



TONGA FIRE & EMERGENCY SERVICES



ANNUAL REPORT FISCAL YEAR 2018/2019

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List of Abbreviations

TFES – Tonga Fire and Emergency Services
USAR – Urban Search and Rescue
CSD – Corporate Service Division
ERD – Emergency Response Division
CEO – Chief Executive Officer
MDA – Ministries, Departments and Agencies
LA – Legislative Assembly
RFF – Recruit Fire Fighter
FF – Fire Fighter
LFF – Leading Fire Fighter
PFF – Principle Fire Fighter
SFF – Senior Fire Fighter
CO – Cadet Officer
FO – Fire Officer
AFC – Assistant Fire Commander
FC – Fire Commander
DFC – Deputy Fire Commissioner
SAMFS – South Australia Metropolitan Fire Service
TSDF – Tonga Sustainable Development Framework
SAP – Standing Administration Procedure
SOP – Standing Operation Procedure
MoFNP – Ministry of Finance and National Planning

Foreword from the Minister

On behalf of the Service – Tonga Fire & Emergency Services (TFES), I am pleased to present the Annual Report for the Financial Year 2018/2019.

Pursuant to section 51(5) of the Act of Constitution of Tonga (Amendment) (No.2) Act No.20 2010, the Minister for Police, Fire & Emergency Services shall provide to the Legislative Assembly with a report of the affairs of the Ministry of Police, Fire & Emergency Services for the previous year.

This document known as the Financial Report covers the operations and activities of the Tonga Fire & Emergency Services in detail for 2018/2019.


Lord NUKU

Minister of Police, Fire & Emergency Services

Preface

1. Overview of the MDA

1.1. Introduction

The Tonga Fire & Emergency Services (TFES) has been acknowledged for coordinating and carrying out proactive fire prevention and responding to fire and other emergency calls. We are committed to continuously improving the services that we provide to the community and the people in the Kingdom of Tonga. We aim to be recognized not just as an excellent emergency responder but also as an agency that reduces risks to the community that provides our people with the services they need, that is effectively managed and governed, and that provides excellent value.

The TFES Statement of Corporate Intent has been prepared and summarizes the Services objectives for the period covered by the Corporate Plan. This new corporate plan of the Service – TFES is aligned with high level Government objectives including the TSDF II national outcome objectives. The TFES programmes and sub-programmes are designed to improve the functions and service delivery of the Service.

Currently there are a total of five (5) divisions under which staff operates. These are:

1. Corporate Services Division;
2. Training & Development Division;
3. Emergency Response Division;
4. Community Safety Division; and
5. Operations Division.

In pursuant to the Corporate Plan 2016/2017 - 2018/2019, these 5 divisions are broken down into four (4) sub-programmes for the purposes of operating its own budget for their expected project delivery.

TFES primary purpose is to minimize the social, economic and environmental impact of fire and other emergencies in our community. This will be achieved through implementing strategies to develop community self-reliance to prevent and prepare for fires, supported by a timely and effective response to emergencies.

TFES is also responsible for road accident rescue, natural disasters, managing incidents involving hazardous materials and undertaking urban search and rescue (USAR).

Our Annual Aim:

“We work together to attain success”

Our Vision:

“A Safer and Happy Society”

Our vision is for a safer and happy society. We will contribute to this by working with the people to reduce deaths, injury and damage to property and the environment.

Our Mission:

“To Serve the Community”

We will achieve our vision by providing a modern Fire & Emergency Service by working with local communities, business and other agencies to reduce risks from fires and other emergencies. We will respond speedily and effectively to deal with fire and other emergencies and, if necessary, take calculated risks to save life and protect property and environment when the community depends on us to.

Our Values:

- Serving the communities of the Kingdom of Tonga;
- Being responsive to community needs; and
- Being progressive and delivering quality services

Professionalism:

- Dedication and pride in our organisation;
- Being skilled, efficient, committed and innovative;
- Using our collective capabilities to deliver and excellent service; and
- Being accountable for our actions.

Integrity:

- Being trustworthy and ethical;
- Treating each other fairly and honestly; and
- Having the courage to do the right thing

Consideration:

We value:

- Each other
- Working together to achieve our goals
- Treating each other with respect and understanding
- Being supportive, compassionate and helping each other

Who we are?

TFES is all about the people – our staff and the communities that we serve. TFES members that serve the community, they are part of the local community. Community expectations are high and our focus is on front line service delivery through all stations to all Fire districts.

All **126** Commissioned and non-Commissioned officers are dedicated to working towards delivering the most proficient service possible with the overarching objective of achieving our vision and mission statements.

We continue to sharpen our focus on the frontline through “We will work cooperatively to attain success” as part of our service delivery philosophy. This has merged our focus from our limited facilities to our senior management team with this single purpose. This is to ensure alignment of the entire Service on the front line, whether they are suppressing fires or educating the communities and people across the whole Kingdom of Tonga.

With the solidification of emergencies in our service delivery, the Services established an Emergency Response Division (ERD) which is made up of staff with specialized technical skills that would be of assistance in times of an emergency response.

Although we have five (5) divisions, these have been allocated across 4 Sub – Programmes which is illustrated on the ‘TFES Strategic Map’. The Strategic Map indicates our aims and missions and what we as a Service strides to deliver.

We aim to work cohesively with other emergency responders to further improve our interoperability. To achieve this, we are striving towards a common doctrine across emergency responder agencies that also deal with emergency response.

A new era has begun for the Services. We are not going to stop here, but rather work on a foundation to improve with each new Financial Year and meet each new challenge that the year may bring. By working together with the Government and people of Tonga, we can be the best service that we can be.

1.2. Legislation, Mandate, Stakeholders

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

- a) Provide fire suppression, prevention and investigation services;
- b) Provide emergency response services for the protection of life and property before, during and after an emergency;
- c) Issue any public warning about fire and fire threats in the Kingdom for the purpose of protecting life and property;
- d) 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;
- e) Perform activities to raise the profile of the Services or raise funds to support the Service in the performance of its functions; and
- f) 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 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. Petroleum Act 1997
7. Intoxicating Liquor Act 2010

Regulations

1. Tonga Fire and Emergency Services Regulation 2014
2. Building Code Regulation 2007
3. Petroleum Regulations 1988

Internal Policies

1. Standard Operation Procedures (SOP)
2. Standard Administrative Procedures (SAP)

Agreement

1. Memorandum of Understanding and Addendum to the MOU signed between TFES and SAMFS 2018

TFES Stakeholders and Their Relationships

Stakeholder	Customer of TFES	Supplier to TFES	Partner with TFES	Oversight of TFES
Cabinet	✓	✓	✓	✓
LA	✓	✓	✓	✓
MDAs	✓	✓	✓	✓
Public Enterprises				
Businesses	✓	✓	✓	
NSA, CSO	✓	✓	✓	
General Public	✓	✓	✓	✓
Development Partners		✓	✓	✓

1.3. Governance and Operational Structure

The TFES organisation structure is based on the type of function performed, classification of personnel employed in each division and the overlapping geographic factors.

