Emergency Services Network

Sample result. Prepared 22 August 2026 from figures published by the Home Office. This is an illustration of the output, not a Sense Shift engagement.

WHAT THIS TELLS YOU

A six month delay costs you £818,571,429.

Worked out from £19,100,000,000 over 84 months of delivery.

MODERATE Police officers, England and Wales is carrying 3 concurrent changes.

IN SUMMARY

A SIX MONTH SLIP COSTS	CHANGE LOAD, HIGHEST GROUP	WHAT FIXED YOUR DATE
£818,571,429	Moderate	A contract expiry
From £19,100,000,000 over 84 months.	3 concurrent changes on Police officers, England and Wales, 149,500 people.	Not evidence about absorption capacity.

Three counts, no score. Nothing above is a judgement about the programme, because a judgement needs evidence this page has not seen.

COST OF DELAY

A six month slip costs £818,571,429. A twelve month slip costs £1,637,142,857.

£19,100,000,000 divided by 84 months is £227,380,952 a month. Times 6 and times 12, then times 0.6. Assumes 60 per cent of scope is still in flight when the slip occurs. Change that figure and the answer changes.

£19,100,000,000 ÷ 84 months = £227,380,952 a month
£227,380,952 × 6 × 0.6 = £818,571,429 over six months
£227,380,952 × 12 × 0.6 = £1,637,142,857 over twelve months
Three steps, no hidden ones.

CHANGE LOAD, BY GROUP

Police officers, England and Wales	149,500 people	MODERATE	3 concurrent
Firefighters, England	30,769 people	MODERATE	3 concurrent
Ambulance staff, NHS England	21,300 people	MODERATE	3 concurrent

Load is the number of other changes landing on that group, plus this one. Bands are set against the twenty five programmes read from the public record.

AN ORGANISATION THAT SCORED THE SAME

Your groups are carrying a moderate load. Here is a programme from the twenty five, read from its own public record, that sat in the same band.

Universal Credit, the 2013 reset

CENTRAL GOVERNMENT · UNITED KINGDOM · VERDICT: HOLD, VINDICATED

SPENT BY THE AUDIT	VERDICT	OUTCOME
£425m	Hold	Reset, then delivered

- The National Audit Office named the blueprint and governance weaknesses in writing before the reset.
- Stated ministerial confidence and the department's own delivery assessment diverged in the same period. That divergence is the earliest warning signal available.
- The programme paused, reset, and survived. Holding cost money. Not holding would have cost more.

MOSAIC would have said Hold. They did, late, and the programme lived.

Every figure above is from the published record. Sources are named on the evidence page. This is what the count looked like in a real organisation, not a prediction about this programme.

WHERE THE DATE CAME FROM

Your date came from a contract expiry, not from evidence about what your people can absorb. In all twenty five programmes read, the date came from somewhere other than that evidence. That is the pattern, not the exception.

WHAT WAS ENTERED, AND WHAT EACH ANSWER MEANS

WHOLE LIFE VALUE	£19,100,000,000 over 84 months means a month of this programme is worth £227,380,952. That is what a month of delay costs before any recovery.
DELIVERY WINDOW	84 months, about 7.0 years. A shorter window makes each month of slip more expensive, not less.
WHAT FIXED THE DATE	A contract expiry. That is not a criticism, it is the pattern. In all twenty five, the date came from somewhere other than evidence about absorption, and the business case was written to fit it.
WHO IT LANDS ON	3 groups named. Load is carried by populations, not by an organisation. The question is never whether the organisation can cope, it is whether these groups can, one at a time.
OTHER CHANGES	3 concurrent changes once this one is added. Manageable if somebody has counted it. Most had not.
COST OF A DELAY	You did not have this figure, so it was worked out for you. Most organisations do not hold it, which is why a slip is usually argued about rather than counted.

THE FIVE QUESTIONS A BOARD SHOULD BE ABLE TO ANSWER

01	Has anyone counted the change these people are already carrying?	YOU HAVE JUST ANSWERED THIS
02	Has leadership alignment been tested, or assumed from the absence of objection?	NOT ANSWERED
03	Has the culture gap been named as a specific practice, with a cost?	NOT ANSWERED
04	Have managers been given something to do differently, and has anyone checked?	NOT ANSWERED
05	Has adoption been defined before go live?	NOT ANSWERED

You can answer one of five. The read answers the other four.

WHAT MOSAIC IS, IN SIX LINES

MOSAIC stands for Methodology for Organisational Strategy, Adoption, Integration and Culture. It is the framework a Sense Shift read runs on, and it tests one thing: whether an organisation can absorb a given change at the pace it has committed to, alongside everything else already landing on the same people.

It runs on evidence that already exists rather than on surveys. Interview notes, verbatim engagement comments, the change calendar, the org structure, real closed cases, real recent decisions. Where the record does not answer a question, the square is left open rather than filled with judgement.

Its base is twenty five large programmes read from published audits, parliamentary committees, regulators, court filings and independent evaluations. Fifteen public sector, eight private, two nonprofit, nine countries, more than two decades. One of the twenty five met all five conditions.

The scoring itself, the prompts, thresholds and decision rules, stays with Sense Shift. That is the instrument, and it is not published.

WHAT HAPPENS NEXT

Nothing, unless you want it to. This count is yours to use however you like, including against us. If you want the other four questions answered, there are two routes, depending on which side of the decision you are standing on.

IF THIS IS YOUR ORGANISATION'S MONEY

The Anchor Read

Four weeks, working entirely from evidence you already hold. The plan, the approved case, the change calendar, the org structure. Nothing is commissioned that does not already exist.

It ends in one dated verdict, Full, Phased or Hold, with the named conditions that must close, and a register entry with its scoring date so the call can be checked later.

The fee is fixed in writing before week one and does not move with the answer. A Hold earns exactly what a Full pace earns.

IF YOU ARE BIDDING TO DELIVER IT

The Bid Anchor

Five days, fixed fee. Before you commit to a pace in a proposal, an independent read on whether the client can actually absorb it.

You get the bid call, and the conditions drafted as wording you can put in the proposal itself.

A do not bid costs exactly what a bid costs, so there is no incentive to tell you what you want to hear.

Either way, one line is enough to start. Tell us what you have committed to and what fixed the date. If nobody has formally tested whether your people can carry it, that is the conversation worth having, and it costs nothing to have it.