

Tonga Police Corporate Plan & Budget

2020/21 – 2022/23



Earning Trust through Service Delivery

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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 Minister of Police



With 2020 being 10 years since the passing of the Tonga Police Act, I believe the time is right in 2020/21 to reflect on and review the functions of Tonga Police under the Act, including: maintaining law and order, preserving the peace, protecting life and property, preventing and detecting crime, providing community support and reassurance, upholding the laws of Tonga, undertaking service and execution of court processes, carrying out land and marine search and rescue operations, and any other function conferred by the Act or any other.

The Government of Tonga Priorities for the next three years has set Illicit Drugs and National Security as a top priority. To this end the men and women of Tonga Police with the leadership of the Commissioner of Police have shown considerable commitment in spearheading the operational response to reducing the supply and harm of illicit drugs in our Kingdom. We must now take a lead in a more regional approach to the plague that is the distribution of illicit drugs throughout the Pacific nations.

As Minister of Police I have a firm belief in improving the welfare of police members as a basis to improving the overall administration of Tonga Police. In addition to the Government of Tonga priorities, I also expect Tonga Police to give special emphasis to the following issues over the next three years:

- Improving the salary, benefits and entitlements of police staff;
- Improving the safety and health of police staff;
- Improving the disciplinary system of Tonga Police to better reflect the value of police members as employees and their contribution to the safety and security of the country.

With the above-mentioned priorities in mind I am pleased to present the Corporate Plan and Budget of Tonga Police for 2020/21 to 2022/23.

Malo

Lord NUKU

Minister of Police, Fire & Emergency Services

Message from the Commissioner of Police



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

Through our aid partners we have built new police stations providing greater public access to our services, including completion of a new police station in Vava'u and soon-to-be-completed new Training Facility. We are also looking at equipping our police officers with safety defensive equipment. Furthermore, we are continuing to revise our organizational structure and corporate support mechanisms to meet the changing public demand for more quality and services. As we move away from infrastructure development, we are focusing more on capacity building of our police officers to better respond to public complaints.

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

The dedication of the men and women of the Tonga Police is unwavering. The courage and sacrifice of our police officers, staff and their families are seldom acknowledged, but that is the nature of the work we do. I have seen the dedication, professionalism and bravery of our police officers in saving lives during Tropical Cyclone Harold. I have witnessed the professionalism and endurance of all staff during the COVID-19 National Lockdown, and commit to doing everything possible to support our staff further in the challenging times ahead with COVID-19. I am honoured and thankful to lead an organisation that gives more than it takes and look forward to another year of saving and changing lives.

I respectfully submit the Tonga Police Corporate Plan and Budget for 2020/21 – 2022/23.

Respectfully

A handwritten signature in blue ink, appearing to read 'Stephen J. Caldwell', written over a dotted line.

Stephen J. CALDWELL
Commissioner of Police

1. Tonga Police Corporate Plan Executive Summary

1.1. Mandate

Tonga Police's mandate is determined by the following:

