



Status report: March 2023

HOLIDAY ACT REMEDIATION PROGRAMME

National Programme Management Office

14 April 2023

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National Programme Management Office overview

Kia ora koutou,

Key points from the previous month:

- As outlined in the previous report, National Questions have been resolved following successful union mediation late last year and approval by Te Whatu Ora Board in January. Papers have now been released for all questions.
- In late March, approval was secured for an alternative approach for the pathway to payment process. Further guidance on this approach has been shared with Districts and can be found on the Collab Hub. The NPMO is available to provide further support as required.
- During March, most of the Assurance Frameworks were updated to reflect recent developments. Updated versions of Frameworks 2,3,4,5 were released to reflect new organisational structures and amended union participation requirements. An updated Framework 6 was released, highlighting the components finalised by the National Portal team. An updated Framework 7 was released to include a risk assessment of Districts' processes to finalise remediation payments.
- Congratulations to Whanganui, Lakes, Tairāwhiti, and Auckland for completing Assurance Framework 2! According to the dates provided by Districts, multiple framework reviews are coming up over the next few months. Remember that accurate dates are key for the NPMO to secure resources to undertake these reviews. Over the next month, the NPMO will be booking review times directly with the Districts to ensure a common understanding of these timelines.
- Priority over the next month is to ensure the Districts planning to make payments in July and August get through all required Frameworks. The NPMO is available for any addition support to ensure that Districts meet their milestones.
- The Project Management Group (PMG) met this month on 14 April 2023, with the payment process and payments to former employees as key agenda items.

Ngā mihi nui,

HARP NPMO

Page	Item
2.	NPMO overview
3.	National themes status update
4.	Programme dashboard
5.	Districts on a page
6.	District dependencies on a page
7.	Programme timeline overview
8.	Detailed District project summaries
25.	Report definitions
26.	Programme timeline overview

NPMO themes status update

Key:
Recent update
Theme closing

The below table provides an update from the NPMO.

Theme	Update
1. National programme governance	— The NQ papers presented to Te Whatu Ora Board will be shared with the PMG and the Strategic Health Engagement Forum for endorsement, in line with agreed governance framework. The NPMO is awaiting the release of these papers.
2. National Questions	<ul style="list-style-type: none"> — National Project Team meetings continue to be held on a fortnightly basis on Wednesdays at 2pm. All Project Leads should attend this meeting or watch the recording as it contains valuable content for implementation and approach to remediation and rectification. — Directions for remediating RMOs was shared with Districts by Te Whatu Ora on 15 March 2023. — The Labour Inspectorate provided feedback on National Decisions in early April, and further meetings to discuss their feedback have been scheduled.
3. District processes and resourcing	— District resourcing has been highlighted as a key topic for Executive Leaders. Regular meetings between Interim Lead HR Operations People and Culture and District Executive Leads have been scheduled for escalation of resourcing issues.
4. National portal	— The National Portal to support identification of, and communication with, former employees is expected to go to production in April, with a launch planned for mid-June. Further information will be provided in April.
5. Payroll system rectification	— Payroll User groups continue to meet regularly.
6. Assurance	<ul style="list-style-type: none"> — Assurance Frameworks 2, 3, 4, 5 have been endorsed by the PMG and shared with Unions for information with updates to reflect the new Te Whatu Ora structure and the Union engagement requirements. These have been shared with Districts. — Assurance Framework 6 has been updated to highlight the evidence required from the Districts vs. what is covered by the Former Employee Portal. — In support of Assurance Framework 7, all Districts have been asked to undertake a risk assessment of their approach to finalising remediation payments in collaboration with the NPMO. This will also determine whether completion of a secondary part of AFC 7 is required for the District addressing washup arrangements / subsequent backpays.
7. Payment process	<ul style="list-style-type: none"> — A template to support Districts' Funding Requests will be shared with Districts as soon as possible, pending required stakeholder sign-offs. — A document outlining approaches adopted by Districts for their payment processes has been shared with District.
8. National change management	<ul style="list-style-type: none"> — Auckland District Communications material has been shared on the Collaboration Hub. This can be found in the PM and NPMO folder under change management. — The NPMO has offered to run a national change management collaboration group for change management. So far only two Districts have shown interest in participating in this group. We ask all Districts to advise if they would like to participate. A go/no-go decision for this will be made in early April.
9. Operational Readiness	— Work is underway to establish operational readiness support for Districts.

Programme dashboard

A high-level overview programme status. Detailed breakdowns of individual projects* can be found further into this report.

STATUS SNAPSHOT as at 06 Apr 2023

The below highlights the status of where projects* are at across key areas.

Progress towards reported remediation dates	5(0)	6(9)	4(7)
Progress towards reported rectification dates	5(0)	7(10)	3(6)
Adequate resourcing in place	4(4)	10(11)	2(1)

Additional information on the above areas:

- 4 Projects have been given a red status for progress towards remediation payment (three less than previous month, with key reasons being:
 - o Lack of project plans shared with the NPMO
 - o Significant resource challenges and Project specific dependencies
- Two Districts still reports red for resourcing due to critical constraints. We note positive developments for both these Districts over the previous month.

LIABILITY AND EMPLOYEES

\$1.8-1.95b**

Total estimated liability

270k

Total estimated past and current employees

**An updated-estimate is expected in late March when the District June 2022 year-end audits are completed.

Risks and Issues As at 14 April 2023

Project Risk / issue	Comments
Resourcing	Resourcing remains a major concern for Projects. The Te Whatu Ora transition and numerous competing priorities continue to place demands on payroll and project resources. Remember that any resourcing issues should be escalated to Executive Leads. Monthly meetings have been scheduled with Executive Leads for escalation of issues.
Pathway to payment	The approach Auckland Metro has proposed to finalising their remediation payments has been approved. This approach is available to all Districts and guidance can be found on the Collab hub.
National Questions	Projects have now received resolution papers for all National Questions. Fortnightly implementation sessions continue with the aim of enabling collaboration of the practical application of decisions.

Assurance Framework Completion as at 06 April 2024

Key: Complete In progress Delayed At Risk Not started No completion date

Component	Hawkes Bay	Nelson Marl.	South Canterbury	Auckland	Wellington Region	Northland	Whanganui	MidCentral	Lakes	Tairāwhiti	Canter. & WC	Bay of Plenty	Southern	NZ Blood & Organ Service	Waikato	Taranaki
1. Compliance assessment																
2. Data collection, cleansing & validation																
3. Remediation methodology																
4. Rectification methodology																
5. Approach to liability calculation																
6. Payment processing																
7. Wash-up arrangements																

NOTE: The March and subsequent reports will use the Assurance Framework completion dates provided in February to track delays. These dates will not be changed on an on-going basis.

*For the purposes of this update the 20 Districts plus NZ Blood & Organ Service are being treated as 16 projects with Wellington 3 (Capital and Coast, Hutt Valley and Wairarapa) and Canterbury / West Coast and Auckland Metro (Auckland, Counties Manukau and Waitematā) counted as one project each. The Auckland Districts are split out in some overviews where their timelines differ.

District project dependencies on a page



We have identified three key dependencies for the projects* to meet the remediation date. Further details below:

1. Resourcing		2. National Questions	
Priority rating		Priority rating	
<p>Overview: Resourcing remains a major concern for many Projects. Many report that the Te Whatu Ora transition and other priority initiatives place additional pressure on already strained resources. Recruitment remains a challenge.</p> <p>Projects affected: Most projects continue to report resourcing as a risk to delivery. The project previously placed on hold due to resourcing concerns has made positive steps towards securing the required resources.</p> <p>Potential resolution for dependency:</p> <ul style="list-style-type: none"> Projects are required to escalate any resourcing concerns to their Executive Leader. Monthly meetings with Executive Leaders have been scheduled. 		<p>Overview: The resolution of National Questions has been a key dependency for Projects to rectify their systems and to remediate employees consistently and in compliance with the Holidays Act. As of this month, all National Questions have been answered and are with the Labour Inspectorate for comments.</p> <p>Projects affected: All projects have been affected by National Questions.</p> <p>Potential resolution for dependency:</p> <ul style="list-style-type: none"> National Questions are now resolved. Fortnightly implementation sessions continue. 	
3. External vendor capacity			
a) Payroll Vendor	b) Remediation Partner	c) NPMO Assurance Frameworks	
Priority rating		Priority rating	
<p>Overview: Many projects use the same payroll vendors. Their capacity to update systems in a timely manner is a key dependency for rectification timelines. Over the last month, the Payroll Vendor's role in the projects pathway to payment has been a key focus. This work will continue.</p> <p>Projects affected: All projects are reliant on actions from a payroll vendor. As project timelines continue to shift, so does the time the vendors' capacity is needed.</p> <p>Potential resolution for dependency:</p> <ul style="list-style-type: none"> Collaboration groups meet regularly to ensure collaboration and sharing of learnings Detailed planning for finalisation of remediation payments continues, to ensure a shared understanding of priorities. 	<p>Overview: 9 Projects are using the same remediation partner. With the delayed resolution of National Questions, the window for delivery has been reduced, posing a risk to the vendor capacity.</p> <p>Projects affected: All Projects with an external remediation partner are reliant on the vendor's capacity. The risk is particularly high for vendors that share Remediation Partner as timelines continue to shift.</p> <p>Potential resolution for dependency:</p> <ul style="list-style-type: none"> The NPMO are monitoring Project expectations and high volume reliance on remediation partners to avoid bottlenecks that could impact project timelines. 	<p>Overview: To be able to request funding, each project have to complete all Assurance Frameworks.</p> <p>Projects affected: Most Assurance Frameworks remain outstanding for all Districts.</p> <p>Potential resolution for dependency:</p> <ul style="list-style-type: none"> Relationship Managers will continue to work with projects to track timelines for Assurance Frameworks. Projects are encouraged to drip feed information to their Relationship Manager. The NPMO continues to monitor for busy periods to avoid review bottlenecks. 	

*For the purposes of this update the 20 Districts plus NZ Blood & Organ Service are being treated as 16 projects with Auckland Metro (Auckland, Counties Manukau and Waitematā), Wellington 3 (Capital and Coast, Hutt Valley and Wairarapa) and Canterbury / West Coast counted as one project each.

