

AIPM Business Advisory Committee (BAC)

Terms of Reference 2020 -2025

Endorsed AIPM Board 24 November 2025



1. About the AIPM

First established as a Commonwealth Police College in 1960, the AIPM is a national common police service resource providing leadership development to executive and senior managers in policing and public safety. Administered by the Australian Federal Police (AFP), its staff are employed under the Australian Federal Police Act 1979, with terms and conditions of employment governed by the relevant AFP Enterprise Agreement/AFP Executive Level Enterprise Agreement. Operating with a 'mixed model' of funding, its ethos is guided by a not-for-profit approach, applying a commercial mindset to assure its financial viability and longer-term sustainability.

The purpose of the AIPM is to develop tomorrow's leaders today. Its vision is to be a world leader in police and public safety leadership development and management development. Its mission is to develop and deliver evidence-based, contemporary and future focused police and public safety leadership education. The AIPM partners with Australia and New Zealand police jurisdictions and other agencies to develop and deliver exceptional leadership programs and activities both domestically and internationally. This includes the 22 Pacific Islands Chiefs of Police participating nations, to develop and support their senior and emerging Pacific Police leaders.

2. Governance Structure

The AIPM reports to a Board whose membership comprises all the Police Commissioners of Australia and New Zealand. The Board is responsible for setting the broad strategic direction of the Institute. The Board is chaired by the Commissioner of the AFP and meets bi-annually.

The Board is supported by a multi-sectional public safety Board of Studies (BOS). This comprises representatives from each of the jurisdictions and invited members from within the broader public safety sector. The BOS is an advisory body to the AIPM and meets bi-annually. It provides input into the breadth of AIPM leadership development activities and focus, including its graduate programs. The BoS ensures the work of the AIPM is aligned with current and emerging needs of law enforcement agencies and future public safety leaders.

The AIPM Executive Director reports to the Chief Operating Officer of the AFP and operates within the corporate governance framework of the AFP including: human resources, financial management and audit, purchasing and procurement, contract and assets management, capital development and work, health and safety.

3. BAC Purpose

Established in 2014, its purpose is to provide independent assurance to the AIPM Board on the business direction of the AIPM and to provide guidance and advice to the AIPM Executive Director in relation to the whole of AIPM business by monitoring the:

1. alignment of AIPM activities to the AIPM and Board Strategic Direction.
2. Financial performance of the AIPM.
3. Sustainability of the AIPM business model.
4. Potential for future income revenue generating opportunities.
5. Management and mitigation of risk.
6. Internal and external audit reports and advice relating to the AIPM.

The BAC shall also monitor and assess the activities of the AIPM ensuring they do not:

- Impede the AIPM from achieving its strategic objectives.
- Adversely impact the performance and reputation of the AIPM, AFP and staff.
- Disrupt compliance with regulatory and legal obligations.
- Adversely impact the health and safety of staff, participants and visitors in its operations.
- Adversely impact the community and environment in which the AIPM operates.

4. Membership

BAC membership comprises voting and non-voting members:

Voting Members		Non-Voting Members/Observers	
1	AFP Chief Operating Officer	1	AIPM Deputy Director
2	AFP Chief Financial Officer	2	AIPM Director Business Development
3	AFP Chief of Staff	3	AIPM Finance Manager
4	AFP NM/AC Learning & Development Command	4	AIPM Secretariat
5	AIPM Executive Director		

The Chair is the AFP Chief Operating Officer.

The Deputy Chair is the AFP Chief Financial Officer.

Other members may be appointed at the discretion of the BAC Chair.

5. Meetings

The BAC meets triennially, with meetings ideally held in April, August and December each year. Meetings may be convened (a) online or (b) in person in Canberra or at the AIPM campus, Manly.

A minimum of 2 voting members is required to achieve a quorum – one AFP member and one AIPM member. A proxy may be appointed by a member to attend and vote on their behalf. In the event of a proxy being unavailable, the relevant member may vest his/her decision-making power with another voting committee member. The Chair is to be advised of this prior to the meeting.

The BAC Minutes shall be reported to the AIPM Board as a standing agenda item. Secretariat support in the preparation of agenda papers, follow up of action items, preparation of minutes and meeting co-ordination is the responsibility of the AIPM.

6. Cost Attribution

Where travel is required to attend a meeting in Canberra, AIPM attendees are responsible for their travel and payment of related costs. Where travel is required to attend a meeting in person at the AIPM, AFP attendees are responsible for their own travel and payment of related costs. If staying onsite, the AIPM will cover all costs associated with onsite meals, accommodation and catering charges.

The BAC may obtain independent professional advice to assist it in the exercise of its powers and responsibilities. Costs shall be borne by the AIPM and/or AFP as determined by the Chair.