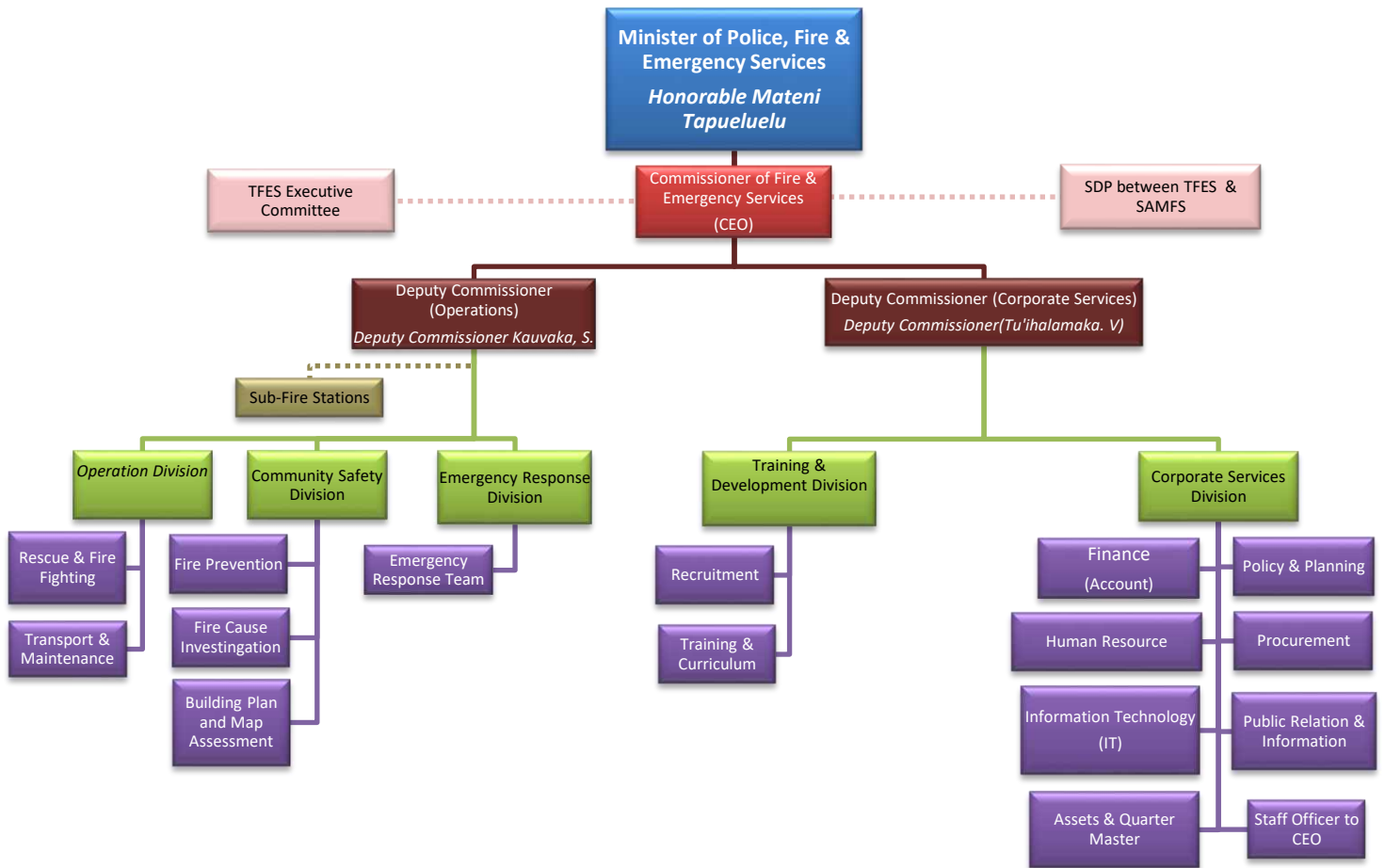
Ranks	Major Responsibilities
Minister for Police and Fire & Emergency Services	Overall Command
Fire & Emergency Commissioner	Responsible for the general efficiency of the Fire Service
Deputy Fire Commissioner	Responsible for the general efficiency of the operational and administrative duties
Fire Commander	Commanding Officers of Divisions
Assistant Fire Commander	Officer In-Charge of Stations and Units
Fire Officer	Second Officer In-Charge of Divisions and Units
Senior, Principal, Leading, Fire Fighter and Recruit Fire Fighter	Perform divisions, stations and units daily routine duties

The executive administration of TFES is led by the Minister for Police, Fire & Emergency Services and supported by the Fire and Emergency Commissioner. They hold external and internal responsibilities linked to the performance indicators. Externally, the Service's Executive Officers are responsible for supervising and providing appropriate advice and guidance on management of the Services.

Within the Service, the Minister is responsible for providing leadership and political direction necessary for the delivery of the Ministry's programs and sub-programs. The Fire and Emergency Commissioner manages the administration, development, and implementation of the Service's sub-programs and provides necessary leadership to the staff.

At the divisional level, each program is managed by a Fire Commander (Officer Commanding) whose performance is measured by respective divisional outputs.

TFES Organization Structure



1.4. Performance Management framework

Internal performance review

The Tonga Fire and Emergency Services (TFES) has committed to the full implementation of the Performance Management System (PMS) pursuant to our work policy - Standing Orders, chapter 21, section 286 – 297.

PMS

Performance Management System (PMS) was an all-new area for the Tonga Fire and Emergency Services (TFES). Our first exposure to PMS was through training that we were invited to attend near the end of 2016 but after the training we did not put much importance to the subject. It wasn't till the beginning of the following year that we realize the importance of PMS. With the diligent assistance of the PSC PMS Team we have undergone our first trial and were successful. We with the PSC PMS Team have conducted trainings in all three stations here and the outer islands and it has proven to be very effective. In less than a year we have transformed into a believer in the PMS system and today we have fully implemented the system.

The staffs of the Tonga Fire and Emergency Services (TFES) once recruited go through a two years intensive training where our core values are introduced and lived by each recruit. These core values include integrity, professionalism, service and consideration. When the PMS system was first introduced there was obvious reluctant from staff but because of the core values induced in them they were committed to see it through. The commitment of the Commissioner, the two Deputies, executive officers and all senior officers were the only added encouragement that the 126 fire fighters needed

Job Descriptions: In an environment where our tasks are performed in groups at most times we did not feel the need of a job description but with the PMS system we have now acknowledge the significance of a job description to the performance of each individual fire fighter. Each one is now aware what their job description is and where they need to improve and acknowledge where their strengths are at.

2. MDA Performance

2.1. Human Resource Management

Human Resource Management, it is a process of acquisition, development, motivation, and maintenance of human resources of an organization. HRM is a part of General Management that deals with the human aspect. Many authors defined it in different manner.

Established Staff

Specific financial provision for each established post is made in the Annual Estimates in accordance with the salary scale currently approved for the post. Established posts must, wherever possible be filled by established staff. The Cabinet is the Central authority for all established TFES Staff appointment unless otherwise provided by Legislation;

Appointment and Recruitment

The wastage caused by retirements and resignations in the Service is considerable and as such there is a need for the right type of recruit for appointment;

The best recruiting medium is undoubtedly the fire officer with whom potential candidates discuss the service as a career. All members should always be ready to assist recruiting not only by giving advice and guidance to young men and women of the right type who approach them, but they should continually seek to interest young people with whom they come in contact in the value of a career in the service.

