

AIPM Business Plan 2023–24



Our Strategy: Building Better Leaders

Purpose

Our purpose is to deliver world leading police and public safety leadership education and development.

Personal Leadership

Advance individual leaders across Australia, New Zealand and the world

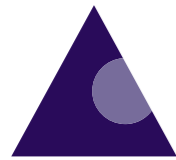
Organisational leadership

Support the growth of organisational leadership capability

Professional Knowledge

Shape the global advancement of police and public safety leadership education and development

Our mission is to build better police and public safety leaders to meet the challenges of a volatile and changing world



Executive Leadership Suite (Our Core)

The AIPM's core Executive Leadership Suite is the bedrock of our mission



Issues-focussed leader development

Meet the leadership challenges of a volatile and changing world
 Women in Leadership and Gender Equality
 Indigenous Leadership in Law Enforcement
 Leadership for Wellness
 Crisis Leadership



Global Thought Leadership

Advancing policing and public safety leadership through exchange of professional knowledge and the contest of ideas



International

Engaging with an increasingly volatile and changing world
 Bring the global policing context to ANZ police and public safety leaders
 Advance police and public safety leadership professional knowledge and practice
 Synergise with ANZ police Regional and Global mission



Pacific

Working with Pacific partners to enhance our collective policing and public safety capability

Our Business Model

The Australian Institute of Police Management is a national common police service delivering outstanding quality executive leadership development for police and public safety leaders. The AIPM is a recognized world leader in the development and delivery of executive leadership programs and thought leadership. AIPM programs continually evolve to stay current in today's volatile and fast changing landscape of policing, wider law enforcement and public safety professions.

The AIPM employs a not for profit commercial business model in order to generate the revenue that drives and sustains the delivery of its world leading product: a product developed and delivered in partnership with policing, wider law enforcement and public safety agencies across Australia and New Zealand. This partnership approach is driven by the belief that better leaders are built together.

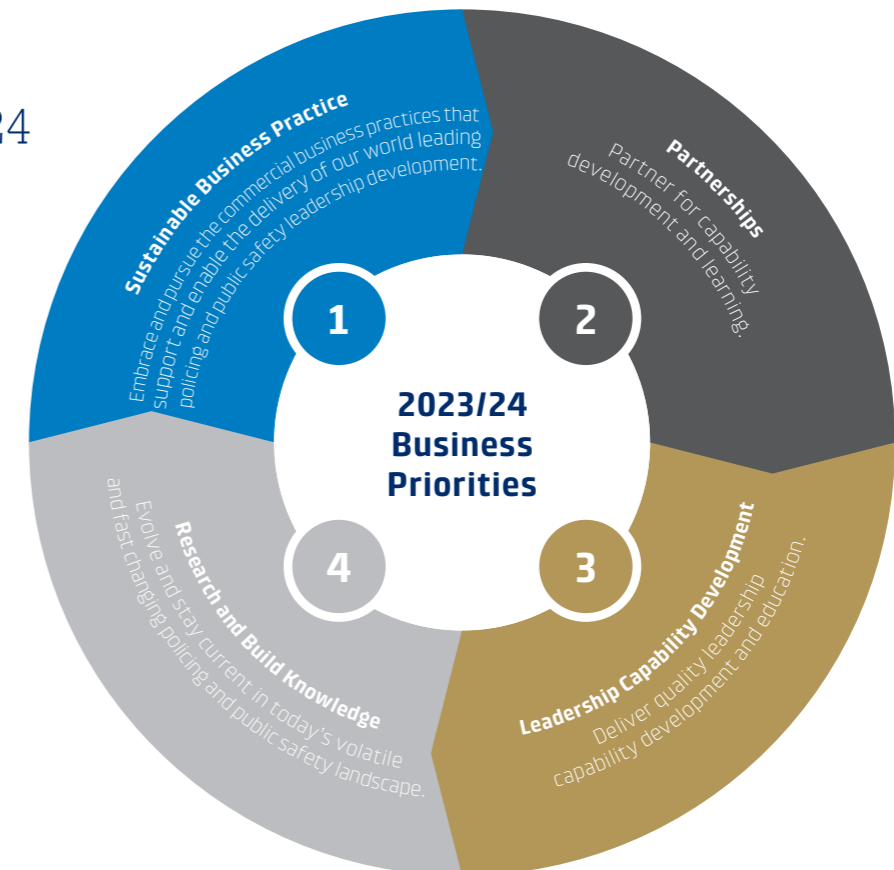
Our Values

- Public value:** Creating better public value through sustainable non-profit commercial practice
- Partnership:** Working together to build better leaders
- Curiosity:** Pushing the boundaries
- Challenge:** Leading edge thinking
- Safety:** A safe learning place for all

We deliver

- Executive Leadership Suite**
 - > Executive Development Strategies
 - > Graduate Programs
 - > Foundational Leadership Strategies
 - > Partnership programs
- Strategic Engagement**
- Events**
- Coaching**

Our 2023/24 Priorities





Priority 1. Sustainable Business Practice

Embrace and pursue the commercial business practices that support and enable the delivery of our world leading policing and public safety leadership development.

