



2 April 2026

[Redacted]
[Redacted]
[Redacted]

Dear [Redacted]

Thank you for your request made under the Official Information Act 1982 (OIA), received on 6 March 2026. You requested the following, itemised for ease of responding:

Demand for IRD numbers

- 1. The number of IRD number applications received in each of the last 12 months.*
- 2. The number of IRD numbers issued in each of the last 12 months.*
- 3. The average processing time for IRD number applications in each of the last 12 months.*
- 4. Any internal analysis, briefings, or reports prepared since 1 January 2025 relating to increased demand for IRD numbers or delays in issuing IRD numbers.*

Staffing and processing capacity

- 5. The number of staff assigned to processing IRD number applications in each of the last 12 months, expressed as full-time equivalent (FTE).*
- 6. Any changes to staffing levels assigned to IRD number processing since 1 January 2025,*
- 7. Copies of any internal communications, briefings, or advice relating to staffing levels for IRD number processing over the last six months.*

Questions 1, 2 and 3

The two tables on the following page detail information regarding IRD number applications between March 2025 and February 2026. Not all applications result in an IRD number being issued (for example, where someone already has an IRD number), therefore we have provided the data for applications received and completed, and the number of IRD numbers issued in each month.

Applications received, completed and IRD numbers issued

Month	Applications Received	Applications Completed	IRD numbers Issued
March 2025	26,067	26,059	24,213
April 2025	21,546	20,882	19,651
May 2025	22,525	21,983	20,474
June 2025	21,285	20,077	18,903
July 2025	24,887	25,686	23,697
August 2025	21,976	21,461	20,006
September 2025	25,658	24,938	23,509
October 2025	26,940	23,189	22,290
November 2025	25,412	24,648	23,375
December 2025	20,944	24,995	22,199
January 2026	23,307	21,818	20,641
February 2026	24,544	25,921	23,709

Average processing times

Month	Average Days to Complete an Application	Average Days to Issue an IRD Number
March 2025	2.2	1.9
April 2025	2.0	1.9
May 2025	3.1	2.8
June 2025	2.7	2.3
July 2025	3.8	3.4
August 2025	2.7	2.5
September 2025	2.5	2.4
October 2025	3.0	3.0
November 2025	4.8	4.6
December 2025	4.8	4.3
January 2026	2.5	2.3
February 2026	2.8	2.4

Questions 5 and 6

To maintain a balanced work programme, and to assist and support our shifting business priorities, resources are applied at a segment level, rather than by individual tasks.

Data for staff processing IRD number applications is only available from 18 August 2025. Data prior to this was stored in a system that has since been decommissioned and is no longer accessible. Therefore, your request for information prior to 18 August 2025 is refused under section 18(g) of the OIA, as the information requested is not held by Inland Revenue.

The table below details the number of full time equivalent (FTE) staff that were assigned to processing IRD number applications per month from 18 August 2025.

Please note, the aggregated FTE figures have been calculated using the following method: total hours scheduled for the task, divided by 7.58 (hours per working day) multiplied by the number of working days in each month.

Month	FTE Staff Assigned
August 2025	11.3
September 2025	10.5
October 2025	16.8
November 2025	24
December 2025	24.7
January 2026	20.3
February 2026	48.7
March 2026	30.8

Questions 4 and 7

The documents in the table on the following page are in scope of questions four and seven of your request and are attached as **Appendix A**.

Six emails and five documents in full, as well as some information in the listed documents, are being refused under section 18(c)(i) of the OIA, as making the requested information available would be contrary to the provisions of section 18(3) of the Tax Administration Act 1994 (TAA). The Commissioner of Inland Revenue is not required to disclose any item of revenue information if the release of the information would adversely affect the integrity of the tax system or prejudice the maintenance of the law.

The withheld emails contain internal operational information relating to how Inland Revenue allocates compliance resources, manages processing queues, and prioritises work. This information forms part of Inland Revenue's internal administration of the tax system and is therefore considered "revenue information" for the purposes of section 18(3) of the TAA.

Please note, the documents below contain information that is outside the scope of your request. This information has not been considered for release and has been withheld as 'not in scope' or removed in full.

