



September 2023 Status Report

Holidays Act Remediation Programme

National Programme Management Office

9 October 2023

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National Programme Management Office overview

Kia ora koutou,

Key points from the previous month:

- Congratulations to the Auckland SCC who remediated current employees and went live with their rectified system late September. We recognise the significant dedication by the Project Team and vendors to reach this milestone for the Auckland SSC workforce.
- 12 Projects are reforecasting timelines. The NPMO and Te Whatu Ora are working closely with those projects to confirm delivery dates. Significant work is being undertaken to sequence and coordinate timelines across the entire programme.
- The NPMO met with key payroll vendors (Ceridian and AMS) to discuss timelines and their capacity to support go-lives.
- The Former Employee National Portal is on-track to go-live in October, subject to the satisfactory completion of the security risk assessment.
- No Projects have completed Assurance Frameworks this month. Waikato, Hawkes Bay, Tairāwhiti Whanganui, Northland. NZ Blood and Organ Service and Lakes made progress completing frameworks, or resolving open actions, during the month. We encourage all Projects to work closely with your Relationship Managers to progress the completion of Assurance Frameworks.
- The Project Management Group (PMG) met this month on October 6th 2023.

Ngā mihi nui,

HARP NPMO

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NPMO themes status update

Key:
Recent update
Theme closing

The below table provides an update from the NPMO.

Theme	Update
1. National programme governance	<ul style="list-style-type: none"> No updates this period.
2. Technical updates	<ul style="list-style-type: none"> National Project Team meetings are now held fortnightly, Wednesdays at 2pm. All Project Leads should attend this meeting or watch the recording as it contains valuable content for implementation and approach to remediation and rectification.
3. District processes and resourcing	<ul style="list-style-type: none"> 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.
4. National portal	<ul style="list-style-type: none"> The Former Employee National Portal is scheduled to go-live in October, subject to a satisfactory security risk assessment which is in-progress . 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.
5. Payroll system rectification	<ul style="list-style-type: none"> 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). The NPMO met with key payroll vendors (Ceridian and AMS) to discuss timelines and their capacity to support go-lives. <ol style="list-style-type: none"> 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. 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.
6. Assurance	<ul style="list-style-type: none"> 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.
7. Payment process	<ul style="list-style-type: none"> An addendum has been added to the Funding Request Memorandum to capture the key questions that were asked to Auckland following the submission of their funding request. The purpose of this document is to more proactively capture the information needed to answer stakeholders' questions about the funding requests. The addendum can be found on the Collaboration Hub. A Post Payment Report template has been shared with Districts. This template needs to be completed within five days of processing remediation payments.
8. National change management	<ul style="list-style-type: none"> Approach to national communications being managed by Te Whatu Ora national Holidays Act leadership. No updates for this period.
9. Operational Readiness	<ul style="list-style-type: none"> Operational readiness guidance documentation was shared with Projects in August 2023. Further guidance regarding the independent rectification and remediation assurance is expected to be provided by Te Whatu Ora leadership to support Districts.

Programme dashboard

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

STATUS SNAPSHOT as at 09 October 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 (1)	✓ 1 (2)	🕒 0 (1)	! 16 (15)
Progress towards reported rectification dates	✓ 4 (3)	✓ 0 (1)	🕒 0 (0)	! 15 (15)

* Waikato are scoping a 'phase two' for rectification, to address updated National Questions and to update their methodology to be consistent with other Projects.

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 09 October 2023

Project Risk / issue	Comments
District and project resourcing	Several projects are facing resourcing challenges, particularly within BAU payroll teams and for key project resources (e.g. rectification specialists and testers). 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	Additional independent assurance requirements over remediation and rectification are placing further pressures on project delivery windows. Projects should plan for these requirements, and closely monitor and implement any further requirements if they arise.

Assurance Framework Completion as at 09 October 2023

Key: ✓ Complete 🕒 In progress ! Delayed ★ NPMO Review ▲ Not started ? At Risk 🕒 No completion date

Component	Auckland	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	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2. Data collection, cleansing & validation	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	★	!★	!🕒	!🕒	!🕒
3. Remediation methodology	✓	!	✓	!★	!🕒	!🕒	!🕒	!★	!🕒	✓	!🕒	!🕒	!★	🕒	!🕒	🕒▲
4. Rectification methodology	✓	!🕒	✓	!🕒	!🕒	!🕒	✓	!🕒	!🕒	✓	!🕒	!🕒	✓	🕒	!🕒	🕒▲
5. Approach to liability calculation	✓	!	✓	!🕒	!🕒	!🕒	!🕒	!★	!▲	✓	!🕒	!🕒	!★	🕒▲	▲	🕒▲
6. Payment processing	✓	!	✓	!▲	★	!★	!▲	!🕒	!▲	✓	!🕒	!🕒	!★	🕒▲	🕒	🕒▲
7. Wash-up arrangements	✓	!	✓	▲	✓	!★	!▲	🕒	!▲	✓	!🕒	▲	!🕒	🕒▲	▲	🕒▲

NOTE: The March and subsequent reports will use the Assurance Framework completion dates provided in February to track delays. These dates will not be changed on an on-going basis. The green tick means that the Assurance Framework has been completed and shared back with the District. However, the status of the Assurance Framework may be amber or red due to outstanding management actions required. The RAG status of a completed Assurance Framework is not reflected in the table above.

*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.

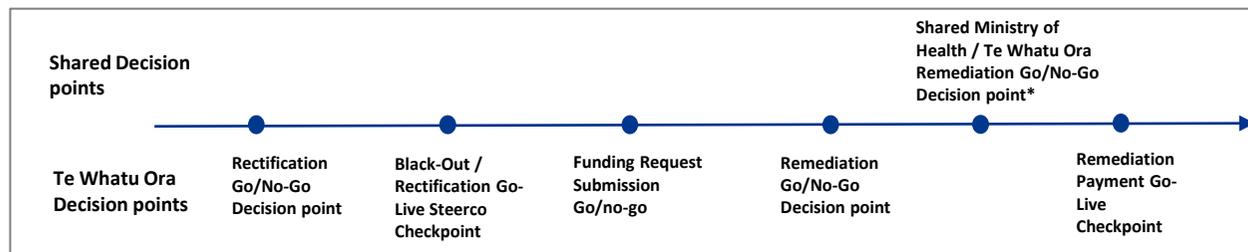
Status

Auckland SSC received a 'go' decision from the shared decision point with Manatū Hauora and Te Whatu Ora, and has successfully gone live with rectified systems and remediation payments to current employees. The team has continued to hold 1:1 meetings and share guidance documents/templates to provide broader guidance to other Projects on the approach and requirements for Operational Readiness. Further guidance regarding the independent rectification and remediation assurance is expected to be provided by Te Whatu Ora leadership to support Projects. For Ceridian Projects, the guidance on independent assurance requirements will follow the results from EY's review of Whanganui's remediation methodology. It is noted that a number of Projects are currently reforecasting timelines, effecting their involvement in the Operational Readiness programme at this point.

District	Decision point	Status
Waikato	Remediation go-live	Delayed due to data completeness issues and additional model updates that are required.
Auckland District	Close-out	Close out pending finalisation of post payment report
Auckland SSC	Rectification & remediation go-live	Complete
Mid Central	Rectification go-live	Delayed – revising timelines
Whanganui	Rectification go-live	Initial no-go decision made. In progress – revising timelines

Document	Location to be made available
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



* Required where Districts are considered high risk

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) has been designed and built by Ernst and Young (EY). The final set of user acceptance testing is underway. The FEP is scheduled to go-live in October, subject to a satisfactory security risk assessment which is in progress.

	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 – In progress
4	Privacy Impact Assessment Cloud Security Assessment	July 23	CEP – Complete FEP – In progress
5	CEP Support Desk Team setup	July 23	Complete
6	Portal Go-Live	28 July 23 October	CEP – Complete FEP – On track (security assessment – in-progress)

Current and Completed Key Tasks for Each Portal

Current Employee Portal

Completed

- Updated Security and Risk Solutions (SRS) for CEP complete
- URL communicated to Health Source SSC organizations to coincide with their payment date - completed.
- Upload of remediation statements for HealthSource SSC Payments completed.

Former Employee Portal

- UAT testing is progressing.
- Solution Design for FEP to be completed.
- SRS activities in progress.
- Change request for portal security changes is in progress.
- Detailed planning for communication to former employees is underway.
- Deployment plan to be completed.
- Data refresh from Districts is in progress.

