Status report:
May 2023

HOLIDAYS ACT REMEDIATION PROGRAMME

National Programme Management Office

7June 2023

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

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National Programme Management Office overview

Kia ora koutou,

Key points from the previous month:

— Firstly, we recognise the significant efforts of the Auckland team who submitted their funding request at the end of May and thereby entered the pathway to payment. From here, the funding request will be considered by Ministry of Health, Treasury and relevant Ministers in line with the agreed process for funds release. Focus over the next period will remain on ensuring that all stakeholders involved in the process of releasing money are clear on their roles and responsibilities and that the Auckland District reaches the required level of readiness for payment.

— Te Whatu Ora has established an 'operational readiness' programme of work to track key activities and assess national and District readiness for payments. This work will focus on Auckland initially, but use the process established for other projects as they approach their pathway to payment. Further information will be shared with Districts as soon as possible.

— For National Questions there were a number of developments over the last month.

   o The Labour Inspectorate review of the National Decisions is now closed.

   o Unions have raised concerns regarding one District's implementation of the decision relating to 'multi jobbers' with possible national implications. Te Whatu Ora are providing support to find a way forward for this issue.

   o Te Whatu Ora is working with unions to clarify the go-forward approach to management of PAYG employees. The revised solution will be submitted to HAWG for review.

   o An issue has been identified where extraordinary payments have been calculated for certain employees. The issue will be discussed at HAWG.

   A continued priority is to ensure that all Districts, and in particular those planning to make payments in August and September, complete all required Assurance Frameworks. There have been significant delays to many of these reviews leading to concerns around some Districts' ability to meet reported dates.

— Congratulations to BOP for completing Assurance Framework 2. A number of additional frameworks are currently in their final review stages to be completed in the next few weeks. According to the dates provided by Districts, multiple framework reviews are also coming up over the next few months. Remember that accurate dates are key for the NPMO to secure resources to undertake these reviews in a timely manner.

— New Zealand Blood and Organ Service, MidCentral and Waikato Districts are anticipating going live with their systems within a short to medium term.

— The Project Management Group (PMG) met this month on 9 June, with the payment process and programme risks as key agenda items.

Ngā mihi nui,

HARP NPMO

NPMO themes status update

The below table provides an update from the NPMO.

Theme	Update
1. National programme governance	— 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). — The Union group, Te Whatu Ora and the NPMO are working on establishing a process for union sample reviews and **Auckland District has offered selection of samples for review.** Further information will be shared as soon as possible.
2. National Questions	— National Project Team meetings continue to be held on a fortnightly basis on Wednesdays at 2pm. All Project Leads should attend this meeting or watch the recording as it contains valuable content for implementation and approach to remediation and rectification. — **The Labour Inspectorate review of National Decisions is now closed.** — **Unions have raised concerns regarding some Districts' implementation of the 'multi jobbers' national decision. Te Whatu Ora are providing support to resolve.** — **The go-forward approach to the management of PAYG employees will be submitted to HAWG for review.** — **An issue has been identified where extraordinary payments have been calculated for certain employees. The issue will be discussed at HAWG.**
3. District processes and resourcing	— District resourcing has been highlighted as a key topic for Executive Leaders. Regular meetings between Interim Lead HR Operations People and Culture and District Executive Leads have been scheduled for escalation of resourcing issues**.**
4. National portal	— The National Portal to support identification of, and communication with, former employees is expected to go to production in April, with a launch planned for mid-June. — Two demonstration sessions were held with project managers in May.
5. Payroll system rectification	— Payroll User groups continue to meet regularly. — **Districts should be aware 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.**
6. Assurance	— Assurance Framework 6 was updated in April to reflect components that will be completed by the portal team and has been shared with Districts.
7. Payment process	— Requirements for post payment reporting are in development and will be shared with Districts as soon as possible. — Te Whatu Ora is developing further information around how funds will move from Te Whatu Ora to Districts, alongside the expectations of Districts when processing remediation payments to current and former employees.
8. National change management	— Options for progressing national change management are being considered, for example a change management collaboration group facilitated by the NPMO. — A National Communications plan is in development by Te Whatu Ora and will be shared with Districts in **June**. **We note that Districts should expect that all District payment dates will be communicated officially on 28 June.**
9. Operational Readiness	— **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 with Districts as soon as possible.** — **Districts should be aware 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.**

3

Programme dashboard

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

LIABILITY AND EMPLOYEES

$2.2bn** — Total estimated liability

270k — Total estimated past and current employees

** Forecast estimated liability by the time remediation are made over the course of 2023 and early 2024.

STATUS SNAPSHOT as at 07 June 2023

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

Area	Complete	In progress	Delayed
Progress towards reported remediation dates	5(5)	8(8)	3(3)
Progress towards reported rectification dates	4(5)	6(8)	6(3)
Adequate resourcing in place	4(4)	10(10)	2(2)

Additional information on the above areas:

— 2 Projects have been given a red status for progress towards remediation payment (one less 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.

Risks and Issues as at 07 June 2023

Project Risk / issue	Comments
Resourcing	Resourcing remains a major concern for Projects, with some projects lacking key project roles. The Te Whatu Ora transition and numerous competing priorities continue to place demands on payroll and project resources. The Te Whatu Ora transition has additional flow-on impacts on projects, e.g. by executive level changes affecting project governance and sponsorship.
National Questions	The Labour Inspectorate review of the National Questions is now closed. Union Partners have raised concerns regarding the implementation of the National Decision 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 June 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.

District project dependencies on a page
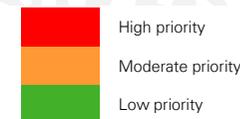
We have identified three key dependencies for the projects* to meet the remediation date. Further details below:

1. Resourcing

Priority rating	■ (Red)

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

Projects affected:
Most projects continue to report resourcing as a risk to delivery.

The project previously placed on hold due to resourcing concerns continue to make positive steps towards securing the required resources.

Potential resolution for dependency:
— Projects are required to escalate any resourcing concerns to their Executive Leader. Monthly meetings with Executive Leaders have been scheduled.

2. National Questions

Priority rating	■ (Orange)

Overview:
The resolution of National Questions has been a key dependency for Projects to rectify their systems and to remediate employees consistently and in compliance with the Holidays Act.
As of this month, the Labour Inspectorate has approved all National Decisions. We note that Unions have raised concerns regarding some Districts' implementation of the 'multi jobbers' national decision with potential national implications. Te Whatu Ora are providing support to resolve

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

Potential resolution for dependency:
— National Questions are now resolved. Te Whatu Ora are providing support to resolve recently raised concerns.
— Fortnightly implementation sessions continue.

3. External vendor capacity

a) Payroll Vendor

Priority rating	■ (Red)

Overview:
Many projects use the same payroll vendors. Their capacity to update systems in a timely manner is a key dependency for rectification timelines.

Projects affected:
All projects are reliant on actions from a payroll vendor.
As project timelines continue to shift, so does the time the vendors' capacity is needed.

Potential resolution for dependency:
— Collaboration groups meet regularly to ensure collaboration and sharing of learnings
— Detailed planning for finilasition of remediation payments continues, to ensure a shared understanding of priorities.

b) Remediation Partner

Priority rating	■ (Red)

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

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

Potential resolution for dependency:
— The NPMO are monitoring Project expectations and high volume reliance on remediation partners to avoid bottlenecks that could impact project timelines.

c) NPMO Assurance Frameworks

Priority rating	■ (Red)

Overview:
To be able to request funding, each project have to complete all Assurance Frameworks.

Projects affected:
Most Assurance Frameworks remain outstanding. A key focus is currently on completing reviews for the Districts due to pay current employees in August – September.

Potential resolution for dependency:
— More exact dates have been requested by districts to allow the NPMO to better forecast workloads.
— Relationship Managers will continue to work with projects to track timelines for Assurance Frameworks.
— Projects are encouraged to drip feed information to their Relationship Manager.
— The NPMO continues to monitor for busy periods to avoid review bottlenecks.

