Status report:
July 2023

HOLIDAYS ACT REMEDIATION PROGRAMME

National Programme Management Office

09 August 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.

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National Programme Management Office overview

Kia ora koutou,

Key points from the previous month:

— Congratulations to the Auckland Metro team who remediated current employees in Auckland District and went live with their rectified system in late July. We recognise the significant dedication by the project team and vendors to reach this milestone for the Auckland workforce.

— We also recognise the significant efforts of Auckland SSC which is progressing towards payment to current employees and rectification go-live in September.

— During the previous month, Te Whatu Ora leadership strengthened the internal requirements for District's go-live sequences both for rectification and remediation. In particular, all Districts should be aware that external assurance over both rectified systems and remediation calculations will be required ahead of go-live. Further information will be released as soon as possible.

— Congratulations to MidCentral for completing Assurance Frameworks over the previous month. We encourage all projects to work closely with your relationship managers to progress completion of assurance frameworks.

— The Current Employee Portal went live in time for the Auckland District payment. This portal will be extended to Auckland SSC as well as other Districts as they approach their payments. The former employee portal is scheduled to go live in early October subject to satisfactory completion of a security risk assessment.

— The Project Management Group (PMG) met this month on August 11th 2023, with calculation of entitlements, post payment reporting, and programme risks as key agenda items.

Ngā mihi nui,

HARP NPMO

NPMO themes status update

The below table provides an update from the NPMO.

Theme	Update
1. National programme governance	— 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.
2. National Questions	— 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. — The go-forward approach to the management of PAYG employees has been agreed by HAWG. — **Agreement between Unions and Te Whatu Ora has been reached on one District's implementation of the 'multi-jobbers' national solution.**
3. District processes and resourcing	— District resourcing has been highlighted as a key topic for Executive Leaders. Regular meetings between Interim Lead HR Operations People and Culture and District Executive Leads have been scheduled for escalation of resourcing issues. All Districts with resourcing constraints should communicate their exact requirements to Executive Leaders.
4. National portal	— **The National Portal is scheduled to go-live in early October subject to a satisfactory security risk assessment.**
5. Payroll system rectification	— Payroll User groups continue to meet regularly. — We note that national Te Whatu Ora decision points are required ahead of key milestones (e.g. rectification go-live, submission of funding requests, and finalisation of remediation payments). Further information will be provided by Te Whatu Ora as soon as possible. — **Te Whatu Ora has outlined the process to be followed when a project is ready to rectify a payroll. This includes obtaining an independent review of the work to ensure that each district payroll system is compliant. We note that go-live requirements will differ depending on District's scope for go-live. For some Districts, this means that remediation go-live requirements will be required at point of rectification.** — **We note that Districts are working closely with key payroll vendors on how to best manage future go-live sequences in light of recent delays. Vendors have limited capacity to support several go-lives during the same months.**
6. Assurance	— **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.**
7. Payment process	— **An addendum has been added to the Funding Request Memorandum to capture the key questions that were asked Auckland District 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 request. The addendum can be found on the collaboration hub.** — **A Post Payment Report template has been shared with Districts. This template needs to be completed within five days of processing remediation payments.**
8. National change management	— Options for progressing national change management are being considered.
9. Operational Readiness	— The operational readiness programme of work has expanded in scope to support a number of other Districts as they approach their rectification go-live dated and/or pathway to payment. — Additional information for all Districts to provide further guidance on the operational readiness approach will be made available via the collaboration hub. — **As listed above, note the requirement for independent assurance reviews on both rectification and remediation ahead of rectification go-live and submission of funding requests.**

Programme dashboard

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

LIABILITY AND EMPLOYEES

$1.8-1.95b ** Total estimated liability

270k Total estimated past and current employees

** An updated estimate will be reported when available

STATUS SNAPSHOT as at 09 August 2023

Progress towards key milestones:

1/19 has remediated current employees

0/19 have remediated former employees

3/19 have rectified their payroll system

5/19 have entered Te Whatu Ora Operational Readiness Programme

	Complete	On track	At risk	Off track
Progress towards reported remediation dates	✓ 1 (-)	✅ 1 (2)	🕐 2 (4)	❗ 15 (10)
Progress towards reported rectification dates	✓ 3 (-)	✅ 0 (2)	🕐 1 (3)	❗ 15 (9)
Adequate resourcing in place	✓ 2 (-)	✅ 9 (3)	🕐 1 (9)	❗ 7 (4)

*Note that 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 below.

Risks and Issues as at 09 August 2023

Project Risk / issue	Comments
Lack of clarity on Te Whatu Ora go-live requirements	Districts are requesting clarity on Te Whatu Ora requirements for rectification and remediation go-live. Work is underway to define the activities and sign-offs required ahead of go-live for all Districts.
District and project resourcing	Several projects are facing resourcing challenges, particularly within BAU payroll teams and for key project resources (e.g. rectification specialists and testers). All Districts that face resource challenges must clearly define and escalate these to Executive Leaders within the District for resolution if they are unable build capacity in a timely manner.
Change and communication	Districts seek further clarity on the national communication approach and guidelines for Districts. Options to address this are being considered.

Assurance Framework Completion as at 09 August 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.

*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.
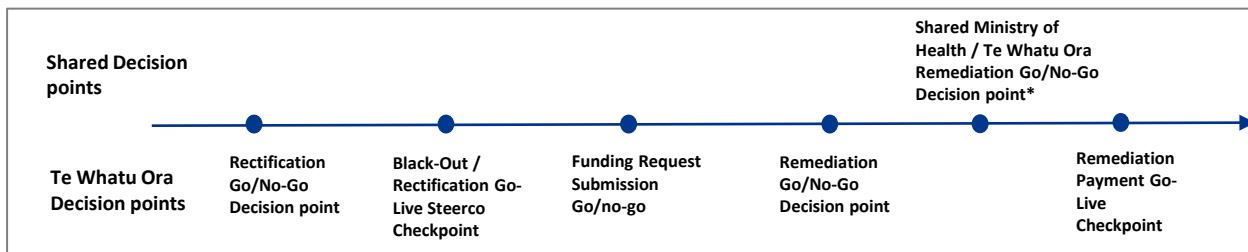
Status

There are a number of Districts now either actively engaged with, or soon to be onboarded into the Operational Readiness programme. These are outlined in the table to the right.
The team is currently finalising a number of guidance documents/templates to provide broader guidance to other Districts on the approach and requirements for Operational Readiness. Once finalised, these will be uploaded to the Collaboration Hub.

District	Decision point	Status
Waikato	Rectification go-live	Complete
Auckland District	Close-out	Close out pending submission 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	To be onboarded
Tairawhiti	Rectification go-live	To be onboarded

Document	Location to be made available
Operational Readiness Guidance Document	Collab Hub: Op readiness folder
Independent Assurance Bulletin	Collab Hub: Op readiness folder & communicated via email
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. A plan is in place to extend the portal to the HealthSource current employees when their remediation payments are made.
Other Districts which have requested extension of the CEP to them include Hawkes Bay, Waikato, South Canterbury, Nelson/Marlborough and Wellington 3.

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 to the right.

	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 / Early October	CEP - Complete / FEP - (subject to security assessment)

Key Tasks for Each Portal

Current Employee Portal

— URL to be communicated to SSC organisations in September to coincide with their payment date of 21 Sep 2023.

Completed:
— Support Desk Team have been trained to use the Service Now system.
— Reporting and monitoring of Support Desk queries in place.
— URL for CEP has been communicated to current employees at Auckland District (payments made on 27 July).
— Cloud Security Assessment activities implemented.
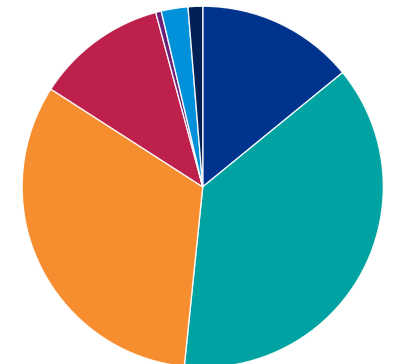— Solution Design for CEP to be signed off.

Former Employee Portal

— UAT testing to be completed.
— Solution Design for FEP to be completed.
— Cloud Security Assessment activities to be implemented.
— Change request underway for data consolidation.
— Communication to former employees detailed planning 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 **(Risk).**	Working closely between AMHA, EY and HA security teams to work through assessment actions	**Open**
Requirements may not be clear or may change during testing **(Risk).**	Work closely across the teams, agile approach to development, review and sign off of requirements provide a control point and change control in place.	**Open**
People with the knowledge and/or specific skills may leave in the duration of the project **(Risk).**	Ensure that project documents and decisions are well documented. Ensure the team are engaged well 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)

Since processing remediation payments, a number of queries have been raised with the CEP and ASKHR teams. Only 13 queries raised through CEP needed to be escalated for resolution. The most common queries relate to prior work at another District and remediation calculations

Below is a high level overview of the queries raised through the HR team and via the CEP support desk as at 4th August 2023. The diagram to the right summarises queries raised through the CEP by type. Further information about queries can be found in Appendix A.

CEP: Query Type Breakdown

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

AskHR		
Resolved emails	455	

CEP	Tier 1	Tier 2
Total Queries Received	363	13

6

District project dependencies on a page

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

1. Resourcing

Priority rating	**High**

Overview:
Resourcing remains a major concern for many Projects. Many report that the Te Whatu Ora transition and other priority initiatives place additional pressure on already strained resources. Recruitment remains a challenge for many.

Projects affected:
Most projects continue to report resourcing as an issue or risk to delivery.

Potential resolution for dependency:
— All Districts 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.

2. National Questions

Priority rating	**Moderate**

Overview:
The resolution of National Questions has been a key dependency for Projects to rectify their systems and to remediate employees consistently and in compliance with the Holidays Act. There are currently some concerns regarding consistency in implementation approach among some Districts.

Projects affected:
All projects have been affected by National Questions.

Potential resolution for dependency:
— National Questions are now resolved. Te Whatu Ora are providing support to resolve recently raised concerns.
— Fortnightly implementation sessions now run weekly.
— The implementation issue regarding the 'multijobber' solution has now been resolved.

3. External vendor capacity

a) Payroll Vendor

Priority rating	**High**

Overview:
Many projects use the same payroll vendors. Their capacity to update systems in a timely manner is a key dependency for rectification timelines. Most Payroll vendors can only support one go-live at any one time, placing additional pressures on planning activities.

