



AUSTRALIAN INSTITUTE
OF POLICE MANAGEMENT

Annual Report 2007 - 2008

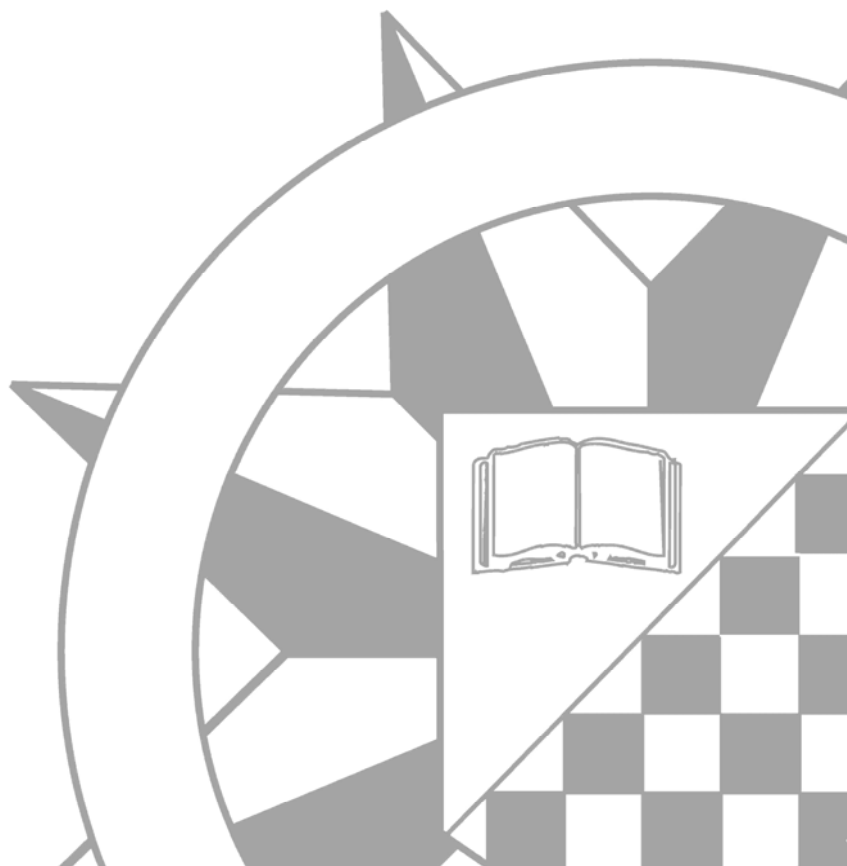


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1. Executive Summary

In the past twelve months, the AIPM transferred some of its activities to the Former School of Artillery on North Head, in preparation for the proposed redevelopment of the AIPM site at Collins Flat. The site, which has been occupied by the Institute for the past fifty years, was previously managed under the purview of the Department of Finance Administration (DoFA) but is managed as a National Common Police Service under the auspice of the Australian Federal Police (AFP). It is a testament to the dedication and commitment of the Institute's staff, that AIPM business and course delivery continued uninterrupted in 2007/08 despite core activities and staff operating across two campus sites.

The Institute has continued to be supported by its Australasian police and emergency services partners with enrolment targets exceeded in most core programs - Police Management Development Program (PMDP), Police Executive Leadership Program (PELP), Australasian Fire Authorities Council Executive Development Program (AFAC EDP) and Executive Leadership Program (ELP). The Australasian Fire Authorities Council (AFAC) short courses - Developing Future Leaders (DFL) and Volunteer Leaders Program (VLP) were also well subscribed with course enrolments at maximum capacity.

Attendance of international course participants through the AFP Law Enforcement Co-operation Program (LECP) continued in 2007/08. The LECP is an important part of the fabric of AIPM courses, bringing a rich and diverse international perspective to our programs and most importantly, strengthening links between Australian and international law enforcement and emergency services agencies.

The Institute currently delivers five multi-agency leadership and training programs on behalf of the AFP, in addition to its core programs. These include the Leadership in Counter Terrorism Program (LinCT), the Regional Executive Leadership Program (RELP) delivered at the Jakarta Centre for Law Enforcement Co-operation, the Solomon Islands Police Force Leadership Program (SIPF), the Intelligence Managers Development Program (IMDP) and the International Senior Command Program (ISCP). The Institute has agreed to develop and deliver a further three programs on behalf of the AFP commencing in 2009. The Intelligence Police Executive Leadership Program (IPELP), Timor Leste Police Leadership Program and Iraqi Police Leadership Program. Both programs will be delivered overseas and will support AFP operations and Australian government commitments in the Pacific Region.

The growth in AIPM activities will continue into 2009. With the support of the AIPM Board of Control (BOC), the Institute has developed an innovative leadership program concept specifically designed for senior police officers at the rank of Assistant Commissioner. The program will be in addition to the existing PELP. The Institute will also deliver a national Executive Forum on Policing in association with the Centre of Excellence in Policing and Security (CEPS) and the Australian New Zealand Policing Advisory Agency (ANZPAA).

To accommodate the growth in demand for AIPM programs, staffing in the Academic Programs department has increased with the appointment of two new Deputy Directors responsible for domestic and international programs. Additional support staff have also been recruited to support program delivery by the department.

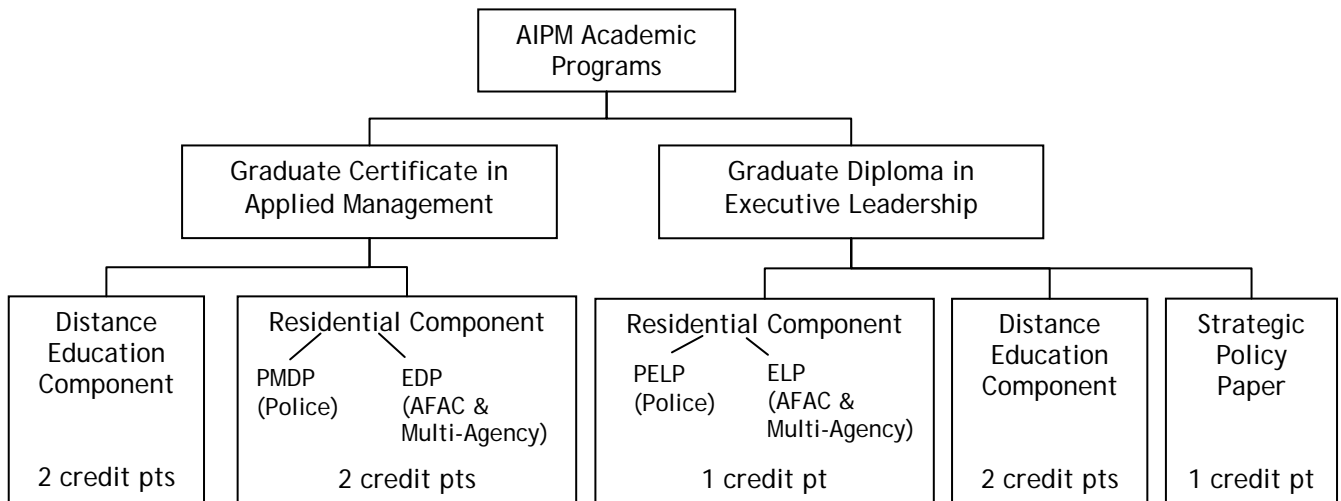
2. Overview

Role and Function of the AIPM

Established in 1960, the role of the AIPM is to provide leadership development programs for senior police officers and executives throughout Australasia. The AIPM is a National Common Police Service (NCPS) administered by the AFP. As part of its governance structure, it reports to a Board of Control comprised of all the Police Commissioners in Australia and New Zealand and also a Board of Studies, which is comprised of representatives from each of the police jurisdictions as well as AFAC, the Australian Defence Force and University sector.