Item	Date	Document name
1	October to December 2025	Inland Revenue Te Tari Taake Quarterly performance report*
2	November 2025	Performance report – November 2025*
3	January 2026	Performance report – January 2026*
4	February 2026	Performance report – February 2026*
5	20 October 2025	Snapshot of last week and the week on the horizon
6	27 October 2025	Snapshot of last week and the week on the horizon
7	3 November 2025	Snapshot of last week and the week on the horizon
8	17 November 2025	Snapshot of last week and the week on the horizon
9	24 November 2025	Snapshot of last week and the week on the horizon
10	1 December 2025	Snapshot of last week and the week on the horizon
11	5 January 2026	Snapshot of last week and the week on the horizon
12	5 January 2026	Snapshot of last week and the week on the horizon
13	12 January 2026	Snapshot of last week and the week on the horizon
14	19 January 2026	Snapshot of last week and the week on the horizon
15	26 January 2026	Snapshot of last week and the week on the horizon
16	2 February 2026	Snapshot of last week and the week on the horizon
17	9 February 2026	Snapshot of last week and the week on the horizon
18	16 February 2026	Snapshot of last week and the week on the horizon

*The actual, target and year-to-date (YTD) figures are a measure of multiple social policy and tax registrations that includes IRD number applications.

Right of review

If you disagree with my decision on your OIA request, you have the right to ask the Ombudsman to investigate and review my decision under section 28(3) of the OIA. You can contact the office of the Ombudsman by email at: info@ombudsman.parliament.nz.

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



Michael Waller

Segment Management Lead - Individuals



Inland Revenue Te Tari Taake

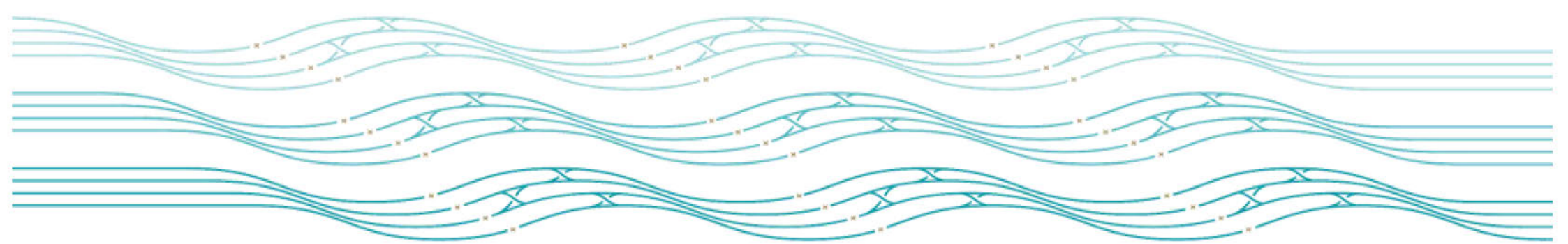
Quarterly performance report

QUARTER 2, OCTOBER TO DECEMBER 2025

This report outlines Inland Revenue's progress this quarter:

Not in scope

> managing our organisation | from page 12.

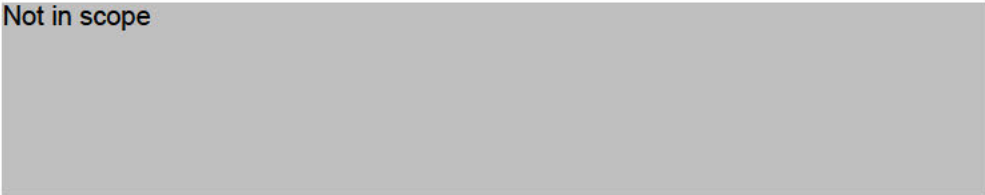


Managing our organisation

Our performance

We met 20 out of 27 available output performance measures YTD as at 31 December 2025. An overview of the measures we did not achieve is given below.

