



Annual Report

Financial Year 2021/2022

Tonga Fire & Emergency Services



Table of Contents

List of Abbreviations.....	2
Foreword from the Minister	3
Preface	4
1. Overview of Tonga Fire and Emergency Services	4
1.1. Introduction	4
1.1.1. Our Annual Aim:	4
1.1.2. Who are we?.....	6
1.2. Legislation, Mandate, Stakeholders.....	6
1.3. Governance and Operational Structure.....	8
1.4. Performance Management Framework	10
2. MDA Performance	10
2.1.1. Our Response Statistics	10
2.1.1.1. Incident Statistics	10
2.1.1.2. Loss and saved property statistics.....	11
2.1.1.3. Fatalities.....	14
2.2. Human Resource Management	14
2.3. Results Management (Reporting outputs and outcome)	19
2.4. TSDF Impacts and Outcomes Supported by MDS Outputs	22
2.4.1. Tonga Strategic Development Framework II (TSDF II).....	22
2.4.2. Legal Mandate and Requirements	23
2.5. Finance Management	23
2.6. Procurement	24
2.7. Assets Management	25
3. Significance issues/challenges	32
3.1. Issues/Challenges.....	32
3.2. Risks and risk management	32
4. Disclosures and legal compliance	32
4.1. Audit statements.....	32
4.2. Detailed key performance indicators information	33
4.3. Ministerial directives.....	38
4.4. Governance disclosures	38
4.5. Government policy requirements.....	38
4.6. Board and committee remuneration.....	38
5. Conclusion.....	39

List of Abbreviations

Abbreviation	
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	Station Administration Procedure
SOP	Station Operation Procedure
MoF	Ministry of Finance
KPI	Key Performance Indicator

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 2021/2022.

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 Annual Report covers the operations and activities of the Tonga Fire & Emergency Services in detail for 2021/2022.



.....
Honorable Prime Minister HU'AKAVAME
Minister of Police, Fire & Emergency Services

Preface

1. Overview of Tonga Fire and Emergency Services

1.1. Introduction

Tonga Fire & Emergency Services (TFES) is the leading agency for fire response, suppression, prevention and mitigation services. We are also responsible for responding to other non-fire related emergencies, such as cyclones, and providing operational and supporting services to other emergency agencies, such as the National Emergency Management Office (NEMO).

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 only as an excellent emergency responder, but also as an agency that promotes disaster and emergency risk reduction.

The TFES Strategic Development Plan (SDP) is currently under development with an effective date in the next financial year. The SDP will set out the Services' development plan for the next ten years and will be broken down by its Corporate Plan.

The TFES Statement of Corporate Intent summarizes the Services' objectives for the period covered by the Corporate Plan (CP). The TFES CP is aligned with high level Government objectives including the national outcome objectives under the Tonga Sustainable Development Goals Framework II. 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) department under which staff operates. These are:

1. Corporate Services Department
2. Training & Development Department;
3. Emergency Response Department;
4. Community Safety Department; and
5. Fire Suppression Department

In pursuant to the Corporate Plan 2020/2021 – 2022/2023, 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).

1.1.1. Our Annual Aim:

Every calendar year, an annual aim or theme is developed to be used by the divisions of the Services as a guiding principle for said year. The appropriate guiding phrase for this year is:

“Always follow directions and accomplish work quickly and efficiently”

As always, discipline at the Services is an integral part of our culture. The effects of our COVID19 mitigation efforts are no more felt than in our human resources. Therefore, the theme for this period reflects the need for discipline to ensure that our extremely limited resources, both human and physical, are used in the most efficient way possible to avoid wastage of resources and time.

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 community to prevent, reduce and mitigate deaths, injury and damage to property and the environment from fires and other emergencies.

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 aim to 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.

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

1.1.2. Who are we?

TFES is 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 **153** Commissioned, non-Commissioned officers and civilian staff 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 our annual theme 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 Department (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) departments, 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:

- 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 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

- Tonga Fire and Emergency Services Act 2014
- Building Control and Standards Act 2002
- Public Finance Management Act 2002
- Emergency Management Act 2007
- Police Act 2010
- Petroleum Act 1997
- Intoxicating Liquor Act 2010
- Tonga Water Board Act 2000

Regulations

- Building Code Regulation 2007
- Petroleum Regulations 1988

Internal Policies

- Standard Operation Procedures (SOP)
- Standard Administrative Procedures (SAP)

Agreement

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

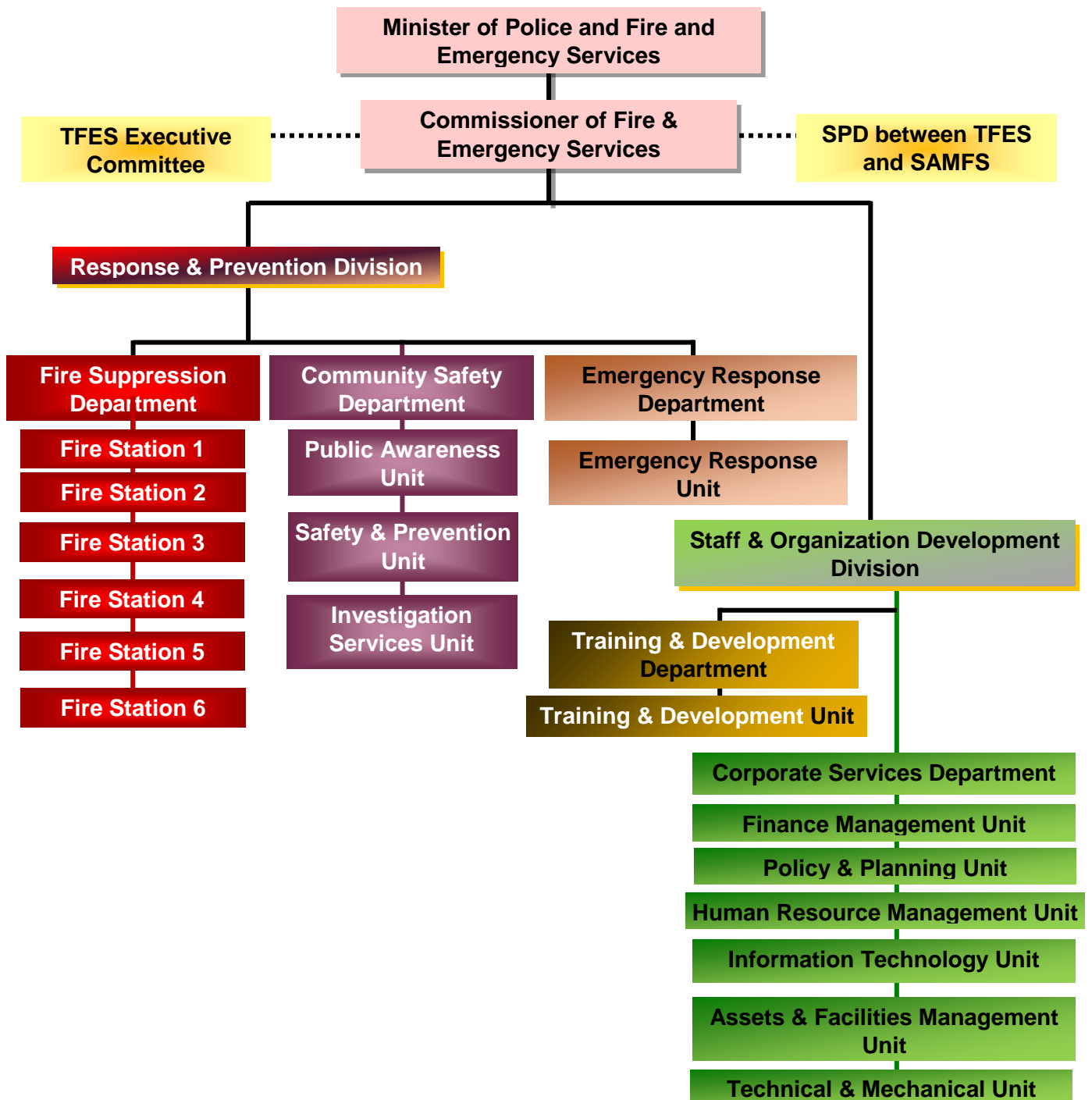
RANKS	MAJOR RESPONSIBILITIES
Minister for Police and Fire & Emergency Services	Overall Command
Fire & Emergency Commissioner	Responsible for the general efficiency of the Fire Service
Deputy Fire Commissioner	Responsible for the general efficiency of the operational and administrative duties
Fire Commander	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 departmental 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

The Services continues to use the Performance Management System (PMS) as its internal performance review. Our first exposure to PMS was through training towards the end of 2016, with much hesitation and wariness on our part to execute the program. It was not until the beginning of 2017 that we began to actively invest in 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 majority of our staff go through two years intensive training of recruitment 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 fire fighters needed

In the FY 21/22, our PMS process was reviewed and restructured in an effort to make the process more user-friendly and comprehensive to staff. This entailed all staff training, not only on PMS, but also on OIC Unit Plans to assist with setting standards.