The Service is committed to appoint the people best suited to position based on merit; This is to ensure all appointments made are based on the skills, behaviors, abilities and competencies necessary to carry out their roles effectively, efficiently and in keeping with the core values of the Service.

Designing work



TFES has two different methods for recruitment of staff:**1. Recruitment of firefighters**

This is a recruitment of persons to enter the 2-year Recruit Program, specifically designed for firefighters. This recruitment is mostly aimed at non-degree holders, with a minimum educational requirement of a Form 5 pass. No previous work experience is necessarily needed.

Staffs recruited under this method are usually recruited in groups and annually.

2. Recruitment of technical skills

This recruitment for persons with specific technical skills, such as information technology, law, accounting or other technical skills. This recruitment is aimed at degree holders, previous work experience desired and recruited on a need-to basis.

Compensation of staffing follows requirements of the Remuneration System. However, TFES is an out of line department and therefore does not follow the requirements of Public Service Commission. Benefits, such as leave and other claims are set out under the Standard Operating Procedures (SOPs).

Gender composition

Male	108
Female	18
Total number	126

Employee Classifications

At the moment, all staff are permanent staff with the sole exception of the Fire Commissioner, who is employed under a CEO contract.

Qualifications

	High School	Certificate	Diploma	Degree
Staffs	101	14	6	5

Staff entrances

In the FYE 2018/2019, we had a total of 126 entrances into TFES.

Staff & Strength as of 1st July 2018 - 30th June 2019

S/No.	RANKS	Nuku'alofa	Vava'u	Ha'apai	'Eua	Lapaha	Nukunuku	STRENGTH
1	Fire Commissioner	1	-	-	-	-	-	1
2	Deputy Fire Commissioner (DFC)	2	-	-	-	-	-	2
3	Fire Commander (FC)	5	-	-	-	-	-	5
4	Assistant Fire Commander (AFC)	6	1	1	1	1	-	10
5	Fire Officer (FO)	6	2	1	1	1	1	12
6	Cadet Officers (CO)	1	-	-	-	-	-	1
7	Senior Fire Fighter (SFF)	7	1	1	1	1	-	11
8	Principal Fire Fighter (PFF)	4	-	1	2	3	1	11
9	Leading Fire Fighter (LFF)	4	2	2	2	-	3	13
10	Fire Fighter (FF)	18	4	2	1	3	4	32
11	Recruit Fire Fighter (RFF)	27	-	-	-	-	-	27
12	Clerk	1	-	-	-	-	-	1
	TOTAL	82	10	8	8	9	9	<u>126</u>

Staffs Exit

In the FYE 2018/2019, we had the following staff exits:

	Name	Date of exit	Reason
1	Ta'ofi Fonua 'Aholotu	13 September 2018	Dismissal
2	Dancia Filimoehala	10 December 2018	Resignation
3	Lofia 'I Vailahi Heimuli	27 December 2018	Death
4	Semisi 'Otulau	22 January 2019	Dismissal
5	Sione 'Isitolo Sanft	15 February 2019	Death
6	Saletili 'Atu Kafoa	14 March 2019	Resignation
7	Filisonu'u Fineanganofa	8 April 2019	Disciplinary Action
8	Sione Ma'amalao Kaloni	8 April 2019	Disciplinary Action

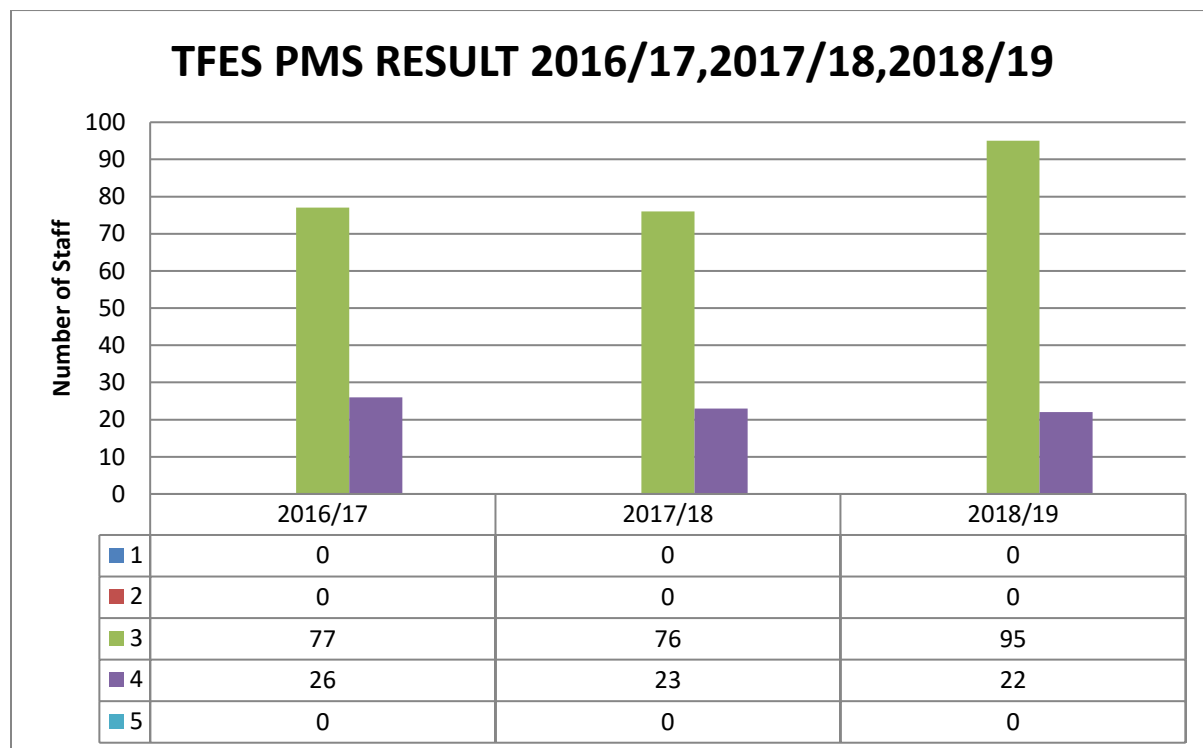
Staff development and training

In TFES, staff development and training is handled by the Training & Development Unit, not Human Resource Unit.

Staff performance results

TFES staff results over the financial year ends 2016/17, 2017/18 and 2018/19 are set out below.

