



Status report:
December 2022 &
January 2023

HOLIDAY ACT REMEDIATION PROGRAMME

National Programme Management Office

10 February 2023

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,

Welcome back and a late happy new year from the NPMO!

Key points for the last two months:

- We are pleased to confirm that all National Questions have now been resolved following successful union mediation in December 2022 and final approvals by the Te Whatu Ora Board in January 2023. Note that the papers will also go to the Strategic Health Engagement Forum for endorsement, in line with the established governance process. Te Whatu Ora will share all papers with Districts in early February. To enable Districts to collaborate with the implementation of these decisions, National Project Meetings are now scheduled every Wednesday fortnight.
- A national CFO delegate is currently in the progress of updating the financial liability estimates for all Districts, as required as part of the Treasury payment process. All Districts have done a great job providing their estimated project costs and anticipated remediation dates to support this process. Remember that any final updates are to be provided by 15 February.
- Te Whatu Ora has committed to communicate approximate dates for District remediation payments to current employees. This will occur in late February.
- Congratulations to the Hawkes Bay team for completing Assurance Framework 2 in December 2022. A number of frameworks are currently in progress and the NPMO looks forward to receiving evidence for all outstanding components. Completion of these are a critical part of the payment process.
- The Project Management Group (PMG) met for the first time of the year on 10 February 2023 and will be meeting on the second Friday of every month going forward.

Ngā mihi nui,

HARP NPMO

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

NPMO themes status update

Key:
Recent update
Theme closing

January 2023 update from the NPMO on the actions identified from the October 2021 current state assessment report and through programme issue and risk monitoring.

Theme	Update
1. National programme governance	<ul style="list-style-type: none"> — The Programme Management Group have endorsed revised resolution pathways for the remaining National Questions. These have now been resolved. — Changes to programme governance in light of the health transition were agreed at the November PMG and communicated to Districts during the National Project Leads Meeting on 1 February 2023.
2. National Questions	<ul style="list-style-type: none"> — WIAW paper was released in early February 2023. PAYG to follow. — The recent Board Decisions (including the two mentioned above) will be taken to the Strategic Health Engagement Forum for endorsement, in line with agreed governance framework. — National Project Team meetings commenced 1 February 2023 and will be held on a fortnightly basis on Wednesdays at 2pm.
3. District processes and resourcing	<ul style="list-style-type: none"> — The NPMO is working with Te Whatu Ora to identify opportunities to provide additional support to Districts. — Districts continue to report resourcing constraints, with one District now reporting critical constraints.
4. National portal	<ul style="list-style-type: none"> — A document outlining District responsibilities in the payment process Assurance Framework was distributed on 14 November 2022. — The Portal project has completed sprint four of five and intend to 'go-live' at the end of February. A high level update was provided at the National Project Leads Meeting on 1 February 2023.
5. Payroll system rectification	<ul style="list-style-type: none"> — Payroll User groups continue to meet regularly. — Following re-baselining of District project plans (as required), the NPMO will meet with key payroll providers in February to track capacity at programme level.
6. Assurance	<ul style="list-style-type: none"> — Districts continue to work collaboratively with their Relationship Managers to drip feed information for review for each Framework as they can. — Northland and Hawkes Bay have completed Framework two. — The Frameworks have been updated following feedback from Districts. Some changes include: <ul style="list-style-type: none"> — Changing attestation to representation — Updating DHB structure to reflect the new Districts — Wording update in AF3, items #9 and #14 to reflect same 4 week definition — AF5 remove item #15 referring to MECA compliance — NPMO is currently investigating a change to framework sign off requirements.
7. Payment Process	<ul style="list-style-type: none"> — National CFO delegate is supporting Districts with the February 2023 Funds Notification and will calculate the estimates centrally. — The NPMO has received several queries about the Payments Process and are working with the Ministry of Health and Treasury to address them.
8. National Change Management	<ul style="list-style-type: none"> — The NPMO is working with Te Whatu Ora to agree next steps for possible national change management support. — A National Communications Manager has been appointed.

Programme dashboard

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

STATUS SNAPSHOT As at 31 January 2023

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

Plan to meet 30 June 2023 remediation date	3 ⁽²⁾	10 ⁽⁹⁾	3 ⁽⁵⁾
Resourcing adequate to meet 30 June 2023	4 ⁽⁷⁾	11 ⁽⁴⁾	1 ⁽³⁾
Treasury process accounted for	12 ⁽¹²⁾	0 ⁽⁻⁾	4 ⁽⁴⁾

Additional information on the above areas:

- Most District now estimate to make remediation payments to current employees in 2023, three Districts by end of June (one more than last month).
- Resourcing remains a major concern for Districts. The Te Whatu Ora transition and numerous competing priorities (e.g. backpays, pay equity payments) continue to place demands on payroll and project resources. Retention of key staff is also increasingly challenging. Due to this, only four Districts now report they have adequate resources to meet their remediation date.
- Note that two Districts have moved from a red to amber status for resourcing due to having secured core team members. This does however not mean that they have the overall capacity required to deliver to reported dates. In this area we have seen a negative trend as per the above bp.

RISKS AND ISSUES As at 31 January 2023

The items below represent the top common risk/issue trends identified by District projects.

Project Risk / issue	Commentary
National Questions	Resolution of National Questions is now completed and fortnightly implementation sessions are scheduled to enable collaboration of the practical application of Decisions. At time of reporting, Districts are awaiting the release of papers.
Resourcing	Resourcing remains a major concern for Districts. The Te Whatu Ora transition and numerous competing priorities (e.g. backpays, pay equity payments) continue to place demands on payroll and project resources. Retention of key staff is also increasingly challenging.
Vendor availability	With National Questions resolved, vendors should be given more certain timeframes to work to.

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

LIABILITY AND EMPLOYEES

\$1.8-1.95b**

Total estimated liability

270k

Total estimated past and current employees

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

NATIONAL QUESTIONS As at 31 January 2023

Status of National Questions

- All National Questions have now been resolved following successful union mediation of the question of “what is a week” (WIAW) in December 2022 and final approvals by the Te Whatu Ora Board in January 2023. The solution to ‘what is a week’ has been shared with Districts; ‘PAYG’ to follow.
- Districts have requested additional information to support the implementation of the primary National Questions “conversion of hours to weeks”. This will be addressed by the Te Whatu Ora Interim Leader HR Operations but will not change the decision or the substance of the paper which has been shared.
- Fortnightly meetings have been established to support Districts with implementation of the resolved questions.

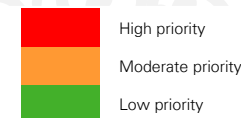
ASSURANCE FRAMEWORK PROGRESS

As at 27 January 2023

All Districts have completed Component one. One District has completed component two, 11 additional Districts have begun to provide evidence for Assurance Framework component two.

Component	Complete	Evidence started	Not started
1. Compliance assessment	16	0	0
2. Data collection, cleansing & validation	2	10	4
3. Remediation methodology	0	7	9
4. Rectification methodology	0	5	11
5. Approach to liability calculation	0	6	10
6. Payment processing	0	4	12
7. Wash-up arrangements	0	4	12

District project dependencies on a page



We have identified three key dependencies for the projects* to meet the 30 June 2023 remediation date. Further details below:





































































1. National Questions		2. Resourcing	
Priority rating		Priority rating	
<p>Overview: The resolution of National Questions has been a key dependency for Districts to rectify their systems and to remediate employees consistently and in compliance with the Holidays Act.</p> <p>Projects affected: All projects are affected by National Questions.</p> <p>Potential resolution for dependency:</p> <ul style="list-style-type: none"> Following the Te Whatu Ora board meeting on 27 January 2023, all National Questions have been resolved. Fortnightly implementation meetings have been scheduled. The NPMO will continue to track this dependency until Districts are clear on all required National Decisions. It's priority rating is likely to decrease next month. 		<p>Overview: Resourcing remains a major concern for many projects: both project teams and required BAU resources are causing concern. Many report that the Te Whatu Ora transition and other priority initiatives (e.g. pay equity payments) place additional pressure on already strained resources.</p> <p>Projects affected: Most projects continue to report resourcing as a major risk to delivery. However, over recent months, several projects have had a positive development where key positions have been filled. One District is reporting critical resourcing constraints and is awaiting national support.</p> <p>Potential resolution for dependency:</p> <ul style="list-style-type: none"> Stronger collaboration across projects is occurring. Discussions are in progress for possible national support for better sharing of resources. 	
3. External vendor capacity			
a) Payroll Vendor	b) Remediation Partner	c) NPMO Assurance Frameworks	
Priority rating		Priority rating	
<p>Overview: Many projects use the same payroll vendors. Their capacity to update systems in a timely manner is a key dependency for rectification timelines. Note that resolution of remaining primary National Questions are impacting this work.</p> <p>Projects affected: All projects are reliant on actions from a payroll vendor. As project timelines continue to shift, so does the time the vendors' capacity is needed. Note that some payroll vendors can only support one go-live event at the time.</p> <p>Potential resolution for dependency:</p> <ul style="list-style-type: none"> Collaboration groups meet regularly to ensure collaboration and sharing of learnings NPMO support with regular vendor check-ins. 	<p>Overview: 8 Districts are using the same remediation partner. With the delayed resolution of National Questions, the window for delivery will be reduced, posing a risk to the vendor capacity.</p> <p>Projects affected: All Districts with an external remediation partner is reliant on the vendor's capacity. The risk is particularly high for vendors that share Remediation Partner as timelines continue to shift.</p> <p>Potential resolution for dependency:</p> <ul style="list-style-type: none"> The NPMO are monitoring district expectations and high volume reliance on remediation partners to avoid bottlenecks that could impact project timelines. 	<p>Overview: To be able to request Treasury funding, each project have to complete the seven Assurance Frameworks.</p> <p>Projects affected: Dates for completion of Assurance Frameworks continue to shift. Over the last period, several projects have moved their anticipated completion time for framework 2 from November/December to early 2023. This continues to challenge the NPMO's ability to plan and secure capacity for reviews and poses a potential future risk relating to the NPMO's capacity to review the 126 outstanding reviews.</p> <p>Potential resolution for dependency:</p> <ul style="list-style-type: none"> Relationship Managers will continue to work with projects to track timelines for Assurance Frameworks. 	

