



# ANNUAL REPORT

## 2012 - 2013



In 2012-13 the AIPM achieved a number of significant milestones. The process of learning how to maximise the potential of our newly redeveloped site has been rewarding and challenging. It really is a remarkable venue for learning.

The AIPM continued its focus on strong governance and improving administrative and cost efficiencies across all aspects of the Institute's operations. This process was supported by an independent review by PricewaterhouseCoopers, with the recommendations of that report to be implemented in the second part of 2013. This is part of a broader strategic project to build a sustainable business model for the AIPM into the future and necessarily included a comprehensive review of our staffing and organisation structure. Transition to our new structure will occur on 1 July 2013.

A number of new initiatives were trialled in our program delivery area to ensure our programs remain contemporaneous and meet the leadership and executive development needs of the law enforcement and emergency services portfolio. The Institute also successfully delivered the inaugural Australia New Zealand Police Leadership Strategy and the Royal Papua New Guinea Constabulary Senior Leadership Development Program.

Our Research and Learning area under Dr Herrington, presented four papers at academic conferences, published and co-authored three journal articles and submitted three chapter contributions to two academic texts. The team also hosted the inaugural 'AIPM Professor in Residence' program with Professor Mike Hough from Birkbeck University, UK.

The kitchen refurbishment was completed in July 2012. The Institute with the assistance of the AFP over the last 12 months, worked steadily to rectify 98% of the identified building defects. A considerable feat, given this was undertaken with no interruption to our program delivery schedule. The Institute also commenced the final stage of its program of redevelopment works, with maintenance work now underway on the remaining heritage cottages.

Lastly, it was with some sadness that we farewelled one of our long standing staff members, Mrs Connie Coniglio. We wish her all the best in her retirement.



Warwick Jones  
**Executive Director**

The purpose of the Australian Institute of Police Management (AIPM) is to provide executive development programs for senior officers of the police services and public safety industry in Australia and New Zealand.

The contribution and focus of the AIPM is best reflected in our corporate vision, mission and value statement:

<b>Our Vision:</b>	<b>Our Mission:</b>
The jurisdictions recognise the AIPM as Australasia's leading provider of police leadership and management development programs, and highly value its contribution to their organisations and the community.	Develop and unite Australasian police leaders
<b>Our Values:</b>	
<p><b>Learning:</b> The pursuit of knowledge is the foundation of effective police leadership</p> <p><b>Integrity:</b> Underlies the way we work and ensures trust</p> <p><b>Innovation:</b> Positions us for the changing future</p> <p><b>Collaboration:</b> Energises and builds our capacity to enhance learning</p> <p><b>Responsiveness:</b> Underpins our approach to working with partners</p>	

## Our Governance Structure

The Institute is a National Common Police Service administered by the AFP. It reports to a Board of Control (BOC) that is comprised of all the Police Commissioners of Australia and New Zealand. The BOC is supported by a Board of Studies (BOS) which provides advice to the BOC and AIPM directly, on all curriculum matters at the AIPM.

The Institute is managed by an Executive Director who 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 of the AIPM. The AIPM operates within the corporate governance framework of the AFP and its policies apply in all aspects of the AIPM's corporate service functions. This includes HR, financial management, purchasing & procurement, contract & assets management, capital development and work health and safety.

The Executive Director is supported by an Executive Team, which meets on a weekly basis and provides strategic input into the planning and delivery of AIPM business. The team is comprised of: Warwick Jones, Phil Shepherd, Andrew Singh, Hamish Shearer, David Martyn, Victoria Herrington, Sally Fairbrother and Cathi Margherita.

## Our Boards

The *AIPM Board of Control* is chaired by Commissioner Negus APM and is comprised of all the Police Commissioners of Australasia. In addition to its oversight responsibilities, the BOC approves the Institute's Strategic Plan, Business Plan, Annual Report, Budget and Financial Reports. The BOC meets twice yearly. In 2011-12 it met in Melbourne on 20 September 2012 and Alice Springs on 11 April 2012.

The *AIPM Board of Studies* is chaired by Assistant Commissioner Corboy APM and is comprised of learning and development representatives from all the jurisdictions, as well as invited independent members. The BOS meets twice yearly, meeting in Sydney on 24 July 2012 and 13 March 2013.

The AIPM would like to thank Assistant Commissioner Kevin Scott of Victoria Police, for his significant contribution to the work of the Board of Studies. Kevin was one of our long standing members, having joined the Board in 2007 and was its Chair from 2009 – 2012. We wish Kevin all the best in his retirement.

<b>Board of Control Members:</b>	
Commissioner Negus APM – AFP (Chair) Commissioner Scipione APM – NSW Commissioner Stewart APM – QLD Commissioner O'Callaghan APM – WA Commissioner Hine APM – TAS Commissioner McRoberts APM - NT Commissioner Burns APM AO – SA Chief Commissioner Lay APM - VIC Commissioner Marshall MNZM – NZ	<b>Board Attendees:</b> AC Corboy, NSWPF Mr Jones, AIPM  Ms Margherita AIPM Secretariat
<b>Board of Studies Members:</b>	
AC Corboy APM, NSWPF (Chair) AC Close APM, AFP (Deputy Chair) AC Scott APM, VICPOL AC Fyfe APM, WAPOL AC Wright APM, QPOL Chief Supt. Amoroso APM, SAPOL Commander Kerr, NTPF Commander Mewis APM, TASPOL Mr Cassidy, NZPOL Mr White, ANZPAA Ms Lunardi, AFAC Associate Professor Julian, UTAS Associate Professor Green, CSU Brigadier Gates CSM, ACSC	<b>Board Officers:</b> Mr Jones, AIPM  Ms Margherita AIPM Secretariat

## **Governance & Management Activities**

Aside from our core focus on quality program delivery and content, the executive team continued to work steadily behind the scenes on a number of important management and governance projects. Once complete, these will ensure a solid operating foundation for the Institute into the future.

In particular, the development of a sustainable business model for the AIPM based on the PriceWaterhouseCoopers review recommendations. This body of work has been referred to our Board of Studies by the Board of Control, for jurisdictional consultation to ensure alignment of the strategic focus and priorities of the AIPM with the learning and development needs of the jurisdictions.

## **AIPM Capital Works Program**

Following the completion of the capital works program at Collins Flat, 1600 defects were identified for rectification during the 12 month defects liability period. This ended in November 2012, with the majority of defects able to be resolved.

The kitchen upgrade, which was outside the original scope of works, was managed as a separate project. This was a significant undertaking involving removal of asbestos, upgrading of the flooring and drainage as well as fit out of the kitchen area to ensure compliance with food safety standards. This work was completed in July 2012.

The final stage of the redevelopment works program will focus on the heritage cottages. Works to date include repairs and maintenance to Garden and Spring Cove cottages which are now suitable for accommodation. Planning is also underway to examine the feasibility of a pedestrian entry gate adjacent to the existing vehicular sliding access gate and replacement of the sewer line through the national park.

## **2012-2013 Highlights:**

- Completed AIPM & Jurisdictions: Memorandum of Agreement 2012-2017
- Completed AIPM Marketing & Communications Plan 2013 – 2015
- Completed AIPM Business Continuity Plan: 2013-2014
- In negotiation - AIPM & AFAC: Memorandum of Agreement 2013 – 2018
- In negotiation - Charles Sturt University Resource Agreement
- Completed & integrated refreshed AIPM logo, branding & website
- Completed review of AIPM business model & commenced implementation
- Completed review of AIPM staffing profile & commenced implementation.
- Completed internal review of cost centre & budget reporting processes
- Completed internal review of hospitality pricing
- Contracted hospitality consultant to review resourcing & service levels
- Procured & commenced installing a hospitality software management system
- Completed archiving of AIPM records project
- Aligned BOC and BOS reporting format with AIPM Strategic Plan objectives
- Completed review of AIPM Board of Studies TOR & composition
- Completed upgrade of kitchen facilities
- Commenced repair & maintenance work on heritage buildings
- Rectified 98% of 1600 agreed capital works defects during liability period

## Corporate & Professional Development Activities

Our Executive Team accept a range of domestic and international invitations as speakers and workshop facilitators. This work is an important part of the additional service and value we provide to Australasian policing. Importantly, it also provides high quality professional development opportunities for our staff. In 2012/2013 staff participated in the following activities:

### 2012

Presenter & Facilitator: Public Health Conference, Melbourne. Mr Jones & Kent.  
Presenter & Attended: 4<sup>th</sup> INTERPOL IGEPT Meeting, Germany. Mr Jones  
Attended: NSW Police Force Leadership Centre Graduation Ceremony. Mr Jones  
Attended: ANZPAA & AIPM Joint Planning Day. AIPM Executive Team  
Attended: LinCT Program Managers Meeting, USA. Mr Jones & Mr Shepherd.  
Attended: 2012 PELP Telstra Presentation, Victoria. Mr Jones  
Attended: CPA Congress, Sydney. Mr Martyn  
Facilitator: AFP Learning Circle Workshop. Mr Jones  
Visiting Fellow: RCMP Executive Leadership Program, Hong Kong. Mr Jones  
Visiting Fellow: Kennedy School of Government, Harvard. Dr Herrington  
Liaison Visit: Police and fire agencies in South Australia. Mr Jones  
Liaison Visit: Scottish Police College, SOCA, Home Office & NPIA – UK. Mr Jones  
Enrolled: Graduate Certificate in Fraud & Financial Crime. Mr Martyn

### 2013

Presenter: Pearls in Policing. Mr Jones  
Presenter: 2013 AFAC CEO's Conference. Mr Jones  
Presenter: ANZPAA Women in Policing Reference Group. Mr Jones  
Presenter: Aust. Criminal Intelligence Forum, Sydney. Mr Jones and Mr Singh  
Attended: ANZPAA Issues in Policing Workshop. Mr Jones  
Attended: ANZPAA Police Professionalisation Workshop & Forum. Mr Jones  
Attended: ANZPAA Police Research Model Workshop. Mr Jones  
Attended: CEPS Practice in Policing Workshop. Mr Jones & Dr Herrington  
Attended: Professor Charles Jennings Workshop. AIPM Executive Team.  
Facilitator: ANZPLS Stream 1 Leadership Development Series. Mr Jones  
Facilitator: Colloquium on Organisation & Procedural Justice. Dr Herrington  
Facilitator: Electoral Commission Executive Team Workshop. Mr Jones  
Enrolled: Graduate Certificate in Fraud & Financial Crime. Mr Martyn  
Enrolled: AICD Company Directors Course. Mr Jones  
Enrolled: Cognitive Edge Practitioners Course, Wellington NZ. Mr Shearer  
Liaison Visit: Western Australia Police & University of WA. Mr Jones

## Fundraising

The staff and students of the AIPM were actively involved in fund raising activities during the year raising a total of \$1,325.00 for the Cancer Council, Bear Cottage in Manly and the Yellow Earth Foundation in Hong Kong.



## Other Activities

Our corporate commitment to reducing waste and improving recycling practices continued throughout 2012 -2013. The AIPM maintained its strong focus on energy and water saving initiatives which included installation of lighting controls across the campus and expansion of the rainwater harvest systems.