*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 Waitematā), Wellington 3 (Capital and Coast, Hutt Valley and Wairarapa) and Canterbury / West Coast counted as one project each.

District project timelines on a page

Legend:
- ★ Funding requested
- 3 months or less until payment
- 3-6 months until payment
- 6-12 months until payment
- 12 Months+ until payment
- Timelines not provided
- ✓ On track to meet reported date
- Potential concerns to meet reported date
- ❗ Significant concerns to meet reported date
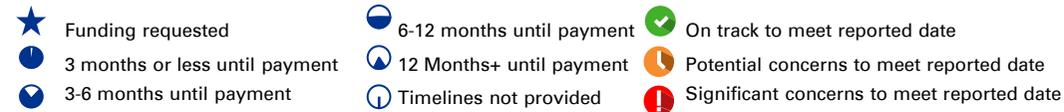
This overview shows the projects' progress towards their individual delivery dates. Detailed summaries are located in Section 2 of this report. Refer to summary below for summary statements for Projects with an amber or red status.

	Auckland District*	Southern	Auckland Other (SSC)*	Whanganui	Taranaki	Tairāwhiti	Lakes	MidCentral	Hawkes Bay	Canterbury & West Coast	Northland	Bay of Plenty	NZ Blood & Organ Service	Waikato*	South Canterbury	Capital & Coast*	Hutt Valley*	Wairarapa*	Nelson Marl.
Months remaining to project completion	< 3 ★	TBC	3+	3+	3+	6+	6+	6+	6+	6+	6+	6+	6+	6+	12+	12+	12+	12+	TBC
Progress towards remediation date for current employees	Jul 23 ●	TBC (Aug 23) ❗	Oct 23 ●	Oct 23 ✓	Oct 23 ●	Nov 23 ✓	Nov 23 ✓	Nov 23 ●	Nov 23 ●	Dec 23 ●	Dec 23 ✓	Dec 23 ●	Dec 23 ✓	Dec 23 ●	Jun 24 ●	Jun 24 ❗	Sep 24 ❗	Dec 24 ❗	TBC ❗
Progress towards rectification go-live date	Jul 23 ●	TBC (May 23) ❗	Oct 23 ●	Jul 23 ✓	Aug 23 ●	Aug 23 ✓	Sep 23 ✓	Jun 23 ❗	Nov 23 ●	Aug 23 ●	Sep 23 ✓	Dec 23 ●	Jun 23 ❗	Jun 23 (May 23) ●	Mar 24 ●	Mar 24 ❗	Mar 24 ❗	May 24 ❗	TBC ❗
Former employee remediation calculations ready	2024	Aug 23	2024	Dec 23	Nov 23	Dec 23	Dec 23	Nov 23	Nov 23	Dec 23 (+2 months likely)	Dec 23	2024	2024	2024	2024	2024	2024	2024	TBC

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, or significant lack of progress to plan.
- 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.
- Refer page 7 for a visual representation of project timelines and the District status reports for further details (pages 9 – 23).

Comments on projects with a red status:
- Nelson Marlborough: Red status due to lack of project plan, resourcing plan, testing plan and project team resources.
- Wellington 3: Red status due the provision of programme schedule to the NPMO.
- Southern: Red status due to recent concerns raised by unions regarding the implementation of a national decision and significant delays in progressing project work, e.g. Submission of assurance frameworks.
- MidCentral and Waikato: Red status for rectification until expectations for a Te Whatu Ora go-live decision point are clear.
- NZ Blood & Organ Service: Red status for rectification due to date change from 5 to 30 June. No impact on critical path for remediation.

Comments on projects with an amber status:
- Auckland Metro: Amber status due to the risks associated with significant complexity and interconnectedness of the overall AMHA programme schedule.
- Taranaki: Amber status due to 1. Delays with submitting evidence for assurance frameworks, 2. The District infrastructure issues remain unresolved; 3. Resourcing in the Payroll team remains inadequate to ensure compliance post rectification.
- Canterbury West Coast: due to continued reliance on separate project to upgrade PSE.
- Bay of Plenty: due to some delays relative plan and uncertainties regarding assurance requirements.
- Waikato: Amber status for remediation due to UAT delays and until a detailed plan for finalisation of payments has been developed.
- Hawkes Bay: Amber status until a detailed plan for finalisation of payments has been developed. We note that overall progress to plan is positive.
- Mid Central: Amber status for remediation due to concerns around the work required to rectify issues identified as part of UAT.
- South Canterbury: Amber status due to continued resourcing concerns in BAU.

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

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This timeline overview presents project estimates at 07 June 2023.

PHASE 2: RECTIFICATION PROCESS

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

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

PHASE 3: REMEDIATION

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

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

KEY: ◇ = Gold milestone

◇ = Silver milestone ◇ = Delayed silver milestone ◇ = Complete

◆ = Treasury funding requested ▲ = Treasury funding released

	Feb 23	Mar 23	Apr 23	May 23	Jun 23 Today	Jul 23	Aug 23	Sep 23	Oct 23	Nov 23	Dec 23	2024
Auckland												
Auckland (SSC)												
Whanganui												
Taranaki												
Tairāwhiti												
Mid Central												
Lakes												
Hawke's Bay												
Northland												
NZ Blood & Organ Service												
Waikato												
Canterbury West Coast												
Bay of Plenty												
Capital and Coast												
Hutt Valley												
Wairarapa												
South Canterbury												
Southern	TBC / TBC											
Nelson Marlborough	TBC / TBC											
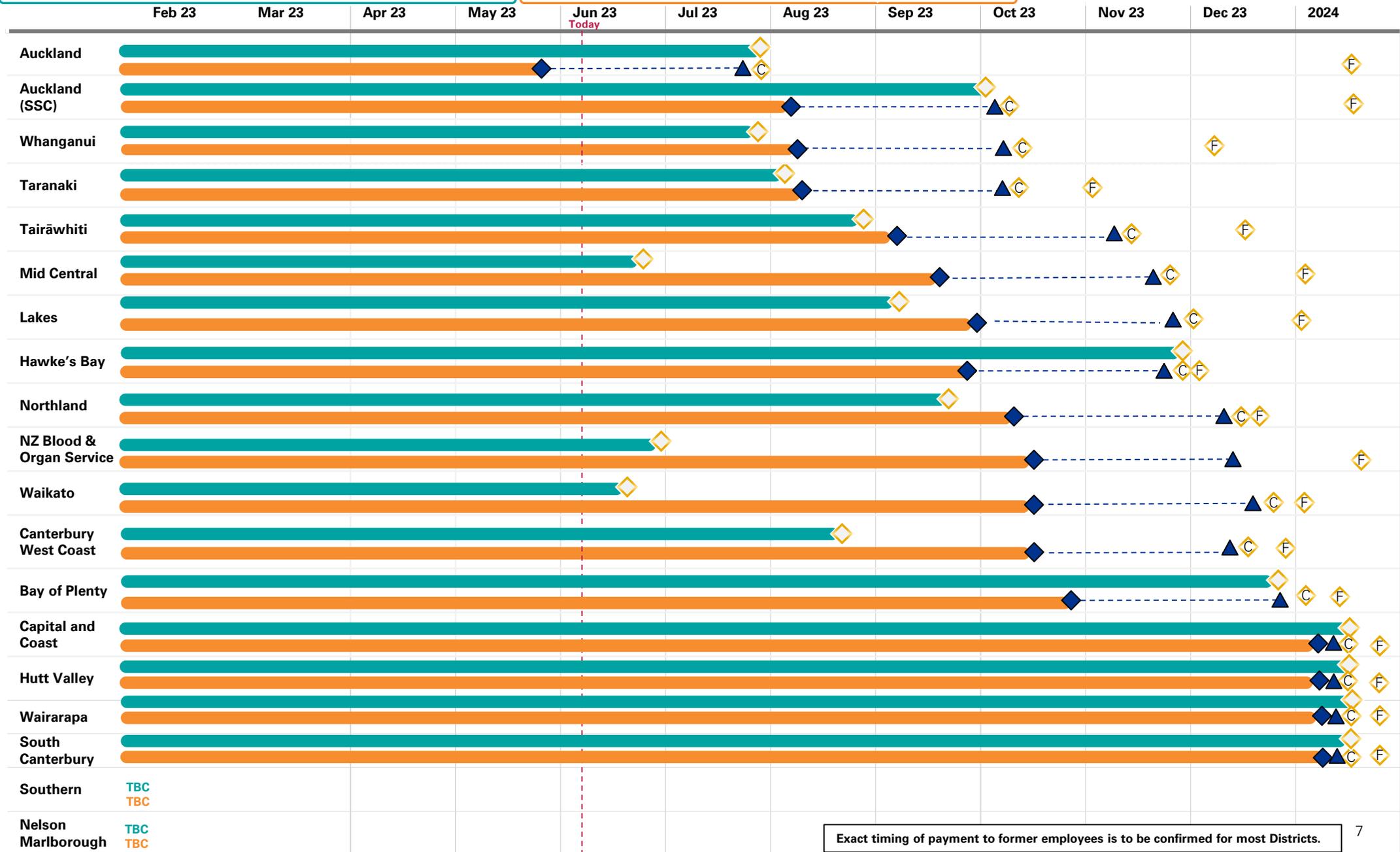
Exact timing of payment to former employees is to be confirmed for most Districts.

