

Tonga Police Corporate Plan & Budget

2019/20 - 2021/22



Safe and Protected Communities

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List of Abbreviations

CP&B	Corporate Plan and Budget
FY	Fiscal Year
KPI	Key Performance Indicator
MDA	Ministries, Departments and Agencies
PIFS	Pacific Islands Forum Secretariat
SDG	Sustainable Development Goal
TPDP	Tonga Police Development Program
TSDF	Tonga Sustainable Development Framework
UN	United Nations

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Foreword from the Minister of Police



National security is vital to our social and economic development. As the concept of security has expanded to include non-traditional issues such as cybercrime, organized crime and climate change, the way we police our nation must also expand and change. Our response to security threats must be holistic, collaborative and inclusive of all members of society.

The security of the country is under siege by the proliferation of illicit drugs. My administration from the start has focused on combating illicit drugs as a top priority. To this end the men and women of the Tonga Police with the leadership of the Police Commissioner have shown considerable commitment in spearheading our operational response to reducing the supply and harm of illicit drugs on our people. Strategically we have initiated work on crafting a National Illicit Drugs Strategy to guide an all of government, non-government organization and community response. It will further model our response to perceived national security threats. We must take a lead in a more Regional approach to the scourge that is the distribution of Illicit Drugs throughout the Pacific Nations.

The Government of Tonga has approved for additional budgetary support to the Tonga Police to increase the number of police officers and acquire modern policing equipment. This is a reflection of the recognition and priority the Government has set on the security of its people.

As we journey these uncertain waters of a smaller world and globalization, there will be many security challenges to our nation. We therefore must remain vigilant and resilient in our resolve. I am pleased to present the Corporate Plan of the Tonga Police for the Financial Year 2019/20 to 2021/22.

Malo

[Signed]

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Honourable Mateni Tapueluelu

Minister of Police, Fire and Emergency Services

Message from the Commissioner of Police



Tonga Police is undergoing reforms to better respond to the drivers of demand on policing services. These reforms are put in place to improve on the Commissioner’s three priority areas: (1) Leadership and Organizational Development, (2) National Security, and (3) Community Assurance. Together with a strong political will from the Government of Tonga and support of our aid partners – Australian Federal Police and the New Zealand Police, we anticipate sweeping changes both in infrastructure, people and systems. All of which contribute to ensuring as best we can safer communities, which in turn supports a higher quality of life for our country.

Through our aid partners we have built new police stations providing greater public access to our services. We are looking at building a new Police Station for Vavaú and a new Training Facility in the 2019/20 financial year. We are also looking at equipping our police officers with safety defensive equipment. Furthermore we are revising our organizational structure to meet the changing public demand for quality and more services. As we move away from infrastructure development we are focusing more on capacity building of our police officers to better respond to public complaints.

The illicit drugs problem the country is facing has highlighted the need to rethink how we respond to security issues, and the need to have a more regional approach to the challenges on our doorstep. For the Tonga Police it means improving our intelligence capability not to tell us where we are but to inform us of where we want to be. That is one of the key challenges we face – the ability to be proactive. Our response to the illicit drugs problem demonstrates that Tonga Police is highly capable of holding criminals to account, however we need to be proactive and build alliances and working structures with our stakeholders. We are all responsible for the security of our nation.

The dedication of the men and women of the Tonga Police is unwavering. The courage and sacrifice of my police officers, staff and their families are seldom acknowledged but that is the nature of the work we do. I am honoured to lead such a Police Force that gives more than it takes. I thank all members of the Tonga Police and look forward to another year of saving and changing lives.

I respectfully forward the Corporate Plan of the Tonga Police for the fiscal year 2019/20 – 21/22.

Respectfully

[Signed]

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Stephen Caldwell
Commissioner of Police

1. Tonga Police Corporate Plan Executive Summary

1.1. Mandate

Tonga Police's mandate is determined by the following:

1.1.1. Key Legislation, policy decision and plans

Tonga Police Act 2010 - In 2010 a new Police Act replaced the old 1968 Police Act. While the new Act introduced new police powers and administrative structures, there are two significant changes: separation of powers between Minister and Commissioner of Police, and introduction of Community Policing as a policing philosophy and model for the Tonga Police.

The primary role of the Tonga Police set out in section 8 of the Police Act outlines the following functions: To maintain law and order, To preserve the peace, To protect life and property, To prevent and detect crime, To provide community support and reassurance, To uphold the laws of Tonga, To undertake the service and execution of court processes, To carry out land and marine search and rescue operations; and Any other function conferred by the Police Act or another enactment.

Tonga Police is also responsible for enforcing and administering a wide range of Laws which includes but not limited to: Arms and Ammunition Act, Computer Crimes Act, Counter Terrorism and Transnational Organized Crime Act, Criminal Offences Act, Emergency Management Act, Explosives Act, Family Protection Act, Genocide Act, Hazardous Wastes and Chemicals Act, Illicit Drugs Control Act, Inquests Act, Intoxicating Liquor Act, Money Laundering and Proceeds of Crime Act, Mutual Assistance in Criminal Matters Act, Order in Public Places Act, Pornography Control Act, Private Security Services Act, Rehabilitation of Offences Act, Traffic Act.

1.1.2. International Agreements, Treaties

There are several laws to which Tonga Police is responsible for its enforcement and administration as a result of Tonga adopting International Treaties and Agreements. These range from core human rights treaties to terrorism, protection of international protected persons and transnational crime.

1.2. Stakeholders

Tonga Police's identification of its key stakeholders is a reflection of its policing model which is underpinned by a community policing approach and shift towards 'prevention' services.

