



June 2024 Status Report

**Holidays Act Remediation Programme
National Programme Management Office**

17 July 2024

In relation to any prospective financial information/forecasts/projections included in the report, we do not make any statement as to whether any forecasts or projections will be achieved, or whether the assumptions and data underlying any such projections are accurate, complete or reasonable. We do not warrant or guarantee the achievement of any such forecasts or projections. There will usually be differences between forecast or projected and actual results, because events and circumstances frequently do not occur as expected or predicted, and those differences may be material.

National Programme Management Office overview

Kia ora koutou,

Key points since the last update:

- Projects for Hawkes Bay and Waikato have successfully submitted their funds request to the NPMO. These have been shared to the Ministry of Health for review.
- Progress has been made on assurance frameworks by South Canterbury (AF2, 6), Hawkes Bay (AF7) and Waikato (AF2,5 and 7). The NPMO has also received AF evidence for review from Bay of Plenty and conducted an evidence gathering workshop with Northland.
- The PSe team continued to make steady progress working across Northland, Tairāwhiti, Canterbury West Coast, and Bay of Plenty for testing of implementation updates.
- The planned payment date for former employees by Auckland has been delayed due to the revised commencement of the fund request process which will now be based on the completed version three remediation models rather than version two as originally planned. The revised date is to be confirmed.
- The submission of the funds request for Taranaki continues to be delayed and is currently going through Health New Zealand review.
- Nelson Marlborough are scheduled for submitting the funds request in July, however, they have not progressed submitting evidence for their Assurance Frameworks which puts the completion of the funds request at significant risk.

Ngā mihi nui,

HARP NPMO

Page	Item
2.	NPMO overview
3.	National themes status update
4.	Programme dashboard
5.	Health NZ's Go-Live Requirements
6.	Employee Portals Update
7.	Project dependencies on a page
8.	Projects on a page
9.	Programme timeline overview
10.	Detailed project summaries
29.	Report definitions
30.	Programme timeline overview
31.	Milestone definitions
32.	Appendix A: Employee Portal Update

NPMO themes status update

Key:
Recent update
Theme closing

The below table provides an update from the NPMO.

Theme	Update
1. National programme governance	<ul style="list-style-type: none"> The Health NZ national Holidays Act programme leads are taking an active role in some district project steering group meetings, to help resolve local issues and provide additional support as projects move closer to rectification and remediation.
2. Technical updates	<ul style="list-style-type: none"> Health NZ and PSe continue to work through issues with the implementation of the nationally agreed approach to ensure greater alignment across the Districts. Implementation updates are being tested as they become available and Health NZ is pooling resources across PSe projects to complete testing. Any exceptions to the national approach will be considered on a case-by-case basis. Projects are proactively engaging with the Health NZ National Holidays Act team to seek endorsement of approaches for rectification and remediation. National project team meetings are held fortnightly, 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.
3. District processes and resourcing	<ul style="list-style-type: none"> Districts are reporting resourcing challenges and uncertainty due to the recruitment pause for non clinical staff, which also includes approval of CSOs and contract extensions. Districts with ongoing resourcing issues include Nelson Marlborough, South Canterbury, Southern, Canterbury & West Coast, and Lakes. Districts continue to work together and pool resources which districts report is working well. However, this places pressure on limited project resources, increasing the risk of adverse flow-on effects to impacted districts' project timelines. PSe vendor capacity remains under pressure due to the focus on data validation, implementation of updates, and supporting Tairāwhiti, Northland and Bay of Plenty.
4. National portal	<ul style="list-style-type: none"> The Former Employee National Portal went live on November 9th 2023. To date, approximately 89% of former employees have been contacted and 58% of the former employees contacted have registered. Additional outreach activity is ongoing as required to employees who have terminated since portal go-live. Validation of former employees registered on the portal will occur once Districts are ready to pay former employees.
5. Payroll system rectification	<ul style="list-style-type: none"> Refer to technical updates above.
6. Assurance	<ul style="list-style-type: none"> The NPMO has reviewed the assurance frameworks to identify where updates are required to align with the national approach. The NPMO is working with the relevant stakeholders to agree the changes. National Health NZ decision points and independent assurance are required ahead of key milestones (e.g. rectification go-live, submission of funding requests, independent assurance reviews and finalisation of remediation payments). While these expectations are not requirements of the Assurance Frameworks, the NPMO will note their completion in preparation for district go-live: <ul style="list-style-type: none"> Independent assurance has been commissioned by Health NZ on the PeopleSoft (Waikato) and DataPay (Southern) systems. Waikato are in discussions with EY to schedule the independent review for Phase Two and Phase Three of rectification. Southern are in the process of scheduling its independent assurance review
7. Payment process	<ul style="list-style-type: none"> The updated post-payment reporting templates were shared with projects. The NPMO is available to support projects on a case-by-case basis to accommodate a more efficient process for Pathway to Payment to meet districts' planned payment dates.
8. Operational Readiness	<ul style="list-style-type: none"> 7 districts are in operational readiness– Tairāwhiti, Northland, Taranaki, Hawkes Bay, Waikato, South Canterbury and Nelson Marlborough. A further 2 will join operational readiness in early July – Mid Central and Bay of Plenty. Auckland Formers are yet to join operational readiness. Health New Zealand currently working through process for former payments and understanding where operational readiness is required. 2 districts have progressed with submitting funding requests to the NPMO – Waikato and Hawkes Bay. Preparation for the external go / no go meetings for both districts are in progress. Taranaki progressing with updates needed to achieve HNZ requirements. PSe system updates continue to progress with Tairāwhiti, Northland and Bay of Plenty district PMs actively collaborating to achieve required outcomes with the vendor; updates awaited from HNZ on timeframes to achieve PSe requirements and new remediation dates.

Programme dashboard

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

STATUS SNAPSHOT as at 30 June 2024

Project progress towards key milestones:

3/19 have remediated current employees

1/19 have remediated former employees

4*/19 have rectified their payroll system

7 are currently entered in Health New Zealand's Operational Readiness Programme

	Complete	On track	At risk	Off track
Progress towards remediation date for current employees	✓ 3 (3)	✓ 3 (1)	⌚ 1 (3)	! 12 (12)
Progress towards reported rectification dates	✓ 4 (4)	✓ 2 (1)	⌚ 1 (2)	! 12 (12)

* Waikato are undertaking a 'phase two and three' for rectification, to address updated National Questions after the initial rectification and ongoing improvements to its rectification methodology.

LIABILITY AND EMPLOYEES

\$2.1b*

Total estimated liability
*As at 30 June 2023

228k

Total estimated past and current employees

Total employees will not align to individual project slides as the NPMO has used the number of former employees from the FEP for Health NZ. Refer to page 6 for further information.

Risks and Issues as at 30 June 2024

Project Risk / issue	Comments
District and project resourcing	Health NZ has been working hard to address resource challenges across districts, with several reporting an improvement in their resource position, however the resourcing pause is having an impact and resourcing remains an issue for some districts.
Health NZ operational readiness requirements	Health NZ's leadership has confirmed independent assurance requirements with projects.
National approach	Health NZ has updated requirements for alignment with the national approach to rectification and remediation. As a result, Health NZ has implemented a consistent approach to rectify the PSe payroll system and calculate remediation payments within the system. The national approach will require remediation model adjustments and functional development for rectification which are currently being implemented by the Dayforce team.
Assurance Frameworks	Where Assurance Frameworks (AFs) have been completed and the Project Manager or Senior Responsible Officer has changed, evidence provided as part of those frameworks will need to be reconfirmed by the current Project Manager and Senior Responsible Officer. As a result of the introduction of the national approach, which impacts methodology and data, AFs may need to be updated to reflect the change in approach and evidence required.

Assurance Framework Completion as at June 2024

Key: ✓ Complete ✓ Complete w M.A 🔄 In progress ! Delayed 🌟 NPMO Review ▲ Not started ? At Risk 🕒 No completion date

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

NOTE: The status of assurance frameworks is baselined against the completion dates provided by projects in February 2024. For completed frameworks, the colour of the tick reflects the actual status of the framework: green for complete, amber or red where management actions are outstanding. For further detail please refer to the detailed project summaries.

Health NZ's Go-Live Requirements – Operational Readiness

Overview

Health NZ's leadership has implemented a set of internal go-live requirements ahead of key project milestones. The centrally coordinated process of tracking progress towards these milestones is referred to as 'operational readiness'.

Status

Current activities

- Weekly operational readiness meetings continue alongside fortnightly stakeholder meetings to ensure progression and early signalling of any potential issues with completing key activities and achieving timeframes.
- Additional meetings have been added to enable sufficient updates for each district and to support the growing number of districts entering operational readiness.
- The checklist of activities required during operational readiness has been updated in collaboration with HNZ.
- Seven districts are in operational readiness as at end of June with a further 2 joining early July.
- Upcoming districts have been onboarded with updates of current state achieved..
- Required system updates to achieve compliance with Health NZ national approach continues at PSe sites. Awaiting updated plans and timeframes from HNZ for Tairāwhiti, Northland and Bay of Plenty.
- Tairāwhiti, Northland and Bay of Plenty project teams continue to collaborate closely to achieve required outcomes for PSe system required updates.
- Funding requests have been submitted to the NPMO for Waikato and Hawkes Bay districts. External go / no go meeting preparation in progress.
- Awaiting next steps for Taranaki.

Planned activities

- Continue to ensure projects in operational readiness are progressing as planned.
- Achieve understanding of next steps and timeframes for Northland, Tairāwhiti and Bay of Plenty.
- Onboarding of Southern into operational readiness mid July.
- Support districts with internal Go / No-Go process as well as external process.
- Understand from Health NZ steps for former employees as part of operational readiness.

Key updates on the status of projects in Operational Readiness are included in the table to the right.

Document	Location
Operational Readiness Guidance Document	Collab Hub: Op readiness folder
Remediation Go-Live: Go/No-Go Criteria Template	Collab Hub: Op readiness folder
Rectification Go-Live: Go/No-Go Criteria Template	Collab Hub: Op readiness folder

Project	Status
Tairāwhiti	<ul style="list-style-type: none"> • Continuing to work-through identified rectification and remediation issues with the PSe system. • Awaiting next steps from Health NZ re: timeframes.
Northland	<ul style="list-style-type: none"> • Continuing to work with PSe to implement system updates to align with the agreed national approach. • Awaiting next steps from Health NZ re: timeframes.
Taranaki	<ul style="list-style-type: none"> • Continue to work on system updates to achieve HNZ requirements. • Awaiting next steps.
Waikato	<ul style="list-style-type: none"> • Funding request submitted to NPMO. • Review of manual processes underway by EY to provide assurance. • On track.
Hawkes Bay	<ul style="list-style-type: none"> • Funding request submitted to NPMO. • Final system updates may be needed to align with HNZ requirements; awaiting decisions from HNZ. • On track.
Nelson Marlborough	<ul style="list-style-type: none"> • Awaiting model 4 for implementation and then will move to dress rehearsal 1. • Assurance frameworks off track of expected timeline due to awaiting model 4.
South Canterbury	<ul style="list-style-type: none"> • All assurance frameworks in progress. • Dress rehearsal 1 planned for early July. • Awaiting further direction from HNZ on national approach. • Go / no go meetings to be booked.
Attending operational readiness from July	
Bay of Plenty	<ul style="list-style-type: none"> • Have been working closely with Tairāwhiti and Northland on required PSe updates. • To join operational readiness WB 1 July. • Awaiting next steps from Health NZ re: timeframes.
Mid Central	<ul style="list-style-type: none"> • To join operational readiness WB 1 July.
Auckland Formers	<ul style="list-style-type: none"> • HNZ have advised that the need for op readiness with formers is yet to be established within the Auckland district. Awaiting update on process for Auckland formers and involvement in op readiness from HNZ. • Auckland were due to enter operational readiness on 21 May.

Employee Portal Update

Portal Overview

The Former Employee Portal (FEP) went live on 9 November 2023 and now has over 80,000 registrations. Additional outreach activity is ongoing as required to employees who have terminated since portal go-live. Validation of former employees registered on the portal will occur once Districts are ready to pay former employees.

The Current Employee Portal (CEP) has been in place for 10 months and is working well. Districts are engaging with the required onboarding process for the CEP to support their current employee payments.

First payments to former employees are anticipated to commence in September 2024, based on current timelines and sequencing and given a number of risk being worked through. The effort required to validate former employees is likely to be significant, given the need for multiple rounds of validation in cases where former employees have had multiple periods of employment across different locations.

Key Risks and Issues

Item	Mitigation/plan	Status
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 and are kept up to date with progress and activities.	Open

Project Information

Programme Manager	Bruce George	Portal provider	EY
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Query themes

To date, the FEP has had 9,700 queries raised and the CEP has had 2,758 queries raised. There has been an increase in queries due to the quarterly import of any additional formers into the portal (i.e. those who have terminated since the last upload). The majority of FEP queries are in relation to how to use the portal and remediation payments. The most common CEP queries relate to work at another District and remediation calculations.

