



AUSTRALIAN INSTITUTE
OF POLICE MANAGEMENT

Annual Report 2009 - 2010



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Photo: AIPM Collins Beach Campus. Courtesy: AIPM Archives

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Photo: Australian Institute of Police Management, Former School of Artillery Campus.

1. Executive Directors Foreword



This has been a year of achievements and challenges for the Institute.

The AIPM continued to experience a high level of demand for its programs and services domestically and internationally over the last 12 months. This is a testament to the hard work and dedication of the small team of staff at the Institute who continue to ensure an exceptional level of service to our law enforcement and emergency services partners.

The highlight of the academic year was, without doubt, the delivery of the inaugural 'Acacia' Program, which is now our most senior law enforcement leadership development program for executives. The program commenced in June 2010 and is a significant achievement for the Institute, representing the culmination of 2 years of consultation and in-house program development. I would particularly like to thank the AIPM Board of Control for its support of this important program, and I also want to acknowledge the significant contribution of the Australian Federal Police in its decision to fund the pilot year of the program in its entirety.

Domestically, the year saw the culmination of a number of long term projects. Significantly for the future of the AIPM, construction work commenced at the Collins Beach campus in early 2010 following a lengthy consultation and approval process with key stakeholders. Our staff continued to be based at both the Collins Beach and former School of Artillery campuses for the main part of the year and, through the good work and dedication of the AIPM team, our operations were largely unimpeded by this arrangement. The site will be redeveloped to both increase and improve the amenity of the facilities and once completed, will truly be a jewel in the crown of Australasian law enforcement.

The Institute also underwent the dual process of applying for re-registration as an education provider and re-accreditation of our core award programs for the next 5 years with the NSW Department of Education and Training. This has been a rigorous and positive experience for the Institute and I would like to acknowledge the contribution of all staff in ensuring the smooth passage of this process. At time of writing, this process had not been completed. However, the assessment process has been finished and both the registration and accreditation assessment panels had made positive recommendations to the Higher Education Directorate.

In 2009-2010 the tempo of our program delivery was quite intense, with our Academic Programs team delivering a large number of programs, including a number delivered in the Solomon Islands, Micronesia and Indonesia. The demand for our international leadership development work remains strong, including the fact that the Solomon Islands Police Force Leadership Program Review recently recommended the program be

extended. The Institute also successfully delivered a scoping, pilot programme, for police leadership development in Micronesia.

Our links with various tertiary partners and international law enforcement agencies also continued to flourish, through the joint programming and delivery of the Regional Executive Leadership Program (at the Jakarta Centre for Law Enforcement Cooperation in Indonesia) with our colleagues at Charles Sturt University and the UK National Policing Improvement Agency. Work on the Australasian Policing Forum project continued unabated, with the assistance of our colleagues at the Australian Research Council (ARC) Centre of Excellence in Policing and Security (CEPS). The Institute's involvement in the joint programming and development of the Leadership in Counter Terrorism program (LinCT) also continued throughout the year in conjunction with staff at the FBI Academy, Scottish Police College and Police Service of Northern Ireland. These linkages have also assisted the development and delivery of our core programs, and a number of officers from these Agencies visited the AIPM to act as Visiting Fellows on a range of domestic programs.

This year also saw the culmination of the review of the AIPM, resulting in the presentation of the final report by C & M Associates to the Australian Federal Police on 30 September 2009. The report contained a number of observations and recommendations relating to the structure and operations of the Institute. The Board of Control (BOC) has directed the AIPM Board of Studies to undertake some further analysis of this report before the BOC makes final decisions on the outcome of the review. The AIPM will be a key partner in this process and I look forward to working with all of the jurisdictions to ensure the AIPM is strategically placed to meet the future leadership development needs of its key stakeholders.

*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 Beach on North Head in Manly. The AFP is currently managing the redevelopment of the AIPM facility at Collins Beach 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 Beach, 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.



Photo: 2009 Police Executive Leadership Program

- 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, Africa and the Middle East.
- The Institute offers a Graduate Certificate in Applied Management and a Graduate Diploma in Executive Leadership. Both are offered as distance programs with course participants also being required to complete a residential component for each program.
- The Institute's core programs are accredited under the NSW Higher Education Act.
- The Institute employs approximately 30 staff including senior officers who are seconded to the Institute as Visiting Fellows for 1-2 years from the police jurisdictions 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 revenue is supplemented by course fees, commercial activities and international projects.



Photo: 114th PMDP Teaching Team:

L-R Deputy Police Chief Giles Larochelle, Ottawa Police. Supt. Steve Munro(QLDVPF), Mr Phil Shepherd – Deputy Director Award Programs, Commander Karl Kent (AFP), Supt. Waata Shepherd (NZVPF) and Commander David Sprague (VICVPF).

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 Seaman's' 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

- Project approval for the redevelopment of the Collins Beach campus was granted (with conditions) by the Commonwealth Minister for the Environment, Water, Heritage and the Arts on 9 July 2009. Following an exhaustive compliance process required by the NSW Department of Planning, possession of the site was assumed by Broad Construction Pty/Ltd on 4 March 2010 with construction works commencing in mid March. Project completion & reoccupation of the site is anticipated in mid 2011.

- The AIPM delivered the inaugural 2010 Acacia Program for senior police officers at the rank of Assistant Commissioner. Acacia may now be considered the flagship program of the AIPM and represents the culmination of 2 years of dedicated commitment and program development by AIPM staff. The pilot year of the program was generously sponsored by the Australian Federal Police.
- The AIPM finalised negotiations with Telstra to fund a scholarship to support the future leaders of Australasia's police services. The Police Executive Leadership Program (PELP) has been chosen as the most suitable program for this prestigious award, with the first scholarship to be awarded in 2010.
- Throughout 2009/2010 the AIPM commenced the process of seeking re-registration as an education provider and re-accreditation of AIPM core award programs by the NSW Department of Education and Training. The process is ongoing and it is anticipated that registration and accreditation will be successfully attained in 2010/2011.
- The AIPM delivered its second and third Iraqi Police Service (IPS) programs in 2009/2010. This is part of a 3 year commitment to developing the police leaders of Iraq by the Australian Federal Police and Commonwealth Government.
- The AIPM developed and delivered a pilot customised leadership development program for police officers throughout Micronesia.
- 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 was reviewed in 2009 and determined to have been a great success. The program will be extended with delivery of the next phase of the program to commence in earnest following Solomon Islands elections.

5. Our Team & Structure

5.1 AIPM Staff

The 2009/2010 year marked the departure of a number of staff employed at the Institute. The AIPM farewelled Ms Somer Taylor in February 2010. Ms Taylor was a long standing employee of the Institute, joining our team in 2003 and working in various positions in the faculty administration area during her 7 year tenure.

The Institute also farewelled Ms Vicki Jonson from Library Services (March 2010) and Mr David Chambers (May 2010), Mr Paul O'Brien (July 2010) and Mr Phil Langdon (July 2010). Mr Chambers, Mr O'Brien and Mr Langdon were all initially seconded to the AIPM as Visiting Fellows in 2008. At the completion of their secondments, they remained employed at the AIPM on short term contracts, to assist with delivery of AIPM domestic and international programs.