### Our Green Commitment

- Installed automatic timing for lights to reduce energy consumption
- Installed individual automatic air conditioning controllers in offices
- Residential programs & course work provided to students on ipads
- Upgrade E-learning software for distance education coursework & readings
- Redesigned printed coursework with less ink in logos & coversheets
- Encourage electronic submission of assignments during programs
- Actively encourage paper & waste recycling practices
- Actively encourage recycling of printer and toner cartridges
- Provide ceramic cups and mugs in staff tea room
- Provided permanent filtered water stations around campus
- Removed plastic bottled water & glasses from classrooms
- Issue students with individual water bottles for residential programs
- Member North Head Stakeholder Group
- Member little penguin/long nosed bandicoot recovery teams
- Maintenance of the asset protection zone around the AIPM site

### Staff Training & WHS Activities

- All staff - AFP Security and ICT requirements
- All staff - AFP Confidant Network information session
- All staff - AFP Professional Standards & Complaints training
- All staff - WHS laws & compliance regime
- All staff - Customer service training
- All staff - Fire warden refresher training
- All staff - ANZ PLS program briefing
- All staff - Advanced internet searching tools
- Relevant staff - RMS training for new hospitality software
- Relevant staff - Coaching and mentoring program
- Librarian professional development day with AFP & NSW Police Force
- Mr France - Planning and Implementing Windows Server 2008
- Mr France - VMware vSphere Install, Configure and Manage v5.1
- Mr Batkin – Certificate in Business Travel Management
- Ms Ward – Certified Justice of the Peace
- Mr Pearson-Goff – First Aid Trainer Course & NVivo Software Program
- Revised AIPM Emergency Evacuation Procedures Manual
- Nominated for 2013 Comcare Awards - Sit/Stand Desk initiative



Our international and academic reputation continues to grow from strength to strength. Our staff are committed to working with all our key stakeholders, to ensure that our programs are reflective of current leadership development needs in the sector and content is both relevant and contemporaneous.

The AIPM has a rich and diverse range of stakeholders spanning the Australasian law enforcement and emergency services community. The AIPM is proud to be affiliated with the following organisations:

## Our Stakeholders:

### Law Enforcement

Australian Federal Police  
 New South Wales Police Force  
 Queensland Police Service  
 Western Australia Police  
 South Australia Police  
 Tasmania Police  
 Northern Territory Police  
 New Zealand Police  
 Australian Crime Commission  
 ANZPAA  
 CrimTrac  
 AusAid  
 National Security College  
 Corrective Services  
 Aust. Command & Staff College (Defence)

### Fire & Emergency Services

Australasian Fire Authorities Council  
 ACT Emergency Services  
 Ambulance Service of NSW  
 Country Fire Authority  
 Fire and Rescue NSW  
 Melbourne Metropolitan Fire Brigade  
 New Zealand Fire Service  
 NT Police, Fire & Emergency Services  
 NSW State Emergency Services  
 NSW Rural Fire Service  
 Queensland Fire & Rescue Service  
 Queensland Ambulance Service  
 SA Country Fire Service  
 SA Metropolitan Fire Service  
 WA Fire & Emergency Services Board

### International Partners:

FBI Academy - USA  
 FLETC - USA  
 Royal Canadian Police College  
 National Police Improvement Agency  
 Scottish Police College (SPC)  
 The Netherlands Police  
 Serious Organised Crime Agency  
 Hong Kong Police College  
 Hong Kong Fire Services Department  
 Hong Kong ICAC

### University Affiliates:

Charles Sturt University  
 University of Adelaide  
 Deakin University  
 University of New England  
 University of Tasmania (TILES)  
 Griffith University (CEPS)

### Executive Director Committee Memberships:

INTERPOL Group of Experts on Police Training (IGEPT)  
 LinCT – Board of Governors  
 AFP Board of Studies  
 CSU AGSPS Board of Management  
 CLEPH Advisory Board  
 ANZPAA Professionalisation Forum  
 5 Colleges Network

## Articulation Agreements

Our university affiliates and international partners are an important part of the unique AIPM educational experience.

A range of articulation agreements are in place with universities across Australia, allowing AIPM graduates a range of avenues to undertake further study with: Charles Sturt University, University of Adelaide, Deakin University and University of New England.

## Telstra Australasian Police Scholarship

The Scholarship commenced in 2010 to support future leaders of Australia's police services. The program was sponsored for 3 years at \$15,000 per year and allowed the most outstanding graduate of the AIPM Police Executive Leadership Program (PELP) to attend a prestigious international executive development program.

The final scholarship recipient in 2012 was Inspector David Cowan of Victoria Police.



L-R: AC Kevin Scott & Mr Karl Kent VICPOL, Warwick Jones AIPM, Inspector Cowan VICPOL

## Hospitality Activities:

The AIPM provides in-house hospitality services for non-teaching programs & activities. This is restricted to police jurisdictions and related agencies in the emergency services sector including CSU. Catering and conference facilities are provided for workshops, seminars, short courses, visitors and delegations.

In the last financial year, the hospitality arm of the Institute's operations was informally reviewed. Consequently, the pricing structure for meals and accommodation was revised.

The AIPM also purchased and commenced installed industry software to better integrate our hospitality functions for administration of bookings, housekeeping, billing, meals, sales and memorabilia. Staff training in the new system commenced in May 2013.

In 2012/13 the AIPM hosted the following activities & visitors:

Year	Hospitality: Visitors, Delegations & Activities
2012	2012 AFAC Conference
	ACACIA Executive Leadership Program - Reconnection
	Crimtrac Board Meeting
	Police Legacy Board Meeting
	Charles Sturt University – AGSPS Board Meeting
	NSW Department of Corrective Services Workshop
	NSW Department of Transport Workshop
	Customs & Border Protection Service - Workshop
	AFP Senior Leadership Group Workshop
	NSW Police Force – multiple workshops
	AFP Learning Circle - multiple programs
	Professor Larry Sherman –Guest Speaker 124 <sup>th</sup> PMDP
	AIPM Alumni Webinar: Professor Hough
	AIPM Alumni Event: Professor Hough
2013	Delegation – Malaysian Armed Forces
	Delegation – Cambodian Police College
	Delegation – Indonesian National Police
	2013 AFAC CEO's Conference
	2013 Pearls in Policing Conference
	Department of Transport Workshop
	Department of Defence – ADFA Workshop
	CSU Orientation Day – Academic Staff
	AFP Barton College Staff Workshop
	Jeff Whalan Group Workshops - multiple
	NSW Police Force Workshops - multiple
	North Head Stakeholders Group Meeting
	NSW Fire & Rescue Leadership Summit
	AIPM ANZPLS Event – Professor Jennings
Commissioner Burns – South Australia Police	
Commissioner Michael Hallowes – Emergency Services	
Mr Stuart Ellis, Chief Executive Officer AFAC	
Ms Raelene Thompson, Executive Director AEMI	
Mr Cal Corley, Director General, Canadian Police College	
Ms Anita Hazenberg, Politie Academie - Netherlands	
Superintendents Chan & Jones – HK Police Force	
Delegation – Lebanese Police	



## Our Team



**Warwick Jones - Executive Director**

Executive Officer: Cathi Margherita



**David Martyn - Director, Corporate Services**

Information Technology & Communications: Todd France  
Senior Facilities Manager: Allan Lane  
General Services Manager: David Ruckert  
Hospitality: Jenny Hawthorn & Martin Petit  
Team Leader Corporate: Madeleine Siao. Staff: Glen Batkin,  
Rochelle Ward, Nicole Schaafsma & Melaina Swan



**Dr Victoria Herrington - Director, Research and Learning**

Research Assistant: Mitchell Pearson Goff



**Andrew Singh - Director, Co-ord & Program Development**

Senior Academic Manager: Sally Fairbrother  
Project Officer - ANZ Police Leadership Strategy: Le-anne McKinnon



**Phil Shepherd - Director, Academic Programs**

A/g Faculty Administration Manager: Jane Blair  
Faculty Administration Assistant: Tina Simmons, Suzanne Harrison  
Education Resources: Dean Kimpton  
AIPM Visiting Fellows: Rick Del Monte, Trevor Carter  
Amanda McCormick & Louise Ball



**Hamish Shearer - Director International Programs**



**Connie Coniglio - Manager, Library & Information Services**

E Access Librarian: Louise Bennett  
Reference Librarian: Eke Woldring

## Staffing Profile

The Institute employs approximately 30 staff who are employed under the Australian Federal Police Act 1979. In 2012 – 2013 the AIPM farewelled the following staff: Mr David Walton, Ms Neenu Vaidya, Ms Rebecca Smith, Federal Agents Liz McDonald and Peter Watt and also Mrs Connie Coniglio.

## Visiting Fellows

Our faculty team is supplemented by seconded Visiting Police Fellows from the jurisdictions. These officers are based at the AIPM for a 12 – 24 month period and are involved in all aspects of the Institute’s program development and delivery activities.

There are also 2-3 week professional development opportunities during our residential programs, available to Australian and overseas officers as short term Program Visiting Fellows, ensuring a strong policing presence in our classroom.

2012	2013
Superintendent Venchiarutti – AFP D/Chief Superintendent Del Monte – NSWPF Superintendent Kent – VIC Police Inspector Bell – WA Police	D/Superintendent McCormick – AFP D/Chief Superintendent Del Monte – NSWPF Commander Carter – VIC Police Inspector Ball – WA Police

The AIPM acknowledge and thank the police jurisdictions for their ongoing support of the AIPM Visiting Fellow program.



Photo 1 - L-R: Visiting & Program Visiting Fellows 123<sup>rd</sup> PMDP, Phil Shepherd & Warwick Jones  
 Photo 2 - L-R: Phil Shepherd, Rick Del Monte, Trevor Carter, Amanda McCormick, Alan Fullerton & Louise Ball

## Domestic Programs: Visiting Fellows

The International Fellow exchange program has been in operation since 2002 and brings a rich diversity and international perspective to the classroom and our programs. Once again the response from the jurisdictions and our international partners was positive, with at least one domestic and international visiting fellow participating in each program.