2. MDA Performance

2.1.1. Our Response Statistics

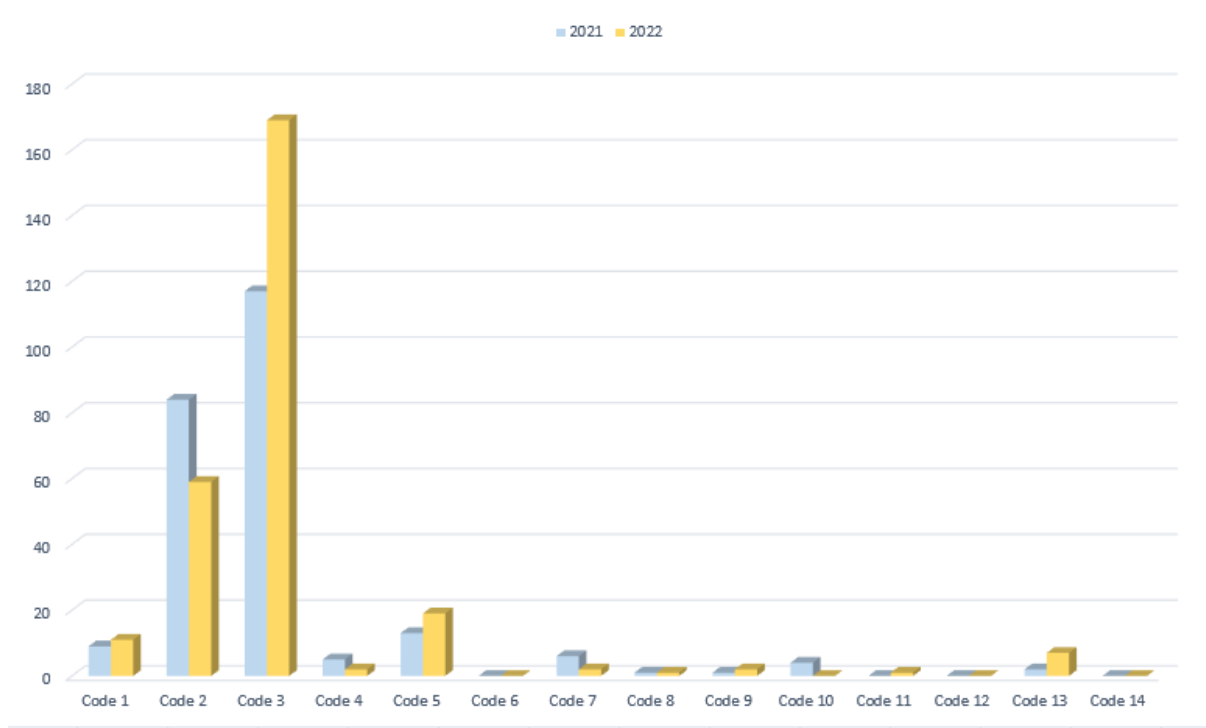
2.1.1.1. Incident Statistics

The incident statistics for the FYE 2021/2022, in comparison with FYE 2020/2021, are as follows:

Code	No. of incidents		Classification of Alarms
	FYE 20/21	FYE 21/22	
Code 1	9	11	Code 1 (False Alarm, Fire Alarm Penal Activated); Code 2 (FIRE: dwelling house, commercial building, workshop, shed, fire place, earth oven shed, typical Tongan house, public building); Code 3 (FIRE: Grass, undergrowth, tree, scrub, rubbish, bush, forest); Code 4 (FIRE: Electrical, pole top, mains board); Code 5 (FIRE: Vehicle, Engine, Generators); Code 6 (FIRE: Ship, Vessel, Aircraft); Code 7 (Road Crash Rescue (RCR));
Code 2	81	57	
Code 3	117	169	
Code 4	5	2	
Code 5	13	19	
Code 6	0	0	
Code 7	6	2	
Code 8	1	1	

Code 9	1	2	Code 8 (Water Rescue); Code 9 (Land Search & Rescue); Code 10 (Hazardous substance, including tar, oil spill, gas leak); Code 11 (Aircraft Distress Warning); Code 12 (Civil Unrest); Code 13 (Community Obligations); Code 14 (On set of Disaster (STANDBY) – possible declaration of disaster by NEMC)
Code 10	4	0	
Code 11	0	1	
Code 12	0	0	
Code 13	2	7	
Code 14	0	0	
Total	239	271	

Comparison of incidents per graph:



2.1.1.2. Loss and saved property statistics

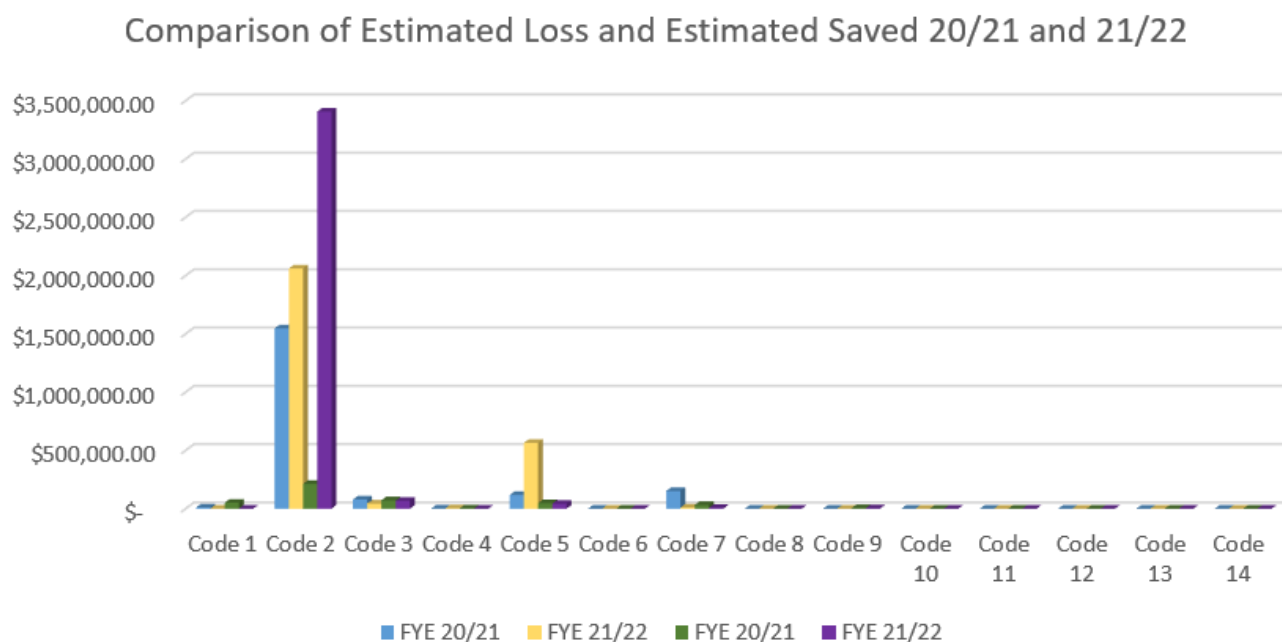
The costing statistics for the FYE 2021/2022, in comparison with FYE 2020/2021 are as follows:

Code	Estimated Loss		Estimated Saved	
	FYE 20/21 (\$)	FYE 21/22 (\$)	FYE 20/21 (\$)	FYE 21/22 (\$)
Code 1	10,860.00	1,081.50	51,340.00	950.51
Code 2	1,546,666.19	2,061,095.20	212,941.66	3,407,482.32
Code 3	79,157.25	43,616.00	72,609.40	68,112.24
Code 4	2,095.00	3,750.00	2,540.97	-
Code 5	117,810.00	564,890.00	47,088.72	43,070.00
Code 6	-	-	-	-
Code 7	152,385.00	10,550.00	32,231.28	7,050.00
Code 8	50.00	50.00	50.00	450.00
Code 9	50.00	300.00	4,950.00	3,200.00
Code 10	400.00	-	258.80	-
Code 11	-	50.00	-	-
Code 12	-	-	-	-

Code 13	600.00	1,000.00	561.00	1,100.00
Code 14	-	-	-	-
Total	1,910,073.44	2,686,382.70	424,571.83	3,531,415.07

Code 1 (False Alarm, Fire Alarm Penal Activated); **Code 2** (FIRE: dwelling house, commercial building, workshop, shed, fire place, earth oven shed, typical Tongan house, public building); **Code 3** (FIRE: Grass, undergrowth, tree, scrub, rubbish, bush, forest); **Code 4** (FIRE: Electrical, pole top, mains board); **Code 5** (FIRE: Vehicle, Engine, Generators); **Code 6** (FIRE: Ship, Vessel, Aircraft); **Code 7** (Road Crash Rescue (RCR)); **Code 8** (Water Rescue); **Code 9** (Land Search & Rescue); **Code 10** (Hazardous substance, including tar, oil spill, gas leak); **Code 11** (Aircraft Distress Warning); **Code 12** (Civil Unrest); **Code 13** (Community Obligations); **Code 14** (On set of Disaster (STANDBY) – possible declaration of disaster by NEMC)