Since its inception, the Institute has trained over 6000 senior police officers. 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.



Course participants are drawn from every law enforcement jurisdiction in Australia and New Zealand with international students attendance sponsored by the AFP Law Enforcement Co-operation Program. The diversity of the AIPM experience is further enriched by the contemporary operational experience of the AIPM faculty team which is supplemented by Visiting Police, Fire and Military Fellows on 12 month secondments from their agencies.

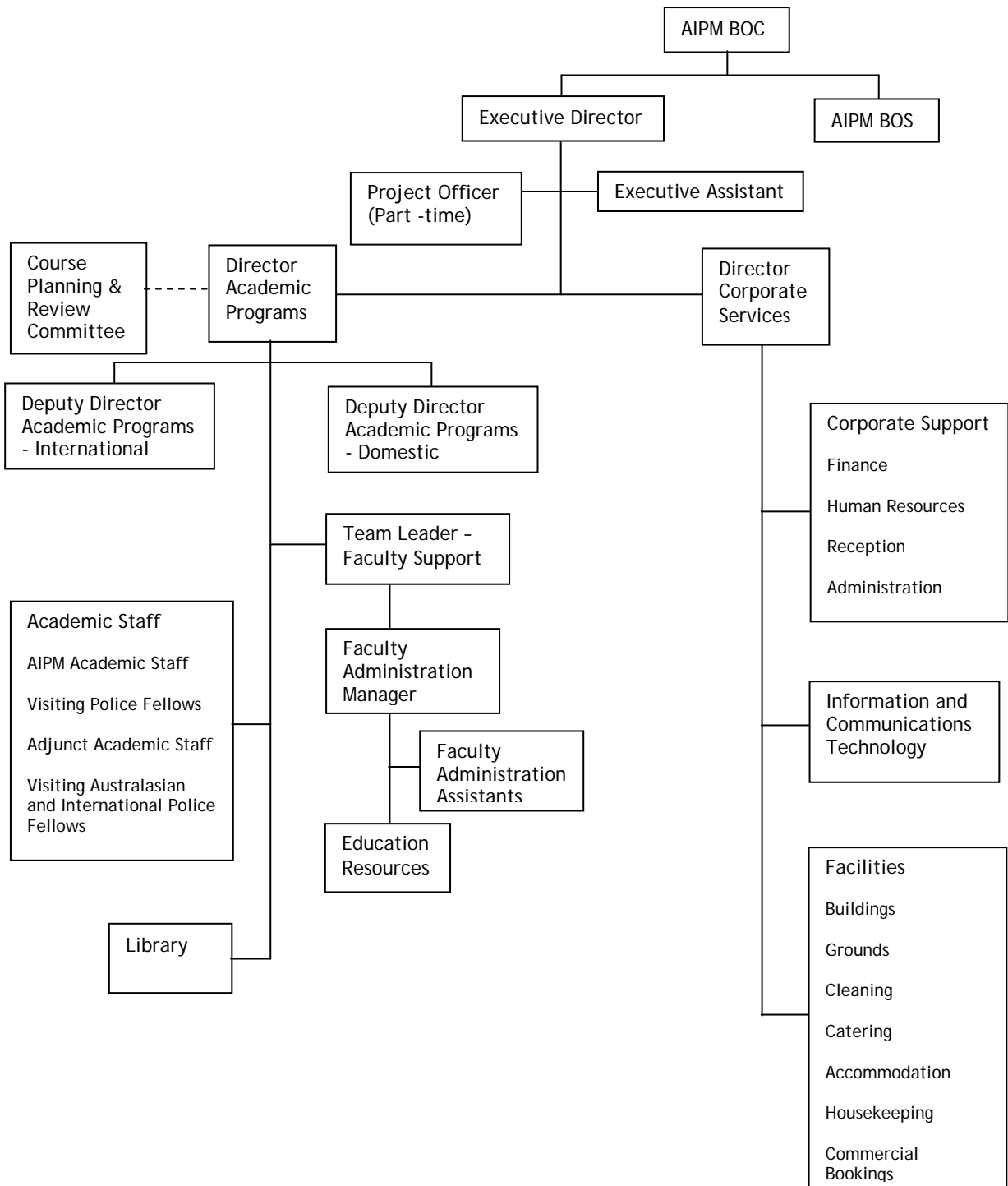
Each AIPM program includes Visiting Program Fellows from the police jurisdictions as well as at least one Visiting International Fellow. These fellows are experienced officers who are invited to participate in AIPM residential programs as syndicate leaders or program mentors on a one-off basis. The high calibre of the international faculty staff involved in the delivery of our programs ensures course participants are exposed to international law enforcement and public safety issues and methodologies and most importantly, are afforded the opportunity to develop international professional networks that are essential to their future careers.

Another 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 participants value exposure to practices adopted in the private sector.

The AIPM Library is a vast repository of information and online resources on police and public safety leadership and the Institute is a major contributor to this growing body of knowledge. The contribution of the Institute occurs at a range of levels through the development of case studies, topic specific workshops, the McCaffrey Lecture series and the involvement of expert senior police and public safety officers in our courses who are well regarded subject area specialists.

Organisational Structure

The AIPM Organisational Structure is shown below:



Outcome and Output Structure

Police and Emergency Services in Australasia look to the Australian Institute of Police Management (AIPM) to develop and deliver high quality and profession-relevant leadership and executive development courses to their leaders. AIPM programs offer a unique multi-jurisdictional opportunity for leaders to develop personally and professionally, in an environment that encourages the pursuit of excellence while being firmly grounded in a policing and emergency services context.

We safeguard our reputation by pursuing the very best in contemporary leadership and management knowledge and expertise to incorporate into our programs. We value our stakeholder partnerships, and provide our services in the spirit of collaboration. We commit to continued innovation and quality assurance as key elements of our determination to be the best at what we do.

Our business environment features the continued delivery of our full suite of programs, the development of new programs to meet new demands, the review of existing programs to ensure currency and quality, the development of our people, systems and infrastructure, partnering, and responsiveness to our stakeholders.

The Future: AIPM Strategic Plan 2008 -2011 & 2008/09 Business Plan

Following a lengthy consultation process with staff and Board of Studies members, the AIPM developed a new Strategic Plan and supporting Business Plan to reflect the business objectives and directions of the Institute as it finds itself now and into the future.

