



# October 2023 Status Report

**Holidays Act Remediation Programme**

**National Programme Management Office**

13 November 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,

Key points from the previous month:

- Significant work is underway to sequence and coordinate timelines across the entire programme. Project timelines for current employees are anticipated to be confirmed in January 2024, with former employee timelines to follow.
- The Former Employee National Portal went live on 9<sup>th</sup> November.
- Auckland have completed management actions to resolve open items for Assurance Framework 4.
- The Project Management Group (PMG) met this month on November 9<sup>th</sup> 2023.

Ngā mihi nui,

HARP NPMO

Page	Item
2.	<b>NPMO overview</b>
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33.	<b>Appendix A: Employee Portal Update</b>

# NPMO themes status update

**Key:**  
Recent update  
Theme closing

The below table provides an update from the NPMO.

Theme	Update
1. <b>National programme governance</b>	<ul style="list-style-type: none"> <li>No updates this period.</li> </ul>
2. <b>Technical updates</b>	<ul style="list-style-type: none"> <li>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.</li> </ul>
3. <b>District processes and resourcing</b>	<ul style="list-style-type: none"> <li>Project resourcing has been highlighted as a key topic for Executive Leaders. Regular meetings between Head of National People Services and District Executive Leads have been scheduled for escalation of resourcing issues. All Projects with resourcing constraints should communicate their exact requirements to Executive Leaders and explore outsourced resource options.</li> </ul>
4. <b>National portal</b>	<ul style="list-style-type: none"> <li><b>The Former Employee National Portal went live on November 9th 2023.</b></li> <li>The Current Employee Portal has been designed, built and deployed for Auckland current employees. The Current Employee Portal will be extended, upon request, to other Projects as they approach their payment dates. Projects are encouraged to contact the Portal Team if they would like the portal extended to them.</li> </ul>
5. <b>Payroll system rectification</b>	<ul style="list-style-type: none"> <li>We note that national Te Whatu Ora decision points and independent assurance is required ahead of key milestones (e.g. rectification go-live, submission of funding requests, and finalisation of remediation payments).</li> <li>The NPMO met with key payroll vendors (Ceridian and AMS) in September to discuss timelines and their capacity to support go-lives.               <ol style="list-style-type: none"> <li>Ceridian advised that November 2023 is the last month that go-lives can occur in this calendar year; February 2024 will be the first opportunity for projects to go-live next year. Ceridian is only able to support one go-live for both remediation and rectification as well as one go-live for rectification each month.</li> <li>AMS advised that it has a black-out period between 11th December 2023 – 7th January and that go-lives cannot occur in April 2024 due to planned updates to the system. AMS is unable to support overlapping dress rehearsals across projects and can only support one go-live at the beginning and end of each month at a maximum.</li> </ol> </li> </ul>
6. <b>Assurance</b>	<ul style="list-style-type: none"> <li>Te Whatu Ora has established assurance expectations in addition to the Assurance Frameworks (such as the independent reviews). While these additional expectations are not requirements of the Assurance Frameworks, we will note their completion in preparation for go-live.</li> </ul>
7. <b>Payment process</b>	<ul style="list-style-type: none"> <li>Templates for the payments process have been shared with all Projects. <b>The Post Payment Report template is being updated and will be shared with Projects in November.</b></li> </ul>
8. <b>National change management</b>	<ul style="list-style-type: none"> <li>The approach to national communications being managed by Te Whatu Ora national Holidays Act leadership. No updates for this period.</li> </ul>
9. <b>Operational Readiness</b>	<ul style="list-style-type: none"> <li><b>The National Sequencing Plan and a standard operating procedure to support timeline change requests has been a key priority this month.</b></li> <li><b>District timeframes for current employees are anticipated to be confirmed in January 2024. The process for former employee payments is being reviewed and the timeframes for this will be brought into the National Sequencing Plan.</b></li> <li><b>Te Whatu Ora confirmed the independent assurance requirements for each Project in October.</b></li> </ul>

# Programme dashboard

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

## STATUS SNAPSHOT as at 13 November 2023

### Progress towards key milestones:

2/19 have remediated current employees

0/19 have remediated former employees

4\*/19 have rectified their payroll system

5/19 have entered Te Whatu Ora Operational Readiness Programme

	Complete	On track	At risk	Off track
Progress towards reported remediation dates	✓ 2 (2)	✓ 0 (1)	🕒 0 (0)	❗ 17 (16)
Progress towards reported rectification dates	✓ 4 (4)	✓ 0 (0)	🕒 0 (0)	❗ 15 (15)

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

## LIABILITY AND EMPLOYEES

\$1.8-1.95b\*\*

Total estimated liability

310k

Total estimated past and current employees

\*\*An updated-estimate will be reported when the Te Whatu Ora 2023 financial year end audit is complete.

## Risks and Issues as at 13 November 2023

Project Risk / issue	Comments
District and project resourcing	Several projects are facing resourcing challenges. All Projects that face resource challenges must clearly define and escalate these to Executive Leaders within the District for resolution if they are unable build capacity in a timely manner.
Change and communication	Auckland shared their communication collateral with Projects in August. Projects seek further clarity on the national communication approach and guidelines for Projects. Options to address this are being considered.
Te Whatu Ora operational readiness requirements	Independent assurance requirements have been confirmed with Projects. Projects should plan for these requirements, and closely monitor and implement any further requirements if they arise.
Te Whatu Ora restructures impacts local project resourcing or sponsorship	Projects should closely monitor and plan for changes as they arise. Any concerns should be escalated to Executive Leaders and the Head of National People Services.

## Assurance Framework Completion as at 13 November 2023

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: Since March 2023, the status of assurance framework completion has been reported against dates provided by district project teams in February 2023. In prior reporting, a green tick indicated that an assurance framework had been completed and shared back to a project with the caveat that the status of the Assurance Framework may be amber or red due to outstanding management actions. From October 2023, the colour of the tick has been updated to reflect the actual status of the framework: green for complete, amber or red where management actions are outstanding.

\*For the purposes of this update the 20 Districts plus NZ Blood & Organ Service are being treated as 19 projects, with the three Wellington Payrolls reported separately (Capital & Coast, Hutt Valley and Wairarapa), Auckland reported as two projects (Auckland District and SSC/Healthsource) and Canterbury / West Coast reported as one project. See also Dashboard on page 8.

# Te Whatu Ora Go-Live Requirements – Operational Readiness

## Overview

Te Whatu Ora 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'.

Figure 1 shows the key checkpoints projects should be aware of. **We note that the order in which each Project reaches these checkpoints varies based on their individual approach.**

The checkpoints in place ensure that all projects can:

- Explain the key drivers and patterns of underpayments to staff to give confidence in the accuracy of remediation models to proceed with submitting the District funding request.
- Provide confidence that the payroll will be compliant going forward and that the risk of needing future remediation payments is managed appropriately to proceed toward Rectification Go-Live as planned.
- Show progress on any management actions outlined as part of previous decision points or Assurance Frameworks and answer questions relating to the funding request to release funding to Te Whatu Ora for payments
- Provide confidence that the District is operationally ready to deliver payments, that final remediation calculations are accurate, and that fraud controls and query management have been implemented to proceed towards Remediation Go-Live.

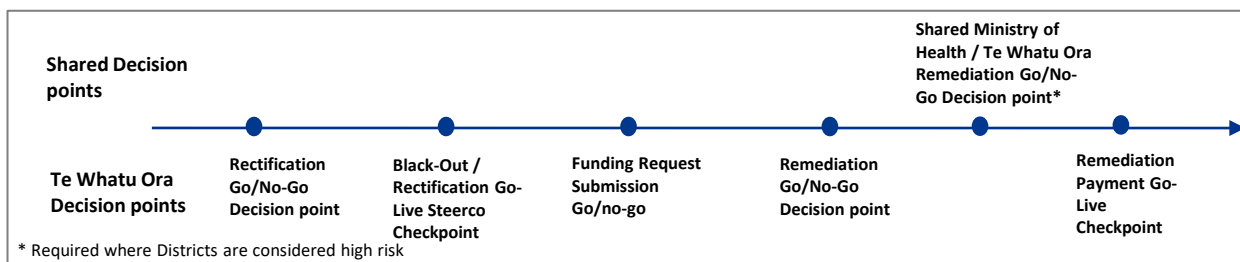
## Status

The National Sequencing Plan and a standard operating procedure to support timeline change requests has been a key priority this month. Key updates on the status of Projects in Operational Readiness are included in the table to the right.

District	Decision point	Status
Waikato	Remediation go-live	Delayed due to data completeness issues (resolved now) and additional model updates that are required (in progress).
Auckland District	Close-out	The PAYG funding request has been reviewed by Te Whatu Ora. The post payment report is under review by the NPMO.
Auckland SSC	Close-out	The post payment report and PAYG funding request have been reviewed by Te Whatu Ora.
Mid Central	Rectification go-live	Delayed – timelines have been revised to reflect the extent of work required to complete rectification and remediation. This is under review as part of sequencing activity.
Whanganui	Rectification go-live	Initial no-go decision made. The independent review of Whanganui's remediation calculations is progressing, and an interim report has been issued whilst the Project responds to outstanding queries.

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

Figure 1: Example timeline for Operational Readiness. Note that the order of these checkpoints are determined by the District approach



# Employee Portals Update

## Status Overview

The Current Employee Portal (CEP) for Auckland Metro has been designed, built and deployed for current employees. Additional security features have been added to the portal as planned. The CEP will be extended, upon request, to other Projects as they approach their payments to current employees.

The Former Employee Portal (FEP) went live on 9 November 2023. The FEP security features follow the New Zealand Government standards, outlined in the New Zealand Information Security Manual.

	Milestone	Date	Status
1	Concept and Design	April 23	Complete
2	Approval of design	May 23	Complete
3	Build and UAT testing	July 23 August 23	CEP – Complete FEP – Complete
4	Privacy Impact Assessment Cloud Security Assessment	July 23	CEP – Complete FEP – Complete
5	CEP Support Desk Team setup	July 23	Complete
6	Portal Go-Live	28 July 23 9 November 2023	CEP – Complete FEP - Complete

## Current and Completed Key Tasks for Each Portal

### Current Employee Portal

- Updated Security and Risk Solutions (SRS) complete
- All Metro current employees now able to access the portal to view their remediation statements

### Former Employee Portal

- Updated Security and Risk Solutions (SRS) completed.
- Solution Design completed.
- Change request for portal security completed.
- Detailed planning for communication to former employees in place.
- Deployment plan completed.
- Data refresh from Districts in-progress.
- Sign off from Te Whatu Ora Executive received.
- Check in session with Union occurred on 3 November 2023 prior to go-live.