Not in scope

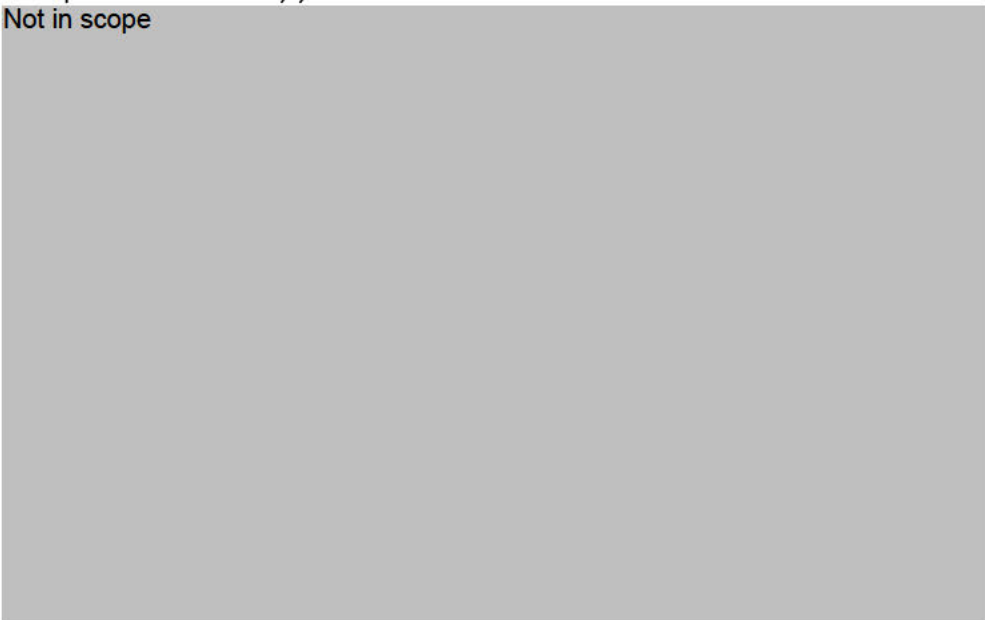


Percentage of social policy and tax registrations processed within 5 working days


Actual: 83.4% | Target: 85.8% | YE Forecast: 85.8%

A recent drop in overall performance is due to increased volumes, particularly IRD number applications (YTD performance for IRD number applications was 75% compared with 88% for the same period the previous year). Additional people have been allocated to this work, and we continue to build capability. The measure is expected to be met by year-end.

Not in scope



Not in scope



Performance report – November 2025

Enterprise Priorities and Performance Committee



This report summarises monthly performance and key finance and people matters on slides 2 to 7.

Not in scope



The other slides in the report provide additional information for your consideration.

Not in scope



Sponsor

David Shanks, Deputy Commissioner, Enterprise and Integrity Services

November 2025 performance overview

Not in scope



Our performance

Not in scope



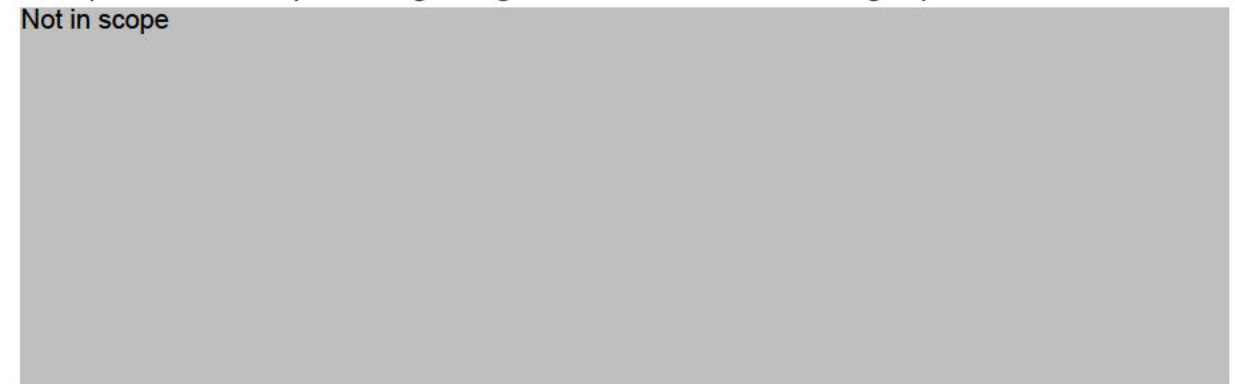
Seven measure targets not achieved this month

Not in scope



- There is a backlog in processing IRD number registrations, which contributed to our performance in processing all registrations within five working days.

Not in scope



Slide 7 has more on missed targets and our work to improve results.

