



**TONGA FIRE & EMERGENCY SERVICES**



# **CORPORATE PLAN**

**FINANCIAL YEARS 2025/2026 – 2027/2028**

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## List of Abbreviations

Abbrev.	
<b>CP</b>	Corporate Plan
<b>CP&amp;B</b>	Corporate Plan & Budget
<b>FY</b>	Financial Year
<b>GPA</b>	Government Priority Area
<b>KPI</b>	Key Performance Indicator
<b>LA</b>	Legislative Assembly
<b>MDA</b>	Ministries, Departments and Agencies
<b>MFS</b>	Metropolitan Fire Services (of South Australia)
<b>MoFE</b>	Minister for Fire & Emergencies
<b>NAPID</b>	National Action Plan against Illicit Drugs
<b>NIIP</b>	National Infrastructure Investment Plan
<b>PE</b>	Public Enterprises
<b>SAMFS</b>	South Australian Metropolitan Fire Service
<b>SDG</b>	Sustainable Development Goals
<b>SO</b>	Standing Orders 2016
<b>TFES</b>	Tonga Fire & Emergency Services
<b>TSDF</b>	Tonga Sustainable Development Framework

## Foreword from the Minister



*Honourable Paula Piveni Piukala, Minister of Fire & Emergency Services*

On behalf of Tonga Fire and Emergency Services (TFES), I am pleased to present the Corporate Plan for the Financial Years 2025/2026, 2026/2027 and 2027/2028.

I believe Tonga Fire & Emergency Services to be an essential organization in our government, yet one that has been marginalized in terms of funding and support. It is my purpose to be a voice for this organization to support the Services in their mandate of protecting life and property in the Kingdom of Tonga.

This document shows the Services alignment of its work plans and outputs to the Tonga Strategic Development Plan Framework, which is also in implementation of its long-term development plans.

The Services is a developing department, as such, needs the requisite support of government to advance its capability and capacity in order to ensure operability especially in these times of natural disasters.

I am confident that this CP has been drafted with the best interests of the Kingdom of Tonga at heart and I commend the officers of the Services for their ever-present willingness to embrace change and to better themselves for a safer future of our Tongan society.

Respectfully,

Honorable Paula Piveni. PIUKALA  
**Minister of Fire & Emergency Services**

## Message from the Commissioner of Tonga Fire & Emergency Services



Tonga Fire & Emergency Services has embarked on a journey of development, in alignment with various government and internal development plans. This is essential to ensure that the Services is developing in response with the increase and severity of natural disasters.

Accordingly, this Corporate Plan has been developed to ensure the efficient and effective discharge of Service mandates to the Kingdom, whilst also ensuring that it contributes to the development of Tonga as a whole. It builds on recent developments and lessons learnt from previous structures for the purposes of better planning to correlate with the current budget allowances.

I trust that this Corporate Plan, with its key strategies and programs targeting practical outputs and outcomes, will assist Government and Development Partners in understanding and appreciating TFES's shorter to medium-term objectives to foster effective partnership with the community and stakeholders to protect life and property from the effects of fire and other emergencies.

Respectfully,

Viliami. F. TU'IHALAMAKA  
**Commissioner of Fire & Emergency Services**

## 1. MDA Corporate Plan Executive Summary

### Mandate & Key Legislations, Policy Decisions & Conventions

TFES is guided and legitimized by the Tonga Fire and Emergencies Act. Section 4 mandates its purposes and functions as below:

- Provide fire suppression, prevention and investigation services;
- Provide emergency response services for the protection of life and property before, during and after an emergency;
- Issue any public warning about fire and fire threats in the Kingdom for the purpose of protecting life and property;
- Carry out any other functions conferred on the Services by or under this Act or any other Act or by order made by the Minister;
- Perform activities to raise the profile of the Services or raise funds to support<sup>1</sup> the Service in the performance of its functions; and
- Do anything necessary for, or incidental, the exercise of its functions

Accordingly, TFES strives to meet its purposes and to successfully discharge its duties under the Act.

Our mandate is further established by the following:

#### ***Legislations***

1. Tonga Fire and Emergency Services Act 2014
2. Building Control and Standards Act 2002
3. Public Finance Management Act 2002
4. Emergency Management Act 2007
5. Police Act 2010
6. Intoxicating Liquor Act 2010
7. Tonga Water Board Act
8. Energy Act 2021

#### ***Regulations***

1. Building Code Regulation 2007
2. Petroleum Regulations 1988

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<sup>1</sup> The raising of funds refers to fundraising (such as hosting raffles, Fun Fairs, dances, etc) to help the Services to perform one or more of its functions. For example, legislation allows the Services to host a raffle with all proceeds going towards purchasing new fireproof boots for active Operation shift members as the last issue was upon their confirmation and most have suffered extreme wear and tear.

## ***Internal Policies***

1. Standard Operation Procedures
2. Standard Administrative Procedures

## ***Agreement***

Memorandum of Understanding and Addendum to the MOU singed between TFES and SAMFS 2018

## **Stakeholders**

**TFES Stakeholders and Their Relationships**

Stakeholder	Customer of TFES	Supplier to TFES	Partner with TFES	Oversight of TFES
<b>Cabinet</b>	X	X	X	X
<b>LA</b>	X	X	X	X
<b>MDAs</b>	X	X	X	X
<b>Ministry of Infrastructure</b>			X	
<b>Tonga Police</b>			X	
<b>Ministry of Trade, Economic, and Development</b>			X	
<b>National Emergency Management Office</b>			X	
<b>Public Enterprises</b>	X			
<b>Businesses</b>	X	X	X	
<b>NSA, CSO</b>	X	X	X	
<b>General Public</b>	X	X	X	X
<b>Development Partners</b>		X	X	X

<b>Stakeholder</b>	<b>Justification/Notes</b>
Cabinet	As TFES is an out-of-line MDA, it turns to and depends on Cabinet to provide the required approvals of its proposals and projects. Furthermore, all staffing matters are processed through Cabinet Approval, which first requires MoFE endorsement.
LA	TFES provides advice and information to the Legislative Assembly (LA) on matters under their mandate, e.g. emergency response in Tonga, etc.
MDAs	TFES is required to uphold legal mandates under its Act as well as mandates in other MDA laws which require the action of the Services; TFES provides fire safety services to other MDAs
Ministry of Infrastructure	TFES works in partnership with this MDA for the processing and approval of building maps
Tonga Police	TFES works in partnership with this MDA for the processing and approval of liquor licences (specifically fire safety inspections of the building)
Ministry of Trade, Economic, and Development	TFES works in partnership with this MDA for the processing and approval of business licences (specifically fire safety inspections of the building)
National Emergency Management Office	As an emergency response service provider, TFES works closely with NEMO in times of peace and disaster for disaster risk management and disaster resilience of Tonga.
Public Enterprises	TFES is required to uphold legal mandates under its Act as well as mandates in PE laws which require the action of the Services; TFES provides fire safety services to PEs
Businesses	TFES is required to uphold legal mandates under its Act as well as mandates in other laws which require the action of the Services; TFES provides fire safety services to businesses and the private sector
NSA, CSO	TFES is required to uphold legal mandates under its Act as well as mandates in other laws which require the action of the Services
General Public	TFES is required to uphold legal mandates under its Act as well as mandates in other laws which require the action of the Services; TFES provides fire safety services to civilians and communities
Development Partners	TFES often seek the assistance of development partners in order to improve its resources and service delivery. Accordingly, the Services would have to comply with agreed requirements of the development partners, e.g. child abuse policies, etc.

## Result Map



## SDGs/Regional Frameworks

TFES' operations are guided by the Tonga Strategic Development Framework II, which identifies the **Government's vision** as follows:

*“A progressive Tonga supporting a higher quality of life for all”.*

To contribute towards realizing this vision, the Ministry meets the following **specific TSDF National and Organizational Outcome objectives** outlined in the TSDF II document.

**TSDF National Outcome D:** A more inclusive, sustainable and responsive good governance with law and order

**TSDF National Outcome F:** A more inclusive, sustainable and effective land administration, environment management, and resilience to climate and risk.

**TSDF Organizational Outcome 3.2:** Improve law and order and domestic security appropriately applied.

**TSDF Organizational Outcome 5.4:** Improved national and community resilience to the potential disruption and damage to wellbeing, growth and development from extreme natural events and climate change, including extreme weather, climate and ocean events with a particular focus on the likely increase in such events with climate change.

In deference to SDG 13, SGD target 13.1 and Indicator 13.1.1 & 13.1.2, TFES plays a major part in the nation's response to natural disasters. This is in special linkage to TSDF National Outcome F. Therefore, it recognizes its need to develop and maintain disaster risk reduction strategies to strengthen Tonga's resilience and adaptive capacity to climate related hazards and natural disasters.

## TSDF Impacts and Outcomes Supported by MDA Outputs

The Services develop its outputs based on identified community needs which are linked to its mandated responsibilities in legislation.

Government and other priority areas as well as our budget are taken into account when developing TFES outputs. Due to the limited budget and human resource pool, TFES identifies priority areas to focus on with support services installed to ensure the discharge of our outputs. Where our budget and manpower allows, TFES aims to expand the activities under its outputs in order to cater for community needs and to improve its contribution to national impacts.

TFES' outputs are as follows:

- Ministerial Obligations
- Leadership and Policy Advice
- Corporate Services
- Training and capacity development
- Response to fires for the protection of life and property
- Fire prevention and mitigation services
- Response to emergencies for the protection of life and property

These outputs support TSDF outcomes and national impacts by working closely with the community in order to mitigate the effects of fire and other emergencies, such as cyclones, on their lives and properties. The Services is also looking at further developing Output B and D to cater for the rising concern of climate change by developing its personnel to deal with matters such as the importation of various gases which contribute to ozone depletion and rising sea levels.

