

**DMPC Decision – PCD 659****Title: Learning Digital Infrastructure****Executive Summary:**

The decision seeks approval to progress the Learning Digital Infrastructure Project to Full Business Case, working with the market to understand the technical solutions that are available to meet the MPS's requirements and achieve the associated benefits. The business case outlines the proposed strategy for delivering the integrated digital learning infrastructure. This will transform user experience. It will also provide corporate overview and insight of training and existing skills gaps. This is with a view to inform decisions with regards to the corporate learning strategy and address organisational risks such as succession planning. The digital infrastructure will hold the primary master learner record, and replaces, where possible, disparate systems which do not meet the business need. The procurement route will initially be through the Solution Provider Framework, which is available to all GLA bodies to tender their requirements for a learning management platform.

**Recommendation:**

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

1. That the Learning Digital Infrastructure project progresses to Full Business Case (Investment Decision) stage seeking to procure a Learning Management System.
2. Spend of £579k across 2019/20 and 2020/21 from within existing approved budgets to develop the project through to Full Business Case.
3. The proposed, fully compliant, two stage tender process; Using the Solution Provider Framework (SPF) to undertake an Expressions of Interest process to ascertain whether this route can provide the functionality requirement and also generate sufficient commercial competition to demonstrate value for money. If this is demonstrated, then the SPF will be the chosen route to market. Should the Expressions of Interest stage fail to provide the required assurance, the route to market will default to a full OJEU-compliant process.

**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****Date**

8 / 11 / 2019



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

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

- 1.1. Fundamental to the transformation of how officers and staff learn and develop is the need to enhance the digital infrastructure that we currently have in place and seize the opportunities that technology can provide. We cannot achieve what we need without it.
- 1.2. This is particularly important at a time of police officer growth. Over the next three years, the Met is aiming to increase by c5000 officers to meet the significant demand and complexity of policing a major global capital city. Maximising the capability of our workforce is key to ensuring that the growth delivers the biggest impact possible.
- 1.3. Growth places significant additional demand on the need for training and our colleagues at Hendon and Marlowe House have stepped up fantastically to train upwards of 400 recruits a month. Alongside, we are working to bring into effect a more streamlined and consistent programme of street duties across all of Frontline as of the first quarter of 2020, ready for the big intakes landing on BCUs and also prepare for the implementation of new Policing Education Qualifications Framework recruit training pathways from September 2020. In parallel, we are seeing a notable increase in demand for training in support of landing corporate change and delivering continued professional development (e.g. My Investigations, Safeguarding, Connect).
- 1.4. Simultaneously, we continue to manage notable challenges regarding our training data and the associated risks this presents. Our inability to accurately understand, plan or forecast the skill demand of our workforce or assure completion rates is a significant source of wastage, inefficiency and frustration across the organisation. The introduction of a well configured Learning Management System (an HMIC recommendation) will enable us to streamline existing architecture and implement a significantly more efficient and effective target operating model across Learning & Development.
- 1.5. In summary, the LDI project will support and enable all learning management across the MPS under one integrated platform offering numerous benefits centred on efficiency, improved workforce capabilities, improved insight for operational deployment decision making, and increased satisfaction with learning. It marks a vital step towards shaping a culture of individual and collective responsibility for learning, continuous professional development and the informal spread of practitioner knowledge, whilst embracing modern tools and approaches.

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

- 2.1. As above.

### **3. Financial Comments**

- 3.1. Funding of £579k has been identified from within existing approved budgets.

### **4. Legal Comments**

- 4.1. 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.
- 4.2. The Directorate of Legal Services have been fully engaged throughout the work to date and will continue to be involved in all stages of the project moving forward to ensure all activity is fully compliant.
- 4.3. The proposed contract will be procured in accordance with Public Contracts Regulations 2015 (the Regulations). Both of the potential routes to market outlined in Recommendation 3 are full compliant.

## **5. Commercial Issues**

- 5.1. The most effective route to market is being utilised supporting the Solution Provider Framework (SPF) in the first instance. If insufficient suppliers are identified through the SPF, the project has also planned a route to market through a full OJEU-compliant process to ensure appropriate commercial competition and support MPS securing best value for money.