The AIPM would like to acknowledge the work and commitment of these staff whilst employed at the Institute and thank them for their contribution to the development of policing and emergency services in Australasia.

The Institute recently welcomed Ms Alana North to the education resources team and recruitment is currently underway to substantively fill two facilitator vacancies in the International Programs area and a reference librarian vacancy in Library Services.



Photo: AIPM Team 2010, Collins Beach

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 Police 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.

In 2009, Inspector Sue Young (WA), Inspector David Chambers (TAS), Chief Superintendent Rick Griffiths (AFAC) and Lieutenant Colonel Dave Eyland (Military VF) each completed their terms of fellowship at the AIPM. Each of these Visiting Fellows made a significant contribution to the overall aims and objectives of the AIPM and they each acted as excellent ambassadors for their own organisations.

The AIPM formally acknowledge the significant contributions of the 2009 Visiting Fellows and wish them every success in their future careers.

Assistant Commissioner Peter Gallagher (NSW) and Superintendent Katrina Povolny (AFP) will complete their secondments to the AIPM at the end of 2010. The incoming 2010 Visiting Police Fellows were: Commander David Sprague (VIC), Superintendent Steve Munro (QLD) and Superintendent Waata Shepherd (NZ).

Following liaison with the Department of Defence, sponsorship of the Military Visiting Fellow position concluded at the end of 2009. Arrangements are underway to ensure limited but continue collaboration on AIPM programs where mutually beneficial to both organisations. The AIPM is sincerely grateful to the Department of Defence and acknowledges its generous contribution to the development of the future leaders of Australasian Police, Fire and Emergency Services.

In 2010 the AFAC Visiting Fellow position was not filled. In the interim, the NSW Fire Brigade generously agreed to assist with planning and delivery of AFAC programs during 2010.

5.3 Program Visiting Fellows

The Institute's faculty team is also supplemented by Program Visiting Fellows who are seconded from police jurisdictions and various fire agencies on a program by program basis. The Program Visiting Fellows join AIPM programs for the residential phase only, in the role of a syndicate leader and are involved in all aspects of the day to day delivery of the program.

The AIPM acknowledges the support of the following offers and participating agencies in 2009/10:

Program	Name	Organisation
112 th PMDP	Superintendent Bob Waugh	Queensland Police Service
2/2009 EDP	Mr Lew Short Assistant Director Paul Herrick	NSW Rural Fire Service NT Fire
2009 PELP	Assistant Commissioner Paul Jevtovic Commander Donna Adams	Australian Federal Police Tasmania Police
113 th PMDP	Assistant Director John Nolan	Office of Police Integrity, VIC
114 th PMP	Commander Karl Kent	Australian Federal Police
115 th PMDP	Mr Mick Sherry	Office of Police Integrity, VIC
1/2010 EDP	Region Manager Paul Smith	NSW Rural Fire Service
2010 ELP	Assistant Commissioner Jim Smith	NSW Fire Brigade



Photo: 2/2009 AFAC Executive Development Program

5.4 International Visiting Fellows

The Institute's Visiting International Fellow program was established in 2002. Senior officers from affiliated international law enforcement and emergency services agencies participate in the delivery of the program as program mentors and syndicate leaders. In 2009-10 the response to the exchange program was once again very positive, 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. These fellows bring a rich diversity and international perspective to the Institute's programs, which are highly valued by the course participants.

An important aspect of the exchange program is the reciprocal secondment opportunities for AIPM faculty staff. In 2009/10 our Annual Visiting Fellows undertook exchanges to the Canadian Police College, Scottish Police College and FBI Academy.

2009/10 Visiting International Fellows by program were:

Program	Name	Organisation
112 th PMDP	Superintendent Tony HO Kai-Hin ASAC Bob Christian	Hong Kong Police DEA Training Academy
2/2009 EDP	Superintendent Terry Scaife	National Policing Improvement Agency UK
2009 PELP	Dr Jim Vance Chief Superintendent CHEUNG Tak-Keung	FBI Academy Hong Kong Police
113 th PMDP	SSA Cathy Mitchell Chief Vernon White	FBI Academy Ottawa Police, Canada
114 th PMP	Deputy Police Chief Giles Larochelle	Ottawa Police

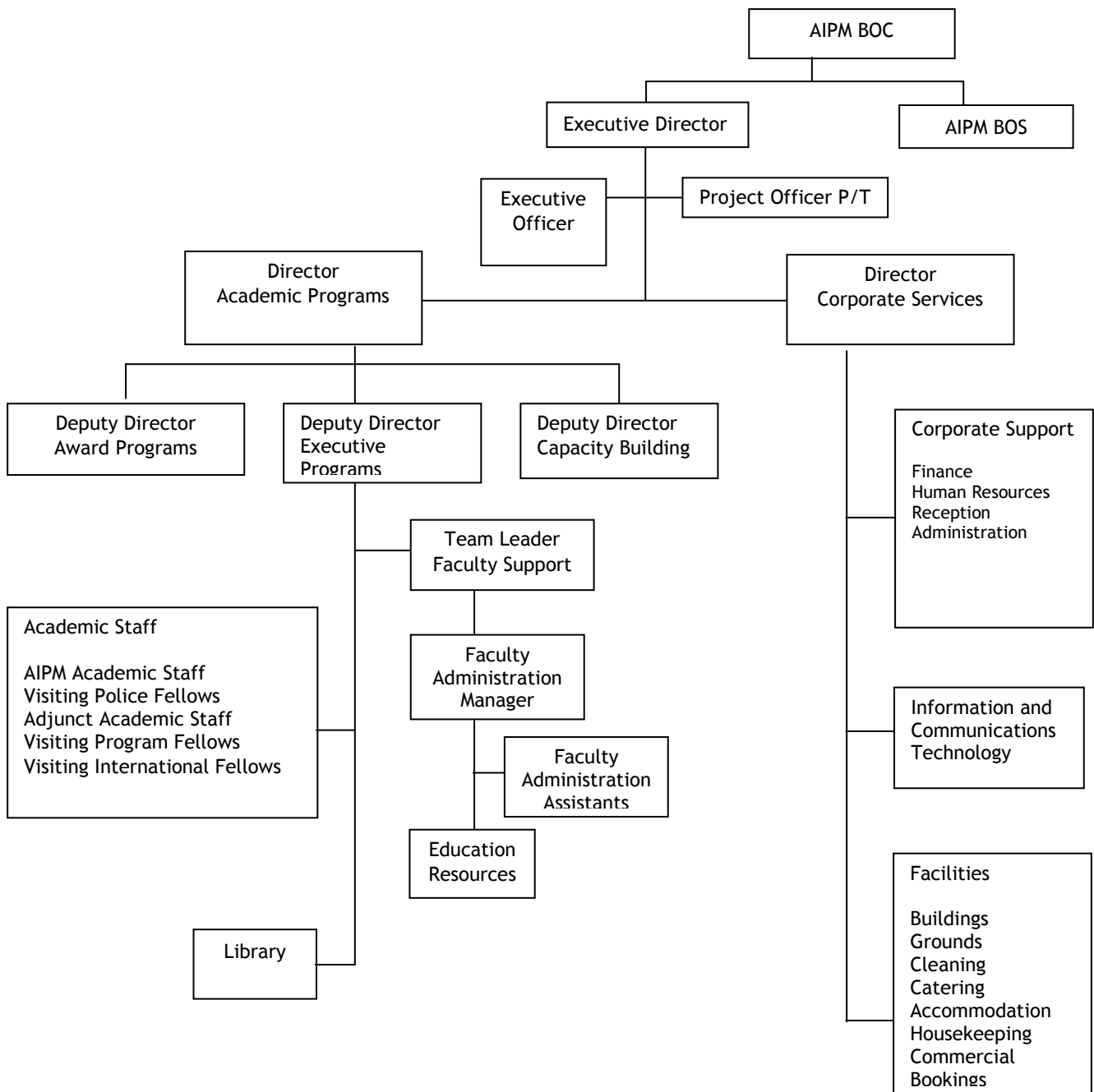
Program	Name	Organisation
115 th PMDP	Chief Investigator Daphine LIM SSA Ken Kilbride	Hong Kong ICAC FBI Academy
1/2010 EDP	Chief Fire Officer, Jeff Carlisle Mr Simon Stevenson	City of Vernon National Policing Improvement Agency UK
2010 ELP	Chief Fire Officer Paul Verlaan Deputy Fire Chief Mike Dube	Fire Service of Midden (Netherlands) Canadian Emergency Management College