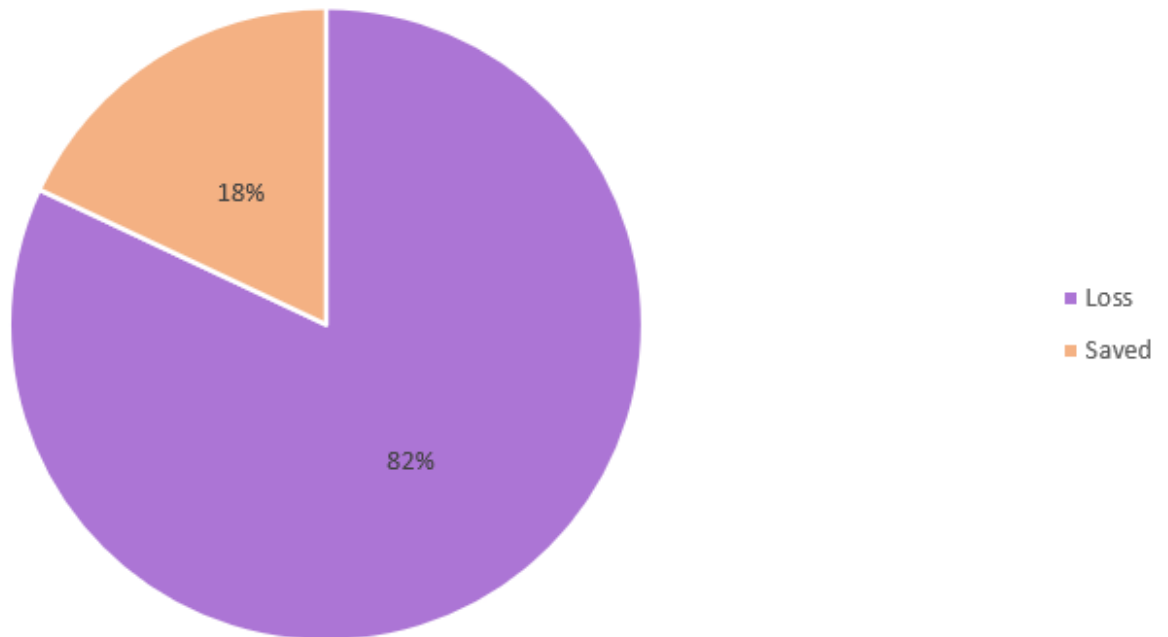
Comparisons of costing statistics per graph:



Per the costing statistics above, the below pie graphs (in percentage representation) are exhibited for further consideration of our performance of response services:

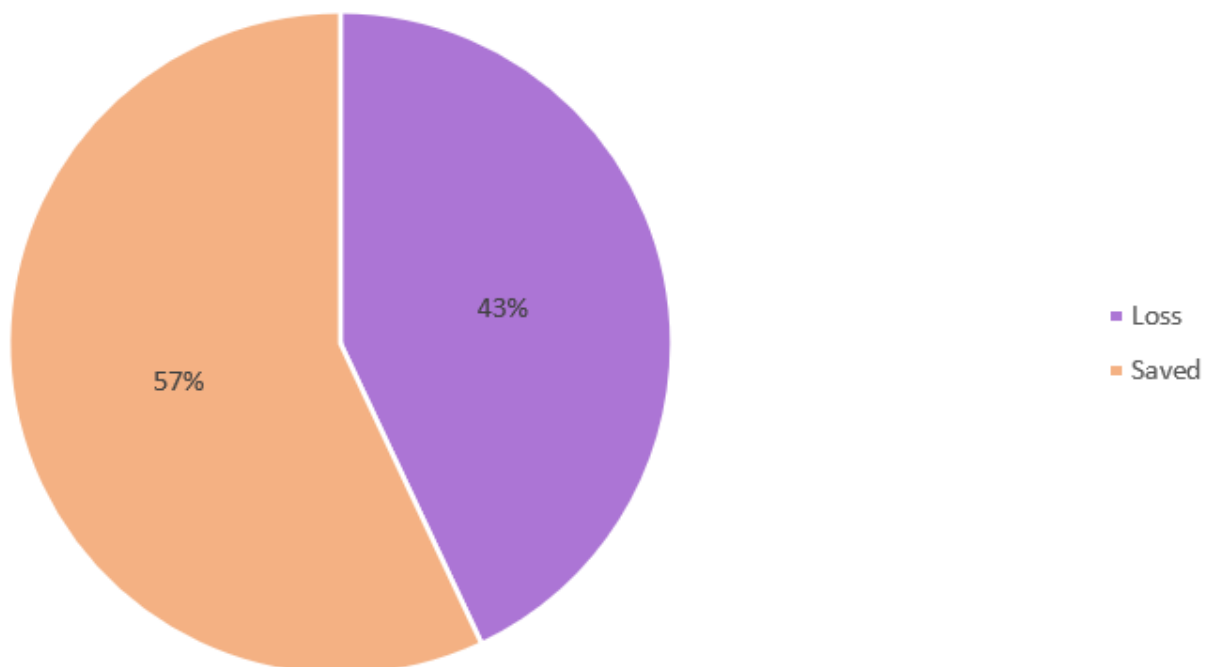
- For responses in the FYE 20/21:

Comparison of Estimated Loss and Estimated Saved 20/21



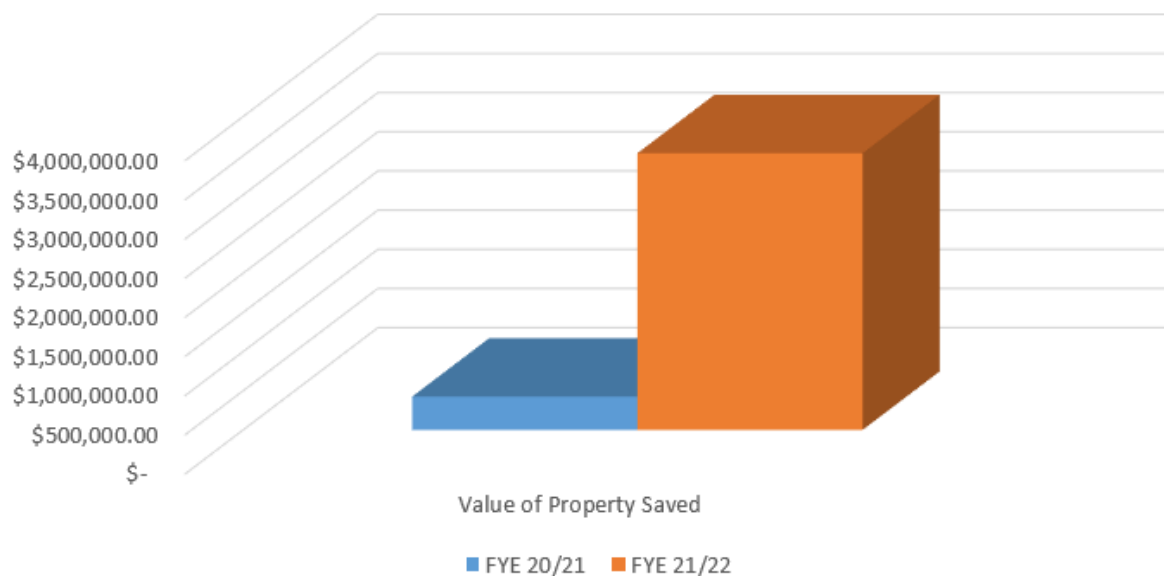
- For responses in the FYE 21/22:

Comparison of Estimated Loss and Estimated Saved 21/22



- For comparisons of total estimated saved property of FYE 20/21 and FYE 21/22:

Comparison of Estimated Saved Property for FY20/21 and FY21/22



Accordingly, there has been an increase of estimated saved property in FYE 2021/22 compared to FYE 2020/21. This is an increase from 18% to 57%, and this difference is valued at \$3,106,843.24.

The estimated saved property for these two years are valued at \$3,955,986.90.

2.1.1.3. Fatalities

For the period of FYE 21/22, there was a total of 3 deaths in a house fire, in comparison to FYE 20/21 there was no fatality.

2.2. Human Resource Management

Human Resource Management 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.

