

CHANGE IS THE ONLY CONSTANT!



Retaining Excellence and Social Relevance
in a changing world

West Bengal Police VISION 2020

Prepared by: Sanjoy Mukherjee IPS
Dhrubajyoti De IPS

West Bengal Police VISION 2020

Contents

Executive Summary.....	3
Vision	6
Mission.....	6
Values and Guiding Principles.....	6
Organization	7
Department Profile	7
Historical Context.....	7
Core Responsibilities	7
Organizational Chart	7
Partners.....	8
Services	8
Crime Statistics.....	8
Key Data of WBP: A Graphical representation.....	9
SWOT Analysis.....	12
Internal Analysis: Strengths and Weaknesses.....	12
External Analysis: Opportunities and Threats.....	14
Goals and Objectives.....	16
Immediate Imperatives.....	16
Cybercrime and WBP	18
Challenges Ahead.....	19
References.....	27
Appendix I: Organizational Chart	
Appendix II: Crime Statistics	
Appendix III: Cities with Police Commissioner System	

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

- | | | |
|--------------------------|------------------|-------------------|
| • 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

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.

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.

Values and Guiding Principles:

- Integrity:** To live and work in accordance with high ethical standards, being truthful in character and behaviour.
- Respect:** To treat people fairly while safeguarding their rights. Objective, unbiased consideration and regard for the rights, values, beliefs and property of all people.
- Citizen Service:** To ensure every citizen receives dedicated, timely and conscientious service.
- Continuous Improvement and Learning:** To constantly improve ourselves and our organization.
- Leadership:** To inspire, influence and support others in our organization and communities.
- Innovation:** To adapt and respond to changing circumstances and laws.
- Compassion:** Demonstrating care and sensitivity in word and deed.
- Accountability:** To the community and to leadership.
- Teamwork:** To work as a team, in crisis or otherwise.

Organization:

Department profile: West Bengal Police (WBP) is the police force of the state of West Bengal in India. It was reorganized under provisions of the Police Act 1861 during the British Raj. Today, it is headed by an officer designated as the Director General and Inspector General of Police who reports to the State Government through the Home (Police) Department. Shri Naparajit Mukherjee IPS took over as the Director General & Inspector General of Police (DG & IGP) of West Bengal Police on August 31, 2010. West Bengal Police has jurisdiction concurrent with the eighteen revenue districts of the State (excluding the metropolitan city of Kolkata) and one police district. This comprises one of the two General Police Districts (GPD) of West Bengal as under the Police Act 1861. The other General Police District consists of the major portion of the metropolitan area of Kolkata, and has a separate police force (Kolkata Police) constituted and administered under the Calcutta Police Act 1866 & Calcutta (Suburban Police) Act 1866. This arrangement, unique in India, was conceived during colonial times when Calcutta was the capital of British India. The city police have been kept independent of the state police force.

Historical context: In 1792, Lord Cornwallis, the then Governor General of India took police administration from the hands of '*Zamindars*', and established a police force responsible to the agents of the British East India Company. The Districts were divided into several parts and over each part a police officer known as '*Daroga*' was placed, which is now equivalent to a 'Thana' or 'Police Station' being headed by an Officer-in-Charge. Earlier the '*Daroga*' was accountable to the District Judge, but in 1808, the post of Superintendent of Police was created, which is still prevalent. At present, there are 23 districts including 18 Revenue Districts, the Police District of *Jhargram*, 4 Government Railway Police (GRP) Districts, 4 Police Commissionerates (Howrah Town, Barrackpore, Bidhannagar and Asansol-Durgapur), 8 Ranges (Each headed by an officer of the rank of Deputy Inspector General of Police) and 4 Zones(Each headed by an officer of the rank of Inspector General of Police) in West Bengal.

Core responsibilities: The basic duty of a police officer is to protect the citizens and prevent crime. In order to do that, Police implements and enforces laws of the land. It also has a solemn duty to initiate the process of criminal justice when offenders/perpetrators of crime take the law in their own hands.

Organizational chart: The headquarters of West Bengal Police (WBP) is located at Writers' Buildings, Kolkata. Director General and Inspector General of Police (DG & IGP) is the head of the organization. WBP is divided into a number of units: the Armed Battalions consisting of State Armed Police (SAP), Eastern Frontier Rifles (EFR) and India Reserve Battalions (IRBs), Criminal Investigation Department (CID),

Enforcement Branch (EB), Intelligence Branch (IB), Traffic Branch, Police Telecommunications, Training Branch, Railway Police (GRP), and State Crime Records Bureau (SCRB). An elite force named 'STRACO' and a separate unit named Counter Insurgency Force (CIF) have been created to combat insurgency & terrorism. The Police Manual of West Bengal Police was compiled and issued during British Raj and is known as the Police Regulations of Bengal (PRB), 1943. With subsequent modifications and corrections, it is the guiding source of internal Police Organization and Administration. Details of the Organization are given in **Appendix-I**.

Partners: In the arena of the Criminal Justice System, Police have the Legislature, the Judiciary, the Prosecution and the Correctional Services Department as its partners. Also, the organizations like State Forensic Science Laboratory (SFSL), Finger Print Bureau (FPB), the oldest Finger Print Bureau in the World, Central Forensic Science Laboratory (CFSL), Government Examiner of Questioned Documents (GEQD), State Drugs Control and Research Laboratory (SDCRL) help in dispensing justice to people by providing scientific aids to investigation.

Services: The services offered by West Bengal Police can be classified as follows:

