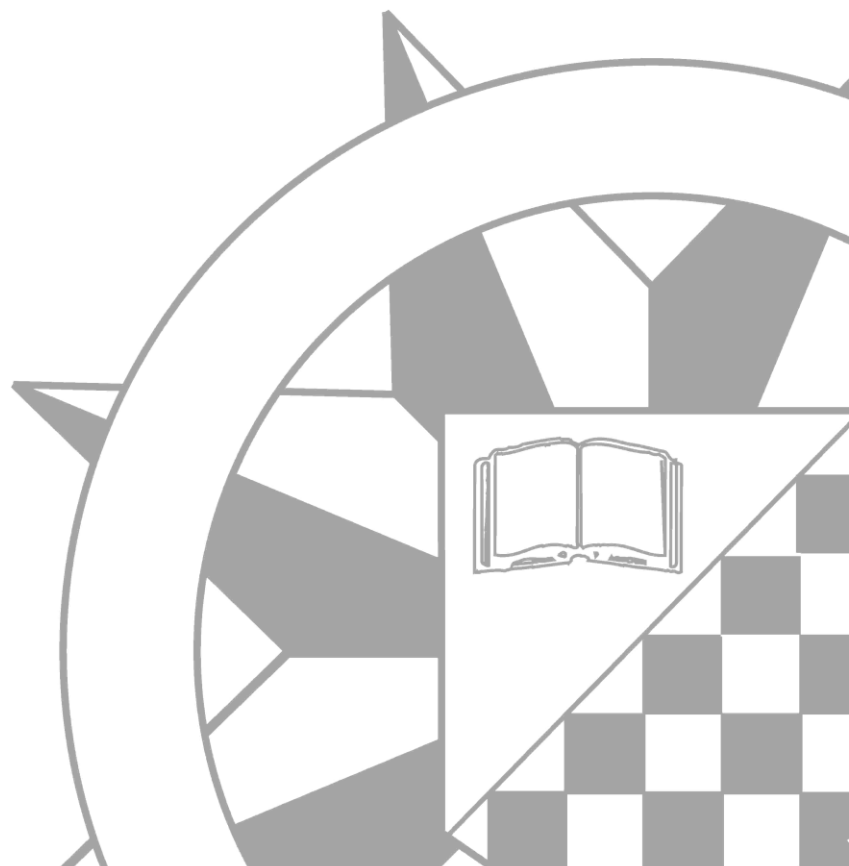




AUSTRALIAN INSTITUTE
OF POLICE MANAGEMENT

Annual Report 2008 - 2009



Contact Details

Contact Officer for this Report

General inquiries about this report should be directed to:

Ms Cathi Margherita
Executive Officer
Australian Institute of Police Management
Collins Beach Road
MANLY NSW 2095

Telephone: (02) 9934 4805
Facsimile: (02) 9934 4810
Email: cmargherita@aipm.gov.au

The Australian Institute of Police Management can be contacted by:

Post:
Written requests for information can be sent to:
PO Box 168
MANLY NSW 1655

Telephone:
For general information about the AIPM, please call the AIPM Reception.
Switchboard Number: (02) 9934 4800

Internet:
For general information about the AIPM go to the AIPM Website:
www.aipm.gov.au

Street Address:
Collins Flat - Campus 1
Collins Beach Road, Manly

Artillery School - Campus 2
Former School of Artillery
North Head Scenic Drive, Manly

Table of Contents

1. **Executive Directors Foreword**
2. **About the AIPM**
3. **History of the AIPM**
4. **2008-09 Highlights**
5. **Our Team and Structure**
 - 5.1 AIPM Staff
 - 5.2 Annual Visiting Fellows
 - 5.3 Program Visiting Fellows
 - 5.4 International Visiting Fellows
 - 5.5 Adjunct Lecturers
 - 5.6 Organisational Structure
6. **Academic Programs**
 - 6.1 AIPM Graduate Programs
 - 6.2 Graduate Certificate and Graduate Diploma Review
 - 6.3 Programs conducted by the AIPM on behalf of the AFP
 - 6.3.1 Leadership in Counter Terrorism
 - 6.3.2 Intelligence Managers Development Program
 - 6.3.3 Regional Executive Leadership Program
 - 6.3.4 International Senior Command Program
 - 6.3.5 Solomon Islands Police Force
 - 6.3.6 Iraqi Police Program
 - 6.4 New Programs in Development
 - 6.4.1 Acacia Program
 - 6.4.2 Timor Leste Police Development Program
 - 6.5 AIPM Course Participants
 - 6.6 Residential Program Enrolments
 - 6.7 AIPM Library
 - 6.8 AIPM Alumni
 - 6.9 Principal Guests and Opening Address Speakers

7. Corporate Services

- 7.1 Leasing of Facilities - former School of Artillery
- 7.2 AIPM Pricing Model
- 7.3 Information Services and IT Infrastructure
- 7.4 Hospitality - Commercial Bookings
- 7.5 AIPM Legal Status and Review
- 7.6 Delegations and Visitors to the AIPM
- 7.7 Environment

8. Governance

- 8.1 AIPM Board of Control
- 8.2 AIPM Board of Studies
- 8.3 AIPM Review
- 8.4 Accreditation
- 8.5 Internal Governance
- 8.6 AIPM Plans
- 8.7 Articulation Agreements
- 8.8 Memorandum of Understanding - Visiting International Fellows
- 8.9 Agreement - Charles Sturt University
- 8.10 Agreement for secondment of Visiting Fellows

9. Financial Statements

1. Executive Directors Foreword

This report illustrates the considerable achievements of the AIPM and its people over the last 12 months. This has been a year of significant challenges and achievements for our organisation, with the tempo of delivery of programs remaining high and enrolment targets exceeded in most of our core programs.

The increasing growth of AIPM business is testimony to the quality of the educational experience provided by the Institute and the extraordinary level of support we continue to receive from our Australasian police and emergency services partners. The Institute is very fortunate to have this support, and I would like to formally record my thanks for the assistance of all of our partners and stakeholders through the secondment of annual Visiting Fellows, course Visiting Program Fellows and involvement at all levels in our programs. The advice and guidance provided by our partners has enabled us to maintain a high standard of program delivery and, most importantly, ensure program content is both relevant and contemporaneous to the increasingly complex police and emergency services landscape.

The Institute has forged strong educational affiliations internationally with the Federal Bureau of Investigation, the Kennedy School of Government at Harvard University and the National Policing Improvement Agency in the United Kingdom. A further testament of our reputation is that the Institute was invited to host both the FBI's premier senior executive leadership development program in Sydney in 2009 (The National Executive Institute), and the first police Harvard-styled executive session outside of the United States.

Amidst this backdrop, the Institute has continued to operate from its campus at Collins Flat and the former School of Artillery on North Head. The professionalism and commitment of the Institute's staff has enabled AIPM business and course delivery to occur seamlessly, despite core activities and staff operating across two campus sites.

I would like to acknowledge the departure of the previous Executive Director, Dr Jim Hann, after seven years at the helm of the Institute. His dedication, determination and leadership have left the Institute in a solid position, and his contribution to policing throughout Australasia has been noted.

