



Tonga Police

Keeping our communities safe and protected



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List of Abbreviations

CP&B	Corporate Plan and Budget
KPI	Key Performance Indicator
MDA	Ministries, Departments and Agencies
SDG	Sustainable Development Goal
TSDF	Tonga Strategic Development Framework
UN	United Nations

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Foreword from the Hon. Prime Minister and 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, migration (deportees), climate change, and health pandemics, the way we police our nation must also expand and change accordingly. Our response to security and threats must be holistic, collaborative, and inclusive of all members of society.

The security of our country remains vulnerable to threats from natural disasters and climate change. The catastrophic event of the Hunga Tonga Hunga Ha'apai (HTHH) volcanic eruption and ensuing tsunami on 15 January 2022 claimed four lives, damaged agriculture and infrastructure, destroyed homes and properties, and displaced residents mainly in Tongatapu, Ha'apai and 'Eua. However, the current Administration, supported by development partners, is committed to restore Tonga to a more resilient community through its HTHH Recovery Plan 2022 – 2025.

Tonga has its first outbreak of the global coronavirus pandemic two weeks following the HTHH disaster. The high vaccination rate of eligible population helped alleviate a devastating impact and minimize loss of life. We value the tireless work carried out by the Ministry of Health and our frontliners with the ongoing vaccination and surveillance. These efforts are well supported by our security agencies, the Ministry of Police, Fire and Emergency Services, and His Majesty's Armed Forces through effective management of isolation facilities and enforcement of related restrictions orders. All has been crucial to breaking the spike in the outbreak and its containment.

The harm from the proliferation of illicit drugs continues to be a security concern for Tonga. Supporting Government in its enduring commitment to combat illicit drugs through the implementation of the *National Illicit Drugs Policy*, Tonga Police with the leadership of the Commissioner of Police have shown considerable commitment in leading our operational response to reducing the supply and harm of illicit drugs on our people. Close collaboration with regional and international law enforcement partners is necessary as to enhance our chances of winning the war against illicit drugs.

I wish to acknowledge the long-term commitment from the Governments of Australia and New Zealand in supporting the ongoing reform of Tonga's law and order sector. Both countries, through their respective bilateral development programs (the *Tonga Australia Policing Program* (TAPP) and the *Tonga New Zealand Policing Programme* (TNZPP)) have identified and confirmed areas where they could best support the further development of the Tonga Police.

As a small nation of a hundred thousand being confronted by global security issues, we must remain vigilant and resilient in our resolve while navigating through these hard times. I am pleased to present the Corporate Plan of the Tonga Police for the Financial Year 2022/23 to 2024/25.

A handwritten signature in blue ink, appearing to read 'Hu'akavameiliku', written over a dotted line.

Hon. Hu'akavameiliku
Prime Minister and Minister of Police, Fire & Emergency Services



Message from the Commissioner of Police



As the security environment evolves, so must Tonga Police with its policing approach. Never was this more apparent than having to respond appropriately to the policing demands arising from both the unexpected events of the Hunga Tonga Hunga Ha'apai eruptions and resulting tsunami on 15 January 2022, and the COVID-19 outbreak that soon followed, on top of normal police operations. The situation was compounded by 30 percent of the workforce having contracted COVID-19. The need to preserve Police workforce capacity and maintain policing essential services was evident. In positioning itself for improved response, Tonga Police developed a *Pandemic Response and Business Continuity Plan* and a *Pandemic Control Policy*.

Through ongoing reforms, Tonga Police strives for continuing improvement in its services to meet the demands and expectations of the Tongan Government and people. In its recently developed Tonga Police Statement of Intent 2021 – 2026, Tonga Police has identified three priority areas to focus on in support of its goals of *Safe Homes*, *Safe Roads*, and *Safe Communities*:

1. **Organizational Development** – strengthening our organization from the inside by investing in the development of our human capabilities and technical and specialized resources, and in developing and maintaining our infrastructure.

We are committed to support our staff in performing their mandated functions through capacity building of intelligence and investigations functions, as well as properly equipping our frontline officers with tactical equipment as part of our Officer Safety Program. Further infrastructure development is planned to support the need for increased accessibility and availability of policing services in remote areas.

2. **Prevention & Enforcement** – taking every opportunity to prevent and reduce harm by understanding our drivers of demand, deploying resources to beat that demand, and changing the mindset of our people.

Combating illicit drugs remains a focus area. Commitment is made to improving intelligence-driven investigations as to increase the detection and disruption of the supply of illicit drugs, and in turn reducing harm on our youths and communities.

3. **Partnerships** – working together with church and communities, other Government agencies, NGOs, businesses, and development partners towards our vision of a *safe, secure and crime-free Tonga*.

We will continue to perform our supporting role in the national response to the COVID-19 pandemic while working together with the community and other partners to achieve our desired outcomes and enhance community safety.

I wish to acknowledge our donor partners, the Australian Federal Police and the New Zealand Police, and their commitment to support Tonga Police in its reform.

I feel honoured to be leading and guiding the men and women of the Tonga Police during these trying times. Their courage and sacrifice, and that of their families are seldom acknowledged and I therefore take the opportunity to thank them for their firm commitment and dedication.

I respectfully submit the Corporate Plan of the Tonga Police for the fiscal year 2022/23 – 2024/25.


 Brigadier Rt. Hon. Lord Fielakepa
 Acting 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 – 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 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 Tonga 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, cybercrime, and transnational crime.

1.2. Stakeholders

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

Community and General Public

Police are public servants. We exist to serve and protect the public and therefore the public and communities are our primary stakeholders. The trust and confidence our communities have in Tonga Police is the essential element in how successful we will be in achieving our purpose. A police service that is responsive to the needs of their community, that listens and provides opportunities for participation and partnership across all aspects of their business will have far greater success in keeping those communities safe and protected.

Government of Tonga

The Government of Tonga invests in policing through public funding. These funds go towards Tonga Police's recurrent budget as well as various policing and other sectoral initiatives that contribute to achieving Government priorities and expectations of safety and security – such as the Illicit Drugs Response Steering Committee, established to oversee the development, implementation, and monitoring of the National Illicit Drugs Policy. Tonga Police is accountable to the Government to ensure prudence not only in managing its finances and other resources, but in achieving the performance standards and objectives set and agreed to by the Government.

Development Partners

Development is a necessity to ensure effective and efficient operations within a dynamic policing environment. Given our limited resource which primarily caters for the daily operations of the Police, the role of our development partners cannot be understated as it allows us to continuously improve on our service delivery.

Businesses

The business community is a unique one that is growing in significance in terms of the economic impact of Tongan livelihoods. Community policing with a national focus is ultimately about improving the livelihood of all Tongan citizens. The private sector therefore plays a major role in the livelihood of all Tongans and Tonga Police recognizes these linkages and the importance of developing and maintaining good working relationships with the business community.