Projects affected:
All projects are reliant on actions from a payroll vendor.
As project timelines continue to shift, so does the time the vendors' capacity is needed. The recent delay of the Whanganui rectification go-live has placed additional pressure on the timeframes for Districts with the same Payroll vendor.

Potential resolution for dependency:
— Collaboration groups meet regularly to ensure collaboration and sharing of learnings.
— Each District is required to raise any issues regarding vendor availability to the NPMO and Executive Leaders as soon as these are known.

b) Remediation Partner

Priority rating	**High**

Overview:
9 Projects are using the same remediation partner. With the delayed resolution of National Questions, the window for delivery has been reduced, posing a risk to the vendor capacity.

Projects affected:
All Projects with an external remediation partner are reliant on the vendor's capacity. The risk is particularly high for projects that share Remediation Partner as timelines continue to shift.

Recent requirements for independent assurance over remediation and rectification has placed additional pressure on some vendors' capacity to deliver services in a timely manner.

Potential resolution for dependency:
— The NPMO are monitoring Project expectations and high volume reliance on remediation partners to avoid bottlenecks that could impact project timelines.
— Each project collaborates closely with their Remediation Partner and should escalate any capacity concerns as soon as they are known.

c) NPMO Assurance Frameworks

Priority rating	**High**

Overview:
To be able to request funding, each project have to complete all Assurance Frameworks. The NPMO has encouraged Districts to submit evidence early to avoid review bottlenecks.

Projects affected:
Significant progress has been made in recent months, however all Districts 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.

Potential resolution for dependency:
— More exact dates have continuously been requested by Districts to allow the NPMO to better forecast workloads.
— Projects are encouraged to drip feed information to their Relationship Manager.

*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.

District project timelines on a page

Legend:
- ★ 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
- ✓ Complete
- ✅ On track to meet reported date
- 🕐 Potential concerns to meet reported date
- ❗ Significant concerns to meet reported date
- District that has entered operational readiness programme

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	MidCentral	NZ Blood & Organ Service	Waikato**	Lakes	Canterbury & West Coast	South Canterbury	Capital & Coast**	Hutt Valley**	Nelson Marl.	Wairarapa**
Months remaining to project completion	★	< 3 ★	3+	3+	3+	3+	3+	6+	6+	6+	6+	6+	6+	6+	6+	6+	12+	12+	12+
Progress towards remediation date for current employees	Jul 23 ✓	Sep 23 🕐	TBC (Oct 23) ❗	TBC (Oct 23) ❗	Nov 23 (Oct 23) ❗	Nov 23 ❗	TBC (Nov 23) ❗	Dec 23 ❗	TBC (Dec 23) ❗	TBC (Dec 23) ❗	Dec 23 ✅	Dec 23 🕐	TBC (Dec 23) ❗	TBC (Dec 23) ❗	Feb 24 ❗	Jun 24 ❗	Sept 24 ❗	Oct 24 ❗	Dec 24 ❗
Progress towards rectification go-live date	Jul 23 ✓	Sep 23 🕐	TBC (Jul 23) ❗	TBC (Oct 23) ❗	Sep 23 (Jul 23) ❗	Nov 23 ❗	TBC (Aug 23) ❗	Dec 23 ❗	TBC (Sep 23) ❗	Sep 23 (Jul 23) ❗	Jun 23 ✓	Jun 23 ✓	TBC (Nov 23) ❗	Oct 23 ❗	Feb 24 ❗	Jun 24 ❗	Sept 24 ❗	Jul 24 ❗	Dec 24 ❗
Former employee remediation calculations ready	2024	2024	Dec 23	2024 (Nov 23)	Sep 23 (Aug 23)	Nov 23	Dec 23	2024	Dec 23	Nov 23	2024	2024	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:
- Taranaki: Red status due to continued infrastructure issues and requirement to go live with system (and not process based) rectification, timelines for delivery will be moved to 2024.
- Southern: Red status due to delays in submission of key documentation and assurance frameworks and additional independent assurance requirements.
- Hawkes Bay: Red status until a way forward for finalising rectification configuration work is understood and the resources required are confirmed.
- Tairawhiti: Red status due to possible flow-on effects of the delay of the rectification and remediation for Whanganui District.
- Mid Central: Red status primarily due to rectification delays, the District is reforecasting their remediation date (likely to delay) and the significant amount of work to complete over the coming months.
- Lakes: Red status due to possible flow-on effects of the delay of the rectification and remediation for Whanganui District.
- Canterbury and West Coast: Red status due to the dependency around the upgraded T&A system and resourcing constraints leading to delays.
- South Canterbury: Red status due to the District being asked to develop a schedule for a February delivery date.
- Wellington 3: Red status due to no project plan provided to the NPMO, lack of sufficient specialist resources for rectification configuration and remediation testing activities and indications of delays to remediation timeframes.
- Nelson Marlborough: Red status due to lack of project plan, resourcing plan, testing plan and project team resources.
- Bay of Plenty: Red status due to significant resourcing constraints following staff resignations placing current dates at risk.
- Whanganui: Delayed due to additional requirements introduced, including the need for independent assurance on remediation calculations. Timelines are unknown until go-live dates for all related Districts have been prioritised and agreed.
- Te Tai Tokerau/Northland: Red status due to the delay of the rectification and remediation for Whanganui District.

Comments on projects with an amber status:
- Waikato: Amber status due to UAT delays and until a detailed plan for finalisation of payments has been developed.
- Auckland SSC: Amber Status due to significant project complexity and late submission of the funding request.

*Refer page 4 for a definition of the 19 projects
**Only progress towards remediating current employees is included in the reported overview.

8

PROGRAMME TIMELINE OVERVIEW

This timeline overview presents project estimates at 09 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.
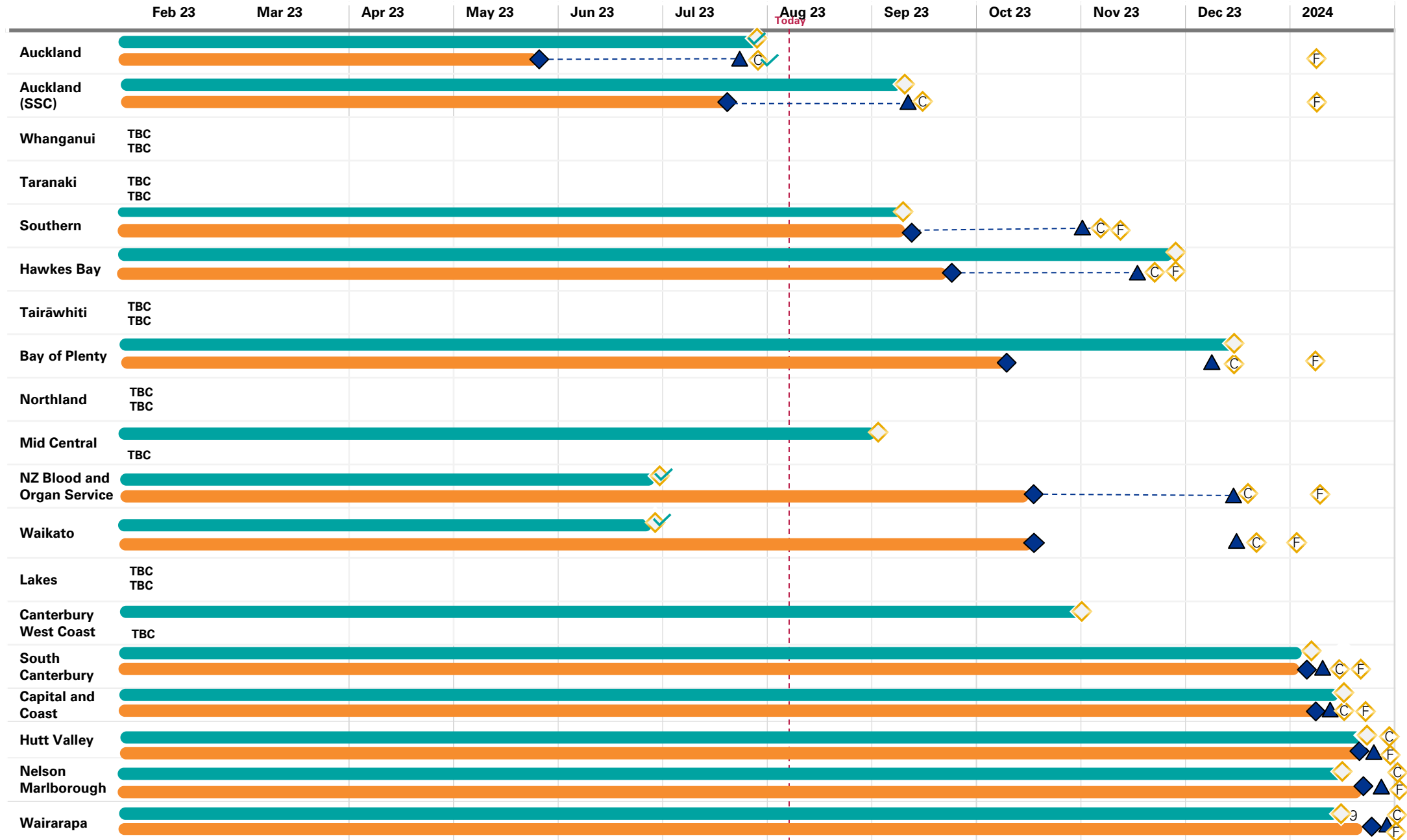
Gold milestones
Paid any amounts owing to current employees — C
Paid any amounts owing to former employees — F
OR remediation payments calculated

KEY: ◇ = Gold milestone   ✓ = Complete
◆ = Treasury funding requested   ▲ = Treasury funding released

District	Feb 23	Mar 23	Apr 23	May 23	Jun 23	Jul 23	Aug 23 (Today)	Sep 23	Oct 23	Nov 23	Dec 23	2024
Auckland						◇ / ◆…▲C✓						F
Auckland (SSC)						◆……		◇ / ▲C				F
Whanganui	TBC / TBC											
Taranaki	TBC / TBC											
Southern								◇ / ◆……		▲C F		
Hawkes Bay									◆……	◇ / ▲C F		
Tairāwhiti	TBC / TBC											
Bay of Plenty									◆		▲C / ◇	F
Northland	TBC / TBC											
Mid Central						◇ / TBC						
NZ Blood and Organ Service					◇✓				◆……	▲C		F
Waikato					◇✓				◆	▲C	F	
Lakes	TBC / TBC											
Canterbury West Coast				TBC							◇	
South Canterbury											◇ / ◆▲C F	
Capital and Coast											◇ / ◆◇C F	
Hutt Valley											◇ / ◇C ◆▲F	
Nelson Marlborough											◇ / ◇C ◆▲F	
Wairarapa											◇ / ◆◇C F	

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 millstones 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

Example page

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 been made to all current staff via the Current Employee Portal on 27 July 2023.

