
From: [Out of Scope]
Sent: Thursday, 26 February 2026 4:11 pm
To: Andrew Milne
Subject: FW: Mailhouse Project
Attachments: Mail house transition Steering Committee meeting 200226.pdf

Hi Andy

As per earlier convo, here's some bullets re: the Mailhouse Project:

- Being run as a BAU project within Corporate & Finance
- Originally envisioned to be delivered this FY year for \$1.56m – following replanning, indications are now final release to go live in July 2027, with a revised forecast of \$4.29m (in speaking to [Out of Scope] yesterday, she indicated the additional amount has been factored into her FY 27 budget)
- The complexity and dependencies of this work have grown as they understand more e.g level of integration, business impacts, etc...
- In speaking to [Out of Scope] yesterday, she's starting to get under the hood of this project and digging into what's happening – I suggested to her it might be timely to bring this work under the Change Portfolio, she's open to this, though to note, no conversations have officially happened with Enabling re: this (and it would need to come with the \$\$s)

Keen on your thoughts re: bringing it into the Change Portfolio, and am assuming you'd want to chat to Stewart about first before we speak to Enabling...?

[Out of Scope]

From: [Out of Scope] @acc.co.nz>
Sent: Wednesday, 25 February 2026 6:59 pm
To: [Out of Scope] @acc.co.nz>; [Out of Scope] @acc.co.nz>
Cc: [Out of Scope] @acc.co.nz>
Subject: RE: Mailhouse Project

Hi [Out of Scope]

See below in red. It's a good example of the risks from running projects outside of the Portfolios where we have the delivery mechanisms and controls in place.

Thanks

From: [Out of Scope] @acc.co.nz>
Sent: Wednesday, 25 February 2026 4:03 pm
To: [Out of Scope] @acc.co.nz>; [Out of Scope] @acc.co.nz>
Cc: [Out of Scope] @acc.co.nz>
Subject: RE: Mailhouse Project

Thanks [Out of Scope] for raising. A couple of questions from me:

- The FY27 costs, how are they proposing to fund that – C&F baseline? I'm assuming the \$1.5m for this financial year they baseline funded...?

It is currently fully funded out of C&F. Next year Enabling was anticipating putting in a bid but given the costs they aren't sure so now. I assume it would be C&F BG funded again otherwise.

- From the Open Actions (as per below) that has now been closed – who is [Out of Scope] and do we have any understanding of what the convo was/why now closed? And was it a convo at the steering committee re: the potential move to Enabling?

Assume this is [Out of Scope] Principal Advisor) who has been speaking to [Out of Scope] about bringing it into Enabling

- Do you have any view of how much resourcing from outside of C&F is being pulled in to support this work?

I don't specifically but I do know that it leans heavily across the organisation for SME knowledge for development, reviewing and testing of the mail solutions which is reflected in some of their risks:

Ref	Risk description (from risk register)	Commentary since last meeting	
R01	Key person risk - If subject matter experts and key people are not available or do not have enough capacity, then there may be issues that we do not pick up, and/or the project may be delayed	High	No further update This risk may be able to be reduced to Medium in the coming months, given the positive impact of new team members, processes and leveraging Marketing Impact
R18	If Service Delivery is unable to release SMEs for proofing of their four mail house jobs, proofing will either be delayed, or will have to be completed entirely by Levy team members. This could result in project delays and/ or errors in outputs.	High	No further update

- I note [Out of Scope] is the PM, has there been any conversations with her re: how this is tracking, the ballooning, the need to review, etc...?

No, its not really on our radar as a Business Group piece of work which is not on the Turnaround Plan

- I see [Out of Scope] is the SRO, I'll have a convo with her first, but can then chat to Andy about...

From: [Out of Scope] <[Out of Scope]@acc.co.nz>
Sent: Wednesday, 25 February 2026 2:28 pm
To: [Out of Scope] <[Out of Scope]@acc.co.nz>
Cc: [Out of Scope] <[Out of Scope]@acc.co.nz>
Subject: Mailhouse Project

Hi [Out of Scope]

I just wanted to raise the status of the Mailhouse Project which is a BAU project within Corporate & Finance. It was originally envisioned to be delivered this year for \$1.5m. It has now ballooned in scope to be multi year (to 2027) with a forecast of \$4.29m (\$2.1m additional unbudgeted). Its complexity and dependencies have also grown as they understand more.

As it is BAU, it has flown under the radar and is out of our oversight. Enabling were looking at bringing it into their Portfolio next year to help bring some rigour to it but are having second thoughts given the trajectory of the project.

Stewart is formally the Exec member responsible but not sure what oversight he has of it.

I know its not in our scope but it seems wrong to just let it continue. Is it something that Andy could raise with Stewart? If it was one of ours then I would be recommending a urgent delivery assurance review and a consideration of whether we continue or not (are we getting the value for the spend, is the outcomes still aligned to our priorities etc)

Attached is the latest Steering Group pack which shows the status.

