The Australian Institute of Police Management is a global leader in the development of agile and adaptable police, emergency services and public safety leaders.

We create meaningful development experiences, opportunities, networks and partnerships for police and public safety leaders from around the world which significantly contribute to making our world safer.

The AIPM is a national common police service and is partially funded by the Australian Commonwealth Government, contributions from all 8 ANZ police jurisdictions, and a fee for service sustainable business model.

“The ability to have discussions with so many other people and share their experiences. Access to the mentors and the support they provided was priceless.”
Graduate Diploma participant
Foreword
Andrew Colvin
Commissioner AFP
Chair of the AIPM Board of Control

The Australian Institute of Police Management continues to provide ongoing value for the Australian and New Zealand police jurisdictions in terms of leadership and professional development.

The increasing number of activities delivered by the AIPM, and hosted at the AIPM, has created a sound financial performance and indicates the ongoing success of the AIPM’s sustainable business model. Despite the high tempo of activity, the AIPM is progressing with a number of new opportunities, including the review of the higher education strategy, and a number of new international partnerships, which will create additional value and relevance for the police jurisdictions into the future.

Overview
Warwick Jones
Executive Director
Australian Institute of Police Management

The AIPM continues to be in high demand for our learning, coaching, facilitation and event services. In working closely with our clients and learning partners, the AIPM has been able to support a renewed focus on diversity and inclusion, as well as the exploration of police command. Meeting the high demand for AIPM services, while at the same time realigning our focus and creating new delivery strategies, has been a challenge readily embraced by the AIPM.

In March 2017, the AIPM delivered its first program in Perth, quickly followed by five additional regional programs in other locations in the following seven months. Other programs were delivered at various locations within Australia, Indonesia and Hong Kong. 2016/17 has provided a great opportunity to further develop our operating model and also commence the vital work of shaping the AIPM for the future.
Vision
To be recognised as a global leader in the development of agile and adaptable police, emergency services and public safety leaders.

Purpose
To provide quality executive leadership development which supports police, emergency services and public safety organisations to build safer communities.

During 2016–17, the AIPM supported:

- AIPM Education and Professional Development Opportunities
  - 62 Learning opportunities
  - 1216 Learning participants
  - 64 Organisations
  - 286 Days of learning

- AIPM Events
  - 83 Events
  - 1853 Participants

- Executive facilitation
  - 16 Executive meetings

- Research activities
  - 16 Research publications

- Total individual recipients
  - 7130

- Organisations
  - 788
Global research-led learning

The AIPM is a leading global collaborator in researching policing and public safety education

The AIPM is an active collaborator with a network of local and global universities who are leading researchers of issues within public safety.

Research partnerships can include jointly written papers, participation in workshops, conferences and seminars, and the AIPM’s Professor in Residence role.

The AIPM’s academic partnerships directly support the evidence based movement within policing, and underpins all our educational and professional development activities.

Research partners
- Research & Practitioner led conferences:
  - Law Enforcement in Public Health — Amsterdam (October 2016)
  - ANZ Society of Evidence Based Policing — AIPM (June 2017)
- Australian National University
- Birkbeck University of London
- College of Policing
- Flinders University
- Griffith University
- Harvard Kennedy School
- Southern Illinois University
- The University of Melbourne
- The University of New South Wales
- The University of Queensland
- The University of Sydney
- The University of Warwick
- The University of Western Australia
- University of London
- University of South Australia
- University of Tasmania
- University of Technology Sydney
- Western Sydney University

“...The ability to have discussions with so many other people and share their experiences. Access to the mentors and the support they provided was priceless.”
Graduate Diploma participant

Global digital learning

The AIPM uses digital technologies to communicate on a weekly, monthly and quarterly basis with a global public safety community of practitioners, alumni, senior executives and researchers, who are all committed to making our communities safer.