Further information about queries are included in **Appendix A**.

Update on communications to employees

Outreach activity is ongoing for the FEP. In prior months, email and SMS communications were sent via the portal, alongside social media and intranet/website posts publicising the FEP.



*The NPMO notes that the total number of estimated former employees from the FEP does not equate to the total number provided by projects in the project summary slides. This is because an individual will have a single registration on the FEP but may be a former employee of multiple projects.

**Validation of registered employees will occur once districts are ready to pay former employees.

***Based on the information received from Health NZ dated February 2024.

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. Technical updates	
Priority rating		Priority rating	
<p>Overview: Resourcing remains a key concern for many projects. Many report that other priority initiatives (for example, settlement payments) places additional pressure on already strained resources. Health NZ has a recruitment pause in place for non clinical staff, which also includes approval of CSOs and contract extensions, which is having an impact on the programme.</p> <p>Projects affected: Projects have reported an improvement in their resource position following efforts by the Health NZ national Holidays Act team to address the both the numbers and capability of individuals available to support projects. However the recruitment pause is impacting some districts.</p> <p>Potential resolution for dependency:</p> <ul style="list-style-type: none"> — All projects that face resource challenges must clearly define and escalate these to Executive Leaders for resolution if they are unable build capacity in a timely manner. — Outsourced resource options should be explored by projects facing resourcing challenges. — Health NZ has allocated resources from the Auckland project team to support other projects with change management, project planning, technical support and testing support. — Programme staff are actively being shared across districts to address resourcing constraints. 		<p>Overview: Health NZ has updated the national requirements to ensure greater alignment across the Districts rectification and remediation methodologies. Changes to approaches adopted historically is likely to impact timelines. Historically, the resolution of National Questions has been a key dependency for projects to rectify their systems and to remediate employees.</p> <p>Projects affected: All projects have been affected by National Questions and some may be further impacted by the additional requirements for greater alignment across the rectification and remediation approaches.</p> <p>Potential resolution for dependency:</p> <ul style="list-style-type: none"> — National Questions are now resolved. — National Health NZ resources are providing support to projects to work through alignment with the agreed national approach. Projects are engaging with Health NZ's national team to seek endorsement of approaches for rectification and remediation, where different from the agreed national approach. — Implementation sessions are run fortnightly to support projects with the implementation and approach to remediation and rectification. — Meetings between Health NZ and Unions occur weekly. 	
3. External vendor capacity			
a) Payroll Vendor		b) Remediation Partner	
Priority rating		Priority rating	
<p>Overview: Many projects use the same payroll vendors. The capacity to update systems in a timely manner is a key dependency for rectification timelines. Most payroll vendors can only support one go-live at any one time, placing additional pressures on planning activities. The implementation of the nationally agreed approach to rectify and remediate PSe has placed further pressure on timelines for districts using PSe.</p> <p>Projects affected: Most projects are reliant on actions from a payroll vendor. Changes to project timelines will need to be aligned with the vendors' capacity.</p> <p>Potential resolution for dependency:</p> <ul style="list-style-type: none"> — The national sequencing plan has been developed to resolve scheduling conflicts. — Ongoing monitoring of project delivery by the NPMO and Health NZ. — Each district is required to raise any issues regarding vendor availability as soon as they are known. 		<p>Overview: Nine projects are using the same remediation partner. That remediation partner has been engaged to undertake independent assurance over remediation and rectification approaches, placing additional pressure on planning activities. Any changes in approaches, as a result of updated consistency requirements, will place further pressure on timelines.</p> <p>Projects affected: All projects with an external remediation partner are reliant on the vendor's capacity. The risk is particularly high for projects that share remediation partner if timelines continue to shift.</p> <p>Potential resolution for dependency:</p> <ul style="list-style-type: none"> — The national sequencing plan has been developed to resolve scheduling conflicts. — Ongoing monitoring of project delivery by the NPMO and Health NZ. — Each project collaborates closely with their remediation partner and should escalate any capacity concerns as soon as they are known. 	
c) NPMO Assurance Frameworks			
Priority rating		Priority rating	
<p>Overview: To be able to request funding, each project must submit all Assurance Frameworks. The NPMO has encouraged projects to submit evidence early to avoid review bottlenecks.</p> <p>Projects affected: Progress has been made in recent months, however all projects with upcoming milestones that require Assurance Frameworks to be completed, or wish to submit evidence of a completed management action, must work closely with their Relationship Manager to ensure sufficient time is left for reviews to be finalised.</p> <p>Potential resolution for dependency:</p> <ul style="list-style-type: none"> — Projects have been asked to provide exact dates for assurance frameworks as part of replanning. Delivery against those dates provided are continuously monitored by the NPMO. — Projects are encouraged to drip feed information to their Relationship Manager. — Assurance workstream team have been meeting with Districts to resolve queries and provide support where required. 			

Project timelines on a page

- ★ Funding requested
- 3 months or less until payment
- 3-6 months until payment
- 6-12 months until payment
- ⬆️ 12 Months+ until payment
- ⌚ Timelines not provided
- 🟩 District in op readiness
- 📅 Date subject to alignment with Health NZ national plan
- ✅ Complete
- 🟢 On track to meet reported date
- 🟡 Potential concerns to meet reported date
- 🔴 Significant 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.

	NZ Blood & Organ Service	Auckland District	Auckland Other (SSC)	Tairāwhiti	Northland	Taranaki	Waikato**	Hawkes Bay ***	Bay of Plenty	Nelson Marl ***	Whanganui	South Canterbury	Southern	Capital and Coast	Wairarapa**	Hutt Valley	Canterbury & West Coast	MidCentral	Lakes ***	
Months remaining to project completion	★	★	★	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Progress towards remediation date for current employees	Feb 24 ✅	Jul 23 ✅	Sep 23 🟡	TBC (Jun 24) 🔴	TBC (Jul 24) 🔴	TBC (Jul 24) 🔴	Aug 24 🟡	Aug 24 🟡	Sept 24 (Aug 24) 🔴	Sep 24 🔴	TBC (Oct 24) 🔴	Oct 24 🟢	Oct 24 🔴	Nov 24 🔴	Nov 24 🔴	Nov 24 🔴	Nov 24 🔴	Nov 24 🔴	TBC (Nov 24) 🔴	TBC (Nov 24) 🔴
Progress towards rectification go-live date	Jun 23 ✅	Jul 23 ✅	Sep 23 ✅	TBC (Jun 24) 🔴	TBC (Jul 24) 🔴	TBC (Jul 24) 🔴	Phase 2 Feb 25 (Jun 24) 🟡	Aug 24 🟡	Sept (Aug 24) 🔴	Sep 24 🔴	TBC (Oct 24) 🔴	Oct 24 🟢	Aug 24 (Jun 24) 🔴	Nov 24 🔴	Nov 24 🔴	Nov 24 🔴	Nov 24 🔴	Nov 24 🔴	TBC (Jun 24) 🔴	TBC (Nov 24) 🔴
Former employee remediation payments start **	Feb 24	TBC	TBC	TBC (Jun 24)	TBC	TBC (Jul 24)	Jan to Mar 25	Nov 24 (TBC)	Nov 24 (Aug 24)	Mar 25	TBC (Oct 24)	TBC	Nov 24	Nov 24	Nov 24	Nov 24	Aug 25	TBC (Nov 24)	TBC (Nov 24)	

Summary comments

- A red status is given to projects where there are significant concerns about their ability to meet reported dates. This might be due to lack of a project plan, significant lack of progress to plan, or a change in delivery dates is required.
- 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 4 for a definition of the 19 projects
 **The start date for former employee payments is contingent on staff being validated through the FEP.
 ***Planning for former employees has not been completed by the project and/or status reporting only covers current employees.

The NPMO notes that there are several issues and risks that may impact the achievability of timelines including:

- Recruitment and resourcing issues.
 - Challenges with meeting Health NZ requirements for alignment with the national approach of rectification and remediation methodologies and the impact on timelines.
 - Lack of up to date project plans or plans not yet aligned to the National sequencing plan, or reviewed, for six projects which impacts the NPMO's ability to baseline project activities. Those projects are reported as a red status.
- Refer to below for summary statements on projects with an amber or red status:
- Auckland Metro: amber status due to delayed commencement of the funding request and payment of former employees delayed from September.
 - Tairāwhiti: red status due to the delays caused by significant adjustments required in the PSe payroll system and remediation engine. The go-live date will be delayed and replanning is underway.
 - Te Tai Tokerau/Northland: red status due to the dependencies on the completion of the remediation and rectification processes for Tairāwhiti, an analysis of current project timelines is being undertaken.
 - Taranaki: red status due to the delay in the submission of the funds request. A review of timelines is in progress.
 - Bay of Plenty: red status due to Project delays in completing the majority of its tasks due to limited availability from the PSe team and project resources who are currently focused on compliance and implementing the national approach and supporting Tairāwhiti.
 - Waikato: amber status due to outstanding project plan and the number of outstanding Assurance Framework management actions to complete prior to Go/No Go decision.
 - Hawkes Bay: amber status due to outstanding management actions to be resolved before the final Go/No Go decision
 - Nelson Marlborough: red status due to impact of resourcing issues, and extent of work required to complete rectification and remediation activities in a short timeframe.
 - Whanganui: red status due to recruitment challenges and limited progress made due to the dependencies on the completion of the remediation and rectification process for Tairāwhiti, BoP and Northland.
 - Southern: amber status due to the outstanding revised project plan, tight timelines to align with proposed milestones, significant amount of work to complete assurance frames, resourcing issues and data quality issue. Change management activities are delayed while a change manager is recruited.
 - Wellington 3: red status as a detailed project plan, aligned to the sequencing plan needs to be reviewed.
 - Canterbury & West Coast: red status due to reliance on external vendors e.g. PSe Ceridian timelines to deliver Rectification solution (National approach) and current issues with Microster Cloud upgrade for go live.
 - Mid Central: red status due to the outstanding work required to complete rectification, the potential impact of changes that may be required to align to Auckland Metro for rectification, and aligned project plan remains outstanding.
 - Lakes: red status due to limited project progress, dependency on shared resources and the project plan needs to be submitted.
- Note: the table above is based on updates provided by district Project Managers to compile this report as at month end. The NPMO endeavours to ensure the dates and accompanying commentary included this report are accurate for the period covered in the status report, however due to the dynamic nature of the programme, some changes to dates may occur prior to publication.

PROGRAMME TIMELINE OVERVIEW

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

This timeline overview presents project estimates as at June 2024

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.

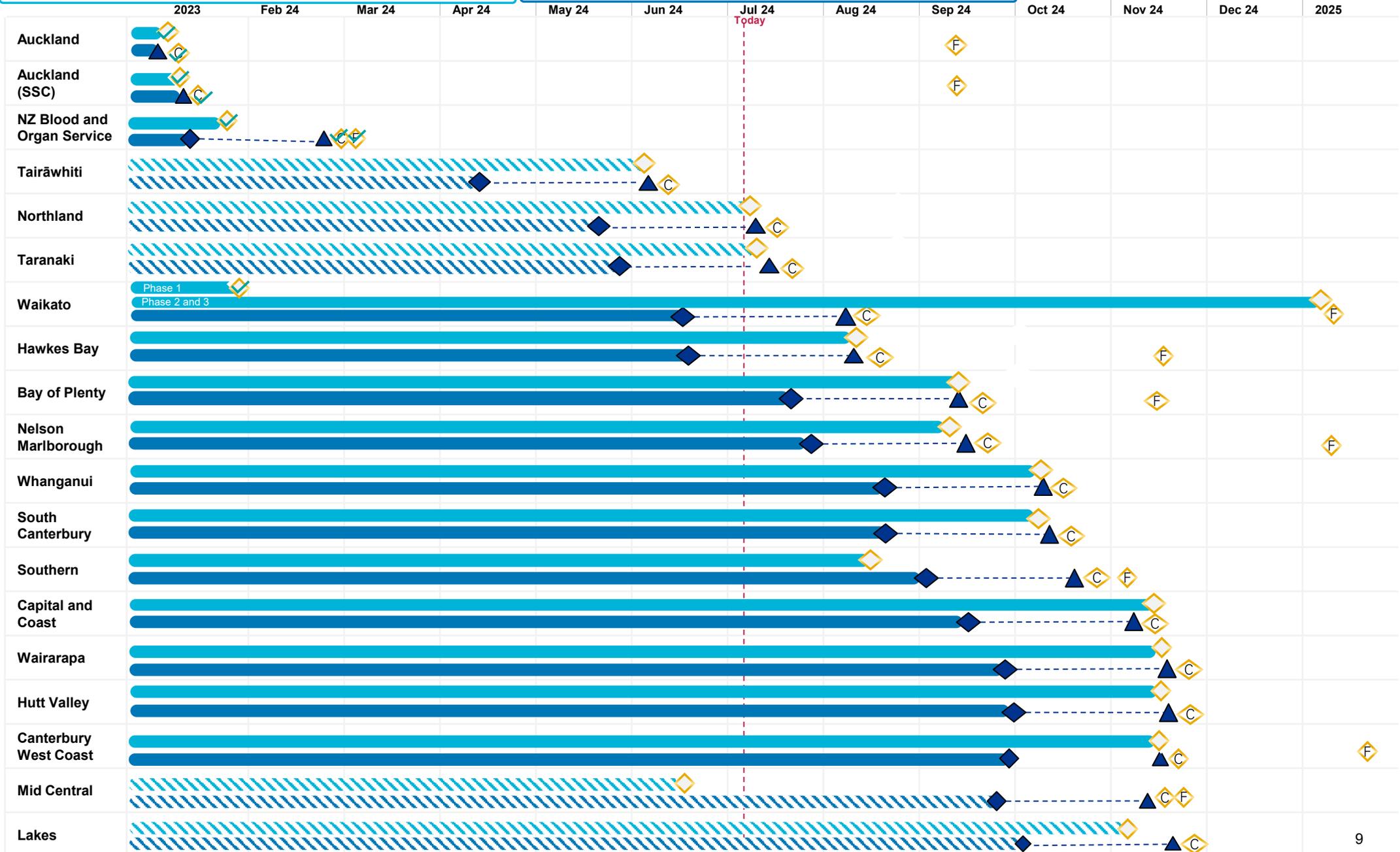
Gold milestone
Fixed any identified issues of non-compliance in the district payroll system

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
OR remediation payments calculated

KEY: = Gold milestone = Complete = TBC
 = Treasury funding requested = Treasury funding released



Detailed District Project Summaries



Updates explained: Detailed district project summaries

Go-live dates have been updated to align to the sequencing plan. Milestone dates have been updated if the NPMO has a project plan aligned to the sequencing plan.