Non-Government Organizations

NGOs play a significant role in policy implementation that often positions them as working partners with Police – particularly in the areas of domestic violence and youth. Tonga Police is therefore focused on enhancing working relationship with NGOs through more collaborative programs targeting prevalent social problems in the community.

Victims of Crime

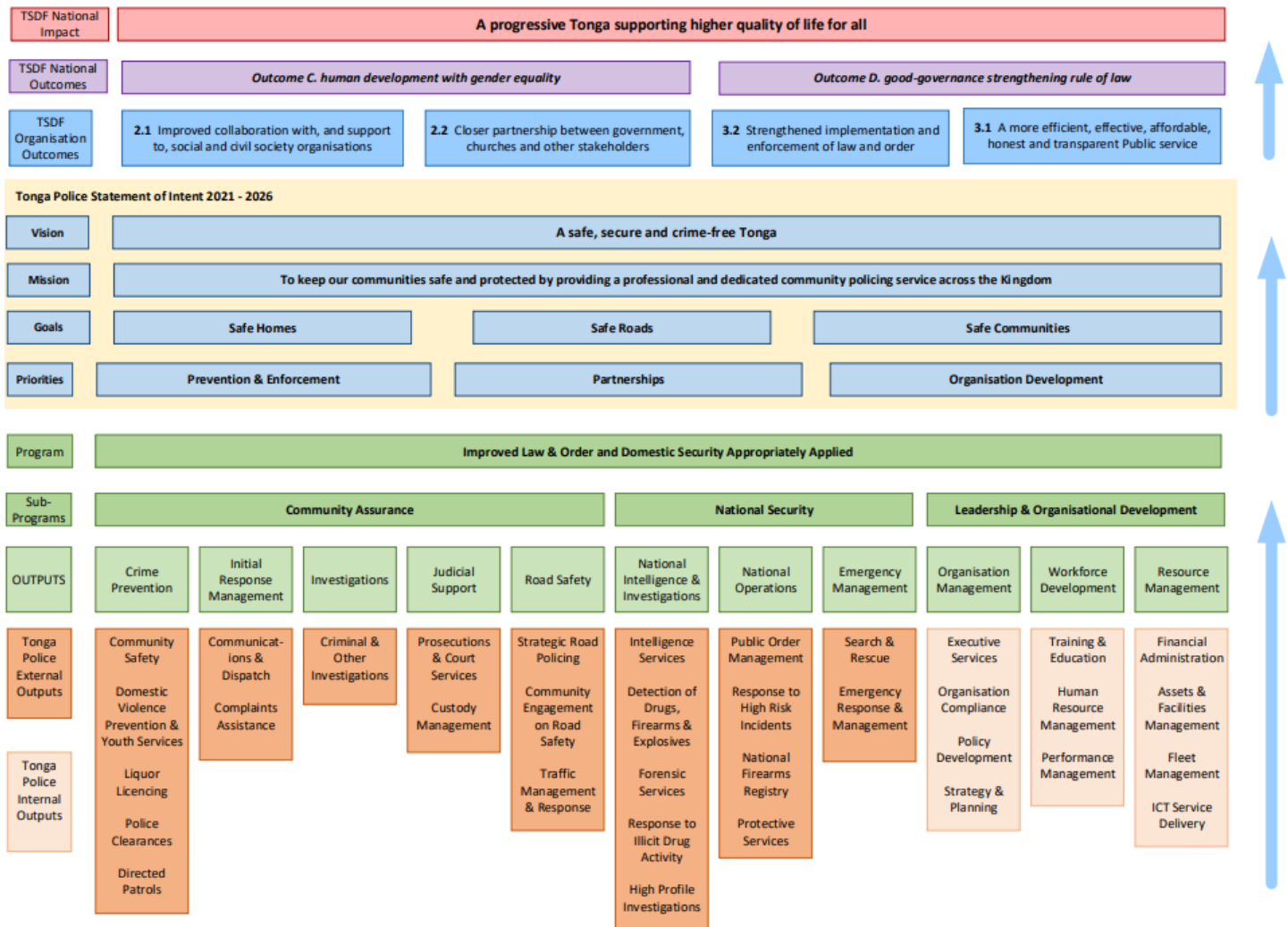
In reducing crime and protecting the public, victims are at the receiving end of police service. Tonga Police is therefore increasing focus and emphasis on the needs of victims and on promoting crime prevention rather than the traditional offender-based response model.

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	
Businesses	X	X	X	
NGOs	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, we operate under three key priorities (sub-programs): *Community Assurance*, *National Security*, and *Leadership and Organizational Development*.

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 have 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.

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"> • Executive Services • Organisation Compliance • Policy Development • Strategy & Planning • Training & Education • Human Resource Management • Performance Management • Financial Administration • Assets & Facilities Management • Fleet Management • ICT Service Delivery
	3.2 Strengthened implementation and enforcement of law and order	<ul style="list-style-type: none"> • Organisation Compliance • Policy Development • Strategy & Planning • Training & Education • Liquor Licencing • Police Clearances • Directed Patrols • Communications & Dispatch • Complaints Assistance • Criminal & Other Investigations • Prosecutions & Court Services • Custody Management • Strategic Road Policing • Traffic Management & Response • Intelligence Services • Detection of Drugs, Firearms & Explosives • Forensic Services • Response to Illicit Drug Activity • High Profile Investigations • Public Order Management • Response to High Risk Incidents • National Firearms Registry • Protective Services • 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 our 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*.

We also strive 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

Our response to domestic violence is continually evolving – from victim support and prevention advice through to effective investigations and prosecutions – all through which we aim 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

Our community policing approach includes more focused crime prevention activities, improved criminal intelligence and thorough investigations and prosecutions practice – 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 continued focus on strengthening our Corporate Services Division – in particular, human resources and facilities 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 continues to support the government's *National Resilience* strategic priority areas – playing a leading role in emergency response plans to natural disasters and other environmental challenges (GPA 1), supporting important social protection measures such as with gender-based violence (GPA 2), and in leading national efforts to reduce the supply and use of illicit drugs (GPA 3).