Quite simply, the vision of the Institute is to be the centre of excellence for police executives and leadership development in Australia. Our mission is to develop and unite police leaders with the outcome of improved police and emergency services leadership in Australia. Our values are:

Learning - which is the foundation of effective leadership;
Professionalism - which establishes our standards, performance and integrity,
Diversity - which is critical to the success of the AIPM,
Innovation - which will position the AIPM for the changing future; and
Teamwork - to energise our capacity to delivery quality programs.

The new plans will be ratified at the next Board of Control meeting in September 2008.

Our Business Approach

The AIPM provides leadership and executive development programs to Australasian police and emergency services organisations through residential and distance education. We also deliver a range of programs offshore. Our business approach has five objectives, supported by several strategies.

3. Report on Performance

Improved Police and Emergency Services Leadership in Australasia

Residential Program Enrolments

The AIPM offered eight (8) residential programs in its graduate certificate and graduate diploma courses during the period July 2007 - June 2008. These included four Police Management Development Programs (PMDPs), one Police Executive Leadership Program (PELP), two Executive Development Programs (EDPs) and one Executive Leadership Program (ELP).

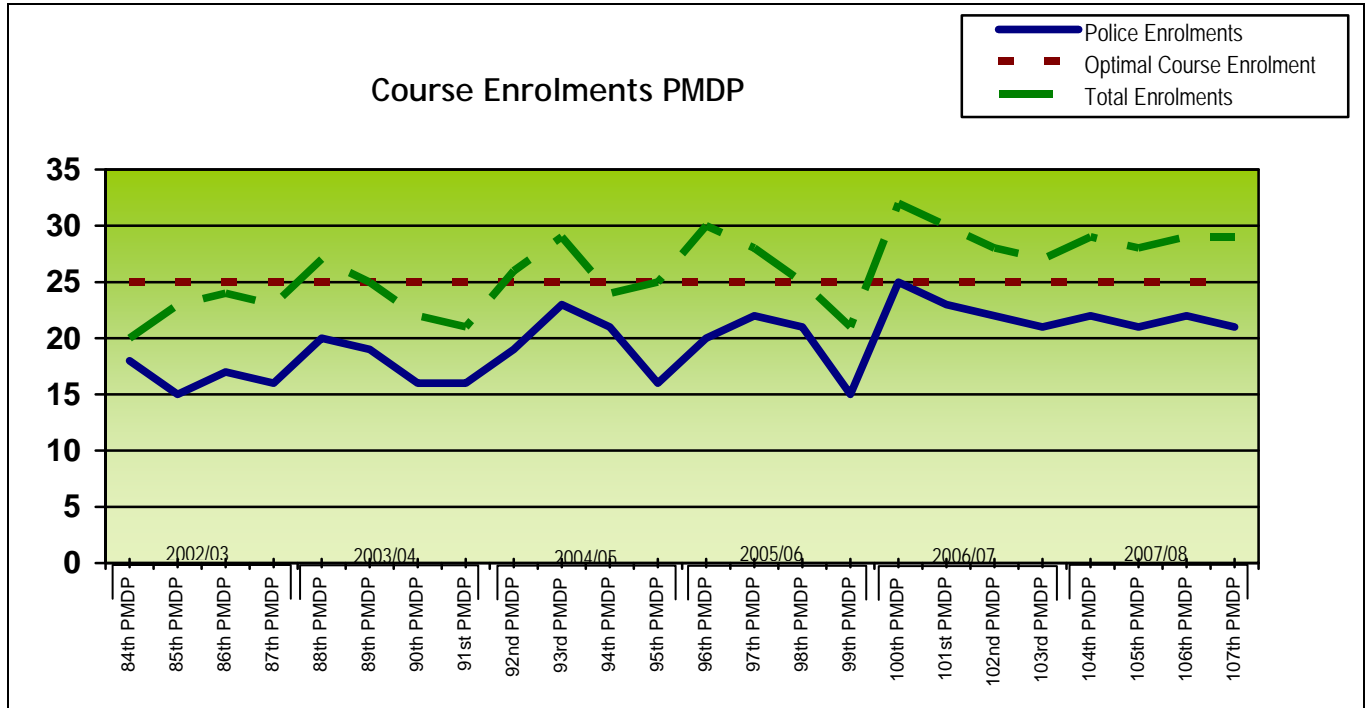
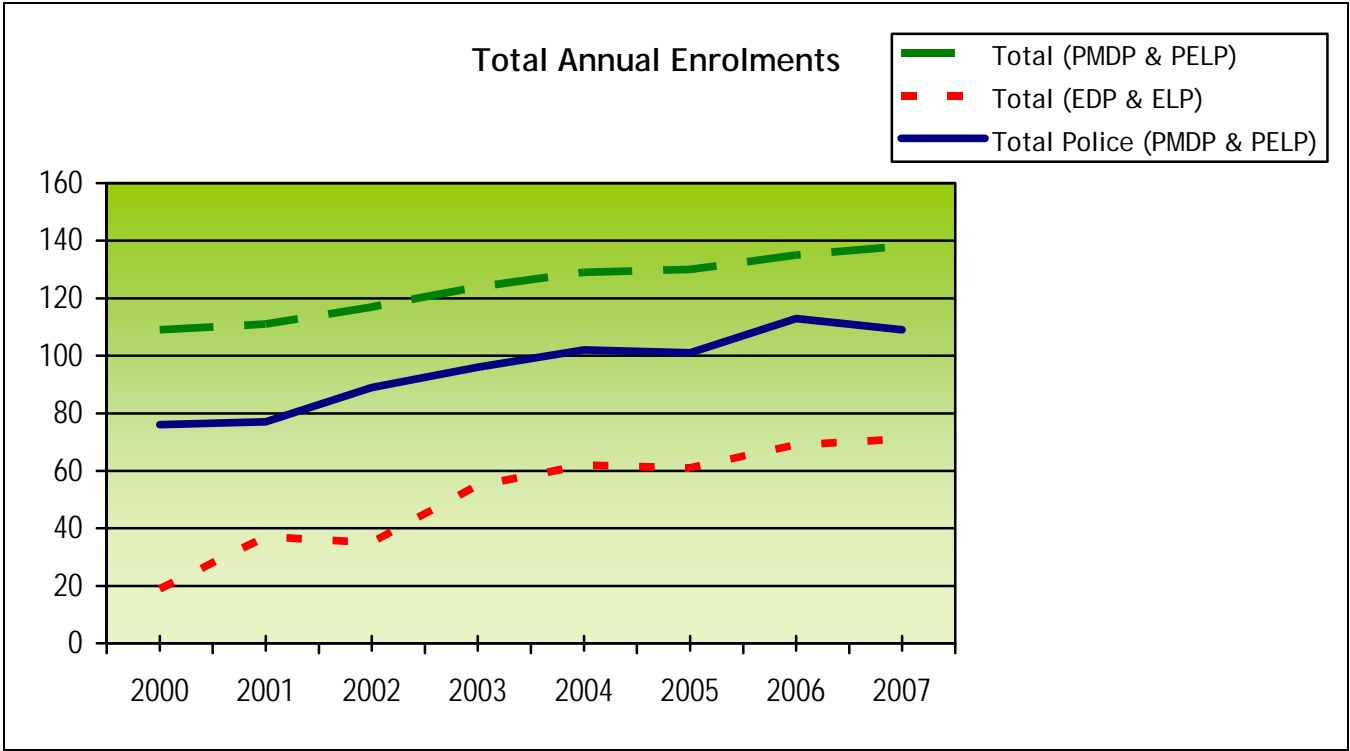
The police jurisdictions of Australia and New Zealand provided a total of 115 officers: 86 on PMDP, 23 on PELP and 6 on ELP. This total included 99 males and 16 females. The percentage involvement of females in PMDP and PELP was 9% for Australasian police enrolments, down on previous years.