Thanks,

[Out of Scope]
EPMO Practice Lead, ACC

| Mobile [Out of Scope]
[Out of Scope] | Wellington - Justice Centre, ACC |
[Out of Scope] | Wellington 6011 | New Zealand



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[AutoGenerated]undefined

Attachment: Mailhouse FTE Uplift.docx

https://accnz.sharepoint.com/sites/Group-CFLeaderGroup/_layouts/15/Doc.aspx?sourcedoc=%7B0C282D21-55AC-48C3-8F74-938F29077DC9%7D&file=Mailhouse%20FTE%20Uplift.docx&action=default&mobileredirect=true

Attachment: Mailhouse FTE Uplift.docx

<https://accnz.sharepoint.com/sites/Group-CFLeaderGroup/Shared%20Documents/People/Mailhouse%20SMEs/Mailhouse%20FTE%20Uplift.docx>

Copilot in Word 9/14/2025 8:15 PM

[AutoGenerated]Approval is sought for additional full-time equivalent (FTE) positions to address escalating risks in the Mailhouse Service Transition project and invoicing issues within Revenue Operations. The project is delayed and faces high risk of not meeting deadlines, while invoicing problems further strain resources. - **Mailhouse project delays:** The Mailhouse Service Transition to a new provider is behind schedule by 2-3 months for initial releases, with subsequent releases also delayed due to increased complexity and technical challenges. Current corrective actions have not reversed the decline in project status. [1](CITATION) [2](CITATION) - **Single point of failure risk:** Critical knowledge about mailhouse operations resides with one staff member, creating a vulnerability that could disrupt operations or cause knowledge loss if that person is unavailable. [3](CITATION) - **Invoicing issues backlog:** Issues with levy invoicing have resulted in a backlog of unresolved tickets, negatively impacting timely invoicing and exacerbated by previous organizational changes reducing staffing. [4](CITATION) [5](CITATION) - **Resource shortage:** The Revenue Operations team lacks sufficient specialist resources to manage both the Mailhouse Service Transition and invoicing issue resolution simultaneously. [6](CITATION) - **High risk and cost:** The risk of failing to deliver the Mailhouse project on time is assessed as almost certain with a high risk rating, potentially costing ACC up to \$600,000 annually. Accepting this risk is not viable given ACC's cautious risk appetite. [7](CITATION) [8](CITATION) - **Recommended FTE uplift:** The proposal includes adding one permanent Senior Business Analyst, one contracted Business Analyst for six months, and extending four existing fixed-term Business Analysts to January 2027 to support the project and invoicing issues. [9](CITATION) [10](CITATION) - **Cost neutrality and compliance:** The FTE increase will be cost neutral for 2025/26 due to budget reprioritisation within Revenue Operations, with recruitment following ACC's policies and no concerns from Organisational Design and Employment Relations. [11](CITATION) [12](CITATION) - **Strategic benefits:** Improving the levy invoicing system and successfully completing the Mailhouse transition

will enhance communication reliability, reduce invoicing errors, minimize bad debts, and improve Revenue Operations' overall performance. [13](CITATION)

Attachment: Mailhouse FTE Uplift.docx

https://accnz.sharepoint.com/sites/Group-CFLeaderGroup/_layouts/15/Doc.aspx?sourcedoc=%7B0C282D21-55AC-48C3-8F74-938F29077DC9%7D&file=Mailhouse%20FTE%20Uplift.docx&action=default&mobileredirect=true

Attachment: Mailhouse FTE Uplift.docx

<https://accnz.sharepoint.com/sites/Group-CFLeaderGroup/Shared%20Documents/People/Mailhouse%20SMEs/Mailhouse%20FTE%20Uplift.docx>

[Out of scope] @acc.co.nz> 9/14/2025 8:15 PM

[AutoGenerated]undefined

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shortage:** The Revenue Operations team lacks sufficient specialist resources to manage both the Mailhouse Service Transition and invoicing issue resolution simultaneously. [6] (CITATION) - **High risk and cost:** The risk of failing to deliver the Mailhouse project on time is assessed as almost certain with a high risk rating, potentially costing ACC up to \$600,000 annually. Accepting this risk is not viable given ACC's cautious risk appetite. [7] (CITATION) [8](CITATION) - **Recommended FTE uplift:** The proposal includes adding one permanent Senior Business Analyst, one contracted Business Analyst for six months, and extending four existing fixed-term Business Analysts to January 2027 to support the project and invoicing issues. [9](CITATION) [10](CITATION) - **Cost neutrality and compliance:** The FTE increase will be cost neutral for 2025/26 due to budget reprioritisation within Revenue Operations, with recruitment following ACC's policies and no concerns from Organisational Design and Employment Relations. [11](CITATION) [12](CITATION) - **Strategic benefits:** Improving the levy invoicing system and successfully completing the Mailhouse transition will enhance communication reliability, reduce invoicing errors, minimize bad debts, and improve Revenue Operations' overall performance. [13](CITATION)

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[Out of Scope]

@acc.co.nz> 3/24/2026 3:24 AM

[Out of scope]

[Out of scope]

[Out of scope]

Levy Mgmt (Mailhouse Transistion) - This is a T shirt sizing and is \$1M dollars with the testing initiative costed separately, seems very high. I also need to see this as part of the existing Mailhouse initiative that was in BAU (Corp finance last FY) and audit the Business case as this is work that is a result of the Mailhouse decision and should be attributed to that Business case.