Year	Program	Officer & Agency
2012	123 PMDP	Commander Mark Mewis, Tasmania Police
		Superintendent Richard Skinner – Hong Kong Police Force
		Superintendent Eddy Tong – Hong Kong Police Force
		Superintendent Mike Bell – Western Australia Police
		D/Chief Superintendent Rick del Monte – NSW Police Force
		Superintendent Graham Kent – Victoria Police
		D/Superintendent Terry Venchiarutti - AFP
	AFAC DFL	Inspector Steve Moran, NSW Fire & Rescue
		Inspector Graham Jarrett, NSW Fire & Rescue
		Superintendent Louise Ball – Western Australia Police
	PELP	D/Chief Superintendent Rick del Monte – NSW Police Force
		Chief Commissioner Simone Steendijk – Netherlands Police
		Assistant Commissioner Steve Lancaster, Australian Federal Police
		Assistant Director Mike Hanneld – FLETC, USA
ISCP	Assistant Commissioner Luke Cornelius – Victoria Police	
	Assistant Commissioner Alfred Chau – Hong Kong Police Force	
	Commander Bruce Giles - AFP	
	Superintendent Gavan Ryan – AFP	
124 PMDP	Superintendent Graham Waite - AFP	
	Mr John Forquer – Federal Bureau of Investigation	
	Superintendent Sammy Lam – Hong Kong Police Force	
	Superintendent Pinky Au – Hong Kong Police Force	
	Commander Trevor Carter – Victoria Police	
	Superintendent Louise Ball – Western Australia Police	
	D/Chief Superintendent Rick Del Monte – NSW Police Force	
2013	125 PMDP	Superintendent Graham Kent – Victoria Police
		D/Superintendent Terry Venchiarutti - AFP
		Mr Alan Fullerton – Serious Organised Crime Agency
		Superintendent Louise Ball – Western Australia Police
	ASCP	Commander Trevor Carter – Victoria Police
		D/Chief Superintendent Rick Del Monte – NSW Police Force
	ELP	D/Superintendent Amanda McCormick - AFP
		Mr Stuart Ellis – CEO, AFAC
AFAC VLP	Ms Ann De Piaz – South Australia CFA	
	Commander Michael Swift – Metropolitan Fire Brigade	
	Commander Trevor Carter – Victoria Police	
		Superintendent Louise Ball – Western Australia Police



2013 ELP and 125<sup>th</sup> PMDP students

## International Programs: Visiting Fellows

The AIPM's commitment to fostering the capacity development of our Pacific neighbours continued in 2012-13. Our team delivered the Regional Executive Leadership Program (RELP) at the Jakarta Centre for Law Enforcement in Semarang - Indonesia, the Royal Solomon Islands Police Force (RSIPF) leadership development programs in Honiara and the Royal Papua New Guinea Constabulary leadership development program at Bomana in Port Moresby.

We also trialled delivery of the Pacific Police leadership development program at the AIPM campus and hosted the China Combatting Trans National Crime program.

2012	RELP	Superintendent Ronnie Azwawie – Indonesian National Police	
		SIO Nazron Yusof – Royal Malaysian Police	
		Superintendent Nick Bingham – NSW Police Force	
		Asst Superintendent Gede Suaradana – Indonesian National Police	
		Deputy Commander Apichat Suriboonya – Royal Thai Police	
		Superintendent Louise Ball – Western Australia Police	
		D/Superintendent Terry Venchiarutti - AFP	
RSIPF Aug	RSIPF Oct	Superintendent Lisa Gale	
		Chief Superintendent Paul Taylor – Queensland Police Service	
2013	RSIPF Oct	Superintendent Louise Ball – Western Australia Police	
		S/Sergeant Solomon Sisimia - RSIPF	
	RSIPF Feb	RSIPF Feb	Sergeant Agnus Ape - RSIPF
			Superintendent Mark Holahan – NSW Police Force
	PPLDP	PPLDP	D/Chief Superintendent Rick Del Monte – NSW Police Force
			Commander Trevor Carter – Victoria Police
			D/Chief Superintendent Rick Del Monte – NSW Police Force
	PPDP WAN	CTCPP	Superintendent Martin Goode - AFP
			Superintendent Amanda McCormick - AFP
	PNG LDP	PNG LDP	Superintendent Amanda McCormick - AFP
Commander Trevor Carter – Victoria Police			
D/Chief Superintendent Rick Del Monte – NSW Police Force			
		Superintendent Brian Hay – Queensland Police Service	
		Superintendent Martin Goode – AFP	

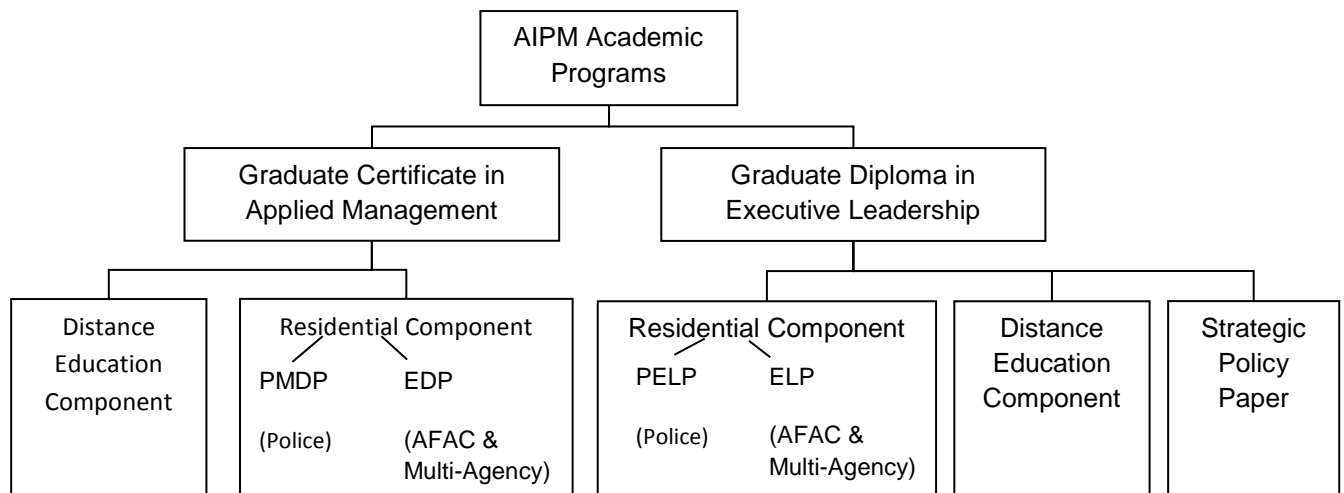


*2013 Pacific Police Leadership Development Program and  
Opening of the 2013 Royal Papua New Guinea Constabulary Senior Leadership Development Program*

## Graduate Programs

The Institute offers two core graduate programs annually. The Graduate Diploma of Executive Leadership (Police and Emergency Services) and the Graduate Certificate in Applied Management (Police and Emergency Services). The Graduate Diploma includes a two week residential component known as the Police Executive Leadership Program (PELP). In the AFAC programs, this is referred to as the Executive Leadership Program (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 Police Management Development Program (PMDP). In the AFAC fire and emergency services programs, this is referred to as the Executive Development Program. The certificate program is targeted at middle ranking public safety staff and police officers from the rank of Inspector and above. A schematic overview is provided below:



The AIPM is a registered and accredited tertiary education provider with the Tertiary Quality Standards Agency (TEQSA)



123<sup>d</sup> and 124<sup>th</sup> PMDP Students



## Program Delivery – 2012-13:

During the reporting period, the team delivered over 24 programs both domestically and internationally. They also prepared a number of bespoke learning and development activities at the request of key stakeholders/jurisdictions.

Year	Program	Enrolment
2012	123 <sup>rd</sup> Police Management Development Program	35
	2012 AFAC Strategic Commanders Program	21
	2012 Developing Future Leaders	20
	RSIPF Leadership Development Program - August	21
	2012 Police Executive Leadership Program	32
	International Senior Command Program	19
	2012 Regional Executive Leadership Program	33
	RSIPF Leadership Development Program - October	25
	124 <sup>th</sup> Police Management Development Program	40
	<b>Total</b>	<b>246</b>
2013	ANZ Police Leadership Strategy – Stream 2 (A)	14
	ANZ Police Leadership Strategy – Stream 2 (B)	14
	RSIPF Leadership Development Program – Feb/March	15
	125 <sup>th</sup> Police Management Development Program	25
	ANZ Police Leadership Strategy – Stream 1	14
	2013 Pacific Leadership Development Program	25
	2013 AFAC Strategic Command Program	21
	2013 Executive Leadership Program	15
	China: Combating Transnational Crime Partnership Program	13
	2013 Volunteer Leaders Program	23
	ANZ Police Leadership Strategy – Stream 2 (A)	14
	ANZ Police Leadership Strategy – Stream 2 (B)	14
	RPNGC Senior Leadership Development Program	20
	ANZ Police Leadership Strategy – Stream 1	13
	2013 Leadership in Counter Terrorism Program	33
<b>Total</b>	<b>258</b>	



2012 PELP – Commissioner's Forum

## ANZ Police Leadership Strategy

The inaugural ANZ PLS was delivered in February 2012, with two of the Learner Development Series (LDS) having now been completed by course participants. The response to the program has been very positive with the AIPM using a number of new development frameworks including 70:20:10 and 'be, know, do'.



*ANZ Police Leadership Strategy Stream 2 students*

These frameworks have seen the AIPM introduce new developmental experiences, including increased utilisation of the North Head natural environment, Sydney's social inequities and the power of technology to capture tacit conversations within the classroom. Many of the participants were particularly challenged by these experiences, creating a rich learning environment. The AIPM has been exploring how these new approaches to learning can be implemented into its other programs and developmental opportunities.

The AIPM would like to thank the Commissioners for their extensive support and the collective efforts of a number of people who have contributed to the strategy's implementation.

The 70:20:10 framework poses a significant challenge for educators, participants and their organisations. The AIPM has been working with jurisdictions and other organisations to help better understand the challenges and opportunities involved in implementing this new framework.

### **Professor Jennings**



The AIPM hosted a workshop in support of the ANZPLS, on 6 June 2013 with Mr Charles Jennings on the topic of 'Developing Leaders in the Workplace. 70:20:10 Learning Strategies for Public Sector Organisations. 36 guests representing L&D sectors in 11 organisations attended the workshop.

Charles is the Managing Director of Duntroon Associates and the founder of the 70:20:10 Forum. He is a leading thinker, practitioner and consultant in the areas of performance improvement, change management and learning.

## Strategic Command

The AFAC Strategic Command Program was developed in 2012 and explores in-depth, the nature of command in dealing with high impact events and disasters. It was directly borne from the 2009 Black Saturday Royal Commission and the 2011 Christchurch earthquakes.

The program was again delivered in 2013 and the AIPM has now accumulated a body of knowledge and command concepts, which have been integrated into other AIPM programs. Importantly, senior police officers participated in the 2013 program enabling a broad and diverse discussion on approaches to disaster management.

The AFAC 2013 Strategic Command Program allowed the AIPM to further innovate in its delivery options. The program hosted a webinar on the 2012/13 Bushfire campaign, which was presented by Fire Chief Mike Brown, Tasmania Fire Service. The webinar allowed 2012 participants to be exposed to the latest thinking and experience of strategically managing large scale events which threaten public safety.



*2013 AFAC Senior Command Program*

## Royal Solomon Islands Police Force

The AIPM's involvement with the RSIPF came to a close in 2013 marking 10 years of our organisations involvement with this important regional initiative. It is estimated three quarters of the RSIPF attended AIPM programs during that time. An evaluation of the project is underway.

