



# Status report: June 2023

## **HOLIDAYS ACT REMEDIATION PROGRAMME**

### **National Programme Management Office**

07 July 2023

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# National Programme Management Office overview

Kia ora koutou,

Key points from the previous month:

- With significant commitment by the project team, Auckland District keeps progressing towards the July payment date, with a key go / no-go decision point planned for mid- July. This is a shared decision between Te Whatu Ora and Ministry of Health that will assess not only Auckland District's readiness to make a payment following completion of their rectification dress rehearsals – but the programme's overall readiness to start making payments to current employees.
- On 29 June, the Te Whatu Ora Chief Executive made an announcement to all employees about the scope and timelines for remediation payments. The messages were also shared with other key programme stakeholders.
- We also recognise the significant efforts of the Waikato and New Zealand Blood and Organ Service's teams, who both successfully went live with their rectified systems in June. These are huge milestones for the programme. Two Districts anticipate going live in the next month.
- A summary of the National Question decisions was shared with the CTU by the Te Whatu Ora Interim Lead HR Operations on 22 June 2023 following endorsement by the PMG in June 2023 of the decisions on What Is A Week (WIAW), Pay-As-You-Go (PAYG) and RMO transfers.
- Congratulations to Whanganui and Northland for completing AFs 3,4,5,6 & 7; Waikato for completing AF 4 this month as well as Taranaki, Mid Central and Canterbury & West Coast for completing AF 2. Due to the high number of assurance frameworks currently entering the review process, priority is given to those Districts with pending funding requests or rectification go-live activities. Any concerns should be discussed with relevant Relationship Managers.
- The Project Management Group (PMG) met this month on 7 July, with the payment process and National Readiness for initiating remediation payments as key agenda items.

Ngā mihi nui,

HARP NPMO

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# NPMO themes status update

**Key:**  
Recent update  
Theme closing

The below table provides an update from the NPMO.

Theme	Update
<b>1. National programme governance</b>	<ul style="list-style-type: none"> <li>— The NQ papers presented to Te Whatu Ora Board will be shared with the PMG and the Strategic Health Engagement Forum for endorsement, in line with agreed governance framework, following final input from the labour inspectorate (see below).</li> <li>— <b>A process for union sample reviews has been shared with all Districts. Note that lessons learnt following the union reviews of Auckland District's sample will be captured and might lead to changes to this approach.</b></li> </ul>
<b>2. National Questions</b>	<ul style="list-style-type: none"> <li>— <b>National Project Team meetings are now held weekly, Wednesdays at 2pm.</b> All Project Leads should attend this meeting or watch the recording as it contains valuable content for implementation and approach to remediation and rectification. Regular HAWG meetings have also been re-established for union collaboration.</li> <li>— Unions have raised concerns regarding some Districts' implementation of the 'multi jobbers' national decision. Te Whatu Ora are providing support to resolve.</li> <li>— The go-forward approach to the management of PAYG employees has been submitted to HAWG for review by the Te Whatu Ora Interim Lead HR Operations.</li> <li>— Te Whatu Ora has prepared a paper to address an issue identified by the Auckland Metro Holidays Act project whereby outlier payments have been calculated for certain employees. A recommendation to alter a subset of data in the models to ensure payments accurately reflect the amounts due to employees has been made to HAWG for review.</li> </ul>
<b>3. District processes and resourcing</b>	<ul style="list-style-type: none"> <li>— 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.</li> </ul>
<b>4. National portal</b>	<ul style="list-style-type: none"> <li>— <b>The National Portal go-live (i.e. date for external access) is scheduled for 20 August 23 to ensure messaging to current employees ahead of the Auckland District payment are not confused with former employee payments. All Districts have been asked to provide their initial lists of former employees to the portal team in early August.</b></li> </ul>
<b>5. Payroll system rectification</b>	<ul style="list-style-type: none"> <li>— Payroll User groups continue to meet regularly.</li> <li>— We note that national Te Whatu Ora decision points 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.</li> <li>— <b>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 the local payroll team meets the required standard.</b></li> </ul>
<b>6. Assurance</b>	<ul style="list-style-type: none"> <li>— <b>We note significant demand for reviews of Assurance Frameworks over the upcoming period. Priority will be given to the Districts with key upcoming milestones (rectification go-live and/or funding request submissions).</b></li> </ul>
<b>7. Payment process</b>	<ul style="list-style-type: none"> <li>— <b>Te Whatu Ora's Payment Processing Guideline has been released to Districts.</b></li> <li>— Requirements for post payment reporting are in development and will be shared with Districts as soon as possible.</li> </ul>
<b>8. National change management</b>	<ul style="list-style-type: none"> <li>— Options for progressing national change management are being considered.</li> <li>— <b>National communications were released on 29 July.</b> Any further information about national communications will be shared as soon as possible.</li> </ul>
<b>9. Operational Readiness</b>	<ul style="list-style-type: none"> <li>— An operational readiness programme of work has been established for Auckland Metro to track key activities and assess national and District readiness for payments. The process established as part of this work will be used for other projects as they approach their pathway to payment. Further information will be shared as soon as possible.</li> <li>— <b>Refer theme 5 for payroll rectification requirements.</b></li> </ul>

# Programme dashboard

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

## STATUS SNAPSHOT as at 07 July 2023

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

	NEW!	Complete	On track	At risk	Off track
Progress towards reported remediation dates	✓	-	✓ 2(5)	⚠ 4(8)	❗ 10(3)
Progress towards reported rectification dates	✓	2(-)	✓ 2(4)	⚠ 3(6)	❗ 9(6)
Adequate resourcing in place			✓ 3(4)	⚠ 9(10)	❗ 4(2)

Additional information on the above areas:

- 10 Projects have been given a red status for progress towards remediation payment (seven more than previous month), with key reasons being:
  - o Lack of project plans shared with the NPMO
  - o Significant resource challenges
- Two Projects still reports red for resourcing due to continued constraints. One of these is one track for an amber rating, with significant recent progress.

## LIABILITY AND EMPLOYEES

\$1.8-1.95b\*\* Total estimated liability

270k Total estimated past and current employees

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

## Risks and Issues as at 07 July 2023

Project Risk / issue	Comments
Resourcing	Resourcing remains a significant concern for Districts. In the last month, the programme has lost some key project resources. Payroll teams are particularly busy and continue to flag significant competing priorities.
National Questions	Union Partners have raised concerns regarding the implementation of the National Decision around Multi Jobbers and the District and Te Whatu Ora are working to identify a solution.
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 07 July 2023

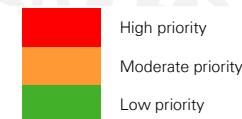
Key: ✓ Complete 🔄 In progress ❗ Delayed 🌟 NPMO Review ▲ Not started ⚠ At Risk 🕒 No completion date

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 16 projects with Wellington 3 (Capital and Coast, Hutt Valley and Wairarapa) and Canterbury / West Coast and Auckland Metro (Auckland, Counties Manukau and Waitematā) counted as one project each. The Auckland and Wellington Districts are split out in some overviews where their timelines differ.

