KPMG

Status report: February 2023

HOLIDAY ACT REMEDIATION PROGRAMME

National Programme Management Office

10 March 2023

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National Programme Management Office overview

Kia ora koutou,

Key points for February 2023:

- You will notice that a number of changes have been made to this month's Status Report. The purpose of this is to better capture the status of each project's progress to their reported dates. We appreciate all the effort the project teams have put in to work with the NPMO on this. Linked to this is a shift in the way Project status is reported on. A summery of this can be found on page 6.
- As reported in the previous report, National Questions have been resolved following successful union mediation late last year and approval by Te Whatu Ora Board in January. Papers have recently been released for most questions, including PAYG. The final paper remaining is for RMOs, which is expected to be released during the week commencing 3 March. Expectation is that all Projects continue work in the meantime, and that the RMO decision should not affect current progress on remediation and rectification.
- The bulk of projects have now uploaded project plans to the Collaboration Hub. These are critical for ensuring visibility of- and confidence in milestones. For the six Projects that are still to share their plans, the expectation is to receive your plans as soon as possible and by 17 March at the latest. Please contact the NPMO if you have any questions or require support.
- Congratulations to Southern for completing Assurance Framework 2! The NPMO is however experiencing significant delays to the timeframes provided for Assurance Framework reviews. As of next month, the NPMO will be tracking delays to the dates provided for Assurance Framework completion relative the dates provided this month.
- The Project Management Group (PMG) met this month on 10 March 2023, with a timelines update and programme risk profiling as key agenda items.

Ngā mihi nui,

HARP NPMO

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NPMO themes status update

Key:
Recent update
Theme closing

The below table provides an update from the NPMO.

Theme	Update
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. The NPMO is awaiting the release of these papers.**
2. National Questions	— **National Questions have been resolved following the Te Whatu Ora Board meeting in January. The PAYG paper was released in late February, and the decision on RMOs scheduled for release during the week commencing 3 March.** — **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.**
3. District processes and resourcing	— **Project resourcing has been highlighted as a key topic for Executive Leaders and will be discussed for transparency at regular monthly meetings. These commenced in February. Projects with ongoing resourcing issues need to ensure their Executive Leaders are appropriately informed.** — **Project change management material will be collected by the NPMO and shared on the Collaboration Hub. Please reach out to the NPMO if you have material to share. Latest upload includes the Auckland Metro Holidays Act Programme Update with some key massages that might be relevant for other Projects. The Auckland Metro Change strategy will also be uploaded by 15 March at the latest.**
4. National portal	— **The Project Manager overseeing the Former Employee National Portal is delivering evidence to support the components for AFC 6 which have a national impact. Once received, the NPMO will review and send an update to Projects informing them of the evidence submitted on their behalf.**
5. Payroll system rectification	— Payroll User groups continue to meet regularly. — **The NPMO met with key Payroll providers (AMS and Ceridian), who have largely confirmed alignment with milestones and project plans provided by Projects.**
6. Assurance	— **Assurance Framework components 3 and 4 have been updated to reflect resolved National Questions. The updated frameworks will be released after they complete the governance review process.** — **Minor amendments have been made to AFC2,5 and 6 to reflect the change in structure from DHBs to TWO. The changes are undergoing review and will not impact those who have already completed AFC2.** — **Refer to page four for progress on AFCs.**
7. Payment Process	— **The February Funds Notification has been sent to MoH.** — **A template for the Funding Request will be developed and shared with Projects as soon as possible.**
8. National Change Management	— The NPMO is working with Te Whatu Ora to agree next steps for possible national change management support.

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Programme dashboard

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

LIABILITY AND EMPLOYEES

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

270k **Total estimated past and current employees**

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

STATUS SNAPSHOT as at 10 March2023

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

New!

Progress towards reported remediation dates	0(-)	9(-)	7(-)
Progress towards reported rectification dates	0(-)	10(-)	6(-)
Adequate resourcing in place	4(4)	10(11)	2(1)

Additional information on the above areas:

- Note new report format. The above summary is based on Projects' status relative their individual reported dates (previously based on dates provided relative the 30 June target date).
- Seven Projects have been given a red status for progress towards remediation payment, with key reasons being:
  - Lack of project plans shared with the NPMO
  - Significant resource challenges and Project specific dependencies
  - Unresolved pathway to payment

Risks and Issues As at 10 March 2023

Project Risk / issue	Comments
Resourcing	Resourcing remains a major concern for Projects. The Te Whatu Ora transition and numerous competing priorities continue to place demands on payroll and project resources. Any resourcing issues should be escalated to Executive Leads. Monthly meetings have been scheduled with Executive Leads for escalation of issues.
National Questions	Projects have now received resolution papers for all National Questions but RMOs. This remains a key dependency. Fortnightly implementation sessions are scheduled to enable collaboration of the practical application of decisions.
Pathway to payment	The NPMO is working with Projects, Payroll vendors and Ministry of Health / Treasury to address concerns regarding the current pathway to payment. Specifically, the option of providing a partially estimated liability calculation as part of the Treasury funding request is being explored.

Assurance Framework Completion as at 10 March 2023

Key: Complete | In progress | Delayed | Not started | No completion date

Component	Hawkes Bay	Nelson Marl.	South Canterbury	Auckland	Wellington Region	Northland	Whanganui	MidCentral	Lakes	Tairāwhiti	Canter. & WC	Bay of Plenty	Southern	NZ Blood	Waikato	Taranaki
1. Compliance assessment	Complete	Complete	Complete	Complete	Complete	Complete	Complete	Complete	Complete	Complete	Complete	Complete	Complete	Complete	Complete	Complete
2. Data collection, cleansing & validation	Complete	In progress, No completion date	Not started	In progress	In progress, No completion date	Complete	In progress	In progress	In progress	In progress	In progress	In progress	Complete	In progress	In progress	In progress
3. Remediation methodology	In progress	No completion date, Not started	Not started	In progress	In progress, No completion date	In progress	In progress	In progress, No completion date	In progress	In progress	Not started	In progress	In progress	In progress	Not started	In progress
4. Rectification methodology	In progress	No completion date, Not started	Not started	In progress	No completion date, Not started	In progress	In progress	In progress	In progress	In progress	Delayed, Not started	In progress	In progress	In progress	Delayed, Not started	In progress
5. Approach to liability calculation	Not started	No completion date, Not started	Not started	In progress	No completion date, Not started	In progress	In progress	Not started	In progress	In progress	Not started	No completion date, Not started	Delayed, Not started	In progress	Not started	In progress
6. Payment processing	Not started	No completion date, Not started	Not started	Not started	No completion date, Not started	In progress	In progress	Not started	In progress	In progress	Not started	No completion date, Not started, Delayed	Delayed, Not started	In progress	Not started	Delayed, Not started
7. Wash-up arrangements	Not started	No completion date, Not started	Not started	Not started	No completion date, Not started	In progress	In progress	Not started	In progress	In progress	Not started	No completion date, Not started	No completion date, Not started	Not started	No completion date, Not started	No completion date, Not started

NOTE: The March and subsequent reports will use the Assurance Framework completion dates provided in February to track delays. These dates will not be changed on an on-going basis.

*For the purposes of this update the 20 Districts plus NZ Blood Service are being treated as 16 projects with Wellington 3 (Capital and Coast, Hutt Valley and Wairarapa) and Canterbury / West Coast and. Auckland Metro (Auckland, Counties Manukau and Waitematā) counted as one project each. The Auckland Districts are split out in some overviews where their timelines differ.

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District project dependencies on a page

High priority
Moderate priority
Low priority

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

1. Resourcing

Priority rating

Overview:
Resourcing remains a major concern for many Projects. Many report that the Te Whatu Ora transition and other priority initiatives (e.g. pay equity payments) place additional pressure on already strained resources.

Projects affected:

Most projects continue to report resourcing as a major risk to delivery.

One Project is reporting critical resourcing constraints and is temporarily placed on hold.

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

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. Thay are also required to enable the final release of all Assurance Frameworks.
At the time of reporting, the PAYG resolution paper has just been shared. RMOs remain outstanding. Projects are working through implementation plans for recently released National Questions.

Projects affected:

All projects are affected by National Questions.

Potential resolution for dependency:

— The NPMO is working with Projects to understand implementation timelines for recently resolved National Questions.
— Communication of RMO resolution is high priority for Te Whatu Ora.