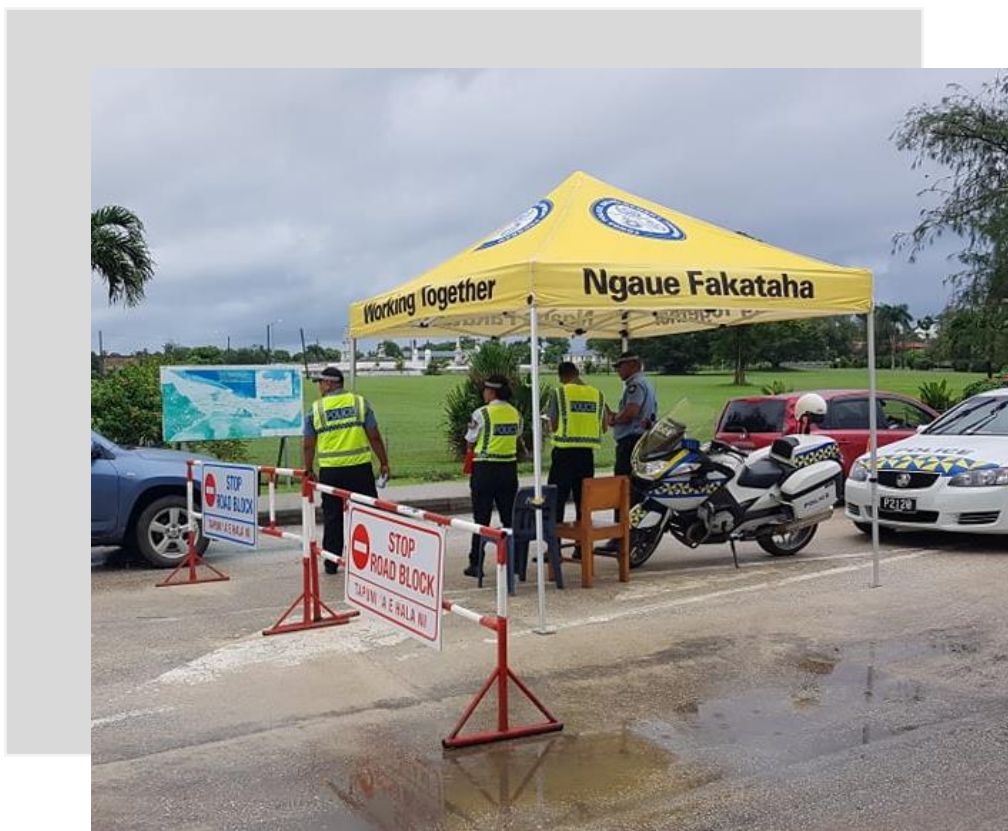
As part of our development agenda, we are exploring options for expansion, with new community stations proposed in the outer islands and other remote areas. Expanding our presence is aimed to improve our service delivery to communities through enhanced visibility, accessibility, and responsiveness – directly supporting the government's priority of quality and easy access to government services (GPA 8).

Effective partnerships and cooperation between law enforcement and local, regional, and international stakeholders is essential to keeping our communities safe and protected. It is a priority under our recently developed Statement of Intent (2021 – 2026) as we will continue to work with other government agencies, non-government organisations, businesses, and the community to all embrace public safety as a shared responsibility – and to be supported in our mission by our development partners and regional and international law enforcement networks (GPA 9).

Supporting these strategic priority areas are a number Tonga Police priorities or initiatives as illustrated in Figure 3 below and discussed further at paragraph 2.3.

Figure 3: Tonga Police Priorities Supporting Government Priority Areas

Priority or Initiative	GPA
People Development – Investing in our staff to ensure they are equipped, trained and enabled, feel safe and valued, and are high performing, professional and values driven.	1, 2, 3, 9
Infrastructure and Assets – Increasing investment in our basic facilities, structures, and services to support the professional development and strengthening of our prevention and enforcement activities.	1, 2, 3, 8
Emergency Management – Supporting the Government’s preparedness and response plans to natural disasters and other emergencies.	1, 9
Crime Prevention – Embedding our Prevention Strategy which informs our operational approach and focuses on activities to not just address crime but look at ways to prevent further offending and victimization.	1, 2, 3, 9
Illicit Drugs Supply Reduction – Playing a leading role in combatting and addressing the impacts of illicit drugs through detection and disruption of supply.	3, 9
Domestic Violence – Building greater momentum towards improving police response to domestic violence, including fostering a more victim-centred approach.	2, 9



2. Tonga Police Overview

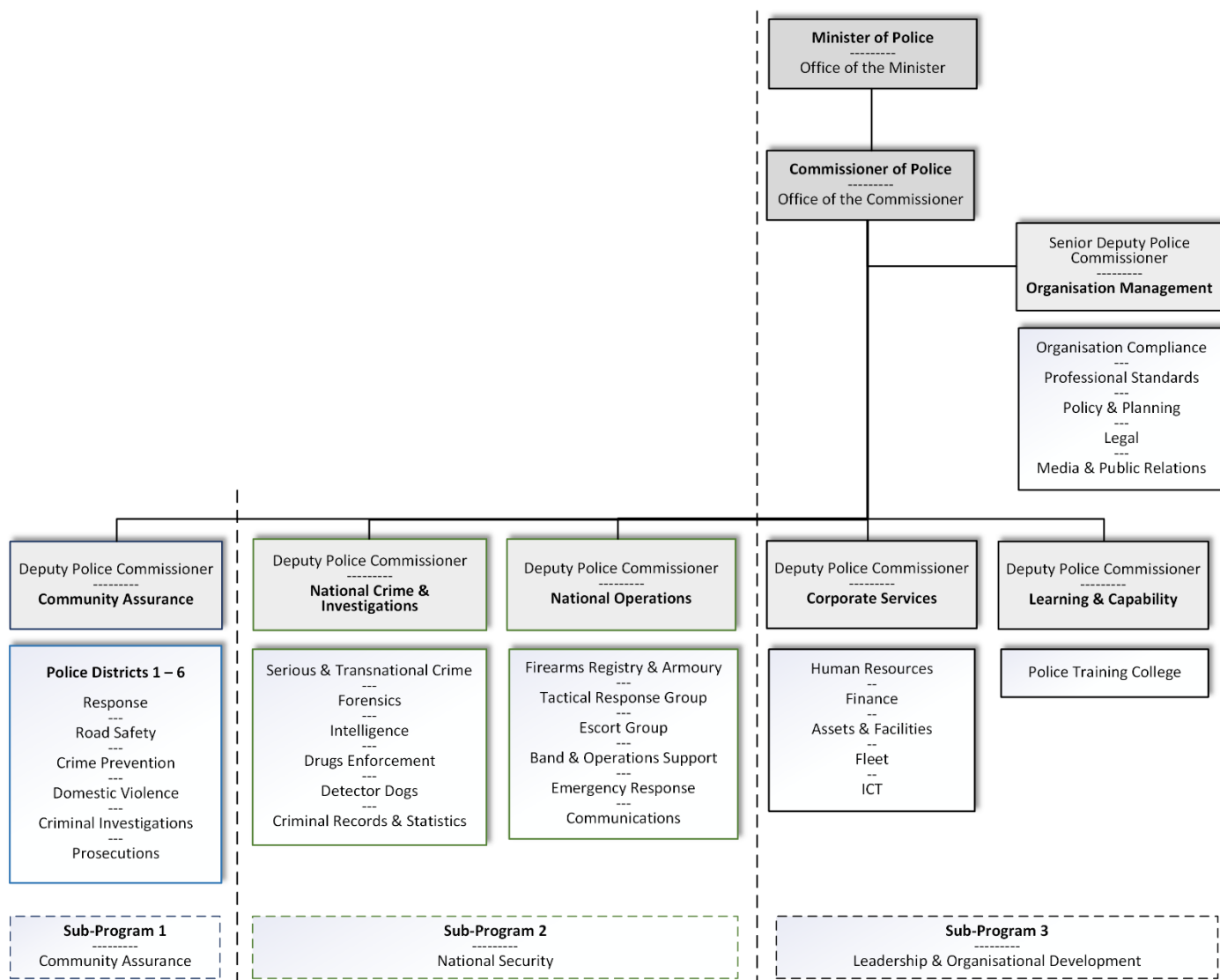
2.1. Tonga Police Outputs grouped into Sub-Programs and Units/Divisions