## Key Risks and Issues

Item	Mitigation/plan	Status
Security Assessment of the Portals is more than expected and so requires additional investigation and resources <b>(Risk)</b> .	SRS for CEP & FEP are complete.	<b>Closed</b>
Requirements may not be clear or may change during testing <b>(Risk)</b> .	The CEP and FEP are live.	<b>Closed</b>
People with the knowledge and/or specific skills may leave in the duration of the project <b>(Risk)</b> .	Ensure that project documents and decisions are well documented. Ensure the team are engaged and are kept up to date with progress and activities.	<b>Open</b>

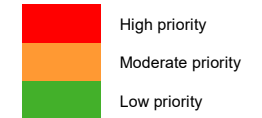
## Overview of queries received to date regarding Auckland payments (through the CEP and their HR team)

In the past month, there were a number of queries raised through the CEP and AskHR teams. There were a further 836 queries raised in October. The most common queries relate to prior work at another District, remediation calculations and how to use the portal. Further information about queries can be found in Appendix A.

## Project Information

<b>Programme Manager</b>	Bruce George	<b>Portal provider</b>	EY
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# 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><b>Overview:</b> Resourcing remains a major concern for many Projects. Many report that the Te Whatu Ora transition and other priority initiatives place additional pressure on already strained resources. Recruitment remains a challenge for many.</p> <p><b>Projects affected:</b> Most Projects continue to report resourcing as an issue or risk to delivery.</p> <p><b>Potential resolution for dependency:</b></p> <ul style="list-style-type: none"> <li>— 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.</li> <li>— Outsourced resource options should be explored by Projects facing resourcing challenges.</li> </ul>		<p><b>Overview:</b> The resolution of National Questions has been a key dependency for Projects to rectify their systems and to remediate employees consistently and in compliance with the Holidays Act.</p> <p><b>Projects affected:</b> All Projects have been affected by National Questions.</p> <p><b>Potential resolution for dependency:</b></p> <ul style="list-style-type: none"> <li>— National Questions are now resolved. Te Whatu Ora are providing support to resolve recently raised concerns.</li> <li>— Implementation sessions are run fortnightly.</li> </ul>	
3. External vendor capacity			
a) Payroll Vendor	b) Remediation Partner	c) NPMO Assurance Frameworks	
Priority rating		Priority rating	
<p><b>Overview:</b> Many Projects use the same payroll vendors. Their 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.</p> <p><b>Projects affected:</b> Most Projects are reliant on actions from a payroll vendor. As project timelines continue to shift, so does the time the vendors' capacity is needed.</p> <p><b>Potential resolution for dependency:</b></p> <ul style="list-style-type: none"> <li>— The national sequencing activity currently underway.</li> <li>— Collaboration groups meet regularly to ensure collaboration and sharing of learnings.</li> <li>— Each District is required to raise any issues regarding vendor availability to the NPMO and Executive Leaders as soon as these are known.</li> </ul>	<p><b>Overview:</b> Nine Projects are using the same remediation partner. Recent requirements for independent assurance over remediation and rectification alongside project delays, have put pressure on the delivery window, posing a risk to the vendor capacity.</p> <p><b>Projects affected:</b> 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 as timelines continue to shift.</p> <p><b>Potential resolution for dependency:</b></p> <ul style="list-style-type: none"> <li>— The national sequencing activity currently underway.</li> <li>— The NPMO are monitoring Project expectations and high volume reliance on remediation partners to avoid bottlenecks that could impact project timelines.</li> <li>— Each Project collaborates closely with their remediation partner and should escalate any capacity concerns as soon as they are known.</li> </ul>	<p><b>Overview:</b> To be able to request funding, each Project must complete all Assurance Frameworks. The NPMO has encouraged Projects to submit evidence early to avoid review bottlenecks.</p> <p><b>Projects affected:</b> Progress has been made in recent months, however all Projects with upcoming milestones that require Assurance Frameworks to be completed must work closely with their Relationship Manager to ensure sufficient time is left for reviews to be finalised.</p> <p><b>Potential resolution for dependency:</b></p> <ul style="list-style-type: none"> <li>— The national sequencing activity currently underway.</li> <li>— Exact dates have continuously been requested by Projects to allow the NPMO to better forecast workloads.</li> <li>— Projects are encouraged to drip feed information to their Relationship Manager.</li> </ul>	

# 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 that has entered operational readiness programme
- ✓ 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.

	Auckland District*	Auckland Other (SSC)**	Whanganui	Taranaki	Southern	Hawkes Bay	Tairāwhiti	Bay of Plenty	Northland	MicCentral	NZ Blood & Organ Service	Waikato**	Lakes	Canterbury & West Coast	South Canterbury	Capital & Coast**	Hutt Valley**	Nelson Marl.	Wairarapa**	
Months remaining to project completion	★	★	🕒	🕒	🕒	🕒	🕒	🕒	🕒	🕒	🕒	🕒	🕒	🕒	🕒	🕒	🕒	🕒	🕒	🕒
Progress towards remediation date for current employees	Jul 23 ✓	Sep 23 ✓	TBC 🔴	TBC 🔴	TBC 🔴	TBC 🔴	TBC 🔴	TBC 🔴	TBC 🔴	TBC 🔴	TBC 🔴	≤3 ● TBC (Dec 23) 🔴	TBC 🔴	TBC 🔴	TBC 🔴	TBC 🔴	6+ 🕒 Jun 24 🔴	6+ 🕒 Sept 24 🔴	6+ 🕒 Jul 24 🔴	12+ 🕒 Dec 24 🔴
Progress towards rectification go-live date	Jul 23 ✓	Sep 23 ✓	TBC 🔴	TBC 🔴	TBC 🔴	TBC 🔴	TBC 🔴	TBC 🔴	TBC 🔴	TBC 🔴	Jun 23 ✓	Jun 23 ✓	TBC 🔴	TBC 🔴	TBC 🔴	Jun 24 🔴	Sept 24 🔴	Jul 24 🔴	Dec 24 🔴	
Former employee remediation calculations ready	2024	2024	TBC	TBC	TBC	TBC	TBC	2024	TBC	TBC	2024	TBC	TBC	TBC	TBC	2024	2024	2024	2024	

## 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.

### Comments on projects with a red status:

- As noted last month, there are a number of factors which have impacted project timelines including; ongoing resourcing challenges, the complexities of the go-live process for remediation and rectification, external vendor capacity, brown out/black out periods, settlement payments and strikes. Despite these challenges, we acknowledge the significant ongoing efforts of Projects to move things forward. Significant work is underway to sequence and coordinate timelines across the entire programme. Project timelines for current employees are anticipated to be confirmed in December 2023, with former employee timelines to follow.
- New Zealand Blood & Organ Services will miss its target go-live for remediation as the final data extract had to be reextracted due to data issues identified through testing (now resolved), delays in completing AFs due to competing project priorities and the input required from its remediation partner to complete AF3. The Project has not provided a re-forecast payment date however it has indicated an early 2024 payment date

\*Refer page 4 for a definition of the 19 projects

\*\*Only progress towards remediating current employees is included in the reported overview.

# 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 October 2023

## PHASE 2: RECTIFICATION PROCESS

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

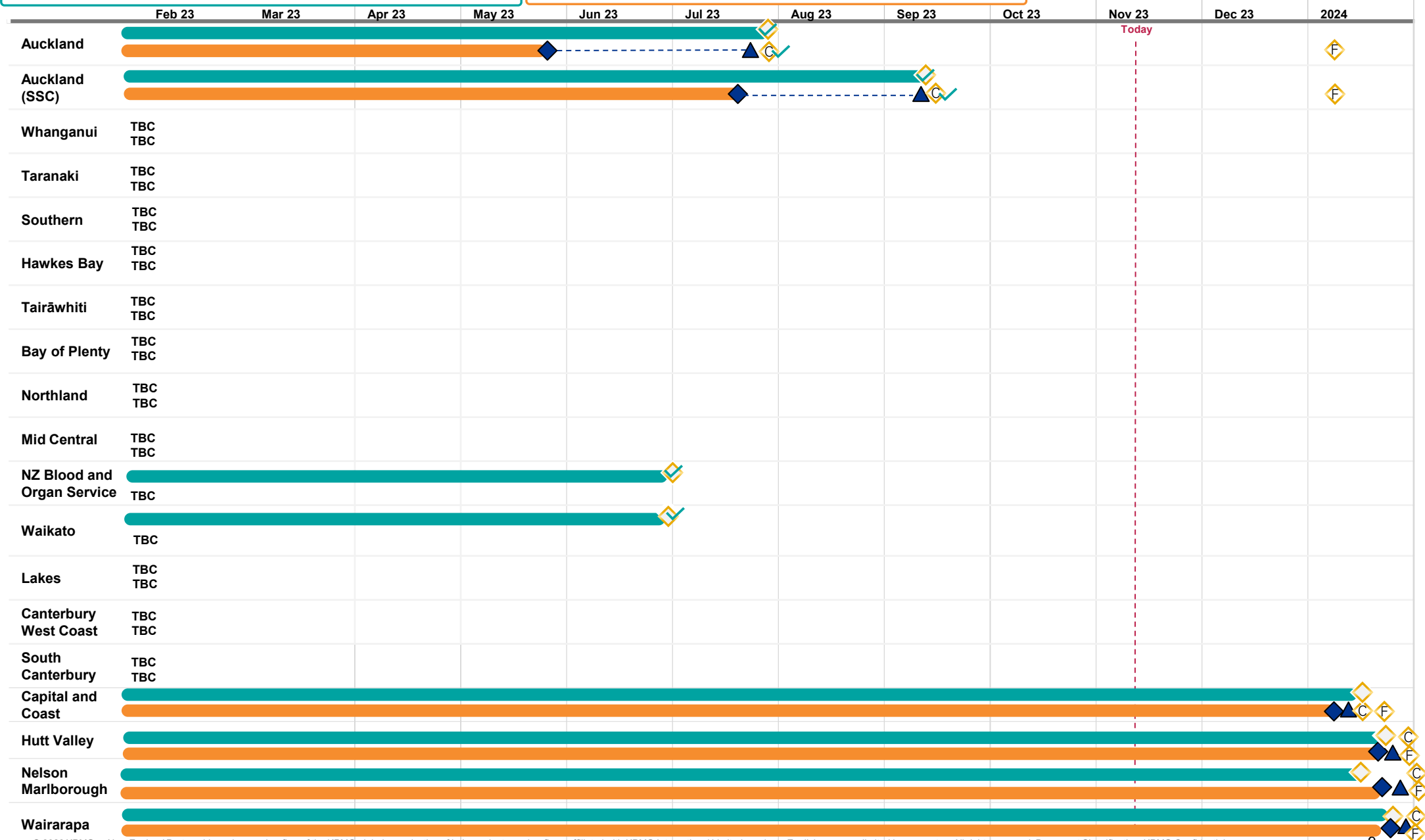
**Gold milestone**  
Fixed any identified issues of non-compliance in the District payroll system

## PHASE 3: REMEDIATION

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

**Gold milestones**  
Paid any amounts owing to current employees  
Paid any amounts owing to former employees  
OR remediation payments calculated

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



# Detailed District project summaries



# Updates explained: detailed district project summaries

The monthly report was updated in Feb 2023 to better capture Projects' progress to their reported date. This page provides an overview of the report format.