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;

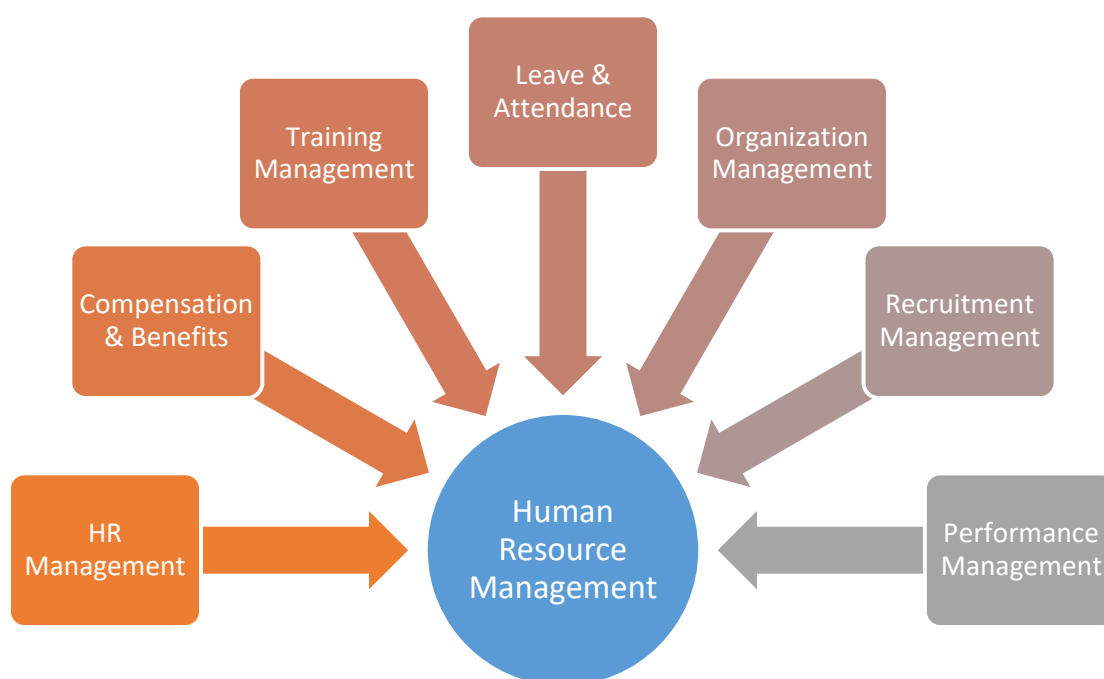
Appointment and Recruitment

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, ideally, 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 (or relevant tertiary graduates), previous work experience desired and recruited on a need-to basis.

Compensation of staffing follows requirements of the Remuneration Authority 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).

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.

Staff entrances

In the FYE 2021/2022, we had a total of 40 entrances into TFES:

	Name	Rank on Entry	Date of entry
1	Semisi OHUAFI	Recruit Fire Fighter	01.07.2021
2	Sione VAILEA	Recruit Fire Fighter	01.07.2021
3	Penaia TU'IPULOTU	Recruit Fire Fighter	01.07.2021
4	Sisi KOFE	Recruit Fire Fighter	01.07.2021
5	Asiata FOLAUMOETU'I	Recruit Fire Fighter	01.07.2021
6	Viliami LIUTAI	Recruit Fire Fighter	01.07.2021
7	Paea 'I 'Okalani Tua'i FALEPAPALANGI	Recruit Fire Fighter	01.07.2021
8	Timote Houma LAUTI	Recruit Fire Fighter	01.07.2021
9	Sosefo TA'AI	Recruit Fire Fighter	01.07.2021
10	Elevisi FAKASI'T'EIKI	Recruit Fire Fighter	01.07.2021
11	Sione Finau MOATA'ANE	Recruit Fire Fighter	01.07.2021
12	Tevita Tongotongo TAUTUA'A	Recruit Fire Fighter	01.07.2021
13	Felise TOLU	Recruit Fire Fighter	01.07.2021
14	Inoke Muna LOLO	Recruit Fire Fighter	01.07.2021
15	New Castle Kauvaka IKA	Recruit Fire Fighter	01.07.2021
16	Uikelotu SULI	Recruit Fire Fighter	01.07.2021
17	Soane Moana AHOLELEI	Recruit Fire Fighter	01.07.2021
18	Vaea Tangitau NIUKAPU	Recruit Fire Fighter	01.07.2021
19	Petiola VAIPULU	Fire Officer	23.08.2021
20	Lavinia Unaloto Ki Launoa I Efalata KAUVAKA	Cadet Officer	23.08.2021
21	Fa'aoso Polo TAUSISI	Senior Firefighter	01.07.2021

22	Pea Lehai Lo'ai FATAFEHI	Principal Firefighter	01.07.2021
23	Paul Ma'u 'I Langi Hono Toe MAUSIA	Recruit Fire Fighter	11.04.2022
24	Dylan James VAKA'UTA	Recruit Fire Fighter	11.04.2022
25	Unaloto Ki Muli KAFOA	Recruit Fire Fighter	11.04.2022
26	Fredrick Manu LAVAKA	Recruit Fire Fighter	11.04.2022
27	Ilaikimi Soni HALAHUNI	Recruit Fire Fighter	11.04.2022
28	Tafokitau Ki Hihifo 'AHIO	Recruit Fire Fighter	11.04.2022
29	Loluhama MA'U	Recruit Fire Fighter	11.04.2022
30	Mafi VA'ENO	Recruit Fire Fighter	11.04.2022
31	Taholo Lelea SELUPE	Recruit Fire Fighter	11.04.2022
32	Vaha'i KULA	Recruit Fire Fighter	11.04.2022
33	Solomone Savou Jr PIUTAU	Recruit Fire Fighter	11.04.2022
34	Kapongalaea PASEKA	Recruit Fire Fighter	11.04.2022
35	Makafalani VEA	Recruit Fire Fighter	11.04.2022
36	Uavalu Leini KAUVAKA	Recruit Fire Fighter	11.04.2022
37	Malakai Fusi Latu LATAVAO	Recruit Fire Fighter	11.04.2022
38	Mosese FELETI	Recruit Fire Fighter	11.04.2022
39	Tevita Lavaka PAONGO	Recruit Fire Fighter	11.04.2022
40	Nehoa Mo'ui He Toetu'u Fifita PEAUA	Recruit Fire Fighter	11.04.2022

Staff & Strength as of 1st July 2021 - 30th June 2022

S/No.	RANKS	Nuku'alofa	VVU	HPI	'Eua	Lapaha	Nukunuku	STRENGTH
1	Fire Commissioner	01	-	-	-	-	-	01
2	Deputy Fire Commissioner (DFC)	02	-	-	-	-	-	02
3	Fire Commander (FC)	05	-	-	-	-	-	05
4	Assistant Fire Commander (AFC)	07	01	01	01	01	01	12
5	Fire Officer (FO)	06	01	01	01	01	01	11
6	Cadet Officers (CO)	01	-	-	-	-	-	01
7	Senior Fire Fighter (SFF)	07	01	01	01	01	01	12
8	Principal Fire Fighter (PFF)	06	02	01	0	01	01	11
9	Leading Fire Fighter (LFF)	05	03	02	0	02	01	13

10	Fire Fighter (FF)	19	05	03	03	03	03	36
11	Recruit Fire Fighter (RFF)	42	01	01	02	02	0	48
12	Clerk	01	-	-	-	-	-	01
TOTAL		102	14	10	08	11	08	<u>153</u>

Staffs Exit

In the FYE 2021/2022, we had the following staff exits:

	Name	Rank on Exit	Date of exit	Reason
1	Rena Satele Fifita HEIMULI	Recruit Firefighter	10.11.2021	Resignation
2	Na'a 'I Pangai TONGA	Recruit Firefighter	10.11.2021	Resignation
3	Piulitei FETU'U	Principal Firefighter	13.12.2021	Dismissal
4	Samiu MAFI	Assistant Fire Commander	24.01.2022	Death
5	Thomas Toama'akino Tongalei INOKE	Firefighter	05.02.2022	Resignation
6	Pulonga VEA	Senior Firefighter	30.03.2022	Resignation
7	Ofa Ki Fisi MUASIKA	Recruit Firefighter	13.05.2022	Resignation

Promotions

The Services had the following promotions for the FYE 2021/2022:

	Officer	Exiting Rank	Entrance Rank	Effective
1.	Petelo Tangatamou'ia SIFA	Firefighter	Leading Firefighter	10.11.2021
2.	Sitaleki FAINGA'A	Firefighter	Leading Firefighter	08.12.2021
3.	Lisimoa FAKA'I	Senior Firefighter	Fire Officer	24.02.2022
4.	Ma'a SIMOTE	Leading Firefighter	Principal Firefighter	08.04.2022
5.	Christopher Charles Tofua BAKER	Fire Officer	Assistant Fire Commander	08.04.2022
6.	Kifi 'Ofa FIA	Principal Firefighter	Senior Firefighter	26.04.2022
7.	Sela Toloa Veitala VUNITABUA	Firefighter	Leading Firefighter	31.05.2022
8.	Mafie'o 'Aholelei VI	Firefighter	Leading Firefighter	13.06.2022
9.	Vatukoula Puafisi Tu'uta PUA	Firefighter	Leading Firefighter	13.06.2022
10.	Sekope 'Efolosia Mafoa'aeata PAONGO	Leading Firefighter	Principal Firefighter	23.06.2022

11.	Sione Lapiuini KAVA	Senior Firefighter	Fire Officer	23.06.2022
12.	Taniela 'Okoni Tavake TEUMOHEHGA	Senior Firefighter	Fire Officer	23.06.2022
13.	Kipioni 'Ofa Ki Vaiola HEFA	Firefighter	Leading Firefighter	23.06.2022
14.	Winston King VAITAKI	Fire Officer	Assistant Fire Commander	28.06.2022

Staff development and training

In TFES, the leading division for staff development and training is the Training & Development Unit.