[Out of scope]

[Out of scope]

Message deleted: 3/24/2026 3:55 AM

[Out of Scope] @acc.co.nz> 3/24/2026 3:52 AM

[Out of scope]

Levy Mgmt (Mailhouse Transition) - This is a T shirt sizing and is \$1M dollars with the testing initiative costed separately, seems very high. I also need to see this as part of the existing Mailhouse initiative that was in BAU (Corp finance last FY) and audit the Business case as this is work that is a result of the Mailhouse decision and should be attributed to that Business case.

The Mailhouse Transition costs forecast for FY26/27 are actually higher than what we have estimated. The Project stakeholders are currently working with the EPMO to determine how this initiative will progress in FY26/27 and whether it will be in scope for the Enabling Portfolio next year - at this stage, please treat the two initiatives within our proposed Portfolio Plan as placeholders until we are advised one way or the other.

[Out of scope]

[Out of scope]

Message edited: [Out of scope] @acc.co.nz> 3/24/2026 3:53 AM

[s 9(2)(g)(i)]

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Michael Dreyer · [Out of scope] 2/13/2026 1:24 AM

Hey if someone was going to help [Out of Scope] with a channel strategy for our Levy team to shift from Mailhouse to more digital for invoicing, then get more people using MYACC for business who would that be?

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Michael Dreyer <[Out of Scope]

3/12/2026 10:38 PM

[s 9(2)(g)(i)]

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[Out of Scope] @acc.co.nz> 3/24/2026 7:40 PM

Okay... starting at the top with [Out of Scope] first message with what I know right now:

[Out of scope]

Levy Mgmt (Mailhouse Transition) - This is a T shirt sizing and is \$1M dollars with the testing initiative costed separately, seems very high. I also need to see this as part of the existing Mailhouse initiative that was in BAU (Corp finance last FY) and audit the Business case as this is work that is a result of the Mailhouse decision and should be attributed to that Business case.

The Mailhouse Transition costs forecast for FY26/27 are actually higher than what we have estimated. The Project stakeholders are currently working with the EPMO to determine how this initiative will progress in FY26/27 and whether it will be in scope for the Enabling Portfolio next year - at this stage, please treat the two initiatives within our proposed Portfolio Plan as placeholders until we are advised one way or the other.

[Out of scope]

[Out of scope]

Message edited: [Out of Scope] @acc.co.nz> 3/24/2026 7:41 PM

[Out of Scope]

@acc.co.nz> 3/24/2026 6:36 AM

[Out of scope]

[Out of scope]

[Out of scope]

Levy Mgmt (Mailhouse Transistion) - This is a T shirt sizing and is \$1M dollars with the testing initiative costed separately, seems very high. I also need to see this as part of the existing Mailhouse initiative that was in BAU (corp finance last FY) and audit the Business case as this is work that is a result of the Mailhouse decision and should be attributed to that Business case.

[Out of scope]

[Out of scope]

[Out of scope]

[Out of scope]

[Out of scope]

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[Out of scope]

[Out of scope]

[Out of scope]

[Out of scope]

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[Out of scope]

[Out of scope]

[Out of Scope]

@acc.co.nz> 3/24/2026 6:41 AM

Some of Michaels early comments On mailhouse Andy was looking to shift that over, but take Stewarts delivery budget of \$2m with it.

[Out of scope]

[Out of scope]

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From: Thomas Ronan
Sent: Thursday, 4 April 2024 12:19 pm
To: [Out of Scope]
Cc: [Out of Scope]
Subject: RE: Category Plan - External Mailhouse Services 2024-34

Endorsed too – thanks folks.

Thomas Ronan,
Head of Client Recovery, ACC

[Out of Scope]
Wellington - Justice Centre - ACC
Wellington 6011 / New Zealand



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From: [Out of Scope] @acc.co.nz>
Sent: Wednesday, April 3, 2024 3:07 PM
To: [Out of Scope] @acc.co.nz>
Cc: [Out of Scope] @acc.co.nz>; Thomas Ronan [Out of scope]; [Out of Scope]
Subject: RE: Category Plan - External Mailhouse Services 2024-34

Endorsed

From: [Out of Scope] @acc.co.nz>
Sent: Wednesday, April 3, 2024 10:54 AM
To: [Out of Scope] @acc.co.nz>
Cc: [Out of Scope] acc.co.nz>; Thomas Ronan [Out of scope] Melanie [Out of Scope]
Subject: Category Plan - External Mailhouse Services 2024-34

Kia Ora [Out of Scope]

Thank you for your time reviewing the strategy with [Out of Scope] prior to Easter and agreeing to support the category plan.

