

DMPC Decision – PCD 1272

Title: Provision of an External Training ‘Content Library’ for MPS Officers and Staff

Executive Summary:

Policing the capital is a unique challenge and this work is becoming increasingly complex. As the nature of crime changes, so must the skills of the MPS workforce if they are to deliver against the challenges faced and strengthen the trust and confidence of the public.

Pillar 6 of Met Direction makes clear the Met’s commitment to “Learn from experience, from others and constantly strive to improve”. A key enabler to achieving this is embracing the opportunities provided by modern technology, building a blended approach to learning and continuous professional development across the organisation. This work is being driven through the Met’s Learning Transformation Programme (P8).

Building critical infrastructure for the Met, the new corporate Learning Management System (Cornerstone On Demand) will go live in the Summer of 2022. Ahead of this, in December 2019, approval was given to procure corporate-wide access to an external content library in the form of Microsoft’s LinkedIn Learning (LiL). This gave the full workforce access to a wide range of new external digital training assets, socialising the organisation to a more blended learning approach.

The existing contract with LinkedIn Learning expires in December 2022. The Met considers providing officers and staff with continued access to an external training content library a key aspect of its wider approach to learning transformation and fundamental to a modern, growth centred, organisation. Therefore, a range of options for continuing to provide a digital learning library have been explored focused on achieving best value for money in line with business requirements.

This decision recommends that the current digital content library (LinkedIn Learning) is replaced with Cornerstone Content Anytime (CCA) Software as a Service. This can be managed as change control against the existing contract for the Learning Management System (LMS).

Recommendation:

The Deputy Mayor for Policing and Crime is recommended to:

1. Approve a change in scope to the existing contract for the corporate Learning Management System (Cornerstone On Demand) to add in the provision of the integrated digital content

library Cornerstone 'Content Anytime'. Associated costs total £1.63m over the 4 + 1.5 year contract term. The contract term has been set to align with the contract term for the Learning Management System.

2. Approve an increase in the total value of our existing contract with Accenture of £1.63m (from £9.46m to £11.09m) to incorporate the addition of Cornerstone Content Anytime.

The costs will be met from existing MPS revenue budgets.

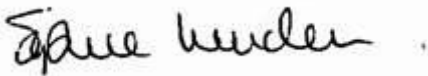
Deputy Mayor for Policing and Crime

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 15-9-22



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

1. Introduction and background

- 1.1. The Met's 2025 vision is to build a professional capability fit for the 21st century so that officers and staff can protect London's communities and keep them safe from harm. The evolving nature of operational demand, the changes to the national agenda and the expectations of the workforce call for rapid, thoughtful and professional changes to learning and development in the Met.
- 1.2. Through Pillar 6 of Met Direction "Learn from experience, from others and constantly strive to improve" the Met are committed to developing a learning culture where officers and staff are equipped with the skills and capabilities they need to meet current and future requirements of policing London. A key enabler to achieving this is embracing the opportunities provided by modern technology, building a blended approach to learning and making the most of the enhancements in technology.
- 1.3. In addition, access to a digital content library enables the achievement of a number of Learning Transformation Programme objectives including:
 - A more diverse, profession-based workforce will have a broader set of development needs, and will take on more responsibility for self-development;
 - Blending new 'bite sized' learning accessible to staff at the point of need with traditional methods can drive efficiencies (e.g. lower abstraction rates), offer the learner choice and improve their overall experience.
- 1.4. This initiative also strategically aligns to various core areas detailed in the Met's Digital Strategy (2021-2025), and specifically follows Digital Policing's principles of "Cloud first" and "Buy, not build".
- 1.5. This proposal underpins the organisational need to future proof digital learning and continue with a digital Content Library / eLearning tool, available for all Met staff providing value-for-money and quality course content supporting Met officers and staff in their continued professional development.

2. Issues for consideration

- 2.1. The existing contract expires in December 2022. The Met considers providing officers and staff with continued access to an external training content library a key aspect of its wider approach to learning transformation and fundamental to a modern, growth centred, organisation. Therefore, options were explored focused on achieving best value for money in line with business requirements resulting in the recommendation made. This can be managed as a change control against the existing contract for Learning. Costs will be met from within existing MPS budgets.

