Morning watch — 4 flags

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Fictional document — demonstration example

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Fictional document, produced for demonstration. **The third flag is good news, and it is presented with the same rigour as the other three** — assumption included, because good news given without its assumption turns round exactly like bad news.

#	Flag	What triggered it	Horizon	Recipient	Chase
1	34% rise over 3 months	**Contrary to the last 3 years' season**	**Undetermined**	Head of service	7 d
2	**Week 38 peak, 2 officers on leave**	4 years of regularity + planner	**6 weeks**	**Head of service + planning**	**48 h**
3	**Backlog clears in January**	**−3%/month since February**	5 months	Head of service	7 d

#	Flag	What triggered it	Horizon	Recipient	Chase
4	Series unusable since April	Counting method changed	—	**Whoever produces the data**	7 d

> **The second is the only one at 48 hours, and the only one with a distant horizon.** That is not a contradiction: six weeks out, three levers are available; two weeks out, only leave is left.

The links between the flags

Link	Consequence
Flags 1 and 3 concern neighbouring departments	**If the rise settles in, the January date moves out about 2 months**
Flag 4 concerns a fifth department	No forecast is produced for it

Flagging the link now avoids announcing January and then explaining March. A clearance date announced then pushed back costs more than a date given under a stated condition.

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