1. Progress to project plan
Tracking the status of tasks completed and how districts are progressing with tasks planned each month.

2. Key milestones
Key milestones have been identified for each project. Where possible, milestones are kept consistent (or similar) across projects.

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

- Funding request must be sent 8 weeks prior to the planned remediation date** (noting this might be reduced as the process is repeated. Milestones will be updated once confirmed).
- 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.

4. Project status
The project status is captured according to the scale presented on page 8, with a summary comment to explain an amber or red status.

DETAILED PROJECT SUMMARIES

South Canterbury

Key: ✔ Complete ✔ Complete with actions /// In progress ! Delayed ★ NPMO Review ! At Risk ▲ Not started ⌚ No completion date

DRAFT

Project overview

The project has been focused on rectification and remediation activities - it completed unit testing this month and commenced remediation model testing. Work is underway to compare its rectification and remediation methodology to Auckland Metro's.

Progress to project plan

Status	Mitigation
Activities have largely progress to plan. The project has been delayed in finishing some rectification and Assurance Framework activities which are nearing completion.	The Project Manager advised that delayed tasks will be completed prior to go-lives and it will not impact overall project delivery dates.

Item	Mitigation/plan	Status
Resource constraints faced in BAU Payroll Team and rectification testing team (Risk)	Recruitment activity is underway for a Project Administrator. The Project Manager is focused on channelling tasks/requests to ensure that resources stay focused on key tasks.	Updated
Dependency on trial team and SMEs for ongoing decision-making support (Risk)	The project is maintaining good relationships with national stakeholders, has weekly meetings with SME resources from Auckland and attends fortnightly national implementation meetings.	Open
The potential impact that differences between Auckland Metro's and South Canterbury's rectification and remediation methodology may have on project delivery (Risk)	EY has reviewed the methodologies to determine differences, which is currently being reviewed by the project.	New
HR, Finance and Payroll Resources need to be coordinated for appropriate understanding of payroll validation and its inputs (Risk)	The Project Manager is focused on coordinating and engaging with resources for understanding. National Health New Zealand resources are also engaging with Finance.	New

Component	One	Two	Three	Four	Five	Six	Seven
Status	✔	✔	///	★	///	///	///
Planned Start date	Nov 21	May 23	Jul 23	Jul 23	Oct 23	Sept 23	Nov 23
Planned Finish date	Mar 22	Feb 24	Apr 24	May 24	Apr 24	Apr 24 (Feb 24)	Jul 24
Open actions	-	One	-	-	-	-	-

The colour of the tick reflects the status of the framework: green for complete; amber or red where management actions are outstanding.

Project Manager	Jason Ranston (Constant Control)	Employee numbers	984 current employees and 1,970 former employees as at August 2023
Remediation partner	EY – review, rectification and remediation	Payroll provider	AMS Leader

OVERVIEW OF PROJECT STATUS

Milestone	Date	Status
1 Remediation models validated – current employees	Aug 24 (TBC)	On track – the first round of validation is completed. The variance review stage is ongoing.
2 Rectification testing complete	Jun 24 (TBC)	On track - unit testing is completed and pay run validation testing will commence in March.
3 Employee payment and communication delivery commences	Sep 24 (TBC)	On track – the project is waiting for Health New Zealand to provide blackout and brownout comms; other content prepared as required.
4 Remediation final models run – current employees	Oct 24 (TBC)	On track – tasks are planned for first week of October as part of go-live program.
5 Change management complete	Oct 24 (TBC)	On track - content is ready to deliver for both rectification and remediation training.
Complete assurance frameworks submitted for review – current employees	Jul 24 (TBC)	In progress - compiling evidence for assurance frameworks is ongoing. Further documentation will be shared with NPMO in March.
Funding request sent	Aug 24 (TBC)	On track.
Rectify	Oct 24 (TBC)	Green status: on track.
Remediate – current employees	Oct 24 (TBC)	
Remediate – former employees	TBC	

The project has developed a draft project plan for former employees and this is currently under review by the project.

Key tasks in progress

- Engagement with unions for related decisions for rectification and remediation is an ongoing effort.
- Continued to complete documentation for AF3, AF4, AF5 and AF6. AF3 and AF6 documents will be submitted to NPMO for review in March 2024.
- Initiated remediation model testing. V1 models are currently under review and workshops are planned for March 2024.
- Continued to document process for transition into pay validation testing.
- Started to identify the differences between Auckland Metro's and South Canterbury's rectification and remediation methodology to evaluate the impact on project delivery.

Key tasks completed

- Submitted further AF4 documentation to NPMO for review.
- Completed rectification unit testing.
- Reconvened Decision Making Authority Group meetings.
- Completed AF2.

Key tasks planned

- Initiate pay validation testing in March 2024.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

ASSURANCE

PROJECT INFO

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Auckland Metro

Key: Complete Complete with actions In progress Delayed NPMO Review At Risk Not started No completion date

Project overview

The project has indicated it will likely revise the date of its first payment to formers as the fund request will be based on the completed version three remediation models rather than version two as originally planned. Version three will provide a more accurate view of financial estimates. Validation and testing on version two of the remediation models for Auckland District is complete and version three of the models has been delivered for testing to commence. Validation and testing continues on version two of the remediation models for Healthsource SSC.

Progress to project plan

Status	Mitigation
The project is revising its project plan based on submitting a funds request based on version three of the model.	A revised project plan is expected from the project once timelines have been approved. The detailed project tracking will recommence once received.

	Milestone	Date	Status
	Current Employees		
	Rectify	Jul 23 - AKL Sep 23 - SSC	Complete
	Remediate – current employees for current tenure	Jul 23 – AKL Sep 23 - SSC	Complete
	Post payment report submitted - current	Nov 23	One outstanding item remains after NPMO review and the project will provide the information required before the next District makes payment.
	Former employees		
	Remediation models consolidated and tested	Aug 24	In progress - V3 of the models for Auckland District has been provided. Delivery of the V3 models for Healthsource SSC is expected to be delivered by early August.
	Complete assurance frameworks submitted for review	May 24	Complete - Evidence for Assurance Frameworks has been submitted for review.
	Final data extracts complete	Aug 24 (Jun 24)	Revised - the data extraction in July 24 for Ackland District and August 24 for Health Source SSC will be used for the fund request process.
	Funding request sent	Jul 24	Not started.
	Post payment report submitted	Nov 24 (Oct 24)	Revised – Due to the decision to submit the P2P on version 3 model results.
	Remediate – former employees	TBC (Sep 24)	Amber status as the project has indicated a delay due to the revised commencement of the fund request process. A revised date is pending approval.

Key tasks in progress or completed

- Validation on V2 of the model for former employees is completed for Auckland District, whilst testing on V2 for Healthsource SSC continues. The review of the components to be included in the final models continues.
- Final details of the remediation payment schedule plan for former employees continues.
- Ongoing - review of threshold testing and more than a week in a week. This will continue until remediation testing is complete.

Key tasks in progress or completed

- Ongoing - providing other districts programme management, HR, change and comms, technical rectification and remediation expertise as required.

Key tasks planned

- Revise the thresholds paper after testing and validation of v3 models for Auckland District are completed.
- Final testing of the v3 models for Auckland District, and commence v3 testing for Healthsource SSC.
- Preparation of the P2P documentation.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Maintenance of ongoing Holidays Act compliance in BAU. (Risk)	Change Control and Governance and a transition to a Compliance Team will be the key to ensure ongoing compliance.	Open
Potential timing conflict and draw on resources from vendors, NPMO, Health NZ, MoH, Treasury as the timing of Metro remediation of formers coincides with other districts' remediation and rectification projects. (Risk)	The national sequencing plan has been developed to resolve scheduling conflicts. Potential conflicts will be monitored on a regular basis.	Open
If the fund request as well as the five Assurance Frameworks that are due in July are delayed, this will impact the remediation payments to former employees due in September. (Risk)	The project has indicated it will revise its first payment date to formers as the commencement date of the funds request will be based on the version 3 model results. The project will continue to work closely with NPMO to ensure on time delivery of Assurance Frameworks and submission of the fund request.	Updated
Auckland Metro remediation values to formers are likely to be large volumes and values which may be subjected to a higher level of scrutiny. (Risk)	Ensure the project delivers to the timeframe required for the funds request process. Work closely with NPMO and MoH to ensure appropriate support to review remediation payments to formers is provided to the project.	New

ASSURANCE

Component	One	Two	Three	Four	Five	Six	Seven
Status – currents							
Open actions	Zero	Zero	1*	Zero	Zero	Zero	Zero
Status – formers	N/A			N/A			
Planned start date		Dec 23	Feb 24		Feb 24	Dec 23	Feb 24
Planned Finish date		Jul 24	Jul 24		Jul 24	Jul 24	Jul 24
Open actions							

The colour of the tick reflects the status of the framework: green for complete; amber or red where management actions are outstanding. Assurance Framework One and Four is complete for both current and former employees.

*Evidence for the remaining outstanding action has been provided to NPMO for review.

PROJECT INFO

Programme Manager	Bruce George	Employee numbers	35,419 current employees and 92,464 former employees as at 6 May 2024
Remediation partner	EY – review, rectification and remediation	Payroll provider	AMS Leader

OVERVIEW OF PROJECT STATUS

New Zealand Blood and Organ Service

OVERVIEW OF PROJECT STATUS

Project overview

Payment to former employees and compiling of remaining evidence to close management actions on Assurance Frameworks continues. The project continues to experience delays in completing the post payment reporting due to other competing priorities within Finance and strike actions. Progress with Phase 2 rectification plans remains on hold.

Progress to project plan

Status	Mitigation
No key tasks were required to be completed this month. The project is on track as per the project plan.	N/A

	Milestone	Date	Status
1	Rectification testing complete	26 May 23	Completed – rectification went live in June 2023.
2	Final data extracts complete	Nov 23	Completed
3	Employee payment and communication approach in place	Apr 23	Completed – plan is in place.
4	Complete assurance frameworks submitting for review	Nov 23	Completed
5	Remediation model consolidated and tested	30 Nov 23	Completed
6	Funding request sent	Dec 23	Completed
6	Post payment reporting submitted	Jul 24 (Jun 24)	Delayed – due to resource capacity within the finance team to provide information required.
	Rectify	Done	Green Status: on track. Remediation payments to current employees have been completed and remediation to formers continue to progress.
	Remediate – current and former employees	29 Feb 24	

Key tasks in progress or completed

- Continuous outreach to former employees, including proactive engagement with former employees receiving payments of more than \$10k.
- Ongoing remediation payments to former employees, including validating former employees as they register.
- Continue progressing the remaining open actions in Assurance Frameworks.
- Continue to progress post payment reporting.