Key Risks and Issues

Item	Mitigation/plan	Status
Security Assessment of the Portals is more than expected and so requires additional investigation and resources (Risk) .	Working closely between AMHA, EY and security teams to work through assessment actions. The Security Assessment for CEP complete and is in progress for FEP	Open
Requirements may not be clear or may change during testing (Risk) .	Work closely across the teams, agile approach to development, review and sign-off of requirements provide a control point and change control is in place.	Open
People with the knowledge and/or specific skills may leave in the duration of the project (Risk) .	Ensure that project documents and decisions are well documented. Ensure the team are engaged and are kept up to date with progress and activities.	Open

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

In the past month, the volume of queries raised through the CEP and AskHR teams increased as the CEP went live for Auckland SSC. There were 357 queries raised in September – the most common queries relate to prior work at another District and remediation calculations. Further information about queries can be found in Appendix A.

Project Information

Programme	Manager	Bruce George	Portal provider	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>Overview: Resourcing remains a major concern for many Projects. Many report that the Te Whatu Ora transition and other priority initiatives place additional pressure on already strained resources. Recruitment remains a challenge for many.</p> <p>Projects affected: Most Projects continue to report resourcing as an issue or risk to delivery.</p> <p>Potential resolution for dependency:</p> <ul style="list-style-type: none"> — All Projects that face resource challenges must clearly define and escalate these to Executive Leaders for resolution if they are unable build capacity in a timely manner. — Outsourced resource options should be explored by Projects facing resourcing challenges. 		<p>Overview: The resolution of National Questions has been a key dependency for Projects to rectify their systems and to remediate employees consistently and in compliance with the Holidays Act.</p> <p>Projects affected: All Projects have been affected by National Questions.</p> <p>Potential resolution for dependency:</p> <ul style="list-style-type: none"> — National Questions are now resolved. Te Whatu Ora are providing support to resolve recently raised concerns. — Implementation sessions are run fortnightly. 	
3. External vendor capacity			
a) Payroll Vendor	b) Remediation Partner	c) NPMO Assurance Frameworks	
Priority rating		Priority rating	
<p>Overview: Many Projects use the same payroll vendors. Their capacity to update systems in a timely manner is a key dependency for rectification timelines. Most payroll vendors can only support one go-live at any one time, placing additional pressures on planning activities.</p> <p>Projects affected: 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>Potential resolution for dependency:</p> <ul style="list-style-type: none"> — The national sequencing activity currently underway. — Collaboration groups meet regularly to ensure collaboration and sharing of learnings. — Each District is required to raise any issues regarding vendor availability to the NPMO and Executive Leaders as soon as these are known. 	<p>Overview: 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>Projects affected: All Projects with an external remediation partner are reliant on the vendor's capacity. The risk is particularly high for Projects that share remediation partner as timelines continue to shift.</p> <p>Potential resolution for dependency:</p> <ul style="list-style-type: none"> — The national sequencing activity currently underway. — The NPMO are monitoring Project expectations and high volume reliance on remediation partners to avoid bottlenecks that could impact project timelines. — Each Project collaborates closely with their remediation partner and should escalate any capacity concerns as soon as they are known. 	<p>Overview: 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>Projects affected: 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>Potential resolution for dependency:</p> <ul style="list-style-type: none"> — The national sequencing activity currently underway. — Exact dates have continuously been requested by Projects to allow the NPMO to better forecast workloads. — Projects are encouraged to drip feed information to their Relationship Manager. 	

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	★	★	🕒	🕒	🕒	🕒	🕒	🕒	🕒	🕒	≤3	🕒	🕒	🕒	🕒	6+	6+	6+	12+
Progress towards remediation date for current employees	✓	✓	🔴	🔴	🔴	🔴	🔴	🔴	🔴	🔴	🟢	🔴	🔴	🔴	🔴	🔴	🔴	🔴	🔴
Progress towards rectification go-live date	✓	✓	🔴	🔴	🔴	🔴	🔴	🔴	🔴	🔴	✓	✓	🔴	🔴	🔴	🔴	🔴	🔴	🔴
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:

- There are a number of factors which continue to impact 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. Te Whatu Ora and the NPMO are working closely with projects to confirm timelines, with the view to nationally sequence and coordinate timelines across the programme. Sequencing activity will consider:
 - Alignment of timelines to external vendor capacity, which includes payroll vendors, remediation partners, independent assurance providers and the NPMO.
 - Internal capacity within Project Teams, Payroll Teams and within Te Whatu Ora to complete the decision points required ahead of go-lives.
 When sequencing activity is complete, Te Whatu Ora plans to engage with the Te Whatu Ora Board, Ministry of Health, Unions and Project stakeholders to confirm delivery dates.
- Waikato will miss its target go-live for remediation payments in December due to data completeness issues and additional model updates that are required. Further, they advised that they are scoping a 'phase two' for rectification, to address updated National Directives and to update their methodology to be consistent with other projects.

*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 at 11 September 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.

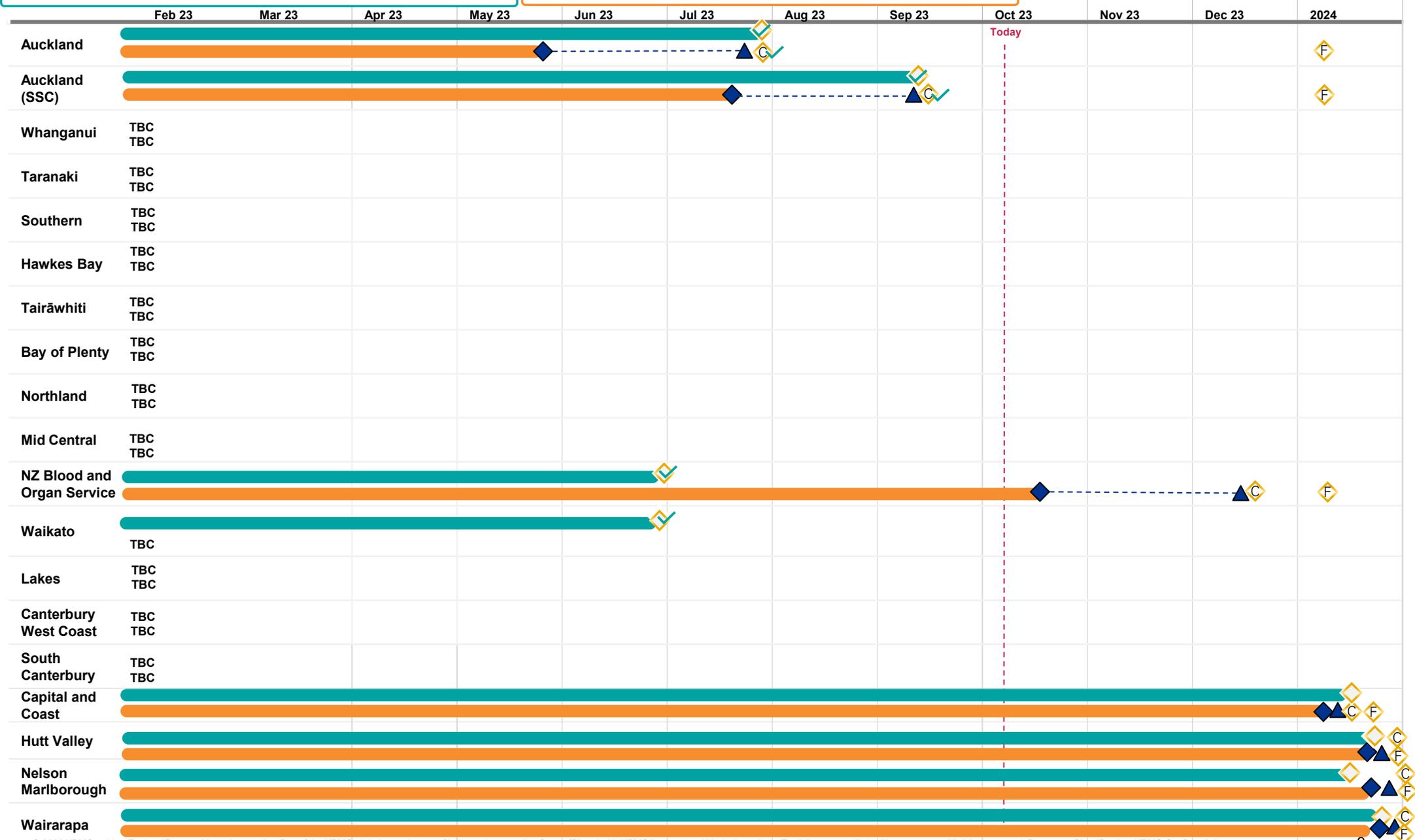
Gold milestone
Fixed any identified issues of non-compliance in the District payroll system