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

District project timelines on a page

 Significant concerns to meet remediation date
  On track to meet remediation date
 Direction of change from prior month
  Potential concerns to meet remediation date

This overview shows the projects'* progress towards the 30 June 2023 remediation date for current employees. Detailed summaries are located in Section 2 of this report.

	AMS						Ceridian						Datacom		People soft	Star Garden	
	Hawkes Bay	Nelson Marl.	South Canterbury	Auckland District	Auckland Other (SSC)	Wellington Region	Northland	Whanganu	MidCentral	Lakes	Tairāwhiti	Canterbury & West Coast	Bay of Plenty	Southern	NZ Blood	Waikato	Taranaki
Remediation of current employees (date)	Nov 23 	Dec 23 	At risk** 	Jul 23*** 	Aug 23*** 	Dec 23*** 	TBC 	TBC 	June 23 	TBC 	TBC 	Dec 23 	Dec 23 	Jun 23 	TBC 	Dec 23 	Oct 23 
Rectification go-live (date)	Apr 23 	Jun 23 	At risk** 	Jul 23 	Aug 23 	Oct 23 	TBC 	TBC 	May 23 	TBC 	TBC 	Aug 23 	Dec 23 	Apr 23 	TBC 	May 23 	Apr 23 
Assurance Frameworks scheduled (Y/N)	Yes 	No 	No 	No 	No 	No 	Yes 	Yes 	Yes 	Yes 	Yes 	Yes 	No 	Yes 	No 	Yes 	No 
Treasury processes accounted for in plan (Y/N)	Yes 	Yes 	No 	No 	No 	No 	Yes 	Yes 	Yes 	Yes 	Yes 	Yes 	Yes 	Yes 	No 	Yes 	Yes 
Washup payment expected? (Y/N)	No	Yes	Yes	No	No	Yes	No	No	No	No	No	No	No	No	TBC	Yes	No

Summary comments

- This dashboard measures Districts' status relative the target 30 June 2023 delivery date. The NPMO recognises that Districts are working towards different dates and will change the reporting as of next month to reflect this.
- A red status has been given to projects that do not yet have robust estimates of completion times for the relevant activities or where delays exceed 6 months past 30 June 2023. Projects that have a plan with a delay of less than six months are given an amber status.
- Refer page 7 for a visual representation of project timelines and the District status reports for further details (pages 9 – 23).
- With National Questions resolved, accuracy of timelines is expected to increase.
- Note that while many Districts have scheduled their Assurance Framework reviews, none of these review times have been met to date.

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

**South Canterbury is considered 'at risk' due to significant resourcing constraints.

***Auckland and Wellington timelines do not include the 9 week Treasury process. The NPMO is awaiting review of their project plans.

PROGRAMME TIMELINE OVERVIEW

This timeline overview presents project estimates at 31 December 2022. Timeframes are variable and subject to change.

PHASE 2: RECTIFICATION PROCESS

Silver milestone

Assurance Framework 4. Further details to silver milestones can be found in appendix – page 28.

Gold milestone

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

PHASE 3: REMEDIATION

Silver milestones

Assurance Framework 2, 3, 5, 6 and 7. Further details to silver milestones can be found in appendix – page 28.

Gold milestones

Calculated any amounts owing to current and former employees
Paid any amounts owing to current employees
Paid any amounts owing to former employees

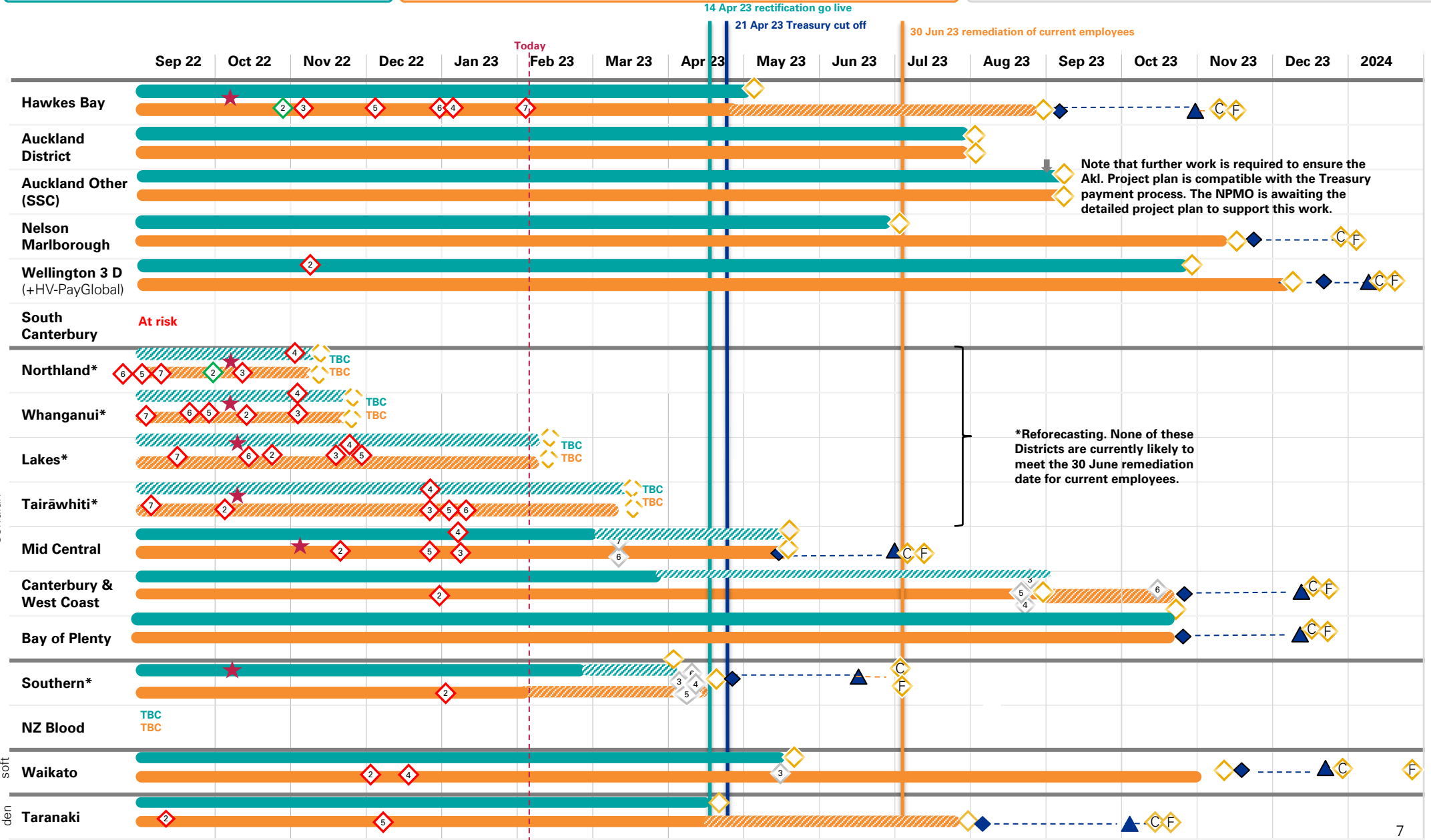
30 June 2023 remediation of current employees

In order for Districts to remediate current employees by 30 June 2023, the following must happen:

24 March 23 – Assurance Frameworks completed

14 April 23 – Rectification go live

21 April 23 – Treasury funding requested



Detailed District project summaries



Hawkes Bay

- ☆ At review
- △ Not started
- (#) Change on prior month
- ✓ Complete
- 🕒 Progress impacted
- 🔄 In Progress

OVERVIEW OF PROJECT STATUS

PHASE:	Review	Rectify	Remediate
	✓ Sep 2020	🕒 TBC	🕒 Nov 2023

Project overview

In December 2022, Hawkes Bay District completed Assurance Framework two (Data collection, cleansing and validation for remediation). The District has two outstanding actions which are being actively worked through with their remediation partner.