Key tasks planned

- Continue to work with vendors and provide the NPMO with the project plan for Phase 2 rectification when the issue with HumanForce has been resolved.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Items	Mitigation/plan	Status
Vendor commitment to timelines for Phase 2 rectification (Risk)	NZBS have a number of vendors involved in the delivery of the project. The lead times for SOWs and resources is a constant risk to the project. Any requirements for resources are identified as early as possible; and SOWs are requested as a priority.	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	Nov 23
Planned Finish date	Aug 22	Nov 23	Nov 23	Nov 23	Nov 23	Nov 23	Nov 23
Open actions	-	-	-	2	-	-	1

The colour of the tick reflects the status of the framework: green for complete; amber or red where management actions are outstanding

PROJECT INFO

Project Manager	Rachel Sutton	Employee numbers	c.863 current and c.1,218 former employees as at July 2023
Remediation Partner	EY	Payroll provider	Datacom

Tairāwhiti

Key: ✔ Complete ✔ Complete with actions 🔄 In progress ! Delayed ☆ NPMO Review ? At Risk ▲ Not started 🕒 No completion date

Project overview

The Project continues to be delayed due to issues with data quality. The remediation engine adjustments are being made within Bay of Plenty (BoP) district and will be applied to Tairāwhiti. The system's adjustments and functional developments to align with Health NZ's national approach are currently being tested for rectification and remediation. The Project's focus is on testing and completing final data collection. Overall project timelines are currently not confirmed. The Project Manager is awaiting on decision from the National team in regards to its potential revised timelines, and continues to work in unison with BoP and Northland.

Progress to project plan

Status	Mitigation
The project is progressing in parallel with BoP, but remediation is delayed due to data collection requirements identified. Team's focus is with BoP for core documentation completion which will be leveraged for Tairāwhiti. The go-live date will be delayed and replanning is iterative.	Work continues for data collection and to test the latest system updates. Rectification and remediation testing will continue based on this work being completed.

	Milestone	Date	
1	Remediation model tested	TBC (31 May 24)	Delayed – as the data collection is ongoing and national approach to calculate remediation payments within the system required model adjustments are being worked through.
2	Employee payment and communication approach in place	31 Mar 24	Completed – The change and communications plan is complete and will be released after the replanning is concluded.
3	Rectification testing complete	5 Aug 24 (31 May 24)	Delayed – due to delays in completing rectification testing and the system development required to align to the national approach undergoing testing.
4	Complete assurance frameworks submitted for review	24 Jan 24	Completed - Project is working on resolving the open actions for all assurance frameworks.
5	Final data extracts complete	TBC (May 24)	Delayed - Work is scheduled and will continue as the remediation model and underlying data are improved.
6	Funding request sent	TBC (16 May 24)	Delayed – due to delays in finalising the data extracts, system configuration, and PSe system issues. The Project has confirmed that the request has been drafted but it will be finalised and submitted after confirming rectification and remediation timelines.
◆	Post payment report submitted	TBC (Jul 24)	Delayed.
	Rectify	TBC (Jun 24)	Red status due to the delay to achieve go-live dates, delay in data collection and cleansing, and delay in completing the system developments needed to align with the national PSe approach, and resulting delay in submitting funding request.
	Remediate – current employees	TBC (Jun 24)	
	Remediate – former employees	TBC (Jul 24)	

Key tasks in progress

- Continued rectification testing activities and regression testing through system upgrades.
- Commenced PSe testing for verification of WIAW.
- Continued to progress open actions for Assurance Frameworks.
- Continued weekly operational readiness activities.
- Commenced data collection for ADP days and termination requirements for remediation identified in prior dry run.

Key tasks completed

- Completed refresh of MicRoster interface.

Key tasks planned

- Complete regression testing with a view to upgrading to production.
- Complete data collation requirements for remediation run.
- BoP resources will be working on this based on availability.
- Planning for independent assurance review for remediation.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Multiple data requirements may take longer than expected to have in place. Critical data has been removed from site without authority of the team (Issue)	The project has returned known relevant data to on-site status.	Closed
Managing any further operational readiness requirements from Health NZ (Risk)	Closely monitoring and implementing any further requirements as they arise.	Open
Dayforce vendor has limited capacity (key person issue) to cope with the volume of updates required by Health NZ. (Issue)	Dayforce are engaged with multiple Districts and are working within the national sequence to minimise schedule conflicts.	Open
On-premise PSe (and related system) environments may not be reliably available for project team members. (Risk)	Access has now been provided but ongoing IT infrastructure issues remain and are severely impacting ability to complete work in a timely manner. Monitoring and communication continues with the teams involved.	Updated
Following consultation within Health NZ's Data and Digital (D&D) space there is uncertainty regarding availability and continuity of technical expertise to support on premise PSe solution. (Risk)	The project is working with D&D to manage the 'on-prem' systems with combined support locally and with the vendor.	Open
Health NZ restructures impacts local project resourcing or sponsorship (Risk)	The Project has lost 2 FTE this month, recruitment and replacements will be sourced in line with Health NZ policies. Planned and unplanned leave continues to impact progress.	Updated
Health NZ's require specific system settings to ensure compliance with consistency requirements and few of these may not be able to be built into the PSe systems. (Issue)	The PSe team is working on implementing Health NZ's national requirements. Health NZ are testing updates as they become available. The project is closely monitoring delivery and testing solutions.	Open
The pressure to meet required timelines and the ongoing IT challenges result in increased stress and excessive hours and illness or tiredness of project staff (Issue)	Monitor staff wellness at every opportunity and ensure contingency / back up plans are in place for everyone.	Open
MicRoster may not be able to support the functionality required for ongoing compliance (Risk).	MicRoster interfaces have been configured. The Project continues to engage with MicRoster SMEs in case any further requirements arise from rectification testing.	Updated

ASSURANCE

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	Feb 24	Dec 23	Dec 23	Dec 23	Dec 23
Open actions	0	4	10*	9*	6*	5	1

The colour of the tick reflects the status of the framework: green for complete; amber or red where management actions are outstanding

*Additional evidence and sign off is required from projects where evidence for Assurance Frameworks has been provided by a former Project Manager.

PROJECT INFO

Project Manager	Vishal Desai	Employee numbers	c.1,228 current and c.3,173 former employees as at 06 May 2024.
Remediation partner	None (Internal)	Payroll provider	Dayforce (Ceridian)

OVERVIEW OF PROJECT STATUS

Te Tai Tokerau/Northland

Project overview

The project has received version 1 of its remediation model. Testing and validation of the model is underway. Version 2 of the model is planned for completion towards the end of July. A successful outcome will trigger the independent assurance review and pathway to payment process. Rectification and communication activities continue to progress. The Project Manager is awaiting on decision from the National team in regards to its potential revised timelines, and continues to work with the Tairāwhiti project, BoP project and vendor to understand timelines and resource capacity.

Progress to project plan

Status	Mitigation
The project is still awaiting a decision from the National team in regards to revised project timelines.	A revised project plan will be provided to the NPMO as soon as project timelines are reconfirmed.

	Milestone	Date	
1	Remediation model tested	TBC	Substantive testing of the prior remediation model is complete. However, additional testing is being undertaken as a result of the national approach.
2	Employee payment and communication approach in place	30 Apr 23	Completed – approach in place. Query management plan in place.
3	Rectification testing complete	28 Jun 23	Substantive testing was completed in June 2023. Additional testing is in progress as a result of the national approach.
4	Complete assurance frameworks submitted for review	TBC	Given the recent update in the approach to rectify and remediate PSe, completed Assurance Frameworks will need to be revisited which may result in further management actions.
5	Final data extracts complete	TBC	Dates are pending until a decision from the National team has been provided regarding project timelines.
6	Funding request sent	TBC	
	Post payment report submitted	TBC	
	Rectify	TBC	Red status as the project is awaiting a decision from the National team and the national PSe approach may impact timelines.
	Remediate – current employees	TBC	
	Remediate – former employees	TBC	

Key tasks in progress or completed

- Continue updating the communication and change management plans. This is an ongoing task.
- Continued weekly process rectification review sessions with key members of Payroll Team.
- Rescheduling of dress rehearsals remains on hold until project timelines are reviewed.
- Assurance Framework 4 workshop held with NPMO to progress resubmission of evidence (due to a change in approach) for completion.
- Work on a revised project plan remains in progress.

Key tasks in progress or completed cont.

- The remediation independent assurance review is on hold until project timelines are reviewed.
- Confirmation on the approach for RMOs and notional public holidays has been provided.
- Testing and validation of version one model is in progress.

Key tasks planned

- Provide the revised project plan to NPMO.
- Preparing for version two model run.
- Prepare for rectification testing of WIAW function once installed.

Item	Mitigation/plan	Status
Managing any further operational readiness requirements from Health NZ (Risk)	Closely monitor and implement any further requirements as they arise.	Open
There is a risk that other development with Dayforce will be prioritised above the district's requirements. (Risk)	Dayforce are engaged with the project and national sequencing will resolve scheduling conflicts. Delivery will be tracked on a weekly basis.	Open
Health NZ restructures impacts local project resourcing or sponsorship (Risk)	Closely monitor and plan for changes as they arise.	Open
Clarification of the remediation approach for public holiday worked and Notional Public Holiday entitlement for RMOs (Issue)	Confirmation on the approach for notional public holidays has been provided to the project.	Closed
Understanding Health NZ's consistency requirements for remediation and rectification methodologies (Issue)	The PSe team is currently implementing Health NZ's national requirements. Health NZ are testing updates as they become available. The project is proactively monitoring implementation updates.	Open
Project resourcing for remediation and rectification testing (Issue)	Due to attrition, the project requires one further FTE. In total, two FTE project resources are required. The District is working with the National team on its resourcing issue and the current recruitment pause.	New

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	May 23	May 23	May 23	May 23
Open actions	-	Four	Four*	Five*	Two*	-	-

The colour of the tick reflects the status of the framework: green for complete; amber or red where management actions are outstanding. Given the recent update in the approach to rectify and remediate PSe, completed Assurance Frameworks will need to be revisited which may result in further management actions. *Additional evidence and sign off is required from projects where evidence for Assurance Frameworks has been provided by a former Project Manager.

Project Manager	Teresa Carrick	Employee numbers	4,188 current employees and 5,494 former employees as at July 2024
Remediation partner	None (Internal)	Payroll provider	Dayforce

OVERVIEW OF PROJECT STATUS

KEY PROJECT RISKS, ISSUES AND BLOCKERS

ASSURANCE

PROJECT INFO

Key: Complete Complete with actions In progress Delayed NPMO Review At Risk Not started No completion date

Bay of Plenty

Project overview

The Project is refining the project plan to align with the new project timelines. Dry runs are expected to resume back from July. Due to limited vendor availability, the final developments to align with Health NZ's national approach are yet to be received for testing. The project continues to work in collaboration with other PSe districts. The Project Manager is awaiting on confirmation from the National team in regards to its September timelines

Progress to project plan

Status	Mitigation
The Project plan is being refined to align with the new project timelines.	The updated project plan will be shared with NPMO in July.

	Milestone	Date	Status
1	Employee payment and communication approach in place	Sept 24 (Aug 24)	Delayed – intranet comms are updated with National comms. The HAC mailbox is monitored and FEP inquiries are being managed. The business partner have engaged with PAYG for the change comms in June and further updates will be made to intranet in July.
2	Remediation model testing complete	Aug 24	At risk – Due to the limited availability from the PSe team, the remediation run has been delayed for more than 4 months in a row and significant changes required to align as per National requirements.
3	Rectification development testing complete	Aug 24	At risk – The configuration rework required for the new development has just been completed. Testing cannot be completed until WIAW final development is available.
4	Final data extracts complete	Aug 24	At risk - The data cleansing has been completed however dry run testing needs to be performed to understand any further data requirements which are currently been pushed out due to vendor availability.
5	Complete assurance frameworks submitted for review	Aug 24	Delayed – the project is delayed in providing evidence for assurance frameworks as the resources are currently shared with other Districts for remediation and rectification testing.
	Funding request sent	Aug 24 (Jun 24)	At risk – dependant on how rectification and remediation activities progress.
	Rectify	Sept 24 (Aug 24)	Red status – due to resourcing issues, vendor availability, continued delays in completing remediation and rectification activities due to alignment with national approach for PSe projects.
	Remediate – current employees	Sept 24	
	Remediate – former employees	Nov 24 (Oct 24)	

Key tasks in progress or completed

- Continue collaboration with Canterbury and West Coast on rectification activities.
- Onboarded the rectification tester.
- Continue to collate evidence for Assurance Frameworks.
- Remediation and rectification dry runs to resume from July.
- Continue rectification testing on the updated scripts received from Dayforce.

Key tasks planned

- Submitted OWD paper to national for approval.
- Hold Steerco in June which will focus on providing update on calculations from remediation outputs and rectification solutions.
- Focusing on WIWA testing and HAC rectification and introducing of WIAW development.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Project resourcing for remediation and rectification testing (turnover, sick leave, attrition) and BAU team (Issue)	The additional rectification tester has been onboarded in June. The project is working with Canterbury and West Coast to progress rectification testing.	Updated
Vendor availability and capacity (Issue)	The project team maintains regular engagement with vendors to assess capacity and understand any impact on project deliveries.	Open
Unforeseen additional project tasks resulting in project delays (Issue)	The project is working to ensure alignment with national approach and additional resourcing is being sourced within existing PSe districts and externally.	Open
Understanding Health NZ's consistency requirements for remediation and rectification methodologies (Issue)	The PSe team is currently implementing Health NZ's national requirements. Health NZ are testing updates as they become available. The project is proactively monitoring implementation updates.	Open

ASSURANCE

Component	One	Two	Three	Four	Five	Six	Seven
Status							
Planned Start date	Oct 21	Jan 22	Feb 23	Feb 23	May 23	May 23	Oct 23
Planned Finish date	Nov 21	June 23	Aug 24 (May 24)	Aug 24 (Jun 24)	Aug 24 (May 24)	Aug 24 (Jun 24)	Aug 24 (Jun 24)
Open actions	Zero	Three	-	-	-	-	-

The colour of the tick reflects the status of the framework: green for complete; amber or red where management actions are outstanding. Given the recent update in the approach to rectify and remediate PSe, completed Assurance Frameworks will need to be revisited which may result in further management actions.