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

Project overview

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

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

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

Key tasks completed or in progress

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

Key tasks planned

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

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	✓	✓	(a) Released (b) Not released	🕒	🕒	⚠	⚠
Planned Start date	Jan 22	Apr 22	Nov 22	Nov 22	TBC	TBC	TBC
Planned Finish date	Mar 22	Dec 22	Jun 23	Sep 23	Sep 23	Sep 23	TBC
Open actions	Zero	One	-	-	-	-	-

Project Manager	Melanie Staples, Jason Renston (Constant Control)	Employee numbers	3,888 current employees and 8,051 terminated employees as at September 2021
Remediation partner	Grant Thornton (GT)	Payroll provider	AMS Leader

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Auckland District

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

Project overview

Auckland District Payroll has been rectified and remediation payments have been made to all current staff for their current tenures of employment.

The transition to BAU is underway, including the use of the Day 1 remediation processes. An updated post payment report is in development, with estimated delivery in October. A further request for funding for PAYG entitlements is in development. The status report focus will move to former employees next month.

OVERVIEW OF PROJECT STATUS

	Milestone	Date	Status
1	Employee payment and communication approach in place	Dec 22	Complete. Query management system is in place
2	Remediation model consolidated and tested	Apr 23	Complete
3	Rectification testing complete	Apr 23	Complete. Rectified payroll went live on 25 July 2023.
4	Complete assurance frameworks submitted for review	1 May 23	Completed on 27 April 2023.
5	Final data extracts complete	18 Jul 23	Complete
	Funding request sent	30 May 23	Complete – current staff for current tenure. The funding request for PAYG entitlements remediation in progress (no anticipated completion date).
6	Post payment report submitted	31 Oct 23 (4 Aug 23)	Delayed. Estimated delivery of a complete post payment report is October 2023.
	Rectify	Jul 23	Complete – current staff for current tenure.
	Remediate	Jul 23	

Key tasks in progress or completed

- Payroll BAU stabilising after go live.
- Day 1 EY remediation tool has been deployed in BAU payroll
- Technical manuals for the payroll processing software are complete.
- P2P post payment report to be completed
- P2P for PAYG entitlements to be updated
- Change Control processes implemented
- Documentation to close open actions from AF4 submitted to NPMO for review.
- Attention switches to former employees.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Maintenance of ongoing Holidays Act compliance in BAU	Change Control and Governance (rather than onboarding of a Compliance Team) will be the key to ensure ongoing compliance.	Open
Scope for funding of remediation of PAYG entitlements. (Risk)	Work is underway to define the funding scope for PAYG entitlements.	Open

ASSURANCE

Component*	One	Two	Three	Four	Five	Six	Seven
Status							
Planned Start date	Jan 22	Aug 22	Nov 22	Nov 22	May 23	Jan 23	Apr 23
Planned Finish date	Complete	Complete	Complete*	Complete	Complete	Complete	Complete
Open actions	Zero	Zero	1	2	Zero	Zero	Zero

* We note that the above tracking refers to current employees, current tenures of employment. For assurance framework 3, evidence in support of the District's approach to entitlement calculations is also outstanding and will need to be completed before this funding request can be submitted.

PROJECT INFO

Programme Manager	Bruce George	Employee numbers	13,508 current employees and 34,220 former employees as at 1 Sep 2023
Remediation partner	EY – review, rectification and remediation	Payroll provider	AMS Leader

Key: ✔ Complete ▨ In progress ! Delayed ★ NPMO Review ? At Risk ▲ Not started 🕒 No completion date

Auckland Healthsource (SSC)

Project overview

SSC Payroll has been rectified and remediation payments have been made to all current staff for their current tenures of employment.

Brownout and blackout periods were lifted on 22 September following go live and remediation payments. Communications have been distributed as planned and support desk for answering employee queries are in place.

The focus will now shift towards the post payment report, funding request for PAYG entitlements and planning for remediation for former employees. The status report focus will move to former employees next month.

	Milestone	Date	Status
1	Employee payment and communication approach in place	Dec 22	Complete.
2	Remediation model consolidated and tested	Sep 23	SSC Dress Rehearsal #3 complete
3	Rectification testing complete	Sep 23	DR1, DR2 & DR3 complete. SSC Go live sequence 12 to 22 Sep.
4	Complete assurance frameworks submitted for review	1 May 23	Completed on 27 April 2023.
5	Final data extracts complete	12 Sep 23	Complete.
6	Funding request sent	20 July 23	Originally submitted by 28 July 2023, revised version submitted 30 August 2023. Funding request for PAYG entitlements remediation in progress.
6	Post payment report submitted	31 Oct 23 (29 Sep 23)	In progress - anticipated to be completed by end of October 2023.
	Rectify	Sep 23	Complete – current staff for current tenure.
	Remediate	Sep 23	

Key tasks completed

- Go live for rectified payroll completed.
- Portal upload of remediation data files complete.
- Technical manuals for payroll processing complete.
- Payroll training completed and will continue in BAU.
- Rectification audit by EY complete – need to test stat day in October.
- Documentation to close open actions from AF4 submitted to NPMO for review.
- Webinars for managers to understand SMO and PAYG changes complete.

Key tasks in progress/planned

- Comms activities continue – posters and brochures distributed.
- SSC PAYG changes are being implemented.
- Planning for Day 1 and BAU activities continues.
- Finance and payroll reporting is largely complete and continues through BAU and month end.
- Obtain data and draft P2P funds request for PAYG entitlements.
- Planning for remediation for former employees is in progress.
- Review Assurance Framework requirements for former employees.

Item	Mitigation/plan	Status
Counties rostering project (MeT) needs to be implemented before AMHA programme Go Live for Health Source Payrolls.	Final tranche go live is completed as planned Will test stat day in October as some people migrated after July stat day	Closed
Assessment of impacts on financial systems resulting from HA changes is WIP. This needs to be completed within Aug otherwise can impact on Go Live for SSC.	Testing complete. Risk closed following completion of go live activities.	Closed
System updates, changes or recalculations cannot be completed in the required timeframe if the BAU attendance and leave records projects (MeT) are not completed beforehand (Risk).	Risk closed following completion of go live activities.	Closed
People with the knowledge and/or specific skills may leave in the duration of the project (Risk).	Risk closed following completion of go live activities.	Closed
Unresolved questions relating to the SSC Funding Request could prevent or delay the release of funds. Funds have been requested by 14 September. (Risk)	Risk closed as funding request has been approved and payment made to current staff for current tenure.	Closed
Maintenance of ongoing Holidays Act compliance in BAU. (Risk)	Change Control and Governance (rather than onboarding of a Compliance team) will be the key to ensure ongoing compliance.	Open
Scope for remediation of PAYG entitlements. (Risk)	Work is underway to define the scope and funding source for PAYG entitlements.	Open

Component*	One	Two	Three	Four	Five	Six	Seven
Status	✔	✔	✔	✔	✔	✔	✔
Planned Start date	Jan 22	Aug 22	Nov 22	Nov 22	May 23	Jan 23	Apr 23
Planned Finish date	Complete	Complete	Complete*	Complete	Complete	Complete	Complete
Open actions	Zero	Zero	1	2	Zero	Zero	Zero

* We note that the above tracking refers to current employees, current tenures of employment. For assurance framework 3, evidence in support of the District's approach to entitlement calculations is also outstanding and will need to be completed before this funding request can be submitted.

Programme Manager	Bruce George	Employee numbers	20,991 current employees and 52,565 former employees as at 1 Sep 2023
Remediation partner	EY – review, rectification and remediation	Payroll provider	AMS Leader

OVERVIEW OF PROJECT STATUS

KEY PROJECT RISKS, ISSUES AND BLOCKERS

ASSURANCE

PROJECT INFO

Whanganui

OVERVIEW OF PROJECT STATUS

Project overview

The independent review of the Project's remediation calculations is in progress. The District has received queries from the reviewer and is working through them. The Project will reforecast dates when a completion date is confirmed.