In the same vein, I would also like to record the excellent contributions made by Mr Warwick Jones during the period he acted as Executive Director after Dr Hann's departure.

Mr Tom Rogers
Executive Director

2. About the AIPM

- The purpose of the Australian Institute of Police Management (AIPM) is to provide executive development programs for senior officers of the police services and public safety industry in Australia and New Zealand.
- The Institute was established over 50 years ago and is a National Common Police Service. It is administered by the Australian Federal Police and reports to a Board of Control that is comprised of all the Police Commissioners in Australia and New Zealand. The Board of Control is supported by a Board of Studies which provides advice to the Board of Control and AIPM directly, on all curriculum matters at the AIPM.
- The Institute is located at Collins Flat on North Head in Manly. The AFP is currently managing the redevelopment of the AIPM facility at Collins Flat with a view to delivering an enhanced national police education centre whilst preserving significant environmental and heritage principles at the site.
- As a result of the redevelopment project at Collins Flat, the Institute has temporarily leased additional teaching, catering and accommodation facilities at the former School of Artillery on North Head.
- The Institute's premises are shared with Charles Sturt University as part of an affiliation agreement with the Institute in 1992, resulting in the establishment of the Australian Graduate School of Policing (AGSP). The AGSP offers a range of postgraduate courses in policing and currently has 468 students enrolled in its distance education courses.
- Since 1960, more than 6,000 police have attended AIPM courses, including over 3,000 commissioned officers. Apart from Australia and New Zealand, course members have come from the United States, the United Kingdom, the Pacific, South-East Asia, Europe and Africa.
- The Institute offers a Graduate Certificate in Applied Management and a Graduate Diploma in Executive Leadership. Both are offered as long distance programs with course participants required to complete a residential component of their studies.
- The Institute's core programs are accredited under the NSW Higher Education Act and the AIPM has been a Registered Training Organisation since 2000.
- The Institute employs 30 staff including senior officers who are seconded to the Institute as Visiting Fellows for 1-2 years from the police jurisdictions, Army and emergency services. Staff are employed under the Australian Federal Police Act 1979.

- Our faculty team is complemented by short term Visiting Fellows who are senior officers from national and international law enforcement agencies (including the Federal Bureau of Investigation, National Policing Improvement Agency in the UK, Scottish Police College, Royal Canadian Mounted Police and Hong Kong Police). The Institute also involve senior executives from both the public and corporate sector as presenters in our programs.
- The Institute receives \$1.95m in annual funding from the Commonwealth and Australasian policing jurisdictions. The remainder of the Institute's operating budget is supplemented by revenue derived from course fees and commercial activities.

3. History of the AIPM

The Collins Flat site was originally part of the Quarantine Station on North Head. It was built as Crews' quarters, established in accordance with ships' policies of keeping the crew well segregated from passengers, and in the lower levels of the ship.

Based on this structure it was logical to build quarters along the waterfront beside Spring Cove and near Collins Beach. Supplies could be unloaded for the crew at the original dock in Spring Cove.

As the need for Crews' quarters diminished, the buildings were utilised in other ways, such as housing for migrants with no other accommodation. The buildings were placed under the administration of the Commonwealth Department of Health in 1925. During World War II the site and buildings were used as a hospital by the Australian Department of Defence, and for a time many local residents referred to the site as the 'Old Seamans' Hospital'.

In 1957, the buildings were designated by the Commonwealth Government for the purpose of establishing an Australian Police College for executive training of Commonwealth police officers.

The Commonwealth Solicitor General, the late Sir Kenneth Bailey, C.B.E., officially opened the Australian Police College on 25 October 1960.

Between 1960 and the late 1970's, the College undertook a range of courses reflecting its joint Commonwealth in-house and national executive training roles.

The Australian Police College became the Australian Police Staff College by resolution of the Board of Control on 5 December, 1986 and in 1995 was renamed the Australian Institute of Police Management by the Minister for Justice, The Honourable Duncan Kerr, M.P.



4. 2008-09 Highlights

- Preparations for the redevelopment of the Collins Flat site progressed significantly in 2008-09 with the NSW Minister for Planning, the Hon. Kristina Kersher Keneally MP, and the Federal Minister for Home Affairs, Bob Debus confirming approval of the AIPM redevelopment project. As a result of this decision, the assessment report was referred to the Commonwealth for a determination by the Minister for the Environment, Water, Heritage and the Arts in accordance with the *Environmental Protection and Biodiversity Conservation Act 1999*. Pending final planning approval, it is anticipated construction will commence in 2010.
- The Royal Solomon Islands Police Force (RSIPF) Leadership Development Program (LDP) commenced on 1 July 2005 as a four year program designed to improve the leadership and management across the RSIPF. The program will be reviewed in the latter part of 2009. The AIPM has been privileged to be involved in this important program and provide assistance and support to our pacific neighbours.
- The AIPM successfully hosted the first Australasian Policing Forum from 11-13 March 2009. The forum, based on the Harvard Executive Sessions is designed to bring together the collective wisdom of senior high performance police officers and well credentialed academics through national workshops on significant policing issues. The forum is being delivered in partnership with the ARC Centre for Excellence in Policing and Security (CEPS) at Griffith University with research

partners at the Australian National University, the University of Queensland and Charles Sturt University, as part of the Harvard Executive Session Global network. It is significant that the Institute was selected as the first of the Global Network forums, outside of Harvard.

- The AIPM convened a workshop in March 2009 to consider the development of a leadership capability framework to assist the AIPM in aligning programs to the current and future leadership development needs of police and other associated public safety organisations. The Forum was attended by members of the AIPM Board of Studies, senior police officers, a representative from ANZPAA and personnel from human resources and learning development.
- In 2009, the AIPM established a Curriculum Review Committee to support the AIPM Board of Studies in its role of setting standards and direction for the delivery of programs provided for the jurisdictions by the AIPM. The Committee will provide the Board of Studies with information to support the provision of oversight of the educational direction of the programs and advice and recommendations for improvement or amendment.
- The AIPM hosted a cycle of the Federal Bureau of Investigation (FBI) National Executive Institute (NEI) in June this year. The NEI program is the senior leadership development program for US Law Enforcement and over 40 course participants at the rank of Chief of Police of major US cities and senior FBI officers attended the program. The AIPM last hosted the NEI program in 2004, and it is a strong indication of the international standing of the AIPM that Australia was selected to host the program in 2009.
- The AIPM delivered its first Iraqi Police Service (IPS) program in Sydney in June 2009. This inaugural program was the product of 15 months of development, research, workshops and preparation by AIPM staff. This program has enriched the AIPM's understanding of Iraqi and Arabic leadership culture, and provided a robust course framework for future programs. It is the first program to be delivered by the AIPM as part of a three year commitment to developing the police leaders of Iraq by the Australian Federal Police and Commonwealth government.
- The AIPM is currently in negotiation with Telstra to fund a scholarship to support the future leaders of Australia's police services. The Institute's premier leadership program (PELP) has been chosen as the most suitable program for the award and will enable the most outstanding PELP graduate to attend a prestigious international executive development program.

5. Our Team & Structure

5.1 AIPM Staff

Following the retirement of Dr Jim Hann in March 2009, the Executive Director position was temporarily filled by Mr Warwick Jones during the interregnum. Mr Tom Rogers was appointed to the position in June 2009.