Staff performance results

TFES staff results over the financial year ends 2019/20 and 2020/21 are set out below. However, results for financial year end 2021/22 are yet to be received from Public Service Commission:

RATINGS	REWARD	2019/2020	2020/2021
3 – 3.4	1.5%	1%	55%
3.5 – 4.4	3%	98%	41%
4.5 – 5	5%	1%	3%
TOTAL ELIGIBLE STAFF		114	116

2.3. Results Management (Reporting outputs and outcome)

Sub-Program(s)	Ministry's Outputs	Activities/Strategies	Responsible Division
Program 01: Leadership & Policy Advice	1.1. Leadership and Policy Advice	1.1.1. Draft/amend policies	Office of the Commissioner
		1.1.2. Securing external support for mandated functions	
	1.2. Ministerial obligations	1.1.3. Prepare proposals, initiatives and strategies	Minister of Police and Fire and Emergency Services
		1.1.4. Executive Management	
		1.1.5. Prepare Division's CP, AMP and Budget	
		1.1.6. Prepare Annual Report	
		1.2.1. Provide leadership and management advice and guidance to Services	
		1.2.2. Review of all Cabinet Submissions	

		1.2.3. Review of all relevant proposals to stakeholders or donors	
Program 02: Community Safety	2.1. Fire prevention and mitigation services	2.1.1. Conduct Fire Safety Inspections 2.1.2. Conduct Educational Programs 2.1.3. Carry out public notifications/ engagements 2.1.4. Program Development 2.1.5. Stakeholder (organisation) trainings 2.1.6. Conduct Fire Investigations 2.1.7. Conduct Fire Safety Assessments 2.1.8. Conduct Fire Safety Risk Assessments for Business Licences 2.1.9. Prevention Strategy Standards Development 2.1.10. Prepare Division's CP, AMP and Budget	Community Safety Department
Program 03: Fire Suppression and Emergency Response	3.1. Response to emergency incidents to protect life and property	3.1.1. Fire and emergency responses	Fire Suppression Department
		3.1.2. Emergency Responses (others)	Emergency Response Department
	3.1. Training and Capacity Development	3.1.1. Standard training and assessments of operational staff 3.1.2. External drills and trainings	Fire Suppression Department Emergency Response Department
	3.2. Technical maintenance and advice	3.2.1. Inspections	Fire Suppression Department
Program 04: Corporate Services	4.1. Human resource management	4.1.1. TFES Performance Assessment 4.1.2. Job Analysis 4.1.3. Recruitment & Retention	Corporate Services Department

		4.1.4. Staff development 4.1.5. Leave Management & Report 4.1.6. Staff Entitlements 4.1.7. Administrative Assistance	
	4.2. Financial Resource management	4.2.1. Financial Services 4.2.2. Budget plans and reports 4.2.3. Staff salaries and allowances	
	4.3. Physical Resource management	4.3.1. Asset management 4.3.2. Facility management 4.3.3. Ration management	
	4.4. Other administrative support services	4.4.1. Prepare Division's CP, AMP and Budget 4.4.2. TFES Annual Report 4.4.3. External funding	
	4.5. Training and Capacity Development	4.5.1. Training Needs Assessment 4.5.2. Initial Training 4.5.3. Physical Fitness Training	Training and Development Department

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

1	Leadership and Policy Advice	To provide advice and guidance to staff and stakeholders on TFES legislations, policies, and processes
2	Community Safety	To provide a range of fire prevention and mitigation services in increase community awareness of risks and involvement in fire reduction
3	Fire Suppression and Emergency Response	To ensure a rapid and effective response to emergency incidents to protect life and property
4	Corporate Services	To improve training and capacity development of staff To manage TFES human, financial and physical resources in a competent and accountable manner

Performance results per division and activity are as follows:

PROGRAM NO.	RESPONSIBLE DIVISION	ACTIVITY INFORMATION		PERFORMANCE STATISTICS
		Annual Target	Target achieved	
Program 1	Office of the Fire Commissioner	5	4	80%
Program 2	Community Safety Division	6	4	67%
Program 3	• Operations • Emergency Response Division	3	1	33%
Program 4	• Corporate Services Division • Training & Development Division	7	6	86%
TOTAL		21	15	71%

Performance per division and key performance indicators are as follows:

PROGRAM NO.	RESPONSIBLE DIVISION	KPI INFORMATION ¹		PERFORMANCE STATISTICS
		Annual Target	Target achieved	
Program 1	Office of the Fire Commissioner	5	4	80%
Program 2	Community Safety Division	7	5	71%
Program 3	• Operations • Emergency Response Division	5	3	60%
Program 4	• Corporate Services Division • Training & Development Division	15	14	93%
TOTAL		32	26	81%

2.4. TSDF Impacts and Outcomes Supported by MDS Outputs

2.4.1. 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.
- ❖ **TSDF Organizational Outcome 5.4:** Improved national and community resilience to the potential disruption and damage to wellbeing, growth and

¹ Detailed breakdown of Activities and KPIs in section 4.2 Detailed key performance indicators information

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.

2.4.2. Legal Mandate and Requirements

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.

2.5. Finance Management

The following Financial Reports covers the reporting ending Financial Year 2021/2022

Statement of Cash receipts and payments for the year ended 30 June 2022

APPROVED BUDGET FYE 21/22		\$ 3,414,400.00
Plus: Additional funds Requested (Top-Up)		\$ 131,400.00
REVISED APPROVAL BUDGET 21/22		\$ 3,545,800.00
Cash Payment		
Staff Compensation	2,375,645.46	
Travel & Communication	73,085.14	
Maintenance & Operation	214,566.84	
Purchases Goods & Service	654,703.94	
Grants & Transfer	39,203.37	
Development Duties Expenditure	5,655.63	
Capital Expenditure	131,729.36	
Total Cash Payment		\$3,494,590.04
Budget over Expenditure		\$ 51,209.96

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

	Approval Budget FY 21/22	Revised Approval Budget FY 21/22	Actual FY 21/22
Staff Compensation	2,436,300.00	2,376,110.89	2,375,645.46
Travel & Communication	85,400.00	73,145.83	73,085.14

Maintenance & Operation	178,500.00	219,750.31	214,566.84
Purchases Goods & Services	534,200.00	700,204.31	654,703.94
Grants & Transfer	0.00	39,203.27	39,203.37
Custom Development Expenditure	8,000.00	5,655.63	5,655.63
Capital Expenditure	172,000.00	131,729.76	131,729.36
TOTAL	3,414,400.00	3,545,800.00	3,494,590.04

2.6. Procurement

Procurement Unit is under Corporate Services Department with the responsibility of analyzing purchase requests and determining the appropriate method of procurement, quotation, tender and request for proposal.

Throughout this financial year TFES processed following purchases of goods through procurement process:

	Item	QTY	Funding Source
1.	Interactive White Board	1x	Funded within
2	Drone	2x	NEMO (Hunga Tonga/Hunga Ha'apai Response)
3	ERD vehicle (daily use)	1x	Illicit Drugs Response Fund
4.	Gas Detector Kit	2x	Illicit Drugs Response Fund
5.	Personal Protective Equipment	20x	Illicit Drugs Response Fund
6.	Water hydrants	15x	Funded within
7.	Vehicle (daily use)	6x	Embassy of the People's Republic of China
8.	Vehicle (daily use)	1x	NEMO (Hunga Tonga/Hunga Ha'apai Response)

2.7. 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.

	ASSET DESCRIPTION /TYPE	MAKE, MODEL OR IDENTIFICATION NUMBER	MINISTRY REFERENCE	PURCHASE PRICE (\$)	QUANTITY	LOCATION OF ASSET
1	FIRE STATION	CONCRETE	FS1	500,000.00	1	NUKU'ALOFA (LONGOLONGO)
2	FIRE STATION	CONCRETE	FS6	100,000.00	1	NUKUNUKU (FS6)
3	FIRE STATION	CONCRETE	FS5	100,000.00	1	MU'A/LAPAHA
4	FIRE STATION	CONCRETE	FS3	270,000.00	1	HA'APAI
5	OFFICE	CONCRETE	CEO & ADMIN	84,000.00	1	NUKU'ALOFA (LONGOLONGO)
6	OFFICE	CONCRETE	FINANCE & ERD	30,000.00	1	NUKU'ALOFA (LONGOLONGO)
7	QUARTER	CONCRETE	TFES QUARTER	40,000.00	1	NUKU'ALOFA (LONGOLONGO)
8	FIRE STATION	CONCRETE	FS2	224,500.00	1	VAVA'U (FS2)
9	20FT PREFABRICATED WHITE HOUSE CONTAINER	METAL, WHITE IN COLOR	TMU OFFICE	18,000.00	1	NUKU'ALOFA (LONGOLONGO)
10	RENOVATE CONTROL ROOM	TILES & WOODS	CONTROL ROOM	4,364.89	1	NUKU'ALOFA (LONGOLONGO)
11	TRAINING FACILITY	METAL CONTAINERS	FS1 TRAINING PROP	139,443.31	1	NUKU'ALOFA (LONGOLONGO)
12	ROOFING ERT STORAGE & TMU OFFICE CONTAINER	WOOD & IRON	ERT & TMU CONTAINER ROOF	19,521.77	1	NUKU'ALOFA (LONGOLONGO)
13	MULTI PURPOSE	TOYOTA AICHI	P1559	4,000.00	1	'EUA
14	MULTI PURPOSE	TOYOTA HILUX	P1977	3,500.00	1	HA'APAI
15	MULTI PURPOSE	TOYOTA DYNA	P1560	9,500.00	1	MOI
16	CEO VEHICLE	TOYOTA HILUX	P1933	79,618.00	1	NUKU'ALOFA (CEO)
17	MULTI PURPOSE	TOYOTA HILUX	P1748	30,000.00	1	NUKU'ALOFA (CSU)

