

**Rationalization of Work Force Deployment in
the Indian Police Services (NCT): An Ideal
Teeth to Tail Ratio (T3R)**

**A Dissertation submitted to the Panjab University, Chandigarh in
partial fulfilment of the requirement for the award of**

Master of Philosophy in Social Sciences

By

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Under the guidance of Dr Mamta Pathania



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CERTIFICATE

I have the pleasure to certify that Air Commodore S Sreekanth VSM has pursued his research work and prepared the present dissertation titled “**Rationalization of Work Force Deployment in the Indian Police Services (NCT): An Ideal Teeth to Tail Ratio (T3R)**” under my guidance and supervision. The dissertation is the result of his own research and to the best of my knowledge, no part of it has earlier comprised any other monograph, dissertation, or book. This is being submitted to the Panjab University, Chandigarh for the degree of **Master of Philosophy in Social Sciences** based on curriculum of **Advance Professional Programme in Public Administration (APPPA)** of **Indian Institute of Public Administration (IIPA)**, New Delhi.

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Date: 25th Feb 2021

Place: New Delhi

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SELF-DECLARATION

I hereby declare that the dissertation titled “**Rationalization of Work Force Deployment in the Indian Police Services (NCT): An Ideal Teeth to Tail Ratio (T3R)**”, for the award of Master of Philosophy Degree in Social Sciences of Panjab University, Chandigarh is original work and that this work or a part of has not been submitted for the award of any degree or diploma of either this or any other University.

Date: 25th Feb 2021
Place: New Delhi

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TEETH TO TAIL RATIO (T3R) CONCEPT: UNIFORMED SERVICES



Chapter 1

Introduction

Prelude

“Living in a country where Gandhiji was born, belonging to a tradition wherein non-violence is a creed through adoption and religion through practice; Living in a country where ahimsa is the pulse and non-violence the beat; today we are witnessing a sorry spectacle, where-in violence is the breath; disorder the beat and chaos the result”. Revamping the security mechanism as a model in NCT region i.e. New Delhi is therefore paramount.

Concept of T3R

The concept of “**Teeth to Tail Ratio**” was first applied to the US Forces during World War II. The concept was not meant to be a measure of combat effectiveness but was used primarily to demand downsizing of armed forces by reducing surplus manpower to affect savings after World War II. Today the concept is being variously applied to buttress skewed demands for pruning of different elements of the armed forces. At the base level, it is considered to be the ratio between the bayonet strength and non-bayonet strength in a combat unit, implying thereby that the effective fighting potential of a unit is totally dependent on the number of personnel it can field with bayonets. All other personnel form part of the tail.

Statement of Purpose

The concept of T3R has been implemented in Indian Armed forces too wherein the ratio between Core and Non-Core functions has been derived and efforts are underway to prune wasteful deployment by multiskilling and shifting personnel to deliver core outputs.

The Police Service too is a uniformed service and is impacted by shortage in staffing thereby necessitating redefining Core and Non-core functions and to derive an ideal T3R for effective deliverance of mandated output, especially due to digitization and automation in the workflow.

As a test case it is proposed to examine the manning status of Police in the NCT, the problem areas and to recommend practicable solutions to mitigate challenges and thereby enable introduction of T3 R system in the police forces across the States.

Delhi Police: Structure and Status

As of January 2019, Delhi Police has **15 Police Districts** with **178 'territorial' Police Stations** and **5 specialized crime units** declared as Police Stations namely, Economic Offenses Wing, Crime Branch, Special Cell, Special Police Unit for Women and Children (**SPUWAC**) and Vigilance.

Headquarters. The new Headquarters of Delhi Police is located at Jai Singh Marg, Connaught Place, New Delhi. Delhi Police is divided into **twelve** branches under the Commissioner of Delhi Police or CP. The main four among the branches, each under a Special Commissioner of Police (Special CP), are as under: -

(a) **Special CP (Administration):** The Special CP Administration has **three** Joint Commissioner of Police under him and **two** additional CP's. One of them is responsible for Headquarters. Every Joint CP and Additional CP has a DCP under him. The CP responsible for Headquarters is in charge of Public Relations and has a Public Relation Officer (PRO) under him.

(b) **Special CP (Training):** The Special CP has a Deputy Commissioner of Police (DCP) answering to him. The Vice-Principal of Police Training College (P.T.C) answers to the DCP.

(c) **Special CP (Security):** The Special CP Security has three Joint CP's working under him. Each of them has an Additional CP under him. The Additional CP gives orders to the CP's of each Police Battalion.

(d) **Special CP (Intelligence):** The Special CP Intelligence has a Joint CP and an Additional CP working under him. The Additional CP gives orders to an Additional CP and to the F.R.R.O (Foreigners Regional Registration Officer) section. He is responsible for the registration of foreigners in the Delhi Police region. The Additional CP has a DCP working under him. There is an Additional DCP under the DCP.

- (e) In addition to the above officers, there are Special CP (Law & Order), Special CP (Crime), Special CP (Traffic) and Special CP (Special Cell).

The hierarchy in Delhi Police is as follows:

(a) **Officers Cadre**

- (i) Commissioner of Police (CP)
- (ii) Special Commissioner of Police (Special CP)
- (iii) Joint Commissioner of Police (Joint CP)
- (iv) Additional Commissioner of Police (Additional CP)
- (v) Deputy Commissioner of Police (DCP) {Selection Grade}
- (vi) Deputy Commissioner of Police (DCP)
- (vii) Additional Deputy Commissioner of Police (Additional DCP)
- (viii) Assistant Commissioner of Police (ACP)

(b) **Subordinates**

- (i) Inspector of Police
- (ii) Sub-Inspector of Police
- (iii) Assistant Sub-Inspector of Police
- (iv) Head Constable
- (v) Constable
- (vi) Home Guard

Roles and Responsibilities

In addition to being one of the main metros of the country, it is also the capital of India and that makes maintenance of law and order a salient function of the government. It is a major hub for various activities, be it cultural, social or economic. The Parliament of India is situated in Delhi and that makes it the most important political centre in the country. That means, the Delhi Police always have to be alert and extra efficient when it comes to discharge of functions towards maintenance of law and order in the city. Delhi Police is considered to be having the most advanced administrative system in India. It believes in the principle of 'Citizen First'. Traffic control is especially important in order to avoid accidents and Delhi police has taken several measures to control the traffic.

Some of the main functions of Delhi Police are as follows:

- (a) All crimes, be it small or big, the Delhi Police have to investigate them fairly and competently.
- (b) It is the responsibility of Delhi Police to control and eliminate criminal activities of all kinds.
- (c) The safety and security of women citizens is the prime responsibility of Delhi Police and they have to constantly endeavour to protect women citizens at all times.
- (d) The traffic of Delhi assumes much importance because many dignitaries travel by road, especially ministers and other high profile people, in addition to the common citizens. Hence, the Delhi Police has to control and maintain traffic as efficiently as possible so as to make the travel smooth for dignitaries as well as common public and to see that none of them are inconvenienced.

Since it must undertake various roles efficiently, the Delhi Police has a very prolific and modern administrative system considered to be one of the best in India. The motto of the Delhi Police is '**Citizen First**' and that is why, they have many people friendly initiatives. The Delhi Police have many initiatives in place to ensure that its role in traffic control is one of the best and efficient. However the manning status is relatively low thereby necessitating an analysis of the core functions and the deficiencies.

Presently, the sanctioned strength of Delhi Police is 83,762. The total strength is 80,115 of which the total strength of women personnel in Delhi Police stands at a bare 9,341. The overall supervision of the Police Stations/Police Posts in a District rests with Additional Commissioner of Police or Deputy Commissioner of Police who is assisted by two Additional Deputy Commissioners of Police. There are 12 main branches under the Delhi Commissioner of Police. Below are the main four:

- (a) Special C.P Administration
- (b) Special C.P Training
- (c) Special C.P Security and Armed Police
- (d) Special C.P Intelligence

The Delhi Police also have eight Joint Commissioners of Police and four Special Commissioners of Police. The special Commissioner of Police in charge of Administration has three Joint Commissioners of Police under him. He also has two Additional Commissioners of Police under him. One of the officers is responsible for the functioning of the Police Headquarters. He also has to look after the Public Relations and hence a PRO or a Public Relation Officer works under him to assist him in various duties of Public Relations. There is a Deputy Commissioner of Police or DCP for every Joint CP or Additional CP.

A Sub-Division of District Police is headed by an officer of the rank of Assistant Commissioner of Police. A Police Station is headed by Station House Officer [SHO] who is an officer of the rank of Inspector.

Prevention, investigation and detection of crimes and maintenance of peace and order are the important functions of the Police.

Recruitments in Delhi Police. Recruitment Cell of Delhi Police is established in Police Headquarters, headed by DCP/Establishment under the overall supervision of Jt. CP/Hqrs. Direct recruitment for the following ranks is made in Delhi Police:

- (a) Constable (Executive) male & female and some other posts of Constable of technical cadre.
- (b) Head Constable (Ministerial) and some other technical posts of Head Constable.
- (c) Assistant Sub-Inspector (Steno.) and some other technical posts of ASI like Fingerprint, Shorthand Reporter etc.
- (d) 50 percent posts of total vacancies of Sub-Inspector (Executive) Male/Female are also filled by the direct recruitment by Delhi Police.
- (e) Inspector Technical i.e., Computer, Transport Engineer etc. are also filled by the direct recruitment by Delhi Police.

Crime Branch: The Crime Branch is a specialized and referral unit. Besides, detection and investigation of crime, it is a nodal unit for Inter-State Coordination and

Interpol etc, in addition to detection and investigation. Crime Branch maintains updated record of crimes and criminals through Crime Record Office. The Public Relation Office, Fingerprint Bureau, Crime Criminal Tracking Networking Systems (CCTNS), Research Cell, Crime Teams, Senior Citizen Cell, Bomb Disposal Squads, Missing Persons Squad and Dog Squad are other units which work under the Crime Branch. Crime Branch is the Nodal Agency for Missing Children and works in close coordination with Delhi Legal Services Authority (DLSA). It also coordinates with legal agencies in the area of Anti-human trafficking, Inter-state cooperation and Fake Indian currency notes (FICN), Narcotics, Bank Security, Wildlife crime etc.

Special Police Unit for Women and Children: Special Police Unit for Women & Children (SPUWAC) is the central agency co-ordinating Crime Women Cell in the eleven districts of Delhi Police which deal with women related crimes like dowry deaths, harassment on account of dowry demand etc. It is headed by an officer of the rank of Joint Commissioner of Police and assisted by Addl/Deputy Commissioner of Police, SPUWAC, having its office at Nanakpura, South Moti Bagh, New Delhi. SPUWAC and the eleven Crime Women Cells in the districts also provide counselling facility to the women victims and also entertain cases relating to obscene posters and pictures. The Unit has a Women Police Mobile Team for round the clock response to deserving women helpline cases. A Police Station namely PS Crime Women Cell, has also started at its premises in Nanakpura, where cases (women related) u/s Indian Penal Code are registered.

Juvenile Issues: Special Police Unit for Women & Children presently functioning from NanakPura, South Moti Bagh, New Delhi, is also the Nodal Agency on Juvenile issues under the overall supervision of Addl./Dy.Commissioner of Police as per mandate under Juvenile Justice (Care & Protection) Act, 2000. The responsibilities of the unit include liaising and coordinating with stake holders, monitoring various writ petitions relating to juvenile, dissemination of awareness at Police Station level with the help of NGOs and Law Experts, monitoring cases/complaints dealt with in Districts relating to children on day to day basis, collecting information on **Children in Need of Care & Protection (CNCP) & Juvenile** in Conflict with Law (JICL) from all Districts/Units of Delhi Police, monitoring work of Special Juvenile Police Units (SJPU), Juvenile Welfare Officers

(JWOs), of District/Units as well as maintaining Web-site (www.dpjjju.com) on juveniles, organizing training programme on Juvenile Justice System for Juvenile Welfare Officers as well as Police Officers of Delhi Police.

Challenges Faced by the Police

Certain inadequacies as under affect the working conditions of police personnel, with many of them being overworked:

- (a) Police personnel work for 14 hours a day on an average, with about 80 per cent personnel working for more than 8 hours a day
- (b) Nearly half the personnel work overtime regularly, while 80 percent do not get paid for the overtime work
- (c) One half of the personnel do not get any weekly off days
- (d) About 75 percent believe that their workload is affecting their physical and mental health
- (e) A quarter reported that senior police personnel ask their juniors to do their household/personal jobs even though they are not meant to do it. Personnel from the SC, ST and OBC are more likely to report this than other caste groups.
- (f) 40 percent personnel report the use of bad language by senior officers
- (g) 37 percent personnel are willing to give up their jobs for another profession, if the perks and salaries remain the same.

Political pressure biggest hindrance in investigations: Reportedly about 28 percent police personnel believe that “pressure from politicians” is the “biggest hindrance” in the crime investigations.

Objectives of Research

The research objectives are as under:

- (a) To examine the manning status of Delhi Police with focus on core and non-core functions

- (b) To ascertain the challenges due to shortfall in manning in respective departments.
- (c) To identify the bottlenecks in the deployment strategy and to suggest recourse for enabling better and sustainable output
- (d) To structure the T3R concept for rationalization of work force and gainful deployment

Research Questions (Basic)

Keeping in view the objectives of the research, the basic research questions that would shape the construct and model for effective implementation are enumerated herewith:

- (a) What is the organizational structure of Delhi Police?
- (b) What is the manning status and shortfalls?
- (c) What is the recruitment, training and manpower deployment philosophy?
- (d) What are the Core and Non-Core functions?
- (e) Status of digitization and automation and related rationalization of manpower?
- (f) What are the primary concerns and challenges?
- (g) How is the morale of the work force and the measures in place to boost the same?
- (h) How robust is the workplace infrastructure, the short falls for operational output and the measures to overcome the same?
- (i) Are the operational, maintenance, administration equipment and facilities adequate for effective deliverance?

Hypothesis

The research hypothesis entails evolution of concept of T3 R for Delhi police, which would enable restructuring the work force deployment philosophy so as to attain sustainability and effectiveness of work output.

Research Strategy and Research Design

It is proposed to carry out a Qualitative as well as Quantitative Research on manpower deployment in Indian Police Services (NCT) and develop an actionable model which could enable rationalization of available work force to suit purpose. It is proposed to examine the prevailing Core (Teeth) and Non-Core (Tail) functions of personnel in Delhi Police and suggest methodology of multiskilling and redeploying forces from Non-Core to Core functions, which would enable delivery of requisite output.

Rationale and Justification

The crime rate per lakh population in Delhi was almost four times the other metropolitan cities in the country in 2018. Data released by National Crime records bureau (NCRB) shows that while the national average was 238, it was 1,273 cases per lakh population in the Capital. A total of 2, 25,977 incidents of crime were reported in Delhi in 2018. According to the data, there were over 1,200 rape cases among the 12,445 violent crimes committed in Delhi in 2018. The number of murder cases shows a rise from 487 in 2017 to 513 cases in 2018. The highest number of fatal accidents accounting for 1445 deaths on roads took place in Delhi followed by Chennai with 1260 deaths. Delhi accounted for nearly one third of the total number of kidnapping cases registered in the metropolitan cities. In spite of a large sized structure of Delhi Police, the crime rate is indicated as 67.92 percent which is in the high category. Five-year data as under:

Table:1.1

Crime Rate Data Delhi Police (2015-2020)

CRIME HEAD	2015	2016	2017	2018	2019	Upto 31st Jul 2020
Dacoity	75	46	36	25	15	6
Murder	570	528	487	513	521	285
Attempt to murder	770	646	645	529	487	308
Riots	130	79	50	23	25	65
Kidnapping for ransom	36	23	16	19	15	9
Rape	2199	2155	2146	2135	2168	800
Total Heinous Cases	11187	8238	6527	5688	5185	3088

Source:- www.delhipolice.nic.in>crime statistics

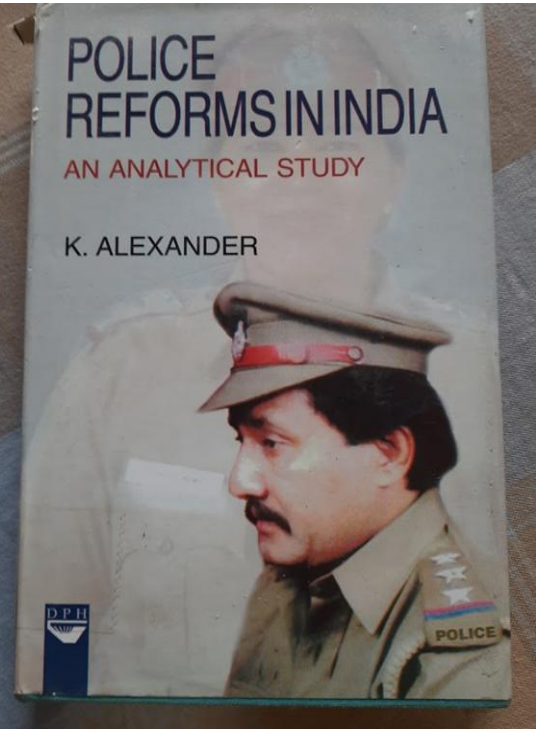
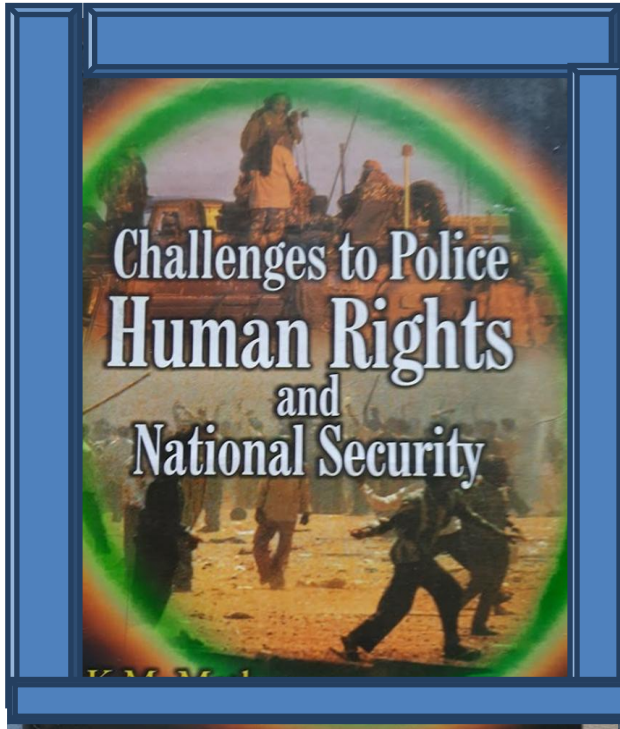
It is evident from the statistics that there is indeed a necessity to rationalize workforce in Delhi Police to attain desired purpose. The core and non-core functions need to be redefined to achieve an ideal T3R perspective.

Methods to be applied and Data Sources

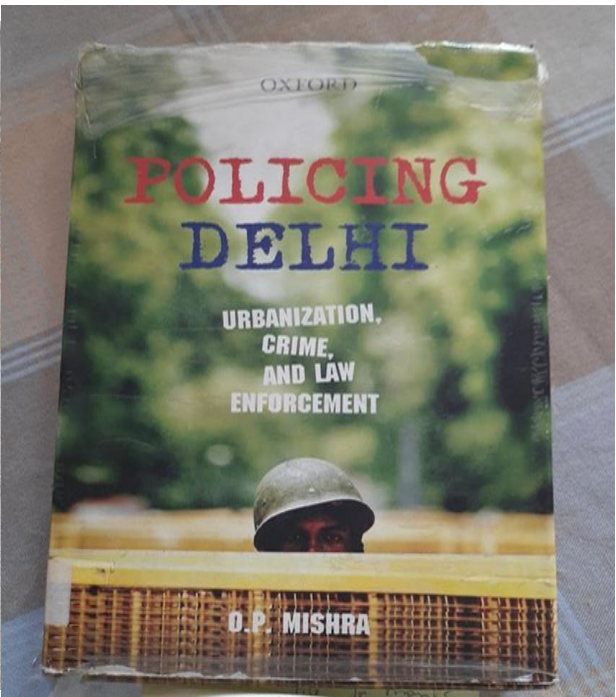
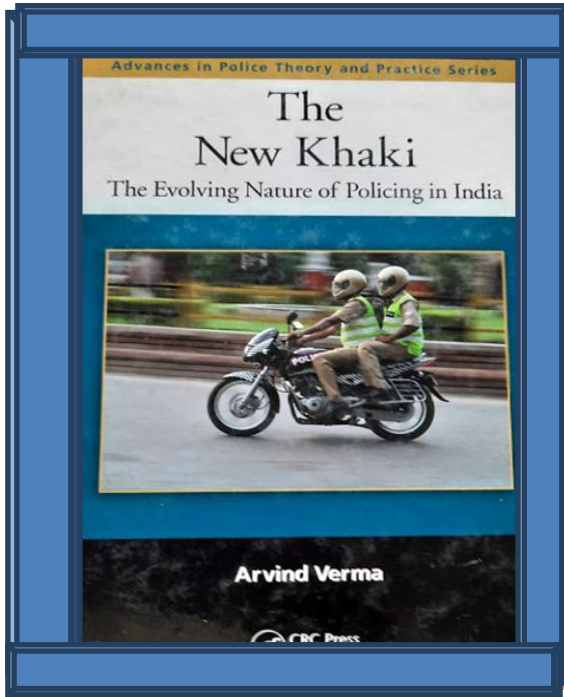
A **qualitative and quantitative Research** on manpower deployment in Indian Police Services (NCT) has been carried out and an actionable model which could enable rationalization of available work force to suit purpose has been evolved. The prevailing **Core (Teeth)** and **Non-Core (Tail)** functions of personnel in Delhi Police have been examined and a methodology of multiskilling and redeploying forces from Non-Core to Core functions has been evolved, which would enable delivery of requisite output.

Data Collection. The data collection methodology has been both primary and secondary.

End result: The end result has been envisaged as a workable model wherein the Effective Force Ratio of Indian Police Service in NCT (New Delhi) could be improved to derive better results which then could be adopted and implemented by all the states.



LITERATURE REVIEW



Chapter 2

Literature Review

Introduction

Literature review of following publications has been carried out with an aim to derive notions that are implementable in the concept of T3R for Delhi police Force:

- (a) **Challenges to Police: Human Rights and National Security** by Dr Krishna Mohan Mathur (IPS), PHD Rajasthan University. Edition, 2003
- (b) **Police Reforms In India: An Analytical Study**, by Dr K Alexander Lecturer Dept of political Science and Public Administration, St Johns College Anchal University, Tiruvananthapuram Kerala, Edition 2006
- (c) **The New Khaki: The Evolving Nature of Policing in India** by Arvind Verma (IPS): PhD Criminology from Simon Fraser University-Canada. Edition, 2010
- (d) **Policing Delhi: Urbanization, Crime and Law Enforcement** by OP Mishra (Deputy Commissioner of Police, PHD in Sociology at JNU). Edition:- 2011

Analysis

Challenges to Police: Human Rights and National Security by Dr Krishna Mohan Mathur(IPS), PHD Rajasthan University.

The book provides a futuristic perception and a vision about the challenges to police human rights and national security. The book highlights the various challenges of Indian Nation and how tomorrow's decisions are being shaped today. The book highlights as to how communal violence and harmony, low intensity conflicts and challenges faced by the police and the strategic management aspects of National security. It critically examines the challenges of tomorrow that the nation faces today and aims to provide insight, foresight and long-term implications of various core issues of national security.

Police Reforms in India: An Analytical Study, by Dr K Alexander Lecturer Dept of Political Science and Public Administration, St Johns College, Anchal University, Thiruvananthapuram Kerala. The summary is as under:

(a) The police are much more than a segment in the civil administrative system. The manner in which they respond to violations of law and order, place restraints on personal freedom, prevent the occurrence of crime and detect crime, all generate debate and controversies. Timely reform is inevitable to ensure ability to cope with emerging challenges to the management of crime and order

(b) Whether the organization, training, strength and pay as well as perks of different ranks of police are adequate to achieve desired result is a key matter for consideration at the apex level.

(c) Need to examine the existing facilities for application of scientific aids to the investigation of crime, bring forth improvement and expansion for effective output

(d) Whether the strength of the Police Force in the technical and non-technical branches, both armed and unarmed is adequate for, the preservation of law and order, the proper prevention, investigation and detection of crime, the prosecution of offenders, the collection and collation of intelligence relating to law and order as well as security and such other duties as the police may be required to perform in the present-day administration.

The New Khaki: The Evolving Nature of Policing in India by Arvind Verma (IPS): -PhD Criminology from Simon Fraser University- Canada. The summary is as under:

(a) As modern India is fast emerging as a major economic power, and the Khaki are playing a significant role in the change. There is a long way to go and the IPS cadre is playing a pivotal role in the change.

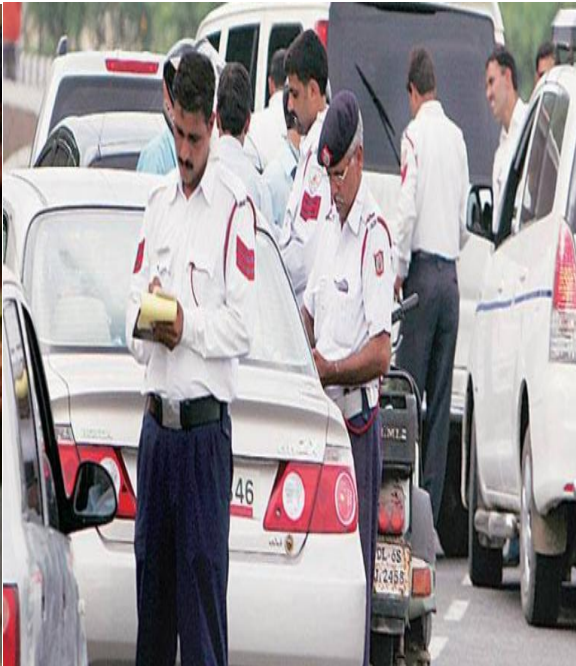
(b) Police reforms is plausible despite limitations of colonial legacy, political shenanigans, bureaucratic apathy and failure of police leadership at times

- (c) The solution lies in internal reforms of resources, mobilization, recruitment, training, professional development of personnel to improve organizational capabilities.
- (d) The police department needs to be more transparent and committed to purpose.
- (e) There needs to be an effective change in manning and management philosophy.

Policing Delhi: Urbanization, Crime and Law Enforcement by OP Mishra (Dy Commissioner of Police, PHD in Sociology at JNU). The book brings forth the following aspects:

- (a) The urbanization and growth of population in Delhi (NCT) has been posing several challenges. The Delhi Police has been trying to cope with these emerging problems through changes in the style of work as well as towards immediate concerns related to other issues of policing.
- (b) Today Delhi is the most populated city in India with a population density of 9224 per sq m, compared to an all-India Average of 324 sq m. Almost 65 percent of the population in the city lives today in unplanned colonies and clusters thereby posing challenges for sustenance. This has ever contributed to the burgeoning criminal activities.
- (c) The over urbanization of the city has posed serious structural constraints in various service delivery institutions
- (d) Due to high density of population the city is facing challenges due to unprecedented increase in the number of vehicles on the roads over the years
- (e) Notwithstanding the challenges and manning shortfalls as well as other functional constraints, the Delhi Police have ever shown extra zeal and professional competence in solving cases which affect general security of an ordinary citizen in the city however manpower crunch is ever an issue in effective enforcement which needs to be addressed at appropriate level earnestly.

Police Reforms in India



Chapter 3

Police Reforms, Erstwhile to Current

Background

The Indian Police services are in a major transitional phase from the erstwhile to contemporary. The past decade has witnessed a steep rise in crime statistics in India. As per the data of the National Crime Resource Bureau, cognizable crimes under the Indian Penal Code have shot up from 18,78,293 to 29,49,400, a drastic rise of 63 percent and cognizable crimes under the Special and Local Laws have also risen from 32,24,167 to 43,76,699 indicating an increase of 73 percent. The escalation of the crimes indicates the challenges faced by the law enforcement agencies and the criminal justice system in the country. Therefore, there is a need to trace the bottlenecks in the policing reforms and suggest remedial measures so as to achieve the mandate of Reform, Perform, and Transform.

Source:

“Data on Police Organizations” in India (DoPO), has been prepared based on data provided by the States/UTs, CAPFs and other Central Police Organizations. Further, data has also been obtained from the Registrar General of India (RGI) and the Survey of India (SOI).

Basic Police Statistics

The basic police data is compilation of information on sanctioned/actual strength of Civil, District Armed Reserve Police & State Armed Police, Population per Police Person (PPP), i.e., Police - Population Ratio (PPR), Area per Police Person (APP), number of Police Zones, Ranges, Districts, Circles, Police Stations, Police Posts and number of Armed Police Battalions in the country. An analysis of national data on police for the period of last five years is given in Table 3.1 below. It also gives percentage of changes with reference to the preceding years from 2013 to 2018.

Table 3.1

States/UTs - wise Population
Per Police Person (Sanctioned)
(Civil + DAR + Armed) as on 01-01-2019

States	Per Police Person (Sanctioned)
Manipur	76.05
Nagaland	78.21
Arunachal Pradesh	92.70
Mizoram	98.40
Sikkim	103.93
A& N Islands	116.17
Tripura	132.02
Jammu & Kashmir	141.81
Meghalaya	178.07
Goa	213.84
Chandigarh	226.25
Delhi	248.98
Lakshadweep	261.68
Punjab	335.74
Chhattisgarh	354.94
Himachal Pradesh	387.18
Puducherry	411.92
Assam	423.03
Haryana	442.20
Jharkhand	452.99
Uttarakhand	470.41

Maharashtra	511.80
Uttar Pradesh	547.20
Karnataka	548.41
Tamil Nadu	563.13
Gujarat	589.92
Madhya Pradesh	628.88
West Bengal	631.99
Odisha	645.17
Kerala	651.52
Daman & Diu	665.46
Rajasthan	686.56
Bihar	759.59
D & N Haveli	1302.26

Source: ncrb.gov.in, prsindia.org

Police per lakh Population Ratio (PPR) against sanctioned total Police (Civil + DAR + Armed) during the year 2018 is **198.65** as compared to **192.95** in the previous year. The highest ratio is **1,314.84** in **Manipur**.

Police per 100 Sq. km of Area Ratio (PAR) against sanctioned total Police (Civil + DAR + Armed) during the year 2018 is **78.95** as compared to 78.45 in the previous year. The highest ratio is 7,719.30 in Chandigarh.

Population Per Police Person, against sanctioned total Police (Civil + DAR + Armed) during the year 2018 is **503.40** as compared to 518.27 in the previous year. The highest ratio is 1,302.26 in Dadra & Nagar Haveli.

Area Per Police Person (in Sq. Kms) against sanctioned total Police (Civil + DAR + Armed) during the year 2018 is 1.27, same as the previous year. The highest ratio is 5.75 in Arunachal Pradesh.

Transport per 100 Police Personnel against sanctioned total Police (Civil + DAR+ Armed) during the year 2018 is **7.89** as compared to **8.10** in previous year. The highest ratio is **35.83** in Lakshadweep.

Sanctioned Strength Summary: - Data on the sanctioned strength of State Police Forces indicate that out of 25.95 lakh of the total police force in the country, 16.51 lakh are Civil Police, 3.17 lakh are District Armed Police and remaining 6.27 lakh, are State Armed Police. Total sanctioned strength is highest in Uttar Pradesh (4.14 lakh), followed by Maharashtra (2.42 lakh). The sanctioned strength of District Armed Reserve Police is highest in Bihar (51,088), followed by Karnataka (41,765). The sanctioned strength of State Armed Police is highest in Uttar Pradesh (1,34,036), followed by Assam (43,067).

Actual Strength: - Data on the actual strength of State Police Force indicates that out of 20.67 lakh of the total police forces in the country, 13.03 lakh are Civil Police, 2.66 lakh District Armed Police and remaining 4.98 lakh are State Armed Police. The actual strength is highest in Uttar Pradesh (2.94 lakh), followed by Maharashtra (2.13 lakh). The actual strength of the Civil Police is highest in Uttar Pradesh (1.98 lakh), followed by Maharashtra (1.80 lakh). The actual strength of the District Armed Reserve Police is highest in Bihar (40,178), followed by Jharkhand (34,197). The actual strength of the State Armed Police is highest in Uttar Pradesh (96,234), and followed by Assam (36,875).

Vacancy Position In Police Force: - There is a vacancy of 1,28,741 Police personnel in the State Armed Police forces, against 6,26,631 sanctioned strength, 51,769 vacancies in the District Armed Reserve Police force, against 3,17,425 sanctioned strength and 3,47,655 vacancies in Civil Police, against 16,51,379 sanctioned strength. There is overall vacancy of **5,28,165** Police personnel against total sanctioned strength (Civil, DAR and Armed) of **25,95,435** at National level.

Strength of Traffic Police: - There are 72,885 police personnel actually deployed on traffic duties against the sanctioned strength of 98,909. The highest number is 10,145 in Maharashtra.

Strength of Special Branch Dealing with Intelligence: -There are 29,784 Police personnel actually deployed in Special Branch against the sanctioned strength of 40,650. The highest number is 3,960 in Punjab.

Strength of CID/ Crime branch: - There are 17,852 Police personnel actually deployed in CID/Crime Branch against the sanctioned strength of 23,004 personnel. The highest number of Police personnel deployed is 2,010 in Tamil Nadu.