3. Financial Comments

- 3.1. The cost for Cornerstone Content Anytime is £1.63m over the 4 + 1.5 years of the contract term. These costs will be met from current MPS budgets.

4. Legal Comments

- 4.1. The Mayor's Office for Policing and Crime ("MOPAC") is a contracting authority as defined in the Public Contracts Regulations 2015 ("the Regulations"). All awards of, and modifications to, public contracts for goods and/or services valued at £213,477 or above shall be procured in accordance with the Regulations. This report confirms both the value of the original contract and the proposed modification exceeds this threshold.
- 4.2. Regulation 72 permits MOPAC to modify a contract in limited circumstances. Specifically, regulation 72(1)(b) provides MOPAC may modify a contract where:
- It is not possible to change contractor due to technical or economic reasons; and
 - To change contractor would cause MOPAC to suffer significant inconvenience or substantial costs duplication
- Provided the value of the modification does not exceed 50% of the value of the original contract.
- 4.3. This report confirms the value of the proposed modification does not exceed 50% and that Commercial Services are confident no other provider can provide a learning content solution other than CCA or LiL at the same price or less than Cornerstone.
- 4.4. Paragraph 4.8 of the MOPAC Scheme of Delegation and Consent provides the Deputy Mayor for Policing and Crime has delegated authority to approve business cases for revenue or capital expenditure of £500,000 and above.
- 4.5. Paragraph 4.13 of the MOPAC Scheme of Delegation and Consent provides the Deputy Mayor for Policing and Crime has delegated authority to approve all unforeseen variations and extensions to contracts with an original value of £500,000 or above, when the variation or extension is greater than 10% of the original value and/or is for a period of more than 12 months.

5. Commercial Issues

- 5.1. The cost for Cornerstone Content Anytime is £1.62m over the 4 + 1.5 years of the contract term. This period, including a contract extension option, allows for full alignment with the existing LMS contract that was awarded through the Learning Operating Model FBC in December 2020.
- 5.2. All costs are for licensing given sufficient coverage for the full workforce. There are no additional upfront costs to configure CCA, as it forms part of the same Cornerstone platform that has been setup for the new Met Learning Management System.

- 5.3. This contributes to delivering the London Anchor Institutions' Charter, to work together to help restore confidence in the city; minimise the impacts on communities; and build back better the city's economy and society, following the pandemic. Specifically this focuses on supporting communities through engagement.
- 5.4. The Content Library can also be used to create bespoke Met-content via the Grovo tool, where communities' insight and learning will be included within Met-created digital content, bringing to life learning and experience.

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 within MPS will continue to be consulted at all stages to ensure the programme / project meets its compliance requirements.
- 6.4. A DPIA has been completed. Any data processing will be compliant with Article 8 and the Data Protection Principles. Data handling has been confirmed as OFFICIAL – SENSITIVE. There are no additional legal concerns.
- 6.5. The programme 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. An Equality Impact Assessment has been completed. There are no Equality Act issues regarding the proposed project. The proposed CCA SaaS solution supports and is compatible with the Web Content Accessibility Guidelines (WCAG 2.1).
- 7.2. There are no Health and Safety implications from the proposed 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	<i>Tick to confirm statement (✓)</i>
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 <ul style="list-style-type: none"> • GDPR compliance issues are covered in the body of the report. • A DPIA has been completed. 	✓
Drafting Officer Craig James has drafted this report in accordance with MOPAC procedures.	✓
Director/Head of Service: The Interim Chief Finance Officer has reviewed the request and is satisfied it is correct and consistent with the MOPAC's plans and priorities.	✓

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 13-9-22

Provision of an External Training 'Content Library' for MPS Officers & Staff

MOPAC Investment Advisory & Monitoring meeting - 18th August 2022

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

Our service is built on our people. This service can only ever be as good as the capabilities of our workforce who do extraordinary things every day to keep London safe. Policing the capital is a unique challenge and our work is becoming increasingly complex. As the nature of crime changes, so must the skills of our workforce if we are to deliver against the challenges we face and strengthen the trust and confidence of the public.

Pillar 6 of Met Direction makes clear our commitment to “Learn from experience, from others and constantly strive to improve”. A key enabler to achieving this is embracing the opportunities provided by modern technology, building a blended approach to learning and continuous professional development across the organisation. This work is being driven through the Met’s Learning Transformation Programme (P8).

