New Zealand Gazette*.
11. It is also my intention to publicly release associated documents, including this paper, on Te Kawa Mataaho Public Service Commission's website. The documents will have the necessary redactions in accordance with the Official Information Act 1982.

Recommendations

12. I recommend that you:
- 1 **forward** my recommendation to **reappoint** Mr Jeremy David Lightfoot as Secretary for Corrections and Chief Executive, Department of Corrections for referral to the Governor-General in Council;
 - 2 **note** that summarised curriculum vitae and warrant for reappointment are attached for referral to the Governor-General in Council;
 - 3 **note** that I will consult the Prime Minister and Minister for the Public Service before finalising conditions of employment, including the term of reappointment; and
 - 4 **note** that subject to the Governor-General in Council's acceptance of my recommendations, I intend to:
 - 4.1 publicly announce the reappointment in the *New Zealand Gazette*; and
 - 4.2 proactively release associated documents on the Te Kawa Mataaho Public Service Commission's website.



Helene Quilter
Te Pou Turuki mō Te Kawa Mataaho
Deputy Public Service Commissioner



Te Kāwanatanga o Aotearoa
New Zealand Government

The New Zealand Public Service

Mahi tōpū ai te Ratonga Tūmatanui e whai tikanga ai te noho a ngā tāngata o Aotearoa. Hei tā te Public Service Act ko te whāinga o te Ratonga Tūmatanui, he tautoko i te kāwanatanga e whai ture ana, e whai ana hoki i te manaporitanga; he tuku kia whakawhanake, kia whakatinana hoki te Kāwanatanga o te wā me ō muri atu i ā rātou kaupapa here, he tuku i ngā ratonga tūmatanui e kairangi ana, e nahanaha ana hoki, he tautoko i te Kāwanatanga ki te whai i ngā painga mō te iwi kei te pae tawhiti, he huawaere i te āta whai wāhitanga o te kirirarau, he whakatutuki hoki i ngā mahi i runga i tā te ture i whakahau ai. E hirahira ana te wāhi ki a mātou i te tautokohanga o te Karauna i ana hononga ki ngā iwi Māori i raro i te Tiriti o Waitangi. Ahakoa he nui ngā momo tūranga mahi, e tapatahi ana ngā kaimahi tūmatanui i roto i te whakaaro nui ki te hāpai i ngā hapori, ka mutu, e arahina ana ā mātou mahi e ngā mātāpono matua me ngā uara o te Ratonga Tūmatanui.

The public service works collectively to make a meaningful difference for New Zealanders.

The Public Service Act states that the purpose of the public service is to support constitutional and democratic government, enable both the current Government and successive governments to develop and implement their policies, deliver high-quality and efficient public services, support the Government to pursue the long-term public interest, facilitate active citizenship and act in accordance with the law. We have an important role in supporting the Crown in its relationships with Māori under te Tiriti o Waitangi and the Treaty of Waitangi. Whilst there are many diverse roles, all public servants are unified by a spirit of service to the community and guided by the core principles and values of the public service in our work.

He Whakamārama mō te Tūranga Position Description



Te Kawa Mataaho
Public Service Commission



Te Tūranga Position	Te Tumu Whakarae mō Ara Poutama Aotearoa Secretary for Corrections and Chief Executive
Te pokapū Agency	Ara Poutama Aotearoa Department of Corrections
This position is a member of the Public Service Leadership Team	

Te whāinga o te tūranga | Position purpose

The Department of Corrections is New Zealand's largest public service department employing over 10,000 people who work in 17 prisons and over 85 Community Corrections sites. The Department also oversees one privately run prison. The departmental appropriation is just over \$2.45 billion.

The Secretary for Corrections and Chief Executive, Department of Corrections (Secretary for Corrections) 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, including providing administrative support to the New Zealand Parole Board.

The Secretary for Corrections has legal custody of over 7,500 people in prison, both on remand and serving prison sentences and is responsible for ensuring their safe custody and welfare. The Secretary for Corrections is also responsible for the welfare of over 31,000 community-based offenders including, but not limited to, those carrying out sentences and orders of home detention, intensive supervision, community detention and community work.

The Department of Corrections must have infrastructure to meet the increasingly complex demands of the prison population, provide the necessary rehabilitation and reintegration services and to meet the mental health, addiction, education, employment, and housing needs in its care. Some of these services and programmes are contracted through a wide range of commercial and community organisations.

The Secretary for Corrections 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 delivering on the Government's Justice cluster budget priorities, addressing the over-representation of Māori in the criminal justice system, improving public safety and reducing re-offending through strengthening rehabilitation and reintegration interventions through Hōkai Rangi, including delivering on programmes like the Women's Strategy *Wāhine – E rere ana ki te pae hou*.

Ngā haepapa | Accountabilities

Te pūnaha | System The Secretary for Corrections must perform the duties as set out in the Public Service Act 2020, the Public Finance Act 1989 and other relevant statutes and legislation.

As a member of the Public Service Leadership Team, the Secretary for Corrections is responsible for providing strategic leadership that contributes to an effective and cohesive Public Service; working together to model leadership behaviours; and assisting the other members to fulfil their responsibilities.