18	MULTI PURPOSE	IZUZU	P2008	15,000.00	1	NUKU'ALOFA (ERD)
19	SHUTTLE	TOYOTA HIACE 16SEATER	P2179	83,000.00	1	NUKU'ALOFA (FS1)
20	MULTI PURPOSE	IZUZU	P1530	21,500.00	1	NUKU'ALOFA (OPERATION)
21	SHUTTLE	TOYOTA HIACE	P2003	35,000.00	1	NUKU'ALOFA (TRAINING)
22	PAJERO	TOYOTA SURF	P1529	17,800.00	1	NUKUNUKU (FS6)
23	MULTI PURPOSE	TOYOTA HILUX	P1752	45,000.00	1	VAVA'U
24	PAJERO	TOYOTA SURF	P1229	111,826.00	1	VAVA'U
25	DESKTOP COMPUTER	LG/ PHILIPS	TFES EUA -COMP1	1,450.00	1	EUA
26	DIGITAL CAMERA	CANON INC: PC2333 SN: 665060001279	FS3 CAM1	551.57	1	HA'APAI
27	LAPTOP	HP (SERIAL NO: CND91268XN)	TFES HP OIC LAPTOP1	2,680.00	1	HA'APAI
28	COMPUTER SET	CPU- COOLER MASTER, SCREEN- DELL	FS5 PC1	1,995.00	1	MU'A/LAPAHA
29	LAPTOP	DELL INSPIRON 15- 6"INTEL SN: DBLB6Z2 MODEL: P75F	TFES OIC HR LAPTOP1	3,485.00	1	NUKU'ALOFA (ADMIN (HR))
30	Computer Set	PHILIPS/LG	TFES ADMIN PC1	1,850.01	1	NUKU'ALOFA (ADMIN (LEGAL OFFICER))
31	LAPTOP	HP 250 G7 S/N: CND046456V	TFES-LEGAL- LPT01	3,795.00	1	NUKU'ALOFA (ADMIN (LEGAL OFFICER))
32	LAPTOP	HP	TFES LEGAL OFFICER PC1	1,750.00	1	NUKU'ALOFA (ADMIN (OIC CSD))
33	SERVER	Dell PowerEdge T110 II	TFES SERVER 1	10,158.00	1	NUKU'ALOFA (ADMIN)
34	COOLER MATER CPU	COOLER MASTER	TFES ADMIN PC2	1,850.00	1	NUKU'ALOFA (ADMIN)
35	COMPUTER SET	PHILIPS/LG (COOLER MASTER)	TFES ADMIN PC5	1,652.17	1	NUKU'ALOFA (ADMIN)
36	COMPUTER CPU	CPU- LG (COOLER MASTER) SCREEN - DELL(SERIAL NO: CN- 0WM497-64180-851- 0ZQM)	TFES ADMIN PC4	1,880.00	1	NUKU'ALOFA (ADMIN)
37	LAPTOP	DELL	TFES CSD LAPTOP 1	1,800.00	1	NUKU'ALOFA (ADMIN)
38	SYNOLOGY DISK STATION	SYNOLOGY	TFES SERVER 2	2,980.00	1	NUKU'ALOFA (ADMIN)

39	SEAGATE IRON WOLF PRO	WOLF PRO	TFES SERVER 2	770.00	1	NUKU'ALOFA (ADMIN)
40	COMPUTER SET	CPU- COOLER MASTER (SERIAL NO: MCWL3S2KN5N12020000 36) SCREEN - LG (SERIAL NO: 002NTCZ2JM5)	TFES-OC SHIFT COMP1	2,520.00	1	NUKU'ALOFA (ASSET& OC SHIFT OFFICE)
41	DIGITAL CAMERA	FUJIFILM	FS1 CAM1	500.00	1	NUKU'ALOFA (ASSET)
42	LAPTOP	ASUS S/N: JBN0CV06U58034B, MODEL: X441UA-WX283T	TFES CEO PC1	1,585.00	1	NUKU'ALOFA (CEO)
43	COMPUTER SET	AERO(CPU) , PHILLIPS(SCREEN) - SERIAL NO: ZV0A18300035239	FS1 CR PC1	2,385.00	1	NUKU'ALOFA (CONTROL ROOM)
44	LAPTOP	HP NEW KABY LAKE CORE I5	TFES ARCHITECT PC1	2,086.96	1	NUKU'ALOFA (CSU ARCHITECTURE)
45	PROJECTOR	Epson Multimedia Projector SERIAL NO: WDJK5Z00025	TFES CSD OFFICE PROJECTOR 1	2,285.00	1	NUKU'ALOFA (CSU)
46	CPU COMPUTER	AERO(CPU)	TFES CSU PC3	1,950.00	1	NUKU'ALOFA (CSU)
47	PROJECTOR	EPSON SERIAL NO: X4GS0100135	TFES CSU PROJECTOR 2	1,430.43	1	NUKU'ALOFA (CSU)
48	CAMERA	CANON POWER SHOT SX620 HS S/N: 905063000192	TFES CSU CAMERA 1	979.13	1	NUKU'ALOFA (CSU)
49	LAPTOP	HP SERIAL NO: CND91268XB	TFES -DFEC OPERATION LAPTOP1	2,680.00	1	NUKU'ALOFA (DFEC OPERATION)
50	COMPUTER SET	AERO (CPU), PHILLIPS (SCREEN) SERIAL NO: ZV0A2004007965	TFES ADMIN PC6	2,460.00	1	NUKU'ALOFA (ERT)
51	COMPUTER CPU	CPU- COOLER MASTER, SCREEN- DELL (S/N : CN- 0WM497-64180-7CH- 0AWL)	TFES CEO OFFICE - PC3	1,850.01	1	NUKU'ALOFA (FINANCE OFFICE)
52	LAPTOP	LENOVO SERIAL NO: CB36106267	ACCOUNT PC1	1,800.00	1	NUKU'ALOFA (FINANCE OFFICE)
53	PRINTER	FUJI XEROX SERIAL NO: 301964	FINANCE PRINTER1	895.00	1	NUKU'ALOFA (FINANCE OFFICE)

54	LAPTOP	HP SERIAL NO: CND91268W4	TFES ACCOUNT LAPTOP1	2,680.00	1	NUKU'ALOFA (FINANCE OFFICE)
55	DIGITAL CAMERA	Canon PowerShot A2300	TDD CAM1	650.00	1	NUKU'ALOFA (Training)
56	NEW COMPUTER CPU	LG (COOLER MASTER)	TDD PC1	1,995.00	1	NUKU'ALOFA (Training)
57	LAPTOP	HP 250 G7 S/N: CND925335J	TFES TDD LAPTOP1	1,885.00	1	NUKU'ALOFA (Training)
58	PROJECTOR	EB-E10 SN: X89W0800102	TFES-TDD-PJ2	1,867.00	1	NUKU'ALOFA (TRAINING)
59	LAPTOP	HP PROBOOK 650 G2 S/N: 5CG6343686	TDD OIC LAPTOP 1	2,395.00	1	NUKU'ALOFA (Training) OIC TRAINING
60	DESKTOP COMPUTER	CHIMEI	TFES HP- COMP1	1,450.00	1	NUKU'ALOFA(ADMIN)
61	COMPUTER SET	CPU-COOLER MASTER(PB343KKR35011 22400545), SCREEN- LG (312NDCRK7195)	TFES FS6 COMP1	1,740.00	1	NUKUNUKU
62	CPU COMPUTER	AERO (CPU)	TFES TDD PC2	1,950.00	1	VAVA'U (FS2)
63	WHITE STRAIGHT DESK	SFL GROUP LTD	TFES-CR- MEETINGTBL2	500.00	1	NUKU'ALOFA (CONTROL OFFICE)
64	DESK	WOODEN DESK	TFES FINANCE DESK1	675.00	1	NUKU'ALOFA (FINANCE OFFICE)
65	DESK	WOODEN DESK	TFES FINANCE DESK2	675.00	1	NUKU'ALOFA (FINANCE OFFICE)
66	OPEN BOOK SHELF	ESIAOLA	TFES FS1 CONTROL ROOM SHELVE1	1,062.68	1	NUKU'ALOFA (FINANCE OFFICE)
67	DOUBLE OFFICE DESK	ESIAOLA	TFES FS1 CONTROL OFFICE 2DESK1	852.17	1	NUKU'ALOFA (FINANCE OFFICE)
68	OFFICE CHAIR	N/BUE IN COLOR	TFES FINANCE OFFICE CHAIR 1	70.00	1	NUKU'ALOFA (FINANCE OFFICE)
69	OFFICE CHAIR	N/BUE IN COLOR	TFES FINANCE OFFICE CHAIR 2	70.00	1	NUKU'ALOFA (FINANCE OFFICE)
70	SINGLE OFFICE DESK	WOODEN DESK	TFES FS1 OIC OFFICE DESK1	580.00	1	NUKU'ALOFA (OC Operation)
71	WHITEBOARD	ALUMINIUM	FS1 WHITEBOARD	928.00	1	NUKU'ALOFA (OPERATION)
72	DOUBLE OFFICE DESK	A&A RETAIL STORE	TFES TMU DODESK1	995.00	1	NUKU'ALOFA (TMU)