The District is proactively collaborating with other Districts, particularly those using AMS, to share resources and templates. Given the changes in the HR/payroll space within the District and Te Whatu Ora, the District are hesitant to dedicate resources to support the project. The project team is largely made up of contractors who are able to supplement the limited BAU resources however decision making is still necessary.

Key tasks started or in progress

- Actively holding working groups with key stakeholders within the project.
- Initiating HR collab group to learn more about HR processes from other Districts and share resources where possible.
- Moving solutions options into new template, similar to Auckland. Working with other collab group for AMS users to have consistent templates.

Remediation

- Working through scenarios and the financial impacts of OWPP allowances vs OWP.
- Continue to work through parallel testing of data with independent contractor. Developing visualisation of process for each stream of work outlining the approach to the testing.
- Continue to engage steering committee and will update the members when solution documents are more progressed.
- Developing comms for staff and working through change approach and impact on stakeholder groups. Following this, the team will start to engage directly with staff.

Key tasks completed

- Completed Assurance Framework two.
- AMS Leader upgrade - finished testing version 2022.0 and 2022.1, working through testing of version 2022.2. So far no impact on District timeframes.

Key tasks planned

- AMS coming on site in two weeks to discuss configuration and next steps for rectification.
- Hold steering committee one solution options are more progressed.
- Complete outstanding actions form Assurance Framework two.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

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

ASSURANCE

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

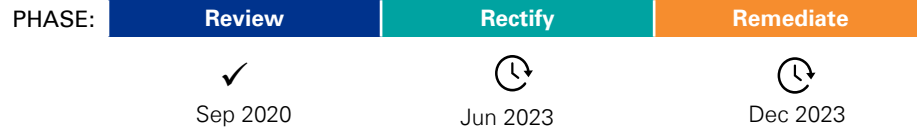
PROJECT INFO

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

Nelson Marlborough

- ☆ At review
- △ Not started
- (#) Change on prior month
- ✓ Complete
- 🕒 Progress impacted
- 🚧 In Progress

OVERVIEW OF PROJECT STATUS



Project overview

The District has completed their planning for the remediation phase of work and EY has commenced the development of remediation models. The District has advised that they will share a project plan for remediation and confirm indicative timing for the completion of Assurance Frameworks in February 2023.

Key tasks started or in progress

- Collaborating with Hawkes Bay, South Canterbury, 3Districts and AMS. The key focus this month has been coordinating an approach to dealing with common breaches – AMS are taking the lead on this.
- Continued to implement rectification solutions where possible. This includes the development of internal comms to support any rectification changes. The District plans to complete rectification in June 2023.
- Commenced the remediation phase of work. The District expects to receive the first model (annual leave) from EY in February 2023. The District expects to receive the first version of all models by June 2023.

Key tasks completed

- Completed data cleansing and validation for the first remediation data set (up to 30 June 2022).
- Refreshed comms on the District’s intranet and public-facing website.

Key tasks planned

- No other key tasks planned.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
AMS Leader’s ability to deliver a compliant payroll system in a timely manner. (Risk)	AMS is leading the collaboration group with Districts to mitigate this risk.	Open (updated)
The activity required to resolve the breaches is more than anticipated and/or competing priorities impact the Project Team’s capacity. (Risk)	The District has a resource plan and currently has sufficient resources – resourcing requirements will continue to be reviewed regularly. Further, the District plans to collaborate with other Districts for system configuration testing. The District will seek direction on priorities as they arise.	Open (updated)
Remediation timeline (Risk)	The District’s ability to achieve their planned remediation timeline due to key dependencies. These include: -Internal resourcing. -Remediation partner model delivery. -Achieving rectification by June 2023. -AMS planning across all users to avoid competing for AMS resources across Districts.	Open (updated)

ASSURANCE

Component	One	Two	Three	Four	Five	Six	Seven
Status	✓	🚧	△ (a) Released (b) Not released	△	△	△	△
Planned Start date	Nov 21	Jul	TBC	TBC	TBC	TBC	TBC
Planned Finish date	Nov 21	TBC	TBC	TBC	TBC	TBC	TBC
Open actions	Zero	-	-	-	-	-	-

PROJECT INFO

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

South Canterbury

- ☆ At review
- △ Not started
- (#) Change on prior month
- ✓ Complete
- 🕒 Progress impacted
- 🔄 In Progress



Project overview

In line with previous reports of South Canterbury’s critical resourcing constraints, the project has been highlighted as ‘at risk’. Unless there is a national approach to resourcing, South Canterbury is unlikely to be in a position to complete the project by November 2023. Reduced capacity of the payroll team and competing priorities have put a focus on BAU and pay equity. The latter requires payments by end of February 2023. This continues to cause significant strain on already stretched project resources and is impacting project timelines and priority of remediation and rectification completion. Further to the limitations of the payroll team, the need for a consistent national approach to HR, change and communications management and system rectification remains crucial to timely project completion and has put the project at risk.

Key tasks started or in progress

- Weekly collaboration group meetings with Hawkes Bay, Nelson Marlborough, Wellington 3, Auckland Metro and AMS continue.
- Joined HR collaboration group led by Hawkes Bay. South Canterbury will participate in weekly meetings.

Key tasks completed

- Fortnightly meetings with the NPMO.
- Identified HR, Change Management and system rectification as risk areas for timely project completion.

Key tasks planned

- Receive sign-off for a further recruitment round. Resources required:
 - HR Manager
 - Change Manager
 - Payroll Manager
- Meet with NPMO to discuss project status.

OVERVIEW OF PROJECT STATUS

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Size and capacity of the Project Team. (Issue)	South Canterbury is seeking a national approach to resourcing of the project. Staff shortages and competing priorities within Te Whatu Ora are impacting the project.	Open
Required manual workaround for payroll solution might cause continued non-compliance. (Issue)	Affected Districts are working through issue that is breaking continuous leave with AMS. AMS will implement fix by March 2023 that will address the statutory holidays only. AMS’s proposed fix will not address Bereavement and Sick leave which will break continuous leave.	Open
Ability to achieve consistency and follow a cohesive approach between the Districts. (Issue)	Addressed by paper released from the NPMO. District proposes to use existing weekly National Question forum to discuss subsequent issues that are a consequence of the national decisions. The forum cadence changed to fortnightly and the new meeting structure will be discussed in February.	Open (updated)
Continued delays getting answers for National Questions #7 RMOs, #10 WIAW and #11 PAYG. (Issue)	Until the listed National Questions get resolved at national level, the District will continue to progress the work that can currently be done, e.g., drafting implementation plans for the answered National Questions. National Questions #8 Regular Overtime and #11 Multi-jobbers are resolved.	Open (updated)
Delays getting confirmation of system solutions from AMS Leader. (Issue)	External issue and impacted by National Questions. Being addressed at AMS Collaboration Group Meeting.	Open
Maintaining compliance with MECAs whilst addressing non-compliance issues. (Issue)	Query outstanding with TAS. To be resolved at national level and followed up by the NPMO.	Open

ASSURANCE

Component	One	Two	Three	Four	Five	Six	Seven
Status	✓	🕒	△	△	△	△	△
			(a) Released (b) Not released				
Planned Start date	Nov 21	Jul 22	-	-	TBC	TBC	TBC
Planned Finish date	Mar 22	TBC (Nov 22)	-	-	TBC	TBC	TBC
Open actions	-	-	-	-	-	-	-

PROJECT INFO

Project Manager	Stacey Scott	Employee numbers	c.3,000 current and terminated employees as at August 2022
Remediation partner	EY – review, rectification and remediation	Payroll provider	AMS Leader

Auckland Metro

- ☆ At review
- △ Not started
- (#) Change on prior month
- ✓ Complete
- 🕒 Progress impacted
- 🚧 In Progress

PHASE: Review Rectify Remediate

✓
🚧
🚧

Sep 2020
AKL-Jul 23 / SSC- Aug-Oct 23
(Jun/July 2023)
AKL-Jul 23 / SSC- Aug-Oct 23
(Sep/Oct 2023)

Project overview

Remediation – V3 Model design work and component testing is expected to be completed in January. Financial liability estimate calculation work is being audited by Audit NZ

Rectification – HR stream are engaging with the business and are progressing with impact assessments, drafting new policies and developing process maps for implementation. Technical Stream are progressing with testing and are planning for Implementation approach for Go Live and Day 1 activities.

Change team is preparing implementation plans for change activities

Key tasks started or in progress

- Reporting work stream have commenced engaging with the Finance and HR/Payroll teams involved in reporting and work has commenced of reviewing all reports affected by the Holidays Act changes.
- Assurance Framework meetings held with NPMO in December and January - work is in progress to complete these.
- Preparations are underway to implement the decision for WIAW.
- V3 remediation model design is expected to be finalised in January and the process for sign off by the Steering Committee has been agreed and will be completed by February.
- Planning for remediation of terminated employees.
- Drafting policies and mapping processes for implementation.
- SSC Payroll database new set up is progressing well. Financial system integration planning has commenced
- Day 1 planning for Go-Live is nearing completion.
- Planning is underway for implementation timelines for associated change activities.
- Education and Training Strategy resourcing needs for implementation are being assessed.
- Regular reviews with Health Alliance have commenced for planning for implementation of technical go-live sequence and dress rehearsals.