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, and the broader tertiary 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.

5.6 Organisational Structure



6. Academic Programs

Similar to previous years, the tempo and output of the Academic Programs area remained high over the last 12 months, with the Institute delivering 4 Police Management Development Programs (PMDPs), 2 Iraqi Leadership Development Programs, 2 Executive Development Programs (EDP), the 2009 Police Executive Leadership Program (PELP), the 2009 Executive Leadership Program (ELP) and the 2010 International Senior Commanders Program.

The AIPM was also delighted to deliver the first module of the inaugural Acacia Program for Assistant Commissioners. This program represents the culmination of over 2 years of research, development and consultation with the Commissioners and jurisdictions by the Academic Programs team. I would like to particularly recognise the contribution of Mr Warwick Jones, Director Academic Programs, Ms Ingrid Tomanovits, Deputy Director of Award Programs and also Commander Dean Angus of SA Police who assisted during the formative stage of the program. Additionally, I wish to thank Commissioner Hyde for his support by releasing Commander Angus to the AIPM, and to Commissioner Negus, for sponsoring this important program.

During this reporting period, the Institute also delivered a number of overseas programs: the 2009 Regional Executive Leadership Program (RELP) at the Jakarta Centre for Law Enforcement Co-operation in Semarang, a number of leadership programs in the Solomon Islands including a Leadership Capability Development Executive Workshop, and 2 pilot workshops in Micronesia as part of the AFP sponsored, Pacific Police Development Program.

Recognition and demand for our expertise in the international programs arena continued to grow, with the AIPM undertaking scoping work for a new development workshop for senior officers in Vanuatu, and provision of assistance to Charles Sturt University in the delivery of its inaugural training and development program for 130 Indian Police officers in May 2010.

The Academic Programs team also continued its facilitation of the Australasian Policing Forum and provision of facilitation support and leadership development expertise to various workshops and conferences at the invitation of a number of law enforcement jurisdictions.

6.1 AIPM Graduate Programs

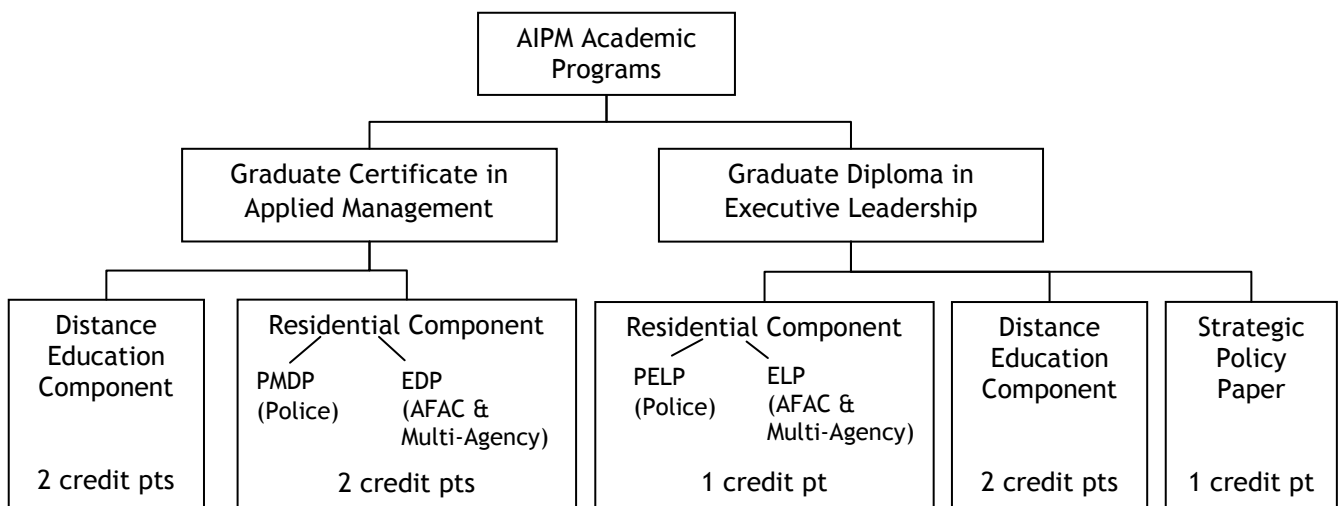
The Institute offers two core graduate programs annually: the Graduate Diploma in Executive Leadership and the Graduate Certificate in Applied Management. The Graduate Diploma includes a two week residential component known as the PELP. In the AFAC programs, this is referred to as the ELP. Both programs 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.



Photo: 114th Police Management Development Program - 2010

A schematic overview of the two programs is provided below.



6.2 Graduate Certificate and Graduate Diploma Review

The Graduate Certificate and Graduate Diploma Programs remain the AIPM’s ‘core business’, and collectively are the most important focus of our work throughout the academic year. As could be expected, these programs constitute the main body of work for staff, and receive the majority of staff attention in terms of development, innovation, evaluation, and delivery each year.

“The course stretched me to learn at higher level thinking. I have enjoyed every minute of my experience at the AIPM. The staff are all extremely supportive and sensitive to individual needs. I was so proud to receive my certificate as it was definitely worth the hard work and sleepless nights. I knew that it wasn’t going to be easy but I felt supported throughout the entire program..”

The Graduate Certificate program has been substantially reviewed, revised and amended since 2008. Staged implementation of the amended program occurred throughout 2009-10 and the feedback from course participants has been largely positive. The accreditation process has also provided the AIPM with an invaluable opportunity to completely review and improve, the Graduate Certificate and Graduate Diploma programs.

Modifications to AIPM programs are vetted by a Curriculum Review Committee which is a sub-committee of the AIPM Board of Studies. The purpose of this committee is to oversight the development of AIPM award programs by supporting 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.