Goal	Objectives
Meet client needs	Make partnered and regional delivery available and accessible to clients
	Make virtual delivery options available and accessible to clients
	Continually scan and identify clients needs
	Deliver on Board direction and intent
	Leverage the Executive Leadership Capability Advisory Committee (ELCAC)
Responsible business practices	Recognise, embrace and integrate the indigenous heritage of the AIPM site
	Harmonise with our environment, working proactively with conservation groups within the North Head Sanctuary
	Employ sustainable environmental practices
Exploit our core business offerings	Fully subscribe all Executive Leadership Suite Programs
	Through a combination of program delivery, partnerships and events, maximise AIPM site usage
A high degree of business acumen	Behave commercially to deliver on our purpose: <ul style="list-style-type: none"> • Maintain a forward looking enterprise level pipeline of work • Generate and leverage business intelligence, merging revenue, expenditure and outputs • Adhere to the AIPM Business Cycle • Leverage the Business Advisory Committee
	Meet all relevant AFP and broader public sector compliance requirements
	Develop robust and sustainable Information and knowledge management systems

Priority 2. Partnership

Partner for capability development and learning. The AIPM is uniquely placed to work with partners and stakeholders, academic institutions and others to develop and deliver exceptional executive leadership programs.



Goal	Objectives
International engagement that advances knowledge, professional development and key partner relationships	Explore and develop new international engagement opportunities
	Create synergy in AFP and AIPM International strategies
	Create and implement an international strategy
	Support whole of government strategic outcomes through the Pacific Faculty of Policing
	Bring the international context to ANZ police and public safety leaders
Establish productive partnerships to build better leadership capability	Partner ANZPAA to scan leadership challenges and shape policing and public safety professional development
	Develop and implement key academic partnerships
	Position the ELCAC to build and drive national leadership capability
	Provide ANZ Policing jurisdictions, the service of executive team coaching and facilitation
Leverage the AIPM Alumni, Visiting Fellows, Associates and Professoriate to advance knowledge and practice.	Develop a sustainable model that engages, leverages and grows Alumni, VFs, Associates and Professoriate
	Develop an Alumni program that advances and supports policing and public safety professional development
	Maximise the capability, capacity and deployment of Visiting Fellows
Partner to drive issues based national leadership capability development	Progress the Indigenous Leaders in Law Enforcement initiative
	Progress the Leadership for Wellness initiative
	Partner ACWAP to advance Women in Leadership and gender equality
	Continue to engage in and influence the Leadership in Counter Terrorism initiative
	Progress the leading in crisis/strategic command initiative

Priority 3. Leadership Capability Development

Deliver quality leadership development and education. Leadership capability development sits at the core of the AIPM's vision. We always seek to remain at the cutting edge of learning and development methodology and in doing so develop better policing and public safety leaders.



Goal	Objectives
Deliver the AIPM Executive Leadership Suite	Create high quality professional and academic development through the delivery of all programs within the Executive Development Suite.
Embed a practice and culture of continual program review and evaluation	Review and produce a full suite of program documentation for the AIPM Executive Leadership Suite
	Retain the AIPM's TEQSA registration
	Build and maintain a professional framework around AIPM education delivery
	Embed a perpetual cycle of program evaluation and design review
Evolve pedagogy and modalities	Create the optimum blended delivery model, continuing to experiment with and utilise virtual delivery methods
	Develop policy and practice for virtual delivery
	Implement a technology suite that supports the participants learning experience, inclusive of virtual delivery, learning management and content management systems
	Utilize partnered regional program delivery
	Develop and enhance the AIPM's coaching offering
Build capability through investment in our people	Maximise the capability of the AIPM delivery staff through a program of Faculty Facilitation Capability Development
	Create professional pathways and development opportunities for all AIPM staff
	Ensure the health and wellbeing of our people ongoing

Priority 4. Research and Build Knowledge

Evolve and stay current in today's volatile and fast changing policing and public safety landscape.