District project timelines on a page

🚨 Significant concerns to meet reported date

✅ On track to meet reported date

🟡 Potential concerns to meet reported date

This overview shows the projects'* progress towards their individual delivery dates. Detailed summaries are located in Section 2 of this report. Refer to summary below for summary statements for Projects with an amber or red status.

	AMS						Ceridian							Datacom		People soft	Star Garden
	Hawkes Bay	Nelson Marl.	South Canterbury	Auckland District	Auckland Other (SSC)	Wellington	Northland	Whanganui	MidCentral	Lakes	Tairāwhiti	Canterbury & West Coast	Bay of Plenty	Southern	NZ Blood & Organ Service	Waikato	Taranaki
Progress towards remediation date for current employees	Nov 23 🟡	TBC 🚨	TBC 🚨	Jul 23 🟡	Oct 23 🟡	TBC 🚨	Dec 23 ✅	Oct 23 (Dec 23) ✅	Nov 23 (TBC) 🚨	Nov 23 (Dec 23) ✅	Nov 23 (Dec 23) ✅	Dec 23 🟡	Dec 23 🟡	Aug 23 🟡	Nov 23 ✅	Dec 23 🟡	Oct 23 🟡
Progress towards rectification go-live date	Nov 23 🟡	TBC 🚨	TBC 🚨	Jul 23 🟡	Oct 23 🟡	TBC 🚨	Sep 23 (Aug 23) ✅	Jul 23 (Aug 23) ✅	May 23 🟡	Sep 23 ✅	Aug 23 (Sep 23) ✅	Aug 23 🟡	Dec 23 🟡	May 23 🟡	Jun 23 (May 23) ✅	May 23 🟡	Aug 23 🟡
Milestones provided	Yes	Partially	No	Yes	Yes	No	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Former employee remediation calculations ready	Nov 23	TBC	TBC	2024	2024	TBC	Dec 23	Dec 23	Nov 23	Dec 23	Dec 23	Dec 23 (+2 months likely)	Dec 23	Aug 23	Dec 23	2024	Oct 23

Summary comments

- A red status is given to Districts where there are significant concerns about their ability to meet reported dates. This might be due to lack of a project plan, or significant lack of progress to plan.
- An amber status is given where there are potential concerns that could impact delivery timeframes. This might be where only a high level plan has been provided, or progress to plan is behind schedule.
- A green status is provided where an up-to-date, detailed project plan is provided and the District is showing progress to their plan. Note however that this report is based on information shared by Projects that has not been independently verified. The NPMO does not check the quality of calculations or models. Unforeseen issues could impact all reported timelines.
- Refer page 7 for a visual representation of project timelines and the District status reports for further details (pages 9 – 23).

Comments on Districts with a red status:

- Nelson Marlborough: Red status due to lack of project plan, resourcing plan, testing plan and project team resources.
- South Canterbury: Red status due to lack of project plan and severe resourcing concerns. The District have however onboarded a new project manager and significant effort has been committed to securing the additional resources required.
- Wellington: Red status as the current Programme Schedule does not include all rectification and remediation activities or dates for all Districts.
- MidCentral: Red status due to UAT resourcing issues and delays in Microster (time and Attendance) configuration changes which place current rectification and remediation timelines at risk.

Comments on Districts with an amber status:

- Auckland Metro: Amber status due to most assurance frameworks yet to be completed within a short timeframe. We note that Counties Manukau remain dependant on successful implementation of a T&A system.
- Taranaki: Amber status due to remaining concerns with District infrastructure issues and resourcing in the Payroll team likely inadequate to ensure compliance post rectification.
- Canterbury West Coast: Amber status due to significant complexity and minimal contingency. The PSE upgrade remains a key dependency (noting this is now on track)
- Bay of Plenty: Amber status continuing to work through detailed planning.
- Waikato: Amber status due to high level of project complexity and an unresolved pathway to payment.
- Southern: Amber status due to the significant amount of work to complete over the coming months, including most assurance frameworks.
- Hawkes Bay: Amber status until a detailed plan for finalisation of remediation payments has been developed.

*For the purposes of this update the 20 Districts plus NZ Blood & Organ Service are being treated as 16 projects with Auckland Metro (Auckland, Counties Manukau and Waitematā), Wellington 3 (Capital and Coast, Hutt Valley and Wairarapa) and Canterbury / West Coast counted as one project each. The Auckland and Wellington Districts are split out in some overviews where their timelines differ: Auckland District and 'Other' (Counties Manukau and Waitematā).

PROGRAMME TIMELINE OVERVIEW

This timeline overview presents project estimates at 12 April 2023.

PHASE 2: RECTIFICATION PROCESS

Silver Milestones
Silver milestones as agreed with Projects. These can be found on detailed Project summaries. Definitions can be found in the Appendix.

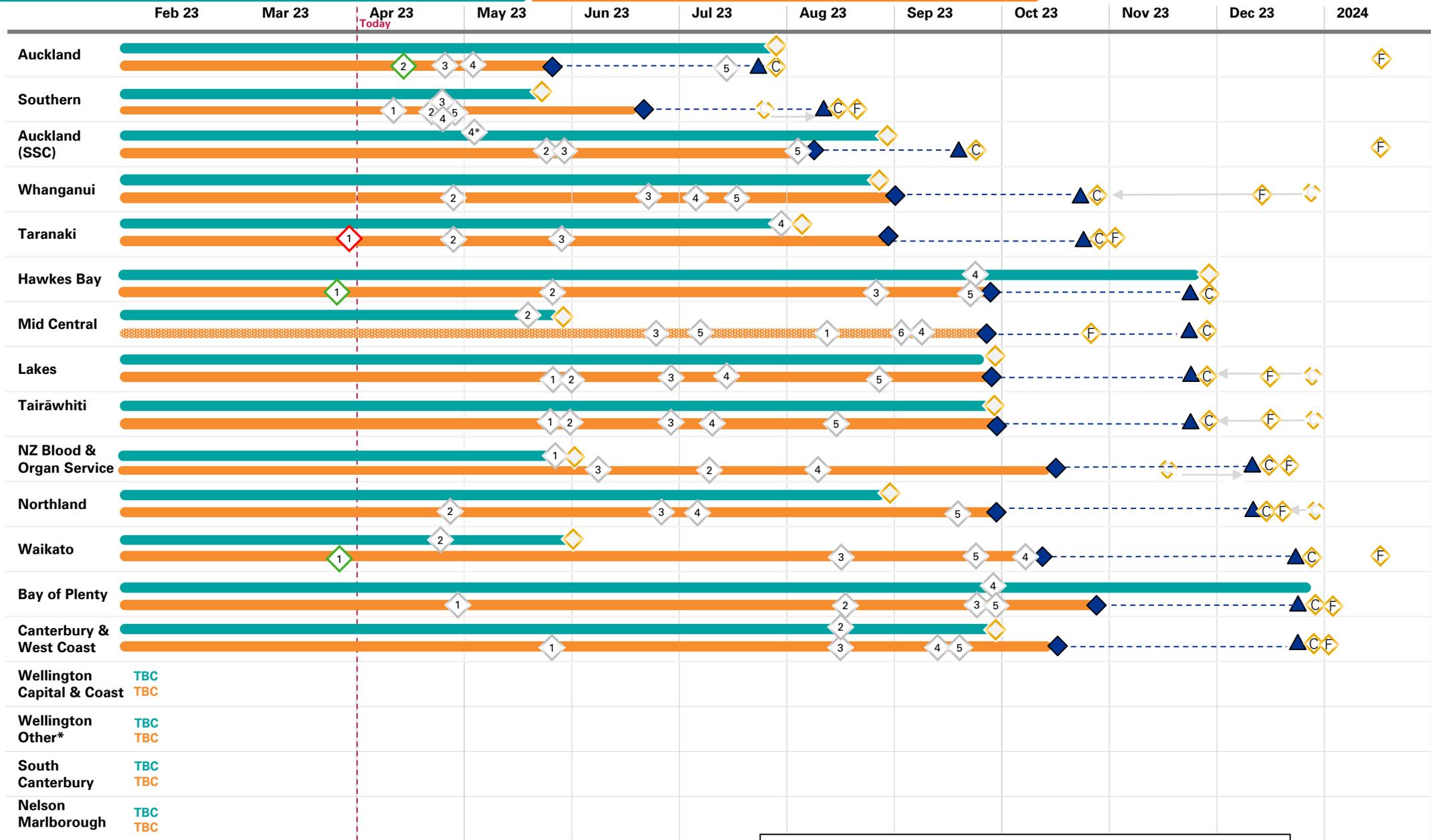
Gold milestone
Fixed any identified issues of non-compliance in the District payroll system

PHASE 3: REMEDIATION

Silver milestones
Silver milestones as agreed with Projects. These can be found on detailed Project summaries. Definitions can be found in the Appendix.

Gold milestones
Paid any amounts owing to current employees
Paid any amounts owing to former employees

KEY: = Gold milestone
 = Silver milestone = Delayed silver milestone = Complete
 = Treasury funding requested = Treasury funding released



*Same as Auckland Metro's milestone

**Wellington other includes Hutt Valley and Wairarapa

Exact timing of payment to former employees is to be confirmed for most Districts.

Detailed District project summaries



Updates explained: Detailed district project summaries

The monthly report has been updated to better capture Projects' progress to their reported date. This page provides an overview of the new report format.

1. Key milestones
Key milestones have been identified for each project. Where possible, milestones are kept consistent (or similar) across Projects. Only the upcoming 6-8 milestones are displayed for each Project.

2. Key dates for Projects' pathway to payment are included
For Projects to reach their reported remediation date, the following must happen:

a) **Funding request must be sent** 9 weeks prior to the planned remediation date (noting this might be reduced as the process is repeated. Milestones will be updated once confirmed).

b) **Complete assurance frameworks must be submitted for review** four weeks prior to sending the funding request. This allows three weeks for the NPMO review evidence and leaves one week for preparation of the funding request template.

3. Project status
The project status is captured according to the scale presented on page 6, with a summary comment to explain an amber or red status.