[Out of Scope] has amended the breakdown of correspondence types on Page 7 (6. Service Volumes July 2022 – June 2023), as you requested

Please can you respond with your endorsement so [Out of Scope] can include your digital signature. We will then confirm endorsement by [Out of Scope] and Thomas and submit as an attachment to the EXEC cover memo.

Enjoy your time away.

Ngā Mihi

[Out of Scope] ,

[Out of Scope]

Procurement - 0920 / Wellington - Justice Centre - 6011
ACC / PO Box 242 / Wellington 6140 / New Zealand



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ACC cares about the environment – please don't print this email
unless it is really necessary. Thank you.

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From: [Out of Scope]
Sent: Friday, 24 January 2025 1:05 pm
To: [Out of Scope]; Stewart McRobie
Cc: [Out of Scope]
Subject: RE: Approval and execution of Contract with Marketing Impact for External Mailhouse Services

Hi [Out of Scope]

Just confirming that I've printed the Memo for Stewart to sign, and have just printed the actual contract too.

I'll advise when both documents have been finalised.

Thanks,

[Out of Scope]

[Out of Scope],
Business Manager 1000058, ACC

[Out of Scope] |
DCE Office - Corporate & Finance - 0870 | Wellington - Justice Centre
ACC |
| Wellington 6011 | New Zealand



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From: [Out of Scope] @acc.co.nz>
Sent: Friday, 24 January 2025 12:28 pm
To: Stewart McRobie [Out of scope]
Cc: [Out of Scope] @acc.co.nz>; [Out of Scope] @acc.co.nz>
Subject: Approval and execution of Contract with Marketing Impact for External Mailhouse Services

Kia Ora Stewart

We have completed procurement processes, due diligence, and other requirements for award of the contract for mailhouse services to Marketing Impact after the recent Lean Agile Procurement Process.

The contract is a master agreement under which different job streams will be instructed as distinct service orders. The contract term is 3 + 2 years. During this period, we will consolidate mailhouse processes on a single supplier and look to change processes so email and use of SMS messaging / portals is preferred over physical mail. It will also become simpler to transition legacy processes where correspondence is still printed internally and mailed from ACC offices to more efficient mailhouse systems.

Under the Corporate Delegations Schedule (Procurement) the Deputy Chief Executive – Corporate & Finance has authority to approve the recommendation and sign the contract for ACC.

Please can you:

- review and approve the recommendation and confirm you have no conflicts of interest,
- sign the contract on behalf of ACC by:
 - entering today as the start date at the top of page 3 (crossing out the 2024 and replacing with 2025), and
 - placing your signature and today's date in the signature block on page 44.

[Out of Scope] and I can organise the signature and dating if we have your approval by way of email.

Ngā Mihi

[Out of Scope],
Portfolio Manager, ACC

[Out of Scope]
Enterprise Procurement-0920 | Wellington - Justice Centre | | Wellington 6011 | New Zealand

PO Box 242, Wellington, 6140



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OFFICIAL INFORMATION ACT

From: [Out of Scope]
Sent: Monday, 9 June 2025 10:41 am
To: Stewart McRobie
Cc: [Out of Scope]
Subject: Lean business case - Mail house transition
Attachments: Lean-Project-Business-Case-Template- Mailhouse transition-Nov-2024 .pptx; [Out of Scope] approval Lean business case.pdf; [Out of Scope] approval Lean business case.pdf

Good morning Stewart

Attached is the lean business case for the Mail house transition project for your approval.

Summary of the key points:

- Migration of 15 mail house jobs and gone no address processing to Marketing Impact following the procurement activity late last year.
- Project funded out of cost centre 873 – Revenue Operations
- Primarily like for like delivery, some quick win improvements to user experience
- Delivery over the next 12 months (work already underway)

[Out of Scope] have approved (emails also attached).

I would appreciate your approval of this business case. Please let me know if you have any questions.

Kind regards

[Out of Scope]

[Out of Scope], (She/Her)

Project Manager

ACC

Tel [Out of Scope] /

Wellington - Justice Centre

ACC / 19 Aitken Street, Wellington, 6011

PO Box 242 / Wellington 6140 / New Zealand



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From: [Out of Scope]
Sent: Wednesday, 27 August 2025 5:40 pm
To: Stewart McRobie
Cc: [Out of Scope]
Subject: RE: Mailhouse Services Service Order 3 for approval

Thank you!

Ngā Mihi

[Out of Scope],
Procurement Partner, ACC

[Out of Scope]



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From: Stewart McRobie [Out of scope]
Sent: Wednesday, 27 August 2025 5:39 pm
To: [Out of Scope] <[redacted]@acc.co.nz>
Cc: [Out of Scope]
Subject: RE: Mailhouse Services Service Order 3 for approval

Thanks and approved.

[Out of Scope] can affix my signature or otherwise I am happy to sign the paper version.