All staff have been communicated with via a variety of methods including intranet, posters, handbook, brochures and emails

Support desk team have been trained up to receive and answer queries from staff about their payments

	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
6	Post payment report submitted	4 Aug 23	Draft report received on 10 August. Further work to be undertaken.
Rectify		**26 Jul 23**	**Complete.**
Remediate		**28 Jul 23**	

Key tasks

— Finance reporting testing completed
— Go No-go meetings with MoH, NPMO and Te Whatu Ora completed
— Payroll rectification completed successfully on 25 July
— Payroll training complete
— Remediation Payments have been made to current employees on 27 July and available in the bank accounts by 28 July
— Portal go live scheduled for 28 July
— Payroll BAU to catch up tasks paused during Black Out.

Key tasks

— Rectification audit by EY complete
— Posters, handbook and brochures have been distributed at all AKL sites
— Technical manuals for the payroll processing software are being finalised.
— Use of EY tools from Day 1 onwards in place & to be used in BAU from next week
— Complete P2P post go live reporting requirements

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Assessment of impacts on financial systems resulting from HA changes is in progress. This needs to be completed within June otherwise can impact on Go Live for AKL (**Dependency**)	Assessment completed. Reports have been updated successfully	**Closed**
System updates, changes or recalculations cannot be completed in the required timeframe if the BAU attendance and leave records projects (MeT) are not completed beforehand (**Risk**).	System integration completed successfully	**Closed**
People with the knowledge and/or specific skills may leave in the duration of the project (**Risk**).	AKL Technical team are now focusing on post go live support	**Closed**
With AKL being the first District on the pathway to payment, there is a concern that unforeseen events or requirements could delay the process of releasing funds. We note that the District requires funds to be released by 20 July (**Risk**)	Money received on 21 July.	**Closed**

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	Mar 22	Apr 23	May 23	May 23	Apr 23	May 23	Apr 23
Open actions	Zero	Zero	1	2	Zero	Zero	Zero

PROJECT INFO

Programme Manager	Bruce George	**Employee numbers**	13,349 existing and tbc former employees as at 11 June 2023
Remediation partner	EY – review, rectification and remediation	**Payroll provider**	AMS Leader

Auckland Healthsource (SCC)

Key: ✅ Complete 🔷 In progress ❗ Delayed ⭐ NPMO Review ❓ At Risk 🔺 Not started 🕐 No completion date

OVERVIEW OF PROJECT STATUS

Project overview

The Healthsource (SSC) Payroll includes – Counties Manukau and Waitemata Districts, Healthsource, healthAlliance, NZ Health Partnership and Norther Region Alliance.
Dress Rehearsal #1 started on 27 July
Funding request has been approved by CPO & CFO and is now with he CE before being lodged with NPMO before the end of July.
Brownout period begins on 7 Aug. Communication has 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 #1 in progress
3	Rectification testing complete	Sep 23	SSC Dress Rehearsal #1 in progress. Two more are planned 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.
	Final data extracts complete	12 Sep 23	SSC data cut to be taken on 12 Sep for final remediation calculations
5	Funding request sent	20 July 23	Delayed. The funding request was submitted to the NPMO on 4 August.
🔷	**Rectify**	**19 Sep 23**	**Amber status** due to significant project complexity and late submission of the funding request.
	Remediate	**21 Sep 23**	

Key tasks

— Outlier testing, quality assurance and model output testing from refreshed data cuts continue.
— DR# 1 is in progress.
— Technical manuals for the payroll processing software are being prepared.
— Payroll training is in progress
— Planning for cut over for Go live and Day 1 activities are progressing.
— Finance and payroll report testing is in progress.

Key tasks

— SSC PAYG model evaluation has been completed and roll out plan is being finalised.
— Webinars for managers to understand SMO changes are in progress.
— Rectification audit by EY is nearing completion.
— Sample data is available to Unions to review remediation calculations.
— SSC P2P application is being prepared for submission, awaiting approvals from executives.
— Go No-Go meetings schedule has been set up

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Counties rostering project (MeT) needs to be implemented before AMHA programme Go Live for SSC Payroll. There is currently a risk that activities outside the districts control may impact this (e.g. a strike). (**Dependency**)	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 in progress. This needs to be completed within August otherwise can impact on Go Live for Healthsource (**Dependency**)	Bi weekly meetings are being held with Finance and Reporting teams to keep an eye on the progress. Learning captures for Auckland District.	**Open**
System updates, changes or recalculations cannot be completed in the required timeframe if the BAU attendance and leave records projects (MeT) are not completed beforehand (**Risk**).	BAU teams are engaged with AMHA team to monitor progress of BAU projects impacting rectification. BAU projects that conflict with AMHA programme timeline are also being monitored.	**Open**
People with the knowledge and/or specific skills may leave in the duration of the project (**Risk**).	Ensure that project documents and decisions are well documented. Ensure the team are engaged well and are kept up to date with progress and activities.	**Open**
The project has requested funding to be released by 14 September. Late submission of the funding request places this at risk.	Close collaboration with the NPMO, MoH and other stakeholders, including quick resolution of questions.	**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	Mar 22	Apr 23	May 23	May 23	Apr 23	May 23	Apr 23
Open actions	Zero	Zero	1	2	Zero	Zero	Zero

PROJECT INFO

Programme Manager	Bruce George	**Employee numbers**	20,188 current employees and tbc former employees as at 18 May 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

OVERVIEW OF PROJECT STATUS

Project overview

Due to additional internal requirements, the District was unable to go live with the rectified system as scheduled. An independent review of the District's remediation calculations will be performed by EY prior to go-live. Updated timelines for remediation and rectification is pending completion of this review. An independent quality assurance of the rectified system and processes and all Assurance Frameworks are completed.

The District follows a staggered approach to rectifying and remediating with three other Districts (Tairāwhiti, Lakes and Northland), and the delay to the Whanganui timelines will have a flow-on impact. A decision is yet to be made regarding the new order of District go-lives.

	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	28 June 23	Completed – Dress rehearsal completed.
4	Complete assurance frameworks submitted for review	7 Jul 23	Completed - District has submitted all information for Assurance Frameworks.
5	Final data extracts complete	TBC 21 Jul 23	Delayed – pending completion of independent review and priority for the other three Districts impacted.
◆	Funding request sent	TBC (31 Aug 23)	Delayed – pending completion of independent review and priority for the other three Districts impacted.
	Post payment report submitted	TBC	
6	**Rectify**	**TBC (26 Jul 23)**	**Red status** Delayed due to additional requirements introduced, including the need for independent assurance on remediation calculations. Timelines are unknown until go-live dates for all related Districts have been prioritised and agreed.
	Remediate	**TBC (12 Oct 23)**	

Key tasks

— Work underway to understand and fulfil Te Whatu Ora go-live requirements
— Testing of remediation calculations. 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.
— Awaiting final report from the TAS audit review.
— Completion of the independent quality assurance review for rectification.

Key tasks

— Testing extracts for the ex employee portal.
— Rewriting communications to reflect July go-live has been delayed. This will include communications relating to the delay in deployment of the ex-employee portal information.
— Rescheduling of the of the regression testing as the District has been delayed.
— Refinement of all HR and Payroll reports impacted by the multi-job implementation.
— Discussions with Te Whatu Ora to arrange an independent quality assurance review of the remediation calculations.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Resourcing challenges, particularly in the payroll and HR team and IT support for PSe. **(Issue)**	Escalated critical resourcing requirements to Executive project sponsor. Have been using contractors and tight project management. A new IT resource has been hired in May to support PSe.	**Open**
There is a risk that other development with Ceridian will be prioritised above Holidays Act requirements. **(Risk)**	Highlight requirements early and track delivery on a weekly basis.	**Open**
Lack of clarity about requirements for the District to complete additional Te Whatu Ora sign-offs; including time and resource impact **(Issue)**	Additional go-live requirements have been outlined, and the District is working to implement these. Final confirmation on a full set of go-live criteria is yet to be received.	**Open (updated)**

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

Project Manager	Rachel Sutton	**Employee numbers**	1,241 current employees and 1,899 terminated employees as at July 2023.
Remediation partner	None (Internal)	**Payroll provider**	Ceridian

Taranaki

Key: ✅ Complete 🟦 In progress 🔴 Delayed ⭐ NPMO Review ❓ At Risk 🔺 Not started 🕐 No completion date

OVERVIEW OF PROJECT STATUS

Project overview

Taranaki District is unable to meet the previously anticipated October dates. This is due the infrastructure issues within the District that prevented rectification testing and resulted in delays for the test server to be configured ready for testing. Following regular (weekly) meetings with the Interim HR Lead, Interim National Payroll Manager, remediation partner and payroll vendors, the District are working through options for a 2024 delivery date. The exact date is to be confirmed.

The District leadership has increased visibility on project progress and Integrity1 are taking more of an active role in the absence of key resources within the District. Working through resource planning and budget variations to support the new dates.

	Milestone	Date	
1	Employee payment and communication approach in place	Ongoing	Working with the Communications Manager and developing consistent approach.
2	Remediation model tested	Ongoing	Completed. Ongoing testing each pay run.
3	Complete assurance frameworks submitted for review	TBC	Delayed. Initial AF3 evidence submitted to RM. Working through 4,5 and 6 to provide to the NPMO.
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.
Rectify		**TBC**	**Red status** Due to continued infrastructure issues and requirement to go live with system (and not process based) rectification, timelines for delivery will be moved to 2024.
Remediate		**TBC**	

Key tasks completed or underway

— At the request of the Interim Lead HR Operations) and Interim National Payroll Lead, the Taranaki project team prepared a paper exploring options to achieve the best outcome for the region and its employees. Based on this paper, it was determined that the District must complete it's full set of system updates prior to rectification go-live. This has led to the above reported delay.

— Resetting reporting cadence and content to ensure senior stakeholders at the district are across key challenges and updates.

— The Taranaki District Holiday Act Compliance Project is at a stage where it has performed its remediation calculations and has a working process in place to keep its remediation calculation up to date following each pay run.