In 2008-09 there were a number of changes to staffing and structure at the Institute resulting in the establishment of the Deputy Director and E-Access Librarian positions in Academic Programs, and Dining and Hospitality Co-ordinator and Head Chef positions in the hospitality area.

The Institute welcomed the following staff to its team: Ms Jane Kensell and Mr Dean Kimpton in Education Resources, Ms Kelly Smythe in Faculty Administration, Ms Vicki Jonsson and Louise Bennett to Library Services and Superintendent Phil Shepherd as the Deputy Director, Award Programs.

As a result of Dr Hann's departure, the secondment of Chief Superintendent Phil Langdon from the NSW Rural Fire Service was extended for a further 12 months to assist the Institute with program delivery commitments. Superintendent Paul O'Brien was similarly contracted for a further 6 months at the conclusion of his secondment from Victoria Police in December 2008.

Ms Connie Coniglio was promoted to the position of Manager Library and Information Services following the retirement of Ms Margaret Davson in July 2008. Ms Sophia Kirk was promoted to the re-sized position of Team Leader, Corporate Support following a resourcing review of the area. Similarly, Mr David Ruckert was promoted to the re-sized position of Manager, Hospitality and General Services, Ms Jennifer Hawthorn was appointed to the newly created position of Dining and Hospitality Co-ordinator and Mr Martin Petit to the newly created position of Head Chef.

5.2 Annual Visiting Fellows

Each year, the Institute's faculty team is supplemented by seconded police, military and Australasian Fire Authorities Council Visiting Fellows for a twelve month period. Visiting Fellows are drawn from all of the Australasian police jurisdictions (on a rotational basis) and they provide significant support for the Institute through their involvement in core Institute programs and other AIPM projects.

The 2008-09 Visiting Fellows were outstanding ambassadors for their jurisdictions and the AIPM was very fortunate to have had the benefit of their knowledge, experience and enthusiasm shared with course participants and staff.

The 2008 Visiting Fellows were: Superintendent Toni Christmas (AFP), Commander Dean Angus (SA Police), Superintendent Glenn Horton (QLD Police), Superintendent Arthur Katsiogannis (NSW Police), Superintendent Paul O'Brien (VIC Police), Inspector Dave Chambers (TAS Police), Chief Superintendent Phil Langdon (NSW Rural Fire Service) and Lieutenant Colonel Dave Eyland (Military Visiting Fellow).

The 2009 Visiting Fellows were: Superintendent Glenn Horton (QLD Police) on extended secondment until April 2009, Inspector Dave Chambers (TAS Police) on

extended secondment until December 2009, Inspector Sue Young (WA Police), Superintendent Katrina Povolny (AFP), Assistant Commissioner Peter Gallagher (NSW Police), Superintendent Rick Griffiths (NSW Fire Brigade - AFAC) and Lieutenant Colonel Dave Eyland - Military Visiting Fellow on extended secondment until December 2009.

5.3 Program Visiting Fellows

The Institute's teaching team is also supplemented by Program Visiting Fellows who are provided by the police jurisdictions and Australasian Fire Authorities Council on a program by program basis.

Officers join AIPM programs for the residential phase only, in the role of a syndicate leader and are an invaluable member of the faculty team during the program. The AIPM acknowledges the support of the following officers and participating agencies in 2008/09:

Program	Name	Organisation
108 th PMDP	Nil	
2/2008 EDP	Mr Stephen Walls Mr Ray Jasper	Country Fire Authority NSW State Emergency Service
PELP 2008	Assistant Commissioner Peter Martin Assistant Commissioner Barbara Etter Ms Helen Coventry	QLD Police Service WA Police Service Australian Federal Police
109 th PMDP	Mr Michael Sherry	Office of Police Integrity
110 th PMDP	Commander Kate Vanderlaan Superintendent Paula Rose	NT Police NZ Police
111 th PMDP	Superintendent Michael Cornish	SA Police
1/2009 EDP	Chief Superintendent John Parnarby Assistant Director Alan Stephens	NSW Rural Fire Service NT Fire & Rescue
ELP 2009	Assistant Commissioner Dominic Lane Deputy Regional Chief Chris Arnol	NSW Rural Fire Service TAS Fire Service

5.4 International Visiting Fellows

The Institute established a highly successful Visiting International Fellow program in 2002 which encourages senior officers from affiliated international law enforcement and emergency services agencies, to participate in our programs as a member of our faculty team. The response from our exchange agencies was once again very positive in 2008-09, with at least one international fellow participating in each program.

The exchanges are for the duration of the residential phase and officers are involved in all aspects of the day to day delivery of the program including classroom activities, coaching and mentoring support and syndicate work. These fellows bring a rich diversity and international perspective to the Institute's programs, which are highly valued by the course participants.

An important element of the program is the reciprocal exchange opportunity for AIPM staff. In 2008-09 our Annual Visiting Fellows undertook exchanges to the Canadian Police College, Scottish Police College, FBI Academy, Hong Kong Police College, Netherlands Police and the Police Service of Northern Ireland.

2008/09 Visiting International Fellows:

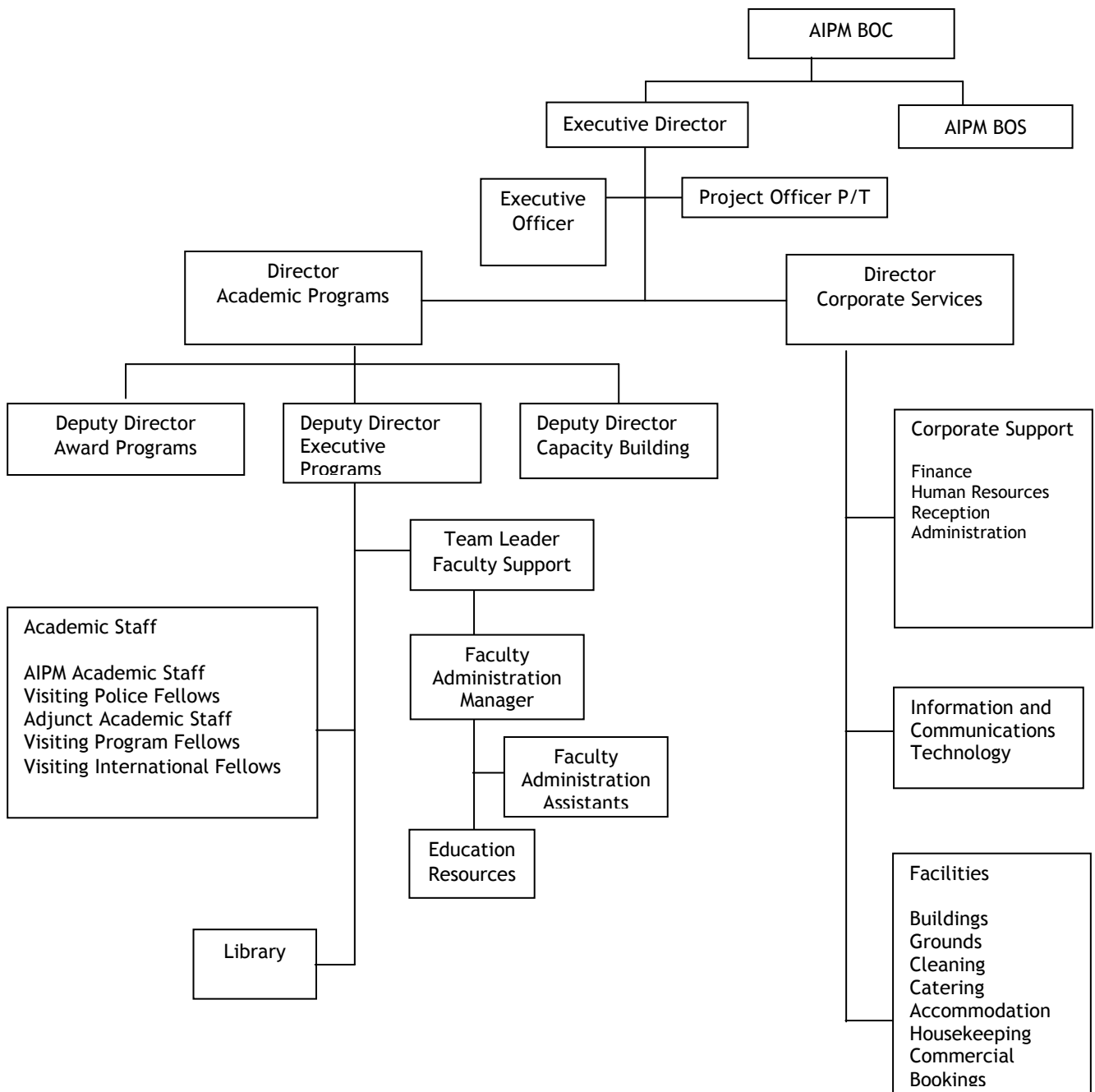
Program	Name	Organisation
108 th PMDP	Inspector Lorne Clifford Chief Investigator Brenda WONG Yuk-Fei	Royal Canadian Mounted Police Hong Kong ICAC
2/2008 EDP	Fire Chief Jeff Lambert	Port Moody Fire Dept. Vancouver
PELP 2008	Superintendent John Duncan Chief Superintendent AU Chi-Kwong	Scottish Police College Hong Kong Police College
109 th PMDP	SSA Mark D'Amico Superintendent SIU Kit-Hung	FBI Academy Hong Kong Police College
110 th PMDP	Chief Superintendent Wayne Lang	Royal Canadian Mounted Police
111 th PMDP	Chief Investigator Daniel MUI Tat-Ming Mike Ferrence	Hong Kong ICAC FBI Academy (retired)
1/2009 EDP	Superintendent Adrian Young	National Policing Improvement Agency (UK)
ELP 2009	Chief Fire Officer Nyle Zikmund	SBM Fire Department (USA)

5.5 Adjunct Lecturers

A major contributing factor to the outstanding quality of AIPM programs is the involvement of adjunct lecturers drawn from the corporate sector. These lecturers are highly experienced senior executives who are renowned in their industry for their competence and engaging classroom presentation style.

Course participant feedback on this aspect of AIPM programs continues to be very positive and participant's value exposure to practices adopted in the private sector.

Organisational Structure



6. Academic Programs

This year has been a particularly busy one for all areas of the Institute and the Academic Programs department has continued to focus on program development, high quality delivery and improving the supporting structures of the department.

In the last 12 months the Institute delivered 4 Police Management Development Programs (PMDPs), 2 Executive Development Programs (EDP), 1 Intelligence Management Development Program, the 2008 Police Executive Leadership Program (PELP), the 2008 Executive Leadership Program (ELP), 1 International Senior Commanders Program, Cycle 2 of the Leadership in Counter Terrorism Program (LinCT) and the inaugural Iraqi Police Leadership Program in June 2009.

The Institute also delivered a number of programs overseas, including Cycle 1 of the Leadership in Counter Terrorism Program (LinCT) in the USA, the 2008 Regional Executive Leadership Program at the Jakarta Centre for Law Enforcement Co-operation in Semarang and 3 leadership programs in the Solomon Islands. The Solomon Islands Police Force Leadership Program is currently being revised as the Solomon Islanders gain knowledge and confidence and start to deliver elements of the program themselves.

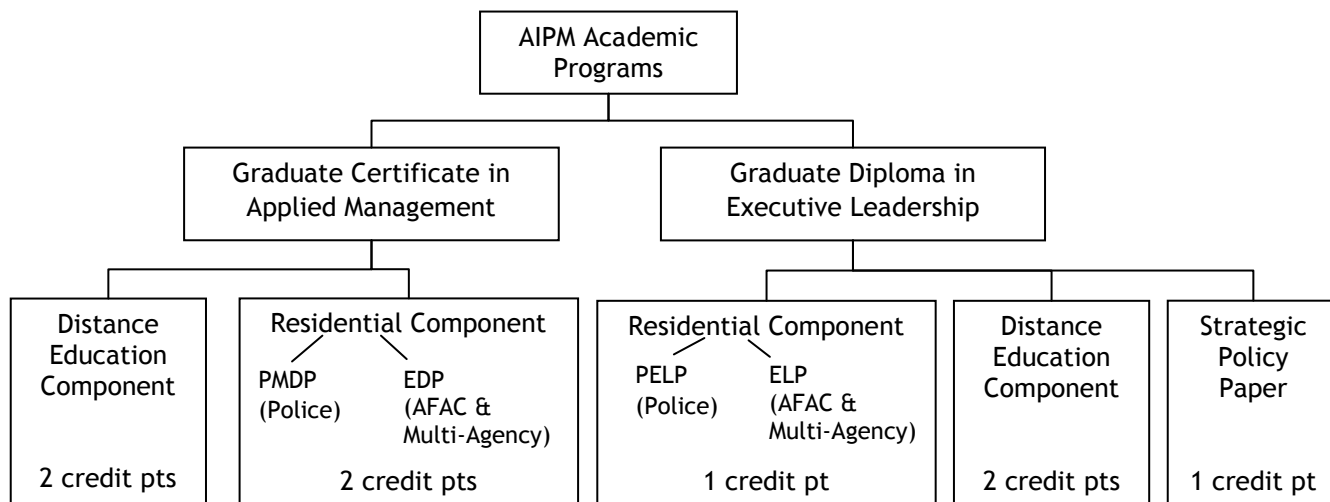
The Institute's capacity building programs continue to expand and negotiations for the commencement of a program for the PNTL in Timor Leste continue, with final agreement over the project proposal anticipated in 2010.

6.1 AIPM Graduate Programs

The Institute offers two core graduate programs annually. The Graduate Diploma in Executive Leadership and the Graduate Certificate in Applied Management. The Graduate Diploma includes a two week residential component known as the PELP. In the AFAC programs, this is referred to as the ELP. Both programs are targeted at senior police and public safety officers, ideally at the rank of Superintendent and above.

The Graduate Certificate includes a three week residential component, known as the PMDP. In the AFAC fire and emergency services programs, this is referred to as the EDP. The Certificate program is targeted at middle ranking public safety staff and police officers from the rank of Inspector and above.