DETAILED DISTRICT PROJECT SUMMARIES

Hawkes Bay

☆ At review
✓ Complete
⚠ Not started
🕒 Progress impacted
🔄 Change on prior month
🚧 In Progress

Project overview

Fortunately, the project and District teams have not been significantly impacted by Cyclone Gabrielle. The team continues to work on the project, having only experienced power and water outages. There is currently no risk to overall project delivery.

The District is currently working towards making remediation payments to current staff in November. This timeline is primarily driven by the amount of testing and preparation outstanding for rectification. Work on remediation models is progressing well and significantly ahead of the rectification schedule. The District is therefore exploring the option of making an interim payment as early as August. A decision point for this has been scheduled at the end of March.

Milestone	Date	Status
Decision made regarding possible interim payment	30 Mar 23	On track. Awaiting governance direction on interim payments.
Complete remediation model tested	May 23	On track. Testing currently underway. Date pending decision on interim payment in August.
Rectification testing complete and dress rehearsals start	Sep 23	On track. Resources to support testing are confirmed.
Employee payment and communication approach in place	Sep 23	On track. A communications approach in place and work planned for funding trail in payment process.
Complete assurance frameworks submitted for review	30 Aug 23	On track. In progress at this date is based on a November payment date.
Funding request sent	28 Sep 23	On track for a November payment date.
Rectify	Nov 23	Amber status due to unresolved pathway to payment and uncertainties regarding the project timeline, including a possible interim payment.
Remediate	Nov 23	

Key tasks completed or in progress

- Established an Decision Making Authority Group to aid decision making and improve the governance over the project.
- AMS Leader testing for the new system release is almost complete and now cleaning backpay and allowances
- Initiated HR Collab group with other Districts that meets every Friday. This will help drive a consistent approach to communications and support the development of HR processes.
- Grant Thornton has been engaged to support evidence gathering for assurance frameworks

Key tasks planned

- Plan the District pathway to payment in further detail, taking on learnings from other Districts.
- The project has finalised their communication approach and is planning to work with regional leads to communicate to employees (both current and former) around the payments approach and dates.
- Re-engage with unions as necessary for decision making and transparency.
- Testing of March AMS Leader release.

OVERVIEW OF PROJECT STATUS

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Internal staff movement and resource retention (Issue)	The Project team are supporting the District where possible to allow them to complete their work without unnecessary burden.	Open
Outstanding National Questions	The Project team are engaging actively with national forums and other districts to understand the status and implications of the national decisions.	Open

ASSURANCE

PROJECT INFO

Component	One	Two	Three	Four	Five	Six	Seven
Status	✓	✓	🕒 (a) Released (b) Not released	🕒	⚠	⚠	⚠
Planned Start date	Jan 22	Apr 22	Nov 22	Nov 22	TBC	TBC	TBC
Planned Finish date	Mar 22	Dec 22	Jun 23	Sep 23	Sep 23	Sep 23	TBC
Open actions	Zero	One	-	-	-	-	-

Project Manager	Melanie Staples, Jason Renston (Constant Control)	Employee numbers	3,858 current employees and 8,051 terminated employees as at September 2021
Remediation partner	Grant Thornton (GT)	Payroll provider	AMS Leader

OVERVIEW OF PROJECT STATUS

Project overview

The Project Manager, Michelle Lowe, has resigned from the District and will leave the District at the end of April. Elouise Botha (Programme Lead) will step into this position, supported by the Information Security Programme Lead who will support internal governance and reporting.

For the month of March, the District has been focusing on rectification User Acceptance Testing (UAT). Go-Live for this is on track to be 1 May 2023. The remediation timeline is still on track and the District is currently incorporating model design into the testing approach the District will undertake for the final models.

The Programme Lead is actively working through collating assurance framework evidence to provide to the NPMO.

	Milestone	Date	Status
1	Employee payment and communication approach in place. General awareness campaign commencement.	31 Mar 23	Completed general awareness campaign, will incorporate the national communication approach.
2	Rectification testing complete	24 Apr 23	On track, slight delay due to staff illness.
3	Remediation model consolidated and tested	14 Aug 23	On track.
4	Final data extracts complete	9 Oct 23	On track.
5	Complete assurance frameworks submitted for review	25 Sept 23	On track, to complete ahead of this date.
	Funding request sent	16 Oct 23	On track
	Rectify	May 23	Amber status due to high level of project complexity and an unresolved pathway to payment.
	Remediate	Dec 23	

Key tasks completed or in progress

- Remediation: final data extract for one module was provided to EY for review.
- Rectification: working through User Acceptance Testing (UAT). The remediation partner is supporting this testing and the District are working transparently with them through regular meetings.
- Completed general awareness campaign. This involved publication of information in the intranet for staff and additional information has been provided to unions to share with their members. This was approved by ELT and unions.

Key tasks

- Actively working through the requirements of the Assurance Frameworks. On track to deliver evidence for AF4 in May.
- The District is working with their remediation partner to confirm the best approach to a wash up and timelines for this.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Continued delay in getting answers to outstanding National Questions. (Issue)	National outcomes have been released.	Closed
Unclear pathway to payment (Risk)	District is working with the NPMO to understand pathway to payment options.	Open (New)
Communication directive unclear from national (Risk)	District has escalated to Relationship Manager who will enquire as to whether national guidance will be provided to Districts	Open (New)
Managing change of personnel (Risk)	The District intends to recruit to backfill necessary resources as the project and BAU teams change internal structure.	Open (New)

ASSURANCE

Component	One	Two	Three	Four	Five	Six	Seven
Status							
Planned Start date	Nov 21	Mar 23	April 23	Feb 23	May 23	Mar 23	May 23
Planned Finish date	Nov 21	May 23	Jun 23	May 23	Jun 23	May 23	Jul 23
Open actions	Zero	-	-	-	-	-	-

PROJECT INFO

Project Manager	Elouise Botha	Employee numbers	8,376 current and 12,838 terminated employees as at 20 September 2021.
Remediation Partner	EY	Payroll provider	PeopleSoft
Rectification Partner	Deloitte		

Hawkes Bay

OVERVIEW OF PROJECT STATUS

Project overview

The District have secured a Business Analyst to support with developing process collateral and solution documents for breaches. This resource starts in April and intends to work with both Hawkes Bay and also South Canterbury to leverage efficiencies working across the two Districts.

Grant Thornton is progressing well through remediation and have a dedicated resource in place to support the documentation for assurance evidence.

	Milestone	Date	Status
1	Decision made regarding possible interim payment	30 Mar 23	Confirmed interim payments not occurring.
2	Complete remediation model tested	30 May 23	On track. Testing currently underway.
3	Complete assurance frameworks submitted for review	30 Aug 23	On track, Note that this date is based on a November payment date.
4	Rectification testing complete and dress rehearsals start	28 Sep 23	On track. Resources to support testing are confirmed.
5	Employee payment and communication approach in place	28 Sep 23	On track. A communications plan is in place and work planned to further detail the payment process.
	Funding request sent	28 Sep 23	On track for a November payment date.
	Rectify	Nov 23	Amber status until a detailed plan for finalisation of remediation payments has been developed.
	Remediate	Nov 23	

Key tasks completed or in progress

- A regular monthly cadence established for Decision Making Authority Group. This aligns with the internal working group
- Held meeting with Anna Sefuiva and NPMO to walk through payments process.
- Provided evidence for Assurance Framework three to the NPMO RM for review.
- Rectification – completed the cleansing of back pay. Have started working through allowances.
- Testing of March AMS Leader release.
- GT are working on a dashboard for staff to drill into their personal breakdown of calculations.

Key tasks planned

- The project has finalised their communication approach and is planning to work with regional leads to communicate to employees (both current and former) around the payments approach and dates.
- Engage with unions
- Develop a detailed plan for finalisation of remediation payments in line with newly approved changes to funding request requirements.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Internal staff movement and resource retention (issue)	The Project team are supporting the District where possible to allow them to complete their work without unnecessary burden. Interviews underway for internal HR and payroll staff.	Open (updated)
Outstanding National Questions	National questions have been released.	Closed

ASSURANCE

Component	One	Two	Three	Four	Five	Six	Seven
Status							
Planned Start date	Jan 22	Apr 22	Nov 22	Nov 22	TBC	TBC	TBC
Planned Finish date	Mar 22	Dec 22	Jun 23	Sep 23	Sep 23	Sep 23	TBC
Open actions	Zero	One	-	-	-	-	-

PROJECT INFO

Project Manager	Melanie Staples, Jason Ranston (Constant Control)	Employee numbers	3,688 current employees and 6,051 terminated employees as at September 2021
Remediation partner	Grant Thornton (GT)	Payroll provider	AMS Leader

Wellington-3 (Wellington Region)

Wairarapa (Wr), Hutt Valley (HV) and Capital & Coast (CC)

OVERVIEW OF PROJECT STATUS

Project overview

The District is working on an updated integrated programme schedule that includes complete rectification of systems and no interim payments. The new schedule is planned for the next reporting period (April).

The programme have made significant progress completing a number of Governance Authority Traceability and Policy decision document as well as Systems and Business Requirements (GA/SR/BR) documents for Capital Coast. The first of 18 remediation models have been received from EY which has enabled the commencement of Design Review testing.

	Milestone	Date	
1	Confirm approach to interim payments	Mar 2023	Confirmed interim payments not occurring.
			*Current dates in the programme schedule are being updated to reflect a realistic timeline. Currently Wellington-3 are predicting a 2024 delivery date. The Programme intend to provide these dates to the NPMO in April.
			The Programme is focused on rectifying Capital Coast first (>70% of region) and then replicating as much of that work to achieve a rectified Wairarapa payroll system.
	Rectify	Capital and Coast Hutt Valley & Wairarapa	2024*
	Remediate	Capital and Coast Hutt Valley & Wairarapa	2024*
			Red status as the current Programme Schedule does not include all rectification and remediation activities or dates for all Districts.