- 1. Key milestones**  
 Key milestones have been identified for each project. Where possible, milestones are kept consistent (or similar) across Projects. Only the upcoming 6-8 milestones are displayed for each Project.
- 2. Key dates for Projects' pathway to payment are included**  
 For Projects to reach their reported remediation date, the following must happen:
  - a) **Funding request must be sent 8 (note change!) weeks prior to the planned remediation date** (noting this might be reduced as the process is repeated. Milestones will be updated once confirmed).
  - b) **Complete assurance frameworks must be submitted for review four weeks prior to sending the funding request.** This allows three weeks for the NPMO review evidence and leaves one week for preparation of the funding request template.
- 3. Project status**  
 The project status is captured according to the scale presented on page 6, with a summary comment to explain an amber or red status.

## DETAILED DISTRICT PROJECT SUMMARIES

### Hawkes Bay

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

OVERVIEW OF PROJECT STATUS

**Project overview**

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

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

Milestone	Date	Status
1 Decision made regarding possible interim payment	30 Mar 23	On track. Awaiting governance direction on interim payments.
2 Complete remediation model tested	May 23	On track. Testing currently underway. Date pending decision on interim payment in August.
3 Rectification testing complete and dress rehearsal start	Dec 23	On track. Resources to support testing confirmed.
4 Employee payment and communication approach in place	Dec 23	On track. A communication plan for release and work planned for interim payment process.
5 Complete assurance frameworks submitted for review	30 Aug 23	On track. This milestone is based on a November payment.
Funding request sent	28 Sep 23	On track for a November payment date.
<b>Rectify</b>	<b>Nov 23</b>	<b>Amber status</b> due to unresolved pathway to payment and uncertainties regarding the project timeline, including a possible interim payment.
<b>Remediate</b>	<b>Nov 24</b>	

**Key tasks completed, or in progress**

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

**Key tasks planned**

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

KEY PROJECT 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

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

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

PROJECT INFO

# Auckland District

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

OVERVIEW OF PROJECT STATUS

### Project overview

This month, the Project has confirmed completion of the outstanding management actions for Assurance Framework 4 and have resubmitted the post-payment report for current employees to NPMO. Progress is still ongoing for the PAYG entitlement funding request.

	Milestone	Date	Status
	<b>Current Employees</b>		
	Rectify	Jul 23	Complete
	Remediate – current employees for current tenure	Jul 23	Complete
	Post payment report submitted - current	Nov 23 (Oct 23)	The report is currently being reviewed by the NPMO.
	<b>Former employees</b>		
	Remediation models consolidated and tested	May 24	In progress
	Complete assurance frameworks submitted for review	May 24	Planning is in progress
	Final data extracts complete	May 24	Not started
	Funding request sent	Jun 24	Not started
	Post payment report submitted	Sep 24	Not started
	<b>Remediate - former</b>	<b>Aug 24</b>	<b>Green status – on track</b>

### Key tasks in progress or completed

- Post-payment report for employees paid in July 2023 submitted to NPMO.
- Compliance work and change control across Metro is being established.
- Outstanding management actions for Assurance Framework 4 have been completed, resubmitted, and the report has been re-issued by the NPMO.
- Open action for AF3 (PAYG entitlement process) is in progress.
- Detailed project plan for activities leading to remediation of former employees is complete.
- Data validation of former employees is in progress.
- Review of Assurance Framework components required for formers is in progress.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Maintenance of ongoing Holidays Act compliance in BAU. <b>(Risk)</b>	Change Control and Governance and a transition to a Compliance Team will be the key to ensure ongoing compliance.	<b>Open</b>
Current resourcing of the remediation team may be insufficient to complete all the activities to the required level of detail in the time available. <b>(Risk)</b>	Recruitment has started to add Team Leaders and more resources to the remediation team	<b>New</b>
Potential timing conflict and draw on resources from Vendors, NPMO, Te Wahtu Ora, MoH, Treasury as the timing of Metro remediation of formers coincides with other Districts remediation and rectification projects. <b>(Risk)</b>	Work is underway to nationally sequence project plans.	<b>New</b>

ASSURANCE

Component	One	Two	Three	Four	Five	Six	Seven
Status – current employees							
Open actions	Zero	Zero	1	Zero	Zero	Zero	Zero
Status – former employees	N/A			N/A			
Planned start date		Dec 23	Feb 24		Feb 24	Dec 23	TBC
Planned Finish date		Feb 24	Apr 24		Apr 24	Feb 24	TBC
Open actions							

PROJECT INFO

From this month, the colour of the tick has been updated to reflect 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.

Programme Manager	Bruce George	Employee numbers	13,386 current employees and 34,648 former employees as at 6 Oct 2023
Remediation partner	EY – review, rectification and remediation	Payroll provider	AMS Leader

# Auckland Healthsource (SSC)

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

OVERVIEW OF PROJECT STATUS

## Project overview

This month, the Project has confirmed completion of the outstanding management actions for Assurance Framework 4. Progress is still ongoing for the post-payment report and the PAYG entitlement funding request.

	Milestone	Date	Status
	<b>Current Employees</b>		
	Rectify	Sep 23	Complete
	Remediate – current employees for current tenure	Sep 23	Complete
	Post payment report submitted - current	Nov 23 (Oct 23)	In progress
	<b>Former employees</b>		
	Remediation model consolidated and tested	May 24	In progress
	Complete assurance frameworks submitted for review	May 24	Planning is in progress
	Final data extracts complete	May 24	Not started
	Funding request sent	Jun 24	Not started
	Post payment report submitted	Sep 24	Not started
	<b>Remediate – former</b>	<b>Aug 24</b>	<b>Green status – on track</b>

## Key tasks in progress or completed

- Outstanding management actions for Assurance Framework 4 have been completed, resubmitted, and the report has been re-issued by NPMO.
- Independent testing of stat day from rectification perspective planned for early November 23.
- Finance and payroll reporting complete and support provided through BAU.
- The post payment report and PAYG funding request have progressed through internal reviews.
- Detailed project plan for activities leading to remediation of former employees is complete.
- Data validation of former employees is in progress.
- Review of Assurance Frameworks requirements for former employees is in progress.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Maintenance of ongoing Holidays Act compliance in BAU. <b>(Risk)</b>	Change Control and Governance and a transition to a Compliance Team are key to ensure ongoing compliance.	<b>Open</b>
Current resourcing of the remediation team may be insufficient to complete all the activities to the required level of detail in the time available. <b>(Risk)</b>	Recruitment has started to add Team Leaders and more resources	<b>New</b>
Potential timing conflict and draw on resources from Vendors, NPMO, Te Wahtu Ora, MoH, Treasury as the timing of Metro remediation of formers coincides with other Districts remediation and rectification projects. <b>(Risk)</b>	Work is underway to nationally sequence project plans.	<b>New</b>

Component	One	Two	Three	Four	Five	Six	Seven
Status – current employees							
Open actions	Zero	Zero	1	Zero	Zero	Zero	Zero
Status – former employees	N/A			N/A			
Planned start date		Dec 23	Feb 24		Feb 24	Dec 23	TBC
Planned Finish date		Feb 24	Apr 24		Apr 24	Feb 24	TBC
Open actions							

From this month, the colour of the tick has been updated to reflect 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.

PROJECT INFO

Programme Manager	Bruce George	Employee numbers	21,297 current employees and 52,776 former employees as at 6 Oct 2023
Remediation partner	EY – review, rectification and remediation	Payroll provider	AMS Leader

# Whanganui

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

OVERVIEW OF PROJECT STATUS

## Project overview

The independent review of the Project's remediation calculations is in progress. An interim report has been provided but notes a number of outstanding queries. The District has made limited progress on responding to the outstanding queries and plans to reach out to Ceridian for support (the key contact from Ceridian is back from leave on 6 November 2023). The NPMO notes that the District has experienced challenges moving forward this Project since the departure of the prior Project Manager and two Payroll SMEs in September.

The Project has not provided a revised project plan to the NPMO and Te Whatu Ora.

	Milestone	Date	
1	Remediation model tested	Jun 21	Completed –testing for casuals have now been completed (subject to change control)
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	Initially completed in June 2023 however, due to the delay in rectification, another dress rehearsal will be undertaken. Date is to be confirmed.
4	Complete assurance frameworks submitted for review	July 23	Completed – the Project has submitted all information for Assurance Frameworks.
5	Final data extracts complete	TBC	Timing unknown until re-forecasted dates are confirmed.
	Funding request sent	TBC	
6	Post payment report submitted	TBC	
	<b>Rectify</b>	<b>TBC</b>	<b>Red status</b> due to resourcing issues, work required to resolve the outstanding independent assurance queries and dates have not been re-forecasted.
	<b>Remediate</b>	<b>TBC</b>	

## Key tasks in progress or completed

- The District continues to engage with Te Whatu Ora's go-live and remediation requirements.
- The primary focus is responding to independent assurance queries.