3. External vendor capacity

a) Payroll Vendor

Priority rating

Overview:
Many projects use the same payroll vendors. Their capacity to update systems in a timely manner is a key dependency for rectification timelines.
Over the last month, the Payroll Vendor's role in the projects pathway to payment has been a key focus. This work will continue.

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
— The NPMO has met with key payroll vendors over the last period to discuss risks, issues and options for the Projects' pathway to payment.

b) Remediation Partner

Priority rating

Overview:
8 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 is 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.
— Remediation Partners may be asked to produce regular reporting directly to the NPMO.

c) NPMO Assurance Frameworks

Priority rating

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

Projects affected:
— 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.

Potential resolution for dependency:
— 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 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.

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District project timelines on a page

Significant concerns to meet reported date
On track to meet reported date
Direction of change from prior month
Potential 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.

	AMS								Ceridian							Datacom		People soft	Star Garde
	Hawkes Bay	Nelson Marl.	South Canterbury	Auckland District	Auckland Other (SSC)	Wellington CC	Wellington Wairarapa	Wellington Hutt Valley	Northland	Whanganui	MidCentral	Lakes	Tairāwhiti	Canterbury & West Coast	Bay of Plenty	Southern	NZ Blood	Waikato	Taranaki
Progress towards remediation date for current employees	Nov 23	Dec 23	TBC	Jul 23	Aug-Oct 23	Dec 23	TBC	TBC	Dec 23	Dec 23	TBC	Dec 23	Dec 23	Dec 23	Dec 23	Aug 23	Nov 23	Dec 23	Oct 23
Progress towards rectification go-live date	Nov 23	TBC	TBC	Jul 23	Aug-Oct 23	Dec 23	TBC	TBC	Aug 23	Aug 23	May 23	Sep 23	Sep 23	Aug 23	Dec 23	May 23	May 23	May 23	TBC
Project milestones provided	Yes	Partially	No	Yes	Yes	No	No	No	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Summary comments

- A red status is given to Districts 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 Districts with a red status:

- Nelson Marlborough: Red status due to lack of project plan shared with the NPMO and resourcing concerns, primarily for testing activities.
- South Canterbury: Red status due to lack of project plan shared with the NPMO and severe resourcing concerns across the project hindering progress.
- Wellington: Red status as the current project plan realistically supports a payment in 2024 and includes a possible interim payment for some Districts. A District decision regarding the rectification approach is needed. Further work is required to understand impactions on timelines.
- Mid Central: Red status due to unresolved planning activities with vendors and an unconfirmed pathway to payment. Otherwise, good progress is being made.
- Southern: Red status due to significant work, including most assurance frameworks yet to completed within a short timeframe. The NPMO is also waiting for a current and updated detailed project plan.
- NZ Blood: Red status due to lack of project plan shared with the NPMO.
- Taranaki: Red status due to three separate issues: 1. The District infrastructure issues remain unresolved; 2. Resourcing in the Payroll team likely inadequate to ensure compliance post rectification; and 3. Unresolved pathway to payment.

Comments on Districts with an amber status:

- Hawkes Bay: Amber status due to unresolved pathway to payment and uncertainties regarding the project timeline, including a possible interim payment.
- Auckland Metro: Amber status due to significant complexity and an unresolved pathway to payment. The NPMO is collaborating with Ministry of Health / Treasury to identify a way forward, of which progress is promising. We note that Counties Manukau is dependant on successful implementation of a T&A system.
- Northland, Whanganui, Lakes, Tairāwhiti: Amber status due to several project dependencies and lack of detail provided as part of the current project plan, specifically around planned sequencing and the rectification cutover planning.
- Canterbury West Coast: Amber status due dependency on the separate project that is upgrading the payroll system. The system upgrade project is at risk.
- Bay of Plenty: Amber status as only a high level plan has been provided to the NPMO. Detailed planning is underway.
- Waikato: Amber status due to high level of project complexity and an unresolved pathway to payment.

*For the purposes of this update the 20 Districts plus NZ Blood 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. The Auckland and Wellington Districts are split out in some overviews where their timelines differ: Auckland District and 'Other' (Counties Manukau and Waitematā).

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PROGRAMME TIMELINE OVERVIEW

This timeline overview presents project estimates at 28 February 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.

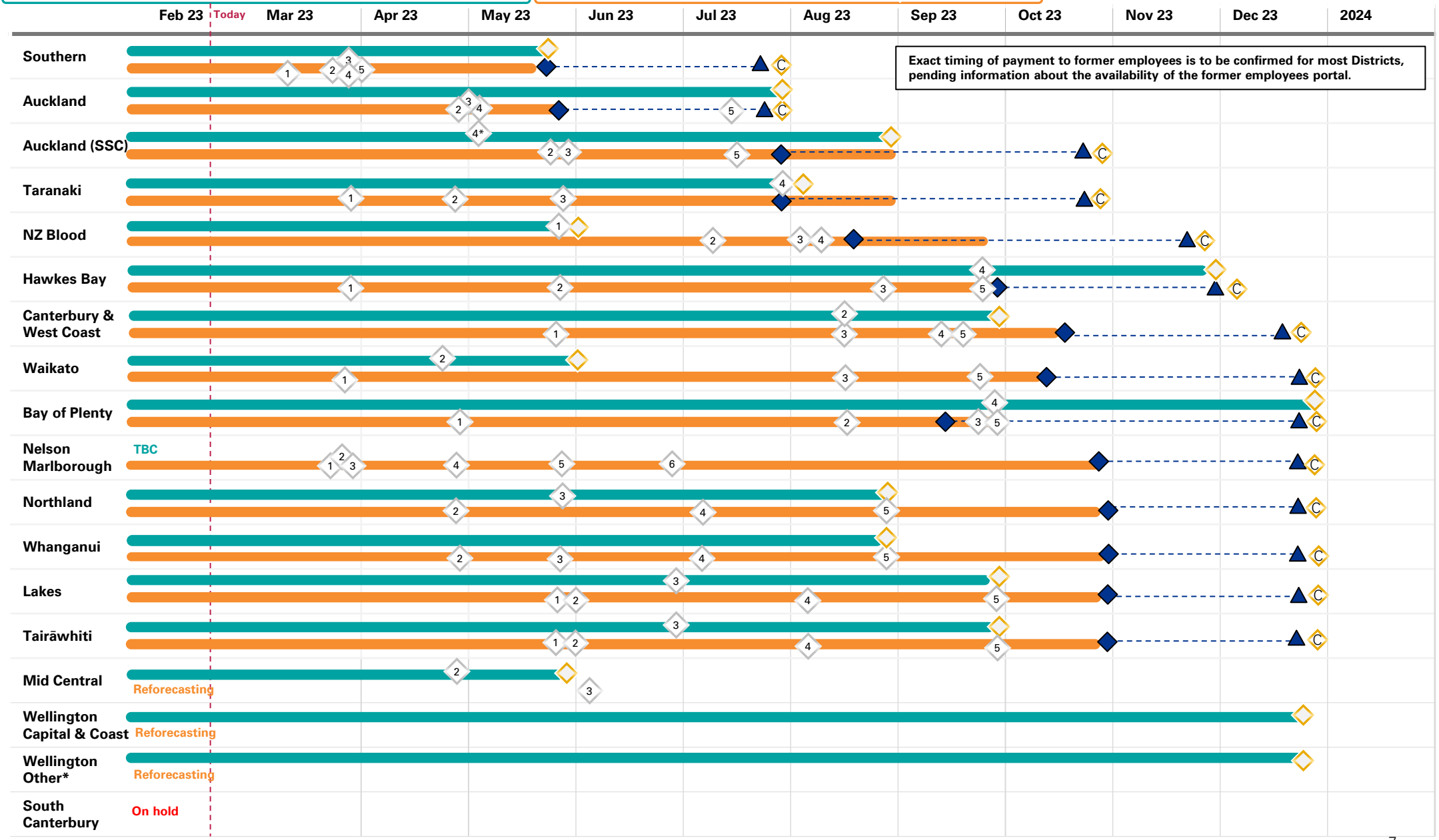
Gold milestone
Fixed any identified issues of non-compliance in the District payroll system

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

KEY: = Gold milestone
= Silver milestone = Delayed silver milestone = Complete
= Treasury funding requested = Treasury funding released



Exact timing of payment to former employees is to be confirmed for most Districts, pending information about the availability of the former employees portal.