A rising community need and priority is the mitigation of the impact of illicit drugs. Therefore, TFES is planning to continue the development of Output 4 and 7 to provide basic training on hazardous materials as well as developing a team to handle, store and dispose of hazardous materials.

## GPA Sector Plans, Regional & Community Development

GPA Targets	Outputs	Activities/Projects/Programs	2025/26 Target	2026/27 Target	2027/28 Target
GPA #1: Building resilience and safer platforms to natural disasters and meeting the ongoing challenge of Climate Change	<ul style="list-style-type: none"> <li>- Leadership and Policy</li> <li>- Corporate Services</li> <li>- Response to fires for the protection of life and property</li> <li>- Response to emergencies for the protection of life and property</li> <li>- Training &amp; Development</li> </ul>	<ul style="list-style-type: none"> <li>- Construction of stations</li> <li>- Increase of staff numbers</li> <li>- Expansion of fleet (operational vehicles e.g. fire appliance)</li> <li>- Instalment of fire hydrant</li> <li>- Construction of Headquarters</li> <li>- Establishment of Fire &amp; Emergency Services Training Academy</li> <li>- Establishment of Ambulance Services</li> </ul>	<p>Support services develop in order to effectively advance operational services for better recovery services discharged to the public during national disasters</p>	<p>Support services develop in order to effectively advance operational services for better recovery services discharged to the public during national disasters</p>	<p>Support services develop in order to effectively advance operational services for better recovery services discharged to the public during national disasters</p>
GPA#3 Mobilizing National and International response to effectively reduce supply and the use of illicit drugs, and address harms reduction processes through enforcement of law and order and empowering of community engagement	<ul style="list-style-type: none"> <li>- Leadership and Policy</li> <li>- Corporate Services</li> <li>- Response to emergencies for the protection of life and property</li> <li>- Mitigation services (under fire prevention)</li> <li>- Training &amp; Capacity Development</li> </ul>	<ul style="list-style-type: none"> <li>- Development of basic HazMat training program for all staff</li> <li>- Development of community safety awareness programs for illicit drugs</li> <li>- Development of HazMat team</li> <li>- Establishment of Ambulance Services</li> </ul>	<p>Support services develop policies and activities in alignment with NAPID to safely handle and store hazardous material.</p>	<p>Support services develop policies and activities in alignment with NAPID to safely handle and store hazardous material.</p>	<p>Support services develop policies and activities in alignment with NAPID to safely handle and store hazardous material.</p>

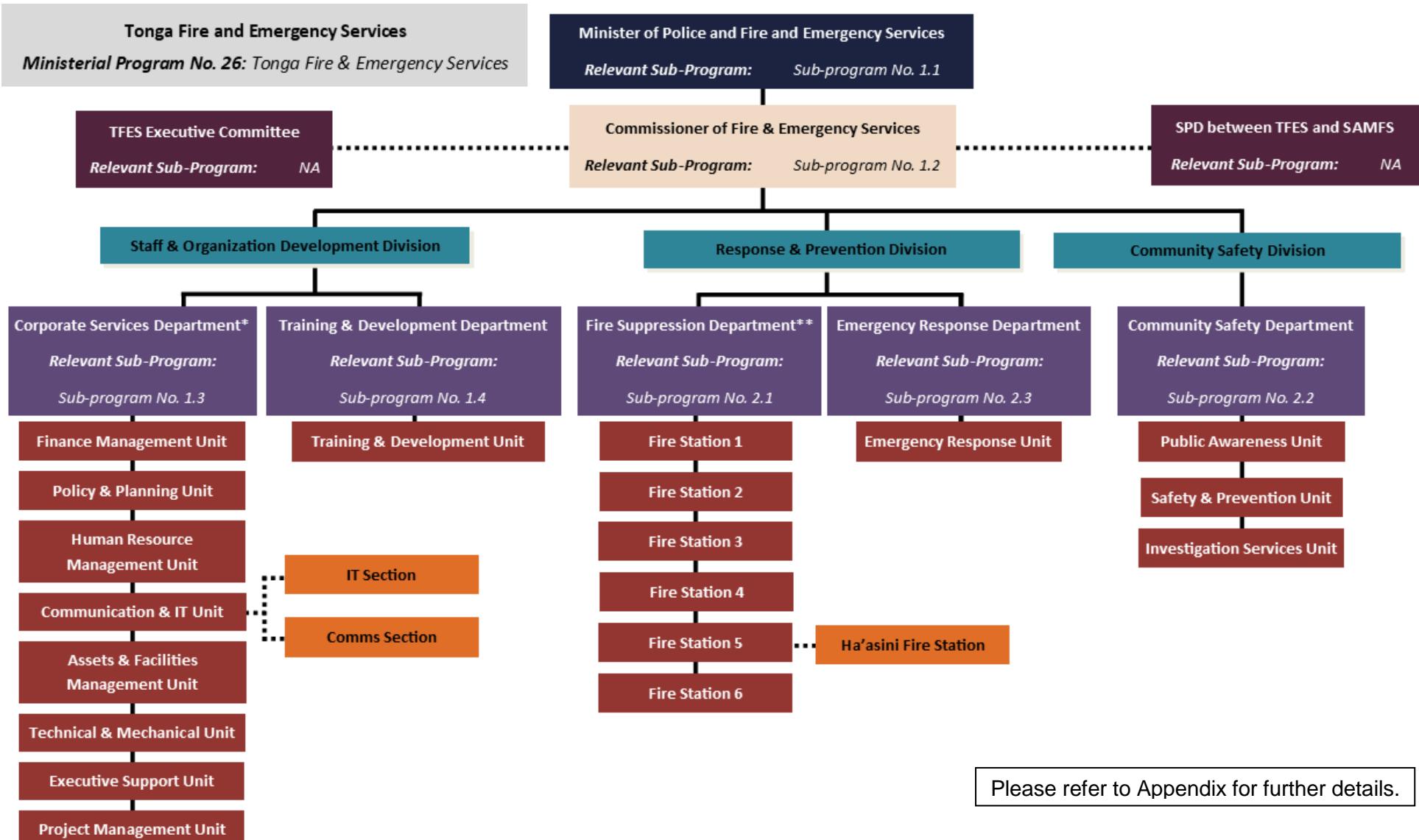
### 3 Ministry Overview

#### 3.1. Ministry Outputs Grouped into Divisions/Sub-Programs and Programs

Sub-Program(s)	Ministry's Outputs	Activities/Strategies	Responsible Division
1.1. Office of the Minister	Effective and efficient provision of advice to government and Cabinet on TFES management, and fire & emergency response	<ol style="list-style-type: none"> <li>Provide leadership and management advice and guidance to Services</li> <li>Review of all Cabinet Submissions</li> <li>Review of all relevant proposals to stakeholders or donors</li> </ol>	Minister of Fire & Emergency Services
1.2. Office of the Commissioner	Efficient oversight of development, management and implementation of policies, initiatives and strategies; securing external support for mandated functions	<ol style="list-style-type: none"> <li>Draft/amend policies</li> <li>Securing external support for mandated functions</li> <li>Prepare proposals, initiatives and strategies</li> <li>Executive Management</li> <li>Prepare Division's CP, AMP and Budget</li> <li>Prepare Annual Report</li> </ol>	Office of the Commissioner
1.3. Corporate Services Department	Efficient support services to ensure the effective discharge of operational duties (Transparent, accountable financial reporting; ensuring all staff positions are filled and recruitments are well trained; ensure administrative, financial, and other support services are conducted within legal and policy requirements; efficient technical support to operational levels; effective asset and facility management)	<ol style="list-style-type: none"> <li>TFES Performance Assessment</li> <li>Job Analysis</li> <li>Recruitment &amp; Retention</li> <li>Staff development</li> <li>Leave Management &amp; Report</li> <li>Staff Entitlements</li> <li>Administrative Assistance</li> </ol>	Human Resource Management Unit
		<ol style="list-style-type: none"> <li>Financial Services</li> <li>Budget plans and reports</li> <li>Staff salaries and allowances</li> </ol>	Financial Management Unit
		<ol style="list-style-type: none"> <li>Asset Management</li> <li>Facility Management</li> <li>Ration Management</li> </ol>	Asset & Facilities Management Unit
		<ol style="list-style-type: none"> <li>CP, AMP, and Budget development</li> <li>Annual Report</li> <li>External Funding</li> <li>Coordination of conferences, trainings, and programs</li> </ol>	Corporate Services Department
		<ol style="list-style-type: none"> <li>Legal Advice</li> <li>Delivery of trainings &amp; conferences</li> <li>Internal Disciplinary cases</li> <li>Regulatory development &amp; review</li> <li>Risk Management</li> <li>Investigative support services</li> </ol>	Policy & Planning Unit
		<ol style="list-style-type: none"> <li>ICT support services</li> <li>Comms support services</li> </ol>	ITC Unit
		<ol style="list-style-type: none"> <li>Fleet Inspections</li> </ol>	Technical & Mechanical Unit

1.4: Training & Development Department	Implement training policies and specialist training with competencies e.g. Hazmat training; Maintaining all staff at a competent, operational level	1. Training Needs Assessment 2. Initial Training 3. Physical Fitness Training	Staff & Organizational Development Division
2.1. Fire Suppression Department	Suppression of fires and other emergencies	Fire and emergency responses	Fire & Emergency Division
	Maintaining a high level of preparedness at all times through on-going training and resource readiness to respond to emergencies within the minimum timeframe	1. Standard training and assessments of operational staff 2. External drills and trainings	
2.2. Community Safety Department	Promotion of fire safety and prevention through awareness and educational programs; provision of fire safety prevention, awareness and educational programs; conduction of fire safety inspections; provision of fire investigation services.	1. Conduct Fire Safety Inspections 2. Conduct Educational Programs 3. Carry out public notifications/engagements 4. Program Development 5. Stakeholder (organisation) trainings 6. Conduct Fire Investigations 7. Conduct Fire Safety Assessments 8. Conduct Fire Safety Risk Assessments for Business Licences 9. Prevention Strategy Standards Development 10. Prepare Division's CP, AMP and Budget	Community Safety Department
2.3. Emergency Response Department	Response to emergencies for the protection of life and property	1. Response time to incidents 2. Compliance with all SO communication procedures 3. Approval of Incident & Technical Report by CEO	Fire & Emergency Division

## 3.2 Ministry Organizational Structure



**Notes:**

\* Under restructure for expansion re: establishment of additional units

\*\* Under restructure for expansion re: upcoming sub-stations

The organisation structure of TFES is based on three major interdependent sides, administrative, preventive, and technical, which is overseen by the Office of the Commissioner.