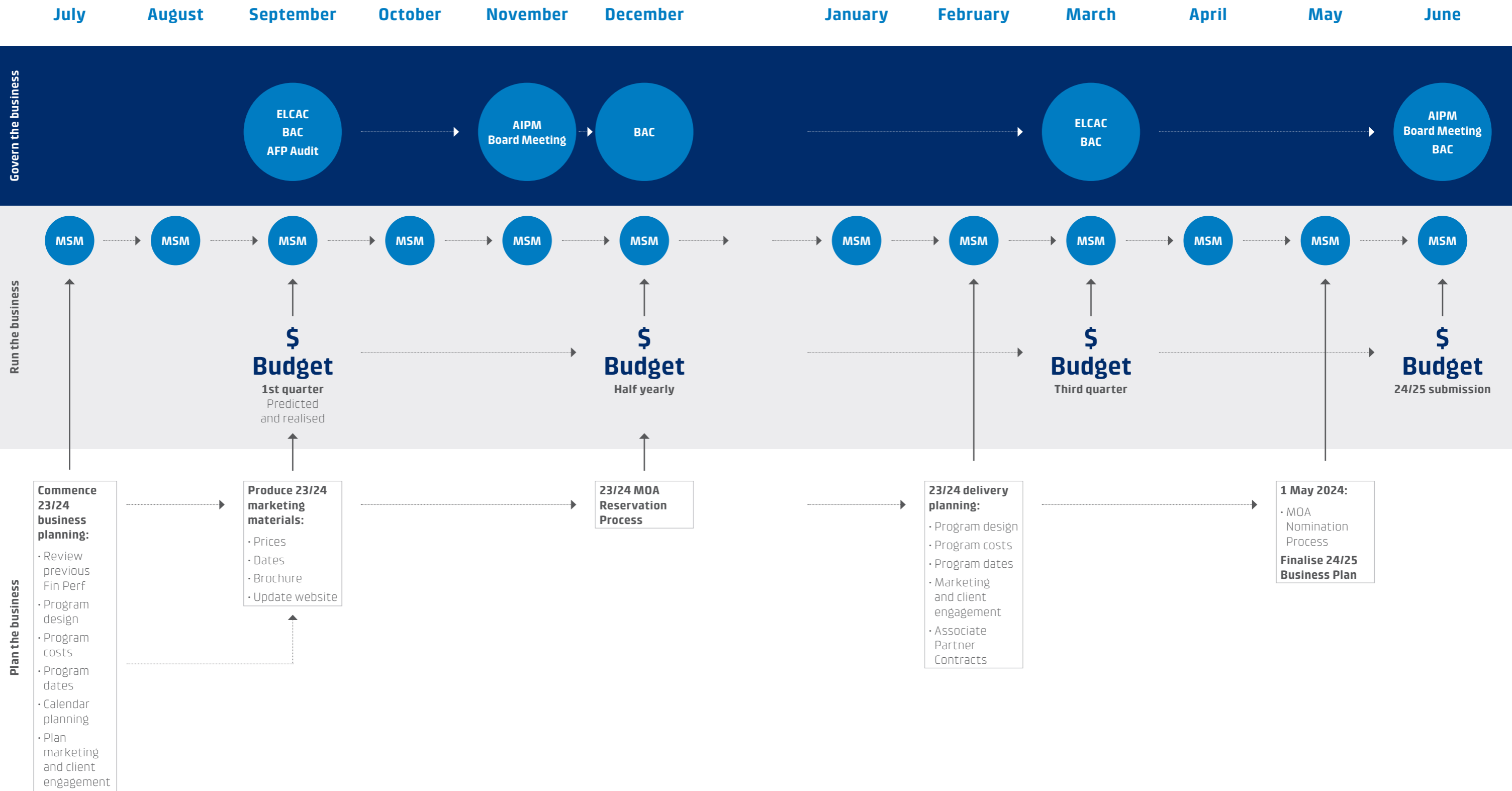


Goal	Objectives
Become a research led AIPM for executive education and development	Generate high quality, internationally peer reviewed research on leadership in executive development
	Integrate knowledge and research findings into the cycle of program evaluation and design
	Create research partnerships
Develop and implement a world leading Thought Leadership Capability	Establish and enhance structures, practices and facilities that encourage and enable knowledge sharing and the exploration of contemporary policing issues
	Build the virtual capability that will underpin a global thought leadership centre for the advancement of policing and public safety
	Deliver provocative leadership content across the full range of delivery media, such as podcasts, blogs, YouTube, social media
Direct and contribute to research and thought leadership in leadership capability development	Leverage Visiting Fellow, Alumni, Associates and other partners to create industry knowledge
	Establish a global professoriate



AIPM Business Cycle

2023–2024





AIPM

Collins Beach Road
Manly NSW

PO Box 168
Manly NSW 1655

t: +61 (2) 9934 4800 (24 hrs)
e: collaboration@aipm.gov.au
aipm.gov.au

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