### 2012-2013 Highlights:

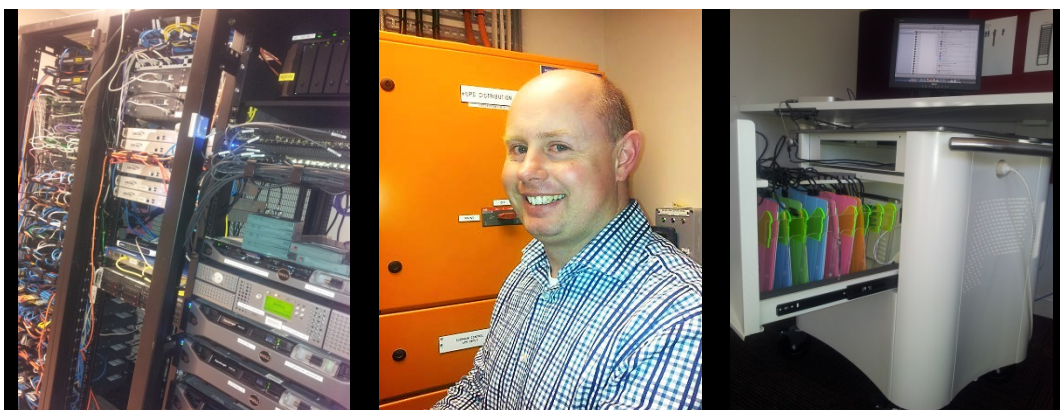
- Completed registration and accreditation with TEQSA
- Completed trial of increased student numbers on PMDP/EDP programs
- Completed trial of use of ipads in classroom activities
- Completed trial of multiple/shorter duration Visiting Fellow secondments
- Hosted the 2013 Pearls in Policing Conference
- Delivered AFAC Strategic Command Programs in 2012 and 2013
- Delivered last Solomon Islands Leadership Development Program
- Delivered first Papua New Guinea Senior Leadership Development Program
- Delivered two Pacific Leadership Development Programs at AIPM campus
- Delivered two Alumni Events: Professor Hough & Professor Jennings

- Provided an orientation day for NSW Police Force PMDP students
- Commenced planning for a second Pearls in Policing Conference in late 2013
- Commenced streamlining of information in Student Records Database
- Ongoing program of digitisation of library resources
- Trial of Leadership in Counter Terrorism Global 2.0 program in 2013
- Concept development of a Masters Program with CSU & Cambridge University
- Concept development for a Police Strategic Command Program
- Concept development for an AFP Living Leadership Program
- Concept development for a Business of Policing Program
- Concept development for a Criminal Intelligence Leadership Development Program
- Concept development – Massive Online Learning Courses (MOOC) products

## Information Technology

The AIPM continues to invest significantly in improving IT capacity across the campus. This has involved both the upgrading of existing technology as well as procurement of new technology at the site. Key improvements include:

- Completed wireless coverage of network across full campus footprint
- Completed installation of fibre optic connectivity via Telstra
- Completed upgrade of library computers and email servers
- Completed upgrade of computers and laptops for administration staff
- Trialled webinar software for Alumni events & programs
- Trialled cloud applications to capture tacit classroom discussions in real time
- Installation of IPTV screen in main administration foyer
- Modification of student desks to allow better computer & cable management
- Commenced contracting for Classroom 1 upgrade
- Commenced investigation of iTunes U for installation of an AIPM iTunes site
- Continued contract support with Discovery Technology for a further 12 months
- Installed wireless & wire network into Spring & Garden Cottages
- Ongoing improvements to Moodle software for distance education students



*ICT Manager – Mr Todd France*

## Curriculum Research, Evaluation and Review:

A number of pieces of research and activities were undertaken by the Research and Learning team under the auspice of Dr Victoria Herrington. The output of this area has been prolific, resulting in a number of papers presented at conferences, authoring of peer review journal articles and also a research monograph.

### 2012-2013 Highlights:

- Participated in International Conference on Law Enforcement & Public Health
- Hosted an International Colloquium on Organisational & Procedural Justice
- Hosted the inaugural 'Professor in Residence' program
- Completed RSIPF Final Evaluation Report
- Longitudinal research project - evaluation of AIPM programs
- Action research evaluation of the ANZ PLS
- Research project 'what do we want from our police leaders?'
- Concept development for an AIPM publication on innovation & police leadership
  
- Presented a range of academic papers at international conferences
- Presented Paper on Organisational Justice in Policing: AIPM Colloquium
- Published article in Australasian Policing: Journal of professional practice & research
- Published & co-authored two articles in 'Policing: A Journal of Policy and Practice' 6 (4)
- Co-authored two chapters in Policing Vulnerability: The Vulnerabilities of Policing
- Co-authored a chapter to Countering Terrorism: Psycho-social Strategies
- Co-authored article in Australasian Policing: Journal of professional practice & research

#### **Ethical Review & Research Governance Committee (ERRGAC)**

The ERRGAC was established in 2011 to provide ethical guidance for low risk research undertaken by the Institute. The committee acts in an advisory, rather than directive capacity. The committee is comprised of policing scholars and researchers from universities including Macquarie University, Griffith University, University of Tasmania, University of Western Sydney and Charles Sturt University.

#### **Curriculum Review Committee (CRC)**

The CRC was established in 2009. Its purpose is to oversight development of our award programs by supporting the AIPM Board of Studies in its role of setting standards and direction for the delivery of programs provided for the jurisdictions by the AIPM. Membership is comprised of senior AIPM staff and Board of Studies members from the NSW Police Force, Western Australia Police, University of Tasmania, Australasian Fire Authorities Council and Charles Sturt University.

## Harvard University

As part of the ongoing development of a research footprint at the AIPM and engagement with scholarly colleagues in universities across the world, Dr Herrington was a visiting fellow at Harvard University's Kennedy School of Government between October and November 2012. During her sabbatical, Dr Herrington attended the Executive Session on Policing and Public Safety and will co-author a paper on police leadership from this session. The paper will be developed during 2013-14.

## Professor in Residence Program

In October 2012, the AIPM was delighted to welcome Professor Mike Hough of Birkbeck, University of London, to our faculty team.

During his residency, Professor Hough delivered a number of presentations and developed in collaboration with the AIPM, a research proposal drawing together scholars from Birkbeck, Cambridge University and Macquarie University. The proposal aims to explore organisational and procedural justice & with the assistance of NSW Police Force, will be conducted in late 2013 and 2014.

### **Professor Hough**



Convened an Alumni webinar event on 10 October 2012 on the topic of 'Police and Crime Commissioners: Commentary from the UK'. The webinar focussed on the major policing reforms introduced in England and Wales. This involved elections in each of the 41 police forces outside London, where the voting public elected their police and Crime Commissioner. The webinar examined the risks and opportunities posed by the new approach.

Addressed Alumni on 17 October 2012 on the topic of 'Police in Times of Austerity'. The seminar examined the impact of the fiscal crisis on policing in England and Wales. Police forces faced cuts of 20% over a 5 year period. The impact of this development was assessed against trends in demands on the police (including crime trends) and forecasts made about the resilience of the police in absorbing this shock.

## AIPM Alumni

The AIPM strives to provide its Alumni members with unique opportunities to engage with professional experts and leaders within the policing and leadership industry to further their education, knowledge of leadership and professional development. The events are also an opportunity to further enhance personal contacts and domestic/international professional networks.

## AIPM Colloquium

Our research team co-ordinated and hosted the first AIPM colloquium in October 2012. The international Colloquium on Organisational and Procedural Justice brought together scholars from the UK, US and Australia alongside senior practitioners, to discuss research and practical implications of these concepts. Papers delivered during the Colloquium have been submitted to the Journal for Policing, Intelligence and Counter Terrorism for publication.

## AIPM Linked-in Pilot

In 2012-13 the AIPM continued its trial of the social media tool 'Linked-In' to connect students into our Alumni activities. The site has proven to be highly popular, facilitating networking as well as providing access to leadership discussion groups and related contemporary information generated by AIPM staff and Visiting Fellows. The site continues to grow with a membership of over 500 alumni.



### Group Statistics

**Members** 553

**Sydney** 21%

**Melbourne** 19%

**Canberra** 9 %

**Perth** 6%

**Adelaide** 5%

**Law enforcement** 33%

**Public safety** 30%

**Government** 10%

### Most Popular Discussions

**What can we learn about leadership from Michael Clarke?**

**Leadership and Unions?**

**Innovation and You?**

**How can the AIPM support you?**

**What is the most important question a leader can ask?**

**Best reads for leadership?**

**Best movies for leadership?**

**Are you a popular leader?**



The Institute was established over 50 years ago and is a National Common Police Service (NCPS) administered by the AFP. Our campus is located at Collins Flat on North Head in Manly, Sydney. Since 1960, more than 6,000 police have attended AIPM courses, including over 3,000 commissioned officers.

The site also hosts the CSU Australian Graduate School of Policing and Security. The AGSPs offers a diverse and wide range of postgraduate courses in policing and is globally recognised as a leading provider of post graduate research and education for professionals in law enforcement, regulation, emergency management and security.

Apart from Australia and New Zealand, course members are drawn from international police and emergency services agencies in the United States, the United Kingdom, the Pacific, South-East Asia, Europe, Africa and the Middle East.

The Institute is an accredited tertiary provider. Its core programs, the Graduate Certificate in Applied Management (Police and Emergency Services) and the Graduate Diploma in Executive Leadership (Police and Emergency Services) are accredited by the Tertiary Education and Quality Standards Agency (TEQSA).

Both are offered as distance education programs with course participants required to complete a residential component for each program.

The duration of the residential program differs between programs but is generally between 2 – 3 weeks. Articulation agreements are in place with universities across Australia, allowing graduates of the

AIPM a range of avenues to undertake further studies including MBA programs.



The Institute employs approximately 30 staff. This includes senior officers who are seconded as Visiting Fellows for 1-2 years from the police jurisdictions and also short term Visiting Fellows from national and international law enforcement agencies.

The Institute also involve senior executives from both the public and corporate sector as presenters in our programs.

The Institute receives \$1.95m in annual funding from the Commonwealth and Australasian policing jurisdictions. The remainder of the Institute's operating revenue is supplemented by jurisdictional contributions, government hospitality activities and international program delivery.

The AIPM recently completed a major refurbishment & capital upgrade of its facilities including construction of a new administration building and two accommodation blocks.



## Site History

The Collins Flat site was originally part of the Quarantine Station on North Head. Built as Crews' quarters, it was established in accordance with ships' policies of keeping the crew well segregated from passengers, and in the lower levels of the ship.

Based on this structure it was logical to build the quarters along the waterfront beside Spring Cove and near Collins Beach with crew supplies unloaded at the original dock in Spring Cove.

As the need for Crews' quarters diminished, the buildings were utilised in other ways, such as housing for migrants with no other accommodation.

The buildings were placed under the administration of the Commonwealth Department of Health in 1925. During World War II the site and buildings were used as a hospital by the Australian Department of Defence, and for a time, many local residents referred to the site as the 'Old Seaman's' Hospital'.

In 1957, the buildings were designated by the Commonwealth Government for the purpose of establishing an Australian Police College for executive training of Commonwealth police officers.

The Commonwealth Solicitor General, the late Sir Kenneth Bailey, C.B.E., officially opened the Australian Police College on 25 October 1960.

Between 1960 and the late 1970's, the College undertook a range of courses reflecting its joint Commonwealth in-house and national executive training roles.

The Australian Police College became the Australian Police Staff College by resolution of the Board of Control on 5 December 1986 and in 1995 was renamed the Australian Institute of Police Management by the Minister for Justice, The Honourable Duncan Kerr, M.P.



