

Developing a performance improvement plan

How to develop a performance improvement plan.

First published 28 April 2026

A [performance improvement plan \(PIP\)](#) helps address performance concerns in a structured, measured way.

Step-by-step process

Follow these steps to put together a robust performance improvement plan. As part of the policing performance system, forces in levels three and four will also need to present the PIP to the [policing performance monitoring group \(PPMG\)](#).

Step one: use the analysis findings to develop actions

- Develop corrective actions that address the [identified root causes](#), not the symptoms.
- Actions should be specific, measurable, achievable, relevant, and time-bound (SMART).

Step two: identify support measures

- Identify the most suitable internal and external support by discussing within your force, networks and [available resources](#).
- Request more intensive support where required through:
 - requesting a [knowledge sharing event and access to peer networking](#)
 - contacting the [evidence-based performance improvement partnership \(EPIP\)](#)

Step three: draft the PIP

- Draft the PIP, using our [tips for good practice](#).

Step four: implement, monitor and review

- Monitor progress by tracking outputs and outcomes through performance dashboards.
- Review at regular intervals, both within the force and with meetings with partners and stakeholders.

- Share learning across the community through submitting to the [practice bank](#) or joining a [knowledge sharing event](#).

Good practice for developing a PIP

Consider the following good practice tips when developing a PIP.

Identify performance concerns

The PIP should make clear reference to all identified performance concerns and include, where relevant, how these impact one another.

The PIP should also make clear reference to the findings from the [root cause analysis](#). Where the root cause analysis uncovers cross-cutting factors, the force should make this clear in the PIP and prioritise its proposed response accordingly.

Example: PPMG identifies that a force:

- does not attend calls for service in line with published target attendance times
- has a high proportion of abandoned non-emergency calls

The root cause analysis finds that there is a poor understanding of demand on the force. In this instance, the poor level of understanding around demand will impact both performance concerns identified, so the force should make this clear in the PIP.

Consider and identify support solutions

The PIP should identify all reasonable support and intervention required to achieve its aims.

Example: The root cause analysis may reveal that the failure to attend calls for service in line with published target attendance times is impacted by the force's poor understanding of demand (another identified performance concern).

In addition to addressing the cross-cutting issue of poor understanding of demand, the force may also use the College's resources on improving force control room services and/or may [approach other forces who are successful in this area](#).

Provide clear timeframes

The PIP should:

- include a clear timeline for addressing each of the performance concerns
- show important milestones to ensure progress remains on track

This timeline should also:

- account for the timing of upcoming meetings in the new policing performance system, for example, regional triage and PPMG
- note where the force may need to provide updates if relevant

Consider sustainability of solutions

Performance improvement is an ongoing effort that continues after a PIP ends. Show how you will ensure that the implemented solutions are sustainable in the long term.

Provide clear actions

The action(s) should provide a high-level overview of the steps you plan to take and include:

- intended outputs (success criteria)
- lead individuals
- resources required

Assign each action a task number

This ensures each action is directly linked to a specific performance concern, making it easier to reference, track, and monitor progress throughout delivery.

Define governance structures

This should include well-defined internal oversight arrangements to ensure that actions within the PIP are being proactively taken forward.

The governance structure for the plan should:

- clearly identify a responsible lead and owners for each performance concern
- outline assurance mechanisms that will be used to monitor progress
- specify the committees and governance boards that will challenge and escalate where required

Identify risks that could affect delivery

The PIP should clearly outline:

- each risk and any potential barriers associated with the corresponding action
- the measures that should be considered to effectively mitigate these risks to achieve the desired performance improvement

Tags

Evidence-based policing