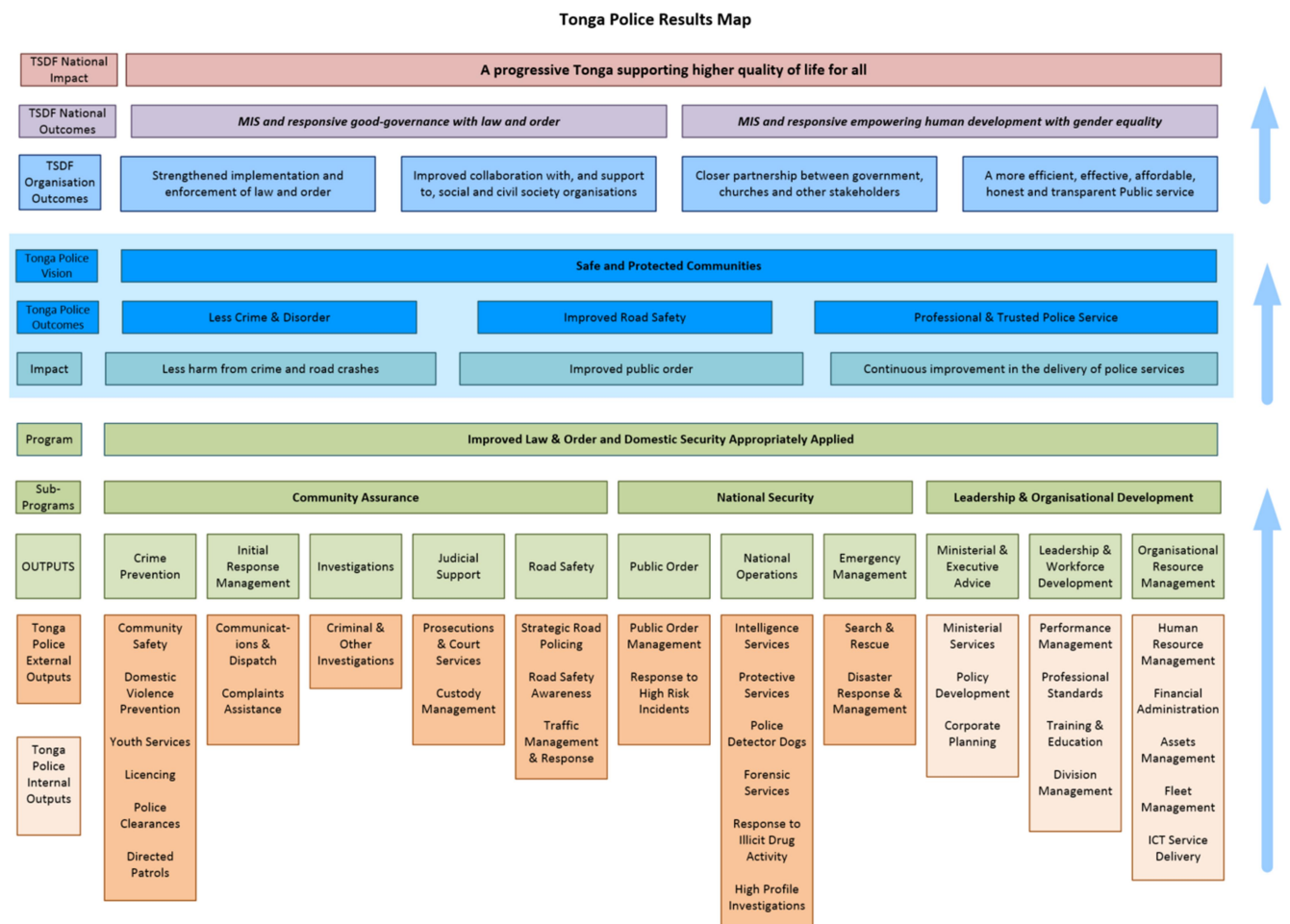
Stakeholder	Customer of Tonga Police	Supplier to Tonga Police	Partner with Tonga Police	Oversight of Tonga Police
Community and General Public	X		X	X
Government	X	X	X	X
Development Partners		X	X	X
Businesses	X	X	X	
NGOs	X	X	X	X
Victims of Crime	X			

1.3. Tonga Police Results Map

Tonga Police’s ultimate outcome is *Improved Law and Order and Domestic Security*. To achieve this it operates under three key priorities (or sub-programs): *Community Assurance, National Security, and Leadership and Organisational Development*.

In an effort to operationalise the Tonga Police Corporate Plan and to enhance understanding and commitment of staff members towards its outcomes, Tonga Police’s 2019/20 Results Map has been revised from previous years to provide a more accurate reflection of how the three functional divisions will deliver on the stated outputs and contribute to the respective sub-programs.

Figure 1: Tonga Police Results Map



1.4. International, Regional and National Development Frameworks

1.4.1. TSDF Impacts and Outcomes Supported by Tonga Police

Tonga Police's current role and functions has clear linkages to two of the seven of the TSDF National Outcomes:

- C. More inclusive, sustainable and responsive empowering human development with gender equality
- D. More inclusive, sustainable and responsive good-governance with law and order.

Contribution towards TSDF Organisation Outcomes through Tonga Police outputs is best demonstrated in the below diagram.

Figure 2: Tonga Police Linkages to TSDF Outcomes

TSDF National Outcomes	TSDF Organisation Outcomes	Tonga Police Outputs
A more inclusive, sustainable and responsive good-governance strengthening rule of law	3.1 A more efficient, effective, affordable, honest and transparent Public service	<ul style="list-style-type: none"> • Corporate Planning • Performance Management • Professional Standards • Training & Education • Human Resource Management • Financial Administration • Assets Management • ICT Service Delivery
	3.2 Strengthened implementation and enforcement of law and order	<ul style="list-style-type: none"> • Ministerial Services • Policy Development • Alcohol & Firearms Licencing • Police Clearances • Directed Patrols • Communications & Dispatch • Intelligence Services • Prosecutions • Custody Management • Strategic Road Policing • Traffic Management & Response • Public Order Management • Response to High Risk Incidents • Protective Services • Police Detector Dogs • Forensic Services • Response to Illicit Drug Activity • High Profile Investigations • Search and Rescue • Disaster Response & Management
A more inclusive, sustainable and empowering human development with gender equality	2.1 Improved collaboration with, and support to, social and civil society organisations	<ul style="list-style-type: none"> • Community Safety • Domestic Violence Prevention • Youth Services • Road Safety Awareness • Response to Illicit Drug Activity
	2.2 Closer partnership between government, churches and other stakeholders	

1.4.2. Contribution to United Nations Sustainable Development Goals (SDGs)



Goal 3 – Ensure healthy lives and promote well-being for all at all ages

Through its community engagement activities, including educational and awareness campaigns in schools, Tonga Police aims to *strengthen the prevention of illicit drug abuse and harmful use of alcohol*.

It also strives to contribute towards a *reduction in road traffic deaths and injuries* through continued strategic road policing activities and road safety awareness campaigns.

Goal 5 – Achieve gender equality and empower all women and girls



Tonga Police's response to domestic violence is continually evolving – from victim support and prevention advice through to effective investigations and prosecutions – all through which it aims to *reduce incidents of discrimination and violence against women and girls*.



Goal 16 – Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

Tonga Police's community policing approach includes more focused crime prevention activities, improved criminal intelligence and thorough investigations and prosecutions practice – all with the aim of reducing criminality in Tonga, in particular *violent offending, exploitation and violence against women and children, corruption and serious organised crime*.

With a recently-renewed and continued focus on strengthening its Corporate Services Division – in particular human and organisational resource management, policy and corporate planning, and financial management – Tonga Police strives to become a *more effective, accountable and transparent institution*.

1.4.3. Government Priority Agenda

Tonga Police supports the Political Pillar of the Government Priorities for 2019/20 – 2021/22. In particular, strategic focus areas on **public sector reform** (SF 1) and **combatting and addressing the impacts of illicit drugs** (SF 3).