Key tasks to complete

— Discuss new dates and resourcing requirements at steering committee. The Payroll team will require signification increase in resources to process the pay.

— Provide assurance frameworks 4-7 to the NPMO for review.

— Commence rectification testing, supported by Integrity1. Having removed the need to have the rostering (time and attendance) configuration from StarGarden system, the Holidays Act system component is anticipated to work effectively.

— Complete scanning paper timesheets. Identified some missing timesheets which have now been found and scanned.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Concerns around internal District resourcing (HR, IT and payroll) which may impact change management (**Issue**).	Advising resource demand, to be provided to Gillian Campbell (Interim District Director) and steering committee. This will be to support testing, training and roll out. New hires are being sought for HR and Payroll to backfill roles.	**Open (updated)**
Infrastructure failure in one of the hospital computer rooms may adversely impact timelines (**Issue**).	For production development environment, the SQL database has been moved to its own server which has had significant performance issues. Test database is now running and payroll system now in new infrastructure environment. StarGarden now able to access system and testing to commence.	**Closed (updated)**
Movement of Payroll to the new Nutanix server farm. (**Risk**)	The test and UAT servers for the HA project have been provisioned in the new environment and the Production payroll will complete movement to Nutanix this week.	**Open (new)**

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	(Mar 23) June 23	(Mar 23) June 23	July 23	July 23	July 23	TBC
Open actions	One	Two	-	-	-	-	-

PROJECT INFO

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

Southern

Key: ✅ Complete 🟦 In progress 🔴 Delayed ⭐ NPMO Review 🟠 At Risk 🔺 Not started 🕐 No completion date

OVERVIEW OF PROJECT STATUS

Project overview

Delivery dates have been updated due to issues with the District's implementation of the multi-jobbers solution, unforeseen resourcing challenges, and additional go-live requirements as introduced by Te Whatu Ora leadership.

Agreement between Unions and Te Whatu Ora has been reached on the District's implementation of the 'multi-jobbers' national solution.

The NPMO notes that significant effort remains outstanding to complete Assurance Frameworks. The District has committed to providing evidence for outstanding Assurance Frameworks on 4 August 2023.

Milestone	Date	Status
Remediation model tested	15 April 23	Complete
Rectification testing complete	30 April 23	Complete pending any changes from No Limits Consulting's review.
Final data extracts complete	Mid September 23 (31 Jul 2023)	Delayed - the District has extracted data up April 2023.
Communication plan in place	15 July 23	Complete
Employee payment approach in place	TBC (4 Aug 2023)	The District has not provided an updated date. They have advised that they are reviewing the cost of using No Limit Consulting's system to process former employee payments.
Change management complete	Mid August 23 (15 Jul 2023)	Delayed – due to unforeseen resourcing challenges.
Complete assurance frameworks submitted for review	TBC (4 Aug 2023)	The District has not provided an updated date.
Funding request sent	15 September 23 (25 Aug 2023)	Delayed – due to delivery dates being refreshed.
Rectify	**15 Sep 2023 (31 Jul 2023)**	**Red status** due to delays in submission of key documentation and assurance frameworks and additional independent assurance requirements.
Remediate	**16 November 23 (27 Oct 2023)**	

Key tasks started or in progress

— Held meeting with NZNO and Te Whatu Ora to resolve the multi-jobber implementation issue.
— Engaged No Limits Consulting to perform an independent review of Southern's rectification methodology. This is anticipated to be completed in August 2023.
— Held Working Group meeting to get endorsement of the Districts rectification methodology. Further discussion to occur late August.
— 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.
— Continued to build out the Change Management Plan and schedule for roll-out activities to support with rectification changes.

Key tasks completed

— Finalised communication plan.
— Provided initial information for AF4 to the NPMO to review.

Key tasks planned

— Progressing assurance frameworks.
— Finalising the implementation approach for multi-jobbers and obtaining formal sign-off from Union's on approach.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
The District's go-forward solution for multi-jobbers will require ongoing remediation and rely on manual processes. (**Issue**)	The District is in the process of developing an implementation approach, which will identify the associated risks and proposed mitigation strategies.	**New**
Datacom and Change Healthcare's ability to provide a compliant payroll system and time and attendance system within the required timeframe**. (Risk)**	The District regularly engages with Change Healthcare and Datacom. Whilst development and testing is complete, this still remains a risk until changes are implemented into the live system.	**Open**
Unexpected absence within project team and payroll team **(Issue)**	The District will closely monitor this for the duration of the Project. The NPMO notes that there was illness within the Project Team	**Open and updated**
Loss of engagement in project due to potential organisational changes **(Risk)**	Closely monitor changes and impact as they arise.	**Open**
Unions have raised concerns regarding the implementation of the multi-jobbers solution. **(Issue)**	A path forward for the multi-jobber solution has been tentatively agreed with Unions and Te Whatu Ora	**Closed**

ASSURANCE

Component	One	Two	Three	Four	Five	Six	Seven
Status	✅	✅	🔴	⭐	🔴	🔴	🔴
Planned Start date	Nov 21	Apr 22	Feb 23	Feb 23	March 23	March 23	May 23
Planned Finish date	Mar 22	Mar 23	Aug 23	Aug 23 (Jul 23)	Aug 23	Aug 23	Aug 23
Open actions	-	2	-	-	-	-	-

PROJECT INFO

Project Manager	Jean McAlevey	**Employee numbers**	c.17,000 current and terminated 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 anticipated November 2023 payment date for current employees is at risk. The District has undertaken significant recruitment efforts particularly in the rectification space in order to surge resources to meet this date. This has included seeking additional support from Grant Thornton to fill resourcing gaps and reaching out to Auckland to understand their AMS configuration process.

The PM has raised the significant timeline risk with Te Whatu Ora leadership.

	Milestone	Date	Status
1	Complete remediation model tested	30 May 23	Delayed. Testing currently underway and due to be completed by the end of September
2	Completed assurance frameworks submitted for review	30 Aug 23	At risk. Continuing to provide evidence to NPMO however delays in rectification may push out this date.
3	Rectification testing complete and dress rehearsals start	28 Sep 23	Delayed. Project FTE onboarded to support testing.
4	Employee payment and communication approach in place	28 Sep 23	On track. A communications plan is in place and work planned to further detail the payment process.
🔷	Funding request sent	28 Sep 23	At risk due to the above.
	Rectify	**30 Nov 23**	**Red status** until a way forward for finalising rectification configuration work is understood and the resources required are confirmed.
	Remediate	**30 Nov 23**	

Key tasks completed or in progress

— Continuing to work through validation of testing, resolving underpayments and collating evidence for assurance frameworks 3 and 5.

— Beginning hand over process to HR BAU team for rectification. Established regular check ins.

— Rectification team working on: WIAW ALW testing, reinstating "CALW" for cashed up leave, moving ALT from hours to days, WIAW in general, LWOP documentation.

— Education and training strategies completed for signed off.

— Developed a burndown chart outlining how more FTE will help speed up rectification.

Key tasks planned

— Rectification work schedule to assign work being reassessed.

— Onboard new testers.

— AMS has estimated that end-to-end testing will take three months which puts timeframes at risk. Condensing dress rehearsal timeframes.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Internal staff movement, resource retention and burn out (**issue**)	The Executive team have approved the recruitment of two new consultants to support the rectification team which will help going forward. Rectification Lead and two new testers have started. Significant additional recruitment underway.	**Open (updated)**
The rectification discovery phase has revealed a higher than anticipated workload (**issue**)	Work is underway to secure adequate levels of resourcing for this work. Two additional testers have started. Going forward, the project manager will monitor the progress of the rectification configuration work more closely.	**Open**
Concerns that the payroll provider may not meet required timeframes (**Risk**)	Surged resources to support the payroll team rectification testing and working across Districts to understand AMS requirements.	**Closed**

ASSURANCE

Component	One	Two	Three	Four	Five	Six	Seven
Status	✅	✅	⭐	🔷	⭐	🔺	🕐🔺
Planned Start date	Jan 22	Apr 22	Nov 22	Nov 22	Apr 23	TBC	TBC
Planned Finish date	Mar 22	Dec 22	Jun 23	Sep 23	Sep 23	Sep 23	TBC
Open actions	Zero	One	-	-	-	-	-

PROJECT INFO

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

Tairāwhiti

Key: ✅ Complete ▨ In progress ❗ Delayed ⭐ NPMO Review 🟠 At Risk ▲ Not started 🕐 No completion date

OVERVIEW OF PROJECT STATUS

Project overview

The District follows a staggered approach with three other Districts as they all share the same Project Manager and payroll provider. Due to the delayed go-live for Whanganui, Tairāwhiti District is at risk. Further work is required to prioritise the order in which Districts go-live. Depending on the outcome, the District may reforecasts its dates. In the meantime, dress rehearsals will go ahead as planned.

The focus for the District in August is on securing sign-off of Assurance Frameworks as well as understanding and completing all Te Whatu Ora operational readiness activities.

	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	30 Jun 23	Substantive testing is completed. There will be ongoing testing until rectification.
4	Complete assurance frameworks submitted for review	7 Aug 23 (7 Jul 23)	In progress - District is focused on gathering on remaining evidence for submission.
5	Final data extracts complete	TBC (17 Aug 23)	At risk due to pending prioritisation of District go-lives.
◆	Funding request sent	TBC (29 Aug 23)	At risk due to pending prioritisation of District go-lives.
6	Post payment report submitted	TBC	
	Rectify	**TBC (24 Aug 23)**	**Red status:** Red status due to possible possible flow-on effect so of the delay of the rectification and remediation for Whanganui District.
	Remediate	**TBC (16 Nov 23)**	

Key tasks

— Work underway to understand and fulfil Te Whatu Ora go-live requirements.

— Testing of remediation calculations. Ongoing until completion of the project.

— Review of rectification processes.

— Weekly process rectification review sessions with key members of Payroll team.

— Dress rehearsal is scheduled for beginning of August.

Key tasks

— District finalising information for remaining Assurance Frameworks.

— Refinement of all HR and Payroll reports impacted by the multi-job implementation.

— Finalisation of HR processes to support multi-job employment.

