



# August 2023 Status Report

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

11 September 2023

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

# National Programme Management Office overview

Kia ora koutou,

Key points from the previous month:

- Nine Projects are reforecasting timelines. The NPMO and Te Whatu Ora are working closely with those projects to confirm delivery dates, which are anticipated to be confirmed by mid-September.
- We acknowledge the significant efforts of Auckland SSC who are progressing towards a payment to current employees and rectification go-live in September.
- Operational readiness guidance documentation was shared with Projects in August 2023, which includes requirements for independent assurance over remediation and/or rectification. Te Whatu Ora will contact Projects to confirm the independent assurance that is required for each project.
- The Current Employee National Portal will be extended on request to other Projects as they approach their payment dates. The Former Employee National Portal is scheduled to go live in mid-October, subject to satisfactory completion of a security risk assessment.
- No Projects have completed Assurance Frameworks this month. Waikato, Lakes and Tairāwhiti made progress 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 September 8<sup>th</sup> 2023.

Ngā mihi nui,

HARP NPMO

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2.	<b>NPMO overview</b>
3.	<b>National themes status update</b>
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33.	<b>Appendix A: Employee Portal Update</b>

# NPMO themes status update

**Key:**  
Recent update  
Theme closing

The below table provides an update from the NPMO.

Theme	Update
1. <b>National programme governance</b>	<ul style="list-style-type: none"> <li>A process for union sample reviews has been shared with all Districts. Note: lessons learnt following the union reviews of Auckland District's sample will be captured and might lead to changes to this approach.</li> </ul>
2. <b>Technical updates</b>	<ul style="list-style-type: none"> <li>National Project Team meetings are now held weekly, Wednesdays at 2pm. All Project Leads should attend this meeting or watch the recording as it contains valuable content for implementation and approach to remediation and rectification.</li> </ul>
3. <b>District processes and resourcing</b>	<ul style="list-style-type: none"> <li>Project resourcing has been highlighted as a key topic for Executive Leaders. Regular meetings between Head of National People Services and District Executive Leads have been scheduled for escalation of resourcing issues. All Projects with resourcing constraints should communicate their exact requirements to Executive Leaders.</li> </ul>
4. <b>National portal</b>	<ul style="list-style-type: none"> <li>The Former Employee National Portal is scheduled to go-live in <b>mid-October</b>, subject to a satisfactory security risk assessment.</li> <li><b>The Current Employee National Portal has been designed, built and deployed for Auckland current employees. The Current Employee National 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.</b></li> </ul>
5. <b>Payroll system rectification</b>	<ul style="list-style-type: none"> <li>Payroll User groups continue to meet regularly.</li> <li>We note that national Te Whatu Ora decision points and independent assurance is required ahead of key milestones (e.g. rectification go-live, submission of funding requests, and finalisation of remediation payments).</li> <li>We note that Projects are working closely with key payroll vendors on how to best manage future go-live sequences in light of delays. Vendors have limited capacity to support several go-lives during the same months.</li> <li><b>The NPMO has scheduled meetings with key payroll providers (AMS and Ceridian) in September to discuss project timelines.</b></li> </ul>
6. <b>Assurance</b>	<ul style="list-style-type: none"> <li>Te Whatu Ora has established assurance expectations in addition to the Assurance Frameworks (such as the independent reviews noted above). While these additional expectations are not requirements of the Assurance Frameworks, we will look to capture the completion of the activities in preparation for go-live.</li> </ul>
7. <b>Payment process</b>	<ul style="list-style-type: none"> <li>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.</li> <li>A Post Payment Report template has been shared with Districts. This template needs to be completed within five days of processing remediation payments.</li> </ul>
8. <b>National change management</b>	<ul style="list-style-type: none"> <li>Options for progressing national change management continues to be considered.</li> </ul>
9. <b>Operational Readiness</b>	<ul style="list-style-type: none"> <li><b>Operational readiness guidance documentation was shared with Projects in August 2023, which includes requirements for independent assurance over remediation and/or rectification. Te Whatu Ora will contact Projects to confirm the independent assurance that is required for each project.</b></li> </ul>

# Programme dashboard

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

## STATUS SNAPSHOT as at 11 September 2023

### Progress towards key milestones:

- 1/19 has remediated current employees
- 0/19 have remediated former employees
- 3/19 have rectified their payroll system
- 6/19 have entered Te Whatu Ora Operational Readiness Programme

	Complete	On track	At risk	Off track
Progress towards reported remediation dates	✓ 1 (-)	✓ 2 (1)	🕒 1 (4)	❗ 15 (15)
Progress towards reported rectification dates	✓ 3 (-)	✓ 1 (2)	🕒 0 (3)	❗ 15 (15)

## 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 11 September 2023

Project Risk / issue	Comments
<b>District and project resourcing</b>	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.
<b>Change and communication</b>	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.
<b>Te Whatu Ora operational readiness requirements</b>	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 11 September 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 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 6.

# Te Whatu Ora Go-Live Requirements – Operational Readiness

## Overview

Te Whatu Ora leadership have 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 ensures that all projects can:

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

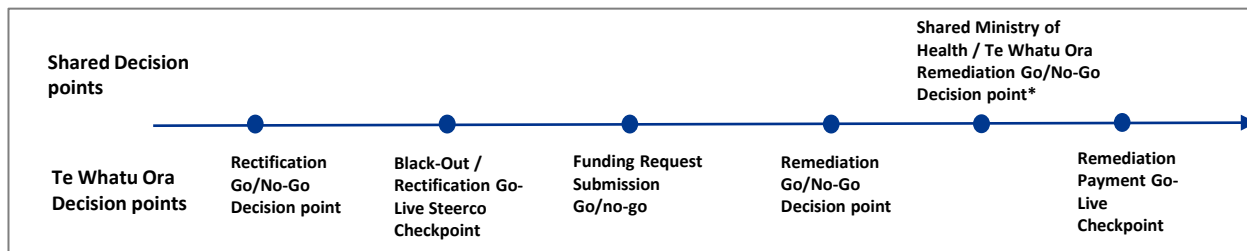
## Status

The team has held several 1:1 meetings and shared a number of guidance documents/templates to provide broader guidance to other Districts on the approach and requirements for Operational Readiness. The documents have been uploaded to the Collaboration Hub. We note where some users were having issues accessing the collaboration hub, using the web version of teams has been identified as a solution. Further guidance regarding the independent rectification and remediation assurance is expected to be provided by Te Whatu Ora leadership to support Districts.

District	Decision point	Status
Waikato	Rectification go-live	Complete
Auckland District	Close-out	Close out pending finalisation of post payment report
Auckland SSC	Shared Go / No-Go	In progress
Mid Central	Rectification go-live	In progress
Whanganui	Rectification go-live	Initial no-go decision made. In progress
Southern	Rectification go-live	In progress – revising timelines
Tairāwhiti	Rectification go-live	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 Auckland current employees. The CEP is on track to extend to Auckland Healthsource current employees for their September remediation payments. Final additional security features (multi-factor authentication and geo-blocking) are in the process of being added to the portal before go-live to Auckland Healthsource. The CEP will be extended, upon request, to other Projects as they approach their payment dates. Those Project will need to create a data file which can be uploaded into the CEP.

The Former Employee Portal (FEP) has been designed and built by Ernst and Young (EY). The FEP is scheduled to go-live in early October, subject to a satisfactory security risk assessment. The assessment is currently in progress, and we have identified a risk in relation to this under Key Risks and Issues.

	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 Mid-October	CEP – Complete CEP for Auckland SSC – On track FEP - On track – subject to security assessment

## Current Key Tasks for Each Portal

### Current Employee Portal

- URL to be communicated to Auckland Healthsource organisations in September to coincide with their payment date of 21 Sep 2023.
- Upload for SSC Payments are being tested.

### Former Employee Portal

- UAT testing is progressing.
- Solution Design for FEP to be completed.
- Cloud Security Assessment activities to be implemented.
- Change request underway for data consolidation.
- Detailed planning for communication to former employees is underway.
- Deployment plan to be completed.
- Data is being gathered for all former employees up to the end of July.

