

## **DMPC Decision – PCD 651**

### **Title: Non-Classroom Based Learning Tool**

#### **Executive Summary:**

The Metropolitan Police Service (MPS) is seeking to introduce a non-classroom-based learning tool.

The tool will enable officer and staff access to external learning content through an online self-service basis. Access to this digital learning library will broaden skills and provide learning opportunities. Critically, the MPS will also host internal learning content on the platform to assist operational training.

This will reduce the need for officers to be removed from frontline duties to attend classroom learning and provide greater support on key areas such as investigation. eLearning will be accessible on mobile devices providing flexibility and the ability for officers and staff to learn at their own pace.

The introduction of this learning tool supports key elements of the MPS Learning and Development Transformation (LD) Programme to create a culture where learning individually and as an organisation is fundamental; ensuring that officers and staff have the skills and knowledge they need to serve London.

This decision sets out the recommended supplier, number of licenses to access the platform and costs which will be met from MPS reserves.

#### **Recommendation:**

The Deputy Mayor for Policing and Crime is recommended to approve:

1. The selection of LinkedIn Learning as an eLearning tool;
2. The procurement of an enterprise solution of 45,000 licenses to be made available to all MPS officers and staff for use over 2 years; and
3. The associated licence costs of £737.4k, which will be met from reserves (specifically funding returned from the Leading for London Programme).

Note MPS Digital Policing (DP) have committed to absorb the implementation costs of £115k.

**Deputy Mayor for Policing and Crime**

I confirm I have considered whether or not I have any personal or prejudicial interest in this matter and take the proposed decision in compliance with the Code of Conduct. Any such interests are recorded below.

The above request has my approval.

**Signature**

*Ernie Lunde .*

**Date**

*30/10/19*

## **PART I - NON-CONFIDENTIAL FACTS AND ADVICE TO THE DMPC**

### **1. Introduction and background**

- 1.1. The MPS is committed to the development of a learning culture as outlined in its L&D programme vision statement. A key aspect of this is opening up opportunities for officers and staff to learn remotely.
- 1.2. The introduction of online learning is a feature of the Learning Digital Infrastructure (LDI) project. However, the target implementation date of this project is not until July 2021. Therefore, an interim solution is needed to address operational training needs in the meantime.
- 1.3. The introduction of an online learning tool will enable officers and staff to access external learning content through a self-service portal. This broad digital library will help to broaden skills and provide learning opportunities. Critically, the MPS will also be able to host its own learning content on the platform to assist operational training. For example, supporting frontline officers with Mi-Investigation.
- 1.4. Remote access will reduce the need for officers to be removed (abstracted) from frontline duties to attend classroom learning. eLearning will be accessible on mobile devices providing flexibility (agile working) and allowing officers and staff to learn at their own pace.

### **2. Issues for consideration**

- 2.1. As online learning is encompassed within the LDI project there is a potential option to wait for this to be implemented in order to offer eLearning. However, LDI is not expected to launch until July 2021 and there is therefore an operational training risk if an interim solution is not found. A priority is the need to offer further learning support around Mi-Investigation.
- 2.2. The recommended supplier is LinkedIn Learning. There are other suppliers on the market, but none have an extensive learning library already accessible to the MPS or an established footprint within the MPS. All other suppliers have stated that they would need to design, build and implement a solution from scratch and then develop and build the library content for courses. Developing content would be a significant cost and the extended time to do so does not meet the MPS need for a rapid interim solution.
- 2.3. LinkedIn Learning would provide officers and staff with over 6,000 courses as soon as the platform is activated. Many of these are already suitable for MPS purposes, such as leadership and management courses. MPS officers and staff are also likely familiar with LinkedIn through their personal accounts and therefore will have some degree of familiarity with the new online platform.
- 2.4. The online learning tool is anticipated to provide non-cashable savings through:
  - Increased satisfaction with learning and career development opportunities; and
  - Increased agility to adapt and develop new skills at pace.

