Week 38 peak — three levers

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Fictional document

Fictional document — demonstration example

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Fictional document, produced for demonstration. **None of the three levers touches leave.** Leave booked in March is leave taken, and a tool that suggests moving it teaches officers to stop booking early.

Year	Week 38 vs ordinary week	Officers present
2022	+39%	6
2023	+44%	5
2024	+41%	6
2025	+43%	6
2026	**+42% expected**	**4**

Four officers for a load of nine. The backlog built that week takes on average five weeks to clear, measured across the four previous years.

The three levers

Lever	Estimated effect	What it needs	Available at
Bring 180 workable cases forward by a week	**−20% on week 38**	A queueing decision	**6 weeks**
Shift the chasing campaign	**−12%**	A 15-day postponement	**4 weeks**
Prepare standard replies for 3 reasons	**−15% of time per case**	2 days' preparation	**3 weeks**

The three reasons making up 60% of the peak

Reason	Share of the peak	Standard reply exists?
Annual renewal	**28%**	**No**
Change of circumstances	19%	**No**
Request for a supporting document	13%	**Yes, needs updating**

> **Six weeks out, all three levers are available. Two weeks out, only leave is left** — and at that point the only remaining option is the one that should not have been taken.

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