1.1.1. Key Legislation, policy decision and plans

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

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

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

1.1.2. International Agreements, Treaties

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

1.2. Stakeholders

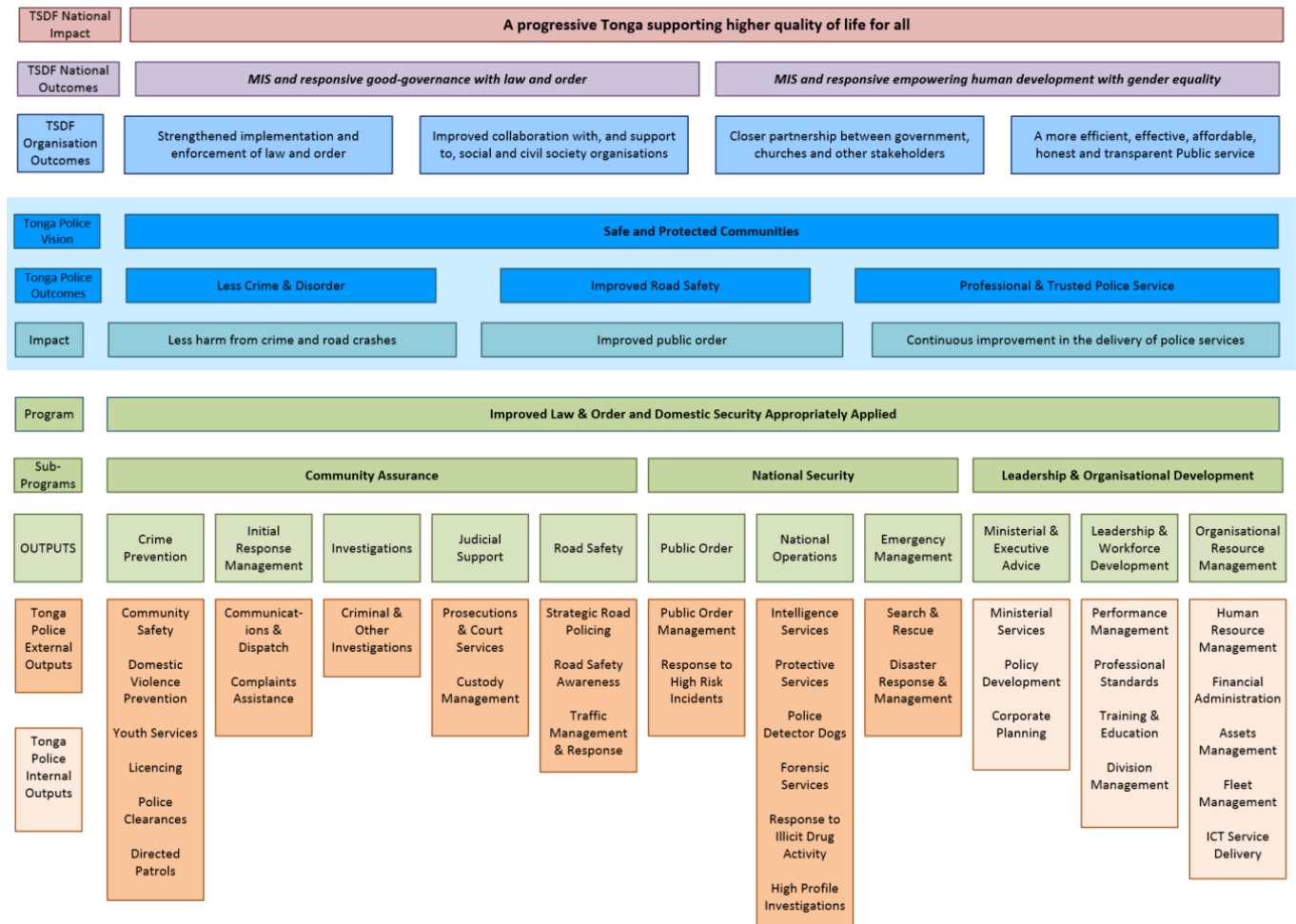
Tonga Police's identification of its key stakeholders is a reflection of its policing model which is underpinned by a community policing approach and shift towards prevention services.

Stakeholder	Customer of Tonga Police	Supplier to Tonga Police	Partner with Tonga Police	Oversight of Tonga Police
Community and General Public	X		X	X
Government	X	X	X	X
Development Partners		X	X	
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 it operates 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 has clear linkages to two of the seven of the TSDF National Outcomes:

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

Figure 2: Tonga Police Linkages to TSDF Outcomes

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

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



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

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

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



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

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



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

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

With a recently-renewed and continued focus on strengthening its Corporate Services Division – in particular human 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 of Tonga's strategic priority areas with a particular focus on **illicit drugs and national security** and **public sector reform**.

Supporting these strategic priority areas are the following Tonga Police priority activities for 2020/21 (discussed further at paragraph 2.3):

- Implementation of the Tonga National Illicit Drugs Policy (TNIDP), including:
 - Addressing factors influencing supply and demand as well as the harm caused by illicit drugs;
 - Supporting the oversight role of the Illicit Drugs Steering Committee in a Secretariat capacity;
 - Enhancing intelligence and investigations capabilities;
 - Improving data collection, analysis and sharing;
 - Development of a Criminal Returnees program.
- “Phase II” of ICT development project with a focus on embedding good practice and full utilization of systems.
- Continued programme of corporate services reform with a focus on assets and facilities management.
- Development of a people development strategy with a focus on recruitment and retention, continuous professional development, staff safety and improvement in remuneration and other benefits.