AIPM digital engagement (788 organisations)

- 33% Commonwealth Organisations
- 22% State Government Organisations
- 17% Australian Academic Organisations
- 16% International Academic Organisations
- 11% Private Sector Organisations
- 9% International Public Safety Organisations

AIPM digital engagement (7130 Individuals)

- 23% Employed in Commonwealth Organisations
- 20% Employed in State Organisations
- 19% Australian Academics
- 17% International Academic and Public Safety Educators
- 15% Employed in Private Sector
- 14% Employed in International Public Safety Organisations
Learning partnerships

AIPM learning is a fusion of local, state, national and international participation and partnerships. This diversity creates rich learning environments where the role of individuals and organisations in the creation of safer communities can be explored from multiple perspectives.

International Partnership Programs

The AIPM creates meaningful development opportunities with international partners including:
- Hong Kong/Canadian Executive Development Program delivered in Hong Kong
- Hong Kong Police Force visiting fellow program
- Regional Executive Leadership Program delivered in JCLEC, Indonesia
- Indonesian National Police – Police Education Workshop delivered in JCLEC, Indonesia
- Leadership in Counter Terrorism – delivered in New York and at the AIPM, Manly

Public Safety Partners

The AIPM creates meaningful development opportunities with public safety partners including:
- Australasian Fire & Emergency Service Authorities Council
  - membership of AIPM Board of Studies
  - participation across AIPM programs
  - support for AFAC conference
  - co-delivery of the Strategic Command Program
- ANZ Policing Advisory Agency
  - membership of AIPM Board of Studies
  - alignment of AIPM programs to ANZPAA professionalisation model
  - mutual support at the board level

21 participants from New Zealand organisations participated on AIPM programs

164 participants from international public safety organisations participated on AIPM programs or international partnership programs (including New Zealand)

One conversation, many locations

The AIPM is unique in its role of facilitating meaningful conversations at the local, state, national and international level.

Over 1000 leaders from over 60 organisations in locations across Australia and the world engaged in one conversation “How do we create safer communities?”

Participants drawn into AIPM conversations
Developing leaders

AIPM academic programs, the Graduate Certificate in Applied Management and the Graduate Diploma of Executive Leadership remain a cornerstone of the development of senior officers for police, emergency services and public safety organisations.

The AIPM is currently conducting a Higher Education Strategy Review to align our education programs to the changing development needs of current and future leaders. Involvement in the Police Leadership Strategy (ANZPLS) comprises current cohorts, along with past cohorts who are continuing as self-directed and supported learning groups.

Numerically the largest group of participants sit within bespoke and the regionally delivered organisational development programs. The ongoing agility of AIPM program design and delivery remains an important capability for AIPM’s continuing support for our client organisations.

Multi-agency development opportunities

<table>
<thead>
<tr>
<th>Multi-agency development opportunities</th>
<th>Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>ANZ Police Leadership Strategy</td>
<td>87</td>
</tr>
<tr>
<td>Graduate Diploma</td>
<td>43</td>
</tr>
<tr>
<td>Bridging the Gap</td>
<td>15</td>
</tr>
<tr>
<td>Strategic Command Program</td>
<td>27</td>
</tr>
<tr>
<td>Leadership in Counter Terrorism</td>
<td>21</td>
</tr>
<tr>
<td>Graduate Certificate</td>
<td>111</td>
</tr>
<tr>
<td>Evolve</td>
<td>16</td>
</tr>
<tr>
<td>Balance</td>
<td>148</td>
</tr>
<tr>
<td>Frontline</td>
<td>156</td>
</tr>
<tr>
<td>Facilitate</td>
<td>91</td>
</tr>
<tr>
<td>Other</td>
<td>285</td>
</tr>
<tr>
<td>International</td>
<td>164</td>
</tr>
</tbody>
</table>

Building leadership capacity

AIPM organisational development capabilities are underpinned by an intimate knowledge of the critical conversations across Australia and internationally.

Horizontal organisational learning

By facilitating many of the critical conversations within and between public safety organisations, the AIPM has developed an unparalleled insight into the complexities, complications and contradictions of the modern public safety sector.

Vertical organisational learning

These insights filter their way into the conversations within all AIPM development opportunities — spanning the organisational leadership development architecture between team leaders to Deputy Commissioners.