*Photo: Courtesy of AIPM Archives*

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## Financial Statements

## Contact Details

Executive Director: Mr Warwick Jones  
Telephone: (02) 9934 4801  
Email: [wjones@aipm.gov.au](mailto:wjones@aipm.gov.au)

Address: Collins Beach Road  
Manly NSW 2094

PO Box 168  
MANLY NSW 1655

## General Enquiries:

Switchboard : (02) 9934 4800  
Internet: [www.aipm.gov.au](http://www.aipm.gov.au)  
Courses: [faculty@aipm.gov.au](mailto:faculty@aipm.gov.au)  
Event Services: [reception@aipm.gov.au](mailto:reception@aipm.gov.au)

## Annual Report Enquiries:

Ms Cathi Margherita  
AIPM Executive Officer

T: (02) 9934 4805  
F: (02) 9934 4810  
E: [cmargherita@aipm.gov.au](mailto:cmargherita@aipm.gov.au)



20 September 2013

Mr Warwick Jones  
Executive Director  
Australian Institute of Police Management  
PO Box 168  
MANLY NSW 1655

Dear Mr Jones

**AUSTRALIAN INSTITUTE OF POLICE MANAGEMENT  
FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2013**

I am writing to advise that my audit of the financial statements for the year ended 30 June 2013 of Australian Institute of Police Management has now been completed.

I have the pleasure in attaching for your information a copy of my unmodified auditor's report together with the financial statements to which it relates.

Yours sincerely

Kristian Gage  
Audit Principal

Delegate of the Auditor-General



## **INDEPENDENT AUDITOR'S REPORT**

### **To the Board of Control of the Australian Institute of Police Management**

I have audited the accompanying financial statements of the Australian Institute of Police Management for the year ended 30 June 2013, which comprise: a Statement by the Executive Director and Chief Financial Officer; Statement of Comprehensive Income; Balance Sheet; Statement of Changes in Equity; Cash Flow Statement; Schedule of Commitments; Schedule of Contingencies and Notes to and forming part of the financial statements comprising a Summary of Significant Accounting Policies and other explanatory information.

#### ***Board of Control's Responsibility for the Financial Statements***

The Australian Institute of Police Management's Board of Control is responsible for the preparation of financial statements that give a true and fair view in accordance with Australian Accounting Standards and for such internal controls as the Board of Control determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

#### ***Auditor's Responsibility***

My responsibility is to express an opinion on the financial statements based on my audit. I conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards. These auditing standards require that I comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Australian Institute of Police Management's preparation of the financial statements that give a true and fair view in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Australian Institute of Police Management's internal control. An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates made by the Australian Institute of Police Management's Board of Control, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

***Independence***

In conducting my audit, I have followed the independence requirements of the Australian National Audit Office, which incorporate the requirements of the Australian accounting profession.

***Opinion***

In my opinion, the financial statements of the Australian Institute of Police Management:

- (a) have been prepared in accordance with the Australian Accounting Standards; and
- (b) give a true and fair view of the Australian Institute of Police Management's financial position as at 30 June 2013 and of its financial performance and cash flows for the year then ended.

Australian National Audit Office



Kristian Gage  
Audit Principal

Delegate of the Auditor-General

Canberra  
20 September 2013

**Australian Institute of Police Management**

**Financial Statements  
for the Year Ended 30 June 2013**

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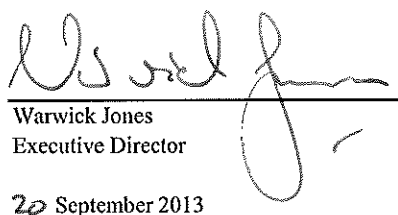


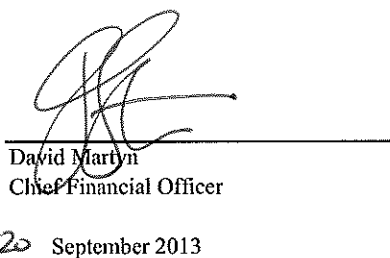
**AUSTRALIAN INSTITUTE OF POLICE MANAGEMENT**  
**STATEMENT BY THE EXECUTIVE DIRECTOR AND CHIEF FINANCIAL OFFICER**  
*for the year ended 30 June 2013*

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In our opinion, the attached financial statements for the year ended 30 June 2013 are based on properly maintained financial records and give a true and fair view of the matters required by the Australian Accounting Standards (including the Australian Accounting Interpretations).

Signed:

  
Warwick Jones  
Executive Director  
20 September 2013

  
David Martyn  
Chief Financial Officer  
20 September 2013

**AUSTRALIAN INSTITUTE OF POLICE MANAGEMENT**  
**STATEMENT OF COMPREHENSIVE INCOME**  
*for the year ended 30 June 2013*

	Notes	2013 \$	2012 \$
<b>REVENUE</b>			
Revenue from Government	3A	1,522,000	1,551,000
Sale of goods and rendering of services	3B	4,026,039	6,036,879
Other revenue	3C	120,253	125,723
<b>Total Revenue</b>		<u>5,668,292</u>	<u>7,713,602</u>
<b>EXPENSES</b>			
Employee benefits	4A	3,224,443	3,602,985
Suppliers	4B	2,951,921	7,135,943
Depreciation and amortisation	4C	210,194	144,214
<b>Total Expenses</b>		<u>6,386,558</u>	<u>10,883,142</u>
<b>(Deficit) / Surplus attributable to AIPM</b>		<u>(718,266)</u>	<u>(3,169,540)</u>
<b>Total Comprehensive (Loss) / Income</b>		<u>(718,266)</u>	<u>(3,169,540)</u>

**AUSTRALIAN INSTITUTE OF POLICE MANAGEMENT**  
**BALANCE SHEET**  
*as at 30 June 2013*

	Notes	2013 \$	2012 \$
<b>ASSETS</b>			
<b>Financial Assets</b>			
Cash and cash equivalents	5A	799,979	1,352,063
Trade and other receivables	5B	3,328,018	4,857,690
Accrued revenue	5C	124,762	12,500
<b>Total financial assets</b>		<u>4,252,759</u>	<u>6,222,253</u>
<b>Non-Financial Assets</b>			
Property, plant and equipment	6A,B	811,574	979,370
Intangibles	6C,D	4,705	12,797
Inventories	6E	25,693	21,540
Prepayments	6F	33,880	27,302
<b>Total non-financial assets</b>		<u>875,852</u>	<u>1,041,009</u>
<b>Total Assets</b>		<u>5,128,611</u>	<u>7,263,262</u>
<b>LIABILITIES</b>			
<b>Payables</b>			
Suppliers	7A	241,640	908,474
Other	7B	487,736	1,167,803
<b>Total payables</b>		<u>729,376</u>	<u>2,076,277</u>
<b>Provisions</b>			
Employee provisions	8A	730,426	799,910
<b>Total provisions</b>		<u>730,426</u>	<u>799,910</u>
<b>Total Liabilities</b>		<u>1,459,802</u>	<u>2,876,187</u>
<b>Net Assets</b>		<u>3,668,809</u>	<u>4,387,075</u>
<b>EQUITY</b>			
Contributed equity		128,040	128,040
Reserves		29,268	29,268
Retained surplus		3,511,501	4,229,767
<b>Total Equity</b>		<u>3,668,809</u>	<u>4,387,075</u>

The above statement should be read in conjunction with the accompanying notes.

**AUSTRALIAN INSTITUTE OF POLICE MANAGEMENT**  
**STATEMENT OF CHANGES IN EQUITY**  
*for the year ended 30 June 2013*

	Retained earnings		Asset revaluation reserve		Contributed equity/capital		Total equity	
	2013	2012	2013	2012	2013	2012	2013	2012
	\$	\$	\$	\$	\$	\$	\$	\$
<b>Opening balance</b>								
Balance carried forward from previous period	4,229,767	7,399,307	29,268	29,268	128,040	128,040	4,387,075	7,556,615
<b>Adjusted opening balance</b>	<b>4,229,767</b>	<b>7,399,307</b>	<b>29,268</b>	<b>29,268</b>	<b>128,040</b>	<b>128,040</b>	<b>4,387,075</b>	<b>7,556,615</b>
<b>Comprehensive income</b>								
(Deficit) for the period	(718,266)	(3,169,540)	-	-	-	-	(718,266)	(3,169,540)
<b>Total comprehensive income</b>	<b>(718,266)</b>	<b>(3,169,540)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(718,266)</b>	<b>(3,169,540)</b>
of which: Attributable to the Australian Government	(718,266)	(3,169,540)	-	-	-	-	(718,266)	(3,169,540)
<b>Closing balance as at 30 June</b>	<b>3,511,501</b>	<b>4,229,767</b>	<b>29,268</b>	<b>29,268</b>	<b>128,040</b>	<b>128,040</b>	<b>3,668,809</b>	<b>4,387,075</b>
<b>Closing balance attributable to the Australian Government</b>	<b>3,511,501</b>	<b>4,229,767</b>	<b>29,268</b>	<b>29,268</b>	<b>128,040</b>	<b>128,040</b>	<b>3,668,809</b>	<b>4,387,075</b>

The above statement should be read in conjunction with the accompanying notes.

**AUSTRALIAN INSTITUTE OF POLICE MANAGEMENT**  
**CASH FLOW STATEMENT**  
*for the year ended 30 June 2013*

	2013	2012
Notes	\$	\$
<b>OPERATING ACTIVITIES</b>		
<b>Cash received</b>		
Goods and services	4,014,855	6,683,771
Revenue from Government	1,522,000	1,551,000
Net GST received	109,829	341,124
Cash received from the OPA	<u>1,000,000</u>	<u>2,500,000</u>
<b>Total cash received</b>	<u>6,646,684</u>	<u>11,075,895</u>
<b>Cash used</b>		
Employees	3,148,580	3,523,280
Suppliers	3,865,882	6,829,432
Loan from Government	<u>150,000</u>	<u>-</u>
<b>Total cash used</b>	<u>7,164,462</u>	<u>10,352,712</u>
<b>Net cash (used by) from operating activities</b>	9 <u>(517,778)</u>	<u>723,183</u>
<b>INVESTING ACTIVITIES</b>		
<b>Cash used</b>		
Purchase of property, plant and equipment	34,306	998,780
Purchase of intangibles	<u>-</u>	<u>2,993</u>
<b>Total cash used</b>	<u>34,306</u>	<u>1,001,773</u>
<b>Net decrease in cash held</b>	<u>(552,084)</u>	<u>(278,590)</u>
Cash and cash equivalents at the beginning of the reporting period	<u>1,352,063</u>	<u>1,630,653</u>
<b>Cash and cash equivalents at the end of the reporting period</b>	5A <u>799,979</u>	<u>1,352,063</u>

The above statement should be read in conjunction with the accompanying notes.

**AUSTRALIAN INSTITUTE OF POLICE MANAGEMENT**  
**SCHEDULE OF COMMITMENTS**  
*for the year ended 30 June 2013*

	2013	2012
	\$	\$
<b>BY TYPE</b>		
<b>Commitments receivable</b>		
GST recoverable on commitments	<u>(49,696)</u>	<u>(36,507)</u>
<b>Total commitments receivable</b>	<u>(49,696)</u>	<u>(36,507)</u>
<b>Commitments payable</b>		
<b>Other commitments</b>		
Other commitments	<u>546,656</u>	<u>401,575</u>
<b>Total other commitments</b>	<u>546,656</u>	<u>401,575</u>
<b>Net commitments by type</b>	<u>496,960</u>	<u>365,068</u>
<b>BY MATURITY</b>		
<b>Commitments receivable</b>		
<b>Other commitments receivable</b>		
One year or less	(29,180)	(20,643)
From one to five years	<u>(20,516)</u>	<u>(15,864)</u>
<b>Total other commitments receivable</b>	<u>(49,696)</u>	<u>(36,507)</u>
<b>Commitments payable</b>		
<b>Other commitments</b>		
One year or less	320,983	227,070
From one to five years	<u>225,673</u>	<u>174,505</u>
<b>Total other commitments</b>	<u>546,656</u>	<u>401,575</u>
<b>Net commitments by maturity</b>	<u>496,960</u>	<u>365,068</u>

NB: Commitments are GST inclusive where relevant.