7

Detailed District project summaries

Updates explained: Detailed district project summaries

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

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

2. Key dates for Projects' pathway to payment are included
For Projects to reach their reported remediation date, the following must happen:
a) **Funding request must be sent** 8 (**note change!**) weeks prior to the planned remediation date (noting this might be reduced as the process is repeated. Milestones will be updated once confirmed).
b) **Complete assurance frameworks must be submitted for review** four weeks prior to sending the funding request. This allows three weeks for the NPMO review evidence and leaves one week for preparation of the funding request template.

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

DETAILED DISTRICT PROJECT SUMMARIES

Hawkes Bay

(Example page)

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

Key tasks completed or in progress
- Established a 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 cleansing 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.

KEY PROJECT ISSUES AND BLOCKERS

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

Legend:
- ☆ At review
- △ Not started
- (✍) Change on prior month
- ✓ Complete
- ⏱ Progress impacted
- ▨ In Progress

ASSURANCE

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 INFO

Project Manager	Melanie Staples, Jason Ranston (Constant Control)	Employee numbers	3,556 current employees and 6,051 terminated employees as at September 2021
Remediation partner	Grant Thornton (GT)	Payroll provider	AMS Leader

Auckland Metro

*Note that from next month, Auckland District and SSC will be reported on separately.

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

Project overview

Programme status remains amber as there are numerous streams of go-live activities for AKL. and SSC. The Funds Request memorandum for AKL was approved by TWO exec and submitted to the NPMO on 30 May.

Remediation – Team are working on AKL model outputs and outlier testing. AKL Dress Rehearsal (DR) #1 data extracts have been calculated successfully and team are now preparing for the next one.

Rectification – Lessons learnt from DR#1 for AKL have been recorded. SSC database testing is continuing. HR stream are engaging with the business for implementation of changes for PAYG and SMO groups.

Employee portals – Design for former employees' portal has been finalised and sprints continue for the current employee portal

Change and Comms - Preparing training programmes for the BAU teams and working on educational materials /FAQs to be provided in intranets. Extensive communication activities are planned for June/July up to AKL go live.

	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	Complete and further testing on track for both District. AKL DR #1 completed successfully with #2 scheduled. SSC – DR#1 is planned for end of July.
3	Rectification testing complete	Apr 23 / May 23	DR continue (refer above).
4	Complete assurance frameworks submitted for review	1 May 23	Complete.
5	Final data extracts complete	18 Jul 23 / 5 Aug 23	On track.
◆	Funding request sent	30 May 23 / 30 Jun 23	Akl Complete SSC On track.
Rectify	AKL SSC	26 Jul 23 Aug-Oct 23	**Amber status** due to the risks associated with significant complexity and interconnectedness of the overall AMHA programme schedule.
Remediate	AKL SSC	28 Jul 23 Aug-Oct 23	

Key tasks

— Outlier testing, quality assurance and model output testing from refreshed data cuts are in progress.
— Requirements for EY tool for post go live BAU use have been finalised and final sign off requested.
— Sprints for the current employee portal in progress with UAT planned for June.
— Recruitment for Portal Support Desk has commenced.
— DR#1 for AKL has been completed successfully. 2nd DR is being planned.
— Technical manuals for the payroll processing software   are being prepared.

Key tasks

— Planning for cut over for Go live and Day 1 activities are progressing.
— AKL PAYG model evaluation has been completed and roll out plan is being finalised.
— SSC PAYG model is being evaluated.
— Webinars for managers to understand SMO changes are in progress.
— Sick Leave reconciliation has been completed.
— Finance reporting testing is in progress.
— Rectification audit by EY is nearing completion.
— Union Day on 23 May covered Remediation calculations and was well received.

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. **(Dependency)**	Careful planning between Counties MeT project and AMHA programme to ensure all dates and activities align	**Open**
Assessment of impacts on financial systems resulting from HA changes is in progress. This needs to be completed within June otherwise can impact on Go Live for AKL **(Dependency)**	Bi weekly meetings are being held with Finance and Reporting teams to keep an eye on the progress	**Open (new)**
System updates, changes or recalculations cannot be completed in the required timeframe if the BAU attendance and leave records projects (MeT) are not completed beforehand **(Risk)**.	BAU teams are engaged with AMHA team to monitor progress of BAU projects impacting rectification. BAU projects that conflict with AMHA programme timeline are also being monitored.	**Open**
People with the knowledge and/or specific skills may leave in the duration of the project **(Risk).**	Ensure that project documents and decisions are well documented. Ensure the team are engaged well and are kept up to date with progress and activities.	**Open**
With AKL being the first District on the pathway to payment, there is a concern that unforeseen events or requirements could delay the process of releasing funds. We note that the District requires funds to be released by 20 July **(Risk)**	Close collaboration with the NPMO, MoH and other stakeholders as required.	**New**
Technical issues with the new SSC database may impact testing and assurance schedule. **(Issue).**	Existing database has been reconfigured successfully. Unit testing and pay validation is progressing and 1st Dress rehearsal is planned for end of July	**Closed**

ASSURANCE

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

Southern

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

OVERVIEW OF PROJECT STATUS

Project overview

In the last month, unions have raised concerns about Southern's implementation of the multi-jobbers solution. Due to diverting resources to resolve this issue, as well as resourcing challenges within the team (due to sickness and unplanned absences), both remediation and rectification are likely to be delayed.

The NPMO notes that significant effort remains outstanding to complete Assurance Frameworks 3-7 and that this is top priority for the next period.

	Milestone	Date	Status
1	Remediation model tested	15 April 23	Complete
2	Rectification testing complete	30 April 23	Complete.
3	Final data extracts complete	TBC (May 23)	Delayed – timing uncertain due to Multi-Jobber solution issue.
4	Employee payment and communication approach in place	TBC (15 May 23)	Delayed – timing uncertain due to Multi-Jobber solution issue.
5	Change management complete	TBC (15 May 23)	Delayed – timing uncertain due to Multi-Jobber solution issue.
6	Complete assurance frameworks submitted for review	TBC (26 May 23)	Delayed – the NPMO has not yet received District information for AF3-7.
🔷	Funding request sent	TBC (21 June 23)	Delayed – timing uncertain due to Multi-Jobber solution issue.
Rectify		**TBC (31 May 23)**	**Red status** due to recent concerns raised by unions regarding the implementation of a national decision and significant delays in progressing project work, e.g. submission of assurance frameworks.
Remediate		**TBC (25 Aug 23)**	

Key tasks started or in progress

— 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 planning of staff communications activities and support options for go-live.
— Continued to build out the Change Management Plan and schedule for roll-out activities to support with rectification changes.
— Developing the implementation plan for Multi-Jobbers. Implementation of this has been delayed.