Each side or division, namely Staff & Organizational Development Division, the Community Safety Division and the Response & Prevention Division, are managed by their own Deputy Commissioner to maximise effectiveness whilst ensuring cohesiveness. Because of this structure, each TFES arm is able to concentrate on their specific major duty – be it fire suppression and emergency response or office-based administration – to guarantee that TFES' function of the protection of life and property from fire and other emergencies is fulfilled.

### ***Office of the Commissioner***

The Office of the Commissioner is responsible for Leadership and Policy Advice. The Commissioner is responsible for the development of TFES policies, initiatives and strategies as well as their submission to the Minister for approval. The Office of the Commissioner is directly responsible for overseeing and managing TFES with executive power vested in the Commissioner. He is also responsible for the execution of appropriate, accurate and effective decision making.

### ***Corporate Services Department***

Corporate Services is managed and implemented by the Staff & Organizational Development Division, specifically the Corporate Services Department, of TFES. The main responsibility of this department is resource management, quality budget, plans and reports, and human resource and administration. The purpose of this program is to ensure TFES' smooth administrative operation to improve the efficiency and professionalism of the department's technical units.

### ***Training & Development Department***

The Training & Development Department is responsible for the training needs of the Services. This also includes training and delivery of the Recruitment Program for firefighters. This department ensures that the staff of the Services are capable and efficient by delivering up-to-date and relevant training programs, in both technical and other relevant areas.

### ***Fire Suppression and Emergency Response Departments***

The main technical side of TFES, the Response & Prevention Division is responsible for fire suppression and emergency response. These divisions ensure and strive towards a rapid and effective response to fire and other emergencies. They are also responsible for ensuring that TFES appliances are maintained and are functional. Additionally, these divisions ensure that the operational staff are trained, ensuring their capability in order to discharge their duties and responsibilities.

### ***Community Safety Department***

The responsibility of Community Safety Services is to provide fire prevention and mitigation services. This program promotes fire awareness through educational programs and radio broadcasts. It is also responsible for implementing and enforcing Fire Safety Requirements such as the approval of building maps and inspections of new buildings.

### 3.3 Summary of MDA Planned Major Reforms

New Initiatives	Activities	FY 2025/26	FY 2026/27	FY 2027/28	JUSTIFICATION	Sub Program	Program
<b><i>Increase in Operational votes (\$695,700)</i></b>	<ul style="list-style-type: none"> <li>- Request to increase</li> <li>- Allocate votes in budget accordingly</li> <li>- Allocate votes accordingly for addition to recurrent</li> </ul>	<ul style="list-style-type: none"> <li>Allocate votes accordingly for addition to recurrent</li> </ul>	NA	NA	<p>The Services budget is currently short to cater for its increase in staff and responsibilities. For the last two financial years, the Services has needed to request for Contingency Fund to address the shortage of funds. This is a partially due to national disasters which have prompted the Services to use unbudgeted funds for operations due to its status as an emergency responder.</p> <p>Furthermore, the establishment of additional fire stations causes a need for increased staff, support staff, vehicles, and utilities. This will also ripple down to additional requests for vehicles and technical equipment from overseas. For the majority of our fleet and technical assets, we rely on donations.</p> <p>Accordingly, we need sufficient funds to cater for freight and custom duties. This is also true of the fact that our uniforms are custom made as even administrative officers also bear markings of rank. These are also ordered as foreign payments and therefore must be considered for freight and custom duty costs.</p>	All Sub-program	All Sub-program
<b><i>Establishment of Ambulance Services</i></b>	<i>Planning and development Implementation</i>	<p><u>Phase 1</u> Development stage, including planning, consultations, etc</p> <p>-Training</p> <p><i>Costing: \$206,000<sup>2</sup></i> <i>Funding: Government</i></p>	<p><u>Phase 2</u> - Consultations - Incorporation from MOH</p> <p>- Training</p> <p><i>Costing: TBC</i> <i>Funding: Government (MOF, Development)</i></p>	<p><u>Phase 3</u> -Trial</p> <p><i>Costing: TBC</i> <i>Funding: Government (MOF, Development)</i></p>	<p>As an emergency service provider with close interaction to the community, TFES is looking to move the ambulance service from the Ministry of Health to the Services. This transfer will help to address time issues and gaps between our responses and the arrival time of ambulances. This transfer will also assist to ensure that victims or wounded civilians are able to receive urgent medical attention when crucial (at the scene).</p>	All Sub-program	All Sub-program

<sup>2</sup> 186K for training (3x) (Diploma in Paramedic Science); 20K for Technical Assistant (consultant)

(MOF, Development)							
<b>Review of TFES Legislation</b>	Ongoing activities  - Development & Drafting - Consultations Legislative processes Implementation	<u>Phase 2</u> Development & drafting  <u>Costing:</u> \$200,000	<u>Phase 3</u> Development & drafting  <u>Costing:</u> TBC	<u>Phase 4</u> Development & drafting  <u>Costing:</u> TBC	Amongst the draft regulations in the Committee's pipeline is the Tonga Fire and Emergency Services (Fees) Regulations. These Regulations are to focus on the mandated services offered by the Services. These services include fire safety inspections for business licenses, liquor licenses and petroleum licenses (new and renewals), confirmation of fire incidents, water drainage and pumping and water transport. At present, all services offered by the department are free of charge. However, under legislation, fees may be imposed via Regulations. Sufficient regulatory measures will assist in building resilience in Tonga as such regulations are aimed at developing and streamlining the Services' services.	1. Office of the Commissioner 2. Corporate Services Department	1. Program 01 Leadership & Policy Advice
<b>Staffing 20x Recruit Firefighters</b>	Ongoing activities  <u>Phase 1</u> - Complete Development & planning - Creation of posts - Completion of HR processes - Closing of vacancy - Closing of vacuum posts, if any.	<u>Phase 2</u> Recruitment of 20 recruit firefighters  <u>Costing:</u> \$77,300	NA	NA	The establishment of additional fire stations require additional staffing to man the stations. Currently, shifts are low due to the transfer of staff from current duties to new station.  In addition, recruits are required to undergo intensive training before they are recognised as qualified firefighters, and in the first few years after qualification, are still closely supervised until they gather sufficient experience.  Therefore, entry of recruits must occur as soon as possible to ensure that the time between the establishment of the stations and their qualification is minimized. Furthermore, these additional staffing will also address the staffing gaps currently experienced due to transfers.	1. Office of the Commissioner 2. Corporate Services Department	1. Program 01 Leadership & Policy Advice
<b>Construction of outer stations</b>	Ongoing activities <sup>3</sup>  - Planning - Confirm locations	<u>Phase 3</u> Leimatu'a & Houma Fire Station  <u>Costing:</u> 3.06 mil	<u>Phase 4</u> Lotofoa & Ta'anga Fire Station  <u>Costing:</u> 1.36mil	With the increase of natural disasters and other emergencies, Service concern regarding the ability to maintain deliverance of duties has also increased. To improve service delivery, the Services is tentatively developing a pipeline project to increase the number of sub-stations. This contributes towards building	1. Community Safety Department 2. Office of the Commissioner	1. Program 02: Community Safety 2. Program 01 Leadership & Policy Advice	