Ratings	2016/2017	2017/2018	2018/2019
1	-	-	-
2	-	-	-
3	71	76	95
4	26	23	22
5	-	-	-



2.2. Results Management (Reporting outputs and outcome)

Ministry Outputs grouped into Divisions/ Sub-Programs and Programs

Program(s)	Ministry's Outputs	Activities/Strategies	Responsible Division
Program 1: Leadership & Policy Advice	Leadership and Policy Advice	Draft/amend policies	Office of the Commissioner
		Securing external support for mandated functions	
		Prepare proposals, initiatives and strategies	
		Prepare Division's CP, AMP and Budget	
		Prepare Annual Report	
Program 2: Community Safety	Efficient fire prevention and mitigation services	Conduct Fire Safety Inspections	Community Safety Division
		Conduct Fire Awareness Programs	
		Conduct Fire Investigations	
		Conduct Fire Safety Assessments	
		Prepare Division's CP, AMP and Budget	
Program 3: Fire Suppression and Emergency Response	Response to emergency incidents to protect life and property	Fire and emergency responses	Operation Division
	Training and Capacity Development	Maintenance of vehicles and equipment	
		Standard training and assessments of operational staff	
		Prepare Division's CP, AMP and Budget	
Program 4: Corporate Services	Efficient and effective human, financial & physical resource management	Prepare Division's CP, AMP and Budget	Corporate Services Division
		Preparation of Annual Report	
		Provide departmental financial services	
		Preparation of departmental plans and reports	

		Leave Management and reports	
	Training and Capacity Development	Training Needs Assessment	Training and Development Division

In accepting our Mission and aiming for our Vision, the Tonga Fire & Emergency Services will focus on four (4) Key Outputs, which are:-

1. **PREVENTION & MITIGATION** : To provide a range of prevention and Mitigation Services to increase Community awareness of risks and involvement in their reduction.
2. **MANAGEMENT** : To provide advice and guidance on TFES regulations and Management.
3. **OPERATIONS** : To ensure a rapid and effective response to emergency incidents to protect life and property.
To improve training and capacity development of operational staff.
4. **RESOURCES** : To manage TFES human, financial and Physical resources in a competent and accountable manner.

TSDF Impacts and Outcomes Supported by MDA Outputs

Tonga Strategic Development Framework II (TSDF II)

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 organizational outcome objectives** outlined in the TSDF II document.

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

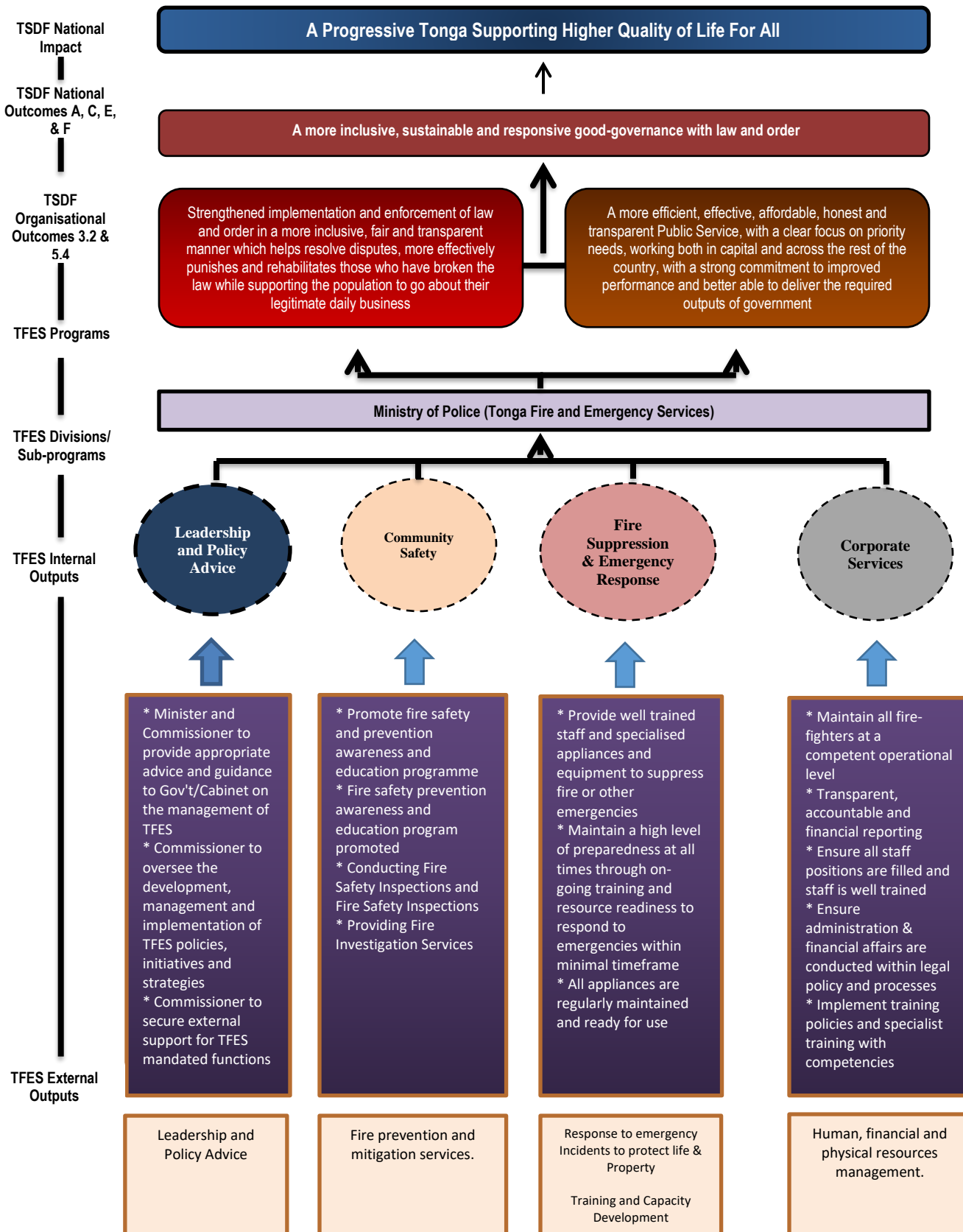
Legal Mandates and Requirements

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- d) 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;
- e) Perform activities to raise the profile of the Services or raise funds to support the Service in the performance of its functions; and
- f) 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.

Results Map



2.3. Finance Management

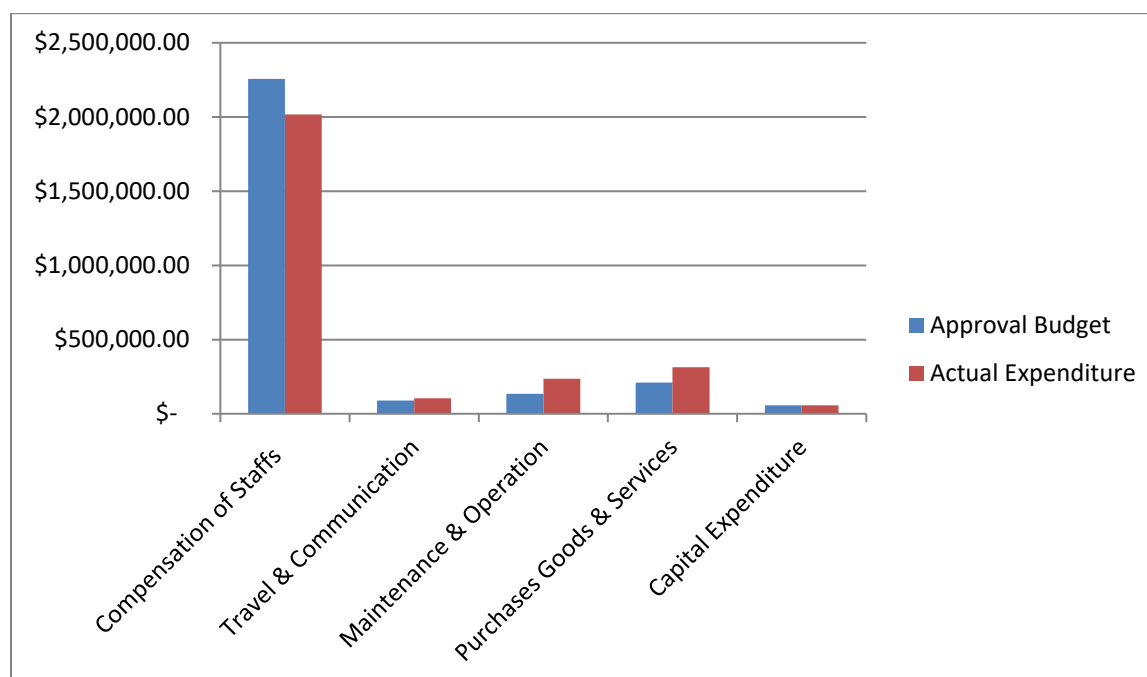
The following Financial Reports covers the reporting ending Financial Year 2018/2019