Key tasks completed or in progress

- SoW agreed with AMS to support rectification efforts for Capital Coast and Wairarapa.
- Re-engage Fusion5 to support rectification for Hutt Valley.
- Implement and test recent AMS releases
- Incorporate pathway to payment into Schedule and then baseline the schedule.
- Complete Business Change Strategy and advance work on the Business Change Impact Analysis

Key tasks planned

- Provide documents to the NPMO as evidence for assurance frameworks.
- Continue Design review testing of 18 remediation models provided by EY.
- Recruitment: On board two new change managers in April.
- Progress BR/SRs for all three payrolls
- Work on implementing the WIAW and Pay As You Go (PAYG) requirements from the national decision paper
- Progress discussions with the business on casual pools and rostering for casual staff

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
If BAU resourcing is insufficient to meet the requirements of both the Programme and BAU then BAU personnel may be unable to undertake the necessary programme activities [read and endorse key documents etc.] which will lead to delays to the Programme. (Issue)	The Programme schedule includes indicative effort requirements of the business. Significant effort is underway to secure additional resources for the business to ensure they are better placed to manage the requirements of both the Programme and BAU	Open (updated)
Continued delays getting a final answer to WIAW and direction on PAYG. (Issue)	Outstanding national questions have been released.	Closed
If documentation and or additional assistance is not available in a timely manner from Districts who are more advanced in the delivery of their work then any opportunities to reduce timelines through adoption or adaption of already approved and tested processes etc. will be lost	The Programme is reaching out to a number of Districts to share ideas and identify areas for collaboration and sharing of resources with the aim to reduce any aspect of our timelines..	Open

ASSURANCE

Component	One	Two	Three	Four	Five	Six	Seven
Status							
Planned Start date	Oct 21	Dec 21	Nov 22	Nov 22	TBC	TBC	TBC
Planned Finish date	Nov 21	TBC	TBC	TBC	TBC	TBC	TBC
Open actions	Zero	-	-	-	-	-	-

PROJECT INFO

Programme Manager	Wayne MacKey	Employee numbers	Wr: 771 current and 1,701 terminated employees CC: 7,176 current and 12,008 terminated employees HV: 2,522 current and 5,554 terminated employees As at February 2022.
Remediation partner	EY	Payroll provider	AMS Leader at CC & Wr and PayGlobal supported by Fusion 5 at HV.

Bay of Plenty

OVERVIEW OF PROJECT STATUS

Project overview

BOP is managing their project tasks via Monday.com and have are continuing to progress their detailed planning. The process to identify specific subtasks and assign leads and timeframes for each is time consuming and while they have managed to do this for some, this is still very much a work in progress. The team is expecting to complete this in April.

The District have provided some outstanding documents to the Relationship Manager for Assurance Framework 2 for review. The Project Manager (who is based in Northland) will be on site every month for a week in BOP to support the team to progress the project.

	Milestone	Date	
1	Employee payment and communication approach in place	30 Apr 23	On track. Change Manager developing communication approach.
2	Complete assurance frameworks submitted for review	18 Aug 23	On track. District collating evidence with RM.
3	Remediation model consolidated and tested	20 May 23	On track. Finalising the testing approach and resourcing for these activities.
4	Rectification testing complete	25 June 23	On track. BAU testing underway, working with Ceridian to progress testing.
5	Final data extracts complete	July 23	Not started.
	Funding request sent	15 Sept 23	On track to request funding.
	Rectify	Dec 23	Amber status as detailed planning continues. This will be continuously updated with a full plan to be completed in April.
	Remediate	Dec 23	

Key tasks

- Recruitment is largely complete and the team is working together to support each other. BAU payroll resources have been secured to support where necessary.
- Brought a Remediation SME on board to test scenarios to make sure that that Ceridian scripts align to methodology.
- The District have hired fixed-term staff to extract data from call-back sheets necessary for ADP count. This is anticipated to take 12 weeks and will be an outstanding item in AF until completed.
- The team are progressing well with scenario testing for rectification and are working closely with Ceridian. A rectification workshop was help to discuss this.

Key tasks

- Engage with unions via steering committee, date TBC.
- Confirm approach to rectification and remediation and share a detailed plan with the NPMO.
- Continue to work through gathering an providing evidence for the Assurance Frameworks.
- Publish information (FAQs, background and context) to staff on intranet page. This will be supported by the change management approach to ensure staff queries are answered.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Awaiting resolutions to National Questions (RMO transfer) which may impact timelines and the development of solution designs. (Issue)	Solutions to national questions have been released	Closed
Project resourcing (Risk)	Currently resourcing is not an issue for the District. The PM and Project Owner are actively engaging with the team through site-visits, communication and support to ensure no attrition	Open (New)

ASSURANCE

Component	One	Two	Three	Four	Five	Six	Seven
Status							
Planned Start date	Oct 21	Jan 22	Feb 23	Feb 23	Feb 23	Feb 23	TBC
Planned Finish date	Nov 21	Apr 23	Sept 23	Sept 23	TBC	TBC	TBC
Open actions	Zero	-	-	-	-	-	-

PROJECT INFO

Project Manager	Teresa Carrick (Northland)	Employee numbers	4,200 current employees and 4,840 terminated employees at September 2021
Remediation partner	Internal	Payroll provider	PSe – Ceridian

OVERVIEW OF PROJECT STATUS

Project overview

Progress has been made to resolve the infrastructure issues that prevented the project from being able to develop and test their rectification solutions. The District has now secured hardware to support the development and testing of these solutions. However, the current shared infrastructure production environment remains overburdened and at risk of failing. The executive team is exploring options to put this into the Cloud.

A representative from StarGarden was on-site to support rectification changes. They are developing the module change requirements and are almost ready for testing. During their visits, the District held demonstrations to staff outlining how the system would change and what they can expect from the project.

	Milestone	Date	
1	Employee payment and communication approach in place	31 Mar 23	Overdue. An approach is to be developed.
2	Remediation model consolidated and tested	28 Apr 23	On track. Model has been substantially tested by payroll team however validation will continue until payment. Payroll team resourcing a risk.
3	Complete assurance frameworks submitted for review	31 May 23	At risk. Reviews of AFC2 and 3 have been delayed to April. Working with RM to provide evidence. Integrity1 working through requirements for AF3.
4	Rectification testing complete	28 Jul 23	On track. Test and UAT environment is now available. Production environment remains at risk and options are being explored to move to Cloud.
	Funding request sent	28 Jul 23	On track to request, pending infrastructure issues.
	Rectify	Aug 23	Amber status due to: 1. The District infrastructure issues remain unresolved; 2. Resourcing in the Payroll team inadequate to ensure compliance post rectification
	Remediate	Oct 23	

Key tasks completed or underway

- Held a session with the NPMO and Interim Lead HR Operations to discuss the payments process.
- Recruitment continues for a change manager and BAU payroll team members.
- Held a meeting with union representatives and District Executives on 24 March to provide an update on progress.

Key tasks to complete

- Work with regional leads to communicate to employees (both current and former) around the payments approach and dates
- Finalise Testing strategy for remediation and share with NPMO.
- Secure adequate production environment.
- Provide outstanding items for assurance frameworks to the Relationship Manager, including documentation for framework 3.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Concerns around internal District resourcing (HR, IT and payroll) which may impact change Management (Issue) .	During March, recruitment continued however there remain significant capacity issues to support the requirements of the project. Agreement has been reached with the PM and Payroll Manager to develop options for data extraction and remove the scanning process to reduce the resource intensive components of the process.	Open (updated)
Infrastructure failure in one of the hospital computer rooms may adversely impact timelines (Risk)	This has been partially resolved through securing hardware to allow testing and development to continue. However, the production environment remains a risk. The District are actively working through additional mitigations and movement to Cloud.	Open (updated)
Implementing a Roster to Pay system may impact rectification timelines (Risk)	The District will implement a manual process, and document for assurance purposes, of the work they will need to do in the absence of a Time and Attendance system. Completed a demonstration with Gillian Campbell (Interim District Director) for the rostering system.	Open (updated)

ASSURANCE

Component	One	Two	Three	Four	Five	Six	Seven
Status							
Planned Start date	Jan 22	Apr 22	Oct 22	Oct 22	Dec 22	Dec 22	TBC
Planned Finish date	Sept 22	Apr 23 (Mar 23)	Apr 23 (Mar 23)	May 23	May 23	May 23	TBC
Open actions	One	-	-	-	-	-	-

PROJECT INFO

Project Manager	Rob McEwan, Director, Baker Tilly	Employee numbers	2,300 current employees and 2,200 terminated employees at September 2021.
Remediation partner	Integrity1 and Baker Tilly (auditing outcome).	Payroll provider	StarGarden

Nelson Marlborough

OVERVIEW OF PROJECT STATUS

Project overview

It is critical that the District secures adequate resources to progress the project. The District has received four models from EY but does not currently have a finalised testing strategy or sufficient resources to undertake testing. Other Districts have shared their testing strategies with the District. Progress on rectification activities is also limited. The District had a planning meeting with EY and AMS to determine the key project steps for rectification and remediation. In that meeting, they determined that when the project is fully resourced, it will take 44 weeks to complete rectification activities and pay current employees.

	Milestone	Date	Status
1	Provide NPMO with project plan and key milestones	Apr 2023 (Mar 2023)	Delayed following project planning meeting with EY and AMS.
2	Develop testing strategy and resourcing plan to fulfil	Apr 2023 (Mar 2023)	Delayed following project planning meeting with EY and AMS.
3	Required resources confirmed for testing	May 2023 (Mar 2023)	At risk pending resourcing plan and confirmed resources.
4	Allowance configurations testing complete	Apr 2023	On track
5	Closing data cleansing actions (up to 30 June 2022)	Jun 2023	On track

***Note that only the six most recent milestones are shown. Further details will be provided once April milestones are met.**

Rectify	Reforecasting	Red status due to lack of project plan, resourcing plan, testing plan and project team resources
Remediate	Reforecasting (Dec 23)	

Key tasks started or in progress

- Collaborating with Hawkes Bay, South Canterbury, 3Districts and AMS to develop an approach to dealing with common breaches – AMS are taking the lead on this.
- Held meeting with AMS and EY to coordinate remediation and rectification planning.

Key tasks completed

- Received the first versions of the casuals and FBAPS models from EY.