Ngā mihi,
Stewart McRobie,
Deputy Chief Executive, Corporate & Finance, ACC

[Out of Scope]
DCE Office - Corporate & Finance - 0870 | Wellington - Justice Centre
ACC | Wellington 6011 | New Zealand



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From: [Out of Scope] <[redacted]@acc.co.nz>
Sent: Wednesday, 27 August 2025 4:39 pm
To: Stewart McRobie <[redacted]>

Cc: [Out of Scope]

Subject: FW: Mailhouse Services Service Order 3 for approval

Kia Ora Stewart

Please can you to review and approve Service Order 3 with Marketing Impact, and the associated sign off sheet, that will enable developed mailhouse job steam processes to move to production - [Service Order 3 - External Mailhouse Services Agreement \(Production Job Streams and Service Delivery\) Sign Off Sheet.docx](#) / [Service Order 3 - External Mailhouse Services Agreement \(Production Job Streams and Service Delivery\) \(For Signing\).docx](#).

[Out of Scope] have endorsed. Given the presumed value of the Service Order, and services being met from two C&F cost centres, the approval requires your DFA

Ngā Mihi

[Out of Scope]
Procurement Partner, ACC

[Out of Scope]



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From: [Out of Scope] <[@acc.co.nz](mailto:[Out of Scope]@acc.co.nz)>
Sent: Wednesday, 27 August 2025 2:54 pm
To: [Out of Scope] <[@acc.co.nz](mailto:[Out of Scope]@acc.co.nz)>
Cc: [Out of Scope] <[@acc.co.nz](mailto:[Out of Scope]@acc.co.nz)>
Subject: RE: Mailhouse Services Service Order 3 for approval

Approved. Signature added.

[Out of Scope],
Manager Treasury & Revenue Operations, ACC

[Out of Scope] ||
Revenue Operations-0873 | Wellington - Justice Centre
ACC |
| Wellington 6011 | New Zealand



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From: [Out of Scope] <[@acc.co.nz](mailto:[Out of Scope]@acc.co.nz)>
Sent: Tuesday, 26 August 2025 1:46 pm
To: [Out of Scope] <[@acc.co.nz](mailto:[Out of Scope]@acc.co.nz)>
Cc: [Out of Scope] <[@acc.co.nz](mailto:[Out of Scope]@acc.co.nz)>
Subject: FW: Mailhouse Services Service Order 3 for approval

Kia Ora [Out of Scope]

Please can you provide your endorsement for Service Order 3 with Marketing Impact that will allow job streams to be moved to production - [Service Order 3 - External Mailhouse Services Agreement \(Production Job Streams and Service Delivery\) Sign Off Sheet.docx](#).

[Out of Scope] has endorsed.

After you have endorsed, the signoff sheet and service order will go to Stewart McRobie for signing - [Service Order 3 - External Mailhouse Services Agreement \(Production Job Streams and Service Delivery\) \(For Signing\).docx](#).

Ngā Mihi

[Out of Scope],
Procurement Partner, ACC

[Out of Scope]



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From: [Out of Scope] <[\[Out of Scope\]@acc.co.nz](mailto:[Out of Scope]@acc.co.nz)>
Sent: Tuesday, 26 August 2025 12:37 pm
To: [Out of Scope] <[\[Out of Scope\]@acc.co.nz](mailto:[Out of Scope]@acc.co.nz)>
Cc: [Out of Scope] <[\[Out of Scope\]@acc.co.nz](mailto:[Out of Scope]@acc.co.nz)>; [Out of Scope] <[\[Out of Scope\]@acc.co.nz](mailto:[Out of Scope]@acc.co.nz)>; [Out of Scope] <[\[Out of Scope\]@acc.co.nz](mailto:[Out of Scope]@acc.co.nz)>
Subject: RE: Mailhouse Services Service Order 3 for approval

Endorsed thanks

[Out of Scope] can you enter my details please

Just a query around the mention below of PO's – I recall a conversation with [Out of Scope] said they would only operate under one PO, is this different for these service orders?
Just asking as I'm keen to understand what the ongoing process is intended to be and who that fits in with Dlgipay.

Thanks

[Out of Scope]

[Out of Scope],
Head of Enterprise Procurement 1001158, ACC

[Out of Scope]
Enterprise Procurement-0920 | Wellington - Justice Centre
ACC | 19 Aitken Street
| Wellington 6011 | New Zealand



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From: [Out of Scope] <[redacted]@acc.co.nz>
Sent: Monday, 25 August 2025 10:23 am
To: [Out of Scope] <[redacted]@acc.co.nz>
Cc: [Out of Scope] <[redacted]>
Subject: Mailhouse Services Service Order 3 for approval

Kia Ora [Out of Scope]

Please can you provide your endorsement for Service Order 3 that will take job streams into production - [Service Order 3 - External Mailhouse Services Agreement \(Production Job Streams and Service Delivery\) Sign Off Sheet.docx](#)

After you and [Out of Scope] have endorsed Service Order 3, the signoff sheet and service order will go to Stewart McRobie for signing - [Service Order 3 - External Mailhouse Services Agreement \(Production Job Streams and Service Delivery\) \(For Signing\).docx](#).