Key changes to AIPM award programs during the reporting period include the introduction of a new marking system that is both more consistent with other tertiary institutions and more 'modern'. The new marking process provides the opportunity for more written feedback and importantly, more consistent assessment across different markers.

The AIPM has also taken the opportunity to review all assessment tasks to ensure that there is a consistent alignment with course learning outcomes. As a consequence, some of the assessment tasks have been modified, and the workload of the Graduate Certificate program has been slightly reduced by combining two separate tasks. Participants have also been provided with appropriate pre-residential reading to lessen their residential workload.

Another key major area of change is the modification of the ethics presentation which now includes a tour of the Holocaust Museum and a presentation on the role of police during that event. The session was trialled during the 115th PMDP and received positive reviews from course participants:

“Show stopper! This was one of the most impactful and thought provoking sessions I have experienced in any learning environment. Could fill the whole of my reflective journal with this. Confronting in terms of how close to very wrong decisions an ordinary person can come. Will stay with me for a very long time.”

A new Level One evaluation form was also developed and implemented. This new evaluation tool was trialled successfully on the International Senior Command Program and implemented on the 2010 ELP. The new process is simpler, however it is already providing much richer qualitative information and will be used on all future programs. The AIPM has also procured an external content expert to revise reading lists for all units and review the list of core journals underpinning the courses to ensure they are both appropriate and contemporaneous.

Cross fertilisation of ideas and delivery techniques continues to occur between various AIPM programs. For example, as a result of the Academic Program team's preparation and delivery of the first module of the Acacia program, several major concepts have been incorporated into the Graduate Diploma program. Additional work has also been undertaken to improve individual sessions.

For example, the current ELP contains increased work on policy and research with a broad aim of improving the Strategic Policy review completion rates. Additionally, some of the leadership sessions for ELP have been revised as a result of an ongoing program of personal research by Academic Programs staff.

In terms of participant feedback, the most intensely 'rich' feedback has come from student reflective comments: most noticeably from the student reflective journals. The Institute will continue to keep developing the concept of the reflective journals and the reflective process more generally, as a way of further enriching the learning experience of our participants.

6.3 Telstra Australasian Police Scholarship

In April 2010 the AIPM Board of Control formally endorsed the establishment of a Telstra Australasian Police Scholarship to support the future leaders of Australia's police services. The intent of the scholarship is for the recipient to further their understanding of the implications of the information revolution on our society.

The scholarship will allow the most outstanding graduate of the Police Executive Leadership Program (PELP) to attend a prestigious international executive development program, such as the Kennedy School of Government at Harvard University. The scholarship will be sponsored by Telstra for a period of three years at \$15,000 per year. The inaugural scholarship will be awarded in 2010.

6.4 Australasian Policing Forum (APF)

The Forum commenced in 2009 and is mandated to meet until early 2011. The Forum brings together leading police practitioners, scholars and selected individuals who have additional expertise to offer. Through discussion and writing, forum members have been examining some of the key challenges facing policing with a view to generating fresh ideas and developing innovative responses to these problems.

The scope of works of the APF agreed by the Australasian Police Commissioners are "The AIPM and CEPS Australasian Policing Forum will focus on policing, including serious crime, national security and safety issues in Australia". The members met in September 2009 for a special 'futures' discussion session which included a broad ranging and stimulating presentation from Dr Keith Suter and then in October for its final meeting of 2009. The members have now convened around a number of projects and these issues and topics will continuously meld and change as the forum progresses. The APF met on 29-31 March 2010 with further meetings to occur in 2010.

6.5 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.

6.5.1 Leadership in Counter-Terrorism (LinCT)

The LinCT program continues to mark its progress as 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 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 focus on the three major themes of leadership, intelligence and counter-terrorism. These themes are explored across a range of levels from foundational to higher level strategic applications.

Planning commenced in earnest for the LinCT Pacific 2010/2011 program, which will be delivered across two weeks in the United States. The Australian component of the program will be delivered in early 2011.

New Program Managers have been appointed within the FBI, bringing new energy and focus to the program. The program will include site visits in line with the emerging theme of collaboration with the private and non-government sector and culminate with a week of presentations at Harvard. An informal advisory group has been established by the AIPM to assist in planning and developing the operational content of the program. This includes representatives from the AFP, NSW Police and ASIO. Developing well researched and documented case studies, which can be delivered by senior policing practitioners, has proven to be a great complement to the academic material presented in the program.

The program is managed by an international Board of Governors, with Mr Tom Rogers representing the interests of the AIPM. The ongoing involvement of the AIPM in this program is a prestigious acknowledgement of the Institute's international reputation for excellence.

6.5.2 Intelligence Managers Development Program (IMDP)

The IMDP was first delivered by the AIPM in 2006 and has continued to grow from strength to strength. The purpose of the program is to develop strategic thinking, conceptual and analytical skills, and course participants gain a sound knowledge of management, public policy and public administration within a highly contextualised criminal intelligence framework.

The program is multi-agency in its focus, drawing on officers from police jurisdictions, public safety and law enforcement agencies with integrated intelligence units in Australia and overseas agencies.

The program is similar in format to the Graduate Certificate in Applied Management involving a three week residential component. Planning for the 2010 IMDP is underway with the program scheduled for delivery in the latter part of the year. A key focus of the program will be transnational and serious and organise crime and the crime expected to emerge in the next 5 -10 years. Dr Cal Ungerer from the Strategic Policy Institute, has agreed to be the Visiting Program Mentor.

6.5.3 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.

The program was first delivered in 2007 and is a joint development program between 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).

RELP 2009 was successfully delivered at JCLEC from 28 September to 23 October 2009 with 25 course participants representing 11 countries completed the program. All participants are eligible for two subject's credit toward a Graduate Certificate in Terrorism Studies at Charles Sturt University. A total of 8 scholarships, 7 sponsored by JCLEC and 1 sponsored by CSU, were offered to RELP 2009 graduates to further their studies with CSU.

The 2010 RELP commenced on 14 June at JCLEC and will finish on 9 July 2010.



Photo's: Staff and Students - 2009 RELP, JCLEC - Semarang

6.5.4 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 course is residential based and involves a unique blend of presentations, workshops and assessed activities. The first component of the program provided a basis to the program and included a visit to an overseas peacekeeping mission (Solomon Islands) in the second week. The final week involved an intensive examination of contemporary case studies, exercises and operational knowledge critical to areas of police peacekeeping command

The ISCP was successfully delivered in one, 3 week residential block at the AFP College in Barton from 9 - 28 May 2010. A total of 22 course participants completed the program, with participants representing the AFP, Australian Defence Force, AusAid, Department of Foreign Affairs and Trade, The Hague Police and the Royal Papua New Guinea Police.

6.5.5 Royal Solomon Islands Police Force (RSIPF)

The AIPM has been delivering leadership training to the Royal Solomon Islands Police Force (SIPF) since 2004 on behalf of the Australian Federal Police in support of the Australian government's development activities in the Solomon Islands.

Following the initial success of the program, the International Deployment Group of the AFP engaged the AIPM to deliver a subsequent more comprehensive program to build on the initial Leadership Development Program (LDP).

