

# Police Learning & Development 2025

Destination Map: The journey so far

Centre for Policing  
Research and Learning

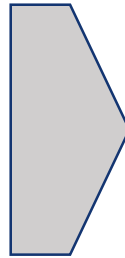


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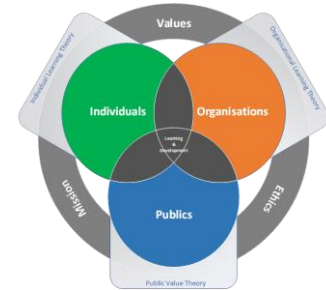
Centre for Policing  
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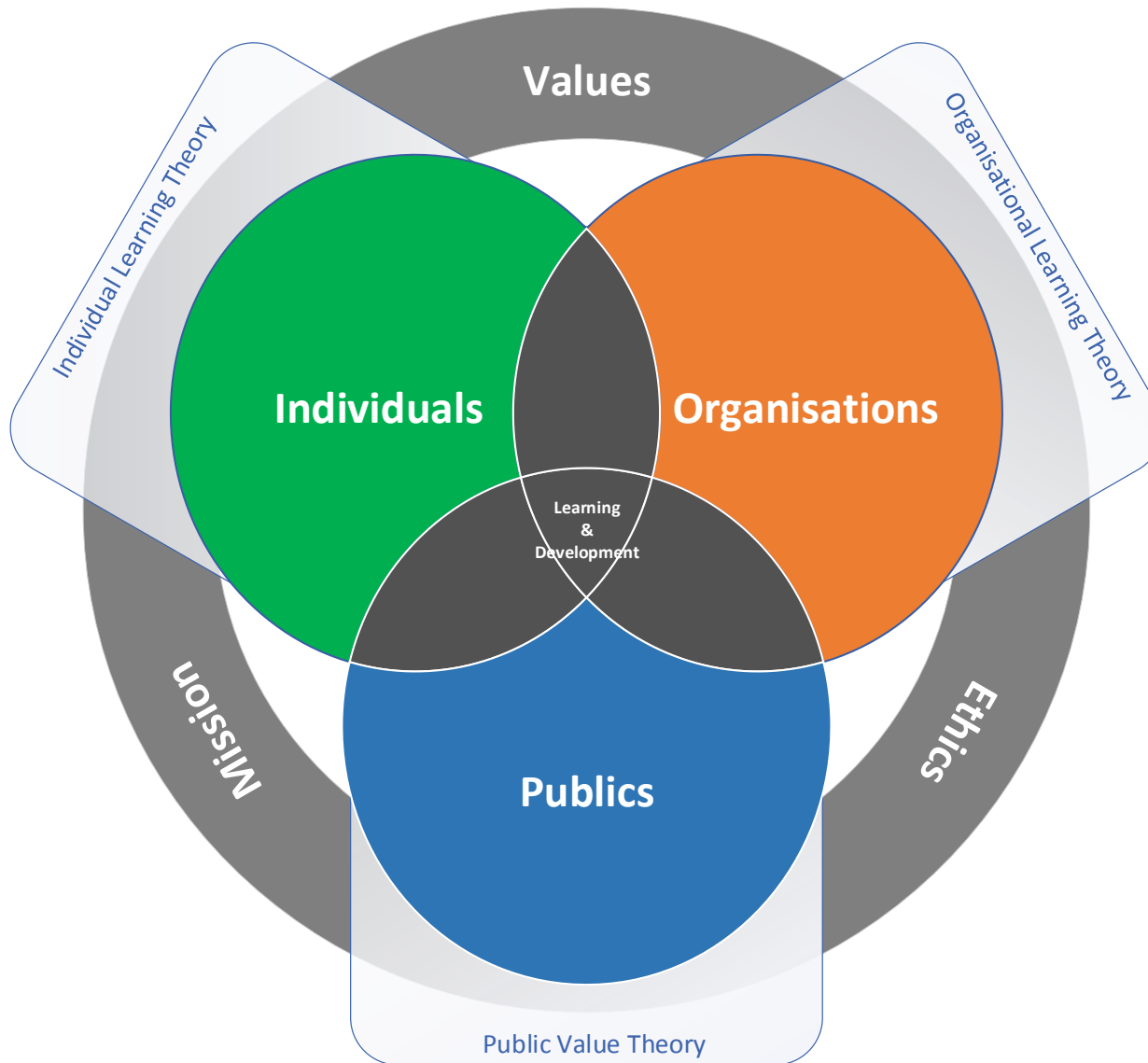