<sup>3</sup> Phase 1: Establishment of Ha'asini Station completed

	<ul style="list-style-type: none"> <li>- Design and costing</li> <li>- Confirmation of funding</li> <li>- Construct</li> </ul>	Funding: Government (MOF, Development)	Funding: Government (MOF, Development)	resilience towards the effects of climate change and natural disasters.				
<b>Capacity Development (short term trainings) (6 months – 1 year, ceiling \$10,000)</b>	Ongoing activities			Capacity development in specific, technical areas is an urgent need for TFES.				
	<u>Phase 1</u> <ul style="list-style-type: none"> <li>- Complete Identification of urgent need</li> <li>- Submission of proposal (as needed)</li> <li>-</li> </ul>	<u>Phase 2</u> <ul style="list-style-type: none"> <li>- Identification of need</li> <li>- Submission of proposal</li> <li>-</li> </ul>	<u>Phase 3</u> <ul style="list-style-type: none"> <li>- Identification of need</li> <li>- Submission of proposal</li> <li>-</li> </ul>	<u>Phase 4</u> <ul style="list-style-type: none"> <li>- Identification of need</li> <li>- Submission of proposal</li> <li>-</li> </ul>	This includes capacity development in areas such as practical legal practice as policy and legislative development is crucial to the development of TFES, as well as to ensure good governance.			
	Implementation of development program	Costing: \$10,000	Costing: \$10,000	Costing: \$10,000				
		<i>Funding: Government (within)</i>	<i>Funding: Government (within)</i>	<i>Funding: Government (within)</i>				
<b>Construction of Headquarters</b>	<ul style="list-style-type: none"> <li>- Confirm location (land)</li> <li>- Design &amp; costing</li> <li>- Confirm funding</li> <li>- Construct</li> <li>- Allocate departments</li> </ul>	<u>Phase 1</u> <ul style="list-style-type: none"> <li>- Confirm location (land)</li> <li>- Design &amp; costing</li> <li>- Confirm funding</li> </ul>	<u>Phase 2</u> <ul style="list-style-type: none"> <li>- Construction of building</li> </ul>	<u>Phase 3</u> <ul style="list-style-type: none"> <li>- Completion of construction</li> <li>- Allocate departments</li> <li>- Commissioning</li> </ul>	TFES is attempting to develop and improve itself. However, it cannot do so without hiring qualified, trained staff to discharge the required duties and needs of the Services. Presently, staffing is affected by the office space available – TFES cannot further hire the required administrative staff because there no space to put them. Effective recruitment and capacity development is essential to the Services in order for it to efficiently discharge mandated duties as well as national priorities such as the response to the harmful effects of illicit drugs and disaster and resilience management.			
		Costing: 10m		<i>Funding: Government (MOF, Development)</i>				
				<i>Funding: Government (MOF, Development)</i>				
<b>TFES Training Academy</b>	Ongoing activities	<u>Phase 1</u> <ul style="list-style-type: none"> <li>- Construction of classrooms &amp; dormitories</li> </ul>	<u>Phase 2</u> <ul style="list-style-type: none"> <li>- Construction of mechanical workshop and sub-station</li> </ul>	<u>Phase 3</u> <ul style="list-style-type: none"> <li>- Construction of training facilities and other amenities</li> </ul>	The construction of the school will allow for the Services to provide a more effective, streamlined recruit program, and therefore will contribute towards building resilience.			
	Design & costing							

Confirm funding Construct Repeat per phase	Costing: 3mil  Funding: Government (within)	Costing: 3mil  Funding: Government (within)	Costing: 4mil  Funding: Government (within)	The training will also cater for any further programs that will need to be developed and run by the Services – both internal and to stakeholders. The nature of the Services requires constant training of staff to ensure upkeep of skills. In addition to this, staff are often required to be trained by partners/donors of new fire appliances and technical equipment.	3. Corporate Services Department		
<b><i>Instalment of fire hydrants</i></b>	Ongoing activities <sup>4</sup>  Planning Procurement process Coordination with Tonga Water Board Overseeing instalment of hydrants Completion of procurement processes	<b><i>Phase 4</i></b> Instalment of 8+ hydrants  Costing: 60,000  Funding: Government (within)	<b><i>Phase 5</i></b> Instalment of 8+ hydrants  Costing: 60,000  Funding: Government (within)	<b><i>Phase 6</i></b> Instalment of 8+ hydrants  Costing: 60,000  Funding: Government (within)	<p>An on-going project towards building resilience, the Services continues to look to ensuring that there is a sufficient fire hydrant system in place to address the issue of water shortage for firefighting purposes in Tonga. The project continues in the CBD area of Nuku'alofa, Tongatapu.</p> <p>One of the biggest issues on service delivery for TFES is the lack of a sufficient water resource throughout Tonga. This is mainly caused by the breakdown of the fire hydrant system in Tonga. Instalment and maintenance of the hydrant system is under the legal mandate of Tonga Water Board.</p> <p>In the instance of a fire, our tanks carry only a limited amount of water which is displaced by fire hoses in a matter of minutes. The tank is then required to find the closest water source to the blaze and fill before travelling back to site. During this time, the fire may flare up again, wasting the effort and manpower that was taken to bring it down.</p> <p>Where a structure is burning in the Central Business Division, there is a high risk of radiation (other structures catching on fire due to transference of heat/or flame) because of how close buildings are.</p> <p>Furthermore, this is set to be a recurrent project until there is a sufficient water resource in Tonga for firefighting.</p>	1. Fire Suppression Department 2. Office of the Commissioner 3. Corporate Services Department	1. Program 03: Fire Suppression & Emergency Response 2. Program 01 Leadership & Policy Advice

<sup>4</sup> Phase 1 – 3 (installment of hydrants in CBD completed)

<b>Basic HazMat training for all staff</b>	- Development & planning - Conduct training Skill maintenance as needed	<b>Phase 1</b> Training of HazMat trainers  <b>Costing:</b> \$20,000	<b>Phase 2</b> Training of other staff by HazMat trainers  <b>Costing:</b> approved under Phase 1	<b>Phase 3</b> Maintenance of skills/up skill of current staff  <b>Costing:</b> Appropriate \$10,000	This basic training programme for all current staff will be aimed at familiarising staff with hazardous materials, their effects on humans and the environment and the best way to handle and store them for safe disposal. This training program will most likely cover the most common hazardous materials as well as material commonly used for illicit drugs such as Methamphetamine (street name of Ice or Crystal meth). Training is to be delivered by staff who have received specialized training from MFS. This program is accordingly aligned to the movement against illicit drugs	1. Community Safety 2. Office of the Commissioner 3. Emergency Response Department	1. Program 02 Community Safety 2. Program 01 Leadership & Policy Advice (support) 3. Program 03 Fire Suppression & Emergency Response (support)
<b>Development of community safety awareness programs for illicit drugs</b>	- Development & planning - Conduct training	<b>Phase 1</b> Training of selected locales  <b>Costing:</b> Appropriate allocation of \$20,000	<b>Phase 2</b> Training of selected locales  <b>Costing:</b> Appropriate allocation of \$20,000	<b>Phase 3</b> Training of selected locales  <b>Costing:</b> Appropriate allocation of \$20,000	This community safety awareness (it may be delivered with or without the assistance of Tonga Police) is aimed at further educating the community on the dangers and effects of illicit drugs based on the ingredients of these drugs. Furthermore, it seeks to educate the public on what to do when finding hazardous materials in a location that may indicate production or manufacturing of drugs. These materials are likely to be highly corrosive or explosive and must be approached with and handled with care. This program is accordingly aligned to the movement against illicit drugs.	1. Community Safety 2. Office of the Commissioner 3. Corporate Services Department	1. Program 02 Community Safety 2. Program 01 Leadership & Policy Advice (support)
<b>Development of HazMat team as part of the Emergency Response Team</b>	- Development & planning - Creation of posts - Completion of HR processes - Closing of vacancy - Closing of vacuum posts	<b>Phase 1</b> Closing of 8 new posts  <b>Costing:</b> \$200,000	<b>Phase 2</b> Closing of 2 posts  <b>Costing:</b> TBC	<b>Phase 2</b> Closing of 2 posts  <b>Costing:</b> TBC	At present, the Emergency Response Team covers large scale fire and natural disaster related events. There is a plan for the development of a similar team, working with or as a part of the Emergency Response Team, for the issue of hazardous materials. This team will be specialising in HazMat and will take the frontline for calls for assistance regarding hazardous material. The establishment of a HazMat team is also inclusive of a HazMat Facility that is to be constructed to ensure the ability of the team to meet outputs. The development of HazMat needs within the Services are aligned with the movement against illicit drugs of the government.	3. Training & Development Department	Development (support) 3. Program 01 Leadership & Policy Advice
<b>Additional staffing (8x)</b>	- Creation of posts - Completion of HR processes	<b>Phase 2</b> Closing of 8 new posts	NA	NA	In the Corporate Plan FY2022/23 – 2024/25, the Services was approved for the creation of 15 new posts, which was then phased out per discussions with the Ministry of Finance over 2 years. Per this agreement, the Services closed 7x of these vacancies	1. Office of the Commissioner 2. Emergency Response Department	1. Program 01 Leadership & Policy Advice 2. Program 03 Fire

<ul style="list-style-type: none"> <li>- Closing of vacancy</li> <li>- Closing of vacuum posts</li> </ul>	<p>Costing: \$109,015.20</p> <p>Funding: Government (within)</p>	<p>during the period in question. However, funding could not be allocated for the remaining 8x vacancies.</p> <p>Should these posts not be filled, it will become a pressing concern for the Service especially due to the recent developments in establishing new stations. This is creating a lack of experienced firefighters (usually holding ranks of Senior Firefighters and Principal Firefighters) in the current stations, which will lead to under-experienced emergency responders leading in the field, which can pose a danger to themselves and the public. Furthermore, the Services' development plans, approved under Corporate Plan 2022/2023 – 2024/2025, will be adversely affected</p>	<p>3. Training &amp; Development Department</p>	<p>Suppression &amp; Emergency Response</p> <p>3. Program 04 Training &amp; Development (support)</p>
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## 4 Ministry Budget and Staffing

To deliver the MDA Outputs to the standards set out for each division/sub-program the overall budget, summarized in Table 1 and staff, summarized in Table 2 are required