The go-live dates reflect the latest project planning and timelines. There is also provision for the release dates for releases 2-7 to be reviewed and confirmed by the parties.

[Out of Scope] Re the query about a register, all Service Orders are being uploaded to Te Kahu. Payment will rely on Purchase Orders being raised against the relevant service order. [Out of Scope] and the purchasing team will support this process as required.

Service Orders and the original contract are also located in named folders in SharePoint:

- [Group - Procurement Services - Post & Mailhouse - 02 Service Order - All Documents](#)
- [01 Contract](#)

Ngā Mihi

[Out of Scope],
Procurement Partner, ACC

[Out of Scope]



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From: [Out of Scope] <[redacted]@acc.co.nz>
Sent: Thursday, 7 August 2025 12:51 pm
To: [Out of Scope] <[redacted]@acc.co.nz>
Subject: RE: Marketing Impact - Mailhouse Services Service Order 3 plus variations to Service Order 2 and the Master Agreement

Kia ora [Out of Scope]

Thanks for these. They look good, noting that unlike you, I have a limited understanding of the service. Can you please progress these for approval.

Who will be keeping a centralised log and register of all the Service Orders as we progress with this new Supplier?

Ngā mihi

[Out of Scope]

From: [Out of Scope] <[redacted]@acc.co.nz>
Sent: Monday, 4 August 2025 5:26 pm
To: [Out of Scope] <[redacted]@acc.co.nz>
Subject: Marketing Impact - Mailhouse Services Service Order 3 plus variations to Service Order 2 and the Master Agreement

Kia Ora [Out of Scope]

Marketing Impact have agreed the revised Service Order 3, plus the variations to Service Order 2 and the Master Agreement. These are the documents drafted and reviewed by [Out of Scope] and me, and align with the variations under review by NZ Post and Western Mailing.

For each document I have prepared a signoff sheet or approval memo.

Please let me know if these can proceed for signing? I recall you were happy for these to go to Hilary once the details were confirmed, however you have not seen the final approval documents.

Service Order 2 – Variation 1

 [Service Order 2 - Variation 1 \(Development and Implementation\) External Mailhouse Services Marketing Impact 25 July Sign Off Sheet.docx](#)

 [Service Order 2 - Variation 1 \(Development and Implementation\) External Mailhouse Services Marketing Impact 25 July.docx](#)

Master Agreement – Variation 1

 [2025 Variation 1 - External Mailhouse Services Agreement - Marketing Impact - Approval Memo.docx](#)

 [2025 Variation 1 - External Mailhouse Services Agreement - Marketing Impact.docx](#)

Service Order 3

 [Service Order 3 - External Mailhouse Services Agreement \(Production Job Streams and Service Delivery\) Sign Off Sheet.docx](#)

 [Service Order 3 - External Mailhouse Services Agreement \(Production Job Streams and Service Delivery\) 25 July.docx](#)

NOTE. Service Order 3 is final however I will only submit for signing once the other 2 documents are signed and the confirmed version of Service Order 2 – Variation 1 can be embedded as an attachment.

Ngā Mihi

[Out of Scope],
Procurement Partner, ACC

[Out of Scope]
Enterprise Procurement-0920 | Wellington - Justice Centre | | Wellington 6011 | New Zealand

PO Box 242, Wellington, 6140



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From: [Out of Scope]
Sent: Wednesday, 3 September 2025 12:05 pm
To: Stewart McRobie
Subject: FW: DCE approval required - Additional FTE for Mailhouse

Hi Stewart,

Please find below a link to a memo seeking your endorsement for additional FTE to support the Mailhouse Transition Service project.

 [Mailhouse Business case.docx](#)

[Out of Scope] have reviewed the memo and are happy with it.

Regards

[Out of Scope]

[Out of Scope],
Executive Assistant 00501270, ACC

[Out of Scope]
DCE Office - Corporate & Finance - 0870 | Wellington - Justice Centre, Level 11
ACC |
| Wellington 6011 | New Zealand



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From: [Out of Scope] <[redacted]@acc.co.nz>
Sent: Wednesday, 3 September 2025 9:48 am
To: [Out of Scope] <[redacted]@acc.co.nz>; [Out of Scope] <[redacted]@acc.co.nz>
Cc: [Out of Scope] <[redacted]@acc.co.nz>
Subject: Additional FTE for Mailhouse

Kia ora kōrua,

Attached is a memo from Financial Services which is seeking Stewart's endorsement of additional FTE to support the Mailhouse Transition Service project. Note: this proposal is cost neutral as it can be funded out of a budget reprioritisation within Revenue Ops.

[Out of Scope] – can you please find time for Stewart to review? I expect [Out of Scope] will discuss this with him during their catch-up today.

[Out of Scope] - given Stewart's impending absence, we are seeking your review in parallel. Please let me know if you have any concerns/feedback.