Key tasks completed

- Unit testing for Auckland.
- Project Lead for Reporting and Integration and System Support Analyst role for SSC BAU Reporting Team has been filled.
- Key messages sent to internal stakeholders (ELT and SLT) in January.
- Closure of RMO work stream has been approved by Steering Committee.
- Thresholds for checking Remediation Payments has been approved by Steering Committee.

Key tasks planned

- Remediation Officer recruitment – Advertised.
- Change Request for the revised budget (based on the ongoing revision to plan) will be tabled to SteerCo following conclusion of current iteration of re-planning.
- Programme status updates to be posted on intranets and distributed via brochures/posters.
- Continuation of unit testing for SSC.
- Continued assessment of impacts on financial systems as a result of Holidays Act changes.
- SSC FPIM design and implementation to be finalised.
- Go live dates to be confirmed with SteerCo.
- Discussions are underway to determine the process for completing the requirements of the payments process within the programme timelines.

OVERVIEW OF PROJECT STATUS

KEY PROJECT RISKS, ISSUES AND BLOCKERS

ASSURANCE

PROJECT INFO

Item	Mitigation/plan	Status
Proposed plan may not align with the Treasury process, if the District and NPMO are unable to find a solution there will be a 7 month delay (Risk) .	AMHA team to share detailed plan with the NPMO to work out a way forward.	Open
The project may be unable to comply with Assurance Framework requirements i.e. Union sign off (Risk) .	NPMO is investigating the exact requirements of Union participation in Assurance Frameworks.	Open
System updates, changes or recalculations cannot be completed in the required timeframe if the BAU attendance and leave records projects (MeT) are not completed beforehand (Risk) .	BAU teams are engaged with AMHA team to monitor progress of BAU projects impacting rectification. BAU projects that conflict with AMHA programme timeline are also being monitored.	Open
People with the knowledge and/or specific skills may leave in the duration of the project (Risk) .	Ensure that project documents and decisions are well documented. Ensure the team are engaged well and are kept up to date with progress and activities.	Open
WIAW resolution may require code changes in AMS Leader. Requirements not yet clear and therefore unknown impact on resources and timeline to complete design, build and test activities (Issue) .	Detailed planning is underway to determine activities to redefine timeline which will be finalised when we have the required answers.	Open
Lack of clarity for Audit Requirements for AMHA Programme. This causing concern for both timescale and costs risks (Issue) .	Audit NZ has been asked to provide clarity on the requirements.	Open

Component	One	Two	Three	Four	Five	Six	Seven
Status	✓	🚧	🕒	🕒	🕒	△	△
			(a) Released (b) Not released				
Planned Start date	Jan 22	Aug 22	Nov 22	Nov 22	TBC	TBC	TBC
Planned Finish date	Mar 22	TBC	TBC	TBC	TBC	TBC	TBC
Open actions	Zero	-	-	-	-	-	-

Programme Manager	Bruce George	Employee numbers	33,033 existing and 83,835 terminated staff as at 29 September 2022
Remediation partner	EY – review, rectification and remediation	Payroll provider	AMS Leader

*Remediation dates do not include the 9 week Treasury process

Wellington-3 (Wellington Region)

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

- ☆ At review
- △ Not started
- (#) Change on prior month
- ✓ Complete
- 🕒 Progress impacted
- 🚧 In Progress

PHASE:

Review	Rectify	Remediate
✓ Aug 2020	🕒 Oct 2023	🕒 Dec 2023*

Project overview

The Programme remains focusing on achieving a baselined integrated Programme Schedule – target date is early April 23. The programme is well engaged now with Fusion 5 [PayGlobal system requirements]; EY [Remediation Models]; AMS [System solutions]; Auckland – to support the collaboration and sharing of ideas and documents.

Recruitment continues to ensure the District have sufficient testers for Remediation and Rectification test work coming up in the next 12 months.

Recruitment has just concluded for a new Business Change Delivery Lead.

OVERVIEW OF PROJECT STATUS

Key tasks started or in progress

- Continuing to work through business and solution requirements.
- Continuing to work with other Districts determine common approaches to solutions and share information where possible.
- Developing options for improving engagement with Unions based on feedback.
- The Remediation Workstream are developing the REM and REC Testing Strategies and using a document shared by Auckland to determine the thresholds to be used for all REM testing.
- Reviewing of older REM models continues with the expected date for updated models end of February/early March 23.

Key tasks completed

- Updated budget completed for submission to the overall appropriation process.
- Traceability documents for a number of breaches now completed and under review

Key tasks planned

- Work with NPMO to agree assurance requirements and evidence needed
- Confirm target end state for the Programme and work up schedule accordingly
- Start the first Design Reviews of updated EY REM Models
- Complete traceability documentation
- Advance Business and System Requirements documentation for the Capital Coast payroll system.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
BAU resourcing. (Issue)	Weekly meetings with the business have been established to discuss resourcing and priorities in order to mitigate internal resourcing pressures.	Open
Appropriate levels of planning and scheduling have yet to be completed. Until this work is completed and agreed with the business the signalled dates for completion of Rectification and Remediation remain best estimates.	The next stage of planning and detailed scheduling continues and Workstream leads are focused on confirming the work and effort ahead of them as well as the resourcing required to complete the work within current timelines.	Open
Continued delays getting a final answer to WIAW and direction on PAYG. (Issue)	Risks to the timelines have been raised with the NPMO and internal Governance.	Open
Lack of formalised processes to ensure Districts are able to achieve greater alignment in their approach, and thus ability to achieve consistency across like systems. (Issue)	The Programme is reaching out to a number of Districts to share ideas and identify areas for collaboration. They have joined an established collaboration process with other AMS users.	Open

ASSURANCE

Component	One	Two	Three	Four	Five	Six	Seven
Status	✓	🚧	🕒	🕒	△	△	△
			(a) Released (b) Not released				
Planned Start date	Oct 21	Dec 21	Nov 22	Nov 22	TBC	TBC	TBC
Planned Finish date	Nov 21	TBC	TBC	TBC	TBC	TBC	TBC
Open actions	Zero	-	-	-	-	-	-

PROJECT INFO

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

*Remediation date does not include the 9 week Treasury process

Te Tai Tokerau/Northland

- ☆ At review
- △ Not started
- (#) Change on prior month
- ✓ Complete
- 🕒 Progress impacted
- 🔄 In Progress

PHASE:	Review	Rectify	Remediate
	✓ Nov 2019	🕒 Reforecasting (Nov 2022)	🕒 Reforecasting (Jan 2023)

Project overview

The District is still awaiting the inputs required to reforecast timelines and continues to flag that the delays are likely to be past 30 June 2023. Estimation of new timelines remain dependant on receiving answers to the remaining National Questions and the release of Assurance Framework components 3b and 4b which are impacted by the National Questions. Due to the delayed resolution of National Questions; and Project Managers raising a list of questions requiring clarification; the District will not achieve the 30 June 2023 timeframe.

The District notes that it will be following a staggered approach with three other Districts as they all share the same Project Manager and payroll provider, any delays to one project will affect all timelines.

The focus for the District in December and January remains on sign-off of assurance frameworks.

Key tasks started or in progress

- Re-run of the remediation calculations and retesting of rectification processes.
- Capture of additional data to support remediation calculations.
- Testing for remediation calculation re-runs at month end.
- Weekly process rectification review sessions with key members of Payroll team.
- Completion of Assurance Frameworks 3a, 4a, 5.
- Finalisation of processes for management of Treasury Funds.
- Implementation of Holidays Act compliant final pay module.
- Sign-off of the remediation approach with Union partners.
- Implementation of data captured to facilitate the back pay module (APPT rate).

Key tasks completed

- Engagement with Unions partners regarding multi-job impacts.
- Phased rectification implementation proposal.
- Implementation of Holidays Act compliant days based scheme for all BAPSF leave.
- 2 day project planning and remediation review workshop with payroll teams.