A new Project Manager has been appointed - the handover process commenced late September. Two Payroll SMEs finished with the Project in September.

The Project remains focused on completing the internal requirements for go-live and remediation. A further dress rehearsal is being scheduled before rectification.

	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 (28 June 23)	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	7 Jul 23	Completed – the Project has submitted all information for Assurance Frameworks.
5	Final data extracts complete	TBC	Delayed – pending completion of the independent review.
6	Funding request sent	TBC	Delayed – pending completion of the independent review.
6	Post payment report submitted	TBC	Timing unknown until re-forecasted dates are confirmed.
	Rectify	TBC	Red status due to resourcing issues and re-planning/re-forecasting is contingent on the timelines being confirmed for the independent assurance over remediation calculations.
	Remediate	TBC	

Key tasks in progress or completed

- Commenced handover to new Project Manager.
- Completing Te Whatu Ora's go-live and remediation requirements.
- Responding to queries from independent remediation reviewer.
- Ceridian extracted the data required for the independent review of remediation calculations. These were provided to EY early September.

Key tasks planned

- Reforecast project dates (subject to a completion date for the review being confirmed).
- Project Manager was focused on onboarding and not in a position to provide a detailed update for September.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Resourcing challenges, particularly in the payroll and HR team and IT support for PSe. (Issue)	Escalated critical resourcing requirements to Executive Project Sponsor. Have been using contractors and tight project management. A new IT resource was hired in May to support PSe.	Open
There is a risk that other development with Ceridian will be prioritised above Holidays Act requirements. (Risk)	Highlight requirements early and track delivery on a weekly basis.	Open
Managing any further operational readiness requirements from Te Whatu Ora (Risk)	Closely monitor and implement any further requirements as they arise.	Open
Te Whatu Ora restructures impacts local project resourcing or sponsorship (Risk)	Closely monitor and plan for changes as they arise.	Open
Clarification of the remediation approach for public holiday worked (Issue)	Confirm approach with Te Whatu Ora.	Open

ASSURANCE

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

PROJECT INFO

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

OVERVIEW OF PROJECT STATUS

Project overview

The Project has been revising delivery dates to accommodate rectification delays, external vendor availability, black-out periods and business as usual activity. They advised that they have shared a draft revised project plan with Te Whatu Ora – this is currently 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.
3	Complete assurance frameworks submitted for review	TBC	Revised delivery dates are under review. Unit tested was completed in September 2023.
4	Rectification testing complete	TBC	Revised delivery dates are under review.
	Funding request sent	TBC	Revised delivery dates are under review.
	Rectify	TBC	Red status until revised delivery dates are confirmed.
	Remediate	TBC	

Key tasks in progress or completed

- Revised delivery dates and provided a draft plan to Te Whatu Ora for review.
- Completed unit testing for rectification.
- Continued to update remediation models and test data for each pay run. This will be ongoing until the completion of rectification and remediation.

Key tasks planned

- Commence UAT testing and scenario testing for the cut-over plan.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

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

ASSURANCE

Component	One	Two	Three	Four	Five	Six	Seven
Status							
Planned Start date	Jan 22	Apr 22	Oct 22	Oct 22	Dec 22	TBC	TBC
Planned Finish date	Sept 22	June 23	Oct 23 (Sep 23)	Oct 23	Oct 23	Feb 2024 (Oct 23)	Feb 2024
Open actions	One	Two	-	-	-	-	-

PROJECT INFO

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

Project overview

Project progress has been limited this month due to settlement payments and resourcing issues. The Project is in the process of re-forecasting delivery dates and sharing revised dates with Te Whatu Ora for the national sequencing activity. No Limits Consulting will be providing additional resources to support the Project in November. The NPMO notes that the Project Payroll SME will be on leave in October - Project progress is anticipated to be limited in October too.

	Milestone	Date	Status
1	Remediation model tested	15 April 23	Complete
2	Rectification testing complete	30 April 23	Complete pending any changes from No Limits Consulting'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	Delayed - due to delivery dates being re-forecasted. The Project is in the process of engaging No Limit Consulting's to use their system to process former employee remediation payments.
6	Change management complete	TBC	Delayed - due to delivery dates being re-forecasted.
7	Complete assurance frameworks submitted for review	TBC	Delayed - due to delivery dates being re-forecasted.
◆	Funding request sent	TBC	Delayed - due to delivery dates being re-forecasted.
	Rectify	TBC	Red status due to resourcing constraints and the significant amount of work remaining to complete Assurance Frameworks and remaining remediation and rectification tasks.
	Remediate	TBC	

Key tasks started or in progress

- Progressing multi-jobber implementation plan.
- Continued with the deep-dive analysis on processes to ensure that they will support go-forward compliance in conjunction with systems. This will be ongoing until rectification is complete.

Key tasks completed

- Secured additional project support from No Limits Consulting.

Key tasks planned

- Finalise re-forecasted delivery dates.
- Contact national stakeholders to organise independent assurance reviews.

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. (Issue)	The Project is drafting an implementation plan – a completion date for this has not been provided.	Open and updated
Datacom and Change Healthcare's ability to provide a compliant payroll system and time and attendance system within the required timeframe. (Risk)	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.	Open
Resourcing issues within Project Team and Payroll Team (Issue)	No Limits Consulting will be providing additional resources to support the Project in November.	Open
Te Whatu Ora restructures impacts local project resourcing or sponsorship (Risk)	Closely monitor and plan for changes as they arise. This will be an ongoing risk to monitor until the program is completed.	Open

ASSURANCE

Component	One	Two	Three	Four	Five	Six	Seven
Status	✔	✔	!	🔄	!	!	!
Planned Start date	Nov 21	Apr 22	TBC	Feb 23	TBC	TBC	TBC
Planned Finish date	Mar 22	Mar 23	TBC	TBC	TBC	TBC	TBC
Open actions	-	2	-	-	-	-	-

PROJECT INFO

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

Te Matau a Māui | Hawkes Bay

OVERVIEW OF PROJECT STATUS

Project overview

The Project is reforecasting delivery dates to reflect the work outstanding for rectification. The detailed rectification plan is yet to be shared with Te Whatu Ora and the NPMO. When confirmed, it will feed into the national sequencing activity currently underway. Revised delivery dates will be confirmed when sequencing activity and stakeholder engagement is complete.

	Milestone	Date	Status
1	Complete remediation model tested	Oct 23 (30 Sep 23)	Delayed – the Project has advised testing will be finished in October as extended reporting needs to be finalised.
2	Completed assurance frameworks submitted for review	TBC	Timing unknown until re-forecasted dates are confirmed.
3	Rectification testing complete and dress rehearsals start	TBC	Timing unknown until re-forecasted dates are confirmed.
4	Employee payment and communication workstream finalised	TBC	Timing unknown until re-forecasted dates are confirmed.
	Funding request sent	TBC	Timing unknown until re-forecasted dates are confirmed.
	Rectify	TBC	Red status until detailed planning for rectification activities, incorporating payroll vendor support requirements and delivery timelines has been provided to Te Whatu Ora and the NPMO.
	Remediate	TBC	

Key tasks in progress or completed

- Completed handover process with HR BAU team for rectification.
- Continued remediation model testing – this will be completed in October 2023.
- Continued with rectification activities including terminations, RDP vs ADP and composite sick leave. The project completed categorisation of allowance codes this month.
- Held workshop with Unions to discuss PAYG sampling and the Project's remediation methodology.