Strength of Special Police Unit: - There are 38,367 Police personnel actually deployed in Special Police Unit against sanctioned strength of 50,109. The highest number is 9,245 in Maharashtra.



















































Strength of Central Armed Police Forces (CAPFs): - The CRPF assists the State Governments in maintenance of Law and Order and performs various internal security duties. BSF, ITBP, Assam rifles and SSB are border guarding forces, but they also provide need based assistance to the civil administration for maintenance of law and order and internal security. Total sanctioned strength of CAPFs is 10,98,779, out of which 19,810 are Gazetted, and 10,78,969 are Non-Gazetted officials. However, the total actual strength is 9,99,918, out of which 16,599 are Gazetted and 9,83,319 are Non-Gazetted officials. The highest actual strength is 3,01,830 in the Central Reserve Police Force (CRPF) against their sanctioned strength of 3,24,093.





















Rank wise Sanctioned Strength & Officers to field Staff Ratio

It is an important indicator of the relative strength of police personnel in different ranks. It also helps Police organizations in preparing management plan of the Police forces, generally, comparing Senior Supervisory Officers (DySP to DG) and Immediate Supervisory Officers (Inspector to ASI) with field personnel (Head Constable and Constable). The ratio of supervisory staff vis a vis field personnel for sanctioned strength of total police forces is as indicated in the Table 3.2 below: -

Table 3.2
States/ UTs- wise Officers To field Staff Ratio(Sanctioned)

-  Immediate Supervisory Staff per senior Supervisory Staff
 Field Personnel Staff Per Senior Supervisory Staff

STATES/UTs	0	50	100	150	200
Andhra Pradesh	 11.8	 76.3			
Arunachal Pradesh	 7.7	 70.9			
Assam	 10.9		 106.		
Bihar	 42.4		 116.8		
Chattisgarh	 12.3	 96.7			
Goa	 10.8	 99.6			
Gujarat	 24.3		 128.5		
Haryana	 24.5		 146.2		
Himachal Pradesh	 5.5	 40.4			
Jharkhand	 25.1	 84.2			
Karnataka	 18.5		 110.2		
Kerala	 11.2	 95			
Madhya Pradesh	 16.1	 61.8			
Maharashtra	 27.9		 136.7		
Manipur	 9.3	 67.8			
Meghalaya	 4.2	 38.6			
Mizoram	 8.1	 55.4			
Nagaland	 3.1	 45.6			
Odisha	 10.9	 53.9			
Punjab	 11.6	 86.3			
Rajasthan	 9.8	 74.6			
Sikkim	 4.3	 38.2			
Tamil Nadu	 10.4	 89.6			
Telangana	 14		 102.9		
Tripura	 9		 101.1		

UP	 28.6				 208.9
Uttarakhand	 10.5		 113.8		
West Bengal	 30.1		 102.1		
A& N islands	 12.9		 133.4		
Chandigarh	 17.8			 185.9	
D& N Haveli	 9.7		 107.3		
Daman & Diu	 13.2	 96.4			
Delhi	 32.2		 147.8		
Lakhsadweep	 12.5		 147		
Puducherry	 13.3		 106.3		

Source: bprd.nic.in

Women in Police

Availability of adequate women in police is essential for reducing the vulnerability of women against crimes. Existing Women police population ratio is still very low. Poor representation of women in police is posing serious challenges in dealing with crimes against women and women criminals. Therefore, it is essential that women Police personnel are visible at the cutting-edge level.

Actual Strength

At present, actual strength of **total women police (Civil+DAR+Armed)** is **1,85,696** as on 01.01.2019 in the country, showing an increase of 9.52 percent, over the strength of 1,69,550 in 2018. At States/UTs level, the maximum 27,660 women police personnel are working in Maharashtra. Out of total number of 29,532 Women Police Personnel, the highest number is 8,592 in Central Industrial Security Force (CISF). States/UTs-wise actual Percentage of Women Police is 8.98 percent of the Actual Strength of total Police in the country.

Police Infrastructure

An analysis of the data on police administrative offices shows that the country is divided into 104 Police Zones, 181 Police Ranges covering 777 Police Districts, 2,312 Police Sub-Divisions and 3,021 Police Circles. There are 16,671 Sanctioned Police Stations in the country. Tamil Nadu has highest 2,019 Police Stations in the country, whereas the lowest, i.e., 2 Police Stations, are in the D & N Haveli (UT).

Police Stations:- Out of total 16,671, sanctioned Police Stations, 10,021 Police Stations are located in rural areas; whereas 4,819 Police Stations are located in urban areas and the remaining 1,831 are the Railway/Traffic/Specialised Police Stations. State Wise Police Stations sanctioned are indicated in the table below: -

Table 3.3: State wise Police Stations

States/ UTs	Rural Police Stations	Urban Police Stations	Railway Police Stations including Specialised and Traffic Police etc	Total
D& N Haveli	1	1	0	2
Daman & Diu	0	5	0	5
Lakshadweep	9	0	0	9
Chandigarh	0	17	0	17
A& N islands	19	5	0	24
Sikkim	21	8	0	29
Mizoram	27	11	0	38
Goa	18	8	17	43
Puducherry	23	17	14	54
Meghalaya	43	30	0	73
Nagaland	57	20	1	78
Tripura	42	35	5	82
Arunachal Pradesh	48	55	0	103
Manipur	77	19	17	113
Himachal Pradesh	74	40	15	129
Uttarakhand	101	50	7	158
Delhi	0	163	19	182
J& K	107	105	28	240

Assam	178	152	13	343
Haryana	169	143	49	361
Punjab	254	157	11	422
Chattisgarh	345	111	6	462
Kerala	402	93	46	541
Jharkhand	285	142	121	548
West Bengal	265	285	52	602
Odisha	387	215	19	621
Gujarat	457	107	147	711
Telangana	451	258	106	815
Rajasthan	483	375	32	890
Andhra Pradesh	714	225	84	1023
Karnataka	543	393	112	1048
Bihar	763	171	140	1074
Madhya Pradesh	691	277	149	1117
Maharashtra	844	280	39	1163
Uttar Pradesh	970	495	67	1532
Tamil Nadu	1153	351	615	2019

Source: mha.gov.in

Police Posts: - Data on the sanctioned Police Posts/Outposts reveals that out of the total of 8,592 Police Posts in the country, 5,200 Police Posts are located in Rural areas, whereas 2,867 Police Posts are located in Urban areas and the remaining 525 Police Posts are Railways Police Posts. Police Administrative Offices like Zones, Ranges, Sub-Divisions and Circles are not uniformly spread over the States. Some States have all these offices, while few others do not have all these offices or have changed the nomenclatures of some of these offices.

Armed Police Battalions: - The total number of Armed Police Battalions with all the States/UTs are 417. The highest 36 Armed Police Battalions are in Jammu & Kashmir State.

Transport Facilities

Mobility is measured in terms of the ability of vehicles to move the complete strength of Police unit on call of duty. Police mobility is directly linked with its operational performance. Quick response of police forces, during law and order situation, helps significantly in protecting life and property of the people. Vehicles required to provide mobility to Police Forces have been divided into four categories, i.e Heavy Vehicles (buses/trucks, troop carriers etc.), Medium Vehicles, Light Vehicles (jeeps/cars etc.) and Very Light vehicles (three/two Wheelers). Heavy, Medium & Light Vehicles caters to the requirements of the Police Stations and field level supervisory and senior supervisory officers. Apart from these vehicles, state police have also procured some special purpose vehicles like Mines Protected Vehicles (MPV), riot control vehicles, ambulances, mobile forensic vans, water cannons, water tankers, Prison vans etc. to meet their specific needs. These vehicles have been clubbed under the 'other category'.

Total 2,04,807 vehicles were available with States/UTs Police in 2018, which has increased from 2,01,127 as held during the year 2017. Out of the total 2, 04,807 vehicles, 11,752 are Heavy duty Vehicles, 17,772 Medium duty Vehicles, 85,558 Light Vehicles, 86,822 Very light vehicles (two/ three wheelers) and 2,903 are other vehicles. Transport facility (no. of vehicles) available per 100 sanctioned police personnel is 7.89 in the year 2018 at National level, which has marginally decreased from 8.10 in the previous year.

Police Communication and Instruments to Facilitate Police Services:

A good reliable communication system is important for effective functioning of police organization. Some Police Stations are not yet connected with Police Headquarters. Analysis of nationwide data reveals that 200 Police Stations are not having wireless/mobile facilities thereby negatively impacting discharge of police services.

Police manpower is not alone sufficient to curb the crimes, maintain law and order, traffic management, internal security and other policing requirements. Therefore, they are required to be supplemented with modern facilities and gazettes

like computers, CCTV cameras, traffic and investigation instruments, speedometer, breath analyzer and forensic science lab, etc. to enhance their effectiveness and efficiency.

Forensic Science Laboratories (FSLs), Mobile Forensic Science Vans: -

At the national level, total 659 Forensic Science Laboratories (FSLs)/MFSVs are available, out of which, 81 are main laboratories, 72 are regional laboratories and remaining 506 are mobile laboratories. At national level, total 1,30,962 computers, 1,548 servers and 11,591 laptops are available with States/UTs police as on 01.01.2019. A total number of 4,27,529 CCTV cameras, 1,776 speedometers and 17,607 breath analysers are available with the States/UTs Police as on 01.01.2019. At States/UTs level, a total number of 1,470 sniffers and 790 tracker dogs are available with the Police as on 01.01.2019. In the CAPFs, total 1,702 sniffers and 407 tracker dogs are available as on 01.01.2019.

Deployment of Forces for Security of VIPs. A total number of 21,300 Protected Persons (PPs) (Ministers, MPs, MLAs, Judges, Bureaucrats, etc.) were provided Police protection for more than 6 months during the year 2018, which has increased in comparison to 19,255 (revised) PPs who were provided security during 2017. From the analysis of the above data provided by the States/UTs, it is observed that during 2018 a total number of sanctioned Police Personnel giving Police Protection was 40,031 clearly indicating a compromise with the Core Functions. (Source pib.gov.in)

Central Armed Police Forces (CAPFs) Deployed in the states/ UTs:- The deployment of the Central Armed Police Forces in the States/UTs has shown a steady increase. A total of 1,873 companies of Central Armed Police Forces (BSF, CRPF, CISF, ITBP, SSB, etc.) were deployed for Internal Security duties in different States/UTs for more than 6 months during 2018. Further, through the analysis of deployment of 1,873 companies of CAPFs, it is observed that maximum 707 companies of CAPFs were deployed in Jammu and Kashmir, followed by 262 companies in Chhattisgarh. It clearly indicates that North, Central and North Eastern region of the country, which are affected with Terrorists/Left Wing Extremism, have significant deployment of CAPFs during the period. (Source: mha.gov.in)

Analysis of Issues related to Policing Services.

Policing Services: As per the Black's Law Dictionary(By Henry Campbell Black of USA,1891), policing is "the function of that branch of the administrative machinery of government which is charged with the preservation of public order and tranquillity, the promotion of the public health, safety, and morals, and the prevention, detection, and punishment of crimes. Police is in general a system of precaution, either for the prevention of crime or of calamities. Its business may be distributed into eight distinct branches:

- (a) Police for the prevention of offenses
- (b) Police for the prevention of calamities
- (c) Police for the prevention of epidemic diseases
- (d) Police of charity
- (e) Police of interior communications
- (f) Police of public amusements
- (g) Police for recent intelligence
- (h) Police for registration

Indian Context: In the Indian context, "police", "public order", prisons, reformatories, and other allied institutions under the Constitution of India are state subjects. This means that under the Seventh Schedule of the Constitution which divides the administrative powers between the Central and State Government, Policing is a State Chapter. As a result, all states have their individual police laws. This does not indicate that the Union Government does not have any say in police governance as Article 355 of the Constitution enjoins upon the Union to protect every state against external aggression and internal disturbance. It also imposes the duty upon the Union Government to ensure that the government of every state is carried in accordance with the Constitutional provisions.

Structure of Police Services: - Legally, the Police Act, 1861 is still the basic instrument governing the functioning of the Indian Police. Besides the Indian Penal Code, 1862, the Indian Evidence Act, 1872 and the Criminal Procedure Code of 1973, also governs the functioning of the police. Under the Police Act, the Inspector General of Police (now designated as the Director General/Inspector General) is the head of state police. States are divided into districts and a

Superintendent of Police heads the district police. A group of districts form a range, which is looked after by an officer of the rank of Deputy Inspector General of Police. Some states have zones comprising two or more ranges, under the charge of an officer of the rank of an Inspector General of Police. Every district is divided into sub-divisions. A sub-division is under the charge of an officer of the rank of ASP/ Dy.S.P. Every sub-division is further divided into a number of police stations, depending on its area, population and volume of crime. Between the police station and the subdivision, there are police circles in some states where each circle is headed generally by an Inspector of Police. The police station is the basic unit of police administration in a district. A police station is divided into a number of beats, which are assigned to constables for patrolling, surveillance, collection of intelligence etc.

Looking at the police force in the country, India's police force is divided into two categories: **Civil Police and Armed Police**. Civil Police is designated for maintaining law and order, prevention and detection of crime and law enforcement. Armed Police, on the other hand, are seen during natural disasters or riots/civil unrest. The former manages police stations, conducts investigations, responds to routine complaints, performs traffic duties, and patrols the streets. The Armed Police, on the other hand is divided into two groups namely the **District Armed Police** and the **Provincial Armed Constabulary**. The district armed police is organised along the lines of an army infantry battalion. They are assigned to police stations and perform guard and escort duties. The Provincial Armed Constabulary is an armed reserve maintained at key locations in some states and active only on orders from the Deputy Inspector General and higher-level authorities. Armed Constabulary are not usually in contact with the public until they are assigned to VIP duty or assigned to maintain order during fairs, festivals, athletic events, elections, and natural disasters. They may also be sent to quell outbreaks of student or labour unrest, organised crime, and communal riots; to maintain key guard posts; and to participate in antiterrorist operations. Broadly, the Central Armed Forces comprise of **Border Security Force, Central Industrial Security Force, Central Reserve Police Force, Indo-Tibetan Border Police, National Security Guards and Special Police Group**. In addition to the above two categories, India also has central

investigation and intelligence institutions. These include the Central Bureau of Investigation, National Investigation Agency amongst others.

Functioning of the Police Services: The salient aspects impacting the smooth functioning of Police services are enumerated herewith:

(a) **Overall Manning Status:** -The total sanctioned force in the country as on **1.1.2019**, as per the data supplied by Bureau of Police Research and Development, is **22, 63,222** (including both the Civil and Armed Police Forces). Seen from the perspective of the number of citizens per policemen, this sanctioned strength is **182.68** policemen per lakh population. This when appreciated in context of the UN recommended police personnel per lakh population of 222, is 18 percent than the recommended figures. To make things worse, on ground, the policemen per lakh citizens are merely 139 (17.2 million in all) which is a mammoth 37 percent less than the recommended figures. According to Bureau of Police Research and Development (BPR&D), the actual strength of the police force on 01 January 2015 was 17,21,131 (Civil Police 13,50,563 + Armed Police 3,70,568) against the sanctioned strength of 22,63,222 (Civil Police 18,22,358 + Armed Police 4,40,864). The vacancies (5, 42,091) need to be filled up so that the police-population ratio improves and comes closer to the international standards.

(b) **Police Expenditure:** Looking next at the annual spending on police forces in the country, out of the total police expenditure of Rs. 74257.66 crores during 2014-15, a mere 1.46 percent amounting to Rs.1086.11 of the total police expenditure was spent on training. As a result of this training academies, which play a critical role in the building of the police force lag behind in infrastructure and facilities. Given the increasing crime rate, the financial support for modernization of police force should be increasing. Yet the finances provided by the Centre is recorded as downward stream i.e. - The sum of Rs.2000 crores sanctioned till 2014 have dropped to a mere Rs. 595 crores in 2016-17 thereby aggravating the challenges faced by the police forces in terms of sustenance and growth.

(c) **Deployment Philosophy:** Unlike the working hours for civilians, staff members of police stations have to remain on duty for 11 hours or more per day. Contemporary study reveals that 27.7 percent SHOs and 30.4 percent supervisory officers and their staff work for more than 14 hours a day. Further that they were/are not able to avail weekly offs even once a month. What makes the situation even worse is that most (over 80 percent) of the staff are commonly recalled to duty during their off time, to deal with emergencies of law and order, VIP duties or other works.

(d) **Housing Facility:** - Statistics reveal that basic aspects like housing facility is not available to all police personnel. For 17.21 lakh police personnel, only 5.80 lakh family quarters are available as per data with BPR&D, as on 01 January, 2015.

(e) **Material Support:** - This limited force has even more limited material support. 342 police stations across the country do not have telephones. 127 stations have no wireless facilities and 54 have neither of the two. To reach the crime scene, the police have a little more than seven vehicles for every hundred policemen. Lack of forensic support has piled up pending exhibits to the tune of 6, 54,859, waiting to be examined as on 01 January 2019.

The above statistics are just an indicator into the dismal state of affairs in the Indian Policing services. However, one thing is eminent that immediate action on police reforms is an aspect of internal governance which needs immediate and serious attention. While the states have progressed considerably, however the achievement is far from the desired levels, necessitating in-depth analysis and contemporary changes.

History of Police Reforms in India

Both pre and post-independence, a number of committees and commissions have been appointed and have deliberated upon various aspects of streamlining the effectiveness of police governance in the country. It all commenced with the 1st Police Commission which was set up soon after the 1857 Mutiny to deliberate upon the regulatory framework for police in the country. Set up in 1860, the

recommendations of this Commission resulted in the enactment of the Police Act of 1861, a law that still governs police.

A review of the issues arising from the implementation of the Police Act of 1861 was done in 1902, through the setting up of the second Police Commission. The Commission came out with a detailed report covering various aspects relating to the organization of police force, adequacy of training, strength, pay, the sufficiency of procedure for reporting crime, investigating offences, adequacy of supervision exercised by the Magistracy over the police, the control of the superior officers over the investigation of crime, relation between railway police and district police etc.

Post-independence with changing economic, political and social set up in the country, the need to revisit the police governance was felt several times. Post-independence, the first Police Reforms Committee was set up by Kerala in 1959. This was followed by a succession of Police Commissions appointed by different State Governments mainly during sixties and seventies (West Bengal in 1960-61, Punjab in 1961-62, Delhi in 1968, Tamil Nadu in 1971 to name a few). At the Central Government level, a Working Group on Police by the Administrative Reforms Commission was set up in 1966.

This was followed by the setting up of the Gore Committee on Police Training in 1971 and subsequently the National Police Commission, between 1977 to 1981, submitted eight reports suggesting wide ranging reforms in the existing police set-up and also a Model Police Act. None of the major recommendations by the National Police Commission were adopted by the then government. This persuaded two former Director Generals of Police (DGPs) in 1996 to file a Public Interest Litigation (PIL) in the Supreme Court (**Prakash Singh Vs. Union of India**) asking the Court to direct governments to implement the NPC recommendations. In the course of the 10 year long case, in 1998 the Court set up the Ribeiro Committee to review action taken to implement the recommendations of the NPC. While the matter was underway in the SC, in 2000, the Ministry of Home Affairs set up the Padmanabhaiah Committee to examine the requirements of policing in the new

millennium. Subsequently, the Malimath Committee on reforms of Criminal Justice System in India was set up in 2003.

Judicial Intervention-Landmark Judgement on Police Reforms:- In 2006, the Hon^{ble} SC gave a landmark judgement in the Prakash Singh case with seven directions (six for the state government and one for the Union) for setting up of state Security Commission to lay down broad policies and give directions for preventive tasks and service and constituted the Soli Sorabjee Committee which suggested a Model Police Act. The Court directed the setting up of three institutions, namely: -

- (a) **State Security Commission** which would lay down the broad policies and give directions for the performance of the preventive tasks and service-oriented functions of the police.
- (b) **Police Establishment Board** comprising the Director General of Police and four other senior officers of the Department which shall decide transfers, postings, promotions and other service-related matters of departmental officers and men; and
- (c) **Police Complaints Authority** at the district and state levels with a view to inquiring into allegations of serious misconduct by the police personnel.
- (d) Besides, the Court ordered that the Director General of Police shall be selected by the state government from amongst the three senior-most officers of the Department who have been empaneled for promotion to that rank by the UPSC, and that he shall have a prescribed minimum tenure of two years. Police officers on operational duties in the field like the IG Zone, DIG Range, SP i/c District and SHO i/c Police Station would also have a minimum tenure of two years. The Court also ordered the separation of investigating police from the law-and-order police to ensure speedier investigation, better expertise and improved rapport with the people.
- (e) The Union Government was asked to set up a National Security Commission for the selection and placement of heads of Central Police

Organizations, upgrading the effectiveness of these forces and improving the service conditions of its personnel.

Implementation of SC Directions: The Court directed the Union and the States to implement its orders aforesaid orders by the end of 2006. This deadline was subsequently extended till March 31, 2007. The Court opined that its directions would be operational till a model Police Act is prepared by the Central Government and / or the State Government pass the requisite legislations. Initially, the Court itself monitored compliance of all States and Union Territories. However, in 2008 it set up a three-member Monitoring Committee with a two year mandate to examine compliance state by state and report back to it periodically. The Supreme Court also appointed the Justice Thomas Committee which submitted a report in 2010. It expressed “dismay over the total indifference to the issue of reforms in the functioning of Police being exhibited by the States”. Another committee constituted under Justice Verma to examine Amendments to Criminal Law in the context of a gang rape incident in 2012 deplored the lack of implementation of the Court’s seven directions in the Prakash Singh case. The implementation of SC directions is yet to be accomplished in full.

Reforms for SMART Police

As per Honbl’e PM’s dictat of **SMART** police (**Strict and Sensitive, Modern and Mobile, Alert and Accountable, Reliable and Responsive, Techno savvy and Trained**), broadly, reforms are needed on three fronts:

- (a) Improvement in capacity and infrastructure of police forces
- (b) Revisiting the constitution of police forces in the country through legislative/ administrative changes and
- (c) Technological scaling-up

Boosting Capacity and Infrastructure: Boosting infrastructure and capacity of the police forces includes increase in the number of police personnel in the country, improvement in recruitment, training and service conditions including up gradation on one hand and improving the infrastructure, working hours, housing facilities on the other. Various studies on the police force in the country have revealed that while work pressure and complexities in handling law and order and

investigating crime have grown at an enormous pace, manpower growth has not been commensurate.

(a) Studies reveal that often, police personnel need to be deputed as attachments in other superior offices, further reducing manpower for policing.

(b) To tackle this problem, there is an urgent requirement to recruit more people. Experts suggest that after 18 years of service, some CAPFs could switch to the Armed Police of the state. This is one way of filling vacancies. Another reform is using technology to supplement manpower.

(c) There is a link between vacancies and lack of adequate training facilities. The latter may be one reason preventing state police forces from quickly filling up the posts. To address this, experts suggest that some trained Central Armed Police Forces personnel can be deputed in the states. As per the Second Administrative Commission, training needs to be made an attractive option for the trainers. This can be done through provision of better facilities and attractive allowances. This will attract motivated trainers.

(d) **Skill Up gradation:** The Police, as part of their job profiles, need to constantly interact with the public which requires the police to be sensitive and competent which can be achieved through attitudinal training. To help the police officers upgrade their skills, refresher courses should be made compulsory and a pre-requisite for promotion. A well-trained force would efficiently discharge their duties.

(e) **Improvement in the Quality of Life:** the quality of life of the police force needs special attention. Long working hours reduce motivation to work and increase stress. Section 22 of the Police Act, 1861, states that a police officer is “always on duty” which when interpreted incorrectly affects the morale of the forces. There is a need to stipulate humane working hours for policemen. Some states have already implemented i.e. Kerala has introduced eight hour duty system in its Police Act, becoming the first state while Haryana has also introduced the shift system. Such a switch requires more

manpower. It has been estimated that India would need 3, 37,500 people if eight-hour shift is introduced. Taking an incremental approach, experts suggest a 12-hour shift can be introduced.

(f) **Provision of Accommodation:** Another facet of a quality life is provision of accommodation. The National Police Commission has recommended that all gazetted and non-gazetted officers need to be provided with family accommodation. In addition, there is a need to provide them with humane living conditions. The 5th Report of the Second Administrative Reforms Commission has supported the need for undertaking major housing construction programmes for them. This would help them give their best to national service.

(g) **Up gradation of infrastructure and operational facilities:** There is an urgent need for overhauling the infrastructure and operational equipment as well as facilities to enable better output. To support the policemen, transport and communication facilities need to be expanded and upgraded. To augment forensic support, there is a need to have forensic laboratories in each district or at best at Divisional/Range levels. Experts have pointed Gujarat as a model in this regard. Ahmedabad has the State Forensic Science Laboratory. In addition, Ahmedabad Junagadh, Rajkot, Surat and Vadodara have regional laboratories with one district laboratory in Valsad. Moreover, 47 mobile laboratories cover the entire State. This is supplemented by the Gujarat Forensic Sciences University and a Directorate of Forensic Science in Gandhinagar.

Administrative Reforms: In addition to the legislative changes, there is an urgent need for administrative reforms as well. On the administrative side, changes include separation of investigation from law and order, specialized wings for Social and Cyber Crimes, restricting the police to core functions, setting up authorities as directed by the Supreme Court, strengthening state machinery and linking prosecution with police.

(a) As suggested by the Supreme Court in *Prakash Singh v. Union of India*, “the investigating police shall be separated from the law-and-order police to ensure speedier investigation, better expertise and improved rapport with the people.” It also mentioned that there should be “full coordination” between the two. As per the 6th report of the National Police Commission, such a separation should be restricted to the police station level under the Station House Officer (SHO). Officers above the SHO would be responsible for both investigation and law and order. Implementing this suggestion would need more human resources but is worth pursuing.

(b) For efficient policing, there is a need for the police force to restrict themselves to core functions. A suggested reform is that Excise, Forest, Transport and Food departments need to have their own enforcement wings to relieve the State Police from their routine functions. 5th Report of the Second Administrative Reforms Commission further suggests that functions like serving court’s summons, antecedents and addresses verification for passport applications or job verifications etc. can be outsourced to private agents or government departments. These measures will help in reducing the workload of the police.

(c) Moreover, specialized crimes require specialized approach and personnel to deal with them. Social crimes like offences related to beggary, prostitution, crimes against women, domestic violence, dowry offences, etc cannot be handled by the traditional *daroga*. Experts suggest that it needs to be handled by a separate wing with people who have graduated in Social Science/Social Work. Another upcoming category of crimes is cybercrimes. In light of its highly complex nature, experts feel that one can recruit students who have done MCA or passed out from an IIT as sub-inspectors/inspectors under the State CID. To prevent detection, they should work in plain clothes.

The Supreme Court of India in *Prakash Singh v. Union of India* outlined some other administrative reforms to reform the police system. As already pointed out, very few states have taken steps to comply with the judgment. In the present times

of cooperative federalism, the Centre needs to sit with the states to motivate them to follow the following SC directions: -

- (a) Setting up of State Security Commission laying down broad policies and directions for police functioning
- (b) Police Establishment Board to decide on transfers, postings, promotions, and other service-related issues
- (c) Police Complaints Authorities at state and district levels as redressal mechanisms for complaints against police
- (d) Selection of DGP by the state government from panel of three senior-most officers of the Department, who have been empanelled by the UPSC for promotion,
- (e) Fixed tenure of officers on operational duties

At the central level, the SC had directed that a National Security Commission should be established for the selection and placement of heads of Central Police Organizations, upgrading these forces and improving service conditions.

Impact due to Rise in Terrorism: Rising terror attacks have brought out weaknesses in the state response. There is an urgent need to enhance state police capabilities so that they can counter terrorism on their own in emergency. Experts suggest the following measures:

- (a) Like the National Security Guard (NSG) at the Centre, states should set up their own State Security Guard (SSG). Based on the size of the state and gravity of the threat, SSG can range between, 100 to 300.
- (b) To tackle international terrorism, Unlawful Activities (Prevention) Act needs to be strengthened.
- (c) A National Counter Terrorism Centre (NCTC) needs to be established.

Presently, prosecution and police are separated at the State level and the same is favoured at the Centre. Integration and coordination of the two is in the best interest of the criminal justice system. This has been recommended by the National Police Commission and the Malimath Committee. Such an approach is not new and is followed in the US and the UK. It is suggested that at the state level, the Director

of Prosecution should be placed under administrative control of the Director General of Police.

Technological Scaling: Technological reforms includes modernization of the control room, fast tracking the Crime and Criminal Tracking Network and System (CCTNS) pushing for National Intelligence Grid (NATGRID) and pushing for incorporation of new technology into policing.

(a) **Modernization of the Police Force:** The police force needs to keep pace with changing times. Modernization of the force has become inevitable especially in cyber security, counterterrorism/insurgency and relying on technology for policing. This calls for more investment especially for modernization and technological up gradation. Further, control rooms need to be upgraded. There is a need to have a unique and integrated emergency number as is present in other parts of the world. To do this, the National Emergency Response System (NERS) of the Ministry of Home Affairs needs to be operationalized.

(b) **Networking and Connectivity:** To enable police stations to exchange information, they need to be connected through a seamless network. Realizing this need, an ambitious project in the form of Crime and Criminal Tracking Network and System (CCTNS) was sanctioned in 2009. The Ministry of Home Affairs has conceptualized the Crime & Criminals Tracking Network and Systems (CCTNS) project as a Mission Mode Project under the National e- Governance Plan (NeGP). This is an effort of the Government of India to modernize the police force giving top priority to citizen services, information gathering, and its dissemination among various police organizations and units across the country. Availability of relevant and Timely information is of utmost necessity in conduct of business by Police, particularly in investigation of crime and in tracking & detection of criminals. Police organizations everywhere have been handling large amounts of information and huge volume of records pertaining to crime and criminals. Information Technology (IT) can play a very vital role in improving outcomes in the areas of Crime

Investigation and Criminals Detection and other functioning of the Police organizations, by facilitating easy recording, retrieval, analysis and sharing of the pile of Information. Quick and timely information availability about different facets of Police functions to the right functionaries can bring in a sea change both in Crime & Criminals handling and related Operations, as well as administrative processes. Creation and maintenance of databases on Crime & Criminals in digital form for sharing by all the stakeholders in the system is therefore very essential to effectively meet the challenges of Crime Control and maintenance of public order. In order to achieve this, all the States should meet a common minimum threshold in the use of IT, especially for crime & criminals related functions. Its main aim was to connect 15,000 police stations and 5000 supervisory police officers. Though the system was to be in place by 2012, the deadline had been extended to 2017. NCRB has developed several IT applications on CCTNS platform for helping Investigating officers in detecting crimes, viz. Cri-MAC for flashing alerts on crime and criminals, automatic matching alerts for missing persons and stolen vehicles using CCTNS national level database, Unified app for matching unidentified persons/ children and mobile app for crime scene photography and videography. NCRB is also implementing an ambitious project, namely National Automated Fingerprint Identification System (NAFIS) to automate the collection, storage and matching of fingerprints for expeditious identification of suspects. NCRB is also coordinating with States/UTs and NIC for the implementation of Inter Operable Criminal Justice System (ICJS) by helping in development and installation of web APIs for facilitating e-exchange of data among the various pillars of ICJS. Progressively by Nov 2020, the project has been implemented in 14,710 police stations across the Nation (*Source:ncrb.nic.in*).

(c) **Implementation of National Intelligence Grid (NATGRID):-** Departmentalized investigations sometimes miss the holistic picture. To counter terrorism, a holistic analysis of different facets of the information is necessary. Keeping this in mind, there is a need to push for the **NATGRID or National Intelligence Grid**. It involves combining 21 sensitive databases

into a single one which can be accessed by authorized Central officers from the IB, RAW, CBI, DRI, and ED. Databases included in the grid are banks, credit cards, cell phone usage, immigration records, motor vehicle registration, and income tax records. Such a grid will help investigators in understanding the complete profile of a suspect. Police officials would be equipped with Personal Digital Assistant Devices with stored crime related data for easy access. The system also has provision for converting distress calls into digital messages giving the location using GPS. If such path breaking technology is utilized by Indian police, policing will become more effective. Thus, technology needs to be used in modernizing the police force to be able to meet the current and future challenges. The reforms outlined above will pave a way for a robust police system apt to deal with the ever-changing nature of challenges. But the reforms need to be undertaken on a sustained basis to keep the police relevant to the changing needs of the society.

The needs for a fast-growing economy like India for safe environment particularly in light of the complex security threats in present times are imminent. Terrorism, Left Wing Extremism, crimes including cyber-crimes, law and order issues threats which call for strong and efficient police for internal security. A review of the police governance framework, the legal setup, the issues ailing the police force all call for making police reforms one of the greatest priorities for the country.



Policing In National Capital Territory (NCT) New Delhi



Chapter 4

Policing In National Capital Territory (NCT) New Delhi: Status and Challenges

Background

Effective policing is the critical aspect of Criminal Justice System and the services so provided includes detection and prevention of crime, maintenance of law and order in civil society. Being the National Capital, the institution of robust mechanism would be the template for emulation by rest of the states. In a democratic setup, maintaining the citizen's charter of safety and security is the paramount role of governance. While numerous reforms have already been developed in the past and instituted, there is a need to construct a model which would pave the way for practicable, sustainable, and stout policing system. The new and emerging threats of cybercrimes, money laundering, terrorism and insurgency have posed new challenges to policing and intelligence gathering operations. Police forces the world over are experimenting with new levels of training and proficiencies, real-time use of data, humane but effective interrogation techniques and transparent tools of surveillance. Cybercrimes like phishing, identity theft, online banking frauds are forcing the police to keep themselves updated with the latest technology, and hence an urgent need to modernise and digitise our policing. Campaigns like 'Digital India' would ring hollow, if the police are not equipped with computers and necessary software, along with the skilled and trained staff.