- 2.5. There is a further choice as to whether the MPS should acquire 45,000 licenses from the beginning or implement a phased approach of 10,000 at a time. If 45,000 are acquired there is a risk that initial adoption rates may be low and therefore the MPS will pay for licenses it is not using.
- 2.6. However, there are benefits to DP in initiating all 45,000 at once – it will reduce the amount of manual configuration needed at a later date and enable advantage to be taken of bulk discounting. Furthermore, if initial take up is strong it may exceed 10,000 licenses leaving some staff unable to access the platform. For these reasons it is recommended that the MPS acquire all 45,000 licenses from the beginning.

### **3. Financial Comments**

- 3.1. The purchase of 45,000 Linked in Learning licenses for 2 years will cost £852.4k. This will consist of £737.4k licensing and £115k DP implementation.
- 3.2. The license costs will be met from MPS reserves, specifically funding returned from the Leading for London Programme.
- 3.3. DP have committed to absorb the implementation costs of £115k.

### **4. Legal Comments**

- 4.1. MOPAC is a contracting authority as defined in the Public Contract Regulations 2015 (the PCRs). All awards of public contracts for goods or services valued at £181,302 or more must be procured in accordance with the PCRs. This report confirms that the request exceeds the £181,302 threshold and therefore the PCRs are engaged.
- 4.2. Paragraph 4.14 of the MOPAC Scheme of Delegation and Consent provides that the Deputy Mayor for Policing and Crime (DMPC) has delegated authority to call in for decision any MPS proposal to award a contract for £500,000 or above.
- 4.3. The Directorate of Legal Services have been fully engaged throughout this process. The proposed contract will be procured in accordance with Public Contracts Regulations 2015 (the Regulations).

### **5. Commercial Comments**

- 5.1. The recommended compliant route to market is the Crown Commercial Services Framework Agreement (Digital Marketplace G-Cloud 11). The contract will be awarded to a single supplier with an initial contract for 2 years, to tie into the LDI project timelines.

### **6. GDPR and Data Privacy**

- 6.1. The MPS is subject to the requirements and conditions placed on it as a 'State' body to comply with the European Convention of Human Rights and the Data Protection Act (DPA) 2018. Both legislative requirements place an obligation on the MPS to process

personal data fairly and lawfully in order to safeguard the rights and freedoms of individuals.

- 6.2. Under Article 35 of the General Data Protection Regulation (GDPR) and Section 57 of the DPA 2018, Data Protection Impact Assessments (DPIA) become mandatory for organisations with technologies and processes that are likely to result in a high risk to the rights of the data subjects.
- 6.3. The Information Assurance and Information Rights units has been consulted to ensure the project meets its compliance requirements.
- 6.4. A DPIA has been completed for this project. The project will ensure a privacy by design approach, which will allow the MPS to find and fix problems at the early stages of any project, ensuring compliance with GDPR. DPIAs support the accountability principle, as they will ensure the MPS complies with the requirements of GDPR and they demonstrate that appropriate measures have been taken to ensure compliance.

## **7. Equality Comments**

- 7.1. The MPS are required to comply with the public sector equality duty set out in section 149(1) of the Equality Act 2010. This requires organisations to have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations by reference to people with protected characteristics. The protected characteristics are: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 7.2. The provision of additional learning and development opportunities is of key interest to officers and staff. The online platform will offer substantial new learning opportunities to all staff. The flexibility of the system and the ability to use it remotely complements current flexible working initiatives. The reduced need to attend classroom-based learning will also facilitate access for staff who struggle with mobility.
- 7.3. The MPS have completed an Equality Impact Assessment as part of the Learning Digital Infrastructure Project, which this project sits within.

## **8. Background/supporting papers**

Appendix A – PIB MPS Part One

**Public access to information**

Information in this form (Part 1) is subject to the Freedom of Information Act 2000 (FOIA) and will be made available on the MOPAC website following approval.