AIPM participants by estimated organisational level

<table>
<thead>
<tr>
<th>AIPM participants by estimated organisational level</th>
<th>Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>SES1</td>
<td>16</td>
</tr>
<tr>
<td>SES2</td>
<td>63</td>
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<tr>
<td>SES3</td>
<td>15</td>
</tr>
<tr>
<td>EL2</td>
<td>97</td>
</tr>
<tr>
<td>EL1</td>
<td>262</td>
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<tr>
<td>E11</td>
<td>298</td>
</tr>
<tr>
<td>ASO6</td>
<td>424</td>
</tr>
</tbody>
</table>
Creating value — regional delivery

The expansion of options for the delivery of AIPM has continued. The regional delivery of AIPM programs have the advantages for jurisdictions in being able to:

- send more participants onto AIPM programs,
- learn with participants drawn from a mixture of local, state and commonwealth organisations operating within a single jurisdiction
- benefit by placing participants onto an established, proven program
- benefit from facilitators who have delivered the same program in different jurisdictions thus drawing upon and adding to the broader national public safety debate

Building the leadership capacity of organisations has expanded beyond senior officers to include frontline leaders, where investment can yield a direct improvement in organisational performance.

The AIPM delivered 12 regional programs in Melbourne, Brisbane, Canberra and Perth. It is anticipated the number of regionally delivered programs will continue to grow in 2017/18.

Regional delivery of AIPM programs
Creating value — promoting innovation  
Balance: Women Leaders in Public Safety  
The Commissioner’s initiative

In late 2013 the AIPM was directly tasked by the Commissioners of Australian and New Zealand police organisations to develop a program to support women leaders. Since its debut in early 2015, Balance has been an overwhelming success in assisting with the individual development of women leaders, creating a supportive community of practitioners within individual jurisdictions and nationally.

For the AIPM, Balance has been our most innovative program:
• built explicitly around the 70:20:10 learning framework to support better workplace learning
• designed for regional delivery to support greater participation
• supported by a digital community of practitioners and mentors
• linked to the public safety leadership debate on gender and inclusion
• linked to a series of additional learning opportunities including AIPM workshops and public safety conferences
• finalists 2016 AHRI Awards — Gender Equality in the Workplace

Creating value — unique conversations
The AIPM has a reputation as a safe location for public safety practitioners to share experiences and discuss some of their most difficult contemporary issues.

Hosting, enabling and facilitating conversations which directly help to create safer communities.

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**2016–17 Balance program delivery locations**

- Brisbane
- AIPM Manly
- Canberra
- Melbourne
- Perth

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**Masterclass: Building Inclusive Police Organisations with Dr. Angela Vealiman-Clark**  
23 Feb 2017
Building financial sustainability

Over the past five years, the AIPM has maintained a steady balance of financial performance since the move back to the renovated AIPM site in 2012.

“AIPM Revenue and expenses 2012–2017

<table>
<thead>
<tr>
<th>Years</th>
<th>2012/13</th>
<th>2013/14</th>
<th>2014/15</th>
<th>2015/16</th>
<th>2016/17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Revenue</td>
<td>2,000,000</td>
<td>4,000,000</td>
<td>6,000,000</td>
<td>8,000,000</td>
<td>10,000,000</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>2,000,000</td>
<td>4,000,000</td>
<td>6,000,000</td>
<td>8,000,000</td>
<td>10,000,000</td>
</tr>
</tbody>
</table>

“AIPM Financial performance 2016–17

<table>
<thead>
<tr>
<th>Years</th>
<th>2016/17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenu</td>
<td>5,000,000</td>
</tr>
<tr>
<td>Employee</td>
<td>3,000,000</td>
</tr>
<tr>
<td>Supplier</td>
<td>1,000,000</td>
</tr>
<tr>
<td>Surplus</td>
<td>0</td>
</tr>
</tbody>
</table>

“…This program is a must for anyone in or approaching executive leadership. The program is operated on a fence line between individual vs organisational capacity. I believe it is essential to focus on individual capacity and the organisational wins will naturally come with time.”

Graduate Diploma participant