## Key Risks and Issues

Item	Mitigation/plan	Status
Security Assessment of the Portals is more than expected and so requires additional investigation and resources <b>(Risk)</b> .	Working closely between Auckland Metro, EY and security teams to work through assessment actions.	Open
Requirements may not be clear or may change during testing <b>(Risk)</b> .	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 <b>(Risk)</b> .	Ensure that project documents and decisions are well documented. Ensure the team are engaged and are kept up to date with progress and activities.	Open

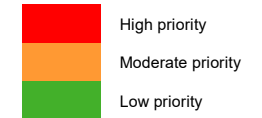
## Overview of queries received to date regarding Auckland payments (through the CEP and their HR team)

In the past month, the volume of queries raised through the CEP and AskHR teams decreased. There were 157 queries raised in August, 9 of which required escalation (Tier 2). 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><b>Overview:</b> Resourcing remains a major concern for many Projects. Many report that the Te Whatu Ora transition and other priority initiatives place additional pressure on already strained resources. Recruitment remains a challenge for many.</p> <p><b>Projects affected:</b> Most Projects continue to report resourcing as an issue or risk to delivery.</p> <p><b>Potential resolution for dependency:</b></p> <ul style="list-style-type: none"> <li>— All Projects that face resource challenges must clearly define and escalate these to Executive Leaders for resolution if they are unable build capacity in a timely manner.</li> <li>— Outsourced resource options should be explored by Projects facing resourcing challenges.</li> </ul>		<p><b>Overview:</b> The resolution of National Questions has been a key dependency for Projects to rectify their systems and to remediate employees consistently and in compliance with the Holidays Act. There are currently some concerns regarding consistency in implementation approach among some Districts. The NPMO is working with Te Whatu Ora to clarify the level of consistency required.</p> <p><b>Projects affected:</b> All projects have been affected by National Questions.</p> <p><b>Potential resolution for dependency:</b></p> <ul style="list-style-type: none"> <li>— National Questions are now resolved. Te Whatu Ora are providing support to resolve recently raised concerns.</li> <li>— Implementation sessions are now run weekly.</li> </ul>	
3. External vendor capacity			
a) Payroll Vendor	b) Remediation Partner	c) NPMO Assurance Frameworks	
Priority rating	Priority rating	Priority rating	
<p><b>Overview:</b> Many Projects use the same payroll vendors. Their capacity to update systems in a timely manner is a key dependency for rectification timelines. Most payroll vendors can only support one go-live at any one time, placing additional pressures on planning activities.</p> <p>The delay of the Whanganui rectification go-live placed additional pressure on the timeframes for Projects with the same payroll vendor.</p> <p><b>Projects affected:</b> Most Projects are reliant on actions from a payroll vendor. As project timelines continue to shift, so does the time the vendors' capacity is needed.</p> <p><b>Potential resolution for dependency:</b></p> <ul style="list-style-type: none"> <li>— Collaboration groups meet regularly to ensure collaboration and sharing of learnings.</li> <li>— Each District is required to raise any issues regarding vendor availability to the NPMO and Executive Leaders as soon as these are known.</li> </ul>	<p><b>Overview:</b> Nine Projects are using the same remediation partner. Recent requirements for independent assurance over remediation and rectification alongside project delays, have put pressure on the delivery window, posing a risk to the vendor capacity.</p> <p><b>Projects affected:</b> All Projects with an external remediation partner are reliant on the vendor's capacity. The risk is particularly high for Projects that share remediation partner as timelines continue to shift.</p> <p><b>Potential resolution for dependency:</b></p> <ul style="list-style-type: none"> <li>— The NPMO are monitoring Project expectations and high volume reliance on remediation partners to avoid bottlenecks that could impact project timelines.</li> <li>— Each Project collaborates closely with their remediation partner and should escalate any capacity concerns as soon as they are known.</li> </ul>	<p><b>Overview:</b> To be able to request funding, each Project must complete all Assurance Frameworks. The NPMO has encouraged Projects to submit evidence early to avoid review bottlenecks.</p> <p><b>Projects affected:</b> Progress has been made in recent months, however all Projects with upcoming milestones that require Assurance Frameworks to be completed must work closely with their Relationship Manager to ensure sufficient time is left for reviews to be finalised.</p> <p><b>Potential resolution for dependency:</b></p> <ul style="list-style-type: none"> <li>— Exact dates have continuously been requested by Projects to allow the NPMO to better forecast workloads.</li> <li>— Projects are encouraged to drip feed information to their Relationship Manager.</li> </ul>	

# Project timelines on a page

- ★ Funding requested
- 🕒 3 months or less until payment
- 🕒 3-6 months until payment
- 🕒 6-12 months until payment
- 🕒 12 Months+ until payment
- 🕒 Timelines not provided
- 🕒 District that has entered operational readiness programme
- ✅ Complete
- 🟢 On track to meet reported date
- 🟡 Potential concerns to meet reported date
- 🔴 Significant concerns to meet reported date

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

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

- Majority of Projects have red status primarily due to ongoing resourcing challenges, the complexities of the go-live process for remediation and rectification and reliance on external vendors. We acknowledge the significant ongoing efforts at Projects to move things forward at pace, including reviewing ways to leverage off Auckland's project collateral where possible. Further, there is significant focus on supporting Projects with:
  - Navigating the complexities of the go-live process for remediation and rectification through Operational Readiness.
  - Detailed planning/re-planning and sequencing.
  - Securing resources to support projects.

### Comments on projects with an amber status:

- Waikato: Amber status until a detailed plan for finalisation of payments has been developed.

\*Refer page 4 for a definition of the 10 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 August 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