— Completing regression testing in July, however, this potentially may need to be rescheduled.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Lack of clarity about requirements for the District to complete additional Te Whatu Ora sign-offs, including time and resource impact. **(Issue)**	Additional go-live requirements have been outlined, and the District is working to implement these. Final confirmation on a full set of go-live criteria is yet to be received.	**Open (updated)**
Resourcing challenges, particularly in the payroll team. **(Issue)**	Have been using contractors and tight project management.	**Open**
There is a risk that other development with Ceridian will be prioritised above Holidays Act requirements.**(Risk)**	Highlight requirements early and track delivery on a weekly basis.	**Open**
There is a risk that the project requested on-premise PSe (and related system) environments will not be reliably available for remote access by project team members. There is a further risk that the environments may not be representative of the live PSe (and related system) environment. **(Risk)**	Information was provided in early 2022 regarding the technical environment and support required.	**Open**
Following consultation within Te Whatu Ora's Data and Digital space there is uncertainty regarding availability and continuity of technical expertise to support on premise PSE solution. **(Risk)**	The District will be outsourcing to Ceridian and evaluating alternative hosting solutions to ensure the project can proceed.	**Open**

ASSURANCE

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

PROJECT INFO

Project Manager	Rachel Sutton	**Employee numbers**	c.1.137 current and c.1,786 terminated employee
Remediation partner	None (Internal)	**Payroll provider**	Ceridian

Bay of Plenty

Key: ✅ Complete | 🟦 In progress | 🔴 Delayed | ⭐ NPMO Review | 🟠 At Risk | 🔺 Not started | 🕐 No completion date

OVERVIEW OF PROJECT STATUS

Project overview

The project continues to experience attrition which is putting the December payment date at risk and pushing out key milestones. The PM for the BOP project has resigned and a new resource has been confirmed for this role. The project has secured some additional resources including Business Analysts and testing support. The project is dependent on the payroll team to support this work whose capacity is very limited and vendor support whose capacity is dependent on the successful delivery of other Districts.

The resourcing issues have impacted rectification so the dry run at the end of July was repurposed to include rectification and regression testing. This will identify any gaps and provide a clearer way forward,

	Milestone	Date	Status
1	Employee payment and communication approach in place	30 Apr 23	Communication ongoing including triaging queries to mailbox.
2	Remediation model testing complete	28 June 23	Delayed. Final script version to include outstanding HAC requirements i.e. Casuals and ADP count for callbacks. To be completed in August.
3	Rectification testing complete	31 July 23	Rectification development testing to be wrapped up in the first Cutover (Dry Run) completed at the end of July 2023.
4	Final data extracts complete	July 23	Delayed. Finalising scripts with the exclusion of 4 key components. Addition of said 4 key components to be incorporated into the scripts, reviewed and signed off.
5	Complete assurance frameworks submitted for review	18 Aug 23	At risk. Actively working through AF 2, 3 and 4. Handing over to new Business Analyst.
🔷	Funding request sent	28 Sept 23	At risk. Dates pushed back slightly to accommodate for pay run cycle.
	Rectify	**Dec 23**	**Red status** due to significant resourcing constraints in payroll, placing current dates at risk.
	Remediate	**Dec 23**	

Key tasks completed or underway

— The assessment of multijobbers has paused as key decisions and input is needed from the payroll team.

— The collection of ADP data from timesheets continues but taking longer than anticipated due to the payroll team's capacity including ongoing review/audit of captured information.

— PSe (Ceridian) on site in the last week of July (26-28) for an initial dry run. Dedicated project resources will priories this period. Decision not to implement multi jobs functionality due to complexity and impact on delivery – compliance in this space will be a manual process.

— Provided update to unions as part of bipartite meeting on 20 July.

— Remediation tool has been developed by Ceridian to provide staff access to detailed information regarding their remediation pay.

Key tasks planned

— Second dry run late August 2023

— Complete remediation scripting with Ceridian. The final task will be the inclusion of Final Pay, SMO Statutory Day Not Worked, RDP before 1 April 2011, these are ready to be triggered into the scripts.

— The project team are working on finalising the ADP count for on-call, Casuals and Multi Jobbers.

— 26 out of 31 key policies have been reviewed and updated, where required, to ensure compliance with the Holidays Act project. The remaining 5 policies are in the process of being finalised

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Project resourcing (turnover and sick leave **(Issue)**	Key resources have resigned. A new Business Analyst, Data Analyst and Project Manager are in the process of being on boarded with handover being provided by the outgoing resources. Ongoing project support from PM Hawkes Bay and South Canterbury, regarding Assurance Frameworks 5, 6, 7, Communications and Change Management	**Open (Updated)**
Multi-jobbers/casuals – the District are revisiting multi jobbers and casuals as there is a risk that the current list has not identified all applicable staff members based on national outcome (**Risk**).	Finalising multi jobbers mini project. Engagement with P&C leads completed. Consultation with Payroll in July to identify and document in-house process required to implement multi jobs. The project team are working on what compliance looks like under BAU and finalising a process pack with business leads.	**Open (Updated)**
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 District has established a sub-project to extract the data from these documents. (**Risk**).	A Senior Payroll Officer has been brought onto the project to support and overtime has been approved to ensure this is completed. The task is nearing completion. The team are finalising the count whilst there is also an audit of completed data running in parallel.	**Open**
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 (**Risk**).	As a contingency, Ceridian will develop an interim solution to ensure compliance until Tambla finalises development. Tambla has confirmed multijobber support.	**Open**

ASSURANCE

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

PROJECT INFO

Project Manager	Fiona Sheffield (new)	**Employee numbers**	4,200 current employees and 4,840 terminated employees at September 2021. Updated numbers pending.
Remediation partner	Internal	**Payroll provider**	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 District follows a staggered approach with three other Districts as they all share the same Project Manager and payroll provider. Due to the delayed go-live for Whanganui District, Northland District is at risk. Further work is required to prioritise the order in which Districts go-live. Depending on the outcome, the District may reforecasts its dates.

The District has completed all Assurance Frameworks.

	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 of the remediation model is completed. Testing of the remediation calculations re-runs will be ongoing.
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 (20 Sep 23)	At risk due to pending prioritisation of District go-lives.
◆	Funding request sent	TBC (30 Sep 23)	At risk due to pending prioritisation of District go-lives.
6	Post payment report submitted	TBC	
	Rectify	**TBC (25 Sep 23)**	**Red status:** due to the delay of the rectification and remediation for Whanganui District.
	Remediate	**TBC 7 Dec 23**	

Key tasks

— Work underway to understand and fulfil Te Whatu Ora go-live requirements

— Re-run of the remediation calculations and retesting of rectification processes.

— Capture of additional data to support remediation calculations.

— Weekly process rectification review sessions with key members of Payroll team.

Key tasks

— Refinement of all HR and Payroll reports impacted by the multi-job implementation.

— Obtaining clarification if the Labour Inspector's audit on the remediation methodology meets the requirements of the independent quality assurance review that has been newly introduced.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Lack of clarity about requirements for the District to complete additional Te Whatu Ora sign-offs, including time and resource impact. **(Issue)**	Additional go-live requirements have been outlined, and the District is working to implement these. Final confirmation on a full set of go-live criteria is yet to be received.	**Open (updated)**
Resourcing challenges, particularly within the payroll and HR teams. The District continues to limit payroll resources for the project. **(Issue)**	Full-time resource has been available since 1 April 2023 for project work. Have been using contractors and tight project management.	**Open**
There is a risk that other development with Ceridian will be prioritised above Holidays Act requirements. **(Risk)**	Highlight requirements early and track delivery on a weekly basis.	**Open**

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 (Apr 23)	May 23 (Apr 23)	May 23 (Apr 23)	May 23 (Apr 23)
Open actions	Zero	Four	Four	Five	Two	-	-

PROJECT INFO

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

Mid Central

Key: ✅ Complete 🟦 In progress 🔴 Delayed ⭐ NPMO Review 🟠 At Risk 🔺 Not started 🕐 No completion date

OVERVIEW OF PROJECT STATUS

Project overview

The District is progressing both rectification and remediation workstreams. Parallel runs were delayed due to resourcing issues – the District has completed one parallel run and is in the process of reviewing the outcome of it. The NPMO also notes that we identified significant actions to resolve in the review of AF4. Following conversations with Mid-Central, additional information has been provided and an assessment of this information is being undertaken. As a result, rectification dates have moved. The District is currently reviewing the impact this will have on their remediation dates.

	Milestone	Date	Status
1	Remediation model consolidated and tested	18 Oct 23 (14 Sep 23)	Delayed due to significant outstanding management actions identified in independent reviews and testing activities to be completed within a short timeframe.
2	Rectification testing complete	18 Aug (15 Jul 23)	Delayed due to rectification date change.
3	Final data extracts complete	30 Aug 23 (28 Jul 23)	Delayed due to rectification date change.
4	Communication approach in place for rectification	4 Aug 23	On track – the final version of comms are being reviewed.
5	Change Management complete	30 Aug 23 (4 Aug 23)	Delayed due to rectification date change.
6	Complete assurance frameworks submitted for review	TBC (22 Sep 23)	Reforecasting due to rectification date change.
◆	Funding request sent	TBC (13 Oct 23)	Reforecasting due to rectification date change.
	Rectify	**1 Sep 23 (28 Jul 23)**	**Red status** primarily due to rectification delays, the District is reforecasting their remediation date (likely to delay) and the significant amount of work to complete over the coming months.
	Remediate	**TBC (Dec 23)**	

Key tasks

— Continued with remediation model testing.

— Continued UAT testing and commenced parallel runs – testing will be completed in August 2023.

— Continued the review and update of business procedures to incorporate rectification changes. This will be completed in August 2023.

— Commenced operational readiness – the District advised that they are waiting for further information around what this entails.

Key tasks completed

— Completed configuration testing.

— Completed AF4 – this was issued to the District in a 'red status' as there are significant actions required to complete the framework. This includes review of solutions to ensure compliance with the Act, MoU and National Directives.