# 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		2. National Questions	
Priority rating		Priority rating	
<p><b>Overview:</b> Resourcing remains a major concern for many Projects. Many report that the Te Whatu Ora transition and other priority initiatives place additional pressure on already strained resources. Recruitment remains a challenge for many.</p> <p><b>Projects affected:</b> Most projects continue to report resourcing as an issue or risk to delivery.</p> <p><b>Potential resolution for dependency:</b></p> <ul style="list-style-type: none"> <li>Projects are required to escalate any resourcing concerns to their Executive Leader. Monthly meetings with Executive Leaders have been scheduled.</li> </ul>		<p><b>Overview:</b> The resolution of National Questions has been a key dependency for Projects to rectify their systems and to remediate employees consistently and in compliance with the Holidays Act. Unions concerns regarding some Districts' implementation of the 'multi jobbers' national decision continue to be worked through.</p> <p><b>Projects affected:</b> All projects have been affected by National Questions. Southern District is particularly impacted by the implementation of the multi-jobber solution.</p> <p><b>Potential resolution for dependency:</b></p> <ul style="list-style-type: none"> <li>National Questions are now resolved. Te Whatu Ora are providing support to resolve recently raised concerns.</li> <li>Fortnightly implementation sessions now run weekly.</li> </ul>	
3. External vendor capacity			
a) Payroll Vendor	b) Remediation Partner	c) NPMO Assurance Frameworks	
Priority rating		Priority rating	
<p><b>Overview:</b> Many projects use the same payroll vendors. Their capacity to update systems in a timely manner is a key dependency for rectification timelines. Most Payroll vendors can only support one go-live at any one time, placing additional pressures on planning activities.</p> <p><b>Projects affected:</b> 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.</p> <p><b>Potential resolution for dependency:</b></p> <ul style="list-style-type: none"> <li>Collaboration groups meet regularly to ensure collaboration and sharing of learnings</li> <li>The NPMO met with key Payroll vendors in the last month to confirm delivery timelines and identify any common risks or issues.</li> </ul>		<p><b>Overview:</b> 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.</p> <p><b>Projects affected:</b> All Projects with an external remediation partner are reliant on the vendor's capacity. The risk is particularly high for projects that share Remediation Partner as timelines continue to shift.</p> <p><b>Potential resolution for dependency:</b></p> <ul style="list-style-type: none"> <li>The NPMO are monitoring Project expectations and high volume reliance on remediation partners to avoid bottlenecks that could impact project timelines.</li> </ul>	
<p><b>Overview:</b> 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.</p> <p><b>Projects affected:</b> Many Assurance Frameworks remain outstanding. A key focus is currently on completing reviews for the Districts due to pay current employees in October – November and those with upcoming rectification go-live dates.</p> <p><b>Potential resolution for dependency:</b></p> <ul style="list-style-type: none"> <li>More exact dates have continuously been requested by Districts to allow the NPMO to better forecast workloads.</li> <li>Projects are encouraged to drip feed information to their Relationship Manager.</li> <li>Some Districts will now experience longer review timeframes, as priority needs to be given to Districts with review dependencies.</li> </ul>			

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

# District project timelines on a page

★ Funding requested     
 🕒 6-12 months until payment     
 ✔ Complete  
🕒 3 months or less until payment     
 🕒 12 Months+ until payment     
 ✔ On track to meet reported date  
🕒 3-6 months until payment     
 🕒 Timelines not provided     
 ⚠ Potential concerns to meet reported date  
❗ Significant concerns to meet reported date

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

	Auckland District*	Auckland Other (SSC)*	Whanganui	Taranaki	Southern	Hawkes Bay	Tairāwhiti	Bay of Plenty	Northland	MidCentral	NZ Blood & Organ Service	Waikato*	Lakes	Canterbury & West Coast	South Canterbury	Capital & Coast*	Hutt Valley*	Nelson Marl.	Wairarapa*
<b>Months remaining to project completion</b>	< 3	< 3	3+	3+	3+	3+	3+	6+	6+	6+	6+	6+	6+	6+	6+	6+	12+	12+	12+
	★	🕒	🕒	🕒	🕒	🕒	🕒	🕒	🕒	🕒	🕒	🕒	🕒	🕒	🕒	🕒	🕒	🕒	🕒
<b>Progress towards remediation date for current employees</b>	Jul 23	Sep 23	Oct 23	Oct 23	Oct 23	Nov 23	Nov 23	Dec 23	Dec 23	Dec 23	Dec 23	Dec 23	Dec 23	Dec 23	Feb 24	Jun 24	Sept 24	Oct 24	Dec 24
	✔	✔	⚠	❗	❗	❗	❗	⚠	✔	❗	✔	⚠	❗	❗	❗	❗	❗	❗	❗
<b>Progress towards rectification go-live date</b>	Jul 23	Sep 23	Jul 23	Oct 23	Jul 23	Nov 23	Aug 23	Dec 23	Sep 23	Jul 23	Jun 23	Jun 23	Nov 23	Oct 23	Feb 24	Jun 24	Sept 24	Jul 24	Dec 24
	✔	✔	⚠	❗	❗	❗	❗	⚠	✔	❗	✔	✔	❗	❗	❗	❗	❗	❗	❗
<b>Former employee remediation calculations ready</b>	2024	2024	Dec 23	Nov 23	Aug 23	Nov 23	Dec 23	2024	Dec 23	Nov 23	2024	2024	Dec 23	Dec 23 (+2 months likely)	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 the continued infrastructure restrictions and a delay to standing up the alternative test environment. The District has proposed an alternative approach that requires validation by key stakeholders.
- Southern: Red status due to continued multi-jobber solution issue and delays in submission of key documents and assurance frameworks placing timelines at risk.
- Hawkes Bay: Red status until a way forward for finalising rectification configuration work is understood and the resources required are confirmed.
- Tairāwhiti: Red status as the District has had unforeseen staff and capacity issues leading to a two week delay.
- Mid Central: Red status primarily due to UAT findings and significant amount of work to complete over the coming months.
- Lakes: Red status due to delayed timeframes for remediation and rectification and an updated pathway to payment to contain the required delay to the minimum.
- Canterbury and West Coast: Due to the likely delay to the implementation of a time & attendance system (dependency) and project resourcing issues.
- South Canterbury: Red status as the District has been asked to develop a schedule for a February delivery date (back from the previously indicated June date).
- Wellington 3: Red Status due to reforecasted dates with limited visibility of the District's likelihood of meeting reported dates, particularly for Hutt Valley and Wairarapa.
- Nelson Marlborough: Red status due to lack of project plan, resourcing plan, testing plan and project team resources. Note that additional resources has been introduced in the last month to support.

### Comments on projects with an amber status:

- Whanganui: Amber status due recent notification of the need for independent quality assurance of the rectified system. We note that a delay to rectification go-live would likely lead to delayed remediation payments.
- Bay of Plenty: Amber status due to significant resourcing constraints placing current dates at risk.
- Waikato: Amber status due to UAT delays and until a detailed plan for finalisation of payments has been developed.

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

# PROGRAMME TIMELINE OVERVIEW

Exact timing of payment to former employees is to be confirmed for most Districts.

This timeline overview presents project estimates at 07 July 2023.