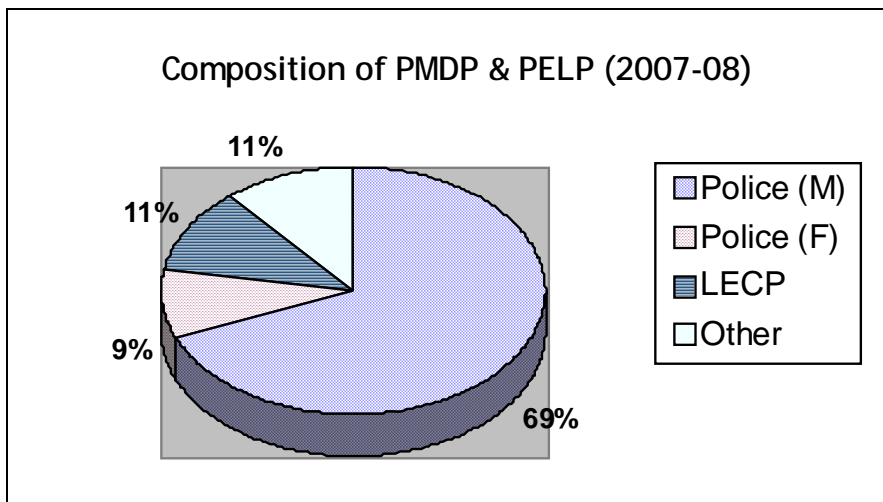
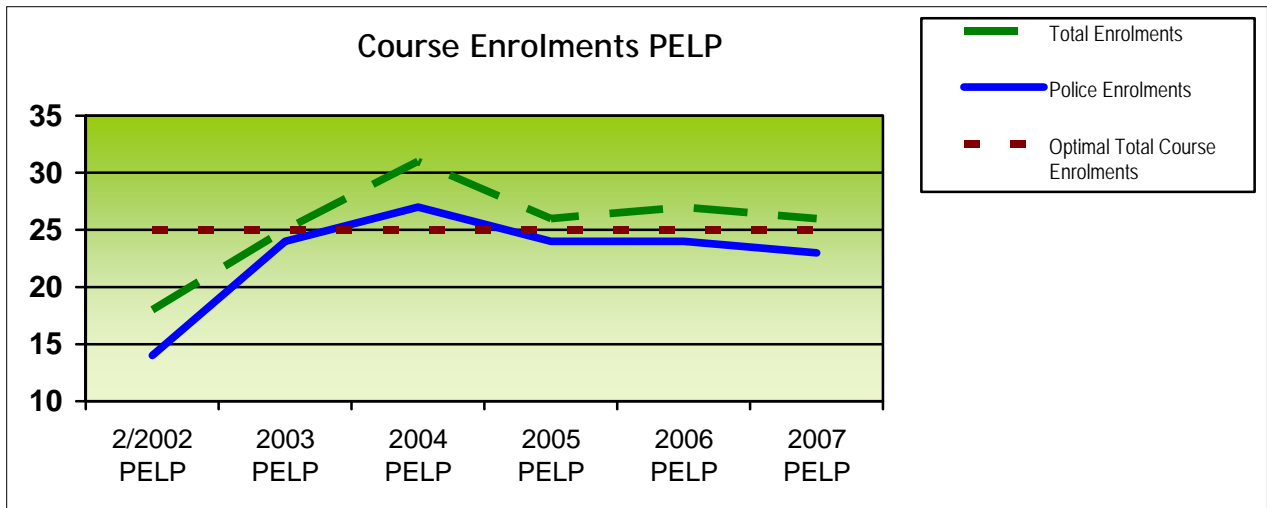
The total annual enrolment in all AIPM core programs was 214, made up as follows: 115 for PMDP; 26 for PELP; 51 for AFAC EDP and 22 for ELP.

Course Enrolments from Australasian Police Jurisdictions									
Course	104 th PMDP	105 th PMDP	106 th PMDP	107 th PMDP	PELP 2007	ELP 2008	Total	M	F
Date of Residential	1-20 Jul 07	18 Nov - 7 Dec 07	2 - 22 Feb 08	30 Mar - 18 Apr 08	14-26 Oct 07	23 Jun - 4 Jul 08			
NSW	5	5	4	5	5		24	22	2
Vic	3	3	3	4	6		19	16	3
Qld	2	3	3	3	2	2	15	14	1
WA	2	2	2	2	2	2	12	11	1
SA	3	4	4	3	2		16	16	0
AFP	4	1	2	1	3	2	13	9	4
Tas	1	1	0	0	2		4	2	2
NT	0	0	2	1	0		3	3	0
NZ	2	2	2	2	1		9	6	3
Total Police Enrolments	22	21	22	21	23	6	115	99	16

Total Course Enrolments - PMDP and PELP					
Course	104 th PMDP	105 th PMDP	106 th PMDP	107 th PMDP	PELP 2007
Date of Residential	1-20 Jul 07	18 Nov - 7 Dec 07	2 - 22 Feb 08	30 Mar - 18 Apr 08	14 - 26 Oct 07
Total Police	22	21	22	21	23
LECP	4	4	4	4	0
Other	3	3	3	4	3
Total	29	28	29	29	26

Course Enrolments - AFAC Courses			
Course	AFAC EDP 2/2007	AFAC EDP 1/2008	ELP 2008
Date of Residential	9-28 Sept 07	4-23 Mar 08	23 Jun - 4 Jul 08
Air Services Australia			1
ACT Fire Brigade		1	
AFP			2
Bangladesh Police	2		
Country Fire Authority (CFA) Vic	2		2
Fire & Emergency Services Authority WA		2	2
Hong Kong Fire Services Department	2	3	1
Merseyside Fire and Rescue Service	1		
Metropolitan Fire and Emergency Services Board	1	2	2
NSW Fire Brigades	1	1	
NSW Rural Fire Service	2		
NSW State Emergency Service	1		
New Zealand Fire Service	2	2	1
Northern Territory Emergency Service	1		
Northern Territory Fire & Rescue Service	1	1	1
Office of Police Integrity, Victoria		1	
Papua New Guinea Fire Service		2	
Queensland Ambulance			1
Queensland Fire & Rescue Service	5	7	2
Queensland Police Service			2
Rural Ambulance Victoria	2		
Solomon Islands Police Force			2
SA Country Fire Service (CFS)	1	2	
SA Metropolitan Fire Service	1		1
Tasmania Fire Service	2		
Western Australia Police			2
Total Enrolments	27	24	22





Current enrolment numbers for PMDP programs are at maximum capacity. The AIPM has commenced dialogue with the jurisdictions to assess whether there is sufficient demand to increase the number of PMDP courses in 2009.