Directly supporting these focus areas are the following Tonga Police priority activities for 2019/20 (also discussed further at paragraph 2.3):

- Development of a National Illicit Drugs Strategy (SF3)
- Expanding Tonga Police staffing numbers by 100 members over the next years (SF3)
- Establishment of a Criminal Deportees programme (SF3)
- Completion of an organisation structure review (SF1)
- Continued programme of reform in the corporate services area (SF1)
- Roll out of an advanced ICT network (SF1)

2. Tonga Police Overview

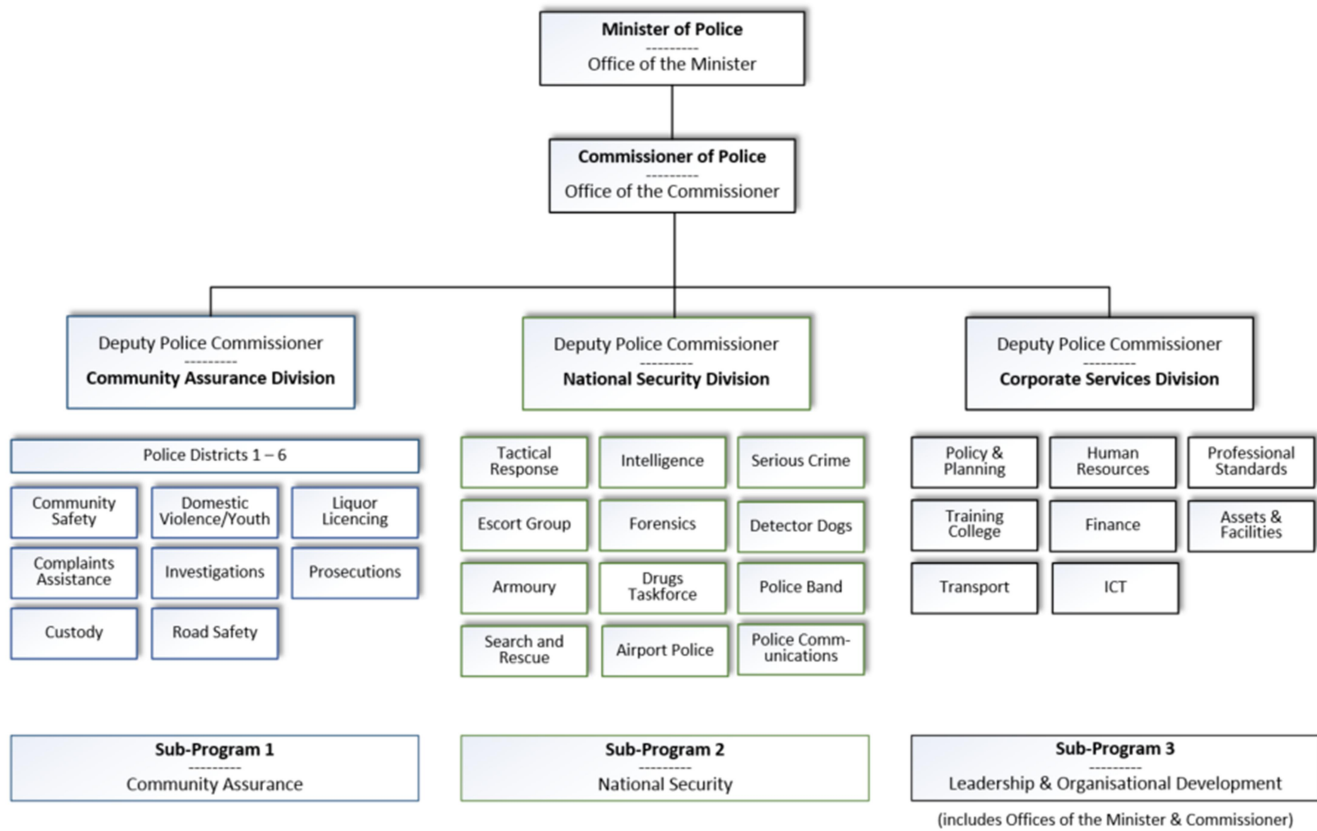
2.1. Tonga Police Outputs grouped into Sub-Programs and Units/Divisions

Sub-Program	Outputs	Activities/Strategies	Responsible Unit	
1. Community Assurance	1.1. Crime Prevention	1.1.1. Community Safety	Community Safety Teams, Police Band	Community Assurance Division
		1.1.2. Domestic Violence Prevention & Youth Services	Domestic Violence/Youth Unit	
		1.1.3. Licencing Services	Armoury, Liquor Licencing Unit	
		1.1.4. Police Clearances	Police Records Unit	
		1.1.5. Directed Patrols	Complaints Assistance Offices, Intelligence Unit	
	1.2. Initial Response Management	1.2.1. Communications & Dispatch	Police Communications Centre	
		1.2.2. Complaints Assistance	Complaints Assistance Offices	
	1.3. Investigations	1.3.1. Criminal & Other Investigations	Criminal Investigations Units	
	1.4. Judicial Support	1.4.1. Prosecutions & Court Services	Prosecutions Units	
		1.4.2. Custody Management	Custody Offices	
	1.5. Road Safety	1.5.1. Strategic Road Policing	Road Safety Units	
1.5.2. Road Safety Awareness				
1.5.3. Traffic Management & Response				
2. National Security	2.1. Public Order	2.1.1. Public Order Management	Tactical Response Group	National Security Division
		2.1.2. Response to High Risk Incidents		
	2.2. National Operations	2.2.1. Intelligence Services	Intelligence Unit, Airport Police	
		2.2.2. Protective Services	Escort Group	
		2.2.3. Detection of Drugs, Firearms & Explosives	Police Detector Dog Unit	
		2.2.4. Forensic Services	Forensics Unit	
		2.2.5. Response to Illicit Drug Activity	Drugs Taskforce	
		2.2.6. High Profile Investigations	Serious Organised & Transnational Crime Unit	
	2.3. Emergency Management	2.3.1. Search and Rescue	Search and Rescue Unit	
		2.3.2. Disaster Response & Management		
3. Leadership & Organisational Development	3.1. Ministerial & Executive Advice	3.1.1. Ministerial Services	Office of the Minister	Corporate Services Division
		3.1.2. Policy Development	Policy & Planning Unit	
		3.1.3. Corporate Planning		
	3.2. Leadership & Workforce Development	3.2.1. Human Resources	Human Resources Unit	
		3.2.2. Performance Management		
		3.2.3. Professional Standards	Professional Standards Unit	
		3.2.4. Training & Education	Police Training College	
		3.2.5. Division Management	All Divisions/Units	
	3.3. Resource Management	3.3.1. Financial Administration	Finance Group	
		3.3.2. Assets Management	Assets & Facilities Unit	
3.3.3. Fleet Management		Transport Unit		
3.3.4. ICT Service Delivery		ICT Unit		

2.2. Tonga Police Organisational Structure

Tonga Police has a functional organisational structure with three primary divisions to support the delivery of its sub-programs.