Statement of Cash Receipts and Payments for the year ended 30 June 2019

Approval Budget FY 18-19		\$2,745,300.00
<u>Cash Payments</u>		
Staff Compensation	\$2,017,317.81	
Travel & Communication	\$105,193.07	
Maintenance & Operation	\$236,224.53	
Purchases Goods & Services	\$314,190.03	
Capital Expenditure	_\$56,935.69	\$2,729,861.13
<i>Budget over Expenditure</i>		\$15,438.87

Budget Performance (Statement of Comparison of Budget and Actual Amount)

		Approval Budget FY 18/19	Actual FY 18/19
Compensation of Staffs		\$2,256,200.00	\$2,017,317.81
Travel & Communication		\$88,700.00	\$105,193.07
Maintenance & Operation		\$135,100.00	\$236,224.53
Purchases Goods & Services		\$209,300.00	\$314,190.03
Capital Expenditure		\$56,000.00	\$56,935.69
TOTAL		\$2,745,300.00	\$2,729,861.13



Statement of Assets and Liabilities

ASSETS	\$
Building	\$ 407,465.75
Vehicles	\$ 158,723.08
Computer Hardware	\$ 21770.93
Furniture & Fittings	\$ 11,953.23
Other Plant & Equipment	\$ 2,477,693.31
Office Equipment	\$ 5,365.04
TOTAL	\$ 3,082,969.34

2.4. Procurement

Procurement Unit is under Corporate Division and they are the one who analyze the purchase request and determine the appropriate method of procurement, quotation, tender and request for proposal. Throughout this financial year TFES has done only one purchase of good through procurement process FY2018/2019.

2.5. Assets Management

Asset Unit under Corporate Service Division work on manages and controls the asset management systems of the Department. Also Asset Unit works closely with the department's Procurement and Finance Unit in relation to purchasing of goods.

TFES Asset FY 2018-2019

S/No	Asset description /type	Make, Model or Identification Number	Ministry Reference	Purchase price/Cost \$	Qty	Location of asset
1	Fire Station	CONCRETE	FS3	270,000.00	1	HA'APAI
2	Fire Station	CONCRETE	FS5	100,000.00	1	MU'A/LAPAHA
3	Fire Station	CONCRETE	FS1	500,000.00	1	NUKU'ALOFA
4	Fire Station	CONCRETE	FS6	100,000.00	1	NUKUNUKU
5	MULTI PURPOSE	TOYOTA HILUX	P1640	30,000.00	1	EUA
6	MULTI PURPOSE	TOYOTA HILUX	P1977	3,500.00	1	HA'APAI
7	MULTI PURPOSE	TOYOTA AICHI	P1559	340,007.57	1	MU'A LAPAHA
8	NISSAN EX	NISSAN EX	P1778	11,000.00	1	NUKU'ALOFA (ADMIN)
9	PAJERO	TOYOTA SURF	P1529	17,800.00	1	NUKU'ALOFA (CSU)
10	MULTI PURPOSE	IZUZU	P2008	15,000.00	1	NUKU'ALOFA (ERD)
11	MULTI PURPOSE	IZUZU	P1530	21,500.00	1	NUKU'ALOFA (OPERATION)
12	CEO VEHICLE	TOYOTA HILUX	P1933	79,618.00	1	NUKU'ALOFA (TFES CEO)
13	SHUTTLE FOR TRAINING	TOYOTA HIACE	P2003	35,000.00	1	NUKU'ALOFA (TRAINING)
14	MULTI PURPOSE	TOYOTA	P1560	340,007.57	1	NUKUNUKU
15	MULTI PURPOSE	TOYOTA HILUX	P1752	45,000.00	1	VAVA'U
16	Desktop Computer	LG/ PHILIPS	TFES EUA -COMP1	1,450.00	1	EUA
17	Desktop Computer	Chimei	TFES HP- COMP1	1,450.00	1	HA'APAI
18	DIGITAL CAMERA	CANON	FS3 CAM1	551.57	1	HA'APAI
19	new computer CPU	LG	FS5 PC1	1,995.00	1	MU'A/LAPAHA
20	Computer Set	PHILIPS/LG	TFES ADMIN PC1	1,850.01	1	NUKU'ALOFA (ADMIN (LEGAL OFFICER))
21	LAPTOP	HP	TFES LEGAL OFFICER PC1	1,750.00	1	NUKU'ALOFA (ADMIN (LEGAL OFFICER))
22	Sever	Dell PowerEdge T110 II	TFES SERVER	10,158.00	1	NUKU'ALOFA (Admin)
23	COMPUTER SET	PHILIPS/LG	TFES ADMIN PC5	1,652.17	1	NUKU'ALOFA (Admin)
24	COMPUTER CPU	LG	TFES ADMIN PC4	1,880.00	1	NUKU'ALOFA (ADMIN)
25	Note Book	LENOVO	NOT YET LABBLED	1,800.00	1	NUKU'ALOFA (CEO)
26	laptop	ASUS	TFES CEO PC1	1,585.00	1	NUKU'ALOFA (CEO)
27	COMPUTER SET	AERO(CPU), PHILLIPS(SCREEN)	FS1 CR PC1	2,385.00	1	NUKU'ALOFA (CONTROL ROOM)
28	Laptop	HP NEW KABY LAKE CORE I5	TFES ARCHITECT PC1	2,086.96	1	NUKU'ALOFA (CSU ARCHITECTURE)
29	Desktop Computer	LG	TFES CSD OFFICE LAPTOP1	1,890.00	1	NUKU'ALOFA (CSU)