Nature of Other Commitments	General description of commitment
<sup>4</sup> Other commitments	Contracts for the purchase of a variety of services including property management, cleaning and information technology.

The above schedule should be read in conjunction with the accompanying notes.

**AUSTRALIAN INSTITUTE OF POLICE MANAGEMENT**  
**SCHEDULE OF CONTINGENCIES**  
*as at 30 June 2013*

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	2013	2012
	\$	\$
<b>Contingent assets</b>		
Claims for damages or costs	-	<u>78,735</u>
<b>Net contingent assets</b>	<u>-</u>	<u>78,735</u>

Details of each class of contingent assets listed above are disclosed in Note 10.

The above schedule should be read in conjunction with the accompanying notes.

## **Notes to and forming part of the financial statements**

---

### **Note 1: Summary of Significant Accounting Policies**

#### **1.1 Objectives of Australian Institute of Police Management**

The purpose of the Australian Institute of Police Management (AIPM) is to develop and unite police leaders. Its vision is to be the centre of excellence for police executive and leadership development in Australasia.

The AIPM strategic plan has one outcome: Improved police and emergency services leadership in Australasia. The objectives the AIPM will focus on to achieve this outcome are:

Objective 1: Our program participants grow as leaders.

Objective 2: Our staff are encouraged, challenged and rewarded.

Objective 3: Our partners' and stakeholders' interests are supported.

Objective 4: Our business systems are effective and continually improve.

Objective 5: Our infrastructure can meet current and future business needs.

The AIPM forms part of the Australian Federal Police (AFP) special account, Services for Other Entities and Trust Moneys Account. The continued existence of AIPM in its present form, is dependent on Government policy and on continuing support from the Australian Federal Police (AFP) for AIPM's administration and programs. AIPM staff are employed under the AFP Enterprise Agreement or individual agreement where applicable.

#### **1.2 Basis of Preparation of the Financial Statements**

The financial statements are a general purpose financial report.

The financial statements and notes have been prepared in accordance with Australian Accounting Standards and interpretations issued by the Australian Accounting Standards Board (AASB) that apply for the reporting period. The financial statements have been prepared on an accrual basis and in accordance with the historical cost convention, except for certain assets and liabilities at fair value. Except where stated, no allowance is made for the effect of changing prices on the results or the financial position.

The financial statements are presented in Australian dollars and values are rounded to the nearest dollar unless otherwise specified.

Unless alternative treatment is specifically required by an accounting standard, assets and liabilities are recognised in the balance sheet when and only when it is probable that future economic benefits will flow to the entity or future sacrifice of economic benefits will be required and the amounts of the assets or liabilities can be reliably measured. However, assets and liabilities arising under executor contracts are not recognised unless required by an accounting standard. Liabilities and assets that are unrecognised are reported in the Schedule of Commitments and the Schedule of Contingencies.

Unless alternative treatment is specifically required by an accounting standard, income and expenses are recognised in the statement of comprehensive income when and only when the flow, consumption or loss of economic benefit has occurred and can be reliably measured.

#### **1.3 Significant Accounting Judgements and Estimates**

In the process of applying the accounting policies listed in this note, AIPM has made the following judgements that have the most significant impact on the amounts recorded in the financial statements:

- The fair value of property, plant and equipment is measured at market selling price for assets unless a market does not exist. In these circumstances depreciated replacement cost is applied.
- The liability for long service leave has been estimated using present value techniques. This takes into account expected salary growth through promotion, inflation, attrition and future discount rates.

No accounting assumptions or estimates have been identified that have a significant risk of causing a material adjustment to carrying amounts of assets and liabilities within the next accounting period.



## Notes to and forming part of the financial statements

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### 1.4 Changes in Australian Accounting Standards

#### Adoption of New Australian Accounting Standard Requirements

No accounting standard has been adopted earlier than the application date as stated in the standard.

No new accounting standards issued prior to the signing of the financial statements applicable to the current reporting period, had a significant financial impact on the AIPM.

#### Future Australian Accounting Standard Requirements

No new accounting standards issued prior to the signing of the financial statements, that are applicable to future reporting periods, had a significant financial impact on AIPM.

### 1.5 Revenue

Revenue from the rendering of services is recognised by reference to the stage of completion of contracts at the reporting date. The revenue is recognised when:

- the amount of revenue, stage of completion and transaction costs incurred can be reliably measured; and
- the probable economic benefits with the associated transaction will flow to the entity.

The stage of completion of contracts at the reporting date is determined by reference to the proportion that costs incurred to date bear to the estimated total costs of the transaction.

Receivables for goods and services, which have 30 day terms, are recognised at the nominal amounts due, less any impairment allowance account. Collectability of debts is reviewed at the end of the reporting period. Allowances are made when collectability of the debt is no longer probable.

#### Revenues from Government

Revenues from the Government via the AFP are revenues relating to the core operating activities of the AIPM and are recognised as revenue to the extent they have been received into the AIPM's bank account or are entitled to be received by the AIPM at year end.

### 1.6 Gains

#### Resources Received Free of Charge

Resources received free of charge are recognised as gains when and only when, a fair value can be reliably determined and the services would have been purchased if they had not been donated. Use of those resources are recognised as an expense.

Resources received free of charge are recorded as either revenue or gains depending on their nature.

#### Sale of Assets

Gains from disposal of assets are recognised when control of the asset has passed to the buyer.

### 1.7 Employee Benefits

Liabilities for services rendered by employees are recognised at the reporting date to the extent that they have not been settled.

Liabilities for 'short-term employee benefits' (as defined in AASB 119 *Employee Benefits*) and termination benefits due within twelve months of balance date are measured at their nominal amounts.

The nominal amount is calculated with regard to the rates expected to be paid on settlement of the liability.

Other long term employee benefit liabilities are measured as the net total of the present value of the defined benefit obligation at the end of the reporting period minus the fair value (if any) of plan assets (if any) out of which the obligations are to be settled directly.

## **Notes to and forming part of the financial statements**

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### **1.7 Employee Benefits (continued)**

#### **Leave**

The liability for employee benefits includes provision for annual leave and long service leave. No provision has been made for sick leave as all sick leave is non-vesting and the average sick leave taken in future years by employees of AIPM is estimated to be less than the annual entitlement for sick leave.

The leave liabilities are calculated on the basis of employees' remuneration at the estimated salary rates that will be applied at the time the leave is taken, including AIPM's employer superannuation contribution rates to the extent that the leave is likely to be taken during service rather than paid out on termination.

The liability for long service leave has been estimated using present value techniques. This takes into account expected salary growth through promotion and inflation, attrition and future discount rates.

#### **Superannuation**

Staff of AIPM are members of the Commonwealth Superannuation Scheme (CSS), the Public Sector Superannuation Scheme (PSS), the PSS accumulation plan (PSSap), or a nominated superannuation fund. The CSS and PSS are defined benefit schemes for the Australian Government. The PSSap is a defined contribution scheme.

The liability for defined benefits is recognised in the financial statements of the Australian Government and is settled by the Australian Government in due course. This liability is reported by the Department of Finance and Deregulation as an administered item.

AIPM makes employer contributions to the employee superannuation scheme at rates determined by an actuary to be sufficient to meet the cost to the Government of the superannuation entitlements of the AIPM's employees. AIPM accounts for the contributions as if they were contributions to defined contribution plans.

The liability for superannuation recognised as at 30 June represents outstanding contributions for the final fortnight of the year.

### **1.8 Leases**

A distinction is made between finance leases and operating leases. Finance leases effectively transfer from the lessor to the lessee substantially all the risks and rewards incidental to ownership of leased assets. An operating lease is a lease that is not a finance lease. In operating leases, the lessor effectively retains substantially all such risks and benefits.

Operating lease payments are expensed on a straight line basis which is representative of the pattern of benefits derived from the leased assets.

The AIPM had not entered into any finance leases as at 30 June 2013 (2012: nil).

### **1.9 Borrowing Costs**

All borrowing costs are expensed as incurred.

### **1.10 Cash and Cash Equivalents**

Cash and cash equivalents includes cash on hand, cash held with outsiders, demand deposits in bank accounts with an original maturity of 3 months or less that are readily convertible to known amounts of cash and subject to insignificant risk of changes in value. Cash is recognised at its nominal amount.

### **1.11 Financial Assets**

The AIPM classifies its financial assets as 'loans and receivables'. The classification of financial assets depends on the nature and purpose of the financial assets and is determined at the time of initial recognition. Financial assets are recognised and derecognised upon 'trade date'.

#### **Loans and Receivables**

Trade receivables, loans and other receivables that have fixed or determinable payments that are not quoted in an active market are classified as 'loans and receivables'. Loans and receivables are measured at amortised cost using the effective interest method less impairment. Interest is recognised by applying the effective interest rate.

## **Notes to and forming part of the financial statements**

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### **1.11 Financial Assets (continued)**

#### ***Effective Interest Method***

The effective interest method is a method of calculating the amortised cost of a financial asset and of allocating interest income over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset, or, where appropriate, a shorter period.

Income is recognised on an effective interest rate basis except for financial assets that are recognised at fair value through profit or loss.

#### ***Impairment of Financial Assets***

Financial assets are assessed for impairment at the end of each reporting period.

If there is objective evidence that an impairment loss has been incurred for loans and receivables or held to maturity investments held at amortised cost, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows discounted at the asset's original effective interest rate. The carrying amount is reduced by way of an allowance account. The loss is recognised in the statement of comprehensive income.

### **1.12 Financial Liabilities**

Financial liabilities are classified as 'other financial liabilities' and are recognised and de-recognised upon 'trade date'.

#### ***Other Financial Liabilities***

Other financial liabilities, including borrowings, are initially measured at fair value, net of transaction costs.

The loan from AFP, which was repaid during 2013, was interest free.

The effective interest method is a method of calculating the amortised cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments through the expected life of the financial liability, or, where appropriate, a shorter period.

Supplier and other payables are recognised at amortised cost. Liabilities are recognised to the extent that the goods or services have been received.

### **1.13 Contingent Liabilities and Contingent Assets**

Contingent liabilities and contingent assets are not recognised in the Balance Sheet but are reported in the relevant schedules and notes. They may arise from uncertainty as to the existence of a liability or asset or represent an asset or liability in respect of which the amount cannot be reliably measured. Contingent assets are disclosed when settlement is probable but not virtually certain and contingent liabilities are disclosed when settlement is greater than remote.

### **1.14 Acquisition of Assets**

Assets are recorded at cost on acquisition except as stated below. The cost of acquisition includes the fair value of assets transferred in exchange and liabilities undertaken. Financial assets are initially measured at their fair value plus transaction costs where appropriate. Assets acquired at no cost, or for nominal consideration, are initially recognised as assets and revenues at their fair value at the date of acquisition.