Figure 3: Tonga Police Organisation Structure



2.3. Summary of Planned Initiatives and Reforms

2.3.1. Government Strategic Focus: Combat and address the impacts of illicit drugs

2.3.1.1. National Illicit Drugs Strategy

Addressing illicit drugs issues in Tonga requires a holistic, all of Government, all community approach. This realization has contributed to the intent to develop a National Illicit Drugs Strategy (NIDS). Through the initiative of the Minister of Police, the Pacific Islands Forum Secretariat (PIFS) has agreed to assist the Tonga Police in developing of the NIDS. The NIDS is expected to enhance coordination, cooperation and integration of key Ministries, Agencies, NGOs and community activities to combat and address illicit drugs. The contribution of the PIFS will further ensure our national approaches are linked to regional security frameworks such as the Boe Declaration. Tonga Police will be the lead Agency in this initiative.

The Minister of Police has also proposed a regional forum to be hosted by the Government of Tonga within the new financial year, to encourage closer regional cooperation and sharing of experiences. While this initiative is at a formative stage, there may be opportunities to establish dialogue with the PIFS on possible assistance or utilizing the forum as a platform for the meeting. The cost for hosting such an event will be substantial, however is for the benefit of all relevant sectors.

2.3.1.2. Critical New Positions

The Tonga Police Drugs Taskforce, established in April 2018, is spearheading the fight on illicit drugs. The Taskforce, however, does not operate in isolation and is supported by other Units within the organisation such as the Tactical Response Group, Intelligence Unit, Forensics, Detector Dogs Unit and the Police Districts. To effectively provide such support, Tonga Police estimates that an additional 50 new members will need to be recruited in 2019/20, with another 50 in 2020/21.

Not all positions are expected to be filled by recruiting for junior constabulary members, and a scoping exercise is pending which will consider the feasibility of civilianising a number of existing non-policing or administrative roles that are currently filled by police officers. This will enable senior and more experienced constabulary members to move across into specialist policing roles, with their vacated positions to be backfilled by civilian staff members. The additional required provision in Tonga Police's recurrent budget to support this is estimated to be around \$850,000 each year, which would allow for a mix of new members from Recruits/Probationary Constables (Band R) through to Chief Superintendents (Band G). Outsourcing functions such as the Tonga Police Headquarters Compound security will also be explored as means of getting trained and qualified police officers back into frontline policing roles.

2.3.1.3. Criminal Deportees

As part of its border security responsibility, Tonga Police deploys intelligence officers to local international airports who also manage returning criminal deportees. Given the majority of deportees have not committed any crimes in the Kingdom, Tonga Police's jurisdiction over them is fairly limited. Nevertheless, Tonga Police is committed to engaging with the necessary partners to establish a Criminal Deportees programme and effectively manage and support them on arrival and throughout their resettlement process in Tonga. Greater detail of the programme will be drawn out over the coming financial year.

2.3.2. Government Strategic Focus: Public Sector System Reform

2.3.2.1. Organisation Structure Review

Tonga Police is currently undertaking a review of its organisation structure to support better management of its divisions, and alleviate some of the increasing pressures from the response to illicit drug activity and other emerging criminal activities in Tonga. While still at a formative stage, the intention is to introduce a number of additional senior positions into the organisation (up to Chief Superintendent) that will help drive and align Tonga Police's activities in pursuance of its strategic objectives. The additional positions will be incorporated into a submission for 50 new critical positions.

2.3.2.2. Reforms and Improvements in Corporate Services

A review of Tonga Police's Corporate Services Division commenced in the current financial year (2018/19) and a number of acknowledged areas for improvement are undergoing gradual reform, with some improvements already seen in the areas of Performance Management, Corporate Planning and Human Resources. The focus will be continued into 2019/20 as there is increased acknowledgement, both internally and externally, of the Corporate Services Division's critical role in supporting Tonga Police's frontline policing operations. Priority focus areas in 2019/20 will be on further embedding the PMS into Tonga Police's performance framework, further reform of Human Resources and Policy & Planning areas, and supporting the development of leaders within the organisation through improved performance and financial reporting mechanisms.

2.3.2.3. Information, Communication and Technology (ICT)

Tonga Police's new ICT network is expected to be rolled out in the current financial year (2018/19), however support will be boosted in 2019/20 to ensure effective and organisation-wide adoption of the system. The new network will provide critical information and processes for gathering intelligence and analysis of data, deployment of staff, secure

network and email system, victim/offender/location databases, storage of information, file management, custody management, information sharing and document storage. While all development, implementation and asset purchase costs have been covered by the Tonga Police Development Program (TPDP), Tonga Police recurrent will be picking up license subscription costs from 2019/20 onwards, as well as asset replacement and maintenance costs as required. To support anticipated activities in 2019/20, the ICT unit will also be restructured (staffing numbers, revised job specifications) and necessary upskilling will be advanced.

2.3.3. Tonga Police Priorities

2.3.3.1. Officer Safety Training

Over the past year Tonga has seen a spike in illicit drugs arrests and seizures, and a corresponding number of safety concerns drawn to the attention of the organisation, the public and policy makers in respect of the evolving risks of policing in Tonga: a serious assault on a police officer, a drunken brawl resulting in death and an increasing number of illegal firearms seized to name a few. Within this context, an Officer Safety Training (OST) programme is proposed to ensure the safety of not just frontline police officers in the performance of their duties, but similarly for members of the public who may become involved in volatile situations.

The OST programme will see the introduction of the first Tactical Options Framework for Tonga Police as well as a Model of Guidance providing police officers with options to reduce unnecessary use of force when encountering violent or potentially violent encounters. Tonga Police will be assisted by the Tonga Police Development Program (TPDP) in this initiative in terms of advice and funding. There will be however specific resources the TPDP as a foreign aid donor will not be able to provide. As such, Tonga Police will be responsible for part-funding this initiative.

2.3.3.2. Infrastructure Projects

Vava'u Police Station & Police College 'Akaola Hall: The two major infrastructure projects for Tonga Police currently are funded by the Tonga Police Development Program (TPDP) at a cost of over \$3,000,000 over the next two financial years. These two projects will rebuild the Vava'u Police Station and the Police College 'Akaola Hall. The Vava'u Station upgrade will include new offices for Domestic Violence, the Detector Dog Unit, and Transnational Crime. All of which reflect current crime trends in Tonga.

Detector Dog Unit Compound, Tongatapu: Tonga Police is further looking at upgrading its Detector Dog Unit compound in Tofoa, a unit that is critical in the fight against illicit drug activity. Cabinet Decision CD1107/16 in 2016 approved relocation of the compound to Hu'atolitoi, however this has since been deemed impractical and risk for the detector dogs. It has also since been agreed that part of the Tofoa compound will be surrendered to the Ministry of Education for the expansion of the GPS Haveluloto, which includes the existing staff residence and office building for the Dog Unit. Tonga Police has some concerns over the surrendering of this area, however in consultations with Treasury has received assurances that funding for a full relocation of the Dog Unit will be explored with the Ministry of Education in the coming financial year. Tonga Police will be progressing this with interest as the Detector Dog Unit is a regional programme funded by New Zealand Police as part of an overarching border security initiative for the Pacific. And with the donor aid being specific to capacity development of Dog Handlers and the provision of a trained detector dog, Tonga Government's commitment is the provision of suitable premises for the unit.