Brief History and background of Establishment of Delhi Police

The concept of policing in Delhi is as old as the history of Delhi itself. Life being relatively more complex and delicate, the rulers of Delhi in one or the other form always kept a force to regulate its affairs and preserve its law and order. The force was ordinarily lodged in a Fort (kot) under an officer called 'Kotpal' which later came to be called 'Kotwal'. To make the movements on highway safe something like the present police post seem to have been set up there at some strategic points. These were called 'Sthanas' which later on called 'Thanas'. The Kotwal was the Head of the Police System. He was a direct appointee of the King. The Kotwal was supposed to make the city crime free and maintain the law and order. The

Kotwal and his system of policing continued to remain in place during medieval period. The first Kotwal of Delhi (1237) was Malikul Umara Faqrudin and the last Kotwal of Delhi was Sh. Gangadhar Nehru (1857). After the First War of Independence, the British Monarch took over British India under his direct control and police also became the subject of the British Administration. The police were re-constituted under the Police Act, 1861 which continues to be the guiding law in India even today. The first major re-organisation of the force took place in 1946. On 16th Feb 1948, the Delhi Police was placed under the charge of an IGP exclusively responsible for maintenance of law and order in the city. In 1978 the Delhi Police Act was passed, and the Commissioner of Police system was introduced w.e.f. 1.7.1978. Since then, the Commissioner of Police, Delhi has been heading the Delhi Police.

Structure of the Department: The Headquarters of the Delhi Police is located at Indraprastha Estate, New Delhi -110002. Delhi Police is headed by Commissioner of Police, who is an IPS Officer of Director General Rank. There are 08 Special Commissioners of Police, 18 Joint Commissioners of Police, 14 Addl. Commissioners of Police, 86 Deputy Commissioners of Police/Additional Deputy Commissioners of Police including JAG and 253 ACsP and an exceptionally large number of other police officers/men to assist him. At present, Delhi is divided into 6 Ranges (Eastern Range, South-Eastern Range, South-Western Range, Northern Range, Central Range and New Delhi Range) and further into 13 Districts and 62 Sub-Divisions and 163 Territorial Police Stations for the purpose of maintaining law & order. All the Ranges are being headed by the Special C.P./Law and Order and each Range is headed by an officer of the rank of Joint Commissioner of Police. Further, each Districts is headed by a Addl. Commissioner of Police/Deputy Commissioner of Police. The detail list of Districts, Sub-division and Police Stations of Delhi Police is as under:

Table: 4.1

Districts, Subdivisions and Police Stations of Delhi Police

Name of the Ranges & Districts	SL No.	Name of Subdivision	SL No.	Name of Police Station
<u>EASTERN RANGE</u>				
NORTH-EAST DISTRICT	1.	SEELAM PUR	1.	SEELAM PUR
			2.	NEW USMAN PUR
			3.	SHASTRI PARK
	2.	GOKUL PURI	4.	GOKUL PURI
			5.	DAYAL PUR
			6.	JYOTI NAGAR
	3.	KHAJURI KHAS	7.	KHAJURI KHAS
			8.	KARAWAL NAGAR
			9.	SONIA VIHAR
	4.	NAND NAGRI	10.	NAND NAGRI
			11.	HARSH VIHAR
	5.	BHAJAN PURA	12.	BHAJAN PURA
			13.	WELCOME
			14.	JAFFRABAD
SHAHDARA DISTRICT	6.	SHAHDARA	15.	SHAHDARA
			16.	FARASH BAZAR
	7.	VIVEK VIHAR	17.	VIVEK VIHAR
			18.	ANAND VIHAR
			19.	JAGAT PURI
	8.	GANDHI NAGAR	20.	GANDHI NAGAR
			21.	GEETA COLONY
			22.	KRISHNA NAGAR

	9.	SEEMA PURI	23.	SEEMA PURI	
			24.	MANSAROVER PARK	
			25.	GTB ENCLAVE	
EAST DISTRICT	10.	PREET VIHAR	26.	PREET VIHAR	
			27.	LAXMI NAGAR	
			28..	SHAKAR PUR	
	11.	MADHU VIHAR	29.	MADHU VIHAR	
			30..	GHAZI PUR	
			31	PATPARGANJ Ind. Area	
	12.	MAYUR VIHAR	32.	MAYUR VIHAR	
			33.	MANDAWALI	
			34	PANDAV NAGAR	
	13	KALYAN PURI	35.	KALYAN PURI	
			36.	NEW ASHOK NAGAR	
	<u>SOUTHERN RANGE</u>				
	SOUTH-EAST DISTRICT	14.	LAJPAT NAGAR	37.	LAJPAT NAGAR
38.				SUNLIGHT COLONY	
3.9				HAZRAT NIZAMUDDIN	
15.		NEW FRIENDS COLONY	4.0	NEW FRIENDS COLONY	
			41.	JAMIA NAGAR	
			42.	SHAHEEN BAGH	
16.		KALKAJI	43.	KALKAJI	
			44.	AMAR COLONY	
			45.	GOVIND PURI	
17.		SARITA VIHAR	46.	SARITA VIHAR	

			47.	OKHLA Indl. Area
			48.	KALINDI KUNJ
	18.	BADARPUR	49.	BADARPUR
			50.	PUL PRAHLAD PUR
			51.	JAITPUR
SOUTH DISTRICT	19.	DEFENCE COLONY	52.	DEFENCE COLONY
			53.	KOTLA MUBARAK PUR
			54.	LODHI COLONY
	20.	HAUZ KHAS	55.	HAUZ KHAS
			56.	SAKET
			57.	MALVIYA NAGAR
	21.	C.R. PARK	58.	CHITRANJAN PARK
			59.	AMBEDKAR NAGAR
			60.	GREATER KAILASH
	22.	MEHRAULI	61.	MEHRAULI
			62.	FATEHPUR BERI
			63.	MAIDAN GARHI
	23.	SANGAM VIHAR	64.	SANGAM VIHAR
			65.	NEB SARAI
			66.	TIGRI
<u>WESTERN RANGE</u>				
DWARKA DISTRICT	24	DABRI	67.	DABRI
			68.	UTTAM NAGAR
			69.	BINDA PUR
	2.5	DWARKA	70.	SECTOR-23 DWARKA
			71.	DWARKA NORTH
			72.	DWARKA SOUTH

	26	CHHAWLA	73	CHHAWLA
			74.	JAFFARPUR KALAN
	27	NAJAFGARH	75.	NAJAFGARH
			76	BABA HARIDAS NAGAR
			77.	MOHAN GARDEN
WEST DISTRICT	28	MAYA PURI	78.	MAYA PURI
			79.	NARAINA
			80.	INDER PURI
	2.9	TILAK NAGAR	81.	TILAK NAGAR
			82	VIKAS PURI
			83.	KHYALA
	3.0	RAJOURI GARDEN	84.	RAJOURI GARDEN
			85.	HARI NAGAR
			86	JANAK PURI
	31	PUNJABI BAGH	87.	PUNJABI BAGH
			88.	MOTI NAGAR
			89.	KIRTI NAGAR
OUTER DISTRICT	32	NANGLOI	90.	NANGLOI
			91.	MUNDKA
			92.	RANHOLA
	33	PASCHIM VIHAR	93	PASCHIM VIHAR EAST
			94.	PASCHIM VIHAR WEST
			95.	NIHAL VIHAR
	3.4	MANGOL PURI	96.	MANGOL PURI
			97	RANI BAGH

	35	SULTAN PURI	98.	SULTAN PURI
			99.	RAJ PARK

<u>NORTHERN RANGE</u>					
ROHINI	36	ROHINI	100	SOUTH ROHINI	
			101.	NORTH ROHINI	
			102	VIJAY VIHAR	
	.37	PRASHANT VIHAR	103.	PRASHANT VIHAR	
			104.	K.N. KATJU MARG	
			105.	BUDH VIHAR	
	38	AMAN VIHAR	106	AMAN VIHAR	
			107	PREM NAGAR	
	39	BEGUM PUR	108	BEGUM PUR	
			109.	KANJHAWALA	
	OUTER-NORTH DISTRICT	40	NARELA	11.0	NARELA
				111.	NARELA Ind. Area
41		S.P. BADLI	112	ALI PUR	
			113.	SAMAI PUR BADLI	
42		BAWANA	114.	BAWANA	
			115	SHAHBAD DAIRY	
43		SWARUP NAGAR	116	SWARUP NAGAR	
			117	BHALSWA DAIRY	
NORTH-WEST DISTRICT		44	ASHOK VIHAR	118	ASHOK VIHAR
				119.	BHARAT NAGAR
	120			KESHAV PURAM	
	45	SUBHASH PLACE	121.	SUBHASH PLACE	

			122.	MAURYA ENCLAVE
	46	MODEL TOWN	123.	MODEL TOWN
			124.	MUKHERJI NAGAR
	47	SHALIMAR BAGH	125.	SHALIMAR BAGH
			126.	MAHENDRA PARK
	48	JAHANGIR PURI	127.	JAHANGIR PURI
			128.	ADARSH NAGAR
<u>CENTRAL RANGE</u>				
NORTH DISTRICT	49	CIVIL LINES	129.	CIVIL LINES
			130.	MAURICE NAGAR
			131.	ROOP NAGAR
	50	TIMAR PUR	132.	TIMAR PUR
			133.	BURARI
			134.	WAZIRABAD
	51	SARAI ROHILLA	135.	SARAI ROHILLA
			136.	GULABI BAGH
	52	SADAR BAZAR	137.	SADAR BAZAR
			138.	BARA HINDU RAO
			139.	SUBZI MANDI
		53	KOTWALI	140.
141.				LAHORI GATE
142.				KASHMERE GATE
CENTRAL DISTRICT	54	DARYA GANJ	143.	DARYA GANJ
			144.	CHANDNI MAHAL
			145.	JAMA MASJID
	55	KAMLA MARKET	146.	KAMLA MARKET
			147.	HAUZ QAZI

			148.	I.P. ESTATE
	56	PAHAR GANJ	149.	PAHAR GANJ
			150.	NABI KARIM
			151.	D.B.G ROAD
	57	KAROL BAGH	152.	KAROL BAGH
			153.	PRASHAD NAGAR
			154.	RAJINDER NAGAR
	5.8	PATEL NAGAR	155.	PATEL NAGAR
			156.	RANJIT NAGAR
			157.	ANAND PARBAT
<u>NEW DELHI RANGE</u>				
NEW DELHI DISTRICT	59	PARLIAMENT STREET	1.58	PARLIAMENT STREET
			159	NORTH AVENUE
	60	CONNAUGHT PLACE	160.	CONNAUGHT PLACE
			161	MANDIR MARG
	61	BARAKHAMBA ROAD	162.	BARAKHAMBA ROAD
			163.	TILAK MARG
	62	CHANAKYA PURI	164.	CHANAKYA PURI
			165.	TUGLAK ROAD
			166.	SOUTH AVENUE
SOUTH-WEST DISTRICT	63	DELHI CANTT.	167	DELHI CANTT.
			168.	PALAM VILLAGE
			169.	SAGAR PUR
	64	VASANT VIHAR	170	VASANT VIHAR
			171.	R.K. PURAM
			172.	SOUTH CAMPUS

	65	VASANT KUNJ	173	VASANT KUNJ NORTH
			174	VASANT KUNJ SOUTH
			175.	KAPASHERA
	66	SAFDARJUNG ENCLAVE	176.	SAFDARJUNG ENCLAVE
			177	SAROJINI NAGAR
			178.	KISHAN GARH

Source: *Delhi police.nic.in, mha.gov.in*

Charter of Duties, Delhi Police

The objective of Delhi Police is to uphold the law fairly and firmly; to prevent crime; to pursue and bring to justice those who break the law; to keep the peace in partnership with the community; to protect, help and reassure the people; and to be seen to do all this with integrity, common sense, and sound judgment.

Delhi Police Set Up: - The Delhi Police (DP) is the law enforcement agency for the National Capital Territory of Delhi (NCT). Delhi Police comes under the jurisdiction of the Ministry of Home Affairs (MHA), Government of India. In 2015, sanctioned strength of Delhi Police was 84,536 (including I.R. Battalions) making it one of the largest metropolitan police forces in the world. About 25% of Delhi Police strength is earmarked for VIP security. Delhi has been divided into 6 Ranges and further divided into 11 Police Districts for administrative and operational convenience. Each Range is headed by an officer of the rank of Joint Commissioner of Police and the District is headed by an Addl. Commissioner of Police or Deputy Commissioner of Police. Each Police District is further divided into Sub-divisions and Police Stations. As of **January 2019**, Delhi Police has **15 Police** Districts with **178** 'territorial' Police Stations and **5 specialized crime units** declared as Police Stations namely, Economic Offenses Wing, Crime Branch, Special Cell, Special Police Unit for Women and Children (SPUWAC) and Vigilance. **Presently, the sanctioned strength of Delhi Police is 83,762.** The total strength is **80,115** of

which the total strength of women personnel in Delhi Police stands at a bare **9,341**. The overall supervision of the Police Stations/Police Posts in a District rests with Addl. Commissioner of Police or Deputy Commissioner of Police who is assisted by two Additional Deputy Commissioners of Police. A sub-division of District Police is headed by an officer of the rank of Assistant Commissioner of Police. A Police Station is headed by Station House Officer [SHO] who is an officer of the rank of Inspector. Prevention, investigation and detection of crimes and maintenance of peace and order are the important functions of the Police. An organization chart of Delhi Police is available on its website under the title "About us". The role of Delhi Police is enumerated subsequently.

Licensing Branch: - The Licensing Branch of Delhi Police is an ISO 9001 certified organization, located at Police Station Defence Colony Complex, New Delhi. The branch functions under the supervision of an Addl. Commissioner of Police and responsible for granting licenses/permissions for Arms and Ammunition, Cinema and Video Game Parlour, Eating Houses, Hotels, Fire Crackers, Poisons, Sulphur, Swimming Pools , Amusement Activities – Performance Licenses, Registration of newspapers and journals , Declaration of Printing Presses , Grant of NOC for fresh Petroleum Stations and storage , Auditoria and Discotheques.

(a) **Initiatives for better Service Delivery:** Licensing Unit is a fully computerized unit functioning with workstations connected to the Main Server through Local Area Network (LAN). The software application has been upgraded from VB6 to Dot Net with enhanced features.

(b) Licensing Unit maintains an extremely informative and useful website, **www.delhipolicelicensing.gov.in** with all forms / affidavits made available online. The website is periodically updated, and various processes have been lucidly explained and Acts, Rules and Regulations related to licensing procedures have been made available for information of citizens.

(c) Automated SMS Alerts to arms licensees regarding renewal of arms licence and other information has been started. It has been highly appreciated and has resulted in sharp decrease in late renewal cases.

(d) Issuance of Computerized Cash Receipts for all Licensees has also been started, which has further cut down the processing time for various services.

(e) Licensing Unit is working successfully as the nodal agency on behalf of Delhi Police for the task of verifying and assessing the suitability of Private Security Agencies.

(f) In order to ensure surveillance, CCTV Coverage has been extended to the entire premises with 4 new IP CCTV having recording facility of 30 days.

(g) Basic Weapon Handling Training to the fresh arms licensees is being given in order to ensure proper education of the licensees and safety of the arms licensee as well as basic handling and cleaning of the arms.

Crime Branch (dcp-crime-dl@nic.in). The Crime Branch is a specialized and referral unit. Besides, detection and investigation of crime, it is a nodal unit for Inter-State Coordination and Interpol etc. In addition to detection and investigation, Crime Branch maintains updated record of crimes and criminals through Crime Record Office. The Public Relation Office, Fingerprint Bureau, Crime Criminal Tracking Networking Systems (CCTNS), Research Cell, Crime Teams, Senior Citizen Cell, Bomb Disposal Squads, Missing Persons Squad and Dog Squad are other units which work under the Crime Branch. Crime Branch is the Nodal Agency for Missing Children and works in close coordination with Delhi Legal Services Authority (DLSA). It also coordinates with legal agencies in the area of anti-human trafficking, inter-state cooperation, FICN, Narcotics, Bank Security, Wildlife crime etc.

Scheduled Castes and Scheduled Tribes Protection Cell. In order to ensure effectiveness and efficient handling of complaint/matters relating to atrocities

committed on SC/ST, a Protection Cell is functioning in the Crime Branch of Delhi Police. ACP/HQ(C&R) under the close supervision of DCP & Addl. CP/Crime and Joint CP/Crime assists the Special CP/Crime in discharging the responsibilities of Scheduled Castes and Scheduled Tribes Protection Cell.

Issues Pertaining to the Minorities: All personnel have been directed to be firm and impartial in dealing with all issues related to minority communities, especially religious minority and other regional groups who make up the social milieu of the entire city of Delhi. Police personnel must not only be fair in their disposition but should also appear to be fair in the eyes of common citizenry.

Traffic Police Duties (www.delhitrafficpolice.nic.in)

The Traffic Police is responsible for traffic management, regulation, enforcement of traffic rules and regulations, and road safety education to road users. The Traffic Unit of Delhi Police is functioning under the overall supervision of Special Commissioner of Police, Traffic, assisted by Addl. C.P/Traffic, Addl. CP/Traffic (HQ) and seven Deputy Commissioners of Police as under:-

- (a) DCP Traffic/Headquarters Toda pur
- (b) DCP Traffic/Southern Range J.B.Tito Marg, Sadiq Nagar
- (c) DCP Traffic/ Northern Range P&L Complex
- (d) DCP Traffic/Central Range Baba Kharak Singh Marg
- (e) DCP Traffic/Western Range PP Rajouri Garden
- (f) DCP Traffic/Eastern Range PS Shakarpur
- (g) DCP Traffic/VIP Todapur

Besides regulating traffic, the unit is also responsible for: -

- (a) Rendering assistance to public in various stressful conditions such as prompt first aid to road accident victims.
- (b) Assisting and advising various agencies in coordinated development of infrastructure for safe and smooth flow of traffic.

- (c) Protection of environment by taking appropriate steps for prevention of noise and air pollution.
- (d) Encouraging participation and involvement of public in traffic management and regulation.
- (e) Arrangements for various functions in the city.
- (f) Granting of permission for road cutting, road digging, processions and other miscellaneous functions.
- (g) Website information on traffic related matters.
- (h) Imparting traffic training in parks to schoolchildren.
- (i) Promotion of road safety through-mobile exhibition van, painting competitions, skit competitions, essay competitions, debates etc.
- (j) Granting of N.O.C. for speed breakers.
- (k) Installation of traffic signals/blinkers/timers.
- (l) Issue of permissions to commercial vehicles to ply in "No Entry Zones".
- (m) Issue of N.O.C for 'No Challan Due' etc.
- (n) Notification of Taxi Stands.
- (o) Smooth functioning of Pre-paid Taxi/TSR booths.

Special Police Unit for Women & Children (www.spuwac.com). Special Police Unit for Women & Children (SPUWAC) is the central agency co-ordinating Crime Women Cell in the eleven districts of Delhi Police which deal with women related crimes like dowry deaths, harassment on account of dowry demand etc. It is headed by an officer of the rank of Joint Commissioner of Police and assisted by Addl./Deputy Commissioner of Police, SPUWAC, having its office at Nanakpura, South Moti Bagh, New Delhi. SPUWAC and the eleven Crime Women Cells in the districts also provide counselling facility to the women victims and also entertain cases relating to obscene posters and pictures. The Unit has a Women Police Mobile Team for round the clock response to deserving women helpline cases. A Police Station namely PS Crime Women Cell, has also started at its premises in

Nanakpura, where cases (women related) u/s Indian Penal Code are being registered.

Juvenile Issues (www.dpju.com):- Special Police Unit for Women & Children presently functioning from Nanak pura, South Moti Bagh, New Delhi-110021, is also the Nodal Agency on Juvenile issues under the overall supervision of Addl./ Dy.Commissioner of Police as per mandate under Juvenile Justice (Care & Protection) Act, 2000. The responsibilities of the unit include liaising and coordinating with stake holders, monitoring various writ petitions relating to juvenile, dissemination of awareness at Police Station level with the help of NGOs and Law Experts, monitoring cases/complaints dealt with in Districts relating to children on day to day basis, collecting information on Children in Need of Care & Protection (CNCP) & Juvenile in Conflict with Law (JICL) from all Districts/Units of Delhi Police, monitoring work of Special Juvenile Police Units (SJPUs), Juvenile Welfare Officers (JWOs), of District/Units as well as maintaining Web-site www.dpju.com on juveniles, organizing training programme on Juvenile Justice System for Juvenile Welfare Officers as well as Police Officers of Delhi Police.

Special Cell for North Eastern States Residents: - A Special Cell to address policing issues pertaining to the persons hailing from North Eastern part of the country has been set up with its office at Nanak pura, Delhi. A DCP level officer preferably from North-Eastern region supervises the Cell. The officer works in close coordination with the concerned district Addl. CsP/ DCsP and the Chief Coordinator for North East to redress policing issue affecting North-Eastern residents. A special Help-line for attending/accepting distress calls from the people of North Eastern Region has also been set up.

Preventive Initiatives To Check Crime/Terrorist Attacks In Delhi: Delhi Police has taken the following anti-terrorist measures to combat terrorism:

Neighbourhood Watch Scheme: - In order to promote a long-lasting partnership with the community to enhance safety and reduce crime, the mechanism of Neighbourhood Watch Scheme, which aims at enhancing the

security of a Neighbourhood by harnessing the capabilities of its residents, has been revived as the main thrust area of people-police interface. At present, this scheme is functional in 2252 residential colonies and housing complexes, and the Scheme is being extended to other areas also.

Eyes and Ears Scheme: - Delhi Police has launched a scheme captioned 'Public as Eyes and Ears of the Police' with special emphasis to sensitize all the stake holders such as Rehri Patri walas, Chowkidars, guards, vendors, parking attendants TSR drivers, residents/traders welfare associations etc. to keep a watch and look for suspicious persons and share the information with local police immediately. Regular meetings are held by all the officers to sensitize and motivate them.

Tenant Verification: - In order to detect any terrorist or any person with a dubious character taking shelter in Delhi as a tenant, Delhi Police carries out regular tenant verification. The owners of the house are required to inform local police whenever they keep a tenant. Special drives are conducted for verification of tenants.

Servant verification: In order to detect any terrorist or dubious characters taking shelter as servants in any house or establishment, Resident Welfare Associations, Trader Associations are briefed in meetings regularly and by pamphlets/advertisements public in general is advised to get their servants verified at the time of employing them. Servant verification drives are also carried out regularly.

Community Policing Schemes:

(a) **Yuva Special Community Policing Scheme:** YUVA' has been launched keeping in mind the problems of young adults. YUVA aims to wean away young adults and underprivileged children who, for want of proper education and sports facilities, tend to take to crime. Delhi Police has also established an institutionalized framework called Delhi Police Yuva

Foundation, DPYF under Society Registration Act to oversee the implementation of the scheme. DPYF shall take initiatives like organizing sports activities, painting workshops, vocational training etc. to channelize the energy of young adults and underprivileged children. The foundation would facilitate in identifying such areas in the jurisdiction of Police Stations wherein such initiatives are necessary and feasible for implementation and create infrastructure and logistics with the help of willing NGOs, Corporate Houses and social volunteers to achieve its objectives.

(b) **Jan Sampark**:- A recently introduced pro-active measure for public cooperation is the concept of **Jan Sampark**, wherein senior officers of Delhi Police go to their respective areas on a pre-scheduled time and date and hear public grievances at neutral venues like auditoriums, school-halls, public parks etc. This is bound to lead to speedier solutions to people's problems/grievances.

(c) **Aapka Update**: - A new initiative has been taken by Delhi Police to inform the complainants about progress of their complaints/cases on the preference mode of communication via SMS, phone calls, post, personal visit etc. One can also visit the Police Station and get an update every Saturday between 4 PM to 6 PM.

Nirbhik:- Sexual assault/harassment of girls often takes place in their own homes, educational institutions, workplaces and often committed by their own relatives/known-persons, neighbours, friends of relatives and acquaintances. While a number of modes are available to general public to seek help from police, there seems to be a complete absence of any such specialized forum for the victims in school/college going age group to effectively report such crimes. '**Nirbhik**' is an initiative which aims at reaching out to victims of the most heinous and hidden crimes of society, which often leaves a young girl violated and wronged by the very persons they trust. Under '**Nirbhik**', Delhi Police officials visit all girls only as well as co-ed schools and interact with the girl students. They organize interaction sessions with the girl students in which they try to build a rapport with them, talk to them about

functioning of Delhi Police in order to instil a sense of confidence. They then use audio/visual tools to explain to the students the concept of 'Good touch & Bad touch' and what constitutes physical and sexual abuse.

Pehchan:- Security of their children is one of the key concern of working parents. While educated parents try to have a support mechanism in their absence, children of the workers from the underprivileged sections are the most vulnerable. In many cases, small kids tend to lose their way or fall prey to organized gangs of criminals or kidnapers. Their families, out of ignorance and poverty, do not keep even basic record such as photographs which would help the police identify, trace and rescue them, if needed. Delhi Police launched a unique initiative called '**Pehchan**' to bridge this information gap. In this programme, officials visit slums and take family photographs of children at risk. They print their names and other details on the photo and gift them to the respective family while retaining a copy for the official records. This databank of pictures serves as a key resource for tracking and rescuing missing children. The programme has already been implemented in areas where maximum numbers of children go missing.

Delhi Armed Police: Following are the duties and responsibilities:

(a) **Guards for Banks And Post Offices.** The office deals with provision of guards for banks and post offices.

(b) **Producing of UTPs to various Jails:** The Head Office of 3rd Bn. DAP, a unit of Delhi Police, is situated at Administrative Block, Vikas Puri Police Complex, New Delhi-18. There are six sub-offices situated at different District Courts of Delhi i.e. Patiala House Courts judicial lock-up, Tis Hazari Courts judicial lock-up, Karkardooma Courts judicial lock-up, Rohini Courts judicial lock-up, Saket Courts judicial lock-up and Dwarka Courts judicial lock-up. There are also sub-offices at all Jails of Delhi i.e. Central Jail, No. 1 to 9 Hari Nagar, Jail No. 10 Rohini and 12 to 16 Mandoli Jail. There is also one each sub-office in Juvenile Courts at Firoz Shah Kotla Stadium, Delhi Gate, Delhi and at Vikas Puri Police Complex. However, the duties of this battalion are divided in following heads: -

- (i) Receiving of under trials/prisoners/detainees from jail authorities at Central Jail No. 1 to 9 Tihar Jail, Central Jail No. 10 Rohini and Central Jail No. 11 to 16 Mandoli and other places.
- (ii) Escorting of under trials/prisoners/ detainees from Central Jail No. 1 to 9 Tihar Jail, Central Jail No. 10 Rohini and Central Jail No. 11 to 16 Mandoli and other places to courts and back to Jail.
- (iii) Ensuring proper security arrangement at judicial lockups.
- (iv) Escorting under trials/prisoners/detainees to judicial lock-ups for production at various courts and back.
- (v) Receiving of new under trials/prisoners/detainees from District Police for escorting to Central Jail No. 11 to 16 Mandoli, Delhi.
- (vi) Handing over of such under trials/prisoners/detainees etc. back to jail authorities, Central Jail No. 1 to 9 Tihar Jail, Central Jail No. 10 Rohini and Central jail No. 11 to 16 Mandoli or places of detention.
- (vii) Escorting of under trials/prisoners/detainees to other authorized places, like hospitals and also out-station for lodging in jails or production in courts in special cases under orders of Court/Govt.
- (viii) Escorting of under trials/prisoners/detainees during short custody parole.
- (ix) Guarding the under trials/prisoners/detainees admitted in various Hospitals.
- (x) Restoration of juvenile from various Children Homes in Delhi to their respective parents after production in concerned District Court.
- (xi) Restoration of female juvenile from Nirmal Chayya, Jail Road, Hari Nagar, New Delhi to their respective parents after production in concerned District Court.

Licensing Department: The Licensing Branch of Delhi Police is currently functioning from the first floor of Police Station – Defence Colony, New Delhi under the supervision of an Addl. Commissioner of Police. He is responsible for granting licenses/permission/NOC for: -

- (a) Arms and Explosives
- (b) Firecrackers

- (c) NOCs for Petrol pumps/CNG/LPG stations
- (d) Storage of Poisons & Sulphur
- (e) Guest Houses /Motels/Hotels etc
- (f) Eateries
- (g) Cinema, Video Game Parlour Amusement Activities. (Performance License), Premises License (Auditorium, Discotheque)
- (i) Swimming Pool
- (j) Registration of newspapers and Journals
- (k) Declaration of Printing Press

Communication Unit: The Communication Unit of Delhi Police is situated at 5, Rajpura Road, Old Police Lines Delhi – 110054. It is the responsibility of the Communication Unit of Delhi Police to provide wireless and line Communication for the maintenance of law and order, orderly traffic and for the safety and Security of VVIP/VIPs in Delhi. It is an undisputed fact that the communication assumes greater significance in the context of maintenance of law and order effectively. Fast and modern means of communication is the backbone of any system, more so of law-and-order machinery, whose success depends vastly on the speed with which it receives and transmits information and the time it takes to react on that information.

Central Police Control Room. The duties and responsibilities of functionaries at the Central Police Control room are enumerated herewith:

- (a) **Wireless Nets:** Central Police Control Room (CPCR) is the nerve centre for Delhi Police operations. It receives all communications concerning distress call from public, law and order scenario and directs Delhi Police response to these situations. The functioning of PCR is crucial to instill the feeling of security amongst public in Delhi. A total of 58 nets are available in CPCR linking to all district and unit control rooms.
- (b) **Police Assistance No. 100:** The public in distress can reach PCR by dialling toll-free telephone No. 100. The distress calls so received are passed on to the PCR vans, through the Dispatch Wireless Operator for immediate

assistance till the arrival of local police. PA-100 service may be broadly divided into the following components:

(i) **Automatic Call Distribution (ACD) System:** The ACD system is interface between the MTNL exchanges and the Call Centre (100). This module ensures that all calls received on No. 100 are equitably distributed among the telephone operators and the Calling Line Identity (CLI) of the person making call on No.100 is also provided.

(ii) **AVTS:** A state of the art GIS/GPS based Vehicle Tracking System has been installed at Central Police Control Room, PHQ. The system facilitates the supervisory staff and Dispatch Wireless Operator in CPCR to monitor the movement of the PCR Vans in the field on a digital map of Delhi and the Dispatch Operator is able to guide the Patrol Vans to the exact scene of incident or a given address when a distress call is received.

(iii) **Call Centre (100):** The Call Centre comprises of 100 call receiving stations for incoming lines and 100 call taker positions are in operation. Each station is manned by a telephone operator of the rank of Constable (Executive). The operator receives the message from the caller, types a Challan on the computer and sends it to the Dispatch Wireless Operator electronically.

(iv) **PCR Vans:** The PCR Vans are deployed in the field throughout Delhi. Each van is manned by three police personnel and is equipped with a wide range of equipment and accessories. The PCR van on receiving instructions from Dispatch Officer moves to the scene of crime and takes control till the arrival of the local police. In case the emergency or hot pursuit warranting reinforcement, more PCR vans are sent for swift action. Most of the time, PCR van, is the first contact and aid to a person in distress. At present PCR unit is having a fleet of 754 Multipurpose vehicles (MPVs) are on base at 13 Zones.

(c) **Data Communication System:** The communication of data (written message) is managed from the T.P. Room situated in the Central Police Control Room. It comprises of the following two data networks:

(i) **Cyber Highway:** Cyber Highway has been established through MTNL on MPLS VPN Network for convergent services in Delhi Police at 243 locations (Police Stations/Offices).

(ii) **C4i at PHQ:** The C4i has been established at Police Headquarters (PHQ) to create a Common Operational Picture providing uniformed situation awareness and an integrated decision support system. At present C4i is integrated (connected) with 33 locations at Delhi (28 Markets and 5 Borders). Total No. of cameras are 1038.

(iii) **Hot Lines:** There are 43 Hot lines connecting the Central Police Control Room with various hospitals, civic bodies, government. agencies, neighbouring police districts etc.

(d) **Centralized Public Address System:** A Wireless Integrated Public Address (WIPA) system is installed at 20 crowded places and markets in Delhi and 03 WIPA working in Delhi Metro (Total= 23). Normally the announcements are made centrally from PCR to be heard at all the places simultaneously with a provision to make announcements selectively if the situation so warrants.

Manpower and equipment shortages in Delhi police and related challenges:

In the NCT of Delhi, between the period 2013-2019, the incidence of crime registered under the Indian Penal Code (IPC) increased by 275 per cent. Shortage of manpower in the Delhi Police department has impacted the investigation of crimes.

More than half of the Mobile Patrol Vans don't have gunmen. The communication system used by the force is 20 years obsolete, anti-terror unit doesn't have adequate arms, ammunition and bulletproof jackets and the SWAT (**Special Weapons and Tactics**) teams are working at reduced efficiency. The audit report says that the Delhi Police PCR Vans and Tourist MPVs were operating with only

4,144 police personnel against a requirement of 6,171. 55 per cent of the MPVs were operating without a gunman.