As a public service leader, the Secretary for Corrections will:

- Support the Crown in its relationships with Māori under te Tiriti o Waitangi and the Treaty of Waitangi by developing and maintaining the capability of the agency and the wider Public Service to engage with Māori and to understand Māori perspectives
- Promote diversity and inclusiveness and have regard to the principle that, in order to achieve fairness in employment and a more flexible effective Public Service, it is desirable for the group comprising all public service employees to, as far as practicable, reflect the makeup of society
- Preserve, protect and nurture the spirit of service to the community that public service employees bring to their work
- Uphold the public service principles of political neutrality, free and frank advice, merit-based appointments, open government, and stewardship, and ensure that the agency you lead also does so
- Demonstrate and uphold the values of the Public Service as set out in the Public Service Act 2020
- Uphold the general responsibilities to the appropriate Minister, as set out in the Public Service Act 2020, including ensuring the integrity and conduct of the agency's employees.

Te pokapū | Agency The Secretary for Corrections is responsible to the Minister of Corrections for performing the duties set out in corrections-related legislation, including the Corrections Act 2004, the Sentencing Act 2002, and the Parole Act 2002.

The Secretary for Corrections is accountable for meeting the performance expectations set by the Public Service Commissioner.

The Secretary for Corrections is also responsible for ensuring the effective delivery of the Department of Corrections' functions, which are to:

- 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
- Provide information and support to the Courts and the New Zealand Parole Board to assist their decision-making.

Ngā hononga matua | Key relationships

Te Kāwanatanga Government	<ul style="list-style-type: none">• Minister of Corrections• Minister of Justice• Minister of Police• The Office of the Ombudsman
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Te ratonga tūmatanui Public Service	<p>The Department of Corrections works closely with many agencies in pursuing its priority outcomes including:</p> <ul style="list-style-type: none">• Members of the Public Service Leadership Team• 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, Health New Zealand and the Māori Health Authority 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, women, and disabled people• The Department works with the New Zealand Parole Board• The Secretary for Corrections is also a member of various cross-agency groups, including the Justice Sector Leadership Board, and Te Puna Aonui, the joint venture for the elimination of family violence and sexual violence.
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Ngā iwi me ngā hapori whānui Iwi and wider communities	<ul style="list-style-type: none"> • Māori communities, iwi, hapū, whānau 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
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Te momo kaiarataki e whāia ana | Leader profile

Te kaiaratakinga Leadership	<p>Excellent leadership by public service chief executives is essential for a high performing, professional and world class Public Service. Underpinning chief executive leadership is the requirement to adhere to the standards of integrity and conduct and the higher bar expected of chief executive behaviour.</p> <p>As set out in the Public Service Act 2020, chief executives are required to proactively promote stewardship of the Public Service, including of its long-term capability and people, institutional knowledge and information, system and processes, assets and the legislation they administer.</p> <p>As stewards of the system, chief executives are responsible for achieving 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>
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Ngā take mātāmua me mātua whai e angitu ai Critical success priorities	<p>The Secretary for Corrections is responsible for providing leadership to the Department, with a particular focus on developing and implementing strategic shifts that are taking place under the departmental strategy Hōkai Rangi aimed at improving outcomes for all people using te ao Māori approaches.</p> <p>This includes:</p> <ul style="list-style-type: none"> • Ensuring the wellbeing and safety of people through rehabilitation and reintegration programmes • Providing stewardship staff and organisational culture to ensure the Department has capacity and capability to achieve Hōkai Rangi outcomes • Ensuring infrastructure and facilities planning is aligned to the Hōkai Rangi strategy • Building and developing relationships with iwi, stakeholders and partners to ensure the delivery of holistic, integrated, sector-wide services • Ensuring the people managed by the Department and their whānau receive timely, tailored access and support that best addresses their individual situations • Continuing to deliver effective strategic planning, and implementation, that focuses on people, infrastructure and facilities, partnerships, digital assets, and pathways and services to deliver the best outcomes for people the Department manages and meets the objectives of Hōkai Rangi and the wider justice sector
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- Continuing to invest in the Hōkai Rangi framework, through programmes such as, or similar to:
 - the Māori Pathways programme
 - the Women’s Strategy Action Plan
 - the alcohol and other drug strategy
 - the Māori Health action plan
 - Continuing to address mental health issues for people within the care of the Department
 - Continuing with programmes to reduce violence and aggression
 - Continuing to lead the Department’s on-going response to COVID-19 and health issues.

Te taumata o te āheitanga Security Clearance	Appointment will be subject to a New Zealand Government Top Secret security clearance.
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Up to date information on the Department of Corrections’ outcomes, organisational structure, dimensions and appropriations can be found on the website <https://www.corrections.govt.nz/>



Employment History

Department of Corrections

2020 – present	Secretary for Corrections and Chief Executive
2019 - 2020	Acting Chief Executive
2017 – 2019	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
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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
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In Executive Council

Her Excellency the Governor-General is recommended to

Accept the recommendation of the Deputy Public Service Commissioner that

Jeremy David Lightfoot

be appointed, pursuant to schedule 7 clause 4 of the Public Service Act 2020,
as the Secretary for Corrections and Chief Executive, Department of Corrections

Hon Chris Hipkins
Minister for the Public Service

Approved in Council

Acting Clerk of the Executive Council

Date: 3 October 2022