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. **(Issue)**	PWC legal have completed their review of solution options to assess compliance. The NPMO notes that PWC identified non-compliance risks. The District is in the process of reviewing those risks and the NPMO has included an action in AF4 to confirm that non-compliant issues have been resolved.	**Open and updated**
Delays in the delivery of remediation tools. **(Risk)**	The remediation partner has confirmed delivery dates. The NPMO notes that the timeline delay for rectification will likely impact remediation timelines (see below).	**Closed**
Resourcing for parallel runs and cutover testing **(Risk)**	A search for external resources is ongoing, noting that there is a scarcity in available resources. BAU resources have been engaged to address resourcing deficiencies, and BAU staff priorities are being managed.	**Open and updated**
Rectification delays could impact remediation timelines **(Risk)**	Continue to progress rectification as quickly as possible. The District needs to clearly define resource requirements and escalation pathways to meet timelines.	**Open and new**
Lack of clarity about requirements for the District to complete additional Te Whatu Ora sign-offs, including time and resource impacts **(issue)**	Additional go-live requirements have been outlined, and the District is working to implement these. Final confirmation on a full set of go-live criteria is yet to be received.	**Open and new**

ASSURANCE

Component	One	Two	Three	Four	Five	Six	Seven
Status	✅	✅	🟦	✅	🔺🔴	🔺	🔺
Planned Start date	Nov 21	Jun 22	Nov 22	Nov 22	Aug 23	Aug 23	TBC
Planned Finish date	Nov 21	Jun 23	Sep 23	Jul 23	Sep 23	Sep 23	TBC
Open actions	Zero	3	-	12	-	-	-

PROJECT INFO

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

New Zealand Blood and Organ Service

Key: ✅ Complete 🔷 In progress ❗ Delayed ⭐ NPMO Review ❓ At Risk 🔺 Not started 🕐 No completion date

Project overview

NZB remain on track to complete their remediation calculations in December. Final data extracts have been delivered to EY to run the remediation calculations and testing of the calculations will be done throughout the process. NZB has completed the core testing of the model. In early August 2023, NZ Blood has advised it will not being using the Te Whatu Ora National Portal for former employees and instead will stand-up its own processes to manage former employees.

The focus for August is on remediation and securing sign-off for Assurance Frameworks.

	Milestone	Date	
1	Rectification testing complete	26 May 23	Completed – Rectification went live in June 2023.
2	Final data extracts complete	14 July 23	On track – plan in place for final data extraction.
3	Employee payment and communication approach in place	Apr 23	Completed – plan in place. As per the project plan, NZB will define its query management process in Q4 of 2023.
4	Complete assurance frameworks submitted for review	Aug 23 (5 Jun 23)	On track - the District is progressing with assurance framework completion. Final framework to be submitted for review in Aug 23 (was June 23). No impact on other project dates.
5	Remediation model consolidated and tested	30 Nov 23	On track with EY to be completed by Nov 2023. Testing of the remediation calculations is on track to begin in Aug 2023.
🔷	Funding request sent	14 Oct 23	On track
6	Post payment reporting submitted	22 Dec 23	On track
	Rectify	**Done**	**Green status** as NZBS is making the expected progress to plan.
	Remediate	**16 Dec 23**	

Key tasks

— Testing extracts for the ex-employee portal.

— Work is progressing on Assurance Frameworks 2 and 4. The payroll team are supporting with collating the documents.

— Focus on completion of Assurance Frameworks.

— Extracts are with EY to do the remediation calculations.

Key tasks

— Discussion and sharing of project plan and scope with union partners to enable remediation payments to be made in Dec 2023.

— Scheduled monthly meetings with unions to discuss project progress and updates.

— Discussions with EY to arrange a meeting with NPMO regarding providing evidence of the remediation methodology for Assurance Framework 3.

Items	Mitigation/plan	Status
Vendor commitment to timelines (**Risk**)	NZBS have received an updated timeline from EY and have incorporated this into the plan for NZBS. NZBS will be monitoring progress towards dates closely.	**Open**
Contradictory advice has been received regarding the need to complete an update. (**Issue**)	Issue is now resolved. Human Force has confirmed an upgrade is required. Unions have agreed to implement the change of hours to weeks/days in 2024. All other changes for rectification are completed. No impact on remediation payments.	**Closed (updated)**

Component Status	One ✅	Two ⭐	Three 🔷	Four 🔷	Five 🔷	Six 🔷	Seven 🔺
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)	Aug 23 (May 23)	Aug 23 (Jun 23)	Aug 23 (May 23)	Aug 23 (May 23)	Aug 23 (Mar 23)
Open actions	One (Planned for Apr 23)	-	-	-	-	-	-

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

Waikato

Key: ✅ Complete 🟦 In progress 🔴 Delayed ⭐ NPMO Review 🟠 At Risk 🔺 Not started 🕐 No completion date

OVERVIEW OF PROJECT STATUS

Project overview

Following a successful rectification Go-Live on 30 June, Waikato have diverted resources from rectification to remediation. The project team, supported by payroll and rectification partners are working through the final completion and tidy up of outstanding rectification items and winding down from the 'hypercare' space.

The Payroll team have embraced the new processes implemented as part of the rectified system. Manual workarounds still exist which were unable to be configured in PeopleSoft however Deloitte is working on ways to automate these. The project team are holding remediation workshops with the remediation partner to understand current state. Data extracts have been provided to EY to commence this work.

	Milestone	Date	Status
1	Employee payment and communication approach in place. General awareness campaign commencement.	Ongoing	General awareness campaign launched in June.
2	Rectification testing complete	30 June 23	Completed.
3	Remediation model consolidated and tested	14 Aug 23	On track. Models provided by EY and data extracted
4	Final data extracts complete	9 Oct 23	On track.
5	Complete assurance frameworks submitted for review	25 Sept 23	Provision of evidence delayed. Currently no impact on critical path.
◆	Funding request sent	16 Oct 23	On track.
	Rectify	**Done**	**Amber status** due to UAT delays and until a detailed plan for finalisation of payments has been developed.
	Remediate	**Dec 23**	

Key tasks completed or in progress

— Completed successful first pay run on 12 July in rectified system with no issues. Some minor queries raised by staff over the change in presentation of annual leave on the payslip.

— EY have provided their remediation approach and modelling documentation which will be discussed in workshops to understand current state.

— Queries continue to come through AskHR@Waikato triaging inbox which are being responded to by the project team. No major concerns.

Key tasks planned

— Continue to work with EY to collate evidence for assurance frameworks 3, 5, 6 and 7. These are anticipated to be provided during August following discussions with the remediation partner to confirm timelines.

— Gain clarity on Operational Readiness requirements.

— Finalise the detailed plan for finalisation of remediation payments.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Undetermined pathway to payment **(Risk)**	District is working with the NPMO to understand pathway to payment options.	**Open**
Managing change of personnel **(Risk)**	The District intends to recruit and backfill necessary resources as the project and BAU teams change internal structure. Existing team morale is good and support from BAU is available. A new HR Director has started. With the change consultation process, the District are worried that they may not be able to attract new staff.	**Open**

ASSURANCE

Component	One	Two	Three	Four	Five	Six	Seven
Status	✅	🔴🟦	🟦	✅	🟦	🟦	🔺
Planned Start date	Nov 21	Mar 23	April 23	Feb 23	May 23	Mar 23	May 23
Planned Finish date	Nov 21	(May 23) June 23	(Jun 23) July 23	June 23	Jun 23	(May 23) June 23	Jul 23
Open actions	Zero	-	-	6	-	-	-

PROJECT INFO

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

Lakes

Key: ✅ Complete 🟦 In progress ❗ Delayed ⭐ NPMO Review ❓ At Risk 🔺 Not started 🕐 No completion date

OVERVIEW OF PROJECT STATUS

Project overview

The District follows a staggered approach with three other Districts as they all share the same Project Manager and payroll provider. Due to the delayed go-live for Whanganui District, Lakes is at risk. Further work is required to prioritise the order in which Districts go-live. Depending on the outcome, the District may reforecasts its dates.

The focus for the District for August is on securing sign-off of Assurance Frameworks.

	Milestone	Date	
1	Remediation model tested	31 Oct 23 (31 May 23)	Reforecast – Substantive testing will be completed by Oct 23 (was May 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 (30 Jun 23)	Reforecast – 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	Aug 23 (7 Jul 23)	District is working on providing remaining evidence for review.
5	Final data extracts complete	TBC (30 Aug 23)	At risk due to pending prioritisation of District go-lives.
🔷	Funding request sent	TBC (30 Sep 23)	At risk due to pending prioritisation of District go-lives.
6	Post payment reporting submitted	TBC	
Rectify		**TBC (4 Sep 23)**	**Red status:** due to possible flow-on effect so of the delay of the rectification and remediation for Whanganui District.
Remediate		**TBC (30 Nov 23)**	

Key tasks

— Work underway to understand and fulfil Te Whatu Ora go-live requirements
— Testing of remediation calculations. Ongoing until completion of the project.
— Deployment of eTimesheets.
— Capture of additional data to support remediation calculations.
— Automation of shift and on-call leave processing; preparatory work.

Key tasks

— Weekly process rectification review sessions with key members of Payroll team.
— Completion of multi-job HR processes and staff communications.
— Deployment of information to support backpay calculations back to 2019.
— District finalising information for remaining Assurance Frameworks.
— Refinement of all HR and Payroll reports impacted by the multi-job implementation.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Lack of clarity about requirements for the District to complete additional Te Whatu Ora sign-offs, including time and resource impact. **(Issue)**	Additional go-live requirements have been outlined, and the District is working to implement these. Final confirmation on a full set of go-live criteria is yet to be received.	**Open (updated)**
Resourcing challenges, particularly in the payroll team. **(Issue)**	Have been using contractors and tight project management.	**Open**
There is a risk that other development with Ceridian will be prioritised above Holidays Act requirements.**(Risk)**	Highlight requirements early and track delivery on a weekly basis.	**Open**
Following consultation within Te Whatu Ora's Data and Digital space there is uncertainty regarding availability and continuity of technical expertise to support on premise PSE solution. **(Risk)**	The District will be outsourcing to Ceridian and evaluating alternative hosting solutions to ensure the project can proceed.	**Open**

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	Aug 23 (Mar 23)	Aug 23 (Mar 23)	Aug 23 (Apr 23)	Aug 23 (Apr 23)
Open actions	Zero	-	-	-	-	-	-

PROJECT INFO

Project Manager	Rachel Sutton	**Employee numbers**	1,940 current employees and 3,921 terminated employees as at July 2023
Remediation partner	Internal	**Payroll provider**	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 Districts key priorities continue to be progressing rectification and remediation and progress is being made on both workstreams. The Districts Project Manager has resigned – the District is in the process of outsourcing this role. We note that the Districts remediation timelines will likely move to 2024 due to resourcing challenges and rectification delays (reported last month).