## Key tasks planned

- Reforecast project plan and share with the NPMO and Te Whatu Ora.
- Work through the detailed task list as part of planning, including BAU enhancements.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Resourcing challenges, particularly in the payroll and HR team and IT support for PSe. <b>(Issue)</b>	Resourcing requirements will be determined as part of project planning. The BAU payroll team are currently focused on the implementation of the new collective agreements, placing further pressure on resourcing.	<b>Open / updated</b>
There is a risk that other development with Ceridian will be prioritised above Holidays Act requirements. <b>(Risk)</b>	PM working closely with Ceridian and does not believe this is a risk.	<b>Closed</b>
Managing any further operational readiness requirements from Te Whatu Ora <b>(Risk)</b>	Closely monitor and implement any further requirements as they arise.	<b>Open</b>
Te Whatu Ora restructures impacts local project resourcing or sponsorship <b>(Risk)</b>	Closely monitor and plan for changes as they arise.	<b>Open</b>
Clarification of the remediation approach for public holiday worked <b>(Issue)</b>	Confirm approach with Te Whatu Ora.	<b>Open</b>

ASSURANCE

Component	One	Two	Three	Four	Five	Six	Seven
<b>Status</b>							
<b>Planned Start date</b>	Nov 21	Feb 22	Jan 23	Jan 23	Jun 22	Apr 22	Apr 22
<b>Planned Finish date</b>	Apr 22	Mar 23	Jul 23	May 23	May 23	May 23	May 23
<b>Open actions</b>	Zero	Three	Four	Five	Two	-	-

From this month, the colour of the tick has been updated to reflect the status of the framework: green for complete; amber or red where management actions are outstanding

PROJECT INFO

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

OVERVIEW OF PROJECT STATUS

### Project overview

The Project has been focused on progressing user acceptance testing (UAT) for rectification, documentation and validation activities as part of Assurance Framework completion. The Project is also developing change management collateral.

The revised project plan has been shared with Te Whatu Ora and the NPMO - it is being reviewed as part of the national sequencing activity.

	Milestone	Date	
1	Employee payment and communication approach in place	Ongoing	The Project is working closely with Te Whatu Ora on communicating revised delivery dates.
2	Remediation model tested	Ongoing	Completed. Ongoing testing for each pay-run. Independent QA over remediation activities scheduled for November – December 2024.
3	Complete assurance frameworks submitted for review	TBC	Assurance Frameworks 4 – 6 in progress. Assurance Framework 3 nearing finalisation.
4	Rectification testing complete	TBC	UAT testing underway.
	Funding request sent	TBC	Revised delivery dates are under review.
	<b>Rectify</b>	<b>TBC</b>	<b>Red status</b> until revised delivery dates are confirmed.
	<b>Remediate</b>	<b>TBC</b>	

### Key tasks in progress or completed

- Revised delivery dates and provided a draft plan to Te Whatu Ora for review.
- Progressing UAT testing.
- Progressing the documentation and validation of Assurance Framework activities.
- Continued to update remediation models and test data for each pay run. This will be ongoing until the completion of rectification and remediation.
- Scheduled independent review over remediation.

### Key tasks planned

- Continue to progress tasks in progress.
- Fortnightly engagement sessions with Union representatives.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Managing any further operational readiness requirements from Te Whatu Ora ( <b>Risk</b> )	Closely monitor and implement any further requirements as they arise.	<b>Open</b>
Impacts of MECA/Pay Equity settlements on project delivery ( <b>Risk</b> )	Closely monitoring and assessing impact. The revised draft project plan has been updated to reflect known dates which may impact timelines.	<b>Open</b>

ASSURANCE

Component	One	Two	Three	Four	Five	Six	Seven
<b>Status</b>							
<b>Planned Start date</b>	Jan 22	Apr 22	Oct 22	Oct 22	Dec 22	TBC	TBC
<b>Planned Finish date</b>	Sept 22	June 23	Nov 23 (Sep 23)	Dec 23 (Oct 23)	Nov 23 (Oct 23)	Feb 24	Feb 24
<b>Open actions</b>	One	Two	-	-	-	-	-

From this month, the colour of the tick has been updated to reflect the status of the framework: green for complete; amber or red where management actions are outstanding

PROJECT INFO

<b>Project Manager</b>	Rob McEwan, Director, Baker Tilly	<b>Employee numbers</b>	2,480 current employees and 3,188 former employees at August 2023.
<b>Remediation partner</b>	Integrity1 and Baker Tilly (auditing outcome).	<b>Payroll provider</b>	StarGarden



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

**Project overview**

Project progress has been limited this month due to resourcing constraints. To address this, No Limits Consulting was brought on to provide project support (outside of remediation) in late October. The Project is in the process of reforecasting delivery dates and is yet to share a revised project plan with the NPMO and Te Whatu Ora.

	Milestone	Date	Status
1	Remediation model tested	15 April 23	Complete
2	Rectification testing complete	30 April 23	Complete pending any changes from EY's independent review.
3	Final data extracts complete	TBC	Delayed - due to delivery dates being re-forecasted. the Project has extracted data up April 2023.
4	Communication plan in place	TBC	Delayed - due to delivery dates being re-forecasted. The Project advised they have developed a draft communication plan.
5	Employee payment approach in place	TBC	Timing unknown until re-forecasted dates are confirmed.
6	Change management complete	TBC	
7	Complete assurance frameworks submitted for review	TBC	
	Funding request sent	TBC	
	<b>Rectify</b>	<b>TBC</b>	<b>Red status</b> due to resourcing constraints, the significant amount of work remaining to complete Assurance Frameworks and a revised project plan has not been provided.
	<b>Remediate</b>	<b>TBC</b>	

**Key tasks started or in progress**

- No Limited Consulting has started to provide additional project support.
- Started planning for remaining project activities. This included holding a workshop with No Limits Consulting and Datacom to coordinate on project timelines and delivery.

**Key tasks completed**

- No tasks completed.

**Key tasks planned**

- Reforecast project plan and provide revised plan to the NPMO and Te Whatu Ora. This was been delayed due to resourcing constraints in October.
- Contact national stakeholders to organise independent assurance reviews. This was been delayed due to resourcing constraints in October.
- Hold meeting with Union partners on 23 November.
- Progress Assurance Frameworks.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
The Project's go-forward solution for multi-jobbers will require ongoing remediation and rely on manual processes. <b>(Issue)</b>	A national paper is being developed for presentation to HAWG.	<b>Open and updated</b>
Datacom and Change Healthcare's ability to provide a compliant payroll system and time and attendance system within the required timeframe. <b>(Risk)</b>	The Project 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.	<b>Open</b>
Resourcing issues within Project Team and Payroll Team <b>(Issue)</b>	No Limits Consulting will be providing additional resources to support the Project in November.	<b>Open</b>
Te Whatu Ora restructures impacts local project resourcing or sponsorship <b>(Risk)</b>	Closely monitor and plan for changes as they arise. This will be an ongoing risk to monitor until the program is completed.	<b>Open</b>

ASSURANCE

Component	One	Two	Three	Four	Five	Six	Seven
<b>Status</b>							
<b>Planned Start date</b>	Nov 21	Apr 22	TBC	Feb 23	TBC	TBC	TBC
<b>Planned Finish date</b>	Mar 22	Mar 23	TBC	TBC	TBC	TBC	TBC
<b>Open actions</b>	-	2	-	-	-	-	-

From this month, the colour of the tick has been updated to reflect the status of the framework: green for complete; amber or red where management actions are outstanding

PROJECT INFO

<b>Project Manager</b>	Jean McAlevy	<b>Employee numbers</b>	5,896 current and 11,104 former employees as at August 2023
<b>Remediation partner</b>	No Limits Consulting – review, rectification and remediation	<b>Payroll provider</b>	Datacom

OVERVIEW OF PROJECT STATUS

# Te Matau a Māui | Hawkes Bay

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 been focused on progressing rectification (configuration and unit testing were completed this month), finalising remediation model testing and completing AF3 and 5. The revised project plan has been shared with Te Whatu Ora and the NPMO - it is being reviewed as part of the national sequencing activity.

	Milestone	Date	Status
1	Complete remediation model tested	Nov 23 (Oct 23)	Delayed as the Project has identified errors in the master data.
2	Completed assurance frameworks submitted for review	TBC	The Project provided updated dates which are being reviewed as part of sequencing activity.
3	Rectification testing complete and dress rehearsals start	TBC	
4	Employee payment and communication workstream finalised	TBC	
	Funding request sent	TBC	
	<b>Rectify</b>	TBC	
	<b>Remediate</b>	TBC	<b>Red status</b> due to extent of work required to complete rectification and revised delivery dates are pending national approval.

### Key tasks in progress or completed

- Continued remediation model testing – this will be completed in November 2023.
- Completed configuration and unit testing.
- Commenced end to end testing for rectification which will continue in November.
- Progressed AF3 and 5.
- Commenced planning to establish a Finance Working Group to analyse data during parallel runs, validate new payroll reporting and review payroll journal entries
- Shared revised project plan with Te Whatu Ora and the NPMO.

### Key tasks planned

- Commence dress rehearsal one.
- Finalise the independent testing results for remediation and the associated reporting for the Decision Making Authority.
- Submit evidence for AF4 to the NPMO for review.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Internal staff movement, resource retention and burn out <b>(Risk)</b>	Grant Thornton have been engaged to provide five additional rectification testing resources to the Project. Internal resourcing requirements are being closely monitored.	<b>Open</b>
The rectification testing and PRs identify unplanned issues, resulting in project delays <b>(Risk)</b>	Closely monitor and respond to issues as they arise.	<b>Open and updated</b>
Clarification of the approach for notional public holidays for RMOs <b>(Issue)</b>	Closely monitor updates from Te Whatu Ora.	<b>Open</b>
Settlement payments and/or other organisational priorities impact Project Team <b>(Risk)</b>	Recruited additional resources within the Payroll Team.	<b>New</b>
Testing review has found payroll (source) data inconsistencies <b>(Issue)</b>	Currently developing a review report to quantify the issue, for Decision Making Authority and National review.	<b>New</b>

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 (Oct 23)	Dec 23 (Oct 23)	Nov 23 (Oct 23)	Dec 23 (Oct 23)	Dec 23 (Oct 23)
Open actions	Zero	One	-	-	-	-	-

From this month, the colour of the tick has been updated to reflect the status of the framework: green for complete; amber or red where management actions are outstanding

PROJECT INFO

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

# Tairāwhiti

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

## Project overview

The revised project plan has been shared with Te Whatu Ora and the NPMO - it is being reviewed as part of the national sequencing activity and will also be discussed at Steering Committee in November 2023. There are a number of constraints including access to PSE expertise / vendor, IT infrastructure, resourcing, assurance, and the need to stagger implementations with other Ceridian projects. Progress is being made with the remaining Assurance Frameworks.