Police Garage: Tonga Police's garage sustained damage during Tropical Cyclone Gita in 2018. Due to its current state the existing building is no longer used for mechanical services, and previously separate areas for vehicle servicing, tools storage and an administration office are now no longer available. This has resulted in longer servicing and repair times for Tonga Police's fleet. A renovation project is therefore planned to take place in 2019/20.

Outer Island District Commanding Officer Residences: Police District Commanding Officers in the outer islands are delegated certain powers and responsibilities of the Commissioner of Police, requiring them to reside onsite in quarters within the Police station compounds. All quarters have long been in need of refurbishment and upgrade to provide District Commanders with a suitable and appropriate standard of living. Tonga Police proposes an incremental upgrade programme of 3 years, commencing in 2019/20.

Police Headquarters Compound Perimeter Fencing: The perimeter fencing of the Police Headquarters in Longolongo is now 50 years old and barely fit for purpose, representing significant risk to the security of the compound. As the central command and administration hub of the organisation, security for the HQ Compound is crucial to ensure staff, resources and sensitive materials are protected. Currently the northern perimeter of the compound is being renewed as part of ADB-funded road works for Teufaiva Stadium. It is an opportune time, therefore, to upgrade and renew the remaining parts of the perimeter. Tonga Police is proposing a phased approach, with renewal of western perimeters to take place in 2019/20, and remaining areas in subsequent years.

2.3.3.3. Asset Replacement Programs

Police Vehicles: The majority of Tonga Police's fleet is nearing the estimated useful life span with an average age of 10 years and mileage over 200,000 km. Tonga Police is proposing an incremental replacement program commencing in 2019/20, with submissions to be made separately to the Vehicles Subcommittee.

Police Vessels: With the Tonga Police Search and Rescue (SAR) team rescuing over 90 lives from marine operations, maintenance and timely replacement SAR vessels and equipment is critical. Tonga Police proposes an incremental replacement programme for the 3 vessels, commencing with \$80,000 in the 2019/20 recurrent budget.

Police Band Equipment: The Police Band plays an important role in our community assurance engagements supporting youth, domestic violence and alcohol and drugs community awareness programs in particular. The band's instruments are all over 20 years of use, and an incremental 5-year replacement is proposed commencing with \$50,000 in the 2019/20 recurrent budget.

3. Tonga Police Budget and Staffing

Tonga Police's approved recurrent budget for 2019-20 is \$10,633,100, which represents a 10% increase on the previous financial year. The majority of this increase will supplement the operational side of budget, and in particular activities and physical resources to support the government strategic focus of combatting and addressing the impacts of illicit drugs.

To more effectively address the evolving criminal activities in Tonga, such as illicit drugs, Tonga Police needs more staff. Work is already underway reviewing the organisation structure, with some new positions to be established and critical teams to be enhanced. To accomplish this, however, an estimated 100 new staff members over the next two years will be required. While Tonga Police's request for 50 additional staff in 2019/20 (at an estimated cost of \$850,000) has not been approved, a further and separate submission will be made in due course for these critical positions. For the purpose of this Corporate Plan only currently-approved budget figures have been used.

Table 1. Tonga Police Approved Recurrent Budget

Expenditure Item (\$m)	2016-17	2017-18	2018-19	2019-20 Budget	2020-21 Projected	2021-22 Projected
Established Staff (10xx)	6.775	7.685	7.540	7.599 *	7.599 *	7.599 *
Travel and Communication (12xx)	0.358	0.403	0.417	0.306	0.306	0.306
Maintenance and Operations (13xx)	0.575	0.692	0.682	0.916	0.916	0.916
Purchased Goods Services (14xx)	0.716	0.707	0.817	1.128	1.128	1.128
Grants and Transfer (15xx)	0.004	0.005	0.056	0.006	0.006	0.006
Assets (20xx)	0.321	0.224	0.143	0.678	0.678	0.678
Total Tonga Police Recurrent Budget	8.749	9.715	9.655	10.633 *	10.633 *	10.633 *

* Currently approved, does not include anticipated increase pending a submission for additional critical positions

Table 2. Tonga Police Development Budget

Expenditure Item (\$m)	2016-17	2017-18	2018-19	2019-20 Estimate	2020-21 Projected	2021-22 Projected
Travel and Communication (12xx)	0.163	0.428	0.150	0.400	Not available. Current development programme funding commitment is to June-2020	
Maintenance and Operations (13xx)	0.062	0.353	0.161	0.250		
Purchased Goods Services (14xx)	0.838	0.870	1.279	0.200		
Grants and Transfer (15xx)	0.007	0.010	0.011	0.400		
Assets (20xx)	2.667	1.241	2.325	2.500		
Total Tonga Police Development Budget	3.739	2.900	3.925	3.750		

Table 3. Tonga Police Staff by Key Category

Category	2016-17	2017-18	2018-19	2019-20 Budget	2020-21 Projected	2021-22 Projected
Established staff						
Executive Staff (Band A to F)	7	7	6	6	6	6
Senior Staff (Band G to M)	136	141	142	143	143	143
Other Staff (Band N to R)	334	328	328	330	330	330
Total Established Staff	477	476	476	479	479	479
Unestablished staff	-	-	-	-	-	-
Total Staff	477	476	476	479 *	479 *	479 *
Total Recurrent Budget (10xx)	6.775	7.685	7.540	7.599 *	7.599 *	7.599 *

* Currently approved, does not include anticipated increase pending a submission for additional critical positions

4. Tonga Police Sub-Programs

Tonga Police operates under one program: ***Improved Law and Order and Domestic Security Appropriately Applied.***
In support of that program there are three priorities (sub-programs):

- **Community Assurance**
- **National Security**
- **Leadership and Organisational Development**

4.1. Sub-Program 1: Community Assurance

Link to last CP&B	Ongoing	Minor change	Major Change	New
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Sub-Program 1 (*Community Assurance*) is the primary public-facing division of Tonga Police and accounts for 48% of the established staff and 37% of the recurrent budget for 2019/20. It has been revised since the last Corporate Plan and Budget with the removal and realignment of national security operations under a separate sub-program, reflected by a reduction in both staff numbers and recurrent budget for sub-program 1 in 2019/20.