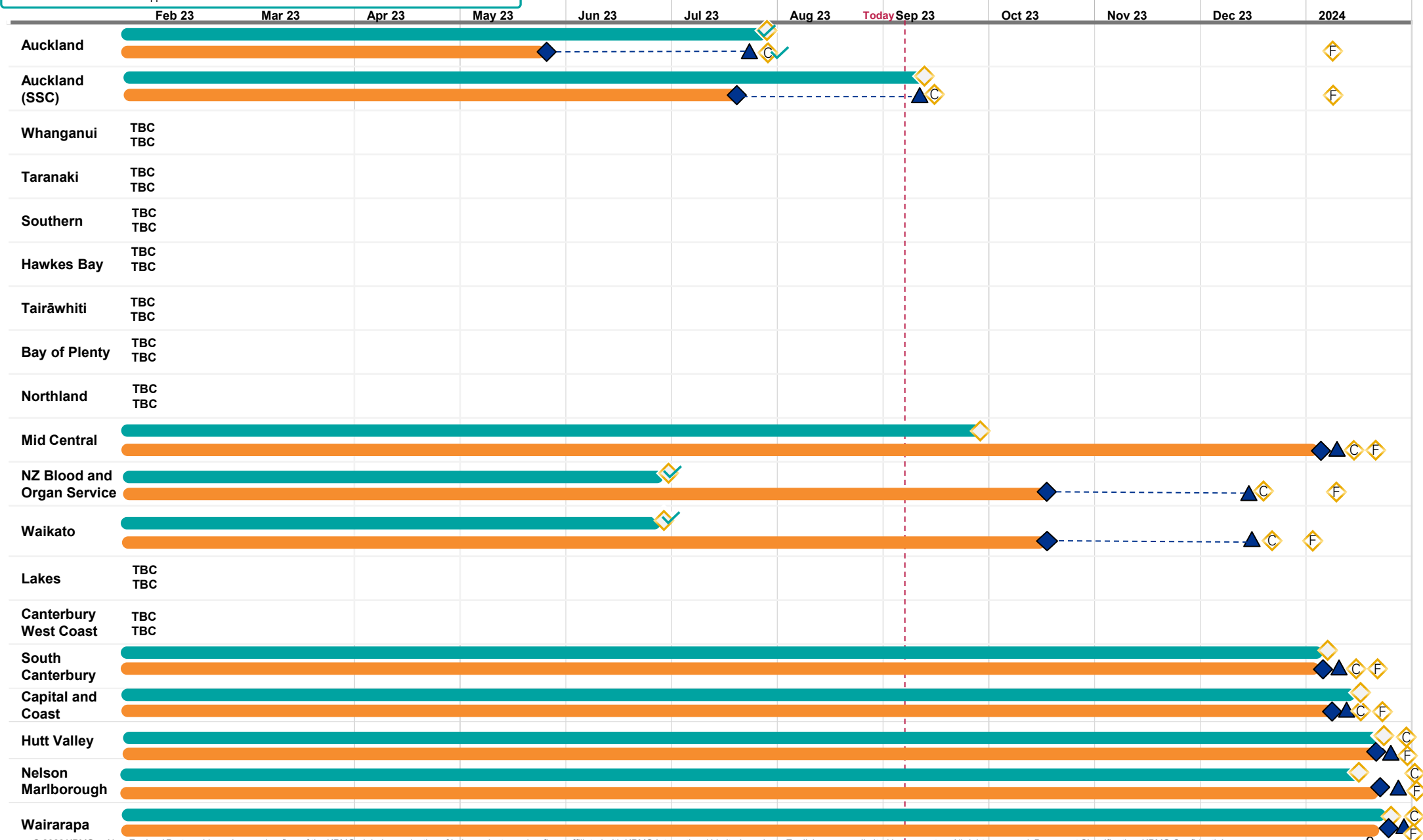
### Silver milestones

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 approach 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.
<b>Rectify</b>	<b>Nov 23</b>	<b>Amber status</b> due to unresolved pathway to payment and uncertainties regarding the project timeline, including a possible interim payment.
<b>Remediate</b>	<b>Nov 23</b>	

**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** | 3,858 current employees and 8,051 terminated employees as at September 2021

**Remediation partner** | Grant Thornton (GT) | **Payroll provider** | AMS Leader

# Auckland District

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

OVERVIEW OF PROJECT STATUS

## 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 early September. A further request for funding for PAYG entitlements is in development.

	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
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	4 Aug 23	Delayed. Estimated delivery of a complete post payment report is early September.
	<b>Rectify</b>	<b>Jul 23</b>	Complete – current staff for current tenure.
	<b>Remediate</b>	<b>Jul 23</b>	

## Key tasks in progress or completed

- Analysis is underway for the post-payment reporting.
- Payroll BAU are catching up on tasks paused during back-out period.
- Day 1 EY remediation tool has been deployed in BAU payroll.
- Technical manuals for the payroll processing software are being finalised.
- P2P post go-live reporting requirements are in progress.
- P2P for PAYG entitlements is in progress.
- Change Control processes are being implemented.
- The final open actions outlined as per assurance frameworks are to be closed, e.g. provision of finalised payroll process documentation.

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. <b>(Risk)</b>	Work is underway to define the funding scope for PAYG entitlements.	Open

ASSURANCE

Component*	One	Two	Three	Four	Five	Six	Seven
<b>Status</b>							
<b>Planned Start date</b>	Jan 22	Aug 22	Nov 22	Nov 22	May 23	Jan 23	Apr 23
<b>Planned Finish date</b>	Complete	Complete	Complete*	Complete	Complete	Complete	Complete
<b>Open actions</b>	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

<b>Programme Manager</b>	Bruce George	<b>Employee numbers</b>	12,797 current and 33,902 former employees as at 7 Aug 2023
<b>Remediation partner</b>	EY – review, rectification and remediation	<b>Payroll provider</b>	AMS Leader

# Auckland Healthsource (SSC)

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

OVERVIEW OF PROJECT STATUS

### Project overview

The Health Source (SSC) Payroll includes – Counties Manukau and Waitemata Districts, Health Source, healthAlliance, NZ Health Partnership and Northern Region Alliance.

The SSC funding request was submitted in early August with an updated request submitted on 30 August (following Dress Rehearsal (DR) #1). A go / no-go decision has been scheduled for 6 September.

Two DRs have been completed successfully and lessons learnt applied. DR#3 started on 25 Aug. The brown-out period began on 7 Aug and black-out begins on 7 Sep. Communications have been sent out.

	Milestone	Date	Status
1	Employee payment and communication approach in place	Dec 22	Complete. The detailed plan and activities evolve every week.
2	Remediation model consolidated and tested	Sep 23	SSC Dress Rehearsal #3 in progress
3	Rectification testing complete	Sep 23	DR1 & DR2 completed, DR3 in progress. SSC Go live sequence to begin on 12 Sep
4	Complete assurance frameworks submitted for review	1 May 23	Completed on 27 April 2023. All 7 frameworks have been signed off.
5	Final data extracts complete	12 Sep 23	SSC data cut to be taken on 12 Sep for final remediation calculations.
	Funding request sent	20 July 23	Originally submitted by 28 July 2023. Revised version submitted 30 August 2023.  Funding request for entitlements remediation for PAYG employees to be done at a later stage (tentatively Oct 2023).
	Rectify	Sep 23	<b>Green Status</b> as activities are on track despite the risk associated with significant complexity and interconnectedness of the overall AMHA programme schedule.
	Remediate	Sep 23	

### Key tasks in progress or completed

- Outlier testing, quality assurance and model output testing from refreshed data cuts continue.
- DR# 3 is in progress.
- Portal upload of remediation data files is being tested
- Technical manuals for the payroll processing software are being finalised.
- Payroll training is in progress
- Plan for cut over for Go live is being finalised
- Planning for Day 1 activities is progressing.
- Finance and payroll report testing is progressing and is largely complete.

### Key tasks (cont.)

- SSC PAYG changes are being implemented.
- Webinars for managers to understand SMO and PAYG changes are in progress.
- Rectification audit by EY is being finalised.
- Sample data will be made available to Unions to review remediation calculations after go-live.
- Go No-Go meetings schedule has been set up – 3 checkpoints completed including one with Te Whatu Ora Leadership
- Comms activities are being aligned – Posters and brochures are being printed

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Counties rostering project (MeT) needs to be implemented before AMHA programme Go Live for Health Source Payrolls.	Final franchise go live is scheduled for 4 Sep Careful planning between Counties MeT project and AMHA Programme to ensure all dates and activities align.	Open
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	Final testing is in progress Daily meetings are scheduled with finance team to progress. Additional weekly meetings in place to progress Reporting & Integration across Metro.	Open
System updates, changes or recalculations cannot be completed in the required timeframe if the BAU attendance and leave records projects (MeT) are not completed beforehand <b>(Risk)</b> .	BAU teams are engaged with AMHA team to monitor progress of BAU projects impacting rectification. BAU projects that conflict with AMHA programme timeline are also being monitored.	Open
People with the knowledge and/or specific skills may leave in the duration of the project <b>(Risk)</b> .	Ensure that project documents and decisions are well documented. Ensure the team are engaged well and are kept up to date with progress and activities.	Open
Unresolved questions relating to the SSC Funding Request could prevent or delay the release of funds. Funds have been requested by 14 September. <b>(Risk)</b>	Close collaboration in the period leading up to the go/no-go decision point to resolve issues. Provided a shared decision to go is reached, the MOH CFO has provided an overview of the process of releasing funds.	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	21,005 current employees and 52,007 former employees as at 7 Aug 2023
Remediation partner	EY – review, rectification and remediation	Payroll provider	AMS Leader

# Whanganui

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

## Project overview

The independent review of the Project's remediation calculations is in progress – a completion date for the review has not been advised to the Project. The Project will reforecast dates when a completion date is confirmed.

Project Team resourcing will change in early September as the Project Manager and two Payroll SMEs have resigned. A new Project Manager has been appointed however the SME resources have not yet been replaced.

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.
◆	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	<b>Red status</b> 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	

OVERVIEW OF PROJECT STATUS

### Key tasks in progress or completed

- Completing Te Whatu Ora's go-live and remediation requirements.
- Testing of remediation calculations – this will be ongoing until completion of the project.
- Capture of additional data to support remediation calculations.
- Weekly process rectification review sessions with key members of Payroll Team.
- Refinement of all HR and Payroll reports impacted by the multi-job implementation. The critical reports are complete.
- Ceridian are working on the data extracts required for the independent review of remediation calculations. These are expected to be provided to EY early September.