Key tasks planned

- Develop remediation models testing strategy, resourcing plan and project plan.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
AMS Leader's ability to deliver a compliant payroll system in a timely manner. (Risk)	AMS is leading the collaboration group with Districts to mitigate this risk.	Open
Insufficient resources within the Project Team (Issue)	The District is going to develop a resourcing plan in April. They are following up on possible resource options suggested by Metro and 3D.	Open and updated
Remediation timeline (Issue)	The Districts ability to progress remediation is impacted by internal resourcing. There is currently uncertainty over the remediation timeline for the District however they have indicated it will be 2024.	Open and updated
Potential for significant rectification solution rework (Risk)	Within the detailed design work being undertaken, the District plans to undertake a review of the rectification solutions to ensure processes and systems are aligned and can be resourced, and the solutions are still relevant now the national processes are completed.	New

ASSURANCE

Component	One	Two	Three*	Four*	Five	Six	Seven
Status							
Planned Start date	Nov 21	Jul	TBC	TBC	TBC	TBC	TBC
Planned Finish date	Nov 21	TBC	TBC	TBC	TBC	TBC	TBC
Open actions	Zero	-	-	-	-	-	-

*The updated Assurance Framework will be released once the outstanding National Questions are finalised.

PROJECT INFO

Project Manager	Laurie Biesiek	Employee numbers	c.8,300 current and terminated employees as at June 2022.
Remediation partner	EY	Payroll provider	AMS Leader

Auckland Metro

Key: Complete In progress Delayed At Risk Not started No completion date

OVERVIEW OF PROJECT STATUS

Project overview

The desired change to the Pathway to Payment process has now been approved and AMHA can continue progressing with their current project plan. Remediation – working on Auckland model outputs and outlier testing. Review of last data cut for February 2023 has been completed. Rectification – AMHA is resolving some technical issues with SSC database and working closely with AMS to ensure progress remains on track. The Technical team is progressing with system testing and Payroll System Calculation Validation. The HR stream have started training for managers for implementation of PAYG changes and discussions about the changes for SMOs is progressing well. The Change team is preparing implementation plans for several change activities.

	Milestone	Date	Status
1	Employee payment and communication approach in place	Dec 22	Strategy approved at Dec 22 SteerCo.
2	Remediation model consolidated and tested	Apr 23 / May 23	Complete for Auckland. On track for SSC.
3	Rectification testing complete	Apr 23 / May 23	On track – unit and pay validation complete. Will be repeated several times.
4	Complete assurance frameworks submitted for review	1 May 23	Delayed – AMHA continuing to work on collating evidence for AF2. The NPMO did not receive evidence for 3 and 6 in March.
5	Final data extracts complete	18 Jul 23 / 5 Aug 23	On track to meet timeline.
	Funding request sent	26 May 23 / 30 Jun 23	Concerns Assurance Framework progress could impact.
	Rectify	AKL SSC 28 Jul 23 Aug - Oct 23	Amber status due to significant project complexity and most assurance frameworks yet to be completed within a short timeframe.
	Remediate	AKL SSC Jul 23 Aug - Oct 23	

Key tasks

- Outlier testing, quality assurance and model output testing from refreshed data cuts in progress.
- Requirements for EY tool for post go live BAU use have been finalised and procurement process has begun.
- Recruitment of additional Remediation staff for terminations calculations has been completed.
- Rectification in test environments have been completed – testing ongoing.
- Technical manuals for the payroll processing software are being prepared.
- Design of a portal for current employees has been initiated

Key tasks

- Planning for cut over for Go live and Day 1 activities are progressing.
- Engagement with unions regarding implementation plans completed 23 March 23.
- Webinars for managers to understand PAYG changes are in progress.
- Regular reviews with Health Alliance are ongoing for planning for implementation of technical go-live sequence and dress rehearsals.
- Rectification audit by EY is in progress.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Proposed plan may not align with the Payment process, if the District and NPMO are unable to find a solution there will be a 7 month delay (Risk) .	NPMO has confirmed that Pathway to Payment process as suggested by Auckland has been approved. This includes a partial estimate as part of the funding request.	Closed
Lack of clarity of Assurance Framework requirements and cycle of questions & answers may impact go-live dates (Issue) .	The NPMO & AMHA are working closely together and have agreed a new approach to discussing the responses and follow-up questions.	Open (updated)
System updates, changes or recalculations cannot be completed in the required timeframe if the BAU attendance and leave records projects (MeT) are not completed beforehand (Risk) .	BAU teams are engaged with AMHA team to monitor progress of BAU projects impacting rectification. BAU projects that conflict with AMHA programme timeline are also being monitored.	Open
People with the knowledge and/or specific skills may leave in the duration of the project (Risk) .	Ensure that project documents and decisions are well documented. Ensure the team are engaged well and are kept up to date with progress and activities.	Open
Testing of recent updates applied to AMS Leader may take longer than planned (Risk) .	Detailed testing and pay validation is underway. Documentation and QA review to be completed ahead of scheduled dress rehearsals.	Open (updated)
Lack of clarity for Audit Requirements for AMHA Programme. This causing concern for both timescale and costs risks (Issue) .	Audit NZ have clarified the requirements for AMHA Programme.	Closed
Technical issues with the new SSC database may impact testing and assurance schedule (Issue) .	Testing of rectification is in progress. Data being added so pay validation, reporting and integration can be tested in April.	Open (new)

ASSURANCE

Component	One	Two	Three	Four	Five	Six	Seven
Status							
Planned Start date	Jan 22	Aug 22	Nov 22	Nov 22	May 23	Jan 23	Apr 23
Planned Finish date	Mar 22	Apr 23	Apr 23 (Mar 23)	Apr 23	May 23	Apr 23 (Mar 23)	Apr 23
Open actions	Zero	-	-	-	-	-	-

PROJECT INFO

Programme Manager	Bruce George	Employee numbers	34,224 existing and 82,188 terminated staff as at 3 March 2023
Remediation partner	EY – review, rectification and remediation	Payroll provider	AMS Leader

Te Tai Tokerau/Northland

OVERVIEW OF PROJECT STATUS

Project overview

The District has reforecast timelines, resulting in payments being made in December 2023 to current employees only. Achievement of new timelines remain dependant on receiving updated Assurance Framework 6. To ensure consistency and accuracy of remediation approaches for Te Whatu Ora stakeholders, a further independent assurance of the Northland remediation approach is being undertaken. Te Whatu Ora is in the process of organising the independent review. While timelines for this remain unknown, the District has set aside time for this piece of work within their current plan. The District notes that it will be following a staggered approach with three other Districts as they all share the same Project Manager and payroll provider, any delays to one project might affect all timelines. Due to Northland's resourcing challenges, they have shifted to last in the order of this set of Districts. The focus for the District remains on securing sign-off of Assurance Frameworks.

	Milestone	Date	
1	Remediation tested	Dec 20	Completed – changes subject to change control. Re-run of remediation calculations ongoing.
2	Employee payment and communication approach in place	30 Apr 23	On track – approach in place.
3	Rectification testing complete	28 June 23 (31 May 23)	Reforecast due to multi-job solution not being completed until end of May 23. Regression testing for this to take place in June.
4	Complete assurance frameworks submitted for review	7 Jul 23	On track – District collating information for AF3, 4 and 5.
5	Final data extracts complete	20 Sep 23 (30 Aug 23)	On track – plan is in place for when the final data extract will be made. Reforecast due to resourcing availability.
	Funding request sent	30 Sep 23 (31 Aug 23)	On track, District to make remediation payments upon receiving funds. Reforecast due to resourcing availability.
	Rectify	25 Sep 23 (Aug 23)	Green status as District has now provided a detailed project plan, that covers off the rectification cutover planning.
	Remediate	7 Dec 23	

Key tasks

- Re-run of the remediation calculations and retesting of rectification processes.
- Capture of additional data to support remediation calculations.
- Weekly process rectification review sessions with key members of Payroll team.
- Completion of Assurance Frameworks 3, 4 and 5.
- Finalisation of processes for management of Treasury Funds.

Key tasks

- Deployment of information to support backpay calculations back to 2019.
- Implementation of Holidays Act compliant final pay module. Completed in March.
- Review of rectification processes and remediation calculations with Union partners.
- Review and redevelopment of all HR and Payroll reports impacted by the multi-job implementation.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Continued delay getting answers for National Questions, including supporting documentation and implementation guidance. National Questions pending final sign off include RMO. (Issue)	If answers to outstanding questions are not received by 31 March 2023, the District may not achieve the December 2023 timeframe.	Closed
Lack of clarity about time and resource requirements for the District to complete Assurance Frameworks 6 and 7. (Risk)	If further guidance for Assurance Frameworks 6 and 7 are not received by 10 June 2023, the District may not achieve the December 2023 timeframe.	Open (updated)
Resourcing challenges, particularly within the payroll and HR teams. The District continues to limit payroll resources for the project. (Issue)	Full-time resource becoming available 1 April 2023 for project work. Have been using contractors and tight project management.	Open (updated)
There is a risk that other development with Ceridian will be prioritised above Holidays Act requirements. (Risk)	Highlight requirements early and track delivery on a weekly basis.	Open
Auditors have raised that the District may need to rerun the financial provisions for all District's due to legal advice received on an Otherwise Working Day. (Risk)	Confirmed treatment within remediation is consistent with the EY approach.	Closed

ASSURANCE

Component	One	Two	Three*	Four*	Five	Six	Seven
Status							
Planned Start date	Nov 21	Feb 22	Oct 22	Oct 22	Jun 22	Apr 22	Apr 22
Planned Finish date	Nov 21	Oct 22	Jun 23	Apr 23	Apr 23	**Apr 23	Apr 23
Open actions	Zero	Four	-	-	-	-	-

**Note that the District has provided the required evidence, waiting for further information about the National Portal.

PROJECT INFO

Project Manager	Rachel Sutton	Employee numbers	4,086 current employees and 4,790 terminated employees as at 21 February 2023
Remediation partner	Internal	Payroll provider	Ceridian

Whanganui

OVERVIEW OF PROJECT STATUS

Project overview

The District has reforecast timelines, resulting in payments being made in October 2023 to current employees only. Achievement of new timelines remain dependant on receiving updated Assurance Framework 6 and guidance on Assurance Framework 7.
The District notes that it will be following a staggered approach with three other Districts as they all share the same Project Manager and payroll provider, any delays to one project might affect all timelines.
The focus for the District remains on securing sign-off of Assurance Frameworks.