Sub-Program 1 now comprises five overarching outputs:

1. Crime Prevention
2. Initial Response Management
3. Investigations

4. Judicial Support

5. Road Safety

Table 4. Sub-Program 1 Budget and Staff by Key Category

Category	2018-19	2019-20 Budget	2020-21 Projected	2021-22 Projected
Total Recurrent Budget (Salaries & Operations \$m)	5.899	3.924	3.924	3.924
Established staff				
Executive Staff (Band A to F)	4	2	2	2
Senior Staff (Band G to M)	92	62	62	62
Other Staff (Band N to R)	295	165	165	165
Total Established Staff	391	229	229	229
Unestablished staff	-	-	-	-
Total Staff	391	229	229	229

Table 5. Sub-Program 1 Outputs, KPIs and contribution to TSDF/SDG

Activity	KPI	2019/ 20	2020/ 21	2021/ 22	TSDF II Out- comes ¹	SDG Targets ²	SDG Indicators	2019/20 Recurrent Budget
1.1 Crime Prevention								
1.1.1. Community safety activities including educational and awareness campaigns in schools	a) No. of community or NGO partnership activities initiated or sustained ----- b) No. of prevention activities initiated or sustained with schools	<i>Targets to be established once Community Safety Team restructure complete</i>			2.1, 2.2, 3.2	3.5	3.19	\$227,500
1.1.2. Domestic Violence Prevention & Youth Services	a) No. of family violence incidents reported ----- b) No. of Police Safety Orders (PSOs) issued ----- c) No. of PSOs or Protection Orders breached ----- d) No. of youth participating in leadership development programs	<i>Targets to be established once 2018/19 statistics collated</i>			2.1, 2.2, 3.2	5.1, 5.2, 5.3, 16.3	38, 39, 40	\$ 78,900
		50+	50+	50+				

¹ See Figure 2 (paragraph 1.4.1) for descriptions of TSDF II Organisational Outcomes.

² See Appendix A for descriptions of the relevant Sustainable Development Goal (SDG) targets and indicators

Activity	KPI	2019/ 20	2020/ 21	2021/ 22	TSDf II Out- comes ¹	SDG Targets ²	SDG Indicators	2019/20 Recurrent Budget
1.1.3. Licencing (Liquor; Firearms)	a) % of licenced premises with compliance audits completed -----	> 50%	> 60%	> 70%				
	b) % of licenced premises audited with a breach recorded -----	< 10%	< 10%	< 10%				
	c) Development of electronic firearms register <i>Further firearms licencing KPIs to developed upon creation of electronic register</i>	By end Qtr 1	N/A	N/A	2.1, 2.2, 3.2	3.5	3.19	\$ 35,000
1.1.4. Police Clearances	a) % of Police Record requests processed within 2 days	> 90%	> 95%	100%	2.1, 2.2, 3.2	--	--	Refer 2.2.3
1.1.5. Development and implementation of intelligence-informed directed patrol plans.	a) No. of directed patrols plans developed -----	TBC	TBC	TBC				
	b) % of directed patrols plans implemented	> 70%	> 80%	> 90%	3.2	--	--	Refer 1.2
1.2 Initial Response Management								
1.2.1. Receiving and dispatching calls for assistance	a) No. of calls for assistance received -----	<i>Targets to established once 2018/19 statistics collated</i>			3.2	--	--	
	b) % of calls for assistance dispatched within 1 minute							
1.2.2. Police attendance rate and response times	a) % of calls for assistance attended -----	> 90%	> 95%	100%				\$ 1,958,500
	b) % of urgent (P1) calls responded to (arrival at scene) within 10 minutes -----	> 80%	> 90%	> 95%				
	<i>Further KPIs to developed upon rollout of Police Incident Management System (PIMS) database</i>				3.2	--	--	

Activity	KPI	2019/ 20	2020/ 21	2021/ 22	TSDf II Out- comes ¹	SDG Targets ²	SDG Indicators	2019/20 Recurrent Budget	
1.3 Investigations									
1.3.1. Investigation of offences under Criminal and other Acts	a) No. of investigations of violence causing injury (CRA ss 106 or 107) ----- b) No. of homicide investigations ----- c) No. of complaints of physical or sexual violence against girls or women ----- d) % of complaints of physical or sexual violence against girls or women that are investigated ----- e) No. of complaints of bribery or corruption by a public servant (CRA ss 50 – 54) ----- f) Case resolution rate CRA Offences Against the Person ----- g) Case resolution rate CRA Offences Against Property ----- h) Case resolution rate CRB								
					<i>Targets to established once 2018/19 statistics collated</i>	2.1, 2.2, 3.2	16.1, 16.2, 16.3, 16.5	38, 39, 88, 16.4, 94	\$ 833,000
1.4 Judicial Support									
1.4.1. Prosecutions & Other Court Services	a) No. of cases of physical or sexual violence against girls or women that are prosecuted ----- b) % of cases of physical or sexual violence against girls or women resolved with a conviction ----- c) % of withdrawn or								
					<i>Targets to be established once 2018/19 statistics collated</i>	3.2	16.3	39	\$ 364,800

Activity	KPI	2019/ 20	2020/ 21	2021/ 22	TSDF II Out-comes ¹	SDG Targets ²	SDG Indicators	2019/20 Recurrent Budget
	dismissed cases that were due to insufficient evidence ----- d) Total no. of Court 'delay days' due to police preparation issues							
1.4.2. Custody Management	a) No. of escapes from custody ----- b) No. of people injured while in custody	Nil ----	Nil ----	Nil ----	3.2	--	--	Refer 1.2
1.5 Road Safety								
1.5.1. Strategic Road Policing	a) No. of activities or operations carried out in partnership with other agencies (eg. MOI, MOH) ----- b) No. of Police-only operations conducted	TBC ----	TBC ----	TBC ----	2.2, 3.2	3.6	25	\$ 345,700
1.5.2. Road Safety Education & Awareness	a) No. of school road safety sessions delivered to primary schools ----- b) No. of school road safety sessions delivered to secondary schools ----- c) No. of public road safety campaigns initiated or sustained	12+ ---- 12+ ---- 3+ ----	12+ ---- 12+ ---- 3+ ----	12+ ---- 12+ ---- 3+ ----	2.1	3.6	25	
1.5.3. Traffic Management & Response	a) No. of road crashes recorded ----- b) No. of traffic offences recorded ----- c) No. of traffic-related injuries recorded ----- d) No. of traffic-related deaths	<i>Targets to be established once 2018/19 statistics collated</i>			3.2	3.6	25	

4.2. Sub-Program 2: National Security

Link to last CP&B	Ongoing	Minor change	Major Change	New
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Sub-Program 2 (*National Security*) is a newly-defined sub-program in 2019-20, although the activities and outputs are not new – previously incorporated under another sub-program. The redefining of national security operations into a separate sub-program offers clearer alignment between Tonga Police’s outputs and its functional structure, and raises the profile and importance of national security operations such as its response to illicit drug activities.