International Course Participants

During the last 12 months, officers from the following international law enforcement agencies attended PMDP through the Law Enforcement Cooperation Program (LECP) at a rate of 4 per course: Internal Security Forces Lebanon (1), Royal Malaysia Police (1), Vanuatu Police (1), South Africa Police Service (2), Royal Thai Police (1), Royal Papua New Guinea Constabulary (2), Indonesian National Police (1), Gyeongnam Provincial Police Agency (1), Solomon Islands Police Force (2), National Police Agency (1), Tonga Police Force (1), Royal Brunei Police Force (1). Additionally, the programs attracted participants from Hong Kong Police Force and Singapore Police Force.

Visiting Program Fellows

Visiting Program Fellows (VPF) 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 VPFs are involved in all classroom activities and provide coaching and mentoring support to course participants.

During 2007/08 Visiting Program Fellows from police jurisdictions were provided by: Victoria Police, New South Wales Police Force, Tasmania Police and Western Australia Police. Visiting Program Fellows from the fire and emergency services sector were provided by: SA Country Fire Service, Queensland Fire & Rescue Service, Country Fire Authority, NSW Fire Brigades and the NSW Rural Fire Service.

Principal Guests and Opening Address Speakers

Each year, the AIPM invites executives from within law enforcement and the fire and emergency services, to provide the opening address at the beginning of each program. The opening address is an occasion to highlight some of the key challenges facing their organisation and share their experience of leadership with the course participants. Each program concludes with a graduation ceremony, formal dinner and address by a principal guest. Principal guests are high profile chief executive officers from the private sector who are considered leaders in their industry.

The AIPM acknowledges the support and participation of the following executives in AIPM programs in 2007/08:

Course	Opening Speaker	Principal Guest
104 th PMDP	Deputy Commissioner Overland Victoria Police	Mr Ralph Norris - CEO Commonwealth Bank
2/2007 AFAC EDP	Mr Grant Lupton - CEO & CFO SA Metro Fire Service	Ms Fiona McKersie ESM Former Director General QLD Dept. Emergency Services
PELP 2007	Commissioner Lynelle Briggs Aust. Public Service Commission	Mr Peter Thompson ABC Centre for Leadership
105 th PMDP	Mr Ben McDevitt - CEO Crimtrac	Mr Ian Kiernan - Chairman Clean Up Australia
106 th PMDP	Mr Alistair Milroy - CEO Australian Crime Commission	Mr Tom Rogers - NSW State Manager Australian Electoral Commission
107 th PMDP	Deputy Commissioner Owens NSW Police Force	Mr Russell Balding - CEO Sydney Airport Corporation
1/2008 AFAC EDP	Deputy Commissioner MacKenzie QLD Fire & Rescue Service	Mr Jerry Ellis - Chairman Landcare Australia
ELP 2008	Ms Naomi Brown - CEO Aust. Fire Authority Commission.	Commissioner Greg Mullins NSW Fire Brigades

2007 & 2008 Seconded Visiting Fellows

Each year the AIPM faculty team is supplemented by seconded police, military and AFAC Visiting Fellows for a twelve month period. Visiting Fellows are drawn from all of the Australasian police jurisdictions (on a rotational basis).

Visiting Fellows at the AIPM continue to provide significant support for the Institute through their involvement in core Institute programs and other AIPM projects. The 2007 Visiting Fellows were excellent 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. Superintendent Steve Hinds (NZ Police), Superintendent Phil Shepherd (VIC Police), Lieutenant Colonel Nick Rowntree (ADF) and Mr Kevin Cuneo (FESA WA) completed their secondment and returned to their organisations at the end of 2007.

Superintendent Shane McLennan (QLD Police) remained with the AIPM until the Easter break and was replaced by Superintendent Glenn Horton. Superintendent Jenny Young (NSW Police) remained with the AIPM until April 2008. The secondment of Commander Dean Angus (SA Police) was extended for a further twelve month period on a part-time basis for the duration of 2008.

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

Visiting International Fellows (VIFs)

The VIF exchange program commenced in 2003-04. Since its inception, over 40 VIFs have participated in AIPM programs in the role of syndicate leaders and program mentors. Program exchange partners include: Canadian Police College, FBI Academy, Drug Enforcement Authority, Metropolitan Police Service, Scottish Police College, Hong Kong Police, Hong Kong ICAC, Hong Kong Fire Service Department, Singapore Police, and the Singapore Civil Defence Force.

VIFs are an important part of the AIPM experience. The response from our exchange agencies was very positive once again, with at least one VIF allocated to each program. AIPM staff undertook reciprocal exchange opportunities at the Canadian Police College, Scottish Police College and the FBI Academy.

The following agencies provided VIFs in 2007-08: York Regional Police, Canada. Chatham-Kent Police, Canada. Brandon Police Service, Canada. Central Saanich Police Service, Canada. Hong Kong Police, Drug Enforcement Agency, Metropolitan Police, Royal Canadian Mounted Police, Hong Kong Fire Services Department and Singapore Civil Defence Force.

Graduate Certificate and Graduate Diploma Review

The ongoing review and improvement of AIPM programs continued in 2007/08 with key faculty and adjunct staff meeting to review curriculum planning of core programs. A number of innovative strategies and course content improvements were identified and will be trialled in upcoming programs to ensure content is contemporaneous and relevant. An AIPM guide to the conduct of case studies has been developed and implemented; this encourages a more participative approach to the delivery of case studies in AIPM programs.

Revised distance learning packages for the first two subjects of the Graduate Certificate are now in use. These distance learning packages feature the use of online forums and new course material.

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 including LinCT, RELP, SIFP LDP, IMDP and the ISCP.

In addition to these programs, the Institute has agreed to deliver two new international programs for Iraqi and Timor police as well as an Intelligence Police Executive Leadership Development Program (IPELP) in 2009. Course planning for the new programs commenced in 2008. A brief overview of the activities of the AIPM in relation to AFP funded programs is detailed below.

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. With the assistance of the FBI, the AIPM has secured the Kennedy School of Government to deliver a one-week leadership component of LinCT at Harvard University.

The 2007 LinCT Pacific program was successfully completed with the second cycle conducted in the United States. The program again featured participation by a number of US, Canadian, UK and New Zealand police officers joining their Australian colleagues to study in depth, the issue of counterterrorism and the use of leadership to assist in mitigating the risks associated with terrorism. A highlight of the program was the reconvention of previous LinCT participants from the Atlantic and Pacific programs.