2. Tonga Police Overview

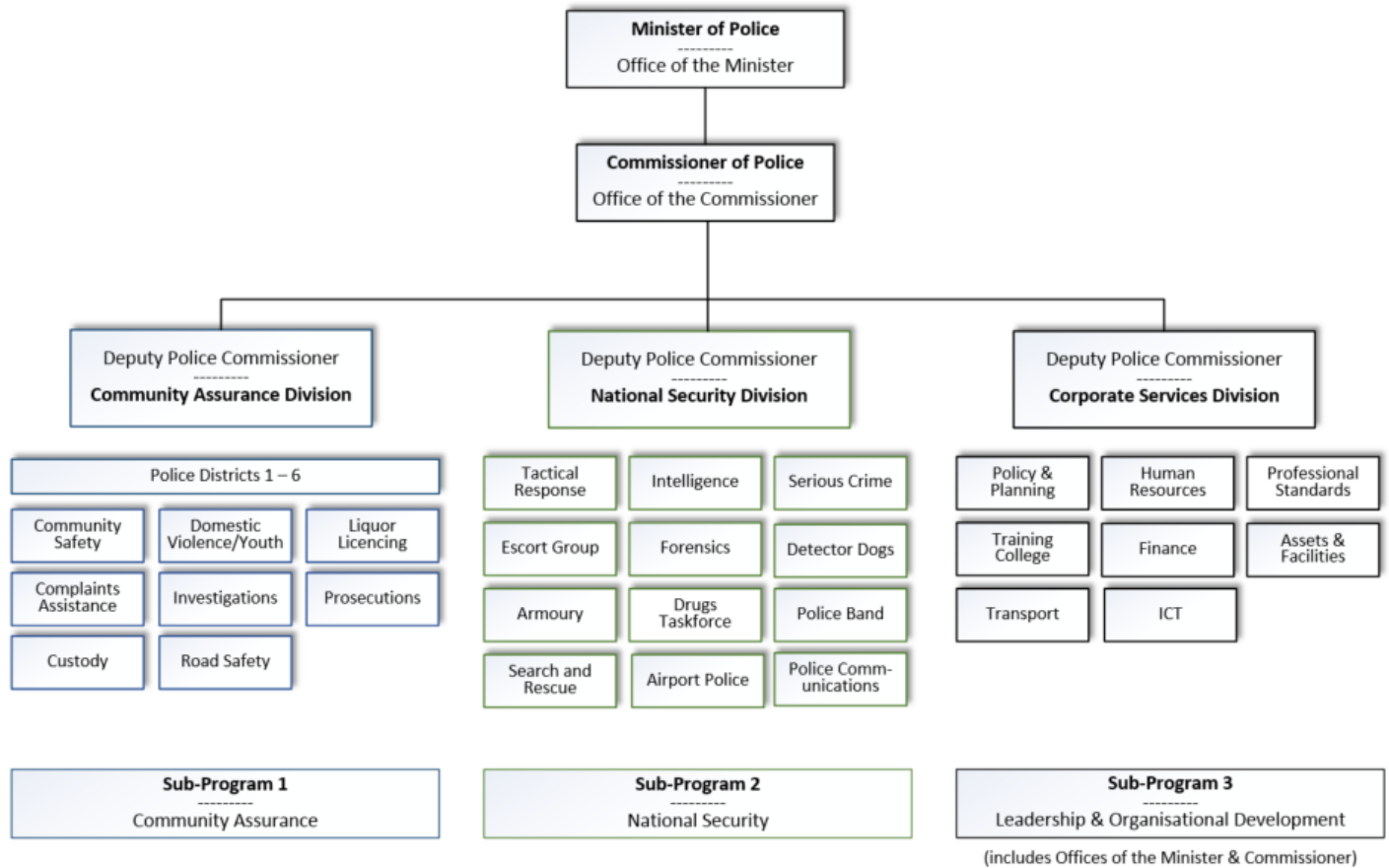
2.1. Tonga Police Outputs grouped into Sub-Programs and Units/Divisions

Sub-Program	Outputs	Activities/Strategies	Responsible Unit	
1. Community Assurance	1.1. Crime Prevention	1.1.1. Community Safety	Prevention Group, Band	Community Assurance Division
		1.1.2. Domestic Violence Prevention & Youth Services	Domestic Violence/Youth	
		1.1.3. Licencing Services	Liquor Licencing, Armoury	
		1.1.4. Police Clearances	Police Records	
		1.1.5. Directed Patrols	Complaints Assistance Offices	
	1.2. Initial Response Management	1.2.1. Communications & Dispatch	Police Communications Centre	
		1.2.2. Complaints Assistance	Complaints Assistance Offices	
	1.3. Investigations	1.3.1. Criminal & Other Investigations	Criminal Investigations	
	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. Public Order	2.1.1. Public Order Management	Tactical Response Group, Police Band	National Security Division
		2.1.2. Response to High Risk Incidents		
	2.2. National Operations	2.2.1. Intelligence Services	Intelligence, Airport Police, Crime Statistics Office	
		2.2.2. Protective Services	Escort Group	
		2.2.3. Detection of Drugs, Firearms & Explosives	Police Detector Dogs	
		2.2.4. Forensic Services	Forensics	
		2.2.5. Response to Illicit Drug Activity	Drugs Enforcement Taskforce, National Operations Strategy	
		2.2.6. High Profile Investigations	Serious Organised & Transnational Crime	
	2.3. Emergency Management	2.3.1. Search and Rescue	Search and Rescue	
		2.3.2. Disaster Response & Management		
	3. Leadership & Organizational Development	3.1. Ministerial & Executive Advice	3.1.1. Ministerial Services	
3.1.2. Policy Development			Policy & Planning	
3.1.3. Corporate Planning				
3.2. Leadership & Workforce Development		3.2.1. Human Resources	Human Resources	
		3.2.2. Performance Management	Professional Standards	
		3.2.3. Professional Standards	Police Training College	
		3.2.4. Training & Education	All Divisions/Units	
		3.2.5. Division 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 has a functional organizational structure with three primary divisions to support the delivery of its sub-programs.