*Same as Auckland Metro's milestone **Wellington other includes Hutt Valley and Wairarapa

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Detailed District project summaries

KPMG

Updates explained: Detailed district project summaries

The monthly report has been updated to better capture Projects' progress to their reported date. This page provides an overview of the new report format.

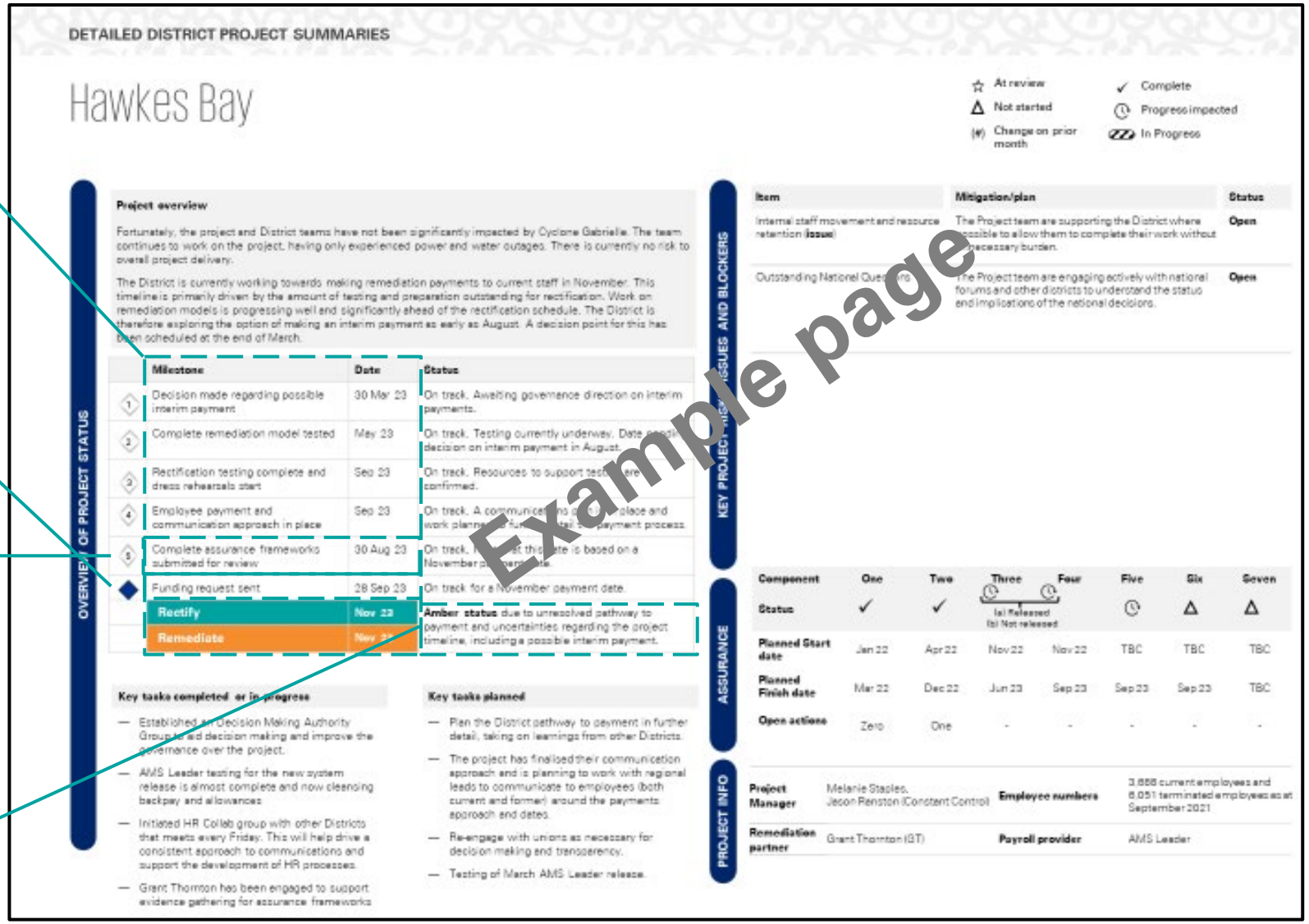
1. Key milestones
Key millstones have been identified for each project. Where possible, milestones are kept consistent (or similar) across Projects. Only the upcoming 6-8 milestones are displayed for each Project.

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** 9 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.



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Key: Complete In progress Delayed Not started No completion date

Hawkes Bay

OVERVIEW OF PROJECT STATUS

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	30 May 23	On track. Testing currently underway. Date pending decision on interim payment in August.
3	Complete assurance frameworks submitted for review	30 Aug 23	On track, Note that this date is based on a November payment date.
4	Rectification testing complete and dress rehearsals start	28 Sep 23	On track. Resources to support testing are confirmed.
5	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** due to unresolved pathway to payment and uncertainties regarding the project timeline, including a possible interim payment.
	Remediate	Nov 23	

Key tasks completed or in progress

- Established an Decision Making Authority Group to aid decision making and improve the governance over the project.
- AMS Leader testing for the new system release is almost complete and now 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 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.	**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**

ASSURANCE

Component	One	Two	Three*	Four*	Five	Six	Seven
Status							
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	-	-	-	-	-

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

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

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Key: Complete | In progress | Delayed | Not started | No completion date

Nelson Marlborough

OVERVIEW OF PROJECT STATUS

Project overview

The District's ability to progress the project is contingent on getting adequate resources to complete remediation model testing and rectification testing. This is becoming increasing critical as EY have provided two remediation models and the District has not yet developed a plan to test or determined resource requirements. We acknowledge that the District is currently working through this. The NPMO has not yet received a project plan from the District.

	Milestone	Date	Status
1	Provide NPMO with project plan and key milestones	Mar 2023	On track.
2	Develop testing strategy and resourcing plan to fulfil	Mar 2023	On track. Other Districts have shared learnings with the District to inform this.
3	Required resources confirmed for testing	Mar 2023	At risk pending resourcing plan and confirmed resources.
4	Allowance configurations testing complete	Apr 2023	On track
5	Remediation models tested – build one	May 2023	At risk
6	Closing data cleansing actions (up to 30 June 2022)	Jun 2023	At risk

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

Rectify	TBC	**Red status** due to lack of project plan shared with the NPMO and resourcing concerns, primarily for testing activities.
Remediate	Dec 23	

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.
- Continued to implement rectification solutions where possible. This includes the development of internal comms to support any rectification changes. The District plans to complete rectification in June 2023.

Key tasks completed

- Received the first versions of the annual leave and otherwise working day models from EY.

Key tasks planned

- Develop testing plan for remediation models in conjunction with Auckland Metro and determine testing resource requirements.
- Commence testing of remediation models.
- Hold meeting with AMS and EY to coordinate remediation and rectification planning.
- Hold Steering Committee meeting to progress remediation model decisions.

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**
The activity required to resolve the breaches is more than anticipated and/or competing priorities impact the Project Team's capacity. **(Issue)**	The District is developing a testing strategy and a resourcing plan to fulfil requirements.	**Open and updated**
Remediation timeline **(Risk)**	Onsite meeting in March 2023 to coordinate remediation and rectification planning with AMS and EY.	**Open and updated**

ASSURANCE

Component	One	Two	Three*	Four*	Five	Six	Seven
Status							
Planned Start date	Nov 21	Jul	TBC	TBC	TBC	TBC	TBC
Planned Finish date	Nov 21	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

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Key: Complete In progress Delayed Not started No completion date

South Canterbury

OVERVIEW OF PROJECT STATUS

Project overview

After highlighting the project 'at risk' last month, it has been placed 'on hold' during February. South Canterbury's critical resourcing constraints continue to impact project timelines and priority of remediation and rectification completion. Repeated attempts to fill a HR Specialist and Change and Communications Manager role were unsuccessful once more. Unless there is a national approach to resourcing, South Canterbury is unlikely to be in a position to complete the project by November 2023. This was escalated to a national level in February.

Project on hold. Reforecasting and identification of milestones will take place once resources have been secured and a full project team has been established.