Obsolete Communication and Monitoring System. The audit shows that the Delhi Police force is using a 20-year-old trunking system Associated Public-Safety Communications Officers. (APCO), which is already 10 years beyond its normal life span. Further, proposal for up-gradation of these communication sets were initiated a little over a decade ago but till date even tenders have not been finalised. Despite the rise in population, challenges and number of personnel, the number of wireless sets under the conventional system with the Delhi Police has declined. The Delhi Police has installed 3,870 CCTV cameras across the national capital at strategic locations. But the majority of these cameras don't work. To tackle the rising crimes against women, the Delhi Police had launched the **Himmat Plus Mobile App**, which is a women safety centric application in February 2018. This was as an upgraded version of the earlier Himmat App. The Delhi Police had spent Rs 18.5 lakh on development of the Himmat Plus and a whopping Rs 6.82 crore on the publicity of the Himmat App and the Himmat Plus App. Still, the response of the users to the App is reportedly tepid. Out of the total of 1.66 lakh initial installs of Himmat/Himmat Plus App, 1.32 lakh users uninstalled leaving only about 34000 users as of May 2019. (Source: himmat.delhipolice.nic.in, indiatoday.in).

Cyber Crimes and related issues: Ranges operated by the Delhi Police's key counter-terror Unit -- the Special Cell -- were found to be struggling against the availability of vehicles, protective equipment like bulletproof jackets, and arms and ammunition, which are vital for quick in real-time response. Similarly, the Cyber Crime Unit of the Special Cell doesn't have an adequate number of trained and qualified personnel deployed to efficiently handle the cyber-related crimes leading to inadequate disposal of cases in the Cyber Crime Unit.

Manning Shortfalls. While the Delhi Police regularly faces public ire over its zealous security cover provided to VVIPs and other protected persons, the audit found that against the requirement of **3,896** police personnel for the protection of all the Protected Persons (PPs), only **2,661** were posted for active duty. This means

that there existed a **32 per cent shortage of manpower** in this field as well. The Delhi Police was found to be providing security of 261 personnel to 27 protected persons who do not even reside in Delhi. As per the norms, security should be provided by the concerned state governments.

Non-Availability of Basic facilities for Policemen: Even worse, the government failed to take care of the force in the form of providing adequate facilities to the stressed police force. For about **80,000** police personnel, there are only **15,360** quarters available in Delhi. This means that **less than 20 per cent** of the Delhi Police's force has been provided quarters. Many police stations lacked facilities like barracks, Canteen/Mess, Kitchen, parade/playgrounds etc., which are necessary for comfortable working. Facilities for public like reception/waiting areas, toilets, women help desk etc. were also below the required standards. The CAG audit team also found that there exists a shortage of vehicles per Police station which impacts the force's response to law-and-order situations.

Shortfalls in manning and issues related to long working hours. Only one out of 72 police stations, test-checked by the audit team, had staff deployed as per the norms prescribed by the Bureau of Police Research and Development (BPR&D).It was found that in these 72 police stations studied there was a **shortage of 35 per cent in the manpower**. The report summarises that due to the acute shortage of staff, the police force is under tremendous strain as their **average daily duty hours** in the six test-checked police districts (Central, New Delhi, South, Dwarka, North East and Rohini) **ranged from 12 to 15 hours** against eight hours as prescribed under the Model Police Act 2006.

Availability of Women Police Personnel: Amid a rising crime graph against women in the country, women police personnel constitute a meagre 8.98 percent of police force across India, according to BPR&D's latest data on police organizations. Out of total strength of 20.67 lakh, the number of female personnel was 1.85 lakh out of which 29,532 were in Central Armed Police Forces (CAPF) such as CRPF, BSF, ITBP, SSB, CISF and Assam Rifles, States Bureau of Police Research and Development (BPR&D). Women's representation in Delhi Police is merely 9341 out

of the strength of 80,115. Women-related cases, mostly dealing with harassment or violence, are piling up due to the paucity of women officers. Delhi has 238 posts of Assistant Commissioners of Police, of which 20 are occupied by women officers. Delhi Police have deployed women officials at every police station on women helpdesks, but women investigators are very few.

As is evident from the data analysis above, the paucity of manpower and resources is a major impediment towards achievement of the assigned role and targets. While at locations there is considerable staff available, but their deployment strategy needs to undergo a major transformation. The concept of T3R is therefore implementable at the police stations towards attaining desired results.

Chapter 5

Development and Implementation of T3R Concept in Police Services (NCT)

Introduction

The concept of **teeth-to-tail ratio** (T3R), is a military jargon which relates to the amount of personnel it takes to supply and support each functionary ("tail") towards discharge of operational role ("teeth"). The ratio is not a specific measure but rather a general indication of an organisation's might in relation to the resources it devotes to supply, upkeep, and logistics. The concept is ideal for all uniformed services especially Police Services. The attempt herewith is to suggest an acceptable and implementable formula for Delhi Police services (NCT), which can improve the functional output and attainment of the primary goal of maintaining law and order and protecting life and property of citizens. Towards this purpose it is necessary to evaluate the content and context of prevailing Delhi Police bill of 2010.

Delhi Police Bill 2010

1. The essentials of Delhi Police Bill 2010 are as under:

(a) **Preamble**

(i) WHEREAS respect for and promotion of the human rights of the people, and protection of their civil, political, social, economic and cultural rights, is the primary concern of the Rule of Law.

(ii) AND WHEREAS, it is the constitutional obligation of the State to provide impartial and efficient Police Service safeguarding the interests of vulnerable sections of society including the minorities and responding to the democratic aspirations of citizens.

(iii) AND WHEREAS such functioning of the police personnel needs to be professionally organised, service oriented, free from extraneous influences and accountable to law; AND WHEREAS it is expedient to redefine the role of the police, its duties and responsibilities, by taking into

account the emerging challenges of policing and security of State, the imperatives of good governance, and respect for human rights;

(iv) AND WHEREAS it is essential to appropriately empower the police to enable it to function as an efficient, effective, people-friendly and responsive agency.

(v) NOW, THEREFORE, since it is necessary for this purpose to enact a new law relating to the establishment and management of the Police Service, it is hereby enacted as follows:

(b) **Preliminary: Definitions & Interpretations**

(i) This Act is called the **Delhi Police Act, 2010**.

(ii) It shall come into force on such date as the Administrator may, by notification in the official Gazette, specify in this behalf.

(iii) It extends to the whole of the National Capital Territory of Delhi.

(c) In this Act, unless the context otherwise requires

(i) Act means the Delhi Police Act, 2010.

(ii) Administrator means the Lt. Governor of Delhi appointed under Article 239 of the Constitution.

(iii) Cattle include cows, buffalos, elephants, camels, horses, asses, mules, sheep, goats and swine.

(iv) **Core functions** mean duties related to sovereign functions of the State including arrests, search, seizure, crime investigation, crowd control and allied functions that can only be performed by the police as the agency of the State.

(v) Corporation means the Municipal Corporation of Delhi constituted under the Delhi Municipal Corporation Act. 1957 (66 of 1957)

(vi) Delhi means the National Capital Territory of Delhi.

- (vii) Group“C” Posts means the posts so categorised under the relevant State Service Rules;
- (viii) Headquarters Company means a unit performing administrative and other support functions of a State Armed Police Battalion.
- (ix) Insurgency includes waging of armed struggle by a group or a section of population against the state with a political objective including the separation of apart from the territory of India.
- (x) Internal Security means preservation of sovereignty and integrity of the State from disruptive and anti-national forces from within the State.
- (xi) Militant activities include any violent activity of a group using explosives, inflammable substances, firearms or other lethal weapons or hazardous substance in order to achieve its political objectives.
- (xii) Municipality means the New Delhi Municipal Committee, the Cantonment Board or any other municipal body, other than the Corporation, established by or under any law for the time being in force in or any part of Delhi.
- (xiii) **Non-core police functions** mean such functions which are not core functions as defined.
- (xiv) Organised crime includes any crime committed by a group or a network of persons in pursuance of its common intention of unlawful gain by using violent means or threat of violence.
- (xv) Place of public amusement and public entertainment include such places as may be notified by the Administrator.
- (xvi) Police District means the territorial area notified under Section 10 of Chapter II of this Act, as distinct from a revenue district.
- (xvii) Police Officer means any member of Delhi Police Service constituted under this Act.

(xviii) Public place means any place to which the public have access and includes: a public building and monument and precincts thereof; and any place accessible to the public for drawing water, washing or bathing or for purposes of recreation

(xix) Regulations mean regulations made under this Act; and Rules mean rules made under this Act.

(xx) Service Companies mean units of State Armed Police Battalions and District Armed Reserve which are deployed for law and order and other duties in support of civil police.

(xxi) Subordinate Rank means all ranks below the rank of Assistant Commissioner of Police.

(xxii) Terrorist activity includes any activity of a person or a group using explosives or inflammable substances or firearms or other lethal weapons or noxious gases or other chemicals or any other substance of a hazardous nature with the aim to strike terror in the society or any section thereof, and with an intent to overawe the Government established by law.

2. **Constitution and organisation of the Police Service:** -

(a) The Police bill stipulates that there shall be one Police Service for Delhi. Members of the Police Service shall be liable for posting to any branch of the Service in the state, including any of its specialised wings.

(b) **Administration of Police:** - The Bill States that the Administrator shall establish a police system which is capable of handling the typically complex problems of crime, public order and internal security in the state, which call for quick and comprehensive response springing from purposeful direction, unitary chain of command, professional competence, functional specialisation, and legal authority coupled with accountability, in accordance with the provisions of this Act.

(i) It shall be the responsibility of the Administrator to ensure an efficient, effective, responsive and accountable Police Service for the entire Delhi.

For this purpose, the power of superintendence of the Police Service shall vest in and be exercised by the Administrator in accordance with the provisions of this Act.

(ii) The Administrator shall exercise his superintendence over the police in such manner and to such an extent as to promote the professional efficiency of the police and ensure that its performance is at all times in accordance with the law. This shall be achieved through laying down policies and guidelines, setting standards for quality policing, facilitating their implementation and ensuring that the police performs its task in a professional manner with functional autonomy.

(c) **Charter (Core Functions):** The Administrator may give directions to the Commissioner of Police on matters of Government policy relating to:-

- (i) The prevention of crime.
- (ii) The maintenance of public safety and public order.
- (iii) The delivery of police services within areas of enforcement

(d) **Constitution and composition of the Police Service Subject to the provisions of this Act:**

(i) The Police Service shall consist of such numbers in various ranks and have such organisation as the Administrator, in consultation with the Commissioner of Police, may by general or special orders determine.

(ii) The direct recruitments to non-gazetted ranks in the Police Service shall be made through a Police Recruitment Board by a transparent process, adopting well-codified and scientific systems and procedures which shall be notified and published through appropriate rules to be framed by the Administrator.

(iii) The recruitment to the Indian Police Service and to the rank of Assistant Commissioner of Police shall be made through the Union Public Service Commission.

(iv) The composition of the Police Service shall, as far as possible, reflect adequate representation of all sections of society, including gender representation.

(v) The pay, allowances, service and working conditions of police personnel shall be as prescribed by rules from time to time. These shall always be commensurate with the arduous nature of their duties.

(vi) Police personnel shall at all times remain accountable to the law and responsive to the lawful needs of the people and shall observe codes of ethical conduct and integrity, as prescribed.

(e) For the overall direction and supervision of the Police Service, the Administrator shall appoint a **Commissioner of Police** who shall exercise such powers, perform such functions and duties, and have such responsibilities and such authority, as may be prescribed. The post of Commissioner of Police shall be the senior-most position in the hierarchy of the Police Service of the state and no other officer senior or equivalent in rank to the incumbent Police Commissioner of Police shall be posted to any position within the police organisation to ensure that the unity of command is maintained at all times: Provided that any other police officer holding the rank of Commissioner of Police shall be appropriately appointed outside the state police organisation.

(f) **Appointment of Joint Commissioners of Police, Additional Commissioners of Police, Deputy Commissioners of Police, Assistant Commissioners of Police:** The Administrator may appoint as many Joint Commissioners, Additional Commissioners, Deputy Commissioners, and Assistant Commissioners as necessary.

(g) **Appointment of Legal Advisors and Financial Advisor:** The Administrator shall appoint a Legal Advisor and a Financial Advisor to aid and advise the Commissioner of Police on legal and financial matters respectively. The Administrator shall also appoint in every District Police Unit and City Police Commissionerate one or more Legal Advisors to advise the police on legal issues and matters including the adequacy or otherwise of the available evidence as deemed necessary in various cases investigated by them.

3. **Constitution of police districts, police sub-divisions and police stations:**

The Administrator, in consultation with the Commissioner of Police, shall: -

- (a) Constitute appropriate number of Police Districts within each Commissionerate.
- (b) Divide such Police Districts into Police Sub-Divisions and specify the Police Stations comprised in each Sub-Divisions; and
- (c) Define the limits and extent of such Police Districts, Police Sub-Divisions and Police Stations.

4. **Officers in charge of police districts, police sub-divisions and Police Stations**

- (a) Each Police District shall be under the charge of a Deputy Commissioner of Police, who may, if necessary, be assisted in the discharge of his duties by one or more Assistant Commissioners of Police.
- (b) Each Police Sub-Division shall be under the charge of an Assistant Commissioner of Police and each Police Station shall be under the charge of an Inspector of Police.

5. **Preservation of order and regulation of traffic:-** The Commissioner of Police may, from time to time, make rules and regulations, not inconsistent with this Act, and subject to any orders of the Government of Delhi, in respect of the following:

- (a) For regulating the use of public roads, streets and public places by persons walking, driving, cycling, or accompanying animals, and for parking of vehicles including bicycles, with a view to ensuring smooth and orderly movement of traffic.
- (b) Licensing, or regulating, or if necessary, in public interest, prohibiting for reasons to be recorded in writing, the keeping of a place of public amusement or public entertainment, or running cinemas and other forms of public amusement or public entertainment, for ensuring the safety and well-being of persons likely to be affected;

(c) Licensing, or regulating or, if necessary, in public interest, prohibiting the playing of music in public streets or public places, and the using of a loudspeaker or any other sound system in any public place, or places of public entertainment; and (d) regulating the entry or exit at any place of public amusement, public entertainment, or at any public meeting or assembly, and providing for the maintenance of public peace and prevention of disturbance at such places.

6. **Regulation of public assemblies and processions:**

(a) Any person intending to organise a procession, religious, social, political or otherwise, on any road, street, or thoroughfare, or convene an assembly in any public place in Delhi, shall give intimation in writing to the officer in charge of the concerned Police Station.

(b) The Commissioner of Police or any officer not below the rank of Inspector, authorised by the Commissioner of Police, may, on receipt of such intimation or otherwise, give, from time to time, such orders not inconsistent with this Act, about the following, orally or in writing, as may be necessary: -

(i) The mode of any assembly or passing of any procession, or the conduct, behaviour or acts of members of such assembly or procession.

(ii) Prescribing the routes and the time at which such processions may or may not pass.

(iii) Preventing obstruction on the occasion of such a procession or assembly in the neighbourhood of any place of worship during the time of public worship, and in every case when any road, street or public place or any place of public resort may be thronged or is likely to be obstructed; or

(iv) Maintaining order on roads, streets, public places and all other places where public throng: Provided that all orders and directions in respect of any procession or assembly for which intimation has been received from the organisers, shall be issued, as far as possible, within 48 hours of receipt of intimation.

(c) **Prevention of disorder**: - The Commissioner of Police may, whenever and for such time, as he considers necessary for the preservation of the public peace and safety, by notification, issue an order to the public or to a particular individual or organisation, prohibiting the following:

(i) Carrying in any public place, or road, street or thoroughfare, firearms, swords, spears, bludgeons, knives, other offensive weapons, or any explosive material;

(ii) Collection or carrying of stones or missiles, or any objects or means of casting missiles.

(iii) Keeping, carrying along or offering for exhibition any corpses or effigies or other provocative pictures, boards or placards with offensive slogans; and

(iv) Making a provocative speech, gesture, or any kind of public display which is indecent, offensive or explosive, or which is likely to create religious tension or hatred between different communities, groups or individuals, or which instigates disobedience of lawful authority.

(d) Prevention of danger to human life and imminent threat to peace and order The Commissioner of Police or any officer not below the rank of Assistant Commissioner of Police may direct, in the manner as specified, any person to abstain from a certain act or to take action with respect to any nuclear, biological, chemical or any other dangerous material under his possession or control, with a view to preventing danger or damage to human life or property, or an imminent threat to peace and order. Establishment of Special Armed Police Units

(e) The Administrator may establish such special armed police units, including special riot control squads, for the areas covered under this Chapter, for meeting diverse requirements of riot or mob control, disaster management and VIP security, as necessary, and provide for the requisite equipment, and training consistent with human rights standards, for such units.

(f) **Prevention and Detection of Crime:** For effective prevention of crime, and speedy and efficient investigation of criminal cases reported within Delhi, the Administrator shall, on the basis of need assessment and in consultation with the Commissioner of Police:

(i) Create and maintain at every Police Station, a dedicated team of police personnel of different ranks exclusively for the purpose of investigation of crime, with a provision of an appropriate number of supervisory officers.

(ii) Constitute one or more specialised investigation teams for dealing with major and complex crimes, including organised crime, cybercrime, and economic offences.

(iii) Establish a special criminal intelligence unit with adequate technical infrastructure and manpower support, capable of tackling the requirements of counterintelligence work;

(iv) Constitute one or more Special Task Forces for prevention and control of activities of organised criminal groups and anti-social gangs.

(v) Create a special desk in each Police Station, and one or more specialised units at the Commissionerate level, for dealing with crimes against women and children and the tasks relating to administration of special legislations on crimes involving women and children.

(vi) Create appropriate cells to deal with crimes relating to senior citizens and tourists.

(vii) Provide one or more state-of-the-art Mobile Forensic Science Units, manned by well-trained scientific staff and police personnel, and adequate facilities for scientific interrogation; and

(viii) Establish a centralised facility for custody of those arrested, in accordance with established standards of human rights of persons in custody.

(g) **Emergency Response System:** The Administrator may establish for Delhi, a well-equipped Control Room with adequate communication facilities,

dedicated network of patrol vehicles and other necessary wherewithal. The 8 Control Room should be in a state of preparedness to meet any emergency situation with utmost speed and highest efficiency.

(h) The Commissioner of Police shall prepare, and regularly update, comprehensive schemes for **riot control and disaster management**, inter alia, in accordance with the directions, if any, of the Administrator.

7. **Community participation in policing:** -

(a) The Commissioner of Police shall ensure involvement of the community in policing by constituting a Community Liaison Group, every two years, for each locality or a group of localities or colonies, including slums. These Community Liaison Groups, aimed at promoting people's participation in safeguarding their own life and property, should consist of an appropriate number of local residents of the area with unquestionable character, integrity and antecedents, and having commitment to public safety and security. The Community Liaison Groups shall have a fair representation from all strata and professions of the society in the area, as also due gender representation.

(b) The police will take the assistance of the Community Liaison Groups and of the local residents through direct interaction, phone, internet and other means, in identifying the existing and emerging needs and priorities of policing in the area, besides involving them in working out and implementing policing strategies and action plans, and in the performance of such other functions as prescribed.

8. **Police to be associated in urban planning:** - While planning for any major developmental activity including development of new colonies in Delhi, the concerned agency shall consult the Commissioner of Police to assess the likely impact of the proposed developmental activity on the safety and security needs of the citizens or any other policing requirements, and the suggestions based on such assessment shall be given due consideration in finalising the plan.

9. Liaison and coordination with other government agencies In order to ensure proper liaison, consultation and coordination between the police, the Corporation, the

municipal authorities, the district administration and such other departments of the government, whose functioning impacts the working of the police, the Administrator by notification, will constitute appropriate coordination machinery and lay down procedures. The structure of the machinery will be as notified.

10. **Creation of Police Zones and Ranges**

(a) The Administrator, in consultation with the Commissioner of Police, may by notification divide the entire geographical area of Delhi into one or more Police Zones. Each Zone, comprising two or more Police Ranges, shall be headed by an officer of the rank of Joint Commissioner of Police who shall supervise the police administration of the Zone and report directly to the Commissioner of Police.

(b) The Administrator, in consultation with the Commissioner of Police, may by notification create as many Police Ranges as deemed necessary. Each Range, consisting of two or more Police Districts, shall be headed by an officer of the rank of Additional Commissioner who shall supervise the police administration of the Range and report directly to the Joint Commissioner in charge of the Zone in the jurisdiction of which the Range falls.

11. **District-level Special Cells and Sub-Divisions:**

(a) For the purpose of dealing with a particular category of crime or providing better service to the community at large including victims of crime, the Administrator may, in consultation with the Police Commissioner and by notification, create one or more Special Cells in each Police District, to be headed by an officer of the rank of Assistant Commissioner of Police

(b) The Administrator may by notification divide each Police District into as many Sub-Divisions as deemed necessary, to be headed by an officer of the rank of Assistant Commissioner of Police

12. **Police Stations:**

(a) The Administrator may, in consultation with the Commissioner of Police and by notification, create as many Police Stations with as many

outposts as necessary, in a Police District as deemed necessary, duly keeping in view the population, the area, the crime situation, the workload in terms of law and order and the distances to be traversed by the inhabitants to reach the Police Station.

(b) A Police Station shall be headed by a Station House Officer of the rank of Inspector of Police.

(c) The Administrator shall ensure availability of adequate strength of staff at each police station, duly based on the population, incidence of crime, law and order-related workload, and the geographical area.

(d) The Administrators shall provide, as early as possible, each Police Station with all essential amenities including a reception-cum-visitors" room, separate toilets for men and women and separate lock-ups for men and women.

(e) Each Police Station shall have a Women and Child Protection Desk, staffed, as far as possible, by women police personnel, to record complaints of crimes against women and children and to deal with the tasks relating to administration of special legislations relating to women and children.

(f) Each Police Station shall prominently display all the relevant information required to be made public, including the Supreme Court guidelines and directions, as also departmental orders on arrests, and the details regarding the persons arrested and held in lockups.

13. **Term of office of key police functionaries**

(a) An officer posted as a Station House Officer in a Police Station or as an officer in-charge of a Sub-Division or as an Assistant Commissioner of Police of a District shall have a term of a minimum of two years and a maximum of three years: Provided that any such officer may be removed from his post before the expiry of the minimum tenure of two years consequent upon promotion to a higher post; or conviction, or charges having been framed, by a court of law in a criminal offence; or punishment of dismissal, removal, discharge or compulsory retirement from service or of reduction to a lower rank

awarded under the relevant Discipline & Appeal Rules; or suspension from service in accordance with the provisions of the said Rules; or incapacitation by physical or mental illness or otherwise becoming unable to discharge his functions and duties; or the need to fill up a vacancy caused by promotion, transfer, or retirement.

(b) In exceptional cases, an officer may be removed from his post by the competent authority before the expiry of his tenure for gross inefficiency and negligence or where a prima facie case of a serious nature is established after a preliminary enquiry: Provided that in all such cases, the competent authority shall report in writing the matter with all details to the next higher authority as well as to the Commissioner of Police. It shall be open to the aggrieved officer, after complying with the order, to submit a representation against his premature removal to the Police Establishment Committee, which shall consider the same on merit and recommend due course of action to the competent authority. Explanation: Competent authority means an officer authorised to order transfers and postings for the rank concerned.

14. **State Intelligence and Criminal Investigation Departments**

(a) The Police Service shall have a State Intelligence Department for collection, collation, analysis and dissemination of intelligence, and a Criminal Investigation Department for investigating interstate, inter-district crimes and other specified offences, in accordance with the provisions of Chapter IX of this Act.

(b) The Administrator shall appoint a police officer of or above the rank of Additional Commissioner of Police to head each of the aforesaid departments.

(c) The Criminal Investigation Department shall have specialised wings to deal with different types of crime requiring focused attention or special expertise for investigation. Each of these wings shall be headed by an officer not below the rank of a Deputy Commissioner of Police.

(d) The State Intelligence Department shall have specialised wings, to deal with and coordinate specialised tasks such as measures for counter terrorism, counter militancy and VIP Security.

(e) The Administrator shall appoint by rules prescribed under this Act, an appropriate number of officers from different ranks to serve in the Criminal Investigation Department, and the State Intelligence Department, as deemed appropriate with due regard to the volume and variety of tasks to be handled.

15. **Technical and Support Services:** -

(a) The Administrator shall create and maintain such ancillary technical agencies and services, headed and staffed by persons with prescribed technical qualifications, under the overall control of the Commissioner of Police, as considered necessary or expedient for promoting efficiency of the Police Service.

(b) The services so created shall include a full-fledged Forensic Science Laboratory at the State level, a Regional Forensic Science Laboratory for every Police Range and a Mobile Forensic Science Unit for every district, with appropriate equipment and scientific manpower, in keeping with the guidelines laid down by the Directorate of Forensic Science or the Bureau of Police Research and Development of the Government of India.

(c) It shall be the responsibility of the Administrator to ensure regular maintenance of all scientific equipment and regular replenishment of consumables in the forensic laboratories.

(d) The Administrator shall take all measures to encourage and promote the use of science and technology in all aspects of policing.

(e) The Administrator shall appoint for the whole state or any part thereof, one or more Directors of Police Telecommunications, not below the rank of Additional Commissioner of Police and as many Deputy Commissioners of Police and Assistant Commissioners of Police as deemed necessary to assist them.

(f) The Administrator shall similarly appoint a Director of Police Transport, not below the rank of Additional Commissioner of Police, and as many Deputy Commissioners of Police and Assistant Commissioners of Police as deemed necessary to assist them.

(g) The Administrator shall ensure regular maintenance of all the needed equipment and regular replenishment of consumables for the Police Telecommunications and the Police Transport Services.

16. **Appointment of Directors of State Police Academies and Principals of Police Training Colleges and Schools: -**

(a) The Administrator shall establish a full-fledged Police Training Academy and as many fully equipped Police Training Colleges and Schools as deemed necessary for ensuring efficient post induction training of all directly recruited police personnel in various ranks, pre-promotion training for all those promoted to higher levels and such thematic and specialised in-service training courses for police personnel of different ranks and categories as deemed necessary from time to time.

(b) The Administrator may appoint by prescribed rules, any police officer not below the rank of Joint Commissioner of Police to be the Director of the Police Academy, and an officer not below the rank of Additional Commissioner of Police to head each Police Training College and an officer not below the rank of Deputy Commissioner of Police as the Principal of each Police Training School.

(c) The Administrator shall also provide for appointment, by rules prescribed, of appropriate number of officers from the Police Service, in such Police Training Academy, College(s) and Schools, after careful selection having due regard to aptitude, academic qualifications, professional competence, experience and integrity. The Administrator shall evolve a scheme of monetary and other incentives to attract and retain the best of the available talent in the Police Service to the faculties of such training institutions.

(d) The Administrator shall also ensure appointment of persons with academic accomplishments in the fields of law, sociology, psychology, criminology,

forensic science, computer and communications technologies and other subjects relevant to police profession to the permanent faculty positions in these training institutions.

17. **Organisation for research:** The Administrator may set up such bodies and take up such other steps as considered necessary or expedient for the purpose of undertaking research into matters relating to the efficiency of the Police Service.

18. **Rank structure at the primary levels of Civil Police**

(a) The rank structure of Group „C“ posts in the Civil Police, in the ascending order, shall consist of Civil Police Officer Grade II, Civil Police Officer Grade I, Sub Inspector and Inspector.

(b) The direct recruitment to Group „C“ posts in the Civil Police, other than in the ministerial and technical cadres, after the coming into force of this Act, shall be made only to the ranks of Civil Police Officer Grade II and Sub-Inspector: Provided that the quota for direct recruitment to these two ranks shall be so fixed as to provide a fair balance between different ranks and prospects for promotion to eligible and meritorious officers at each level within a period of 8 to 10 years.

(c) Every Civil Police Officer Grade II will undergo three years intensive training as a stipendiary cadet before being posted to the Service, and upon successful completion of training, will be conferred a graduation degree in police studies. Their scales of pay and conditions of service shall therefore be commensurate with ranks in other services under the state, which require similar levels of educational qualifications and training.

19. **Recruitment to the post of Civil Police Officer Grade II:**

(a) The age group for recruitment as stipendiary Civil Police Officer Grade II cadet shall be 18 to 23 years. The minimum educational qualification shall be 10+2 Higher Secondary or equivalent examination.

(b) All those who are selected as stipendiary Civil Police Officers Grade II cadets shall be given a three year intensive education and training on police

subjects, including on-the-job training, prescribed by the Administrator, which on successful completion should lead to award of a Bachelor's Degree in Police Studies from a university accredited for this purpose by the State Security Commission created under Section 54 of Chapter V: Provided that a cadet shall not be given more than two opportunities to pass the prescribed degree examination. A cadet having failed to graduate successfully after two attempts will be deemed unsuitable to be appointed as a Civil Police Officer.

(c) The recruitment shall be made through the State-level Police Recruitment Board provided for in Section 5(2) under Chapter II, through a transparent process. The recruitment standards and the details of procedure including written tests, physical and medical fitness tests shall be prescribed by the Administrator and published to promote transparency in recruitments.

20. **Duties of Civil Police Officers (Core Functions)**: The Duties of all officers of and above the rank of Civil Police Officer Grade II shall include, inter alia, the following:

- (a) Serving and protecting the citizens.
- (b) Engaging with the citizens and gaining their cooperation.
- (c) Policing the Beat.
- (d) Patrolling.
- (e) Law and Order duties.
- (f) Collecting intelligence to support police work.
- (g) Traffic duties.
- (h) Investigations, enquiries, maintaining Police Station records and registers
- (i) Auxiliary duties such as technology support, special skill support, staff support, out station duties, and such other tasks as assigned by senior officers from time to time.

Armed Police Units

21. **District Armed Reserves and State Armed Police Battalions:-** To assist the civil police promptly and efficiently in dealing with group protests and violent disturbances involving breaches of peace or law and order, and in disaster management functions, as well as to discharge such duties as require the presence of armed police, the Administrator shall create Armed Police units with appropriate manpower strengths in the form of an Armed Police Reserve for each Police District, and appropriate number of Armed Police Battalions for the state, including provision of women units

22. **Role and Functions of APB:** - The Armed Police Battalions will be a state-level reserve, to be deployed under specific orders of the Commissioner of Police, to aid and assist the civil police in dealing with virulent and widespread problems of public disorder or other forms of violence, needing deployment of armed police beyond the resources of the district police.

22. The Armed Reserve, which will function under the control, direction and supervision of the Deputy Commissioner of Police shall be the armed wing of the District Police to deal with an emergent law and order problem or any violent situation in the District, and for providing security guards or escort of violent prisoners, or such other duties as may be prescribed.

23. **Organisational Structure of District Armed Reserves:**

(a) The Armed Police Reserve shall be headed by an officer of the rank of either a Deputy Commissioner of Police (Armed Reserve) or an Assistant Commissioner of Police (Armed Reserve), depending on the manpower strength of the Armed Reserve set-up of the District.

(b) The Armed Reserve will be sub-divided into appropriate numbers of Platoons, each headed by a Reserve Inspector. The Platoons will be further subdivided into Sections, each of which will be headed by a Reserve Sub-Inspector. Each Section shall have two Head Constables who could lead the half-Sections when so deployed.

(c) The deployment of the Armed Reserve for performing law and order duty with arms shall ordinarily not be in less than Section strength. Only when large-scale deployments have to be made, covering a wide area, and when firearms are not needed, the Armed Reserve set-up could be utilised in the strength of half-Sections.

(d) Each Armed Reserve set-up shall have an appropriate number of Reserve Inspectors to deal with general administration of the Reserve, maintenance of equipment and stores, and training.

(e) It shall be the duty of the Deputy Commissioner of Police or the Assistant Commissioner of Police as the case may be, to ensure that the personnel of the Reserve are deployed in a manner that ensures their regular training and constant preparedness for their tasks, as also a fair rotation between duty and rest for them. Organisational structure of the Armed Police Battalions set-up

(f) The Armed Police Battalions set-up of the state shall be headed by an officer of or above the rank of Additional Commissioner of Police, depending on the number of Battalions, who shall be responsible for the administration, training, operational preparedness, and welfare of personnel of all the armed police units in the state, under the overall guidance and supervision of the Police Commissioner.

(g) In fixing the strength of senior officers for the Armed Police Battalions set-up, it shall be ensured that for supervising the functioning and preparedness of every 3-4 Battalions, a senior officer of the rank of Additional Commissioner of Police is provided, and if there are more than one such Additional Commissioner of Police, the Armed Police Battalions set-up shall be headed by an officer of the rank of Joint Commissioner of Police.

24. The duties of the head of the Armed Police Battalions set-up, the Additional Commissioner of Police, the Commandant, Deputy Commandants, Assistant Commandants, Reserve Inspectors of the Service and the Headquarters Companies shall be as prescribed by the Administrator from time to time.

25. **Role and Functions of the Police:** The role and functions of the police shall broadly be as under:

- (a) To uphold and enforce the law impartially, and to protect life, liberty, property, human rights, and dignity of the members of the public.
- (b) To promote and preserve public order.
- (c) To protect internal security, to prevent and control terrorist activities, breaches of communal harmony, militant activities and other situations affecting Internal Security.
- (d) To protect public properties including roads, railways, bridges, vital installations and establishments etc. against acts of vandalism, violence or any kind of attack.
- (e) To prevent crimes and reduce the opportunities for the commission of crimes through their own preventive action and measures as well as by aiding and cooperating with other relevant agencies in implementing due measures for prevention of crimes.
- (f) To accurately register all complaints brought to them by a complainant or his representative, in person or received by post, e-mail or other means, and take prompt follow-up action thereon, after duly acknowledging the receipt of the complaint.
- (g) To register and investigate all cognizable offences coming to their notice through such complaints or otherwise, duly supplying a copy of the First Information Report to the complainant, and where appropriate, to apprehend the offenders, and extend requisite assistance in the prosecution of offenders.
- (h) To create and maintain a feeling of security in the community and as far as possible prevent conflicts and promote amity.
- (i) To provide, as first responders, all possible help to people in situations arising out of natural or man-made disasters, and to provide active assistance to other agencies in relief and rehabilitation measures.