Key tasks planned

- Share rectification plans with Te Whatu Ora and NPMO.
- Commence end to end testing for rectification.
- Submit evidence for AF4 to the NPMO for review.
- Establish a Finance Working Group to analyse data during parallel runs, validate new payroll reporting and review payroll journal entries.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Internal staff movement, resource retention and burn out (Risk)	Grant Thornton have been engaged to provide five additional rectification testing resources to the Project. Internal resourcing requirements are being closely monitored.	Open
The rectification discovery phase has revealed a higher than anticipated workload (Issue)	Detailed planning for rectification activities has been completed and will be shared with Te Whatu Ora.	Open
Clarification of the approach for national public holidays for RMOs (Issue)	Closely monitor updates from Te Whatu Ora.	New

ASSURANCE

Component	One	Two	Three	Four	Five	Six	Seven
Status	✔	✔	! ☆	! ▨	! ☆	! ▨	▨
Planned Start date	Jan 22	Apr 22	Nov 22	Nov 22	Apr 23	Aug 23	Aug 23
Planned Finish date	Mar 22	Dec 22	Oct 23 (Sep 23)	Oct 23	Oct 23 (Sep 23)	Oct 23 (Sep 23)	Oct 23
Open actions	Zero	One	-	-	-	-	-

PROJECT INFO

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

Tairāwhiti

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

OVERVIEW OF PROJECT STATUS

Project overview

Bruce George has been appointed as the new Project Manager and a site visit was conducted in late September to understand the current project status and to plan for future activities. The timing of rectification and remediation will be reviewed alongside the activities to complete. These activities will need to account for a number of constraints including IT infrastructure, resourcing, assurance, and the need to stagger implementations with other Ceridian projects.

	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	Delayed – due to an unsuccessful dress rehearsal in August. To be re-planned
4	Complete assurance frameworks submitted for review	TBC	Delayed – the Project is focused on gathering on remaining evidence for submission.
5	Final data extracts complete	TBC	Timing unknown until re-forecasted dates are confirmed.
6	Funding request sent	TBC	Timing unknown until re-forecasted dates are confirmed.
6	Post payment report submitted	TBC	Timing unknown until re-forecasted dates are confirmed.
	Rectify	TBC	Red status: due to resourcing constraints, IT infrastructure issues that are impacting testing and the sequencing/delivery dates for related Ceridian projects has not been confirmed.
	Remediate	TBC	

Key tasks in progress or completed

- Review of current status and planning future activities.
- Review of actions from draft PWC report.
- Collect and organise information for remaining assurance frameworks.
- Change and communication plans.
- Continued reviewing rectification processes with payroll and HR.
- Determine resource requirements.
- Continue refining HR and Payroll reports for example, multi-jobbers and annual leave.

Key tasks planned

- Reschedule regression testing and dress rehearsal.
- Refresh change and communication plans if required.
- Determine if and when external EY review is required.
- Finalise HR processes to support multi-job employment.
- Reforecast dates coordinating with other Ceridian sites.
- Testing of remediation calculations for example, public holidays worked.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

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

ASSURANCE

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

PROJECT INFO

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

Bay of Plenty

Project overview

The Project has been revising delivery due dates to accommodate their resource constraints and dry-run testing issues. They advised that they have shared a draft revised high-level project plan 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 Full communication plan to be reviewed with AKL Change Manager. Rectification Comms targeted to start Feb 24
2	Remediation model testing complete	TBC	Timing unknown until re-forecasted dates are confirmed.
3	Rectification development testing complete	TBC	Timing unknown until re-forecasted dates are confirmed.
4	Final data extracts complete	TBC	Timing unknown until re-forecasted dates are confirmed.
5	Complete assurance frameworks submitted for review	TBC	Timing unknown until re-forecasted dates are confirmed.
	Funding request sent	TBC	Timing unknown until re-forecasted dates are confirmed.
6	Post payment report submitted	TBC	Timing unknown until re-forecasted dates are confirmed.
	Rectify	TBC	Red status – due to resourcing constraints for remediation and rectification testing, the sequencing/delivery dates for related Ceridian projects has not been confirmed and the issues arising from dry-runs.
	Remediate	TBC	

Key tasks completed or underway

- Significant upgrade for rectification testing underway by BAU test lead.
- Supplied multi-jobber information to Southern to feed into the national paper. Work in this space has paused until the paper has been developed and approved.
- Investigated and resolved issues arising from the dry-run 2 and 3 except for annual leave for terminated employees and ADP call-back which are still in progress.
- Remediation Tool review required updates to LWOP changes. Final script approach to be validated during Dry Run four.
- Dry Run four completed (Sep 26-29).

Key tasks planned

- Investigate and resolve the issues arising from Dry run four.
- Hold bipartite meeting for HAC scheduled on 19th October.
- Submit Assurance Frameworks to the NPMO to review.
- Commence PSe PM working group to enhance collaboration across Projects.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Project resourcing for remediation and rectification testing (turnover, sick leave, attrition) (Issue)	The Project has onboarded one internal resource for remediation testing and is exploring opportunities to engage resources within the National programme. The Project has arranged for Auckland's Change and Communications Lead to review the work completed.	Open and updated.
Implementation of casual and multi-jobber rectification solutions (Issue) .	The Project is working with Southern to document the approach. All information gathered has been sent to Southern and a national implementation paper is being developed by Southern.	Open and updated.
Key PSe resource is away in October (Risk)	Any issues during the dry run will need to be triaged and sent to secondary support for resolution.	New
Changes to Microster require vendor (Tambala) development which may impact on project timelines. This is due to the vendor indicating they have no development capacity until after October 2023 due to resourcing (Risk) .	Ceridian has now developed a solution to complete the integration of hours into weeks between the two systems i.e. PSe and Microster.	Closed

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 (TBC)
Planned Finish date	Nov 21	June 2023	Nov 23 (TBC)				
Open actions	Zero	Three	-	-	-	-	-

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

Project overview

A new Project Manager has been appointed - the handover process was completed in September. The Project is focusing on project continuity to ensure that the systems and processes put in place by the previous Project Manager are maintained and project momentum continues.

The Project is in the process of reforecasting delivery dates and will provide them to Te Whatu Ora for review in October.

	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	Timing unknown until re-forecasted dates are confirmed.
6	Funding request sent	TBC	Timing unknown until re-forecasted dates are confirmed.
6	Post payment report submitted	TBC	Timing unknown until re-forecasted dates are confirmed.
	Rectify	TBC	Red status: the rescheduling of project implementation requires a revision of the project plan. This will also be impacted by the sequencing of other Ceridian projects.
	Remediate	TBC	

Key tasks in progress or completed

- Completed the handover to the Project Sponsor and new Project Manager.
- Started revising the Project Plan – this will be provided to Te Whatu Ora for review early October.
- Completing Te Whatu Ora go-live and remediation requirements.
- Working to finalise the scope of work with PWC for their independent review of rectification.
- Capture of additional data to support remediation calculations.
- Continued weekly process rectification review sessions with key members of Payroll Team.

Key tasks planned

- Confirm remediation approach for public holidays worked and notional public holidays for transferred RMO's.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Managing any further operational readiness requirements from Te Whatu Ora (Risk)	Closely monitor and implement any further requirements as they arise.	Open
Resourcing challenges, particularly within the payroll and HR teams. (Issue)	The new Project Manager has sourced additional resource through established contacts.	Closed
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 (Risk)	Highlight requirements early and track delivery on a weekly basis.	Open
Te Whatu Ora restructures impacts local project resourcing or sponsorship (Risk)	Closely monitor and plan for changes as they arise.	Open
Clarification of the remediation approach for public holiday worked and Notional Public Holiday entitlement for RMOs (Issue)	Confirm approach with Te Whatu Ora.	Open and updated

ASSURANCE

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

PROJECT INFO

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

Mid Central

OVERVIEW OF PROJECT STATUS

Project overview

The Project missed their target go-live date for rectification as they are working through rectification activities (for example, the outstanding actions for AF4, testing and resolving issues identified through testing) alongside operational readiness requirements. Independent assurance requirements for go-live are not yet confirmed and are dependant of the outcome of the independent review at Whanganui.

	Milestone	Date	Status
1	Remediation model consolidated and tested	TBC (1 Dec 23)	Timing unknown until re-forecasted dates are confirmed
2	Rectification testing complete	TBC (22 Sept 23)	Timing unknown until re-forecasted dates are confirmed
3	Final data extracts complete	TBC (29 Sept 23)	Timing unknown until re-forecasted dates are confirmed
4	Communication approach in place for rectification	TBC (15 Sept 23)	Timing unknown until re-forecasted dates are confirmed
5	Change Management complete	TBC (27 Sept 23)	Timing unknown until re-forecasted dates are confirmed
6	Complete assurance frameworks submitted for review	TBC (November 23)	Timing unknown until re-forecasted dates are confirmed
	Funding request sent	TBC (December 23)	Timing unknown until re-forecasted dates are confirmed
	Rectify	TBC (27 September 23)	Red status due to the outstanding work required to complete rectification and revised delivery dates have not been confirmed.
	Remediate	TBC (February 24)	

Key tasks in progress

- Continued testing the consolidated remediation model.
- Completed testing for UAT and parallel runs, the next step is to review and address the findings. The Project has also scheduled additional testing as rectification has been delayed.
- Continued with operational readiness.
- Progressed the communication plan for rectification.