### Key tasks planned

- Complete testing extracts for the ex-employee portal.
- Rescheduling the regression testing as the Project has been delayed.
- Obtain and share final report from the TAS compliance review.
- Complete handover to new Project Manager.
- Reforecast dates (subject to a completion date for the review being confirmed).
- Confirm remediation approach for public holidays worked.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Resourcing challenges, particularly in the payroll and HR team and IT support for PSe. <b>(Issue)</b>	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.	<b>Open</b>
There is a risk that other development with Ceridian will be prioritised above Holidays Act requirements. <b>(Risk)</b>	Highlight requirements early and track delivery on a weekly basis.	<b>Open</b>
Managing any further operational readiness requirements from Te Whatu Ora <b>(Risk)</b>	Closely monitor and implement any further requirements as they arise.	<b>Open and updated</b>
Te Whatu Ora restructures impacts local project resourcing or sponsorship <b>(Risk)</b>	Closely monitor and plan for changes as they arise.	<b>New</b>
Clarification of the remediation approach for public holiday worked <b>(Issue)</b>	Confirm approach with Te Whatu Ora.	<b>New</b>

ASSURANCE

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

PROJECT INFO

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

OVERVIEW OF PROJECT STATUS

### Project overview

The Project is reforecasting delivery dates and will provide them to the NPMO next month – remediation payments will likely occur in 2024. The payroll infrastructure issues were resolved in August and the District ran their first pay in the new environment late August.

	Milestone	Date	
1	Employee payment and communication approach in place	Ongoing	Working with the Communications Manager and developing consistent approach. Union re-engagement working through with the HR team.
2	Remediation model tested	Ongoing	Completed. Ongoing testing for each pay-run.
3	Complete assurance frameworks submitted for review	TBC	Delayed. Initial AF3 evidence submitted to NPMO for review. The Project is collating evidence for AF4-6.
4	Rectification testing complete	TBC	Delayed. Manual work arounds in place to have a compliant system.
	Funding request sent	TBC	Reforecasting, pending agreement to proposed approach and assurance requirements satisfaction.
	<b>Rectify</b>	<b>TBC</b>	<b>Red status</b> due to the Project reforecasting delivery dates now that the payroll infrastructure issues have been resolved.
	<b>Remediate</b>	<b>TBC</b>	

### Key tasks in progress or completed

- Started reforecasting delivery dates – revised dates will be confirmed next month.
- Continued providing fortnightly updates to the Steering Committee.
- Continued to update remediation models and test data for each pay run. This will be ongoing until the completion of rectification and remediation.
- Completed scanning of paper-based timesheets.

### Key tasks planned

- Provide final evidence for AF3 to the NPMO to review and progress AF4-6.
- Get access to the test system and commence UAT.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Managing any further operational readiness requirements from Te Whatu Ora ( <b>Risk</b> )	Closely monitor and implement any further requirements as they arise.	<b>Open and updated</b>
Impacts of MECA/Pay Equity settlements and strikes on project delivery ( <b>Risk</b> )	Closely monitoring and assessing impact.	<b>New</b>
Concerns around internal District resourcing (HR, IT and payroll) which may impact change management ( <b>Issue</b> ).	Resourcing has been provided by Baker Tilly and Integrity1 to progress rectification testing.	<b>Closed</b>

ASSURANCE

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

PROJECT INFO

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

### Project overview

Project progress has been limited this month due to resourcing constraints within the Payroll Team and the Project Team. The Project is exploring options to obtain additional outsourced project resources from No Limits Consulting. The Project is reforecasting dates and will likely make remediation payments in 2024.

NPMO notes significant efforts remain outstanding to complete the Assurance Frameworks.

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 (31 Jul 2023)	Delayed - due to delivery dates being re-forecasted. The Project has extracted data up April 2023.
4 Communication plan in place	TBC (15 July 23)	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 (4 Aug 2023)	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 (15 Jul 2023)	Delayed - due to delivery dates being re-forecasted.
7 Complete assurance frameworks submitted for review	TBC (4 Aug 2023)	Delayed - due to delivery dates being re-forecasted.
◆ Funding request sent	TBC (25 Aug 2023)	Delayed - due to delivery dates being re-forecasted.
Rectify	TBC (31 Jul 2023)	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 (27 Oct 2023)	

### 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

- No tasks completed this month.

### Key tasks planned

- Secure outsourced resources to support the Project Team.
- Progress Assurance Frameworks.
- Reforecast delivery dates.
- Finalise the implementation approach for multi-jobbers.
- Commence No Limits Consulting's independent review of rectification.
- Holding Working Group meeting – this has been delayed from August to September

### KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
The Project's go-forward solution for multi-jobbers will require ongoing remediation and rely on manual processes. <b>(Issue)</b>	The Project has drafted an implementation plan - this is expected to be finalised in September 2023.	<b>Open and updated</b>
Datacom and Change Healthcare's ability to provide a compliant payroll system and time and attendance system within the required timeframe. <b>(Risk)</b>	The Project regularly engages with Change Healthcare and Datacom. Whilst development and testing is complete, this still remains a risk until changes are implemented into the live system.	<b>Open</b>
Resourcing issues within Project Team and Payroll Team <b>(Issue)</b>	Secure outsourced resources from No Limits Consulting to support the Project Team.	<b>Open and updated</b>
Te Whatu Ora restructures impacts local project resourcing or sponsorship <b>(Risk)</b>	Closely monitor and plan for changes as they arise.	<b>Open and updated</b>

### ASSURANCE

Component	One	Two	Three	Four	Five	Six	Seven
Status	✔	✔	!	! 🔄	!	!	!
Planned Start date	Nov 21	Apr 22	TBC (Feb 23)	Feb 23	TBC (March 23)	TBC (March 23)	TBC (May 23)
Planned Finish date	Mar 22	Mar 23	TBC (Aug 23)	TBC (Aug 23)	TBC (Aug 23)	TBC (Aug 23)	TBC (Aug 23)
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

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

OVERVIEW OF PROJECT STATUS

## Project overview

The Project is re-forecasting delivery dates to reflect the work outstanding for rectification. The new anticipated dates will be confirmed in September - remediation timelines will likely move to 2024. The Project has secured additional resources to support with rectification testing.

	Milestone	Date	Status
1	Complete remediation model tested	30 Sep 23 (30 May 23)	Delayed - testing is underway and due to be completed by the end of September.
2	Completed assurance frameworks submitted for review	TBC (30 Aug 23)	Delayed due to delivery dates being refreshed as a result of rectification delays.
3	Rectification testing complete and dress rehearsals start	TBC (28 Sep 23)	Delayed due to delivery dates being refreshed as a result of rectification delays.
4	Employee payment and communication workstream finalised	TBC	Delayed due to delivery dates being refreshed as a result of rectification delays.
	Funding request sent	TBC (28 Sep 23)	Delayed due to delivery dates being refreshed as a result of rectification delays.
	<b>Rectify</b>	<b>TBC (30 Nov 23)</b>	<b>Red status</b> until detailed planning for rectification activities, incorporating payroll vendor support requirements and delivery timelines has been provided to the NPMO.
	<b>Remediate</b>	<b>TBC (30 Nov 23)</b>	

### Key tasks in progress or completed

- Continued with handover process with HR BAU team for rectification, this will be completed in September 2023.
- Continued remediation model testing – this will be completed in September 2023.
- Continued with rectification activities including terminations, allowances, RDP vs ADP and composite sick leave.
- Reviewed Auckland Metro's rectification collateral.
- Onboarded two rectification testing resources and engaged Grant Thornton to support with rectification activities.

### Key tasks planned

- Present go-forward approach to the internal Decision Authority Group for endorsement.
- Hold a Steering Committee meeting to share rectification methodology any updates to the remediation methodology.
- Hold workshops with unions on PAYG sampling.
- Progress detailed planning for rectification activities, incorporating payroll vendor support requirements and delivery timelines.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Internal staff movement, resource retention and burn out ( <b>risk</b> )	Two additional testers have been onboarded. Grant Thornton have been engaged to provide additional rectification testing resources to the Project.	<b>Open and updated</b>
The rectification discovery phase has revealed a higher than anticipated workload ( <b>issue</b> )	Detailed planning for rectification activities and project manager closely monitoring rectification activities.	<b>Open and updated</b>

ASSURANCE

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

PROJECT INFO

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

# Tairāwhiti

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

OVERVIEW OF PROJECT STATUS

### Project overview

The Project has not confirmed dates for rectification and remediation as they follow a staggered approach with three other Projects, and dates for Whanganui have not yet been confirmed. The Project's planned dress rehearsal in August has been delayed due to IT infrastructure issues.