Sub-Program	Outputs	Activities/Strategies	Responsible Unit	Division	
1. Community Assurance	1.1. Crime Prevention	1.1.1. Community Safety	Prevention Group, Police Band	COMMUNITY ASSURANCE	
		1.1.2. Domestic Violence Prevention & Youth Services	Domestic Violence		
		1.1.3. Liquor Licencing	Liquor Licencing		
		1.1.4. Police Clearances	Police Records		
		1.1.5. Directed Patrols	Response		
	1.2. Initial Response Management	1.2.1. Communications & Dispatch	Police Communications		
		1.2.2. Complaints Assistance	Response		
	1.3. Investigations	1.3.1. Criminal & Other Investigations	Criminal Investigations		
	1.4. Judicial Support	1.4.1. Prosecutions & Court Services	Prosecutions		
		1.4.2. Custody Management	Custody Offices		
	1.5. Road Safety	1.5.1. Strategic Road Policing	Road Safety		
		1.5.2. Road Safety Awareness			
		1.5.3. Traffic Management & Response			
2. National Security	2.1. National Intelligence & Investigations	2.1.1. Intelligence Services	Intelligence, Airport Police, Crime Statistics Office	NATIONAL CRIME & INVESTIGATIONS	
		2.1.2. Detection of Drugs, Firearms & Explosives	Police Detector Dogs		
		2.1.3. Forensic Services	Forensics		
		2.1.4. Response to Illicit Drug Activity	Drugs Enforcement Taskforce, National Operations Strategy		
		2.1.5. High Profile Investigations	Serious Organised & Transnational Crime		
	2.2. National Operations	2.2.1. Public Order Management	Tactical Response Group, Police Band	NATIONAL OPERATIONS	
		2.2.2. Response to High-Risk Incidents			
		2.2.3. National Firearms Registry	Armoury		
		2.2.4. Protective Services	Escort Group, Guardhouse		
	2.3. Emergency Management	2.3.1. Search and Rescue	Emergency Response		
		2.3.2. Emergency Response and Management			
	3. Leadership & Organizational Development	3.1. Organization Management	3.1.1. Executive Services	Offices of the Minister & Commissioner, Media & Public Relations	ORGANIZATION MANAGEMENT
			3.1.2. Organization Compliance	Professional Standards, Organization Compliance, Legal	
3.1.3. Policy Development			Policy & Planning		
3.1.4. Strategy & Planning					
3.2. Workforce Development		3.2.1. Training & Education	Police Training College	LEARNING & CAPABILITY	
		3.2.2. Human Resources Management	Human Resources	CORPORATE SERVICES	
		3.2.3. Performance Management			
3.3. Resource Management		3.3.1. Financial Administration	Finance Group		
		3.3.2. Assets Management	Assets & Facilities		
		3.3.3. Fleet Management	Transport		
		3.3.4. ICT Service Delivery	ICT		

2.2. Tonga Police Organizational Structure

Tonga Police's current structure was approved by the former Minister of Police on 11th May 2021, and includes six operational divisions, each commanded by a Senior Deputy or Deputy Police Commissioner.

Figure 4: Tonga Police Organization Structure



2.3. Summary of Planned Initiatives and Reforms

In the recently developed Tonga Police Statement of Intent (2021 – 2026) we identified three priority areas to focus on that will enable us to reach our stated goals of *Safe Homes, Safe Roads, and Safe Communities*:

1. **Organizational Development** – strengthening our organization by investing in development of our human capabilities, in resources (particularly technical and specialized equipment), and in developing and maintaining our infrastructure.
2. **Prevention & Enforcement** – taking every opportunity to prevent and reduce harm by understanding our drivers of demand, deploying resources to beat that demand, and changing the mindset of our people.
3. **Partnerships** – working together with church and communities, other Government agencies, NGOs, and businesses towards our vision of a *safe, secure and crime-free Tonga*.

2.3.1. Organizational Development

2.3.1.1. People Development

Tonga Police remains committed to increasing its established strength to provide effective response and support to the Government strategic priority areas focusing on building resilience through preparedness and response to natural disasters (GPA 1) and to reducing the supply and use of illicit drugs (GPA 3). The additional positions will primarily be utilised to strengthen units directly supporting these priorities, including the Drugs Enforcement Taskforce, Detector Dog Unit, Tactical Response Group, Serious Crime Unit, and a new Emergency Response unit. A portion will also be used to reinforce rural and outer island stations to enhance police visibility, accessibility, and response to these and other priorities.

Tonga Police's most important resource is its people. It stands to reason then that we invest in developing our best resource to achieve its maximum potential. This includes ensuring that our staff are equipped, trained and enabled, feel safe and valued, and are high performing, professional and values driven. In 2022-23 we plan to continue or commence initiatives to support our staff in performing their important public safety functions, including:

- Capacity and capability development of intelligence and investigations functions.
- National rollout of our Officer Safety program equipping frontline police officers with tactical equipment.
- Scaling up support to Legal and Professional Standards units in promoting and progressing professional standards processes.
- Implementation of recommendations from a Cabinet-endorsed review into Tonga Police's remuneration framework.

2.3.1.2. Infrastructure and Assets

Since 2008, most investment in Tonga Police's capital assets has been through contributions from NZ and Australia through the Tonga Police Development Program (TPDP). This program came to an end in June 2020, with ongoing investment and maintenance of capital assets now the responsibility of the Government of Tonga. Following a Kingdom-wide visit to all Police Districts by the Minister of Police and Acting Commissioner of Police in 2021, it was identified that there is a critical need for renovation of police quarters to enhance station security, but also to satisfy our obligations and duty of care to provide a safe and healthy environment for staff. Furthermore, widespread security enhancements to stations are required to minimize risks to staff – especially considering the growing risks related to the illicit drugs problem in Tonga. The need for expansion of police stations into the outer islands and rural areas was also identified to enhance police accessibility and response times in some of our more remote communities.

To be successful in this changing criminal and social context requires us to operate in new and innovative ways. These innovations often require resources that are currently not available to Tonga Police. National security and community assurance operations such as in drug surveillance, detection and disposal, tactical response, road safety, and search and

rescue, are just some areas identified where specialist and technical equipment would help enhance Tonga Police's capabilities to support the government's priority areas.