PROJECT INFO

Project Manager	Fiona Sheffield	Employee numbers	4,933 current employees and 6,110 former employees at August 2023.
Remediation partner	Internal	Payroll provider	Dayforce

OVERVIEW OF PROJECT STATUS

Taranaki

Key: Complete Complete with actions In progress Delayed NPMO Review At Risk Not started No completion date

Project overview

The project is refining the remediation models based on the EY findings and the EY independent review for rectification is in progress. The project continues to progress rectification activities and compiling remaining evidence to complete Assurance Frameworks (AFs). The submission of the funds request to NPMO continues to be delayed and the project continues to work through the requirements to gain internal approval.

Progress to project plan

Status	Mitigation
As funds request submission is delayed, the project is reviewing its current project timelines.	A revised project plan will be provided to NPMO once project dates are confirmed.

	Milestone	Date	Status
1	Employee payment and communication approach in place	Jul 24	In progress – the project is continuing to update the change management collateral received from national.
2	Remediation model tested	Ongoing	In progress – the model updates, validation and testing has been completed. Validation and testing will continue until remediation is complete and is planned to be complete in July.
3	Complete assurance frameworks submitted for review	Jul 24 (May 24)	Delayed – the project is compiling the remaining evidence required to complete Assurance Frameworks. Due to additional late model changes, amendments to evidence previously provided are required.
4	Rectification testing complete	Jul 24 (Jun 24)	Delayed - BAU testing is being completed in parallel, including, testing that the end-to-end payroll system (i.e. the pay system, together with manual processes) is rectified.
	Funding request sent	TBC (May 24)	Delayed - the project is currently seeking internal approval. A revised date is yet to be provided.
	Rectify	TBC (Jul 24)	Red status due to ongoing delays in submitting the funds request, reliance on BAU resources to complete rectification testing, potential changes that may be required for rectification as a result of independent assurance and work required to complete outstanding Assurance Frameworks.
	Remediate – current and formers	TBC (Jul 24)	

Key tasks in progress or completed

- Ongoing updates to the remediation models and testing data for each pay run until remediation and rectification is completed.
- Compiling remaining evidence to complete AFs.
- Refinements to the models continue to be made based on the updates on the EY findings to the remediation model.
- Former employee information is being provided quarterly to the portal team. This is ongoing.
- Completed the rectification workshop training for the internal payroll team. Weekly rectification workshops will commence to support the payroll team.
- EY independent assurance review for rectification is in progress.

Key tasks in progress or completed cont.

- Addressing issues with data quality and remediation methodology.
- Change management collateral is in progress and the team is awaiting signal from national to proceed with planned items.
- Parallel run two is in progress.
- Gathering of information required to meet internal approval for pathway to payment is in progress.
- Seek endorsement of the model adjustments.

Key tasks planned

- Submit Funding Request to the NPMO.
- Completion of a successful dress rehearsal and dryrun.
- Confirmation letter of system compliance from Integrity1.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Impacts of MECA/Pay Equity settlements on project delivery (Risk)	Closely monitoring and assessing impact. The revised draft project plan has been updated to reflect known dates which may impact timelines.	Open
Resourcing issues within the district to complete project tasks (Risk/Issue)	The project is closely monitoring resources within the data and digital team as support is limited. These concerns have been raised with national. The project is closely monitoring resource constraints within the payroll and HR teams to complete project related tasks. Additional support from national may be required to ensure the project remains on track.	Updated / Open

ASSURANCE

Component	One	Two	Three	Four	Five	Six	Seven
Status							
Planned Start date	Jan 22	Apr 22	Oct 22	Oct 22	Dec 22	Oct 23	Mar 24
Planned Finish date	Sep 22	Jun 23	Jul 24 (Jun 24)	Jul 24 (Jun 24)	Jul 24 (Jun 24)	Apr 24	Jul 24 (Jun 24)
Open actions	Zero	Two	-	-	-	Seven	-

The colour of the tick reflects the status of the framework: green for complete; amber or red where management actions are outstanding.

PROJECT INFO

Project Manager	Rob McEwan, Director, Baker Tilly	Employee numbers	2,480 current employees and 3,188 former employees at August 2023.
Remediation partner	Integrity1	Payroll provider	StarGarden

OVERVIEW OF PROJECT STATUS

Key: ✔ Complete ✔ Complete with actions 🔄 In progress ! Delayed ☆ NPMO Review ? At Risk ▲ Not started 🕒 No completion date

Waikato

Project overview

The project has submitted its funding request late June and is currently under review by NPMO. The project is on track with its remediation activities to make payment in August 2024. Rectification activities continue to progress as per the revised high level dates and compiling of evidence for closing management actions continue. All Assurance Frameworks have now been issued.

Progress to project plan

Status	Mitigation
The project is on track with remediation activities and making payment in August. Rectification activities continue to progress as per the high level revised dates.	N/A

Milestone	Date	Status
1 Employee payment and communication approach in place.	Ongoing	General awareness campaign launched in June. Developing ongoing requirements for additional comms as they arise.
2 Rectification testing complete for phase one	Jun 23	Completed - the final assurance report will be provided by EY upon completion of Phase Two and Three rectification testing.
3 Rectification Phase Two and Three – testing complete.	Feb 25 (Jun 24)	Reforecast - the two remaining rectification activities for Phase Two and Phase Three rectification are in progress. Replanning of Phase three activities has been completed, with the last activity indicatively being completed in February 2025.
4 Final data extracts complete – current employees	Jul 24	On track - data extractions for the EY model has been completed. Further data validation will be required for employees who left since June 2023.
5 Remediation model consolidated and tested – current employees	Jul 24	On track – testing has commenced on version 3.1 of the remediation model.
6 Complete assurance frameworks submitted for review – current employees	Jun 24	Completed – The project is working to compile additional evidence to address management actions.
Funding request sent – current employees	Jun 24	Completed – the project has submitted the funding request to the NPMO.
Rectify Phase One	Done	Amber status as a revised detailed project plan aligned to the updated rectification plan is outstanding. Remediation activities are on track however there are remaining Assurance Framework management actions to complete prior to the Go/No-Go decision.
Rectify Phase Two and Three	Feb 25 (Jun 24)	
Remediate – current employees	Aug 24	
Remediate – former employees	Jan 25 – Mar 25	
		The project has commenced work for former employees in May 2024.

Key tasks in progress or completed

- Ongoing validation of payroll data for remediation calculations.
- Compiling remaining management actions evidence to complete Assurance Frameworks.
- Discussions with EY to schedule the independent rectification review for Phase Two and Phase Three of rectification are underway.
- Discussion on the comms collateral is underway.

Key tasks in progress or completed

- Design, build and testing for Phase 3 rectification continue.
- Funds request submitted to NPMO for review.

Key tasks planned

- Share the payment plan for recent formers with the national Health NZ team.
- Prepare for the external Go/No-Go meeting with the Ministry and Treasury.

Item	Mitigation/plan	Status
Managing any further operational readiness requirements from Health NZ (Risk)	Closely monitor and implement any further requirements as they arise. This risk continues to be open and reviewed until project completion.	Open
Managing change of personnel and general staffing (Risk)	Resource changes continues to be a risk for the project. The project manager will closely monitor changes.	Updated
Data quality issue (Risk)	Ongoing data validation for current funds request and monitoring of data quality for formers.	Updated
Vendors delays causing delays in project delivery (Risk)	Closely monitor vendor delivery and understand any impact on project deliveries.	Open

Assurance Frameworks for current employees

Component	One	Two	Three	Four	Five	Six	Seven
Status	✔	✔	✔	✔	✔	✔	✔
Planned Start date	Nov 21	Mar 23	Apr 23	Feb 23	May 23	Mar 23	May 23
Planned Finish date	Nov 21	Feb 24	Jun 24	June 23	Jun 24	Feb 24	Jun 24
Open actions	Zero	1	7	6	8	2	4

The colour of the tick reflects the status of the framework: green for complete; amber or red where management actions are outstanding

Project Manager	Owen Machill	Employee numbers	8,943 current and 22,548 terminated employees as at Dec 23.
Remediation Partner	EY	Payroll provider	PeopleSoft
Rectification Partner	Deloitte		

OVERVIEW OF PROJECT STATUS

KEY PROJECT RISKS, ISSUES AND BLOCKERS

ASSURANCE

PROJECT INFO

Key: ✔ Complete ✔ Complete with actions 🔄 In progress ! Delayed 🌟 NPMO Review ? At Risk ▲ Not started 🕒 No completion date

Te Matau a Māui | Hawkes Bay

Project overview

Hawkes Bay have submitted the funds request to the NPMO, and are currently working through the final approvals due on 1 August 2024. The Project has completed dress rehearsal 2 and will commence dress rehearsal 3 by first week of July. Payout for current employee is on track for 15th of August 2024.

Progress to project plan

Status	Mitigation
The activities are tracking as per the project plan. The project has indicated that additional changes are needed to the remediation model due to the implementation of the national approach.	The Project Manager will provide additional information to the NPMO on the changes made, week commencing 8 July 2024.

	Milestone	Date	Status
1	Complete remediation model tested	June 24	On track – changes have been made to the remediation model to align with the national approach relating to more than a week and a week paper which includes using of 14-week average for part time employees. Further testing has been undertaken.
2	Completed assurance frameworks submitted for review	7 June 24	Completed.
3	Rectification testing complete	Jul 24	On track - DR 2 complete and moving to DR3.
4	The project is change ready	15 Aug 24	On track - training material has been developed to align to Auckland Metro.
5	Employee payment and communication approach in place	Complete	Completed.
	Funding request sent – current employees	26 Jun 24 (16 Jun 24)	Completed – the project has submitted the funding request to the NPMO.
	Rectify	9 Aug 24	Amber status the remediation and rectification activities are on track and as per plan. Outstanding management actions to be resolved before the final Go/No Go decision.
	Remediate – current employees	15 Aug 24	
	Remediate – former employees	Nov 24 (TBC)	

Key tasks in progress or completed

- DR 2 completed in June and no major issues identified as a part of DR.
- Independent assurance over remediation and rectification is still in progress and is expected to be completed by 5 July 2024.
- To align with the national directive of more than a week and a week paper, changes have been made to the remediation model and further testing has been undertaken.
- Funding request submitted to NPMO.

Key tasks planned

- Commence DR3 in July.
- Due to change in the remediation model, additional information will be submitted for assurance framework purposes.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Internal staff movement and resource retention (Risk)	Internal resources are being closely monitored alongside regular engagement with the project team.	Open
The rectification testing identifies unplanned issues and/or changes in approaches result in project delays (Risk)	The models have been updated to align with AKL Metro methodology. Confirmation from national will be obtained to ensure it meets the requirements.	Open
If there are further operational readiness requirements from Health NZ this could impact the timeline (Risk)	Closely monitor and assess any further requirements as they arise and carefully plan implementation.	New

ASSURANCE

Component	One	Two	Three	Four	Five	Six	Seven
Status	✔	✔	✔	✔	✔	✔	✔
Planned Start date	Jan 22	Apr 22	Nov 22	Nov 22	Apr 23	Aug 23	Aug 23
Planned Finish date	Mar 22	Dec 22	Nov 23	Feb 24	Nov 23	Mar 24	May 24
Open actions	-	-	Four*	Twelve*	Four*	Five*	-

* The Project has provided NPMO with some evidence for the open management action items relating to AF3 and AFF4. The evidence provided would not close all the management action and are currently been review by NPMO.

The colour of the tick reflects the status of the framework: green for complete; amber or red where management actions are outstanding . Given the recent update in consistency requirements, completed Assurance Frameworks will need to be revisited which may result in further management actions.

PROJECT INFO

Project Manager	Melanie Staples, Jason Ranston (Constant Control)	Employee numbers	3,825 current employees and 6,520 former employees as at August 2023
Remediation partner	Grant Thornton (GT) Mission Intelligence (sub-contractor)	Payroll provider	AMS Leader

OVERVIEW OF PROJECT STATUS

Nelson Marlborough

Project overview

The Project Manager is currently refining the project plan to align with the revised key milestones. The pay validation testing 3 has been completed and the project is moving to dress rehearsal (DR) 1. Progress on remediation and rectification tasks is ongoing and has commenced compiling evidence to complete remaining Assurance Frameworks.