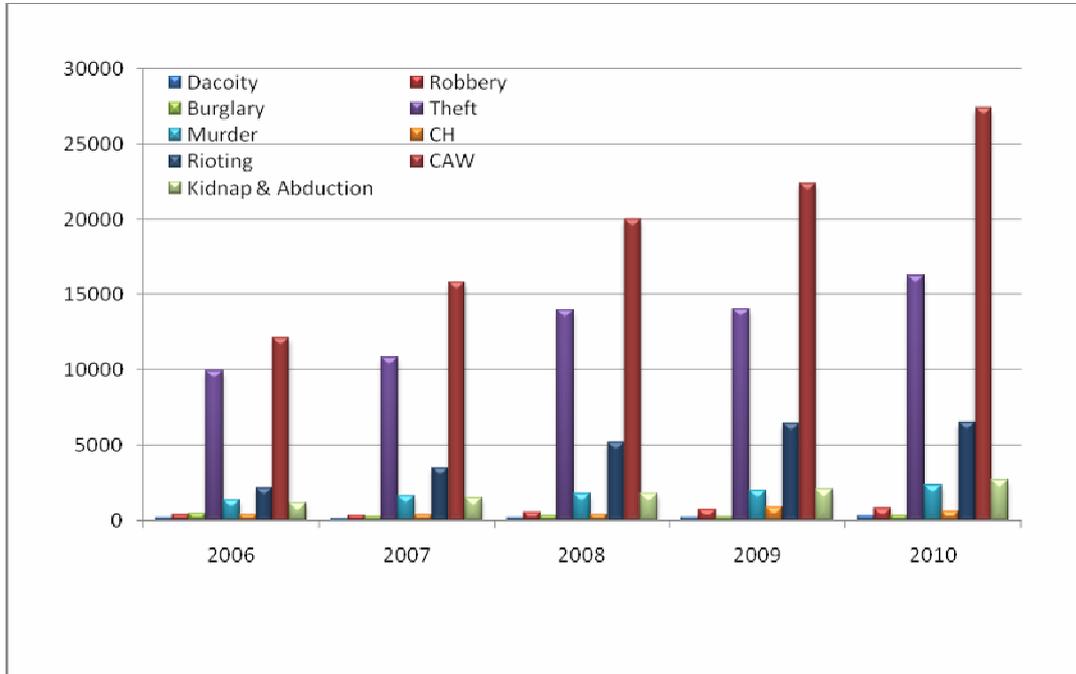
1. **District Police**, especially from Police Stations: To maintain Law and Order and to prevent/ detect crime.
2. **Traffic Police:** Striving to regulate traffic under constraints of manpower and logistics.
3. **VVIP Protection:** To ensure safety and security of those 'who matter a lot'.
4. **100 Dial:** A direct and dedicated delivery service. Just Dial...
5. **Community Service:** To serve beyond the call of duty by involving ourselves in the life of the community.

This list is indicative and not exhaustive.

Crime statistics: Please Refer to **Appendix II**

Key Data of WBP: A Graphical Representation

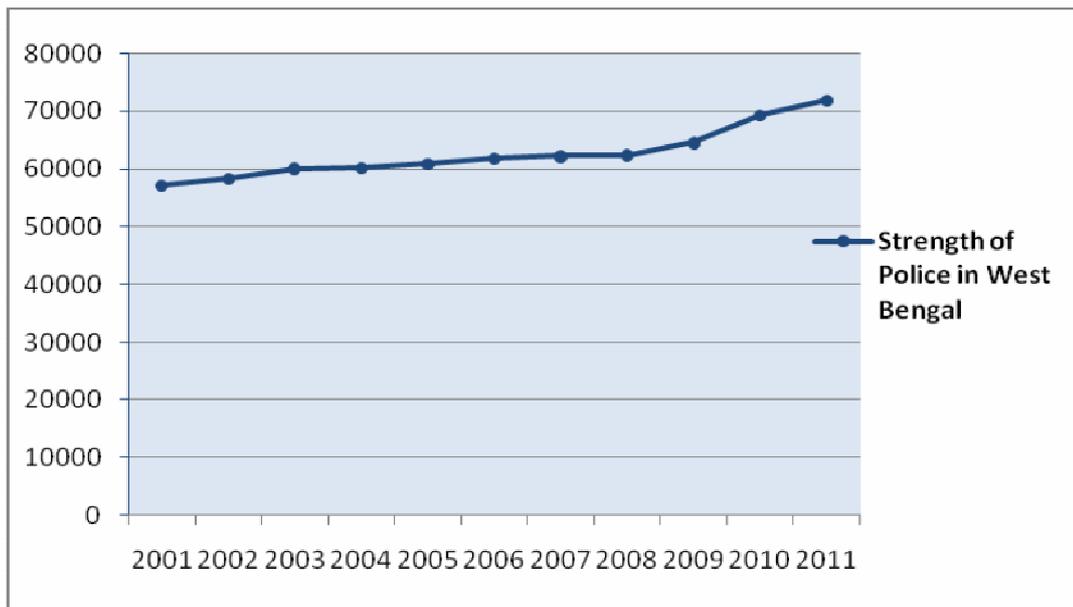
A. Comparative Crime Statistics in West Bengal across last five years



(CH: Culpable Homicide; CAW: Crime against Women)