Our identified needs for infrastructure and assets development were compounded following the Hunga Tonga-Hunga Ha'apai eruption in January 2022 – with the ensuing tsunami causing significant damage to police stations in Ha'apai, Nomuka and 'Eua. Approximately 95% of office equipment and furniture in those stations was also damaged beyond repair and need replacement.

2.3.2. Prevention and Enforcement

2.3.2.1. Crime Prevention

Our Prevention Strategy informs our operational approach to providing police services where we focus our activities to not just address crime but look at ways to prevent further offending and victimization. In 2022-23 we will further embed our Prevention approach which is driven by three key pillars: understanding our drivers of demand; deploying to beat that demand; and changing the mindset of our people

2.3.2.2. Illicit Drugs Supply Reduction

The use of Illicit drugs remains a critical issue for Tonga, affecting all levels of society and particularly threatening the future livelihoods of our youth. With the enduring commitment from the government to combat illicit drugs activity, Tonga Police continues to focus efforts on strategies stemming from National Illicit Drugs Policy.

We will continue to play a lead role in the development and implementation of strategies aimed at preventing, disrupting, or otherwise reducing the production and supply of illicit drugs. This will involve working with partners to develop effective investigations and intelligence mechanisms to improve detection at the border, and to enhance existing detection, seizure, and apprehension tactics for illicit drugs already in the country.

We will also continue our formal role as secretariat to the Action Planning Committee, overseeing the implementation of the National Illicit Drugs Policy, including coordination of the technical working groups that directly support the delivery of strategies under the three core pillars of the policy: supply reduction; demand reduction; and harm reduction.

2.3.2.3. Domestic Violence

Through the support of development partner Australian Federal Police (AFP) and the Families Free of Violence (FFOV) program, Tonga Police is focused on emerging priorities locally and regionally and greater attention to ensuring marginalised and vulnerable groups are included in FFOV activities – children, people with disabilities and the LGBTQI community. This will also involve expanding the range of stakeholders that Tonga Police and FFOV have traditionally worked with.

2.3.3. Partnerships

2.3.3.1. Emergency Management

Tonga Police will continue to support other government ministries in their preparedness and response plans to natural disasters and other national emergencies. Tonga Police will continue to provide security and public order management services in support of containment plans in and around quarantine and other Ministry of Health facilities. Tonga Police will also continue to take the lead in monitoring and enforcing provisions intended to prevent or minimize risk and the loss of life due to COVID-19 pursuant to National COVID-19 Restriction Notices issued under the Declaration of a State of Emergency.

2.3.3.2. Development Partnerships Programs

Following the formal conclusion of the Tonga Police Development Program (TPDP) in 2020, development partners Australian Federal Police (AFP) and NZ Police (NZP) are now operating under separate bilateral arrangements with Tonga Police, with priority investment primarily focused on capability development, as illustrated in Figure 5.

Figure 5. Development Partnership Programs Activity Areas

Partnership Program	Partnership Outcomes	Activity Areas / Inputs
Tonga Australia Partnership Program (TAPP) 2022 - 2026	Enhanced national security, focusing on illicit drugs and transnational crime	Support to Transnational Crime Unit
		Improved investigations
		Strengthened cyber safety
		Enhanced intelligence
	Improved frontline response to survivors of family violence	Implementation of Service Delivery Protocol
		Support to frontline service providers
		Promotion of rights of marginalised groups
	Strengthened capacity and capability for ethical and effective policing	Executive leadership development
		Support Tonga Police Women's Advisory Network
		Communications upgrades
		Responsive projects
Tonga – New Zealand Policing Programme (TNZPP) 2022 - 2025	Increased skills, knowledge and capability to deliver policing services	Mentoring and advisory support to the Tonga Police District Investigations units
	Improved professional and leadership development	Development and implementation of a Detective Qualifications framework
		Support to the Training College to develop its core functions, and training and professional development frameworks
		Mentoring and advisory support to frontline Non-Commissioned Officers
		Mentoring and advisory support to Tonga Police for the delivery of its Officer Safety Programme

3. Tonga Police Budget and Staffing

Tonga Police approved recurrent budget for 2022/23 is **\$12,535,600** which represents a 6% increase on the previous financial year.

Table 1. Tonga Police Approved Recurrent Budget

Expenditure Item (\$m)	2019-20	2020-21	2021-22	2022-23 Budget	2023-24 Projected	2024-25 Projected
Established Staff (10xx)	7.599	7.706	8.633	8.027	8.027	8.027
Unestablished Staff (11xx)	-	0.001	0.001	0.001	0.001	-
Travel and Communication (12xx)	0.306	0.209	0.234	0.248	0.248	0.248
Maintenance and Operations (13xx)	0.916	0.904	0.912	0.907	0.907	0.907
Purchased Goods Services (14xx)	1.128	1.215	1.365	2.261	2.261	2.261
Grants and Transfer (15xx)	0.006	0.006	0.006	0.256	0.256	0.256
Assets (20xx)	0.678	0.513	0.709	0.837	0.837	0.837
Total Tonga Police Recurrent Budget	10.633	10.553	11.860	12.536	12.536	12.535

Table 2. Tonga Police Development Budget

Expenditure Item (\$m)	2019-20	2020-21	2021-22	2022-23 Budget	2023-24 Projected	2024-25 Projected
Travel and Communication (12xx)	0.400	0.073	-	-	-	-
Maintenance and Operations (13xx)	0.250	0.026	-	-	-	-
Purchased Goods Services (14xx)	0.200	0.618	0.270	1.044	-	-
Grants and Transfer (15xx)	0.400	0.009	-	0.050	-	-
Assets (20xx)	2.500	0.804	-	0.010	-	-
Total Tonga Police Development Budget	3.750	1.530	0.270	1.104	-	-

Table 3. Tonga Police Staff by Key Category

Category	2019-20	2020-21	2021-22	2022-23 Budget	2023-24 Projected	2024-25 Projected
Established staff						
Executive Staff (Band A to F)	6	6	5	5	5	5
Senior Staff (Band G to M)	143	132	147	145	145	145
Other Staff (Band N to R)	330	341	404	352	352	352
Total Established Staff	479	479	556	502	502	502
Unestablished staff	-	1	1	1	1	-
Total Staff	479	480	557	503	503	502
Total Recurrent Budget (10xx, 11xx)	7.599	7.707	8.634	7.553	7.553	7.552

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 Organizational 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 47% of the established staff and 32% of the recurrent budget for 2022/23.

Sub-Program 1 comprises five overarching outputs:

1. **Crime Prevention** – addressing crime-related problems in the community through development and maintenance of awareness and engagement programs in partnership with government agencies, NGOs, and community organizations
2. **Initial Response Management** – protecting life and property through the implementation of crime prevention strategies, timely response to non-emergency incidents, and management of offenders in custody.
3. **Investigations** – collection, collation, and evaluation of evidence to support the occurrence of a criminal offence and the identification, arrest, and subsequent conviction of offenders in Court.
4. **Judicial Support** – providing effective, efficient, and professional prosecution services in accordance with the Solicitor General's Prosecution Guidelines
5. **Road Safety** – developing and implementing strategies for effective traffic management, detection of traffic violations and road safety education.