Figure 3: Tonga Police Organization Structure



2.3. Summary of Planned Initiatives and Reforms

2.3.1. Government Strategic Priority: Illicit Drugs and National Security

2.3.1.1. Tonga National Illicit Drugs Policy

Illicit drugs are now widely recognized as a critical issue for Tonga, affecting all levels of society and particularly threatening the future livelihoods of our youth. The prevalence of illicit drug use and abuse in Tonga has risen since the launch of the Tonga Police Drugs Enforcement Taskforce in April 2018. Drugs-related arrests have doubled from a rate average of 11 per month in 2018 to 22 per month in 2019. The Government of Tonga is committed to efforts focusing on the implementation of proposed action plans to combat illicit drugs in the Kingdom. These will be led by Tonga Police and guided by the approved Tonga National Illicit Drugs Policy (TNIDP) which was developed following wide public consultations held in March and June 2019.

2.3.1.2. Stronger Collaboration with Partners

The success or failure of the TNIDP will depend on the strength of support and collaboration of all relevant local, regional and global organizations looking to address the harm inflicted by illicit drug use. To this end Tonga Police will be taking the lead in developing a National Security Policy as well as fulfilling an oversight and Secretariat function for the Illicit Drugs Steering Committee. Through this committee it is hoped a more coordinated, multi-agency approach will be

achieved by leveraging off existing and planned programs of respective MDAs, such as the Ministries of Health, Education, Customs and Revenue, Prisons Department, as well as civil society and community organisations.

2.3.1.3. Increase in Capacity

While the fight against illicit drugs is spearheaded by the Tonga Police Drugs Enforcement Taskforce, it does not do so in isolation and requires support from other units within the organization such as the Tactical Response Group, Intelligence, Forensics, Detector Dogs Unit and the Police Districts. To effectively provide such support Tonga Police remains committed to increasing capacity with an additional 50 new members in 2020/21. It is expected that these members will fill positions across all levels of the organization, from Recruits (Band R) through to Chief Superintendents (Band G). Although not part of the budget proposal accompanying this Corporate Plan, a further and separate submission will be made in due course for these critical positions, with additional funding anticipated.

2.3.2. Government Strategic Priority: Public Sector Reform

2.3.2.1. Corporate Services Reform

Tonga Police's Corporate Services Division has been progressively undergoing reform over the last 18 months, with improvements seen in the areas of performance management, corporate planning and human resource management. Supported by development partners, this reform process will continue into 2020/21 with continued focus on professionalizing the areas of human resources, policy, strategy and planning, as well as a fresh focus on assets and facilities management. To complement and support this reform process a priority will be to refurbish the Corporate Services office blocks within the Headquarters compound in Longolongo (refer paragraph 2.3.3.3).

2.3.2.2. Information, Communication and Technology (ICT)

Microsoft Office 365: The rollout and implementation of Tonga Police's new ICT platform, Office 365, is a milestone in improving the technical, file management, intelligence handling and storage, and communications of Tonga Police. Focus of the ICT development program now turns to embedding data collection and information sharing good practice to ensure full utilization of the system. While all development, implementation and asset purchase costs have been covered by development partners, Tonga Police recurrent is now responsible for license subscription costs as well as asset replacement and maintenance costs as required.

Human Resources Management Information System (HRMIS): A new HRMIS was rolled out in 2019/20, with all leave data, personal records and job information now able to be stored and maintained electronically. Similar to the Office 365 project, focus will now turn to developing and embedding good practice to ensure the system is suitably maintained. All development and implementation costs plus the first two years of subscription costs (2019/20 and 2020/21) have been covered by development partners. Tonga Police recurrent will therefore be required to pick up license subscription costs (approx. \$45,000 - \$50,000 TOP per annum) from 2021/22 onwards.

Asset Management Plus: In the second half of 2019/20 Tonga Police will be rolling out an asset management and tracking software package fully integrated within the Office 365 platform. The system will handle all Tonga Police assets from major capital assets such as properties, down to personal-issue items such as ICT devices and tactical equipment. Development partners have supported Tonga Police with the purchase of a perpetual license and first year subscription of technical support and upgrades. Tonga Police recurrent will pick up the technical support subscription fee (approx. \$600 TOP per annum) from 2020/21 onwards.

2.3.3. Tonga Police Priorities

2.3.3.1. COVID-19 Response

The global spread of Novel Coronavirus (COVID-19) – overwhelming health systems, disrupting economies and leading to widespread social harm – has strengthened Tonga Police’s resolve in leading the development of a National Security Policy aimed at addressing basic needs and security concerns of Tongan citizens. Tonga Police will also continue to be the lead enforcement agency supporting the Government’s wider security response efforts to any real or perceived threat from COVID-19, maintaining law and order and reassuring communities throughout.