Key tasks completed or in progress

- Met with NPMO and South Canterbury's District Director to discuss project status and next steps.
- Met with Interim Lead HR Operations, People and Capability.
- Continue weekly collaboration group meetings with Hawkes Bay, Nelson Marlborough, Wellington 3, Auckland Metro and AMS.
- Participate in weekly HR collaboration group meetings led by Hawkes Bay.

Key tasks planned

- Hold two day onsite workshop with Nelson Marlborough District, EY and AMS to progress rectification and remediation work and discuss additional support options.
- Progress collaboration with multiple other Districts on solutions to resourcing constraints.
- Commence another round of recruitment for HR Manager, Change and Communications Manager and Payroll Manager with the option of remote working.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Size and capacity of the Project Team. **(Issue)**	South Canterbury is seeking a national approach to resourcing of the project. Staff shortages and competing priorities within Te Whatu Ora are impacting the project.	**Open**
Required manual workaround for payroll solution might cause continued non-compliance. **(Issue)**	Affected Districts are working through issue that is breaking continuous leave with AMS. AMS will implement fix by March 2023 that will address the statutory holidays only. AMS's proposed fix will not address Bereavement and Sick leave which will break continuous leave.	**Open**
Ability to achieve consistency and follow a cohesive approach between the Districts. **(Issue)**	Addressed by paper released from the NPMO. District proposes to use existing weekly National Question forum to discuss subsequent issues that are a consequence of the national decisions. The forum cadence changed to fortnightly and the new meeting structure will be discussed in February.	**Open**
Continued delays getting answers for National Questions #7 RMOs, #10 WIAW and #11 PAYG. **(Issue)**	Until the listed National Questions get resolved at national level, the District will continue to progress the work that can currently be done, e.g., drafting implementation plans for the answered National Questions. National Questions #8 Regular Overtime and #11 Multi-jobbers are resolved.	**Open**
Delays getting confirmation of system solutions from AMS Leader. **(Issue)**	External issue and impacted by National Questions. Being addressed at AMS Collaboration Group Meeting.	**Open**
Maintaining compliance with MECAs whilst addressing non-compliance issues. **(Issue)**	Query outstanding with TAS. To be resolved at national level and followed up by the NPMO.	**Open**

ASSURANCE

Component	One	Two	Three*	Four*	Five	Six	Seven
Status	✓	▲	▲	▲	▲	▲	▲
Planned Start date	Nov 21	Jul 22	-	-	TBC	TBC	TBC
Planned Finish date	Mar 22	Nov 22	-	-	TBC	TBC	TBC
Open actions	-	-	-	-	-	-	-

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

PROJECT INFO

Project Manager	Stacey Scott	**Employee numbers**	c.3,000 current and terminated employees as at August 2022
Remediation partner	EY – review, rectification and remediation	**Payroll provider**	AMS Leader

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Key: Complete | In progress | Delayed | Not started | No completion date

Auckland Metro

OVERVIEW OF PROJECT STATUS

Project overview

The District has provided rectification and remediation plans and are working with the NPMO and Ministry of Health / Treasury to clarify the Pathway to Payment process.
Remediation – Model design has been approved and the final versions of the models are being finalised. Team is now working on outlier testing. Audit of Financial Liability Estimates June 2022 by Audit NZ has been completed
Rectification – The Technical Stream has been implementing the new SSC database and progressing with pay validations and system testing. The HR stream has been finalising process documentation and detailed implementation plans to engage with the impacted staff.

	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 for Auckland. On track for SSC.
3	Rectification testing complete		Apr 23 / May 23	On track – unit and pay validation complete. Will be repeated several times.
4	Complete assurance frameworks submitted for review		1 May 23	On track – District collating evidence for AF2.
5	Final data extracts complete		18 Jul 23 / 5 Aug 23	On track
◆	Funding request sent		30 May 23 / 30 Jun 23	Pending confirmation on approach
	Rectify	AKL SSC	Jul 23 Aug – Oct 23	**Amber status** due to significant complexity and an unresolved pathway to payment. The NPMO is collaborating with Ministry of Health / Treasury to identify a way forward.
	Remediate	AKL SSC	Jul 23 Aug – Oct 23	

Key tasks

- Outlier testing and model output testing from refreshed data cuts.
- Quality assurance for model outputs.
- Requirements for EY tool for post go live BAU use have been finalised and procurement process has begun.
- Recruitment of additional Remediation staff for terminations calculations.
- Payroll validation testing; SSC new database implementation and testing; Coding for WIAW decision implementation.
- Technical manuals for the payroll processing software are being prepared.

Key tasks

- Planning for rectification audit by EY.
- Planning for cut over for Go live and Day 1 activities.
- Working groups and in-person meetings are taking place with HR Managers to consider the specific workflows and processes for our staff groups.
- Drafting policies and mapping processes for implementation.
- Regular reviews with Health Alliance has commenced for planning for implementation of technical go-live sequence and dress rehearsals.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Proposed plan may not align with the Treasury process, if the District and NPMO are unable to find a solution there will be a 7 month delay **(Risk)**.	AMHA team to continue working with the NPMO and Treasury to clarify the Pathway to Payment process.	**Open**
The project may be unable to comply with Assurance Framework requirements i.e. Union sign off **(Risk)**.	NPMO is investigating the exact requirements of Union participation in Assurance Frameworks.	**Open**
System updates, changes or recalculations cannot be completed in the required timeframe if the BAU attendance and leave records projects (MeT) are not completed beforehand **(Risk)**.	BAU teams are engaged with AMHA team to monitor progress of BAU projects impacting rectification. BAU projects that conflict with AMHA programme timeline are also being monitored.	**Open**
People with the knowledge and/or specific skills may leave in the duration of the project **(Risk).**	Ensure that project documents and decisions are well documented. Ensure the team are engaged well and are kept up to date with progress and activities.	**Open**
WIAW resolution may require code changes in AMS Leader. Requirements not yet clear and therefore unknown impact on resources and timeline to complete design, build and test activities **(Issue).**	WIAW resolution requires code changes in AMS Leader. Coding in progress. Fixes to be included in 30Mar23 release. Detailed planning is underway to ensure testing, documentation and QA review can be completed ahead of scheduled dry-runs	**Open**
Lack of clarity for Audit Requirements for AMHA Programme. This causing concern for both timescale and costs risks **(Issue).**	Audit NZ has been asked to provide clarity on the requirements.	**Open**

ASSURANCE

Component	One	Two	Three*	Four*	Five	Six	Seven
Status	✓	In progress	In progress	In progress	In progress	▲	▲
Planned Start date	Jan 22	Aug 22	Nov 22	Nov 22	May 23	Jan 23	N/A
Planned Finish date	Mar 22	Mar 23	Mar 23	Apr 23	May 23	Mar 23	N/A
Open actions	Zero	-	-	-	-	-	-

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

PROJECT INFO

Programme Manager	Bruce George	**Employee numbers**	34,163 existing and 81,348 terminated staff as at 3 February 2023
Remediation partner	EY – review, rectification and remediation	**Payroll provider**	AMS Leader

*Remediation dates do not include the 9 week Treasury process

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Wellington-3 (Wellington Region)

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

OVERVIEW OF PROJECT STATUS

Project overview

In the last month, the programme shared their integrated schedule with the NPMO. The schedule shows a realistic delivery timeframe in 2024 for all three Districts. The Programme is making good progress, however significant amount of work is outstanding for both rectification and remediation.

The current plan includes an interim payment for Wairarapa and Hutt Valley at the time Capital and Coast process their remediation payment. This would occur ahead of their system rectification, for which timelines are still being worked through. Further work is required to determine the viability of this approach in the context of the board decision made early this year.

The project expects a decision to be made on whether or not the three Districts will remain on separate Payroll systems. This will inform the way forward for further rectification planning.

	Milestone		Date*	
1	Confirm approach to interim payments		Mar 2023	
2	Rectification testing complete		TBC	Current dates in the programme schedule reflects an interim payment approach. However, following discussion with Elizabeth Jeffs, which confirmed that interim payments were not preferable, the programme schedule is being updated to remove interim payments as an option. This will push dates back into 2024.
3	Final data extracts complete		TBC	
4	Employee payment and communication approach in place		TBC	
5	Complete assurance frameworks submitted for review		TBC	
	Funding request sent		TBC	
	Rectify	Capital and Coast Hutt Valley & Waiarapa	**Dec 23 2024**	**Red status** as the current project plan realistically supports a payment in 2024 and includes a possible interim payment for some Districts. A District decision regarding the rectification approach is needed. Further work is required to understand impactions on timelines.
	Remediate	Capital and Coast Hutt Valley & Waiarapa	**Dec 23 2024**	

Key tasks

- Received two models (out of 21) from EY for design review.
- The programme is finalising their governance structure, including the involvement of the steering committee.
- Resourcing largely completed and the programme team is in a place to progress.