## PHASE 2: RECTIFICATION PROCESS

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

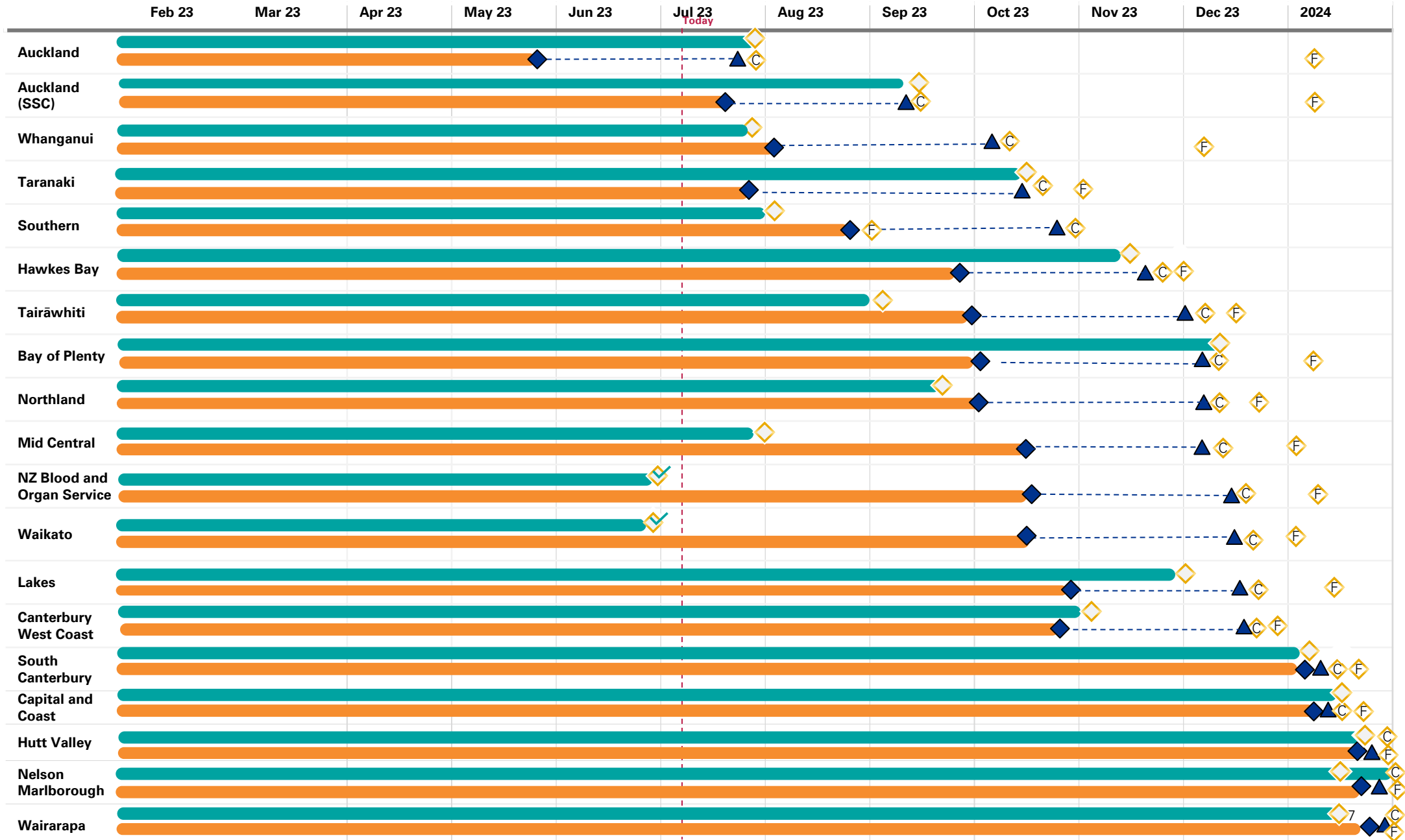
**Gold milestone**  
Fixed any identified issues of non-compliance in the District payroll system

## PHASE 3: REMEDIATION

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

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

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



# Detailed District project summaries





# Updates explained: Detailed district project summaries

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

**1. Key milestones**  
Key milestones have been identified for each project. Where possible, milestones are kept consistent (or similar) across Projects. Only the upcoming 6-8 milestones are displayed for each Project.

**2. Key dates for Projects' pathway to payment are included**  
For Projects to reach their reported remediation date, the following must happen:

- a) **Funding request must be sent** 8 (note change!) weeks prior to the planned remediation date (noting this might be reduced as the process is repeated. Milestones will be updated once confirmed).
- b) **Complete assurance frameworks must be submitted for review** four weeks prior to sending the funding request. This allows three weeks for the NPMO review evidence and leaves one week for preparation of the funding request template.

**3. Project status**  
The project status is captured according to the scale presented on page 6, with a summary comment to explain an amber or red status.

### DETAILED DISTRICT PROJECT SUMMARIES

## Hawkes Bay

☆ At review
✓ Complete

⚠ Not started
🕒 Progress impacted

🔄 Change on prior month
🔄 In Progress

**Project overview**

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

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

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

**Key tasks completed or in progress**

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

**Key tasks planned**

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

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

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

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

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# Auckland Metro

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

## Project overview

Overall, the programme is progressing to plan for their go-live and payment dates.

Auckland: Te Whatu Ora reached a decision to proceed towards payment for Auckland District on 3 July, with a shared decision point between MOH and Te Whatu Ora planned for 12 July. Dress rehearsals are on track, with the third and last dress rehearsal due to finish by 7 July.

SSC: Is currently on track to submit their funding request on 20 July, and will start Dress Rehearsals at the end of July.

	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	Apr 23 / May 23	Auckland Dress Rehearsal #3 in progress
3	Rectification testing complete	Apr 23 / May 23	Auckland Dress Rehearsal #3 in progress AKL Go live sequence to begin on 10 July SSC Dress Rehearsals are planned to begin 28 July
4	Complete assurance frameworks submitted for review	1 May 23	Completed on 27 April 2023. All 7 frameworks have been signed off.
5	Final data extracts complete	18 Jul 23 / 5 Aug 23	AKL data cut to be taken on 18 July for final remediation calculations
	Funding request sent	30 May 23 / 20 Jul 23	SSC to be submitted by 20 July 2022
	<b>Rectify</b>	<b>AKL SSC</b> 26 Jul 23 19 Sep 23	<b>Green status</b> Significant complexity and risk remains, however both projects are progressing to plan as expected and are on track for their payment and go-live dates.
	<b>Remediate</b>	<b>AKL SSC</b> 28 Jul 23 23 Sep 23	

## Key tasks

- Outlier testing, quality assurance and model output testing from refreshed data cuts continue.
- UAT employee portal in progress.
- Recruitment for Portal Support Desk has been completed. Team starts on 10 July.
- Two dress rehearsals for AKL completed successfully. DR# 3 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 reporting testing is in progress.
- EY CSOs for employee portals and Day 1 tool have been signed.

## 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.
- Unions are being provided with sample data to review remediation calculations.
- SSC funding request is being prepared for submission, awaiting approvals from senior leaders.
- Intranet page with FAQs and employee handbook for HA went live on 29 June.
- Planning for SSC dress rehearsals is in progress.
- Two Go No-Go meetings held with Steering Committee – both passed with conditions.

## 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. <b>(Dependency)</b>	Careful planning between Counties MeT project and AMHA programme to ensure all dates and activities align	<b>Open</b>
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 <b>(Dependency)</b>	No impact on go-live identified. Bi weekly meetings are being held with Finance and Reporting teams to keep an eye on the progress.	<b>Open</b>
System updates, changes or recalculations cannot be completed in the required timeframe if the BAU attendance and leave records projects (MeT) are not completed beforehand <b>(Risk)</b> .	BAU teams are engaged with AMHA team to monitor progress of BAU projects impacting rectification. BAU projects that conflict with AMHA programme timeline are also being monitored.	<b>Open</b>
People with the knowledge and/or specific skills may leave in the duration of the project <b>(Risk)</b> .	Ensure that project documents and decisions are well documented. Ensure the team are engaged well and are kept up to date with progress and activities.	<b>Open</b>
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 <b>(Risk)</b>	Close collaboration with the NPMO, MoH and other stakeholders as required. Representation made by the MOH CFO in regards to releasing funds.	<b>Open</b>

## 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	34,248 existing and 83,792 terminated staff as at 5 May 2023
Remediation partner	EY – review, rectification and remediation	Payroll provider	AMS Leader

# Whanganui

OVERVIEW OF PROJECT STATUS

### Project overview

The District has been focused on completing the assurance frameworks and has undertaken its first dress rehearsal. The District has held its first go/no-go decision point with its Steering Committee and the Programme Manager has recommended that the rectification of the system and remediation payments should remain as planned. This is mainly due to a positive outcome from the dress rehearsal, completion of the Assurance Frameworks and the review undertaken by TAS audit. In early July, Te Whatu Ora highlighted the need for independent quality assurance on the rectified system, and work is urgently underway to fulfil this requirement. We note that it places current dates at risk.