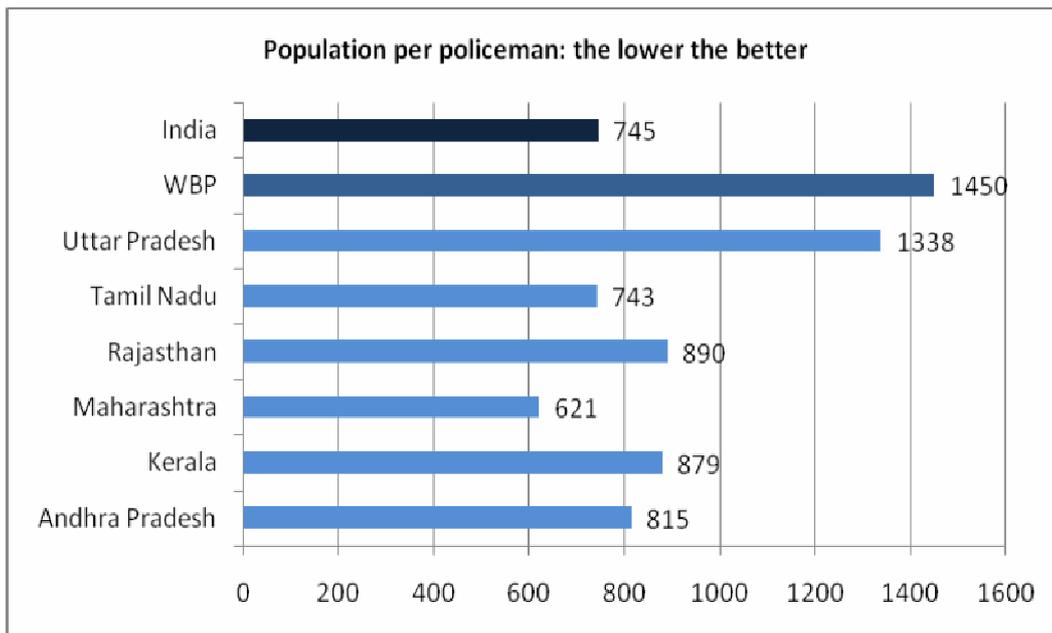
Reference: SCRB, West Bengal

B. Sanctioned strength of WBP across last ten years



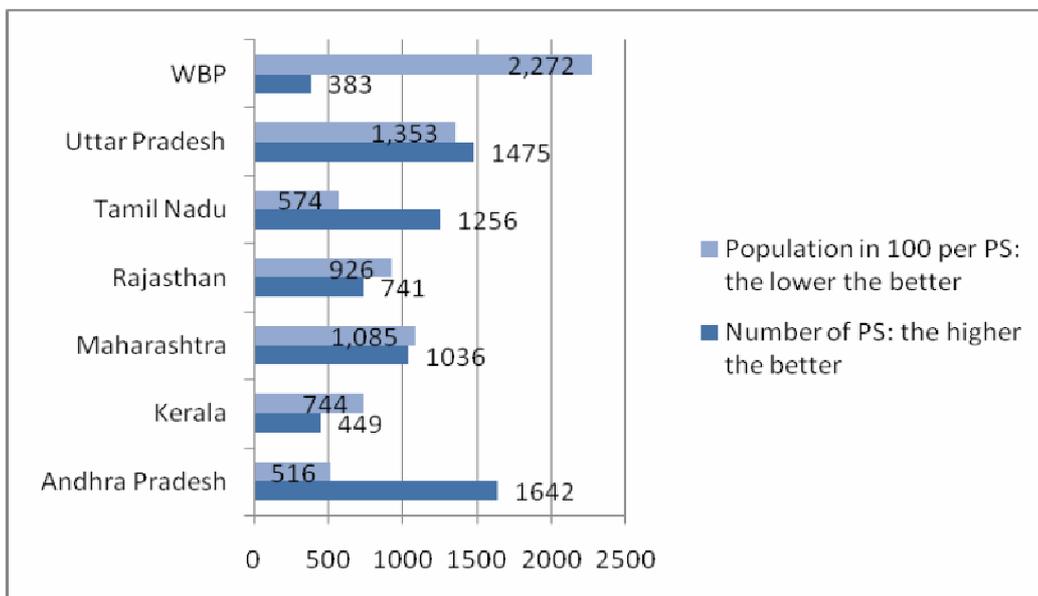
Reference: office of DIGP (Organization), West Bengal

C. Comparative Data of Population per Policeman (across major states in India)



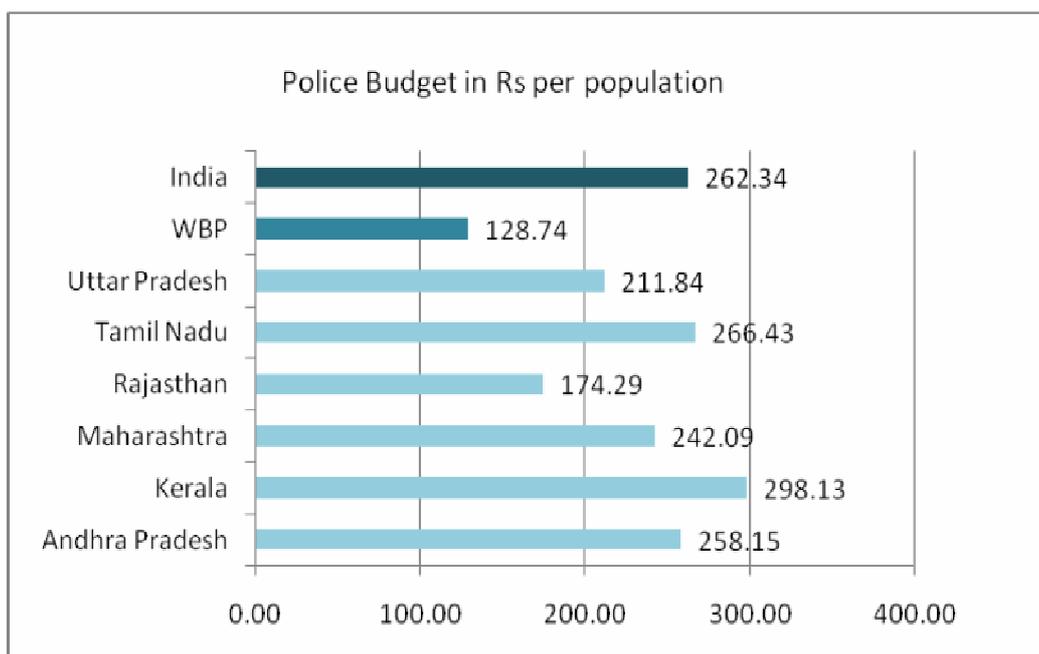
Reference: Data on Police Organisations in India as on 01-01-09, BPRD

D. Comparative Data of Police Stations (across major states in India)



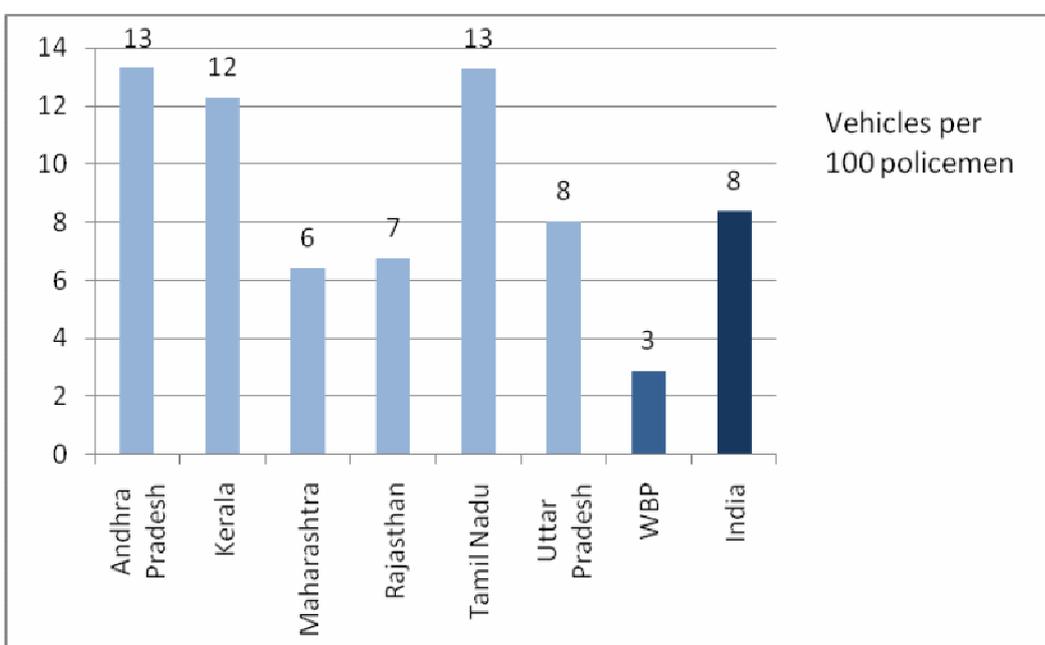
Reference: Data on Police Organisations in India as on 01-01-09, BPRD

E. Budgetary allocation for Police across major states



Reference: Data on Police Organisations in India as on 01-01-09, BPRD

F. Number of actual vehicles allotted per 100 policemen across major states



Reference: Data on Police Organisations in India as on 01-01-09, BPRD

SWOT Analysis:

❖ Internal Analysis: Strengths and Weaknesses

	Strengths	Weaknesses
1.	'Can-Do' attitude: A WBP officer will seldom say 'No', when assigned a task. The ability of WBP to rise to the occasion, even in non-police crises, is immense.	Acute Manpower Shortage: Inadequate Personnel Perspective Planning, and perhaps inadequate financial support from Government.
2.	Freedom from Communalism and Casteism: WBP as a body, is largely free of these and other social evils.	Excessive Politicization for several decades: A generation of WBP officers has witnessed undue political considerations in important postings, and in daily functioning of Police Stations.
3.	Negligible linkages to the underworld. There is no known nexus with crime.	Greatly inadequate Police Budget: For decades, highly inadequate utilization of Funds for Modernization.
4.	Generally, superb leadership ability at the critical levels of chief of police of the district and the police stations.	High physical and mental stress especially for field officers: This causes lifestyle diseases like diabetes, hypertension and alcoholism; it also causes occasional misbehaviour with family members, subordinates and the public.
5.	WBP has strong democratic roots as it has functioned under democratic governance since Independence.	Poor Police Image in society and consequently low self-image. The end result is ill- behaviour geared to the low self-image.
6.	Rising to the challenges of a changing world: WBP is	Corruption at different levels causes concern. Inadequate reward

confronting relatively new evils such as human trafficking, narcotics, cyber crime, terrorism and kidnapping for ransom either by setting up specialised bodies, or by retraining field personnel, or both.

and punishment system for honest and corrupt behaviours.

7. Average Educational Qualifications of personnel at each of the four entry levels of police are rising. This holds out hope that WBP would be able to rise to the intellectual demands of modern policing.

Authoritarian organisational ethos: Subordinates find it difficult to say no to bosses, hence even illegal or unethical orders are sometimes carried out.

8. Four levels of entry into WBP: Multiple levels of entry ensures that differing intellectual levels of different strata of WBP are catered to. Especially in the IPS, WBP has perhaps the most educated police leadership cadre in the world.

Lack of a driving ideology: A lofty and inspiring organisational ideology (based on the values of Democracy, Secularism, Social Justice, etc) would have been a powerful motivator for still greater self-sacrifice. The Maoists themselves are a case in point.

9. WBP is socially heterogeneous: hence fairly representative of the society it seeks to serve and protect.

Gender imbalance: WBP has a lopsided male dominated workforce which reduces empathy in cases of crime against women.

❖ External Analysis: Opportunities and Threats

Opportunities	Threats
<p>1. The democratic environment surrounding WBP is vibrant and alive.</p>	<p>WBP is facing the brunt of critical issues like <i>Maoism</i> and the <i>Gorkhaland</i> agitation, though their roots are social and developmental, rather than criminal.</p>
<p>2. The State Government has sharply increased its responsiveness to the organizational needs of WBP.</p>	<p>The SIs, who are the investigating officers, are finding it increasingly difficult to keep up with the plethora of new laws being enacted by the Legislatures.</p>
<p>3. Budgetary support for WBP, its crucial Achilles' Heel, is likely to improve.</p>	<p>Specific types of organised crime, such as Human Trafficking, Narcotics and Wildlife crime are growing and refining themselves alarmingly.</p>
<p>4. Partly due to the numerous social initiatives of WBP, Society seems to be finally changing its perceptions of the police.</p>	<p>Terrorism is here to stay. This eats up a large chunk of the quality manpower of WBP.</p>
<p>5. Cheaper and more powerful technologies are becoming available in the environment, which are being increasingly and fruitfully accessed by WBP.</p>	<p>New technologies seem to be absorbed by organised crime almost as fast as by WBP.</p>
<p>6. The recession in the Private Sector and general unemployment mean that WBP jobs continue to be coveted, resulting in quality intake.</p>	<p>The coastline and the three International Borders of the State continue to be a challenge for WBP.</p>
<p>7. WBP is getting its share of the increasing number of women joining the general workforce, implying that WBP will be able to</p>	<p>The nature and speed of economic development is generating crores of Black Money, a portion of which is invested in the underworld,</p>

address the needs of women in society with greater precision and empathy.

fuelling Organized Crime.

- 8. Multi-point accountability ensures high performance levels.** The many watchdogs with an eye on WBP include the media, judiciary, political executive, Human Rights bodies, RTI Activists, NGOs, Citizens' Bodies and Departmental Superiors.
-

Goals and Objectives:

❖ Immediate Imperatives: Initiatives and Improvements

Proposed

- 1. Strict Enforcement of Law:** Zero tolerance for Non-Registration of Crime information, padding and misrepresentations of facts, Death in Police Custody, Attack on Public Servants during discharge of legitimate duties, Traffic rule violations and corruption.
- 2. Legal Advisor:** It has been observed that in course of performing legitimate duty, police personnel often face severe executive/judicial scrutiny. In these circumstances, many officers have also faced humiliation while they carried out instructions without any *mala fide* intention. It is proposed that the Unit in Charge at SP level (In districts/railways/battalions etc) may be allowed to depute legal advisors (the number of such posts may be in proportion to the number of police personnel working under the in charge) to tackle issues concerning *bona fide* actions/pitfalls.
- 3. Doctors in Police Hospitals on contractual basis:** In the ratio of one doctor per thousand of police personnel may be allowed to be appointed by SP/ SRP and COs on contractual basis until Police Base Hospitals start functioning.
- 4. Brainstorming Sessions:** A number of sessions within the police at different levels where free flow of ideas may be allowed (using Nominal group technique or Delphi method). It will help to realign goals and objectives depending upon the SWOT of the organization and possible roadmap.
- 5. Citizens' Group/Committee at District Level and PS Level:** Any citizen group having wide ranging participation from different sectors and strata of the society to ensure adherence to Human Rights norms.
- 6. Police say in Development:** As development activities are rapidly proliferating, Police permission for new construction (especially issues like parking space, etc), both personal and commercial should be mandatory. Else, managing consequences will be a headache for Police.
- 7. Rotation of personnel across functions and geography:** Transfers are the most important factor in the minds of almost all police personnel at every rank. It may be ensured that proper rotational policies are adhered to in postings and transfers with due consideration for personnel having less than five years of service left in their career.
- 8. Lady Police Personnel** may be attached with the duty officer in each police station from 8:00 Hrs to 18:00 Hrs to receive phone calls and help the officer in his table work. It will reduce complaints of Police misbehaviour and enhance police image.