	Milestone	Date	Status
1	Remediation models validated	26 May 23	Complete – models validated and final data validation underway
2	Rectification testing complete	31 Oct 23	Payroll System upgrade go-live 4 Aug 23. Payroll System configuration & testing on track. T&A System at risk – the national hold has been removed and the District is in the process of finalising the SOW and contractual arrangements.
3	Employee payment and communication approach in place	14 Aug 23	On track
4	Remediation final models run	TBC	At risk – final models still under review for preparation of output.
5	Change management complete	14 Aug 23	At risk – diversion of supporting internal SME resource to support BAU priorities and significant reduction in team resource to support.
6	Complete assurance frameworks submitted for review (1-6 and 7-part 1)	18 Sep 23	At risk as progressing project is the current priority. The Districts understand requirements and are proactively working them as time allows.
🔷	Funding request sent	TBC	Contingent on how actions progress to mitigate the roster system upgrade issue and the implications of the unknown Operational Readiness activities.
Rectify		**31 Oct 23**	**Red status** – due to the dependency around the upgraded T&A system and resourcing constraints leading to delays.
Remediate		**TBC (Dec 23)**	

Key tasks started or in progress

— 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 including; UAT testing of both Microster, configuration testing for Microster and PSe, solutions review and process updates.
— Continued review of comms and engagement plan.
— Explored T&A system options for addressing West Coast breaches. The next step is to develop supporting processes to address the breaches.

Key tasks completed

— Submitted initial evidence for AF3
— Finalised the remaining key decisions for remediation.

Key tasks planned

— Go-live on the upgraded PSE system on 4 August 2023. Note – this is not the rectified system, but rather the upgraded version of it.
— Finalisation of contractual arrangements for the upgrade & configuration to the T&A system.
— Preparation of implementation plan for rectified business processes to support system solutions.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Resourcing challenges – Project Manager, Business Analyst and Business Implementation Manager **(Issue)**	The District is going to outsource the Project Manager role, are exploring options to utilise an existing BAU Business Analyst and are getting approval for a Business Implementation Manager to join the team for six months.	**New**
Diversion of supporting organisational teams to address other national priorities, including operating model consultations, pay equity and outcomes from ongoing bargaining. **(Issue)**	Scope Change Request in draft to access additional funding to increase change management / business implementation resource.	**Open**
Uncertainty over the timing of the National payroll system and IT Team's capacity due to competing priorities (for example, refresh of team's operating model and clinical system priorities). **(Risk)**	The District has a local plan alongside links into IT Team.	**Open**
Inability to obtain all historical data. **(Issue)**	The Districts are working through an approach to resolve the data gaps with EY. The Districts have extended the data extract which is required for the financial liability estimate revision.	**Open**
Inability to formalise SoW for Roster system upgrade and configuration required to rectify due to national Data and Digital hold on the Project **(Issue)**	National hold has been removed.	**Closed**

ASSURANCE

Component	One	Two	Three	Four	Five	Six	Seven
Status	✅	✅	🔷⛔	🔷⛔	🔺⛔	🔺⛔	🔺
Planned Start date	Nov 21	Feb 22	Jul 23	May 23	July 23	Jul 23	Oct 23
Planned Finish date	Jan 22	Jun 23	Oct 23	Oct 23	Oct 23	Oct 23	Dec 23
Open actions	0	6	-	-	-	-	-

PROJECT INFO

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

South Canterbury

Key: ✅ Complete | 🔷 In progress | ❗ Delayed | ⭐ NPMO Review | 🟠 At Risk | 🔺 Not started | 🕐 No completion date

OVERVIEW OF PROJECT STATUS

Project overview

South Canterbury have reforecast for a February 2024 payment date for current employees and mid-2024 for former employees. The key requirement for the District is to formalise internal project governance arrangements. Once established, these will endorse key project documents and allow key decisions to be made to accelerate the project.

To address current resourcing gaps, the District intends to use resources provided by other districts where possible. This will support both rectification and remediation. SC continue to experience attrition and resource volatility across the internal workforce which may impact the project team significantly.

	Milestone	Date	Status
1	Remediation models validated	Ongoing from 13 2023 September	Discussions underway with remediation partner
2	Rectification testing complete	15 December 2023	Discussions underway with directed provider to confirm scope and budget.
3	Employee payment and communication approach in place	15 December 2023	On track. Change plan, training plan and communications plan completed. Delivery schedule in place, reengagement with staff commences August.
4	Remediation final models run	February 2024	On track.
5	Change management complete	February 2024	Change management plan in place, based on solution options.
6	Complete assurance frameworks submitted for review	January 2024	On track. Discussions with remediation partners underway to understand progress made.
🔷	Funding request sent	February 2024	On track.
Rectify		**February 2024**	**Red status:** The District has been asked to develop a schedule for a February delivery date.
Remediate		**February 2024**	

Key tasks completed or in progress

— Completed all 18 solution option papers, to be endorsed by governance and presented by internal stakeholders. The District is working through the financial implications of key decisions within these.

— Change Strategy, Communication and Training approach and stakeholder analysis completed, to be endorsed by the Governance Authority. The project have developed an 'Explainer' series, to outline key items staff need to understand. These will be published once endorsed.

Key tasks planned

— Re-engage with union delegates and staff to begin project reengagement – commence change programme.

— Provide assurance documentation to NPMO for review. AMS and EY are supporting these requirements.

— Hold Decision Making Authority (DMA) meeting on 14 August.

— Confirm provider for rectification testing and remediation testing.

— Finalise resource requirements for rectification.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Capacity of the BAU Payroll Team. **(Issue)**	The project team is actively recruiting specialists to support the project. Two specialists hired in July to support the payroll team. Four FTE in the payroll team are available, supported by project payroll specialists.	**Open (updated)**
Delays getting confirmation of system solutions from AMS Leader. **(Issue)**	Being addressed at AMS Collaboration Group Meeting. AMS have provisionally agreed with proposed timelines, the PM is working through the 'how' for rectification.	**Open (updated)**
Dependency on Remediation Partner to meet new timeframe **(Risk)**	The District is concerned that now that they are aiming for a February 2024 timeframe, their Remediation Partner may not be available to support. EY have confirmed their availability with revised modelling approach, following Auckland's approach.	**Open (new)**
Lack of governance at District Executive Level **(Issue)**	Arranged meeting with Lisa Blacker, the Interim District Director to provide status update and arrange sign off for Decision Governance Group. This will ensure that Solution Options, Change and Communication Strategy and other key decisions are endorsed and signed off.	**Open (new)**
Access to Auckland Metro's AMS configuration and testing programme **(Risk)**	As the District have chosen to strictly follow Auckland Metro's solution options where possible, the 'drop in' of configuration via these documents is critical to the success of the project to deliver by February 2024. Reached out to Auckland for access to programme.	**Open (new)**

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	Mar 24
Planned Finish date	Mar 22	Jul 23	Sept 23	Aug 23	Dec 23	Feb 24	May 24
Open actions	-	-	-	-	-	-	-

PROJECT INFO

Project Manager	Jason Ranston (Constant Control)	Employee numbers	c.3,000 current and terminated employees as at August 2022
Remediation partner	EY – review, rectification and remediation	Payroll provider	AMS Leader

Wellington-3 **Programme overview**
Wairarapa (Wr), Hutt Valley (HV) and Capital & Coast (CC)

OVERVIEW OF PROGRAMME STATUS

Overview

An detailed integrated schedule has been developed for the programme and this is now being updated to reflect the discussions from the Cutover workshops with AMS/EY and F5/EY. This has not been provided to the NPMO.

The Programme has sequenced its three Go Lives, the first of which is CC which is scheduled to be completed in June 2024. Any delays to CC will then impact the subsequent Go Lives for HV and Wr.

A key risk to the Programme is a recent three week delay to the delivery of the Version 2 Remediation models for CC. The Programme and EY are working to determine a solution for this. At this stage, the impact of the delay has not been incorporated into the Programme schedule. This is because the full impact will not be fully understood until the Programme Remediation team can begin the required testing to validate if the V2 models are functioning as designed and then estimate how long this will take.

Capital and Coast	Rectify	June 2024	**Red status -** due to no project plan provided to the NPMO, lack of sufficient specialist resources for rectification and remediation testing activities and indications of delays to remediation timeframes.
	Remediate	June 2024	
Hutt Valley	Rectify	Sept 2024	**Red status -** Due to possible flow-on impacts of delays to remediation timelines for CC, the programmes initial priority. We note that rectification is progressing as anticipated for the District.
	Remediate	Sept 2024	
Wairarapa	Rectify	Dec 2024	**Red status** - Due to possible flow-on impacts of delays CC, and HV, the programmes initial priorities.
	Remediate	Dec 2024	

Key tasks completed or in progress

— Budget provision updated as a result of Schedule Baselining

— Business Change Impact Analysis is underway and progressing well. The Business Change Workstream is working through changes for each payroll system.

— Cutover Workshops with AMS/EY and EY/Fusion 5 completed and planning now underway

— Roster to Pay work underway for CC

— Design, configuration, build and test phases for CC commenced, following some initial delays.