The Project Manager has resigned and will be finishing with the Project on 8 September 2023. A new Project Manager is being finalised and a handover process will be undertaken.

	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 (30 Jun 23)	Delayed - due to an unsuccessful dress rehearsal in August. Testing will be ongoing until rectification is complete.
4	Complete assurance frameworks submitted for review	Sep 23 (Aug 23)	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.
	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.
	<b>Rectify</b>	<b>TBC</b>	<b>Red status:</b> due to resourcing constraints, IT infrastructure issues that are impacting dress rehearsals and the sequencing/delivery dates for related Ceridian projects has not been confirmed.
	<b>Remediate</b>	<b>TBC</b>	

### Key tasks in progress or completed

- Completing the Te Whatu Ora go-live and remediation requirements.
- Testing of remediation calculations – this will be ongoing until the completion of the project.
- Continued reviewing rectification processes.
- Continued weekly process rectification review sessions with key members of Payroll Team.
- PwC commenced independent review of rectification. Completion of the review will be aligned to revised delivery dates (when confirmed).
- Continue refining HR and Payroll reports impacted by the multi-job implementation.

### Key tasks planned

- Reschedule regression testing and dress rehearsal.
- Provide NPMO with information for the remaining Assurance Frameworks.
- Finalise HR processes to support multi-job employment.
- Complete handover process.
- Reforecast dates (subject to Whanganui's dates being confirmed).
- Confirm remediation approach for public holidays worked.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

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

ASSURANCE

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

PROJECT INFO

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

# Bay of Plenty

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

OVERVIEW OF PROJECT STATUS

### Project overview

Since the former Project Manager's departure in July, the project's key priority has been undertaking detailed planning to determine delivery dates and resource requirements, alongside progressing remediation and rectification activities. We note that the Project's remediation timelines will likely move to 2024 due to resource constraints, issues identified through dry-run testing, which will require additional dry runs to be rescheduled, and delays with other Ceridian projects having a cascading effect on the Project.

	Milestone	Date	Status
1	Employee payment and communication approach in place	TBC (30 Apr 23)	The Project is reforecasting dates due to a complete Project Team change in August, and to ensure that Te Whatu Ora's independent assurance requirements and the completion of Assurance Frameworks are factored into timelines. Revised dates will be provided to the NPMO in September.
2	Remediation model testing complete	TBC (28 June 23)	
3	Rectification testing complete	TBC (31 July 23)	
4	Final data extracts complete	TBC (July 23)	
5	Complete assurance frameworks submitted for review	TBC (18 Aug 23)	
	Funding request sent	TBC (28 Sept 23)	
	<b>Rectify</b>	<b>TBC (Sept 23)</b>	<b>Red status</b> – due to rectification delays and resourcing constraints the Project is re-planning/re-forecasting delivery dates.
	<b>Remediate</b>	<b>TBC (Dec 23 )</b>	

### Key tasks completed or underway

- The assessment of multi-jobbers is now completed, and the list of staff members have been identified.
- The collection of ADP data from timesheets is completed. The issues identified through data capture are currently being investigated by the Project.
- Completed the second dry-run test . Issues arising from this will be investigated in September.
- The remediation scripting is completed except for ADP data. A script for this is expected to be received from Ceridian in September.
- Onboarded two new Business Analysts.

### Key tasks planned

- Provide updates to Unions as part of the bipartite meeting on 21 September.
- Reforecast delivery dates and determine resource requirements.
- Schedule dry-run three and determine possibility of separating dry-run testing for rectification and remediation.
- Progress rectification solutions for casual and multi-jobber employees.
- Progress assurance frameworks.
- Finalising the impact on LWOP on a 4-week rate for remediation scripts.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Project resourcing (turnover and sick leave) <b>(Issue)</b>	The Project onboarded two Business Analysts in August. The Project is determining additional resource requirements as part of their delivery date reforecast.	<b>Open and updated</b>
Implementation of the casual and multi-jobber rectification solutions <b>(Issue)</b> .	The Project is working to identify and document in-house processes required to implement the casual solution. The Project is liaising with Southern and other Te Whatu Ora stakeholders on the go-forward approach for multi-jobbers.	<b>Open and updated</b>
Changes to Microster require vendor (Tambla) 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 <b>(Risk)</b> .	As a contingency, Ceridian will develop an interim solution to ensure compliance until Tambla finalises development. Tambla has confirmed multi jobber support.	<b>Open</b>
ADP data from paper call-back timesheets will impact days worked and has not been gathered for the period March 2021 to present day. The Project has established a sub-project to extract the data from these documents. <b>(Risk)</b> .	ADP data has been captured and the issues identified through data capture are currently being investigated by the Project.	<b>Closed</b>

ASSURANCE

Component	One	Two	Three	Four	Five	Six	Seven
<b>Status</b>							
<b>Planned Start date</b>	Oct 21	Jan 22	Feb 23	Feb 23	May 23	May 23	TBC
<b>Planned Finish date</b>	Nov 21	June 2023 (Apr 23)	TBC (Sept 23)	TBC (Sept 23)	TBC (Jul 23)	TBC (Aug 23)	TBC (Aug 23)
<b>Open actions</b>	Zero	Four	-	-	-	-	-

PROJECT INFO

<b>Project Manager</b>	Fiona Sheffield (new)	<b>Employee numbers</b>	4,933 current employees and 6,110 former employees at August 2023.
<b>Remediation partner</b>	Internal	<b>Payroll provider</b>	PSe – Ceridian

# Te Tai Tokerau/Northland

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

OVERVIEW OF PROJECT STATUS

### Project overview

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

The Project Manager has resigned and will be finishing with the Project on 8 September 2023. A new Project Manager is yet to be confirmed – the handover process will be undertaken with the Project Sponsor.

	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.
◆	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	<b>Red status:</b> 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

- Completing Te Whatu Ora go-live and remediation requirements
- Continued to re-run of the remediation calculations and retesting of rectification processes.
- Capture of additional data to support remediation calculations.
- Continued weekly process rectification review sessions with key members of Payroll Team.
- PwC commenced independent review of rectification. Completion of the review will be aligned to revised delivery dates (when confirmed).

### Key tasks planned

- Start refining HR and Payroll reports impacted by the multi-job implementation.
- Clarifying if the Labour Inspector's audit of the Project's remediation methodology meets the independent assurance requirements.
- Complete handover to the Project Sponsor.
- Confirm remediation approach for public holidays worked.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Managing any further operational readiness requirements from Te Whatu Ora <b>(Risk)</b>	Closely monitor and implement any further requirements as they arise.	<b>Open and updated</b>
Resourcing challenges, particularly within the payroll and HR teams. The District continues to limit the use of payroll resources for the project. <b>(Issue)</b>	Full-time resource has been available since 1 April 2023 for project work. Have been using contractors and tight project management.	<b>Open</b>
There is a risk that other development with Ceridian will be prioritised above Holidays Act requirements. <b>(Risk)</b>	Highlight requirements early and track delivery on a weekly basis.	<b>Open</b>
Te Whatu Ora restructures impacts local project resourcing or sponsorship <b>(Risk)</b>	Closely monitor and plan for changes as they arise.	<b>New</b>
Clarification of the remediation approach for public holiday worked <b>(Issue)</b>	Confirm approach with Te Whatu Ora.	<b>New</b>

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

OVERVIEW OF PROJECT STATUS

### Project overview

The Project is progressing both rectification and remediation workstreams. The Project has re-forecasted their rectification and remediation dates due to resourcing constraints, ongoing testing and parallel runs.

Possible options to minimise delays to remediation timelines were discussed with the Project – they advised that they will review options when rectification is complete.