## Notes to and forming part of the financial statements

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### 1.15 Property, Plant and Equipment

#### Asset Recognition Threshold

Purchases of property, plant and equipment are recognised initially at cost in the Balance Sheet, except for purchases costing less than S2,000, which are expensed in the year of acquisition (other than where they form part of a group of similar items which are significant in total).

#### Revaluations

Fair value for each class of assets are determined as shown below:

<i>Asset Class</i>	<i>Fair value measured at</i>
Leasehold improvements	Depreciated replacement cost
Property, plant and equipment	Market selling price and depreciated replacement cost

Following initial recognition at cost, property plant and equipment are carried at fair value less subsequent accumulated depreciation and accumulated impairment losses. Valuations are conducted with sufficient frequency to ensure that the carrying amounts of assets do not differ materially with the assets' fair values as at the reporting date. The regularity of independent valuations depends upon the volatility of movements in market values for the relevant assets.

Revaluation adjustments are made on a class basis. Any revaluation increment is credited to equity under the heading of asset revaluation reserve except to the extent that it reverses a previous revaluation decrement of the same asset class that was previously recognised in the Statement of Comprehensive Income. Revaluation decrements for a class of assets are recognised directly in the surplus/deficit except to the extent that they reverse a previous revaluation increment for that class.

Any accumulated depreciation as at the revaluation date is eliminated against the gross carrying amount of the asset and the asset restated to the revalued amount.

#### Depreciation

Depreciable property, plant and equipment assets are written-off to their estimated residual values over their estimated useful lives to the AIPM using, in all cases, the straight-line method of depreciation.

Depreciation rates (useful lives), residual values and methods are reviewed at each reporting date and necessary adjustments are recognised in the current, or current and future reporting periods, as appropriate.

Depreciation rates applying to each class of depreciable asset are based on the following useful lives:

	2013	2012
Leasehold improvements	Lease term	Lease term
Property Plant and equipment	3 to 10 years	3 to 10 years

#### Impairment

All assets were assessed for impairment at 30 June 2013. No indicators of impairment were found.

#### Derecognition

An item of property, plant and equipment is derecognised upon disposal, or when no future economic benefits are expected from its use or disposal.

### 1.16 Intangibles

AIPM's intangibles comprise externally acquired software for internal use. These assets are carried at cost less accumulated amortisation and accumulated impairment losses.

Software is amortised on a straight-line basis over its anticipated useful life. The useful life of AIPM's software is 5 years (2012: 5 years). All software assets were assessed for indications of impairment as at 30 June 2013. No indicators of impairment existed at 30 June 2013 (2012: nil).

### 1.17 Inventories

Inventories consist of catering stock to be utilised in the provision of hospitality, valued at the lower of cost or net realisable value.

## **Notes to and forming part of the financial statements**

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### **1.18 Taxation**

AIPM is exempt from all forms of taxation except Fringe Benefits Tax (FBT) and the Goods and Services Tax (GST).

Revenues, expenses, assets and liabilities are recognised net of GST except:

- where the amount of GST incurred is not recoverable from the Australian Taxation Office; and
- for receivables and payables.

### **Note 2: Events After the Reporting Period**

No significant events have occurred since the reporting date requiring disclosure in the financial statements.

**Notes to and forming part of the financial statements**

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	2013	2012
	\$	\$
<b>Note 3: Income</b>		
<b><u>Note 3A: Revenue from Government</u></b>		
Commonwealth funding	<u>1,522,000</u>	<u>1,551,000</u>
<b>Total revenue from Government</b>	<u>1,522,000</u>	<u>1,551,000</u>
<b><u>Note 3B: Sale of Goods and Rendering of Services</u></b>		
Rendering of services - related entities	1,817,875	5,471,843
Rendering of services - external parties	<u>2,208,164</u>	<u>565,036</u>
<b>Total sale of goods and rendering of services</b>	<u>4,026,039</u>	<u>6,036,879</u>
<b><u>Note 3C: Other Revenue</u></b>		
Other	<u>120,253</u>	<u>125,723</u>
<b>Total other revenue</b>	<u>120,253</u>	<u>125,723</u>

**Notes to and forming part of the financial statements**

	2013	2012
	\$	\$
<b>Note 4: Expenses</b>		
<b><u>Note 4A: Employee Benefits</u></b>		
Wages and salaries	2,421,139	2,684,611
Superannuation:		
Defined contribution plans	188,966	305,896
Defined benefit plans	296,622	205,163
Leave and other entitlements	161,920	410,288
Separation and redundancies	105,694	-
Other employee expenses	50,102	(2,973)
<b>Total employee benefits</b>	<b>3,224,443</b>	<b>3,602,985</b>
<b><u>Note 4B: Suppliers</u></b>		
<b>Goods and services</b>		
Communication and IT	187,044	325,248
Consultants and contractors	440,574	254,473
General and office	780,741	1,115,495
Course specific expenses	393,337	673,876
Building and accommodation	622,666	904,573
Travel	247,170	295,482
Motor Vehicles	2,795	6,632
Staff	10,814	23,253
Reimbursement to AFP for purchases / site remediation	99,935	2,943,480
<b>Total goods and services</b>	<b>2,785,076</b>	<b>6,542,512</b>
Goods and services are made up of:		
Provision of goods - external parties	201,234	734,510
Rendering of services - related entities	1,734,391	4,307,781
Rendering of services - external parties	849,451	1,500,221
<b>Total goods and services</b>	<b>2,785,076</b>	<b>6,542,512</b>
<b>Other suppliers</b>		
Operating lease rentals - related entities:		
Minimum lease payments	133,209	555,731
Workers compensation expenses	33,636	37,700
<b>Total other supplier expenses</b>	<b>166,845</b>	<b>593,431</b>
<b>Total supplier expenses</b>	<b>2,951,921</b>	<b>7,135,943</b>
<b><u>Note 4C: Depreciation and Amortisation</u></b>		
Depreciation:		
Property, plant and equipment	202,102	112,502
Leaschold improvements	-	13,000
<b>Total depreciatffion</b>	<b>202,102</b>	<b>125,502</b>
Amortisation:		
Computer software	8,092	18,712
<b>Total amortisation</b>	<b>8,092</b>	<b>18,712</b>
<b>Total depreciation and amortisation</b>	<b>210,194</b>	<b>144,214</b>

**Notes to and forming part of the financial statements**

	2013	2012
	\$	\$
<b>Note 5: Financial Assets</b>		
<b>Note 5A: Cash and Cash Equivalents</b>		
Cash on hand or on deposit	799,979	1,352,063
<b>Total cash and cash equivalents</b>	<b>799,979</b>	<b>1,352,063</b>
<b>Note 5B: Trade and Other Receivables</b>		
<b>Goods and services:</b>		
Goods and services - related entities	392,573	649,665
Goods and services - external parties	420,610	708,025
<b>Total receivables for goods and services</b>	<b>813,183</b>	<b>1,357,690</b>
<b>Appropriations receivable:</b>		
For special account	2,500,000	3,500,000
<b>Total appropriations receivable</b>	<b>2,500,000</b>	<b>3,500,000</b>
<b>Other receivables:</b>		
GST receivable from the Australian Taxation Office	14,835	-
<b>Total other receivables</b>	<b>14,835</b>	<b>-</b>
<b>Total receivables for goods and services (gross)</b>	<b>3,328,018</b>	<b>4,857,690</b>
All receivables are current assets		
Receivables are aged as follows:		
Not overdue	3,084,470	4,155,897
Overdue by:		
0 to 30 days	200,977	82,124
31 to 60 days	6,946	45,613
61 to 90 days	-	186,038
More than 90 days	35,625	388,018
<b>Total receivables (gross)</b>	<b>3,328,018</b>	<b>4,857,690</b>

AIPM assessed its receivables for impairment. At 30 June 2013 and 30 June 2012 no indications of impairment were found.

**Note 5C: Accrued Revenue**

Accrued revenue	124,762	12,500
<b>Total accrued revenue</b>	<b>124,762</b>	<b>12,500</b>

All accrued revenue recognised is a current asset.



**Notes to and forming part of the financial statements**

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2013                      2012  
\$                              \$

**Note 6: Non-Financial Assets**

**Note 6A: Property, Plant and Equipment**

Property, plant and equipment:

Gross carrying value (at fair value)	1,126,178	1,091,872
Accumulated depreciation	<u>(314,604)</u>	<u>(112,502)</u>
<b>Total property, plant and equipment</b>	<b><u>811,574</u></b>	<b><u>979,370</u></b>

All revaluations were conducted in accordance with the revaluation policy stated at Note 1. In June 2011 an independent valuer CB Richard Ellis, conducted the revaluations.

No valuation adjustment was made for property, plant and equipment during the current financial year (2012: nil).

No indicators of impairment were found for property, plant and equipment.

No property, plant and equipment is held for sale as at 30 June 2013.

**Notes to and forming part of the financial statements**

**Note 6B: Reconciliation of the Opening and Closing Balances of Property, Plant and Equipment (2012-13)**

	Buildings - leasehold improvements	Property, plant & equipment	Total
	\$	\$	\$
<b>As at 1 July 2012</b>			
Gross book value	-	1,091,872	1,091,872
Accumulated depreciation and impairment	-	(112,502)	(112,502)
<b>Net book value 1 July 2012</b>	-	979,370	979,370
<b>Additions:</b>			
By purchase	-	34,306	34,306
Depreciation expense		(202,102)	(202,102)
<b>Net book value 30 June 2013</b>	-	811,574	811,574
<b>Net book value as of 30 June 2013 represented by:</b>			
Gross book value	-	1,126,178	1,126,178
Accumulated depreciation	-	(314,604)	(314,604)
<b>Net book value 30 June 2013</b>	-	811,574	811,574

**Reconciliation of the Opening and Closing Balances of Property, Plant and Equipment (2011-12)**

	Buildings - leasehold improvements	Property, plant & equipment	Total
	\$	\$	\$
<b>As at 1 July 2011</b>			
Gross book value	13,000	93,092	106,092
Accumulated depreciation	-	-	-
<b>Net book value 1 July 2011</b>	13,000	93,092	106,092
<b>Additions:</b>			
By purchase	-	998,780	998,780
Depreciation expense	(13,000)	(112,502)	(125,502)
<b>Net book value 30 June 2012</b>	-	979,370	979,370
<b>Net book value as of 30 June 2012 represented by:</b>			
Gross book value	-	1,091,872	1,091,872
Accumulated depreciation/amortisation	-	(112,502)	(112,502)
<b>Net book value 30 June 2012</b>	-	979,370	979,370

**Notes to and forming part of the financial statements**

	2013	2012
	\$	\$
<b>Note 6C: Intangibles</b>		
Computer software at cost:		
Externally acquired	92,159	92,159
<b>Total computer software (gross)</b>	<b>92,159</b>	<b>92,159</b>
Accumulated amortisation	(87,454)	(79,362)
<b>Total computer software (net)</b>	<b>4,705</b>	<b>12,797</b>
<b>Total intangibles</b>	<b>4,705</b>	<b>12,797</b>

No indicators of impairment were found for intangible assets.

No intangibles are held for sale as at 30 June 2013.