**Table 1: Ministry Budget by Recurrent, Development and item (cash & in-kind – millions)**

Expenditure Item (\$m)	FY 2024/25 Budget ( <i>Rec</i> )	FY 2025/26 Budget ( <i>Rec</i> )	FY 2026/27 Project ( <i>Rec</i> )	FY 2027/28 Project ( <i>Rec</i> )	FY 2025/26 Project ( <i>Dev</i> )	2026/27 Project ( <i>Dev</i> )	2027/28 Project ( <i>Dev</i> )
Established Staff (10xx)	2.96m	3.26m	3.26m	3.26m			
Unestablished Staff (11xx)							
Travel and Communication (12xx)	.14m	.17m	.17m	.17m			
Maintenance and Operations (13xx)	.43m	.40m	.40m	.40m			
Purchase of Goods and Services (14xx)	.92m	.96m	.97m	.97m	.75m	.65m	.65m
Grants and Transfer (15xx)	.09m	.77m	.77m	.77m			
Development Duties Expenditure (16xx)	.05m	.05m	.05m	.05m			
**Assets (20xx)	.47m	.45m	.45m	.45m	2.00m	2.00m	2.00m
<b>Total MFNP Operation Recurrent</b>	<b>5.06m</b>	<b>5.36m</b>	<b>5.37m</b>	<b>5.37m</b>	<b>2.75m</b>	<b>2.65m</b>	<b>2.65m</b>
<b>Government General Fund Recurrent</b>							
Established Staff (10xx)							
Maintenance and Operations (13xx)							
Purchase of Goods and Services (14xx)							
Grants and Transfers (15xx)							
Development Duties Expenditure (16xx)							
Debt Management (17xx)							
Contingency Fund (18xx)							
Pension and Gratuity (19xx)							
Assets (20xx)							
Equity Payment (21xx)							
Private Sector Development (22xx)							
<b>Total Government General Fund</b>							
<b>Total Expenditure Recurrent</b>	<b>5.06m</b>	<b>5.36m</b>	<b>5.37m</b>	<b>5.37m</b>	<b>2.75m</b>	<b>2.65m</b>	<b>2.65m</b>

**Notes:**

‘Established and Unestablished staff’ is all expenditures under CATs 10 and 11

‘Ministry Operational Costs’ is, for Programs 1, 2 and 3, all expenditures under CATs 12, 13, 14.

‘Assets’ is expenditures under CAT 20.

'Services on behalf of the Government' includes all Expenditures under Program 4 – General Fund, Program 5 – Debt Management and all expenditures from CATs 15, 16, 17, 18, 19, 21, and 22.

**Table 2: Ministry Total Staff by Key Category**

<b>Category</b>	<b>FY 2024/25 Budget (Rec)</b>	<b>FY 2025/26 Budget (Rec)</b>	<b>FY 2026/27 Project (Rec)</b>	<b>FY 2027/28 Project (Rec)</b>
Established Staff				
Executive Officer (Level 0 to 2)	9	9	9	9
Professional Staff (Level 3 to 9)	28	28	28	28
Other Staff (Level 9A to 14A)	135	135	135	135
Total Established Staff	172	172	172	172
Unestablished Staff				
<b>Total Staff</b>	<b>172</b>	<b>172</b>	<b>172</b>	<b>172</b>
<b>Total Recurrent Cost (\$m)</b>	<b>5.06</b>	<b>5.36</b>	<b>5.37</b>	<b>5.37</b>

## 4.1. Program 1: Leadership and Policy Advice

Link to last CP&B [Mark the appropriate cell]	Ongoing	Minor change	Major Change	New
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New changes to Program 1 since Corporate Plan (24/25):

Inclusion of new Activity under Output 1.3.4: Other Administrative Support Services

### Total Staff by Key Category Sub-Program 1.1 – Office of the Minister

Description	FY 2024/25 Budget (Rec)	FY 2025/26 Budget (Rec)	FY 2026/27 Project (Rec)	FY 2027/28 Project (Rec)
<b>Total = Recurrent (\$m)</b>	.02m	.04m	.04m	.04m
Executive Staff	-	-	-	-
Prof Staff	-	-	-	-
Other Staff	-	-	-	-
Total Established	-	-	-	-
Unestablished				

### Output of sub-programs:

*Provision of advice and guidance to government and Cabinet on management of TFES, and fire and emergency responses*

Output: 1.1. Ministerial obligations						SDG/TSDF		Budget	
Activity:	KPIs	FY 2024/25 (Baseline)	FY 2025/26	FY 2026/27	FY 2027/28	Targets Number	Indicators Number	Recurrent	Development
1.1.1. Provide leadership and management advice and guidance to Services	Number of meetings conducted with FEC/Executive Committee	12/12	12/12	12/12	12/12	SDG 13	SDG 13.1.1	Salaries: \$12,100.00 Operation: \$30,700.00	

1.1.2. Review of all Cabinet Submissions	Percentage of Cabinet Submissions successfully reviewed	100% submitted	100% submitted	100% submitted	100% submitted	SDG 13	SDG 13.1.1	
1.1.3. Review of all relevant proposals to stakeholders or donors	Percentage of proposals successfully reviewed	100% submitted	100% submitted	100% submitted	100% submitted	SDG 13	SDG 13.1.1	

### Total Staff by Key Category Sub-Program 1.2- Office of the Commissioner

Description	FY 2024/25 Budget (Rec)	FY 2025/26 Budget (Rec)	FY 2026/27 Project (Rec)	FY 2027/28 Project (Rec)
<b>Total = Recurrent (\$m)</b>	\$.17m	.15m	.15m	.15m
Executive Staff	1	1	1	1
Prof Staff	1	1	1	1
Other Staff	1	1	1	1
Total Established	3	3	3	3
Unestablished	-	-	-	-

### Output of sub-programs:

*Oversee of development, management and implementation of policies, initiatives and strategies; securing external support for mandated functions;*

Output 1.2. <u>Leadership &amp; Policy Advice</u>						SDG/TSDF		Budget	
Activity:	KPIs	FY 2024/25 (Baseline)	FY 2025/26	FY 2026/27	FY 2027/28	Targets Number	Indicators	Recurrent	Development
1.2.1 Draft/amend policies	Number of requested briefings	9/4	4/4	4/4	4/4	SDG 13	SDG 13.1.1	Salaries: \$126,400.00 Operation: \$19,000.00	
1.2.2 Securing external support for mandated functions	Number of external supports secured and executed	4/2	2/2	2/2	2/2	SDG 13	SDG 13.1.1		

1.2.3 Prepare proposals, initiatives and strategies	Timely submissions to the Minister	7/6	6/6 <sup>5</sup>	6/6	6/6	SDG 13	SDG 13.1.1
1.2.4 Executive Management	Successfully conduct and host Executive Committee meetings	26/26	26/26	26/26	26/26	SDG 13	SDG 13.1.1
1.2.5 Prepare Division's CP, AMP and Budget	Submit CP and Budget to CEO	1/1	1/1	1/1	1/1	SDG 13	SDG 13.1.1
Prepare Annual Report	Submit Annual Report	1/1	1/1	1/1	1/1	SDG 13	SDG 13.1.1

### Total Staff by Key Category Sub-Program 1.3 – Corporate Services Department

Description	FY 2024/25 Budget (Rec)	FY 2025/26 Budget (Rec)	FY 2026/27 Project (Rec)	FY 2027/28 Project (Rec)
<b>Total = Recurrent (\$m)</b>	\$1.80m	\$1.93m	\$1.93m	\$1.93m
Executive Staff	2	2	2	2
Prof Staff	7	7	7	7
Other Staff	18	18	18	18
Total Established	27	27	27	27
Unestablished				

#### Output of sub-programs:

*Efficient support services to ensure the effective discharge of operational duties (Transparent, accountable financial reporting; ensuring all staff positions are filled and recruitments are well trained; ensure administrative, financial, and other support services are conducted within legal and policy requirements; efficient technical support to operational levels; effective asset and facility management)*

<sup>5</sup> - New initiatives (under Reforms)

- Proposals under NIIP  
- Other development projects e.g. Renovations to Fire Station Nuku'alofa

### **Output: 1.3. Corporate Services**

Output 1.3.1 Human Resource Management							SDG/TSDF		Budget	
Activity:	KPIs	FY 2024/25 (Baseline)	FY 2025/26	FY 2026/27	FY 2027/28	Target Number	Indicators Number	Recurrent	Development	
a. TFES Performance Assessment	Timely submission of bi-annual staff performance assessment report	1/2	2/2	2/2	2/2	SDG 13	SDG 13.1.1	<b>Salaries:</b> \$614,100.00  <b>Operation:</b> \$1,319,500.00		
b. Job Analysis	Timely production and implementation of Job Descriptions	100%	100%	100%	100%	SDG 13	SDG 13.1.1			
c. Recruitment & Retention	Timely merit-based recruitments	100%	100%	100%	100%	SDG 13	SDG 13.1.1			
d. Staff development	Timely HOD & Career development	100%	100%	100%	100%	SDG 13	SDG 13.1.1			
e. Leave Management & Report	Timely submission of Annual Leave List	1/1	1/1	1/1	1/1	SDG 13	SDG 13.1.1			
	Up to date maintenance of Master Leave Register	Weekly	Weekly	Weekly	Weekly	SDG 13	SDG 13.1.1			
f. Staff Entitlements	Timely process of leave application and submission to appropriate authority	Daily	Daily	Daily	Daily	SDG 13	SDG 13.1.1			
g. Administrative Assistance	Timely issue of uniforms <sup>6</sup>	Within 5 working days	Within 5 working days	Within 5 working days	Within 5 working days	SDG 13	SDG 13.1.1			