A schematic overview of the two programs is provided below.



6.2 Graduate Certificate and Graduate Diploma Review

Throughout 2008 and 2009, AIPM staff have continuously reviewed and developed program content, consistent with our observations of current best practice in the teaching of management and leadership and evolving jurisdictional needs.

In the Graduate Certificate program, Academic Programs staff have worked closely with the core adjunct academic staff who deliver components on business planning, personal communication, working with media, project governance, change management, and public sector finance. Internally developed and delivered sessions focus on contemporary leadership theory and practice, leadership and ethics, diversity, strategic public value, leading in crises and decision making.

Staff have also worked closely with practitioners to develop new case studies, firmly contextualised in policing and law enforcement. These include the Introduction of the Major Crime Management Model in Victoria Police; the NSW Police Response to the Cronulla Riots; and the experience of Australian Police providing peacekeeping in the Solomon Islands.

Consistent with feedback across a number of Graduate Certificate Programs, a major review and rewrite of the assessment tasks for the Graduate Certificate has been completed. The new tasks have been developed to better reflect and develop skills in: strategic thinking; decision making; prioritisation and allocation of resources; understanding relevant environmental trends; engaging with partners and stakeholders to make progress; and using leadership to achieve progress.

Distance learning packages have also been revised and feature the use of online forums and new course material.

6.3 Programs conducted by the AIPM on behalf of the AFP

The AIPM developed and delivered a number of domestic and international multi-agency professional development programs on behalf of the AFP.

6.3.1 Leadership in Counter-Terrorism (LinCT)

The LinCT program has grown into a successful, strategic and internationally acclaimed program. The four-week course is held each year, alternately in the Pacific and Atlantic regions and is delivered in partnership with the Federal Bureau of Investigation.

The Australian Cycle of the LinCT Pacific Program was held from 22 March to 3 April in Canberra and Sydney. The LinCT-Pacific program provides a unique opportunity for leaders within Australasian policing to develop their knowledge and skills, share their experiences and build and maintain networks across agencies, jurisdictions and continents. Throughout the LinCT-Pacific program, delegates focused on the three major themes of leadership, intelligence and counter-terrorism. These themes were explored across a range of levels from foundational to higher level strategic applications.

The program is managed by an international Board of Governors. During 2008 the Executive Director of the AIPM performed the role of Chair of the Board. In 2009, this responsibility was rotated to the Royal Canadian Mounted Police. The ongoing involvement of the AIPM in this program is a prestigious acknowledgement of the Institute's international reputation for excellence.

6.3.2 Intelligence Managers Development Program (IMDP)

The IMDP is similar in format to the PMDP with a specific focus on developing a pool of leaders with capability in intelligence led policing. It involves a three week residential component which was delivered at the AIPM from 25 May to 12 June 2009.

The purpose of the program is to develop strategic thinking, conceptual and analytical skills and gain a sound knowledge of management, public policy and public administration within a highly contextualised criminal intelligence framework. The program is multi-agency in focus drawing on officers from police jurisdictions, public safety and law enforcement agencies with integrated intelligence units. Course participants are drawn from Australia and overseas agencies.

6.3.3 Regional Executive Leadership Program (RELP)

The Regional Executive Leadership Program (RELP) is designed to develop a network of senior police leaders within the ASEAN region to cooperatively and collaboratively address regional law enforcement challenges specifically in the area of counter terrorism and transnational crime.

RELIP is a joint development program by the Indonesia National Police (INP), the Australian Federal Police (AFP), the Australian Institute of Police Management (AIPM), Jakarta Centre for Law Enforcement Cooperation (JCLEC), the National Policing Improvement Agency, Bramshill (NPIA) and Charles Sturt University (CSU). The program was delivered at JCLEC from 3 August - 3 September 2008.

6.3.4 International Senior Command Program (ISCP)

The ISCP was developed by the AIPM and AFP to prepare senior police officers to command international peacekeeping operations. The program is an intensive executive level development experience designed to enhance existing leadership skills and prepare officers for the demands and rigours of commanding peacekeeping operations.

The program is conducted in two phases. The first phase provides a basis to the program and includes a visit to an overseas peacekeeping mission. The second phase is an intensive examination of contemporary case studies, exercises and operational knowledge critical to areas of police peacekeeping command. The ISCP was delivered two, one week blocks from 31 August - 4 September and 12-23 October 2008.

6.3.5 Solomon Islands Police Force - Leadership Development Program

The RSIPF Leadership Development Program (LDP) commenced on 1 July 2005 as a four year program designed to improve the leadership and management across the RSIPF. The AIPM continued its commitment to the SIPF program during 2008/09.

The PMP adopted a 'five levels' of police capacity model. These levels reflect a hierarchy of capacity from recruits training through to the executive level of policing. While the RSIPF Academy delivers the Level 1 courses (recruit training), the AIPM delivers the remaining levels (Levels 2 - 5). This model provides a through-career leadership development continuum for the RSIPF.

Each year, the AIPM assists in the facilitation of an Assessment Centre (to select suitable candidates to attend the upcoming courses), and then facilitates the Levels 2, 3, 4, and 5 programs in each calendar year. Due to RSIPF capacity and demand, Level 4 and 5 courses are currently only run on consecutive years. The RSIPF LDP also funds the attendance of three RSIPF officers to attend the AIPM senior PMDP/EDP and executive PELP/ELP programs annually.

There are many individual examples of RSIPF officers who are performing at a higher level following their attendance on the RSIPF LDP. Currently all of the Solomon Island born members of the RSIPF Executive members have participated on both AIPM programs in the Solomon Islands and AIPM courses in Manly.

The RSIPF LDP program has now run its initial four year program and is currently now in its planned review period by the AFP.

6.3.6 Iraqi Police Program

The AIPM delivered its first Iraqi Police Service (IPS) program over the period 7 - 27 June 2009. This inaugural program was the culmination of 15 months of research and preparation by the AIPM following an invitation to participate in an AFP led planning team that visited Baghdad in March 2008.

This initial program has provided the AIPM with a valuable and rich exposure to Iraqi police leadership and more broadly to the nuances of the Arabic culture. The flexible program adopted by the AIPM in both the selection of the content and in the delivery styles and techniques enabled the AIPM to find an appropriate equilibrium that both challenged the Iraqi course members and address their intellectual and cultural needs. The AIPM is committed to delivering an additional five courses over the next two years.

6.4 New Programs in Development

6.4.1 Acacia Program

During 2007-08 the AIPM developed a proposal for delivering a program tailored to the needs of Assistant Commissioner level officers. The proposal was approved by the AIPM Board of Control in late 2008.

Regrettably, due to budgetary constraints, the program was undersubscribed and delivery of the program was postponed in 2009. Evolution of the program concept continues in consultation with the jurisdictions and it is anticipated the program will be delivered in 2010.

6.4.2 Timor Leste Police Development Program

The AIPM has been invited by the AFP to develop a police leadership development program for Timor Leste Police. Negotiations with the AFP are ongoing.

6.5 AIPM Course Participants

AIPM course participants are drawn from every law enforcement jurisdiction in Australian and New Zealand. Our multi-agency programs are supported by all of the major fire services in Australia and New Zealand and attract course participants from related law enforcement and emergency services agencies.