MAYOR OF LONDON  
OFFICE FOR POLICING AND CRIME



Implementing the  
Transformation  
of Police  
Learning &  
Development  
Project





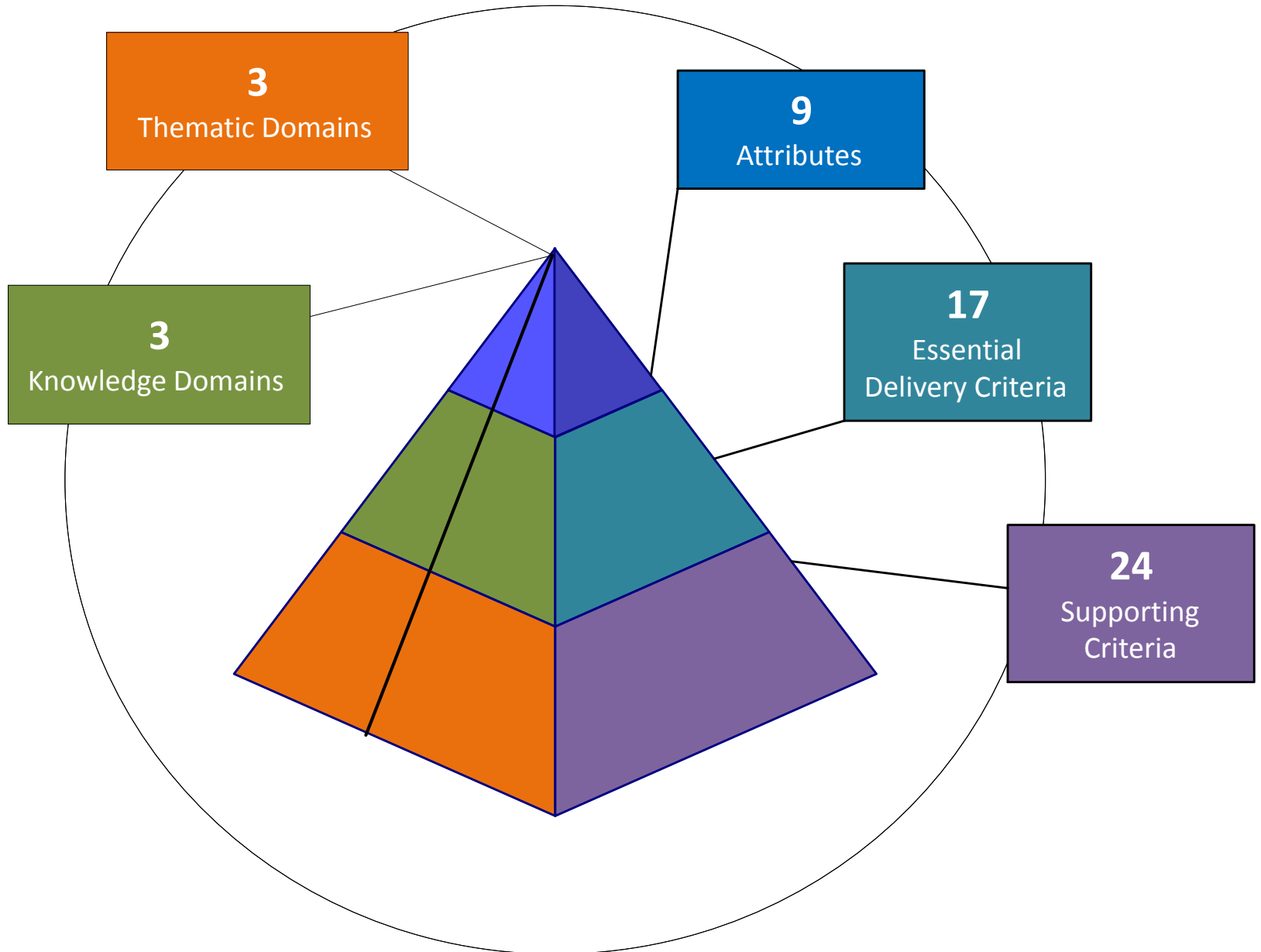
The Destination Map has three **Core Domains**:

- Publics
- Organisations
- Individuals

The Core Domains are directly aligned with and supported by three **Knowledge Domains**:

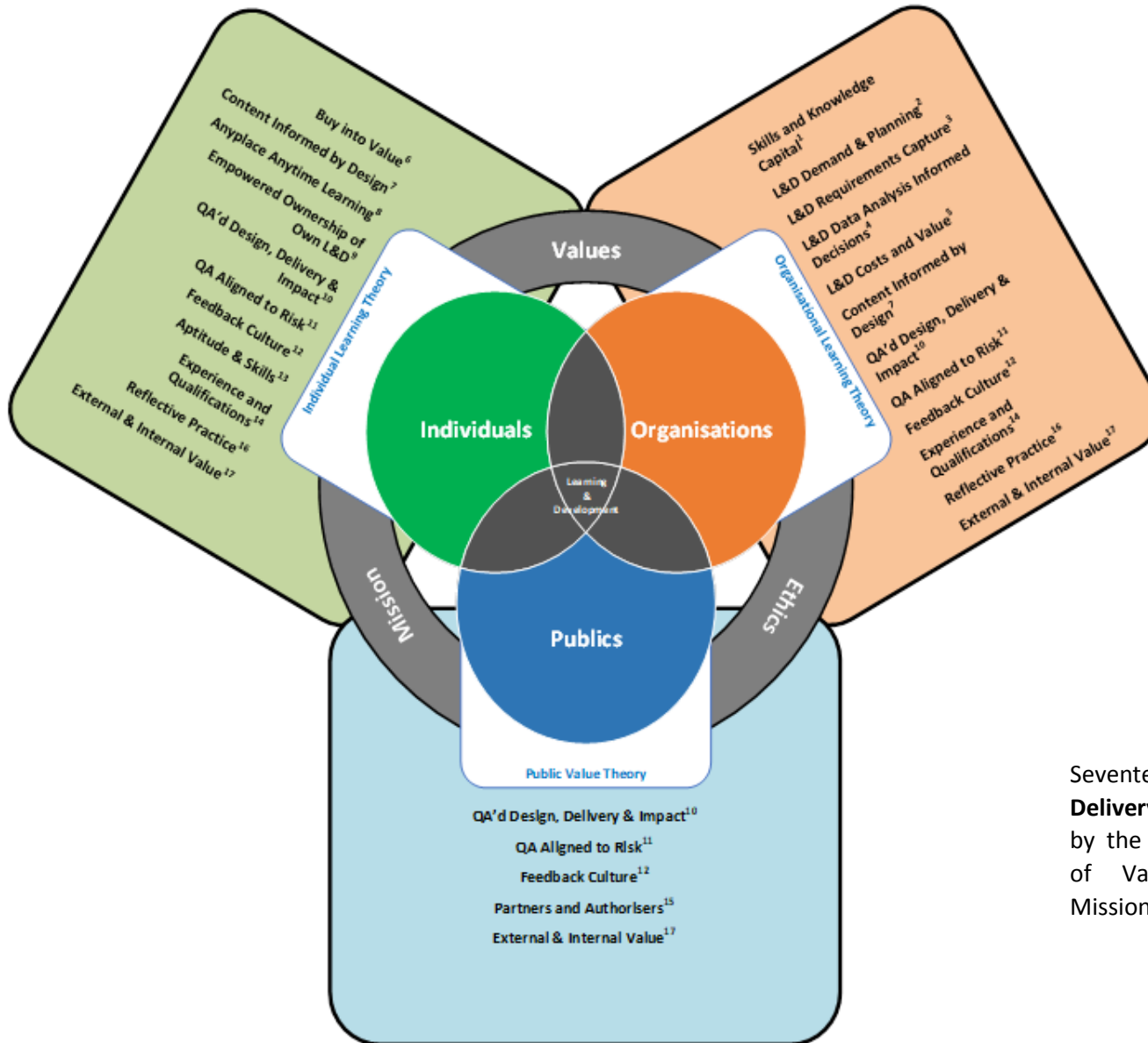
- Public Value Theory
- Organisational Learning theory
- Individual Learning Theory

These Knowledge Domains are intended to provide the theoretical and practical evidence base to support the delivery of activities within the Core Domains.