Sub-Program 2 accounts for 22% of the established staff and 24% of the recurrent budget for 2019/20, and comprises three overarching outputs:

1. Public Order
2. National Operations
3. Emergency Management

Table 6. Sub-Program 2 Budget and Staff by Key Category

Category	2018-19	2019-20 Budget	2020-21 Projected	2021-22 Projected
Total Recurrent Budget (Salaries & Operations)	1.703	2.554	2.554	2.554
Established staff				
Executive Staff (Band A to F)	1	1	1	1
Senior Staff (Band G to M)	36	32	32	32
Other Staff (Band N to R)	27	71	71	71
Total Established Staff	64	104	104	104
Unestablished staff	-	-	-	-
Total Staff	64	104	104	104

Table 7. Sub-Program 2 Outputs, KPIs and contribution to TSDF/SDG

Activity	KPI	2019 /20	2020 /21	2021 /22	TSDF II Out-comes ³	SDG Targets ⁴	SDG Indicators	2019/20 Recurrent Budget
2.1 Public Order								
2.1.1 Public Order Management (POM)	a) % of POM operations concluded peacefully (no incidents of violence causing injury: CRA ss 106 or 107)	> 85%	> 90%	> 95%	3.2	--	--	\$ 870,600

³ See Figure 2 (paragraph 1.4.1) for descriptions of TSDF II Organisational Outcomes.

⁴ See Appendix A for descriptions of the relevant Sustainable Development Goal (SDG) targets and indicators

Activity	KPI	2019 /20	2020 /21	2021 /22	TSDf II Out-comes ³	SDG Targets ⁴	SDG Indicators	2019/20 Recurrent Budget
2.1.2 Response to High Risk Incidents	a) % of high risk incidents responded to (arrival at scene) within target times: Within PD1: 8 min Outside PD1: 20 min (PD1 = Nuku'alofa District) ----- b) % of high risk incidents resolved without loss of life or serious injury	> 80% ----- > 95%	> 90% ----- > 95%	95% ----- > 95%	3.2	--	--	
2.2 National Operations								
2.2.1 Intelligence Services	<i>Intelligence KPIs and targets to be established at the conclusion of a TPDP-facilitated Intelligence mentoring program, May-June 2019</i>				3.2	--	--	\$ 339,600
2.2.2 Protective services provided for His Majesty and visiting dignitaries	a) No. of hostile incidents during special operations (VIP movements or events with high public interest or attendance)	Nil	Nil	Nil	2.2, 3.2	--	--	\$ 90,700
2.2.3 Detection of illicit drugs, firearms and explosives	<i>Detector Dog Unit KPIs and targets to be established at the conclusion of recruitment phase for the unit, May 2019</i>				3.2	16.4	16.6	\$ 54,500
2.2.4 Forensic Services	a) No. of crime scenes attended ----- b) No. of positive identifications from fingerprints lifted from crime scenes	<i>Targets to be established once 2018/19 statistics collated</i>			3.2	--	--	\$ 115,500
2.2.5 Response to Illicit Drug Activity	a) Resolution rate of drugs related incidents ----- b) Successful prosecution rate of drugs related offences	100% ----- > 80%	100% ----- > 80%	100% ----- > 80%	2.1, 2.2, 3.2	16.4	16.6	\$ 732,700

Activity	KPI	2019 /20	2020 /21	2021 /22	TSDf II Out-comes ³	SDG Targets ⁴	SDG Indicators	2019/20 Recurrent Budget
2.2.6 High Profile Investigations	a) Resolution rate of high profile investigations -----	100%	100%	100%	2.2, 3.2	16.4, 16.5	16.6, 94	\$ 240,200
	b) Successful prosecution rate of high profile investigations	> 80%	> 80%	> 80%				
2.3 Emergency Management								
2.3.1 Duties and activities in land and marine search and rescue (SAR) including delivery of maritime safety education programs	a) SAR response time -----	<i>KPIs to be refined and targets established upon confirmation of SAR team members</i>			3.2	--	--	\$ 110,000
	b) SAR success ratio (lives saved vs lives lost) from all operations -----							
	c) No. of maritime safety education programs delivered							
2.3.2 Disaster response & management activities	a) No. of disaster response training exercises carried out				2.2	--	--	

4.3. Sub-Program 3: Leadership & Organisational Development

Link to last CP&B	Ongoing	Minor change	Major Change	New
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Sub-Program 3 (*Leadership & Organisational Development*) was previously split across two separate sub-programs. They have been merged into one for 2019/20 to better reflect the alignment between Tonga Police's predominantly internal outputs with the functions of its Corporate Services Division.

Sub-Program 3 accounts for 30% of the established staff and 39% of the recurrent budget for 2019/20, and comprises three overarching outputs:

1. Ministerial and Executive Advice
2. Leadership and Workforce Development
3. Resource Management

Table 8. Sub-Program 3 Budget and Staff by Key Category

Category	2018-19	2019-20 Budget	2020-21 Projected	2021-22 Projected
Total Recurrent Budget (Salaries & Operations \$m)	2.054	4.156	4.156	4.156
Established staff				
Executive Staff (Band A to F)	1	3	3	3
Senior Staff (Band G to M)	14	49	49	49
Other Staff (Band N to R)	6	94	94	94
Total Established Staff	21	146	146	146
Unestablished staff	-	-	-	-
Total Staff	21	146	146	146

Table 9. Sub-Program 3 Outputs, KPIs and contribution to TSDF/SDG

Activity	KPI	2019 /20	2020 /21	2021 /22	TSDF II Out- comes ⁵	SDG Targets ⁶	SDG Indicators	2019/20 Recurrent Budget
3.1 Ministerial & Executive Advice								
3.1.1 Ministerial Services	a) % of Ministerial responses submitted within timeframes -----	> 95%	> 95%	> 95%				
	b) % of draft Ministerial responses returned due to errors	< 5%	< 5%	< 5%	3.1, 3.2	16.b	16.2	\$ 221,600
3.1.2 Development and distribution of policies and standard operating procedures (SOPs)	a) No. of policies/SOPs developed or reviewed annually -----	12+	15+	18+				
	b) No. of internal communications or training sessions delivered on policies/SOPs	4+	8+	12+	3.1, 3.2	16.b	16.2	\$ 53,100
3.1.3 Corporate Planning and Performance	a) % of Units consulted over KPIs before end Qtr 1 -----	100%	100%	100%				
	b) % of organisational KPIs met -----	> 75%	> 80%	> 85%	3.1, 3.2	--	--	See 3.1.2
	c) Annual Report submitted on time -----	✓	✓	✓				
	d) Annual CP&B submitted on time	✓	✓	✓				
3.2 Leadership & Workforce Development								
3.2.1 Management and administration of human resources	a) % of recurrent salaries budget utilised -----	> 90%	> 90%	> 90%				
	b) % of members with more than 52 days accumulated leave (at 30-June) -----	< 50%	< 30%	< 20%	3.1	--	--	\$ 280,900
	c) % of PEC submissions returned due to insufficient information	< 25%	< 15%	< 10%				

⁵ See Figure 2 (paragraph 1.4.1) for descriptions of TSDF II Organisational Outcomes.