	Milestone	Date	Status
1	Remediation model consolidated and tested	1 Dec 23 (18 Oct 23)	Delayed due to resourcing constraints, ongoing testing and parallel runs.
2	Rectification testing complete	22 Sept 23 (18 Aug 23)	Delayed due to resourcing constraints, ongoing testing and parallel runs.
3	Final data extracts complete	29 Sept 23 (30 Aug 23)	Delayed due to resourcing constraints, ongoing testing and parallel runs.
4	Communication approach in place for rectification	15 Sept 23 (4 Aug 23)	Delayed due to resourcing constraints, ongoing testing and parallel runs.
5	Change Management complete	27 Sept 23 (30 Aug 23)	Delayed due to resourcing constraints, ongoing testing and parallel runs.
6	Complete assurance frameworks submitted for review	November 23 (TBC)	Delayed due to resourcing constraints, ongoing testing and parallel runs.
	Funding request sent	December 23 (TBC)	Delayed due to resourcing constraints, ongoing testing and parallel runs.
	<b>Rectify</b>	<b>27 September 23 (1 September 23)</b>	<b>Red status</b> due to rectification delays which have impacted remediation timelines, resourcing constraints and the significant amount of work to do over the coming months.
	<b>Remediate</b>	<b>February 24 (TBC)</b>	

### Key tasks in progress

- Continued with remediation model testing.
- Continued UAT testing and commenced parallel runs – testing will be completed in September 2023.
- Continued the review and update of business procedures to incorporate rectification changes. This will be completed in September 2023.
- Continued with operational readiness.

### Key tasks completed

- No key tasks completed.

### Key tasks planned

- Complete rectification.
- Finalise communication plan for rectification and send to the NPMO.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Compliance review of solution options. <b>(Issue)</b>	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 will implement processes that ensure compliance is maintained on the findings noted when rectification is complete.	<b>Open and updated</b>
Resourcing for parallel runs and cutover testing <b>(Risk)</b>	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.	<b>Open</b>
Rectification delays could impact remediation timelines <b>(Risk)</b>	The Project has reforecast delivery dates for remediation.	<b>Closed</b>
Lack of clarity about requirements for the Project to complete additional Te Whatu Ora sign-offs, including time and resource impacts <b>(issue)</b>	Operational readiness requirements have been released, and the Project is part of the Operational Readiness Programme.	<b>Closed</b>

ASSURANCE

Component	One	Two	Three	Four	Five	Six	Seven
<b>Status</b>	✔	✔	▨	✔	! ▨	! ▲	▲
<b>Planned Start date</b>	Nov 21	Jun 22	Nov 22	Nov 22	Aug 23	Oct 23 (Aug 23)	TBC
<b>Planned Finish date</b>	Nov 21	Jun 23	Sep 23	Jul 23	Oct 23 (Sep 23)	Oct 23 (Sep 23)	Oct 23 (TBC)
<b>Open actions</b>	Zero	3	-	12	-	-	-

PROJECT INFO

<b>Project Manager</b>	Wayne Mason	<b>Employee numbers</b>	3,339 current and 5,362 former employees as at August 2023.
<b>Remediation Partner</b>	EY	<b>Payroll provider</b>	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 – final data extracts have been provided to EY and 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 (14 July 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 submitted for review	Sep 23 (Aug 23)	Delayed - no impact on critical path.
5	Remediation model consolidated and tested	30 Nov 23	On track – final remediation model testing underway.
6	Funding request sent	14 Oct 23	On track
6	Post payment reporting submitted	22 Dec 23	On track
	<b>Rectify</b>	<b>Done</b>	<b>Green status</b> as NZBS are making the expected progress to plan
	<b>Remediate</b>	<b>16 Dec 23</b>	

### Key tasks in progress or planned

- Commenced planning for how NZBS will manage their own process for former employees. No timelines have been given on completion of this.
- Commenced testing of final remediation models.
- Sought advice from the Labour Inspectorate on the remediation approach for public holidays worked.
- Obtained final data extract from Datacom.

### Key tasks planned

- Provide remaining Assurance Framework information to the NPMO for review.
- Confirm remediation approach for casuals and public holidays worked.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Items	Mitigation/plan	Status
Vendor commitment to timelines <b>(Risk)</b>	NZBS have received an updated timeline from EY and have incorporated this into the plan for NZBS. NZBS will be monitoring progress towards dates closely.	<b>Open</b>
Clarity on the scope of remediation for casuals regarding entitlements and public holiday worked <b>(Risk)</b> .	Considering whether to manually review casuals – this is estimated to take one day.  Clarity sought from the Labour Inspectorate regarding the public holiday worked and seeking confirmation if a consistent approach is needed between projects on the treatment is required.	<b>New</b>
Organisation changes within vendors may cause delays in implementation of the hours to weeks in Human Force. The agreed Statement of Work with the vendor is at risk due to a change in the relationship manager (Issue)	Working closely with vendor to progress.	<b>New</b>

ASSURANCE

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

OVERVIEW OF PROJECT STATUS

### Project overview

The Project's key focus is progressing remediation testing and Assurance Frameworks. A detailed plan for the finalisation of remediation payments remains outstanding.

	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	30 June 23	Completed.
3	Remediation model consolidated and tested	14 Sept 23 (14 Aug 23)	Delayed, with no impact on critical path.
4	Final data extracts complete	Mid Oct 23 (9 Oct 23)	Delayed, with no impact on critical path.
5	Complete assurance frameworks submitted for review	Sept 23	On track.
	Funding request sent	16 Oct 23	On track.
	<b>Rectify</b>	<b>Done</b>	<b>Amber status</b> until a detailed plan for finalisation of payments has been developed and shared with the NPMO.
	<b>Remediate</b>	<b>6 and 13 Dec 23</b>	

### Key tasks completed or in progress

- Ran workshop with the NPMO and EY to progress AF3,5 & 7.
- Deloitte continues to review ways to automate the current manual go-forward processes.
- Queries continue to come through AskHR@Waikato triaging inbox which are being responded to by the project team. No significant queries were raised. This will continue for the duration of the program.

### Key tasks planned

- Provide remaining Assurance Framework information to the NPMO for review.
- Finalise the detailed plan for finalisation of remediation payments.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Managing any further operational readiness requirements from Te Whatu Ora ( <b>Risk</b> )	Closely monitor and implement any further requirements as they arise.	<b>New</b>
Managing change of personnel ( <b>Risk</b> )	The District is ongoing with their effort to recruit more resources.	<b>Open and updated</b>
Undetermined pathway to payment ( <b>Risk</b> )	Workshop held with NPMO to discuss the pathway to payment options.	<b>Closed</b>

ASSURANCE

Component	One	Two	Three	Four	Five	Six	Seven
<b>Status</b>							
<b>Planned Start date</b>	Nov 21	Mar 23	April 23	Feb 23	May 23	Mar 23	May 23
<b>Planned Finish date</b>	Nov 21	Sept 23 (June 23)	Sept 23 (July 23)	June 23	Sept 23 (Jun 23)	Sept 23 (June 23)	Sept 23 (Jul 23)
<b>Open actions</b>	Zero	2	-	6	-	-	-

PROJECT INFO

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

OVERVIEW OF PROJECT STATUS

### Project overview

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

The Project Manager has resigned and will be finishing with the Project on 8 September 2023. A new Project Manager is being finalised and a handover process will be undertaken.

	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	Sep 23 (Aug 23)	Delayed - Project is working on providing remaining evidence for review.
5	Final data extracts complete	TBC	Timing unknown until re-forecasted dates are confirmed.
	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.
	<b>Rectify</b>	<b>TBC</b>	<b>Red status:</b> due to resourcing constraints and the sequencing/delivery dates for related Ceridian projects has not been confirmed.
	<b>Remediate</b>	<b>TBC</b>	

### Key tasks in progress or completed

- Completing the Te Whatu Ora go-live and remediation requirements.
- Testing of remediation calculations – this will be ongoing until completion of the project.
- Deployment of eTimesheets and information to support backpay calculations to 2019.
- Capture of additional data to support remediation calculations.
- PwC commenced independent review of rectification. Completion of the review will be aligned to revised delivery dates (when known).
- Continued weekly process rectification review sessions with key members of Payroll Team.

### Key tasks in progress or completed cont.

- Completing the multi-job HR processes and staff communications.
- Refining of all HR and Payroll reports impacted by the multi-job implementation.