## **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 will be engaged at all stages of the project to ensure that all compliance requirements in respect of GDPR and Privacy are met. A Data Protection Impact Assessment (DPIA) has been already been completed in order to help identify the potential data risks so that these can be proactively managed, and the project will work to a 'privacy by design' approach ensuring that privacy is taken into account throughout all project phases.

## **7. Equality Comments**

- 7.1. An Equality Impact Assessment was conducted at the start of the Learning Digital Infrastructure Project in consultation with the Strategy & Inclusion Team. This will be reviewed and updated at regular intervals over the lifecycle of the project.
- 7.2. A robust 'back end' learning management system will enable the MPS to significantly improve its capability to both monitor training delivery and completion (across both mandatory and continued professional development areas) as well as develop associated

insight and use this to work across the MPS to ensure transparency of opportunity and the avoidance of disproportionality.

- 7.3. 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). A comprehensive to ensure that users get the most out of the system.
- 7.4. Staff association and staff support association engagement has commenced and will continue throughout the lifecycle of the project.

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

- 8.1. Report

**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
- A DPIA has been completed

✓

**Director/Head of Service**

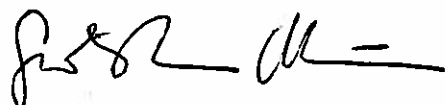
The Chief Finance Officer has reviewed the request and is satisfied it is correct and consistent with the MOPAC's plans and priorities.

✓

**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**

8/11/2019

**MOPAC**MAYOR OF LONDON  
OFFICE FOR POLICING AND CRIME**LEARNING DIGITAL INFRASTRUCTURE: OUTLINE BUSINESS CASE****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**

We ask our officers and staff to perform incredibly difficult jobs and do the most extraordinary things every day to keep London safe for everyone. It is therefore only right that they are given the very best support and tools to help them focus on what matters most to Londoners, mobilise partners and the public and achieve the best outcomes in the pursuit of justice and support of victims.

The Met's Direction, our Strategy for 2018 - 2025, places a renewed focus on learning and development. It sets out our objectives to learn from experience, learn from others and constantly strive to improve - enabled by seizing the opportunities that digital technology can provide to become a world leader in policing.

Fundamental to the transformation of how we learn and develop is the need to enhance the digital infrastructure that we currently have in place. 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. Enhancing the digital infrastructure supporting our learning and development operations will enable us to manage existing data challenges and allow us to more effectively understand, plan and forecast the skills of our workforce in line with existing and emerging operational demands. It will significantly increase the 'value for time' of our learning and development interventions, helping us effectively manage the need to abstract officers for both training delivery and attendance and creating a user experience that promotes engagement and ownership.

The current paper seeks approval to progress the Learning Digital Infrastructure Project to Full Business Case, working with the market to understand the technical solutions that are available to meet the MPS's requirements and achieve the associated benefits.

**RECOMMENDATIONS**

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

1. **That the Learning Digital Infrastructure project progresses to Full Business Case (Investment Decision) stage seeking to procure a Learning Management System.**

2. Spend of £579k across 2019/20 and 2020/21 from within existing approved budgets to develop the project through to Full Business Case
3. The proposed, fully compliant, two stage tender process; Using the Solution Provider Framework (SPF) to undertake an Expressions of Interest process to ascertain whether this route can provide the functionality requirement and also generate sufficient commercial competition to demonstrate value for money. If this is demonstrated, then the SPF will be the chosen route to market. Should the Expressions of Interest stage fail to provide the required assurance, the route to market will default to a full OJEU-compliant process

### **Time Sensitivity**

A decision is required from the Deputy Mayor by 14/11/2019 in order to hold the plan for Full Business Case completion ready to table at PIB in August 2020.