9. **Traffic Police in suburban areas** needs immediate improvement. An earmarked Traffic Police with a separate uniform may be deployed taking out police personnel mainly from Armed Branch. All the Traffic Volunteers must also have a common uniform.
10. **Exemplary Reward and Punishment: Accountability and Responsibility:** Monitoring of strict implementation of Rewards and Punishment at each supervisory level with given departmental yardsticks will improve morale.
11. **Ensuring Leave and compensatory off:** Long duty hours and detachment from family has been a bane of the Police Organization. Regular leave and compensatory off after long duration of duty (like raid, etc) may be ensured and monitored. This is one of the biggest issues affecting the unhealthy triad of low morale, high stress and consequent misbehaviour.
12. **Training by IPS officers to recruits and cadets:** It has been observed that the new entrants at the bottom of the organizational hierarchy seldom have the opportunities to interact with the top brass. IPS officers at ADG/IG level may be invited to the District Training School (DTS)/ Police Training College (PTC) to discuss the ethos of policing, organizational goals and objectives and career opportunities.
13. **Access to online journals and books** both in **India and abroad** on Laws, Criminology and other relevant subjects is a must for officers.
14. **Continuous Learning—On-the-job training revamp:** Collaboration with specialized institutes for continuous learning and certificate courses may be initiated at all levels of police organization.

❖ Cybercrime and WBP: Challenges of the Future

Cybercrime

CID West Bengal has a special cybercrime investigation cell under the control of DIG, Operations, CID. Many of the districts are also themselves gearing up to fight this menace by creating cybercrime Cells of their own, such as North 24 Parganas district. The cybercrime cell of this district, for example, is capable of independently investigating cases involving Hacking Accounts of Internet Banking, Cyber-stalking, Theft of Laptop and other computer accessories, Nigerian 419 Scam, etc. However, the forensic/ legal reports regarding this form of crime have to come from the Central rather than the State forensic science laboratories, which greatly slows down investigation.

A Case study: In Bidhan Nagar PS Case No. 07/10 dated 12.01.10 u/s 419/420 IPC and 66/66 (D) Information Technology Act, the bank account at ICICI Bank of a businessman in Salt lake was hacked by the criminals and they phished out Rs. 3,24,990/- by collecting URN and deactivating the SIM (of a Reliance number) of the mobile phone of the businessman. The investigating officers of the North 24 Parganas District Police studied the modus operandi, found out details and solved the crime. Investigation revealed that the bank account was hacked from Nigeria on three different dates. The most intriguing part of this case study is that this modern-day crime was solved by ordinary policeman of very junior rank, since WBP neither has a separate cadre of cyber-officers, nor is permitted to laterally induct specially trained individuals into the organization.

❖ Challenges Ahead and Proposed Solutions

Serial No	Challenges	Proposed Solutions
1	Professional makeover	
a.	The Police Manual is archaic and old. Urgent need to update the Police Manual.	<ol style="list-style-type: none"> 1. Draft Regulations may be submitted to a Committee for scrutiny and feedback by December 2012. 2. A liaison group may be formed to monitor quarterly progress.
b.	Expansion of Police Commissionerate system. (WBP has four Police Commissionerates at present.)	<ol style="list-style-type: none"> 1. As is well established now, the Commissionerate system of policing in cities having more than 10 lakhs population helps in better delivery of police services to society. 2. Kolkata Police is an established Police Commissionerate since 1856. WBP too has four police Commissionerates introduced in Howrah Town, Barrackpore, Bidhannagar and Asansol-Durgapur, recently in last one year. However, police Commissionerates with magisterial powers connected with law and order vested in the Commissioner of Police are also needed in upcoming urban areas like Siliguri, Haldia, Serampore, Kharagpur etc in the next few years. Refer to Appendix III for existing Police Commissionerates in India.
c.	Seeking political favour, especially for postings, transfers and tenure is a problem. Depoliticization of policing is needed.	<ol style="list-style-type: none"> 1. A strict ban over political overtones in activities of police associations/ samitis needs to be enforced. 2. Exemplary punishment to be accorded to defaulters, regarding lobbying.
d.	Zero tolerance for Corruption.	<ol style="list-style-type: none"> 1. State Vigilance Commission may publish in public space (e.g. on website) all officers against

		<ul style="list-style-type: none"> whom cases are pending. 2. IPS Association may adopt voluntary asset declaration of all IPS officers. 3. Exemplary punishment to dishonest people and wide publicity of it.
e.	Service Protection	<ul style="list-style-type: none"> 1. There should be stronger and more assured protection for actions by police subordinates undertaken in good faith.
f.	Discipline for ministerial staff	<ul style="list-style-type: none"> 1. As in the CPFs, the ministerial staff of WBP should be made to wear uniform and be entitled to the same perks as well as disciplinary rules of the executive staff.

2. Crime Prevention and Detection

a.	Ensuring free and fair registration of crime is the first and most important issue to provide justice to victims of crime.	<ul style="list-style-type: none"> 1. Zero tolerance for any deviation at the Police Station Duty officer level. 2. Monitoring nature and number of Court Complaint cases across Police stations/ Sub Divisions and Districts.
b.	Organized Crime:	<ul style="list-style-type: none"> 1. Increase the manpower presently existing in specialized bodies of WBP fighting these crimes.
c.	Economic Offences	
d.	Technical Intelligence (TECHINT)	<ul style="list-style-type: none"> 2. Sharply increase discretionary secret funds for operational work.
e.	Cyber Crime	<ul style="list-style-type: none"> 3. Increase access to technology.
f.	Crime against Environment including Wildlife Crime	<ul style="list-style-type: none"> 4. Allow highly skilled personnel to continue in their specialized fields overriding the transfer policy.
g.	Narcotics and Drugs	
h.	Human Trafficking	
i.	FICN (Fake Currency)	
j.	Trial Monitoring: Conviction numbers, Conviction ratio are very poor.	<ul style="list-style-type: none"> 1. Trial Monitoring to be part of induction training of officers in charge. 2. Directorate of Prosecution to

		be bound to convey prosecution data to WBP.
k.	Border and Coastal Security	<ol style="list-style-type: none"> 1. Coastal policing to make full use of grants and equipment given by Central Government. 2. Border wing of Intelligence Branch to be revived.
l.	Revival of Village chowkidari system.	<ol style="list-style-type: none"> 1. The highly effective system of village chowkidars and dafadars should be revived with regular chowkidari parades before the officer in charge of the police station. 2. To ensure effective control, payments to chowkidars and dafadars should be through district SP.
m.	Witness Protection Scheme	<ol style="list-style-type: none"> 1. We need to flesh out a witness protection scheme, especially for cases of organized crime.

3. Law and Order Management

a.	Development initiatives, Land issues, frequent elections, especially in local units and educational institutes have necessitated police arrangements more frequently than in the past. It will intensify in the days to come.	<ol style="list-style-type: none"> 1. Specialized teams for Law and Order; Minimum two sections per subdivision. 2. Clearer division of Law and Order police from Crime police. 3. Above all, a sharp increase in manpower.
b.	Weaponry	<ol style="list-style-type: none"> 1. Purchase planning to take greater cognizance of lead time.
c.	Law and Order Equipment	<ol style="list-style-type: none"> 2. Far greater emphasis on both non-lethal munitions (NLM) and body protection.
d.	Counter Insurgency Measures	<ol style="list-style-type: none"> 1. Policing and Development to go hand in hand.