The LinCT program is managed by an International Board of Governors (BOG). Dr Jim Hann is the Chair of the BoG, replacing Assistant Chief Constable John Corrigan from Strathclyde Police who retired earlier this year. The appointment of Dr Hann is a prestigious acknowledgement of the Institute's international reputation of academic excellence.

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. 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.

Regional Executive Leadership Program (RELP)

The RELP is an AIPM program developed on behalf of the Indonesian National Police (INP) and AFP.

The purpose of the program is to focus on enhancing regional counter terrorism capabilities by developing the skills and knowledge of regional law enforcement leaders in regard to terrorism, leadership, intelligence and trans-national crime.

Charles Sturt University and the National Policing Improvement Agency (NPIA) in the United Kingdom are partners with the AIPM, AFP and JCLEC in the delivery of this program.

A key objective of the program is to develop and build an informal counter terrorism network of senior police officers across the Asia Pacific region. This program is also multi-jurisdictional with course participants drawn from a range of Australian and overseas law enforcement agencies. The program is conducted in two sessions at the Jakarta Centre for Law Enforcement Co-operation (JCLEC) in Semarang, Indonesia.

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 inaugural program was completed late last year, and received very positive feedback from the program participants and the AFP. Three of the participants from the program have been subsequently selected for command and are currently deployed in these roles. The program will be conducted again in 2008.

Assistant Commissioners Program (ACP)

In September 2007, the Board of Control gave in principle support to the AIPM to commence development of an ACP. An innovative and unique program concept has been developed following an extensive research and consultative process with Commissioners and subject experts.

The program will be multi-agency in its focus and based on three, one week residential modules. Pending approval by the Board of Control, the program is expected to commence in early 2009.

Solomon Islands Police Force (SIPF) Leadership Development Program (LDP)

The AIPM continued its commitment to the SIPF program during 2007/08. The AIPM continues to actively reinforce the LDP transition program from AIPM to SIPF ownership and delivery. During the recent L2 and L3 Module 1 Courses, a number of mid ranking SIPF officers took leading roles as syndicate leaders. These officers are now ready to deliver instruction in the forthcoming L3 Module 2 scheduled for September this year.

The participants of the Leadership Development Program (LDP) have been overwhelmingly satisfied with their involvement in the program. Participants have clearly benefited from the experience, with a number of officers attending their second or third consecutive programs. Many of these officers are demonstrating capable leadership qualities which they are extending into their communities through the establishment of Community Action Learning Programs. This is an innovative SIPF-initiated project designed to rebuild police and community relationships following the period of ethnic tensions.

It is a testament to the ongoing success of this program, that a number of SIPF officers have been identified by their Commissioner for higher level leadership development opportunities at the AIPM. Two officers attended the 106th PMDP, two officers attended the 2008 ELP and one officer will attend the 2008 PELP in September.

AIPM Activities:

Executive Forum

In 2007, the Board of Control requested the AIPM trial an executive forum on an intractable law enforcement issue impacting on all the jurisdictions, using a format similar to the Harvard Executive Sessions. The suggestion arose out of a discussion by the Commissioners about the value of a theme being adopted for PELP each year.

The Australian Research Council (ARC) Centre of Excellence in Policing and Security (CEPS), was established at Griffith University in 2008 with research partners at the Australian National University, the University of Queensland and Charles Sturt University. CEPS has partnered with Harvard University to trial an Executive Session within Australia. The AIPM will join with CEPS and ANZPAA to plan and implement a joint forum. Concept planning is underway and the first forum is scheduled to commence in mid 2009.

Police Leadership Development Forum

A Police Leadership Development Forum will be held at the AIPM in mid 2009 with the support and assistance of Board of Studies members. The purpose of this forum is to share ideas on police leadership development between the jurisdictions. The topic of the 2009 forum will be the development of a Leadership Capability Framework. The purpose of developing a framework is to establish a platform for a nationally agreed pathway of training and leadership development for senior police officers.

AIPM Library & Information Management Services

The library continues to provide integral support to Academic Programs through the reference and research work provided by staff. The library collection and the expertise of library staff continues to be well utilized by police personnel from all Australasian jurisdictions involved in research projects. Over the twelve months, library staff handled 1,457 reference and research requests: 73% of requests were from course participants; 15% from staff; 12% from other library users. An additional 2,419 print and electronic items were added to the library databases.

The number of courses being offered and delivered by the AIPM has significantly increased over the past few years, and the number of participants on each course has also been increasing. As a means of ensuring that library services continue to be provided to a standard acceptable to the accreditation board under the Higher Education Act, AIPM Management is currently reviewing the future needs of the AIPM Library.

To address the increasing demand for library services, an additional librarian is currently being recruited to manage the electronic resource collection, and the AIPM Resource Centre. It is anticipated that library resources and service delivery will be enhanced during the next twelve months.

AIPM Alumni

The AIPM Alumni has continued to prove popular with participants attending courses during the past twelve months. The number of registered Alumni now stands at 810. At the end of each course, participants often say that the greatest benefit has been the networks that they have established during the program. The Alumni Network offers course participants a means of staying in touch with the contacts that they have made.

Alumni members are entitled to access AIPM databases and other library services. These include the library catalogue, Emerald management database, electronic journals and other electronic documents contained on the AIPM Resource Centre.

AIPM Staff

There were a number of changes to AIPM staffing during 2007/08. Three staff resigned from positions and two staff retired. The recent growth in AIPM business is reflected in the growth of AIPM staffing levels. There are currently 8 Visiting Fellows, 23 full time and 2 part time employees. A small number of casual staff were employed on an ad hoc basis throughout the year during peak workload periods.

Expenditure on AIPM staff development during the year was 1.8%, which was lower than the previous year's expenditure of 2.3% and slightly below the Institute's target of 2%. However, the figure remains consistent with generally accepted practice for this indicator.

Redevelopment of the AIPM

The AFP is currently managing the redevelopment of the AIPM facility at Collins Flat with the view to delivering an enhanced police education centre whilst preserving significant environmental and heritage principles at the site.

The redevelopment application for Collins Beach is subject to the review and approval instruments defined in Part 3A of the NSW Environmental Planning and Assessment Act 1979 (EP&A Act) and the Environment Protection and Biodiversity Conservation Act (EPBC Act).

The following key milestones were achieved in accordance with the Part 3A planning and approval process of the NSW EP&A Act:

- 25 May 07: The NSW Minister for Planning announced Collins Beach as a State Significant Site.
- 20 July 07: The NSW Director General of the NSW Department of Planning declared the AIPM redevelopment at Collins Beach as a Major Project.
- 21 Sep 07: The NSW Department of Lands provided landowners consent to the AFP's development application at Collins Beach.

The AIPM redevelopment project and final environment assessment report subsequently went on public exhibition on 12 December 2007 for a period ending on 15 February 2008. Six government and fifteen residential submissions were received. The AFP has substantially revised the proposed program of works to be conducted at the site to address concerns raised during the public submission process. Pending approval of the revised plans, the AFP expects to commence redevelopment of the site in 2009.