30	Printer	BROTHER	TFES CSD OFFICE PRINTER1	720.02	1	NUKU'ALOFA (CSU)
31	Projector	Epson Multimedia Projector	TFES CSD OFFICE PROJECTOR 1	2,285.00	1	NUKU'ALOFA (CSU)
32	NEW COMPUTER SET	LG	TFES FS1 CSD OFFICE COMP2	2,385.00	1	NUKU'ALOFA (CSU)
33	COMPUTER SET	HP	TFES FS1 DFEC OFFICE COMP1	1,304.35	1	NUKU'ALOFA (DFEC OPERATION OFFICE)
34	Computer CPU	LG	TFES CEO OFFICE - PC3	1,850.01	1	NUKU'ALOFA (FINANCE OFFICE)
35	COOLER MATER CPU	COOLER MASTER	TFES ADMIN PC2	1,850.00	1	NUKU'ALOFA (FINANCE OFFICE)
36	Note Book	LENOVO	ACCOUNT PC1	1,800.00	1	NUKU'ALOFA (FINANCE OFFICE)
37	LAPTOP	ASUS	TFES ASSET PC1	1,980.00	1	NUKU'ALOFA (FINANCE OFFICE)
38	Printer	FUJI	FINANCE PRINTER1	895.00	1	NUKU'ALOFA (FINANCE OFFICE)
39	Desktop Computer	Cooler Master	TFES FS1 TDD PC1	1,380.00	1	NUKU'ALOFA (Training)
40	Data Projector	Epson Multimedia Projector	TDD PROJ1	2,065.80	1	NUKU'ALOFA (Training)
41	Digital camera	Canon PowerShot A2300	TDD CAM1	650.00	1	NUKU'ALOFA (Training)
42	new computer CPU	LG	TDD PC1	1,995.00	1	NUKU'ALOFA (Training)
43	Desktop Computer	Cooler Master	TFES FS6 COMP1	1,740.00	1	NUKUNUKU
44	CPU COMPUTER	LG	TFES VV-COMP1	1,880.00	1	VAVA'U
45	Desktop Computer	LG	TFES VV - COMP1	1,850.00	1	VAVA'U
46	L - shape Desk	N/A	TFES CEO OFFICE SINGLE DESK1	1,425.00	1	NUKU'ALOFA (CEO)
47	4 DRAW CAB	N/A	TFES CEO OFFICE 4DRAW CAB1	560.00	1	NUKU'ALOFA (CEO)
48	Bookcase shelf	n/a	TFES CEO OFFICE BOOKSHELF1	608.70	1	NUKU'ALOFA (CEO)
49	SINGLE OFFICE DESK	ESIAOLA	TFES CEO OFFICE SINGLE OFFICE DESK2	580.00	1	NUKU'ALOFA (CEO)
50	3DRAWER CABINET	N/A	TFES CEO OFFICE 3DRAW CAB1	777.39	1	NUKU'ALOFA (CEO)
51	2DRAWER CABINET	N/A	TFES CEO OFFICE 2DRAWER CAB1	559.13	1	NUKU'ALOFA (CEO)
52	MEETING TABLE	N/A	TFES CEO MEETING TABLE1	1,105.15	1	NUKU'ALOFA (CEO)
53	OPEN BOOK SHELF	ESIAOLA	TFES FS1 CONTROL ROOM SHELVE1	1,062.68	1	NUKU'ALOFA (CONTROL OFFICE)
54	DOUBLE OFFICE DESK	ESIAOLA	TFES FS1 CONTROL OFFICE 2DESK1	852.17	1	NUKU'ALOFA (CONTROL OFFICE)
55	Single Office Desk	ESIAOLA	TFES FS1 CONTROL OFFICE 1DESK1	591.30	1	NUKU'ALOFA (CONTROL OFFICE)
56	4DRAWER CABINET	N/A	TFES CSD 4DRAW CAB1	1,021.15	1	NUKU'ALOFA (CSU)
57	4DRAWER CABINET	N/A	TFES CSD 4DRAW CAB2	800.00	1	NUKU'ALOFA (CSU)
58	4DRAWER CABINET	NA	TFES CSD 4DRAW CAB3	1,125.21	1	NUKU'ALOFA (CSU)
59	2DRAWER CABINET	N/A	DFEC OD2CAB1	755.00	1	NUKU'ALOFA (DFC OPERATION OFFICE)
60	4DRAWER CABINET	N/A	TFES ADMIN 4DRAW CABINET2	800.00	1	NUKU'ALOFA (FINANCE OFFICE)
61	desk	N/A	TFES FINANCE DESK1	675.00	1	NUKU'ALOFA (FINANCE OFFICE)
62	2DRAWER CABINET	NA	FINANCE CAB1	595.00	1	NUKU'ALOFA (FINANCE OFFICE)

63	desk	N/A	TFES FINANCE DESK2	675.00	1	NUKU'ALOFA (FINANCE OFFICE)
64	Single Office Desk	N/A	TFES FS1 OIC OFFICE DESK1	580.00	1	NUKU'ALOFA (OC Operation)
65	WHITEBOARD	NA	FS1 WHITEBOARD	928.00	1	NUKU'ALOFA (OPERATION)
66	cabinet	N/A	TMU CAB1	595.00	1	NUKU'ALOFA (TFES TMU)
67	FIGHTER	HINO	P1343	119,776.00	1	EUA
68	COMPRESSOR	3 HP 50LTR BELT	TFES- EUA COMPRESSOR1	1,227.83	1	EUA
69	PRESSURE WASHER	REPCO	TFES - EUA WATER BLASTER1	1,584.00	1	EUA
70	GENERATOR	YANMAR	TFES-EUA Y-GEN1	6,500.00	1	EUA
71	CHAIN SAW	ECHO	TFES-EUA CHAINSAW1	800.00	1	EUA
72	BATTERY CHARGER	BEOGTER	TFES EUA - BATTERY CHARGE1	900.00	1	EUA
73	FIGHTER	HINO	P1743	60,000.00	1	EUA
74	FS-55 BUSH CUTTER	STIHL	TFES - EUA WEED EATER1	830.00	1	EUA
75	FIGHTER	HINO	P1639	45,000.00	1	HA'APAI
76	FIGHTER	HINO	P1638	45,000.00	1	HA'APAI
77	WATER BLASTER	INCO	TFES-HP WATER BLAST1	844.89	1	HA'APAI
78	4 STROKE LAWN MOWER	VICTA	TFES-HP 4STROKE1	1,473.91	1	HA'APAI
79	GENERATOR	YANMAR	TFES-HP Y-GEN1	6,500.00	1	HA'APAI
80	BATTERY CHARGER	N/A	TFES-HP B-CHARGE1	500.00	1	HA'APAI
81	CHEST FREEZER	SAMSUNG	TFES FS5 FRIDGE1	900.00	1	MU'A/ LAPAHA
82	GENERATOR	YANMAR	TFES FS5 YANMAR GEN1	6,500.00	1	MU'A/ LAPAHA
83	LAWNMOWER	VICTA	FS5 LAWNMOWER1	2,900.00	1	MU'A/ LAPAHA
84	10000LTRS WATER TANK	ROTOMOULD	FS1 DRIKING TANK1-2	3,000.00	2	NUKU'ALOFA (FS1)
85	AIR CONDITION	PANASONIC	CEO OFFICE AC	2,800.00	1	NUKU'ALOFA (CEO)
86	SAMSUNG S10 PHONE	SAMSUNG	NOT LABELED	2,610.55	1	NUKU'ALOFA (CEO)
87	AIR CONDITION	SHARP	TFES FS1 CONTROL ROOM AC1	2,158.69	1	NUKU'ALOFA (CONTROL OFFICE)
88	AIR CONDITION	SHARP	TFES FS1 DFEC OFFICE AC1	1,000.00	1	NUKU'ALOFA (DFC OPERATION OFFICE)
89	LIFT CHAIN 4HOOKS WITH ADJUSTOR	N/A	ERD LIFTCHAIN1	1,600.00	1	NUKU'ALOFA (ERD (P1963 (FS1 ERD HOOK LIFT)))
90	REPLACE AC	N/A	TFES FS1 ERD OFFICE AC1	2,213.75	1	NUKU'ALOFA (ERD)
91	CIRCULAR SAW	MAKITA	ERD SAW1	625.22	1	NUKU'ALOFA (ERD)
92	WATER PUMP	SUPARM	TFES ERD PUMP1 - 4	6,500.00	4	NUKU'ALOFA (ERD)
93	GENERATOR	YANMAR	TFES ERD GEN1 - 4	9,000.00	4	NUKU'ALOFA (ERD)
94	SKYJET	INTERNATIONAL	P1888	2,100,000.00	1	NUKU'ALOFA (ERD)

