



The application backlog — 5,900 live, 1,312 incomplete

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Document issued on 24/09/2026

National registration system, twelve-month extract · fictional document

Fictional document — demonstration example

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Fictional document, produced for the demonstration. **The measurement bears on files and on the organisation's turnaround times, never on what any one person does. The 1,312 document-request letters are written and waiting on the review of five templates: the office reads them, corrects a word and the chief executive signs.**

What the live application backlog holds

State of the application	Number	Share	What it changes in committee
Complete applications, presentable at a sitting	4,588	78 %	Can be put forward as soon as a matching home comes up
Incomplete applications	1,312	22 %	Hold a place in the queue without ever being presentable

State of the application	Number	Share	What it changes in committee
Total live on the national registration system	5,900	100 %	One application in five is waiting on a document, not on a home

The 1,312 incomplete files rest on five documents

Missing document	Files concerned	Where the form requires it	Letter template
Tax assessment notice missing, or from too old a tax year	438	« Household income » section, line 4	Template A — reviewed, awaiting approval
Incomplete proof of income	361	« Household income » section, lines 5 to 9	Template B — reviewed, awaiting approval
Certificate of accommodation absent although the form mentions it	214	« Current housing situation » section, line 2	Template C — reviewed, awaiting approval
Identity document or residence permit expired since filing	187	« Identity of household members » section	Template D — reviewed, awaiting approval
Household composition not updated after a declared birth or separation	112	« Household composition » section, line 1	Template E — reviewed, awaiting approval
Total	1,312	—	5 templates to read, not 1,312 letters

One hour of reading covers all 1,312 files. Every letter names the document, quotes the line of the form that requires it, carries a filing deadline and repeats the three ways of filing — front desk, online form, post. **A document request that quotes the line requiring it is a request an applicant does not contest.**

The item measured: eligibility and completeness checking

Item	Share of the time on one application, before	After	In minutes	Annual volume	Time returned
Eligibility and completeness checking	60 %	10 %	15 min → 2 min 30	4,700 applications	979 hours
<i>Of which: checking the income ceilings</i>	—	—	<i>6 min → 20 s</i>	<i>4,700</i>	<i>442 hours</i>
<i>Of which: presence and validity of the documents</i>	—	—	<i>7 min → 1 min 20</i>	<i>4,700</i>	<i>443 hours</i>
<i>Of which: consistency of the declarations with one another</i>	—	—	<i>2 min → 50 s</i>	<i>4,700</i>	<i>94 hours</i>

Applications struck off last year — 604, of which 431 on complete files

Reason for removal	Number	File complete at the time of removal?	What would have prevented it
Annual renewal not confirmed	431	Yes — nothing left to do but confirm	Three reminders instead of one, on the household's own channel
Renewal not confirmed, file otherwise incomplete	108	No	The missing-document letter, then the reminders

Reason for removal	Number	File complete at the time of removal?	What would have prevented it
Home obtained elsewhere, removal in good order	42	Not applicable	Nothing — this is the system working
Application withdrawn by the household	23	Not applicable	Nothing
Total	604	—	431 avoidable removals out of 604

297 of the 431 households struck off filed a fresh application within six months, starting again from zero waiting time — 2 years and 4 months lost on average. None of those losses comes down to the quality of the caseworkers' work: they come down to five people assessing 4,700 applications, preparing 26 sittings and answering 14,200 enquiries. **That is exactly the load the agent absorbs without taking anything away from anyone.**

To be settled by the office

Sending order for the 1,312 letters, settled by the head of applications and allocations:

Date the five templates are approved by the chief executive: _____

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