If immediate publication risks compromising the implementation of the decision it can be deferred until a specific date. Deferral periods should be kept to the shortest length strictly necessary.

**Part 1 Deferral:**

Is the publication of Part 1 of this approval to be deferred? NO

If yes, for what reason:

Until what date:

**Part 2 Confidentiality:** Only the facts or advice considered as likely to be exempt from disclosure under the FOIA should be in the separate Part 2 form, together with the legal rationale for non-publication.

Is there a **Part 2** form – Yes

**ORIGINATING OFFICER DECLARATION**

*Tick to confirm statement (✓)*

**Financial Advice**

The Strategic Finance and Resource Management Team has been consulted on this proposal.

✓

**Legal Advice**

The MPS legal team has been consulted on the proposal.

✓

**Equalities Advice:**

Equality and diversity issues are covered in the body of the report.

✓

**Commercial Issues**

The proposal is in keeping with the GLA Group Responsible Procurement Policy.

✓

**GDPR/Data Privacy**

GDPR compliance issues are covered in the body of the report.

✓

**Director/Head of Service**

The Chief Finance Officer has reviewed the request and is satisfied it is correct and consistent with the MOPAC's plans and priorities.

✓

**Interim Chief Executive Officer**

I have been consulted about the proposal and confirm that financial, legal and equalities advice has been taken into account in the preparation of this report. I am satisfied that this is an appropriate request to be submitted to the Deputy Mayor for Policing and Crime.

**Signature**



**Date**

30/10/19



## NON CLASSROOM BASED LEARNING TOOL

Investment Advisory and Monitoring (IAM), 31<sup>st</sup> October 2019

Report by Alex Walsh, Director of Learning, on behalf of the Chief of Corporate Services

**Part 1: This section of the report will be published by MOPAC.**  
**It is classified as OFFICIAL - PUBLIC**

### EXECUTIVE SUMMARY

As part of the transformation of the learning and development offer for officers and staff across the MPS, there is a requirement for the Met to enhance the digital infrastructure that we currently have in place to support training delivery. This is particularly important at a time of police officer growth given the associated increase in demand this places on the need for training across the organisation. Increasing our digital capability helps us most effectively manage the need to attract officers for both training delivery and attendance.

The current paper seeks approval for the award of a 2-year contract to Linked In Learning, an on-line educational platform. This will provide the MPS with both a platform to host internally created content that will support a range of operational training being delivered in a more efficient and effective way, as well as enable all our officers and staff to have access to a vast library of external training content in support of their personal and professional development.

### RECOMMENDATIONS

The Deputy Mayor for Policing and Crime, via the Investment Advisory Meeting (IAM), is asked to approve;

1. **The selection of LinkedIn Learning as an eLearning tool;**
2. **The procurement of an enterprise solution of 45,000 licenses to be made available to all MPS officers and staff for use over 2 years; and**
3. **The associated licence costs of £737.4k, which will be met from reserves (specifically funding returned from the Leading for London Programme).**

### Time Sensitivity

A decision is required from the Deputy Mayor by 31/10/2019 in order for the MPS to benefit from the discounted price being offered by Linked In Learning.

## **SUPPORTING INFORMATION**

1. The MPS has been incrementally improving training over the last 20 years. The MPS has set the bar nationally for some of its training (e.g. Crime Academy, Firearms and Public Order) but has struggled to sustain and keep pace with changing needs and modern methods in learning. There has been ample ambition to transform learning across the MPS but IT infrastructure, reductions in headcount and costs have been an on-going challenge.
2. Under the Met's Direction, Our Strategy 2018 - 2025 there has been a renewed focus on learning and development. Pillar 3 of the Met Direction sets out our ambition to become a learning organisation in support of keeping London safe. The Met Direction defines our priorities that will develop a culture of learning through maximising on the opportunities to improve service through innovation, promoting openness and sharing experiences and taking individual and collective responsibility for learning.
3. Modern learning methods are key to us delivering against this ambition and the opportunities that eLearning offers are crucial to enabling learning transformation across the MPS. Linked In Learning is an on-line educational platform. It will provide the MPS with both a platform to host our own digital learning content in support of operational training (e.g. Professional Development Days), critical to ensure that our training delivery capability is as efficient and effective as it can be, especially at a time of police officer growth. It will also provide all our officers and staff with access to a vast external content library of business, technology-related and creative expert led course videos which they can access as they choose in support of wider personal and professional development.
4. The implementation of Linked In Learning will sit as part of the Learning Digital Infrastructure Project within the wider Learning Transformation Programme (Programme 8 within the Met's Transformation Portfolio).