	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.
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	21 Jul 23	On track – final extracts scheduled for change over.
	Funding request sent	31 Jul 23 (31 Aug 23)	On track. We note that the target submission date leaves a buffer ahead of payment.
	<b>Rectify</b>	<b>26 Jul 23</b>	<b>Amber status</b> Due to late notification from Te Whatu Ora of the need for independent quality assurance of the rectified system. We note that a delay to rectification go-live would likely lead to delayed remediation payments.
	<b>Remediate</b>	<b>12 Oct 23</b>	

#### Key tasks

- 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.
- District finalising information for remaining Assurance Frameworks.
- TAS Audit Review

#### Key tasks

- Testing extracts for the ex employee portal.
- Finalising communications for June to support the July deployment of the ex employee portal and the changeover period for Whanganui.
- Completing regression testing in June and dress rehearsals 26 to 30 June 2023.
- Refinement of all HR and Payroll reports impacted by the multi-job implementation.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Resourcing challenges, particularly in the payroll and HR team and IT support for PSe. <b>(Issue)</b>	Escalated critical resourcing requirements to Executive project sponsor. Have been using contractors and tight project management. A new IT resource has been hired in May to support PSe.	<b>Open</b>
There is a risk that other development with Ceridian will be prioritised above Holidays Act requirements. <b>(Risk)</b>	Highlight requirements early and track delivery on a weekly basis.	<b>Open</b>
Lack of clarity about time and resource requirements for the District to complete additional Te Whatu Ora sign-offs. <b>(Risk)</b>	Further guidance and information has been requested from the Interim HR Lead on 24 May 2023.	<b>Open</b>

ASSURANCE

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

PROJECT INFO

<b>Project Manager</b>	Rachel Sutton	<b>Employee numbers</b>	1,303 current employees and 2,128 terminated employees as at 21 February 2023.
<b>Remediation partner</b>	Internal	<b>Payroll provider</b>	Ceridian

OVERVIEW OF PROJECT STATUS

### Project overview

The District has been unable to test their rectification configuration due to infrastructure issues and continued unavailability of the District test environment. The infrastructure replacement project has not yet stood up the new test environment meaning that the Holidays Act Project cannot carry out the necessary changes for rectification. The test environment is likely to be available in the middle of July, placing current dates at significant risk.

In order to meet reported dates, the District has proposed to go live with a partial system- partial process based rectification solution where automated processes are implemented gradually post rectification go-live. The viability of this approach is currently being tested with Te Whatu Ora leadership and assurance partners.

	Milestone	Date	
1	Employee payment and communication approach in place	31 Mar 23	Delayed. An approach is in development and will be aligned with National Communications Plan.
2	Remediation model tested	28 Apr 23	Delayed.
3	Complete assurance frameworks submitted for review	31 May 23	Delayed. Initial AF3 evidence submitted to RM. Working through 4,5 and 6 to provide to the NPMO within July to meet October timeframes.
4	Rectification testing complete	28 Jul 23	Delayed. Manual work arounds in place to have a compliant system.
	Funding request sent	28 Jul 23 7-28 August	At risk, pending agreement to proposed approach and assurance requirements satisfaction.
	Rectify	Oct 23	<b>Red status</b> Due to the continued infrastructure restrictions, the District has proposed an alternative approach to meet agreed dates that requires validation by key stakeholders.
	Remediate	Oct 23	

### Key tasks completed or underway

- The last batch of scanned content was loaded into Xtracta (AI tool). Approx. 3,800 (1.6%) of documents are still to have data extracted for the ADP count.
- Workshop held to explore alternative strategies due to the infrastructure issues.
- Team from Integrity1 onsite with District to complete remaining assurance frameworks.

### Key tasks to complete

- Capturing rostering information into the payroll system. Next steps will be to train the payroll team on this.
- Provide assurance frameworks 4-7 to the NPMO for review in July.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Concerns around internal District resourcing (HR, IT and payroll) which may impact change management ( <b>Issue</b> ).	Advising resource demand, to be provided to Gillian Campbell (Interim District Director). This will be to support testing, training and roll out. New hires are being sought for HR to backfill roles.	<b>Open (updated)</b>
Infrastructure failure in one of the hospital computer rooms may adversely impact timelines ( <b>Issue</b> ).	The District are actively working through additional mitigations and movement to Cloud if necessary. For production development environment, the SQL database has been moved to its own server which has had significant performance issues. The production environment continues to be at risk. The vendor delivering the test infrastructure has indicated a delayed timeframe for delivering the hardware. The PM is actively working with the vendor and District IT teams to push for a resolution.	<b>Open (updated)</b>

ASSURANCE

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

PROJECT INFO

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

# Southern

## Project overview

Due to issues with the District's implementation of the multi-jobbers solution and unforeseen resourcing challenges, dates for delivery have been reforecast. As a way forward for the issue has not yet been agreed with the unions, reported dates remain at risk.

The NPMO notes that significant effort remains outstanding to complete Assurance Frameworks 3-7. The NPMO has worked with the District to prioritise the completion of each framework and the District has committed to dates to submit evidence to the NPMO to review.

	Milestone	Date	Status
1	Remediation model tested	15 April 23	Complete
2	Rectification testing complete	30 April 23	Complete pending any changes following the multi-jobber solution.
3	Final data extracts complete	31 Jul 2023 (TBC)	At risk - the District has extracted data up April 2023.
4	Communication plan in place	7 Jul 2023 (TBC)	On track – the District has developed a draft comms plan which is in the process of being finalised.
5	Employee payment approach in place	4 Aug 2023(TBC)	On track – the District is currently determining whether to reinstate former employees in Datacom or pay via NLC's system.
6	Change management complete	15 Jul 2023 (TBC)	At risk – due to multi-jobber solution issue.
7	Complete assurance frameworks submitted for review	4 Aug 2023(TBC)	At risk – due to multi-jobber solution issue.
	Funding request sent	25 Aug 2023(TBC)	At risk – due to multi-jobber solution issue.
	<b>Rectify</b>	<b>31 Jul 2023 (TBC)</b>	<b>Red status</b> due to continued multi-jobber solution implementation issue and delays in submission of key documentation and assurance frameworks.
	<b>Remediate</b>	<b>27 Oct 2023 (TBC)</b>	

### Key tasks started or in progress

- Progressing multi-jobber solution issue.
- Continued planning of staff communications activities and support options for go-live.
- 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

- No key tasks were complete.

### Key tasks planned

- Meeting with Unions, Te Whatu Ora and the District to resolve the multi-jobber implementation issue.
- Progressing assurance frameworks.

OVERVIEW OF PROJECT STATUS

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Datacom and Change Healthcare's ability to provide a compliant payroll system and time and attendance system within the required timeframe. <b>(Risk)</b>	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.	<b>Open</b>
Unexpected absence within project team and payroll team <b>(Risk)</b>	The District will closely monitor this for the duration of the Project.	<b>Open</b>
Loss of engagement in project due to potential organisational changes <b>(Risk)</b>	Closely monitor changes and impact as they arise.	<b>Open</b>
Unions have raised concerns regarding the implementation of the multi-jobbers solution. <b>(Issue)</b>	Work with Te Whatu Ora to find a solution to this issue.	<b>Open</b>

ASSURANCE

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

PROJECT INFO

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

# Te Matau a Māui | Hawkes Bay

OVERVIEW OF PROJECT STATUS

### Project overview

The District has identified that significant work is required to finalise rectification configuration and testing, placing current dates at risk. The Project team are actively searching for the additional resources required to contain any delays to the minimum. Delays are however likely and will be reported when fully understood.

Due to the recent challenges presented by the District, a Te Whatu Ora management review of the project with a go-to green plan will be actioned in the next month.