73	SINGLE OFFICE DESK	A&A RETAIL STORE	TFES TMU SODESK1	695.00	1	NUKU'ALOFA (TMU)
74	SINGLE OFFICE DESK	ESIAOLA	TFES FS1 CONTROL OFFICE 1DESK1	591.30	1	NUKU'ALOFA (TRAINING)
75	WHITE BOARD	WITAX		1,791.44	1	NUKU'ALOFA (TRAINING)
76	DAKUA SINGLE OFFICE DESK	ESIAOLA	TFES TDD SINGLE OFFICE DESK1	980.00	1	NUKU'ALOFA (TRAINING)
77	LAMINATED SINGLE OFFICE DESK	ESIAOLA	TFES TDD SINGLE OFFICE DESK2	780.00	1	NUKU'ALOFA (TRAINING)
78	SINGLE BED (UKAMEA)	HEI TONGA TAUFA	TFES FS6 SINGLE BED 5	600.00	1	NUKUNUKU(FS6)
79	SINGLE BED (UKAMEA)	HEI TONGA TAUFA	TFES FS6 SINGLE BED 6	600.00	1	NUKUNUKU(FS6)
80	SITOU OVANI MATA 4	SELL (MODEL NO: 0G- 6040) SERIAL NO: 00010	TFES FS6 4BURN GASOVEN1	695.00	1	NUKUNUKU(FS6)
81	GENERATOR	Sanli 080811255		1,800.00	1	VAVA'U (FS2)
82	4 WHEEL DRIVE (FIGHTER)	7A1740 HINO	P1665	119,776.00	1	VAVA'U (FS2)
83	AIR COMPRESSOR	SP1350	TFES VV - AIR COMP1	1,100.00	1	VAVA'U (FS2)
84	50TON JACK	RED IN COLOR	TFES VV 50TON JCK 1	695.00	1	VAVA'U (FS2)
85	PRESSURE WASHER	REPCO 5.5HP	TFES VV - WATERPLAS1	604.35	1	VAVA'U (FS2)
86	WEEDER	ECHO	TFES-VV WEEDEATER 1	800.00	1	VAVA'U (FS2)
87	4 WHEEL DRIVE (FIGHTER)	IZUZU	P1812	105,000.00	1	VAVA'U (FS2)
88	GENERATOR	YANMAR	TFES VV- GENE4LIGHT1	6,500.00	1	VAVA'U (FS2)
89	TOOL BOX	REPCO	TFES-VV MACH- TOOLKIT1	980.00	1	VAVA'U (FS2)
90	ROTA TANK 10000LTRS	ROTOMOULD	TFES FS2 ROTA TANK1	3,000.00	1	VAVA'U (FS2)
91	HF RADIO TRANSRECIEVER	ICOM710	TFES-FS2-TR01	2,737.00	1	VAVA'U (FS2)
92	MOBILE PHONE	SAMSUNG A20 (BLACK) SERIAL NO. : R58M468GZOR	TFES VV-OIC PHONE	539.00	1	VAVA'U (OIC)

93	PHOTOCOPIER	BROTHER	TFES- EUA MFC1	1,030.43	1	EUA
94	PAPER SHREDDER	REXEL	TFES ADMIN PAPER SHREDDER1	558.26	1	NUKU'ALOFA (ADMIN)
95	3DRAWER CABINET	ALUMINIUM MAROON IN COLOR	TFES DFEC CSD 3DRAW1	913.04	1	NUKU'ALOFA (ADMIN)
96	LUMAX XGA PROJECTOR	EBSON EB-X140 SN: X49S0100090	TFES-CSD-PRJ1	1,430.43	1	NUKU'ALOFA (ADMIN)
97	4 DRAW CAB	ALUMINIUM WOODEN COLOR	TFES CEO OFFICE 4DRAW CAB1	560.00	1	NUKU'ALOFA (CEO)
98	2DRAWER CABINET	ALUMINIUM GREEN IN COLOR	TFES CEO OFFICE 2DRAWER CAB1	559.13	1	NUKU'ALOFA (CEO)
99	2DRAWER CABINET	ALUMINIUM RED IN COLOR	TFES CEO 2DRAW CAB2	672.17	1	NUKU'ALOFA (CEO)
100	3DRAWER CABINET	ALUMINIUM BLUE IN COLOR	TFES CEO OFFICE 3DRAW CAB1	777.39	1	NUKU'ALOFA (CSU)
101	4DRAWER CABINET	ALUMINIUM BROWN IN COLOR	TFES CSD 4DRAW CAB1	1,021.15	1	NUKU'ALOFA (CSU)
102	4DRAWER CABINET	ALUMINIUM GREY IN COLOR	TFES CSD 4DRAW CAB2	800.00	1	NUKU'ALOFA (CSU)
103	3 DRAWER CABNET	3 DRAWER F/CABINET DUSK BLUE DARK	TFES-CSU-3DCAB2	1,050.00	1	NUKU'ALOFA (CSU)
104	MULTI FUNCTION PRINTER	BROTHER NO: MFC- L2713DW	OC OPMFC1	1,050.00	1	NUKU'ALOFA (CSU)
105	MULTI FUNCTION PRINTER	BROTHER NO: MFC- J6930DW	TFES ARCHITECT PRINTER1	859.13	1	NUKU'ALOFA (CSU)
106	4DRAWER CABINET	ALUMINIUM BLUE IN COLOR	TFES CSD 4DRAW CAB3	1,125.21	1	NUKU'ALOFA (CSU)(ARCHITECH)
107	2DRAWER CABINET	ALUMINIUM GREEN IN COLOR	DFEC OD2CAB1	755.00	1	NUKU'ALOFA (DFC OPERATION OFFICE)
108	PHOTOCOPIER	BROTHER NO: MFC- L2713DW	DFES PHOTOCOPIER2	1,050.00	1	NUKU'ALOFA (DFEC OPERATION OFFICE)
109	4DRAWER CABINET	ALUMINIUM BLACK IN COLOR	TFES ADMIN 4DRAW CABINET2	800.00	1	NUKU'ALOFA (FINANCE OFFICE)
110	2DRAWER CABINET	ALUMINIUM BLACK IN COLOR	FINANCE CAB1	595.00	1	NUKU'ALOFA (FINANCE OFFICE)
111	PHOTOCOPIER	BROTHER NO: MFC- L3710CW	FINANCE PRINTER2	980.00	1	NUKU'ALOFA (FINANCE OFFICE)

112	CABINET	ALUMINIUM GREEN IN COLOR	TMU CAB1	595.00	1	NUKU'ALOFA (TMU OFFICE)
113	2DRAWER CABINET	ALMINIUM BLACK IN COLOR	TFES TMU 2DCAB2	1,195.00	1	NUKU'ALOFA (TMU OFFICE)
114	3DRAWER CABINET	ALUMINIUM RED IN COLOR	TFES TDD 3DRAW CAB1	913.04	1	NUKU'ALOFA (TRAINING)
115	PHOTOCOPIER	BROTHER	FS2 MULTIPRINTER1	1,050.00	1	VAVA'U
116	ANTI-VIRUS PROGRAM	EZ	TFES ANTI-VIRUS 1	1,060.64	1	NUKU'ALOFA (ADMIN)

3. Significance 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 funds allocated by the Government for the effective administration and operation of the Services;
- 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;
- 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. 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.

Additionally, COVID-19 has also become a forefront concern in developing risk management due to the infectiousness of the virus and the contrasting nature of social distancing and our essential services. Therefore, our risk management in regards to COVID-19 was developed in an attempt to balance the two.

4. Disclosures and legal compliance

4.1. Audit statements

Audit was successfully carried out by the Auditor General's Office on Fire Station 4 (Angaha, 'Eua). The audit covered March 2019 – March 2021. Other fire stations and divisions of the Services were not audited as the Services is yet to produce revenue.