(j) To aid individual, who are in danger of physical harm to their person or property, and to provide necessary help and afford relief to people under distress situations.

(k) To facilitate orderly movement of people and vehicles, and to control and regulate traffic on roads and highways.

(l) To collect intelligence relating to matters affecting public peace, and all kind of crimes including social offences, communalism, extremism, terrorism and other matters relating to national security, and disseminate the same to all concerned agencies, besides acting, as appropriate on it themselves.

(m) To take charge, as a police officer on duty, of all unclaimed property and take action for their safe custody and disposal in accordance with the procedure prescribed.

26. **Duties in Emergency Situations:**

(a) The Administrator may, by notification in the official gazette, declare any specified service to be an essential service to the community, for a specified period, which may be extended from time to time, by a notification, as necessary.

(b) Upon a declaration being made under sub-section 1, and so long it remains in force, it shall be the duty of every police officer to obey any order given by any officer superior to him in connection with the service specified in the declaration.

27. Officers posted to Special Crime Investigation Units will normally have a minimum tenure of three years and a maximum of five years, after which they will be rotated to law and order and other assignments.

28. The officers posted to the special crime investigating units will investigate crimes such as murder, kidnapping, rape, dacoit, robbery, dowry-related offences, serious cases of cheating, misappropriation and other economic offences, as notified by the Police Commissioner of Police, besides any other cases specially entrusted to

the unit by the District Deputy Commissioner of Police. All other crimes will be investigated by other staff posted in such Police Stations.

29. Each Police Station shall be provided with an appropriate number of Crime Scene Technicians to promptly visit the scenes of crime along with the Investigating Officer concerned to spot and gather all available scientific clues. These Crime Scene Technicians will be Civil Police officers Grade II or Grade I, specially selected and adequately trained for the purpose.

30. Necessary legal and forensic advice will be made available to investigating officers during investigations.

31. The investigations of cases taken up by the Special Crime Investigation Unit personnel, over and above the supervision of the Station House Officer concerned, will be supervised at the district level by one or more officer of the rank of Assistant Commissioner of Police, who will report directly to the District Deputy Commissioner of Police.

32. The Criminal Investigation Department will have specialised units for investigation of cybercrime, organised crime, homicide cases, economic offences, and any other category of offences, as notified by the Administrator and which require specialised investigative skills.

B: - Assignment of Weightages to Core and Non- Core functions

Threshold

For the purpose of rendering credence to the theory and to quantify, it is necessary to assign weightages to the significance of role performed by Core and non-core functionaries thereby enabling enumerating and specifying the actionable T3 R concept. The basic assumption for the construct is to consider 85% of personnel to be deployed in core functions and 15 percent in non-core. This is depicted in the table below: -

(a) **Core Functions:**

Table 5.1
Ideal weightage of Core functions

SI no	Nature of Core functions	Weightage percentage	Remarks
1.	Prevention and detection of crime	100%	Primary role of police
2.	Maintenance of public safety and public order	85%	Proactive measures would contain violation of good order
3.	Preservation of order and regulation of traffic	90%	Due to high density of population in NCT the role assumes greater significance
4.	Regulation of public assemblies and processions	75%	Regulating public assemblies would prevent unlawful incidents
5.	Emergency response system	80%	Preparedness of action team would enable good response and prevent untoward incidents
6.	Investigations, enquiries and maintaining police stations	70%	This would enable work force to deliver efficiently.
7.	To protect internal security	85%	Safety measures through public presence
8.	Follow up action on registered complaints especially cognisable offences	70%	Timely follow up actions would enable justifiable output thereby instilling confidence into the public
9.	To gather intelligence on matters related to public peace, social offences, communalism, extremism etc	65%	While there are agencies such as IB, RAW etc to deal with the matter close liaison could reduce harmful effect
10.	VVIP and VIP security	60%	While the task is protocol based, it impacts the effective output towards more important core functions. The same could be delivered by alternate sources such as para military forces.

Non- Core Functions

Table 5.2

Ideal weightage of Non-Core functions

SI no	Nature of Non- Core functions	Weightage percentage	Remarks
1.	Office work	50%	<p>Mundane office work such as typing, maintaining records and other administrative functions at Police stations carried out by uniformed personnel reduces availability of work force for core functions</p> <p>A sizeable number of personnel are deployed in such a role which impacts output in other salient functions requiring trained personnel.</p>
2.	Driving vehicles	40%	<p>Since there are vehicles allotted per 100 personnel, the task of driving is time consuming and hence can be assigned to hired employees instead of uniformed personnel unless there is an operational need.</p>
3.	Removal of carcass and clearance of accident sites	30%	<p>Utilization of trained personnel for such significant roles effects the output in Core Functions, due to overall shortages. Such tasks could be undertaken by lateral Support groups.</p>
4.	Admin support duties for VIPs, politicians etc at their residences	20%	<p>Such roles paves into the effective output deliverance of the work force towards core functions</p>

Source: bprd.nic.in

Force Multiplier Mechanisms:

Force multipliers are tools that help an organization produce more output by amplifying their resources and capabilities. For instance, technology is a widely acknowledged force multiplier, allowing organizations with limited manpower and / or other resources to potentially overcome these shortfalls. Force multipliers help in optimizing resources in order to achieve the desired end-objectives of organizations. In the context of police functioning, there can be a number of force multiplier mechanisms, other than technology, the application of which can enhance productivity and efficiency, while economizing on the scarce manpower and other resources of the organization. Training and regular retraining of personnel is a typical example of such force multipliers. Prominent among the mechanisms are enumerated below:

- (a) Reducing unnecessary deployment and careful pruning of deployment scale
- (b) Focused skill development among staff through regular training programmes
- (c) Multi-tasking of staff, with training in multiple disciplines
- (d) Deployment of armed police for guard duties in police stations and other premises
- (e) Employment of part-time staff for record maintenance, mail deliverance duty, reception duty etc.
- (f) Enlistment of retired police officers and ex-servicemen for patrolling etc.
- (g) Enlistment of NCC/NSS & NGO volunteers for traffic management, festivals etc.
- (h) Effective and efficacious operation of community policing schemes
- (i) Larger induction of Home Guards in police activities
- (j) Effective coordination with private security agencies
- (k) Re-activating the old Village Police System
- (l) Mobilisation of Rural / Urban Security Committees
- (m) Utilization of Fire Service personnel for traffic control and other routine functions
- (n) Levying of 'user charges' for police *bandobust* in social, cultural, political and religious gatherings, sports / entertainment events
- (o) Replacement of orderly system with orderly allowance
- (p) Regular system of manpower audit
- (q) Strengthening of accountability mechanisms and measures for staff

Methodology for outsourcing Non-Core Functions: Outsourcing of police functions can be achieved by using three alternative methods:

- (a) **Civilianisation**. Civilianisation means direct replacement of police officers from certain jobs by civilians, who are neither recruited and trained as police officers nor legally empowered as such. Increasingly, world over, the police organizations are experimenting with a diverse mix of volunteers, retired police officers, part-time officers or even hiring full time civilian staff on time-specific, flexible contracts.
- (b) **Privatisation**. Privatisation means entrusting some police functions to private personnel or private security agencies against some remuneration or compensation.
- (c) **Public-private Partnership**. Public-Private Partnership is a contractual agreement between a public service organization and a private entity to share their skills and assets for delivering a service or facility for public use. The responsibility and rewards are also appropriately shared between them.

Effective Force Ratio

Consequent to the analysis and weightage assignment towards deployment of work force in Delhi police, the aspect of Effective Force Ratio is relevant to arrive at the implementable strategy. The EFR concept entails measuring the output of a particular work group or procedure, then modifying the same to increase the output, efficiency and effectiveness of the process or procedure. The difference between current performance and the theoretical performance limit is the performance improvement zone. In order to arrive at a comprehensible and acceptable indicator to measure efficiency and efficacy of the work force in Delhi Police and accordingly re-align certain non-core activities towards core that would result in achieving desired T3R as mathematical model is proposed herewith:

- (a) **Assumption**. For the peak requirement of men and associated machinery/ equipment on any particular workday, engaged for the duration of the task, the effectiveness of their utilization is denoted by:

(i) **EFR** (Effective Force Ratio) = $\frac{\text{Total Work Output desired}}{\text{Total Man-hours available}}$

(ii) **MFR** (Man Force Required) = $\frac{\text{Number of Man-hours required}}{\text{Total task Duration}}$

(b) **Output:** By adopting the suggested model, the output is envisaged to be steering the existing work force towards core functions rather than wasting time and effort in non-core functions that could be outsourced.

Delhi Police, Operational Role and Challenges: The issues and challenges faced by the Delhi police are enumerated herewith.

(a) Shortage of manpower has been the main impediment in the smooth implementation of shift system in India. Its impact results in the problem of work overload. India has one of the lowest police to population ratio, with only 145 police personnel sanctioned for 1,00,000 population as against the United Nations recommended norm of a minimum police strength of 222 per 1,00,000 people. While the need for shift working of police stations has been widely recognized as a much-awaited reform in police functioning, there has been no systematic study to work out the manpower and other requirements for putting shift system into effective implementation in an institutionalised manner. Augmentation of manpower, indeed, would be an inevitable requirement for introducing shift pattern of working in the police stations. There is no gainsaying that the systems and processes of police station functioning in our country are archaic, many of which are also outdated and outmoded. It is, therefore, necessary to explore whether through re-engineering of some of the work processes of police station, and / or infusion of technology, the requirement of additional manpower for introducing shift pattern of working can be reduced to the minimal. Similarly, the question of outsourcing of some of the non-core policing functions has also to be explored as a means of economizing on manpower without compromising the overall efficiency. Identification of various force multipliers and the feasibility of their application to substitute manpower is also necessary.

(b) **Long duty hours impacting morale.** The analysis of survey data through SPSS (Statistical Package for the Social Sciences) along with chi-

square statistics reveals an eye-opening picture. It brings out that nearly 90 percent of police station staff, across the state and across various police station types, are presently working for more than 8 hours a day. Further, more than 68 percent of SHOs and over 76 percent of supervisory officers, staff members of their police stations have to remain on duty for 11 hours or more per day. 27.7 percent SHOs and 30.4 percent supervisory officers even reported that their staff worked for more than 14 hours a day. 73.6 percent of police station staff indicated that they were not able to avail weekly offs even once a month. Though the SHO respondents were guarded in their responses on this aspect, yet nearly 60 percent of them confirmed that their staff were either not able to avail weekly offs even once in a month or could avail it, at the most, once, or twice in a month. What makes the situation even worse is that most (over 80 percent) of the staff are commonly recalled to duty during their off time, to deal with emergencies of law and order, VIP duties or other works. Nearly a half (46.7 percent) of staff reported that they were called in for duty, on an average, for 8 – 10 times in a month. A majority of SHOs also confirmed this trend.

(i) The situation of inordinately long and irregular working hours for police station staff is, thus, quite serious. Long and irregular work hours have multiple negative impacts on efficient policing, since weary, over-worked and over-exhausted personnel cannot be expected to put in their best in their work.

(ii) **Health impact of long hours.** The study establishes the resultant negative effects of the undue physical strain leading to cumulative physical as well as mental fatigue for personnel. Nearly three-fourths (74 percent) of the respondents among police station staff reported that the current working hour regime led to various kinds of health problems for them. A large majority (over 76 percent) of SHOs also felt that the current duty hour arrangement was deleterious to health of staff. Most of the specific health problems enumerated by the staff respondents in this regard fall in the domain of occupational hazards and can be directly attributed to long hours on job. Given the health care systems normally

applicable to government employees, it could as well be that government expenses to treat these health consequences, along with the quality of man-hours lost due to their adverse effects, would cost the police organization much more than operating in shifts.

(iii) **Social impact of long hours**: The study also brings out that the current duty-hour regime is not found conducive by police station staff for attending to their personal / family needs and social life and commitments. That a very large proportion (nearly 80 percent) of staff has averred so, needs to be taken a serious note of. These responses of staff, cutting across ranks, all age groups and educational qualifications groups clearly bring out wide-spread disenchantment with the existing working hour regime. This should ring alarm bells. An equally large number (82 percent) of SHOs also either specifically agreed with this or preferred to evade the question. All this, in turn, takes a toll on the morale, motivation and self-esteem of the staff. The overall frustration manifests itself in the offensive conduct and behaviour with the public by many of them, which leads to erosion of societal image of the police and alienation of the public. Since public cooperation is an essential ingredient of effective policing, all this causes an enormous adverse impact on the quality of police service.

(c) **Ever increasing VIP bandobust and VIP security work**: Providing bandobust during VIP visits to their jurisdiction and in the programmes attended by VIPs, is a frequent chore to be performed by most police stations, over and above all other normal duties. This is in addition to the work of providing security to VIPs, whose number is ever burgeoning.

(d) **Increasing magnitude and complexity of crime work**: The ever-rising criminal activities with growing variety and complexity need a lot of time and resources of the police to deal with them effectively. The problem is compounded by inadequate availability of scientific aids for investigation, as also non-availability of legal guidance and assistance to the police. This makes the crime investigation much more time consuming.

(e) **Shortage of manpower in the Police Stations:** - While shortage of manpower has been a perennial problem with the police in India in general, it is particularly so in police stations, which are the basic units of policing. Increase in manpower strength in police stations in the post-Independence period has been disproportionately low, compared to the growth in the population, crime rate, law and order workload and other police responsibilities and the available meagre manpower has had to shoulder the additional burden. Increasing complexity of crime and host of law-and-order problems have added the stress and strain of police personnel. All these have resulted in longer hours of arduous, strenuous and stressful work for personnel, far in excess of the normative 8-hour workday. It is an irony that even public holidays only bring more work for them. They have also to forego their weekly off quite often.

(f) **Disorganised functioning of Police Stations:** The existing somewhat disorganized work processes in police stations, which are both cause and effect of the work overload, also lead to avoidable wastage of manpower. SHOs are usually so overburdened with work and responsibilities that they hardly have any time left for advance planning. Even the task of distribution of duties among the police station staff is generally delegated to the Station Writer / Moharriar / Munshi / Chitta Munshi. This often leads to absence of multi-tasking and deployment of right person for the right job, besides causing other problems. Long and irregular hours for staff, in fact, adds to the chaotic ways of police station functioning. Case study of the successful initiative of Kerala Police in introducing 8-hour duty system, undertaken as part of the current project, found a large majority of SHOs reporting that their own working had become more organized after the introduction of the new duty regime.

(g) **Diversion of manpower on 'attachments' and other duties not related to police station functions:** The unhealthy practice of diverting manpower from police stations to higher formations, to make up for shortage of staff in those units, also adds to the workload of the remaining staff of those police stations. Such "attachments" are often necessitated on account of non-sanction of the required manpower in superior offices. For instance, our case

study of Delhi Police brought out that, from a number of police stations, staff had to be deputed on “attachment” to the offices of DCPs and ACPs to man ‘RTI Cells’, ‘Legal Cells’, ‘Parliament Questions Cells’, etc., which have fairly heavy workload yet with no sanctioned staff. Similarly, very often personnel from police stations had to be diverted on prisoner escort duty, due to shortage of manpower in the Armed Reserves.

(h) **Inadequate infusion of technology and non-availability of technological tools / aids:** Technology, among many benefits it offers, is a proven resource for economizing on manpower. Unfortunately, the progress of harnessing its full potential in the police functioning in our country has been slow and tardy. Use of computers is limited and even the work of record maintenance is still done manually in most of the police stations. This results in a lot of repetitive work. For instance, case study of Delhi Police brought out that in the absence of computerization of records, such as Malkhana registers, a lot of Police Station’s staff time was being wasted in bringing forward a very large number of entries in those records, year after year. Similarly, provision of personal computers / Laptops to investigating officers could help in speeding up investigation of cases by way of providing them instant access to databases, as also generating different reports.

(i) **Court work processes:** Both the processes of courts and those relating to court work in police stations are archaic and lead to wastage of PS staff time. SHOs and investigating officers, thus, end up attending the courts unproductively, when the cases are merely adjourned due to one reason or the another. Avoiding this kind of wastage is not in the hands of the police. However, in handling court-related work by police stations, wastage of manpower can certainly be avoided by improvising on the processes. For instance, Vijayawada Police, in an innovative effort, integrated the court work of all its police stations into a centralized Court Liaison Cell for the entire Commissionerate. This new Court work Monitoring System is supported by a computerized web-based application. The system is saving manpower

deployed on court work significantly while also contributing to noticeable improvement in the quality of court work.

Other Factors: Among other factors that cause avoidable wastage of time for police station personnel are:

- (a) Repetitive demands of information and data from departmental superiors, courts, the National / State Human Rights Commission and other statutory bodies.
- (b) Pressure – at times genuine, at times others not so genuine – to perform a particular task with great urgency.
- (c) Inadequate sensitivity of seniors to subordinates need for rest, recuperation, and recreation.

Systems of compensation for extra work: The police station staff in many States and Union Territories are paid one month's additional pay in lieu of working overtime, as also on holidays and during their weekly off days. Among the states where this system of compensation is in vogue are Arunachal Pradesh, Haryana, Himachal Pradesh, Manipur, Meghalaya, Punjab, Uttarakhand, Uttar Pradesh, West Bengal and Delhi, besides the Union Territories of Andaman & Nicobar Islands, Lakshadweep, Puducherry. In Himachal Pradesh, over and above one month's extra pay, police personnel of the ranks of Constables to Inspectors are allowed to avail 15 days of 'special leave' along with travel concession in Himachal Road Transport Corporation buses. Rs.140/- is deducted from the salary of the personnel for the purpose every month. In Gujarat, the staffs are allowed compensatory leave for each holiday foregone by them. Maharashtra Police gives 'refreshment allowance' of Rs.700/- per month per head to constables, Naiks and head constables, and Rs.840/- to staff in the ranks of Sub-Inspectors and ASIs for performing duty for more than 10 hours a day. In Tamil Nadu, the staff members who are not able to avail their weekly off are paid an allowance of Rs.200/- for each such foregone off day. States like Assam, Gujarat, Karnataka, Mizoram and Tripura, however, reported that there is no system of compensation – monetary or non-monetary - available to police station personnel in their states.

The overall picture of the compensation systems in practice is anything but satisfactory. Even one month's additional salary is hardly an adequate compensation for slogging day in and day out all the year round. The weightages as developed for Core and non-core functions can render desired output. The other aspects as highlighted related to long duty hours and lack of compensation through breaks and monetary benefits impacts the morale of the work force. The process therefore at NCT needs to be refined and redefined in order to set a model template for other states to emulate best practices.

Chapter 6

Current Manning Status Delhi Police (NCT) and Related Challenges

Organisation Structure

After having examined the gaps in manning and related challenges in deliverance of output, a model organisation structure is suggested herewith which could enable better output. The current structure is represented herewith:

- (a) Head of the Organisation: **Commissioner of Police**
- (b) Second to commissioner: **Joint Commissioner of police**
- (c) Region wise management: **Additional Commissioner of Police**
 - (i) Addl CP (Region I)
 - (ii) Addl CP (Region II)
 - (iii) Addl CP (Crime)
 - (iv) Addl CP (Admin)

Each of the ACPs has 08 to 09 divisions under them which depend on the geographical condition and population of the area. Each division is headed by Police Inspector (PI) / Sub Inspector (SI)/ Asst Police Inspector(API). The manning status is approximately 30 to 60 Police personnel including SI, API, head Constable, and Constable. Under Addl CP there are DCPs handling Zone level activities.

- (a) **DCP Zones under ACP region I and II.** Under the DCP Zones there are ACP divisions, under whom there are 3- 4 police stations under the SHO as Senior Police Inspector who covers aspects related to law and order, Crime Administration and PRO affairs.
- (b) **DCP and ACP Crime under Addl CP (Crime).** Under DCP Crime there are two ACPs who deal with multiple aspects as reflected below: -
 - (i) **ACP Crime I:** There are four Units functioning are ACP crime 1. Further there are cells such as Anti Decoity Cell, Anti Extortion Cell, Anti Organised Crime Cell, Anti Chain snatching and special Investigation Squad.

- (ii) **ACP Crime II:** This segment has the Modus Operandi Branch, Prevention of crime branch, Anti-terrorism Cell, Social Security Cell, Women grievance cell as well as Technical Analysis Wing.
- (c) **DCP EOW & Cybercrime:** Under the DCP there is an ACP EOW & Crime who deals with the following segments:
 - (i) Economic Offences Wing
 - (ii) Anti-Narcotics Cell
 - (iii) Cyber Crime Police Station
 - (iv) Computer Cell

Addl CP Admin: There are numerous cells functioning under the Addl CP Admin, some of which are non-core functions.

- (a) **DCP Hqs:** The following departments are functional under the DCP Hqs:-
 - (i) **ACP Admin:** Under ACP Admin there are numerous Branches such as Arms Branch, Hostel Branch, Pension Branch, Record Branch, Accounts Branch. RTI Branch and Officers Branch etc.
 - (ii) **ACP HR:** The ACP HR Deals with Hospital, Welfare and recreation Room Aspects.
 - (iii) **ACP Wireless:** This segment deals with PI Wireless, Very High Frequency aspects as well as Data messaging.
 - (iv) **ACP Establishment:** There are three Establishment segments, along with it the department deals with Clothing, Lighting, telephone, building as well as training proposal aspects.
 - (v) **ACP MT:** This segment has a major role of dealing with vehicles and related aspects.
 - (vi) **RPI.** The Range Police Inspector monitors and coordinates all activities under various ranges.
- (b) **DCP SB I:-** Under the DCP **Special Branch**, there are two ACPs namely ACP SB I and ACP Ops who deal with the following aspects:-
 - (i) **ACP SB I:** ACP SB I deals with SB Administration, SB of various zones, Bandobasts, Security and student aspects, Communal Aspects, Political aspects, Bomb detection and Disposal Squad aspects (BDDS) as well as Special Protection Unit.

- (ii) **ACP Ops**: The ACP Ops deals with Police Control Room administration aspects.
- (c) **DCP SB II**: Under DCP SB II there are two ACPs namely ACP SB II and ACP Immigration.
 - (i) **ACP SB II**: The Segment deals with Registration Branch as well as Extension Prosecution Branch
 - (ii) **ACP Immigration**: The Immigration Branch and aspects are dealt with under this segment.
- (d) **DCP Traffic**: A major role related to traffic management is dealt with under this segment. There are three ACPs (**ACP I, ACP II and ACP III**) as well as an admin segment managed by PI admin.

District Police Organisation

The District Police is headed by the Superintendent of Police who has the following officials functioning under him to deal with various aspects:

- (a) **Staff cum Line**: - This segment covers all aspects related to crime investigation under District Special Branch (CID) headed by an Inspector/ Sub Inspector.
- (b) **District Crime Bureau**: - This cell is headed by an Inspector/ Sub Inspector.
- (c) **Reserve Inspectorate**: - This cell deals with reserve lines and related aspects.

Additional Superintendent Police. The Addl SP deals with the following functionaries and related aspects which are mostly Non-core functions: -

- (a) PI Traffic
- (b) Adll Sp/ Dy SP incharge of Headquarters
- (d) Office Superintendent/ Head Clerk
- (e) Accountant, Cashier, UDC

- (f) Home inspector/ PA to SP

Addl SP/ Dy SP Incharge of Subdivision or circles: - The following functionaries report to the appointment holder-

- (a) Circle Inspectors who are in charge of circles of districts.
- (b) Inspectors or sub divisional inspectors of circles.
- (c) Sub Inspectors in charge of police stations or Inspector in charge of Big stations.
- (d) Head Constables who are in charge of outposts, chowkies and other posts.

Civil Police Stations Set Up (Core Functions)

The Civil Police stations are the main cells performing core functions. The structure and manning status are as under:

- (a) **PI/ SI/ ASI (Law and Order):** The main role constitutes patrolling, and maintenance of law and order. In most of the stations the following is the manning status:

(i)	SI/ ASI	-	02 to 03
(ii)	Head Constables	-	06 to 10
(iii)	Constables	-	15 to 20

- (b) **PI/ SI/ ASI (Crime):** The main role is crime prevention. The manning status is as under:

(i)	SI/ ASI	-	02 to 03
(ii)	Head constable	-	06 to 08
(iv)	Constable	-	12 to 15

- (c) **PI/SI/ ASI (Women cell):** The main role is to deal with issues related to women, be it crime detection, prevention as well as gender issues. The manning status is as under:

(i)	SI/ ASI	-	02 to 03
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(ii)	Head Constable	-	03 to 06
(iii)	Constable	-	06 to 10

(d) **PI/ SI/ ASI (Detection Branch):** The main role is for crime detection and follow up action till justice is delivered. The manning status is as under:

(i)	SI/ ASI	-	02 to 03
(ii)	Head Constable	-	10 to 12
(iii)	Constable	-	15 to 20

(e) **PI/ SI/ ASI (Special Branch):** The special branch deals with surveillance and monitoring of law-and-order issues and undertake actions for prevention of crime and breach of law and order which is primarily a core function. The manning status is as under:

(i)	Si/ ASI	-	02 to 04
(ii)	Surveillance (ASI/ HC/ Const)	-	04 to 08
(iii)	Head Constables	-	06 to 08

(f) **PI/ SI/ ASI (Chowki Officer):** This is the grass root level functioning of the police where the Chowkis need to be manned 24/7 and the staff needed to respond to the approaches of the populace. The functions are both core and non- core. The manning status is as under:

(i)	SI/ ASI	-	02 to 04
(ii)	Head Constable	-	06 to 08
(iv)	Constable	-	10 to 20

Organisation set up of Traffic Police.

The traffic police set up and functions are one of the significant roles of the Police in order to instil confidence in the population as also prevent breach of discipline on the roads. The setup is as under:

(a) The traffic police set up is headed by the superintendent of police who is supported by Addl Superintendent of Police.

(b) The PI traffic reports to the Addl SP. Following are the functionaries under PI traffic:

(i) SI/ API traffic

(ii) SI/ API (CCTV)

(iv) Challan Department

(iv) Pending Challan/ Challan Complaints, etc

While maintenance of law and order on the roads is a core function, the manning status is deficient to meet the demands owing to ever increasing traffic on the roads as also the accidents leading to immediate investigations and reporting.

Manning Shortfalls:- The total strength of traffic police in India was a little over 72,000 while the number of vehicles registered was nearly 20 crore, according to the last report of the Bureau of Police Research and Development published in 2017. Delhi needed 15,345 traffic policemen to monitor over 85 lakh vehicles and manage traffic mayhem, besides numerous VVIP movements. But the current strength of Delhi Traffic Police is just over 6000. There is an urgent need to focus on the core functions and shift out requisite trained manpower from non-core functions.

Chapter 7

Development of Ideal T 3R Model for Delhi Police to overcome Shortfalls

Issues to be Addressed.

The Delhi Police, having jurisdiction over the entire National Capital Territory of Delhi (NCTD) with over two crore population and 1483 sq km area, is the largest metropolitan police force in the country. The primary roles and responsibilities of the Delhi Police are to uphold and enforce the law impartially, protect life, liberty, property, human rights, and dignity of the members of the public, promote and preserve public order; protect public properties, vital installations and establishments etc. against acts of vandalism, violence or any kind of attack; control and regulate traffic on roads; and plan and execute security arrangements for VIPs, VVIPs of India and visiting foreign dignitaries.

Sanctioned Strength Vs Actual

As on 01 April 2019, the **sanctioned strength of Delhi Police was 89,670**, against which the actual strength was **79,621 i.e., 88.8 percent**. Accordingly, statistics reveal that against overall shortage of 11 per cent of police personnel in Delhi Police, there was 18 per cent shortage in the police districts. The data on five prominent districts are as under: -

- | | | | |
|-----|-------------|-----|-------------------------------|
| (a) | New Delhi | : - | Sanctioned 2376, actual 2281. |
| (b) | Central | : - | Sanctioned 3417, actual 2529. |
| (c) | South Delhi | : - | Sanctioned 4548, actual 2891. |
| (d) | Dwarka | : - | Sanctioned 2576, actual 2176. |
| (e) | Rohini | : - | Sanctioned 3000, actual 2199. |

Thus, instead of equitably distributing the manpower shortage of Delhi Police in all the Districts/units, police deployment is skewed in favour of districts with heavy VIP presence i.e., New Delhi, rather than districts with higher crimes reported.

Manpower in Police Stations vs. District/Sub-Division Headquarters: In each police district, manpower is to be deployed at district/sub-divisions Headquarters and Police Stations. Recent audit had observed that there was excess (four per cent) deployment of manpower at headquarters whereas there was 35 per cent shortage of manpower at police stations. The police stations are the cutting edge for Police force, and Delhi Police should strive for least shortage at the cutting-edge level. Delhi Police may consider withdrawal of excess police personnel at district/sub-division headquarters and deploy them in police stations. Each police station should be manned with at least 196 police personnel.

Beat Policing and Investigation Team: The total staff in a Beat should be **one SI/ASI** (Beat In charge), **three Head Constables** and **three Constables** for effective and active policing. The Beat-in-Charge is the backbone of policing and directly responsible for prevention and detection of crime and maintenance of law and order within his beat. They are also one of the most important links between the police and the public and should be aware of each and every criminal activity in their respective areas so as to curb crime in their respective areas. As per the norms accepted by MHA, an investigation team of one SI/ASI, one Head Constable and one Constable is required for investigation of 60 IPC/75 Non-IPC cases in a year. The shortage of investigation teams in police stations is a matter of serious concern as it affects the time taken to investigate the criminal cases, with resultant delays affecting delivery of justice to the aggrieved.

Mobility in Police Stations; - Mobility is measured in terms of the ability of the police force of a unit to move quickly to the incident site. Quick police response helps save precious lives, maintain law and order and protect public and private property, besides being a reliable indicator of police performance. BPR&D has prescribed scales for various types of operational vehicles such as heavy/medium/light vehicles and motorcycles for police stations. As per the BPR&D

norms, seven four-wheelers, 18 two-wheelers and three special four-wheelers are required for each police station. Shortage of vehicles could adversely affect the mobility of police especially their patrolling functions and ability to respond quickly to law-and-order incidents. Moreover, audit observed that the police stations have not requested or submitted any proposals for procurement of vehicles, and neither has the district headquarters taken cognisance of the matters related to shortage of vehicles. Delhi Police should ensure that the shortage of vehicles in all police stations is assessed at the earliest and necessary steps are taken to overcome the shortage in a timely manner.

Recruitment Shortfalls

In Delhi Police, recruitments are done at Constable Rank in lower subordinate's cadre and Sub-Inspector (SI) rank in upper subordinate's cadre. As on 01 April 2019, there were 10,049 vacancies in Delhi Police out of which 7,973 and 2,012 were in lower subordinates and upper subordinates' cadres respectively. CAG Audit observed that during the last five years, instead of recruiting constables on a regular/periodical basis, the Delhi Police has conducted only one major recruitment for 7307 constable posts through Staff Selection Commission (SSC) in 2016 and special drives for 450 and 585 posts of constables from eight north-eastern states in 2015 and 2019 respectively. As a result, the shortage in lower subordinates' cadre of Delhi Police continuously increased during 2013-2018 and only slightly decreased on joining of 6434 constables in 2018-19. The CAG audit concluded that the functioning of the Delhi Police is severely impacted by shortages in manpower.

Women Police Recruitment

Delhi Police has implemented the reservation in all its recruitments and representation of women in Delhi Police has shown an increasing trend from 7.16 per cent in 2014 to 11.75 per cent in 2019, However, considering the current trend of percentage ratio of women personnel in Delhi Police, the achievement of target of 33 per cent women in entire Delhi Police appears to be an uphill task which might take considerable time, unless special drives for recruitment of women are conducted.

Government and Delhi Police may consider special recruitment drives for women as an affirmative action to increase representation of women in Delhi Police to 33 per cent.

Delhi Police Station wise Manning and deployment under Core and Non-Core Functions

The District wise and Police station wise manning and weightages for Core and Non-Core functions is enumerated herewith:

(a) **South District:** - The population in south Delhi district is 27.32 lakhs within area of 247 Sq Km. The overall proportion to Delhi population is 16.27 percent. Currently the ratio of Police to Population is 138 per lakh population. The sanctioned strength is 4548, however the actual strength is 2891. Police station wise details as under:

Table 7.1

Police Station wise manning and weightage for core non-core functions (South District)

SI No	Police Station	Manning	Core Functions manning	Non-Core functions manning
01	Ambedkar Nagar Police Station	208	160 (76%)	48 (23%)
02	Fetehpur Beri Police Station	178	106 (59%)	72 (41%)
03	Hauz Khas Police Station	265	114 (43%)	151 (57%)
04	INA Metro Police Station	183	108 (59%)	75 (41%)
05	Malviya Nagar Police Station	292	168 (58%)	124 (42%)
06	Mehrauli Police Station	265	148 (56%)	117 (44%)
07	Neb Sarai Police Station	248	136 (55%)	112 (45%)
08	Qutab Minar Metro Police Station	276	178 (65%)	98 (35%)

09	Safdarjung Enclave Police Station	287	156 (54%)	131 (46%)
10	Saket Police Station	298	163 (55%)	135 (45%)
11	Sangam Vihar Police Station	279	172 (62%)	107 (38%)
Total		2891	1609 (56%)	1282 (44%)

Source:- www.delhipolice.nic.in, field survey 46 APPPA.