Key tasks planned

— Start testing of CC V2 REM Models

— Complete CC REC System Test Strategy, EM Model Validation Matrix and REM Methodology documents for Governance sign off

— AL Config design and functional testing

— Planning for multiple cutovers - three payroll systems

— Complete AF2 for CC, Wr and HV

— Commence planning for Wr Configuration and testing work

— Commence Wr Actor rules update/config and Change planning

— Commence CC Roster to Pay and work profile changes

PROGRAMME RISKS AND ISSUES

Item	Mitigation/plan	Status
The Programme was reset in May 2022 at which time a new Programme Director was appointed. In Jul/Aug 22 a new budget, plan and resourcing profile were determined and the Programme Director commenced to build the team required to deliver the work. The on boarding of that team started in Oct 22 and as of today the team stands at 29.	A detailed plan and schedule has been developed, a team with the right mix of skills is in place and expanding, scope is understood and there is good engagement with all vendors and the business	**Open**
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 (**Risk**).	Work with EY to resolve any issues as quickly as possible.	**Open**
If testing for configuration design and implementation is delayed due to errors or complex issues then the timelines for payment to current employees will be compromised (**Risk**).	The Programme has a close relationship with the business, AMS and Fusion 5 to enable resolution of issues in a timely manner	**Open**
If the right additional **Business** and **Programme** resources cannot be found and or engaged in a timely manner, then timelines will be impacted (**Issue**).	Significant effort 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. F5 have been engaged to complete the configuration and testing work on the HV system	**Open**
If documentation and or additional assistance is not available in a timely manner from Districts who are more advanced in the delivery of their work then any opportunities to reduce timelines through adoption or adaption of already approved and tested processes etc. will be lost (**Risk**).	The Programme is reaching out to a number of Districts to share ideas and identify areas for collaboration and sharing of resources with the aim to reduce any aspect of timelines.	**Open**

PROGRAMME INFO

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

Wellington-3 **Milestones per payroll**
Wairarapa (Wr), Hutt Valley (HV) and Capital & Coast (CC)

Key: ✅ Complete 🔷 In progress 🔴 Delayed ⭐ NPMO Review 🟠 At Risk 🔺 Not started 🕐 No completion date

OVERVIEW OF PROJECT STATUS

Capital & Coast

	Milestone*	Date	Status
1	Remediation model validation complete	15 Sept 23	At risk. 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 delays in config. settings. Additional testers recruited and will start in August.
3	Remediation outlier testing complete	April 24	Delayed due to delays in model validation work.
4	Rectification testing complete	Mar 24 (Jan 24)	Delayed as models have not yet been provided.
5	The District is change ready	June 24	On Track. Website/intranet updated with progress.
	Rectify	**June 2024**	**Red** - due to no project plan provided to the NPMO, lack of sufficient specialist resources for rectification and remediation testing activities and indications of delays to remediation timeframes..
	Remediate	**June 2024**	

Hutt Valley

	Milestone*	Date	Status
1	Remediation model validation complete	Mar 24	On hold - progress paused pending completion of CC work and availability of resources.
2	Design Config. and Functional Testing complete	Feb 24 (Dec 23)	Delayed due to additional development work required.
3	Remediation outlier testing complete	May 24	Will be updated pending completion of CC work and availability of the right resources.
4	Rectification testing complete	Apr 24	On track.
5	The District is change ready	Aug 24	On track.
	Rectify	**Sept 2024**	**Red** - due to possible flow-on impacts of delays to remediation timelines for CC. We note that rectification is progressing as anticipated for the District.
	Remediate	**Sept 2024**	

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 (Jun 24)	Not started. Pending completion of CC work and availability of the right resources
4	Rectification testing complete	TBC (Jun 24)	Not started. Due to prioritisation of CC.
5	The District is change ready	TBC (Nov 24)	Not started.
	Rectify	**Dec 2024**	**Red** – due to possible flow-on impacts of delays CC, and HV, the programmes first priorities.
	Remediate	**Dec 2024**	

ASSURANCE

Capital & Coast

Component	One	Two	Three	Four	Five	Six	Seven
Status	✅	🔷	🔷	🔷	🔺🕐	🔺🕐	🔺🕐
Planned Start date	Oct 21	Dec 21	Nov 22	Nov 22	TBC	TBC	TBC
Planned Finish date	Nov 21	Aug 23	May 24	Feb 24	TBC	TBC	TBC
Open actions	Zero	-	-	-	-	-	-

Hutt Valley

Component	One	Two	Three	Four	Five	Six	Seven
Status	✅	🔷	🔷	🔷	🔺🕐	🔺🕐	🔺🕐
Planned Start date	Oct 21	Dec 21	Nov 22	Nov 22	TBC	TBC	TBC
Planned Finish date	Nov 21	Aug 23	Jul 24	Apr 24	TBC	TBC	TBC
Open actions	Zero	-	-	-	-	-	-

Wairarapa

Component	One	Two	Three	Four	Five	Six	Seven
Status	✅	🔷	🔷	🔷	🔺🕐	🔺🕐	🔺🕐
Planned Start date	Oct 21	Dec 21	Nov 22	Nov 22	TBC	TBC	TBC
Planned Finish date	Nov 21	Aug 23	Sept 24	Jul 24	TBC	TBC	TBC
Open actions	Zero	-	-	-	-	-	-

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

Nelson Marlborough

Key: ✅ Complete 🟦 In progress 🔴 Delayed ⭐ NPMO Review 🟠 At Risk 🔺 Not started 🕐 No completion date

OVERVIEW OF PROJECT STATUS

Project overview

Project progress is limited due to a insufficient dedicated Project Team resources. The District is in the process of engaging a third party for remediation model testing and continues to consider options for outsourcing rectification testing.

	Milestone	Date	Status
1	Provide NPMO with project plan and key milestones	Sep 2023 (Aug 2023)	Delayed due to resourcing challenges, in particular recruiting the technical team.
2	Develop and finalise testing strategy	Sep 2023 (July 2023)	Delayed as outsourced remediation testing provider has not yet been engaged.
3	Engage third party remediation testing resource	Aug 2023 (July 2023)	Delayed – the District is in the process of reviewing the providers CSO and will engage them in August.
4	Start allowance and components configurations testing	Sep 2023	At risk – due to resource requirements for BAU.
5	Closing data cleansing actions (up to 30 June 2022)	Aug 2023 (July 2023)	Delayed – due to resourcing challenges.

*Note that only the six 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.
Remediate	**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.

— The key focus continues to be on progressing data clean up actions.

— Exploring opportunities to adapt and utilise work already completed by other Districts and have requested resources from the Ak Metro project when available.

Key tasks completed

— No tasks completed.

Key tasks planned

— Refresh project risks – the District planned to do this in July however this has been delayed due to resourcing challenges.

— Present data cleaning actions and refreshed Terms of Reference to the Local Leadership Team for approval. This is subject to a dedicated slot being made available at the LLT meeting.

— Hold meeting with vendors (EY, AMS and third party for remediation model testing) to progress project plan.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Insufficient resources within the Project Team **(Issue)**	The District is outsourcing remediation testing and is considering whether to outsource rectification testing. The District also continues endeavours to recruit for both Payroll and HR.	**Open**
Remediation timeline **(Issue)**	The Districts ability to progress remediation is impacted by internal resourcing – they are in the process of outsourcing remediation testing to a third party provider.	**Open**
Potential for significant rectification solution rework **(Risk)**	Within the detailed design work being undertaken, the District plans to undertake a review of the rectification solutions to ensure processes and systems are aligned and can be resourced, and the solutions are still relevant now the national processes are completed. The District is making limited progress with this due to resourcing challenges.	**Open**

ASSURANCE

Component	One	Two	Three*	Four*	Five	Six	Seven
Status	✅	🔴🟦	🕐🔺	🕐🔺	🕐🔺	🕐🔺	🕐🔺
Planned Start date	Nov 21	Jul	Jul 23	TBC	TBC	TBC	TBC
Planned Finish date	Nov 21	Sep 23 (Aug 23)	TBC	TBC	TBC	TBC	TBC
Open actions	Zero	-	-	-	-	-	-

*The updated Assurance Framework will be released once the outstanding National Questions are finalised.

PROJECT INFO

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

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	PHASE 2: RECTIFICATION PROCESS	PHASE 3: REMEDIATION
— Districts conduct system review to validate and review key payroll compliance issues. — Employers report back of testing outcomes and recommendations.	— Employer rectifies breaches identified and any further breaches. — May include process changes around payroll systems to ensure entitlements are received moving forward.	— 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

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.

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.

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
— District payroll systems tested against the baseline.

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

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 District 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 District'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 9 weeks prior to payment. *We note that it is possible for this timeframe to be shortened to 7 weeks and will update any estimates once this is confirmed.*
◇	Rectification	Date for rectification go-live.
◇ C ◇ F	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		
	Support Advisors HNZ Current Portal	Support Advisors HNZ Current Portal-Tier 2	Total
(empty)	5	0	5
How to use the portal	53	0	53
My remediation calculation	129	12	141
My tax and deductions	2	0	2
Payments for other districts	9	0	9
My previous job in a district	121	1	122
Something else	44	0	44
Total	363	13	376

Number of queries from Tier 1 Resolved **311/363**

Number of queries from Tier 2 Resolved **6/13**

Key Takeaway:

Support Desk queries on "My remediation calculation" and "My previous job in a district" are the topics most selected, and make up 70% of all inquiries.

Support Desk
Average response time per tier

■ HNZ - Level 2 SLA = 15 Hours 37 Minutes (73.05%)   ■ HNZ - Level 1 SLA = 5 Hours 45 Minutes (26.95%)

Key Takeaways:

The average response time across all levels is under two business days.

AskHR Resolved Emails

Date	Number of emails resolved
27/07	90
28/07	148
29/07	24
30/07	7
31/07	87
1/08	47
2/08	39
3/08	13
Total	**455**

Key Takeaways:

Queries peaked on the day after go-live.

Support Desk
Queries by Profession and Topic

■ My remediation calculation
■ My previous job in a district
■ How to use the portal
■ Something else
■ Payments for other districts
■
■ My tax and deductions
■ (blank)
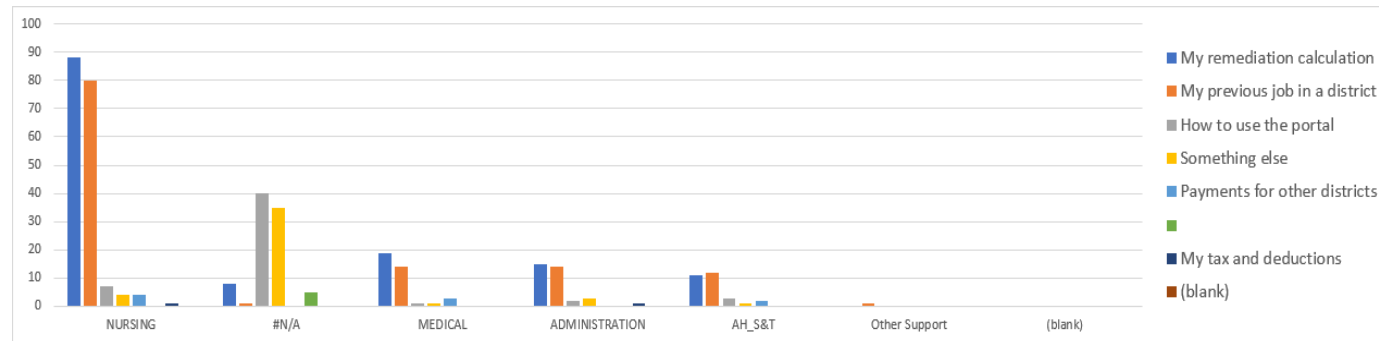
* N/A = Queries from employees who have experienced registration issues

Key Takeaways:

Nurses represent ~45% of all inquiries

Queries on "My remediation calculation" and "My previous job in a district" are the themes most selected for inquiry

33

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