	Milestone	Date	Status
1	Complete remediation model tested	30 May 23	Delayed. Testing currently underway and due to be completed by the first week of June.
2	Completed assurance frameworks submitted for review	30 Aug 23	On track. Excellent evidence provided for AFC3.
3	Rectification testing complete and dress rehearsals start	28 Sep 23	Delayed due to delays in configuration activities. Project FTE confirmed to support testing activities.
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
	<b>Rectify</b>	<b>Nov 23</b>	<b>Red status</b> until a way forward for finalising rectification configuration work is understood and the resources required are confirmed.
	<b>Remediate</b>	<b>Nov 23</b>	

### Key tasks completed or in progress

- The remediation side of the project is progressing well and recalculations will be finished this year then put on hold until rectified.
- Ramping up communications. The project team have developed a communication plan.
- Rectification continues in the absence of the Payroll Manager who is on leave.
- Continuing to work on the threshold and remediation comparison documents
- Change plan is being development and communications elements have been confirmed

### Key tasks planned

- Finalise Assurance Framework 3 and provide final documents to the NPMO for review.
- Continuing to engage unions via working group. The risk of moving dates have been raised.
- Confirm, via decision making group, go-forwards approaches for rectification.
- AMS have a one month freeze over the Christmas period

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Internal staff movement and resource retention ( <b>issue</b> )	The Executive team have approved the recruitment of two new consultants to support the rectification team which will help going forward.	<b>Open</b>
The rectification discovery phase has revealed a higher than anticipated workload ( <b>issue</b> )	Work is underway to secure adequate levels of resourcing for this work.  Going forward, the project manager will monitor the progress of the rectification configuration work more closely.	<b>Open (new)</b>

ASSURANCE

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

PROJECT INFO

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

OVERVIEW OF PROJECT STATUS

Project overview

The District has delayed the rectification and remediation payments by two weeks. This is due to unforeseen staff absence; as well as the impact of the civil defence emergencies within the Tairāwhiti region. The District is following a staggered approach with three other Districts as they all share the same Project Manager and payroll provider, any delays to one project may affect all timelines. The focus for the District for July is on securing sign-off of Assurance Frameworks. In early July, Te Whatu Ora highlighted the need for independent quality assurance on the rectified system, and work is underway to fulfil this requirement. We note that it places current dates at risk.

	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.
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)	Reforecast – District is focused on gathering on remaining evidence for submission.
5	Final data extracts complete	30 Sep 23 (17 Aug 23)	Reforecast – final extracts will be scheduled for change over.
	Funding request sent	30 Sep 23 (29 Aug 23)	Reforecast
	<b>Rectify</b>	<b>31 Aug 23</b> <b>(24 Aug 23)</b>	<b>Red status:</b> As the District has had unforeseen staff and capacity issues leading to a two week delay.
	<b>Remediate</b>	<b>30 Nov 23</b> <b>(16 Nov 23)</b>	

Key tasks

- 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.
- District finalising information for remaining Assurance Frameworks.

Key tasks

- Refinement of all HR and Payroll reports impacted by the multi-job implementation.
- Finalisation of HR processes to support multi-job employment.
- Deployment of information to support backpay calculations back to 2019.
- Completing regression testing in July.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Lack of clarity about time and resource requirements for the District to complete additional Te Whatu Ora sign-offs. <b>(Risk)</b>	Further guidance and information has been requested from the Interim HR Lead on 24/05/2023.	<b>Open</b>
Resourcing challenges, particularly in the payroll team. <b>(Issue)</b>	Have been using contractors and tight project management.	<b>Open</b>
There is a risk that other development with Ceridian will be prioritised above Holidays Act requirements. <b>(Risk)</b>	Highlight requirements early and track delivery on a weekly basis.	<b>Open</b>
There is a risk that the project requested on-premise PSe (and related system) environments will not be reliably available for remote access by project team members. There is a further risk that the environments may not be representative of the live PSe (and related system) environment. <b>(Risk)</b>	Information was provided in early 2022 regarding the technical environment and support required.	<b>Open</b>
Following consultation within Te Whatu Ora’s Data and Digital space there is uncertainty regarding availability and continuity of technical expertise to support on premise PSE solution. <b>(Risk)</b>	The District will be outsourcing to Ceridian and evaluating alternative hosting solutions to ensure the project can proceed.	<b>Open</b>

ASSURANCE

Component	One	Two	Three	Four	Five	Six	Seven
<b>Status</b>							
<b>Planned Start date</b>	Nov 21	Feb 22	Jan 23	Jan 23	Jun 22	Apr 22	Apr 22
<b>Planned Finish date</b>	Apr 22	Mar 23	Jul 23	May 23 (Mar 23)	May 23 (Mar 23)	**May 23 (Apr 23)	May 23 (Apr 23)
<b>Open actions</b>	Zero	-	-	-	-	-	-
**Note that the District has provided the required evidence, waiting for further information about the National Portal.							

PROJECT INFO

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

# Bay of Plenty

OVERVIEW OF PROJECT STATUS

## Project overview

Over the last couple of months, the Project team have had a couple of key resignations, Payroll SME and BA, from the team which has the potential to significantly impact key deliverables. In the absence of key project resources BOP have formally engaged Constant Control to support with developing and providing evidence for assurance frameworks, general BA support and change management.

There is a risk that BOP may not meet the December payment date. The District is having discussions to understand what is possible given current resourcing and availability of SMEs.

	Milestone	Date	Status
1	Employee payment and communication approach in place	30 Apr 23	Communication launched 29 June in line with national mandate. Intranet page is up and running and will continue to evolve as per change management requirements.
2	Remediation model testing complete	28 June 23	Delayed. Final script version to include outstanding HAC requirements i.e. Casuals, Final Pay etc. To be completed in July.
3	Rectification testing complete	31 July 23	Delayed. Developed testing register based on Ceridian release notes and TAS Audit regarding areas of non-compliance. Testing to occur in July, finalising resourcing.
4	Final data extracts complete	July 23	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	Actively working through AF 2, 3 and 4.
	Funding request sent	28 Sept 23	Dates pushed back slightly to accommodate for pay run cycle.
	<b>Rectify</b>	<b>Dec 23</b>	<b>Amber status</b> due to significant resourcing constraints placing current dates at risk.
	<b>Remediate</b>	<b>Dec 23</b>	

## Key tasks completed or underway

- The team is continuing to work through the assessment of multijobbers. To be completed in July.
- The PM and Payroll/HRIS Manager finalised a contract with Constant Control to provide additional BA support.
- The team continue to provide evidence to the NPMO for assurance framework 3 and 4. Feedback from the RM is actively being worked through by the Payroll/HRIS Manager and team.
- The team are also working through the identification and treatment of casuals and are identifying the scale of the impact. Evidence will be provided to the NPMO for assurance purposes.

## Key tasks planned

- The sub-project to collect ADP data from paper timesheets is almost complete. The team are finalising the QA process and will provide evidence to the NPMO for Assurance Framework 2. Ceridian will incorporate this data into the remediation scripts.
- Work with Ceridian and in-house BAU team to develop rectification UAT testing plan.
- Provide update to unions as part of bipartite meeting on 20 July. This will cover work underway regarding casuals, multijobbers and the ADP sub-project.
- BOP will join national communications meeting to ensure all regional comms are aligned.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Project resourcing (turnover and sick leave <b>(Issue)</b> )	The PM and Project Owner are actively engaging with the team through site-visits. Key resources have resigned and some key project members are on sick leave. Continue flexing of resources between BAU and Project	<b>Open (Updated)</b>
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 <b>(Risk)</b> .	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.	<b>Open (Updated)</b>
ADP data from paper call-back timesheets will impact days worked and has not been gathered for the period March 2021 to present day. The District has established a sub-project to extract the data from these documents. <b>(Risk)</b> .	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.	<b>Open (Updated)</b>
Changes to Microster require vendor (Tambla) development which may impact on project timelines. This is due to the vendor indicating they have no development capacity until after October 2023 due to resourcing <b>(Risk)</b> .	As a contingency, Ceridian will develop an interim solution to ensure compliance until Tabla finalises development. Working through SOW with Tambla. A manual work-around may be necessary.	<b>Open (Updated)</b>

ASSURANCE

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

PROJECT INFO

<b>Project Manager</b>	Teresa Carrick (Northland)	<b>Employee numbers</b>	4,200 current employees and 4,840 terminated employees at September 2021
<b>Remediation partner</b>	Internal	<b>Payroll provider</b>	PSe – Ceridian