The initial 4 year program finished at the end of 2009 and, following a planned review of the program by the AFP & AIPM in late 2009, was agreed to extend a further three years delivery through to the end of Financial Year 2012/2013.

Through a series of discussions between AIPM, RSIPF and the PPF, and a leadership capability framework workshop earlier this year, planning is well underway for the introduction of a modified LDP. The new LDP builds on the successes of the earlier program and also sees the permanent establishment of an AIPM sponsored staff member in Honiara to assist in the facilitation and development of the program.

The AIPM delivered the following programs in 2009/2010:

13 - 17 July 2009	Level 2
20 - 24 July 2009	Level 3 Module 1, Coaching & Level 5
10 - 21 August 2009	Level 3, Module 2
23 - 38 August 2009	Level 4, Module 1
5 - 23 October 2009	Level 4, Module 2
1 - 3 December 2009	CALP - Levels 2, 3 & 4
15 - 19 February 2010	Executive Workshop
22 - 11 March 2010	Level 3, Module 1
15 - 26 March 2010	Level 3, Module 2
12 - 29 April 2010	Level 3, Module 1 & 2

The first activity in the new LDP will be the AIPM's facilitation of an Assessment Centre over the period 11 - 20 October 2010.



6.5.6 Iraqi Police Service Leadership Development Program (IPSLDP)

The IPSLDP was established in 2009 at the invitation of the AFP and is part of a broader Australian Government initiative, to support capacity development within the Iraqi Police Service (IPS). The program is designed to challenge senior IPS officers to reflect on their personal leadership style and invite them to openly debate key executive leadership approaches in a variety of challenging environments and circumstances. The program introduces participants to a number of executive level management skills which will provide them with tools to assist them in future executive roles.

The inaugural IPSLDP was delivered by the Institute in June 2009 with agreement that a total of six programs would be delivered by the AIPM into 2011. The second program was successfully delivered in November 2009 and the third program in June 2010 at the School of Artillery campus in Manly. The level of seniority of the participants has continued to increase since the program's inception, with more than half of the course participants attending the third program being at the rank of Major General.



Photo: 2009 Iraqi Leadership Development Program: Classroom & Team Building Activities

6.6 New Programs & Programs in Development

6.6.1 Acacia Leadership Program

The Acacia Program is now the Institute's premier program and, at the request of the Australasian Police Commissioners, is specifically designed to challenge and stretch participants at the rank of Assistant Commissioner or equivalent. The program is named partly in honour of Australia's national floral emblem and also because the acacia flower is well known for its resilience and ability to flourish under trying conditions.

The first module of the inaugural Acacia Leadership Program was delivered by the AIPM from 6-11 June 2010 in Bowral. A total of 21 participants attended the program representing all the police jurisdictions and also Hong Kong Police, Metropolitan Police, Crimtrac, ASIO and the Attorney-General's Department.

Consisting of three modules of one week duration, the key areas of focus of the program were: Executive Self Leadership, Strategy and Social Context and Organisational Effectiveness. The Institute was fortunate to secure the services of a number of leading academics including Professor Amanda Sinclair from Melbourne Business School, Professor Paul t'Hart from the Australian National University, and Professor Malcolm Sparrow from the Kennedy School of Government at Harvard University.

6.6.2 Pacific Police Development Program (PPDP)

In the second half of 2009 the AFP International Deployment Group through its Pacific Police Development Program (PPDP) invited the AIPM to assist in the delivery of a pilot leadership program in Micronesia to be delivered over the next two and a half years.

This initiative is an agreed outcome arising from the 2009 Pacific Islands Chiefs of Police annual meeting in Port Moresby. The PPDP is the successor to the Australian government's Pacific Regional Policing Initiative which ended in 2009 and has two major goals: to increase the effectiveness of police services; and to increase community confidence in police.

The program is focussed around a range of activities to expose police officers to various leadership models, critical thinking skills, change management and practical workplace leadership and management tools.

6.6.3 Vanuatu Police Development Program (VPDP)

In 2009, the AFP approached the AIPM to scope a number of options for a potential leadership development program for the Vanuatu Police Force. In 2010, Mr Warwick Jones travelled to Vanuatu to conduct a detailed analysis of the actual training needs of the Force, consult with key staff and develop an understanding of the organisational context of the program.

It is anticipated that further work will occur in relation to the development of this program in 2010.

6.6.4 Ministry of Public Security Leadership Program (MPSLP)

In 2010, the AIPM to scope delivery of a police leadership and transnational crime program for Chinese police. In May 2010 Ms Ingrid Tomanovits, Deputy Director of Executive Programs and Ms Sally Fairbrother, Faculty Administration Manager travelled to China to meet with key staff and assess leadership requirements and program delivery options.

Program development is currently underway, with the inaugural program scheduled to be delivered in Australia in late 2010. The AIPM intends to use and assess the content of this program for possible inclusion into its core, domestic, programs. This 'cross fertilisation' of content has been, and continues to be, a key driver to ensure international better practice is included in domestic programs, and that domestic programs continue to include innovative and relevant material.

6.7 AIPM Course Participants

Course participants are drawn from every law enforcement jurisdiction in Australia 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 2009/2010 attracted 22 international course participants from the following agencies:

Hong Kong Police Force (5), Hong Kong Fire Services Department (4), Indonesian National Police (1), Ministry of Public Security Vietnam (2), Papua New Guinea Fire Service (1), Philippine National Police (1), Royal Papua New Guinea Constabulary (1), Royal Solomon Islands Police Force (2), Serbian Ministry of Interior (1), South African Police Service (1), Sri Lankan Police (1), Tonga Fire Service (1), Uganda Police Force (1).



Photo: 113th Police Management Development Program

L-R: Chung Man Leung – Hong Kong Police Force, Veljko Pepara – Serbian Ministry of Interior, Francis Rwego – Uganda Police Force, Sanjeewa Dharmaratna Sri Lankan Police, Jim Ng – Hong Kong Police Force

6.8 Residential Program Enrolments

In the period July 200 - June 2010, 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, 101 police officers from Australia and New Zealand attended AIPM programs. Of the 101 officers: 75 attended Police Management Development Programs, 21 attended PELP and 5 attended ELP. This total included 81 males and 20 females.

The total annual enrolment in all AIPM core programs was 205, made up as follows: 103 for PMDP, 24 for PELP, 51 for AFAC EDP and 27 for ELP.