## **ORGANISATIONAL & COMMUNITY IMPLICATIONS**

### **Financial Implications**

1. Budget has been identified to support the cost of £737,400, from the reserve that was created to support Leading for London. It is agreed that the work being proposed will continue to improve the Learning & Development at the MPS.

### **Legal Implications**

1. Paragraph 4.8 of the MOPAC Scheme of Delegation and Consent provides that the Deputy Mayor for Policing and Crime has delegated authority to approve business cases for revenue or capital expenditure of £500,000 or above.
2. The Directorate of Legal Services have been fully engaged throughout this process.
3. The proposed contract will be procured in accordance with Public Contracts Regulations 2015 (the Regulations).

### **Equality and Diversity Impact**



1. An Equality Impact Assessment was undertaken at the start of the Learning Digital Infrastructure Project, which this work sits within, in consultation with the Strategy & Inclusion Team. This will be continuously developed over the lifecycle of the project.
2. Digitally enabled learning enables staff to exercise greater choice in when, where and how they learn. As such, it is anticipated to provide benefit to a range of populations, including those away from the workplace (e.g. maternity leave) and those with specific adjustments or assistive technology (e.g. hearing impaired). Linked In Learning has comprehensive guidance to ensure that users get the most out of the system.
3. Staff association and staff support association engagement is ongoing.

**GDPR & Data Privacy**

1. The MPS is subject to the requirements and conditions placed on it as a 'State' body to comply with the European Convention of Human Rights and the Data Protection Act (DPA) 2018. Both legislative requirements place an obligation on the MPS to process personal data fairly and lawfully in order to safeguard the rights and freedoms of individuals.
2. Under Article 35 of the General Data Protection Regulation (GDPR) and Section 57 of the DPA 2018, Data Protection Impact Assessments (DPA) become mandatory for organisations with technologies and processes that are likely to result in a high risk to the rights of the data subjects.
3. The Information Assurance and Information Rights units will be consulted at all stages of the work arising from the current paper to ensure that all compliance requirements in respect of GDPR and Privacy are met.

**Risk (including Health and Safety) Implications**

1. There are no specific Health and Safety considerations linked to the current proposal.

**Estate Implications**

1. Digitally enabled training is a key enabler in helping Met Learning & Development work to reduce classroom requirements across the existing Learning & Development estate.

**Consultation Undertaken**

1. Consultation Grid:

Key stakeholder engagement (up to what level)	Supportive / Supportive with concerns / Not supportive / Not affected
Assistant Commissioner Professionalism	Supportive
Chief Information Officer	Supportive
Director of Commercial Services	Supportive
Chief Finance Officer	Supportive

**Risk (including Health and Safety) Implications**

1. There are no specific Health and Safety considerations linked to the current proposal.

**Background Papers:** None

**Part 2: This section refers to the details of the business request that are NOT SUITABLE for MOPAC publication.**

The Government Security Classification marking for Part 2 is: OFFICIAL SENSITIVE (COMMERCIAL).

Part 2 of the Non Classroom Based Learning Tool Paper is exempt from publication for the following reasons:

- Exempt under Article 2(2)(a) of the Elected Local Policing Bodies (Specified Information) Order 2011, and;
- Freedom of Information Act 2000 Section 43 - Commercial Interests.

The paper will cease to be exempt at the completion of the contract.