	Milestone	Date	
1	Remediation model tested	31 May 23	Substantive testing completed. There will be ongoing testing until rectification.
2	Employee payment and communication approach in place	31 May 23	Completed – approach in place. Query management plan in place.
3	Rectification testing complete	TBC	The Project provided updated dates which are being reviewed as part of sequencing activity.
4	Complete assurance frameworks submitted for review	TBC	
5	Final data extracts complete	TBC	
6	Funding request sent	TBC	
7	Post payment report submitted	TBC	
	Rectify	TBC	
	Remediate	TBC	

## Key tasks in progress or completed

- Review of current status and planning future activities.
- Confirmed EY review is required.
- Responses to remaining assurance frameworks are being drafted for discussion with NPMO.
- Change and communication plans are being drafted
- Continued reviewing rectification processes with payroll and HR.
- Determine resource requirements.
- Continue refining HR and Payroll documentation such as multi-jobbers and PAYG.

## Key tasks planned

- Reschedule regression testing and dress rehearsals.
- Determine date for external EY reviews.
- Finalise HR processes to support multi-job and PAYG employment.
- Testing of rectification configuration and remediation calculations.

## KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Managing any further operational readiness requirements from Te Whatu Ora <b>(Risk)</b>	Closely monitoring and implementing any further requirements as they arise.	<b>Open</b>
Resourcing challenges, particularly in the Payroll Team. <b>(Issue)</b>	Using contractors and tight project management.	<b>Open</b>
There is a risk that other development with Ceridian will be prioritised above Holidays Act requirements. <b>(Risk)</b>	Highlight requirements early and track delivery on a weekly basis.	<b>Open</b>
There is a risk that the project requested on-premise PSe (and related system) environments will not be reliably available for remote access by Project Team members. There is a further risk that the environments may not be representative of the live PSe (and related system) environment. <b>(Risk)</b>	Information was provided in early 2022 regarding the technical environment and support required.	<b>Open</b>
Following consultation within Te Whatu Ora's Data and Digital space there is uncertainty regarding availability and continuity of technical expertise to support on premise PSE solution. <b>(Risk)</b>	The Project will be outsourcing to Ceridian and evaluating alternative hosting solutions to ensure the project can proceed.	<b>Open</b>
Te Whatu Ora restructures impacts local project resourcing or sponsorship <b>(Risk)</b>	Closely monitor and plan for changes as they arise.	<b>Open</b>
Clarification of the remediation approach for public holiday worked <b>(Issue)</b>	Confirm approach with Te Whatu Ora.	<b>Open</b>

## 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	Dec 23 (Oct 23)	Dec 23 (Oct 23)	Dec 23 (Oct 23)	Dec 23 (Oct 23)	Dec 23 (Aug 23)
Open actions	Zero	Two	-	-	-	-	-

From this month, the colour of the tick has been updated to reflect the status of the framework: green for complete; amber or red where management actions are outstanding

## PROJECT INFO

<b>Project Manager</b>	Bruce George	<b>Employee numbers</b>	c. 1,137 current and c. 1,786 former employee as at July 2023.
<b>Remediation partner</b>	None (Internal)	<b>Payroll provider</b>	Ceridian

# Bay of Plenty

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

## Project overview

The Project's key priority has been undertaking detailed planning to determine delivery dates and resource requirements, alongside progressing remediation and rectification activities. The detailed project plan has been shared with Te Whatu Ora – this is currently being reviewed as part of the national sequencing activity.

	Milestone	Date	Status
1	Employee payment and communication approach in place	TBC	Intranet Communication remains up but requires updates based on timeline shifts. HAC mailbox being monitored.  The communication plan has been review by the AKL Change Manager. The Change management workshop will be held in mid November.
2	Remediation model testing complete	TBC	The Project provided updated dates which are being reviewed as part of sequencing activity.
3	Rectification development testing complete	TBC	
4	Final data extracts complete	TBC	
5	Complete assurance frameworks submitted for review	TBC	
6	Funding request sent	TBC	
6	Post payment report submitted	TBC	
	<b>Rectify</b>	<b>TBC</b>	<b>Red status</b> – due to resourcing constraints for remediation and rectification testing, issues arising from dry runs and delivery dates are pending national approval.
	<b>Remediate</b>	<b>TBC</b>	

## Key tasks completed or underway

- Implementation of multi-jobbers and causals rectification solution has been submitted to the national specialist team for review.
- Commenced PSe PM working group to enhance collaboration across Projects.
- Recruited two full time resources into the Project.
- Resolving issues relating to incorrect SQL for ADP and correcting pay code configuration element for overtime.
- The remediation calculation for terminated employees is in progress post issues arising from Dry run 3.
- Recruitment is in progress to hire a full time tester or data analyst for rectification.

## Key tasks planned

- Investigate and resolve the issues arising from Dry run three.
- Communication to key stakeholder on the revised remediation and rectification methodology.
- Submit Assurance Frameworks to the NPMO to review.
- Dry run 4 scheduled on 22 to 25 of November
- Hold workshop with EY to provide an overview on PSe system and discuss lessons learnt Whanganui review.
- Hold workshop to finalise the change management plan which is scheduled on 13 to 15 November.

## KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Project resourcing for remediation and rectification testing (turnover, sick leave, attrition) <b>(Issue)</b>	The Project has onboarded a full time BAU and a tester with HAC and PSe experience and is exploring opportunities to engage resources within the National programme. The Project is also looking for additional testers for rectification and remediation testing.	<b>Open and updated</b>
Implementation of casual and multi-jobber rectification solutions <b>(Issue)</b> .	The Project has submitted the paper to national for approval on the rectification solutions.	<b>Open and updated</b>
Key PSe resource is away in October <b>(Risk)</b>	The PSe resource will be back early November.	<b>Closed</b>

## 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 2023	Nov 23	Nov 23	Nov 23	Nov 23	Nov 23
Open actions	Zero	Three	-	-	-	-	-

From this month, the colour of the tick has been updated to reflect the status of the framework: green for complete; amber or red where management actions are outstanding

## PROJECT INFO

Project Manager	Fiona Sheffield	Employee numbers	4933 current employees and 6110 terminated employees at August 2023
Remediation partner	Internal	Payroll provider	Ceridian

## OVERVIEW OF PROJECT STATUS

# Te Tai Tokerau/Northland

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 been focused on planning the independent reviews (remediation and rectification), the first dress rehearsal and working closely with Unions to ensure adoption of e-timesheets for the remaining employees. The Project has provided a revised project plan to the NPMO and Te Whatu Ora which is being reviewed as part of sequencing activity.

	Milestone	Date	
1	Remediation model tested	Dec 20	Substantive testing of the remediation model is completed. Testing of the remediation calculations re-runs will be ongoing.
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 June 23	Substantive testing was completed in June 2023. There will be ongoing testing until rectification.
4	Complete assurance frameworks submitted for review	7 Jul 23	Completed. The District has submitted all evidence for review.
5	Final data extracts complete	TBC	The Project provided updated dates which are being reviewed as part of sequencing activity.
6	Funding request sent	TBC	
6	Post payment report submitted	TBC	
	Rectify	TBC	<b>Red status</b> as delivery dates are pending national approval and the potential impact that Whanganui's independent review may have on the Project.
	Remediate	TBC	

### Key tasks in progress or completed

- Completing Te Whatu Ora go-live and remediation requirements.
- Capture of additional data to support remediation calculations.
- Continued weekly process rectification review sessions with key members of Payroll Team.
- E-timesheet campaign is in progress to get the remaining employees to adopt e-timesheets. The District is working closely with Unions.
- Shared revised project plan with Te Whatu Ora and the NPMO.

### Key tasks planned

- Confirm remediation approach for public holidays worked and notional public holidays for transferred RMO's.
- Hold meeting with EY to discuss the data requirements and dates for the remediation and rectification review.
- The first dress rehearsal is planned for November 2023.
- Update communication plans and change management plans.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Managing any further operational readiness requirements from Te Whatu Ora <b>(Risk)</b>	Closely monitor and implement any further requirements as they arise.	<b>Open</b>
There is a risk that other development with Ceridian will be prioritised above Holidays Act requirements. Main contact at Ceridian is on leave all of October and first week of November <b>(Risk)</b>	Highlight requirements early and track delivery on a weekly basis.	<b>Open</b>
Te Whatu Ora restructures impacts local project resourcing or sponsorship <b>(Risk)</b>	Closely monitor and plan for changes as they arise.	<b>Open</b>
Clarification of the remediation approach for public holiday worked and Notional Public Holiday entitlement for RMOs <b>(Issue)</b>	Confirm approach with Te Whatu Ora.	<b>Open</b>

ASSURANCE

Component	One	Two	Three	Four	Five	Six	Seven
<b>Status</b>	✔	✔	✔	✔	✔	✔	✔
<b>Planned Start date</b>	Nov 21	Feb 22	Oct 22	Oct 22	Jun 22	Apr 22	Apr 22
<b>Planned Finish date</b>	Nov 21	Oct 22	Jun 23	May 23	May 23	May 23	May 23
<b>Open actions</b>	Zero	Four	Four	Five	Two	-	-

From this month, the colour of the tick has been updated to reflect the status of the framework: green for complete; amber or red where management actions are outstanding

PROJECT INFO

<b>Project Manager</b>	Teresa Carrick	<b>Employee numbers</b>	4,544 current employees and 5,130 former employees as at July 2023.
<b>Remediation partner</b>	None (Internal)	<b>Payroll provider</b>	Ceridian

# Mid Central

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

## Project overview

The Project secured additional Project Team resources who are joining in November. The key focus has been progressing remediation and rectification activities. The Project has provided a revised project plan to feed into national sequencing activity.

As noted in prior status reports, there are significant actions required to complete the rectification assurance framework, alongside risks identified in relation to the rectification methodology which the Project is working to resolve. Additional evidence will be provided to the NPMO in November 2023 to address the open actions.

	Milestone	Date	Status
1	Remediation model consolidated and tested	TBC	The Project provided updated dates which are being reviewed as part of sequencing activity
2	Rectification testing complete	TBC	
3	Final data extracts complete	TBC	
4	Communication approach in place for rectification	TBC	
5	Change Management complete	TBC	
6	Complete assurance frameworks submitted for review	TBC	
	Funding request sent	TBC	
	<b>Rectify</b>	TBC	<b>Red status</b> due to the outstanding work required to complete rectification and revised delivery dates are under review as part of national sequencing activity.
	<b>Remediate</b>	TBC	

### Key tasks completed

- Recruited two resources who will be joining the team in November.

### Key tasks in progress

- Continued testing the consolidated remediation model.
- Continued with operational readiness.
- Review and update business procedures to incorporate rectification changes. We note the Project advised this was completed last month in error.
- Started developing an ongoing compliance monitoring plan.