# Te Tai Tokerau/Northland

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

OVERVIEW OF PROJECT STATUS

### Project overview

To ensure consistency and accuracy of remediation approaches for Te Whatu Ora stakeholders, a further independent assurance of the Northland remediation approach will be undertaken. Te Whatu Ora is in the process of organising the independent review. While timelines for this remain unknown, the District has set aside time for this piece of work within their current plan. The District notes that it will be following a staggered approach with three other Districts as they all share the same Project Manager and payroll provider, any delays to one project might affect all timelines. 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.
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	20 Sep 23	On track – plan is in place for when the final data extract will be made.
	Funding request sent	30 Sep 23	On track
	<b>Rectify</b>	<b>25 Sep 23</b>	<b>Green status</b> however note risk of flow-on effects from possible delays to other projects that share the same payroll vendor and project manager.
	<b>Remediate</b>	<b>7 Dec 23</b>	

#### Key tasks

- 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

- Deployment of information to support backup calculations back to 2019.
- 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 time and resource requirements for the District to complete additional Te Whatu Ora sign-offs. <b>(Risk)</b>	Further guidance and information has been requested from the Interim HR Lead on 24 May 2023.	<b>Open</b>
Resourcing challenges, particularly within the payroll and HR teams. The District continues to limit payroll resources for the project. <b>(Issue)</b>	Full-time resource has been available since 1 April 2023 for project work. Have been using contractors and tight project management.	<b>Open</b>
There is a risk that other development with Ceridian will be prioritised above Holidays Act requirements. <b>(Risk)</b>	Highlight requirements early and track delivery on a weekly basis.	<b>Open</b>

ASSURANCE

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

PROJECT INFO

<b>Project Manager</b>	Rachel Sutton	<b>Employee numbers</b>	4,086 current employees and 4,790 terminated employees as at 21 February 2023
<b>Remediation partner</b>	Internal	<b>Payroll provider</b>	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. UAT has identified configuration updates to meet the required solution requirements. As a result, rectification and remediation dates have moved out by one month.

	Milestone	Date	Status
1	Remediation model consolidated and tested	14 Sep 23 (14 Aug)	Delayed due to rectification date change and the provision of the final data set.
2	Rectification testing complete	15 Jul 23 (15 Jun 23)	Delayed due to UAT findings.
3	Final data extracts complete	28 Jul 23 (15 Jun 23)	Delayed due to UAT findings.
4	Employee payment and communication approach in place	11 Sep 23	On track - the District is planning comms.
5	Change Management complete	4 Aug 2023 (4 Aug 23)	Delayed due to UAT findings.
6	Complete assurance frameworks submitted for review	22 Sep	On track.
	Funding request sent	13 Oct 23	On track subject to rectification date and remediation models being finalised.
	<b>Rectify</b>	<b>28 Jul 23 (Jun 23)</b>	<b>Red status</b> primarily due to UAT findings and significant amount of work to complete over the coming months.
	<b>Remediate</b>	<b>Dec 23 (Nov 23)</b>	

### Key tasks

- Continued with remediation model testing.
- Continued with configuration testing.
- Continued UAT testing – testing is on track for completion in July 2023.
- Continued the review and update of business procedures to incorporate rectification changes. This will be completed in July 2023.
- Site visit with the NPMO to progress Assurance Frameworks.

### Key tasks completed

- Completed AF2.

### Key tasks planned

- Complete final testing of Microster alongside PSe which will be completed in July 2023. This was delayed due to UAT findings noted above.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Compliance review of solution options. <b>(Issue)</b>	PWC legal have completed their review of solution options to assess compliance. The outcome of their review was presented to the Steering Group (including Unions) in June 2023, with feedback due from them on 7 July 2023.	<b>Open and updated</b>
Delays in the delivery of remediation tools. <b>(Risk)</b>	The remediation partner has confirmed delivery dates and they are currently on track for delivery of tools. Note however the timeline delay for rectification due to UAT findings with implications on remediation timelines.	<b>Open</b>
Resourcing for UAT and cutover testing <b>(Risk)</b>	UAT is progressing with BAU resources – the risk recognises the potential for unplanned resource constraints due to other business priorities.	<b>Open</b>

ASSURANCE

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

PROJECT INFO

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

# New Zealand Blood and Organ Service

OVERVIEW OF PROJECT STATUS

**Project overview**

NZBS successfully went live with their rectified system in June. The project is now waiting to undertake their final data extract for EY to then run their remediation calculations. Testing of the calculations will be done throughout the process but the core testing of the model is completed. The focus for July 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	Complete assurance frameworks submitted for review	Aug 23 (5 Jun 23)	Reforecast - 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.
4	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	Shifted to October due to timings for completion of remediation process.
	<b>Rectify</b>	<b>Done</b>	<b>Green status</b> as NZBS has now provided a detailed project plan, that covers off the rectification cutover planning and is making the expected progress to plan.
	<b>Remediate</b>	<b>16 Dec 23</b>	

**Key tasks**

- Testing extracts for the ex employee portal.
- Awaiting for confirmation from EY of final data extract for remediation.
- Work is progressing on Assurance Frameworks 2 and 4. The payroll team are supporting with collating the documents.

**Key tasks**

- Preparation of key communications with employees.
- Discussion and sharing of project plan and scope with union partners to enable remediation payments to be made in Dec 2023.
- Clarification of remediation process for Organ Donation that have transferred from ADHB.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Items	Mitigation/plan	Status
Vendor commitment to timelines <b>(Risk)</b>	NZBS have received an updated timeline from EY and have incorporated this into the plan for NZBS. NZBS will be monitoring progress towards dates closely.	<b>Open</b>
Datacom’s ability to provide a compliant payroll system and time and attendance system within the required timeframe. <b>(Risk)</b>	The District regularly engages with Datacom. Whilst development and testing is complete, this still remains a risk until changes are implemented into the live system.	<b>Closed</b>
Confirmation of the upgrade requirement to Human Force. Contradictory advice has been received regarding the need to complete an update. <b>(Issue)</b>	Human Force has confirmed an upgrade is required. The project team will be submitting proposal to Union partners.	<b>Open</b>

ASSURANCE

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

PROJECT INFO

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

OVERVIEW OF PROJECT STATUS

### Project overview

Waikato successfully went live with rectification on 30 June 2023. Close to all (one outstanding) issues identified in User Acceptance Testing (UAT) have been through a mix of system resolutions and manual work arounds. Unions have been engaged.

The District has commenced significant communications to staff members in line with their Communication and Change Plan. This has been very successful and staff members are engaged. Q&A and training sessions have been run with staff across the business and the Payroll team.

	Milestone	Date	Status
1	Employee payment and communication approach in place. General awareness campaign commencement.	31 Mar 23	Delayed but underway. 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. First models provided by EY.
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.
	<b>Rectify</b>	<b>Done</b>	<b>Amber status</b> due to UAT delays and until a detailed plan for finalisation of payments has been developed.
	<b>Remediate</b>	<b>Dec 23</b>	

### Key tasks completed or in progress

- Completed Assurance Framework 4.
- Payroll have been actively doing transactions in the test environment. Members of the team are also being trained on the rectification changes for the new system.
- Held steering committee meeting on 8 June to provide status update, demonstrate communications approach.
- Discussed Operational Readiness with the NPMO. This was endorsed by The Interim HR Lead.