4. Traffic Management

a.	Police view to be taken during Road engineering, new Route permit etc.	<ol style="list-style-type: none"> 1. Police Representation in Road Transport Authority (RTA). 2. 'No objection certificate' from Police to be made mandatory
-----------	--	---

		for new commercial buildings and assessment of peak parking volume of vehicles.
b.	Manpower Rationalization	<ol style="list-style-type: none"> 1. Greater emphasis on training. 2. A target Police-Population ratio may be envisaged. (United Nations recommend 222 police personnel per 100000 population i.e. 1:450)
c.	Coordination Issues	<ol style="list-style-type: none"> 1. A senior officer suitably empowered to coordinate between different wings of WBP for DG&IGP and between West Bengal Police Directorate (WBPD) and Kolkata Police for Government.
d.	Tools and Technologies	<ol style="list-style-type: none"> 1. Sufficient budget for purchase, maintenance and training.
5.	Infrastructure Development	
a.	Police headquarters to be in a separate headquarters in a separate building.	<ol style="list-style-type: none"> 1. A separate PHQ will ensure that WBP discipline and work culture are not contaminated.
b.	DGP to be declared as Secretary of his department, with corresponding financial resources	<ol style="list-style-type: none"> 1. In particular, he must be empowered to re-appropriate the budget. 2. The O/C of a PS has significant out-of-pocket expenditure, ranging from snacks for visiting VIPs to transportation of dead bodies. He should be allotted sufficient discretionary funds, so that he does not have to resort to unholy practices. 3. Intervening ranks, especially District SPs, should have corresponding discretionary financial powers. At present, an Inspector-General of Police has financial powers significantly less than that of a Block Development Officer.
c.	Computerization	<ol style="list-style-type: none"> 1. Sufficient budget for purchase and maintenance of machines and training of personnel.

		2. Lateral entry for employment of Computer experts.
d.	Police Budget	1. The instrument of West Bengal Police Housing Corporation to be used with greater effectiveness.
e.	Police station Building; Making sufficient provision for basic amenities like water, electricity, accommodation and sanitation for police personnel, especially for the welfare of lower subordinates, women police at official living-areas as well as at work-places.	2. All future police stations to be based on a 'Model Plan', barring exceptions like those in Left Wing Extremism (LWE) areas or Coastal areas.
f.	Vehicle tracking and GPRS in Police Mobile vehicles	1. This is vitally necessary, and will reduce misuse as well.
6. Human Resource Reengineering		
a.	Transparent policy of transfer and postings	1. Zonal rotation for IPS, Range wise Rotation of DySP, District wise rotation for Inspectors, Sub Divisional Rotation for SI and ASI and PS level rotation for constables should be a 'must'.
		2. A Transfer guideline for units in charge should be in place issued by Police Directorate.
		3. Policies followed must be rationally reconcilable and clear.
b.	Orientation and Induction Policy	1. Police personnel at the time of orientation/induction training should be imbued with the basic ethos of the organization and the noble job of a policeman.
		2. Etiquette and manners for police personnel must be printed in a booklet and be provided to recruits/cadets/probationers.
c.	Career Development: Guidance for careers, especially at	1. Senior Police Officers from various departments may be requested to come over to

	Constable and SI level, is absent.	Police Training College (PTC)/ Detective Training School (DTS) and new recruits should be allowed to interact with them and garner insight into different aspects of policing. 2. Case studies may be made out of successful police station management, adept dealing of law and order situations etc.
d.	Vacancy Positions	1. Timeline for vacancy review and fill up (May be staggered, but should be clearly delineated). 2. Creation of new posts has financial obligations. A Committee (directly under Police Recruitment Board) may be asked to look into it.
e.	Training Needs Analysis	1. PTC Board of Governors may include eminent personalities from other fields as independent directors who will review the training programmes annually and put up proposals for requisite sanction in budget. 2. Phase III, IV, V training may be started for SIs.
f.	Gender sensitization	1. A clear policy regarding recruitment, training, posting and transfers of women police personnel. 2. All the police units and especially, the police stations must have basic minimum environment for 24x7 work by women police personnel.
g.	A whistle-blower policy	1. An effective policy may help in reducing corruption.
7.	Family welfare and support system	
a.	Financial rehabilitation package for police widows	1. Since, several subordinate ranks die in harness, a system of giving kerosene/ LPG shops, etc. to the widows as in the Armed Forces, may be

		considered.
b.	Police Hospital	<ol style="list-style-type: none"> 1. The system of Police Hospitals should be thoroughly revamped with comprehensive Base Hospitals at Siliguri, Kharagpur, Barrackpore and Saltlake by 2015. 2. Police Hospital at each District headquarters by 2020. 3. Until such time, SPs, SRPs and COs etc may be permitted to contractually hire doctors in proportion to the police personnel under their control. 4. The type of doctors to be hired or employed in the police hospitals should bear relevance to the physical and mental hazards of policeman's job.
c.	Police Housing	<ol style="list-style-type: none"> 1. All IPS officers should be given residences in the Capital city. 2. All Deputy Superintendents of Police (DySPs) should be given residential quarters at Zonal headquarters. 3. All Inspectors should be given residential quarters at Range headquarters. 4. All Sub-Inspectors (SI) should be given housing at District headquarters. 5. All ASI and Constables should be given housing at Sub Divisional headquarters.
d.	Police Public School	<ol style="list-style-type: none"> 1. One Police Public School at each Range headquarters by 2015. 2. One Police Public School at each District headquarters by 2020.
e.	Crèche and Childcare	<ol style="list-style-type: none"> 1. All Police stations must have crèche and childcare cell by 2020 as more women workforce will join Police in the years to come.

8. Miscellaneous		
a.	Community Participation	<ol style="list-style-type: none"> 1. Citizens' committees at the Police Station and District level are a must. 2. Police Cadets along the lines of NCC, to expose the youth to positive aspects of WBP, and to provide auxiliary manpower to WBP.
b.	Policy of Policing	<ol style="list-style-type: none"> 1. DG & IGP may have a formal think-tank for his personal brainstorming, selection for which will be based on the officers' imagination rather than their rank.
c.	Forensic Science Laboratories	<ol style="list-style-type: none"> 1. Government may like to invest large sums on new Forensic Science Laboratories (FSL), since this is a crucial bottleneck for WBP. 2. Several new FSLs could be established in the larger districts.
d.	Disaster Management	<ol style="list-style-type: none"> 1. Every five years, every WBP personnel to go through a certified life-saving course.