Key tasks planned

- Rectification and remediation go-live weekend, date pending resolution of National Questions.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Continued delay getting answers for National Questions, including supporting documentation and implementation guidance. National Questions awaiting further guidance include RMOs and PAYG. (Issue)	As answers to national questions were not received by 31 December 2022, the District will not achieve the 30 June 2023 timeframe.	Open
Lack of clarity about time and resource requirements for the District to complete Assurance Frameworks 3b, and 4b. (Risk)	Requested more visibility from NPMO of each step for 3b and 4b to enable resource planning and scheduling to support the process.	Open
Resourcing challenges, particularly within the payroll and HR teams. The District continues to limit payroll resources for the project. (Issue)	Have been using contractors and tight project management.	Open
Ceridian will be moving locations in October, this may impact the support provided to Districts. (Risk)	Ceridian have received a one month extension on their locations lease. The NPMO have discussed this risk with Ceridian directly and will continue to monitor for impacts.	Closed
There is a risk that other development with Ceridian will be prioritised above Holidays Act requirements. (Risk)	Highlight requirements early and track delivery on a weekly basis.	Open
Auditors have raised that the District may need to rerun the financial provisions for all District's due to legal advice received on an Otherwise Working day. (Risk)	Keep in contact with CFOs and Auditors.	Open

ASSURANCE

Component	One	Two	Three	Four	Five	Six	Seven
Status	✓	✓	🕒 (a) Released (b) Not released	🕒	🕒	🔄	🔄
Planned Start date	Nov 21	Feb 22	Oct 22	Oct 22	Jun 22	Apr 22	Apr 22
Planned Finish date	Nov 21	Oct 22	Mar 23 (Jan 23)	Mar 23 (Jan 23)	Mar 23 (Jan 23)	*Mar 23 (Jan 23)	Mar 23 (Jan 23)
Open actions	Zero	Four	-	-	-	-	-

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

PROJECT INFO

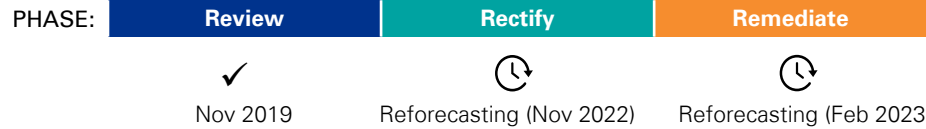
Project Manager	Rachel Sutton	Employee numbers	3,835 current employees and 4,448 terminated employees as at 28 July 2022
Remediation partner	Internal	Payroll provider	Ceridian

OVERVIEW OF PROJECT STATUS

Whanganui

- ☆ At review
- △ Not started
- (#) Change on prior month
- ✓ Complete
- 🕒 Progress impacted
- 🚧 In Progress

OVERVIEW OF PROJECT STATUS



Project overview

The District is still awaiting the inputs required to reforecast timelines and continues to flag that the delays are likely to be past 30 June 2023. Estimation of new timelines remain dependant on receiving answers to the remaining National Questions and the release of Assurance Framework components 3b and 4b which are impacted by the National Questions. Due to the delayed resolution of National Questions; and Project Managers raising a list of questions requiring clarification; the District will not achieve the 30 June 2023 timeframe.

The District notes that it will be following a staggered approach with three other Districts as they all share the same Project Manager and payroll provider, any delays to one project will affect all timelines.

The focus for the District in December and January remains on sign-off of assurance frameworks.

Key tasks started or in progress

- Testing of remediation calculations. Ongoing until completion of the project.
- Deployment of eTimesheets.
- Capture of additional data to support remediation calculations.
- Collation of data in preparation for remediation rerun.
- Weekly process rectification review sessions with key members of Payroll team.
- Completion of Assurance Frameworks 2, 3a, 4a and 5.
- Finalisation of processes for management of Treasury Funds.
- Review of rectification processes and approval of the remediation calculations with Union partners.
- Detailed analysis and review of Holidays Act and contractual entitlements for every casual employee.

Key tasks completed

- 2 day project planning and remediation review workshop with payroll teams.
- Phased rectification implementation proposal.

Key tasks planned

- Rectification and remediation go-live weekend, date pending resolution of National Questions.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Continued delay getting answers for National Questions, including supporting documentation and implementation guidance. National Questions awaiting further guidance include RMOs and PAYG. (Issue)	As answers to national questions were not received by 31 December 2022, the District will not achieve the 30 June 2023 timeframe.	Open (updated)
Lack of clarity about time and resource requirements for the District to complete Assurance Frameworks 3b, and 4b. (Risk)	Requested more visibility from NPMO of each step for 3b and 4b to enable resource planning and scheduling to support the process.	Open
Resourcing challenges, particularly in the payroll team due to resignations. (Issue)	Have been using contractors and tight project management.	Open (updated)
Ceridian will be moving locations in October, this may impact the support provided to Districts. (Risk)	Ceridian have received a one month extension on their locations lease. The NPMO have discussed this risk with Ceridian directly and will continue to monitor for impacts.	Closed
There is a risk that other development with Ceridian will be prioritised above Holidays Act requirements. (Risk)	Highlight requirements early and track delivery on a weekly basis.	Open
Auditors have raised that the District may need to rerun the financial provisions for all District's due to legal advice received on an Otherwise Working day. (Risk)	Keep in contact with CFOs and Auditors.	Open (new)

ASSURANCE

Component	One	Two	Three	Four	Five	Six	Seven
Status	✓	🚧	🕒	🕒	🕒	🚧	🚧
			(a) Released (b) Not released				
Planned Start date	Nov 21	Feb 22	Nov 22	Nov 22	Jun 22	Apr 22	Apr 22
Planned Finish date	Jun 22	Mar 23 (Nov 22)	Mar 23 (Feb 23)	Mar 23 (Feb 23)	Mar 23 (Jan 23)	*Mar 23 (Jan 23)	Mar 23 (Jan 23)
Open actions	One	-	-	-	-	-	-
			*Note that the District has provided the required evidence, waiting for further information about the National Portal.				

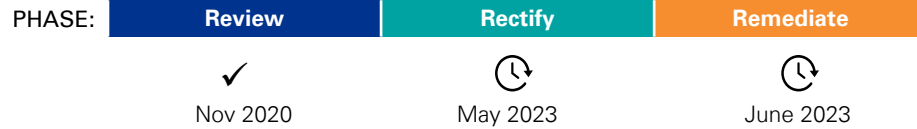
PROJECT INFO

Project Manager	Rachel Sutton	Employee numbers	1,327 current employees and 1,862 terminated employees as at 9 May 2022
Remediation partner	Internal	Payroll provider	Ceridian

Mid Central

- ☆ At review
- △ Not started
- (#) Change on prior month
- ✓ Complete
- 🕒 Progress impacted
- 🔄 In Progress

OVERVIEW OF PROJECT STATUS



Project overview

The Microster developments have been completed and configuration changes to the payroll rules are due for completion prior to UAT testing commencing I the 2nd week of February.

The Pse changes are on track and will be available for UAT from middle of February.

Cutover planning is in progress with rectifications changes to be deployed at the end of April/beginning of May.

The district continues to place a heavy focus on testing of the configuration changes, and collation of assurance framework documents.

Key tasks started or in progress

- The project lead is partnering with the HR department, running workshops to educate and communicate with managers and employees employment requirements for casuals.
- The District’s remediation partner, EY, is reviewing and revising the timelines to meet June 2023 expectations.
- Microster configuration changes have commenced as planned.
- The District is making good progress on providing evidence to support the tasks outlined in the Assurance Frameworks. The delay to Assurance Framework 2 is related to third party providers and has been rescheduled for completion February 2023.

Key tasks completed

- Development changes to Microster are complete, with configuration changes to the system scheduled.
- Two new resources are now confirmed to support support with Pse and Microster testing and training, and will commence the work in February 2023.

Key tasks planned

- Meeting booked in with remediation partner, to agree on timeline expectations, and outstanding tasks, January 2023.
- Session scheduled with the district lead and the NPMO to discuss in detail the outstanding items for the Assurance Frameworks, February 2023.
- Project lead will revising timeline, to incorporate outstanding tasks for remediation, rectification and the assurance frameworks.
- The District has weekly sessions with the third party system providers and their remediation partner. Ongoing.
- Testing of the rectified Pse and Microster system is tracking as expected, and continues to be a focus.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Continued delay in resolution of the National Questions. (Issue)	Until the listed National Questions get resolved at national level, the District will continue to progress the work that can currently be done, e.g. system rectification for the answered National Questions.	Open
Compliance review of solution options. (Issue)	Plan to address: Labour inspectorate will review the National Questions and Assurance Framework components will provide assurance that District solutions are compliant.	Open
Lack of early engagement and need for a more collaborative approach to addressing queries raised in response to National Questions. (Issue)	Plan to address: NPMO is aware of the challenges and is working with Interim Lead HR Operations at Te Whatu Ora to resolve outstanding queries related to the National Questions and share recently approve decisions.	Open
Lack of formalised processes, clarity of roles, and responsibilities of national programme groups. (Issue)	Issue raised and escalated by PMO in the National CSA report. Suggestion to better communicate national programme responsibilities and escalation paths for queries.	Open
Delays in the delivery of remediation tools.	The district is working with remediation partner to minimise delays, and successfully remediate by June 2023.	Open
Continued delay in resolution of the National Questions. (Issue)	Until the listed National Questions get resolved at national level, the District will continue to progress the work that can currently be done, e.g. system rectification for the answered National Questions.	Open

ASSURANCE

Component	One	Two	Three	Four	Five	Six	Seven
Status	✓	🔄	🕒 (a) Released (b) Not released	🕒	△	△	△
Planned Start date	Nov 21	Jun 22	Nov 22	Nov 22	Nov 22	Feb 23	Feb 23
Planned Finish date	Nov 21	Mar 23	TBC	Mar 23	Mar 23	Mar 23	Mar 23
Open actions	Zero	-	-	-	-	-	-

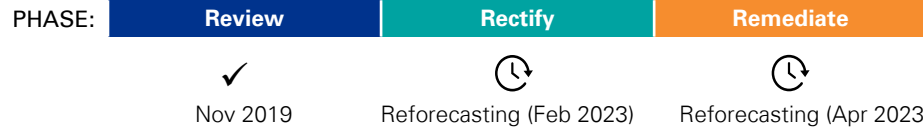
PROJECT INFO

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



- ☆ At review
- △ Not started
- (#) Change on prior month
- ✓ Complete
- 🕒 Progress impacted
- 🚧 In Progress

OVERVIEW OF PROJECT STATUS



Project overview

The District is still awaiting the inputs required to reforecast timelines and continues to flag that the delays are likely to be past 30 June 2023. Estimation of new timelines remain dependant on receiving answers to the remaining National Questions and the release of Assurance Framework components 3b and 4b which are impacted by the National Questions. Due to the delayed resolution of National Questions; and Project Managers raising a list of questions requiring clarification; the District will not achieve the 30 June 2023 timeframe.