⁶ See Appendix A for descriptions of the relevant Sustainable Development Goal (SDG) targets and indicators

Activity	KPI	2019 /20	2020 /21	2021 /22	TSDf II Out-comes ⁵	SDG Targets ⁶	SDG Indicators	2019/20 Recurrent Budget
3.2.2 Performance Management System (PMS)	a) % of PMS forms submitted from eligible members -----	> 90%	> 95%	> 98%	3.1, 3.2	--	--	
	b) % of scores reduced after PSC moderation	< 60%	< 50%	< 30%				
3.2.3 Professional Standards	a) No. of public complaints against Police members -----	> 5% less than prev. year	> 5% less than prev. year	> 5% less than prev. year	3.1, 3.2	16.7	94	
	b) No. of internal complaints against Police members -----							
	c) % of PSU recommendations upheld by PEC -----	> 90%	> 90%	> 90%				
	d) No. of PSU cases active for more than a year	< 10%	< 10%	< 10%				
3.2.4 Training and development of staff	a) % of recruits passing out -----	> 90%	> 95%	100%	3.1, 3.2	--	--	\$ 1,139,200
	b) % of probationary constables confirmed -----	100%	100%	100%				
	c) No. of members completing Basic Investigation Program	15+	15+	15+				
3.2.5 Better management of Divisions	a) % of Unit Plans submitted by 31-July -----	> 80%	> 90%	100%	3.1, 3.2	--	--	\$ 632,400
	b) No. of Divisional Plans submitted by 31-August -----	3	3	3				
	c) Development of Staff Engagement Survey -----	By end Qtr 1	N/A	N/A				
	d) Annual Staff Engagement Survey conducted	✓	✓	✓				
	<i>Further KPIs to be developed following results of first staff engagement survey</i>							

Activity	KPI	2019 /20	2020 /21	2021 /22	TSDf II Out-comes ⁵	SDG Targets ⁶	SDG Indicators	2019/20 Recurrent Budget
3.3 Resource Management								
3.3.1 Financial Administration	a) % of queried vouchers and errors picked up by Treasury -----	< 10%	< 10%	< 10%				
	b) No. of monthly vote reconciliations completed and distributed before 15 th of the following month -----	12	12	12	3.1	16.7	91	\$ 500,900
	c) % of recurrent operational budget utilised	> 90%	> 90%	> 90%				
3.3.2 Asset Management	a) Development of Property Asset Performance Report template -----	By end Qtr 1	N/A	N/A				
	b) % of PDs and Sections with quarterly Property Asset Performance Audits conducted -----	> 80%	> 90%	100%	3.1, 3.2	16.7	91	\$ 711,300
	c) No. of Quarterly Property Asset Performance Reports produced	3	4	4				
3.3.3 Fleet Management	a) Development of Fleet Asset Performance Report template -----	By end Qtr 1	N/A	N/A				
	b) % of PDs and Sections with quarterly Fleet Asset Performance Audits conducted -----	> 80%	> 90%	100%	3.1, 3.2	16.7	91	\$ 582,700
	c) No. of Quarterly Fleet Asset Performance Reports produced	3	4	4				
3.3.4 ICT Service Delivery	a) % of ICT helpdesk calls resolved < 24 hours -----	70%	75%	80%				
	b) Development of ICT Asset Performance Report template -----	By end Qtr 1	N/A	N/A	3.1, 3.2	--	--	\$ 113,800

Activity	KPI	2019 /20	2020 /21	2021 /22	TSDf II Out- comes ⁵	SDG Targets ⁶	SDG Indicators	2019/20 Recurrent Budget
	c) % of PDs and Sections with quarterly ICT Asset Performance Audits conducted	> 80%	> 90%	100%				
	-----	----	----	----				
	d) No. of Quarterly ICT Asset Performance Reports produced	3	4	4				

Appendix A: United Nations Sustainable Development Goals (SDGs), Indicators and Targets

Source: <https://www.un.org/sustainabledevelopment/>

Goal	Target	Indicator	Tonga Police Contributing Outputs
3. Ensure healthy lives and promote well-being for all at all ages	3.5. Strengthen prevention and treatment of substance abuse, including narcotic drug abuse and harmful use of alcohol	3.19. Harmful use of alcohol	1.1. Crime Prevention (Community Safety, Liquor Licencing)
	3.6 By 2030 halve global deaths from road traffic accidents	25. Road traffic deaths per 100,000 population	1.5. Road Safety
5. Achieve gender equality and empower all women and girls	5.1. End all forms of discrimination against women and girls everywhere	88. Violence injuries and deaths per 100,000	1.3. Investigations
	5.2. Eliminate all forms of violence against women and girls in public and private spheres, including trafficking and sexual and other types of exploitation		38. Prevalence of girls and women who have experienced physical or sexual abuse in the last 12 months
		39. Percentage of referred cases of sexual and gender-based violence against women that are investigated and sentenced	1.1. Crime Prevention (Domestic Violence) 1.3. Investigations 1.4 Judicial Support
	5.3 Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilations	40. Percentage of women who were in a union before age 18	1.2. Crime Prevention (Domestic Violence) 1.3. Investigations
16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	16.1. Significantly reduce all forms of violence and related death rates everywhere	38. Prevalence of girls and women who have experienced physical or sexual abuse in the last 12 months	1.1. Crime Prevention (Domestic Violence) 1.3. Investigations
		88. Violence injuries and deaths per 100,000	1.3. Investigations
	16.2. End abuse, exploitation, trafficking and all forms of violence and torture against children		
	16.3. Promote the rule of law at the national and international levels, and ensure equal access to justice for all	39. Percentage of referred cases of sexual and gender-based violence against women that are investigated and sentenced	1.1. Crime Prevention (Domestic Violence) 1.3. Investigations 1.4 Judicial Support
	16.4. By 2030 significantly reduce illicit financial arms flows, strengthen recovery and return of stolen assets, and combat all forms of organised crime	16.6. Indicator TBD	2.2 National Operations

Goal	Target	Indicator	Tonga Police Contributing Outputs
	16.5. Substantially reduce corruption and bribery in all its forms	16.5. Percentage of people and businesses that paid a bribe to a public official, or were asked for a bribe by a public official, during the last 12 months	1.3. Investigations 2.2. National Operations
	16.7. Develop effective, accountable and transparent institutions at all levels	91. Revenues, expenditures, and financing of all central government entities are presented on a gross basis in public budget documentation and authorised by the legislature	3.1. Ministerial and Executive Advice 3.3. Resource Management
		94. Perception of public sector corruption	3.1. Leadership & Workforce Development (Professional Standards)
	16.a. Strengthen relevant national institutions, including through international cooperation, for building capacities at all levels, in particular in developing countries, for preventing violence and combating terrorism and crime	16.7. Indicator TBD	2.2 National Operations
	16.b. Promote and enforce non-discriminatory laws and policies for sustainable development	16.2. Compliance with recommendations from the Universal Periodic Review and UN Treaties	3.1. Ministerial and Executive Advice