References:

1. West Bengal Police homepage; <http://policewb.gov.in>
2. Webpage of New York State Police; <http://troopers.ny.gov>
3. <http://www.wikipedia.org>
4. Karnataka State Police Vision Document
5. Essentials of Strategic Management; Authors: David Hunger & Thomas. L. Wheelen
6. Philomath Police Department – Customer Centred Strategic Plan
7. Strategic Plan for Rajasthan Police(Year 2008-2013)
8. Wollongong City State Emergency Service: Strategic Plan 2007-2010



Appendix-I

Organizational Chart of WBP

Section 4(1)(b)(ii)

Ranks, functions and Power

Sl.No.	Name & Designation	Duties Attached			
		Admn.	Financial	Statutory	
1.	DG & IGP, WB	As prescribed by Police Act 1861, PRB and Govt. orders & rules	As prescribed by Govt. Financial rules & orders	As prescribed by Cr PC and local & Spl Laws	Head of the Police Department
2.	DG & IGP, Armed Police	do	do	do	Armed Police
3.	Director, SCRB	do	do	do	State Crime Records Bureau
4.	Addl. DG & IGP, Administration	do	do	do	Administration
5.	Addl. DG & IGP, IB, WB	do	do	do	Intelligence
6.	Addl. DG & IGP, CID	do	do	do	Criminal Investigation Deptt.
7.	Addl. DG & IGP, EB	do	do	do	Enforcement
8.	Addl. DG & IGP, Traffic	do	do	do	Traffic
9.	Addl. DG & IGP, Planning	do	do	do	Planning
10.	Addl. DG & IGP, (Railways)	do	do	do	Railways (Crime, Law & Order)
11.	Addl. DG & IGP, Telecommunication	do	do	do	Telecommunication
12.	Addl. DG & IGP, Training	do	do	do	Training

13.	IGP (Headquarters)	do	do	do	Establishment matters relating to Inspectors
14.	IGP, Law & Order	do	do	do	Law & Order
15.	IGP, Administration	do	do	do	Administration
16.	IGP, Organisation				Organisation
17.	IGP, IB, WB	do	do	do	Intelligence Branch
18.	IGP, IB, Border	do	do	do	Intelligence on Border areas
19.	IGP, IB, North Bengal	do	do	do	Intelligence of North Bengal
20.	Director (Security)	do	do	do	VIP Security
21.	IGP-I, CID	do	do	do	Specialized Crime Investigation (CID)
22.	IGP-II, CID	do	do	do	Specialized Crime Investigation (CID)
23.	IGP, EB	do	do	do	Specialized Crime Investigation (Economic Offences)
24.	IGP, Traffic	do	do	do	Traffic
25.	IGP, Railways	do	do	do	Railways Crime and Law & Order
26.	IGP, Tele-Communication	do	do	do	Telecommunication
27.	IGP, Training	do	do	do	Training
28.	IGP, AP, Kolkata	do	do	do	Armed Police
29.	IGP, AP, North Bengal	do	do	do	Armed Police
30.	IGP, South Bengal	do	do	do	Southern Zone (Presidency and Murshidabad Range)
31.	IGP, North Bengal	do	do	do	Northern Zone (Darjeeling, Jalpaiguri & Malda Ranges)

32.	IGP, Western Zone	do	do	do	Western Zone (Midnapore & Burdwan Ranges)
33.	Spl. IGP & DIG (HQ)	do	do	do	Principal Staff Officer to DG & IGP
34.	Spl. IGP & DIG (Mod & Cod)	do	do	do	Modernisation & coordination
35.	Spl. IGP & DIG, AP, Durgapur	do	do	do	Armed Police Brigade
36.	Spl. IGP & DIG Burdwan Range	do	do	do	Range comprising Burdwan, Hooghly & Birbhum Districts.
37.	DIG (Admin)	do	do	do	Administration
38.	DIG (Organisation)	do	do	do	Organisation
39.	DIG, IPS Cell	do	do	do	Matters of IPS Officers
40.	DIG, P & W	do	do	do	Planning & Welfare
41.	DIG, IB, WB	do	do	do	Intelligence Branch
42.	DIG, IB, Border	do	do	do	Intelligence Branch (International Border Area)
43.	DIG, CID	do	do	do	Crime Investigation (CID)
44.	DIG, CID (Spl.)	do	do	do	Specialised unit for Investigation & Enquiry into cases Crime against women (CID)
45.	DIG, CID (Ops)	do	do	do	Specialised Unit for Special Operation (CID)
46.	DIG, EB	do	do	do	Specialised Crime Investigation, Economic Offence
47.	DIG, Traffic	do	do	do	Traffic

48.	DIG, Railways	do	do	do	Railway Crime
49.	DIG, Training	do	do	do	Police Training College
50.	DIG, PCC	do	do	do	Police Computer Centre
51.	DIG, Vigilance	do	do	do	Vigilance
52.	DIG, Industrial Grievances	do	do	do	Industrial Grievances
53.	DIG, AP, Barrackpore	do	do	do	Armed Police Brigade
54.	DIG, AP, EFR Bns	do	do	do	EFR Brigade
55.	DIG, AP, Siliguri	do	do	do	Armed Police Brigade
56.	DIG, Midnapur Range	do	do	do	Range comprising East MDP, West MDP, Bnakura and Puruila District.
57.	DIG, Jalpaiguri Range	do	do	do	Range comprising Jalpaiguri and Cooch Behar District
58.	DIG, Presidency Range	do	do	do	Range comprising North 24 Pgs, South 24 Pgs & Howrah District
59.	DIG, Murshidabad Range	do	do	do	Range Comprising Murshidabad and Nadia Districts
60.	DIG, Malda Range	do	do	do	Range comprising Malda & Dakshin Dinajpur District.
61.	DIG, Darjeeling Range	do	do	do	Range comprising Darjeeling & Uttar Dinajpur District.
62.	A.I.G. (Special)	do	do	do	Staff Officer (DGP's Office)
63.	SS (I) IB, WB	do	do	do	Intelligence Branch
64.	SS IB (H), WB	do	do	do	Intelligence Branch

65.	SS IB (L), WB	do	do	do	Intelligence Branch
66.	SS IB (C), WB	do	do	do	Intelligence Branch
67.	SS IB (T), WB	do	do	do	Intelligence Branch
68.	SS IB (S), WB	do	do	do	Intelligence Branch
69.	SS IB, Siliguri	do	do	do	Intelligence Branch (Siliguri)
70.	SS (I) CID	do	do	do	CID
71.	SS (West), CID	do	do	do	CID (West)
72.	SS (South), CID	do	do	do	CID (South)
73.	SS (North), CID	do	do	do	CID (North)
74.	SS, EB	do	do	do	Enforcement Branch
75.	SP, Howrah	do	do	do	Head of Office (Howrah District Police)
76.	SP, South 24-Parganas	do	do	do	Head of Office (South 24-Parganas District Police)
77.	SP, North 24-Parganas	do	do	do	Head of Office (North 24-Parganas District Police)
78.	SP, Nadia	do	do	do	Head of Office (Nadia District Police)
79.	SP, Murshidabad	do	do	do	Head of Office (Murshidabad District Police)
80.	SP, Hooghly	do	do	do	Head of Office (Hooghly District Police)
81.	SP, Burdwan	do	do	do	Head of Office (Burdwan District Police)