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

Category	2019-20	2020-21	2021-22	2022-23 Budget	2023-24 Projected	2024-25 Projected
Total Recurrent Budget (Salaries & Operations \$m)	3.924	3.996	4.595	4.004	4.004	4.004
Established staff						
Executive Staff (Band A to F)	2	2	1	1	1	1
Senior Staff (Band G to M)	62	63	69	65	65	65
Other Staff (Band N to R)	165	178	286	171	171	171
Total Established Staff	229	243	356	237	237	237
Unestablished staff	-	-	-	-	-	-
Total Staff	229	243	356	237	237	237

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

('TBC' baselines and targets for new/revised KPIs to be established after Q1)

Activity	KPI	Baseline	2022 /23	2023/ 24	2024 /25	TSDF II Out-comes ¹	SDG Targets & Indicators ²	2021/22 Recurrent Budget
1.1 Crime Prevention								
1.1.1 Community Safety	a) No. of community or NGO partnership activities initiated or sustained	33	> 40	> 40	> 40			
	---					2.1		
	b) No. of prevention activities initiated or sustained with schools	8	> 20	> 20	> 20	2.2 3.2		\$ 205,300

	c) No. of CPV initiated intelligence or offence reports	168	> 175	> 175	> 175			
1.1.2 Domestic Violence Prevention & Youth Services	a) No. of DV incidents reported (PD1 only)	1,772	< 1,735	< 1,700	< 1,665			

	b) No. of PSO issued	491	< 480	< 470	< 460			

	c) % of PSOs or PO breached	1.02%	< 1%	< 1%	< 1%	2.1	5.1 5.1.1	
	---					2.2		
	d) No. of intimate partner violence investigations (females 15+ yrs)	69	< 65	< 60	< 55	3.2	5.2 5.2.1 5.2.2	\$ 24,600

	e) No. of sexual violence (non- intimate partner) investigations (female 15+ yrs)	89	< 330	< 320	< 310			
1.1.3 Liquor Licencing	a) % of licenced premises with monthly checks	N/A (new KPI)	100%	100%	100%	2.1		
	---					2.2		
	b) % of licence premises checks with breach recorded	1%	< 1%	< 1%	< 1%	3.2		\$ 34,000
1.1.4 Police Clearances	a) % of Police Records requested processed within 2 business days	100%	100%	100%	100%	2.1 2.2 3.2		Refer 2.1.3
1.1.5 Directed Patrols	a) Reported crime in identified crime hot spots:							
	• Market • Bus station	TBC (new KPI)	TBC	TBC	TBC	3.2		Refer 1.2.2
1.2 Initial Response Management								

¹ See Figure 2 (paragraph 1.4.1) for descriptions of TSDF II Organizational Outcomes.² See Appendix A for descriptions of the relevant Sustainable Development Goal (SDG) targets and indicators

Activity	KPI	Baseline	2022 /23	2023/ 24	2024 /25	TSDf II Out-comes ¹	SDG Targets & Indicators ²	2021/22 Recurrent Budget
1.2.1 Communication & Dispatch	a) No. of calls for assistance received by Police Communications Centre (PCC). ---- b) % of calls for assistance dispatched to response within 2 minutes	3,035 100%	2,975 100%	2,915 100%	2,855 100%	3.2		\$ 122,400
1.2.2 Complaints Assistance	a) No. of complaints (in person) received at station ---- b) No. and % of calls for assistance or complaints attended ▪ Referred from PCC ▪ In-person complaints	TBC (new KPI) TBC (new KPI)	TBC TBC	TBC TBC	TBC TBC	3.2		\$ 2,317,500
1.3 Investigations								
1.3.1 Criminal & Other Investigations	a) No. of homicide investigations --- b) No. of physical violence investigations --- c) No. of sexual violence investigations (non DV) --- d) No. of child abuse investigations (age 1-17 yrs) --- e) No. of government servant bribery or corruption investigations --- f) No. of cases rejected due to insufficient evidence --- g) Case resolution rate CRA offences against the person. --- h) Case resolution rate CRA offences against property --- i) Case resolution rate CRB offences ---- k) % of cases under investigation / pending disposition for more than 365 days	2 260 14 12 12 12 TBC TBC TBC TBC (new KPI)	< 5 < 245 < 10 < 10 < 10 < 10 < 5 TBC TBC TBC	< 5 < 230 < 10 < 10 < 10 < 5 TBC TBC TBC	< 5 < 215 < 10 < 10 < 10 < 5 TBC TBC TBC	2.1 2.2 3.2	16.1 16.1.1 16.1.3 (a-c) 16.2 16.2.1 16.2.3 16.3 16.3.1 16.5 16.5.1 16.5.2	\$ 556,400

Activity	KPI	Baseline	2022/23	2023/24	2024/25	TSDf II Out-comes ¹	SDG Targets & Indicators ²	2021/22 Recurrent Budget
1.4 Judicial Support								
1.4.1 Prosecutions & Court Services	a) Total no. of case files submitted to prosecution <ul style="list-style-type: none"> All DV b) No. of case files submitted to Crown Law --- c) Successful prosecution rate	870 85 179 80%	< 850 < 165 < 175 > 80%	< 830 < 160 < 170 > 80%	< 810 < 155 < 165 > 80%	3.2		\$ 292,500
1.4.2 Custody Management	a) Escapes from custody --- b) Civil or criminal claims against Police (offences against person or property) --- c) Reported breaches of safety or security (incl injuries in custody caused by other prisoners)	1 0 1	Nil Nil Nil	Nil Nil Nil	Nil Nil Nil	3.2		Refer 1.2.2
1.5 Road Safety								
1.5.1 Strategic Road Policing	a) No of activities or operation carried out (either Police only or in partnerships with other agencies)	202	> 315	> 330	> 345	2.2 3.2		\$ 313,700
1.5.2 Road Safety Awareness	a) No. of school's road safety sessions delivered --- b) No. of public road safety campaigns initiated or sustained	0 10	TBC > 10	TBC > 10	TBC > 10	2.1		
1.5.3 Traffic Management & Response	a) No. of crashes recorded --- b) No. of traffic offences recorded --- c) No. of traffic related injuries recorded --- d) No. of traffic related death --- e) No. of traffic incidents at school pedestrian crossings	190 3,700 12 4 TBC	< 185 < 3,625 < 10 < 5 TBC	< 180 < 3,555 < 10 < 5 TBC	< 175 < 3,480 < 10 < 5 TBC	3.2	3.6 3.6.1	

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*) accounts for 18% of the established staff and 21% of the recurrent budget for 2022/23. It covers three primary outputs:

1. **National Intelligence and Investigations** – planning, coordinating, and enforcing measures and operations for safeguarding national security, including intelligence services, drugs detection and enforcement, forensics, and serious crime investigations
2. **National Operations** – maintenance of public order and preventing breaches of the peace at public events, including the planning, coordination and delivery of crowd control and security services.
3. **Emergency Management** – duties and activities related to land and marine search and rescue as well as responsibilities as a lead member of the National Emergency Management Committee.