### Key tasks planned

- Provide NPMO with information for the remaining Assurance Frameworks.
- Reforecast dates (subject to Whanganui's dates being confirmed).
- Automation of shift and on-call leave processing
- Complete handover over process.
- Confirm remediation approach for public holidays worked.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Managing any further operational readiness requirements from Te Whatu Ora <b>(Risk)</b>	Closely monitor and implement any further requirements as they arise.	<b>Updated</b>
Resourcing challenges, particularly in the payroll team. <b>(Issue)</b>	Have been using contractors and tight project management.	<b>Open</b>
There is a risk that other development with Ceridian will be prioritised above Holidays Act requirements. <b>(Risk)</b>	Highlight requirements early and track delivery on a weekly basis.	<b>Open</b>
Following consultation within Te Whatu Ora's Data and Digital space there is uncertainty regarding availability and continuity of technical expertise to support on premise PSE solution. <b>(Risk)</b>	The District will be outsourcing to Ceridian and evaluating alternative hosting solutions to ensure the project can proceed.	<b>Open</b>
Te Whatu Ora restructures impacts local project resourcing or sponsorship <b>(Risk)</b>	Closely monitor and plan for changes as they arise.	<b>New</b>
Clarification of the remediation approach for public holiday worked <b>(Issue)</b>	Confirm approach with Te Whatu Ora.	<b>New</b>

ASSURANCE

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

PROJECT INFO

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



# Canterbury and West Coast

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

OVERVIEW OF PROJECT STATUS

## Project overview

The Project has been focused on replacing key team members who've resigned and re-planning the remaining delivery in detail. A Programme Director and Programme Coordinator have been secured, and an existing project resource has been temporarily assigned to the Project Manager role. Detailed delivery and resource planning are underway for both remediation and rectification workstreams. We note that the Project's remediation timelines will highly likely move to 2024 due to constraints including resourcing and the blocked Microster upgrade

	Milestone	Date	Status
1	Remediation models validated	TBC (26 May 23)	Detailed planning is underway and revised timelines for the project will be provided in September 2023.
2	Rectification testing complete	TBC (31 Oct 23)	
3	Employee payment and communication approach in place	TBC (14 Aug 23)	
4	Remediation final models run	TBC	
5	Change management complete	TBC (14 Aug 23)	
6	Complete assurance frameworks submitted for review (1-6 and 7-part 1)	TBC (18 Sep 23)	
	Funding request sent	TBC	
	<b>Rectify</b>	<b>TBC (Oct 23)</b>	<b>Red status</b> – as delivery dates are being re-forecasted, the T&A system dependency and resourcing constraints.
	<b>Remediate</b>	<b>TBC (Dec 23)</b>	

### Key tasks started or in progress

- Commenced the detailed planning for rectification and remediation revised dates. The revised timelines will be provided in September 2023.
- Finalisation of contractual arrangements for the upgrade & configuration to the T&A system is on hold as Te Whatu Ora are seeking to contract the vendor at a national level..
- Continued with the remediation model testing including detailed data validation (e.g. outlier testing) and drafting of final testing output.
- Continued to work on rectification activities.
- Continued review of comms and engagement plan.

### Key tasks completed

- Go live of the upgraded PSe system.
- Onboarded a Programme Director and Project Co-Ordinator.

### Key tasks planned

- Preparation of implementation plan for rectified business processes to support system solutions.

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 <b>(Issue)</b>	Escalated the issue to national stakeholders.	<b>New</b>
Resourcing challenges – IT team, technical support, remediation testing resources and change management <b>(Issue)</b>	Exploring options to address resourcing gaps. These include assigning subject matter expert to operational roles, using BAU staff where feasible, leveraging agency networks for specialist roles, collaborating with other Districts to explore possibilities and outsourced support.	<b>Open and updated</b>
Diversion of supporting organisational teams to address other national priorities, including operating model consultations, pay equity and outcomes from ongoing bargaining. <b>(Issue)</b>	Monitor and plan for national priorities. Exploring secondment options for key programme roles to enable BAU teams to backfill.	<b>Open and updated</b>
Inability to obtain all historical data. <b>(Issue)</b>	The Project is working through an approach to resolve the data gaps with EY. The Project has extended the data extract which is required for the financial liability estimate revision.	<b>Open</b>
Uncertainty over the timing of the National payroll system <b>(Risk)</b>	Likely to occur subsequent to the closure of this programme.	<b>Closed</b>

ASSURANCE

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

PROJECT INFO

<b>Programme Director &amp; Programme Coordinator</b>	Anne Columbus & Emma Potter-Hay	<b>Employee numbers</b>	c.27,639 current and former employees at Canterbury and c 2,784 current and former employees at West Coast as at August 2023
<b>Remediation partner</b>	EY – review, rectification and remediation	<b>Payroll provider</b>	Ceridian

# South Canterbury

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

## Project overview

South Canterbury have outsourced remediation testing to EY to meet target dates. However, project delivery dates remain at risk as a detailed project plan for rectification has not been completed. Securing additional rectification resources is critical for South Canterbury to meet their deadlines. The Project plans to finalise the rectification delivery plan and resource requirements for rectification early September.

	Milestone	Date	Status
1	Remediation models validated	Ongoing from 5 October 23 to 30 November 23	Discussions underway with remediation partner.
2	Rectification testing complete	15 December 2023	At risk – resources need to be secured for rectification testing.
3	Employee payment and communication delivery commences	15 December 2023	On track - change plan, training plan and communications plan completed. Delivery schedule in place, reengagement with staff is planned to commence in September.
4	Remediation final models run	15 February 24	At risk – due to rectification resourcing issues and timeframes do not incorporate any contingency for further iterations of remediation models.
5	Change management complete	February 2024	On track – change plan developed however rectification and remediation timelines remain at risk.
6	Complete assurance frameworks submitted for review	December 23 (January 2024)	At risk – timelines brought forward to meet planned remediation payment date.
	Funding request sent	December 23 (February 2024)	At risk – timelines brought forward to meet planned remediation payment date.
	<b>Rectify</b>	<b>February 2024</b>	<b>Red status:</b> due to resourcing issues for rectification configuration and testing, and a lack of a delivery plan which incorporates internal resourcing, vendor delivery dates and further remediation model development (if required).
	<b>Remediate</b>	<b>February 2024</b>	

## Key tasks completed or in progress

- Held Decision Making Authority meeting on 14 August to approve rectification solutions.
- Engaged EY to undertake remediation model testing, they are set to commence testing in October.
- Finalised training materials for rectification and remediation. The Project plans to commence training in September.

## Key tasks planned

- Reengage with Unions.
- Provide assurance documentation to NPMO for review. AMS and EY are supporting these requirements.
- Finalise resource requirements for rectification and a rectification delivery plan in September.

## KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Resources constraints faced in BAU Payroll Team and rectification testing team <b>(Issue)</b>	Two specialists hired in July to support the Payroll Team. In August lost one FTE who was a Payroll Analyst and AMS update specialist. The Project Team is actively continuing to recruit specialists to support the project.	<b>Open and updated</b>
Dependency on Remediation partner to meet new timeframe <b>(Risk)</b>	The Project is concerned that now that they are aiming for a February 2024 timeframe, their Remediation Partner may not be available to support. EY has confirmed their availability with revised modelling approach, following Auckland's approach.	<b>Open</b>
DMA indecision leading to delays in critical project decisions being made <b>(Risk)</b>	Lisa Blacker is the confirmed interim Senior Responsible Officer for the project. Regular DMA meetings have been scheduled and attendance at meetings will be monitored.	<b>Open and updated</b>
AMS configuration and testing programme for rectification <b>(Risk)</b>	Finalise resource requirements for rectification, develop delivery plan in September and confirm delivery dates with AMS.	<b>Open and updated</b>
No contingency as been built in to timelines <b>(Risk)</b>	The Project Team is actively continuing to recruit specialists to support the project. Resourcing requirements and a delivery plan are being finalised in early September.	<b>New</b>
Delays getting confirmation of system solutions from AMS Leader. <b>(Issue)</b>	Information has been provided to the Project.	<b>Closed</b>

## ASSURANCE

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

## PROJECT INFO

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

# Wellington-3 Programme overview

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

OVERVIEW OF PROGRAMME STATUS

## Overview

The Programme is focusing on processing rectification and remediation for CC and continuing rectification activities for HV.

The Programme advised that they have updated their integrated schedule for the programme, which includes the pathway to payment and cutover details. Delivery timelines with the remediation partner are yet to be agreed upon and the impact of the three week delay in delivery of V2 remediation models for CC is yet to be assessed. This plan is yet to be finalised, or shared with the NPMO.