### 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 within the next 6 weeks, following discussions with the remediation partner to confirm timelines.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Undetermined pathway to payment <b>(Risk)</b>	District is working with the NPMO to understand pathway to payment options.	<b>Open</b>
Managing change of personnel <b>(Risk)</b>	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.	<b>Open</b>

ASSURANCE

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

PROJECT INFO

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

OVERVIEW OF PROJECT STATUS

Project overview

Based on an assessment of the risk associated with the amount of outstanding work for the relatively tight District project team managing a complex go-live, a decision has been made to delay both rectification and remediation activities, with rectification now planned for November 2023 and remediation payments 14 December. The moving of the timelines will also allow more time between each project as a staggered approach with three other Districts is being undertaken as they all share the same Project Manager and payroll provider. The focus for the District in July 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.
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)	Reforecast – District is working on providing remaining evidence for review.
5	Final data extracts complete	30 Nov 23 (30 Aug 23)	Reforecast
	Funding request sent	30 Oct 2023 (30 Sep 23)	Reforecast - funding request will be sent in Oct 2023 with a component of the remediation payments estimated to make payment in 2023.
	<b>Rectify</b>	<b>30 Nov 23</b> <b>(4 Sep 23)</b>	<b>Red status:</b> due to delayed timeframes for remediation and rectification and an updated pathway to payment to contain the required delay to the minimum.
	<b>Remediate</b>	<b>14 Dec 23</b> <b>(30 Nov 23)</b>	

Key tasks

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

Key tasks

- 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.
- Work with MoH to understand

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Lack of clarity about time and resource requirements for the District to complete additional Te Whatu Ora sign-offs. <b>(Risk)</b>	Further guidance and information has been requested from the Interim HR Lead on 24 May 2023.	<b>Open</b>
Resourcing challenges, particularly in the payroll team. <b>(Issue)</b>	Have been using contractors and tight project management.	<b>Open</b>
There is a risk that other development with Ceridian will be prioritised above Holidays Act requirements. <b>(Risk)</b>	Highlight requirements early and track delivery on a weekly basis.	<b>Open</b>
Following consultation within Te Whatu Ora's Data and Digital space there is uncertainty regarding availability and continuity of technical expertise to support on premise PSE solution. <b>(Risk)</b>	The District will be outsourcing to Ceridian and evaluating alternative hosting solutions to ensure the project can proceed.	<b>Open</b>

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	1,862 current employees and 3,671 terminated employees as at 21 November 2022
Remediation partner	Internal	Payroll provider	Ceridian

# Canterbury and West Coast

OVERVIEW OF PROJECT STATUS

## Project overview

The District's key priorities continue to be progressing rectification and remediation and progress is made on both workstreams. There is currently a significant risk to rectification of the rostering system due to the project being on hold in the national Data and Digital space – this may critically impact on the timeline for data extract to inform the remediation calculation to current employees. The Districts are proactively working to resolve this.

	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 (14 Aug 23)	Payroll System on track Roster System at risk – unable to finalise SoW for upgrade / configuration due to national hold.
3	Employee payment and communication approach in place	14 Aug 23	On track
4	Remediation final models run	TBC (15 Sep 23)	At risk – impacted by delay in rectifying rostering system
5	Change management complete	14 Aug 23	At risk – diversion of supporting internal SME resource to support BAU priorities
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.
	<b>Rectify</b>	<b>31 Oct 23 (31 Aug 23)</b>	<b>Rectification red status</b> – as the upgrade of their time & attendance system is delayed.
	<b>Remediate</b>	<b>Dec 23 – current employee payment dates 13.12.2023 and 20.12.2023</b>	<b>Remediation red status</b> – the Districts are proactively working through actions to resolve the roster system issue and minimise the impact on remediation.

## 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 to deliver remediation by the end 2023.
- 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

- Completed AF2

## Key tasks planned

- Submit evidence for AF3 and progress other assurance frameworks.
- Go-live on the upgraded PSE system on 29 July 2023.
- Finalising the remaining key decisions for remediation.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Inability to formalise SoW for Roster system upgrade and configuration required to rectify due to national Data and Digital hold on the Project <b>(Issue)</b>	Continuing productive discussions with the vendor to shorten timelines where possible. Earliest delivery date agreed with the vendor – 31 Oct-23. Active work to escalate request to take Project off hold with both the national Data and Digital and People and Capability teams .	<b>New</b>
Diversion of supporting organisational teams to address other national priorities, including operating model consultations, pay equity and outcomes from ongoing bargaining. <b>(Issue)</b>	Scope Change Request in draft to access additional funding to increase change management / business implementation resource.	<b>Open</b>
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). <b>(Risk)</b>	The District has a local plan alongside links into IT Team.	<b>Open</b>
Inability to obtain all historical data. <b>(Issue)</b>	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.	<b>Open</b>

ASSURANCE

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

PROJECT INFO

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

# South Canterbury

OVERVIEW OF PROJECT STATUS

### Project overview

South Canterbury have developed a detailed project plan anticipating a mid-2024 payment date for current and former employees. We note that Te Whatu Ora leadership have raised concerns about this timeline. The District is reforecasting the project plan and exploring options to bring dates forward to meet a February 2024 remediation and rectification date.

	Milestone	Date	Status
1	Remediation models validated	Ongoing from 13 2023 September – 13 March 2024	At risk given capacity of the remediation partner.
2	Rectification testing complete	15 December 2023	On track. Discussions underway with HR as solution options are developed
3	Employee payment and communication approach in place	15 December 2023	On track. Stakeholder analysis and communications plan is being developed
4	Remediation final models run	February 2024	On track.
5	Change management complete	January 2024	On track.
6	Complete assurance frameworks submitted for review	January 2024	On track.
	Funding request sent	February 2024	On track.
	<b>Rectify</b>	<b>February 2024</b>	<b>Red status:</b> The District has been asked to develop a schedule for a February delivery date.
	<b>Remediate</b>	<b>February 2024</b>	

### Key tasks completed or in progress

- The Project Team have made good progress with developing Solution Options for the 18 non-compliance breaches. These documents provide a before and after state for any system and process changes required for remediation and rectification.
- The PM is working through the approach to remediation testing and are seeking to engage an independent vendor to support remediation testing.
- The Payroll SME within the project team is supporting with the development of the solution documents and is working with payroll to progress testing requirements.

### Key tasks planned

- Re-engage with unions and senior stakeholders within the District to socialise project approach and milestones.
- Work with EY and AMS to understand current state and what is required for remediation testing and rectification approach. EY have provided version 2 of remediation models.
- The Change Manager is working with the District's HR team to understand approach and involvement. A stakeholder analysis is underway for future engagement with staff.
- Conduct a procurement process secure a vendor for additional assurance support.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Capacity of the BAU Payroll Team. <b>(Issue)</b>	Constant Control are actively recruiting specialists to support the project. Project resources and a payroll resource have been hired and recruitment is underway for administrative support.	<b>Open</b>
Delays getting confirmation of system solutions from AMS Leader. <b>(Issue)</b>	Being addressed at AMS Collaboration Group Meeting.	<b>Open</b>
Dependency on Remediation Partner to meet new timeframe <b>(Risk)</b>	The District is concerned that now that they are aiming for a February 2024 timeframe, their Remediation Partner may not be available to support. This may have subsequent impacts on the capacity of the Payroll team. The PM is actively discussing options with EY.	<b>Open (new)</b>

ASSURANCE

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

PROJECT INFO

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

# Wellington-3 Programme overview

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

## Overview

While significant planning has been undertaken by the Programme who have developed a comprehensive integrated schedule, there remains a high degree of complexity with key tasks and reliance on the successful delivery of CC.

The Programme has sequenced its three Go Lives, the first of which is CC which is scheduled to be completed in June 2024 as it comprises of >70% of the region. At this time it is estimated that up to 10 weeks will be required between each one. There is significant risk for the CC rectification and remediation and potential for delays. The impacts of a delay to CC will then impact the subsequent Go Lives for HV and Wr. Workshops are being held with the business and vendors to determine the most effective and efficient means to sequence all three go lives from June 24

A key risk to the Programme is a recent two week delay to the delivery of the Version 2 Remediation models for CC. This is impacting the design and subsequent delivery of these models. 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 impacts 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.

