MOPAC

REQUEST FOR DMPC DECISION –PCD 283

Title: Open University Organisational Learning

Executive Summary:

This paper proposes to undertake an action learning research project to build an effective Organisational Learning (OL) environment in the Met, by investigating current practices and developing a supportive and influential learning environment in conjunction with the Open University Centre for Policing Research and Learning.

The total cost of the project is £249,983 to be met from a combination of Met funding and OU/OU consortium grant funding. The project lifespan is over a 2 year 4 month period.

The Met funding requested amounts to £172,003 to be funded from the Major Change Fund, given the project's importance to the OMM Blueprint for shaping behavioural change. The project will be further supported by a contribution from OU and OU Consortium of £77,980.

Recommendation:

The DMPC is asked to approve;

- The funding by MPS of the OU Organisational Learning action learning research project, at a revenue cost of £172,003 over a three year period (from 2017/18-2019/20), to be funded from the Major Change Fund.

- Accept grant funding of £77,980 from the OU and OU Consortium to support the project, which is made up of £20,000 cash contribution and £57,980 of project team staffing.

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 *Sophie Linden* Date 25/10/2017

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

Decision required – supporting report

1. Introduction and background

1.1. The Met is undergoing significant and multiple strategic and operational changes, including new and emerging structures, roles, interfaces, processes and technologies. A core concern of the Met's People agenda is to understand and improve the ways in which knowledge and learning are developed, deployed and shared, and to support the Met's transformation model. Building a culture of organisational learning is integral to behavioural change factored into the OMM Blueprint.

1.2. In June 2016 the Met's Strategy and Governance OL team's recommendation was to work with the Open University, through the OU Centre for Policing Research and Learning (and the embedded policing Consortium of which the Met is a member), to evaluate the learning environment and recommend means to develop a mature learning organisation.

2. Issues for consideration

2.1. The OU OL project will be complemented, and supported by, emerging Met structures and processes including the establishment of a new dedicated Organisational Learning Board. The OU OL project group will assure the OL Board in addition to quarterly milestone reporting by the OU team to that Board.

3. Financial Comments

3.1. The project costs are based on staffing, travel and overheads. Cost profiling is shown below.

	2017/18 £	2018/19 £	2019/20 £	Total £
Cost of project (Revenue)	34,260	106,305	109,418	249,983
Funded by;				
MPS (Major Change Fund)	27,434	62,177	82,392	172,003
OU contribution	6,826	44,128	27,026	77,980

3.2. The OU contribution includes funds from the OU Consortium in order to share learning from the Met OL project with other forces; and funding for a share of office costs, computing support and administration.

3.3. MPS will draft a grant agreement for the Open University action learning research following MOPAC approval to meet the agreed delivery and payment schedule.

4. Legal Comments

4.1. There are no legal implications arising from this proposal.

5.   Equality Comments

5.1.   There are no direct equality or diversity implications arising from this report. Any contributory factors identified during the action learning research during 2018 and 2019 will be flagged.

6.   Background/supporting papers

6.1.   None.

Public access to information

Information in this form is subject to the Freedom of Information Act 2000 (FOIA) and other legislation. Part 1 of this form will be made available on the MOPAC website within 1 working day of approval. Any facts/advice/recommendations that should not be made automatically available on request should not be included in Part 1 but instead on the separate Part 2 form. Deferment is only applicable where release before that date would compromise the implementation of the decision being approved.

Part 1 Deferral:

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

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 rational for non-publication.

Is there a **part 2** form – No

ORIGINATING OFFICER DECLARATION:

Head of Unit: The Head of Strategic Finance and Resource Management has reviewed the request and is satisfied it is correct and consistent with the MOPAC's plans and priorities.	√
Legal Advice: The MPS legal team has been consulted on the proposal.	√
Financial Advice: The Chief Financial Officer has been consulted on this proposal.	√
Equalities Advice: No Equality and Diversity issues identified.	√

OFFICER APPROVAL

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 R. Lawrence   Date 18/10/17

Open University Organisational Learning

MOPAC Investment Advisory Board - October 2017

Report by AC Helen Ball on behalf of the Deputy Commissioner

Part 1 – This section of the report is suitable for MOPAC Publication. It is NOT PROTECTIVELY MARKED.

EXECUTIVE SUMMARY

This paper concerns a proposal to build an effective Organisational Learning (OL) environment in the Met, investigating current practices and developing a supportive and influential learning environment.