 [Mailhouse Business case.docx](#)

Ngā mihi ki a koe,

[Out of Scope], (He/Him)
Principal Advisor, ACC

[Out of Scope]
DCE Office - Corporate & Finance | Wellington - Justice Centre
ACC | Wellington 6011 | New Zealand



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From: Stewart McRobie
Sent: Wednesday, 3 September 2025 4:02 pm
To: [Out of Scope]
Subject: RE: DCE approval required - Additional FTE for Mailhouse

Thanks and I support the recommended approach.

Ngā mihi,
Stewart McRobie,
Deputy Chief Executive, Corporate & Finance, ACC

Mobile +[Out of Scope]
DCE Office - Corporate & Finance - 0870 | Wellington - Justice Centre
ACC | Wellington 6011 | New Zealand



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From: [Out of Scope] <[Out of Scope]@acc.co.nz>
Sent: Wednesday, 3 September 2025 12:05 pm
To: Stewart McRobie [Out of scope]
Subject: FW: DCE approval required - Additional FTE for Mailhouse

Hi Stewart,

Please find below a link to a memo seeking your endorsement for additional FTE to support the Mailhouse Transition Service project.

 [Mailhouse Business case.docx](#)

[Out of Scope] have reviewed the memo and are happy with it.

Regards

[Out of Scope]

[Out of Scope],
Executive Assistant 00501270, ACC

[Out of Scope]
DCE Office - Corporate & Finance - 0870 | Wellington - Justice Centre, Level 11
ACC |
| Wellington 6011 | New Zealand



From: [Out of Scope] <[redacted]@acc.co.nz>
Sent: Wednesday, 3 September 2025 9:48 am
To: [Out of Scope] <[redacted]@acc.co.nz>; [Out of Scope] <[redacted]@acc.co.nz>
Cc: [Out of Scope] <[redacted]@acc.co.nz>
Subject: Additional FTE for Mailhouse

Kia ora kōrua,

Attached is a memo from Financial Services which is seeking Stewart's endorsement of additional FTE to support the Mailhouse Transition Service project. Note: this proposal is cost neutral as it can be funded out of a budget reprioritisation within Revenue Ops.

[Out of Scope] – can you please find time for Stewart to review? I expect [Out of Scope] will discuss this with him during their catch-up today.

[Out of Scope] - given Stewart's impending absence, we are seeking your review in parallel. Please let me know if you have any concerns/feedback.

 [Mailhouse Business case.docx](#)

Ngā mihi ki a koe,

[Out of Scope], (He/Him)
Principal Advisor, ACC

[Out of Scope]
DCE Office - Corporate & Finance | Wellington - Justice Centre
ACC | Wellington 6011 | New Zealand



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From: <Stewart.McRobie@[Out of scope]>
Sent on: Tuesday, September 30, 2025 2:31:34 AM
To: Megan Main <Megan.Main@[Out of scope]>
Subject: RE: [Out of scope] and Mailhouse roles

Hi Megan,

Following on from our discussions and also those that you have had with [Out of scope], I am keen to clarify the way forward on C&F roles that there is pressure to progress. I understand the overall no headcount uplift message and the need to accommodate increases within the overall 280 that has been approved.

So with this in mind it is proposed:

- [Out of scope]

- Separate to the above and in order that the Mailhouse project remains on track, there are requests in flight to recruit and extend temporary resource as follows. These requests are supported by Lisa and to highlight they are all temporary and needed to support the project and are not required beyond this.

[Out of scope]

2. Approve 4 x extensions of temporary Business Analysts for the duration of 16 months (these roles are already in place and are within budget).

Would you please be able to approve and this will enable these recruitments to be progressed.

With thanks

Stewart

Ngā mihi,
Stewart McRobie,
Deputy Chief Executive, Corporate & Finance, ACC

[Out of scope]

DCE Office - Corporate & Finance - 0870 | Wellington - Justice Centre
ACC | Wellington 6011 | New Zealand



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From: [Out of Scope]
Sent: Tuesday, 30 September 2025 9:20 am
To: Stewart McRobie
Subject: Mailhouse roles
Attachments: Mailhouse FTE Changes.docx

Importance: High
Flag Status: Completed

Hi Stewart,

Would be great if you could send the email below to Megan and doc. Had a chat with her last week but wanted to be really clear about what is and isn't above establishment so said we'd come back with more details.

If you could please send today, and cc me in, please and thank you.

Thanks,

[Out of Scope]

Hi Megan,

We are seeking the following positions to be extended or repurposed to enable the Mailhouse project to remain on track (currently at high risk of not delivering), see the document attached for context. All roles are budgeted for, however one of the temporary roles will be above current FTE and establishment. Lisa has endorsed the approach.

1. **Approve** repurposing a Business Analyst FTE to a Senior Business Analyst FTE (within establishment and within budget)
2. **Approve** a new temporary Business Analyst role for the duration of 6 months (this will be above establishment).
3. **Approve** 4 x extensions of temporary Business Analysts for the duration of 16 months (these are above establishment, but already included in our overall FTE organisationally as already exist in the system).

Please let me know if you need any further details.