A unique part of the success factor of our programs is the participation of international students. These course participants bring a rich and diverse international perspective to our programs and importantly, strengthen links between Australian and international law enforcement and emergency services agencies.

AIPM programs delivered in Australia in 2008/09 attracted international course participants from the following agencies:

Amsterdam-Amstelland Police (1), ASP - Dhaka (1), Bangladesh Police (1), Brazilian Federal Police Department (2), Interpol - Columbia (1), Dubai Police (1), Fiji Police (2), National Fire Authority Fiji (1), Guardia di Fiananza - Italy (1), Hong Kong Fire Services Department (5), Hong Kong Independent Commission Against Corruption (1), Hong Kong Police Force (5), Interpol Taipei (1), Papua New Guinea Fire Service (1), Federal Board of Revenue (1), Government of Pakistan (1), Phillipine National Police (1), Royal Papua New Guinea Constabulary (2), PNTL Interpol/National Crime Bureau (1), Royal Malaysian Police (2), Serious Organised Crime Agency UK (7), Singapore Police Force (3), Solomon Islands Police Force (1), South African Police Services (1), US Immigration & Customs Enforcement (1), Vietnam General Department of Police (1).

6.6 Residential Program Enrolments

In the period July 2008 - June 2009, the Institute offered eight (8) residential programs in its Graduate Certificate and Graduate Diploma courses.

These included four (4) Police Management Development Programs, one (1) Police Executive Leadership Program, two (2) Executive Development Programs and one (1) Executive Leadership Program.

During this reporting period, 114 police officers from Australia and New Zealand attended AIPM programs. Of the 114 officers: 87 attended Police Management Development Programs, 22 attended PELP and 5 attended ELP. This total included 89 males and 25 females.

The total annual enrolment in all AIPM core programs was 172, made up as follows: 87 for PMDP, 22 for PELP, 40 for AFAC EDP and 23 for ELP.

Course Enrolments from Australasian Police Jurisdictions									
Course	108 th PMDP	109 th PMDP	110 th PMDP	111 th PMDP	PELP 2008	ELP 2009	Total	M	F
Date of Residential	7-25 July 08	24 Nov - 12 Dec 08	2-20 Feb 09	2-20 March 09	14-26 Sept 08	21 June - 3 July 2009			
NSW	4	3	4	5	6	0	22	16	6
Vic	4	3	3	4	5	0	19	16	3
Qld	3	3	3	3	2	1	15	15	0
WA	2	2	2	2	2	1	11	8	3
SA	4	3	2	2	1	0	12	8	4
AFP	3	3	3	3	3	3	18	13	5
Tas	1	1	0	0	1	0	3	2	1
NT	1	1	1	1	1	0	5	2	3
NZ	2	2	2	2	1	0	9	9	0
Total Police Enrolments	24	21	20	22	22	5	114	89	25

Total Course Enrolments - PMDP and PELP					
Course	108 th PMDP	109 th PMDP	110 th PMDP	111 th PMDP	PELP 2008
Date of Residential	7-25 July 08	24 Nov - 12 Dec 08	2-20 Feb 09	2-20 March 09	14-26 September 08
Total Police	24	21	20	22	22
LECP	5	7	3	2	3
Other	1	2	2	1	0
Total	30	30	25	25	25

Course Enrolments - AFAC Courses			
Course	AFAC EDP 2/2008	AFAC EDP 1/2009	ELP 2009
Date of Residential			
ACT Emergency Services Agency			1
ACT Fire Brigade	1		1
Australian Federal Police			3
Corruption & Crime Commission of WA			1
Country Fire Authority (CFA) Victoria	4	2	2
Fire & Emergency Services Authority WA	1		
Hong Kong Fire Services Department	2	2	1
Metropolitan Fire & Emergency Services Board	2	3	2
National Fire Authority, Fiji		1	
New Zealand Fire Service	2	2	2
NSW Fire Brigades		1	
NSW Rural Fire Service		1	
NSW State Emergency Service	1		
Office of Police Integrity, Victoria	1	1	
Papua New Guinea Fire Service			1
Queensland Fire & Rescue Service	8	4	5
Queensland Police Service			1
SA Metropolitan Fire Service	1		
Serious Organised Crime Agency			2
Total Enrolments	23	17	23

6.7 AIPM Library

The library has had a very productive year supporting the Academic Programs team to deliver courses and assisting students and other library clients with their research needs. Staff has focused on improving access to electronic resources from the Library Home Page. Delicious links have been added to the *E-Journals* and Research Links, thereby alerting users of other similar links or journals available.

Considerable time has also gone into developing and updating the library collection. A total of 3367 items were catalogued or indexed on the Library Catalogue and Resource Centre, (515 new books; 2,647 journal articles; 205 audio visual and electronic documents). This represents a 39% increase on the number of items added in the previous year. An additional 1,600 items were removed from the library collection. In their role as information providers, Library staff responded to 2,605 user requests, and supplied approximately 4,133 documents.

6.8 AIPM Alumni

The AIPM Alumni now stands at 1,542 members. All course participants attending AIPM programs are offered the opportunity to become an Alumni. Approximately 90% of course participants take up the offer, enticed by the prospect of being able to maintain the contacts that they have made during their course.

Alumni also value the opportunity of being able to avail themselves of the use the library resources. Of particular interest is the alert service, which allows them to submit a list of their topics of interest so that they receive an alert each time a new document matching one of their interest topics is added to the Resource Centre.

6.9 Principal Guests and Opening Address Speakers

Each year, the AIPM invites a range of executives from within law enforcement and the fire and emergency services, to provide the opening address at the beginning of each program and high profile chief executives and community leaders from the private sector, to provide the closing address at the program graduation ceremony and formal dinner.

The AIPM acknowledges the support and participation of the following executives in AIPM programs in 2008/09:

Course	Opening Speaker	Principal Guest
108 th PMDP	Ms Sue Wilkinson - Executive Director Australia New Zealand Police Advisory Agency (ANZPAA)	Mr Mark Scott Managing Director Australian Broadcasting Corporation
2/2008 EDP	AC Mark Crossweller NSW Rural Fire Service	Dr Hugh Martin Westmead Children's Hospital
PELP 2008	Deputy Commissioner Lawler Australian Federal Police	Commissioner Bob Atkinson Queensland Police
109 th PMDP	Mr Graham Ashton Deputy Director Office of Police Integrity	Ms Elaine Henry Chief Executive Officer The Smith Family
110 th PMDP	Deputy Commissioner Walshe Victoria Police	Mr Rob Robinson Former Commissioner, NZ Police
111 th PMDP	Deputy Commissioner Rynders Queensland Police	Lieutenant General Leahy (Ret'd) Chief of Army
1/2009 EDP	Ass. Chief Officer Thompson SA Metropolitan Fire Service	The Hon. Phil Koperberg MP Member for Blue Mountains
ELP 2009	Ms Naomi Brown Chief Executive Officer Australasian Fire Auth. Council	Mr David Gallop Chief Executive Officer National Rugby League

7. Corporate Services

7.1 Leasing of Facilities - former School of Artillery

The AIPM relocated some of its facilities to the former School of Artillery in July 2008, based on an analysis of practical options available in the Sydney region by the AFP's contracted project manager, Thinc Projects.