Use of Facilities at the former School of Artillery, North Head

The AIPM has relocated some of its facilities to the former School of Artillery in July 2008. This decision was 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. Due to unforeseen planning delays in the project approval, it is likely the AIPM will be collocated between the two sites into 2010.

Information Services and IT Infrastructure

A new main file server was installed in January 2008 with minimal disruption to AIPM business. The new server has substantially enhanced IT services across the two sites and increased remote management capabilities and data storage. Full network access is available at both sites and the AIPM has reduced telephony costs through the installation of the Avaya VoIP phone system.

Work on the development of a centralized student records database commenced in 2007/08 with the engagement of Denbigh International. The scoping phase of the project is completed and data has been migrated to the database. Work will continue on this project in 2008/09 to ensure accuracy of records. Once completed, the database will be an invaluable resource, providing a comprehensive IT solution for the management of all student records, assessment details and related information.

AIPM Legal Status and Review

The AFP has sought legal advice to clarify the legal status of the AIPM. Work on this issue continued during 2007/08 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.

Mr Rob Robinson has been appointed to Chair the AIPM Review by Commissioner Keelty in his capacity as the Chair of the Board of Control. The Terms of Reference of the Review and composition of the team will be finalised shortly.

4. Management and Accountability

Corporate Governance

The Institute is administered by the AFP, and reports to the AIPM Board of Control (BOC) on all aspects of its core business and operations. The BOC approves the AIPM's Corporate Plan, Annual Business Plans, Annual Reports, Annual Budgets and Financial Reports. The BOC meets twice yearly.

The Chair of the BOC is Commissioner Keelty. The Board appoints a Co-Chair to assist the Chair, which is rotated amongst the Board members. The current Co-Chair is Chief Commissioner Christine Nixon, Victoria Police. Membership is as follows:

Commissioner Keelty APM, (Chair) - Australian Federal Police
Chief Commissioner Nixon APM, (Co-Chair) BOC - 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
Commissioner Johnston APM, Tasmania Police
Commissioner White APM, Northern Territory Police
Commissioner Broad, New Zealand Police

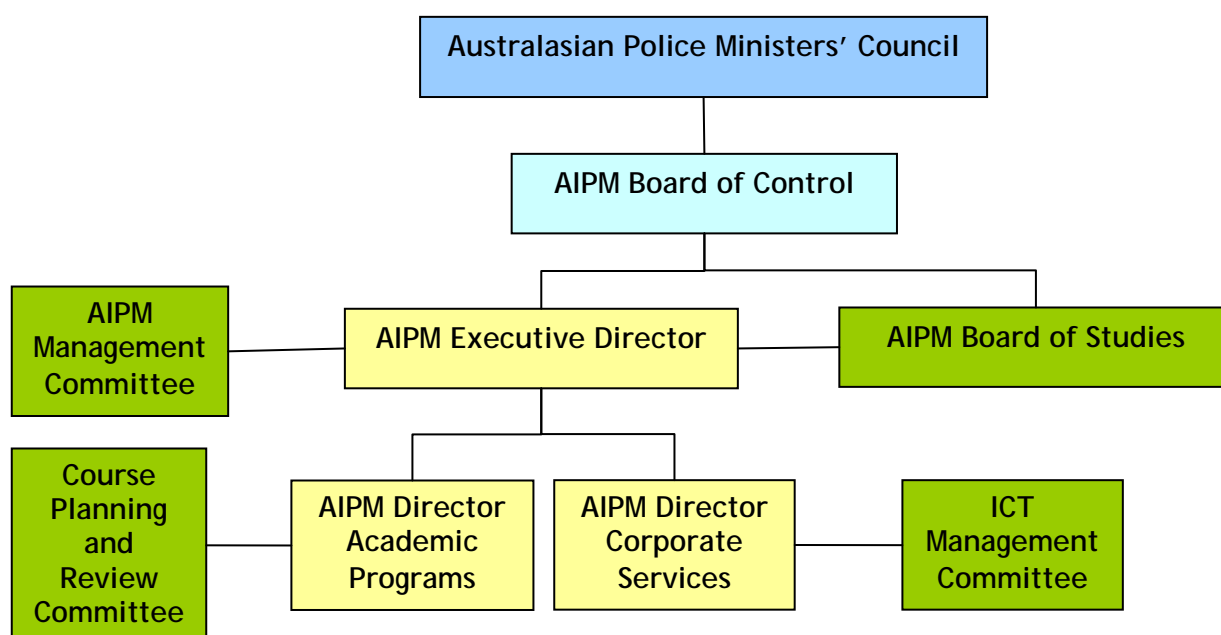
The AIPM governance structure is also supported by a Board of Studies (BOS). The BOS provides advice to the BOC and AIPM directly, on all educational matters at the AIPM. This includes establishing academic directions, course planning, course objectives, and policies related to student admission, student progress, provision of course documentation and learning materials, and course evaluation.

The Board meets twice a year, and is guided by Terms of Reference, approved by the BOC. The BOS is composed of nine nominees of the Commissioners (one from each jurisdiction) who are typically the heads of the relevant jurisdictional police academies or human resource area. In addition, there are four external members comprising two senior academics, Australian Defence Forces Command and Staff College and a senior representative from AFAC.

The current membership of BOS is:

Assistant Commissioner Barbara Etter (Chair), Western Australia Police
Assistant Commissioner Kevin Scott (Deputy Chair), Victoria Police
Assistant Commissioner Michael Corboy, New South Wales Police Force
Assistant Commissioner Rudi Lammers, Australian Federal Police
Assistant Commissioner Mark Payne, Northern Territory Police
Chief Superintendent Michael Cornish, South Australia Police
Chief Superintendent Paul Doyle, Queensland Police Service
Superintendent Mike Wilson, New Zealand Police
Commander Geoff Smith, Tasmania Police
Associate Professor Roberta Julian, University of Tasmania
Ms Sandra Lunardi, Australasian Fire Authorities Council
Professor Lorraine Mazerolle, Griffith University
Brigadier Barry McManus, Australian Command & Staff College

A schematic overview of the governance structure is provided below:



AIPM Executive

The Executive of the AIPM consists of an Executive Director, a Director of Academic Programs, and a Director of Corporate Services. These positions are currently occupied by:



Dr Jim Hann
Executive Director
BSc(Hons) UNSW 1969, PhD ANU 1972, MAACB 1980.



Mr Warwick Jones
Director Academic Programs
BA UNSW 1984, Grad Cert App Tech, Aust Army 1989,
M Def Studies, University of Canberra 1997 psc.



Mr David Martyn
Director Corporate Services
BBus Kuring-gai College (UTS) 1988, CPA 1995

The Executive Director of the AIPM 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 and corporate services functions of the AIPM.

