



10 February 2026

[REDACTED]
[REDACTED]

Dear [REDACTED]

Thank you for your request made under the Official Information Act 1982 (OIA), received on 13 January 2026. You requested the following:

For procedural clarity only, and to ensure I correctly understand Inland Revenue's systems going forward, I would appreciate confirmation of the following at a general policy level (not specific to my case): Whether Inland Revenue has any formal escalation mechanism whereby repeated disclosures of suicidal ideation, combined with a known disability affecting executive functioning, trigger review or oversight by a Technical Specialist or equivalent senior role. If such a mechanism exists: whether it is automatic or discretionary, and which role or function is responsible for initiating that escalation. If no such mechanism exists, please confirm that as well. I am not seeking commentary on the merits of my claim, which will proceed through the Tribunal process. This request is solely to understand the structure of Inland Revenue's processes as they relate to disability, risk, and escalation.

Inland Revenue's customer facing staff are trained and expected to approach each situation with empathy and understand that the people they interact with may be experiencing complex and difficult situations in their lives.

Inland Revenue customer facing staff also receive training on how to support and guide vulnerable customers. Staff are trained to respond to suicidal or self-harm disclosures with calm, supportive communication, using clear questioning and empathy to understand the customer's situation. Training emphasises recognising distress, maintaining composure, and engaging in ways that de-escalate wherever possible. Some examples of this training are listed below:

- Unconscious bias training,
- demonstrating empathy,
- personalising customer interactions, and
- effective communication strategies.

Inland Revenue staff will engage with New Zealand Police where necessary if there is an apparent threat to the customer themselves, their community, or towards Inland Revenue staff, property, or premises.

In every instance, such threats are taken seriously and must be reported. Each incident is different, and staff will respond depending on the nature of the threat and individual circumstances. The staff member interacting with the customer, or their Team Lead, is responsible for ensuring incidents are accurately reported.

These incidents are reviewed by our internal Corporate Security team to ensure the correct actions have taken place to protect our customers and our staff. Corporate Security will liaise with Technical Specialists where necessary to ensure technical correctness of work completed.

Publishing of OIA response

We intend to publish our response to your request on Inland Revenue's website (ird.govt.nz) as this information may be of interest to other members of the public. This letter, with your personal details removed, may be published in its entirety. Publishing responses increases the availability of information to the public and is consistent with the OIA's purpose of enabling more effective participation in the making and administration of laws and policies and promoting the accountability of officials.

Thank you again for your request.

Yours sincerely



Jane Elley

Customer Segment Leader – Individuals Customer Segment