Results to watch

Key: **Green**—Achieve, **Red**—Not achieve, **Orange**—Close to target

Measure	Nov-25 YTD	Target	Nov-24	YE forecast	Commentary
Not in scope					
% of social policy and tax registrations processed within five working days	84.5%	85%	91.4%	90.0%	A recent drop in performance in processing IRD number registrations (70% within five working days this month compared to 82% in Nov-24) is due to increased application volumes and reduced productivity s 18(c)(i). The current backlog stands at 4,437 non-individual and 3,296 individual applications. GO TO GREEN: s 18(c)(i) and we anticipate this target will be met by the year end.
Not in scope					

Performance report – January 2026

Enterprise Priorities and Performance Committee



This report summarises monthly performance and key finance and people matters on slides 2 to 7.

Not in scope



The other slides in the report provide additional information for your consideration.

Not in scope



Sponsor

Mary Craig, Deputy Commissioner, Enterprise and Integrity Services

Results to watch

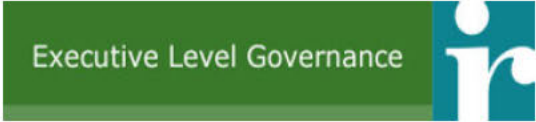
Key: **Green**—Achieve, **Red**—Not achieve, **Orange**— Close to target but passing



Measure	Jan-26 YTD	Target	Jan-25	YE forecast	Commentary
Not in scope					
% of social policy and tax registrations processed within five working days	83.7%	85%	91.3%	85.8%	A recent drop in performance is due to increased volumes, particularly IRD numbers applications, a backlog of registrations and reduced productivity GO TO GREEN: s 18(c)(i) actions have delivered a significant improvement in IRD number application results (80% in Jan-26, vs. 65% in Dec-25) and we expect to meet the target by the year end.
Not in scope					

Performance report – February 2026

Enterprise Priorities and Performance Committee



This report summarises monthly performance and key finance and people matters on slides 2 to 9.



Sponsor

Mary Craig, Deputy Commissioner, Enterprise and Integrity Services

Other results to watch (excludes debt)

Key: **Green**—Achieve, **Red**—Not achieve, **Orange**— Close to target, but passing

Measure	Feb-26 YTD	Target	Feb-25	YE forecast	Commentary
Not in scope					
% of social policy and tax registrations processed within five working days	84.0%	85%	91.3%	85.7%	Performance continues to improve. The volume of IRD number applications on hand is around a third lower than last year and 78% are within the service_level agreement, i.e. the backlog has largely been resolved. GO TO GREEN: s 18(c)(i) currently in place and we expect to meet the target by the year-end.
Not in scope					



Snapshot of last week and the week on the horizon

Internal – Individuals Segment Performance Metrics

Date references:

Last week beginning: 20 /10

Previous week beginning 20/10 – Non Voice

Not in scope

Non Voice key notes for the week

Not in scope

s 18(c)(i)



Snapshot of last week and the week on the horizon

Internal – Individuals Segment Performance Metrics

Date references:

Last week beginning: 27 /10

Previous week beginning 27/10 – Non Voice


Not in scope

s 18(c)(i)

Not in scope


Next week beginning 10/11

Not in scope



Key notes for the week

Not in scope
s 18(c)(i)





Snapshot of last week and the week on the horizon

Internal – Individuals Segment Performance Metrics

Date references:

Last week beginning: 03 /11

Previous week beginning 03/11 – Non Voice

Not in scope

Non Voice key notes for the week

s 18(c)(i)

Not in scope

s 18(c)(i)



Snapshot of last week and the week on the horizon

Internal – Individuals Segment Performance Metrics

Date references:

Last week beginning: 17 November 2025

Current week beginning: 24 November 2025

Next week beginning: 1 December 2025

Non Voice Performance	Last Week	17 – 21 November 2025
Not in scope		

Non Voice Plan	Current Week	24 – 28 November 2025
Not in scope		
s 18(c)(i)		

Non Voice Plan

Next Week

1 – 5 December 2025

Not in scope

s 18(c)(i)

Additional Updates

Not in scope



Snapshot of last week and the week on the horizon

Internal – Individuals Segment Performance Metrics

Date references:

Last week beginning: 24 November 2025

Current week beginning: 01 December 2025

Next week beginning: 08 December 2025

Non Voice Performance

Last Week

24 – 28 November 2025

Not in scope

Pressure Areas

Work Area	Workgroups	Unassigned 24/11/2025	Unassigned 1/12/2025	Change in work position	% Change	Age of backlog
Not in scope						
Registrations	1375, 1376, 1386, 1383	7,397	8,144	747	10%	31 days
Not in scope						

Plans to Manage

Not in scope

s 18(c)(i)