82.	SP, Birbhum	do	do	do	Head of Office (Birbhum District Police)
83.	SP, Purba Medinipur	do	do	do	Head of Office (Purba Medinipur District Police)
84.	SP, Paschim Medinipur	do	do	do	Head of Office (Paschim Medinipur District Police)
85.	SP, Purulia	do	do	do	Head of Office (Purulia District Police)
86.	SP, Bankura	do	do	do	Head of Office (Bankura District Police)
87.	SP, Malda	do	do	do	Head of Office (Malda District Police)
88.	SP, Dakshin Dinajpur	do	do	do	Head of Office (Dakshin Dinajpur District Police)
89.	SP, Uttar Dinajpur	do	do	do	Head of Office (Uttar Dinajpur District Police)
90.	SP, Darjeeling	do	do	do	Head of Office (Darjeeling District Police)
91.	SP, Jalpaiguri	do	do	do	Head of Office (Jalpaiguri District Police)
92.	SP, Cooch Behar	do	do	do	Head of Office (Cooch Behar District Police)
93.	SP, Telecom, WB	do	do	do	Head of Office (Telecom)
94.	Commandant, SAP 1 st Bn.,	do	do	do	Head of Office / Bn.,

95.	Commandant, SAP 2 nd Bn.,	do	do	do	Head of Office / Bn.,
96.	Commandant, SAP 3 rd Bn.,	do	do	do	Head of Office / Bn.,
97.	Commandant, SAP 4 th Bn.,	do	do	do	Head of Office / Bn.,
98.	Commandant, SAP 6 th Bn.,	do	do	do	Head of Office / Bn.,
99.	Commandant, SAP 7 th Bn.,	do	do	do	Head of Office / Bn.,
100.	Commandant, SAP 8 th Bn.,	do	do	do	Head of Office / Bn.,
101.	Commandant, SAP 9 th Bn.,	do	do	do	Head of Office / Bn.,
102.	Commandant, SAP 10 th Bn.,	do	do	do	Head of Office / Bn.,
103.	Commandant, SAP 11 th Bn.,	do	do	do	Head of Office / Bn.,
104.	Commandant, SAP 12 th Bn.,	do	do	do	Head of Office / Bn.,
105.	Commandant, SAP 13 th Bn.,	do	do	do	Head of Office / Bn.,
106.	Commandant, I.R.Bn.,	do	do	do	Head of Office / Bn.,
107.	CO, EFR 1 st Bn.,	do	do	do	Head of Office / Bn.,
108.	CO, EFR 2 nd Bn.,	do	do	do	Head of Office / Bn.,
109.	CO, EFR 3 rd Bn.,	do	do	do	Head of Office / Bn.,
110.	SRP, Sealdah	do	do	do	Head of Railway Police (Sealdah Divn.)
111.	SRP, Howrah	do	do	do	Head of Railway Police (Howrah Divn.)
112.	SRP, Kharagpur	do	do	do	Head of Railway Police (Kharagpur Divn.)

113.	SRP, Siliguri	do	do	do	Head of Railway Police (Siliguri Divn.)
114.	Addl SP	do	do	do	Head of Police HQ / Zone ./ Sub- Divn.
115.	DC	do	do	do	Assistant to the Commdt. Armed Police
116.	S.D.P.O.	do	do	do	Head of Police, Sub-Divn.
117.	Dy. SP / Asstt. Commandant	do	do	do	Supervision of Police office / PS / DIB / DEB / Traffic / Dist. Armed Police / coy Commander of Bn.
118.	Inspector	do	do	do	As per PRB, Police Act and Other minor and special Acts
119.	Sub-Inspector / Subedar / Naik Subedar	do	do	do	As per PRB, Police Act and Other minor and special Acts
120.	Wireless Supervisor (Ops / Tech)	do	do	do	As per GO & Wireless manual.
121.	Wireless Operator	do	do	do	As per GO & Wireless manual
122.	Asstt. Sub-Inspector / Naik / Subedar / Head Constable	do	do	do	As per PRB, Police Act, ERF Acts and other minor and special Acts
123.	Havildar / Lance Havildar / Naik / Lance Naik	do	do	do	As per EFR Act & PRB
124.	Constable	do	do	do	As per PRB, Police Act and Other minor and special Acts.

Appendix-II

Crime Statistics for WBP during 2006 - 2010

STATEMENT OF CRIME FIGURES IN WEST BENGAL (EXCLUDING KOLKATA)
(NUMBER OF CASES REPORTED DURING THE YEAR)

SL No.	YEAR	Dacoity	Robbery	Burglary	Theft	Murder	Culpable Homicide not amounting murder	Riots	Total Crime Against Women	Kidnapping & abduction women & Girls	Total Cognizable Cases under IPC
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
1	2006	166	375	486	9966	1400	390	2218	12149	1123	58671
2	2007	144	353	285	10823	1616	382	3507	15827	1502	70201
3	2008	170	527	324	13969	1760	425	5214	20044	1815	92414
4	2009	212	711	239	14055	2027	889	6447	22415	2080	99421
5	2010	288	780	322	16271	2349	587	6537	27389	2673	114106

Appendix-III

Cities with Police Commissioner System

Serial Number	States/ UTs	Number of Cities	Name of Police Commissionerates
1	Andhra Pradesh	4	1. Visakhapatnam, 2. Vijaywada, 3. Hyderabad, 4. Cyberabad
2	Gujarat	4	1. Baroda 2. Ahmedabad 3. Rajkot, 4. Surat
3	Haryana	3	1. Gurgaon 2. Faridabad 3. Ambala - Panchkula
4	Karnataka	3	1. Bangalore City, 2. Mysore City, 3. Hubli-Dharwad City
5	Kerala	3	1. Thiruvananthapuram City, 2. Kochi City, 3. Kozhikkode City
6	Maharashtra	10	1. Mumbai, 2. Nasik, 3. Aurangabad, 4. Solapur, 5. Pune, 6. Thane, 7. New Mumbai, 8. Nagpur, 9. Amravati, 10. R. Mumbai
7	Tamil Nadu	6	1. Chennai, 2. Coimbatore, 3. Madurai, 4. Salem, 5. Trichy, 6. Tirunelveli
8	Orissa	1	1. Bhubaneswar
9	West Bengal	5	1. Kolkata 2. Howrah 3. Asansole Durgapur 4. Barrackpore 5. Bidhan Nagar
10	NCT Delhi	1	1. NCT Delhi
	Total	40	