Building critical infrastructure for the Met, the new corporate Learning Management System (Cornerstone On Demand) will go live in the Summer of 2022. Ahead of this, in December 2019, approval was given to procure corporate wide access to an external content library in the form of Microsoft’s LinkedIn Learning (LiL). This gave the full workforce access to a wide range of new external digital training assets, socialising the organisation to a more blended learning approach.

The existing contract with LinkedIn Learning expires in December 2022. The Met considers providing officers and staff with continued access to an external training content library a key aspect of our wider approach to learning transformation and fundamental to a modern, growth centred, organisation. Therefore, a range of options for continuing to provide a digital learning library have been explored focused on achieving best value for money in line with business requirements. This paper recommends that the current digital content library (LinkedIn Learning) is replaced with Cornerstone Content Anytime (CCA) Software as a Service. This can be managed as change control against the existing contract for the Learning Management System (LMS).

A decision is required due to the value of the change being above the limit of £213,477 in accordance with the Regulations.

Recommendations

The Deputy Mayor for Policing and Crime, via the Investment Advisory and Monitoring meeting (IAM), is asked to:

1. **Approve a change in scope to the existing contract for the corporate Learning Management System (Cornerstone On Demand) to add in the provision of the integrated digital content library Cornerstone ‘Content Anytime’. Associated costs total £1.63m over the 4 + 1.5 year contract term. The contract term has been set to align with the contract term for the Learning Management System.**
2. **Approve an increase in the total value of our existing contract with Accenture of £1.63m (from £9.46m to £11.09m) to incorporate the addition of Cornerstone Content Anytime.**
3. **Note that costs will be met from existing MPS revenue budgets.**

Time sensitivity

A decision is required from the Deputy Mayor by 1st September 2022. This is to ensure that all aspects of service can be transferred prior to the expiry of the existing contract for LinkedIn Learning in December 2022.

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

The Met must formally notify Microsoft of its intentions in relation to LinkedIn Learning within the 30 days of contract expiry (no later than 4th November 2022). If the deadline is missed, the Met would be subject to automatic renewal at standard pricing as per current G-Cloud contract for 45k licences (costing 46% more than the current LinkedIn Learning contract). If non-renewal is confirmed without alternative arrangements in place, access to an external digital training library would be removed for officers and staff from December 2022.

Background

1. Our 2025 vision is to build a professional capability fit for the 21st century so that officers and staff can protect London’s communities and keep them safe from harm. The evolving nature of operational demand, the changes to the national agenda and the expectations of the workforce call for rapid, thoughtful and professional changes to learning and development in the Met.
2. Though Pillar 6 of Met Direction “Learn from experience, from others and constantly strive to improve” we are committed to developing a learning culture where officers and staff are equipped with the skills and capabilities they need to meet current and future requirements of policing London. A key enabler to achieving this is embracing the opportunities provided by modern technology, building a blended approach to learning and making the most of the enhancements in technology.
3. In addition, access to a digital content library enables the achievement of a number of Learning Transformation Programme objectives including:
 - A more diverse, profession-based workforce will have a broader set of development needs, and will take on more responsibility for self-development;
 - Blending new ‘bite sized’ learning accessible to our staff at the point of need with traditional methods can drive efficiencies (e.g. lower abstraction rates), offer the learner choice and improve their overall experience.
4. This initiative also strategically aligns to various core areas detailed in the Met’s Digital Strategy (2021-2025), and specifically follows Digital Policing’s principles of “Cloud first” and “Buy, not build”.

5. This proposal underpins the organisational need to future proof digital learning and continue with a digital Content Library / eLearning tool, available for all Met staff providing value-for-money and quality course content supporting Met officers and staff in their continued professional development.

Issues for Consideration

6. The existing contract expires in December 2022. The Met considers providing officers and staff with continued access to an external training content library a key aspect of our wider approach to learning transformation and fundamental to a modern, growth centred, organisation. Therefore, options were explored focused on achieving best value for money in line with business requirements resulting in the recommendation made. This can be managed as a change control against the existing contract for Learning. Costs will be met from within existing MPS budgets.

7. A decision is required by 1st September. This is to ensure that all aspects of service can be transferred prior to the expiry of the existing contract arrangement.