Key tasks completed

- Completed the review and update of business procedures to incorporate rectification changes.

Key tasks planned

- Start developing an ongoing compliance monitoring plan. The completion date for this has not been confirmed.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Compliance review of solution options. (Issue)	PWC legal completed a review of solution options to assess compliance. The NPMO notes that PWC identified non-compliance risks. The Project advised that they are going to start developing their monitoring plan to address non-compliance risks in October 2023.	Open and updated
Resourcing for parallel runs and cutover testing (Risk)	A search for external resources is ongoing, noting that there is a scarcity in available resources. BAU resources have been engaged to address resourcing deficiencies, and BAU staff priorities are being managed.	Open
Managing any further operational readiness requirements from Te Whatu Ora (Risk)	Closely monitor and implement any further requirements as they arise	New

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 (Sep 23)	Jul 23	TBC (Oct 23)	TBC (Oct 23)	TBC (Oct 23)
Open actions	Zero	3	-	12*	-	-	-

*The NPMO notes that AF4 was issued in 'red status' as there are significant actions required to complete the framework, alongside risks identified in relation to the rectification methodology which the Project is working to resolve.

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)

New Zealand Blood and Organ Service

OVERVIEW OF PROJECT STATUS

Project overview

NZBS are on track to complete their remediation calculations in December 2023 – the project is completing final model testing.

	Milestone	Date	
1	Rectification testing complete	26 May 23	Completed – Rectification went live in June 2023.
2	Final data extracts complete	Aug 23	Complete - Datacom have provided the final data extract.
3	Employee payment and communication approach in place	Apr 23	Completed – plan in place. As per the project plan, NZBS will define its query management process in Q4 of 2023.
4	Complete assurance frameworks submitting for review	Sept 23	Complete – subject to NPMO review of final information.
5	Remediation model consolidated and tested	30 Nov 23	On track – final remediation model testing underway.
6	Funding request sent	20 Oct 23 (14 Oct 23)	Delayed – no impact to critical path.
	Post payment reporting submitted	22 Dec 23	On track
	Rectify	Done	Green status as NZBS are making the expected progress to plan
	Remediate	16 Dec 23	

Key tasks in progress or planned

- Ongoing planning for how NZBS will manage their own process for former employees. Administrator has been appointed. No timelines have been given on completion of this.
- Ongoing testing of final remediation models.
- Ongoing monitoring of rectified business processes.

Key tasks planned

- On-going provision of remaining Assurance Framework information to the NPMO for review.
- Negotiation of Statement of Work (SOW) for Human Force upgrade.
- Preparation of SOW for update of 52 week calculation information for remediation payments.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Items	Mitigation/plan	Status
Vendor commitment to timelines (Risk)	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.	Open
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 (Issue)	Working closely with vendor to progress.	Open
Clarity on the scope of remediation for casuals regarding entitlements and public holiday worked (Risk) .	Casual models have been reviewed and feedback provided. Clarity was sought from the Labour Inspectorate regarding the public holiday worked and confirmation if a consistent approach is required. NZBS will be undertaking a comparison of all BAPSF leave, including public holidays worked.	Closed

ASSURANCE

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

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

Project overview

This month, the Project identified data completeness issues and additional model updates that are required. As a result, remediation models are being revised which will result in delays to remediation payments. The Project is reforecasting their delivery dates which will be confirmed early October.

The Project advised that they are scoping a 'phase two' for rectification, to address updated National Directives and to update their methodology to be consistent with other projects. The scope will be confirmed early October.

OVERVIEW OF PROJECT STATUS

	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 – scope confirmation.	Early Oct 23	On track – scoping is underway.
4	Final data extracts complete	TBC (mid Oct 23)	A new extract of the payroll data has been provided to the remediation partner due to the data completeness issues. The data extract is currently being reviewed by the remediation partner.
5	Remediation model consolidated and tested	TBC (14 Aug 23)	Model testing will be delayed as a new version of the model is being generated due to the above. Additionally, some model tweaks are also required to address outliers identified from testing.
6	Complete assurance frameworks submitted for review	TBC	Assurance Framework 3 and 5 submitted for NPMO review.
	Funding request sent	TBC (16 Oct 23)	Delayed, due to above issues.
	Rectify Phase One	Done	Red status due to remediation delays and uncertainty over the scope of work for Rectification Phase Two. Work is underway to reforecast delivery dates and confirm scope.
	Rectify Phase Two	TBC	
	Remediate	TBC	

Key tasks completed or in progress

- Update project plan and timeline to be shared with NPMO. Confirm scope of rectification phase two and share with Te Whatu Ora and NPMO.
- Data validation by the remediation partner over the re-extracted payroll data is currently ongoing.
- Entered into operational readiness program in preparation for submission of funding request.

Key tasks completed or in progress (cont.)

- Steer Co meeting held with Union representative on the 14 September 2023.
- AF 3 and 5 have been submitted for NPMO review

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Managing any further operational readiness requirements from Te Whatu Ora (Risk)	Closely monitor and implement any further requirements as they arise. This risk continues to be open and reviewed until project completion.	Open
Managing change of personnel (Risk)	The District is continuing their efforts to recruit.	Open
Data quality issue (Issue)	The Project is working to reforecast delivery dates.	New

ASSURANCE

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

PROJECT INFO

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

OVERVIEW OF PROJECT STATUS

Project overview

The Project has not confirmed dates for rectification and remediation as they follow a staggered approach with other Ceridian Projects, and dates for Whanganui have not yet been confirmed.

A new Project Manager has been appointed, Wayne Mason. The new Project Manager was not in a position to provide an update for the Project as the handover process commenced late September.

	Milestone	Date	
1	Remediation model tested	31 Oct 23	Substantive testing will be completed by Oct 23. Ongoing testing will occur until rectification occurs.
2	Employee payment and communication approach in place	31 May 23	Completed - approach in place. Query management plan in place.
3	Rectification testing complete	Mid Oct 23	Substantive testing will be completed by mid - Oct 23 (was June 23). Ongoing testing will occur until rectification occurs.
4	Complete assurance frameworks submitted for review	TBC	Delayed - Project is working on providing remaining evidence for review.
5	Final data extracts complete	TBC	Timing unknown until re-forecasted dates are confirmed.
6	Funding request sent	TBC	Timing unknown until re-forecasted dates are confirmed.
6	Post payment reporting submitted	TBC	Timing unknown until re-forecasted dates are confirmed.
	Rectify	TBC	Red status: due to resourcing constraints and the sequencing/delivery dates for related Ceridian projects has not been confirmed.
	Remediate	TBC	

Key tasks in progress or completed

- Handover to the new Project Manager has commenced. The Project Manager went onsite at the end of September to assist with the handover process.

Key tasks planned

- Project Manager was focused on onboarding and was not in a position to provide a detailed update for September. An alternative contact to provide an update was unable to be provided.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Managing any further operational readiness requirements from Te Whatu Ora (Risk)	Closely monitor and implement any further requirements as they arise.	Open
Resourcing challenges, particularly in the payroll team. (Issue)	Have been using contractors and tight project management.	Open
There is a risk that other development with Ceridian will be prioritised above Holidays Act requirements. (Risk)	Highlight requirements early and track delivery on a weekly basis.	Open
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. (Risk)	The District will be outsourcing to Ceridian and evaluating alternative hosting solutions to ensure the project can proceed.	Open
Te Whatu Ora restructures impacts local project resourcing or sponsorship (Risk)	Closely monitor and plan for changes as they arise.	Open
Clarification of the remediation approach for public holiday worked (Issue)	Confirm approach with Te Whatu Ora.	Open

ASSURANCE

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

PROJECT INFO

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

Canterbury and West Coast

OVERVIEW OF PROJECT STATUS

Project overview

The Project Team is focusing on revising the project plan and delivery dates for rectification and remediation. A revised plan is expected by October 2023 after an internal review, with national feedback and collaboration to follow. The Project has onboarded some key resources and has engaged EY for remediation testing.