Key tasks planned

- Incorporate pathway to payment in Schedule.
- Walk through detailed Schedule with Relationship Manager (Tuesday 7th March).
- Complete recruitment of key roles.
- Confirm assurance approach with NPMO.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
BAU resourcing. (**Issue**)	Weekly meetings with the business have been established to discuss resourcing and priorities in order to mitigate internal resourcing pressures.	**Open**
Appropriate levels of planning and scheduling have yet to be completed. Until this work is completed and agreed with the business the signalled dates for completion of Rectification and Remediation remain best estimates.	The next stage of planning and detailed scheduling continues and Workstream leads are focused on confirming the work and effort ahead of them as well as the resourcing required to complete the work within current timelines.	**Open**
Continued delays getting a final answer to WIAW and direction on PAYG. (**Issue**)	WIAW and PAYG papers have been released.	**Open (updated)**
Lack of formalised processes to ensure Districts are able to achieve greater alignment in their approach, and thus ability to achieve consistency across like systems. (**Issue**)	The Programme is reaching out to a number of Districts to share ideas and identify areas for collaboration. They have joined an established collaboration process with other AMS users.	**Open**

ASSURANCE

Component	One	Two	Three*	Four*	Five	Six	Seven
Status	✓	In progress / Not started	In progress / Not started	Not started	Not started	Not started	Not started
Planned Start date	Oct 21	Dec 21	Nov 22	Nov 22	TBC	TBC	TBC
Planned Finish date	Nov 21	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

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.

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Te Tai Tokerau/Northland

OVERVIEW OF PROJECT STATUS

Project overview

The District has reforecast timelines, resulting in payments being made in November - December 2023 to current employees only. Estimation of new timelines remain dependant on receiving answers to the remaining National Questions, the release of Assurance Framework components 3b and 4b which are impacted by the National Questions.
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 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	31 May 23	On track – continuing retesting of rectification processes.
4	Complete assurance frameworks submitted for review	7 Jul 23	On track – District collating information for AF4 and 6.
5	Final data extracts complete	30 Aug 23	On track – plan is in place for when the final data extract will be made.
	Funding request sent	31 Aug 23	On track, District to make remediation payments upon receiving funds.
	Rectify	Aug 23	**Amber status** due to several project dependencies and lack of detail provided as part of the current project plan, specifically around the rectification cutover planning.
	Remediate	Nov-Dec 23	

Key tasks

- Re-run of the remediation calculations and retesting of rectification processes.
- Capture of additional data to support remediation calculations.
- Testing for remediation calculation re-runs at month end.
- Weekly process rectification review sessions with key members of Payroll team.
- Completion of Assurance Frameworks 3a, 4a, 5.

Key tasks

- Finalisation of processes for management of Treasury Funds.
- Implementation of Holidays Act compliant final pay module.
- Review of rectification processes and remediation calculations with Union partners.
- Review and redevelopment of all HR and Payroll reports impacted by the multi-job implementation.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Continued delay getting answers for National Questions, including supporting documentation and implementation guidance. National Questions pending final sign off include RMO. **(Issue)**	If answers to outstanding questions are not received by 31 March 2023, the District may not achieve the December 2023 timeframe.	**Open (updated)**
Lack of clarity about time and resource requirements for the District to complete Assurance Frameworks 3b and 4b. **(Risk)**	If Assurance Frameworks 3b and 4b are not received by 31 March 2023, the District may not achieve the December 2023 timeframe.	**Open (updated)**
Resourcing challenges, particularly within the payroll and HR teams. The District continues to limit payroll resources for the project. **(Issue)**	Escalated critical resourcing requirements to Executive project sponsor. Have been using contractors and tight project management.	**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**
Auditors have raised that the District may need to rerun the financial provisions for all District's due to legal advice received on an Otherwise Working Day. **(Risk)**	Meet with Audit NZ regarding requirements for an Otherwise Working day.	**Open (updated)**

ASSURANCE

Component	One	Two	Three*	Four*	Five	Six	Seven
Status	Complete	Complete	In progress	In progress	In progress	In progress	In progress
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	Mar 23	Mar 23	**Mar 23	Mar 23
Open actions	Zero	Four	-	-	-	-	-

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

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Whanganui

OVERVIEW OF PROJECT STATUS

Project overview

The District has reforecast timelines, resulting in payments being made in November - December 2023 to current employees only. Estimation of new timelines remain dependant on receiving answers to the remaining National Questions, the release of Assurance Framework components 3b and 4b which are impacted by the National Questions.
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 remains on securing sign-off of assurance frameworks

	Milestone	Date	
1	Remediation tested	Jun 21	Completed – except casuals – subject to change control
2	Employee payment and communication approach in place	30 Apr 23	On track – approach in place.
3	Rectification testing complete	31 May 23	On track – continuing retesting of rectification processes.
4	Complete assurance frameworks submitted for review	7 Jul 23	On track – District collating information for AF 2 and 4.
5	Final data extracts complete	30 Aug 23	On track – plan is in place for when the final data extract will be made.
◆	Funding request sent	31 Aug 23	On track, District to make remediation payments upon receiving funds.
	Rectify	Aug 23	**Amber status** due to several project dependencies and lack of detail provided as part of the current project plan, specifically around the rectification cutover planning.
	Remediate	Dec 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.
- Completion of Assurance Frameworks 2, 3a, 4a and 5.

Key tasks

- Finalisation of processes for management of Treasury Funds.
- Review of rectification processes and remediation calculations with Union partners.
- Detailed analysis and review of Holidays Act and contractual entitlements for every casual employee.
- Review and redevelopment of all HR and Payroll reports impacted by the multi-job implementation.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Continued delay getting answers for National Questions, including supporting documentation and implementation guidance. National Questions pending final sign off include RMO. **(Issue)**	If answers to outstanding questions are not received by 31 March 2023, the District may not achieve the December 2023 timeframe.	**Open (updated)**
Lack of clarity about time and resource requirements for the District to complete Assurance Frameworks 3b, and 4b. **(Risk)**	If Assurance Frameworks 3b and 4b are not received by 31 March 2023, the District may not achieve the December 2023 timeframe.	**Open (updated)**
Resourcing challenges, particularly in the payroll team and HR IT due to resignations. **(Issue)**	Escalated critical resourcing requirements to Executive project sponsor. Have been using contractors and tight project management.	**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**
Auditors have raised that the District may need to rerun the financial provisions for all District's due to legal advice received on an Otherwise Working day. **(Risk)**	Meet with Audit NZ regarding requirements for an Otherwise Working day.	**Open (updated)**

ASSURANCE

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

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

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Mid Central

OVERVIEW OF PROJECT STATUS

Project overview

There is uncertainty around the Districts remediation timeline as they currently aligning and confirming timelines with their remediation partner Focused timeline discussions are underway with the districts remediation partner to agree on outstanding actions and key deliverables in accordance with timeline expectations.

Both development and configuration work has been completed in the Microster (Time and attendance system) and UAT testing will commence as planned end of February.

Additional development is required to Pse to accommodate the changes following the release of the 'What is a week' national decision. This work will be available for testing end of March, and will push out the original cutover date by one month to end of May.

	Milestone	Date	Status
1	Remediation model consolidated and tested	Reforecasting	Working closely with remediation partner on revised timeline.
2	Rectification testing complete	30 April 23	
3	Final data extracts complete	w/c 5 Jun 23	
4	Employee payment and communication approach in place	Reforecasting	Working closely with remediation partner to agree on revised timeline.
5	Complete assurance frameworks submitted for review	Reforecasting	Revised timeline could result in delays to current dates, as frameworks 2 and 4 have a heavy dependency on remediation partner.
	Funding request sent	Reforecasting	Working closely with remediation partner on revised timeline.
	Rectify	**May 23**	**Red status** due to unresolved planning activities with vendors and an unconfirmed pathway to payment. Otherwise, good progress is being made.
	Remediate	**Reforecasting**	

Key tasks

- Remediation: working with remediation partner on aligning timelines, reforecasting milestones.
- Remediation: regular catch ups scheduled with remediation partner and senior stakeholders from the district.
- Rectification: The resolution of What is a week has resulted in a four week delay to the rectification timeline due to additional Pse system configuration changes.