<sup>6</sup> Pending availability of uniform

	Timely update of Fire Register	Weekly	Weekly	Weekly	Weekly	SDG 13	SDG 13.1.1		
<b>Output: 1.3.2. Financial Resource Management</b>						<b>SDG/TSDF</b>		<b>Budget</b>	
<b>Activity:</b>	<b>KPIs</b>	<b>FY 2024/25 (Baseline)</b>	<b>FY 2025/26</b>	<b>FY 2026/27</b>	<b>FY 2027/28</b>	<b>Targets Number</b>	<b>Indicators Number</b>	<b>Recurrent</b>	<b>Development</b>
a. Financial Services	Submit Annual Cash Flow	1/1	1/1	1/1	1/1	SDG 13	SDG 13.1.1		
	Submit Monthly Cash Flow	4/12	12/12	12/12	12/12	SDG 13	SDG 13.1.1		
	Submit Procurement Plan	1/1	1/1	1/1	1/1	SDG 13	SDG 13.1.1		
	Conduction and timely completion of internal audit	1	1	1	1	SDG 13	SDG 13.1.1		
	Timely process of Purchase Orders	Within 5 working days of receipt	SDG 13	SDG 13.1.1					
	Timely process of Overseas Payment	Within 5 working days of receipt	SDG 13	SDG 13.1.1					
	Timely and updated vote book	Annually	Annually	Annually	Annually	SDG 13	SDG 13.1.1		
	Timely process of procurements	Monthly	Monthly	Monthly	Monthly	SDG 13	SDG 13.1.1		
b. Budget plans and reports	Submission of CP, AMP and Budget	1/1	1/1	1/1	1/1	SDG 13	SDG 13.1.1		

c. Staff salaries and allowances	Timely process of salaries and other allowances	NA	100%	100%	100%	SDG 13	SDG 13.1.1		
	Timely process of Overtime	Monthly	Monthly	Monthly	Monthly	SDG 13	SDG 13.1.1		
	Timely process and submission of PAYE form	Monthly	Monthly	Monthly	Monthly	SDG 13	SDG 13.1.1		
<b>Output 1.3.3. Physical Resource Management</b>						<b>SDG/TSDF</b>	<b>Budget</b>		
Activity:	KPIs	FY 2024/25 (Baseline)	FY 2025/26	FY 2026/27	FY 2027/28	Targets Number	Indicators Number	Recurrent	Development
a. Asset management	Timely asset & facility inspection	Annually	Annually	Annually	Annually	SDG 13	SDG 13.1.1		
	Updated Asset Register (quarterly)	4/4	4/4	4/4	4/4	SDG 13	SDG 13.1.1		
	Timely disposal/write off of assets	Within 5 working days receipt of CEO approval	Within 5 working days receipt of CEO approval	Within 5 working days receipt of CEO approval	Within 5 working days receipt of CEO approval	SDG 13	SDG 13.1.1		
	Timely acquisitions of new assets	Within 5 working days receipt of CEO approval	Within 5 working days receipt of CEO approval	Within 5 working days receipt of CEO approval	Within 5 working days receipt of CEO approval	SDG 13	SDG 13.1.1		
	Timely relocation of assets	Monthly	Monthly	Monthly	Monthly	SDG 13	SDG 13.1.1		
b. Facility Management	Submission and approval of Facility Management Plan	Annually	Annually	Annually	Annually	SDG 13	SDG 13.1.1		
c. Ration management	Submission of Ration Plan	Monthly	Monthly	Monthly	Monthly	SDG 13	SDG 13.1.1		

	Updated Ration Register	Monthly	Monthly	Monthly	Monthly	SDG 13	SDG 13.1.1		
<b>Output 1.3.4. Other Administrative Support Services</b>						<b>SDG/TSDF</b>	<b>Budget</b>		
Activity:	KPIs	FY 2024/25 (Baseline)	FY 2025/26	FY 2026/27	FY 2027/28	Targets Number	Indicators Number	Recurrent	Development
a. Prepare Division's CP, AMP and Budget	Submit TFES CP and Budget to CEO	1/1	1/1	1/1	1/1	SDG 13	SDG 13.1.1		
b. TFES Annual Report	Submit TFES Annual Report	1/1	1/1	1/1	1/1	SDG 13	SDG 13.1.1		
c. External funding	Conduction of project within timeframes	100% within timeframe	100% within timeframe	100% within timeframe	100% within timeframe	SDG 13	SDG 13.1.1		
d. Coordination of conferences, trainings, and programs	Coordination for annual Commissioned Officers' Conference	100% within timeframe	100% within timeframe	100% within timeframe	100% within timeframe	SDG 13	SDG 13.1.1		
	Coordination for annual Fire Week	100% within timeframe	100% within timeframe	100% within timeframe	100% within timeframe	SDG 13	SDG 13.1.1		
<b>Output 1.3.5. Legal Support Services and Policy Advice</b>						<b>SDG/TSDF</b>	<b>Budget</b>		
Activity:	KPIs	FY 2024/25 (Baseline)	FY 2025/26	FY 2026/27	FY 2027/28	Targets Number	Indicators Number	Recurrent	Development
a. Legal advice	Timely provision of legislative advice	NA	Within 5 working days	Within 5 working days	Within 5 working days	SDG 13	SDG 13.1.1		
	Timely provision of policy advice	NA	Within 5 working days	Within 5 working days	Within 5 working days	SDG 13	SDG 13.1.1		
	Timely provision of advice regarding (other) legal matters	NA	Within 5 working days	Within 5 working days	Within 5 working days	SDG 13	SDG 13.1.1		

b. Delivery of trainings & conferences	Successful and timely deliverance of short-term trainings	NA	Within 10 working days	Within 10 working days	Within 10 working days	SDG 13	SDG 13.1.1	
	Successful and timely deliverance of long-term trainings	NA	Within 20 working days	Within 20 working days	Within 20 working days	SDG 13	SDG 13.1.1	
c. Internal Disciplinary Cases	Timely processing of cases	NA	Within 10 working days	Within 10 working days	Within 10 working days	SDG 13	SDG 13.1.1	
d. Regulatory development & review	Timely submission of policies to CEO (within timeframe)	NA	100% successful	100% successful	100% successful	SDG 13	SDG 13.1.1	
	Timely submission of legislations to CEO	NA	Within 10 working days	Within 10 working days	Within 10 working days	SDG 13	SDG 13.1.1	
	Timely submission of Gap Analysis to CEO	NA	Bi-annual	Bi-annual	Bi-annual	SDG 13	SDG 13.1.1	
	Timely submission of (other) legal documents to CEO	NA	Within 5 working days	Within 5 working days	Within 5 working days	SDG 13	SDG 13.1.1	
	Timely reversion of reviewed legal documents to appropriate authority	NA	Within 3 working days	Within 3 working days	Within 3 working days	SDG 13	SDG 13.1.1	
e. Risk Management	Timely implementation of Risk Analysis	NA	July 2025	July 2026	July 2027	SDG 13	SDG 13.1.1	
f. Investigation Support Services	Timely delivery of assistance re: internal disciplinary cases	NA	Within 3 working days	Within 3 working days	Within 3 working days	SDG 13	SDG 13.1.1	
	Timely response re: fires and other emergencies	NA	Within 3 working days	Within 3 working days	Within 3 working days	SDG 13	SDG 13.1.1	
	Maintenance of Arson Register	NA	Within 3 working days	Within 3 working days	Within 3 working days	SDG 13	SDG 13.1.1	
<b>Output 1.3.6. Technical Maintenance and Advice</b>						<b>SDG/TSDF</b>	<b>Budget</b>	

Activity:	KPIs	FY 2024/25 (Baseline)	FY 2025/26	FY 2026/27	FY 2027/28	Targets Number	Indicators Number	Recurrent	Development
Inspections	Vehicle checks successfully conducted	NA	Daily	Daily	Daily	SDG 13	SDG 13.1.1		
	Equipment checks successfully conducted	NA	Daily	Daily	Daily	SDG 13	SDG 13.1.1		
<b>Output 1.3.7. Information Technology &amp; Communications Services</b>									
Activity:	KPIs	FY 2024/25 (Baseline)	FY 2025/26	FY 2026/27	FY 2027/28	Targets Number	Indicators Number	Recurrent	Development
1. ICT support services	Effective troubleshooting	NA	Advice within 5 working days	Advice within 5 working days	Advice within 5 working days	SDG 13	SDG 13.1.1		
	Maintenance of technical equipment	NA	Advice within 5 working days	Advice within 5 working days	Advice within 5 working days	SDG 13	SDG 13.1.1		
	Technical advice and support	NA	Advice within 5 working days	Advice within 5 working days	Advice within 5 working days	SDG 13	SDG 13.1.1		
	Training and capacity development	NA	As identified	As identified	As identified	SDG 13	SDG 13.1.1		
2. Comms support services	Efficient and timely communication during emergencies	NA	Within 10mins of receipt	Within 10mins of receipt	Within 10mins of receipt	SDG 13	SDG 13.1.1		
	Effective and timely correspondence with external parties	NA	Within 30mins	Within 30mins	Within 30mins	SDG 13	SDG 13.1.1		
	Timely and clear dissemination of information to correct parties	NA	Within 1 hour of direction	Within 1 hour of direction	Within 1 hour of direction	SDG 13	SDG 13.1.1		

## Total Staff by Key Category Sub-Program 1.4 – Training & Development Department

Description	FY 2024/25 Budget (Rec)	FY 2025/26 Budget (Rec)	FY 2026/27 Project (Rec)	FY 2027/28 Project (Rec)
<b>Total = Recurrent (\$m)</b>	\$.58m	\$.60m	\$.60m	\$.60m
Executive Staff	1	1	1	1
Prof Staff	2	2	2	2
Other Staff	2	2	2	2
Total Established	5	5	5	5
Unestablished				

### Output of sub-program:

*Implement training policies and specialist training with competencies e.g. Hazmat training; Maintaining all staff at a competent, operational level*