The District notes that it will be following a staggered approach with three other Districts as they all share the same Project Manager and payroll provider, any delays to one project will affect all timelines.

The focus for the District in December and January remains on sign-off of assurance frameworks.

Key tasks started or in progress

- Testing of remediation calculations. Ongoing until completion of the project.
- Deployment of Timesheets.
- Capture of additional data to support remediation calculations.
- Automation of shift and on-call leave processing; preparatory work.
- Weekly process rectification review sessions with key members of Payroll team.
- Completion of Assurance Frameworks 2, 3a, 4a and 5.
- Finalisation of processes for management of Treasury Funds.
- Review of rectification processes and approval of the remediation calculations with Union partners.
- Implementation of data captured to facilitate the back pay module (APPT rate).

Key tasks completed

- Environment established for rerun of remediation calculations.
- Phased rectification implementation proposal.
- 2 day project planning and remediation review workshop with payroll teams.

Key tasks planned

- Rectification and remediation go-live weekend, date pending resolution of National Questions.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Continued delay getting answers for National Questions, including supporting documentation and implementation guidance. National Questions awaiting further guidance include RMOs and PAYG. (Issue)	As answers to national questions were not received by 31 December 2022, the District will not achieve the 30 June 2023 timeframe.	Open
Lack of clarity about time and resource requirements for the District to complete Assurance Frameworks 3b, and 4b. (Risk)	Requested more visibility from NPMO of each step for 3b and 4b to enable resource planning and scheduling to support the process.	Open
Resourcing challenges, particularly in the payroll team due to Covid. (Issue)	Have been using contractors and tight project management.	Open
Ceridian will be moving locations in October, this may impact the support provided to Districts. (Risk)	Ceridian has received a one month extension on their locations lease. The NPMO have discussed this risk with Ceridian directly and will continue to monitor for impacts.	Closed
There is a risk that other development with Ceridian will be prioritised above Holidays Act requirements. (Risk)	Highlight requirements early and track delivery on a weekly basis.	Open
Auditors have raised that the District may need to rerun the financial provisions for all District's due to legal advice received on an Otherwise Working day. (Risk)	Keep in contact with CFOs and Auditors.	Open

ASSURANCE

Component	One	Two	Three	Four	Five	Six	Seven
Status	✓	🚧	🕒	🕒	🕒	🚧	🚧
			(a) Released (b) Not released				
Planned Start date	Nov 21	Feb 22	Nov 22	Nov 22	Jun 22	Apr 22	Apr 22
Planned Finish date	Jun 22	Mar 23 (Nov 22)	Mar 23 (Feb 23)	Mar 23 (Feb 23)	Mar 23 (Jan 23)	*Mar 23 (Jan 23)	Mar 23 (Jan 23)
Open actions	One	-	-	*Note that the District has provided the required evidence, waiting for further information about the National Portal.			

PROJECT INFO

Project Manager	Rachel Sutton	Employee numbers	1,927 current employees and 3,335 terminated employees as at 25 April 2022
Remediation partner	Internal	Payroll provider	Ceridian

- ☆ At review
- △ Not started
- (#) Change on prior month
- ✓ Complete
- 🕒 Progress impacted
- 🔄 In Progress



Project overview

The District is still awaiting the inputs required to reforecast timelines and continues to flag that the delays are likely to be past 30 June 2023. Estimation of new timelines remain dependant on receiving answers to the remaining National Questions and the release of Assurance Framework components 3b and 4b which are impacted by the National Questions. Due to the delayed resolution of National Questions; and Project Managers raising a list of questions requiring clarification; the District will not achieve the 30 June 2023 timeframe.

The District notes that it will be following a staggered approach with three other Districts as they all share the same Project Manager and payroll provider, any delays to one project will affect all timelines.

The focus for the District in December and January remains on sign-off of assurance frameworks.

Key tasks started or in progress

- Testing of remediation calculations. Ongoing until completion of the project.
- Review of rectification processes.
- Weekly process rectification review sessions with key members of Payroll team.
- Completion of Assurance Frameworks 2, 5, 6 and 7.
- Finalisation of processes for management of Treasury Funds.
- Review of rectification processes and approval of the remediation calculations with Union partners.
- Configuration of leave request environment.
- Implementation of data captured to facilitate the back pay module (APPT rate).

Key tasks completed

- Collation of job-to-job information to support the deployment of electronic leave requests.
- Implementation of job-to-job information to support the deployment of electronic leave requests.
- Phased rectification implementation proposal.
- Implementation of distribution of PDF payslips via email.
- 2 day project planning and remediation review workshop with payroll teams.

Key tasks planned

- Rectification and remediation go-live weekend, date pending resolution of National Questions.

OVERVIEW OF PROJECT STATUS

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Continued delay getting answers for National Questions, including supporting documentation and implementation guidance. National Questions awaiting further guidance include RMOs and PAYG. (Issue)	As answers to national questions were not received by 31 December 2022, the District will not achieve the 30 June 2023 timeframe.	Open
Lack of clarity about time and resource requirements for the District to complete Assurance Frameworks 3b, and 4b. (Risk)	Requested more visibility from NPMO of each step for 3b and 4b to enable resource planning and scheduling to support the process.	Open
Resourcing challenges, particularly in the payroll team due to Covid. (Issue)	Have been using contractors and tight project management.	Open
Ceridian will be moving locations in October, this may impact the support provided to Districts. (Risk)	Ceridian have received a one month extension on their locations lease. The NPMO have discussed this risk with Ceridian directly and will continue to monitor for impacts.	Closed
There is a risk that other development with Ceridian will be prioritised above Holidays Act requirements. (Risk)	Highlight requirements early and track delivery on a weekly basis.	Open
There is a risk that the project requested on-premise PSe (and related system) environments will not be reliably available for remote access by project team members. There is a further risk that the environments may not be representative of the live PSe environment. (Risk)	Information was provided in early 2022 regarding the technical environment and support required.	Open
Auditors have raised that the District may need to rerun the financial provisions for all District's due to legal advice received on an Otherwise Working day. (Risk)	Keep in contact with CFOs and Auditors.	Open

ASSURANCE

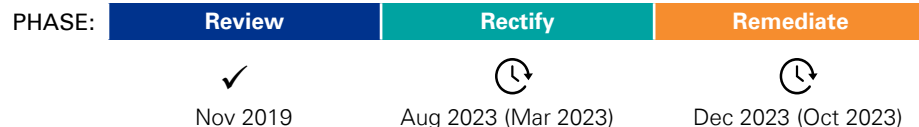
Component	One	Two	Three	Four	Five	Six	Seven
Status	✓	🔄	🕒	🕒	🕒	🔄	🔄
Planned Start date	Nov 21	Feb 22	(a) Released (b) Not released Jan 23	Jan 23	Jun 22	Apr 22	Apr 22
Planned Finish date	Apr 22	Mar 23 (Nov 22)	Mar 23 (Feb 23)	Mar 23 (Feb 23)	Mar 23 (Jan 23)	*Mar 23 (Jan 23)	Mar 23 (Jan 23)
Open actions	Zero	-	-	-	-	-	-
*Note that the District has provided the required evidence, waiting for further information about the National Portal.							

PROJECT INFO

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

Canterbury and West Coast

- ☆ At review
- △ Not started
- (#) Change on prior month
- ✓ Complete
- 🕒 Progress impacted
- 🚧 In Progress



Project overview

One of the Districts' critical dependencies for achieving project delivery timelines continues to be the PSe upgrade – progression of the upgrade is monitored closely. The District has refreshed project timeframes to align to the current PSe upgrade project and extended Project Team contracts. The Project Manager for the upgrade has resigned and the District is currently determining the impact that the will have on delivery dates.