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

Category	2019-20	2020-21	2021-22	2022-23 Budget	2023-24 Projected	2024-25 Projected
Total Recurrent Budget (Salaries & Operations)	2.554	2.191	3.076	2.629	2.629	2.629
Established staff						
Executive Staff (Band A to F)	1	1	1	1	1	1
Senior Staff (Band G to M)	32	32	36	32	32	32
Other Staff (Band N to R)	71	71	100	58	58	58
Total Established Staff	104	104	137	91	91	91
Unestablished staff	-	1	-	-	-	-
Total Staff	104	105	137	91	91	91

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

(‘TBC’ baselines and targets for new/revised KPIs to be established after Q1)

Activity	KPI	Baseline*	2022 /23	2023 /24	2024 /25	TSDF II Out-comes	SDG Targets & Indicators	2021/22 Recurrent Budget
2.1 National Intelligence & Investigations								
2.1.1 Intelligence Services	a) No. of Intelligence Information reports validated --- b) No. of Executive intelligence products disseminated	70 12	> 80 > 15	> 80 > 15	> 80 > 15	3.2	16.4 16.4.2	\$ 197,200
2.1.2 Detection of Drugs and Contraband	a) No. of detector dog deployments ▪ BAU deployments ▪ Special operations --- b) No. of successful detections ▪ Total ▪ Drugs ▪ Firearms	265 TBC 84 TBC TBC	> 280 TBC <82 TBC TBC	> 280 TBC <80 TBC TBC	> 280 TBC <78 TBC TBC	3.2	16.4 16.4.2	\$ 43,400

Activity	KPI	Baseline*	2022 /23	2023 /24	2024 /25	TSDF II Out-comes	SDG Targets & Indicators	2021/22 Recurrent Budget
	<ul style="list-style-type: none"> ▪ Ammunition ▪ Cash --- c) Border detections as % of total	TBC TBC TBC	TBC TBC TBC	TBC TBC TBC	TBC TBC TBC			
2.1.3 Forensic Services	a) No. of crime scenes attended <ul style="list-style-type: none"> ▪ Total ▪ % of housebreaking reports ▪ % of theft reports ▪ % of offences against person reports --- b) No. of fingerprints lifted from crime scenes ---- c) % of positive ID matches from fingerprints lifted	254 TBC TBC TBC new KPIs TBC 76%	<245 TBC >80%	<240 TBC >80%	<235 TBC >80%	3.2		\$ 141,600
2.1.4 Response to Illicit Drug Activity	a) Success rate of drugs related searches --- b) No of drugs related arrests --- c) Successful prosecution rate of drugs offenders --- d) Quantities of drugs seized: <ul style="list-style-type: none"> ▪ Class A ▪ Class B <i>NAPID RMT:</i> e) Median street price of illicit drugs <ul style="list-style-type: none"> ▪ Cocaine ▪ Methamphetamine ▪ Cannabis ---- f) No. of drug supplier arrests ---- g) Median amount of illicit drugs seized per person	93% 266 92% TBC TBC TBC TBC TBC TBC TBC	> 95% < 260 > 90% TBC TBC TBC TBC TBC TBC TBC	> 95% < 250 > 90% TBC TBC TBC TBC TBC TBC TBC	> 95% < 240 > 90% TBC TBC TBC TBC TBC TBC TBC	2.1 2.2 3.2	16.4 16.4.2	\$1,191,100
2.1.5 High Profile Investigations	a) No of domestic cases investigated ----	5	< 10	< 10	< 10	2.2 3.2	16.4 16.4.2 16.5 16.5.1	\$ 171,200

Activity	KPI	Baseline*	2022 /23	2023 /24	2024 /25	TSDF II Out-comes	SDG Targets & Indicators	2021/22 Recurrent Budget
	b) No. of transnational cases assistance provided ---- b) % of cases resolved vs unresolved	104 TBC (new KPI)	>120 TBC	>120 TBC	>120 TBC		16.5.2	
2.2 National Operations								
2.2.1 Public Order Management	a) % of large-scale public events completed peacefully and without reported incidents	95%	100%	100%	100%	3.2		\$ 585,600
2.2.2 Response to High-Risk Incidents	a) % of High-Risk callouts resolved peacefully and without any reported incident ---- b) Average no. of specialist training hours per TRG member	95% TBC (new KPI)	> 90% TBC	> 90% TBC	> 90% TBC	3.2		
2.2.3 National Firearms Registry	a) % of unlicensed firearms seized by 30 Nov 2022 --- b) No of expert witness reports provided	0% 94	100% <90	100% <85	100% <80	2.2 3.2	16.4 16.4.2	
2.2.4 Protective Services	a) Qualitative assessment of protection services operations ---- b) Average no. of specialist training hours per Escort member	- TBC (new KPI)	- TBC	- TBC	- TBC	2.2 3.2		\$ 113,900
2.3 Emergency Management								
2.3.1 Search and Rescue	a) No. of maritime fatalities --- b) No. of public awareness campaigns ---- c) No. of SAR callouts	8 15 TBC (new KPI)	< 5 >16 TBC	< 5 >16 TBC	< 5 >16 TBC	2.2 3.2		\$ 244,600
2.3.2 Emergency Response and Management	a) No. of emergency response calls for response or coordination assistance ---- b) No. of breaches of restriction orders	TBC (new KPI) 655	TBC <600	TBC TBC	TBC TBC	2.2 3.2		

4.3. Sub-Program 3: Leadership & Organizational Development

Link to last CP&B	Ongoing	Minor change	Major Change	New
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Sub-Program 3 (*Leadership & Organizational Development*) covers the corporate support functions of Tonga Police and accounts for 35% of the established staff and 47% of the recurrent budget for 2022/23.

1. **Organization Management** – managing the legal, policy development, corporate planning, and other corporate management functions of Tonga Police to help ensure the most effective and consistent delivery of services and achievement of organizational objectives.
2. **Workforce Development** – enabling continuous improvement in Tonga Police's service delivery through recruitment, training, professional development, and performance management of staff.
3. **Resource Management** – ensuring effective management, optimisation, performance and delivery of Tonga Police assets and facilities.