Output 1.4 <u>Training and Capacity Development</u>						SDG/TSDF		Budget	
Activity:	KPIs	FY 2024/25 (Baseline)	FY 2025/26	FY 2026/27	FY 2027/28	Targets Number	Indicators Number	Recurrent	Development
1.4.1. Training Needs Assessment	Timely submission of training needs assessment programme	2/2	2/2	2/2	2/2	SDG 13	SDG 13.1.1	<b>Salaries:</b> \$395,300.00 <b>Operation:</b> \$205,600.00	
	Timely submission of training calendar by last week of FY	1/1	1/1	1/1	1/1				
	Successful conduction of staff in-country training	6/6	6/6	6/6	6/6				
	Specialised training of operational staff successfully executed	2/2	2/2	2/2	2/2				

	Successfully executed External Trainings <sup>7</sup>	100% requested	100% requested	100% requested	100% requested			
1.4.2. Initial Training	Timely deliverance of recruitment program	100% as planned	100% as planned	100% as planned	100% as planned	SDG 13	SDG 13.1.1	
1.4.3. Physical Fitness Training	Conduction of physical fitness test exercises	100% directed	100% directed	100% directed	100% directed	SDG 13	SDG 13.1.1	

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<sup>7</sup> Aimed at Stakeholders, Regional participants, etc

## 4.2 Program 2: Fire Suppression Department

Link to last CP&B [Mark the appropriate cell]	Ongoing	Minor change	Major Change	New
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Minor changes to Program 2 since Corporate Plan (FY 2024-25).

### Total Staff by Key Category Sub-Program 2.1 – Fire Suppression Department

Description	FY 2024/25 Budget (Rec)	FY 2025/26 Budget (Rec)	FY 2026/27 Project (Rec)	FY 2027/28 Project (Rec)
<b>Total = Recurrent (\$m)</b>	\$2.0m	\$2.16m	\$2.16m	\$2.16m
Executive Staff	2	2	2	2
Prof Staff	14	14	14	14
Other Staff	103	103	103	103
Total Established	119	119	119	119
Unestablished				

### Output of sub-program:

*Suppression of fires and other emergencies; maintaining a high level of preparedness at all times through on-going training and resource readiness to respond to emergencies within the minimum timeframe;*

Output 2.1 <u>Response to Fires to Protect Life and Property</u>						SDG/TSDF		Budget	
Activity:	KPIs	FY 2024/25 (Baseline)	FY 2025/26	FY 2026/27	FY 2027/28	Targets Number	Indicators Number	Recurrent	Development
2.1.1. Fire and emergency responses	Response time to incidents	0 - 5km: within 5 minutes; 6 - 10km: within 10 minutes	0 - 5km: within 5 minutes; 6 - 10km: within 10 minutes	0 - 5km: within 5 minutes; 6 - 10km: within 10 minutes	0 - 5km: within 5 minutes; 6 - 10km: within 10 minutes	SDG 13	SDG 13.1.1	Salaries: \$1,675,700.00	Operation: \$480,400.00

Compliance with all communication procedures	NA	100%	100%	100%	SDG 13	SDG 13.1.1			
Submission and approval of Incident & Technical Report by CEO	NA	100%	100%	100%	SDG 13	SDG 13.1.1			
<b>Output 2.2 Training and Capacity Development</b>						<b>SDG/TSDF</b>		<b>Budget</b>	
Activity:	KPIs	FY 2024/25 (Baseline)	FY 2025/26	FY 2026/27	FY 2027/28	Targets Number	Indicators Number	Recurrent	Development
2.2.1 Standard training and assessments of operational staff	Successful delivery of 100% of required fire drills	100%	100%	100%	100%	SDG 13	SDG 13.1.1		
	Successful delivery of 100% of physical tests	100%	100%	100%	100%	SDG 13	SDG 13.1.1		
	Successful delivery of 100% of daily exercise programs	100%	100%	100%	100%	SDG 13	SDG 13.1.1		
	Successful delivery of 100% of emergency drills (daily)	100%	100%	100%	100%	SDG 13	SDG 13.1.1		
	Percentage of staff showing improvement in test results by FY end	Assessment ongoing	50%	75%	100%	SDG 13	SDG 13.1.1		
2.2.2 External drills and trainings	Successful delivery of 100% of requested trainings	100% requested	100% requested	100% requested	100% requested	SDG 13	SDG 13.1.1		

## Total Staff by Key Category Sub-Program 2.2 – Community Safety Department

Description	FY 2024/25 Budget (Rec)	FY 2025/26 Budget (Rec)	FY 2026/27 Project (Rec)	FY 2027/28 Project (Rec)
<b>Total = Recurrent (\$m)</b>	\$.32m	\$.32m	\$.32m	\$.32m
Executive Staff	2	2	2	2
Prof Staff	3	3	3	3
Other Staff	7	8	8	8
Total Established	12	13	13	13
Unestablished				

### Output of sub-program:

*Promotion of fire safety and prevention through awareness and educational programs; provision of fire safety prevention, awareness and educational programs; conduction of fire safety inspections; provision of fire investigation services.*

Output 2.2. <u>Fire Prevention and Mitigation Services</u>						SDG/TSDF		Budget	
Activity:	KPIs	FY 2024/25 Budget (Baseline)	FY 2025/26	FY 2026/27	FY 2027/28	Targets Number	Indicators Number	Recurrent	Development
2.2.1. Conduct Fire Safety Inspections	Successful completion of 100% of all requested inspections	100% requested	100% requested	100% requested	100% requested	SDG 13	SDG 13.1.1	Salaries: \$296,100.00 Operation: \$25,000.00	
2.2.2. Conduct Educational Programs (school)	Successful delivery of 100% of all requested programs	21/69	100% requested	100% requested	100% requested	SDG 13	SDG 13.1.1		
2.2.3. Carry out public notifications/engagements	Number of fire awareness programs carried out (TV & Radio Program)	42/52	26/26	26/26	26/26	SDG 13	SDG 13.1.1		

2.2.4. Program Development	Research & Development: Number of proposals submitted and approved by CEO	4/4	4/4	4/4	4/4	SDG 13	SDG 13.1.1	
2.2.5. Stakeholder (organisation) trainings	Successful delivery of 100% of trainings directed by Commissioner	100% directed	100% directed	100% directed	100% directed	SDG 13	SDG 13.1.1	
2.2.6. Conduct Fire Safety Assessments	100% of all requested assessments (map) successfully conducted	100% requested	100% requested	100% requested	100% requested	SDG 13	SDG 13.1.1	
2.2.7. Conduct Fire Safety Risk Assessments for Business Licences	Successful completion of 100% of all requested inspections	100% requested	100% requested	100% requested	100% requested	SDG 13	SDG 13.1.1	
2.2.8. Prepare Division's CP, AMP and Budget	Timely submission of CP, AMP and Budget	1/1	1/1	1/1	1/1	SDG 13	SDG 13.1.1	

#### Total Staff by Key Category Sub-Program 2.3 – Emergency Response Department

Description	FY 2024/25 Budget (Rec)	FY 2025/26 Budget (Rec)	FY 2026/27 Project (Rec)	FY 2027/28 Project (Rec)
<b>Total = Recurrent (\$m)</b>	\$.17m	\$.16m	\$.16m	\$.16m
Executive Staff	1	1	1	1
Prof Staff	2	2	2	2
Other Staff	3	3	3	3
Total Established	6	6	6	6
Unestablished				

Output 2.3 <u>Response to Emergencies to Protect Life and Property</u>						SDG/TSDF		Budget	
Activity:	KPIs	FY 2024/25 (Baseline)	FY 2025/26	FY 2026/27	FY 2027/28	Targets Number	Indicators Number	Recurrent	Development
2.3.1 Response time to incidents	0 - 5km: within 5 minutes; 6 - 10km: within 10 minutes	0 - 5km: within 5 minutes; 6 - 10km: within 10 minutes	0 - 5km: within 5 minutes; 6 - 10km: within 10 minutes	0 - 5km: within 5 minutes; 6 - 10km: within 10 minutes	0 - 5km: within 5 minutes; 6 - 10km: within 10 minutes	SDG 13	SDG 13.1.1	<b>Salaries:</b> \$137,500.00 <b>Operation:</b> \$26,600.00	
2.3.2 Compliance with all SO communication procedures	NA	100%	100%	100%	100%	SDG 13	SDG 13.1.1		
2.3.3 Approval of Incident & Technical Report by CEO	NA	100%	100%	100%	100%	SDG 13	SDG 13.1.1		

**Annex 1: Detailed Stakeholder Analysis**

Stakeholder	Customer of TFES	Supplier to TFES	Partner with TFES	Oversight of TFES
	<b>Received from/provided to TFES</b>			
<b>Cabinet</b>	Advice, Recommendations, Information	Decisions	Operating Effectiveness of Government	Direction
<b>LA</b>	Advice, Recommendations, Information	Decisions, Legislation		Direction
<b>MDAs</b>	Advice, Guidance, Instructions, Information	Information	Operating Effectiveness of Government, Support of the TSDF	
<b>Public Enterprises</b>	Provision of services			
<b>Businesses</b>	Advice, Guidance, Instructions, Services, Information	Provide Commercial Goods, Services, Fees, Charges	Support of the TSDF, Economic Development	Monitor, Petition
<b>NSA, CSO, Churches</b>	Advice, Guidance, Instructions, Services, Information	Goods, Services, Fees, Charges	Support of the TSDF, Community Work, Education, Health	Monitor, Petition
<b>General Public</b>	Advice, Guidance, Instructions, Services, Information	Goods, Services, Fees, Charges	Support of the TSDF	Vote, Petition
<b>Development Partners</b>	Advice, Guidance, Instructions, Services, Information	Development Assistance and Advice	Delivery of Aid Funded Programs	Advice, guidance and instructions