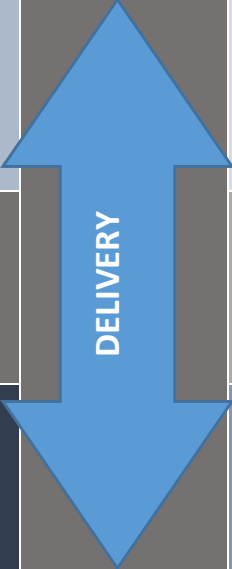


Core domain	Requirement	Knowledge domain	
<b>Publics</b>	Meeting the needs of the diverse publics	<b>Public value theory</b>	Theories of the nature, creation and retention of value in the public sphere
<b>Organisations</b>	Meeting the needs of organisations as multifaceted individual entities and of organisations as co-producers of effect working across partnerships	<b>Organisational learning theory</b>	Theories of learning in organisations and of learning organisations
<b>Individuals</b>	Meeting the needs of personnel with ethnicity, age, neuro, learning, disability, gender and other diversity requirements	<b>Individual learning theory</b>	Theories of individual learning, technique and application to meet individual learner requirements

Attributes		Core Domain		
		Publics	Organisations	Individuals
1	Empowering and enabling all people across the organisation to access appropriate developmental and learning resources			
2*	Adding value to publics, organisations and individuals			
3	Learning approaches encompass: a) Learning pathways - accredited and informal, b) Access - anywhere and anytime			
4	Maximising the benefit of technology			
5	Creating an adaptive workforce			
6*	Values, Ethics, and Mission driven			
7*	Based on the best available evidence of practice and theory			
8	Delivering a valued and effective contribution to organisational strategy, performance and value			
9	L&D functions support policing to be learning organisations			



Seventeen **Essential Delivery Criteria** are linked by the common attributes of Values, Ethics and Mission.

User		Function
PCC and force executive teams		To provide a framework against which to consider the delivery of L&D functions in to meet strategic drivers, requirements, and organisational and public value outcomes.
Force L&D functions and practitioners		To provide a framework against which to consider the delivery of L&D to link and meet force level strategic drivers, individual learning needs and requirements to organisational and public value outcomes.
Individual learners in forces		To provide a framework against which to understand the opportunities presented by L&D offerings and their personal responsibilities for engaging them

- Scalable to support activity at both strategic and tactical levels,
- Explicitly links strategic intent and operational outcomes mediated through L&D activity,
- Supports the creation of systems, processes, and cultures that ensure police services become and remain learning organisations,
- Highlights the requirement for L&D led outcomes to meet organisational, individual and public value requirements,
- Re-centres L&D functions at the heart of policing delivery through their ability to shape and deliver the skills and workforce necessary to meet policing demand both now and into the future.