### Key tasks planned

- Complete additional parallel runs in November.
- Address the findings for the completed UAT and parallel runs.
- Finalise the communication plan when revised project dates are confirmed.

## KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Compliance review of solution options. <b>(Issue)</b>	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.	<b>Open and updated</b>
Resourcing for parallel runs and cutover testing <b>(Risk)</b>	Two new resources are joining in November 2023	<b>Open and updated</b>
Managing any further operational readiness requirements from Te Whatu Ora <b>(Risk)</b>	Closely monitor and implement any further requirements as they arise	<b>Open</b>

## ASSURANCE

Component	One	Two	Three	Four	Five	Six	Seven
Status							
Planned Start date	Nov 21	Jun 22	Nov 22	Nov 22	Aug 23	Oct 23	TBC
Planned Finish date	Nov 21	Jun 23	TBC	Jul 23	TBC	TBC	TBC
Open actions	-	3	-	12	-	-	-

From this month, the colour of the tick has been updated to reflect the status of the framework: green for complete; amber or red where management actions are outstanding

## 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	Ceridian (PSE)

OVERVIEW OF PROJECT STATUS

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

# New Zealand Blood and Organ Service

## Project overview

The Project's remediation payments will be delayed as the final data extract had to be reextracted due to data issues identified through testing (now resolved), delays in completing Assurance Frameworks due to competing priorities and the vendor input required to complete AF3. The NPMO notes that AF5-7 were not submitted for review in October 2023. The Project has not provided a re-forecasted payment date however it has indicated an early 2024 payment date.

	Milestone	Date	
1	Rectification testing complete	26 May 23	Completed – Rectification went live in June 2023.
2	Final data extracts complete	Nov 23 (Aug 23)	Ongoing - Datacom have provided the final data extract. This work had to be redone due to data issues identified during testing.
3	Employee payment and communication approach in place	Apr 23	Completed – plan in place.
4	Complete assurance frameworks submitting for review	Nov 23 (Sept 23)	Delayed. Reforecast for completion in Nov 23.
5	Remediation model consolidated and tested	30 Nov 23	On track – the final data extract has been provided and final remediation run testing is underway.
	Funding request sent	TBC (20 Oct 23)	Delayed.
6	Post payment reporting submitted	TBC (22 Dec 23)	Delayed.
	<b>Rectify</b>	<b>Done</b>	<b>Red status</b> due to remediation payment delays and the Project has not provided re-forecasted payment dates.
	<b>Remediate</b>	<b>TBC (16 Dec 23)</b>	

### Key tasks in progress or completed

- Completed planning for how NZBS will manage their own process for former employees.
- Commenced testing of the final remediation models.
- Agreed remediation approach for public holidays worked and casual employees.
- Received updated final data extract from Datacom.

### Key tasks in progress

- Provide remaining Assurance Framework information to the NPMO for review.
- Completion of Statement of Work (SOW) for Human Force upgrade.
- Completion of SOW for update of 52 week calculation information for remediation payments.
- Final workshop with Union Partners; including remediation calculation review.
- First round of communications with former employees will commence in December.

OVERVIEW OF PROJECT STATUS

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Items	Mitigation/plan	Status
Vendor commitment to timelines <b>(Risk)</b>	NZBS have received an updated timeline from EY and have incorporated this into the plan for NZBS. NZBS will be monitoring progress towards dates closely.	<b>Open</b>
Organisation changes within vendors may cause delays in implementation of the hours to weeks in Human Force. The agreed SOW with the vendor is at risk due to a change in the relationship manager <b>(Issue)</b>	Phase 2 of project is on-track to commence early in 2024.	<b>Updated</b>

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 (Aug 23)	Nov 23 (Oct 23)	Nov 23 (Oct 23)	Nov 23 (Oct 23)	Nov 23 (Oct 23)	Nov 23 (Oct 23)
Open actions	One	-	-	-	-	-	-

From this month, the colour of the tick has been updated to reflect 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

# Waikato

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

## Project overview

The Project is continuing to progress with remediation activities and has provided the final payroll data extract to its remediation partner for data validation. Testing on Phase Two of the rectification activities is also underway, alongside providing evidence and response to satisfy assurance framework requirements. The Project has advised that rectification Phase Two is to address updated National Questions after the initial rectification and ongoing improvements to its rectification methodology.

The revised project plan has been shared with Te Whatu Ora and the NPMO - it is being reviewed as part of the national sequencing activity.

	Milestone	Date	Status
1	Employee payment and communication approach in place. General awareness campaign commencement.	Ongoing	General awareness campaign launched in June. Developing ongoing requirements for additional comms as they arise.
2	Rectification testing complete for phase one	30 June 23	Completed. Waiting on EY quality assurance report to be finalised.
3	Rectification Phase Two – testing complete.	TBC	Phase Two is underway in testing.
4	Final data extracts complete	Completed	The payroll data has been extracted and provided to the remediation partner. It is currently being reviewed by the remediation partner.
5	Remediation model consolidated and tested	TBC	Model testing by remediation partner underway.
6	Complete assurance frameworks submitted for review	TBC	Assurance Frameworks 2, 3, 5 and 6 are under NPMO review. Assurance Framework 7 will be progressed in November 2023.
	Funding request sent	TBC	The Project provided updated dates which are being reviewed as part of sequencing activity.
	<b>Rectify Phase One</b>	<b>Done</b>	<b>Red status</b> due to remediation delays and delivery dates are pending national approval.
	<b>Rectify Phase Two</b>	<b>TBC</b>	
	<b>Remediate</b>	<b>TBC</b>	

### Key tasks completed or in progress

- Shared revised project plan with Te Whatu Ora and the NPMO.
- Testing is underway for phase 2 of rectification workstream
- Payroll data is being reviewed by the remediation partner for validity.

### Key tasks completed or in progress (cont.)

- The completion of Assurance Framework requirements for 2, 3, 5 and 6 is underway.

## KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Managing any further operational readiness requirements from Te Whatu Ora <b>(Risk)</b>	Closely monitor and implement any further requirements as they arise. This risk continues to be open and reviewed until project completion.	<b>Open</b>
Managing change of personnel and general staffing <b>(Risk)</b>	The District is continuing their efforts to recruit and manage internal project resources.	<b>Open</b>
Data quality issue <b>(Issue)</b>	A new data extract has been generated and provided to the Remediation Partner for validation.	<b>Open</b>

## ASSURANCE

Component	One	Two	Three	Four	Five	Six	Seven
<b>Status</b>							
<b>Planned Start date</b>	Nov 21	Mar 23	April 23	Feb 23	May 23	Mar 23	May 23
<b>Planned Finish date</b>	Nov 21	Nov 23 (TBC)	Nov 23 (Sept 23)	June 23	Nov 23 (Oct 23)	Nov 23 (Oct 23)	Dec 23
<b>Open actions</b>	Zero	-	-	6	-	-	-

From this month, the colour of the tick has been updated to reflect the status of the framework: green for complete; amber or red where management actions are outstanding

## PROJECT INFO

<b>Project Manager</b>	Elouise Botha	<b>Employee numbers</b>	9,432 current and 23,489 terminated employees as at Aug 23.
<b>Remediation Partner</b>	EY	<b>Payroll provider</b>	PeopleSoft
<b>Rectification Partner</b>	Deloitte		

## OVERVIEW OF PROJECT STATUS



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

OVERVIEW OF PROJECT STATUS

**Project overview**

Project process has been limited this month as the Project Manager familiarises himself with the project. An onsite workshop was held with the Project Team to gain a better understanding of the status of the project and individual tasks of the team, The Project Manager will use this information to reforecast the project plan, to date Te Whatu Ora and the NPMO have not been provided with a revised project plan.

The NPMO notes that District has experienced challenges moving forward this Project since the departure of the prior Project Manager in September 2023.

	Milestone	Date	Status
1	Remediation model tested	TBC	Substantive testing will be completed as part of the overall plan. The PM advises no dry runs have yet occurred.
2	Employee payment and communication approach in place	31 May 23	Completed – approach in place. Project currently reviewing what is in place.
3	Rectification testing complete	TBC	Timing unknown until re-forecasted dates are confirmed.
4	Complete assurance frameworks submitted for review	TBC	<b>Red status:</b> due to limited progress, no change to resourcing constraints and re-forecasting of delivery dates has not been undertaken.
5	Final data extracts complete	TBC	
	Funding request sent	TBC	
6	Post payment reporting submitted	TBC	
	<b>Rectify</b>	<b>TBC</b>	
	<b>Remediate</b>	<b>TBC</b>	

**Key tasks in progress or completed**

- The Project Manager conducted an onsite workshop to gain a better understanding of the status of the project and current tasks the Project Team are working through. The understanding gained will feed into reforecasting.
- Continue to work closely with the project team to identify existing tasks to understand resource gaps.

**Key tasks planned**

- Reforecast project plan and provide revised plan to the NPMO and Te Whatu Ora.
- Reach out to the previous PM to provide further handover of key documents.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Managing any further operational readiness requirements from Te Whatu Ora <b>(Risk)</b>	Closely monitor and implement any further requirements as they arise.	<b>Open</b>
Resourcing challenges, particularly in the payroll team. <b>(Issue)</b>	Resource requirements will be confirmed as part of replanning.	<b>Open and updated</b>
There is a risk that other development with Ceridian will be prioritised above Holidays Act requirements. <b>(Risk)</b>	PM working closely with Ceridian and does not believe this is a risk.	<b>Closed</b>
Following consultation within Te Whatu Ora's Data and Digital space there is uncertainty regarding availability and continuity of technical expertise to support on premise PSE solution. <b>(Risk)</b>	The District will be outsourcing to Ceridian and evaluating alternative hosting solutions to ensure the project can proceed.	<b>Open</b>
Te Whatu Ora restructures impacts local project resourcing or sponsorship <b>(Risk)</b>	Closely monitor and plan for changes as they arise.	<b>Open</b>
Clarification of the remediation approach for public holiday worked <b>(Issue)</b>	Confirm approach with Te Whatu Ora.	<b>Open</b>

ASSURANCE

Component	One	Two	Three	Four	Five	Six	Seven
<b>Status</b>							
<b>Planned Start date</b>	Nov 21	Feb 22	Jan 23	Jan 23	Jun 22	Apr 22	Apr 22
<b>Planned Finish date</b>	Apr 22	Mar 23	TBC	TBC	TBC	TBC	TBC
<b>Open actions</b>	Zero	Zero	-	-	-	-	-

From this month, the colour of the tick has been updated to reflect the status of the framework: green for complete; amber or red where management actions are outstanding

PROJECT INFO

<b>Project Manager</b>	Wayne Mason	<b>Employee numbers</b>	1,940 current employees and 3,921 former employees as at July 2023
<b>Remediation partner</b>	None (Internal)	<b>Payroll provider</b>	Ceridian

# Canterbury and West Coast

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

## Project overview

The Project Team has primarily been focused on reforecasting and recruitment. Resourcing remains a critical risk – the Project advised that it requires a further 22 FTE. A revised project plan is yet to be shared with the NPMO, however we understand that there is a significant amount of work required to complete the remaining Project activities. One Steering Committee member resigned in October and a replacement member has not been determined, while the other Steering Committee member is doing an internal secondment and a replacement member has finalised.