Key tasks completed

— No key tasks were complete.

Key tasks planned

— Progressing assurance frameworks.
— Other tasks are dependant on Multi-Jobber solution issue,

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**. (Risk)**	The District regularly engages with Change Healthcare and Datacom. Whilst development and testing is complete, this still remains a risk until changes are implemented into the live system.	**Open**
Unexpected absence within project team and payroll team **(Issue)**	In May, there was illness and unexpected leave within the project team and payroll team.	**Open and updated**
Loss of engagement in project due to potential organisational changes **(Risk)**	Closely monitor changes and impact as they arise.	**Open**
Unions have raised concerns regarding the implementation of the multi-jobbers solution. **(Issue)**	Work with Te Whatu Ora to find a solution to this issue. In the meantime, the District will progress as much work as possible (e.g. complete assurance frameworks and progress planning of other work).	**Open**

ASSURANCE

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

PROJECT INFO

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

Whanganui

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

OVERVIEW OF PROJECT STATUS

Project overview

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 focus for the District in June remains on securing sign-off of Assurance Frameworks.

	Milestone	Date	
1	Remediation 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	On track – approach in place.
3	Rectification testing complete	28 June 23	Reforecast due to multi-job solution not being completed until end of May 23. Regression testing for this to take place in June.
4	Complete assurance frameworks submitted for review	7 Jul 23	District finalising information for remaining 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.
Rectify		**26 Jul 23 (Aug 23)**	**Green status** As the District has presented an up-to-date, detailed project plan and is showing adequate progress to their plan.
Remediate		**12 Oct 23**	

Key tasks

— Testing of remediation calculations. Ongoing until completion of the project.
— Deployment of eTimesheets.
— Capture of additional data to support remediation calculations.
— Collation of data in preparation for remediation rerun.
— 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.
— Finalisation of processes for management of Treasury Funds.
— Refinement of all HR and Payroll reports impacted by the multi-job implementation.
— Finalisation of HR processes to support multi-job employment.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

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

ASSURANCE

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

**Note that the District has provided the required evidence, waiting for further information about the National Portal.

PROJECT INFO

Project Manager	Rachel Sutton	**Employee numbers**	1,303 current employees and 2.128 terminated employees as at 21 February 2023.
Remediation partner	Internal	**Payroll provider**	Ceridian

Taranaki

Key: ✓ Complete ▨ In progress ❗ Delayed ⭐ NPMO Review ❓ At Risk ▲ Not started 🕑 No completion date

OVERVIEW OF PROJECT STATUS

Project overview

The District is working through assurance evidence and following a validation workshop with the team, is re-assessing the evidence provided to ensure it is sufficient. This has delayed the provision of evidence to the NPMO and put overall timelines at risk. The District and the NPMO are working together to minimise delays.

Significant efforts have been made to resolve the infrastructure issues at the District. The testing and development environments are available and a team from Nutanix Australia is heading to the District to work on the new production environment. The District IT team is prioritising payroll and stress testing the data migration process. The PM is assessing the impact on project timelines and at this point does not anticipate significant delays.

	Milestone	Date	
1	Employee payment and communication approach in place	31 Mar 23	Overdue. An approach is to be developed in line with National Communications Plan and provided to the NPMO.
2	Remediation model tested	28 Apr 23	Delayed. The remediation model has been tested however the District is revisiting this to ensure the evidence is sufficient for assurance purposes. Reconsidering approaches and assumptions previously made.
3	Complete assurance frameworks submitted for review	31 May 23	Delayed. Provision of evidence is delayed to May/June. Integrity1 working through requirements for AF3 to provide by 9 June.
4	Rectification testing complete	28 Jul 23	At risk. Stress testing development environment in preparation for rectification testing.
◆	Funding request sent	28 Jul 23	At risk, pending assurance requirements satisfaction.
	Rectify	**Aug 23**	**Amber status** due to: 1. The District infrastructure issues; 2. Resourcing in the Payroll team inadequate to ensure compliance post rectification.
	Remediate	**Oct 23**	

Key tasks completed or underway

— Validation workshop held with Payroll team and Integrity1 to ensure the evidence of testing is sufficient and complete for assurance purposes. This has caused a delay in remediation (assurance framework) timelines and may impact overall project timelines.

— Continue to extract days worked values from paper timesheets into StarGarden. Loaded last batch of scanned content into Xtracta (AI tool). Approx. 3,800 (1.6%) of documents outstanding.

— Completed demonstration workshops with the business.

— StarGarden completed all rectification 'task definitions' (business configuration requirements) for the business testing.

Key tasks to complete

— Communicate to employees (both current and former) around the payments approach and project progress.

— Provide outstanding items for assurance frameworks to the Relationship Manager, including documentation for Assurance Framework 3.

— The District have provided evidence to the NPMO to complete Assurance Framework two. This is currently on its second review from the Assurance Workstream Lead and anticipated to be completed May.

— Will reach out to unions to share remediation and rectification approach.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Concerns around internal District resourcing (HR, IT and payroll) which may impact change management **(Issue)**.	Recruitment underway in HR to supplement payroll resourcing. Payroll has engaged with a contracting firm to bring on additional resources. Change Management will be supported by Integrity1.	**Open (updated)**
Infrastructure failure in one of the hospital computer rooms may adversely impact timelines **(Risk).**	This has been partially resolved through securing hardware to allow testing and development to continue. However, the production environment remains a risk. The District are actively working through additional mitigations and movement to Cloud if necessary. For production, the SQL database has been moved to its own server which has had significant performance improvement. Expecting migration to new hardware on 26 June.	**Open (updated)**

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	-	-	-	-	-	-

PROJECT INFO

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

Tairāwhiti

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

OVERVIEW OF PROJECT STATUS

Project overview

The District is working towards meeting their go-live date.
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 focus for the District in June remains on securing sign-off of Assurance Frameworks.

	Milestone	Date	
1	Remediation tested	31 May 23	On track
2	Employee payment and communication approach in place	31 May 23	On track – approach in place.
3	Rectification testing complete	30 Jun 23	On track – continuing retesting of rectification processes. Regression testing for the multi-job solution to take place in June.
4	Complete assurance frameworks submitted for review	7 Jul 23 (7 Aug 23)	District finalising information for remaining Assurance Frameworks.
5	Final data extracts complete	17 Aug 23 (30 Sep 23)	On track – final extracts scheduled for change over.
◆	Funding request sent	29 Aug 23 (30 Sep 23)	On track
Rectify		**24 Aug 23**	**Green status** As the District has presented an up-to-date, detailed project plan and is showing adequate progress to their plan.
Remediate		**16 Nov 23**	On track to meet reported date.

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.
— Refinement of all HR and Payroll reports impacted by the multi-job implementation.
— Finalisation of HR processes to support multi-job employment.

Key tasks

— Finalisation of processes for management of Treasury Funds.
— Deployment of information to support backpay calculations back to 2019.
— Review of rectification processes and remediation calculations with Union partners.
— Completing regression testing in June.

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

ASSURANCE

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

**Note that the District has provided the required evidence, waiting for further information about the National Portal.

PROJECT INFO

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

Lakes

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

OVERVIEW OF PROJECT STATUS

Project overview

The District remains on track to meet their remediation and rectification timelines. 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 focus for the District in June remains on securing sign-off of Assurance Frameworks.

