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Date: 25th March 2013

*Dear Simon,*

I have great pleasure in writing to offer you the post of Chief Constable of Dyfed-Powys Police.

As we have discussed, I am prepared to offer you a five year contract on a starting salary of £120,941. This sum reflects both the difficult financial times the force faces and your willingness to lead by example.

In order to deliver the improved performance I want the force to achieve, the contract allows me to raise your annual pay up to £127,443 after two years, subject to performance objectives set out in the PDR process. These will be agreed between us and will reflect the priorities in my Police and Crime Plan.

We have a great team in Dyfed-Powys and many exciting challenges lie ahead both for you as Chief Constable and for me as Police and Crime Commissioner. I look forward very much to working with you to meet these challenges.

In the meantime, I want to be clear about my aims and expectations for the next two years. These are what I want to deliver for the residents of Dyfed-Powys and the criteria against which I expect to be judged by the electorate in May 2015.

I want Dyfed Powys communities to be the safest in the country. To achieve this, we must deliver the highest quality policing and crime prevention services to all our residents. I want a force that people can trust, that is committed to keeping people safe, that costs less and that works with partners more.

### **Dyfed Powys Objectives**

I expect an unremitting focus on quality of service to the public. This must involve a clear assessment of what is best done by the police and what is best done by partners and other agencies. Where the answer is other agencies, we must develop effective and simple ways for officers to work with partners outside the service. Where the police alone can provide the answer, we must ensure the highest possible standards of professionalism.

I expect you to lead the fight against crime. I will, of course, look to you to provide the professional policing advice and leadership to enable me to achieve objectives in the Plan and I will be holding you to account in line with them:

- **Prevention** – Measured by improved coverage of neighbourhood policing; increased public confidence; and narrowing the gap between recorded and surveyed crime.
- **Protection** – Measured by better collaboration with partners, particularly in cases of mental health, and improved levels of victim satisfaction.

- **Justice** – Measured by improved results in offences brought to justice, greater use of restorative justice and community based punishments, rather than just detected crime.
- **Access** – Increasing the availability and accessibility of police and crime prevention services in rural areas, and their connection to community networks.
- **Professionalism** – Ensure high standards of dress, bearing and courtesy to the public and to raise standards of leadership and management.
- **Spending** – Establish a functioning Policing Board at the centre of a single policing and crime prevention organisation, overseeing a mixed economy of support services.

### Personal Objectives

As Chief Constable, I expect you to:

- Build a team that is motivated, committed and equipped with the skills, knowledge and confidence to deliver a high quality, continually improving and efficient service that is based on best practice.
- Lead changes in police culture, promoting an environment where officers and staff: feel valued; are empowered to use their professional judgment; and act with integrity and high professional standards.
- Work with partners locally, regionally and across the country for the benefit of the people of Dyfed Powys.
- Put in place processes, systems and structures that will reduce crime, the impact of crime, and promote public trust and confidence in Dyfed Powys Police, as determined in the Police and Crime Plan.

Could you confirm your acceptance of the appointment on the terms and conditions enclosed and the objectives set above by returning a copy of the letter to me, duly signed and dated.

Allow me to congratulate you again on your success in a tough and demanding selection process. I very much look forward to working with you to improve services for the people of Dyfed Powys, of which we are both proud residents.

Yours sincerely,

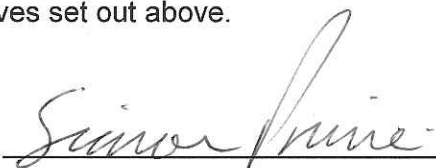


Christopher Salmon  
Police and Crime Commissioner

Encl.

I accept the appointment of Chief Constable for Dyfed-Powys Police on the terms and conditions enclosed and the objectives set out above.

Signed:



Dated:

28/3/13