	Milestone	Date	Status
1	Remediation models validated	TBC	The project plan is undergoing refinement, primarily focusing on validating crucial programme activities. Preliminary plan options were presented to Te Whatu Ora in October. It is anticipated that an updated plan will be provided in November 2023.
2	Rectification testing complete	TBC	
3	Employee payment and communication approach in place	TBC	
4	Remediation final models run	TBC	
5	Change management complete	TBC	
6	Complete assurance frameworks submitted for review (1-6 and 7-part 1)	TBC	
	Funding request sent	TBC	
	<b>Rectify</b>	<b>TBC</b>	<b>Red status</b> – as revised delivery dates and approaches have not been confirmed with vendor commitment, resourcing constraints and extent of work required to complete remaining project activities.
	<b>Remediate</b>	<b>TBC</b>	

### Key tasks started or in progress

- Continued to work on rectification project plan.
- Review of delivery schedule, including collaboration with other PSe Districts.
- Review of collateral from other Districts for adaptation.
- Reviewing proposed test plans for EY remediation test activity, including remediation dependencies around timings/sequencing.
- Commenced upgrade of the T&A system. The NPMO notes that this upgrade does not include the configuration changes required for go-forward compliance.

### Key tasks completed

- Recruited Project Team members.

### Key tasks planned

- Preparatory work to commence wash-up of paper timesheet capture – this has been delayed due to planning and resourcing requirements.
- Commence change/business readiness planning – this has been delayed as the Project is in the process of recruiting a Change Manage.
- Confirm rectification design principles/approach to rectification solutions.

## KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Vendor availability – both Ceridian for PSe Payroll system and Tambla for Microster have competing priorities and clients to deliver for <b>(Risk)</b>	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 effort across all Districts.	<b>Open</b>
Resourcing challenges – technical support, remediation testing resources, SMEs and change management <b>(Issue)</b>	The Project has onboarded Senior BA, Compliance Manager, Senior HR Advisor, Project Specialist and Payroll Support Specialist and have engaged EY for remediation testing. Project is continuing to refine resource requirements. Outsourced resource options are also being considered.	<b>Open and updated</b>
Diversion of supporting organisational teams to address other national priorities including operating model consultations, pay equity and outcomes from ongoing bargaining. <b>(Issue)</b>	Monitor and plan for national priorities where possible. Explore secondment options for key programme roles to enable BAU teams to backfill.	<b>Open</b>
Inability to obtain all historical data. <b>(Issue)</b>	The Project is working through an approach to resolve the data gaps with EY. The Project has extended the data extract which is required for the financial liability estimate revision.	<b>Open</b>

## ASSURANCE

Component	One	Two	Three	Four	Five	Six	Seven
<b>Status</b>							
<b>Planned Start date</b>	Nov 21	Feb 22	TBC	TBC	TBC	TBC	TBC
<b>Planned Finish date</b>	Jan 22	Jun 23	TBC	TBC	TBC	TBC	TBC
<b>Open actions</b>	0	6	-	-	-	-	-

From this month, the colour of the tick has been updated to reflect the status of the framework: green for complete; amber or red where management actions are outstanding

## PROJECT INFO

<b>Project Manager</b>	Joanna Reriti	<b>Employee numbers</b>	c.27,639 current and former employees at Canterbury and c 2,784 current and former employees at West Coast as at August 2023.
<b>Remediation partner</b>	EY – review, rectification and remediation	<b>Payroll provider</b>	Ceridian

OVERVIEW OF PROJECT STATUS

# South Canterbury

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 continues to face resourcing challenges for rectification which has been exacerbated by two team members leaving/resigning in October. They are working to resolve resourcing gaps. The revised project plan has been shared with Te Whatu Ora and the NPMO - it is being reviewed as part of the national sequencing activity.

	Milestone	Date	Status
1	Remediation models validated	TBC	The Project provided updated dates which are being reviewed as part of sequencing activity.
2	Rectification testing complete	TBC	
3	Employee payment and communication delivery commences	TBC	
4	Remediation final models run	TBC	
5	Change management complete	TBC	
6	Complete assurance frameworks submitted for review	TBC	
	Funding request sent	TBC	
	<b>Rectify</b>	<b>TBC</b>	<b>Red status:</b> due to resourcing constraints for rectification, delivery dates are pending national approval and the draft revised project plan does not incorporate AMS delivery dates.
	<b>Remediate</b>	<b>TBC</b>	

### Key tasks completed or in progress

- Engaged with Unions to take them through solution options. Further engagement for related decisions for rectification and remediation is an ongoing effort.
- Continued to compile documentation for AF2, AF3, AF4, AF5 and AF6. The NPMO notes that significant work is required to complete those frameworks and it is unlikely that information will be provided for our review in December which is the project's target delivery date.
- Finalised the remediation design document.

### Key tasks planned

- Confirm delivery timelines and sequencing.
- Commence rectification unit testing.
- Finalise remediation test plan and strategy, and commence remediation testing.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Resource constraints faced in BAU Payroll Team and rectification testing team. <b>(Issue)</b>	One FTE has left and one FTE has resigned in October. The Project is continuing with ongoing recruitment activity and has reached out to Auckland and EY for support.	<b>Open and updated</b>
Dependency on Remediation partner to meet new timeframe dates. <b>(Risk)</b>	EY has confirmed they can meet the Districts re-forecasted dates. This will be contingent on the national alignment after sequencing activities.	<b>Open and updated</b>
If documentation and or additional assistance is not available in a timely manner from Projects who are more advanced in the delivery of their work, then any opportunities to reduce timelines and expedite decisions through adoption or adaption of already approved and tested processes etc. will be lost. <b>(Risk)</b>	The Project is adopting Auckland's remediation and rectification approach where possible, and closely collaborating with Hawkes Bay.	<b>Open and updated</b>
AMS configuration and testing programme for rectification <b>(Risk)</b>	Dates will be confirmed through the national sequencing effort.	<b>Open and updated</b>
Timely access to reports/audits/policies or in some instances, as these documents are not in existence, they need to be written, causing delays for the delivery for the assurance framework (AF2). <b>(Risk)</b>	Raise as a risk becoming an issue, to Decision Making Authority while asking for internal FTE support from privacy/finance/payroll teams.	<b>New</b>

ASSURANCE

Component	One	Two	Three	Four	Five	Six	Seven
<b>Status</b>							
<b>Planned Start date</b>	Nov 21	May 23	Jul 23	Jul 23	Oct 23	Sept 23	Nov 23
<b>Planned Finish date</b>	Mar 22	Dec 23 (Sept 23)	Dec 23	Dec 23 (Nov 23)	Dec 23	Dec 23	Dec 23
<b>Open actions</b>	-	-	-	-	-	-	-

From this month, the colour of the tick has been updated to reflect the status of the framework: green for complete; amber or red where management actions are outstanding

PROJECT INFO

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

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

The Programme is focused on completing rectification and remediation work for CC and continuing rectification activities with Fusion 5. Issues with CC system configuration are impacting system testing timelines which may impact timelines for the completion of rectification testing for the CC payroll system. Confirmation of whether risk mitigation steps will minimise impacts will be known as work progresses over the next month.

The Programme has shared an updated integrated schedule with the NPMO and Te Whatu Ora. The schedule currently does not contain details for the Roster to Pay work for CC and Wr, Assurance Framework requirements and planning of interdependencies between the three Districts. The Programme is currently mapping in those areas.

	Rectify	June 2024	Red status – Due to system configuration delays which may impact the Programme’s critical path and obtaining multiple iterations of models through outlier testing is under negotiation with EY.
Capital and Coast	Remediate	June 2024	
	Rectify	Sept 2024	Red status - Due to the Programme’s initial priority for remediation being CC, there is a direct dependency with CC status. We note that the Programme is progressing rectification for HV with the support of Fusion 5.
Hutt Valley	Remediate	Sept 2024	
	Rectify	Dec 2024	Red status – Due to the Programme’s initial priority being CC for remediation and rectification, there is a direct dependency on CC status.
Wairarapa	Remediate	Dec 2024	

## Key tasks in progress

- Continued CC Outcomes and Outlier testing.
- Continued progressing the Business Change Impact Analysis for the entire Programme.
- Resubmission of documents for CC AF2.
- Continued CC Roster to Pay and work profile changes. This is at risk for completion due to competing organisational priorities.
- Progressing CC AL, BAPSF and termination configuration design and functional testing.
- Continued planning for managing multiple sequential dress rehearsals and cutovers for three payroll systems.
- Progressing alignment of AF requirements in the integrated schedule.
- Progressing Wr Configuration, roster to pay and system testing planning.

## Key tasks planned

- Commence pay run validation testing for the CC system.
- Progress planning and preparation for CC UAT.
- Advance AF2 for HV and WR.
- Progress CC and HV AF4 activities with KPMG.

## Key tasks completed

- Workshop held with AMS and EY and a separate one with F5 to work through dress rehearsals and cutover activities.