	Milestone	Date	
1	Remediation tested	Jun 21	Completed – except casuals – subject to change control
2	Employee payment and communication approach in place	30 Apr 23	On track – approach in place.
3	Rectification testing complete	28 June 23 (31 May 23)	Reforecast due to multi-job solution not being completed until end of May 23. Regression testing for this to take place in June.
4	Complete assurance frameworks submitted for review	7 Jul 23	On track – District collating information for AF 4 and 5.
5	Final data extracts complete	21 Jul 23 (30 Aug 23)	Reforecast – making great progress so have brought dates forward.
	Funding request sent	31 Jul 23 (31 Aug 23)	Reforecast – making great progress so have brought dates forward.
	Rectify	26 Jul 23 (Aug 23)	Green status as District has now provided a detailed project plan, that covers off the rectification cutover planning.
	Remediate	12 Oct 23 (Dec 23)	

Key tasks

- Testing of remediation calculations. Ongoing until completion of the project.
- Deployment of eTimesheets.
- Capture of additional data to support remediation calculations.
- Collation of data in preparation for remediation rerun.
- Weekly process rectification review sessions with key members of Payroll team.
- Completed Assurance Framework 2.
- Completion of Assurance Frameworks 3, 4 and 5.

Key tasks

- Deployment of information to support backpay calculations back to 2019.
- Finalisation of processes for management of Treasury Funds.
- Review of rectification processes and remediation calculations with Union partners.
- Detailed analysis and review of Holidays Act and contractual entitlements for every casual employee.
- Review and redevelopment of all HR and Payroll reports impacted by the multi-job implementation.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Continued delay getting answers for National Questions, including supporting documentation and implementation guidance. National Questions pending final sign off include RMO. (Issue)	If answers to outstanding questions are not received by 31 March 2023, the District may not achieve the December 2023 timeframe.	Closed
Lack of clarity about time and resource requirements for the District to complete Assurance Frameworks 6 and 7. (Risk)	If further guidance for Assurance Frameworks 6 and 7 are not received by 10 June 2023, the District may not achieve the December 2023 timeframe.	Open (updated)
Resourcing challenges, particularly in the payroll team and HR IT due to resignations. (Issue)	Escalated critical resourcing requirements to Executive project sponsor. Have been using contractors and tight project management.	Open (updated)
There is a risk that other development with Ceridian will be prioritised above Holidays Act requirements. (Risk)	Highlight requirements early and track delivery on a weekly basis.	Open
Auditors have raised that the District may need to rerun the financial provisions for all District's due to legal advice received on an Otherwise Working day. (Risk)	Confirmed treatment within remediation is consistent with the EY approach.	Closed

ASSURANCE

Component	One	Two	Three*	Four*	Five	Six	Seven
Status							
Planned Start date	Nov 21	Feb 22	Nov 22	Nov 22	Jun 22	Apr 22	Apr 22
Planned Finish date	Jun 22	Mar 23	Jun 23	Apr 23 (Mar 23)	Apr 23 (Mar 23)	**Apr 23	Apr 23
Open actions	One	-	-	-	-	-	-

*The updated Assurance Framework will be released once the outstanding National Questions are finalised.
**Note that the District has provided the required evidence, waiting for further information about the National Portal.

PROJECT INFO

Project Manager	Rachel Sutton	Employee numbers	1,303 current employees and 2,128 terminated employees as at 21 February 2023.
Remediation partner	Internal	Payroll provider	Ceridian

Mid Central

OVERVIEW OF PROJECT STATUS

Project overview

The District has revised their remediation timeline to accommodate the remediation partner's project plan. As a result of this, the District may be required to process a wash-up payment. These new timelines are at risk due to UAT resourcing issues driven by competing business priorities and a projected delay to timelines for the District's time and attendance system updates. The District is continuing to progress with rectification and remediation activities.

	Milestone	Date	Status
1	Remediation model consolidated and tested	14 Aug 23 (reforecasting)	On track as per the dates in the remediation partner plan.
2	Rectification testing complete	15 May 23 (30 Apr)	At risk due to resource availability for UAT and cutover testing.
3	Final data extracts complete	June 23 (5 Jun 23)	At risk due to rectification dependency.
4	Employee payment and communication approach in place	11 Sep 23 (reforecasting)	On track - the District is planning comms.
5	Change Management complete	3 July 2023	On track to align with rectification date.
6	Complete assurance frameworks submitted for review	4 Sep (reforecasting)	On track.
	Funding request sent	29 Sep 23 (reforecasting)	On track subject to rectification date and remediation models being finalised.
	Rectify	May 23	Red status due to UAT resourcing issues and delays in Microster configuration changes which place current rectification and remediation timelines at risk.
	Remediate	Nov 23 (Reforecasting)	

Key tasks

- Continued with remediation model testing. The remediation partner notes the Districts test findings however they do not update models concurrently – this introduces a timeline risk.
- Configuration changes to the payroll system are progressing as planned.
- Configuration changes for Microster are delayed due to vendor issues. The vendor has advised that this will be completed by mid-April instead of March as previously planned.

Key tasks completed

- Remediation partner confirmed their timelines.

Key tasks planned

- Continue with key tasks.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Compliance review of solution options. (Issue)	PWC legal are reviewing solution options to assess compliance.	Open and updated
Delays in the delivery of remediation tools. (Risk)	The remediation partner is unable to revise the delivery dates previously provided which introduces a washup process for the District to manage.	Open and updated
Resourcing for UAT and cutover testing (Issue)	Resources for UAT rely on BAU resource availability – this is constrained due to other business requirements. The District is proactively working through this issue with project stakeholders however this may mean that rectification timelines change next month.	New
Timeline under review with remediation partner (Issue)	Remediation partner timeline confirmed this month.	Closed
Lack of formalised processes, clarity of roles, and responsibilities of national programme groups. (Issue)	National Questions have been answered.	Closed
Continued delay in resolution of the National Questions. (Issue)	National Questions have been answered.	Closed
Lack of early engagement and need for a more collaborative approach to addressing queries raised in response to National Questions. (Issue)	National Questions have been answered.	Closed

ASSURANCE

Component	One	Two	Three	Four	Five	Six	Seven
Status	✔	! ///	///	! ///	▲ !	▲	▲
Planned Start date	Nov 21	Jun 22	Nov 22	Nov 22	Aug 23 (TBC)	Aug 23 (Feb 23)	TBC (Feb 23)
Planned Finish date	Nov 21	Apr 23 (Mar 23)	Aug 23 (TBC)	May 23 (Mar 23)	Sep 23 (Mar 23)	Sep 23 (Mar 23)	TBC (Mar 23)
Open actions	Zero	-	-	-	-	-	-

PROJECT INFO

Project Manager	Wayne Mason	Employee numbers	8,086 current and terminated employees as at 30 June 2021
Remediation Partner	EY	Payroll provider	Ceridian (PSE)

OVERVIEW OF PROJECT STATUS

Project overview

The District has reforecast timelines, resulting in payments being made in November 2023 to current employees only. Achievement of new timelines remain dependant on receiving updated Assurance Framework 6 and guidance on Assurance Framework 7. The District notes that it will be following a staggered approach with three other Districts as they all share the same Project Manager and payroll provider, any delays to one project might affect all timelines. The focus for the District remains on securing sign-off of Assurance Frameworks.

	Milestone	Date	
1	Remediation tested	31 May 23	On track
2	Employee payment and communication approach in place	31 May 23	On track – approach in place.
3	Rectification testing complete	30 Jun 23	On track – continuing retesting of rectification processes. Regression testing for the multi-job solution to take place in June.
4	Complete assurance frameworks submitted for review	7 Jul 23	On track – District collating information for AF 4 and 5.
5	Final data extracts complete	30 Aug 23 (30 Sep 23)	Reforecast – making great progress so have brought dates forward.
	Funding request sent	9 Sep 23 (30 Sep 23)	Reforecast – making great progress so have brought dates forward.
	Rectify	4 Sep 23	Green status as District has now provided a detailed project plan, that covers off the rectification cutover planning.
	Remediate	30 Nov 23 (Dec 23)	

Key tasks

- Testing of remediation calculations. Ongoing until completion of the project.
- Deployment of eTimesheets.
- Capture of additional data to support remediation calculations.
- Automation of shift and on-call leave processing; preparatory work.
- Weekly process rectification review sessions with key members of Payroll team.
- Completed Assurance Framework 2.

Key tasks

- Deployment of information to support backpay calculations back to 2019.
- Completion of Assurance Frameworks 3, 4 and 5.
- Finalisation of processes for management of Treasury Funds.
- Review of rectification processes and remediation calculations with Union partners.
- Review and redevelopment of all HR and Payroll reports impacted by the multi-job implementation.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Continued delay getting answers for National Questions, including supporting documentation and implementation guidance. National Questions pending final sign off include RMO. (Issue)	If answers to outstanding questions are not received by 31 March 2023, the District may not achieve the December 2023 timeframe.	Closed
Lack of clarity about time and resource requirements for the District to complete Assurance Frameworks 6 and 7. (Risk)	If further guidance for Assurance Frameworks 6 and 7 are not received by 10 Jun 2023, the District may not achieve the October 2023 timeframe.	Open (updated)
Resourcing challenges, particularly in the payroll team due to Covid. (Issue)	Have been using contractors and tight project management.	Open
There is a risk that other development with Ceridian will be prioritised above Holidays Act requirements. (Risk)	Highlight requirements early and track delivery on a weekly basis.	Open
Auditors have raised that the District may need to rerun the financial provisions for all District's due to legal advice received on an Otherwise Working day. (Risk)	Confirmed treatment within remediation is consistent with the EY approach.	Closed

ASSURANCE

Component	One	Two	Three	Four	Five	Six	Seven
Status							
Planned Start date	Nov 21	Feb 22	Nov 22	Nov 22	Jun 22	Apr 22	Apr 22
Planned Finish date	Jun 22	Mar 23	Jul 23	Apr 23 (Mar 23)	Apr 23 (Mar 23)	**Apr 23	Apr 23
Open actions	One	-	-	-	-	-	-

**Note that the District has provided the required evidence, waiting for further information about the National Portal.

PROJECT INFO

Project Manager	Rachel Sutton	Employee numbers	1,862 current employees and 3,671 terminated employees as at 21 November 2022
Remediation partner	Internal	Payroll provider	Ceridian

OVERVIEW OF PROJECT STATUS

Project overview

The District has reforecast timelines, resulting in payments being made in November 2023 to current employees only. Achievement of new timelines remain dependant on receiving updated Assurance Framework 6 and guidance on Assurance Framework 7. The District notes that it will be following a staggered approach with three other Districts as they all share the same Project Manager and payroll provider, any delays to one project might affect all timelines. The focus for the District remains on securing sign-off of Assurance Frameworks.