	Milestone	Date	
1	Remediation tested	31 May 23	On track
2	Employee payment and communication approach in place	31 May 23	On track – approach in place.
3	Rectification testing complete	30 Jun 23	On track – continuing retesting of rectification processes. Regression testing for the multi-job solution to take place in June.
4	Complete assurance frameworks submitted for review	7 Jul 23	On track – District collating information for AF 4 and 5.
5	Final data extracts complete	30 Aug 23	On track
◆	Funding request sent	9 Sep 23 (30 Sep 23)	On track
	Rectify	**4 Sep 23**	**Green status** As the District has presented an up-to-date, detailed project plan and is showing adequate progress to their plan.
	Remediate	**30 Nov 23**	On track to meet reported date.

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.

— Completion of multi-job HR processes and staff communications.

Key tasks

— Deployment of information to support backpay calculations back to 2019.

— District finalising information for remaining Assurance Frameworks.

— Review of rectification processes and remediation calculations with Union partners.

— 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. **(Risk)**	Further guidance and information has been requested from the Interim HR Lead on 24 May 2023.	**Open (new)**
Resourcing challenges, particularly in the payroll team due to Covid. **(Issue)**	Have been using contractors and tight project management.	**Open**
There is a risk that other development with Ceridian will be prioritised above Holidays Act requirements.**(Risk)**	Highlight requirements early and track delivery on a weekly basis.	**Open**
Following consultation within Te Whatu Ora's Data and Digital space there is uncertainty regarding availability and continuity of technical expertise to support on premise PSE solution. **(Risk)**	The District will be outsourcing to Ceridian and evaluating alternative hosting solutions to ensure the project can proceed.	**Open**

ASSURANCE

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

**Note that the District has provided the required evidence, waiting for further information about the National Portal.

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

Bay of Plenty

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

OVERVIEW OF PROJECT STATUS

Project overview

The District has committed additional resources to the project to ensure timeframes are met including utilising Business Analyst resources from Hawkes Bay to help with assurance requirements.

Good progress is being made with assurance frameworks and the District is working to mitigate negative impact on timelines due to some attrition and sickness in the team. The team continues to extract data from paper call back timesheets to calculate ADP count for the period of March 2021 - current. Focus on this has meant that rectification testing has slowed down due to competing resource demands.

	Milestone	Date	
1	Employee payment and communication approach in place	30 Apr 23	Delayed. Communication is underway.
2	Remediation model testing complete	28 June 23	On track. Finalising the testing approach and resourcing for these activities.
3	Rectification testing complete	31 July 23	At risk.
4	Final data extracts complete	July 23	Not started.
5	Complete assurance frameworks submitted for review	18 Aug 23	At risk. Actively working through AF 2, 3 and 4. Engaged Hawkes Bay resources.
◆	Funding request sent	28 Sept 23	Dates pushed back slightly to accommodate for pay run cycle.
	Rectify	Dec 23	Amber status due to some delays relative plan and uncertainties regarding assurance requirements.
	Remediate	Dec 23	

Key tasks completed or underway

— Communication to current employees via the intranet is underway and are in line with national HAC updates and District change management approach.

— District drip-feeding assurance documents to NPMO for review.

— The District are working through the SOW with Tambla to ensure compliance.

— Continuing to work through collecting data for SMOs for days not worked (approx. 200 people).

— Cut over plan has been developed with PSe and initial draft provided to the NPMO. Funding request will be initiated on 28 September to ensure that this does not occur on the same day as a large pay group.

Key tasks planned

— Hold steering committee in July to discuss the call-backs, SMO alternative days, casuals and multi-jobs.

— Provide updated liability estimate to finance by mid-/late June for year end.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Project resourcing **(Issue)**	The PM and Project Owner are actively engaging with the team through site-visits, communication and support to ensure no attrition. Some attrition in project team.	**Open (Updated)**
Multi-jobbers/casuals – the District are revisiting multi jobbers and casuals as there is a risk that the current list has not identified all applicable staff members based on national outcome (**Risk**).	SMEs are working on finalising the allowances list. Once allowances list has been updated based on relevancy, then a report will be run across the database to identify multi-jobs with this lens overarching the query. The project team are working on what compliance looks like under BAU and finalising a process pack with business leads.	**Open (Updated)**
ADP data from paper call-back timesheets will impact days worked and has not been gathered for the period March 2021 to present day. The District has established a sub-project to extract the data from these documents. (**Risk**).	A Senior Payroll Officer has been brought onto the project to support and overtime has been approved to ensure this is completed. The task lead has updated the overall record count from 20,898 the previous week to 24,955 with a completion percentage of 36%. It is expected that a further 15,000 records are yet to be added.	**Open (Updated)**
Changes to Microster require vendor (Tambla) development which may impact on project timelines. This is due to the vendor indicating they have no development capacity until after October 2023 due to resourcing (**Risk**).	As a contingency, Ceridian will develop an interim solution to ensure compliance until Tabla finalises development. Working through SOW with Tambla. A manual work-around may be necessary.	**Open (Updated)**

ASSURANCE

Component	One	Two	Three	Four	Five	Six	Seven
Status	✅	✅	▨	▨	▲	▲	▲
Planned Start date	Oct 21	Jan 22	Feb 23	Feb 23	May 23	May 23	TBC
Planned Finish date	Nov 21	Apr 23	Sept 23	Sept 23	Jul 23	Aug 23	Aug 23
Open actions	Zero	-	-	-	-	-	-

PROJECT INFO

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

Hawkes Bay

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

OVERVIEW OF PROJECT STATUS

Project overview

Hawkes Bay remain on track to request funding in September. The District are due to complete remediation testing in the first week of June and are progressing their pathway to payment planning.

Significant progress has been made to develop solution documents for breaches. These documents outline a 'before' and 'after' state and will be used as the basis for change management and communication. They will also be used for assurance evidence. Rationale for key decisions and option has been shared with key decision making stakeholders.

	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, note that this date is based on a November payment date.
3	Rectification testing complete and dress rehearsals start	28 Sep 23	On track. Project FTE confirmed to support testing in June.
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	On track for a November payment date.
	Rectify	**Nov 23**	**Amber status** until a detailed plan for finalisation of payments has been developed. We note that overall progress to plan is positive.
	Remediate	**Nov 23**	

Key tasks completed or in progress

— For rectification, prework adjustments and backpays completed. The team are working through allowances for rectification with AMS, currently in the discovery and proof of concept stage.

— The Payroll Manager is going on leave for five weeks which may impact timelines. Key decisions are being brought forward to approve prior to her leaving to minimise delays.

— Provided remediation and rectification methodologies to Decision Group, to then be provided to unions and District Director.

Key tasks planned

— The District is determining the best approach to make their payments through AMS, considering Auckland Metro's approach and determining how much more of a workload this is for the team/AMS.

— Complete 'future state' solution papers. These will be used to support assurance requirements and demonstrate to key stakeholders the process and approach that the District has taken.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Internal staff movement and resource retention (**issue**)	The Project team are supporting the District where possible to allow them to complete their work without unnecessary burden. Interviews underway for internal HR and payroll staff.	**Open**

ASSURANCE

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

PROJECT INFO

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

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 in line with plan. A key priority has been rectification testing which is currently progressing as planned.

	Milestone	Date	Status
1	Remediation model consolidated and tested	14 Aug 23	On track as per the dates in the remediation partners plan.
2	Rectification testing complete	15 June 23	On track – subject to no UAT findings.
3	Final data extracts complete	30 June 23	On track
4	Employee payment and communication approach in place	11 Sep 23	On track - the District is planning comms.
5	Change Management complete	3 July 2023	On track to align with rectification date.
6	Complete assurance frameworks submitted for review	4 Sep	At risk as several Assurance Frameworks have been submitted after agreed dates. No impact on critical path.
◆	Funding request sent	29 Sep 23	On track subject to rectification date and remediation models being finalised.
	Rectify	**Jun 23**	**Amber status** primarily due to concerns around the work required to rectify issues identified as part of UAT.
	Remediate	**Nov 23**	

Key tasks

— Continued with remediation model testing.