Progress to project plan

Status	Mitigation
The project plan is currently being refined to align with the revised key milestones and reporting on the project plan will resume from July.	The updated project plan will be shared with NPMO in July

	Milestone	Date	Status
1	Remediation models are consolidated and tested	26 July 24	At risk – V4 models were delivered to the District in end of June. The District will commence testing on the model configuration in DR1
2	Finalise the rectification testing	July 24	At risk – DR1 and DR2 to be commenced and completed in July and dependent on the outcome of the DRs.
3	Change Management strategy, comms and collaterals	Sept 24	Delayed – the project is utilising and adapting Auckland Metro’s and Canterbury West Coast collateral for comms plan. Approval was received from the respective business units on change management comm plan.
4	Final data extracts complete	Aug 24	In progress – The District is working on the data issues identified during the pay validation testing.
5	Complete assurance frameworks submitted for review	Aug 24 (TBC)	Delayed - The District is collating the evidence for assurance framework 2 and will inform NPMO shortly.
	Funding request sent	July 24	At risk - Dependant on how rectification and remediation activities progress and completion of assurance frameworks.
	Rectify	10 Sep 24	Red status – due to the extent of work required to complete the rectification and remediation activities within the tight timeframe, alignment to national directives and significant work required to complete the Assurance Frameworks.
	Remediate – current employees	18 Sep 24	
	Remediate – former employees	Mar 25	

Key tasks in progress or completed

- Pay validation 3 completed in June and issues arising from it are resolved.
- The remediation V4 models have been delivered and testing of the models will not be performed. The V4 models are fully consolidated and include elements required for aligning to the National directive on contracted hours as per the legal decision provided.
- Continue to develop the Change and Communications Plan – the project is utilising and adapting Auckland Metro’s and Canterbury West Coast collateral.
- LEADER configuration is completed and testing will commence in DR1.
- Continue refining the project plan.

Key tasks planned

- Commence DR1 and DR2 testing.
- The testing of the V4 models will be performed in DR2.
- Hold operational steering group on 19 July to provide update on multi-jobbers, HR practices, sleepovers, application of gap test and term time employees.
- Provide evidences for Assurance frameworks.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Resource constraints within the project team (Issue)	Recruitment is currently on pause and the district is seeking resources from South Canterbury. A BAU team member has been seconded to the Project to support with the SMO related work.	Updated
Project timelines move which impacts scheduled vendor capacity (Risk)	Regular communication with vendors.	Open
Potential for significant rectification solution rework (Issue)	The project is utilising work completed by Auckland Metro, so solutions will require some rework to align with Auckland Metro.	Open
Delay in submission of evidence to complete assurance frameworks and risk to the meeting the payment date (Risk)	Regular communications with the project manager to assess progress.	New

Assurance Frameworks for current employees

Component	One	Two	Three	Four	Five	Six	Seven
Status							
Planned Start date	Nov 21	Jul 23	Jul 24 (Jul 23)	Jul 24 (TBC)	Jul 24 (Jul 23)	Jul 24 (TBC)	Jul 24 (Jul 23)
Planned Finish date	Nov 21	July 24 (TBC)	Aug 24 (TBC)	Aug 24 (TBC)	Aug 24 (TBC)	Aug 24 (TBC)	Aug 24 (TBC)
Open actions	Zero	-	-	-	-	-	-

The colour of the tick reflects the status of the framework: green for complete; amber or red where management actions are outstanding

PROJECT INFO

Project Manager	Natasha Brown	Employee numbers	3,379 current and 6,119 former employees as at August 2023.
Remediation partner	EY	Payroll provider	AMS Leader

OVERVIEW OF PROJECT STATUS

Whanganui

Project overview

Recruitment for additional resources for the project is underway. Limited progress continues as the project is dependent on completion of the remediation and rectification processes for Tairāwhiti, BoP and Northland projects. The project continues to experience challenges moving this project forward due to a complete change in project team resources in September 2023 and ongoing resourcing issues.

Progress to project plan

Status	Mitigation
The project will need to revise its project plan, however, is dependent on project timelines for Tairāwhiti, BoP and Northland.	A revised project plan will be provided to the NPMO as soon as project timelines are reconfirmed.

	Milestone	Date	
1	Remediation model tested	TBC	Timing unknown until the approach is agreed and detail project plan is updated following recruitment.
2	Employee payment and communication approach in place	30 Apr 23	Completed – approach in place. Query management plan in place.
3	Rectification testing complete	TBC	Timing unknown until the revised detail project plan is provided.
4	Complete assurance frameworks submitted for review	TBC	Given the recent update in the approach to rectify and remediate PSe, completed Assurance Frameworks will need to be revisited which may result in further management actions.
5	Final data extracts complete	TBC	Timing unknown until the revised detail project plan is updated following recruitment.
6	Funding request sent	TBC	
6	Post payment report submitted	TBC	
	Rectify	TBC (Oct 24)	Red status due to resourcing issues, a revised project plan, lack of project progress and the national PSe approach may impact timelines.
	Remediate – current and former employees	TBC (Oct 24)	

Key tasks in progress or completed

- Continue working through the detailed task list as part of planning, including BAU enhancements.
- Review of the draft EY report from the independent remediation review is on hold until Tairāwhiti has completed remediation and rectification activities.
- Recruitment is in progress for additional resources.
- Held a SteerCo meeting to provide an update/information to members.

Key tasks planned

- Seek endorsement of the solution summary document.
- Provide a revised project plan to the NPMO once project timelines are reconfirmed.
- Work with Dayforce to understand the data requirements for the remediation model.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Resourcing challenges, particularly in the payroll and HR team and IT support for PSe. (Issue)	Recruitment for three FTEs has been approved and is in progress. The BAU payroll team are focused on the implementation of the new collective agreements, placing further pressure on resourcing.	Updated
Managing any further operational readiness requirements from Health NZ (Risk)	Closely monitor and implement any further requirements as they arise.	Open
Health NZ restructures impacts local project resourcing or sponsorship (Risk)	Closely monitor and plan for changes as they arise.	Open
Clarification of the remediation approach for public holiday worked (Issue)	Confirm approach with Health NZ.	Open
Understanding Health NZ's consistency requirements for remediation and rectification methodologies (Issue)	The PSe team is currently implementing Health NZ's national requirements. Health NZ are testing updates as they become available. The project is proactively monitoring implementation updates.	Open

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	May 23	May 23	May 23	May 23
Open actions	Zero	Three	Four*	Five*	Two*	-	-

The colour of the tick reflects the status of the framework: green for complete; amber or red where management actions are outstanding. Given the recent update in the approach to rectify and remediate PSe, completed Assurance Frameworks will need to be revisited which may result in further management actions.
*Additional evidence and sign off is required from projects where evidence for Assurance Frameworks has been provided by a former Project Manager.

PROJECT INFO

Project Manager	Wayne Mason	Employee numbers	1,241 current employees and 1,899 former employees as at July 2023.
Remediation partner	None (Internal)	Payroll provider	Dayforce (Ceridian)

OVERVIEW OF PROJECT STATUS

South Canterbury

OVERVIEW OF PROJECT STATUS

Project overview			
The Project has significantly progressed in rectification and remediation activities this month and has also compiled and submitted assurance framework evidence. The Project is working on finalising the remediation models based on the guidance received from the National team.			
Progress to project plan			
Status	Mitigation		
The project has completed all planned rectification and remediation tasks for the month and is continuing to progress further tasks.	N/A		
	Milestone	Date	Status
1	Remediation models validated – current employees	Aug 24	On track – remediation models V3 testing is in progress.
2	Rectification testing complete	Jun 24	Completed. Dress rehearsals have commenced.
3	Employee payment and communication delivery commences	Sep 24	On track – Health NZ has provided blackout and brownout comms; other content is being prepared as required.
4	Remediation final models run – current employees	Oct 24	On track – tasks are planned for the first week of October as part of go-live programme.
5	Change management complete	Oct 24	On track – content is ready to be delivered for both rectification and remediation training. The change and communications schedule is being updated as required.
6	Complete assurance frameworks submitted for review – current employees	Jul 24	In progress – compiling evidence for assurance frameworks is ongoing.
	Funding request sent	Aug 24	On track.
◆	Rectify	Oct 24	Green status: On track. Tasks relating to the remediation model update require national decisions and guidance; these may have a future impact on the planned timeline and tasks.
	Remediate – current employees	Oct 24	
	Remediate – former employees	TBC	The project has developed a draft project plan for former employees which is currently under review by the project.

Key tasks in progress or completed

- Commenced operational readiness activities.
- Obtained DMAG approval to move into dress rehearsals.
- Continued to compile documentation for AF5 and AF7. Submitted AF2, AF3 and AF4 documentation to NPMO.
- Continued testing of V3 remediation models.
- Continued working through an approach to resolve the differences between Auckland Metro's and South Canterbury's rectification and remediation methodologies.
- Continued to prepare payroll process and configuration documentation.

Key tasks in progress or completed

- Held workshop with unions.
- Completed pay run validation test six and obtained DMAG sign off.

Key tasks planned

- Hold workshop with AMS and rectification team.
- Prepare for dress rehearsals and go-live.
- Confirmation of modelling approach from National office.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Resource constraints faced in BAU Payroll Team and rectification testing team. (Risk)	The HR Change Manager has resigned and the Project is currently back-filling with other Project resources. Recruitment activity is now underway for Project Administrator and HR Change Manager. The project is working to secure additional resources for the transition of project activities into business-as-usual (BAU) activities.	Updated
Dependency on national team and SMEs for ongoing decision-making support (Risk)	The project is maintaining good relationships with national stakeholders, has weekly meetings with SME resources from Auckland and attends fortnightly national implementation meetings.	Open
The potential impact that differences between Auckland Metro's and South Canterbury's rectification and remediation methodology may have and impact on project delivery (Issue)	EY has reviewed the methodologies to determine differences, and is currently in the final stages of review by the project. The Project is currently waiting on the National team to provide the final approaches so that EY modelling can be closed out and tested.	Updated

ASSURANCE

Component	One	Two	Three	Four	Five	Six	Seven
Status	✔	✔	☆!	☆!	///!	✔	///
Planned Start date	Nov 21	May 23	Jul 23	Jul 23	Oct 23	Sept 23	Nov 23
Planned Finish date	Mar 22	Feb 24	Jul 24	Jul 24	Jul 24	Jun 24	Jul 24
Open actions	-	-	-	-	-	Seven	-

The colour of the tick reflects the status of the framework: green for complete; amber or red where management actions are outstanding.

PROJECT INFO

Project Manager	Jason Ranston (Constant Control)	Employee numbers	984 current employees and 1,970 former employees as at August 2023
Remediation partner	EY – review, rectification and remediation	Payroll provider	AMS Leader

Project overview

The project continue to negotiate significant hurdles including paused recruitment, data quality, financial approvals and project team resource constraints. Progress has been made with Assurance Frameworks and the district reports positive engagement with unions. Focus of the team for the next month is submission of evidence for Assurance Frameworks, completing testing with EY, finalise detailed planning and resolving delays in obtaining agreed resources.

Progress to project plan

Status	Mitigation
The project is revising its project plan to align with the revised key milestones and reporting on the project plan will resume from July.	The updated project plan will be shared with NPMO in July. This was scheduled for June but delayed due to project team resource constraints.

Milestone	Date	Status
1 Remediation model tested	Aug 24	In progress. CSO with EY but not yet signed.
2 Rectification testing complete	Aug 24	In progress – the project is scheduling the independent assurance review.
3 Final data extracts complete	Aug 24	In progress. Data issues still occurring. Data extracts occur fortnightly.
4 Communication plan in place	TBC (June 24)	Reforecast. District working with Health NZ to obtain additional resources, Change Management Role is signed off. PM to do urgent tasks until role is filled.
5 Employee payment approach in place	Dec 24	In progress.
6 Change management complete	TBC (May 24)	Additional resource has been approved. Recruitment to commence with urgency.
7 Complete assurance frameworks submitted for review	July 24	In progress - District planning commenced. Plan in place for the completion of AF2 and AF4.
Funding request sent	Aug 24	Scheduled.
Rectify	Aug 24	Red status due to the outstanding revised project plan, tight timelines to align with proposed milestones, significant amount of work to complete assurance frameworks, delay to testing, recruitment pause and data quality issue.
Remediate – current employees	Oct 24	
Remediate – formers employees	Nov 24	

Key tasks started or completed

- Recruitment activities for test resources completed. Appointment pending recruitment pause.
- Draft revised project plan ready for Payroll Manager and then to be provided to the NPMO and Health NZ.
- EY remediation testing dataset and design document.