Course Enrolments from Australasian Police Jurisdictions									
Course	112 th PMDP	113 th PMDP	114 th PMDP	115 th PMDP	PELP 2009	ELP 2010	Total	M	F
Date of Residential	6-24 July 09	23 Nov - 11 Dec 09	8 - 26 Feb 10	8 - 26 March 10	13 -25 Sept 09	20 June -2 July 10			
NSW	5	4	5	4	5	0	23	19	4
VIC	4	3	2	2	5	0	16	12	4
QLD	3	3	1	2	3	3	15	15	0
WA	0	2	3	2	2	0	9	6	3
SA	2	3	1	1	2	0	9	9	0
AFP	2	2	4	3	3	2	16	10	6
TAS	0	1	0	0	0	0	1	1	0
NT	1	0	1	1	0	0	3	2	1
NZ	2	2	2	2	1	0	9	7	2
Total Police Enrolments	19	20	19	17	21	5	101	81	20

Total Course Enrolments - PMDP and PELP					
Course	112 th PMDP	113 th PMDP	114 th PMDP	115 th PMDP	PELP 2009
Date of Residential	6-24 July 2009	23 November - 11 December 2009	8 - 26 Feb 2010	8 - 26 March 2010	13 -25 September 2009
Total Police	19	20	19	17	21
LECP	3	4	2	2	0
Other	4	4	3	6	3
Total	26	28	24	25	24



Photo: 112th Police Management Development Program

Course Enrolments - AFAC Courses			
Course	AFAC EDP 2/2009	AFAC EDP 1/2010	ELP 2010
Date of Residential			
ACT Ambulance Service	1	-	-
ACT Dept. Justice & Community Safety	-	1	-
ACT Fire Brigade	1	-	1
ACT State Emergency	1	-	-
Australian Federal Police	1	-	2
Country Fire Authority (CFA) Victoria	1	2	1
Hong Kong Fire Services Department	2	2	-
Metropolitan Fire Brigade	2	2	3
New Zealand Fire Service	2	2	2
NSW Fire Brigades	4	4	4
NSW Rural Fire Service	2	-	1
NSW State Emergency Service	-	1	-
Office of Police Integrity, Victoria	1	-	-
Papua New Guinea Fire Service	-	-	1
Queensland Fire & Rescue Service	7	5	4
Queensland Police Service	-	-	3
SA Country Fire Service	2	-	2
SA Metropolitan Fire Service	1	-	2
SA Police	1	1	-
Tasmania Fire Service	-	-	1
Tonga Fire Service	1	-	-
Total Enrolments	30	20	

6.9 AIPM Library

The Library has been actively involved in a number of varied activities over the past twelve months, in addition to providing the information support required by students and academic staff for the ever growing number of programs now delivered by the AIPM.

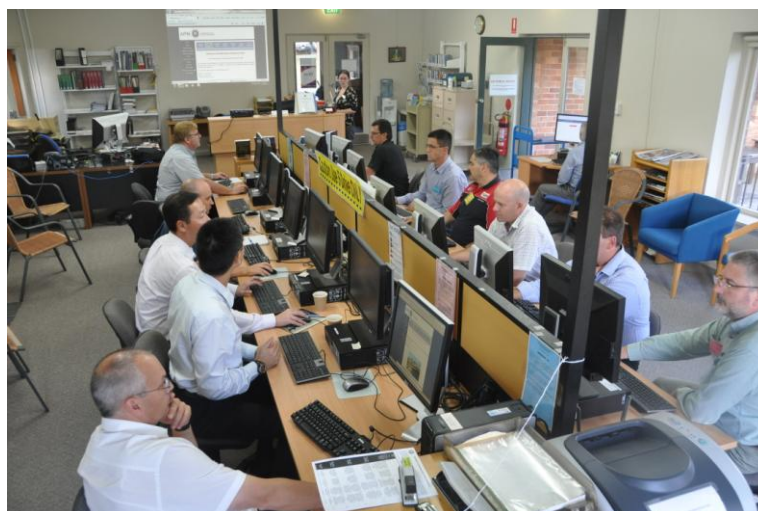


Photo: 1/2010 EDP - AIPM Library, Former School of Artillery

During the Accreditation process, library staff prepared documentary evidence on the information resources and support services available to students undertaking accredited programs. Our team was also actively involved in the revision and updating of the AIPM601 and AIPM701 programs resulting in a number of library processes being reviewed and streamlined for greater efficiency. One important enhancement to the delivery of the Institute's online programs has been the development and implementation of an online course assignment submission form, which was developed in-house by a library staff member.

During the last calendar year 2,103 new documents were catalogued or indexed to the library collection, while 744 items were removed from the collection to ensure that the collection remains up-to-date and relevant. Library staff assisted with 1,164 reference and research requests and well over 3,000 documents were distributed and circulated to library users.

6.10 AIPM Alumni

The AIPM Resource Centre and Library Homepage with its selected information resources, databases and research links, continue to be of interest to students who have completed their courses.

Since the previous annual report, an additional 115 students have taken up the opportunity of joining the AIPM Alumni, thus bringing the total number of AIPM Alumni to 1,657. The reference and research assistance offered by library staff is appreciated and utilised by our Alumni, with staff regularly receiving requests from Alumni in all parts of the world.

7. Corporate Services

7.1 Leasing of Facilities - former School of Artillery

In July 2008, the AIPM relocated some of its facilities to the former School of Artillery. It was initially intended the AIPM would be co-located at the 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 was negotiated.



Photo: 115th PMPD Graduation – Former School of Artillery

The AIPM continued to lease facilities at the former School of Artillery in 2009/2010 during the period of redevelopment at the Collins Flat site. With the agreement of the landlord (Sydney Harbour Federation Trust), the lease arrangement rolled to a monthly basis until its expiry in mid July 2009. This arrangement was agreed until more certainty was known about the redevelopment timeframe. A lease is currently being settled by AFP Legal to formalise this term, with a twelve month option to extend the lease if necessary.

Construction work commenced at the Collins Flat site in early 2010 and it is anticipated the works are likely to be completed in early 2011, with the AIPM returning to the Collins Flat site at that time.

7.2 AIPM Redevelopment Project - Collins Beach

In the 2004-05 Federal Budget, the Australian Government provided capital funding for the redevelopment of the Australian Institute of Police Management site at Manly in NSW.

On 20 March 2009, the then NSW Minister for Planning, the Hon Kristina Keneally MP, signed a notice of determination under the *NSW Environmental Planning and Assessment Act 1979* declaring project approval and authorising the Institute's redevelopment application.



Photo: Staff tour of redevelopment works at Collins Beach

On July 2009, the Federal Minister for Environment Protection, Heritage and the Arts, the Hon Peter Garrett MP, granted approval of the project with conditions under the Environmental Protection and Biodiversity Conservation Act 1999 (Cth).

The AFP has complied with all conditions associated with the approvals including the development and adherence to an approved construction programme. A range of management plans during and after construction have been developed including a Construction Environmental Management Plan, Fauna Management Plan and Operational Environmental Management Plan.

The design and footprint of the Preferred Project Scheme (prepared by Brewster Hjorth Architects) and associated suite of technical reports, are accepted by relevant stakeholders as the key to implementing the commitments of the Heritage Management Plan for the site within the next three years. Those commitments

unable to be implemented in the short term due to operational requirements within the master plan, will be implemented in accordance with future programs.

Construction works commenced in March 2010 and it is anticipated the Institute will re-occupy the site by the end of 2010. The project will achieve an enhanced training facility, improve the natural environment, maintain and ensure the productive use of heritage buildings and preserve the habitat for resident populations of wildlife.

7.3 Information Services and IT Infrastructure

In 2009/2010 the AIPM commenced a major project to upgrade the software operating system of all AIPM desktops and laptops from Windows XP to Windows 7. The operating system upgrade coincided with a dual project to also refresh IT hardware throughout the Institute and will ensure increased security and reliability for both AIPM course participants and staff.