The AIPM Executive Team meets weekly and deals with high level day to day management issues including staffing, recruitment, program administration and general AIPM administration. The Institute also has a Management Committee, which meets monthly. Membership of the Management Committee is: Executive Director (Chair), Director Corporate Services, Director Academic Programs, Facilities Manager, Faculty Administration Manager, Manager ICT Services, Manager Library and Information Services, Team Leader Corporate Support and Executive Assistant.

The AIPM operates within the corporate governance framework of the AFP, and their 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.

All staff at the AIPM are employees of the AFP and are required to undergo normal AFP security clearances prior to their appointment to the AIPM. All new staff are required to undergo a comprehensive induction program.

The Institute encourages its staff to regularly undertake appropriate professional development and allocates 2% of the annual salary budget for this purpose.

The AIPM operates within the AFP Code of Conduct, and also within the AIPM Policies and Procedures Manual. This Manual includes relevant decisions made by the AIPM Management Committee, and is available in hard copy and digital formats to all AIPM staff. The AIPM staff induction program routinely provides advice on policies and procedures contained in this Manual.

The AIPM has a Course Planning and Review Committee (CPRC) that ensures teaching staff play a central role in the design and evaluation of courses, and also in determining academic policies. This Committee, which meets on a minimum of two occasions each year, is composed of the Director Academic Programs (Chair), the Deputy Director Domestic Programs, the Deputy Director International Programs, two AIPM Visiting Fellows (one Police and the AFAC Visiting Fellow), the Manager Library and Information Services, the Team Leader Faculty Support, the Head of School from the AGSP CSU, and an adjunct academic staff member (currently Professor Stephen Mugford) who regularly teaches in AIPM courses.

Plans

The AIPM has developed a Strategic Plan, following extensive consultation with the Board of Studies. The Business Planning process will be informed by the new Strategic Plan.

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.

Contracts and Agreements

Agreements between the AIPM and its Clients

An updated Agreement between the AIPM and jurisdictions for the period 2007-2012 was approved by the BOC in April 2008. This Agreement provides a basis on which

jurisdictions and the AIPM are able to plan effectively for the provision of AIPM services, primarily PMDP and PELP. The purpose of the Plan is to help the AIPM plan and deliver high quality programs, help jurisdictions identify the most suitable officers to attend the AIPM, ensure that these officers are able to prepare adequately for AIPM programs, and clarify the roles and responsibilities of the AIPM and jurisdictions in this partnership. The Agreement provides details of the annual target enrolments of jurisdictions in AIPM programs, and the fees for programs.

In late 2007 the Institute and AFAC finalised a new Client Services Agreement for the period 2008 - 2010. The Agreement outlines arrangements for the co-ordination, administration, delivery and evaluation of leadership and management development programs by the Institute for fire and emergency services.

The AIPM also has a Service Level Agreement (SLA) with the AFP regarding the Law Enforcement Cooperation Program (LECP), which provides for an agreed number of international course participants, funded by LECP, on AIPM programs.

The AFP has drafted an MOU with jurisdictions regarding the legal status of the AIPM and the provision of an administrative framework for operation of the AIPM. This draft document has been circulated to the jurisdictions for comment, but has now been put on hold due to the current ANZPAA review.

Visiting International Fellow Scheme

The exchange program was first conceived by the AIPM in 2003 following a series of meetings with senior police executives in law enforcement agencies in the USA, Canada, UK and Ireland. In 2004, a meeting of the key agencies was convened in Budapest, resulting in the establishment of the International Police Leadership Exchange Consortium (IPLEC).

The IPLEC has been very successful to date, with the AIPM hosting over 40 international fellows since 2003. Participating organizations include the Federal Bureau of Investigation (FBI), Drug Enforcement Administration (DEA), Canadian Police College (CPC), London Metropolitan Police Service (MPS), Scottish Police College (SPC), Singapore Police (SP), Singapore Civil Defence Force (SCDF), Hong Kong Police (HKP), Hong Kong Independent Commission Against Corruption (HK ICAC), Hong Kong Fire Service Department (HKFSD).

The AIPM has invited agencies to formalise exchange arrangements through a MOA. An MOA was completed with the Metropolitan Police Service and Hong Kong ICAC. Negotiations with the Canadian Police College, National Police Improvement Agency and Netherlands Police are underway. Completed MOAs are in place with the FBI, Singapore Civil Defence Force, Singapore Police and Hong Kong Police.

Agreement for the Secondment of Officers from Australasian Jurisdictions to the AIPM

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.

The officers are termed Visiting Police Fellows and the period of their secondment is normally twelve months. The relevant jurisdiction pays the salary of their officer while on secondment, and the AIPM pays all travel costs and makes a significant contribution towards the accommodation costs of the Visiting Fellow.

Jurisdictions contribute Visiting Fellows according to a schedule that is based on relative police strengths. The BOC has approved similar arrangements for Visiting Fellows from the Australian Army (Visiting Military Fellow) and the Fire and Emergency Services (Visiting AFAC Fellow). Agreements between the AIPM and the providers of Visiting Fellows (Police, Army and AFAC) are based on formal contracts developed by the AFP and approved by the AIPM BOC.

Service Level Agreement for the Provision of Human Resource Management Support

AFP Human Resources continue to provide assistance to the AIPM in relation to recruiting, HR advice, OH&S and other HR matters under our HR Service Level Agreement. A restructure of the AFP's HR service was recently implemented, centralizing service delivery in Canberra. Arrangements for service delivery may require review in 2008/09.

Agreements with Charles Sturt University

The Australian Graduate School of Policing (AGSP) of Charles Sturt University (CSU) is co-located with the AIPM. The AGSP provides a range of postgraduate courses in policing and has approximately seven staff on the site.

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 and also by a Board of Management. The Agreement includes a separate but related Resource Agreement to clarify the access of both institutions to shared resources, and the financial arrangements between the two institutions. The Board of Management is chaired by an independent person (currently Mr Chris Chenoweth) appointed jointly by the Commissioner of the AFP and the Vice-Chancellor of CSU. Membership of the Board consists of three nominees of the AIPM BOC, three nominees of the Vice-Chancellor of CSU, the Executive Director of the AIPM, and the Head of the AGSP.

A new Tenancy Agreement was signed mid 2007 to address the change of location to the Former School of Artillery.

Articulation Agreements with Universities

The AIPM has an articulation agreement with Charles Sturt University. This agreement specifies the arrangements for recognised prior learning (RPL) when graduates of AIPM

courses apply for admission to postgraduate courses offered by CSU. Essentially, CSU recognises the equivalence of AIPM and CSU graduate certificate and graduate diploma courses, and provides equal RPL for graduates of both institutions when applying for admission to CSU Masters courses.

The AIPM Board of Control has requested the AIPM to negotiate articulation arrangements with at least one university in each jurisdiction (including NZ), and negotiations are currently in progress with several universities.

The primary objective of these articulation arrangements is to encourage AIPM graduates to undertake further study to extend their academic development in University Masters Programs. Directing AIPM graduates to a range of different universities will also facilitate diversity of educational backgrounds (and professional networks) in the future executive officers of the police services.

5. Financial Statements

The 2007-2008 Financial Statements and Audit Report are detailed in a separate document.