Key tasks planned

- Compile Assurance Framework evidence and provide to the NPMO for review.
- Submit testing to EY once CSO signed.
- Pending recruitment pause - recruitment for Change Role to update change and communication artefacts.
- Risk Workshop – updating of risk register. Delayed from June 2024.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Resourcing issues within project team and payroll team. Recruitment pause has postponed the recruitment of three analyst testers. (Issue)	Keep candidates up to date of status of recruitment. Inform national-decision makers of impact of delays to project timelines.	Updated
Data quality issue. The matching of data, between DataPay and Harold (NLC remediation tool) is poor or misaligned. This is causing long delays in making remediated data available for testing and reporting. NLC are required to modify the Harold tool and manually manipulate data. (Issue)	NLC continue to work with Datacom to refine new data set formats. Harold tool is being updated. Issue will be closed when three successful data imports are run consecutively.	Open
The CSO for EY's testing has not been approved. EY cannot commence testing without a contract in place. (Issue)	This has been escalated to the national project team.	New
Resourcing within Payroll team is insufficient to support workload post-go-live. Recruitment pause will impact the successful transition to go-live if not resolved by 1 September 2024. (Issue)	This has been escalated to the national project team.	New

ASSURANCE

Component	One	Two	Three	Four	Five	Six	Seven
Status	✔	✔	▲	///	▲	▲	▲
Planned Start date	Nov 21	Apr 22	Apr 24	Feb 23	Apr 24	Apr 24	Apr 24
Planned Finish date	Mar 22	July 24 (Mar 23)	July 24 (Jun 24)	July 24 (Jun 24)	July 24 (Jun 24)	July 24 (Jun 24)	July 24 (Jun 24)
Open actions	-	2	-	-	-	-	-

The colour of the tick reflects the status of the framework: green for complete; amber or red where management actions are outstanding

PROJECT INFO

Project Manager	Chris Wikstrom	Employee numbers	5,896 current and 11,104 former employees as at August 2023
Remediation partner	No Limits Consulting	Payroll provider	Datacom

Key: Complete Complete with actions In progress Delayed NPMO Review At Risk Not started No completion date

Canterbury and West Coast

Project overview

The rectification workstream continues to focus on PSe and MicRoster upgrades. The internal remediation workstream is presently focussing on data validation while final development is underway for v.5 models. Recruitment for replacement of key change management role is on hold until advised otherwise from National. The programme plan and reporting continues to evolve across workstreams, including updating of dependencies and risks.

Progress to project plan

Status	Mitigation
Activities are largely progressing as per the project plan. The NPMO notes that some tasks have been rescheduled for a later completion date due to reliance on PSe and MicRoster deliverables impacting timelines and putting pressure on existing resources. Revised dates, especially for MicRoster, risk impacting the Critical Path.	The project manager is closely managing Microster migration with the vendors to ensure it can go-live on 11 th July and ensuring the MSA with Tambla is signed off before 11 July.

	Milestone	Date	Status
1	Remediation model consolidated and tested – current employees	Nov 24	On track – focus on data validation while final development is underway for v.5 models. Remediation team also concluding design of WIAW and MTAW and other components with EY for v.5 models.
2	Rectification testing complete	Aug 24	At risk – Rectification is presently at risk, due to further issues recently uncovered with Microster cloud (v.11.6) migration and critical risk Tambla will not deliver v.11.6 migration until the MSA is signed off.
3	Employee payment and communication approach in place	Nov 24	On track - ongoing communication and engagement activities.
4	Change management complete	Nov 24	At risk – Change plan complete. Onboarded one part-time consultants in the change team. Approval for full time consultant is on hold. Queries from National Change Office have resulted in delays to the comms plan.
5	Complete assurance frameworks submitted for review (1-6 and 7- part 1) – current employees	Sept 24	In progress - the project is compiling evidence for assurance frameworks for planned submission to the NPMO.
	Funding request sent - current employees	Sept 24	On track – subject to rectification workstream timelines and completion.
	Rectify	Nov 24	Red status – Reliance on external vendors e.g. PSe Ceridian timelines to deliver rectification solution (National approach) and current issues with Microster Cloud upgrade for go live.
	Remediate – current employees	Nov 24	
	Remediate – former employees	Aug 25	
			The project will commence work for former employees in November 2024, subject to completion of current employees.

Key tasks in progress or completed

- Paper submitted to National for external legal review: necessity for PSe appointed hours to be aligned with employment agreements.
- Continued review of collateral from other districts for adaptation including PSe configurations.
- Submitted project budget to National for approval.
- Microster migration delay mitigations being pursued.
- Ongoing EY remediation activity for latest model design.

Key tasks planned

- Detailed solution design continues for rectification.
- Continue to Refine the programme plan.
- Continue to collate evidence for Assurance Frameworks.

Item	Mitigation/plan	Status
Vendor availability – both Ceridian for PSe Payroll system and Tambla for Microster have competing priorities and clients to deliver for (Risk)	Keep continuous engagement with the vendors to ensure any deliverables are planned and SoWs are received in a timely manner from the vendors. Support from national teams for sequencing and prioritisation of vendor efforts across all districts.	Open
Resourcing challenges – technical support, remediation testing resources, SMEs and change management impacting project timelines (Issue)	Onboarded part time consultant in the change team. The full time change replacement role is presently on hold and until advised otherwise from National.	Updated
Inability to obtain all historical data. (Issue)	The project has commenced an approach to resolve the data gaps with EY and has redeployed key remediation workstream resources to this undertake work.	Open
Understanding Health NZ's consistency requirements for remediation and rectification methodologies (Issue)	The PSe team is currently implementing Health NZ's national requirements. The project is proactively monitoring implementation updates.	Open
The detailed solution design for how Microster and PSe will deliver key elements (e.g. determining the higher of RDP/ADP) is still being worked through (Risk)	Collaborating with Microster/PSe districts and vendors. Canterbury and West Coast's PSe programme expert is providing significant contribution to the design of the paper.	Open
Project operating budget endorsed locally but not approved nationally and funds are nearing depletion (Issue)	The Project Manager is seeking funding support from the district to continue operating the project.	New

Assurance frameworks for current employees

Component	One	Two	Three	Four	Five	Six	Seven
Status							
Planned Start date	Nov 21	Feb 22	June 24	May 24	Mar 24	Mar 24	Mar 24
Planned Finish date	Jan 22	Jun 23	Aug 24	Aug 24	July 24	July 24	July 24
Open actions	0	6	-	-	-	-	-

The colour of the tick reflects the status of the framework: green for complete; amber or red where management actions are outstanding

Project Manager	Stephen Cosgrove	Employee numbers	c.12,342 current and 15,994 former employees at Canterbury and c.1040 current and 1,795 former employees at West Coast as at November 2023.
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Remediation partner	EY – review, rectification and remediation	Payroll provider T&A provider	Dayforce (Ceridian) Tambla
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Key: ✔ Complete ✔ Complete with actions 🔄 In progress ! Delayed 🌟 NPMO Review ? At Risk ▲ Not started 🕒 No completion date

Wellington-3 Programme overview

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

Overview

Rectification activities for Hutt Valley (HV) and Capital and Coast (CC) are in the final stages, and Wairarapa (Wr) is currently progressing with configuration activities. The programme has received remediation data from EY and is working on analysing and testing these. The programme plans to focus on dress rehearsals, cut-over planning and progressing assurance frameworks and quality assurance tasks. Actor rostering system rectification remains a risk as data requirements from the business are being received at a slow pace. The Programme has prepared a detailed project plan however this is under review by the Project Manager and a finalised plan will be shared with NPMO and Health NZ in July 2024.

Progress to project plan

Status	Mitigation
The Programme has prepared a project plan, however this requires further updating to enable detailed tracking.	The Programme Manager advised that the revised project plan will be provided to the NPMO in July 2024.

Area	Activity	Due Date	Status
Capital and Coast	Rectify	Nov 24	Red status – as a detailed project plan is pending update, and no time is available for contingencies.
	Remediate – current employees	Nov 24	
Hutt Valley	Rectify	Nov 24	Red status – as a detailed project plan is pending update, and no time is available for contingencies.
	Remediate – current employees	Nov 24	
Wairarapa	Rectify	Nov 24	Red status – as a detailed project plan is pending update, and due to resource constraints.
	Remediate – currents	Nov 24	

Key tasks in progress or completed

- Received first remediation models for CC, HV and Wr; analysis and verification are in progress.
- Continued to progress CC rectification work functional testing.
- Completed CC alignment rectification work.
- Completed HV rectification and functional testing.
- Commenced HV pay run validation testing one.
- Commenced Wr alignment configuration work.
- Continued work for end-user engagement and communication for HV, CC and Wr.
- Continued work for Actor & Roster2Pay(R2P) workstream.
- Continued reporting remediation which will be delivered to Functional and PVT test phases in batches.
- Commenced detailed dress rehearsal and cut-over planning.
- Completed reviewing baseline on outstanding assurance frameworks and EQ IQA requirements.
- Completed Time and Attendance rules analysis build for CC; in progress for Wr. Identified and agreed steps for mitigation for Rostering and Work Profiles.
- Continued roll-out of stakeholder engagement as defined in plan.

Key tasks planned

- Update detailed project plan and share with NPMO and Health NZ.
- Complete CC PVT4, prepare for PVT 5, plan for DR1.
- Complete HV PVT1, prepare for PVT 2, plan for DR 1.
- Complete Wr Leader configuration, move into functional testing, prepare for PVT1.
- Start Delivery and review of AF and QA artefacts.
- Complete detailed DR and cut-over planning and agree brown-out and black-out timelines with stakeholders

Item	Mitigation/plan	Status
If there are delays in resolving issues found during remediation testing, there may be impacts on the timelines for payment to current employees (Risk) .	Work with vendors to identify root causes and resolve any issues as quickly as possible.	Updated
If testing for configuration design and implementation is delayed due to errors or complex issues then the timelines for payment to current employees will be compromised (Risk) .	The programme has a close relationship with the business, AMS and Fusion 5 to enable resolution of issues in a timely manner.	Open
If key Programme personnel and SMEs leave the programme, and if the right Business and Programme resources cannot be found and or engaged in a timely manner, and are not available to assist the Programme, then timelines will be impacted (Risk) .	The project does not have any ongoing resource requirements. As programme progresses to completion, the risk reduces. Continued access to Auckland staff further mitigates the impact of this risk.	Updated
If the organisation restructure impacts the business units working alongside e.g. IT, Finance, HR and Payroll Teams then the schedule may be impacted and timelines compromised (Risk)	Regular engagement with the key stakeholders to keep updated with organisational changes and continue to work closely with the business to understand resourcing availability.	Open
If employee information is not set up accurately and on time in the Actor rostering system for CC/WR, payments made would not be compliant. (Risk)	Working with the business and Actor stream lead to investigate options to be put to the business for approval.	New
If the Programme needs to undertake non-functional testing (performance or security testing), then this will impact the delivery schedule. (Risk)	The programme is monitoring on an ongoing basis and working closely with ICT who have been increasingly improving the underlying infrastructure.	New
A decision needs to be made on using the national EY models for remediation rather than the Mero models (Issue)	EY has provided the remediation models for the aligned solution.	Closed
The impact of differences between Auckland Metro's and W3's rectification and remediation methodology has on project delivery (Issue)	Differences have been identified and rectification have been made or are in the process of being made. Programme timeline to delivery remains intact	Closed
If documentation and or additional assistance is not available in a timely manner from projects that 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 (Risk) .	The programme has received support from the National group and are working closely with them to receive additional resources and information. The Programme is also a participant of the AMS collaboration group established to connect other AMS projects.	Closed

PROGRAMME RISKS AND ISSUES

PROGRAMME INFO

Programme Manager	Liesle Venter-Wagner	Employee numbers	CC: 7400 current and 11300 former employees Wr: 700 current and 1600 former employees HV: 2300 current and 5704 former employees As at December 2023
Remediation partner	EY Mero (subcontractor)	Payroll provider	CC: AMS Leader Wr: AMS Leader HV: PayGlobal supported by Fusion 5.