(b) **South East Delhi District (Saket):** - Area is 102 Sq Km and the total population is 15,00,636 with population density as 14770/sq km. Accordingly the policemen per lakh population is 2070. Police station wise details are as under:

Table 7.2
Police station wise manning and weightage for core non-core functions
South East Delhi District (Saket)

SL No	Police Station	Manning	Core Functions Manning	Non-Core functions Manning
01	Amar Colony Police Station	110	65 (59%)	45 (41%)
02	Badar Pur Police Station	126	58 (46%)	68 (54%)
03	Chitranjan Park Police Station	138	62 (45%)	76 (55%)
04	Defence Colony Police Station	166	67 (40%)	99 (60%)
05	Govind Puri Police Station	105	48 (46%)	57 (54%)
06	Greater Kailash Police Station	143	76 (53%)	67 (47%)
07	Hazrat Nizamuddin Police Station	162	86 (53%)	76 (47%)
08	Jaitpur Police Station	127	63 (49.6%)	64 (50.3%)
09	Jamia Nagar Police Station	145	74 (51%)	71 (49%)
10	Kalkaji Metro Police Station	138	64 (46%)	74 (54%)

11	Kalkaji Police Station	146	94 (64%)	52 (36%)
12	Kotla Mubarak Pur Police Station	128	62 (49%)	66 (51%)
13	Lajpat Nagar Metro Police Station	135	72 (53%)	63 (47%)
14	Lajpat Nagar Police Station	153	78 (51%)	75 (49%)
15	Lodhi Colony Police Station	168	86 (51%)	82 (49%)
16	New Friends Colony Police Station	155	82 (53%)	73 (47%)
17	Okhla Industrial Area Police Station	176	90 (51%)	86 (49%)
18	Pul Prahladpur Police Station	162	72 (45%)	90 (55%)
19	Sarita Vihar Police Station	148	68 (46%)	80 (54%)
20	Sunlight Colony Police Station	155	83 (54%)	72 (46%)
Total		2886	1450 (51%)	1436 (49%)

Source:- www.delhipolice.nic.in, field survey 46 APPPA

(c) **Central District, Delhi:** - The central Delhi Population is 5.82 lakhs and population density of 25,759 persons per Sq Km. Central Delhi is a business hub and home to monuments like the Delhi Fort and Jama masjid which implies high level of population presence and movement necessitating policing for Law-and-order enforcement. The manning status of police personnel police station wise is as under: -

Table 7.3

**Police station wise manning and weightage for core non-core functions
(Central District Delhi)**

SL No	Police Station	Manning	Core Functions Manning	Non-Core functions Manning
01	Bara Hindu Rao Police Station	136	82(60%)	54(40%)
02	Burari Police Station	142	76(54%)	66(46%)
03	Chandni Mahal Police Station	165	86(52%)	79(48%)

04	Civil Lines Police Station	155	81(52%)	74(48%)
05	Darya Ganj Police Station	176	95(54%)	81(46%)
06	DBG Road Police Station	148	64(43%)	84(57%)
07	Delhi Cantt. Railway Police Station	155	81(52%)	74(48%)
08	Gulabi Bagh Police Station	164	88(54%)	76(46%)
09	Hauz Khas Police Station	173	92(53%)	81(47%)
10	Hazrat Nizamuddin Railway Police Station	148	78(53%)	70(47%)
11	I.P. Estate Police Station	152	72(47%)	80(53%)
12	Jama Masjid Police Station	175	96(55%)	79(45%)
13	Kamla Market Police Station	168	86(51%)	82(49%)
14	Karol Bagh Police Station	182	96(53%)	86(47%)
15	Kashmere Gate Metro Police Station	185	109(59%)	76(41%)
16	Kashmere Gate Police Station	168	88(53%)	80(47%)
17	Kotwali Police Station	176	82(47%)	94(53%)
18	Lahori Gate Police Station	165	76(46%)	89(54%)
19	Maurice Nagar Police Station	158	85(54%)	73(46%)
20	Nabi Karim Police Station	146	78(53%)	68(47%)
21	New Delhi Railway Station (NDLS)	155	86(56%)	69(44%)
22	Old Delhi Railway Station (Railway Main Delhi)	168	92(55%)	76(45%)
23	Pahar Ganj Police Station	176	96(55%)	80(45%)
24	Prasad Nagar Police Station	165	72(44%)	93(56%)
25	Rajinder Nagar Police Station	155	82(53%)	73(47%)
26	Roop Nagar Police Station	176	95(54%)	81(46%)
27	Sadar Bazar Police Station	158	88(56%)	70(44%)

28	Sarai Rohilla Police Station	168	93(55%)	75(45%)
29	Sarai Rohilla Railway Police Station	176	78(44%)	98(56%)
30	Subzi Mandi Police Station	165	87(53%)	78(47%)
31	Subzi Mandi Railway Police Station	156	82(53%)	74(47%)
32	Timarpur Police Station	168	76(45%)	92(55%)
Total		5408	2718 (51%)	2690 (49%)

Source:- www.delhipolice.nic.in, field survey 46 APPPA

(d) **West District Delhi:** The district has a population density of 19,625 inhabitants per square kilometre. (Total 129 Sq Km). Therefore, the total population is 25, 31, 625, necessitating total police strength of 18345 @ 138 policemen per lakh population. However, the actual strength is 6489.

Table 7.4

**Police Station wise manning and weightage for core non-core functions
(West District Delhi)**

SL No	Police Station	Manning	Core Functions Manning	Non-Core functions Manning
01	Anand Parbat Police Station	243	126(52%)	117(48%)
02	Hari Nagar Police Station	256	138(54%)	118(46%)
03	Janak Puri Metro Police Station	235	146(62%)	89(38%)
04	Khyala Police Station	385	199(52%)	186(48%)
05	Kirti Nagar Police Station	378	210(56%)	168(44%)
06	Maya Puri Police Station	335	223(67%)	112(33%)
07	Mianwali Nagar Police Station	387	227(59%)	160(41%)
08	Moti Nagar Police Station	368	218(60%)	150(40%)
09	Mundka Police Station	268	135(51%)	133(49%)

10	Nangloi Police Station	283	148(52%)	135(48%)
11	Nihal Vihar Police Station	325	168(52%)	157(48%)
12	Paschim Vihar Police Station	385	215(56%)	170(44%)
13	Patel Nagar Police Station	365	236(65%)	129(35%)
14	Punjabi Bagh Police Station	410	278(53%)	192(47%)
15	Raja Garden Metro Police Station	425	286(67%)	139(33%)
16	Rajouri Garden Police Station	438	278(64%)	160(36%)
17	Ranhola Police Station	239	135(57%)	104(43%)
18	Ranjeet Nagar Police Station	336	218(65%)	118(35%)
19	Tilak Nagar Police Station	428	248(58%)	180(42%)
Total		6489	3832(59%)	2657(41%)

Source:- www.delhipolice.nic.in, field survey 46 APPPA

(e) **New Delhi Central District:** - Total population is 5 82 320 at 25 per Sq km with a population density of 25,759 persons per km. total policemen requirement is 4220 @ 138 per lakh population. The status of Manning and prevailing T3R is indicated below: -

Table 7.5

**Police station wise manning and weightage for core non-core functions
(New Delhi Central District)**

SL No	Police Station	Manning	Core Functions Manning	Non-Core functions Manning
01	Barakhamba Road Police Station	183	87(48%)	96(52%)
02	Central Secretariat Metro Police Station	178	110(62%)	68(38%)
03	Chanakya Puri Police Station	163	85(52%)	78(48%)
04	Connaught Place Police Station	172	92(54%)	80(46%)
05	Delhi Cantt. Police Station	195	105(54%)	90(46%)

06	IGI Airport Police Station	226	116(52%)	110(48%)
07	IGI Metro Police Station	213	112(53%)	101(47%)
08	Inder Puri Police Station	245	108(44%)	137(56%)
09	Mandi House Metro Police Station	182	84(46%)	98(54%)
10	Mandir Marg Police Station	169	79(47%)	90(53%)
11	Naraina Police Station	176	96(55%)	80(45%)
12	North Avenue Police Station	214	116(54%)	98(46%)
13	Parliament Street Police Station	226	138(61%)	88(39%)
14	R.K. Puram Police Station	235	146(62%)	89(38%)
15	Sagar Pur Police Station	268	110(41%)	158(59%)
16	Sarojini Nagar Police Station	247	136(55%)	111(45%)
17	South Avenue Police Station	187	98(53%)	89(47%)
18	South Campus Police Station	193	105(55%)	88(45%)
19	Tilak Marg Police Station	246	117(48%)	129(52%)
20	Tuglak Road Police Station	225	123(55%)	102(45%)
21	Vasant Kunj North Police Station	232	112(48%)	120(52%)
22	Vasant Kunj South Police Station	193	108(56%)	85(44%)
23	Vasant Vihar Police Station	187	88(47%)	99(53%)
Total		4782	2576(54%)	2206(46%)

Source:- www.delhipolice.nic.in, field survey 46 APPPA

(f) **East Delhi District:** - East Delhi is an administrative district of Delhi. It is bounded by the Yamuna River on the west, North East Delhi to the north, Ghaziabad District of Uttar Pradesh state to the east, and Gautam Buddha Nagar District of Uttar Pradesh to the south. Administratively, the district is divided into three subdivisions: Gandhi Nagar, Preet Vihar, and Mayur Vihar East Delhi district has a population of 17, 09,346 and an

area of 64 Sq Km, with a population density of 22,639 persons per sq km. The total police strength required for the zone is 1239 @ 138 per one lakh population.

Table 7.6
Police station wise manning and weightage for core non-core functions
(East Delhi District)

SL No	Police Station	Manning	Core Functions Manning	Non-Core functions Manning
01	Gandhi Nagar Police Station	1126	786(70%)	340(30%)
02	Gazi Pur Police Station	1235	965(78%)	270(22%)
03	Geeta Colony Police Station	1865	1167(63%)	698(37%)
04	Kalyan Puri Police Station	1567	936(60%)	631(40%)
05	Krishna Nagar Police Station	980	680(70%)	300(30%)
06	Mandawali Police Station	1165	765(66%)	400(34%)
07	Mayur Vihar Police Station	976	483(49%)	493(51%)
08	New Ashok Nagar Police Station	1245	876(70%)	369(30%)
09	Pandav Nagar Police Station	1045	765(73%)	280(27%)
10	Preet Vihar Police Station	936	486(52%)	450(48%)
11	Shakar Pur Police Station	845	335(40%)	510(60%)
12	Yamuna Bank Metro Police Station	1269	736(58%)	533(42%)
Total		14254	8980(63%)	5274(37%)

Source:- www.delhipolice.nic.in, field survey 46 APPPA

(g) **North East District:-** North East Delhi borders the Yamuna River on the west, Ghaziabad District to the north and east, East Delhi to the south, and North Delhi to the west across the Yamuna. Karawal Nagar, Seelampur and Yamuna Vihar are three sub-divisions of this district. North East Delhi has a population of 22,41,624. The district has a population density of 36,155 inhabitants per square kilometre. The police strength required is about 3000 @ 138 per lakh population.

Table 7.7

**Police station wise manning and weightage for core non-core functions
(North East District)**

SL No	Police Station	Manning	Core Functions Manning	Non-Core functions Manning
1.	Bhajan Pura Police Station	322	173(54%)	149(46%)
2.	Gokul Puri Police Station	314	168(54%)	146(46%)
3.	Karawal Nagar Police Station	312	157(51%)	155(49%)
4.	Khajoori Khas Police Station	323	176(55%)	147(45%)
5.	New Usman Pur Police Station	318	168(53%)	150(47%)
6.	Seelampur Police Station	288	165(57%)	123(43%)
7.	Shastri Park Metro Police Station	343	210(61%)	133(39%)
8.	Sonia Vihar Police Station	376	185(49%)	191(51%)
Total		2596	1402(54%)	1194(46%)

Source:- www.delhipolice.nic.in, field survey 46 APPPA

(g) **District Shahdara New Delhi:** The population in this district is 11,10,751, within area of 36.2 sq km. The density of population is 30,709 per sq km. The police strength required is 1518 @ 138 per lakh population.

Table 7.8

**Police station wise manning and weightage for core non-core functions
(District Shahdara New Delhi)**

SL No	Police Station	Manning	Core Functions Manning	Non-Core functions Manning
01	Anand Vihar Police Station	136	62(46%)	74(54%)
02	Anand Vihar Railway Police Station	122	68(56%)	54(44%)
03	Farash Bazar Police Station	116	65(56%)	51(44%)
04	GTB Enclave Police Station	128	66(52%)	62(48%)
05	Harsh Vihar Police Station	137	69(51%)	68(49%)
06	Jagat Puri Police Station	146	72(49%)	74(51%)
07	Jyoti Nagar Police Station	138	78(57%)	60(43%)
08	Madhu Vihar Police Station	148	86(58%)	62(42%)
09	Mansarover Park Police Station	155	88(57%)	67(43%)
10	Nand Nagri Police Station	168	92(55%)	76(45%)
11	Seema Puri Police Station	176	87(49%)	89(51%)
12	Shahdara Police Station	210	97(46%)	113(54%)
13	Vivek Vihar Police Station	245	135(55%)	110(45%)
14	Welcome Police Station	212	110(52%)	102(48%)
15	Zafraabad Police Station	235	125(53%)	110(47%)
Total		2472	1300(53%)	1172(47%)

Source:- www.delhipolice.nic.in, field survey 46 APPPA

(h) **North West District New Delhi:** - North West Delhi has a population of 36.6 lakhs with density of 8,298 **inhabitants** per square kilometre. The strength of policemen required is 4968 @ 138 per lakh population.

Table 7.9

**Police station wise manning and weightage for core non-core functions
(North West District New Delhi)**

SL No	Police Station	Manning	Core Functions Manning	Non-Core functions Manning
01	Aman Vihar Police Station	235	113 (48%)	122 (52%)
02	Ashok Vihar Police Station	246	132(54%)	114(46%)
03	Begum Pur Police Station	268	148(55%)	120(45%)
04	Bharat Nagar Police Station	253	128(51%)	125(49%)
05	Kanjhawala Police Station	212	110(52%)	102(48%)
06	Keshav Puram Police Station	256	164(64%)	92(36%)
07	Mangol Puri Police Station	248	138(56%)	110(44%)
08	Maurya Enclave Police Station	216	148(69%)	68(31%)
09	Rani Bagh Police Station	276	163(59%)	113(41%)
10	Rithala Metro Police Station	185	111(60%)	74(40%)
11	Rohini North Police Station	268	127 (47%)	141 (53%)
12	Rohini South Police Station	253	118 (47%)	135 (53%)
13	Shalimar Bagh Police Station	218	110(51%)	108(49%)
14	Subhash Palace Police Station	225	115(51%)	110(49%)
15	Sultan Puri Police Station	218	92 (42%)	126 (58%)
16	Udyog Nagar Metro Police Station	252	135(54%)	117(46%)
17	Vijay Vihar Police Station	258	163(63%)	95(37%)
Total		4087	2215(54%)	1872(46%)

Source:- www.delhipolice.nic.in, field survey 46 APPPA

(i) **North District New Delhi:-** The population in this zone is 8, 87 978 with a population density of 13,019 people per sq km. The total policemen required are 1224 @ 138 per lakh population.

Table 7.10
Police station wise manning and weightage for core non-core functions
(North District New Delhi)

SL No	Police Station	Manning	Core Functions Manning	Non-Core functions Manning
01	Adarsh Nagar Police Station	210	146(70%)	64(30%)
02	Ali Pur Police Station	186	98(53%)	88(47%)
03	Bawana Police Station	173	96(56%)	77(44%)
04	Bhalswa Dairy Police Station	185	88(48%)	97(52%)
05	Jahangir Puri Police Station	215	113(53%)	102(47%)
06	K.N. Katju Marg Police Station	168	89(53%)	79(47%)
07	Mahendra Park Police Station	182	92(51%)	90(49%)
08	Model Town Police Station	212	107(51%)	105(49%)
09	Mukherjee Nagar Police Station	215	111(52%)	104(48%)
10	Narela Industrial Area Police Station	187	98(52%)	89(48%)
11	Prashant Vihar Police Station	216	114(53%)	102(47%)
12	Samai Pur Badli Police Station	176	78(44%)	98(56%)
13	Shahabad Dairy Police Station	168	87(52%)	81(48%)
14	Swaroop Nagar Police Station	175	76(44%)	99(56%)
Total		2668	1393(52%)	1275(48%)

Source:- www.delhipolice.nic.in, field survey 46 APPPA

(j) **South West District New Delhi:** - South West Delhi is one of the eleven administrative districts of the National Capital Territory of Delhi in India. Kapashera serves as the administrative headquarters of South West Delhi. South West Delhi is bounded by the districts of West Delhi to the north, Central Delhi to the northeast, New Delhi and South Delhi to the east, Gurgaon District of Haryana state to the south, and Jhajjar District of Haryana to the west. South West Delhi has a population of 22,92,958 and an area of 420 sq km, with a population density of 5,445 inhabitants per square kilometre. It is the fourth most populous district in Delhi. Administratively, the district is divided into three subdivisions, Dwarka, Najafgarh and Kapashera. The minimum number of policemen required is 3036 @ 138 per Lakh Population.

Table 7.11

**Police station wise manning and weightage for core non-core functions
(South West District New Delhi)**

SL No	Police Station	Manning	Core Functions Manning	Non-Core functions Manning
01	Baba Haridas Nagar Police Station	188	96(51%)	92(49%)
02	Binda Pur Police Station	208	112(54%)	96(46%)
03	Chhawla Police Station	196	118(60%)	78(40%)
04	Dabri Police Station	178	96(54%)	82(46%)
05	Dwarka North Police Station	226	116(51%)	110(49%)
06	Dwarka Sector-23 Police Station	218	92(42%)	126(58%)
07	Dwarka South Police Station	215	108(51%)	107(49%)
08	Jaffarpur Kalan Police Station	183	96(53%)	87(47%)
09	Janak Puri Police Station	224	106(47%)	118(53%)
10	Kapashera Police Station	217	110(51%)	107(49%)
11	Najafgarh Police Station	236	116(49%)	120(51%)

12	Palam Domestic Airport Police Station	245	126(52%)	119(48%)
13	Palam Village Police Station	185	105 (57%)	80 (43%)
14	Uttam Nagar Police Station	218	114 (52%)	104 (48%)
15	Vikas Puri Police Station	226	106 (47%)	120 (53%)
Total		3163	1617 (51%)	1546 (49%)

Source:- www.delhipolice.nic.in, field survey 46 APPPA

Delhi Police deployment for VIP/ VVIP security

10. The status of deployment of Delhi Police for VIP/ VVIP duties is enumerated herewith:

Table 7.12

Delhi Police Deployment for VIP/VVIP security

VVIP/VIP	Strength of Police Personnel Deployed	Remarks
Prime Minister, Vice President, Union Ministers, Judges, Courts and others categorized as Protected persons	7178	Special Protection Group (SPG), which is force of 2000 armed personnel, responsible for the PMs Security is excluded from the total
Near Prime Minister's residence	89	Seven Police Pickets are deployed permanently close to PM's residence
Rashtrapati Bhavan	884	Joint Commissioner of Delhi Police is in charge of this force This Delhi Police Force contingent is in addition to elements of an infantry battalion from the Indian army deployed permanently in the Presidents' palace, and the Army's President's Body Guards.

Residences of ministers, MPs, and judges.	2115	Delhi Police Force for VIP security is headed by Special Commissioner of Delhi Police. This total does not include several hundred, possibly thousands, armed personnel deployed from Paramilitary forces of India such as the BSF, CISF, NSG, CRPF etc. as body and residential guards to secure Delhi's VVIPs.
VVIP	254	
Total	10484	

Source:- www.delhipolice.nic.in

Status of Women Police Manning In Delhi Police

The strength of women personnel in the police forces has gone up by almost 53 percent between the year 2014 and 2018 and by 20.95 percent in 2017. However, of the total 1.69 lakh women personnel in civil police, district armed reserve and armed police across the country as on 01 Jan 2018, 27,167 were in Maharashtra alone. Amid a rising crime graph against women in the country, women police personnel constitute a meagre **8.98 per cent** of police force across India, according to BPR&D's latest data on police organizations. Out of total strength of 20.67 lakh, the number of female personnel was 1.85 lakh out of which 29,532 were in Central Armed Police Forces (CAPF) such as CRPF, BSF, ITBP, SSB, CISF and Assam Rifles, as per Bureau of Police Research and Development (BPR&D).

The total strength of women personnel in Delhi Police stands at a bare **9,341** out of the total 80,115 which is **11.65 percent**. **While** Delhi already has Special Police Unit for Women and Children (SPUWAC) which focuses on cases/matters related to women and children and matrimonial disputes and two police stations, predominantly operated by women, have been opened in the North and South Campuses of Delhi University for the security and safety of women the manning status is far from satisfactory.

Despite the fact that the Ministry of Home Affairs had issued three advisories to state governments to increase women's representation to 33 per cent of the total strength of police personnel in 2018, the numbers remain unchanged. The aim is that each police station should have at least **three women Sub-Inspectors and 10**

women police constables. But some states have not implemented the advisory and that is why there are not enough women police personnel in police stations.

14. One of the main reasons for women's continued lack of representation in the Delhi Police is reportedly sexual harassment at the workplace in the law-enforcing agency. A year after the government green lit 33 percent reservation for women in UTs including Delhi, in 2016, 24 policewomen accused an inspector-level officer in the Delhi police of sexual harassment at the workplace. The women officers alleged that they even informed the Delhi Commission for Women regarding the issue. They claimed that they had to struggle for four months after which a departmental inquiry was initiated. Their struggles included a woman officer being harassed just because she denied a man's proposals and complained against him to the Deputy Commissioner of Police (DCP).

There are 4,809 women officers of various ranks, ranging from constables to Inspectors. Delhi Police statistics reveal that there are 72 Women Inspectors only and are posted at Crime against women cell, Rithala Metro Station and New Delhi Railway Station. Most women Officers are found posted at the Women Help Desks at Police stations, as PSOs to VIP's Spouses and Children or at the 3rd Battalion to escort prisoners between jail and court which is primarily Non-Core Functions. Women officers are most visible in traffic police where they are usually seen manning intersections. They are usually posted along with a male cop and are never given chase- and challan duties.

Traffic Police Manning and Challenges in Delhi

The number of vehicles in the national capital has surged to 1.09 crore in March 2018, including over 70 lakh two wheelers, according to Delhi's Economic Survey 2018-19 reports. The Cars and jeeps numbered 32,46,637, while auto rickshaws numbered 1,13,074. There were in total 70,78,428 two wheelers, including motorcycles and scooters, showing a growth rate of 7.12 per cent. This indicates that traffic management is one of the biggest challenges to ensure overall safety of the citizens.

Each team comprises of a traffic inspector, three to four zonal officers and five to six constables and randomly covers all the 50 circles of the traffic police in rotation. Their primary role is to keep a constant vigil on the movement of heavy goods vehicles, check violations such as red light jumping, speeding and drunk driving. The existing strength of Delhi traffic police is about **5,800 which is grossly inadequate**. Road users are most vulnerable during night hours when traffic police go off the road. During these hours, heavy transport vehicles take over the city's arterial roads and cause many road accidents. About 40 percent of city's fatal accidents take place during night hours. **Therefore, it is necessary to upgrade the technical efficiency of monitoring traffic violations across the district as also to enhance manning.**

Development of T3 R Model for Delhi Police Force

On examination of the deployment figures and applying the concept of ideal T3 R concept wherein Core functions should have 85 percent of manpower and Non-core functions to have 15 percent of manpower, as far as may be practicable the following district wise mode emerges.

(a) **South District:** - South Delhi is a vast area in the city of Delhi and contains many significant locations. This district has thriving medieval era colonies or sarais, which now are severely congested and under neglect. These include Chirag Delhi, Kalu Sarai, Jia Sarai, Ber Sarai, Lado Sarai, Katwaria Sarai, Yusuf Sarai, Hauz Khas Village, Munirka, Kotla Mubarakpur, Begumpur, Saidulajaib, Mohammadpur, Khirki, Govindpuri, Adhchini, Chhattarpur Village, Badarpur on historic Grand Trunk Road, Aayaa Nagar, Maandi Village, and Dera Village. Other than history, the region has economic and educational importance too. In Nehru Place, it has Asia's largest computer market and IT market of the city. The Indian Institute of Technology Delhi, All India Institute of Medical Sciences and National Institute of Fashion Technology, three of the country's premier institutes in the field of technology, medicine and fashion respectively lie in the Hauz Khas locality of South Delhi. The Indian Institute of Foreign Trade of Delhi is located in the Qutub Institutional Area of South Delhi. Sangam Vihar is also located in South Delhi, which has the highest population in the State. The top Central University Jamia

Millia Islamia is situated at Jamia Nagar area of South Delhi. Many renowned markets of Delhi such as Sarojini Nagar Market, Green Park Market, Lajpat Nagar Market, South Extension, Kotla Mubarakpur, M-block Market, etc. and malls such as Ansal Plaza, DLF, MGF Metropolitan, Select Citywalk, Malviya Nagar, etc. are located in South Delhi. Hence policing in the district is a great challenge necessitating adequate manpower deployed for core functions rather than non-core. The ideal strength is therefore represented below: -

Table 7.13
Ideal Manning of Police Stations: Delhi NCT
(South District)

Police station	Total strength	Core functions Manning		Non-Core Functions Manning	
		Existing strength	Ideal strength	Existing strength	Ideal Strength
Ambedkar Nagar Police Station	208	160 (76%)	177 (85%)	48 (23%)	31 (15%)
Fatehpur Beri Police Station	178	106 (59%)	151 (85%)	72 (41%)	27 (15%)
Hauz Khas Police Station	265	114 (43%)	225 (85%)	151 (57%)	40 (15%)
INA Metro Police Station	183	108 (59%)	155 (85%)	75 (41%)	28 (15%)
Malviya Nagar Police Station	292	168(58%)	248 (85%)	124 (42%)	44 (15%)
Mehrauli Police Station	265	148 (56%)	225 (85%)	117 (44%)	40 (15%)
Neb Sarai Police Station	248	136 (55%)	211 (85%)	112 (45%)	37 (15%)
Qutab Minar Metro Police Station	276	178 (65%)	235 (85%)	98 (35%)	41 (15%)

Safdarjung Enclave Police Station	287	156 (54%)	244 (85%)	131 (46%)	43 (15%)
Saket Police Station	298	163 (55%)	253 (85%)	135 (45%)	45 (15%)
Sangam Vihar Police Station	279	172 (62%)	237 (85%)	107 (38%)	42 (15%)
Total	2891	1609 (56%)	2457(85%)	1282(44%)	434 (15%)

Source:- www.delhipolice.nic.in

(b) **South East Delhi District (Saket):** The district stretches from Jor Bagh, Lodhi road, Khan Market and Sunder Nagar, through Defence Colony, Lajpat Nagar, Nizamuddin, Sarai Kale Khan, New Friends Colony, Nehru Place, Jamia Nagar, Kalkaji, Chittaranjan Park, Govindpuri, Okhla Phase- II, to Greater Kailash Part II, Alaknanda, Sarita Vihar and Badarpur. The residential areas of Greater Kailash, East of Kailash and New Friends Colony are considered to be posh and have high market rates of properties. Hence the issues related to safety and security enhances the burden on the police force. Another important location is the Saket Court necessitating presence of sizeable number of policemen and related working aspect both core and non-core. Hence the ideal Manning level for police stations using T3R template is as under:

Table 7.14
Ideal Manning of Police Stations: Delhi NCT
South East Delhi District (Saket)

Police Station	Total strength	Core functions Manning		Non-Core Functions Manning	
		Existing Strength	Ideal Strength	Existing Strength	Ideal Strength
Amar Colony Police Station	110	65	93 (85%)	45	17 (15%)

Badar Pur Police Station	126	58	107 (85%)	68	19 (15%)
Chitranjan Park Police Station	138	62	117 (85%)	76	21 (15%)
Defence Colony Police Station	166	67	141 (85%)	99	25 (15%)
Govind Puri Police Station	105	48	89 (85%)	57	16 (15%)
Greater Kailash Police Station	143	76	121 (85%)	67	22 (15%)
Hazrat Nizamuddin Police Station	162	86	137 (85%)	76	25 (15%)
Jaitpur Police Station	127	63	108 (85%)	64	19 (15%)
Jamia Nagar Police Station	145	74	123 (85%)	71	22 (15%)
Kalkaji Metro Police Station	138	64	117 (85%)	74	21 (15%)
Kalkaji Police Station	146	94	124 (85%)	52	22 (15%)
Kotla Mubarak Pur Police Station	128	62	109 (85%)	66	19 (15%)
Lajpat Nagar Metro Police Station	135	72	115 (85%)	63	20 (15%)
Lajpat Nagar Police Station	153	78	130 (85%)	75	23 (15%)
Lodhi Colony Police Station	168	86	143 (85%)	82	25 (15%)
New Friends Colony Police Station	155	82	132 (85%)	73	23 (15%)
Okhla Industrial Area Police Station	176	90	150 (85%)	86	26 (15%)
Pul Prahladpur Police Station	162	72	138 (85%)	90	24 (15%)
Sarita Vihar Police Station	148	68	126 (85%)	80	22 (15%)
Sunlight Colony Police	155	83	132 (85%)	72	23 (15%)

Station					
Total	2886	1450	2453 (85%)	1436	4335%)

Source:- www.delhipolice.nic.in

(c) **Central District:** - Central Delhi is the most significant region in Delhi due to its ancient past and for housing the seat of government of India. Central Delhi comprises areas of what was previously known as Shahjahanabad (Chandni Chowk, Daryaganj and Paharganj) and has grown spatially to include Burari in northern part, Sangam Vihar and Yamuna Bio-diversity Park areas further south, areas from Wazirabad to Delhi University including Kamla Nagar and Malka Ganj, Ananad Parbat and some parts of Karol Bagh and Rajghat. Rajghat is a top tourist destination, as it being the resting place of Mahatma Gandhi, the Father of Nation and a messenger of peace and non-violence. Central Delhi is the hub centre for political, economic and tourism activities necessitating high end policing to ensure law and order. The manning of the 32 police stations is therefore very significant and an ideal T3R is very relevant. The suggested model for ideal manning is as under:

Table 7.15
Ideal Manning of Police Stations: Delhi NCT
Central District

Police Station	Total Strength	Core functions Manning		Non-Core Functions Manning	
		Existing Strength	Ideal Strength	Existing Strength	Ideal Strength
Bara Hindu Rao Police Station	136	82	115 (85%)	54	21 (15%)
Burari Police Station	142	76	121 (85%)	66	21 (15%)
Chandni Mahal Police Station	165	86	140 (85%)	79	25 (15%)
Civil Lines Police Station	155	81	132 (85%)	74	23 (15%)
Darya Ganj Police Station	176	95	150 (85%)	81	26 (15%)

DBG Road Police Station	148	64	126 (85%)	84	22 (15%)
Delhi Cantt. Railway Police Station	155	81	132 (85%)	74	23 (15%)
Gulabi Bagh Police Station	164	88	139 (85%)	76	25 (15%)
Hauz Khas Police Station	173	92	147 (85%)	81	26 (15%)
Hazrat Nizamuddin Railway Police Station	148	78	126 (85%)	70	22 (15%)
I.P. Estate Police Station	152	72	129 (85%)	80	23 (15%)
Jama Masjid Police Station	175	96	149 (85%)	79	26 (15%)
Kamla Market Police Station	168	86	143 (85%)	82	25 (15%)
Karol Bagh Police Station	182	96	155 (85%)	86	27 (15%)
Kashmere Gate Metro Police Station	185	109	157 (85%)	76	28 (15%)
Kashmere Gate Police Station	168	88	143 (85%)	80	25 (15%)
Kotwali Police Station	176	82	150 (85%)	94	26 (15%)
Lahori Gate Police Station	165	76	140 (85%)	89	25 (15%)
Maurice Nagar Police Station	158	85	134 (85%)	73	24 (15%)
Nabi Karim Police Station	146	78	124 (85%)	68	22 (15%)
New Delhi Railway Station (NDLS)	155	86	132 (85%)	69	23 (15%)
Old Delhi Railway Station (Railway Main Delhi)	168	92	143 (85%)	76	25 (15%)

Pahar Ganj Police Station	176	96	150 (85%)	80	26(15%)
Prasad Nagar Police Station	165	72	140 (85%)	93	25 (15%)
Rajinder Nagar Police Station	155	82	132 (85%)	73	23 (15%)
Roop Nagar Police Station	176	95	150 (85%)	81	26 (15%)
Sadar Bazar Police Station	158	88	134 (85%)	70	24 (15%)
Sarai Rohilla Police Station	168	93	143 (85%)	75	25 (15%)
Sarai Rohilla Railway Police Station	176	78	150 (85%)	98	26 (15%)
Subzi Mandi Police Station	165	87	140 (85%)	78	25 (15%)
Subzi Mandi Railway Police Station	156	82	133 (85%)	74	23 (15%)
Timarpur Police Station	168	76	143 (85%)	92	25 (15%)
Total	5408	2718	4597 (85%)	2690	811 (15%)