	Milestone	Date	Status
1	Remediation models validated	TBC	The project plan is being reviewed internally and will be shared with Te Whatu Ora and the NPMO in October.
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	
	Rectify	TBC	Red status – due to ongoing re-planning, resourcing constraints and the detailed design of complex rectification solutions (including the extent of system development required) has not been completed.
	Remediate	TBC	

Key tasks started or in progress

- Continued to work on rectification activities.
- Continued review of comms and engagement plan.
- Review of delivery schedule, including collaboration with other PSe Districts.
- Review of collateral from other Districts for adaptation.
- Preparation tasks for EY remediation test activity, e.g. provision of data sets and remediation decision log.
- Go-forward approach agreed with West Coast for manual capture of daily dated T&A information.
- Detailed review of Assurance Frameworks.
- Review of issues and risks.

Key tasks completed

- Finalised contractual arrangements for the upgrade & configuration to the T&A system.
- Recruited Project Team members.

Key tasks planned

- Wash-up of paper timesheet capture.
- Commence change/business readiness planning.
- Requirements and detailed design of complex rectification solutions.
- Commence upgrade of the T&A system.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
T&A system upgrade delays – the SoW with the vendor has been postponed until a national commercial discussion takes place (Issue)	The SoW is signed by the vendor and the T&A system upgrade to commence from October 2023.	Closed
Resourcing challenges – technical support, remediation testing resources, SMEs and change management (Issue)	The Projects has onboarded Senior BA, Application Specialist, HR Specialist and Payroll Support Specialist and have engaged EY for remediation testing. As part of planning, the Project is determining their resource requirements. Outsourced resource options are also being considered.	Open and updated
Diversion of supporting organisational teams to address other national priorities including operating model consultations, pay equity and outcomes from ongoing bargaining. (Issue)	Monitor and plan for national priorities where possible. Explore secondment options for key programme roles to enable BAU teams to backfill.	Open
Inability to obtain all historical data. (Issue)	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.	Open
Vendor availability – both Ceridian for PSe Payroll system and Tambla for Microster have competing priorities and clients to deliver for (Risk)	Keep continuous engagement with the vendors to ensure any deliverables are planned and SoWs are received in a timely manner from the vendors.	New

ASSURANCE

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

PROJECT INFO

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

South Canterbury

OVERVIEW OF PROJECT STATUS

Project overview

The Project is revising timelines to accommodate rectification delays and vendor availability. The Project advised that they have shared a draft revised project plan with Te Whatu Ora – this is currently being reviewed as part of the national sequencing activity. The Project advised that revised delivery dates have not been agreed with AMS.

	Milestone	Date	Status
1	Remediation models validated	TBC (Ongoing from 5 October 23 to 30 November 23)	Delayed due to delivery dates being refreshed.
2	Rectification testing complete	TBC (15 December 2023)	Delayed due to delivery dates being refreshed.
3	Employee payment and communication delivery commences	TBC (15 December 2023)	Delayed due to delivery dates being refreshed.
4	Remediation final models run	TBC (15 February 24)	Delayed due to delivery dates being refreshed.
5	Change management complete	TBC (February 2024)	Delayed due to delivery dates being refreshed.
6	Complete assurance frameworks submitted for review	TBC (December 23)	Delayed due to delivery dates being refreshed.
	Funding request sent	TBC (December 23)	Delayed due to delivery dates being refreshed.
	Rectify	TBC (February 2024)	Red status: due to resourcing constraints for rectification, delivery dates are pending national approval and the draft revised project plan does not incorporate AMS delivery dates.
	Remediate	TBC (February 2024)	

Key tasks completed or in progress

- Commenced Union engagement to take Unions through solution options and related decisions for rectification and remediation, this will be completed in October.
- Submitted AF2 and AF6 in September for review and feedback.
- Finalised planning for rectification and shared a draft revised project plan with Te Whatu Ora.
- Signed up to use the Current Employee Portal.

Key tasks planned

- Confirm delivery timelines and sequencing.
- Start compiling documentation for AF3, AF4 and AF5.
- Prepare to use the Current and Former Employee Portals.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Resource constraints faced in BAU Payroll Team and rectification testing team (Issue)	The Project Team has determined their resourcing requirements for rectification and is working to secure additional resources.	Open and updated
Dependency on Remediation partner to meet new timeframe (Risk)	EY has confirmed they can meet the Districts re-forecasted dates, however these are yet to be confirmed with all vendors.	Open and updated
DMA indecision leading to delays in critical project decisions being made (Risk)	This risk has been superseded by the new one below.	Closed
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 (Risk).	The Project is adopting Auckland's remediation and rectification approach where possible. There is an AMS collaboration group established to share/leverage off other AMS Projects where possible.	New
AMS configuration and testing programme for rectification (Risk)	Confirm re-forecasted delivery dates with AMS.	Open and updated
No contingency has been built in to timelines (Risk)	Due to dates being re-forecasted, more contingency will be gained.	Closed

ASSURANCE

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

PROJECT INFO

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

Wellington-3 Programme overview

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

Overview
 The Programme is focusing on processing rectification and remediation for CC and continuing rectification activities for HV.
 The Programme shared their integrated schedule with the NPMO. However key dates in the schedule do not align to the Programmes target delivery dates. The NPMO notes that timelines remain at risk as the Programme has not met a number milestone dates within the schedule and detailed planning for Wr has not occurred. The Programme advised they are in the process of updating the integrated schedule, along with a supporting governance plan and detailed plan.

Area	Activity	Target Date	Status
Capital and Coast	Rectify	June 2024	Red status – Due to a lack of programme schedule with timelines that align to target dates and the extent of work remaining to be completed by 1 March 2024 for cut over.
	Remediate	June 2024	
Hutt Valley	Rectify	Sept 2024	Red status – Due to the programmes initial priority for remediation being CC, there is a direct dependency with CC status. We note that the Programme is progressing detailed rectification design for HV with the support of Fusion 5.
	Remediate	Sept 2024	
Wairarapa	Rectify	Dec 2024	Red status – Due to the programmes initial priority being CC for remediation and rectification, there is a direct dependency with CC status. Detailed planning for Wr has not yet occurred.
	Remediate	Dec 2024	

OVERVIEW OF PROGRAMME STATUS

Key tasks in progress

- Continued progressing the Business Change Impact Analysis for the entire Programme.
- Continued Wr Actor rules update/configuration and change planning.
- Continued CC Roster to Pay and work profile changes.

Key tasks completed

- Completed testing of CC V2 remediation models.
- Submitted evidence for CC AF2.

Key tasks planned

- Confirming CC V3 remediation models function correctly.
- Annual leave, BAPSF and termination configuration design and functional testing for CC.
- Planning for multiple sequential cutovers - three payroll systems.
- Complete alignment of AF requirements in the integrated schedule.
- Continue planning for Wr configuration and testing work.
- Complete AF2 for HV and WR.
- Hold workshops with AMS, EY and F5 on cutover and dress rehearsals.

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 (Issue).	Work with EY to resolve any issues as quickly as possible.	Open
If testing for configuration design and implementation is delayed due to errors or complex issues then the timelines for payment to current employees will be compromised (Risk).	The Programme has a close relationship with the business, AMS and Fusion 5 to enable resolution of issues in a timely manner.	Open
If the right additional Business and Programme resources cannot be found and/or engaged in a timely manner, and are not available to assist the Programme, then timelines will be impacted (Risk).	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. After design configuration and functional testing is completed for CC, the Programme will identify if they need additional rectification resources.	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 (Risk).	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 and updated
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 (Risk).	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. Get as much signed off as soon as possible.	Open
The integrated schedule and reported delivery dates remain at risk (Issue)	The Programme is working with AMS and Fusion 5 to identify opportunities to pull timeframes back. The schedule will be updated in November based on whether the milestone for CC's rectification design, config and functional testing is complete.	New

PROGRAMME RISKS AND ISSUES

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 Mero (subcontractor)	Payroll provider	CC: AMS Leader Wr: AMS Leader HV: PayGlobal supported by Fusion 5.