2.3.3.2. Officer Safety

The environment that Tonga Police officers operate in is a dynamic one which can be physically and mentally demanding and, at times, dangerous. As a modern policing organisation, Tonga Police puts a lot of emphasis and effort into assuring Tongan communities of their safety and security. That effort will be matched in 2020/21 with investment in ensuring the safety and welfare of police officers through the establishment of an Officer Safety program. With the support of development partners, a Tactical Options Framework will be embedded in Tonga Police as well as a Model of Guidance to provide police officers with options to reduce unnecessary use of force when encountering violent or potentially violent encounters. While the majority of funding for implementation has been committed by development partners, there will be specific resource, maintenance and asset replacement costs that Tonga Police will be responsible for in coming years to maintain officer safety as a priority.

2.3.3.3. Infrastructure Projects

Corporate Services Offices: Tonga Police Corporate Services units are currently housed in two former Police College residences within the Headquarters and College compound in Longolongo. At over 50 years old, both offices are in need of refurbishment and redesign to make them more fit-for-purpose and modern workspaces. The refurbishment is a necessity to support not only the wellbeing and productivity of staff, but with a regular flow of internal and external visitors to both offices it will support the ongoing professionalisation and reform efforts of the Corporate Services Division.

Detector Dog Unit Compound, Tongatapu: Tonga Police is still committed to upgrading its Detector Dog Unit given the critical part the unit plays in the fight against illicit drug activity. Cabinet Decision CD1107/16 in 2016 approved relocation of the compound to Hu’atolitoli, however this has since been deemed impractical and unsuitable for the police dogs. Discussions are ongoing with the Ministry of Education regarding funding for a full relocation of the Dog Unit from the current location next to GPS Haveluloto to a new site that will be fit-for-purpose. Despite not progressing as hoped in 2019/20, this remains a priority for 2020/21.

2.3.3.4. Organization Development

Tonga Police is committed to developing as an organization and in 2020/21 will look to develop a people development strategy centering around the Police College as the hub of all learning and development. The strategy will focus on particular areas for improvement around recruitment and retention, core training, continuous professional development, leadership development, gender development strategies and governance arrangements of the Police College. Improved performance of our workforce must go hand in hand with improved conditions, and so to support the development strategy Tonga Police is committed also to improving remuneration and other benefits for our members.

3. Tonga Police Budget and Staffing

Tonga Police's approved recurrent budget for 2020-21 is \$10,553,100 which represents a 0.75% reduction on the previous financial year.

Table 1. Tonga Police Approved Recurrent Budget

Expenditure Item (\$m)	2017-18	2018-19	2019-20	2020-21 Budget	2021-22 Projected	2022-23 Projected
Established Staff (10xx)	7.685	7.540	7.599	7.706	7.706	7.706
Unestablished Staff (11xx)	-	-	-	0.001	0.001	0.001
Travel and Communication (12xx)	0.403	0.417	0.306	0.209	0.209	0.209
Maintenance and Operations (13xx)	0.692	0.682	0.916	0.904	0.904	0.904
Purchased Goods Services (14xx)	0.707	0.817	1.128	1.215	1.215	1.215
Grants and Transfer (15xx)	0.005	0.056	0.006	0.006	0.006	0.006
Assets (20xx)	0.224	0.143	0.678	0.513	0.513	0.513
Total Tonga Police Recurrent Budget	9.715	9.655	10.633	10.553	10.553	10.553

Table 2. Tonga Police Development Budget

Expenditure Item (\$m)	2017-18	2018-19	2019-20	2020-21 Budget	2021-22 Projected	2022-23 Projected
Travel and Communication (12xx)	0.428	0.150	0.400	Current development funding commitment is to June-2020. Ongoing funding arrangements are unavailable at the time of publication.		
Maintenance and Operations (13xx)	0.353	0.161	0.250			
Purchased Goods Services (14xx)	0.870	1.279	0.200			
Grants and Transfer (15xx)	0.010	0.011	0.400			
Assets (20xx)	1.241	2.325	2.500			
Total Tonga Police Development Budget	2.900	3.925	3.750			

Table 3. Tonga Police Staff by Key Category

Category	2017-18	2018-19	2019-20	2020-21 Budget	2021-22 Projected	2022-23 Projected
Established staff						
Executive Staff (Band A to F)	7	6	6	6	6	6
Senior Staff (Band G to M)	141	142	143	132	132	132
Other Staff (Band N to R)	328	328	330	341	341	341
Total Established Staff	476	476	479	479	479	479
Unestablished staff	-	-	-	1	1	-
Total Staff	476	476	479	480	480	479
Total Recurrent Budget (10xx, 11xx)	7.685	7.540	7.599	7.707	7.707	7.707

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 51% of the established staff and 36% of the recurrent budget for 2020/21.