The audit statement received is as follows:

- In regards to follow up issues raised in previous audit report of 14 June 2019:

	FOLLOW UP ISSUE	STATUS
1.	Purchase order not signed and 1 payment voucher was not certified correct	Resolved
2.	Fifty eight (58) payment vouchers were missing	Resolved
3.	Vote Book reconciliation with Sub-Treasury was not done	Resolved
4.	Fixed Asset Register not in format prescribed by the Treasury Instructions	Unresolved

- In regards to Expenditure:

	ISSUE	STATUS
1.	Disbursements	Satisfactory
2.	Payment Vouchers	Satisfactory
3.	Monthly reconciliation of Vote book with Sub-Treasury	Satisfactory

- In regards to Fixed Assets

	ISSUE	STATUS
1.	Compliance with Fixed Asset Register format	Unsatisfactory

- Recommendations

1. Accountable officer shall establish Fixed Asset Register in the format required by Treasury Instructions 2020, section 73(3)
2. That OIC ensure that the fixed Asset is completely updated at all times

4.2. Detailed key performance indicators information

RESPONSIBLE DIVISION: OFFICE OF THE CEO			Costing of Activity (approx.)
Output: 1.1. Leadership and Policy Advice			
Activity:	KPIs	Target	Salaries: \$105,400.00 Operation: \$31,900.00
1.1.1. Draft/amend policies	Number of requested briefings	4/4	
1.1.2. Securing external support for mandated functions	Number of external support secured and executed	2/2	
1.1.3. Prepare proposals, initiatives and strategies	Timely submissions to the Minister	6/6	
1.1.4. Executive Management	Successfully conduct and host Executive Committee meetings	100% called	
1.1.5. Prepare Division’s CP, AMP and Budget	Submit CP and Budget to CEO	1/1	
1.1.6. Prepare Annual Report	Submit Annual Report	1/1	
Output: 1.2. Ministerial obligations			Costing of Activity
Activity:	KPIs	Target	

1.2.1. Provide leadership and management advice and guidance to Services	Number of meetings sought with FEC	1/5	Salaries: \$105,400.00 Operation: \$31,900.00
1.2.2. Review of all Cabinet Submissions	Percentage of Cabinet Submissions successfully reviewed	50% submitted	
1.2.3. Review of all relevant proposals to stakeholders or donors	Percentage of proposals successfully reviewed	50% submitted	
RESPONSIBLE DIVISION: COMMUNITY SAFETY			Costing of Activity (approx.)
Output 2.1. Fire prevention and mitigation services			
Activity:	KPIs	Target	
2.1.1. Conduct Fire Safety Inspections	Number of annual inspections	1/1	Salaries: \$206,600 Operation: \$27,100
2.1.2. Conduct Educational Programs	Number of educational programs carried out (school visits)	100% requested	
2.1.3. Carry out public notifications/ engagements	Number of fire awareness programs carried out (TV & Radio Program)	12	
2.1.4. Program Development	Research & Development: Number of proposals submitted and approved by CEO	4	
2.1.5. Stakeholder (organisation) trainings	Number of trainings carried out	100% directed	
2.1.6. Conduct Fire Investigations	Number of suspicious incidents occurred	100% identified	
2.1.7. Conduct Fire Safety Assessments	Number of assessments (map) conducted	100% requested	
2.1.8. Conduct Fire Safety Risk Assessments for Business Licences	Number of assessments conducted	100% requested	
2.1.9. Prevention Strategy Standards Development	Strategy Development: Number of proposals implemented within schedule	100% identified	
2.1.10. 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
Output: 3.1. Response to emergency incidents to protect life and property			
Activity:	KPIs	Target	
3.1.1. Fire and emergency responses	Response time to incidents	0 - 5km: within 5 minutes; 6 -	Salaries: \$1,533,800

		10km: within 10 minutes	Operation: \$304,200
	Compliance with all communication procedures	NA	
	Submission and approval of Incident & Technical Report by CEO	NA	
3.1.2. Emergency Reponses (others)	Response time to incidents	0 - 5km: within 5 minutes; 6 - 10km: within 10 minutes	
	Compliance with all communication procedures	NA	
	Submission and approval of Incident & Technical Report by CEO	NA	
Output: 3.2. Training and Capacity Development			
Activity:	KPIs	Target	Costing of Activity Salaries: \$1,533,800 Operation: \$304,200
1.2.1. Standard training and assessments of operational staff	Amount of Fire drills successfully conducted	100%	
	Amount of physical tests successfully carried out	100%	
	Amount of daily exercise programs successfully carried out	100%	
	Amount of emergency drills (daily) successfully conducted	100%	
	Percentage of staff performing above 50% in assessments	100%	
1.2.2. External drills and trainings	Amount of requests successfully conducted	100% requested	
Output: 3.3. Technical maintenance and advice			
Activity:	KPIs	Target	Costing of Activity Salaries: \$1,533,800 Operation: \$304,200
3.3.1. Inspections	Vehicle checks successfully conducted	Daily	
	Equipment checks successfully conducted	Daily	

OUTPUT: CORPORATE, ADMINISTRATIVE AND SUPPORT SERVICES

Activity:	KPIs	Target	Costing of Activity
Output: 4.1. Human Resource Management			Salaries: \$308,000 Operation: \$481,000
3.2.2. TFES Performance Assessment	Submit bi-annual staff performance assessment report	2/2	
3.2.3. Job Analysis	Production and implementation of Job Descriptions	100%	
3.2.4. Recruitment & Retention	Timely recruitments based on merit	100%	
3.2.5. Staff development	Timely HOD & Career development	100%	
3.2.6. Leave Management & Report	Timely submission of Annual Leave Lists by 30 November 2020	1/1	
	Up to date Master Leave Register (weekly)	Weekly	
3.2.7. Staff Entitlements	Timely process of leave application	Daily	
3.2.8. Administrative Assistance	Timely issue of uniforms ²	Weekly	
	Timely submission of Fire Statistics to Minister	Every Monday	
	Timely submission of Fire Register	Weekly	
Output: 4.2. Financial Resource Management			
Activity:	KPIs	Target	Costing of Activity
1.2.1. Financial Services	Submit Annual Cash Flow	1/1	Salaries: \$308,000 Operation: \$481,000
	Submit Monthly Cash Flow	12/12	
	Submit Procurement Plan	1/1	
	Conduction and timely completion of internal audit	1	
	Timely process of Purchase Orders	Weekly	
	Timely process of Overseas Payment	100%	

² Pending availability of uniform

	Timely and updated vote book	Annually	
	Timely process of procurements	Monthly	
1.2.2. Budget plans and reports	Submission of CP, AMP and Budget	1/1	
1.2.3. Staff salaries and allowances	Timely process of salaries and other allowances	100%	
	Timely process of Overtime	Within 05 working days of receipt	
	Timely process and submission of PAYE form	Monthly	
Output: 4.3. Physical Resource Management			
Activity:	KPIs	Target	Costing of Activity
4.3.1. Asset management	Timely asset & facility inspection	Annually	Salaries: \$308,000 Operation: \$481,000
	Updated Asset Register (quarterly)	4/4	
	Timely disposal/write off of assets	100%	
	Timely acquisitions of new assets	100%	
	Timely relocation of assets	Monthly	
4.3.2. Facility Management	Submission and approval of Facility Management Plan	100% as directed	
4.3.3. Ration management	Submission of Calendar Plan	Monthly	
	Updated Ration Register	Monthly	
Output: 4.4. Other administrative support services			
Activity:	KPIs	Target	Costing of Activity
4.4.1. Prepare Division’s CP, AMP and Budget	Submit TFES CP and Budget to CEO	1/1	Salaries: \$308,000 Operation: \$481,000
4.4.2. TFES Annual Report	Submit TFES Annual Report	1/1	
4.4.3. External funding	Conduction of project within timeframes	100%	
Output: 4.5. Training and Capacity Development			

Activity:	KPIs	Target	Costing of Activity
4.5.1. Training Needs Assessment	Timely submission of training needs assessment programme	2/2	Salaries: \$282,500 Operation: \$76,000
	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	2/2	
	Successfully executed External Trainings ³	100% requested	
4.5.2. Initial Training	Timely deliverance of recruitment program	100% as planned	
4.5.3. Physical Fitness Training	Conduction of physical fitness test exercises	100% directed	

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

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.

³ Aimed at Stakeholders, Regional participants, etc

5. Conclusion

TFES continues to strive to improve performance throughout all divisions and departments of the organization. Performance results are satisfactory with room for improvement that shall be addressed in the next financial year.

Per our mandate, TFES continues to push for fire safety education to ensure that effects to life and property are kept to a minimum – while continuing to respond to emergencies.

I take this opportunity to thank our stakeholders and other Government departments for the working relationship throughout the financial year 2021/22. Many things were made possible due to our inter-operability. 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 – Honorable Prime Minister Hu’akavameiliku, for his support and guidance during this financial year.

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


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Vilami. F. TU'IMALAMAKA
Commissioner for Fire & Emergency Services