Wellington-3 Milestones per payroll

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

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 material delays in configuration design and build, and the commencement of testing as a result.
3	Remediation outlier testing complete	April 24	At risk due to delays in model validation work.
4	Rectification testing complete	Mar 24	At risk if functional testing work is not completed as planned.
4	The District is change ready	June 24	On track. website/intranet updated with progress.
5	Rectify	June 2024	Red status – Due to a lack of programme schedule with timelines that align to target dates and the extent of work remaining to be completed by 1 March 2024 for cut over.
	Remediate	June 2024	

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

Hutt Valley

	Milestone*	Date	Status
1	Remediation model validation complete	Mar 24	On hold - awaiting delivery of HV version 2 models.
2	Design Config. and Functional Testing complete	Feb 24	On track
3	Remediation outlier testing complete	May 24	At risk pending completion of CC work, availability of the right resources and delivery of HV version 2 models.
4	Rectification testing complete	Apr 24	On track.
4	The District is change ready	Aug 24	On track.
5	Rectify	Sept 2024	Red status – Due to the programmes initial priority for remediation being CC, there is a direct dependency with CC status. We note that the Programme is progressing detailed rectification design for HV with the support of Fusion 5.
	Remediate	Sept 2024	

Component	One	Two	Three	Four	Five	Six	Seven
Status							
Planned Start date	Oct 21	Dec 21	Nov 22	Nov 22	TBC	TBC	TBC
Planned Finish date	Nov 21	TBC (Oct 23)	Jul 24	Apr 24	TBC	TBC	TBC
Open actions	Zero	-	-	-	-	-	-

Wairarapa

	Milestone*	Date	Status
1	Remediation model validation complete	April 24	On hold - to be updated pending completion of CC work and availability of resources.
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.
	Rectify	Dec 2024	Red status – Due to the programmes initial priority being CC for remediation and rectification, there is a direct dependency with CC status. Detailed planning for Wr has not yet occurred.
	Remediate	Dec 2024	

Component	One	Two	Three	Four	Five	Six	Seven
Status							
Planned Start date	Oct 21	Dec 21	Nov 22	Nov 22	TBC	TBC	TBC
Planned Finish date	Nov 21	TBC (Oct 23)	Sept 24	Jul 24	TBC	TBC	TBC
Open actions	Zero	-	-	-	-	-	-

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

Nelson Marlborough

OVERVIEW OF PROJECT STATUS

Project overview

The Project commenced remediation model testing in September and is focused on progressing project planning and rectification. Resourcing for rectification testing remains a key risk.

	Milestone	Date	Status
1	Provide NPMO with project plan and key milestones	Oct 2023 (Sep 2023)	Delayed – the Project shared a partially complete project plan with the NPMO. The plan and milestones will be finalised in October.
2	Develop and finalise testing strategy for remediation	Sep 2023	Complete – the testing strategy has been finalised.
3	Detailed designed 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.
4	Reviewed allowance and components for rectification and remediation	Sep 2023	Complete – the project advised that the Steering Committee approved this in September.

***Note that only the four most recent milestones are shown. Further details will be provided next month based on the updated project plan**

Rectify	July 24	Red status due to resourcing constraints for rectification and the extent if 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 when available.
- Started developing detailed design of rectification solutions.

Key tasks completed

- Finalised the project plan and obtained approval from the Steering Committee (excludes Unions).
- Collated initial evidence for AF2 and provided to the NPMO for review.

Key tasks planned

- Hold Stakeholder Reference Group (includes Unions) meeting.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Insufficient resources within the Project Team (Issue)	The Project has recently recruited additional technical staff and has outsourced remediation testing to EY. Rectification testing resources remain at risk and is exploring resource availability from the Auckland Project Team.	Open and updated
Project timelines move which impacts scheduled vendor capacity(Risk)	Regular communication with vendors.	Open
Potential for significant rectification solution rework (Risk)	The Project is planning to utilise work completed by Auckland Metro.	Open

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	Oct 23	TBC	TBC	TBC	TBC	TBC
Open actions	Zero	-	-	-	-	-	-

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

 **Complete** Work is complete. No further activities are required.

 **Underway** Further activities are required to complete the work. Work is on track.

 **Progress impacted** Work is underway, but progress has been impacted. Remedial action may be required.

 **Not started** Work has not yet commenced. Timelines have not been set.

Status key

 **On track** Work is on track in key project areas. There are no concerns, and no action is required. Up to date project plan provided.

 **Potential concerns** Work is not on track in key project areas. Some concerns and problems have been identified. Corrective action is required. Initial project plan has been provided by may be out of date.

 **Significant concerns** Work is not on track in key project areas. Several concerns have been identified and there are significant problems. Immediate remedial action is required. No project plan provided.

 **Change** Indicates where there has been a change month to month and the direction of the change. No change is not marked. Prior month information is marked by brackets.

Programme Timeline Overview

PHASE 1: REVIEW PROCESS

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

Assurance Frameworks

1.1 Compliance assessment completed (Framework ref: 1)

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

Gold milestone

- District payroll systems tested against the baseline.

PHASE 2: RECTIFICATION PROCESS

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

Assurance Frameworks

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

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

Gold milestone

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

PHASE 3: REMEDIATION

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

Assurance Frameworks

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

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

3.2 Remediation methodology approved (Framework ref: 3)

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

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

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

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

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

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

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

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

Gold milestone

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

Milestone Definitions

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

	Milestone	Definition
1	Remediation model consolidated and tested	The Project has a complete remediation model. If several models exist, these have been consolidated into one mode to produce remediation payments at an employee level. User testing of all model components and the consolidated model is complete.
2	Rectification testing complete	All required system updates, data mapping & cut-over, updating of 52 weeks gross earning (where applicable) and re-configurations have been completed. The rectified system has been tested and is ready for go-live.
3	The Project is change ready	The District/Business is prepared to support ongoing compliance. Relevant change activities have occurred, including process changes, training of key staff, and required communications activities.
4	Final data extracts complete	Complete data extracts that will be used for the Project's final remediation calculation are clean and complete.
5	Employee payment and communication approach in place	The District has a plan in place for how to receive funds from Treasury and process remediation payments. Communication activities are underway and there is a plan in place for communication and engagement with stakeholders leading up to- and in support of payment, including staff query management.
6	Complete assurance frameworks submitted for review	The NPMO has confirmed that all required evidence has been supplied for review and that the agreed three week review period has been initiated. The cut-off date for this date to remain 'on track' is the funding request date (below) with additional 4 weeks (3 weeks for the NPMO review cycle, one week for preparation of Treasury funding request).
	Funding requested	Funding must be requested from Ministry of Health and Treasury 8 weeks prior to payment.
	Rectification	Date for rectification go-live.
	Remediation	Date for remediation payment to current employees.
		Date for remediation payment to former employees.

Appendix A: Employee Portals Update

Summary of the queries received to date regarding Auckland payments (through the current employee portal 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	Support Advisors HNZ Current Portal-Tier 2	
(empty)	47	0	0	47
How to use the portal	143	0	0	143
My remediation calculation	193	0	18	211
My tax and deductions	3	0	0	3
Payments for other districts	39	0	0	39
My previous job in a district	299	0	3	302
Something else	144	1	0	145
Total	868	1	21	890

Number of queries from Tier 1 Resolved **722/868**

Number of queries from Tier 2 Resolved **20/21**

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

Key Takeaway:

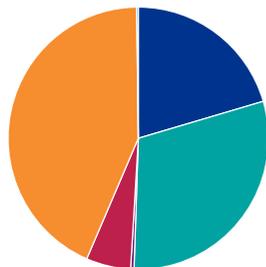


Support Desk queries on "My remediation calculation" and "My previous job in a District" are the topics most selected, and make up 60% of all inquiries.

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



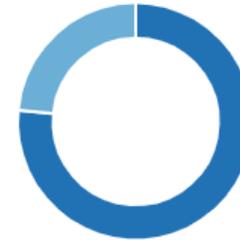
Key Takeaways:

Nurses represent the majority of all inquiries.

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

Support Desk

Average response time per tier



- HNZ - CEP - Level 2 SLA = 1 Day 22 Hours 48 Minutes (76.56%)
- HNZ - CEP - Level 1 SLA = 14 Hours 20 Minutes (23.44%)

Key Takeaways:



The average response time across both levels is under two business days. This remains the same from the previous update.

*#N/A = Queries from employees who have experienced registration issues

Contact us

Rebecca Armour

Partner
Tax and People Compliance Services
Auckland

T: +64 9 367 5926

E: ramour@kpmg.co.nz

Muhsin Hilal

Director
Consulting and People Compliance Services
Auckland

T: +6493633639

E: muhsinhilal@kpmg.co.nz

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