Sub-Program 1 comprises five overarching outputs:

1. Crime Prevention
2. Initial Response Management
3. Investigations
4. Judicial Support
5. Road Safety

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

Category	2018-19	2019-20	2020-21 Budget	2021-22 Projected	2022-23 Projected
Total Recurrent Budget (Salaries & Operations \$m)	5.899	3.924	3.996	3.996	3.996
Established staff					
Executive Staff (Band A to F)	4	2	2	2	2
Senior Staff (Band G to M)	92	62	63	63	63
Other Staff (Band N to R)	295	165	178	178	178
Total Established Staff	391	229	243	243	243
Unestablished staff	-	-	-	-	-
Total Staff	391	229	243	243	243

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

Activity	KPI	2020 /21	2021 /22	2022 /23	TSDF II Out-comes ¹	SDG Targets ²	SDG Indicators	2020/21 Recurrent Budget
1.1 Crime Prevention								
1.1.1. Community policing activities	a) No. of community or NGO partnership activities initiated or sustained ----- b) No. of prevention activities initiated or sustained with schools ----- c) No. of Community Patrol Volunteer (CPV) initiated intelligence or offence reports							
					2.1 2.2 3.2	--	--	\$ 192,500
					<i>Targets to be established end of Qtr 1</i>			

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	2020 /21	2021 /22	2022 /23	TSDF II Out-comes ¹	SDG Targets ²	SDG Indicators	2020/21 Recurrent Budget
1.1.2. Domestic Violence Prevention & Youth Services	a) No. of family violence incidents reported -----	Year-on-year reduction			2.1 2.2 3.2	5.1 5.2 5.3	5.1.1 5.2.1 5.2.2 5.3.1	\$ 79,100
	b) No. of Police Safety Orders (PSOs) issued -----							
	c) % of PSOs or Protection Orders breached -----							
	d) No. of intimate partner violence investigations (females 15 yrs+) -----							
	e) No. of sexual violence (non-intimate partner) investigations (females 15 yrs+) -----							
	f) No. of youth participating Police facilitated or supported youth programs	50+	50+	50+				
1.1.3. Licencing (Liquor; Firearms)	a) % of licenced premises with weekly checks -----	100%	100%	100%	2.1 2.2 3.2	--	--	\$ 40,500
	b) % of licenced premises checks with a breach recorded -----	Year-on-year reduction						
	c) Electronic Firearms Database developed by 31-Aug-2020 -----	✓	TBC	TBC				
	d) % of unlicensed firearms seized by 30-Nov-2020 -----	100%	100%	100%				
1.1.4. Police Clearances	a) % of Police Record requests processed within 2 days	> 90%	> 95%	100%	2.1 2.2 3.2	--	--	Refer 2.2.4
1.1.5. Development and implementation of directed patrols	a) Reported crime in identified crime hot spots	Year-on-year reduction			3.2	--	--	Refer 1.2.2

Activity	KPI	2020 /21	2021 /22	2022 /23	TSDF II Out-comes ¹	SDG Targets ²	SDG Indicators	2020/21 Recurrent Budget
1.2 Initial Response Management								
1.2.1. Receiving and dispatching calls for assistance	a) Median response times (call received → arrival at scene)	PD1: <10 mins PD2: <15 mins PD3: <15 mins PD4: TBC PD5: TBC PD6: TBC			3.2	--	--	\$ 102,600
1.2.2. Complaints assistance	a) % complainants/ victims receiving crime prevention advice	Year-on-year increase			3.2	--	--	\$ 1,939,600
1.3 Investigations								
1.3.1. Investigation of offences under Criminal and other Acts	a) No. of homicide investigations ----- b) No. of physical violence investigations ----- c) No. of sexual violence investigations ----- d) No. of child abuse investigations (age 1-17 years) ----- e) No. of government servant bribery or corruption investigations ----- f) Case resolution rate CRA Offences Against the Person ----- g) Case resolution rate CRA Offences Against Property ----- h) Case resolution rate CRB ----- i) Cases rejected due to insufficient evidence	Year-on-year reduction			2.1 2.2 3.2	16.1 16.2 16.3 16.5	16.1.1 16.1.3(a) 16.1.3(c) 16.2.1 16.3.1 16.5.1 16.5.2	\$ 852,100
		<i>Targets to be established end of Qtr 1</i>						