	Milestone	Date	
1	Remediation tested	31 May 23	On track
2	Employee payment and communication approach in place	31 May 23	On track – approach in place.
3	Rectification testing complete	30 Jun 23	On track – continuing retesting of rectification processes. Regression testing for the multi-job solution to take place in June.
4	Complete assurance frameworks submitted for review	7 Jul 23 (7 Aug 23)	Reforecast – making great progress so have brought dates forward.
5	Final data extracts complete	17 Aug 23 (30 Sep 23)	Reforecast – making great progress so have brought dates forward.
	Funding request sent	29 Aug 23 (30 Sep 23)	Reforecast – making great progress so have brought dates forward.
	Rectify	24 Aug 23 (Sep 23)	Green status as District has now provided a detailed project plan, that covers off the rectification cutover planning.
	Remediate	16 Nov 23 (Dec 23)	

Key tasks

- Testing of remediation calculations. Ongoing until completion of the project.
- Review of rectification processes.
- Weekly process rectification review sessions with key members of Payroll team.
- Completed Assurance Framework 2.
- Completion of Assurance Frameworks 3, 4, 5, 6 and 7.

Key tasks

- Finalisation of processes for management of Treasury Funds.
- Deployment of information to support backpack calculations back to 2019.
- Review of rectification processes and remediation calculations with Union partners.
- Review and redevelopment of all HR and Payroll reports impacted by the multi-job implementation.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Continued delay getting answers for National Questions, including supporting documentation and implementation guidance. National Questions pending final sign off include RMO. (Issue)	If answers to outstanding questions are not received by 31 March 2023, the District may not achieve the December 2023 timeframe.	Closed
Lack of clarity about time and resource requirements for the District to complete Assurance Frameworks 6 and 7. (Risk)	If further guidance for Assurance Frameworks 6 and 7 are not received by 10 Jun 2023, the District may not achieve the October 2023 timeframe.	Open (updated)
Resourcing challenges, particularly within the payroll and HR teams. The District continues to limit payroll resources for the project. (Issue)	Escalated critical resourcing requirements to Executive project sponsor. Currently all project resources are available. Have been using contractors and tight project management.	Open (updated)
There is a risk that other development with Ceridian will be prioritised above Holidays Act requirements. (Risk)	Highlight requirements early and track delivery on a weekly basis.	Open
There is a risk that the project requested on-premise PSe (and related system) environments will not be reliably available for remote access by project team members. There is a further risk that the environments may not be representative of the live PSe (and related system) environment. (Risk)	Information was provided in early 2022 regarding the technical environment and support required.	Open
Auditors have raised that the District may need to rerun the financial provisions for all District's due to legal advice received on an Otherwise Working day. (Risk)	Confirmed treatment within remediation is consistent with the EY approach.	Closed
Given the National Civil Defence emergency there is an unknown impact on the project. (Risk)	Have implemented robust business continuity process.	Closed

ASSURANCE

Component	One	Two	Three	Four	Five	Six	Seven
Status							
Planned Start date	Nov 21	Feb 22	Jan 23	Jan 23	Jun 22	Apr 22	Apr 22
Planned Finish date	Apr 22	Mar 23	Jul 23	Apr 23 (Mar 23)	Apr 23 (Mar 23)	**Apr 23	Apr 23
Open actions	Zero	-	-	-	-	-	-

PROJECT INFO

**Note that the District has provided the required evidence, waiting for further information about the National Portal.

Project Manager	Rachel Sutton	Employee numbers	c.1,200 current and c.1,500 terminated employee
Remediation partner	Internal	Payroll provider	Ceridian

Canterbury and West Coast

OVERVIEW OF PROJECT STATUS

Project overview

The PSE upgrade project now forms part of the People and Pay programme of work – Jo Fulton is the Project Manager for the upgrade. It is pleasing to note that the upgrade is now on track. The District’s key priorities continue to be progressing rectification and remediation.

	Milestone	Date	Status
1	Remediation models validated	26 May 23	On track – the District is testing V3 of models.
2	Rectification testing complete	14 Aug 23	On track
3	Employee payment and communication approach in place	14 Aug 23	On track
4	Remediation final models run	15 Sep 23	On track
5	Change management complete	14 Aug 23	On track
6	Complete assurance frameworks submitted for review (1-6)	18 Sep 23	At risk as progressing project is the current priority. The Districts understand requirements and are proactively working through AF2 with their remediation partner.
	Funding request sent	16 Oct 23	On track
	Rectify	Aug 23	Amber status We note that the PSE upgrade is on track following programme changes in March however this is still a key dependency. Upgrade progress will continue to be monitored closely.
	Remediate	Dec 23	

- Continued with the remediation model testing including drafting output collateral.
- Continued to work on rectification activities that can be delivered in the absence of the PSe upgrade.
- Continued contributing to the National Portal.
- Continued testing of the upgraded Ceridian test environment. This will allow the Districts’ to begin rectification design, configuration and testing in parallel to the system upgrade.
- Continued to progress with key decisions for remediation.
- Continued review of comms and engagement plan to deliver remediation by the end 2023.
- Explored T&A system options for addressing West Coast breaches. The next step is to develop supporting processes to address the breaches.

- Review and design of the People and Pay programmes of work – the PSE upgrade project now forms part of that programme.
- Completed review of existing rectification solutions to take into consideration resolves National Questions and upgrade PSE release notes.

Key tasks planned

- Begin the testing and implement the HAC configuration approach for PSe and Microster.
- Build rectification change log and present it to the Steering Group.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Inability to obtain all historical data. (Issue)	The Districts are working through an approach to resolve the data gaps with EY. The Districts have extended the data extract which is required for the financial liability estimate revision.	Open
Continued delay in getting answers for National Questions. (Issue)	National Questions have been answered.	Closed
Limited capacity within the internal District IT Team (Risk)	The PSe project now forms part of the People and Pay project of work – Jo Fulton is the Project Manager. Whilst input from IT will be required, this risk is mitigated as management of the project sits outside of the IT Team.	Closed

ASSURANCE

Component	One	Two	Three	Four	Five	Six	Seven
Status							
Planned Start date	Nov 21	Feb 22	June 23	April 23 (March 23)	July 23	June 23	Oct 23
Planned Finish date	Jan 22	May 23	Aug 23	Aug 23	Aug 23	Sep 23	Dec 23
Open actions	0	-	-	-	-	-	-

PROJECT INFO

Project Manager	Jo Fulton	Employee numbers	c.26,000 current and terminated employees at Canterbury and c.2,900 current and terminated employees at West Coast as at September 2021
Remediation partner	EY – review, rectification and remediation	Payroll provider	Ceridian

Southern

OVERVIEW OF PROJECT STATUS

Project overview

The District is working to finalise remediation and rectification now that National Questions have been answered. The key project priorities are change management, implementing rectification solutions into the system and continuously updating remediation models with the latest data. The milestone dates have moved because system changes will be go-live at the end of April instead of March.

	Milestone	Date	Status
1	Remediation model tested	15 April 23 (15 Mar 23)	On track. The District has one overarching model and final testing of this is underway.
2	Rectification testing complete	30 April 23 (30 Mar 23)	On track. The District is implementing rectification system changes in April.
3	Final data extracts complete	30 April 23 (30 Mar 23)	On track. Datacom provided extracts up to Feb 23 in the week starting 26 Feb. The District is planning to extract the final two months of data themselves.
4	Employee payment and communication approach in place	30 Apr 23 (30 March 23)	On track. Change management plan and schedule for roll-out activities underway.
5	Change management complete	30 Apr 23	On track.
6	Complete assurance frameworks submitted for review	26 May 23 (28 Apr 23)	On track.
	Funding request sent	23 June 23(26 May 23)	On track.
	Rectify	May 23	Amber status project is on track, however the amber status recognises the significant amount of work to complete over the coming months.
	Remediate	Aug 23	

Key tasks started or in progress

- Continued with the deep-dive analysis on processes to ensure that they will support go-forward compliance in conjunction with systems. This will be ongoing until rectification is complete.
- Continued planning of staff communications activities and support options for go-live.
- Held Working Group meeting to approve final rectification and remediation approach.
- Continued to build out the Change Management Plan and schedule for roll-out activities to support with rectification changes.

- Developing the implementation plan for Multi-Jobbers. This will be completed in April 2023.
- NPMO on-site visit to progress assurance frameworks. The District is compiling evidence for frameworks 3-6.

Key tasks completed

- No key tasks completed.