95	HOOK LIFT	VOLVO	P1963	200,000.00	1	NUKU'ALOFA (ERD)
96	CHAINSAW	STIHL	ERD CHAINSAW2	2,090.00	1	NUKU'ALOFA (ERD)
97	P-TOUCH LABELER FOR ASSETS	BROTHER	TFES ADMIN P-TOUCH 1	521.73	1	NUKU'ALOFA (FINANCE (TFES ASSET))
98	FIGHTER	HINO	P1338	119,776.00	1	NUKU'ALOFA (OPERATION)
99	FIGHTER	HINO	P1339	119,776.00	1	NUKU'ALOFA (OPERATION)
100	WATER PUMP	SUPARM	TFES FS1 OPERATION PUMP1	6,500.00	1	NUKU'ALOFA (OPERATION)
101	GENERATOR	YANMAR	TFES FS1 OPERATION GEN1	9,000.00	1	NUKU'ALOFA (OPERATION)
102	TANK	VOLVO	P1962	90,000.00	1	NUKU'ALOFA (OPERATION)
103	FIGHTER	IZUZU	P1889	101,000.00	1	NUKU'ALOFA (OPERATION)
104	FIGHTER	INTERNATIONAL	P1750	95,000.00	1	NUKU'ALOFA (OPERATION)
105	WEED EATER	STIHL	FS1 WEED EATER1	1,418.00	1	NUKU'ALOFA (OPERATION)
106	LAWNMOWER	LAWNMOWER	FS1 LAWNMOWER1	1,285.44	1	NUKU'ALOFA (OPERATION)
107	CHEST FREEZER	SHARP	TFES FS1- D.FREEZER 1	1,500.00	1	NUKU'ALOFA (RATION)
108	CHEST FREEZER	SHARP	TFES FS1- D.FREEZER 2	2,100.00	1	NUKU'ALOFA (RATION)
109	40FT EMPTY CONTAINER	N/A	TFES STORAGE CONTAINER1	5,000.00	1	NUKU'ALOFA (STORAGE CONTAINER1)
110	5000LTRS WATER TANK	ROTOMOULD	DFEC QUARTER DRINKING TANK	1,800.00	1	NUKU'ALOFA (TFES QUARTER)
111	200KG JACK	N/A	N/A	1,100.00	1	NUKU'ALOFA (TMU)
112	VICE	N/A	N/A	595.00	1	NUKU'ALOFA (TMU)
113	TOOL BOX	N/A	TFES TMU TBOX1	980.00	1	NUKU'ALOFA (TMU)
114	TORQUE	N/A	TFES TORQUE1	510.00	1	NUKU'ALOFA (TMU)
115	WATER PLASTER	5.5HP	TFES FS1 WTR PLASTER1	1,396.00	1	NUKU'ALOFA (TMU)
116	1.5TON JACK	N/A	TFES FS1 2TON JK1	1,480.00	1	NUKU'ALOFA (TMU)
117	50TON JACK	N/A	N/A	590.41	1	NUKU'ALOFA (TMU)
118	VACCUM	SE62	TFES FS1 OPERATION VACCUM1	850.00	1	NUKU'ALOFA (TMU)
119	COMPRESSOR	N/A	TMU COMPRESSOR1	2,780.00	1	NUKU'ALOFA (TMU)
120	CUT OFF MACHINE	N/A	TMU METAL SAW1	550.00	1	NUKU'ALOFA (TMU)
121	40FT EMPTY CONTAINER	N/A	TFES STORAGE CONTAINER2	7,400.00	1	NUKUNUKU
122	4STROKE MOWER	VICTA	FS6 LAWNMOWER1	1,356.52	1	NUKUNUKU
123	GENERATOR	YANMAR	TFES FS6 YANMAR 1	6,500.00	1	NUKUNUKU
124	TANKER	MEZEDIS	P1666	75,000.00	1	NUKUNUKU
125	TRUCK	7A1740 HINO	P1665	119,776.00	1	VAVA'U
126	AIR COMPRESSOR	SP1350	TFES VV - AIR COMP1	1,100.00	1	VAVA'U

127	50TON JACK	N/A	N/A	695.00	1	VAVA'U
128	PRESSURE WASHER	INGCO	TFES VV - WATERPLAS1	604.35	1	VAVA'U
129	WEEDER	ECHO	TFES-VV WEEDEATER 1	800.00	1	VAVA'U
130	GENERATOR	YANMAR	TFES VV- GENE4LIGHT1	6,500.00	1	VAVA'U
131	FIGHTER	IZUZU	P1812	105,000.00	1	VAVA'U
132	TOOL BOX	REPCO	TFES-VV MACH-TOOLKIT1	980	1	VAVA'U
133	TOOL BOX	REPCO	TFES-HP MACH-TOOLKIT1	980.00	1	HA'APAI
134	TOOL BOX	REPCO	TFES-EUA MACH-TOOLKIT1	980.00	1	EUA
135	GAS STOVE & OVEN	MAXPOWER	TFES-FS1 OVEN-G96NDM1903045	1,390.00	1	NUKU'ALOFA (OPERATION)
136	photocopier	brother	TFES- EUA MFC1	1,030.43	1	EUA
137	photocopier	BROTHER	OC POMFC1	1,050.00	1	NUKU'ALOFA (Admin)
138	photocopier	BROTHER	FS2 MULTIPRINTER1	1,050.00	1	NUKU'ALOFA (Admin)
139	PHOTOCOPIER	BROTHER	DFES PHOTOCOPIER2	1,050.00	1	NUKU'ALOFA (DFEC OPERATION OFFICE)
140	photocopier	BROTHER	FINANCE PRINTER2	980.00	1	NUKU'ALOFA (FINANCE OFFICE)

3. Significant issues/challenges

3.1. Issues/Challenges

The following have been identified as areas that affect the delivery of our Services. They are but not limited to:

- Insufficient manpower;
- Lack of reticulated water or physical water supplies for firefighting purposes in small villages;
- Lack of functioning water hydrants across the Nuku'alofa region;
- Delayed reporting of fires from fire scene;
- Lack of street names for easy identification of the fire scene;
- Lack of technical gadgets for when calls for assistance are made;
- Remoteness of villages from Fire Stations;
- Lack of firefighting equipment which includes hoses;
- Insufficient funds allocated by the Government for the effective administration and operation of the Services;
- Lack of vehicles for daily administrative operations;
- Lack of awareness of emergency number despite effective community programmes;
- Lack of building infrastructure available for Services; and
- Lack of Training facilities and equipment for Fire Fighters

3.2. Risks and risk management

As an emergency service provider, TFES tries to mitigate risks in any work plans as much as possible. Effect of plans on the environment and the public is always taken into consideration.

However, because of TFES' mandate in conserving and protecting the environment as much as possible, its work plans are usually developed around the principle of environmental and public protection. Any risk for public safety and environmental conservation is mitigated until the safest alternative is found.

