

Executive Summary

1.0 Vision : To be the most loved and respected department of the State Government by 2020, and to serve and protect the people of West Bengal with proficiency, sensitivity and pride.

2.0 Mission: To enforce the law and to bring about attitudinal change for greater Police-Public harmony and thereby achieve greater efficiency in its primary objectives of prevention of crime and detection of crime. Police must be compassionate, courteous and patient, acting without fear or favour or prejudice to the rights of others.

3.0 Values and guiding principles

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|--------------------------|------------------|-------------------|
| • Integrity | • Respect | • Citizen service |
| • Continuous improvement | • Leadership | • Innovation |
| • Compassion | • Accountability | • Teamwork |

4.0 Organization

- 4.1 Department profile
- 4.2 Historical context
- 4.3 Core responsibilities
- 4.4 Organizational chart

- 4.5 Partners
- 4.6 Services offered by WBP
- 4.7 Crime statistics

5.0 Key data of WBP: A graphical representation

6.0 SWOT analysis:

6.1 Internal Analysis: Strengths and Weaknesses

6.1.1 Strengths

- 6.1.1.1 'Can-Do' attitude
- 6.1.1.2 Freedom from communalism and casteism
- 6.1.1.3 Negligible linkages to the underworld
- 6.1.1.4 Superb leadership ability at critical levels

- 6.1.1.5 Strong democratic roots
- 6.1.1.6 Rising to new challenges
- 6.1.1.7 High educational qualifications
- 6.1.1.8 Four levels of entry
- 6.1.1.9 Socially heterogeneous

6.1.2 Weaknesses

- 6.1.2.1 Acute manpower shortage
- 6.1.2.2 Excessive politicization for decades
- 6.1.2.3 Greatly inadequate police budget
- 6.1.2.4 High physical and mental stress

- 6.1.2.5 Poor police image and low self-image
- 6.1.2.6 Corruption
- 6.1.2.7 Authoritarian organizational ethos
- 6.1.2.8 Lack of a driving ideology
- 6.1.2.9 Gender imbalance

6.2 External analysis: Opportunities and Threats

6.2.1. Opportunities

6.2.1.1 Democratic environment

6.2.1.2 Responsive state govt.

6.2.1.3 Budgetary support likely to rise

6.2.1.4 Society slowly changing its perception of WBP

6.2.1.5 Powerful technologies becoming available

6.2.1.6 Recession making quality manpower available to WBP

6.2.1.7 Increasing number of women

6.2.1.8 Multi-point accountability ensures high performance levels

6.2.2 Threats

6.2.2.1 WBP facing the brunt of critical socio-economic issues such as Maoism and *Gorkhaland*

6.2.2.2 Plethora of new laws being enacted

6.2.2.3 Rapid growth of organized crime

6.2.2.4 Terrorism is here to stay

6.2.2.5 Organized crime is absorbing new technologies

6.2.2.6 The coastline and three international borders are a challenge

6.2.2.7 Organized crime fuelled by crores of black money generated by the economy

7.0 Goals and objectives: immediate imperatives

7.1 Strict enforcement of law

7.2 Legal advisor for SP

7.3 Doctors on contractual appointment in Police Hospitals

7.4 Use of brainstorming sessions

7.5 Citizens' committees

7.6 Police to be consulted for development

7.7 Planned rotation of personnel

7.8 Greater use of lady police in police stations

7.9 Revamping of traffic police

7.10 Systematic rewards and punishments

7.11 Strictly ensuring availing of leave and compensatory off

7.12 IPS officers to be used as training resources

7.13 Access to online journals and libraries

7.14 Revamping of on-the-job training

8.0 Challenges ahead and proposed solutions

(The challenges are given here. The proposed solutions are in the text.)

8.1 Professional Makeover

8.1.a Archaic police manual

8.1.b Introduction of Police Commissionerate

8.1.c Political lobbying for postings

8.1.d Corruption

8.1.e Service protection

8.1.f Discipline of ministerial staff

8.2 Crime prevention and detection

8.2.a Suppression of FIRs

8.2.b Organized crime

- 8.2.c Economic offences
 - 8.2.d Technical intelligence
 - 8.2.e Cybercrime
 - 8.2.f Crimes against environment
 - 8.2.g Narcotics
 - 8.2.h Human trafficking
 - 8.2.i FICN (Fake Currency)
 - 8.2.j Trial monitoring
 - 8.2.k Border and coastal security
 - 8.2.l Revival of village chowkidari
 - 8.2.m Witness protection scheme
- 8.3 Law and order management:**
- 8.3.a Increasing frequency of these issues
 - 8.3.b Weaponry
 - 8.3.c Law and order equipment
 - 8.3.d Counter-insurgency measures
- 8.4 Traffic management:**
- 8.4.a Police to be consulted
 - 8.4.b Manpower rationalization
 - 8.4.c Co-ordination issues
 - 8.4.d Tools and technologies
- 8.5 Infrastructure development**
- 8.5.a Police Headquarters in a separate building
 - 8.5.b DGP to have financial powers of secretary
 - 8.5.c Computerization
 - 8.5.d Police budget
 - 8.5.e Construction of police stations
 - 8.5.f GPRS for all police vehicles
- 8.6 Human resource re-engineering**
- 8.6.a Transparent policy of transfer
 - 8.6.b Orientation and induction policy
 - 8.6.c Career development guidance
 - 8.6.d Filling up of vacancies
 - 8.6.e Training needs analysis
 - 8.6.f Gender sensitization
 - 8.6.g A whistle-blower policy
- 8.7 Family welfare and support system**
- 8.7.a Financial support package for police widows
 - 8.7.b Police hospital
 - 8.7.c Police housing
 - 8.7.d Police public school
 - 8.7.e Crèche and childcare
- 8.8 Miscellaneous**
- 8.8.a Community participation
 - 8.8.b Policy of policing
 - 8.8.c Forensic science laboratories
 - 8.8.d Disaster management