Technology facilities in the main AIPM classroom were also upgraded and include installation of a new projector, project screen, controller unit and surround sound. A media centre computer was also installed allowing for recording of digital television. The upgrades have significantly improved the image and audio quality of the room.

Discovery Technology Pty Ltd continues to provide reliable external ICT support to the Institute through regular visits and monthly server maintenance. Procurement is currently underway for this contract which will end in 2010.

ICT infrastructure planning is being undertaken for the anticipated return to the refurbished Collins Beach site at the end of 2010. Work includes scoping of the network and audio visual equipment required for each of the teaching spaces at the Collins Beach site.

Ultimately, the AIPM intends to deliver a ‘generative space’, a place where learning, reflecting, questioning, reviewing and finding commonality within a group can occur in a safe and constructive environment. A space for thinking and being that embraces creativity and change and serves to inspire students and staff to explore and test their intellectual frameworks. The AIPM’s main classroom will become a “window on the world” providing a high technology learning environment that includes video conferencing equipment that will record and broadcast participant sessions. This content can then be broadcast live or stored and to be accessed later online or over the network.

7.4 AIPM Pricing Model

In 2008/2009, the AIPM engaged the ‘Analytics Group’ to develop a pricing model for new course initiatives. This work was completed with the new pricing model applied throughout 2009/2010. The model is used for all new AIPM programs and initiatives to ensure full cost recovery of direct expenses and indirect overheads. It also incorporates a premium for risk which enables clients to be provided with a fixed price.

7.5 Hospitality - Commercial Bookings

The number of external commercial bookings has continued to decrease in comparison with previous years. This is partly as a result of the economic downturn experienced in the finance sector this financial year, an overall increase in the number of residential programs delivered onsite by the AIPM, and the reduced standard of accommodation and facilities at the former School of Artillery site in comparison to the Collins Beach campus.

In 2009/2010 the AIPM in its capacity as a NCPS continued to provide a high standard of hospitality and commercial conference facilities to the police jurisdictions for various conferences and workshops, and also Charles Sturt University in support of its short term policing programs. The AIPM also provides in house hospitality for international visitors and external delegations.

7.6 Delegations and Visitors to the AIPM

Each year the Institute receives a number of visitors and law enforcement related delegations. In 2009-10 the Institute was delighted to receive the following visitors:

Delegation - Thai Department of Special Investigation
Delegation - Vietnam Ministry of Public Security
Delegation - Bhutanese Parliament
Delegation - Pakistani Police Force
Delegation - Indonesian National Police (Human Resources)
Delegation - International Delegation - People Smuggling (AFP)
Delegation - Indonesian National Police (SESPATI)
Delegation - Vietnamese Ministry of Public Security
Delegation - Hong Kong Fire Service
Mr Ronald Noble - Secretary General, INTERPOL
Commissioner O'Callaghan & Mr Greg Italiano - WA Police
Professor Murray Lampard & Dr Ali - Edith Cowan University
Mr Craig Harris - Attorney General's Department
Mr Ken Moroney, former Commissioner NSW Police (Ret'd).
Mr Rob Robinson, former Commissioner NZ Police (Ret'd).
Chief Supt. Michael Hallows - National Policing Improvement Agency
Mr Neil Bibby, Chief Executive Officer - Country Fire Authority
Commissioner Greg Mullins - NSW Fire Brigades
Chief Supt. Cal Corley - Director General, Canadian Police College
Ms Nicole Coallier - Canadian Police College
Commissioner Anita Hazenberg, Netherlands Police
Mr Mick Keelty, former Commissioner Australian Federal Police (Ret'd).

7.6 AIPM Legal Status and Review

The legal status of the AIPM was a focus of the AIPM Review. This recommended that the existing position be carried forward, as this will be similar in structure to ANZPAA. That is, as an "unincorporated association" with administrative support from an existing police jurisdiction.

A Memorandum of Understanding is being drafted to formalise governance arrangements between the AIPM and the jurisdictions. Consideration of this document will occur as part of the broader AIPM Review process.

7.8 Environment

In 2009/2010 the AIPM continued to revise its work activities with a view to continuously improving our green footprint and resource management practices. From December 2009 to March 2010 the AIPM diverted 14.8kgs of bottle, cartridge and ink waste from landfill.

In addition to existing paper and toner cartridge recycling practices, the AIPM has also embraced the electronic transmittal of information both internally and externally where possible towards our goal of a paperless office.

For example, the AIPM have commenced a trial of emailing distance education assignments to independent markers rather than printing, collating and posting them. Course information is now provided to students via a USB stick whilst attending the AIPM for the residential phase of their course, and students are encouraged to submit assignments in electronic format. Facsimiles are now centrally received in electronic format at the Corporate Services hub and emailed to the recipient. The staff intranet has also been substantially upgraded and a range of contemporary corporate information is now easily accessible to all staff including course information and internal car bookings.

To minimise energy usage, staff are encouraged to turn off lights in class and syndicate rooms which are not in use and also to switch off computers and other desktop technology overnight and on weekends. The upgrade of desktops from Windows XP to Windows 7 has also reduced overall power usage as these computers automatically switch to a lower power state when not in use.

7.9 Occupational Health & Safety

The AIPM complies with all OH&S requirements as specified by Comcare.

OH&S is managed via a two tiered system at the AIPM. The day to day administration of OH&S including reporting of incidents is managed locally at the AIPM. However the overall management, compliance and reporting of OH&S occurs through the AFP Sydney Region Office. A full report on Health and Safety Management Arrangements (HSMA's) can be found in the AFP Annual Report.