Key tasks planned

- Implement system changes for rectification.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Datacom and Change Healthcare's ability to provide a compliant payroll system and time and attendance system within the required timeframe. (Risk)	The District regularly engages with Change Healthcare and Datacom. Whilst development and testing is complete, this still remains a risk until changes are implemented into the live system.	Open
Unexpected absence within project team and payroll team (Risk)	This could impact the Districts project timeline.	New
Loss of engagement in project due to potential organisational changes (Risk)	Closely monitor changes and impact as they arise.	New
Delays in resolving the National Questions are impacting timelines. (Issue)	National Questions have been answered.	Closed
Districts who are not using EY as their remediation partner are experiences delays with the external audit sign-off process. Audit NZ are requiring consistency with EY's methodologies for the calculation of PAYG and otherwise working days provisions. However, the methodology has not been communicated to those Districts. (Issue)	External Audit finalised.	Closed

ASSURANCE

Component	One	Two	Three	Four	Five	Six	Seven
Status							
Planned Start date	Nov 21	Apr 22	Feb 23	Feb 23	March 23 (Feb 23)	March 23 (Feb 23)	TBC
Planned Finish date	Mar 22	Mar 23	Jun 23 (Apr 23)	Jun 23 (Apr 23)	Jun 23 (Apr 23)	Jun 23 (Apr 23)	TBC
Open actions	-	2	-	-	-	-	-

PROJECT INFO

Project Manager	Jean McAlevey	Employee numbers	c.15,000 current and terminated employees as at September 2021
Remediation partner	No Limits Consulting – review, rectification and remediation	Payroll provider	Datacom

New Zealand Blood and Organ Service

OVERVIEW OF PROJECT STATUS

Project overview

Updated timelines have been provided and NZBS plan to rectify and remediate in 2023. System rectification is underway. The team have scoped which changes can be completed by the rectification SME, and which require actions to be completed by Datacom, the payroll provider. Where resourcing is not available to complete rectification requirements, manual processes have been identified that can be used in the interim. Work required to be completed by Datacom is being scheduled. The focus for NZBS remains on aligning resourcing from Datacom and EY and securing sign-off of Assurance Frameworks.

	Milestone	Date	
1	Rectification testing complete	26 May 23	On track – rectification testing progressing well.
2	Final data extracts complete	14 July 23	On track – plan in place for final data extraction.
3	Complete assurance frameworks submitted for review	5 Jun 23 (4 Aug 23)	Tracking ahead - progressing with assurance framework completion. Final framework to be submitted for review June 23.
4	Remediation model consolidated and tested	11 Aug 23	On track with EY.
	Funding request sent	14 Oct 23 (25 Aug 23)	Shifted to October due to timings for completion of remediation process.
	Rectify	5 June 23 (May 2023)	Green status as NZBS has now provided a detailed project plan, that covers off the rectification cutover planning.
	Remediate	16 Dec 23 (Nov 23)	

Key tasks

- On-site remediation testing workshop held 6th and 7th March with payroll team.
- System rectification has commenced and test payroll database is due to be set up for testing.
- Changes have been made to the BAPSF leave in the payroll system, and are pending business decisions to make the final updates, scheduled for go-live April 2023.

Key tasks

- In person meeting held in March, with NZBS remediation partner, EY. Items on the agenda for this meeting included resolving queries on the model following deep-dive review, aligning timeline for remediation activities.
- Work has commenced on Assurance Frameworks 2 and 4. The payroll team are supporting with collating the documents, and the remediation partner has written a report suite to support with evidencing frameworks which NZBS is currently evaluating if this will be of value.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Obtaining updated timeline from remediation partner to allow development of updated project plan (Blocker)	District has been engaging closely with remediation partner to obtain an updated timeline.	Open
Datacom's ability to provide a compliant payroll system and time and attendance system within the required timeframe. (Risk)	The District regularly engages with Datacom. Whilst development and testing is complete, this still remains a risk until changes are implemented into the live system.	Open

ASSURANCE

Component	One	Two	Three	Four	Five	Six	Seven
Status							
Planned Start date	Nov 21	Sept 22	Feb 23	Jan 23	Feb 23	Feb 23	TBC
Planned Finish date	Aug 22	April 23	May 23	Jun 23	May 23	May 23	May 23 (Mar 23)
Open actions	One (Planned for Apr 23)	-	-	-	-	-	-

PROJECT INFO

Project Manager	Rachel Sutton	Employee numbers	c.2,000 current and terminated employees as at Dec 2022
Remediation Partner	EY	Payroll provider	Datacom

Report definitions

The below are common measures and definitions for timeline and project status used throughout this report.

Project timeline status key		Status key	
 Complete	Work is complete. No further activities are required.	 On track	Work is on track in key project areas. There are no concerns, and no action is required. Up to date project plan provided.
 Underway	Further activities are required to complete the work. Work is on track.	 Potential concerns	Work is not on track in key project areas. Some concerns and problems have been identified. Corrective action is required. Initial project plan has been provided by may be out of date.
 Progress impacted	Work is underway, but progress has been impacted. Remedial action may be required.	 Significant concerns	Work is not on track in key project areas. Several concerns have been identified and there are significant problems. Immediate remedial action is required. No project plan provided.
 Not started	Work has not yet commenced. Timelines have not been set.	 Change	Indicates where there has been a change month to month and the direction of the change. No change is not marked. Prior month information is marked by brackets.

Programme timeline overview

PHASE 1: REVIEW PROCESS

- Districts conduct system review to validate and review key payroll compliance issues.
- Employers report back of testing outcomes and recommendations.

Assurance Frameworks

1.1 Compliance assessment completed (Framework ref: 1)

- Independent auditor appointed by District.
- Agree methodology aligns to the MoU, Baseline Document and Framework for local Districts.
- System configuration testing performed.
- Compliance issues identified.
- Findings and recommendations reported.

Gold milestone

- District payroll systems tested against the baseline.

PHASE 2: RECTIFICATION PROCESS

- Employer rectifies breaches identified and any further breaches.
- May include process changes around payroll systems to ensure entitlements are received moving forward.

Assurance Frameworks

2.1 Future operation of Districts payroll processes compliant with legislative and contracted commitments (Framework ref: 4)

- Rectification approach designed.
- Ongoing breaches mitigated.
- Plan to prevent ongoing non-compliance developed.
- Reconfiguration needed and payroll processes documented.
- Rectification results tested and validated.
- Objective, internal monitoring programme to assure processes are consistently applied post rectification developed by District.
- Ongoing training and education programmes to identify future non-compliance and issues established.

Gold milestone

- Fixed any identified issues of non-compliance in the District payroll system.

PHASE 3: REMEDIATION

- Districts calculate arrears owed to all in-scope current and past employees from 1 May 2010.
- Calculate entitlements and payments sequentially by date.
- Provide Labour Inspector with list of affected employees and arrears owed to them.
- Estimation approach may be used.

Assurance Frameworks

3.1 Districts have complete and reliable set of data (Framework ref: 2)

- Requisite data prepared for testing by District
- Data extracts show complete and accurate record of payments and calculations.
- Data reviewed and validated by District.

3.2 Remediation methodology approved (Framework ref: 3)

- Districts have representative sample to identify breaches to tailor their remediation methodology.
- Adjustments required from 1 May 2010 up to the point of rectification identified and considered in methodology.
- Remediation methodology documented by District.
- Data required to undertake remediation identified and any gaps accounted for.
- Impact of each breach quantified.
- Review of calculations prior to making payments arranged by District.

3.3 Robust and consistent calculation approach in place (Framework ref: 5)

- Recalculation model validated.
- Model testing and quality assurance performed by independent auditor.
- Alternative approaches applied where needed

- and re-testing performed.
- Recalculation approach approved.
- Remediation and rectification activities adequate to accurately calculate liability.

3.4 Effective and sustainable payment processes implemented (Framework ref: 6)

- Robust controls to verify the identify of employees implemented.
- Employees and/or their representatives are proactively engaged and informed by District.
- Consistent registration process established.
- Process to retain unclaimed monies for five years in effect.

3.5 Any additional payments or entitlements owed to employees identified and paid (Framework ref: 7)

- Data reviewed, gaps identified and resolved.
- Necessary adjustments are made to calculated gross earnings and payroll records.
- Remediation methodology applied.
- Employees and/or their representatives are proactively engaged and informed by District.

Gold milestone

- Calculated and paid any amounts owing to current and former employees arising from any identified non-compliance.

Milestone Definitions

Key milestones have been identified for each Project. Where possible, milestones are kept consistent (or similar) across Projects, with definitions as described below. For some Projects, additional milestones are included as required. To keep the report format focussed on key upcoming milestones, only 6-8 will be displayed in this report at any one time.

	Milestone	Definition
1	Remediation model consolidated and tested	The Project has a complete remediation model. If several models exist, these have been consolidated into one mode to produce remediation payments at an employee level. User testing of all model components and the consolidated model is complete.
2	Rectification testing complete	All required system updates, data mapping & cut-over, updating of 52 weeks gross earning (where applicable) and re-configurations have been completed. The rectified system has been tested and is ready for go-live.
3	The District is change ready	The District/Business is prepared to support ongoing compliance. Relevant change activities have occurred, including process changes, training of key staff, and required communications activities.
4	Final data extracts complete	Complete data extracts that will be used for the District's final remediation calculation are clean and complete.
5	Employee payment and communication approach in place	The District has a plan in place for how to receive funds from Treasury and process remediation payments. Communication activities are underway and there is a plan in place for communication and engagement with stakeholders leading up to- and in support of payment, including staff query management.
6	Complete assurance frameworks submitted for review	The NPMO has confirmed that all required evidence has been supplied for review and that the agreed three week review period has been initiated. The cut-off date for this date to remain 'on track' is the funding request date (below) with additional 4 weeks (3 weeks for the NPMO review cycle, one week for preparation of Treasury funding request).
◆	Funding requested	Funding must be requested from Ministry of Health and Treasury 9 weeks prior to payment. <i>We note that it is possible for this timeframe to be shortened to 7 weeks and will update any estimates once this is confirmed.</i>
◇	Rectification	Date for rectification go-live.
Ⓢ	Remediation	Date for remediation payment to current employees.
Ⓣ		Date for remediation payment to former employees.

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This report has been prepared in accordance with our Engagement Letter dated 25 June 2021. Unless stated otherwise in the Engagement Letter, this report is not to be shared with third parties. However, we are aware that you may wish to disclose to central agencies and/or relevant Ministers' offices elements of any report we provide to you under the terms of this engagement. In this event, we will not require central agencies or relevant Ministers' offices to sign any separate waivers.

The services provided under our CSO ('Services') have not been undertaken in accordance with any auditing, review or assurance standards. The term "Audit/Review" used in this report does not relate to an Audit/Review as defined under professional assurance standards.

The information presented in this report is based on that made available to us in the course of our work by health sector participants. We have indicated within this report the sources of the information provided. Unless otherwise stated in this report, we have relied upon the truth, accuracy and completeness of any information provided or made available to us in connection with the Services without independently verifying it.

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