### **SUPPORTING INFORMATION**

1. We ask our officers and staff to perform incredibly difficult jobs and do the most extraordinary things every day to keep London safe for everyone. It is therefore only right that they are given the very best support and tools to help them focus on what matters most to Londoners, mobilise partners and the public and achieve the best outcomes in the pursuit of justice and support of victims.
2. 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 training) 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.
3. Met Direction places a renewed focus on learning and development. It sets out our ambition to learn from experience, learn from others, and constantly strive to improve. We want to develop a culture of learning, listening to feedback, sharing ideas and insight and empowering people to be innovative. The Learning and Development Transformation Programme (Programme 8 in the Met's Transformation Portfolio) directly delivers on this ambition to improve our ability to keep London safe.
4. Fundamental to the transformation of how officers and staff learn and develop is the need to enhance the digital infrastructure that we currently have in place and seize the opportunities that technology can provide. We cannot achieve what we need without it.
5. This is particularly important at a time of police officer growth. Over the next three years, the Met is aiming to increase by c5000 officers to meet the significant demand and complexity of policing a major global capital city. Maximising the capability of our workforce is key to ensuring that the growth delivers the biggest impact possible.
6. Growth places significant additional demand on the need for training and our colleagues at Hendon and Marlowe House have stepped up fantastically to train upwards of 400 recruits a month. Alongside, we are working to bring into effect a more streamlined and consistent programme of street duties across all of Frontline as of the first quarter of 2020, ready for the big intakes landing on BCUs and also prepare for the implementation of new PEQF recruit training pathways from September 2020. In parallel, we are seeing a notable increase in demand for training in support of landing corporate change and delivering

continued professional development (e.g. My Investigations, Safeguarding, Connect).

7. Simultaneously, we continue to manage notable challenges regarding our training data and the associated risks this presents. Our inability to accurately understand, plan or forecast the skill demand of our workforce or assure completion rates is a significant source of wastage, inefficiency and frustration across the organisation. The introduction of a well configured Learning Management System (an HMIC recommendation) will enable us to streamline existing architecture and implement a significantly more efficient and effective target operating model across Learning & Development.
8. In summary, the LDI project will support and enable all learning management across the MPS under one integrated platform offering numerous benefits centred on efficiency, improved workforce capabilities, improved insight for operational deployment decision making, and increased satisfaction with learning. It marks a vital step towards shaping a culture of individual and collective responsibility for learning, continuous professional development and the informal spread of practitioner knowledge, whilst embracing modern tools and approaches.

## **ORGANISATIONAL & COMMUNITY IMPLICATIONS**

### **Issues for consideration**

1. This information is contained in the restricted section of the report.

### **Contributes to the MOPAC Police & Crime Plan 2017-2021<sup>1</sup>**

1. The LDI project will provide the MPS with an integrated digital learning infrastructure fit for 21st century policing and contributes to a transformed, modern and efficient Metropolitan Police Service.

### **Financial Implications**

1. Funding of £579k has been identified from within existing approved budgets. The most effective route to market is being utilised supporting the Solution Provider Framework (SPF) in the first instance. If insufficient suppliers are identified through the SPF, the project has also planned a route to market through a full OJEU-compliant process to ensure appropriate commercial competition and support MPS securing best value for money.

### **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 the work to date and will continue to be involved in all stages of the project moving forward to ensure all activity is fully compliant.
3. The proposed contract will be procured in accordance with Public Contracts Regulations 2015 (the Regulations). Both of the potential routes to market outlined in Recommendation 3 are full compliant.

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<sup>1</sup> [Police and crime plan: a safer city for all Londoners | London City Hall](#)

### **Equality and Diversity Impact**

1. An Equality Impact Assessment was conducted at the start of the Learning Digital Infrastructure Project in consultation with the Strategy & Inclusion Team. This will be reviewed and updated at regular intervals over the lifecycle of the project.
2. A robust 'back end' learning management system will enable the MPS to significantly improve its capability to both monitor training delivery and completion (across both mandatory and continued professional development areas) as well as develop associated insight and use this to work across the MPS to ensure transparency of opportunity and the avoidance of disproportionality.
3. 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). A comprehensive to ensure that users get the most out of the system.
4. Staff association and staff support association engagement has commenced and will continue throughout the lifecycle of the project.

### **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 (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.
3. The Information Assurance and Information Rights Units will be engaged at all stages of the project to ensure that all compliance requirements in respect of GDPR and Privacy are met. A Data Protection Impact Assessment (DPIA) has been already been completed in order to help identify the potential data risks so that these can be proactively managed, and the project will work to a 'privacy by design' approach ensuring that privacy is taken into account throughout all project phases.

### **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.

### **Environmental Implications**

1. There are no specific environmental 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 Learning Digital Infrastructure Outline Business Case 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.