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

Category	2019-20	2020-21	2021-22	2022-23 Budget	2023-24 Projected	2024-25 Projected
Total Recurrent Budget (Salaries & Operations \$m)	4.156	4.367	3.989	5.903	5.903	5.903
Established staff						
Executive Staff (Band A to F)	3	3	3	3	3	3
Senior Staff (Band G to M)	49	37	42	48	48	48
Other Staff (Band N to R)	94	92	18	123	123	123
Total Established Staff	146	133	63	174	174	174
Unestablished staff	-	-	1	1	1	-
Total Staff	146	133	64	175	175	174

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

('TBC' baselines and targets for new/revised KPIs to be established after Q1)

Activity	KPI	Baseline*	2022 /23	2023 /24	2024 /25	TSDF II Out-comes	SDG Targets & Indicators	2022/23 Recurrent Budget
3.1 Organisation Management								
3.1.1 Executive Services	a) % of inward communications actioned, tasked or responded to within 48 hours of receipt ▪ Office of Minister ▪ Office of Commissioner ----- b) % of Executive taskings actioned or responded to within 48 hours of receipt ▪ Per Division	TBC (new KPI) TBC (new KPI)	> 90% > 90%	> 90% > 90%	> 90% > 90%	3.1 3.2	16.5 16.5.1 16.5.2	\$1,511,600
3.1.2 Organisation Compliance	a) No of public complaints against Police members	30	<30	< 25	<20	3.1 3.2	16.5 16.5.1 16.5.2	

Activity	KPI	Baseline*	2022 /23	2023 /24	2024 /25	TSDf II Out-comes	SDG Targets & Indicators	2022/23 Recurrent Budget
	--- b) No of internal complaint against Police members --- c) % of PSU/Legal recommendations upheld by PEC ---- d) % of PSU cases under investigation / pending disposition for more than 365 days	19 50% TBC (new KPI)	< 18 > 60% TBC	< 15 > 65% TBC	< 15 > 75% TBC			
3.1.3 Policy Development	a) No of policies /SOPs developed or reviewed annually	13	> 12	> 12	> 12	3.1 3.2		\$91,300
3.1.4 Strategy & Planning	a) % of organizational KPIs met --- b) Annual Report submitted on time --- c) Annual CP&B submitted on time	TBC - -	> 75% ✓ ✓	> 75% ✓ ✓	> 75% ✓ ✓			
3.2 Workforce Development								
3.2.1 Training & Education	a) % of Recruit passing out --- b) % of Probationary Constables confirmed by due date --- c) No of distinct continuing education (CE) courses delivered ---- d) No of staff participating in CE courses (internal & external)	100% 98% 3 TBC (new KPI)	100% 100% >5 TBC	100% 100% >5 TBC	100% 100% >5 TBC	3.1 3.2		\$1,290,300
3.2.2 Human Resource Management	a) % of recurrent salaries budget utilised --- b) % of members with leave forfeited due to over-accumulation --- c) Median no of accumulated days (at 30 June)	89%* N/A 60*	> 90% TBC < 35	> 90% TBC < 30	> 90% TBC < 30	3.1		\$ 286,100
3.2.3 Performance Management	a) % of PMS forms submitted from eligible members ---	68% TBC	> 75% < 50%	> 80% < 40%	> 90% < 30%	3.1 3.2		

Activity	KPI	Baseline*	2022 /23	2023 /24	2024 /25	TSDf II Out-comes	SDG Targets & Indicators	2022/23 Recurrent Budget
	b) % of scores reduced after moderation							
3.3 Resource Management								
3.3.1 Financial Administration	a) % of queried vouchers and errors picked up by Treasury --- b) No of monthly commitment checks --- c) % of recurrent operational budget utilised	8% 83 88%	< 10% > 100 > 90%	< 10% > 100 > 90%	< 10% > 100 > 90%	3.1		\$1,141,700
3.3.2 Assets Management	a) % of assets meeting service or maintenance schedules <ul style="list-style-type: none"> ▪ Buildings ▪ Computer hardware ▪ Other assets --- b) % of District Commanders or Station/Office Supervisor submitting asset reports: <ul style="list-style-type: none"> ▪ Biannually ▪ Quarterly ▪ Monthly 	N/A (new KPI) N/A (new KPI)	TBC 75% 50% 25%	TBC 90% 75% 50%	TBC 100% 90% 75%	3.1 3.2		\$ 712,400
3.3.3 Fleet Management	a) % of vehicles completing required maintenance schedule --- b) No. of Fleet Maintenance Reports submitted	TBC (new KPI) N/A (new KPI)	100% TBC	100% TBC	100% TBC	3.1 3.2		\$ 672,400
3.3.4 ICT Service Delivery	a) % of requests for ICT support resolved within 48 hrs --- b) % of time that network and system in functioning	92% 63%	> 90% > 95%	> 90% > 95%	> 90% > 95%	3.1 3.2		\$ 274,800

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	3.6 By 2030 halve global deaths from road traffic accidents	3.6.1 Death rate due to road traffic injuries	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	5.1.1 Whether or not legal frameworks are in place to promote, enforce and monitor equality and non-discrimination on the basis of sex	1.1. Crime Prevention (Domestic Violence)
	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	5.2.1 Proportion of ever-partnered women and girls aged 15 years and older subjected to physical, sexual or psychological violence by a current or former intimate partner in the previous 12 months, by form of violence and by age 5.2.2 Proportion of women and girls aged 15 years and older subjected to sexual violence by persons other than an intimate partner in the previous 12 months, by age and place of occurrence	1.1. Crime Prevention (Domestic Violence)
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	16.1.1 Number of victims of intentional homicide per 100,000 population, by sex and age 16.1.3 Proportion of population subjected to (a) physical violence, (b) psychological violence and (c) sexual violence in the previous 12 months	1.3. Investigations
	16.2. End abuse, exploitation, trafficking and all forms of violence and torture against children	16.2.1 Proportion of children aged 1–17 years who experienced any physical punishment and/or psychological aggression by caregivers in the past month 16.2.3 Proportion of young women and men aged 18–29 years who experienced sexual violence by age 18	1.3. Investigations

Goal	Target	Indicator	Tonga Police Contributing Outputs
	16.3. Promote the rule of law at the national and international levels, and ensure equal access to justice for all	16.3.1 Proportion of victims of violence in the previous 12 months who reported their victimization to competent authorities or other officially recognized conflict resolution mechanisms	1.3. Investigations
	16.4. By 2030 significantly reduce illicit financial arms flows, strengthen recovery and return of stolen assets, and combat all forms of organised crime	16.4.2 Proportion of seized, found or surrendered arms whose illicit origin or context has been traced or established by a competent authority in line with international instruments	2.2 National Operations
	16.5. Substantially reduce corruption and bribery in all its forms	<p>16.5.1 Proportion of persons who had at least one contact with a public official and who paid a bribe to a public official, or were asked for a bribe by those public officials, during the previous 12 months</p> <p>16.5.2 Proportion of businesses that had at least one contact with a public official and that paid a bribe to a public official, or were asked for a bribe by those public officials during the previous 12 months</p>	<p>1.3. Investigations</p> <p>2.2 National Operations (High Profile Investigations)</p>