Thanks,

Stewart

From: [Out of Scope]
Sent: Thursday, 2 October 2025 1:00 pm
To: Stewart McRobie; [Out of Scope]
Subject: RE: Legal and Mailhouse roles

Many thanks Stewart!

[Out of Scope] [Out of scope]

[Out of Scope] – FYI.

Ngā mihi nui nā

[Out of Scope] , (She/Her)
General Counsel & Head of Legal, Privacy & Ethics
ACC

[Out of Scope]
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This email and its attachments are subject to legal privilege and confidentiality. Please discuss with the author before any further disclosure of the contents.

From: Stewart McRobie [Out of scope]
Sent: Thursday, 2 October 2025 12:52 pm
To: [Out of Scope]
Subject: FW: Legal and Mailhouse roles

Hi all,

At last we have a way forward.

Ngā mihi,
Stewart McRobie,
Deputy Chief Executive, Corporate & Finance, ACC

[Out of Scope]
DCE Office - Corporate & Finance - 0870 | Wellington - Justice Centre
ACC | Wellington 6011 | New Zealand



From: Megan Main [Out of scope]
Sent: Thursday, 2 October 2025 12:48 pm
To: Stewart McRobie [Out of scope]
Subject: RE: Legal and Mailhouse roles

Hi Stewart

Thanks for the below, it's a helpful summary of the situation.

I approve the below. One thing – I understand [Out of Scope] has some analyst (?) roles available so can you check to see if there is a skills match?

Ngā mihi
Megan

Megan Main
Chief Executive Officer, ACC

From: Stewart McRobie <[Out of scope]>
Sent: Thursday, 2 October 2025 10:07 am
To: Megan Main <[Out of scope]>
Subject: RE: Legal and Mailhouse roles

Hi Megan,

Following on from our discussions and also those that you have had with Imogen, I am keen to clarify the way forward on C&F roles that there is pressure to progress. I understand the overall no headcount uplift message and the need to accommodate increases within the overall 280 roles that have been approved.

So with this in mind it is proposed:

- [Out of scope]
- Separate to the above and in order that the Mailhouse project remains on track, there are requests in flight to recruit and extend temporary resource as follows. These requests are supported by Lisa and to highlight they are all temporary and needed to support the project and are not required beyond this.
- 1. [Out of scope]
- 2. **Approve** 4 x extensions of temporary Business Analysts for the duration of 16 months (these roles are already in place and are also within budget).

Would you please be able to approve and this will enable these recruitments to be progressed.

With thanks

Stewart

Ngā mihi,
Stewart McRobie,
Deputy Chief Executive, Corporate & Finance, ACC

[Out of Scope]
DCE Office - Corporate & Finance - 0870 | Wellington - Justice Centre



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From: [Out of Scope]
Sent: Wednesday, 19 February 2025 2:04 pm
To: [Out of Scope]
Subject: RE: Request for two fixed term roles to support Mailhouse transition

Thanks and approved

Ngā mihi,
Stewart McRobie,
Deputy Chief Executive, Corporate & Finance, ACC

[Out of Scope]
DCE Office - Corporate & Finance - 0870 | Wellington - Justice Centre
ACC | Wellington 6011 | New Zealand



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From: [Out of Scope] <[redacted]@acc.co.nz>
Sent: Wednesday, 19 February 2025 12:57 pm
To: Stewart McRobie [Out of scope]
Subject: Request for two fixed term roles to support Mailhouse transition

Kia ora Stewart

Could you please review the attached business case requesting two fixed term Business Analysts to backfill some of our Levy Systems team who are now focussed on the Mailhouse transition project. Costs for these staff will be met within the C&F budget this year and have been budgeted in Revenue Operations next year. The business case has been endorsed by P&C, and approved by [Out of Scope] .

Thanks,
[Out of Scope]

[Out of Scope],
Manager Treasury & Revenue Operations, ACC

[Out of Scope] ||
Revenue Operations-0873 | Wellington - Justice Centre
ACC |
| Wellington 6011 | New Zealand



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Change request process during chill period

[Out of scope]

**Continued: Change request process during chill
period**

[Out of scope]

Eos to Cloud Change Chill Governance Board

Req No:	Requestor	Project/ART	Prod Imp Date	Business justification for change	Assessments	Governance Approval
E2C-CC-001	[Out of Scope]	Mailhouse	09/02/2026	The Mailhouse transition project is required to fulfil our obligations under a new mailhouse contract with Marketing Impact. EOS currently sends files for three client mail house jobs the mailhouse provider via Axway and these three jobs need to be transitioned from the current vendor to Marketing Impact. If the change can not go ahead, then the mail house project will be delayed, an increase in costs and a requirement to further extend contracts with incumbent suppliers.	PART: AC 15/05/2025: Based on the information provided this request will impact FLIS content updates and Axway change. I believe this change can proceed during the change chill E2C: PC 16/05/2025: Based on information provided. The project is ok to incorporate these changes into project stream once fully tested and approved for Prod implementation. FINEOS: CG 27/05/2025: No concerns from the FINEOS merge perspective	Approved 10/06/25