## PROGRAMME RISKS AND ISSUES

Item	Mitigation/plan	Status
If there are delays to validating and updating remediation model designs, due to the volume or complexity of issues found, then outlier testing that follows will be delayed which will impact the timelines for payment to current employees ( <b>Issue</b> ).	Work with EY to resolve any issues as quickly as possible and Programme is currently exploring options to get multiple iterations of remediation models with EY.	Open and 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 ( <b>Risk</b> ).	The Programme has a close relationship with the business, AMS and Fusion 5 to enable resolution of issues in a timely manner.	Open
If the right additional <b>Business</b> and <b>Programme</b> resources cannot be found and or engaged in a timely manner, and are not available to assist the Programme, then timelines will be impacted ( <b>Risk</b> ).	Recruitment is underway to secure additional resources for the business. The Programme is working with AMS and Fusion 5 to identify opportunities to pull timeframes back.	Open and updated
If documentation and or additional assistance is not available in a timely manner from Projects who are more advanced in the delivery of their work then any opportunities to reduce timelines through adoption or adaption of already approved and tested processes etc. will be lost ( <b>Risk</b> ).	The Programme is reaching out to a number of Projects to share ideas and identify areas for collaboration and sharing of resources with the aim to reduce any aspect of timelines. There is an AMS collaboration group established to connect with other AMS Projects.	Open
If the organisation restructure impacts on the business units we work alongside e.g. IT, Finance, HR and Payroll Teams then the schedule may be impacted and timelines compromised ( <b>Risk</b> ).	Regular engagement with the key stakeholders to keep updated with changes within the organisations and continue to work closely with the business to understand resourcing availability.	Open and updated
The integrated schedule and reported delivery dates remain at risk ( <b>Issue</b> )	The Programme is working with all vendors to resolve emerging issues and ensure timelines are not compromised. The schedule for CC will be updated in November once it is known if the issues resulting from configuration and design will impact the schedule.	Open and updated

## PROGRAMME INFO

Programme Manager	Wayne Mackey	Employee numbers	CC: 7,896 current and 18,414 former employees
			Wr: 813 current and 2,456 former employees HV: 2,477 current and 6,108 former employees As at August 2023
Remediation partner	EY	Payroll provider	CC: AMS Leader
	Mero (subcontractor)		Wr: AMS Leader HV: PayGlobal supported by Fusion 5.

OVERVIEW OF PROGRAMME STATUS

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

# Wellington-3 Milestones per payroll

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

OVERVIEW OF PROJECT STATUS

ASSURANCE

## Capital & Coast

Milestone*	Date	Status
1 Remediation model validation complete	15 Sept 23	Completed on time, however a number of issues were identified which will be tested as part of outcomes testing.
2 Design Config. and Functional Testing complete	Nov 23	At risk due to delays in configuration design and build, and the commencement of testing as a result.
3 Remediation outlier testing complete	April 24	Plans in place to pull this time back but it is dependant on resolution of any issues as they are found and agreement of model updates from now to end of February 2024.
4 Rectification testing complete	Mar 24	At risk if functional testing work is not completed as planned.
5 The District is change ready	June 24	On track. website/intranet updated with progress.
<b>Rectify</b>	<b>June 2024</b>	<b>Red status</b> – Due to system configuration delays which may impact the Programme's critical path and obtaining multiple iterations of models through outlier testing is under negation with EY.
<b>Remediate</b>	<b>June 2024</b>	

## Hutt Vallev

Milestone*	Date	Status
1 Remediation model validation complete	Mar 24	EY delivered HV V2 models as planned with advice that they still had some known issues.
2 Design Config. and Functional Testing complete	Feb 24	On track
3 Remediation outlier testing complete	May 24	Unknown until model validation testing is complete.
4 Rectification testing complete	Apr 24	On track.
5 The District is change ready	Aug 24	On track.
<b>Rectify</b>	<b>Sept 2024</b>	<b>Red status</b> – Due to the Programme's initial priority being CC for remediation and rectification, there is a direct dependency on CC status.
<b>Remediate</b>	<b>Sept 2024</b>	

## Wairarapa

Milestone*	Date	Status
1 Remediation model validation complete	April 24	On hold - to be updated pending completion of model work for CC which can be leveraged for Wr.
2 Design Config. and Functional Testing complete	TBC	Not started. Awaiting completion of CC rectification.
3 Remediation outlier testing complete	TBC	Not started. Pending completion of CC work and availability of the right resources
4 Rectification testing complete	TBC	Not started. Due to prioritisation of CC.
5 The District is change ready	TBC	Not started.
<b>Rectify</b>	<b>Dec 2024</b>	<b>Red status</b> – Due to the programmes initial priority being CC for remediation and rectification, there is a direct dependency on CC status.
<b>Remediate</b>	<b>Dec 2024</b>	

Component	One	Two	Three	Four	Five	Six	Seven
<b>Status</b>							
<b>Planned Start date</b>	Oct 21	Dec 21	Nov 22	Nov 22	TBC	TBC	TBC
<b>Planned Finish date</b>	Nov 21	Nov 23 (Oct 23)	May 24	Feb 24	TBC	TBC	TBC
<b>Open actions</b>	Zero	-	-	-	-	-	-

From this month, the colour of the tick has been updated to reflect the status of the framework: green for complete; amber or red where management actions are outstanding.

Component	One	Two	Three	Four	Five	Six	Seven
<b>Status</b>							
<b>Planned Start date</b>	Oct 21	Dec 21	Nov 22	Nov 22	TBC	TBC	TBC
<b>Planned Finish date</b>	Nov 21	TBC	Jul 24	Apr 24	TBC	TBC	TBC
<b>Open actions</b>	Zero	-	-	-	-	-	-

From this month, the colour of the tick has been updated to reflect the status of the framework: green for complete; amber or red where management actions are outstanding.

Component	One	Two	Three	Four	Five	Six	Seven
<b>Status</b>							
<b>Planned Start date</b>	Oct 21	Dec 21	Nov 22	Nov 22	TBC	TBC	TBC
<b>Planned Finish date</b>	Nov 21	TBC	Sept 24	Jul 24	TBC	TBC	TBC
<b>Open actions</b>	Zero	-	-	-	-	-	-

From this month, the colour of the tick has been updated to reflect the status of the framework: green for complete; amber or red where management actions are outstanding.

# Nelson Marlborough

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 is focused on progressing the detailed design of rectification solutions and remediation model testing. Resourcing remains a key risk, especially for rectification testing. The revised project plan has been shared with Te Whatu Ora and the NPMO - it is being reviewed as part of the national sequencing activity.

	Milestone	Date	Status
1	Provide NPMO with project plan and key milestones	Oct 2023	Completed.
2	Detailed design of rectification solutions is complete.	29 Nov 2023	On track – high-level solutions were approved by the Steering Committee in September and detailed design has commenced.
3	Finalise the rectification testing environment, configuration approach and get access to payroll system test environment.	30 Nov 2023	On track - discussion on the initial configuration is complete. The rectification testing strategy actions are with AMS. The Project is planning to use AKL configuration for annual leave in weeks calculation.
4	Remediation models are consolidated and tested	July 2024	On track - data validation is complete and testing of V1 models is underway.

\*Note that only the four most recent milestones are shown.

Rectify	July 24	Red status due to ongoing resourcing constraints and the extent of work remaining for rectification and remediation.
Remediate	July 24	

### Key tasks started or in progress

- Continuing to explore opportunities to adapt and utilise work already completed by other Projects and have requested resources from the Auckland Metro project and others when available.
- Progressing the detailed design of rectification solutions.
- Continued to test V1 of remediation models

### Key tasks completed

- Discussion with AMS on the initial configuration completed.
- Held Stakeholder Reference Group (includes Unions) meeting.

### Key tasks planned

- Commence outlier testing for remediation

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Insufficient resources within the Project Team ( <b>Issue</b> )	The Project has recently recruited additional technical staff and has outsourced remediation testing to EY. Rectification testing resources continue to be at risk. The Project is exploring resource availability from the Auckland Project Team and other Projects. Outsourcing options are being considered but have not progressed.	Open and updated
Project timelines move which impacts scheduled vendor capacity( <b>Risk</b> )	Regular communication with vendors.	Open
Potential for significant rectification solution rework ( <b>Risk</b> )	The Project is planning to utilise work completed by Auckland Metro. The Project will be using AKL configuration for annual leave in weeks calculation	Open and updated

ASSURANCE

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









From this month, the colour of the tick has been updated to reflect the status of the framework: green for complete; amber or red where management actions are outstanding

PROJECT INFO

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

# Report Definitions

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

Project timeline status key		Status key	
 <b>Complete</b>	Work is complete. No further activities are required.	 <b>On track</b>	Work is on track in key project areas. There are no concerns, and no action is required. Up to date project plan provided.
 <b>Underway</b>	Further activities are required to complete the work. Work is on track.	 <b>Potential concerns</b>	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.
 <b>Progress impacted</b>	Work is underway, but progress has been impacted. Remedial action may be required.	 <b>Significant concerns</b>	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.
 <b>Not started</b>	Work has not yet commenced. Timelines have not been set.	 <b>Change</b>	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 and their HR team).

## Support Desk

Number of queries in each category

All cases by category and tier

Category	Assignment group			Total
	Support Advisors	HNZ Current Portal	Support Advisors HNZ Current Portal -Tier 3	
(empty)	1	0	0	1
How to use the portal	342	0	0	342
My remediation calculation	396	0	27	423
My tax and deductions	13	0	1	14
Payments for other districts	45	0	0	45
My previous job in a district	611	0	5	616
Something else	274	1	0	275
Total	1,682	1	33	1,716

Number of queries from Tier 1 Resolved **1,565/1,682**

Number of queries from Tier 2 Resolved **29/33**

Number of queries from Tier 3 Resolved **1/1**

### Key Takeaway:

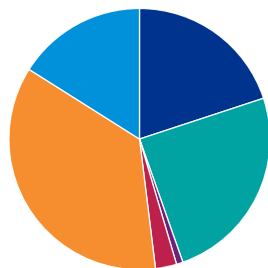


Support Desk queries on "My remediation calculation" and "My previous job in a District" are the topics most selected, and make up 60% of all inquiries.

## Support Desk

Query Breakdown

CEP: Query Type Breakdown



- How to use the Portal
- My remediation calculation
- My tax and deductions
- Payments for other Districts
- My previous job in a District
- Something else



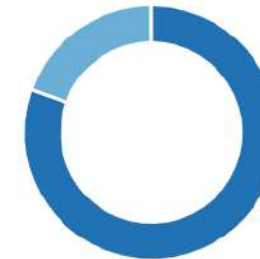
### Key Takeaways:

Nurses represent the majority of all inquiries.

Queries on "My previous job in a district", "My remediation calculation" and "How to use the Portal" are the themes most selected for inquiry. "Something else" is also a common inquiry for those with registration issues.

## Support Desk

Average response time per tier



- HNZ - CEP - Level 2 SLA = 2 Days 14 Hours 46 Minutes (80.5%)
- HNZ - CEP - Level 1 SLA = 15 Hours 12 Minutes (19.5%)



### Key Takeaways:

The average response time for level 1 is under two business days. For Level 2, the average response time is over 2 business days.

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