Source:- www.delhipolice.nic.in

(d) **West District Delhi:** - West Delhi is divided into three subdivisions, Patel Nagar, Rajouri Garden, and Punjabi Bagh. Major residential and commercial areas of Delhi like Janakpuri and Tilak Nagar are located in West Delhi. West Delhi is spot where the India's Largest jail the Tihar Jail is located. The district has a population of 1,743,980 people with a literacy rate around 70 per cent. It shares its boundary with a district called Jhajjar of State Haryana to the west. West Delhi was planned to be mainly a residential zone but with time this has also become a large commercial hub with many shopping complexes and plazas, local markets and large wedding banquet halls dotting landscape of this district. This entails policing in the region with the intent to ensure safety of citizens thereby emphasizing the need for filed level activity i.e. core functions than non-core functions. The T3 R model for the zone is as under: -

Table 7.16

**Ideal Manning of Police Stations: Delhi NCT
(West District Delhi)**

Police Station	Total Strength	Core functions Manning		Non-Core Functions Manning	
		Existing Strength	Ideal Strength	Existing Strength	Ideal Strength
Anand Parbat Police Station	243	126	206 (85%)	117	37 (15%)
Hari Nagar Police Station	256	138	218 (85%)	118	38 (15%)
Janak Puri Metro Police Station	235	146	200 (85%)	89	35 (15%)
Khyala Police Station	385	199	327 (85%)	186	58 (15%)
Kirti Nagar Police Station	378	210	321 (85%)	168	57 (15%)
Maya Puri Police Station	335	223	285 (85%)	112	50 (15%)
Mianwali Nagar Police Station	387	227	329 (85%)	160	58 (15%)
Moti Nagar Police Station	368	218	313 (85%)	150	55 (15%)
Mundka Police Station	268	135	229 (85%)	133	39 (15%)
Nangloi Police Station	283	148	240 (85%)	135	43 (15%)
Nihal Vihar Police Station	325	168	276 (85%)	157	49 (15%)
Paschim Vihar Police Station	385	215	327 (85%)	170	58 (15%)
Patel Nagar Police Station	365	236	310 (85%)	129	55 (15%)
Punjabi Bagh Police Station	410	278	348 (85%)	192	62 (15%)
Raja Garden Metro Police Station	425	286	361 (85%)	139	64 (15%)
Rajouri Garden Police Station	438	278	372 (85%)	160	66 (15%)

Ranhola Police Station	239	135	203 (85%)	104	36 (15%)
Ranjeet Nagar Police Station	336	218	285 (85%)	118	51 (15%)
Tilak Nagar Police Station	428	248	364 (85%)	180	64 (15%)
Total	6489	3832	5516 (85%)	2657	973 (15%)

Source:- www.delhipolice.nic.in

(e) **New Delhi Central District:** New Delhi is both the capital and centre of Government of India and is the centre of the National Capital Territory of Delhi. Delhi is of great historical significance as an important commercial, transport, and cultural hub, as well as the political centre of India. Although colloquially Delhi and New Delhi are used interchangeably to refer to the National Capital Territory of Delhi (NCT), these are two distinct entities, with New Delhi forming a small part of the city of Delhi. It has a total area of 16.5 square miles (42.7 sq km) and it is considered one of the fastest growing cities. Government employees represent a large portion of the city's workforce, while much of the rest of the city's population is employed in the expanding service sector. The main industries in New Delhi include information technology, telecommunications, and tourism. Delhi Police has taken the lead in proactively reaching out to the community and launched several community policing initiatives. Owing to the significance of New Delhi Central District in terms of the population density and the political hub, there is a need to ensure effective policing through manning and reforms. The ideal T 3 R model for the segment is as under: -

Table 7.17
Ideal Manning of Police Stations: Delhi NCT
New Delhi Central District

Police Station	Total Strength	Core functions Manning		Non-Core Functions manning	
		Existing Strength	Ideal Strength	Existing strength	Ideal Strength
Barakhamba Road Police Station	183	87	155 (85%)	96	28 (15%)
Central Secretariat Metro Police Station	178	110	151 (85%)	68	27 (15%)
Chanakya Puri Police Station	163	85	138 (85%)	78	25 (15%)
Connaught Place Police Station	172	92	146 (85%)	80	26 (15%)
Delhi Cantt. Police Station	195	105	166 (85%)	90	29 (15%)
IGI Airport Police Station	226	116	192 (85%)	110	34 (15%)
IGI Metro Police Station	213	112	181 (85%)	101	32 (15%)
Inder Puri Police Station	245	108	208 (85%)	137	37 (15%)
Mandi House Metro Police Station	182	84	155 (85%)	98	27 (15%)
Mandir Marg Police Station	169	79	144 (85%)	90	25 (15%)
Naraina Police Station	176	96	150 (85%)	80	26 (15%)
North Avenue Police Station	214	116	182 (85%)	98	32 (15%)
Parliament Street Police Station	226	138	192 (85%)	88	34 (15%)
R.K. Puram Police Station	235	146	200 (85%)	89	35 (15%)
Sagar Pur Police Station	268	110	228 (85%)	158	40 (15%)
Sarojini Nagar	247	136	210 (85%)	111	37 (15%)

Police Station					
South Avenue Police Station	187	98	159 (85%)	89	28 (15%)
South Campus Police Station	193	105	164 (85%)	88	29 (15%)
Tilak Marg Police Station	246	117	209 (85%)	129	37 (15%)
Tuglak Road Police Station	225	123	191 (85%)	102	34 (15%)
Vasant Kunj North Police Station	232	112	197 (85%)	120	35 (15%)
Vasant Kunj South Police Station	193	108	164 (85%)	85	29 (15%)
Vasant Vihar Police Station	187	88	159 (85%)	99	28 (15%)
Total	4782	2756	4065 (85%)	2206	717 (15%)

Source:- www.delhipolice.nic.in

(f) **East Delhi District:** - East Delhi is an educational hub. There are famous coaching centres like Ftech, Career Launcher, NIIT and Aptech etc whereby large number of students and younger age group population transit through the zone. Other important areas of East Delhi are - Laxmi Nagar, Shakarpur and Anand Vihar. There are numerous hotels and social events centres entailing congregation of people necessitating maintenance of law and order and overall public safety. Traffic policing is also very essential in the zone. The ideal T3 R for the district is as under: -

Table 7.18
Ideal Manning of Police Stations: Delhi NCT
East Delhi District

Police Station	Total strength	Core functions manning		Non-Core Functions manning	
		Existing strength	Ideal strength	Existing strength	Ideal Strength
Gandhi Nagar Police Station	1126	786	951 (85%)	340	169 (15%)
Gazi Pur Police	1235	965	1050 (85%)	270	185 (15%)

Station					
Geeta Colony Police Station	1865	1167	1585 (85%)	698	280 (15%)
Kalyan Puri Police Station	1567	936	1332 (85%)	631	235 (15%)
Krishna Nagar Police Station	980	680	833 (85%)	300	147 (15%)
Mandawali Police Station	1165	765	990 (85%)	400	175 (15%)
Mayur Vihar Police Station	976	483	830 (85%)	493	146 (15%)
New Ashok Nagar Police Station	1245	876	1058 (85%)	369	187 (15%)
Pandav Nagar Police Station	1045	765	888 (85%)	280	157 (15%)
Preet Vihar Police Station	936	486	796 (85%)	450	140 (15%)
Shakar Pur Police Station	845	335	718 (85%)	510	127 (15%)
Yamuna Bank Metro Police Station	1269	736	1079 (85%)	533	190 (15%)
Total	14254	8980	12116 (85%)	5274	2138 (15%)

Source:- www.delhipolice.nic.in

(g) **North East District:** - North East Delhi forms a very small but integral part of the National Capital Territory that was carved as one of the nine Districts of Delhi. It encompasses an area of 60 sq. km. that homes a population of over 17.5 lakhs. It also shares its boundaries on the south with East Delhi and on the west by the Districts of North Delhi and the Yamuna River. North East Delhi was established as one of the nine Districts of Delhi in January 1997 after the Government planned to divide the city administratively into nine blocks. The North East Delhi District is primarily a rural area with a fairly large urban size owing to its location that lies in the Trans Yamuna region. It homes 27 villages and hence the rural population is extremely high as compared to the other areas of Delhi but despite this fact, the literacy rate of this region is a good 77.85 percent which is comparatively reasonable. North East Delhi is also predominantly a residential complex that homes a middle-class genre of population. A majority of them own small businesses while only a few of the

residents are into the service industry or private companies. North East Delhi also homes major marketplaces that include 'Bhajanpura Market', 'Chhota Bazaar', 'Rohtash Nagar Market' and many more. This region has witnessed a rapid growth and development in its infrastructure and economy through the years wherein the State Government has been providing various schemes to promote and improve the economy of this region. North East Delhi District is further divided into three important administrative sub-districts that include Seelampur, Seemapuri and Shahdara. The area has a significant population of migrants and there is a historical record of riots and numerous law and order issues. The Ideal T3R for the police service for the zone is as under: -

Table 7.19
Ideal Manning of Police Stations: Delhi NCT
North East District

Police Station	Total Strength	Core functions Manning		Non-Core Functions Manning	
		Existing strength	Ideal strength (85%)	Existing strength	Ideal Strength (15%)
Bhajan Pura Police Station	322	173	274 (85%)	149	48 (15%)
Gokul Puri Police Station	314	168	267 (85%)	146	47 (15%)
Karawal Nagar Police Station	312	157	265 (85%)	155	47 (15%)
Khajoori Khas Police Station	323	176	274 (85%)	147	49 (15%)
New Usman Pur Police Station	318	168	270 (85%)	150	48 (15%)
Seelampur Police Station	288	165	245 (85%)	123	43 (15%)
Shastri Park Metro Police Station	343	210	291 (85%)	133	52 (15%)
Sonia Vihar Police Station	376	185	320 (85%)	191	56 (15%)
Total	2576	1402	2207 (85%)	1194	389 (15%)

Source:- www.delhipolice.nic.in

(h) **District Shahdara New Delhi:** Shahdara is an administrative and revenue district of Delhi. Situated near the banks of Yamuna river, it is one of the oldest inhabited areas of Delhi and integral to what is known as the Old Delhi. Total area of Shahdara is 5 sq km. Shahdara has a population of 3,22,931. After Chandni Chowk, Shahdara is among the oldest suburbs of Delhi. Shahdara subdistrict is further divided into two parts of the Municipal Council zones of Delhi which are named as the 'South Shahdara' zone and the 'North Shahdara' zone. These zones are bounded by important areas like Dilshad Garden, Dilshad Colony and Tahirpur, Preet Vihar, Bhajanpura and Yamuna Vihar. Shahdara hosts a number of hospitals and schools Shanti Nursing home Jyoti Nursing home, East Delhi Medical Centre, Sarvanam Neuro Centre, Swami Dayanand General Hospital GTB Hospital, Sher-e-Shahdara Medical Centre Shree Ram hospital, Chandsi Piles Clinic, Shanti Mukund Deepak Memorial Galaxy hospital. Shahdara is the location of a number of religious places also. Being a suburb, the zone has a sizeable population of labourers and middle-class residents. Effective policing towards law-and-order maintenance is a paramount function. The ideal T3 R for Police services in the district is as under: -

Table 7.20
Ideal Manning of Police Stations: Delhi NCT
District Shahdara New Delhi

Police Station	Total strength	Core functions Manning		Non-Core Functions manning	
		Existing strength	Ideal strength	Existing strength	Ideal Strength
Anand Vihar Police Station	136	62	116 (85%)	74	20 (15%)
Anand Vihar Railway Police Station	122	68	104 (85%)	54	18 (15%)

Farash Bazar Police Station	116	65	99 (85%)	51	17 (15%)
GTB Enclave Police Station	128	66	109 (85%)	62	19 (15%)
Harsh Vihar Police Station	137	69	116 (85%)	68	21 (15%)
Jagat Puri Police Station	146	72	124 (85%)	74	22 (15%)
Jyoti Nagar Police Station	138	78	117 (85%)	60	21 (15%)
Madhu Vihar Police Station	148	86	126 (85%)	62	22 (15%)
Mansarover Park Police Station	155	88	132 (85%)	67	23 (15%)
Nand Nagri Police Station	168	92	143 (85%)	76	25 (15%)
Seema Puri Police Station	176	87	150 (85%)	89	26 (15%)
Shahdara Police Station	210	97	179 (85%)	113	31 (15%)
Vivek Vihar Police Station	245	135	208 (85%)	110	37 (15%)
Welcome Police Station	212	110	180 (85%)	102	32 (15%)
Zafrabad Police Station	235	125	200 (85%)	110	35 (15%)
Total	2472	1300	2101 (85%)	1172	3715%

Source:- www.delhipolice.nic.in

(i) **North West District New Delhi:-** North West Delhi District is heavily populated with over 28.5 lakhs inhabitants who reside in a massive expanse of area covering 440 Sq. Km. This region also forms an important part of the commerce and business establishments in Delhi. It homes a number of Corporate Firms and Industrial Areas that makes this region an integral part of the economic division of the City. North West Delhi is partitioned into three sub-divisions Saraswati Vihar, Model Town and Narela. The most established sub urban areas i.e Rohini is situated in this region with different towns like Bawana, Alipur, Mundka, Nangloi, Sultanpuri and Mangolpuri. Likewise, Badli Industrial Area is one of the critical parts of the Industrial regions in Delhi. North West Delhi is also famous for its posh shopping arcades and entertainment

zones with many residential blocks and high-rise buildings which have been constantly improving the economic standards of this area. This entails effective policing to ensure law and order as well as economic safety of the business establishments. The ideal manning for the police stations as per T3R concept is as under: -

Table 7.21
Ideal Manning of Police Stations: Delhi NCT
North West District New Delhi

Police Station	Total Strength	Core functions Manning		Non-Core Functions Manning	
		Existing strength	Ideal strength	Existing strength	Ideal Strength
Aman Vihar Police Station	235	113	200 (85%)	122	35 (15%)
Ashok Vihar Police Station	246	132	209 (85%)	114	37 (15%)
Begum Pur Police Station	268	148	228 (85%)	120	40 (15%)
Bharat Nagar Police Station	253	128	215 (85%)	125	38 (15%)
Kanjhawala Police Station	212	110	180 (85%)	102	32 (15%)
Keshav Puram Police Station	256	164	218 (85%)	92	38 (15%)
Mangol Puri Police Station	248	138	211 (85%)	110	37 (15%)
Maurya Enclave Police Station	216	148	184 (85%)	68	32 (15%)
Rani Bagh Police Station	276	163	235 (85%)	113	41 (15%)
Rithala Metro Police Station	185	111	157 (85%)	74	28 (15%)
Rohini North Police Station	268	127	228 (85%)	141	40 (15%)
Rohini South Police Station	253	118	215 (85%)	135	38 (15%)

Shalimar Bagh Police Station	218	110	185 (85%)	108	33 (15%)
Subhash Palace Police Station	225	115	191 (85%)	110	34 (15%)
Sultan Puri Police Station	218	92	185 (85%)	126	33 (15%)
Udyog Nagar Metro Police Station	252	135	214 (85%)	117	38 (15%)
Vijay Vihar Police Station	258	163	219 (85%)	95	39 (15%)
Total	4087	2215	3474 (85%)	1872	6135% 614

Source:- www.delhipolice.nic.in

(j) **North Delhi District:** - North Delhi District was carved out of NCT and covers an area of 60 Sq km with a population of over 7.8 lakhs. It also contributes to the attractions of Delhi due to its location that homes world heritage monuments like Red Fort and Jama Masjid. The area is also famous for its shopping locations like Chandni Chowk, Kashmire Gate and partly Darya Ganj which are perpetually crowded. The area is flooded with visiting population and hence necessitates effective law and order enforcement. The ideal manning of the police stations in the region is as under: -

Table 7.22
Ideal Manning of Police Stations: Delhi NCT
North Delhi district

Police Station	Total Strength	Core functions Manning		Non-Core Functions Manning	
		Existing strength	Ideal strength	Existing strength	Ideal Strength
Aman Vihar Police Station	235	113	200 (85%)	122	35 (15%)
Ashok Vihar Police Station	246	132	209 (85%)	114	37 (15%)

BegumPur Police Station	268	148	228 (85%)	120	40 (15%)
Bharat Nagar Police Station	253	128	215 (85%)	125	38 (15%)
Kanjhawala Police Station	212	110	180 (85%)	102	32 (15%)
Keshav Puram Police Station	256	164	218 (85%)	92	38 (15%)
Mangol Puri Police Station	248	138	211 (85%)	110	37 (15%)
Maurya Enclave Police Station	216	163	184 (85%)	113	32 (15%)
Rani Bagh Police Station	276	148	235 (85%)	68	41 (15%)
Rithala Metro Police Station	185	111	157 (85%)	74	28 (15%)
Rohini North Police Station	268	127	228 (85%)	141	40 (15%)
Rohini South Police Station	253	118	215 (85%)	135	38 (15%)
Shalimar Bagh Police Station	218	110	185 (85%)	108	33 (15%)
Subhash Palace Police Station	225	115	191 (85%)	110	34 (15%)
Sultan Puri Police Station	218	92	185 (85%)	126	33 (15%)
Udyog Nagar Metro Police Station	252	135	214 (85%)	117	38 (15%)
Vijay Vihar Police Station	258	163	219 (85%)	95	39 (15%)
Total	4087	2215	3474 (85%)	1872	613(15%)

Source:- www.delhipolice.nic.in

(k) **South West District New Delhi:** - The South west Delhi encompasses areas such as the famous Dwarka Sub city, Sagar pur and Dhaula Kuan which is the major intersection of roads and flyovers that links various parts of Delhi. South West Delhi has a population of 2,292,958 (2011 census), and an area of 420 sq km, with a population density of 5,445 inhabitants per sq km. It is the fourth most populous district in Delhi. The importance of the zone is that the IGI

airport and domestic airport is situated in the district therefore necessitating effective policing in the zone to ensure law and order and overall public safety. Of the three sub districts, Najafgarh is still considered as a prominently rural area while Delhi Cantonment and Vasant Vihar Subdivisions homes a blend of Urban and rural Divisions. The Ideal strength for Policing in the region is enumerated herewith.

Table 7.23
Ideal Manning of Police Stations: Delhi NCT
South West District New Delhi

Police Station	Total Strength	Core functions Manning		Non-Core Functions Manning	
		Existing strength	Ideal strength	Existing strength	Ideal Strength
Baba Haridas Nagar Police Station	188	96	160 (85%)	92	28 (15%)
Bindapur Police Station	208	112	177 (85%)	96	31 (15%)
Chhawla Police Station	196	118	167 (85%)	78	29 (15%)
Dabri Police Station	178	96	151 (85%)	82	27 (15%)
Dwarka North Police Station	226	116	192 (85%)	110	34 (15%)
Dwarka Sector-23 Police Station	218	92	185 (85%)	126	33 (15%)
Dwarka South Police Station	215	108	183 (85%)	107	32 (15%)
Jaffarpur Kalan Police Station	183	96	155 (85%)	87	28 (15%)
Janak Puri Police Station	224	106	190 (85%)	118	34 (15%)
Kapashera Police Station	217	110	184 (85%)	107	33 (15%)
Najafgarh Police Station	236	116	200 (85%)	120	36 (15%)
Palam Domestic	245	126	208 (85%)	119	37 (15%)

Airport Station	Police					
Palam Village Police Station		185	105	157 (85%)	80	28 (15%)
Uttam Nagar Police Station		218	114	185(85%)	104	35(15%)
Vikaspuri Puri Police Station		226	106	192(85%)	120	34(15%)
Total		3163	1617	2688(85%)	1546	475(15%)

Source:- www.delhipolice.nic.in

Analysis of Police Station wise data reveals that there is no uniformity in the deployment philosophy of police personnel in various districts of Delhi. While there are a greater number of personnel in zones with higher density of population, a large number are performing non-core functions there by impacting the core functional output i.e prevention and detection of crime, maintenance of traffic and ensuring citizen's safety. Moreover, the information on women police deployment reveals that out of the available strength majority are deployed in non-core functions thereby defeating the very purpose of their presence. There is therefore ample scope for improvement by implementation of ideal T3 R model for Delhi Police.

Steps for Improvement in the Human Resources provisions for enhancing Morale of the Police Force

Problems faced by Police Personnel:

Improvement in the police performance is closely linked to the morale of policemen, particularly of cutting-edge functionaries, which in turn depends on their working environment and service conditions. Long working hours, tough working conditions, mechanical nature of job, inadequate welfare measures and insufficient housing keep police personnel constantly under pressure. Radical improvements in the recruitment, training, working, and living conditions are essential to improve their morale, reduce their frustration and increase their professionalism.

One of the major problems impeding police reforms stems from the traditional approach of clubbing a variety of disparate functions in a single police force and concentrating all authority at one level. A single, monolithic force now discharges

several functions such as maintaining law and order, riot control, crime investigation, protection of State assets, of summons and production of witnesses in courts, anti-terrorist and anti-extremist operations, intelligence gathering, bandobast during elections, crowd control and several other miscellaneous duties. In addition, giving support to state functionaries in removal of encroachments, demolition of unauthorised structures and such other regulatory activities are also treated as police responsibilities. Aggregation of all these functions in a single police force is clearly dysfunctional for four reasons:

- (a) First, the core functions are often neglected when the same agency is entrusted with several functions.
- (b) Second, accountability is greatly diluted when duties cannot be clearly and unambiguously stated, and performance cannot be measured and monitored.
- (c) Third, the skills and resources required for each function are unique and a combination of often unrelated functions undermines both morale and professional competence.
- (d) Fourth, each function requires a different system of control and level of accountability. When a single agency is entrusted with all functions, the natural propensity is to control all functions by virtue of the need to control one function.

Long Working Hours: Due to lack of uniformity in deployment strategy in Delhi NCT, the available policemen are stressed due to long working hours ranging from 12 to 14 hours per day without any off.

Lack of Adequate Housing Facilities: -As of August 2019, Delhi Police had only 15,360 quarters available for allotment to its force of around 80,000 personnel. (Source: hindustantimes.com, delhipolice.nic.in). Out of these 15,360 quarters, 380 quarters have been declared dangerous and were to be demolished and another 1276 quarters were not being allotted for lack of basic facilities. Out of the remaining 13,704 quarters, only 1,371 quarters were vacant and available for allotment. However, 7900 applications for allotment of quarter were pending against only 1,371 vacant quarters. Besides the 15,360 quarters, it was observed that only 701 quarters

are under construction in six locations and another 339 quarters are at planning stage which is not adequate to significantly improve the satisfaction level. Therefore, the total number of quarters both under the planning stage and those under construction are not adequate for taking care of the pending applications for allotment of accommodation. Delhi Police needs to plan for construction of police housing to ensure that the waiting list for quarters is minimised and housing satisfaction level can be improved. Delhi Police have responded to CAG audit that 5,848 staff quarters are now under construction/planning stage and that after completion of these quarters, the housing satisfaction level will increase from 19 per cent to 27 per cent.

Lack of Adequate Compensation: - There has been stagnation in the lower ranks of the police personnel for some time and police constables, who have been putting in service for the past 27 to 28 years, had not got the opportunity to get their promotion to the ranks of Head Constables. Similarly, there was some stagnation in the other ranks as well. This is adversely affecting the morale of the police force.

Chapter 8

Findings and Analysis

Construct for Analysis

As has been explored and examined, the Delhi Police has instituted many mechanisms for effective policing however is still grappling due to manpower shortages and prevailing deployment philosophy and norms. The best practices of Delhi Police though are worth emulating by other states. While numerous Schemes and Themes are in place there is need to evaluate the success of implementation through proper SWOT analysis.

Strengths

Best Practices in Delhi Police: - Delhi Police has taken a number of digital initiatives keeping in view the Hon'ble Prime Minister's directives regarding SMART policing. Technological up gradation has been given top priority in order to achieve the desired technological advancement to keep pace with the trends across the globe. A Chief Technology Officer inducted last year, kept his vigil on the on-going projects besides rendering his valuable contribution in the process of implementation of various projects. Some of the important digital initiatives already launched by Delhi Police were continued and improved upon to render better services to the citizens of Delhi. With robust digitalization and employment of software means, the Delhi Police is on the threshold to successful policing means and efforts.

- (a) **e-MV (Motor vehicle) Theft**: - The process of reporting MV Theft for registering e-FIR and court approved final report for claiming insurance continued to function through the web-based application has been instituted. It was a path breaking initiative by Delhi Police to empower citizens wherein one could file an e-FIR for motor vehicle thefts from home through computer or mobile phones. The entire investigation is carried out in a time bound manner

through e-Police Station. The process of courts is also carried out electronically by the e-courts designated for this purpose. During the current year, 46,064 MV Theft e-FIRs have been lodged so far and more than 1.48 Lakh FIRs have been lodged since its launch in April 2015. E-courts have accepted 1,22,255 untraced reports so far through this application, enabling complainants to file their claims before concerned insurance companies.

(b) **Property Theft App**: - This App facilitates citizens to lodge online, first information report (FIR) for the property stolen in Delhi, through web, anytime, anywhere, without physically going to the Police Station. There is instant dispatch of a copy of digitally signed FIR to the e-mail of the complainant, area SHO, senior officers and designated Court etc. During the year, 1,33,920 property e-FIRs have been lodged and more than 3,11,548 e-FIRs have been lodged so far since its launching in February 2016.

(c) **Lost Report App**: - The purpose of this App is to issue a report to an individual in case of loss of important document like passport, **I-Card, Ration Card, Driving License etc.** By entering relevant details on this mobile/web-based App, one can lodge a lost report instantly and obtain a printable digitally signed report of the same and use this document for getting a fresh document reissued from the concerned authority. So far 86,71,163 lost reports have been issued online through this App.

(d) **HimmatPlus App**: The **HimmatPlus SOS App** for women was re-launched on 06 Feb 2018. The App has been made bilingual. The registration is simple and possible through the App only. Also, the app has been transformed from **an Emergency Safety App to a Utility App** for all sections of the society. The Facebook page of Delhi Traffic Police and Twitter handle of Delhi Police has also been linked in the App to provide traffic updates as well other updates of Delhi Police for the benefit of the users. A special feature for scanning the QR code of the drivers of the Taxies, TSRs and e-Rickshaws has been built in the new App. In order to increase the effectiveness and reach of Himmat App amongst youth and women, its registration process has been

simplified. During the year, the App was downloaded by 66,946 persons and 46,111 persons have been registered on the App.

(e) **Police Clearance Certificate App:** - Police Clearance Certificate is required for the purpose of applying for visa, admissions in educational institutions, seeking jobs etc. The basic details filled by the applicant are automatically checked up with the record of CRO. PCC is generated within seven working days. During the year, 2,96,964 persons applied and 1,89,709 PCCs have been issued.

(f) **Online Character Verification Report (CVR):** - The Special Branch of Delhi Police has started an Online Character Verification portal which provides facility for registration, filing personal details and documentation to obtain character verification report simply by pressing of a button from anywhere, anytime. During the year, 68,102 persons have applied and 52,347 CVR have been issued. So far 1,93,564 persons have applied and 1,56,925 CVR have been issued since its launch.

(g) **Senior Citizen App:** - This Mobile App facilitates easy registration by senior citizens and access to the names and telephone numbers of the Beat Officers by the senior citizen. It also has an SOS button for emergency call, which connects to the senior citizens Helpline No. 1291. The emergency call indicates the location of the caller and also simultaneously alerts the area SHO, Beat Officer and a preassigned contact through SMS. Through the App, Beat Officer can find out the details of the registered senior citizens. Whenever a Beat Officer visits a registered senior citizen, he has been directed to take a selfie with him, and upload the same on the App. This App also facilitates the area SHO to register senior citizens directly. So far 12,988 citizens have downloaded the Senior Citizen Mobile App.

(h) **Delhi Traffic Police Mobile App:** - The App was launched by Delhi Traffic Police for a two-way interaction with general public to share the traffic status information and to invite public to participate in better management of

traffic on Delhi roads. This app provides information to general public by issuing traffic advisory and traffic alerts about traffic situations at various locations. It also has a feature for fare calculation for auto/taxi on the basis of aerial distance provided on Google map. Public can lodge complaint against the auto/taxi driver for refusal/ overcharging and harassment etc. Public can also help in traffic management by lodging a complaint about the faulty traffic signals. The App also provides information regarding various offences and penalties. During the year 2018, Traffic Sentinel had reported 1,08,014 traffic violations on this App. More than 3.72 lakh traffic violations have been reported since the launch of this App.

(i) **One Touch Away App**: - This App provides access to all the services provided by Delhi Police online by just one touch as a solution on one platform. It contains contact numbers, e-mail IDs of all public dealing Delhi Police Officers, traffic information, helpline numbers and Control Room numbers and details of all Delhi Police Mobile Apps – Lost Report, Traffic App & Himmat App etc. This App is now being further upgraded to make it one omnibus App which brings public one step closer to Delhi Police.

(j) **Online Cyber Safety Website**: - A website on cyber safety **www.cybercelldelhi.in** has been launched by Delhi Police to have proactive communication with the citizens on cyber safety issues and to provide a responsive cybercrime reporting mechanism for the victims. Various safety precautions that are needed to keep one safe from such crimes are also mentioned. It also has a special section on the various “Do’s and Don’ts” for different types of internet users such as women, children, parents, senior citizens and businessmen. The website provides detailed information for victims of cybercrime regarding how to lodge a cyber-complaint and the documents required for lodging each type of cybercrime.

3. **Community Policing Initiatives**: - Delhi Police has taken the lead in proactively reaching out to the community and launched several community policing initiatives.

(a) **Sashakti**: Self-Defence Training. A large number of women are working outside the home. Self-defence training programmes have inculcated a sense of confidence among them to resist any inappropriate act against them and report such acts to police at once without hesitation. Self-Defence Training is imparted to girls/women for self-protection and empowering them with skills to ward off aggressors. There are designated Self-defence training teams in the Special Police Unit for Women & Children and Districts. Various training courses are organized in schools, colleges, community centres, parks and Clusters where specially designed self-defence techniques are taught to the girls. Under the Sashakti Scheme, 2,08,125 girls/women were imparted self-defence training in 989 programmes since initiation in 2017 and 2,95,276 girls/women were imparted self-defence training in 1451 programmes during the year 2018.

(b) **Prahari Scheme**: Prahari, a force multiplier for policing, is an initiative of Delhi Police for involving various stakeholders like guards and chowkidars in prevention of crime. It aims at promoting a feeling of ownership and camaraderie in the community to promote better police-public relations. Prahari aims at institutionalizing partnerships and cooperation between the police public and private sector security providers in community policing. 19,812 Parhari's have been enrolled under this scheme so far. The objectives of the scheme are: -

- (i) To identify crime prone areas,
- (ii) To reduce property crime,
- (v) To foster police-public relations,
- (iv) To increase community spirit,
- (v) To equip the chowkidars and security guards with security equipment, and
- (vi) To enlist the support of these stakeholders in crime prevention and detection in the area.

(c) **Police Mitra**: This scheme is aimed at involving civil society in crime prevention and maintenance of law and order. The objective is to achieve

effective policing with active involvement of local citizens. Police Mitras assist the local police in picket duties, traffic management, collection of intelligence and law and order arrangements etc. 1,862 Police Mitras have been co-opted under this scheme so far.

(d) **Nigehban**: Under this scheme Delhi Police has surveyed all important locations of the city and drawn a list of sensitive areas which require CCTV monitoring. Individuals, RWAs (Resident Welfare Association) have been motivated to install CCTV cameras at identified spots by pooling their resources. This project is a shining example of proactive community policing in the country. The "third-eye" is an excellent aid to police investigations and efforts are on to add more CCTV cameras with recording facilities all over the city. During the year 2018, this scheme was further carried on successfully and the number of CCTV cameras under this scheme has risen to 2,23,758 so far.

(e) **Eyes & Ears Scheme**: In the "Eyes and Ears" scheme, various sections of public like rehriwalas, chowkidars, patriwalas, security guards, parking attendants, three-wheeler/taxi drivers, bus drivers/conductors, porters, shopkeepers, property agents, second hand car dealers, landlords, members of RWA cybercafé owners and PCO owners, guest house owners and other alert citizens are involved in providing information regarding suspicious activities of individuals and crimes. Besides the above, there are several other categories of citizens who are also being motivated to act as the 'eyes and ears' of the police. These are in the form of Nagrik Suraksha Samitis, washermen, barbers, cobblers, plumbers, key lock repairers, students, petrol pumps workers, even doctors in slums/small areas, domestic help providers, domestic help, TV/fridge/computer mechanics, mother dairy booth operators, security and other staff of hotels/guest houses/eating houses particularly dhabas etc. A new Toll-Free No. 1090 has been activated to enable public to share information. The identity of the person disclosing information is kept secret. A link has also been created on the website www.delhipolice.nic.in to e-mail such information. A total of 1,36,893 meetings have been conducted under this scheme in which

1067 meetings were attended by DCsP, 4,213 by ACsP, 24,452 by SHOs, 21,970 by Inspector ATOs and remaining 85,191 were attended by Division/Beat Staff.

(f) **Neighbourhood Watch Scheme:** - In order to promote a long-lasting partnership with the community and to enhance safety and reduce the fear of crime, the mechanism of Neighbourhood Watch Scheme has been successfully run by Delhi Police in the city. It aims at enhancing the security of the neighbourhood by harnessing the capabilities of residents. The residents and the local police are partners in the scheme and work in a coordinated effort to improve the security of the area concerned.