It is consistent with the MOPAC Police and Crime Plan and the Met's transformation model and our aspirations for individual and corporate capability. Building a culture of organisational learning is integral to behavioural change factored into the OMM Blueprint.

The Met has, in conjunction with the Open University Centre for Policing Research and Learning, developed an action learning research project that will consider three related research questions:

- What are the strengths and areas for potential improvement in current practices of organisational learning in Met?

- How and where can improvements in organisational learning practice take place within Met?

- What can be learnt about fostering, deploying and spreading learning to enhance policing practice from this programme of work?

Recommendation

As it is supported by the MPS Portfolio & Investment Board, the Deputy Mayor for Policing and Crime is asked to:

1. **Approve the Met/OU project to explore and develop organisational learning systems**

Time sensitivity

The Met will draft a grant agreement for the Open University action learning research following MOPAC approval to meet the agreed delivery and payment schedule.

Non-confidential facts and advice to the Deputy Mayor for Policing and Crime

Introduction and background

1. The Met is undergoing significant and multiple strategic and operational changes, including new and emerging structures, roles, interfaces, processes and technologies. All of this is taking place against a backdrop of London as a global city as well as financial restraint across public services. In common with other police agencies, there is an increasing emphasis on safeguarding and protection of vulnerable people and

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specifically for the Met, there are growing expectations about the quality of relationships and partnerships with the communities of London.

2. A core concern of the Met's People agenda is to understand and improve the ways in which knowledge and learning are developed, deployed and shared, and to support the Met's transformation model.

3. In June 2016 the Met's Strategy and Governance OL team tabled a paper with 11 recommendations to progress OL in the Met. These include proposals around organisational OL structures, thematic leads, OL systems and an OU OL project. Recommendation one was to work with the Open University, through the OU Centre for Policing Research and Learning (and the embedded policing Consortium of which the Met is a member), to evaluate our learning environment and recommend means to develop a mature learning organisation.

4. The OU Centre and the Met agreed a research proposal with Consortium leads. A Business Justification Case was drafted for August People and Training Board (and subsequently PIB), and approved with funding authorised from the MCF. A grant agreement will be drafted subject to MOPAC authorisation. This is a synopsis of the OU OL project

5. Organisational learning is a complex phenomenon, involving individuals, teams, functions, institutions and sometimes communities that the organization serves. Increasingly, scholars emphasise organisational learning as enmeshed in social interaction, relationship and practice. In other words, learning is not something which can be studied in isolation from the personal, interpersonal and organisational context in which it does – or does not – take place. For learning to successfully support organisational objectives, therefore, the scope of any project must include 'people' factors, not just systems, policies or structures.

6. The approach taken in this project is based on the premise that knowledge is more than a resource which can be aggregated, codified and stored; knowledge is deeply embedded in people's sense of professional identity, status and belonging. The project will explore these issues, and seek to understand the factors that inhibit or reduce organisational learning, as well as those that enable successful organisational learning to take place.

7. There are three related research questions:

   - What are the strengths and areas for potential improvement in current practices of organisational learning in Met?

   - How and where can improvements in organisational learning practice take place within Met?

   - What can be learnt about fostering, deploying and spreading learning to enhance policing practice from this programme of work?

8. For question 1, the research will initially consider current practices as they relate to people, practices, culture, processes, incentives and barriers, that is, both macro and micro issues, and both 'hard' and 'soft' factors. The focus of inquiry will tighten over the course of the scoping study, in consultation with key stakeholders.

9. For questions 2 and 3, the recommended work-streams will involve activities including: detailed research into particular functional areas, practices and/or groups; advisory and consultancy – to include workshops and seminars to promote reflective learning and share good or promising practice; development and implementation activities – to include tools and specifications, for example an OL Hub; evaluation of any impact of the action research; and reports, presentations and publications from the work.

10. The action research programme is planned over 2 years and 4 months in three phases, each with outputs and evaluation. The first phase, a four-month scoping study, will be followed by a proposal for Phases 2 and 3, each one year, commencing in January 2018. Research outputs can be assessed and proposals reviewed periodically within an overall framework.

Issues for consideration

11. The heightened interest in Organisational Learning amongst policing bodies in particular and public sector organisations is hindered by the absence of large scale robust evaluation and implementation. The local government study undertaken by Lyndsay Rashman, Jean Hartley and their team, along with several studies in in healthcare, are the only recent UK examples and resulted in major change to the respective OL environments. Policing is a distinctive, complex and under-researched environment.