4. Disclosures and legal compliance

4.1. Audit statements

- Audit report is still to be received from The Auditor General's Office.

4.2. Detailed key performance indicators information

RESPONSIBLE DIVISION: OFFICE OF THE CEO			Costing of Activity (approx.)
Activity:	KPIs	Target ¹	
Draft/amend policies	Number of requested briefings	4 ² /2	Salaries: \$96,600 Operation: \$11,400
Securing external support for mandated functions	Number of external support secured and executed	1 ³ /2	
Prepare proposals, initiatives and strategies	Timely submissions to the Minister	5 ⁴ /6	
Prepare Division's CP, AMP and Budget	Submit CP and Budget to CEO	1/1	

¹ Baseline affected by Tropical Cyclone Gita. Operation was effective for approximately 2 months and normal staff duties suspended for period. Aftereffects of operation also followed, affecting KPIs of TFES.

² - Administration of Members

- Disciplinary Procedures

- Recruitment Process of New Recruits (*process developed from SOPs*)

- Recruit Cadet Officers (*Amendment of SOPs*)

³ Due date: 30 July 2019

⁴ Due date: 30 July 2019

Prepare Annual Report	Submit Annual Report	1 ⁵ /1	
RESPONSIBLE DIVISION: COMMUNITY SAFETY			Costing of Activity (approx.)
Activity:	KPIs	Target⁶	
Conduct Fire Safety Inspections	Number of annual inspections	1/1	Salaries: \$115,900 Operation: \$25,500
Conduct Awareness Programs	Number of programs carried out	69/69	
	Reduction in number of fires	-21/50% ⁷	
Conduct Fire Investigations	Number of suspicious incidents occurred	0/50% ⁸	
Conduct Fire Safety Assessments	Number of assessments (map) conducted	28/50% ⁹	
Conduct Fire Safety Risk Assessments for Business Licenses	Number of assessments conducted	NA	
Prepare Division's CP, AMP and Budget	Timely submission of CP, AMP and Budget	1/1	

RESPONSIBLE DIVISION: FIRE SUPPRESSION AND EMERGENCY RESPONSE			Costing of Activity
Activity:	KPIs	Target¹⁰	
Fire and emergency responses	Response time to incidents	Assessments still being conducted ¹¹	Salaries: \$1,587,700.00

⁵ Due date: 20 Jan 2020

⁶ Baseline affected by Tropical Cyclone Gita. Operation was effective for approximately 2 months and normal staff duties suspended for period. Aftereffects of operation also followed, affecting KPIs of TFES.

⁷ Due Date: 30 June 2019

⁸ Due Date: 30 June 2019

⁹ Due Date: 30 June 2019

¹⁰ Baseline affected by Tropical Cyclone Gita. Operation was effective for approximately 2 months and normal staff duties suspended for period. Aftereffects of operation also followed, affecting KPIs of TFES.

¹¹ Due Date: 30 June 2019

	Costing of damages suffered (%)	-4%/50% ¹²	Operation: \$237,700.00
	Number of casualties	3/50% ¹³	
Maintenance of vehicles and equipment	Cost (TOP) of maintenance	xx/20% ¹⁴	
Standard training and assessments of operational staff	Number of internal programs conducted	/104 ¹⁵	
	Percentage of staff performing above 50% in assessments	NA	

OUTPUT: CORPORATE, ADMINISTRATIVE AND SUPPORT SERVICES			Costing of Activity
Activity:	KPIs	2018/19 (baseline)¹⁶	
Prepare Division's CP, AMP and Budget	Submit TFES CP and Budget to CEO	1/1	Salaries: \$364,900 Operation: \$429,100
TFES Annual Report	Submit TFES Annual Report	1/1 ¹⁷	
Financial Services	Submit Annual Cash Flow	1/1	
	Submit Monthly Cash Flow	12/12 ¹⁸	
	Submit Procurement Plan	1/1	
	Complete Asset Register (quarterly)	Update ongoing	

¹² Due Date: 30 June 2019

¹³ Due Date: 30 June 2019

¹⁴ Due Date: 30 June 2019 – KPI measures maintenance of vehicle by analyzing how much money is going to maintaining the vehicles. This also includes travel expenses of mechanics who are required to travel on pre-planned and emergency trips to the outer islands to perform maintenance on fire appliances. The more money is used to maintain vehicles, the less effective the maintenance is.

¹⁵ Reports are due twice a week and final due date for analysis is 30 June 2019 – baseline decreased due to Operation TC Gita where all internal programs were suspended for period.

¹⁶ Baseline affected by Tropical Cyclone Gita. Operation was effective for approximately 2 months and normal staff duties suspended for period. Aftereffects of operation also followed, affecting KPIs of TFES.

¹⁷ Due Date: 31 May 2019

¹⁸ Remaining Cash Flows not due

Budget plans and reports	Submission of CS, CP, AMP and Budget	1/1	
TFES Performance Assessment	Submit bi-annual staff performance assessment report	2/2 ¹⁹	
Leave Management & Report	Timely submission of Annual Leave Lists by 30 November 2019	1/1	
	Up to date Leave Register (weekly)	Up to date	
Training Needs Assessment	Timely submission of training needs assessment programme	2/2 ²⁰	Salaries: \$125,100 Operation: \$529,000
	Timely submission of training calendar by last week of F.Y.E	1/1	
	Successful conduction of staff in-country training	6/6	
	Specialised training of operational staff successfully executed	1/2	
	Successfully executed External Trainings ²¹	NA	

4.3. Ministerial directives

NA

4.4. Governance disclosures

NA

4.5. Government policy requirements

TFES operates as an out of line ministry and is governed by:

- Tonga Fire and Emergency Services Act 2014
- Standard Operating Procedures
- Cabinet decisions

¹⁹ Due Date: 30 June 2019

²⁰ Due Date: 30 June 2019

²¹ Aimed at Stakeholders, Regional participants, etc

4.6. Board and committee remuneration

Under legal mandate (section 16, Tonga Fire and Emergency Services Act 2014), an Executive Committee is established to assist the Commissioner in various matters. However, the Executive Committee consists of senior management level officers and they are not remunerated separately. Remuneration for their duties under the Executive Committee are part of their salary.

5. Conclusion

The Fiscal year 2018/2019 results have been satisfactory despite certain constraints which obstructed the advancement of the Service.

TFES still give their best efforts to educate the general public about Fire Safety awareness and prevention – we still cannot prevent fires from occurring. However, we are nonetheless still dedicated to spread fire awareness and prevention techniques.

Despite the many problems affecting the Services, I am never short of being surprised by the dedicated men and women that strive to deliver the most competent service while at the same time appreciating the limited resources that the Services has to operate.

There were 2 officers pass away during fiscal year 2018/2019 and it was a big loss to the Service.

I take this opportunity to thank our stakeholders and other Government departments for the working relationship throughout the financial year 2018/2019. Many things were made possible due to our interoperability. Special acknowledgment is due to the Government of South Australia and SAMFS for all their positive contributions for the development of the Service.

Thank you to the Minister - Honourable Mateni Tapueluelu for his support and guidance during this financial year.

Apologies are sought for any shortfalls on behalf of the Services.


Viliami F. TU'HALAMAKA
Commissioner for Fire & Emergency Services