— Configuration changes to the payroll system are progressing as planned.

— Commenced UAT testing – testing is on track for completion in June 2023.

— Commenced review and update of business procedures to incorporate rectification changes. This will be completed in June 2023.

Key tasks completed

— Completed configuration changes for Microster.

Key tasks planned

— Complete final testing of Microster alongside PSe which will be completed in June 2023.

— Complete AF2 – this was scheduled to be completed in May however delays in the NPMO's review has changed the completion to June 2023.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Compliance review of solution options. **(Issue)**	PWC legal have completed their review of solution options to assess compliance. The outcome of their review will be presented to the Steering Group in June 2023.	**Open and updated**
Delays in the delivery of remediation tools. **(Risk)**	The remediation partner has confirmed delivery dates and they are currently on track.	**Open**
Resourcing for UAT and cutover testing **(Risk)**	UAT is progressing with BAU resources – the risk recognises the potential for unplanned resource constraints due to other business priorities.	**Open**

ASSURANCE

Component	One	Two	Three	Four	Five	Six	Seven
Status	✅	⭐	🔳	🔴🔳	🔺🔴	🔺	🔺
Planned Start date	Nov 21	Jun 22	Nov 22	Nov 22	Aug 23	Aug 23	TBC
Planned Finish date	Nov 21	June 23 (May 23)	Aug 23	June 23	Sep 23	Sep 23	TBC
Open actions	Zero	-	-	-	-	-	-

PROJECT INFO

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

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 focus for the District in June remains on securing sign-off of Assurance Frameworks.

	Milestone	Date	
1	Remediation tested	Dec 20	Completed – changes subject to change control. Re-run of remediation calculations ongoing.
2	Employee payment and communication approach in place	30 Apr 23	On track – approach in place.
3	Rectification testing complete	28 June 23	Reforecast due to multi-job solution not being completed until end of May 23. Regression testing for this to take place in June.
4	Complete assurance frameworks submitted for review	7 Jul 23	On track. District finalising information for remaining Assurance Frameworks.
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
Rectify		**25 Sep 23**	**Green status** As the District has presented an up-to-date, detailed project plan and is showing adequate progress to their plan.
Remediate		**7 Dec 23**	On track to meet reported date.

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.

— Finalisation of remaining Assurance Frameworks.

— Completion of multi-job HR processes and staff communications.

Key tasks

— Finalisation of processes for management of Treasury Funds.

— Deployment of information to support backpay calculations back to 2019.

— Review of rectification processes and remediation calculations with Union partners.

— 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. **(Risk)**	Further guidance and information has been requested from the Interim HR Lead on 24 May 2023.	**Open (new)**
Resourcing challenges, particularly within the payroll and HR teams. The District continues to limit payroll resources for the project. **(Issue)**	Full-time resource has been available since 1 April 2023 for project work. Have been using contractors and tight project management.	**Open**
There is a risk that other development with Ceridian will be prioritised above Holidays Act requirements. **(Risk)**	Highlight requirements early and track delivery on a weekly basis.	**Open**

ASSURANCE

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

**Note that the District has provided the required evidence, waiting for further information about the National Portal.

PROJECT INFO

Project Manager	Rachel Sutton	**Employee numbers**	4,086 current employees and 4,790 terminated employees as at 21 February 2023
Remediation partner	Internal	**Payroll provider**	Ceridian

New Zealand Blood and Organ Service

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

OVERVIEW OF PROJECT STATUS

Project overview

System rectification is underway. The team have scoped which changes can be completed by the rectification SME, and which require actions to be completed by Datacom, the payroll provider. Work required to be completed by Datacom is being scheduled.

Where resourcing is not available to complete rectification requirements, manual processes have been identified that can be used in the interim. The focus for NZBS remains on securing resourcing from Datacom and EY and securing sign-off of Assurance Frameworks.

	Milestone	Date	
1	Rectification testing complete	26 May 23	On track – rectification testing progressing well.
2	Final data extracts complete	14 July 23	On track – plan in place for final data extraction.
3	Complete assurance frameworks submitted for review	5 Jun 23	Tracking ahead - progressing with assurance framework completion. Final framework to be submitted for review June 23.
4	Remediation model consolidated and tested	11 Aug 23	On track with EY.
🔷	Funding request sent	14 Oct 23	Shifted to October due to timings for completion of remediation process.
	Rectify	**30 June 23** **(5 June 23)**	**Green status** as NZBS has now provided a detailed project plan, that covers off the rectification cutover planning.
	Remediate	**16 Dec 23**	

Key tasks

— Test payroll database has been stood up and rectification testing has commenced.

— Final updates have been made to the BAPSF leave in the payroll system.

— Testing extracts for the ex employee portal.

— Options analysis for the Human Force upgrade.

Key tasks

— Work is progressing on Assurance Frameworks 2 and 4. The payroll team are supporting with collating the documents, and the remediation partner has written a report suite to support with evidencing frameworks which NZBS is currently evaluating if this will be of value.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Obtaining updated timeline from remediation partner to allow development of updated project plan **(Blocker)**	NZBS have received an updated timeline from EY and have incorporated this into the plan for NZBS. NZBS will be monitoring progress towards dates closely.	**Open (updated)**
Datacom's ability to provide a compliant payroll system and time and attendance system within the required timeframe. **(Risk)**	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.	**Open**
Confirmation of the upgrade requirement to Human Force. Contradictory advice has been received regarding the need to complete an update. **(Issue)**	Human Force has confirmed an upgrade is required. The project team will be submitting proposal to Union partners.	**Open (updated)**

ASSURANCE

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

PROJECT INFO

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

Waikato

OVERVIEW OF PROJECT STATUS

Project overview

Rectification go-live date has been pushed back to 1 June 2023 as the District continues to focus on User Acceptance Testing (UAT). The team have been working overtime to resolve issues identified during testing. The District is working with the NPMO to provide evidence for Assurance Framework 4 (Rectification).

During June, the District will commence communications in line with their Communication and Change Plan. The focus will also shift to remediation testing.

	Milestone	Date	Status
1	Employee payment and communication approach in place. General awareness campaign commencement.	31 Mar 23	Delayed. General awareness campaign will be launched in June.
2	Rectification testing complete	(24 Apr 23) 1 June 23	Delayed, due to issues identified in UAT. Dress rehearsal planned.
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.
	Rectify	**(May 23) Jun 23**	**Amber status** due to UAT delays and until a detailed plan for finalisation of payments has been developed.
	Remediate	**Dec 23**	

Key tasks completed or in progress

— The District are working through payments process and will set up time with the NPMO and key specialists as necessary to ensure the process is robust. On 29 May the PM visited Auckland District to understand more about their pathway to payment.

— Remediation model testing is underway. Once rectification testing is complete, these team members will shift focus to remediation. The District has onboarded 2 EY staff to support testing and quality assurance.

— Held steering committee 11 May to provide an update to unions.

Key tasks planned

— Provide evidence for AF4 and AF2 to the Relationship Manager.

— Rectification go-live (early June 2023).

