

AIPM Board

Terms of Reference 2025-2030

Endorsed by 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 Board is also supported by a Business Advisory Committee (BAC). 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. BAC membership comprises the AFP Chief Operating Officer, Chief Financial Officer, AFP Chief of Staff, AFP National Manager Learning and Development Command and the AIPM Executive Director.

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. AIPM staff are employed under the Federal Police Act 1979.

3. Board Purpose

The Board is the governing body of the AIPM and is responsible for setting and monitoring its strategic direction. The purpose of the Board is to:

1. Set the strategic direction of the AIPM to achieve its stated Vision and Mission.
2. Monitor the alignment of AIPM activities to the Board's strategic direction.
3. Advance the professionalisation of policing.
4. Provide high level strategic policy advice to the AIPM.
5. Monitor the overall financial and administrative performance of the AIPM.
6. Oversight the activities of the BOS and the BAC.
7. Consult with the Chair in the appointment/performance of the AIPM Executive Director.
8. Appoint the Chair and Deputy Chair of the BOS.

4. Board Membership

Membership comprises (a) all Commissioners of Police of Australia and New Zealand who are voting members and (b) non-voting Board Members & AIPM Secretariat. Board membership is set at a total of 10 members comprising:

Members	Observers
1 Commissioner - Australian Federal Police	1 Deputy Director - AIPM
2 Commissioner - New South Wales Police Force	2 Chief Executive Officer – ANZPAA
3 Commissioner - New Zealand Police	3 AIPM Secretariat
4 Commissioner - Northern Territory Police Force	
5 Commissioner - Queensland Police Service	
6 Commissioner - South Australia Police	
7 Commissioner - Tasmania Police	
8 Chief Commissioner - Victoria Police	
9 Commissioner - Western Australia Police	
10 Executive Director - AIPM (Non Voting)	

The Board Chair is the Commissioner of the AFP (commensurate with its responsibility as the host jurisdiction for the AIPM). A Deputy Chair is appointed by a majority vote of the Board and rotated amongst Board members. The term of appointment is determined by the Board.

5. Board Meetings

The Board meets bi-annually with the first meeting ideally held in June and the second in November. Meeting co-ordination including the location and timing of meetings is the responsibility of the Australian New Zealand Police Advisory Agency (ANZPAA) Secretariat.

A minimum of 5 voting members is required to achieve a quorum, either in person or online. 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 board member. The Chair is to be advised of this prior to the meeting.

The minutes of the AIPM BOS and the BAC are reported as standing agenda items of the Board. Secretariat support in the preparation of agenda papers, follow up of action items and preparation of minutes is the responsibility of the AIPM.