Key tasks

- Rectification: Microster configuration changes are on track to be completed by end of Feb. Testing is scheduled to follow directly after this.
- Resourcing: New testing resource has started this month and will be primarily focused on testing the Microster changes, with a plan to also support with Microster education and training requirements.
- Assurance: The district has made significant progress on assurance framework 4, and are on track to submit this in line with timeline, March 23.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Continued delay in resolution of the National Questions. **(Issue)**	Until the listed National Questions get resolved at national level, the District will continue to progress the work that can currently be done, e.g. system rectification for the answered National Questions.	**Open**
Compliance review of solution options. **(Issue)**	Plan to address: Labour inspectorate will review the National Questions and Assurance Framework components will provide assurance that District solutions are compliant.	**Open**
Lack of early engagement and need for a more collaborative approach to addressing queries raised in response to National Questions. **(Issue)**	Plan to address: NPMO is aware of the challenges and is working with Interim Lead HR Operations at Te Whatu Ora to resolve outstanding queries related to the National Questions and share recently approve decisions.	**Open**
Lack of formalised processes, clarity of roles, and responsibilities of national programme groups. **(Issue)**	Issue raised and escalated by PMO in the National CSA report. Suggestion to better communicate national programme responsibilities and escalation paths for queries.	**Open**
Delays in the delivery of remediation tools.	The district is working with remediation partner to minimise delays, and successfully remediate by June 2023.	**Open**
Timeline under review with remediation partner **(Issue)**	Timelines from remediation partner subject to review, are severely impacting the current remediation dates.	**Open**

ASSURANCE

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

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

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)

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Lakes

OVERVIEW OF PROJECT STATUS

Project overview

The District has reforecast timelines, resulting in payments being made in November - December 2023 to current employees only. Estimation of new timelines remain dependant on receiving answers to the remaining National Questions, the release of Assurance Framework components 3b and 4b which are impacted by the National Questions.
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 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
4	Complete assurance frameworks submitted for review	7 Aug 23	On track – District collating information for AF 2 and 4.
5	Final data extracts complete	30 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, District to make remediation payments upon receiving funds.
	Rectify	Sep 23	**Amber status** due to several project dependencies and lack of detail provided as part of the current project plan, specifically around the rectification cutover planning.
	Remediate	Dec 23	

Key tasks

- Testing of remediation calculations. Ongoing until completion of the project.
- Deployment of eTimesheets.
- Capture of additional data to support remediation calculations.
- Automation of shift and on-call leave processing; preparatory work.
- Weekly process rectification review sessions with key members of Payroll team.

Key tasks

- Completion of Assurance Frameworks 2, 3a, 4a and 5.
- Finalisation of processes for management of Treasury Funds.
- Review of rectification processes and remediation calculations with Union partners.
- Review and redevelopment of all HR and Payroll reports impacted by the multi-job implementation.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Continued delay getting answers for National Questions, including supporting documentation and implementation guidance. National Questions pending final sign off include RMO. **(Issue)**	If answers to outstanding questions are not received by 31 March 2023, the District may not achieve the December 2023 timeframe.	**Open (updated)**
Lack of clarity about time and resource requirements for the District to complete Assurance Frameworks 3b and 4b. **(Risk)**	If Assurance Frameworks 3b and 4b are not received by 31 March 2023, the District may not achieve the December 2023 timeframe.	**Open (updated)**
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**
Auditors have raised that the District may need to rerun the financial provisions for all District's due to legal advice received on an Otherwise Working day. **(Risk)**	Meet with Audit NZ regarding requirements for an Otherwise Working day.	**Open (updated)**

ASSURANCE

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

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

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Tairāwhiti

OVERVIEW OF PROJECT STATUS

Project overview

The District has reforecast timelines, resulting in payments being made in November - December 2023 to current employees only. Estimation of new timelines remain dependant on receiving answers to the remaining National Questions, the release of Assurance Framework components 3b and 4b which are impacted by the National Questions.
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 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
4	Complete assurance frameworks submitted for review	7 Aug 23	On track – District collating information for AF 2 and 4.
5	Final data extracts complete	30 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, District to make remediation payments upon receiving funds.
	Rectify	Sep 23	**Amber status** due to several project dependencies and lack of detail provided as part of the current project plan, specifically around the rectification cutover planning.
	Remediate	Dec 23	

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.
- Completion of Assurance Frameworks 2, 5, 6 and 7.
- Finalisation of processes for management of Treasury Funds.

Key tasks

- Review of rectification processes and remediation calculations with Union partners.
- Review and redevelopment of all HR and Payroll reports impacted by the multi-job implementation

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Continued delay getting answers for National Questions, including supporting documentation and implementation guidance. National Questions pending final sign off include RMO. **(Issue)**	If answers to outstanding questions are not received by 31 March 2023, the District may not achieve the December 2023 timeframe.	**Open (updated)**
Lack of clarity about time and resource requirements for the District to complete Assurance Frameworks 3b and 4b. **(Risk)**	If Assurance Frameworks 3b and 4b are not received by 31 March 2023, the District may not achieve the December 2023 timeframe.	**Open (updated)**
Resourcing challenges, particularly within the payroll and HR teams. The District continues to limit payroll resources for the project. **(Issue)**	Escalated critical resourcing requirements to Executive project sponsor. Have been using contractors and tight project management.	**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**
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**
Auditors have raised that the District may need to rerun the financial provisions for all District's due to legal advice received on an Otherwise Working day. (Risk)	Meet with Audit NZ regarding requirements for an Otherwise Working day. .	**Open (updated)**
Given the National Civil Defence emergency there is an unknown impact on the project. **(Risk)**		**Open (new)**

ASSURANCE

Component	One	Two	Three*	Four*	Five	Six	Seven
Status	Complete	In progress	In progress	In progress	In progress	In progress	In progress
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	Mar 23	Mar 23	**Mar 23	Mar 23
Open actions	Zero	-	-	-	-	-	-

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

**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

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Key: Complete | In progress | Delayed | Not started | No completion date

Canterbury and West Coast

OVERVIEW OF PROJECT STATUS

Project overview

One of the Districts' critical dependencies for achieving project delivery timelines continues to be the PSe upgrade – progression of the upgrade is monitored closely. The District is proactively working through the impact of the PSe Project Manager's resignation in conjunction with determining the optimal organisational placement for the project.

	Milestone	Date	Status
1	Remediation models validated	26 May 23	On track
2	Rectification testing complete	14 Aug 23	At risk due to PSe upgrade dependency
3	Employee payment and communication approach in place	14 Aug 23	On track
4	Remediation final models run	15 Sep 23	On track
5	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 through AF2 with their remediation partner.
	Funding request sent	16 Oct 23	On track
	Rectify	Aug 23	**Amber status** due dependency on the separate project that is upgrading the payroll system. The system upgrade project is at risk.
	Remediate	Dec 23	

Key tasks started or in progress

- Continued with the remediation model testing including drafting output collateral. The Districts plan to complete model calculation validation work in October 2023.
- Continued to work on rectification activities that can be delivered in the absence of the PSe upgrade.
- Continued contributing to the National Portal and National Questions.
- Continued testing of the upgraded Ceridian test environment. This will allow the Districts' to begin rectification design, configuration and testing in parallel to the system upgrade.
- Continued to progress with key decisions for remediation.

Key tasks completed

- Submitted February Funds Notification request and confirmed remediation delivery dates.