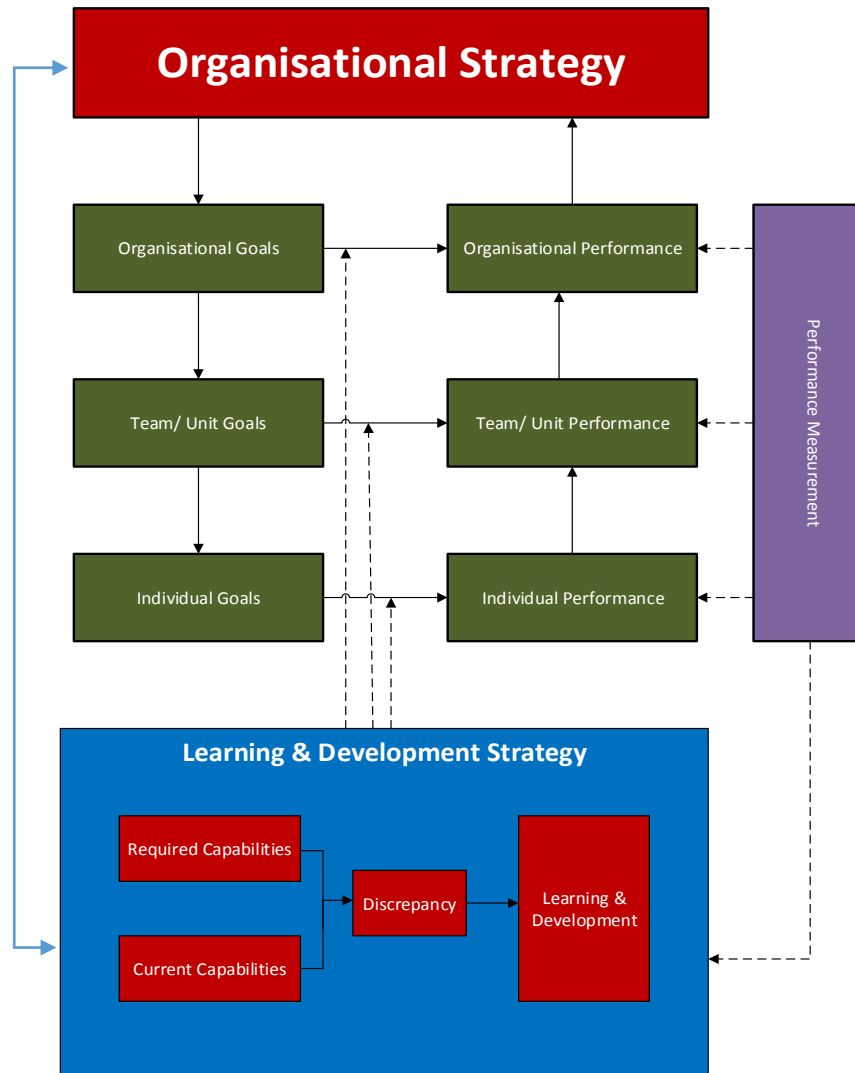


*“I’m trying to free your mind, Neo, but all I can do is show you the door. You’re the one that has to step through. Tank, load the jump program”*

*Morpheus to Neo (Matrix 3)*

**A Model of the influence of learning and development strategy**

Adapted from Woods, S.A. and West, M.A: 2010

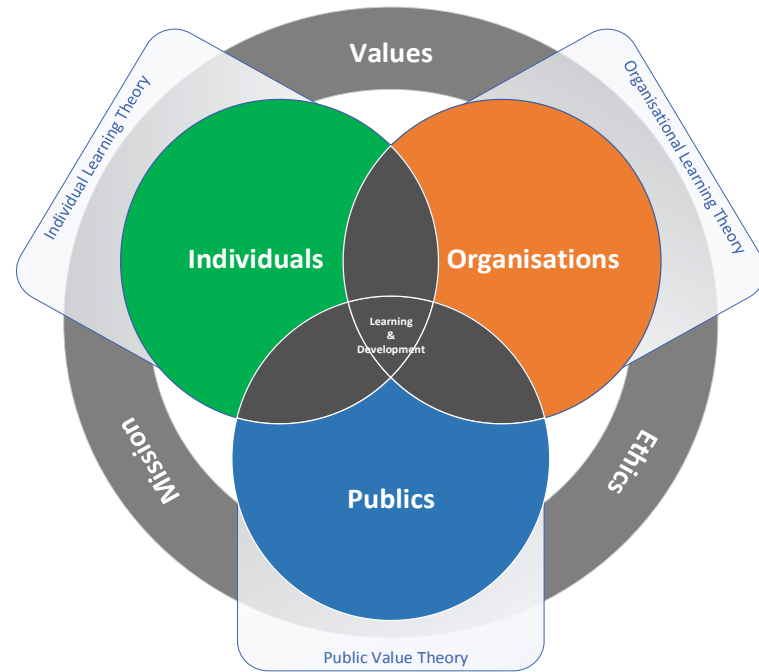




- Core knowledge**
  - People practice
  - Culture and behaviour
  - Business acumen
  - Analysis and creating value
  - Digital working
  - Change
- Core behaviours**
  - Critical practice
  - Professional courage and influence
  - Working together
  - Working inclusively
  - Commitment drive
  - Passion for learning
  - Situational decision-making
  - Insight focused
- Specialist knowledge**
  - Employee experience
  - Employee relations (Equality and inclusion)
  - Learning and development
  - Power
  - Talent management
  - Researching
  - Organisation development and design
  - People analytics



College of  
Policing



WHAT  
DO  
YOU  
THiNK?





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