(g) **Nirbheek:** While a number of platforms are available with general public to seek help from the police in cases of sexual harassment, an urgent need was felt to create a specialized forum for the girl child victims in school/college going age group to effectively report such crimes. Delhi Police officials pay regular visits to 'co-educational' as well as only for girls' schools and conduct interactive sessions with girl students. The aim of these sessions is to build up rapport with them, talk about various initiatives of Delhi Police to instil a sense of confidence in them and to sensitize them about basic precautions to be taken against sexual abuse. During the school visits, in the year 2018, 3,21,336 students participated under this scheme.

(h) **Go-to-School Initiative:** - This is an outreach programme for school children, with an objective to sensitize them about road safety education as also on how to stay safe against cybercrime when online. Through this programme, Delhi Police wants to build bridges with the future citizens and give a boost to preventive community policing. A two-hour intensive integrated programme for children, teachers & parents has been started in schools on "Protecting Children on the Net".

(i) **Shishtachar:** Under this scheme, women police officers, dressed in plain clothes, are deployed at busy places like markets, metro stations, cinema

halls and buses to keep watch on eve teasers and anti-social elements. Culprits are apprehended and taken to the police station for further action. During the year, 19,336 persons have been detained under this scheme.

(j) **PEHCHAAN:** Investigation of cases of kidnapping related to missing children was being hampered due to absence of photographs of such children with their families. In order to tackle the problem, the PEHCHAAN scheme was launched. A photograph is taken of the family with all the children and a copy of the photograph is given to the family for record so that in case a child is reported missing, his/her photograph is available. Total 1,90,097 children have been photographed under this scheme so far.

(k) **Traffic Sentinel Scheme:** Delhi Police has launched the 'Traffic Sentinel Scheme', which is a public participation scheme. It empowers citizens to report traffic violations observed by them on Delhi roads to the Delhi Traffic Police. Action is initiated by Delhi Traffic Police on actionable reports. This scheme provides an opportunity to the concerned citizens to help inculcate a habit of traffic discipline on Delhi roads. An attractive reward system is also a part of this scheme.

(l) **YUVA:** Engaging Youth in Skill Development, a special Community Policing Scheme 'YUVA' has been launched by Delhi Police, keeping in mind the problems of youth in Delhi. YUVA aims to wean away young adults and underprivileged children, who, for want of proper education and sports facilities, tend to take to crime. Delhi Police takes initiatives like organizing sports activities, painting workshops, vocational training etc. to channelize the energy of young adults and underprivileged children. During the year 2019, 844 sports event have been conducted in which 19,402 children participated, 219 vocational training programme have been conducted in which 4,088 children participated.

(m) **Naazuk:-** Naazuk a new initiative of Delhi to instil confidence in the minds of blooming buds by teaching them to raise their voice and report such incidents to make the personal and public spaces of children secure and safe

for them. Children and their guardians are being sensitized about the potential threats with the help of Role play, short films & dramatics to generate awareness about child sexual abuse particularly crimes against children of the smaller age group and their parents by visits of crime prone areas.

4. **Carry Forward of existing Schemes**: while numerous schemes are in place and being regulated and enforced there is a need to carry forward the existing schemes in order to ensure synergetic deliverance.

(a) **Anti-Terror Measures**: With the security scenario in the country getting increasingly sensitive, all metropolitan cities need to gear up their anti-terror preparedness. Being the National Capital, Delhi is constantly on the radar of anti-national outfits, and the need for high anti-terror alert can hardly be over-emphasized. Delhi Police, over the years, has taken a number of anti-terror measures, which include intensive verification of tenants, checking of second-hand car dealers and cyber cafes, checking of guest houses, periodic surprise checking to prevent high-speed escape and higher police visibility with deterrent posturing in high footfall areas.

(b) **All Women SWAT (Special Weapons and Tactics Team)**:- The SWAT Team has been formed and **36** women commandos have got trained. This is the only such "all women SWAT team" in India. The **36 women SWAT commandos** have undergone a rigorous 15-month training programme that includes basic, commando and advanced honing of skills under the tutelage of National Security Guard trainers. Delhi Police have raised the commandos for anti-terrorism duty under the special cell unit of the force. The team is dedicated to tackle hardened criminals and to combat terrorist activities. All women SWAT personnel have been equipped with AK-47 rifles, MP5 machine guns, Glock 17 or 26 pistols and corner shot devices with enhanced night vision. The women commandos of SWAT have been trained in KravMaga which is a self-defence system developed for the Israel Defence Forces.

(c) **Parakram Commando Vehicles:** - A dedicated Squad of 'Parakram' Commando Vehicles has been augmented with the deployment of 30 Vans at strategic places as anti-terror backup in the city. These 'Parakram' Vans have been mandated for anti-terror and other serious situations warranting armed response. The primary aim of deploying these 'Parakram' Vans is to promptly respond to any terror attack in real life situations and to instill a feeling of security and safety amongst citizens with their visibility and deterrence. All these 'Parakram' Vans are GPRS (General Packet Radio Service) enabled and are fitted with pan-Delhi wireless communication. Each 'Parakram' Van is manned by one driver, one incharge and three commandos. Drivers deployed on these vans are armed with small weapons and trained by NSG in offensive/evasive driving with 360 degree turning and firing in mobile mode. All commandos are armed with high fire power AK-47 rifles, and the contingent of commandos also has a fair mix of lady commandos. The Special Cell of Delhi Police is constantly on the alert in collecting, collating and disseminating anti-terror intelligence apart from launching its anti-terror operations.

(c) **Crime and Criminal Tracking Network & Systems (CCTNS):** - CCTNS Project has been implemented in all Police Stations of Delhi Police. It has been up-graded to new CAS version 4.5 with effect from 01 Sep 2018 and integrated with other Delhi Police Applications already developed like Dial-100, e-MV Theft, FIR, e-Property Theft, Crime & Criminal Information System, Criminal Dossier System, and Automatic Finger & Palm Print Identification System etc. Delhi Police is the lead State adopting the policy of **digital time stamping** on documents on the basis of real time taken from the main computer server. The police working with this initiative have become completely transparent with central server time stamping on investigation documents created through CCTNS leaving no room for manipulations or adjustments by Investigating Officer. A seamless connectivity between Data Centre and Data Recovery Centre as well as National Data Centre has also been established. This was possible only due to painstaking efforts and hard work, especially in conducting several rounds of training programmes and workshops for sensitization of various target groups from Data Entry Operators, Duty Officers,

Investigating Officers, SHOs, supervisory officers etc. CCTNS National Citizens Portal of MHA mandates providing of 9 basic citizen services. These services are:

- (i) Obtaining the status of the complaints; Obtaining the copies of FIRs.
- (ii) Details of arrested persons/wanted criminals.
- (iii) Details of missing/kidnapped persons and their matching with arrested, unidentified persons and dead bodies.
- (iv) Details of stolen/recovered vehicles, arms and other properties.
- (v) Submission of requests for issue/renewal of various NOCs.
- (vi) Verification requests for servants, employment, passport, senior citizen registrations etc.; and Portal for sharing information and enabling citizens to download required forms.

(d) **Public Facilitation Officer**: - Public perception of police image is incumbent on many facets of police performance but the telling contributory factor is how a complainant is handled at the first point of contact when he/she approaches the police for assistance/guidance relating to any work/grievances. Keeping this in mind, Delhi Police has deployed Public Facilitation Officers in Police Stations. In this innovative endeavour, well-trained and sensitized police officers (male & female) man the initial contact point of the police station and have been designated as the Public Facilitation Officers (PFO). These PFOs are attired in specially designed civilian dress for smooth interface and facilitation. A visitor can meet Public Facilitation Officer in Police station for

- (i) Lodging e-FIR for theft cases including motor vehicle thefts
- (ii) Lodging Lost Report
- (iii) Lodging Complaints
- (iv) Registration and Verification of Domestic Helps and Tenants,
- (v) Character Verification Reports for Government & Semi Government offices
- (vi) Printing of Registered FIRs and Reports
- (vii) Police Clearance Certificate for Private Jobs and Emigration Bicycle Patrolling

(e) **Green Initiative**: - As a 'green' initiative for patrolling the parks and congested lanes and by-lanes, etc the Delhi Police has introduced bicycle patrols to complement and supplement its existing motorcycle and PCR patrols which focus mainly on crime prevention along the arterial and main roads of Delhi. The bicycle patrols reach the narrow and heavily congested areas where mechanized vehicles find it difficult to reach and maintain a steady presence. They are also being utilized for patrolling during odd hours when the residents are taking rest, since they are less disturbing.

(f) **Raftaar**: - Delhi Police has launched 300 “Raftaar” Motorcycle Patrols connected with CPCR through GPRS. The key objective of the scheme is to ensure better visibility for the police combined with area dominance and effective patrolling, as also quicker response to distress calls in vulnerable and congested localities, with particular focus on those relating to women’s safety. These motorcycles are invariably more useful for ensuring quick and effective response in emergency situations in crowded areas. The unit named “Raftaar” has two member teams on specially equipped bikes as first responders to the crime scene. They have been trained to negotiate congested lanes and reach a crime scene where PCR vans would take longer to reach. The fleet of Motorcycles under the scheme Raftaar will be increased further.

(g) **e-Kiosk (SuvidhaSewa)**:- Facilitation Kiosks (SuvidhaSewa) have been made operational at AIIMS, and at Khan Market New Delhi as a result of a joint effort of Delhi Police and NDMC. Another such Public Facilitation Kiosk with interactive panel has been created at IGI Airport for facilitating passengers and travellers. These kiosks have been provided with internet connectivity for online registration of FIRs regarding thefts, vehicle thefts, lost mobile/articles etc., besides facility to download several other service delivery performancee. Digitization of case properties i.e., E-Malkhana: Taking up the call of Hon'ble Prime Minister of India Shri Narendra Modi for transformation of Police into techno-savvy and trained Smart Police, a project to modernize and digitize the Malkhanas was taken up by Delhi Police. Under the project, existing case properties have been digitized by providing unique bar code IDs and

appropriate packaging in an infrastructural upgraded Malkhana room. The innovative system adopted consists of both software and physical upgradation of malkhanas. Details of the case property along with its photograph are stored in the software. The case property is packed with a unique bar code pasted on the cardboard boxes and then placed onto a specific almirah or rack whose details are entered in the software. This makes location of the case property easier at the simple click of a button. E- Malkhana project, being implemented in all the police stations of Delhi is compatible with CCTNS where senior officers can monitor flow and disposal of case properties.

(h) **Centralized Malkhana**:- Another initiative is the Centralized Malkhana for vehicles. In order to clean, clear and create more space at police station premises, all the vehicles seized by local police are being shifted to the Centralized Malkhanas of each district. The centralized Malkhana has been equipped with proper fencing and lightening, CCTV cameras, stock register and round the clock deployment of staff. More than 40,000 vehicles lying in the Police Stations across Delhi have been shifted to the Centralised Malkhana.

(i) **Separation of Investigation and Law & Order**: - The increase in the number of criminal cases registered and the legal compliances required in investigations, besides the rising expectations of general public with respect to quality and pace of investigation have made it imperative that investigation of criminal cases is conducted by specialists who are dedicated to it whole time without any other duties to distract them. A pilot project has been started to separate Investigation from Law & Order function in **30 police stations of Delhi Police** after careful planning to improve the pace and quality of investigation. During the year 2019, this project was extended to other Police Stations of Delhi Police for which 4227 personnel forming 1409 teams of One SI, One HC and One Constable each have already been sanctioned by Govt. of India. Delhi Police has completed the recruitment process and the staff is presently undergoing basic training. The staff at Investigation Wing is being tasked exclusively to perform the duties of investigation and will not be deployed on law & order duties except in exceptional circumstances. This

bifurcation of staff in two wings shall ensure specialization and professionalism and also help to improve Police response to the victims/ families affected by crime, especially in heinous cases. This is expected to result in improved quality of investigation in a time bound manner and better follow up of pending trial cases. The staff of Investigation Wing is being selected after scrutiny of their service records and experience of conducting Investigation. They will also be imparted training for legal, forensic, scientific and technological aids to investigation in order to improve their investigation skills. These 15 Investigation teams will take up the investigation/inquiry from the stage of calls/complaints and ensure that enquires/investigations are carried out professionally with due legal compliances and final reports are submitted in the courts in due time.

(j) **Facial Recognition System**: - Delhi Police has acquired Facial Recognition System and integrated it with the Missing children/Persons and found children/persons module of Zonal Integrated Network system (ZIPNET) to track the missing children reported missing from Delhi. Facial Recognition System has been functional to provide near match results for unidentified dead bodies to help and aid in their identification. This software application has also been tuned to process with the photograph records of Found Children uploaded by all the states of India on the website of Ministry of Women & Child Development (MWCD) www.trackthemissingchild@gov.in. The facial recognition system is also useful in the surveillance and detection of suspects at crowded places like railway station, bus terminals, large gatherings like sports events, public rallies etc. It will also be used to identify and restore missing children including those, who are found after a long gap as this system will also account for the ageing process of the child and the concomitant facial changes.

(k) **Nipun**:- Nipun an e-Learning portal, aiming to give online training and information through specialized courses designed by experts in the field, has been launched to benefit Police Officers. With the online resources being now available, it is expected that the Police Officers will be able to take the benefit of

this facility during the course of their duty. The flexibility of taking courses anytime anywhere will now make it possible for police personnel to upgrade their skills and re-enforce their learning while balancing training time with work time.

(I) **Public Perception Survey:** - Delhi Police has taken several initiatives aiming at providing citizen-centric police services. The effectiveness and professionalism of delivery of police services depends upon developing a system-based approach with adequate monitoring mechanism. The true impact or outcomes of results yielded by these initiatives can be analysed only by a holistic analysis of services rendered by the police, through public surveys conducted by professional and independent agencies. The Police force has a tremendous responsibility to serve the community and ensure its safety & security. The Public Perception Survey is a means to gather feedback from general community on the police force and its services in general and also assess the crimes which remain unreported. With the Public Perception Survey, it is intended to find the satisfaction level of the general public with the Police, their concerns and the reasons behind their satisfaction levels/concerns.

Weaknesses

4. While Delhi Police is in the cusp of change with technological advancements the following aspects impact the smooth progression: -

(a) **Police Person or the Human Element:** - That is the attitude, behaviour and mind-set of the police force

(b) **Conditioning/ behavioural Environment:** - Lack of fairness and impartiality in dealing with the public, and especially in investigation of the crime.

(c) **Institutional Environment:** - A widely held perception that it is a force to take care of the interests of the political and social elite.

(d) **Boundary Environment:** -

(i) Police interface with public

(ii) Interface with the criminal justice System

(iii) Political Interface

(e) **Inadequate Manning and Training Status:** -The manning status in Delhi Police is considerably short to meet the current and futuristic requirement. Further, the competency of the staff to deal with IT enabled systems on day-to-day basis is relatively lower than desired levels to achieve purpose. The strength of police personnel in the Capital city certainly has repercussions. Looking at the NCRB data released this year, the cases pending investigation are just the tip. There were 1,10,287 cases pending investigation in 2018 in Delhi while in 2019 there were 2,99,475 cases reported which cumulates to 98,855 total cases pending investigation in 2019 alone. While the sanctioned strength of the Sub-inspectors is 7,859 the actual number is 16% less. Shortfall in training, as per the Delhi Police, is due to insufficient nomination from District/Units of the Delhi Police as they were/are not able to spare their personnel for the purpose, due to exigent field duty.

Opportunities

In the current internal security situation prevailing in the country and NCT in particular, the challenge before the Police services is for preservation of unity and integrity as well as maintenance of peace and order, by fighting subversive forces. This provides a tremendous opportunity for them to serve the Nation as an effective component of the national security apparatus. In their social service role, the police could transform themselves as “Agents of Social Change” by paying adequate attention to the problems of the weaker section, including the economically poor and indigent, women and children, the aged and weak as well as other deprived sections of the Delhi NCT region. By taking the lead for greater public involvement and participation in policing, the Delhi Police should be able to break away from the traditional barriers, which militate against police- public cooperation, which is very vital for effectiveness of police performance. By taking the strategic initiative to transform the police from a Force to a Service, the police organisation in Delhi NCT would be able to harmoniously integrate themselves with other social forces organisations.

Threats

6. In a fast-changing socio political milieu in a democracy and specifically in the National Capital, unless the gap between rising public expectations and police performance is bridged, the police will get increasingly alienated from the society. In such a situation, lack of public cooperation would make the police functioning increasingly difficult. The intensity of conflict arising out of socio- economic issues is increasingly getting accentuated which can develop into emergence of trend of anarchy. Many of the traditional tools of policing are becoming rapidly irrelevant and obsolete due to growing democratic aspirations of the people on one hand and rapid technological advancements on the other. Today inimical external forces are increasingly resorting to the strategy of proxy wars, which are fought not on the frontiers but within the bounds of NCT as well. This shifting trend towards low intensity warfare through internal subversion and sabotage as well as hacking poses a serious challenge, which has to be substantially met by the police only. As a major instrument of the State for maintenance of internal security in the NCT, the police system is under severe threat in such a scenario.

Way Forward

To overcome the challenges and threats and to increase efficiency, Delhi Police needs to continuously keep modernising the skills of their personnel to keep pace with advent of new technologies. Delhi Police is also required to train and nurture their existing staff and human resources to cope up with the changing technologies. Use of Technology in Policing will improve service and efficiency in Delhi Police and will also instil a sense of security among the citizens. The measures should include implementation of **CCTNS** (Crime and Criminal Tracking Network & Systems) and **e –Beatbook** to develop a data base of crime and criminals and quick data sharig for creating comprehensive and integrated system for effective policing. Focus on citizen-centric feedback redressal mechanism through an automated system to monitor complaints received at Police stations is an inescapable necessity.

Improve Manning Status: The current strength of Delhi Police is 83,762 out of which women personnel in Delhi Police stands at a bare 9,341. The Delhi Police, being one of the largest metropolitan police forces in the world requires an additional 54,482 posts to improve policing in the capital. But only 14,753 new posts have been cleared by the home ministry and that too is pending approval by the “competent authority”. The police have been facing criticism for rising crime, particularly against women. As on date only 331 women police officers with weapons have been deployed in PCR vans all over Delhi.

Applying the T3R model: With the shortfalls in manning status, it is imperative for Delhi Police to institute the T3 R model to rationalise work force and achieve better results.

Summary and Recommendations

Findings

Delhi, being the capital of India, is the centre of a wide range of political, cultural, social and economic activities. Accordingly, Delhi Police has to assume a multitude of roles and responsibilities, from providing security cover to the Protected Persons, to patrolling in neighbourhood by beat officer, from managing of traffic-by-Traffic Police to fighting organized crime by the Special Cell etc. The magnitude and importance of Delhi Police cannot be over-stated. In these circumstances, it is imperative to ensure that Delhi Police has adequate police personnel, and they are sufficiently equipped with required weapons, vehicles, bulletproof jackets, and other equipment. The suggestions herewith are to realise the full potential of Delhi Police and to recommend implementable changes that would enable desired efficiency and effectiveness.

Manning Status

Adequate, optimal and proper deployment is necessary for effective functioning of police force and maintenance of law and order in the State. However, the functioning of the Delhi Police is also affected by shortages in manpower. As on 01 April 2019, the sanctioned strength of Delhi Police was 89,6704, against which the actual strength was 79,621 i.e., 88.8 per cent. MHA approved sanction of 12,518 posts, out of which 3139 posts were to be affected initially and remaining 9379 posts were to be operationalized, subject to recruitment and deployment of these personnel on ground. However, due to failure of Delhi Police to recruit personnel against these 3139 posts, the remaining 9379 approved posts has not been acted upon.

Representation of women in Delhi Police is 11.75 per cent, which is much lower than the desired target of 33 per cent. Audit analysed records related to selected specialized trainings and observed an average shortfall of 42 percent during the period of 2016-19 in terms of personnel planned to be imparted specialized training and those actually trained. No cadre review has been carried out for upper and lower subordinates till date.

The housing satisfaction was quite low as there were only 15,360 quarters available for about 80,000 Delhi Police personnel.

Issues and Deficiencies:

Several issues have been noticed in the functioning of Police Control Room, where increasing numbers of blank calls over the years have been a major irritant affecting the performance of Emergency Response System, however, a satisfactory solution is yet to be found. Quality of data entered in the system by the call takers, dispatcher load, queuing time, response time etc. are also areas of concern. With the launch of the new Emergency Response System some of the above parameters have seen improvement. The performance of communication system of Delhi Police has rapidly deteriorated due to ageing and the number of wireless sets that have declined sharply in the last 10 years. Delhi Police is using a 20-year-old trunking system (APCO) beyond its normal life span of 10 years. It is also reported that large numbers of CCTV cameras installed by Delhi Police are not functioning. Delhi Police has taken many IT initiatives to support its functions, however, vulnerabilities in the security architecture of CCTNS and the lacunae in the data entered in CCTNS remains a major concern. Many Citizen -Centric Applications have been launched by Delhi Police, however, several issues have been observed regarding the procurement of application, its subsequent functioning, and lukewarm response by the users in spite of sizeable expenditure on their publicity.

The incidence of crime registered under the Indian Penal Code (IPC) in the NCT of Delhi during 2019 has reportedly increased by 275 per cent from that of 2013. The sharp increase has been due to huge increase in crimes registered under "Other Theft" and "Motor Vehicle (MV) Theft". Delhi Police attributed this sharp increase in "Other Theft" and "M.V Theft" to better reporting of crimes and facility to lodge e-FIRs for theft of Motor Vehicles and other properties. There has also been an increase in heinous crimes from 4,159 in 2013 to 5,185 in 2019.

Shortage of manpower has also resulted in inadequate number of investigation teams to carry out original work involved in investigating crimes. This has impacted on the results of Delhi Police in bringing criminals to justice. The

highest shortage of police personnel is in the South district (-24 percent), followed by Central (-23 percent) and North East (- 22 percent) in 2019-20. The latter also being the district which witnessed riots in February this year, killing at least 53 individuals, injuring hundreds, with scores of homes and businesses destroyed by arson and looting. The Ministry of Home Affairs approved 12,518 posts from Priority-1, out of which 3,139 posts were to be affected initially and remaining 9,379 posts were to be affected subject to the deployment of these personnel on ground: along with a thorough review of working of Delhi Police in view of above deployment. However, the audit report notes that the Delhi Police had made recruitments for these 3,139 sanctioned posts. Furthermore, what also dented the city's prospects in getting a bigger police force was that 'Monthly Action Taken Reports' were not submitted by Delhi Police from September 2018 onwards till April 2019.

Infrastructure facilities at Police Stations are also inadequate. Many police stations lack facilities necessary for a comfortable working like barracks, canteen/Mess, Kitchen, parade/playgrounds etc. Facilities for public like reception/waiting area, toilets, women help desk, etc. Police stations in the districts also suffer from shortage of vehicles, which severely limited their ability to respond to law-and-order situations quickly.

Distress calls that are received at the Central Police Control Room via a Computer Aided Dispatch system (PA-100 till September 2019 and replaced by Emergency Response Support System (ERSS)-112 thereafter) however the response mechanism is severely affected due to obsolescence of equipment. Increasing blank calls over the years has been a major irritant affecting the performance of Emergency Response System; however, a satisfactory solution has not been arrived at yet. Quality of data entered in the system by the call takers is also an area of concern as there is mixed use of Hindi/English in the forms, which affects the usability of data. The categorization of calls is also not coherent and is likely to create problem for further analysis.

Some of the parameters have seen improvement with the new system but others still remain. PCR Vans and Tourist MPVs were operating with only 4,141

police personnel against a requirement of 6,171 and 55 per cent of the MPVs were operating without a gunman.

Operations and Communication: The number of conventional wireless sets has declined from 9638 in June 2009 to 6172 in June 2019 as the sets condemned during the period have not been regularly replaced. Delhi Police is using a 20 years old trunking system, Associated Public Safety Communication Officers (APCO), which is 10 years beyond its normal life span. Proposals for up-gradation of these sets were initiated 10 years ago but even tenders have not been finalized yet. The performance of wireless sets has rapidly deteriorated due to ageing. More than 3800 CCTV cameras had been installed and maintained by Electronics Corporation of India Limited (ECIL). The percentage of cameras functioning satisfactorily is abysmally low, especially for older installations, ranging from entirely defunct pilot phase cameras to 31 per cent. Other major issues affecting the performance of CCTV cameras are unavailability of spare cameras as per agreement with ECIL and inordinate delays in approvals for shifting/repairs of cameras if needed.

Housing for the Police Personnel: As of August 2019, Delhi Police had only **15,360 quarters** available for allotment to its force of around 80,000 personnel. Out of these 15,360 quarters, 380 quarters have been declared dangerous and were to be demolished and another 1276 quarters were not being allotted for lack of basic facilities. Out of the remaining 13,704 quarters, only 1,371 quarters were vacant and available for allotment. However, 7900 applications for allotment of quarters is pending against only 1,371 vacant quarters. Besides the 15,360 quarters, it has been reported that only 701 quarters are under construction in six locations and another 339 quarters are at planning stage which are not adequate to significantly improve the satisfaction level. Therefore, the total number of quarters both under the planning stage and those under construction are not adequate for taking care of the pending applications for allotment of accommodation. Delhi Police need to plan for construction of police housing to ensure that the waiting list for quarters is minimised and housing satisfaction level can be improved. Delhi Police in June 2020 have reported that 5,848 Staff quarters are now under construction/planning stage and that after completion of these quarters, the housing satisfaction level will increase from 19 per cent to 27 per cent.

Recommendations

As far as the statistics of Police personnel per lakh of Population is concerned, Delhi Police fares better than other State Police. As the Delhi Police faces new emerging and diverse challenges related to providing security to the National Capital, it may require additional sanction of manpower; however, existing size of Delhi Police force is bigger than other State Police in terms of number of Police personnel per lakh Population. It also exceeds the UN recommended rate of 138 police personnel per lakh population. Even though the Delhi Police has requested MHA for sanction of more than 50,000 posts in addition to its existing Sanctioned Strength of around 90,000, the Delhi Police failed to keep its actual strength close to its sanctioned strength (perpetual vacancies of more than 10 per cent), due to ill-planned and irregular recruitments. Moreover, the Delhi Police suffers from issues related to sub-optimal deployment of its police personnel, such as Police Districts with surplus staff posted in District Headquarters whereas the police stations had 35 per cent shortages, manning of call taker positions by police personnel which can be assigned to outsourced personnel with due checks in place security provided on regular basis to PPs even during their absence from the station etc.

Police Stations, the basic and cutting-edge unit of policing, have been reeling with 35 per cent shortages while District Headquarters have surplus staff. Delhi Police and MHA should closely examine deployment of the force other than at police stations and rationalize deployment to reduce the shortages at Police Stations. Similarly, deployment of vehicle needs to be rationalised. Delhi Police should assess the conditions in the functional spaces in the police stations and plan for their up gradation in time-bound manner to meet BPR&D norms.

Based on the findings and analysis the following are recommended for implementation in order to meet the objective of SMART Policing in Delhi Police NCT: -

(a) **Adopting and implementing T3 R Model:** - Implementation of T3R model for the police force wherein the personnel deployed for core functions should be 85 percent of sanctioned strength at a police station and 15 percent in Non-core functions.

(b) **Assigning weightages for T3 R Construct:** The concept of weightages as per effective Force Ratio i.e., total work output upon total man hours to be used to arrive at an ideal figure for deployment. The ideal weightage for numerator should be 88 percent and that of denominator should be same (8 hours of work x 11 personnel) to arrive at an ideal ratio of one.

(c) **Recruitment and Training:** - The Delhi Police needs to be more effective in recruitment and training procedures. Following are the recommendations for the same:

(i) **Indoor Training:** - An Assistant Commissioner of Police (Training), assisted by the CLI (Chief Law Instructor) and senior Prosecutor should supervise the indoor training under the direct supervision of the Principal. During Indoor training subjects being taught by Faculty needs to cover the following aspects:

Table 8.1
(Focus Training Subjects)

SI No	Subject
1	Police and Society
2	Organization and Administration
3	Law-I (IPC)
4	Law-II (Cr.P.C)
5	Indian Evidence Act
6	Law-III (Local and Special Laws)
7	Police Procedure-I (Prevention and Detection, Investigation, Security Duties, Police Stations and Miscellaneous Duties, Traffic Police Duty, First Aid, Emergency relief & Fire

	prevention and firefighting.)
8	Police Procedure-II (Police Records and Techniques)
9	Police Investigation (Practical)
10	Criminology and forensic science basics
11	Terrorism
12	Computer & Cyber Crime

(ii) **“Know My Delhi” Outdoor Training:** An Assistant Commissioner of Police (Outdoor), assisted by the CDI (Chief Drill Instructor) needs to supervise the Outdoor training under the direct supervision of the Principal. The daily duration of the Outdoor Training shall be as follows: -

Table:8.2

Daily Duration of Outdoor Training

SI No	Event and Content	Time duration
1	Morning P. T.	45 Minutes
2	Morning Parade	90 Minutes
3	Evening Games/Gym/Weapon & Tactics, Field Craft	60 Minutes
4	Traffic Control	60 Minutes
5	Security	30 Minutes
6	First Aid, Miscellaneous/Sports, Motorcycle driving and maintenance. Basic Commando Course, UAC (un-armed combat), obstacles and assault, firing practice	01 Month as per schedule

(d) **IT enablement:** - In view of the advancement in the IT zone in policing there is a need to equip the personnel with basic knowledge and hands-on experience. The Delhi Police is planning to train around 1, 600 men to handle the Crime and Criminal Tracking Network and Systems. The system looks at integrating the working of police across India and providing them with tools, technology and information to facilitate investigation of crime and detection of criminals. The role of a vigilant and effective beat constable can be vital in checking the activities of networks, which otherwise operate under radar. Some reorientations in the functioning at these cutting-edge levels is necessary and the role of community policing should be emphasised. The steps initiated by Delhi Police are laudable, but a policy needs to be in place to ensure continuity and sustainability.

(e) **Provision of Housing Facilities:** As has been brought forth, there are significant shortfalls in the housing facilities for Policemen which is one of the primary causes impacting morale. It is necessary to upgrade status of the policemen and provide them with basic facilities as ensured in other organisations. For bachelors, District wise hostel and messing facilities as provided in the armed forces may be a progressive step. Also, HRA facilities could be enshrined in their pay and benefits so that the basics are affordable, and the individuals are able to perform their duties without stress. of familial commitments.

(f) **Attractive and Sustainable Pay Package:** Considering the policemen at par with other uniformed services it is recommended to introduce sustainable pay package for the policemen while in service along with contributory pension package in order to improve living status and obviate corruption.

(g) **Fixed Working Hours:** Currently the policemen are extremely stressed owing to long working hours(12 to 14 hours) each day without off

duty days. It is recommended to introduce 8 hours working and shift duty system to reduce the physical burden and stress on policemen.

(h) **Outsourcing Non-core Functions:** In order to ensure effective output towards core functions there is need to shift the recommended number of personnel from Non- core to Core functions and resort to outsourcing the non- core functions such as office work, driving duties, carcass removal duties and other mundane activities to the outsourced/ contractual employees as is the system in other uniformed services and civil services.

(i) **Up gradation in Rank:** - There has been stagnation in the lower ranks of the police personnel for some time and police constables, who have been putting in service for the past 27 to 28 years, had not got the opportunity to get their promotion to the ranks of Head Constables. Similarly, there was some stagnation in the other ranks as well. This was adversely affecting the morale of the police force. In a major development, the Delhi Police promoted 4,332 police personnel of the police force to various ranks. While 2,200 constables have been promoted to Head Constables, 810 Head Constables have been promoted to Assistant Sub-Inspectors in the current year. This is a positive step and needs to be sustained through effective HR policy which will not only boost the morale but also will attract persons to join the police force.

Conclusion

In lines with Hon'ble PM's vision of **Reform, Perform and Transform** to enable SMART Policing in Delhi NCT there is a need to review and revise the Delhi Police Bill 2010. Police personnel are both part of the community they serve and the government protecting that community. The purpose of law enforcement in a free society is to promote public safety and uphold the rule of law so that individual liberty may flourish. The unabashed venality that has crept into government leading to tight control over police organisations is a major factor that calls for new approaches to policing. It is therefore necessary to institute progressive steps towards improving the Policing service. The model of T3R as recommended herewith could be considered for implementation in Delhi NCT and based on its success the concept could be emulated by other states too. Delhi Police has engaged the Quality Council of India (QCI), an autonomous body created to lead nationwide quality movement in India, to conduct a Public Perception Survey using globally tested statistical tools for assessing the quality of citizen services rendered by the Delhi Police. The survey will be conducted to understand the satisfaction level of the victims and their overall experience with the Delhi Police as well as to understand the number of unreported crimes with reasons for not reporting the crime. This will be helpful in devising appropriate responses to the needs and expectations of the people with regard to policing and to enhance their level of satisfaction. While Delhi Police has attained newer standards for policing in the National Capital territory, the manning shortfalls are a roadblock to attainment of desired goals. It is therefore necessary to Implement T3R model with available strength to achieve purpose till the shortfalls are filled up.



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Annexure

DISSERTATION: QUESTIONNAIRE

Topic:- Rationalization of Work Force deployment in the Delhi Police Services (NCT): An Ideal Teeth to Tail Ratio (T3R).

Questions

1. What is the organizational structure of Delhi Police?
2. What is the manning status and shortfalls?
3. What is the recruitment, training, and manpower deployment philosophy?
4. What are the Core and Non-Core functions?
5. Status of digitization and automation and related rationalization of manpower?
6. What are the primary concerns and challenges?
7. How is the morale of the work force and the measures in place to boost the same?
8. How robust is the workplace infrastructure, the short falls for operational output and the measures to overcome the same?
9. Are the operational, maintenance and administration equipment and facilities adequate for effective deliverance?