

# About the policing performance system

About the policing performance system and policing performance monitoring group (PPMG).

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In January 2026, the government published the white paper, '[From local to national: a new model for policing](#)', setting out reforms to policing.

This includes the introduction of a new [Police Performance Framework](#) and a policing performance system to identify and support improvement in under-performing forces.

## Policing performance system

The policing performance system represents a strengthened, system-wide approach to assessing, supporting and improving police performance.

Forces will be assigned to one of four levels depending on performance. The level to which a force is assigned reflects its:

- current level of performance
- the extent of support required
- the expected level of engagement with the support and intervention process

All forces are strongly encouraged to engage with the support and intervention process.

### Level one

The default position for all forces. Forces may have minor, mitigated concerns but an overall positive trajectory to manage these as they seek to continuously improve. No action or intervention is required from the performance system.

Chief constables and local policing bodies can request support from existing and new sources, where they identify performance concerns locally.

### Level two

Forces have either:

- enduring, low-level, non-systemic issues
- receding issues which require oversight
- multiple, minor issues

Chief constables and local policing bodies can 'self-access' or request enhanced support from the performance system to prevent deterioration.

## Level three

Forces either:

- have a single, critical, enduring issue
- have widespread and/or systemic performance concerns
- fail to demonstrate meaningful improvements

Chief constables will develop improvement plans and proposals for targeted support and intervention provided by the performance system.

## Level four (special measures)

Force performance failings are very serious and there is insufficient evidence or confidence that the steps being taken to address them are having the desired effect.

Forces will be subject to special measures and statutorily required to act on HMICFRS recommendations and may be subject to Home Secretary intervention powers.

If you have any questions about the policing performance system, email

[public.enquiries@homeoffice.gov.uk](mailto:public.enquiries@homeoffice.gov.uk)

## Policing performance monitoring group (PPMG)

All levels will be overseen by the policing performance monitoring group (PPMG). This will be chaired by His Majesty's Chief Inspector (HMCI) and made up of senior representatives from the following organisations:

- Home Office
- His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS)

- College of Policing
- Association of Police and Crime Commissioners (APCC)
- National Police Chiefs' Council (NPCC)
- Independent Office for Police Conduct (IOPC)

The purpose of the PPMG is to:

- support performance improvements
- identify and interrogate issues
- hold forces to account
- identify positive practice

Forces will be continually assessed throughout the year. PPMG will meet three times a year to make decisions, but by exception, the PPMG may meet out of cycle.

## How the performance support toolkit can help

All forces are encouraged to use the [performance support toolkit](#) to support continuous improvement. It is designed to be used flexibly across all levels of the policing performance system, with different emphasis depending on the nature and severity of performance concerns.

It could be used in the following ways across the different levels.

- At level one, it supports routine self-improvement, learning, and development. Forces in level one are encouraged to share their experiences of good practice.
- At level two, it helps forces respond to emerging concerns in a timely and proportionate way, supporting early action and preventing escalation.
- At level three, it complements more formal support and intervention, helping structure improvement activity, clarify actions and support delivery through peer support and input from the College, Home Office and wider policing partners.
- At level four (special measures), while formal intervention arrangements may apply, the principles and tools within the toolkit can continue to support learning, sustainability and recovery.

Forces in levels three and four are expected to conduct a [root cause analysis](#), complete a [performance improvement plan](#) and share this with the Home Office, HMICFRS and the College of Policing, and meet other monitoring requirements, including attending PPMG where necessary.

# Tags

Evidence-based policing