12. In devising this project the research team have been mindful of the Met's requirement to focus on possibilities for practical action, and empirical work is therefore based on the principles of **action research**, which is targeted towards change and experimentation, and assumes the early and sustained engagement of stakeholders. This approach begins with an assessment of the current context and set of practices and the factors which both enable and inhibit organisational learning.

13. The research project, with world class practitioners in this field, and our renewed focus on OL structures and processes provides a standout opportunity to implement an OL environment and help build a Learning Organisation. Benefits far outweigh resource use.

14. The case has been clearly made in terms of economic rationale or benefit. The reduction of one major operational case, one major audit and inspection or one IPCC or Coroners report would cover the financial outlay many times over. The thematic learning derived from the learning environment and OL structures would, in principle, significantly support operational practice and support high risk and high harm activity in particular. The potential spur to innovation and fresh thinking is disproportionately attractive. The project is consistent with, and complementary to, programmes of work to develop the Met's capabilities and with the OMM Blueprint.

15. In addition the opportunity to reduce the substantial cumulative time burden for officers and staff across the Met, in being able to readily locate or progress learning and to have an identified point of contact, is tangible in real time cost savings, opportunity costs of focusing on policing activity and additional knowledge generation. It is tangible but difficult to cost as a benefit.

16. The OU OL project will be complemented, and supported by, emerging Met structures and processes including the establishment of a new dedicated Organisational Learning Board. Terms of reference for the Organisational Learning Board are in draft – the Chair is AC Professionalism with proposed senior representation from Safeguarding and Community heads of profession, B(OCU) and thematic leads, and proposed members

from MOPAC Evidence & Insight, The College of Policing and from academic partners.

17. The board will be responsible for the framework by which the organisation identifies, captures and socialises learning into action; for the identification and interrogation of thematic learning; and for the advancement of double loop learning and the Learning Organisation (Senge 1990).

18. The Met's Organisational Learning Board will have two reporting sub-groups. One will focus exclusively on supporting and steering the OU OL research project – this has representation from BCU and transformation leads, OL leads in DPS and SO15, and the MetHQ Insight team as well as OU project leads and the OU project manager.

19. This OU OL project group will manage relationships, steer the direction of travel, agree specific outputs and outcomes for each stage and evaluate delivery. The OU OL project group will assure the OL Board in addition to quarterly milestone reporting by the OU team to that Board, and debate between the OU team and that Board on direction of travel.

Contributes to the MOPAC Police & Crime Plan 2017-2021

20. This action learning research directly contributes to delivering the Police & Crime Plan in supporting the three signal priorities of tackling violence against women and girls; keeping children and young people safe; and hate crime and intolerance.

21. In exploring learning across the Met the research will encompass Met learning systems and our learning with and from the Communities that we serve. The project group and OL Board will signal support safeguarding and community engagement, addressing the Plan's commitment to increase the protection for victims and vulnerable people and to transform the Metropolitan Police Service.

Financial Comments

22. The full project costs are £34,260 for the scoping study and then £106,305 to £109,418 for each of the remaining two years for a total of £249,983. The OU and OU Consortium contribution totals £77,980, Met funding is £172,003 over 3 financial years from 2017/18 to 2019/20.

23. Due to the importance of this project to behavioural change factored into the OMM 2020 Blueprint, funding has been allocated from existing MCF funds.

24. The OU contribution includes funds from the OU Consortium in order to share learning from the Met OL project with other forces; allocating academic time on a pro bono basis; and a reduction in office costs, computing support and administration which is provided on a fixed formula basis.

25. The Met will benefit from practitioner academic expertise and associated support services from the OU. The budget is based on three top level researchers (buyout from teaching), a PhD student, project and administrative support, travel and subsistence over a 2 year 4 month project.

26. The OU has worked to provide a significant academic and learning resource for a limited cost, given the research attraction and prospect of published material. The broader resources of the OU in areas such as digital librarian, systems analysis, behavioural science and digital learning may be engaged, and the OU consortium of 18 police forces will contribute.

27. In our opinion we are not able to procure recognised world class expertise and resource elsewhere within the same value parameters.

Legal Comments
28. There are no significant legal implications arising from this report.

Equality Comments
29. There are no direct equality and diversity issues. Any contributory factors identified during the action learning research during 2018 and 2019 will be flagged.

Real Estate Implications
30. There are no changes to the estate associated with this report.

Environmental Implications
31. This does not directly contribute to delivering the Mayor's London Environment Strategy. Any contributory factors identified during the action learning research will be flagged.

Background/supporting papers
32. The supporting Business Justification Case is attached as Part 2, exempt from publication.

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