Wellington-3 Milestones per payroll

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

Capital & Coast

	Milestone*	Date	Status
1	Remediation model validation complete – current employees	16 Sep 24 (TBC)	First models received from EY and validation in progress.
2	Design Config. and Functional Testing complete	8 Jul 24 (TBC)	Alignment configuration complete and functional testing progressing.
3	Remediation outlier testing complete - current employees	30 Sep 24 (TBC)	Not started.
4	Rectification testing complete	30 Sep 24 (TBC)	PVT4 is due to start in early July.
5	The district is change ready	14 Oct 24 (TBC)	Not started.
	Rectify	Nov 24	Red status – as a detailed project plan is pending update, and no time is available for contingencies.
	Remediate	Nov 24	

Assurance Frameworks for current employees

Component	One	Two	Three	Four	Five	Six	Seven
Status							
Planned Start date	Oct 21	Dec 21 (TBC)	Nov 22 (TBC)	Nov 22 (TBC)	Jun 24 (TBC)	Jun 24 (TBC)	Jun 24 (TBC)
Planned Finish date	Nov 21	Sep 24 (TBC)	TBC				
Open actions	Zero	-	-	-	-	-	-

The colour of the tick reflects the status of the framework: green for complete; amber or red where management actions are outstanding

Hutt Valley

	Milestone*	Date	Status
1	Remediation model validation complete - current employees	30 Sep 24 (TBC)	First models received from EY and validation in progress.
2	Design Config. and Functional Testing complete	24 Jun 24 (TBC)	Alignment configuration complete, functional testing completed.
3	Remediation outlier testing complete - current employees	30 Sep 24 (TBC)	Not started.
4	Rectification testing complete	16 Sep 24 (TBC)	PVT 1 started in the last week of June and progressing.
5	The district is change ready	7 Oct 24 (TBC)	Not started.
	Rectify	Nov 24	Red status – as a detailed project plan is pending update, and no time is available for contingencies.
	Remediate	Nov 24	

Assurance Frameworks for current employees

Component	One	Two	Three	Four	Five	Six	Seven
Status							
Planned Start date	Oct 21	Dec 21 (TBC)	Nov 22 (TBC)	Nov 22 (TBC)	Jun 24 (TBC)	Jun 24 (TBC)	Jun 24 (TBC)
Planned Finish date	Nov 21	Aug 24 (TBC)	TBC				
Open actions	Zero	-	-	-	-	-	-

The colour of the tick reflects the status of the framework: green for complete; amber or red where management actions are outstanding

Wairarapa

	Milestone*	Date	Status
1	Remediation model validation complete - current employees	21 Oct 24 (TBC)	First models received from EY and validation in progress.
2	Design Config. and Functional Testing complete	12 Aug 24 (TBC)	Configuration in progress and due to complete early July.
3	Remediation outlier testing complete - current employees	21 Oct 24 (TBC)	Not started
4	Rectification testing complete	14 Oct 24 (TBC)	Not started
5	The district is change ready	4 Nov 24 (TBC)	Not started
	Rectify	Nov 24	Red status – as a detailed project plan is pending update, and due to resource constraints.
	Remediate	Nov 24	

Assurance Frameworks for current employees

Component	One	Two	Three	Four	Five	Six	Seven
Status							
Planned Start date	Oct 21	Dec 21 (TBC)	Nov 22 (TBC)	Nov 22 (TBC)	Jun 24 (TBC)	Jun 24 (TBC)	Jun 24 (TBC)
Planned Finish date	Nov 21	Oct 24 (TBC)	TBC				
Open actions	Zero	-	-	-	-	-	-

The colour of the tick reflects the status of the framework: green for complete; amber or red where management actions are outstanding

OVERVIEW OF PROJECT STATUS

ASSURANCE

Mid Central

Project overview

The Project Manager has been focused on revising the project plan to align to the National approach and the refresh on the remediation calculations continue to progress. Some of the project's focus has been on supporting the MicRoster cloud migration which will be required to be tested and completed prior to go-live.

Progress to project plan

Status	Mitigation
The Project Manager is revising the project plan to align remediation and rectification dates with the National approach.	A revised plan, with approval from the Health NZ national team will be provided to the NPMO in July.

	Milestone	Date	Status
1	Remediation model consolidated and tested	Mar 24	Substantive testing has been completed and no further model adjustments are anticipated by the project. Known risks will be tested and validated as part of outlier testing.
2	Rectification testing complete	TBC	Pending receipt of a key dates once the approach to National alignment is agreed and approved by Health NZ national team.
3	Final data extracts complete	TBC	
4	Employee payment and communication approach in place	TBC	
5	The project is change ready	TBC	
6	Complete assurance frameworks submitted for review	TBC	
	Funding request sent	TBC	
	Rectify	TBC	Red status due to the outstanding work required to complete rectification, the potential impact of changes that may be required to align to Auckland Metro for rectification, and aligned project plan remains outstanding.
	Remediate – current and former employees	TBC	

Key tasks in progress or completed

- Continued reviewing and updating business procedures to incorporate rectification changes.
- Continued developing an ongoing compliance monitoring plan.
- The District is waiting for next steps regarding the rectification methodology review to assess alignment with Auckland Metro's approach.
- Finalising the business processes updates.
- Held a SteerCo meeting to provide an update/information to members.

Key tasks planned

- Provide a finalised revised project plan to the NPMO.
- Scheduled a workshop with EY and NPMO to progress Assurance Framework 3 for early July.
- Schedule with EY the independent review for rectification.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Compliance review of solution options. (Issue)	PWC completed a review of solution options to assess compliance. The NPMO notes that PWC identified non-compliance risks – the project advised that it is developing a monitoring programme to address those risks. For operational readiness, EY is going to undertake a further review over rectification.	Open
Resourcing for parallel runs and cutover testing (Risk)	This remains an ongoing risk and is continuously monitored by the Project Manager.	Open
Managing any further changes to requirements from Health NZ (Risk)	Closely monitor and implement any further requirements as they arise.	Open
MicRoster migration to the cloud (Risk)	The Project Manager is working closely with the vendor to ensure the MicRoster implementation will not impact project timelines.	Open

ASSURANCE

Component	One	Two	Three	Four	Five	Six	Seven
Status							
Planned Start date	Nov 21	Jun 22	Nov 22	Nov 22	Aug 23	June 24 (May 24)	June 24 (May 24)
Planned Finish date	Nov 21	Jun 23	Sep 24	Jul 23	Sep 24	Sep 24	Sep 24
Open actions	-	3	-	12*	-	-	-

The colour of the tick reflects the status of the framework: green for complete; amber or red where management actions are outstanding. Given the recent updates in consistency requirements, completed Assurance Frameworks will need to be revisited which may result in further management actions.
* Assurance Framework with both open management actions and evidence which are undergoing NPMO review.

PROJECT INFO

Project Manager	Wayne Mason	Employee numbers	3,339 current and 5,362 former employees as at August 2023.
Remediation Partner	EY	Payroll provider	Dayforce (Ceridian)



Key: ✔ Complete ✔ Complete with actions ▬ In progress ! Delayed ☆ NPMO Review ? At Risk ▲ Not started 🕒 No completion date

OVERVIEW OF PROJECT STATUS

Project overview

The Project has made limited progress this month. The Project is dependent on the support of the Bay of Plenty (BoP) project resources and has continued to collaborate with other PSe districts to leverage existing processes and documents. The planned go-live dates in November remain at significant risk.

Progress to project plan

Status	Mitigation
A revised project plan has not been provided. Resource issues and dependencies on BoP staff mean the planned timeline is at significant risk.	The Project is collaborating with BoP resources to continue the planned work. A detailed project plan will be provided in July 2024 to the NPMO and Health NZ.

	Milestone	Date	Status
1	Remediation model tested	TBC	Timing unknown until a detailed project plan is provided in July 2024.
2	Employee payment and communication approach in place	TBC	
3	Rectification testing complete	TBC	
4	Complete assurance frameworks submitted for review	TBC	
5	Final data extracts complete	TBC	
6	Funding request sent	TBC	
	Post payment reporting submitted	TBC	
	Rectify	TBC (Nov 24)	Red status: due to limited project progress, the dependency on shared resources, and the project plan needing to be reset.
	Remediate – current employees	TBC (Nov 24)	

Key tasks completed or in progress

- Initiated activities to collect required data; this will be supported by BoP resources.
- Obtained leave codes and pay elements from BoP District and Tairāwhiti Districts to expedite configuration process.
- Continued to collaborate and leverage documentation and processes followed at other PSe districts.

Key tasks planned

- Develop the project plan and provide to the NPMO and Health NZ.
- Plan for the required office space, and IT equipment for the Project.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
The project has stalled since September 2023 with little progress made locally (Issue)	The Project is dependent on BoP resource support and has progressed limited activities due to multiple priorities shared by the resources.	Open
Health NZ's require specific system settings to ensure compliance with consistency requirements and few of these may not be able to be built into the PSe systems. (Issue)	The PSe team is working on implementing Health NZ's national requirements. Health NZ are testing updates as they become available. The project is closely monitoring delivery and testing solutions.	Open
Dayforce vendor has limited capacity (key person issue) to cope with the volume of updates required by Health NZ. (Issue)	Dayforce are engaged with multiple Districts and are working within the national sequence to minimise schedule conflicts.	Open
The quality of data and configuration may be insufficient to meet Health NZ compliance requirements (Issue)	Configuration requirements borrowed from BoP to be set up asap. Data collection resources being added to the team.	Open
Resourcing challenges as project staff are also working on BAU activities and fixed terms are coming to an end. (Issue)	Resource requirements continue to be assessed and interviews are in process to add capacity.	Open
Engagement of district resources is not clear which means that support from Data and Digital, Finance, HR and Payroll may not be aligned to the requirements of the Holidays Act project. (Issue)	Engagement will be assessed through the discovery phase.	Open
The pressure to meet required timelines and the ongoing IT challenges result in increased stress and excessive hours and illness or tiredness of project staff (Issue)	Monitor staff wellness at every opportunity and ensure contingency / back up plans are in place for everyone.	Open
Health NZ restructures impacts local project resourcing or sponsorship (Risk)	Closely monitor and plan for changes as they arise.	Open

ASSURANCE

Component	One	Two	Three	Four	Five	Six	Seven
Status	✔	✔	▲	▲	▲	▲	▲
Planned Start date	Nov 21	Feb 22	TBC	TBC	TBC	TBC	TBC
Planned Finish date	Apr 22	Mar 23	TBC	TBC	TBC	TBC	TBC
Open actions	One	Five	-	-	-	-	-

PROJECT INFO

The colour of the tick reflects the status of the framework: green for complete; amber or red where management actions are outstanding

Project Manager	Vishal Desai	Employee numbers	1,940 current employees and 3,921 former employees as at July 2023
Remediation partner	None (Internal)	Payroll provider	Dayforce (Ceridian)

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 project 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 project'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 8 weeks prior to payment.
	Rectification	Date for rectification go-live.
	Remediation	Date for remediation payment to current employees.
		Date for remediation payment to former employees.

Appendix A: Employee Portals Update

Summary of the queries received to date regarding Auckland payments (through the current employee portal, former employee portal and the respective HR teams).

Current Employee Portal Support Desk

Number of queries in each category

Category	Assignment group			
	Support Advisors	HNZ Current Portal	Support Advisors	HNZ Current Portal - Tier 3
(empty)	2	0	0	2
How to use the portal	379	0	0	379
My remediation calculation	473	0	27	500
My tax and deductions	16	0	1	17
Payments for other districts	62	0	0	62
My previous job in a district	1,353	0	5	1,358
Something else	360	1	0	361
How to use the portal	46	0	0	46
My remediation calculation	5	0	0	5
My payments	17	0	0	17
I want to update my personal details	11	0	0	11
Total	2,724	1	33	2,758

Number of closed queries:

Total number of queries Closed **2,696 / 2,758**



Key Takeaway:

Support Desk queries on “My previous job in a district” remains the most selected, making up just under 50% of all CEP inquiries. There have been 17 additional queries since the last report.

Former Employee Portal Support Desk

Number of queries in each category

DHB all cases by category and tier

Category	Assignment group			
	Support advisors	Te Whatu Ora Former Portal - Tier 1	Support advisors	Te Whatu Ora Former Portal - Tier 2
(empty)	275	0	0	275
How to use the portal	5,059	1	1	5,061
My remediation calculation	304	3	0	307
My tax and deductions	80	1	0	81
My payments	2,560	9	0	2,569
I want to update my personal details	301	0	0	301
Something else	1,094	13	0	1,107
Total	9,673	27	1	9,701

Number of closed queries:

Total number of queries Closed **9,423 / 9,700**



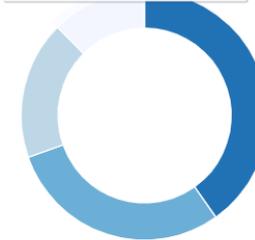
Key Takeaway:

Support Desk queries on “How to use the portal” and “My payments” are the topics most selected, and make up over 70% of all FEP inquiries. There have been an additional 648 queries since last month.

Current Employee Portal Support Desk

Average response time per tier

HNZ - FEP - Level 1 SLA = 20 Hours 53 Minutes 8 Seconds (12.46%)



HNZ - CEP - Level 2 SLA = 2 Days 19 Hours 22 Minutes (40.2%) | HNZ - FEP - Level 2 SLA = 2 Days 1 Hour 12 Minutes (29.37%) | HNZ - CEP - Level 1 SLA = 1 Day 6 Hours 7 Minutes (17.97%) | HNZ - FEP - Level 1 SLA = 20 Hours 53 Minutes (12.46%)

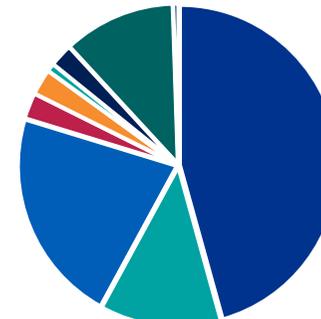


Key Takeaways:

The average response time for level 1 – current employees is over one business day and for former employees within a day, which is less than what was reported last month. For Level 2, the average response time is under three business days.

Current and Former Support Desk Query Summary

Support Desk Portal Queries by Type



- How to use the portal
- Something else
- My Payments
- I want to update my personal details
- My remediation calculation
- My tax and deductions
- Empty
- My previous job in a district
- Payments for other districts



Key Takeaways:

Nurses represent the majority of all inquiries.

Queries on “My payments” and “How to use the portal” are the queries most selected for inquiry, making up just under half of all total inquiries. There have been a total of 11,912 queries through the portals to date.

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