**Note 6D: Reconciliation of the Opening and Closing Balance of Intangibles (2012-13)**

	Computer software purchased	Total
	\$	\$
<b>As at 1 July 2012</b>		
Gross book value	92,159	92,159
Accumulated amortisation	(79,362)	(79,362)
<b>Net book value 1 July 2012</b>	<b>12,797</b>	<b>12,797</b>
Amortisation	(8,092)	(8,092)
<b>Net book value 30 June 2013</b>	<b>4,705</b>	<b>4,705</b>
<b>Net book value as of 30 June 2013 represented by:</b>		
Gross book value	92,159	92,159
Accumulated amortisation	(87,454)	(87,454)
<b>Net book value 30 June 2013</b>	<b>4,705</b>	<b>4,705</b>
<b>As at 1 July 2011</b>		
Gross book value	89,166	89,166
Accumulated amortisation	(60,650)	(60,650)
<b>Net book value 1 July 2011</b>	<b>28,516</b>	<b>28,516</b>
<b>Additions:</b>		
By purchase	2,993	2,993
Amortisation	(18,712)	(18,712)
<b>Net book value 30 June 2012</b>	<b>12,797</b>	<b>12,797</b>
<b>Net book value as of 30 June 2012 represented by:</b>		
Gross book value	92,159	92,159
Accumulated amortisation	(79,362)	(79,362)
<b>Net book value 30 June 2012</b>	<b>12,797</b>	<b>12,797</b>

## Notes to and forming part of the financial statements

	2013	2012
	\$	\$
<b>Note 6E: Inventories</b>		
Other inventories	25,693	21,540
<b>Total inventories</b>	<u>25,693</u>	<u>21,540</u>

All inventories are expected to be sold in the next 12 months.

### **Note 6F: Prepayments**

Prepayments	33,880	27,302
<b>Total prepayments</b>	<u>33,880</u>	<u>27,302</u>

All prepayments are current assets.

No indicators of impairment were found for prepayments.

### **Note 7: Payables**

#### **Note 7A: Suppliers**

Trade creditors and accruals	241,640	908,474
<b>Total supplier payables</b>	<u>241,640</u>	<u>908,474</u>

Supplier payables expected to be settled within 12 months:

Related entities	46,808	607,094
External parties	194,832	301,380
<b>Total</b>	<u>241,640</u>	<u>908,474</u>
<b>Total supplier payables</b>	<u>241,640</u>	<u>908,474</u>

#### **Note 7B: Other Payables**

Prepayments received/uneamed income	239,900	907,197
Salaries and wages	130,079	87,761
Superannuation	12,063	14,728
Separation and redundancies	105,694	-
GST Payable	-	7,763
Loan from Government	-	150,000
Other payables	-	354
<b>Total other payables</b>	<u>487,736</u>	<u>1,167,803</u>

All other payables are expected to be settled in no more than 12 months.

**Notes to and forming part of the financial statements**

	2013	2012
	\$	\$

**Note 8: Provisions**

**Note 8A: Employee provisions**

Leave	730,426	799,910
<b>Total employee provisions</b>	<u>730,426</u>	<u>799,910</u>

Employee provisions expected to be settled in:

No more than 12 months	270,611	301,495
More than 12 months	459,815	498,415
<b>Total employee provisions</b>	<u>730,426</u>	<u>799,910</u>

**Note 9: Cash Flow Reconciliation**

**Reconciliation of cash and cash equivalents as per Balance Sheet to Cash Flow Statement**

Cash and cash equivalents as per:

Cash flow statement	799,979	1,352,063
Balance sheet	799,979	1,352,063
<b>Difference</b>	<u>-</u>	<u>-</u>

**Reconciliation of net cost of services to net cash from operating activities:**

(Deficit) attributable to AIPM	(718,266)	(3,169,540)
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**Adjustments for non-cash items**

Depreciation / amortisation	210,194	144,214
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**Changes in assets / liabilities**

Decrease in net receivables	1,529,672	2,980,007
(Increase) / decrease in accrued revenue	(112,262)	77,994
(Increase) in inventories	(4,153)	(5,601)
(Increase) in prepayments	(6,578)	(7,573)
(Decrease) / increase in employee provisions	(69,484)	125,725
(Decrease) / increase in supplier payables	(666,834)	630,977
(Decrease) in other payables	(12,770)	(37,904)
(Decrease) in unearned income	(667,297)	(15,116)
<b>Net cash (used by) from operating activities</b>	<u>(517,778)</u>	<u>723,183</u>

**Notes to and forming part of the financial statements**

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**Note 10: Contingent Assets**

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	Claims for		Total	
	damages or costs			
	2013	2012	2013	2012
	\$	\$	\$	\$
<b>Contingent assets</b>				
Balance from previous period	78,735	-	78,735	-
New	-	78,735	-	78,735
Re-measurement	(17,157)	-	(17,157)	-
Assets recognised	(61,578)	-	(61,578)	-
<b>Total contingent assets</b>	-	78,735	-	78,735
<b>Net contingent assets</b>	-	78,735	-	78,735

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**Quantifiable Contingencies**

The Schedule of Contingencies reports contingent assets in respect of claims for damages for 2012 of \$78,735. This amount represents the costs in relation to the damage caused to electrical boards due to lightning strike and are based on the invoices received and paid by the AIPM. This claim was assessed by Comcover in 2013 with an amount of \$61,578 recovered by the AIPM. There are no new contingencies for 2013.

**Notes to and forming part of the financial statements**

	2013	2012
	\$	\$
<b>Note 11: Senior Executive Remuneration</b>		
<b>Total remuneration (including part-time arrangements):</b>		
less than \$180,000	-	1
\$240,000 to \$269,999	1	-
<b>Total</b>	<u>1</u>	<u>1</u>

The aggregate amount of total remuneration of executives shown above. \$ 245,889 \$ 179,338

The above remuneration includes the total value of the salary component, the total amount payable by way of employer's contribution or salary sacrifice to any superannuation scheme to which the employee may be a contributor.

	2013	2012
	\$	\$
<b>Note 12: Remuneration of Auditors</b>		
The cost of financial statement audit services provided to the AIPM were:	<u>46,000</u>	<u>44,000</u>
	<u>46,000</u>	<u>44,000</u>

No other services are provided by the Auditor-General.

**Note 13: Financial Instruments**

**Note 13A: Categories of Financial Instruments**

**Financial Assets**

Loans and receivables:

Cash and cash equivalents	799,979	1,352,063
Trade receivables	<u>813,183</u>	<u>1,357,690</u>
<b>Total</b>	<u>1,613,162</u>	<u>2,709,753</u>
<b>Carrying amount of financial assets</b>	<u>1,613,162</u>	<u>2,709,753</u>

**Financial Liabilities**

Other payables	-	354
Loan from Government	-	<u>150,000</u>
<b>Total</b>	<u>241,640</u>	<u>1,058,828</u>
<b>Carrying amount of financial liabilities</b>	<u>241,640</u>	<u>1,058,828</u>

**Note 13B: Net income and expenses from financial assets**

AIPM does not accrue interest on bank deposits and does not charge interest to trade debtors.

**Note 13C: Net income and expenses from financial liabilities**

AIPM is not charged interest by trade creditors.

**Note 13D: Fair value of financial instruments**

The carrying value of all financial instruments in the balance sheet approximates fair value.

**Notes to and forming part of the financial statements**

**Note 13E: Credit Risk**

AIPM is exposed to minimal credit risk as loans and receivables are cash and trade receivables. The maximum exposure to credit risk is the risk that arises from potential default of a debtor. This amount is equal to the total amount of trade receivables (2013: \$813,183 and 2012: \$1,357,690). The AIPM has assessed the risk of the default on payment and has allocated nil to the impairment allowance account (2012:nil). The AIPM manages its credit risk by primarily dealing with Government clients. In addition, the AIPM has policies and procedures in place that guide employees debt recovery techniques that are to be applied.

The AIPM holds no collateral to mitigate against credit risk.

**Credit quality of financial instruments not past due or individually determined as impaired**

	Not past due nor impaired	Not past due nor impaired	Past due or impaired	Past due or impaired
	2013	2012	2013	2012
	\$	\$	\$	\$
Trade receivables	569,635	655,897	243,548	701,793
<b>Total</b>	<b>569,635</b>	<b>655,897</b>	<b>243,548</b>	<b>701,793</b>

**Ageing of financial assets that are past due but not impaired for 2013**

	0 to 30 days	31 to 60 days	61 to 90 days	90+ days	Total
	\$	\$	\$	\$	\$
Trade receivables	200,977	6,946	-	35,625	243,548
<b>Total</b>	<b>200,977</b>	<b>6,946</b>	<b>-</b>	<b>35,625</b>	<b>243,548</b>

**Ageing of financial assets that were past due but not impaired for 2012**

	0 to 30 days	31 to 60 days	61 to 90 days	90+ days	Total
	\$	\$	\$	\$	\$
Trade receivables	82,124	45,613	186,038	388,018	701,793
<b>Total</b>	<b>82,124</b>	<b>45,613</b>	<b>186,038</b>	<b>388,018</b>	<b>701,793</b>



## Notes to and forming part of the financial statements

### Note 13F: Liquidity Risk

The exposure to liquidity risk is based on the notion that the AIPM will encounter difficulty in meeting its obligations associated with financial liabilities. This is unlikely due to its net equity position, government funding and internal policies and procedures already in place to ensure there are appropriate resources to meet its financial obligations.

The following table illustrates the maturities for financial liabilities.

#### Maturities for non-derivative financial liabilities 2013

	On demand	within 1 year	1 to 2 years	2 to 5 years	> 5 years	Total
	\$	\$	\$	\$	\$	\$
Trade creditors and accruals	-	241,640	-	-	-	241,640
<b>Total</b>	-	<b>241,640</b>	-	-	-	<b>241,640</b>

#### Maturities for non-derivative financial liabilities 2012

	On demand	within 1 year	1 to 2 years	2 to 5 years	> 5 years	Total
	\$	\$	\$	\$	\$	\$
Trade creditors	-	908,474	-	-	-	908,474
Other payables	-	354	-	-	-	354
Loan from Government	-	-	-	-	150,000	150,000
<b>Total</b>	-	<b>908,828</b>	-	-	<b>150,000</b>	<b>1,058,828</b>

The AIPM has no derivative financial liabilities in both the current and prior year.

### Note 13G: Market Risk

AIPM holds only basic financial instruments that do not expose the AIPM to certain market risks. The AIPM is not exposed to 'currency risk' or 'other price risk'.

### Note 13H: Interest Rate Risk

There are no interest-bearing items on the balance sheet. The 'loan from Government' was interest free from the AFP.

**Notes to and forming part of the financial statements**

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	2013	2012
	\$	\$
<b>Note 14: Reconciliation of AIPM Loss</b>		
Total Comprehensive Loss	718,266	3,169,540
Made up of:		
Other comprehensive loss items	618,331	226,060
One off expenditure incurred by AIPM:		
Reimbursement to AFP for purchases / site remediation	<u>99,935</u>	<u>2,943,480</u>
<b>Total</b>	<u>718,266</u>	<u>3,169,540</u>

'Other comprehensive loss items' comprises the operations of the AIPM for the year including additional costs incurred in returning to the newly renovated Collins Beach site. During 2013 AIPM contributed \$99,935 (2012: \$2,943,480) to the cost of renovations of the AIPM site undertaken by the AFP.