Key tasks planned

- Exploration of T&A system options for addressing West Coast breaches.
- Review of comms and engagement plan to deliver remediation by the end 2023.
- Review and design of the People and Pay programmes of work.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Limited capacity within the internal District IT Team **(Issue)**	The District is proactively working through the impact of the PSe Project Managers resignation in conjunction with determining the optimal organisational placement for the project.	**Open and updated**
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**
Continued delay in getting answers for National Questions. **(Issue)**	The Districts' progress continues to be challenged by the slow resolution of major outstanding National Questions.	**Open**

ASSURANCE

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

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

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

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Bay of Plenty

OVERVIEW OF PROJECT STATUS

Project overview

The project has onboarded a Business Analyst who started on 27 February. On this day, the NPMO were on site for three days to work through the requirements for the assurance framework with the team. This ensures ongoing clarity/consistency and provided new members of the team with a better understanding of the project and evidence required for Assurance Framework signoff. The District is finalising outstanding actions for Framework 2 and aim to provide evidence to the RM by the end of March.

The project's focus is reset on rectification and the wider process implications. The communication plan has been split into two phases: rectification and remediation. An approach for each of these are in development and will be rolled out as the two workstreams are completed.

	Milestone	Date	
1	Employee payment and communication approach in place	30 Apr 23	On track. Change Manager developing communication approach.
2	Complete assurance frameworks submitted for review	18 Aug 23	On track. District collating evidence with RM.
3	Remediation model consolidated and tested	30 Sep 23	On track. Finalising the testing approach and resourcing
4	Rectification testing complete	30 Sep 23	On track. District worked through a testing approach with NPMO during on-site visit.
5	Final data extracts complete	30 Sep 23	Not started.
◆	Funding request sent	15 Sept 23	On track to request funding.
	Rectify	**Dec 23**	**Amber status** as only a high level plan has been provided to the NPMO. Detailed planning is underway.
	Remediate	**Dec 23**	

Key tasks

- Mapped resourcing requirements and identified outstanding support necessary. The Payroll Manager intends to work with the BAU team and formalise a SME roster to support the project.
- Communication plan/approach in place, working with Business Partners to socialise this with the rest of the business to help them prepare for wider process changes for rectification.
- Testing a PSe developed Remediation Tool which outlines the specific calculation details for employees.

Key tasks

- Set up and hold steering committee
- Hold rectification workshop with PSe
- Confirm approach to rectification and remediation and share a detailed plan with the NPMO.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Awaiting resolutions to National Questions (RMO transfer) which may impact timelines and the development of solution designs. (**Issue**)	Implementation Plans are being worked through with the project and payroll team, particularly for WIAW.	**Open (updated)**
National communications and national governance structures makes forward planning difficult. (**Issue**)	National questions sessions helps with consistency and understanding National Questions. Governance structures are no longer a barrier and ongoing relationship with RM will ensure pathway to expedite / progress material concerns should these occur	**Closed (updated)**
Resource challenges within the HAC team. (**Issue**)	The implications of project resourcing are being worked through. Working with Project Owner to ensure BAU SME support for HAC team. Increased frequency of support from payroll provider.	**Closed (updated)**

ASSURANCE

Component	One	Two	Three*	Four*	Five	Six	Seven
Status	Complete	In progress	In progress	In progress	No completion date	No completion date	No completion date
Planned Start date	Oct 21	Jan 22	Feb 23	Feb 23	Feb 23	Feb 23	TBC
Planned Finish date	Nov 21	Mar 23	Sept 23	Sept 23	TBC	TBC	TBC
Open actions	Zero	-	-	-	-	-	-

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

PROJECT INFO

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

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Southern

OVERVIEW OF PROJECT STATUS

Project overview

The District continues to wait for the National Questions to be answered so that they can finalise the remediation module configuration and rectification. National Questions remain a significant blocker for the District and pose a risk to the current delivery date. The implementation of the solution to WIAW has delayed delivery by about one month since the last update.

	Milestone	Date	Status
1	Remediation model tested	15 Mar 23	On track. The District have one overarching model and final testing of this is underway.
2	Rectification testing complete	30 Mar 23	On track. System testing is underway with PAYG testing the key action outstanding.
3	Final data extracts complete	30 Mar 23	On track. Datacom provided extracts up to Feb 23 in the week starting 26 Feb. The District is planning to extract the final two months of data themselves.
4	Employee payment and communication approach in place	30 Mar 23	On track. Change management plan and schedule for roll-out activities underway.
5	Complete assurance frameworks submitted for review	28 Apr 23	At risk. NPMO on-site support scheduled.
◆	Funding request sent	26 May 23	On track.
	Rectify	May 23	**Red status** due to significant work, including most assurance frameworks yet to completed within a short timeframe. The NPMO is also waiting for a current and updated detailed project plan.
	Remediate	Aug 23	

Key tasks started or in progress

- Following months with significant competing priorities (e.g. pay equity) and the resignation of a staff member, the project is back to making progress on the work.
- Continued with the deep-dive analysis on processes to ensure that they will support go-forward compliance in conjunction with systems. This will be ongoing until rectification is complete.
- Continued to build out the Change Management Plan and schedule for roll-out activities to support with rectification changes (for example, conversion of hours to weeks).
- Developing the implementation plan for Multi-Jobbers. This will be completed in April 2023.

Key tasks completed

- Provided the final evidence for assurance framework two to the NPMO which is with them for review.

Key tasks planned

- Depending on the solutions for the remaining National Questions, complete additional testing of remediation modules and implement system changes into the live environment.
- NPMO on-site visit to progress assurance frameworks.
- Continued planning of staff communications activities and support options for go-live.

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**
Delays in resolving the National Questions are impacting timelines. **(Issue)**	To be resolved at National level – the District is waiting for solution to the following: — RMOs — Casuals	**Open and updated**
Districts who are not using EY as their remediation partner are experiences delays with the external audit sign-off process. Audit NZ are requiring consistency with EY's methodologies for the calculation of PAYG and otherwise working days provisions. However, the methodology has not been communicated to those Districts. **(Issue)**	Escalated to get further guidance around EY's approach to calculate otherwise working days and PAYG provisions.	**Open**

ASSURANCE

Component	One	Two	Three*	Four*	Five	Six	Seven
Status	✓	✓	In progress	In progress	! ▲	! ▲	◷ ▲
Planned Start date	Nov 21	Apr 22	Feb 23	Feb 23	Feb 23	Feb 23	TBC
Planned Finish date	Mar 22	Mar 23 (Feb 23)	Apr 23	Apr 23	Apr 23	Apr 23	TBC
Open actions	-	-	-	-	-	-	-

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

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

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New Zealand Blood Service

OVERVIEW OF PROJECT STATUS

Project overview

Following the appointed of a new project manager towards the end of 2022, the team have placed a high level of focus on reforecasting the timelines to successfully rectify and remediate in 2023.

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. Where work is required to be completed by Datacom this work is being scheduled.

A significant amount of work has been done this month on the calculation of the funds provision, which has meant the project team have been working alongside the internal finance team to calculate this in line with the guidance.

	Milestone	Date	
1	Rectification testing complete	26 May 23	On track
2	Final data extracts complete	14 July 23	On track
3	Complete assurance frameworks submitted for review	4 Aug 23	Tracking ahead, final framework to be submitted for review, Jun 23.
4	Remediation model consolidated and tested	11 Aug 23	On track
◆	Funding request sent	25 Aug 23	Tracking ahead, forecasting 11 Aug 23.
	Rectify	May 23	**Red status** due to lack of project plan shared with the NPMO.
	Remediate	Nov 23	

Key tasks

- On-site remediation testing workshop scheduled for 6th and 7th March with payroll team.
- System rectification has commenced and test payroll database is due to be set up for testing.
- Changes has been made to the BAPSF leave in the payroll system, and are pending business decisions to make the final updates, scheduled for go-live March 2023.

Key tasks

- In person meeting scheduled for 7th March, with NZBS remediation partner, EY. Items on the agenda for this meeting include resolving queries on the model following deep-dive review, aligning timeline for remediation activities.
- Work has commenced 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)**	District has been engaging closely with remediation partner to obtain an updated timeline.	**Open**
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**

ASSURANCE

Component	One	Two	Three*	Four*	Five	Six	Seven
Status	✓	In progress	In progress	In progress	In progress	In progress	▲
Planned Start date	Nov 21	Sept 22	Feb 23	Jan 23	Feb 23	Feb 23	TBC
Planned Finish date	Aug 22	April 23	May 23	Jun 23	April 23	April 23	March 23
Open actions	One (Planned for Feb 23	-	-	-	-	-	-

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

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

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Waikato

OVERVIEW OF PROJECT STATUS

Project overview

Following an on site workshop session with the districts remediation partner, timelines have been revised to accommodate current employees to be remediated 2023 and model queries have been addressed and resolved.