Activity	KPI	2020 /21	2021 /22	2022 /23	TSDF II Out-comes ¹	SDG Targets ²	SDG Indicators	2020/21 Recurrent Budget
1.4 Judicial Support								
1.4.1. Prosecutions & Other Court Services	a) Total no. of case files submitted to prosecution ----- b) Total no. of Court adjournment days due to preparation issues or other police matters	<i>Targets to be established end of Qtr 1</i>			3.2	--	--	\$ 374,400
1.4.2. Custody Management	a) No. of escapes from custody ----- b) No. of civil claims against Police (brutality, theft of property)	Nil ----	Nil ----	Nil ----	3.2	--	--	Refer 1.2
1.5 Road Safety								
1.5.1. Strategic Road Policing	a) No. of activities or operations carried out (either Police-only or in partnership with other agencies)	<i>Targets to be established end of Qtr 1</i>			2.2, 3.2	--	--	\$ 347,600
1.5.2. Road Safety Education & Awareness	a) No. of school road safety sessions delivered ----- b) No. of public road safety campaigns initiated or sustained				2.1	--	--	
1.5.3. Traffic Management & Response	a) No. of road crashes recorded ----- b) No. of traffic offences recorded ----- c) No. of traffic-related injuries recorded ----- d) No. of traffic-related deaths	Year-on-year reduction			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*) is a recently redefined sub-program to better align Tonga Police's outputs with its functional structure, and to raise the profile and importance of national security operations such as its response to illicit drug activities.

Sub-Program 2 accounts for 22% of both the established staff and recurrent budget for 2020/21, and comprises three overarching outputs:

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

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

Category	2018-19	2019-20	2020-21 Budget	2021-22 Projected	2022-23 Projected
Total Recurrent Budget (Salaries & Operations)	1.703	2.554	2.191	2.191	2.191
Established staff					
Executive Staff (Band A to F)	1	1	1	1	1
Senior Staff (Band G to M)	36	32	32	32	32
Other Staff (Band N to R)	27	71	71	71	71
Total Established Staff	64	104	104	104	104
Unestablished staff	-	-	1	1	-
Total Staff	64	104	105	105	104

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

Activity	KPI	2020 /21	2021 /22	2022 /23	TSDF II Out-comes ³	SDG Targets ⁴	SDG Indicators	2020/21 Recurrent Budget
2.1 Public Order								
2.1.1 Public Order Management (POM)	a) % of large-scale events concluded peacefully (no incidents of violence causing injury: CRA ss 106 or 107)	100%	100%	100%	3.2	--	--	\$ 711,400
2.1.2 Response to High Risk Incidents	a) % of high risk incidents resolved without serious injury (once TRG on scene)	100%	100%	100%	3.2	--	--	

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

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

Activity	KPI	2020 /21	2021 /22	2022 /23	TSDf II Out-comes ³	SDG Targets ⁴	SDG Indicators	2020/21 Recurrent Budget
2.2 National Operations								
2.2.1 Intelligence Services	a) Intelligence Information Reports submitted ----- b) Executive Intelligence Products disseminated	20+ each month ----- At least 1 each month	TBC	TBC	3.2	--	--	\$ 248,600
2.2.2 Protective services provided for His Majesty and VIPs	a) No. of hostile incidents during special operations	Nil	Nil	Nil	2.2 3.2	--	--	\$ 72,400
2.2.3 Detection of illicit drugs, firearms and explosives	a) Planned detector dog deployments ----- b) % of seized firearms with illicit origin or context established	<i>Targets to be established end of Qtr 1</i>			3.2	16.4	16.4.2	\$ 54,500
2.2.4 Forensic Services	a) No. of crime scenes attended ----- b) No. of positive identifications from fingerprints lifted from crime scenes	<i>Targets to be established end of Qtr 1</i>			3.2	--	--	\$ 116,100
2.2.5 Response to Illicit Drug Activity	a) Success rate of drugs related searches ----- b) No. of drugs related arrests (monthly) ----- c) Successful prosecution rate of high-profile offenders "High-profile" = importers, exporters and suppliers	<i>Targets to be established end of Qtr 1</i>			2.1 2.2 3.2	--	--	\$ 561,600
2.2.6 High Profile Investigations	<i>KPIs to be established once APG Mutual Evaluation Report released</i>				2.2 3.2	--	--	\$ 242,700

Activity	KPI	2020 /21	2021 /22	2022 /23	TSDF II Out-comes ³	SDG Targets ⁴	SDG Indicators	2020/21 Recurrent Budget
2.3 Emergency Management								
2.3.1 Search and rescue	a) No. of maritime fatalities -----	Year-on-year reduction -----			2.2			\$ 247,000
2.3.2 Disaster response & management activities	b) Public awareness campaigns	At least Quarterly			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*) in previous years was split across two separate sub-programs. They have now been merged to better reflect the alignment between Tonga Police's predominantly internal outputs with the functions of its Corporate Services Division.