Key tasks started or in progress

- Continued with the remediation model testing including drafting output collateral. The Districts plan to complete model calculation validation work in October 2023 (July 2023).
- Continued to work on rectification activities that can be delivered in the absence of the PSe upgrade.
- Continued contributing to the National Portal and National Questions.
- Continued testing of the upgraded Ceridian test environment. This will allow the Districts' to begin rectification design, configuration and testing in parallel to the system upgrade.
- Continue to gather evidence for Assurance Framework 2.

Key tasks completed

- Held workshops with EY to identify the required decisions to finalise remediation models.
- Held discussions with Tambla to further explore Miroster (T&A system) developments and developed draft specifications.
- Confirmed remediation delivery for current and former employees by the end 2023.

Key tasks planned

- Exploration of T&A system options for addressing West Coast breaches.
- Review of comms and engagement plan to deliver remediation by the end 2023.

OVERVIEW OF PROJECT STATUS

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Limited capacity within the internal District IT Team (Issue)	The District is proactively working through the impact of the PSe Project Managers resignation. The local HARP Project Sponsor is the PSE Project Sponsor which will continue to support with the prioritisation of this work.	Open and updated
Inability to obtain all historical data. (Issue)	The Districts are working through an approach to resolve the data gaps with EY. The Districts have extended the data extract which is required for the financial liability estimate revision.	Open
Continued delay in getting answers for National Questions. (Issue)	The Districts' progress continues to be challenged by the slow resolution of major outstanding National Questions, particularly 'What is a Week' and the down-the-line impact of this on National Questions around Casuals.	Open

ASSURANCE

Component	One	Two	Three	Four	Five	Six	Seven
Status	✓	🚧	△ (a) Released (b) Not released	△	△	△	△
Planned Start date	Nov 21	Feb 22	June 23	Feb 23	July 23	June 23	TBC
Planned Finish date	Jan 22	Mar 23 (Dec 22)	Aug 23	Aug 23 (Apr 23)	Aug 23	Oct 23	TBC
Open actions	0	-	-	-	-	-	-

PROJECT INFO

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

Bay of Plenty

- ☆ At review
- △ Not started
- (#) Change on prior month
- ✓ Complete
- 🕒 Progress impacted
- 🚧 In Progress

PHASE:	Review	Rectify	Remediate
	✓ Sep 2020	🕒 Dec 23	🕒 Dec 23

Project overview

The new Project Manager (Teresa Carrick), from Northland District has started. Teresa is maintaining part of her role at Northland (Service Manager Support Services) while working remotely to support the BOP District. The District held a 'state of the nation' workshops to introduce the PM to the project and outline current state.

The District are confirming 'Payover' (i.e. pay date) and are working with the GM HR to understand dependencies and impacts. The payroll vendor has confirmed that they will have available capacity to support the District as required.

The District is working on fulfilling resourcing requirements and discussions are being held to determine an appropriate solution. In the interim, a BAU staff member has been brought on board to support testing.

Key tasks started or in progress

- Continuing to work through change management and the impact on District staff. The Change Manager is incorporating other District-wide change and has developed induction packs for staff to know more about the HAC which includes FAQs and other information about the project.
- Compiling a process workstream which looks at problem statements and identifies problem areas, key stakeholders and approvers for process changes. Developing a process scoping document and workshop timeline.
- Cleaning and testing the first two years of financial data within Payroll. This process is finding anomalies which are being corrected for subsequent years, meaning that over time, there will be fewer errors.
- Continuing to recruit two payroll staff and the HA team have access SMEs from the Payroll team to support the project.
- Updates are provided to the bipartite forum on a monthly basis. The steering committee will be engaged when required.

Key tasks completed

- Fortnightly meetings have been set up to support the Business Partners to navigate the wider business process change.
- The GM HR has been appointed as the new project sponsor following the changes from Te Whatu Ora.
- Confirmed end-date timelines and working through more detailed plan.
- Confirmed a Business Analyst to start at the end of February. They will support business processes, remediation team with analysis and assurance frameworks. Also secured a Data Analyst to support remediation.

Key tasks planned

- Hold workshops to progress and complete remaining requirements for the assurance frameworks and any outstanding items needed (27 February – 1 March).
- Recruiting and onboarding of new resources.
- Continue with remediation and rectification.

OVERVIEW OF PROJECT STATUS

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Delays in resolving the National Questions (2 specifically: RMO transfer and WIAW) are impacting timelines and the development of solution designs. (Issue)	Implementation Plans are being worked through with the project and payroll team.	Open
The inconsistency of national communications, national governance structures and progress updates makes forward planning difficult. (Issue)	To be resolved at National level. WIAW session helps with consistency and understanding National Questions.	Open
There are concerns regarding a lack of internal stakeholder engagement. The Head of the Business Partners has resigned which may have negative implications for stakeholder engagement. (Issue)	New lead for Business Partners has come on board to support the team.	Open (updated)
Delays in change management activities due to the lack of a project manager	Project Manager has started.	Closed (updated)
There are resource challenges within the HAC team. (Issue)	The implications of project resourcing are being worked through.	Open (updated)

ASSURANCE

Component	One	Two	Three	Four	Five	Six	Seven
Status	✓	🚧	🕒	🕒	🕒	△	△
			(a) Released (b) Not released				
Planned Start date	Oct 2021	Jan 2022	TBC	TBC	TBC	TBC	TBC
Planned Finish date	Nov 2021	TBC	TBC	TBC	TBC	TBC	TBC
Open actions	Zero	-	-	-	-	-	-

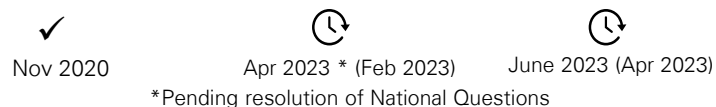
PROJECT INFO

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

- ☆ At review
- △ Not started
- (#) Change on prior month
- ✓ Complete
- 🕒 Progress impacted
- 🚧 In Progress

OVERVIEW OF PROJECT STATUS

PHASE: Review Rectify Remediate



Project overview

The District continues to wait for the National Questions to be answered so that they can finalise the remediation module configuration and rectification. National Questions are a significant blocker for the District and the continued delays has led to the District refreshing their rectification timeline.

Key tasks started or in progress

- Continued with the deep-dive analysis on processes to ensure that they will support go-forward compliance in conjunction with systems. This will be ongoing until rectification is complete.
- Started to develop the Change Management Plan and schedule the roll-out activities to support with rectification changes (for example, conversion of hours to weeks). This will be completed in March 2023.
- Developing the implementation plan for Multi-Jobbers. This will be completed in April 2023.

Key tasks completed

- Implemented changes to the payroll system which did not require vendor support.
- Met with Datacom to align WIAW solution implementation timelines with Change Healthcare.

Key tasks planned

- Depending on the solutions for the remaining National Questions, complete additional testing of remediation modules and implement system changes into the live environment.
- Provide the final evidence for assurance framework two to the NPMO.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Datacom and Change Healthcare’s ability to provide a compliant payroll system and time and attendance system within the required timeframe. (Risk)	The District regularly engages with Change Healthcare and Datacom. Whilst development and testing is complete, this still remains a risk until changes are implemented into the live system.	Open
Delays in resolving the National Questions are impacting timelines. (Issue)	To be resolved at National level – the District is waiting for solution to the following: — RMOs — Casuals — Conversion of hours to weeks.	Open
Districts who are not using EY as their remediation partner are experiences delays with the external audit sign-off process. Audit NZ are requiring consistency with EY’s methodologies for the calculation of PAYG and otherwise working days provisions. However, the methodology has not been communicated to those Districts. (Issue)	Escalated to get further guidance around EY’s approach to calculate otherwise working days and PAYG provisions.	New

ASSURANCE

Component	One	Two	Three	Four	Five	Six	Seven
Status	✓	🚧	🕒	🕒	△	△	△
			(a) Released (b) Not released				
Planned Start date	Nov 21	Apr 22	Feb 23 (Jan 23)	Feb 23 (Jan 23)	Feb 23 (Jan 23)	Feb 23 (Jan 23)	TBC
Planned Finish date	Mar 22	Mar 23 (Dec 22)	Apr 23 (Feb 23)	Apr 23 (Feb 23)	Apr 23 (Feb 23)	Apr 23 (Feb 23)	TBC
Open actions	-	-	-	-	-	-	-

PROJECT INFO

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

New Zealand Blood Service

- ☆ At review
- △ Not started
- (#) Change on prior month
- ✓ Complete
- 🕒 Progress impacted
- 🔄 In Progress

PHASE:	Review	Rectify	Remediate
	✓ Aug 2021	🕒 TBC	🕒 TBC

Project overview

NZBS have appointed additional resource to support the coordination of the project at a critical time in order to deliver the project in a timely manor.

System rectification is underway and FBAPS leave module is ready for go-live, with further updates currently being scheduled with the system provider.

NZBS is focusing on reviewing the timelines with their new project team members and external remediation partner. The target NZBS is looking to achieve is rectification and remediation by June 2023.

A significant focus has been on financial liability estimates, and resolving queries with the remediation partner.