Rectification of Peoplesoft is tracking in line with timeline expectations with UAT testing to commence next month, March 23.

The district has appointed a new HR resource to support with the change strategy and training, and the district will begin to focus on the collation and completion of the assurance frameworks.

	Milestone	Date	Status
1	Employee payment and communication approach in place. General awareness campaign commencement.	31 Mar 23	Tasks scheduled and on track.
2	Rectification testing complete	24 Apr 23	On track
3	Remediation model consolidated and tested	14 Aug 23	On track
4	Final data extracts complete	TBC	Part of the detailed plan, the district to confirm with the remediation partner.
5	Complete assurance frameworks submitted for review	25 Sept 23	On track, to complete ahead of this date.
	Funding request sent	16 Oct 23	Currently on track for September 23.
	Rectify	May 23	**Amber status** due to high level of project complexity and an unresolved pathway to payment.
	Remediate	Dec 23	

Key tasks

- Remediation: The data extract have been cleansed and provided to the remediation partner, EY.
- Rectification: The remediation partner will also act as the rectification review partner to provide the district and additional level of assurance in their go-forward approach and system configuration meeting compliance requirements. The district have shared the solution documents for this work to commence.
- Change and comms strategy: the district has scheduled their first in-person session with union delegates, a phase of their general awareness campaign, scheduled early March 23.

Key tasks

- Timelines: Revised timeline have been agreed and are in place with a solution to allow for remediation of current employees in 2023.
- Regular meetings with remediation and rectification partners are scheduled on an ongoing basis to ensure the district is aware of any issues or blockers early on which may impact their project timelines.
- The district is working with their remediation partner to understand the best approach to a wash up and if this step will be required.
- The district is focusing on collating the information for the assurance frameworks.

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Managing impact of mid-project system upgrade on availability and format of payroll data. **(Risk)**	District has provided the first round of data to remediation partner prior to the system upgrade and are in the process of cleansing the data in preparation for the second phase of extracts.	**Closed**
Continued delay in getting answers to outstanding National Questions. **(Issue)**	District is working to implement the National Questions that have been resolved whilst waiting for recent decisions to be communicated.	**Open**
Risk of the complexity of the solutions required to be implemented. **(Risk)**	Change management and implementation plans to mitigate this risk. Have set aside project budget for change management. Hiring additional payroll and IS team members. Although still an issue, the completion of discovery workshops with Deloitte to agree on system configuration changes has made the mitigation actions clear.	**Closed**
Impact of competing priorities / projects due to the TWO transition and BAU **(issue)**	The district is developing a process for employee transfers in the new TWO environment, as well as BAU projects. The district project lead has approval to recruit for an additional resource to mitigate the impact	**Closed**

ASSURANCE

Component	One	Two	Three*	Four*	Five	Six	Seven
Status							
Planned Start date	Nov 21	April 23	April 23	Feb 23	May 23	Mar 23	TBC
Planned Finish date	Nov 21	May 23	Jun 23	May 23	Jun 23	May 23	TBC
Open actions	Zero	-	-	-	-	-	-

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

PROJECT INFO

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

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Key: Complete | In progress | Delayed | Not started | No completion date

Taranaki

OVERVIEW OF PROJECT STATUS

Project overview

The project continues to have conversations with the IT team in an attempt to resolve the infrastructure issues and host in the Cloud. This has been escalated by the CFO to the Senior Regional Executive. These issues have been attempting to be resolved for the last few months. This continues to be a risk to the project timelines however there are still tasks that can be completed by the remediation and rectification partners independent of this to progress the project.

Members of the project team, NPMO and Integrity1 (Remediation Partners) held a workshop on 23 February to go through outstanding items of the assurance frameworks. Integrity1 has secured a resource to support with the development and submission of evidence for the frameworks. A Business Analyst from StarGarden is also on hand to support. This resulted in a few outstanding items for assurance framework 2 which the District intends to complete by the end of March.

	Milestone	Date	
1	Employee payment and communication approach in place	31 Mar 23	At risk. An approach is to be developed.
2	Remediation model consolidated and tested	28 Apr 23	At risk, Model developed and testing by payroll team is underway. Payroll team resourcing a risk.
3	Complete assurance frameworks submitted for review	31 May 23	Working with RM to provide evidence. On-site workshop held.
4	Rectification testing complete	28 Jul 23	At risk. System development still in progress. Live environment testing pending infrastructure fix.
	Funding request sent	28 Jul 23*	On track to request, pending infrastructure issues.
	Rectify	TBC	**Red status** due to three separate issues: 1. The District infrastructure issues remain unresolved; 2. Resourcing in the Payroll team inadequate to ensure compliance post rectification; and 3. unresolved pathway to payment.
	Remediate	Oct 23	

Key tasks completed or underway

- StarGarden development is underway but unable to test in the live environment due to the District infrastructure challenges which is preventing code being released.
- Vacancies still exist in District payroll team and recruitment is still underway.

Key tasks to complete

- Complete outstanding actions for assurance framework two and complete other components.
- StarGarden representation on-site to support rectification progress.
- Set up steering committee meeting to discuss remediation and rectification approaches in more detail.
- Work with regional leads to communicate to employees (both current and former) around the payments approach and dates

*these dates assume remediation date in the end of September

KEY PROJECT RISKS, ISSUES AND BLOCKERS

Item	Mitigation/plan	Status
Concerns around internal District resourcing (HR, IT and payroll) which may impact change Managment **(Risk)**.	Approval to recruit two FTE on fixed-term contract. The Regional CIO is coming on site to understand IT concerns. Also, in the market for a Change Managder	**Open (updated)**
Infrastructure failure in one of the hospital computer rooms may adversely impact timelines (**Risk)**	Sufficient infrastructure available to run production system, but development and testing currently unable to be accessed. Project is working through mitigations with District IT / infrastructure teams.	**Open**
Implementing a Roster to Pay system may impact rectification timelines (**Risk)**	The District will implement a manual process, and document for assurance purposes, of the work they will need to do in the absence of a Time and Attendance system.	

ASSURANCE

Component	One	Two	Three*	Four*	Five	Six	Seven
Status	Complete	In progress	In progress	In progress	In progress	Delayed / Not started	No completion date / Not started
Planned Start date	Jan 22	Apr 22	Oct 22	Oct 22	Dec 22	Dec 22	TBC
Planned Finish date	Sept 22	Mar 23	Mar 23	May 23	May 23	May 23	TBC
Open actions	One	-	-	-	-	-	-

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

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

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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.

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Programme timeline overview

PHASE 1: REVIEW PROCESS

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

Assurance Frameworks

1.1 Compliance assessment completed (Framework ref: 1)

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

Gold milestone

- District payroll systems tested against the baseline.

PHASE 2: RECTIFICATION PROCESS

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

Assurance Frameworks

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

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

Gold milestone

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

PHASE 3: REMEDIATION

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

Assurance Frameworks

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

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

3.2 Remediation methodology approved (Framework ref: 3)

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

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

- Recalculation model validated.
- Model testing and quality assurance performed by independent auditor.
- Alternative approaches applied where needed and re-testing performed.
- Recalculation approach approved.
- Remediation and rectification activities adequate to accurately calculate liability.

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

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

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

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

Gold milestone

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

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Milestone Definitions

Key millstones 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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Inherent Limitations

This report has been prepared in accordance with our Engagement Letter dated 25 June 2021. Unless stated otherwise in the Engagement Letter, this report is not to be shared with third parties. However, we are aware that you may wish to disclose to central agencies and/or relevant Ministers' offices elements of any report we provide to you under the terms of this engagement. In this event, we will not require central agencies or relevant Ministers' offices to sign any separate waivers.

The services provided under our CSO ('Services') have not been undertaken in accordance with any auditing, review or assurance standards. The term "Audit/Review" used in this report does not relate to an Audit/Review as defined under professional assurance standards.

The information presented in this report is based on that made available to us in the course of our work by health sector participants. We have indicated within this report the sources of the information provided. Unless otherwise stated in this report, we have relied upon the truth, accuracy and completeness of any information provided or made available to us in connection with the Services without independently verifying it.

No warranty of completeness, accuracy or reliability is given in relation to the statements and representations made by, and the information and documentation provided by health sector participants consulted as part of the process.

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