## Annex 2 Documents Contributing to TFES Mandate

The mandate is established by the following key legislation, policy decision and plans:

### ***Legislations***

1. Tonga Fire and Emergency Services Act 2014
2. Building Control and Standards Act 2002
3. Public Finance Management Act 2002
4. Emergency Management Act 2007
5. Police Act 2010
6. Petroleum Act 1997
7. Intoxicating Liquor Act 2010
8. Tonga Water Board Act

### ***Regulations***

1. Building Code Regulation 2007
2. Petroleum Regulations 1988

### ***Internal Policies***

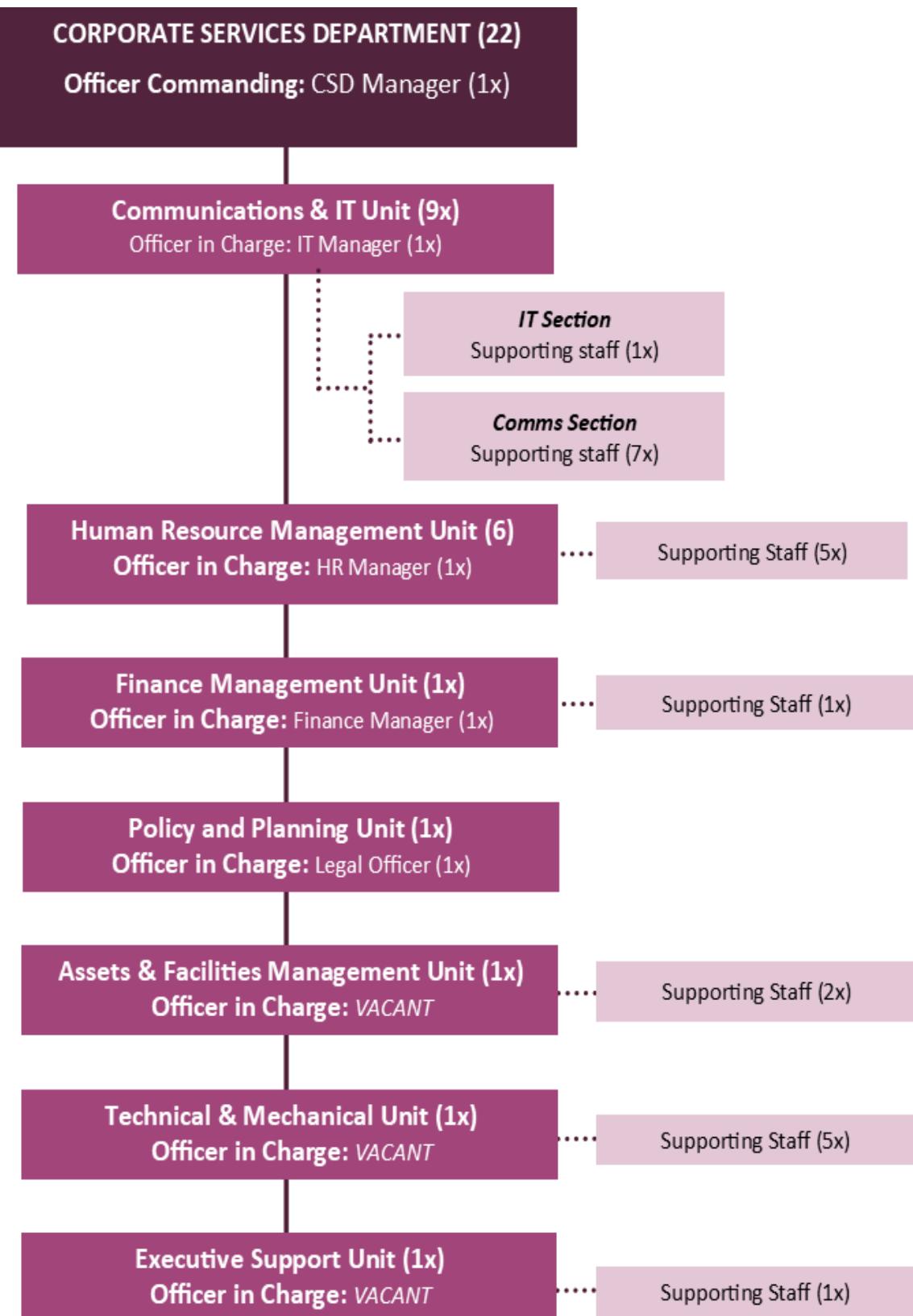
1. Standard Operation Procedures
2. Standard Administrative Procedures

### ***Agreement***

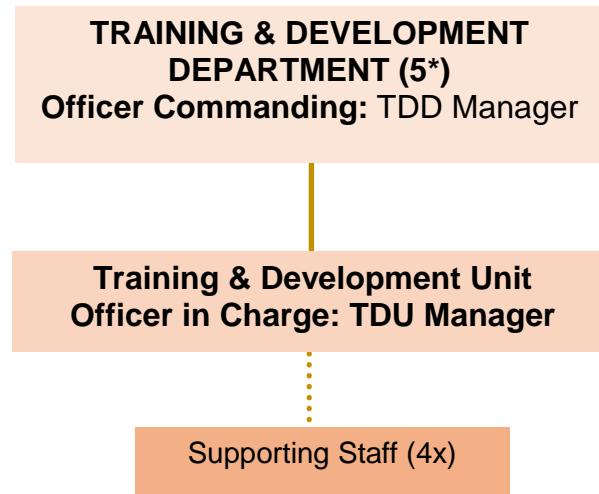
1. Memorandum of Understanding and Addendum to the MOU signed between TFES and SAMFS 2023
2. Building Code Regulation 2007

## Annex 3: Structures

### A: Corporate Services Department

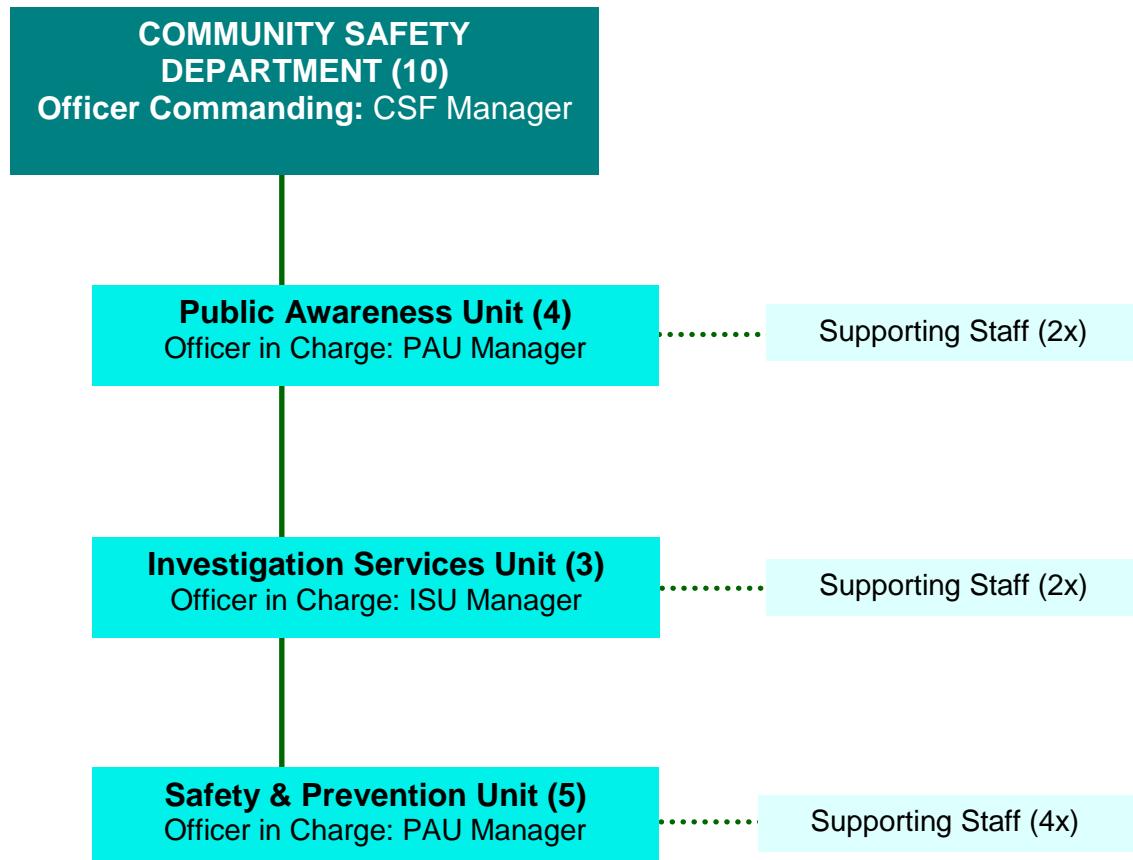


## B: Training & Development Department



\*Addition of 20x recruit firefighters

## C: Community Safety Department



## D: Emergency Response Department

**EMERGENCY RESPONSE  
DEPARTMENT (3)**  
**Officer Commanding: ERD Manager**

Supporting staff (3x)

*Other supporting staff will be extracted  
from all departments for capacity to  
surge as required*

## F: Office of the Deputy Fire Commission (RPD)

**OFFICE OF THE DEPUTY FIRE  
COMMISSIONER (FED) (2X)**  
**Deputy Commissioner (1x)**

Supporting staff (1x)

## G: Fire Suppression Department