Performance Measures - November 25	Individuals	All Inland Revenue
Not in scope		
Registrations (85% in 5 days)	80.17%	77.81%

Non Voice Plan	Current Week	1 – 5 December 2025
Not in scope		
s 18(c)(i)		

Non Voice Plan	Next Week	8 – 12 December 2025
Not in scope		
s 18(c)(i)		



Snapshot of last week and the week on the horizon

Internal – Individuals Segment Performance Metrics

Date references:

Last week beginning: 01 December 2025

Current week beginning: 08 December 2025

Next week beginning: 15 December 2025

Non Voice Performance

01 – 05 December 2025

Not in scope

Pressure Areas

Work Area	Workgroups	Unassigned WoH 01/12/2025	Unassigned WoH 8/12/2025	Change in work position	%Change	Age of backlog
Not in scope						
Registrations	1375, 1376, 1386, 1383	8,144	7,909	-235	-3%	24 days
Not in scope						

Performance Measures

Performance Measures	December 2025 Individuals	YTD Individuals
Not in scope		
Registrations (85% in 5 days)	73.08%	84.71%*

*Data from CCS Operational Visibility Report

Not in scope

s 18(c)(i)

Non Voice Plan

Next Week

15 – 19 December 2025

s 18(c)(i)

Not in scope



Snapshot of last week and the week on the horizon

Internal – Individuals Segment Performance Metrics

Date references:

Last week beginning: 05 January 2026

Current week beginning: 12 January 2026

Next week beginning: 19 January 2026

Non Voice Plan

Current Week

15 – 19 December 2025

s 18(c)(i)

Not in scope

Non Voice Plan

Next Week

22 – 28 December 2025

Not in scope



Snapshot of last week and the week on the horizon

Internal – Individuals Segment Performance Metrics

Date references:

Last week beginning: 05 January 2026

Current week beginning: 12 January 2026

Next week beginning: 19 January 2026

Non Voice Performance

05 – 09 January 2026

Not in scope

Pressure Areas

Work Area	Workgroups	Unassigned WoH 05/01/2026	Unassigned WoH 12/01/2026	Change in work position	%Change	Age of backlog
Not in scope						
Registrations	1375, 1376, 1386	3,148	2,037	-1,111	-35%	9 days*

Not in scope

**Does not include the 3 close down days between xmas and new year that are included in the performance measure

Performance Measures

Performance Measures	December 2025 Individuals	December 2025 Target for Individuals	January 2026 Individuals	January 2026 Target for Individuals
Not in scope				
Registrations (85% in 5 days)	65%	No set target	Not yet available	No set target



Snapshot of last week and the week on the horizon

Internal – Individuals Segment Performance Metrics

Date references:

Last week beginning: 12 January 2026

Current week beginning: 19 January 2026

Next week beginning: 26 January 2026


Non Voice Performance

Last Week

12 – 16 January 2026

Not in scope

Pressure Areas

Work Area	Workgroups	Unassigned WoH 12/01/2026	Unassigned WoH 19/01/2026	Change in work position	%Change	Age of backlog
Not in scope						
Registrations	1375, 1376, 1386	3,037	2,158	121	6%	7 days 
Not in scope						

Performance Measures

Performance Measures	January 2026 Individuals	January 2026 Target for Individuals
Not in scope		
Registrations (85% in 5 days)	80.09%	No set target



Snapshot of last week and the week on the horizon

Internal – Individuals Segment Performance Metrics

Date references:

Last week beginning: 19 January 2026

Current week beginning: 26 January 2026

Next week beginning: 02 February 2026

Non Voice Performance

Last Week

19 – 23 January 2026

Not in scope

Pressure Areas

Work Area	Workgroups	Unassigned WoH 19/01/2026	Unassigned WoH 26/01/2026	Change in work position	%Change	Age of backlog
Not in scope						
Registrations	1375, 1376, 1386	2,158	2,568	410	19%	4 days Non Ind 9 days Ind*
Not in scope						

Performance Measures

Performance Measures	January 2026 Individuals	January 2026 Target for Individuals
Not in scope		
Registrations (85% in 5 days)	96.2%	95%



Snapshot of last week and the week on the horizon

Internal – Individuals Segment Performance Metrics

Date references:

Last week beginning: 26 January 2026

Current week beginning: 02 February 2026

Next week beginning: 09 February 2026

Non Voice Performance

Last Week

26 – 30 January 2026

Work Position As at Monday 2/2/2026

Not in scope

Pressure Areas

Work Area	Workgroups	Unassigned WoH 26/01/2026	Unassigned WoH 02/02/2026	Change in work position	%Change	Age of backlog
Not in scope						
Registrations	1375, 1376, 1386	2,568	3,621	1,063	41%	6 days Non IND 12 days IND** ↑

Not in scope

**Training for Individual IRD Numbers this week. Moving up to 15 people from voice to registrations for Wednesday and Thursday

Performance Measures

Performance Measures	January 2026 Individuals	January 2026 Target for Individuals	YTD Actual
Not in scope			
Registrations (85% in 5 days)	85.58%	95%	83.60%

Non Voice Plan

Current Week

02 – 06 February 2026

s 18(c)(i)

Non Voice Plan

Next Week

09 – 13 February 2026

s 18(c)(i)
Not in scope



Snapshot of last week and the week on the horizon

Internal – Individuals Segment Performance Metrics

Date references:

Last week beginning: 02 February 2026

Current week beginning: 09 February 2026

Next week beginning: 16 February 2026

Non Voice Performance



Last Week

02 – 06 February 2026

Work Position As at Tuesday 10/2/2026

Not in scope

Pressure Areas

Work Area	Workgroups	Unassigned WoH 02/02/2026	Unassigned WoH 09/02/2026	Change in work position	%Change	Age of backlog
Not in scope						
Registrations	1375, 1376, 1386	3,631	3,835	204	6%	8 days Non IND 11 days IND**  

Not in scope

**Training for Individual IRD Numbers this week.

Performance Measures

Performance Measures	February 2026 Individuals	February 2026 Target for Individuals	YTD Actual
Not in scope			
Registrations (85% in 5 days)	80.67%	95%	83.51%

Non Voice Plan	Current Week	09 – 13 February 2026
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s 18(c)(i)

Not in scope

Non Voice Plan	Next Week	16 – 20 February 2026
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Not in scope

s 18(c)(i)



Snapshot of last week and the week on the horizon

Internal – Individuals Segment Performance Metrics

Date references:

Last week beginning: 09 February 2026

Current week beginning: 16 February 2026

Next week beginning: 23 February 2026

Non Voice Performance

Last Week

09 – 13 February 2026

Work Position As at Tuesday 10/2/2026

Not in scope

Pressure Areas

Work Area	Workgroups	Unassigned WoH 09/02/2026	Unassigned WoH 16/02/2026	Change in work position	%Change	Age of backlog
Not in scope						
Registrations	1375, 1376, 1386, 1506	3,835	3,088	-747	-19%	8 days Non IND 11 days IND ↓ NC

Not in scope

Performance Measures

Performance Measures	February 2026 Individuals	February 2026 Target for Individuals	YTD Actual
Not in scope			
Registrations (85% in 5 days)	79.19%	95%	83.30%

Non Voice Plan	Current Week	16 – 20 February 2026
s 18(c)(i)		
Not in scope		
s 18(c)(i)		
Not in scope		

Non Voice Plan	Next Week	23 February – 1 March 2026
Not in scope		
s 18(c)(i)		
Not in scope		
s 18(c)(i)		



Snapshot of last week and the week on the horizon

Internal – Individuals Segment Performance Metrics

Date references:

Last week beginning: 16 February 2026

Current week beginning: 23 February 2026

Next week beginning: 02 March 2026

Non Voice Performance


Last Week

16 - 20 February 2026

Work Position As at Monday 23/2/2026

Not in scope

Pressure

Work Area	Workgroups	Unassigned WoH 16/02/2026	Unassigned WoH 23/02/2026	Change in work	%Change	Age of backlog
Not in scope						
Registrations	1375, 1376, 1386, 1506	3,088	1,699	-1,389	-45%	6 days Non IND 5 days IND* 

Not in scope

*Training/coaching for NOPA's and Individual IRD Numbers this week.

Performance Measures

Performance Measures	February 2026 Individuals	February 2026 Target for Individuals	YTD Actual
Not in scope			
Registrations (85% in 5 days)	82.21%	95%	83.46%

Non Voice Plan

Current Week

23 – 27 February 2026

s 18(c)(i)

Not in scope

Non Voice Plan

Next Week

02 – 06 March 2026

Not in scope
s 18(c)(i)