Capital and Coast	Rectify	June 2024	<b>Red status</b> – Due to a lack of programme plan with vendor commitments to timelines, extent of work remaining and having all required programme resources in place.
	Remediate	June 2024	
Hutt Valley	Rectify	Sept 2024	<b>Red status</b> – 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 rectification for HV with the support of Fusion 5.
	Remediate	Sept 2024	
Wairarapa	Rectify	Dec 2024	<b>Red status</b> – Due to the programmes initial priority being CC for remediation and rectification, there is a direct dependency with CC status.
	Remediate	Dec 2024	

## Key tasks in progress

- Continued progressing the Business Change Impact Analysis for the entire Programme.
- Continuing functional testing for CC, including annual leave configuration and design.
- Commenced Wr Actor rules update/configuration and change planning.
- Commenced CC Roster to Pay and work profile changes.
- Commenced testing of the CC V2 remediation models.
- Continued to gather evidence for CC AF2.

## Key tasks planned

- Plan for multiple sequential cutovers.
- Commence planning for Wr configuration testing work.
- Provide NPMO with AF2 evidence for HV.
- Provided updated programme delivery schedule and programme plan to the NPMO.

## Key tasks completed

- REM Model Validation Matrix, REM Outcomes & Outlier Testing, and REM Methodology documents signed off by Governance at Aug 23 meeting.
- Resources to undertake the Roster to Pay work for CC and WR have now joined the team. More resources are yet to be recruited, see risks.
- Held Business and Union Steering Committee meeting on 31 Aug 23.

PROGRAMME RISKS AND ISSUES

Item	Mitigation/plan	Status
If there are delays to validating and updating Remediation Model Designs, due to the volume or complexity of issues found, then outlier testing that follows will be delayed which will impact the timelines for payment to current employees ( <b>Risk</b> ).	Work with EY to resolve any issues as quickly as possible.	<b>Open</b>
If testing for configuration design and implementation is delayed due to errors or complex issues then the timelines for payment to current employees will be compromised ( <b>Risk</b> ).	The Programme has a close relationship with the business, AMS and Fusion 5 to enable resolution of issues in a timely manner	<b>Open</b>
If the right additional <b>Business</b> and <b>Programme</b> resources cannot be found and or engaged in a timely manner, and are not available to assist the Programme, then timelines will be impacted ( <b>Issue</b> ).	Recruitment is underway to secure additional resources for the business. The Programme is working with AMS and Fusion 5 to identify opportunities to pull timeframes back. Programme is in the market for additional resources.	<b>Open (updated)</b>
If documentation and or additional assistance is not available in a timely manner from Projects who are more advanced in the delivery of their work then any opportunities to reduce timelines through adoption or adaption of already approved and tested processes etc. will be lost ( <b>Risk</b> ).	The Programme is reaching out to a number of Projects to share ideas and identify areas for collaboration and sharing of resources with the aim to reduce any aspect of timelines.	<b>Open</b>
If the organisation restructure impacts on the Business Units we work alongside e.g. IT, Finance, HR and Payroll Teams then the schedule may be impacted and timelines compromised ( <b>Risk</b> )	Regular engagement with the key stakeholders to keep updated with changes within the organisations and continue to work closely with the business to understand resourcing availability. Get as much signed off as soon as possible.	<b>New</b>

PROGRAMME INFO

<b>Programme Manager</b>	Wayne Mackey	<b>Employee numbers</b>	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.
<b>Remediation partner</b>	EY Mero (subcontractor)	<b>Payroll provider</b>	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	At risk due to three week delay to the delivery of V2 models and work required to confirm models are functioning correctly.
2 Design Config. and Functional Testing complete	November 23	At risk due to material delays in configuration design and build, and the commencement of testing as a result. Additional testers recruited and started in August.
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.
5 The District is change ready	June 24	On track. website/intranet updated with progress.
<b>Rectify</b>	<b>June 2024</b>	<b>Red status</b> – Due to a lack of programme plan with vendor commitments to timelines, extent of work remaining and having all required programme resources in place.
<b>Remediate</b>	<b>June 2024</b>	

## 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	Delayed due to additional development work required.
3 Remediation outlier testing complete	May 24	Will be updated pending completion of CC work, availability of the right resources and delivery of HV version 2 models.
4 Rectification testing complete	Apr 24	At risk – pending design and configuration testing.
5 The District is change ready	Aug 24	On track.
<b>Rectify</b>	<b>Sept 2024</b>	<b>Red status</b> – 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 rectification for HV with the support of Fusion 5.
<b>Remediate</b>	<b>Sept 2024</b>	

## Wairarapa

Milestone*	Date	Status
1 Remediation model validation complete	April 2024	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.
<b>Rectify</b>	<b>Dec 2024</b>	<b>Red status</b> – Due to the programmes initial priority being CC for remediation and rectification, there is a direct dependency with CC status.
<b>Remediate</b>	<b>Dec 2024</b>	

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

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

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

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

# Nelson Marlborough

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

OVERVIEW OF PROJECT STATUS

## Project overview

The Project has engaged EY to complete remediation model testing and has secured internal HR resources (1 fulltime resource, two with part-time resources) and Payroll SME (1 fulltime resource). The Project held a planning workshop with EY and AMS to progress their project planning – they brought forward their remediation date to July 24 which is subject to securing rectification testing resources.

	Milestone	Date	Status
1	Provide NPMO with project plan and key milestones	Sep 2023	On track – the Project had a workshop with EY and AMS to review timelines and is in the process of developing the project plan.
2	Develop and finalise testing strategy	Sep 2023	On track – the Project has engaged outsourced remediation partner and is in the process of developing a testing plan.
3	Engage third party remediation testing resource	Aug 2023	Complete – the Project has engaged EY to test remediation models.
4	Reviewed allowance and components for rectification and remediation	Sep 2023	On track – the Project has reviewed and will present to Steering Group on 20 September.
5	Closing data cleansing actions (up to 30 June 2022)	Aug 2023	Complete – Data has cleansed data up to September 2022.

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

Rectify	July 24	Red status due to lack of project plan, resourcing plan, testing plan and Project Team resources for rectification.
Remediate	July 24 (Oct 24)	

## Key tasks started or in progress

- Collaborating with Hawkes Bay, South Canterbury, 3Districts and AMS to develop an approach to dealing with common breaches – AMS are taking the lead on this.
- Held meeting with vendors (EY and AMS) to progress project plan.
- 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 refreshing project risks and issues register. To be completed in September 2023.

## Key tasks completed

- Completed data cleansing up until September 2022.

## Key tasks planned

- Hold meeting with Steering Group to approve amended rectification solutions, formation of a Stakeholder Reference Group, data clean up actions and the remediation testing strategy.
- Provide NPMO with evidence for AF2.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Insufficient resources within the Project Team ( <b>Issue</b> )	The Project has outsourced remediation testing and has secured dedicated internal HR resources and Payroll SME on the project. Asked Te Whatu Ora for testing resources from other projects when available. The Project also continues endeavours to recruit for both Payroll and HR.	<b>Open and updated</b>
Project timelines move which impacts scheduled vendor capacity( <b>Risk</b> )	Regular communication with vendors.	<b>Open</b>
Potential for significant rectification solution rework ( <b>Risk</b> )	The Project is planning to utilise work completed by Auckland Metro.	<b>Open</b>

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 (Sep 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 2	
(empty)	1	0	0	1
How to use the portal	67	0	0	67
My remediation calculation	116	19	0	135
My tax and deductions	3	0	0	3
Payments for other districts	20	0	0	20
My previous job in a district	218	3	0	221
Something else	86	0	0	86
Total	511	22	0	533

Number of queries from Tier 1 Resolved **505/511**

Number of queries from Tier 2 Resolved **20/22**

### Key Takeaway:

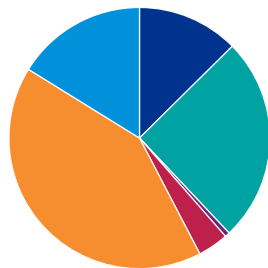


Support Desk queries on "My remediation calculation" and "My previous job in a district" are the topics most selected, and make up 67% of all inquiries.

## 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 - Level 2 SLA = 1 Day 7 Hours 54 Minutes (69.8%)
- HNZ - Level 1 SLA = 13 Hours 48 Minutes (30.2%)

### 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

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