Sub-Program 3 accounts for 28% of the established staff and 42% of the recurrent budget for 2020/21, and comprises three overarching outputs:

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

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

Category	2018-19	2019-20	2020-21 Budget	2021-22 Projected	2022-23 Projected
Total Recurrent Budget (Salaries & Operations \$m)	2.054	4.156	4.367	4.367	4.367
Established staff					
Executive Staff (Band A to F)	1	3	3	3	3
Senior Staff (Band G to M)	14	49	37	37	37
Other Staff (Band N to R)	6	94	92	92	92
Total Established Staff	21	146	133	133	133
Unestablished staff	-	-	-	-	-
Total Staff	21	146	133	133	133

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

Activity	KPI	2020 /21	2021 /22	2022 /23	TSDF II Out-comes ⁵	SDG Targets ⁶	SDG Indicators	2020/21 Recurrent Budget
3.1 Ministerial & Executive Advice								
3.1.1 Ministerial Services	a) % of Ministerial responses submitted within timeframes -----	> 95%	> 95%	> 95%	3.1 3.2	--	--	\$ 192,100
	b) % of draft Ministerial responses returned due to errors	< 5%	< 5%	< 5%				
3.1.2 Development and distribution of policies and standard operating procedures (SOPs)	a) No. of policies/SOPs developed or reviewed annually -----	12+	TBC	TBC	3.1 3.2	--	--	\$ 53,500
	b) Total no. of policies/SOPs published on Tonga Police Policy Library	20+	TBC	TBC				
3.1.3 Corporate Planning and Performance	a) % of organizational KPIs met -----	> 75%	> 80%	> 85%	3.1 3.2	--	--	
	b) Annual Report submitted on time -----	✓	✓	✓				
	c) Annual CP&B submitted on time	✓	✓	✓				
3.2 Leadership & Workforce Development								
3.2.1 Management and administration of human resources	a) % of recurrent salaries budget utilised -----	> 90%	> 90%	> 90%	3.1	--	--	\$ 272,200
	b) % of members with more than 52 days accumulated leave (at 30-June) -----	< 35%	< 25%	< 15%				
	c) Median no. of accumulated days (at 30-June)	< 40	< 35	< 30				

⁵ See Figure 2 (paragraph 1.4.1) for descriptions of TSDF II Organizational Outcomes.⁶ See Appendix A for descriptions of the relevant Sustainable Development Goal (SDG) targets and indicators

Activity	KPI	2020 /21	2021 /22	2022 /23	TSDF II Out-comes ⁵	SDG Targets ⁶	SDG Indicators	2020/21 Recurrent Budget
3.2.2 Performance Management System (PMS)	a) % of PMS forms submitted from eligible members -----	> 90%	> 95%	> 98%	3.1 3.2	--	--	
	b) % of scores reduced after PSC moderation	< 60%	< 50%	< 30%				
3.2.3 Professional Standards	a) No. of public complaints against Police members -----	> 5% less than prev. year	> 5% less than prev. year	> 5% less than prev. year	3.1 3.2	--	--	
	b) No. of internal complaints against Police members -----	-----	-----	-----				
	c) % of PSU recommendations upheld by PEC	> 75%	TBC	TBC				
3.2.4 Training and development of staff	a) % of Recruits passing out -----	100%	100%	100%	3.1 3.2	--	--	\$ 999,000
	b) % of Probationary Constables confirmed by due date -----	100%	100%	100%				
	c) No. of distinct continuing education courses delivered	5	5	5				
3.2.5 Better management of Divisions	a) % of Unit Plans submitted by 31-July -----	> 80%	> 90%	100%	3.1 3.2	--	--	\$ 745,100
	b) No. of Divisional Plans submitted by 31-July -----	3	3	3				
	c) Annual Staff Engagement Survey conducted	✓	✓	✓				
3.3 Resource Management								
3.3.1 Financial Administration	a) % of queried vouchers and errors picked up by Treasury -----	< 10%	< 10%	< 10%	3.1	--	--	\$ 725,900

Activity	KPI	2020 /21	2021 /22	2022 /23	TSDF II Out-comes ⁵	SDG Targets ⁶	SDG Indicators	2020/21 Recurrent Budget
	b) No. of monthly vote reconciliations completed and distributed before 15 th of the following month -----	12	12	12				
	c) % of recurrent operational budget utilised	> 90%	> 90%	> 90%				
3.3.2 Asset Management	a) Asset Forecast Report produced by end Qtr 2 -----	✓	✓	✓				
	b) % of PDs and Sections with 6-monthly Property Asset Audits conducted -----	> 80%	TBC	TBC	3.1 3.2	--	--	\$ 643,300
	c) Property Asset Performance Reports produced 6-monthly	✓	✓	✓				
3.3.3 Fleet Management	a) Fleet Forecast Report produced by end Qtr 2 -----	✓	✓	✓				
	b) % of PDs and Sections with 6-monthly Fleet Audits conducted -----	> 80%	> 90%	100%	3.1 3.2	--	--	\$ 660,900
	c) Fleet Asset Performance Reports produced 6-monthly	✓	✓	✓				
3.3.4 ICT Service Delivery	a) % of requests for ICT support resolved within 24 hours -----	> 80%	> 80%	> 80%				
	b) % of time that network and system is functioning -----	> 95%	> 95%	> 95%	3.1 3.2	--	--	\$ 78,400
	c) % of IT security problems settled within required schedule	> 95%	> 95%	> 95%				

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>	1.3. Investigations 2.2 National Operations (High Profile Investigations)