It was initially intended that the AIPM would be collocated at the former School of Artillery site for a period of 20 months total during the construction phase of the project. Accordingly, a licence term of 1 year with provision for quarterly extensions to a total period of two years was negotiated.

Whilst Commonwealth approval has now been received, due to a number of unforeseen delays, it is likely the AIPM will continue leasing arrangements at the former School of Artillery into 2010 and beyond. The AIPM is currently in negotiation with the Harbour Trust to extend the lease of the facilities to cover the redevelopment project's timeframe.

7.2 AIPM Pricing Model

The AIPM engaged a financial consultant, 'The Analytics Group' to develop a pricing model for new course initiatives. The model has been applied to a number of initiatives during the year and has provided a sound basis for incorporating full cost recovery of direct expenses and indirect overheads. The model also incorporates a premium for risk which enables clients to be provided with a fixed price.

7.3 Information Services and IT Infrastructure

The Student Records Database (SRD) project has been completed and data migrated to the new system. A major project involving the inputting of new data and checking of accuracy of existing data has been completed, and the SRD has proven to be an invaluable resource to the AIPM, providing comprehensive IT solutions for the management of all student records, assessment details and related information.

An upgrade and rationalisation of photocopiers has been undertaken, streamlining this service and resulting in reduced costs. A similar review is underway in relation to the Smartboards currently used in classrooms and syndicate rooms and further cost savings are anticipated.

The AIPM has also rolled out Microsoft's next version of its Microsoft Office productivity suite (Office 2007). This provides both students and staff with numerous enhancements and also provides staff the opportunity to share information with our Microsoft SharePoint server directly out of Office 2007.

External ICT support to the AIPM by Discovery Technology Pty Ltd continues to be reliable with regular visits and monthly server maintenance. The option to extend the contract with Discovery has exercised until August 2010.

7.4 Hospitality - Commercial Bookings

As a result of the economic downturn, the increased number of residential courses delivered by the AIPM and the reduced standard of accommodation (shared facilities) at the former School of Artillery, the number of commercial bookings has substantially reduced compared with previous years.

7.5 AIPM Legal Status and Review

Work on this issue continued during 2008/09 and it will be a threshold issue for the Institute in relation to the review of the AIPM, as part of the establishment of ANZPAA.

7.6 Delegations and Visitors to the AIPM

Each year the Institute receives a number of visitors and law enforcement related delegations. In 2008-09 the Institute was delighted to receive the following visitors:

- The Minister for Home Affairs, the Hon. Bob Debus MP
- Ms Jean Hay - Mayor of Manly
- Mr Mike Baird MP, Member for Manly
- Dr Edward De Bono
- Mr Jean-Michel Louboutin - Commissioner of Police, Interpol
- Commissioner Anita Hazenberg, Netherlands Police
- Mr Mike Mcauliffe & Ms Deborah Southard - FBI Academy
- SSA Charles Robb and SSA Bill McCormack - FBI Academy
- Police General Viroj Phaholvech and Royal Thai Police Delegation
- Deputy Commissioner Tripura and Bangladesh Police Delegation
- AC Loy Chey Meng & Singapore Home Team Academy Delegation
- Chinese Ministry of Public Security Delegation

7.7 Environment

During 2008/09 the AIPM continued its commitment to improve its green footprint and resource management practices. The AIPM is committed to reducing energy usage in our buildings and water consumption. We aim to improving waste management by promoting paper recycling and reducing consumption of paper in coursework through increased use of technology such as USB sticks and electronic storage and transmittal of information. Staff are also encouraged to return used printer toner cartridges for recycling.

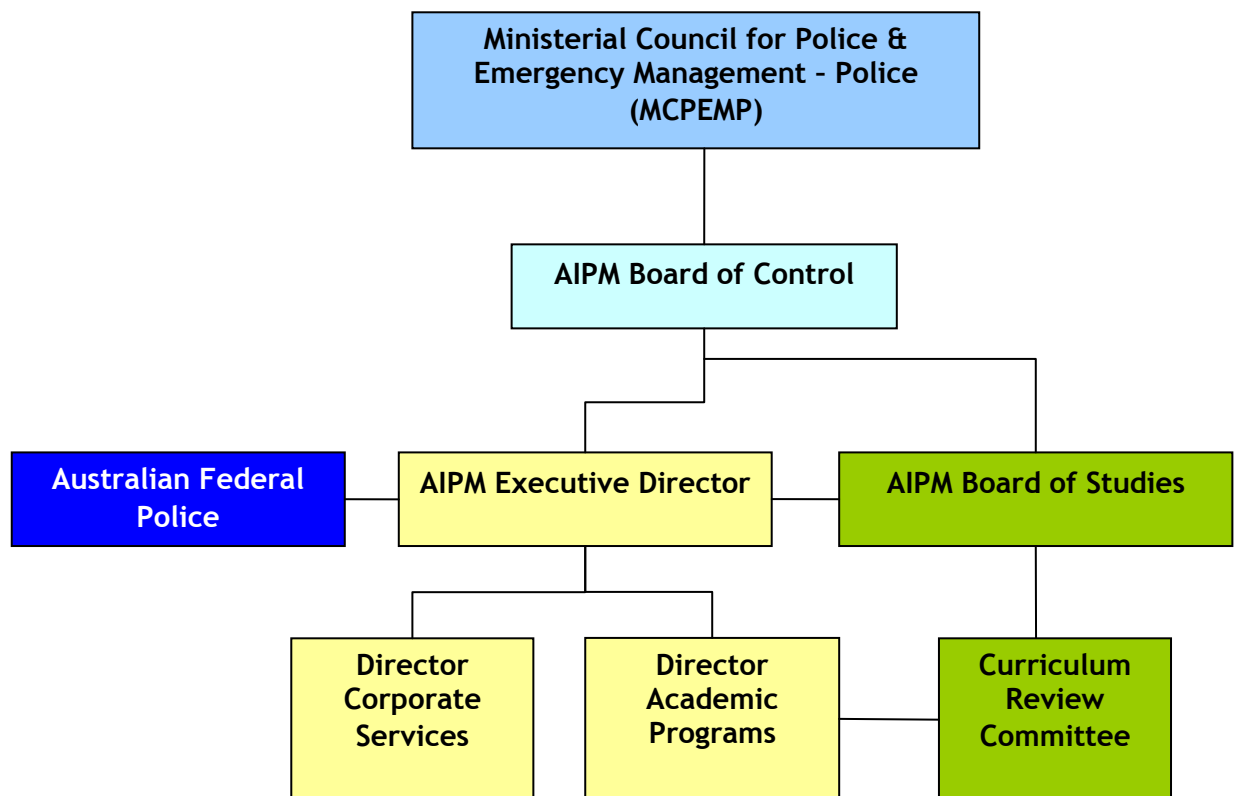
8. Governance

The Institute is a National Common Police Service (NCPS) administered by the Australian Federal Police and reports to a Board of Control (BOC) on all aspects of its core business and operations.