Key tasks started or in progress

- Fortnightly Datacom-user catch-ups with Southern District have been put on hold while the district focuses on revising timelines. These may resume on an as and when required basis as NZBS work through rectification tasks.
- NZBS is working with their remediation partner on the financial liability estimate, this has been delayed due to queries with the logic that Audit NZ have raised.
- System rectification has commenced and test payroll database is due to be set up for testing.
- Work has commenced on Assurance Frameworks 2 and 4, NZBS are in discussions with their remediation partner to support with evidence.

Key tasks completed

- 2-day training workshop delivered to payroll team with a focus on Holidays Act legislation, January 2023.
- 2-day workshop with new project coordinators to discuss current status, key priorities, and next steps, December 2022.
- Payroll team and project team actively collating the documents for Assurance framework 2.

Key tasks planned

- Develop timeline and project plan, to include forecast dates for rectification and remediation payment to current and former employees, January 2023.
- Working with remediation partner on finalising the financial liability estimate, delays revised completion.
- To work with remediation partner on Assurance Framework requirements, and finalise timeline. January 23.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Obtaining updated timeline from remediation partner to allow development of updated project plan (Blocker)	District has been engaging closely with remediation partner to obtain an updated timeline.	Open
Time and attendance system may require upgrade which could result in delays to timeline. (Risk)	Following a review of the change requirements for the time and attendance system, the upgrade is not required to achieve compliance.	Closed
A late request for additional data extracts from NZBS's remediation partner may result in a delay to the finalisation of the financial liability estimate calculations. (Risk)	NZBS's rectification partner was able to extract the data required, which avoided any delays to this work.	Closed
Limited resources, and the project lead managing BAU tasks could result in delays. (Risk)	NZBS is currently reviewing resourcing requirements and exploring options for additional support, such as a dedicated project manager to ensure project deliverables are met.	Closed

ASSURANCE

Component	One	Two	Three	Four	Five	Six	Seven
Status	✓	△	△	△	△	△	△
			(a) Released (b) Not released				
Planned Start date	Nov 21	Sept 22	Feb 23	Jan 23	Feb 23	Feb 23	TBC
Planned Finish date	Aug 22	TBC	TBC	TBC	TBC	TBC	TBC
Open actions	One	-	-	-	-	-	-

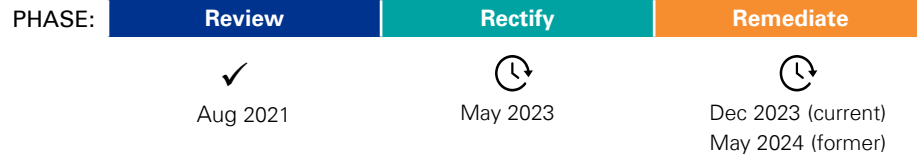
PROJECT INFO

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

OVERVIEW OF PROJECT STATUS

- ☆ At review
- △ Not started
- (#) Change on prior month
- ✓ Complete
- 🕒 Progress impacted
- 🔄 In Progress

OVERVIEW OF PROJECT STATUS



Project overview

A significant focus has been on timelines, defining priorities and aligning the remediation and rectification partners to deliver the project in a timely manor.

The district has developed a comprehensive plan for the completion of the assurance frameworks and has commenced collating the information.

System rectification is tracking well, and discussions have commenced with unions to agree the best approach to collaborate and share proposed solutions.

Key tasks started or in progress

- Remediation: The District are working on the data cleansing of extracts, this will be provided to EY to progress with the models for remediation.
- Rectification: Discussions have commenced and are ongoing with the District's remediation partner, EY, on the additional level of assurance that will be provided and information required for this review to commence.
- Rectification: Work has commenced on the configuration changes to PeopleSoft, and is on track for testing in line with the plan.
- Rectification: Currently working through the design phase for system configuration with Deloitte; this is progressing in line with timeline expectations.

Key tasks completed

- Revised timelines have been prepared with a solution to allow for remediation in 2023.
- New team structure has been agreed and implemented and a new programme lead has been appointed.

Key tasks planned

- Regular meetings with remediation and rectification partners are scheduled on an ongoing basis to ensure the district is aware of any issues or blockers early on which may impact their project timelines.
- Solutions documents for rectification will be shared with the steerco and executive teams.
- Discussions with union to determine the approach to collaboration, and how best to share and discuss the districts approach, ongoing.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Managing impact of mid-project system upgrade on availability and format of payroll data. (Risk)	District has provided the first round of data to remediation partner prior to the system upgrade and are in the process of cleansing the data in preparation for the second phase of extracts.	Open
Continued delay in getting answers to outstanding National Questions. (Issue)	District is working to implement the National Questions that have been resolved whilst waiting for recent decisions to be communicated.	Open
Risk of the complexity of the solutions required to be implemented. (Risk)	Change management and implementation plans to mitigate this risk. Have set aside project budget for change management. Hiring additional payroll and IS team members. Although still an issue, the completion of discovery workshops with Deloitte to agree on system configuration changes has made the mitigation actions clear.	Open
Unable to meet the 30 June 2023 remediation date for current employees, as per MOH expectation. (Issue)	Timeline sessions have commenced August 2022, which are facilitated by the NPMO to support the district with their planning and escalate issues / blockers commonalities and raise at a national level to Te Whatu Ora.	Open
Impact of competing priorities / projects due to the TWO transition and BAU (issue)	The district is developing a process for employee transfers in the new TWO environment, as well as BAU projects. The district project lead has approval to recruit for an additional resource to mitigate the impact	Open

ASSURANCE

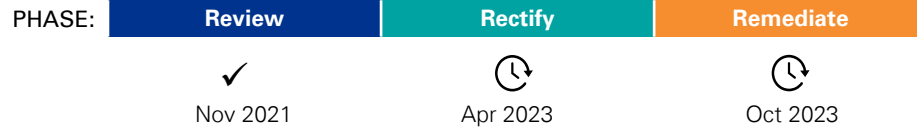
Component	One	Two	Three	Four	Five	Six	Seven
Status	✓	🔄	△ (a) Released (b) Not released	△	△	△	△
Planned Start date	Nov 21	April 23	April 23	Feb 23	May 23	Mar 23	TBC
Planned Finish date	Nov 21	May 23	Jun 23	May 23	Jun 23	May 23	TBC
Open actions	Zero	-	-	-	-	-	-

PROJECT INFO

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

- ☆ At review
- △ Not started
- (#) Change on prior month
- ✓ Complete
- 🕒 Progress impacted
- 🔄 In Progress

OVERVIEW OF PROJECT STATUS



Project overview

The infrastructure failure towards the end of last year continues to significantly impact the progress of the project. As a solution, the project sought to move to a vendor provided cloud hosted solution however the District prefers to keep the application on site at this time. The available resources have not kept pace with the growth of the region and this continues to impact the capacity of the system.

The project is recruiting for key members of the Payroll team and interviews are underway. Some members of the project team worked through the summer period to help progress the project and the PM has asked the Taranaki Executive to reinforce importance of the project to maintain momentum.

Key tasks started or in progress

- Remediation
- Working through requirements for Assurance Framework two with Integrity1.
 - Following a query from the RM when reviewing evidence for Assurance Framework two, the District has discovered an issue in the data which has changed the output of the model and subsequent financial liability. Working through the impact of this.
 - Continuing to scan timesheets real-time into StarGarden for data completeness, this is managed as BAU.

Rectification

- Development work with StarGarden progressing despite lack of a Cloud environment. This has been delayed.
- Working through pay codes, roles and responsibilities etc. within the system.
- Updating reporting format out of Payroll.
- Continuing recruitment efforts within Payroll team but the team are preoccupied with calculating the Nurses backpay.

Key tasks completed

- Continuing to work through items.

Key tasks planned

- Progress the assurance frameworks.
- Hold steering committee meeting.
- Resolve infrastructure issue.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Concerns around internal District resourcing (HR, IT and payroll) (Risk) .	Approval to recruit two FTE on fixed-term contract. The Regional CIO is coming on site to understand IT concerns. This is not currently a concern to timelines, assuming the confirmation of hosting in the Cloud.	Open
Infrastructure failure in one of the hospital computer rooms may adversely impact timelines (Risk)	Sufficient infrastructure available to run production system, but development and testing currently unable to be accessed. Project is working through mitigations with District IT / infrastructure teams.	Open

ASSURANCE









Component	One	Two	Three	Four	Five	Six	Seven
Status	✓	🔄	🕒	🕒	🕒	△	△
			(a) Released (b) Not released				
Planned Start date	Jan 22	Apr 22	Oct 22	Oct 22	Dec 22	Dec 22	TBC
Planned Finish date	Sept 22	TBC	TBC	TBC	TBC	TBC	TBC
Open actions	One	-	-	-	-	-	-

PROJECT INFO

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

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.

Silver milestones

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.

Silver milestones

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.

Silver milestones

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.

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Inherent Limitations

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

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

No warranty of completeness, accuracy or reliability is given in relation to the statements and representations made by, and the information and documentation provided by health sector participants consulted as part of the process.

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