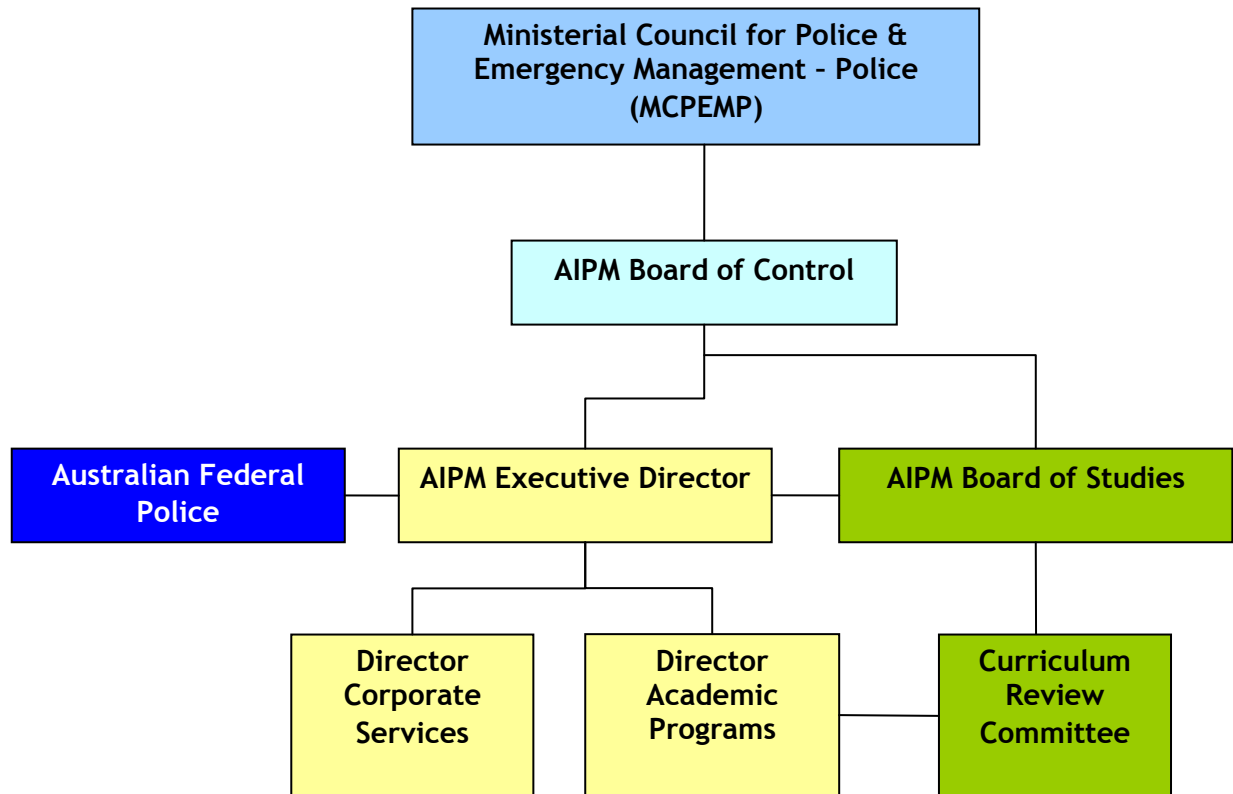
8. Governance

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 administrative 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 Negus APM and is 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 2009-10 met in Perth on 9 September 2009 and Canberra on 22 April 2010. Its current members are:

- Commissioner Negus 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 McRoberts APM - Northern Territory Police
Commissioner Broad - New Zealand Police

8.2 AIPM Board of Studies (BOS)

The BOS also meets twice yearly and in 2009/10 the BOS met on 27 July 2009 and 4 March 2010. BOS membership is comprised of a representative from each jurisdiction and four external members. Its current members are:

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

Board Officers:

Mr Rogers - Executive Director, AIPM
Mr Jones - Director Academic Programs, AIPM
Ms Margherita - Executive Officer (Secretariat)

In 2010, there were a number of changes to the membership of the Board of Studies. The AIPM formally acknowledges the significant contributions of Assistant Commissioner Paul Jevtovic (AFP) who was a member during 2009 and Assistant Commissioner Mark Payne (NT Police) who was a member from 2007 - 2009.

8.3 AIPM Review

In 2009 an independent review was commissioned by the AFP on behalf of the AIPM Board of Commissioners to consider the future inclusion of the AIPM within the Australian New Zealand Policing Advisory Agency (ANZPAA).

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 at that time and the Institute has remained a national common police service under the governance of MCPEMP and administration of the AFP. It was agreed in 2006, 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.

The Review was conducted during 2009 by former NZ Commissioner, Rob Robinson of C & M Associates with the assistance of Assistant Commissioner Etter (WA Police) and Professor Peter Grabosky. A 3 month extension was sought from the Review Team with the final report forwarded to Commissioner Negus on 30 September 2009. The Report is a comprehensive document containing 78 findings and 54 recommendations in the broad areas of: governance, legal status, administration, purpose and future positioning of the AIPM.

The report was distributed to all the jurisdictions for comment and with the agreement of the Board of Control; the report was forwarded to the AIPM Board of Studies for its consideration and advice. The Board of Studies convened a workshop on 5th March 2010 to consider the recommendations and accordingly, a working party comprising Assistant Commissioner Scott (VIC), Assistant Commissioner Close (AFP), Assistant Commissioner Dreiberger (WA), Associate Professor Tracey Green (CSU) and Mr Warwick Jones (AIPM) was established to undertake this task. Administrative support to the working party was provided by the NSW Police Visiting Fellow, Assistant Commissioner Peter Gallagher.

It is anticipated the BOS response will be completed and presented to the BOC for its consideration on 2 Sept 2010. With the final response to be discussed at the April BOC meeting in 2011.

8.4 AIPM Accreditation & Registration

The current registration of the AIPM as a 'non self-accrediting higher education institution' and the attendant accreditation of the Graduate Certificate in Applied Management and Graduate Diploma of Executive Leadership Programs expired on 28 February 2010. With the assistance of an independent consultant, the Institute submitted applications for Registration and Accreditation on 9 November 2009.

An extension of the registration and accreditation beyond the expiry date was sought and granted to the AIPM by the NSW Department of Education and Training until 31 July 2010.

The applications were referred to two separate independent panels for assessment. The panel discussion for registration was held at the AIPM on 22 February 2010 and for accreditation on 3 March 2010. Following the assessment process, the Institute was invited to provide comment on the draft recommendations arising from the reports. It is anticipated that the process will be finalised in the second half of 2010.

The AIPM would like to acknowledge the very significant contribution of Ms Somer Taylor and Ms Rebecca Hughes in the management of this important project. Ms Taylor and Ms Hughes worked tirelessly to produce a great result for the AIPM and Australasian Policing.

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, Executive

Officer, Director Academic Programs, Director Corporate Services, Deputy Directors of Award, Executive and Capacity Building Programs.

The Institute also has a staff Management Committee, which meets regularly. Membership is comprised of: 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.

Staffs within Academic Programs and Corporate Services meet on a weekly basis. All staff meetings are also organised on an infrequent basis throughout the year, by the Executive Director.

8.6 Curriculum Review Committee (CRC)

The CRC was re-established by the AIPM Board of Studies in 2009 and meets twice a year. The purpose of the committee is to oversight the development of AIPM award programs by supporting the BOS in its role of setting standards and direction for the delivery of programs provided for the jurisdictions by the AIPM. The CRC met on 22 July 2009, 1 March 2010 and 1 June 2010.

The committee membership comprises:

Mr Warwick Jones - Director Academic Programs (Chair)
Ms Ingrid Tomanovits - Deputy Director Executive Programs
Mr Phil Shepherd - Deputy Director Award Programs
A/Professor Tracey Green - Charles Sturt University
A/Professor Roberta Julian - University of Tasmania
Assistant Commissioner Mick Corboy - NSW Police Force
Ms Sandra Lunardi - Australasian Fire Authorities Council
Dr Vince Hughes - Western Australia Police

8.7 AIPM Plans

Pending the finalisation of the AIPM Review, the AIPM will develop a new Strategic Plan and Business Plan in line with the agreed outcomes. Our future business planning process will be informed by this document.

The AIPM has a current Risk Management Plan comprising a Risk Identification and Treatment schedules to ensure priority risks are monitored and managed appropriately. The AIPM Fraud Control Plan is integrated within the broader AFP plan.

8.8 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.

8.9 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. Negotiations are underway to formalise a MOU with the Royal Canadian Mounted Police College.

8.10 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.

8.11 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. Under this arrangement, 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 the Fire and Emergency Services (Visiting AFAC Fellow) when applicable.

9. Financial Statements

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



**Photo: PMDP Graduation Certificates.
Courtesy: AIPM Archives**