Contributes to the MOPAC Police & Crime Plan 2022-25¹

8. Contributes to the MOPAC Police & Crime Plan 2022-25 by supporting the Strategic Direction of being a Learning Organisation, working in consultation and alongside communities.

Financial, Commercial & Procurement Comments

9. The cost for Cornerstone Content Anytime is £1.63m over the 4 + 1.5 years of the contract term. This period, including a contract extension option, allows for full alignment with the existing LMS contract that was awarded through the Learning Operating Model FBC in December 2020. These costs will be met from current MPS budgets.

10. All costs are for licensing given sufficient coverage for the full workforce. There are no additional upfront costs to configure CCA, as it forms part of the same Cornerstone platform that has been setup for the new Met Learning Management System.

11. This contributes to delivering the London Anchor Institutions' Charter, to work together to help restore confidence in the city; minimise the impacts on communities; and build back better the city's economy and society, following the pandemic. Specifically focusing on supporting communities through engagement.

12. The Content Library can also be used to create bespoke Met-content via the Grovo tool, where communities' insight and learning will be included within Met-created digital content, bringing to life learning and experience.

Legal Comments

13. The Mayor's Office for Policing and Crime ("MOPAC") is a contracting authority as defined in the Public Contracts Regulations 2015 ("the Regulations"). All awards of, and modifications to, public contracts for goods and/or services valued at £213,477 or above shall be procured in accordance with the Regulations. This report confirms both the value of the original contract and the proposed modification exceeds this threshold.

14. Regulation 72 permits MOPAC to modify a contract in limited circumstances. Specifically, regulation 72(1)(b) provides MOPAC may modify a contract where:

- It is not possible to change contractor due to technical or economic reasons; and
- To change contractor would cause MOPAC to suffer significant inconvenience or substantial costs duplication

Provided the value of the modification does not exceed 50% of the value of the original contract.

15. This report confirms the value of the proposed modification does not exceed 50% and that Commercial Services are confident no other provider can provide a learning content solution other than the suppliers considered at the same price or less than Cornerstone.

16. Paragraph 4.13 of the MOPAC Scheme of Delegation and Consent provides the Deputy Mayor for Policing and Crime has delegated authority to approve all unforeseen variations and extensions to contracts with an original value of £500,000 or above, when the variation or extension is greater than 10% of the original value and/or is for a period of more than 12 months.

Equality Comments

17. An EIA has been completed. There are no Equality Act issues regarding the proposed project. The proposed CCA SaaS solution supports and is compatible with the Web Content Accessibility Guidelines (WCAG 2.1).

18. There are no Health and Safety implications from the proposed project.

Privacy Comments

19. 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.

20. 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.

21. The Information Assurance and Information Rights units within MPS will continue to be consulted at all stages to ensure the programme / project meets its compliance requirements.

22. A DPIA has been completed. Any data processing will be compliant with Article 8 and the Data Protection Principles. Data handling has been confirmed as OFFICIAL – SENSITIVE. There are no additional legal concerns.

23. The programme 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.

Real Estate Implications

24. There are no real estate implications linked to this proposal.

Environmental Implications

25. There are no environmental impacts from the proposed project. However, it is generally recognised that implementing cloud-based solutions contribute to reducing the Met's Carbon Footprint, because servers are fully optimised as they are not simply allocated to single requirements. There is little or no travel due to learning being online, with the exception of joint initiatives to develop bespoke learning via Grovo with Officers and the Community.

Background / Supporting Papers

26. Content Library Options Paper (May 2022) set out the detailed analysis of the various options available to the Met for procuring the most appropriate Learning Content Library to fully integrate with the new corporate LMS.

Report author: Glynis Toms, Digital Policing Business Engagement Manager for Professionalism and Legal Services, 07776 454833.

Part 2 – This section refers to the details of the Part 2 business case which is NOT SUITABLE for MOPAC Publication.

The Government Security Classification marking for Part 2 is:

OFFICIAL-SENSITIVE [COMMERCIAL]

Part 2 of Learning Content Library is exempt from publication for the following reasons:

- Exempt under Article 2(2)(a) of the Elected Local Policing Bodies (Specified Information) Order 2011 (Data Protection Section 43 – Commercial Interests).

The paper will cease to be exempt after 6 years from the date of MOPAC approval.