	Rectify	June 2024	Red status due to delays, complexity with tasks and risks to delivery.
Capital and Coast	Remediate	June 2024	
	Rectify	Sept 2024	Red status due to lack of remediation testers and prioritisation of CC. Currently in the market for resources.
Hutt Valley	Remediate	Sept 2024	
	Rectify	Dec 2024	Red status due to lack of clear timeframes and reliance on CC to be completed without delay.
Wairarapa	Remediate	Dec 2024	

## Key tasks completed or in progress

- Baselined the programme schedule for CC and HV payroll systems Go Live and Remediation payments for current employees
- Business Change Impact Analysis is underway and progressing well.
- Held workshops with NPMO on Assurance Framework requirements.
- Roster to Pay discovery document complete
- Design, configuration, build and test phases for CC commenced

## Key tasks planned

- Update Programme schedule with new delivery dates for V2 REM Models for CC and Models for HV and WR; R2P and WR Rectification tasks
- Start testing of CC V2 REM Models
- Complete CC REC System Test Strategy, REM Model Validation Matrix and REM Methodology documents for Steerco sign off
- Complete Run Cutover Workshops with AMS/EY and EY/Fusion 5
- Update Programme budget to reflect new timelines and resource requirements

OVERVIEW OF PROGRAMME STATUS

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 adaptation 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

<b>Programme Manager</b>	Wayne MacKey	<b>Employee numbers</b>	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.
<b>Remediation partner</b>	EY Mero (subcontractor)	<b>Payroll provider</b>	CC: AMS Leader Wr: AMS Leader PayGlobal supported by Fusion 5.



DETAILED DISTRICT PROJECT SUMMARIES

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

# Wellington-3 Milestones per payroll

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

OVERVIEW OF PROJECT STATUS

ASSURANCE

**Capital & Coast**

	Milestone*	Date	Status
1	Data validation complete	15 Sept 23	At risk. Two week delay to the delivery of V2 models and work required to confirm models are functioning correctly.
2	Design Config and Testing complete	Nov 23	At risk. Timeframes remain an estimate.
3	Remediation Model consolidated and tested	April 24	At risk. Likely delays to Model Validation testing
4	Rectification testing complete	Jan 24	Not started
5	The District is change ready	June 24	Not started
	<b>Rectify</b>	<b>June 2024</b>	<b>Red</b> status due to delays, complexity with tasks and risks to delivery
	<b>Remediate</b>	<b>June 2024</b>	

**Hutt Valley**

	Milestone*	Date	Status
1	Data validation complete	Mar 24	Not started. Pending completion of CC work.
2	Design Config and Testing complete	Dec 23	On track. Discussions with business underway.
3	Remediation Model consolidated and tested	May 24	Not started
4	Rectification testing complete	Apr 24	Not started
5	The District is change ready	Aug 24	Not started
	<b>Rectify</b>	<b>Sept 2024</b>	<b>Red</b> status due to lack of remediation testers and prioritisation of CC. Currently in the market for resources.
	<b>Remediate</b>	<b>Sept 2024</b>	

**Wairarapa**

	Milestone*	Date	Status
1	Data validation complete	April 2024	On hold. Planning workshop next week.
2	Design Config and Testing complete	TBC	Not started. Planning underway.
3	Remediation Model consolidated and tested	Jun 2024	Not started
4	Rectification testing complete	June 2024	Not started
	The District is change ready	Nov 2024	Not started
5	<b>Rectify</b>	<b>Dec 2024</b>	<b>Red</b> status due to in ability to predict resourcing, workload and tasks.
	<b>Remediate</b>	<b>Dec 2024</b>	

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	-	-	-	-	-	-

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	-	-	-	-	-	-

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 is considering options to outsource rectification testing. Provisional dates have been provided by the District for rectification and remediation. The District planned to present several decisions to the Local Leadership Team (LLT) in June however, this has been delayed due to a change in leadership structure which resulted in their June meeting being cancelled.

	Milestone	Date	Status
1	Provide NPMO with project plan and key milestones	Aug 2023 (June 2023)	Delayed due to resourcing challenges, in particular recruiting the technical team.
2	Develop and finalise testing strategy	July 2023 (June 2023)	Delayed as outsourced remediation testing provider has not yet been engaged.
3	Engage third party remediation testing resource	July 2023 (June 2023)	Delayed – the District is in the process of reviewing statement of works from providers and expects to engage a party in July.
4	Start allowance and components configurations testing	Sep 2023 (June 2023)	Delayed due to focus on data cleaning and technical support challenges.
5	Closing data cleansing actions (up to 30 June 2022)	July 2023 (June 2023)	Delayed – the District has validated data and identified actions to resolve gaps however LLT approval of those actions is pending. This was delayed due to the LLT meeting being cancelled in June.

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

Rectify	July 24 (reforecasting)	Red status due to lack of project plan, resourcing plan, testing plan and project team resources.
Remediate	Oct 24 (reforecasting)	

### 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.
- Met with EY and AMS to confirm planned completion dates for rectification and remediation.

### Key tasks completed

- Reviewed and updated the Steering Group Terms of Reference.

### Key tasks planned

- Refresh project risks.
- Present data cleaning actions, refreshed Terms of Reference and remediation testing strategy to the LLT for approval. This is subject to a meeting date for the LLT being confirmed.
- Schedule a Steering Group meeting following LLT meeting.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Insufficient resources within the Project Team <b>(Issue)</b>	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.	<b>Open and updated</b>
Remediation timeline <b>(Issue)</b>	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.	<b>Open and updated</b>
Potential for significant rectification solution rework <b>(Risk)</b>	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.	<b>Open</b>
AMS Leader’s ability to deliver a compliant payroll system in a timely manner. <b>(Risk)</b>	AMS is leading the collaboration group – the District has advised that this is working well.	<b>Closed</b>

ASSURANCE

Component	One	Two	Three*	Four*	Five	Six	Seven
Status							
Planned Start date	Nov 21	Jul	Jul 23	TBC	TBC	TBC	TBC
Planned Finish date	Nov 21	Aug 23 (Jul 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		Status key	
 <b>Complete</b>	Work is complete. No further activities are required.	 <b>On track</b>	Work is on track in key project areas. There are no concerns, and no action is required. Up to date project plan provided.
 <b>Underway</b>	Further activities are required to complete the work. Work is on track.	 <b>Potential concerns</b>	Work is not on track in key project areas. Some concerns and problems have been identified. Corrective action is required. Initial project plan has been provided by may be out of date.
 <b>Progress impacted</b>	Work is underway, but progress has been impacted. Remedial action may be required.	 <b>Significant concerns</b>	Work is not on track in key project areas. Several concerns have been identified and there are significant problems. Immediate remedial action is required. No project plan provided.
 <b>Not started</b>	Work has not yet commenced. Timelines have not been set.	 <b>Change</b>	Indicates where there has been a change month to month and the direction of the change. No change is not marked. Prior month information is marked by brackets.

# Programme timeline overview

## PHASE 1: REVIEW PROCESS

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

### Assurance Frameworks

#### 1.1 Compliance assessment completed (Framework ref: 1)

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

### Gold milestone

- District payroll systems tested against the baseline.

## PHASE 2: RECTIFICATION PROCESS

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

### Assurance Frameworks

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

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

### Gold milestone

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

## PHASE 3: REMEDIATION

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

### Assurance Frameworks

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

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

#### 3.2 Remediation methodology approved (Framework ref: 3)

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

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

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

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

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

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

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

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

### Gold milestone

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

# Milestone Definitions

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

	Milestone	Definition
1	Remediation model consolidated and tested	The Project has a complete remediation model. If several models exist, these have been consolidated into one mode to produce remediation payments at an employee level. User testing of all model components and the consolidated model is complete.
2	Rectification testing complete	All required system updates, data mapping & cut-over, updating of 52 weeks gross earning (where applicable) and re-configurations have been completed. The rectified system has been tested and is ready for go-live.
3	The 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. <i>We note that it is possible for this timeframe to be shortened to 7 weeks and will update any estimates once this is confirmed.</i>
	Rectification	Date for rectification go-live.
	Remediation	Date for remediation payment to current employees.
		Date for remediation payment to former employees.

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