The BOC is supported by a Board of Studies (BOS) which provides advice to the BOC and AIPM directly, on all curriculum matters at the AIPM. This includes establishing academic directions, curriculum, course planning and course evaluation.

The Institute is managed by an Executive Director who reports directly to the Commissioner of the AFP on all BOC matters, and the National Manager HR on all other matters related to the administration of the AIPM.

The AIPM operates within the corporate governance framework of the AFP and its policies apply in all aspects of the AIPM's corporate services functions. This includes human resource management, financial management, purchasing and procurement, contract management, assets management, capital development, occupational health and safety, equity and diversity.



8.1 AIPM Board of Control (BOC)

The Board is Chaired by Commissioner Keelty and comprised of all the Police Commissioners of Australasia. In addition to its oversight responsibilities, the BOC approves the AIPM's: Corporate Plan, Annual Business Plan, Annual Report, Annual Budget and Financial Reports.

The BOC meets twice yearly and in 2008-09 met in Darwin on 11 September 2008 and Perth, on 16 April 2009. Its current members are:

Commissioner Keelty APM (Chair) - Australian Federal Police
Chief Commissioner Overland APM (Co-Chair) - Victoria Police
Commissioner Scipione APM - New South Wales Police Force
Commissioner Atkinson APM - Queensland Police Service
Commissioner O'Callaghan APM - Western Australia Police
Commissioner Hyde APM - South Australia Police
A/g Commissioner Hine APM - Tasmania Police
Commissioner White APM - Northern Territory Police
Commissioner Broad - New Zealand Police

8.2 AIPM Board of Studies (BOS)

The BOS also meets twice yearly and in 2008/09 the BOS met on 4 August 2008 and 2 March 2009. BOS membership is comprised of a representative from each jurisdiction and four external members.

In 2009, there were a number of significant changes to the BOS membership. The AIPM formally acknowledges the significant contributions of Assistant Commissioner Etter (Western Australia Police), who was a member from 2005 - 2009 and also Deputy Chair and Chair during that period. Commander Geoff Smith (Tasmania Police) who was a member from 2006 to 2008 and Professor Lorraine Mazerolle (Griffith University) who was a member from 2004 to 2008.

Its current members are:

Assistant Commissioner Scott (Chair) - Victoria Police
Assistant Commissioner Corboy (D/Chair) - New South Wales Police Force
Assistant Commissioner Jevtovic - Australian Federal Police
Assistant Commissioner Dreiberger - Western Australia Police
Assistant Commissioner Payne - Northern Territory Police
Chief Superintendent Cornish - South Australia Police
Chief Superintendent Doyle - Queensland Police Service
Superintendent Wilson - New Zealand Police
Commander Adams - Tasmania Police
Associate Professor Julian - University of Tasmania
Ms Lunardi - Australasian Fire Authorities Council
Brigadier Goodman - Australian Command & Staff College

8.3 AIPM Review

The Australian New Zealand Policing Advisory Agency (ANZPAA) was formally established in October 2007 as a result of a decision by the Ministerial Council for Police and Emergency Services - Police (MCPEMP) to transfer the responsibility for several national common police services to a new agency. AIPM governance did not transfer to ANZPAA and it remained a national common police service under the governance of MCPEMP.

In 2006, MCPEMP agreed that the Commissioners would provide resources for a cross jurisdictional review of the AIPM to be commenced within 12 months of the establishment of ANZPAA to consider the future inclusion of the AIPM in ANZPAA and identify solutions to any legal or other impediments to that occurring.

The AFP has commissioned an independent consultant to conduct the review which commenced in February 2009. The review was scheduled to be completed by 30 June 2009, however it is now anticipated that it will be finished by 31 August 2009.

8.4 Accreditation

The current registration and accreditation for the Graduate Certificate and Graduate Diploma programs expires on 28 February 2010. The AIPM is working towards submission of the applications to the NSW Department of Education and Training (NSW DET) in late October 2009. Due to recent changes by NSW DET to the application process, the AIPM is required to submit two different types of applications. The reaccreditation process provides the AIPM with a unique opportunity to complete a 'sense check' of its programs and to undertake a rigorous quality assessment and benchmarking process.

Staff have been allocated to the project and the AIPM plans to contract an independent consultant to provide advice and guidance.

8.5 Internal Governance

The Executive Director is supported by an Executive Team which meets on a weekly basis and provides strategic input into the planning and delivery of AIPM business. The Executive Team is comprised of the Executive Director, Director Academic Programs, Director Corporate Services, 3 x Deputy Directors and Executive Officer.

The Institute also has a Portfolio Committee, which meets monthly and replaces the former Management Committee meeting arrangement. Membership is limited to: Director Academic Programs, Director Corporate Services, 3x Deputy Directors, Facilities Manager, Faculty Administration Manager, Manager ICT Services, Manager Library and Information Services, Team Leader Corporate Support and Executive Officer. Staff within Academic Programs and Corporate Services meet on a weekly basis.

8.6 AIPM Plans

Pending the outcome of the AIPM Review and possible changes to AIPM governance arrangements, the AIPM will develop a new Strategic Plan and our business planning process will be informed by this document.

The Institute has a Risk Management Plan and a Risk Treatment Schedule to ensure that priority risks are monitored and managed appropriately. An AIPM Fraud Control Plan is contained within the Risk Management Plan.

8.7 Articulation Agreements

The AIPM has an articulation agreement with Charles Sturt University. This agreement specifies the arrangements for recognised prior learning (RPL) when graduates of AIPM. The AIPM is committed to increase the number of articulation arrangements with other providers in the higher education sector in line with AIPM Board of Control expectations.

8.8 Memorandum of Understanding - Visiting International Fellows

A number of international law enforcement and fire service agencies participate in the Visiting International Fellow exchange program with the AIPM. The AIPM has invited participating agencies to formalise exchange arrangements through a Memorandum of Understanding. The AIPM has entered into agreements with: Federal Bureau of Investigation, Singapore Civil Defence Force, Singapore Police, Hong Kong Police, Hong Kong Independent Commission against Corruption and the Metropolitan Police Service.

8.9 Agreement - Charles Sturt University

The Australian Graduate School of Policing (AGSP) of Charles Sturt University (CSU) is co-located with the AIPM. The AIPM and CSU share facilities and resources as well as access to high profile speakers, conduct joint workshops, and provide limited teaching services into each other's programs. The relationship between the AIPM and CSU is managed by an Agreement to clarify the access of both institutions to shared resources, and the financial arrangements between the two institutions. A new Tenancy Agreement was signed mid 2007 to address the change of location to the Former School of Artillery.

8.10 Agreement for secondment of Visiting Fellows

The police jurisdictions currently provide a number of senior police officers on secondment to the AIPM each year. This arrangement was approved by the AIPM BOC in May 2002 and is administered by the AIPM using AFP Secondment Agreements. Officers are on secondment to the AIPM for a period of 12 months. The sending jurisdiction pays the salary of their officer whilst on secondment and the AIPM meets all travel costs and contributes towards accommodation costs. A similar arrangement applies to Visiting Fellows from the Australian Army (Visiting Military Fellow) and the Fire and Emergency Services (Visiting AFAC Fellow).

9. Financial Statements

The 2008/09 Financial Statements are contained in a separate document.