— Arrange further workshops (all-day) with unions, supported by remediation and rectification partners and the NPMO.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Undetermined pathway to payment **(Risk)**	District is working with the NPMO to understand pathway to payment options.	**Open**
Communication directive unclear from national **(Risk)**	District has escalated to Relationship Manager who will enquire as to whether national guidance will be provided to Districts. Communication and Change Plan will be aligned to National and Auckland Plans.	**Open (updated)**
Managing change of personnel **(Risk)**	The District intends to recruit and backfill necessary resources as the project and BAU teams change internal structure. Existing team morale is good and support from BAU is available. A new HR Director has started. With the change consultation process, the District are worried that they may not be able to attract new staff.	**Open (updated)**

ASSURANCE

Component	One	Two	Three	Four	Five	Six	Seven
Status	✓	❗▨	▨	❗▨	▨	▲	▲
Planned Start date	Nov 21	Mar 23	April 23	Feb 23	May 23	Mar 23	May 23
Planned Finish date	Nov 21	(May 23) June 23	(Jun 23) July 23	(May 23) June 23	Jun 23	May 23	Jul 23
Open actions	Zero	-	-	-	-	-	-

PROJECT INFO

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

Canterbury and West Coast

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

OVERVIEW OF PROJECT STATUS

Project overview

The District's key priorities continue to be progressing rectification and remediation and is making good progress on both workstreams. We note that the District has completed UAT for the upgraded PSe system, however there is a risk around potential delays in getting access to the production environment due to capacity constraints within the IT team.

	Milestone	Date	Status
1	Remediation models validated	26 May 23	Complete – models validated and final data validation underway
2	Rectification testing complete	14 Aug 23	On track – UAT and configuration testing is underway.
3	Employee payment and communication approach in place	14 Aug 23	On track
4	Remediation final models run	15 Sep 23	On track
5	Change management complete	14 Aug 23	On track
6	Complete assurance frameworks submitted for review (1-6)	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	16 Oct 23	On track
Rectify		**18 Aug 23**	**Amber status** due to continued reliance on separate project to upgrade PSE.
Remediate		**Dec 23 – current employee payment dates 13.12.2023 and 20.12.2023**	

Key tasks started or in progress

— Continued with the remediation model testing including drafting output collateral.
— Continued to progress with key decisions for remediation.
— Continued to work on rectification activities including; UAT testing of both Microster and PSe, configuration testing, 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

— Built rectification change log and presented it to the Steering Group for approval.
— Completed UAT of the upgraded PSe environment.
— Final evidence to complete AF2 submitted for review.

Key tasks planned

— Submit evidence for AF3 and progress other assurance frameworks.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Inability to obtain all historical data. **(Issue)**	The Districts are working through an approach to resolve the data gaps with EY. The Districts have extended the data extract which is required for the financial liability estimate revision.	**Open**
Diversion of supporting organisational teams to address other national priorities, including operating model consultations, pay equity and outcomes from ongoing bargaining. **(Issue)**	Scope Change Request in draft to access additional funding to increase change management / business implementation resource.	**Open**
Uncertainty over the timing of the National payroll system and IT Team's capacity due to competing priorities (for example, refresh of team's operating model and clinical system priorities). **(Risk)**	The District has a local plan alongside links into IT Team	**New**

ASSURANCE

Component	One	Two	Three	Four	Five	Six	Seven
Status	✅	⭐	▲	▨	▲	▲	▲
Planned Start date	Nov 21	Feb 22	June 23	May 23	July 23	June 23	Oct 23
Planned Finish date	Jan 22	Jun 23 (May 23)	Aug 23	Aug 23	Aug 23	Sep 23	Dec 23
Open actions	0	-	-	-	-	-	-

PROJECT INFO

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

South Canterbury

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

OVERVIEW OF PROJECT STATUS

Project overview

South Canterbury have developed a detailed project plan and provided this to the NPMO to start reporting against. The project are currently anticipating a mid-2024 payment date for current and former employees.

Key project resources have been secured and are actively working to understand previous work completed by the District and how this can be used to support next steps. The PM is exploring options to follow a similar remediation model testing approach to Hawkes Bay and has reached out to EY to understand options to independent testing and quality assurance of the remediation models for a higher level of assurance.

	Milestone	Date	Status
1	Remediation models validated	Ongoing from 13 2023 September – 13 March 2024	On track.
2	Rectification testing complete	15 December 2023	On track.
3	Employee payment and communication approach in place	15 December 2023	On track.
4	Remediation final models run	13 March 2024	On track.
5	Change management complete	19 March 2024	On track.
6	Complete assurance frameworks submitted for review	29 March 2024	On track.
🔷	Funding request sent	19 April 2024	On track.
	Rectify	**13 March 2024**	**Amber** status due to continued resourcing concerns in BAU.
	Remediate	**23 June 2024**	

Key tasks completed or in progress

— The wider project team, including the Payroll Manager, EY and project SMEs held a workshop to discuss key milestones and anticipated timeframes within the project plan.

— Solutions Options meeting held to discuss changes needed for system and process compliance.

— Discussions underway regarding the provision of the remediation model for testing. The District is anticipating four versions of the model with testing commencing in September.

Key tasks planned

— Re-engage with unions and senior stakeholders within the District to socialise project approach and milestones.

— Provide completion dates and evidence for assurance frameworks to NPMO.

— Hold a meeting on 19/20 June to discuss current state and next steps with the South Canterbury Executive Team. This will help guide decision making and visibility.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Capacity of the BAU Payroll Team. **(Issue)**	Constant Control are actively recruiting specialists to support the project. Project resources have been hired.	**Open**
Delays getting confirmation of system solutions from AMS Leader. **(Issue)**	Being addressed at AMS Collaboration Group Meeting.	**Open**

ASSURANCE

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

PROJECT INFO

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

Wellington-3 (Wellington Region)

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

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

OVERVIEW OF PROJECT STATUS

Programme overview

The Programme anticipate a mid-2024 payment date for each District but have not yet provided a plan to support this. The timeframes have been discussed with the Interim Lead HR Operations. Programme planning, particularly effort and durations for activities, has been based on advice received and through discussions with programme team SMEs, the Auckland programme team, and vendor partners EY, AMS and Fusion 5.

The detailed planning to determine the best option(s) for sequencing Go Lives for each system will take place in early July 23 through workshops with the Programme, the business, AMS, EY and Fusion 5. The first Go Live [systems & pay current staff] will be for CC and that is indicatively planned for June 24. Go Live for HV and WR [systems and payments to current staff] will then follow with each separated by up to 10 weeks

Milestone*		Date	
			*The programme schedule is being updated to reflect a realistic timeline. Milestones will be provided once known.
Rectify	• Capital & Coast • Hutt Valley • Wairarapa	**Mar 24 Mar 24 Jun 24 TBC**	The Programme is focused on rectifying Capital Coast first [>70% of region] and then replicating as much of that work to achieve a rectified Wairarapa payroll system.
Remediate	• Capital & Coast • Hutt Valley • Wairarapa	**June 24 Sept 24 Dec 24 TBC**	**Red status** as a programme plan has not been provided for the project.

Key tasks completed or in progress

— The Programme has completed the planning for the rectification of the CC and HV payroll systems. Detailed planning for WR rectification is about to commence following a decision to uplift and use the CC configuration to achieve a compliant system.

— The Remediation team are well into Model Validation testing for the 18 models related to current employees with a focus on completing the CC models first. The first models were received at the end of Feb 23 and the last in late Apr

— A Cutover Manager has been appointed and commenced work on 6 June.

— The Governance Authority approved the proposal to follow the approach AKL used, for SSC to rectify Wr. Planning will commence shortly with AMS to quantify and plan the work required.

— A Steering Committee meeting was held on 31 May and the way of working with Union partners going forward was endorsed.

Key tasks planned

— System Configuration and Testing for CC, using business and programme resources, will commence in June 23 and will complete in late Nov 23

— The programme is engaged with Fusion 5 who are assisting with the work on the HV PayGlobal System. Fusion 5 will be undertaking the completion of system requirements, configuration and some of the testing work. The business, with support from the programme, will complete the UAT requirements. It is estimated that this work will complete in early 24.

— It is expected that the model validation work for CC will complete in Jul 23 but this is subject to all issues being resolved and updated models being delivered and tested. Once this is complete the team can commence outlier testing. Current estimates are that CC outlier testing will take up to 180 days – based on current planning completion will be in Apr 24.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

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 nature of the Wellington 3 Programme means that a minimum of three Go Lives are required and these will need to be sequenced appropriately. At this time it is estimated that up to 10 weeks will be required between each go live for payments to current employees. (**Issue**).	A detailed plan and schedule has been developed, a team with the right mix of skills has been built, scope is understood and there is good engagement with all vendors and the business. The on boarding of that team started in Oct 22 and as of today the team stands at 29. Workshops are being held with the business and vendors to determine the most effective and efficient means to sequence all three go lives.	**Open (new)**
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 (new)**
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 (new)**
If the right additional **Business** and **Programme** resources cannot be found and or engaged in a timely manner, then Remediation payments to current staff will not be achieved by the end of the 2023 calendar year (**Issue**).	Significant effort is underway to secure additional resources for the business. The Programme is actively working on possible solutions with AMS and Fusion 5 to help with pulling timeframes back.	**Open (new)**
If documentation and or additional assistance is not available in a timely manner from Districts who are more advanced in the delivery of their work then any opportunities to reduce timelines through adoption or adaption of already approved and tested processes etc. will be lost (**Risk**).	The Programme is reaching out to a number of Districts to share ideas and identify areas for collaboration and sharing of resources with the aim to reduce any aspect of timelines.	**Open (new)**

ASSURANCE

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	Apr 24	Feb 24	Apr 24	Apr 24	Jul 24
Open actions	Zero	-	-	-	-	-	-

*indicative dates above are for CC. HV and Wr to be provided separately.

PROJECT INFO

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

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. It is critical that the District secures adequate resources to progress the project. The District is in the process of securing internal resources to progress rectification and is reviewing a proposal for outsourced remediation model testing.

	Milestone	Date	Status
1	Provide NPMO with project plan and key milestones	June 2023	On track
2	Develop and finalise testing strategy	June 2023	On track – the District is going to present the testing plan to ELT for endorsement on 12 June.
3	Determine remediation testing resource plan	June 2023	On track – District has received a proposal from an outsourced provider to complete remediation testing. The District is currently reviewing the proposal and are determining next steps.
4	Allowance configurations testing complete	June 2023 (May 2023)	Delayed due to BAU system upgrade and MECA implementations.
5	Closing data cleansing actions (up to 30 June 2022)	June 2023	On track

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

Rectify	Reforecasting	**Red status** due to lack of project plan, resourcing plan, testing plan and project team resources.
Remediate	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.

Key tasks completed

— No key tasks completed

Key tasks planned

— Review and update the Steering Group Terms of Reference.

— Present data cleaning actions, refreshed Terms of Reference and remediation testing strategy to the Executive Leadership Team for approval.

— Finalise project plan and project milestones.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
AMS Leader's ability to deliver a compliant payroll system in a timely manner. **(Risk)**	AMS is leading the collaboration group with Districts to mitigate this risk.	**Open**
Insufficient resources within the Project Team **(Issue)**	The District is determining whether to outsource remediation testing and focus internal resources on rectification. The District also continues endeavours to recruit for both Payroll and HR.	**Open and updated**
Remediation timeline **(Issue)**	The Districts ability to progress remediation is impacted by internal resourcing. There is currently uncertainty over the remediation timeline for the District however they have indicated it will be 2024.	**Open**
Potential for significant rectification solution rework **(Risk)**	Within the detailed design work being undertaken, the District plans to undertake a review of the rectification solutions to ensure processes and systems are aligned and can be resourced, and the solutions are still relevant now the national processes are completed.	**Open**

ASSURANCE

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

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

PROJECT INFO

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

Report definitions

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

Project timeline status key	
✓ **Complete**	Work is complete. No further activities are required.
▨ **Underway**	Further activities are required to complete the work. Work is on track.
🕑 **Progress impacted**	Work is underway, but progress has been impacted. Remedial action may be required.
△ **Not started**	Work has not yet commenced. Timelines have not been set.

Status key	
✅ **On track**	Work is on track in key project areas. There are no concerns, and no action is required. Up to date project plan provided.
🕐 **Potential concerns**	Work is not on track in key project areas. Some concerns and problems have been identified. Corrective action is required. Initial project plan has been provided by may be out of date.
❗ **Significant concerns**	Work is not on track in key project areas. Several concerns have been identified and there are significant problems. Immediate remedial action is required. No project plan provided.
(#) ⬆⬇ **Change**	Indicates where there has been a change month to month and the direction of the change. No change is not marked. Prior month information is marked by brackets.

Programme timeline overview

PHASE 1: REVIEW PROCESS	PHASE 2: RECTIFICATION PROCESS	PHASE 3: REMEDIATION
— Districts conduct system review to validate and review key payroll compliance issues. — Employers report back of testing outcomes and recommendations.	— Employer rectifies breaches identified and any further breaches. — May include process changes around payroll systems to ensure entitlements are received moving forward.	— Districts calculate arrears owed to all in-scope current and past employees from 1 May 2010. — Calculate entitlements and payments sequentially by date. — Provide Labour Inspector with list of affected employees and arrears owed to them. — Estimation approach may be used.

Assurance Frameworks (Phase 1)

1.1 Compliance assessment completed (Framework ref: 1)
- Independent auditor appointed by District.
- Agree methodology aligns to the MoU, Baseline Document and Framework for local Districts.
- System configuration testing performed.
- Compliance issues identified.
- Findings and recommendations reported.

Assurance Frameworks (Phase 2)

2.1 Future operation of Districts payroll processes compliant with legislative and contracted commitments (Framework ref: 4)
- Rectification approach designed.
- Ongoing breaches mitigated.
- Plan to prevent ongoing non-compliance developed.
- Reconfiguration needed and payroll processes documented.
- Rectification results tested and validated.
- Objective, internal monitoring. programme to assure processes are consistently applied post rectification developed by District.
- Ongoing training and education programmes to identify future non-compliance and issues established.

Assurance Frameworks (Phase 3)

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 (Phase 1)
- District payroll systems tested against the baseline.

Gold milestone (Phase 2)
- Fixed any identified issues of non-compliance in the District payroll system.

Gold milestone (Phase 3)
- Calculated and paid any amounts owing to current and former employees arising from any identified non-compliance.

Milestone Definitions

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

	Milestone	Definition
1	Remediation model consolidated and tested	The Project has a complete remediation model. If several models exist, these have been consolidated into one mode to produce remediation payments at an employee level. User testing of all model components and the consolidated model is complete.
2	Rectification testing complete	All required system updates, data mapping & cut-over, updating of 52 weeks gross earning (where applicable) and re-configurations have been completed. The rectified system has been tested and is ready for go-live.
3	The District is change ready	The District/Business is prepared to support ongoing compliance. Relevant change activities have occurred, including process changes, training of key staff, and required communications activities.
4	Final data extracts complete	Complete data extracts that will be used for the District's final remediation calculation are clean and complete.
5	Employee payment and communication approach in place	The District has a plan in place for how to receive funds from Treasury and process remediation payments. Communication activities are underway and there is a plan in place for communication and engagement with stakeholders leading up to- and in support of payment, including staff query management.
6	Complete assurance frameworks submitted for review	The NPMO has confirmed that all required evidence has been supplied for review and that the agreed three week review period has been initiated. The cut-off date for this date to remain 'on track' is the funding request date (below) with additional 4 weeks (3 weeks for the NPMO review cycle, one week for preparation of Treasury funding request).
◆	Funding requested	Funding must be requested from Ministry of Health and Treasury 9 weeks prior to payment. *We note that it is possible for this timeframe to be shortened to 7 weeks and will update any estimates once this is confirmed.*
◇	Rectification	Date for rectification go-live.
C ◇ F ◇	Remediation	Date for remediation payment to current employees. Date for remediation payment to former employees.

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