E-Governance
Mission Mode Project

Crime and Criminal Tracking
Network and Systems

Business Process
Reengineering
Recommendations
(version 2: 23/09/2010)

Ministry of Home Affairs
Government of India
Preamble

The classical definition of Business Process Reengineering (BPR) (as given in Michael Hammer’s and John Champy’s pioneering book, “Reengineering the Corporation: A Manifesto for Business Revolution,”):

“The fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical, contemporary measures of performance, such as cost, quality, service and speed”.

Over the years, Business Process Reengineering has come to be evolved along two Schools of Thoughts, Clean Slate BPR that recommends reengineering to be carried out from scratch and Technology enabled BPR that believes in leveraging technology for executing process reengineering.

In the case of CCTNS, a technology enabled BPR approach is adopted where the focus is on the processes in the police stations and higher offices that need be optimized or re-engineering with the use of technology. Due to the deployment of CAS State, the fundamental policing processes are not be reengineered; rather they will be optimized by the use of the ICT system.

In order for CAS (State) to achieve the intended objectives, the current processes at the police station have to be redesigned to ensure that the police personnel perform the core tasks through CAS (State) and obviate the need to repeat the same tasks through the existing manual processes. There is also a need for redesign of processes to effectively leverage CAS (State), wherein the information is stored centrally in a format amenable for easier analysis and reporting. In addition to the processes that will get obviated due to the implementation of CAS (State),

The recommendations in this report primarily focus on the Standard Police Processes impacted by CAS (State). It is NOT based on the CLEAN SLATE BPR approach that would typically determine the design of appropriate new structures and thus the choice of technology. Since CAS (State) functionality has been prepared keeping in view of the TO BE processes, this BPR report essentially highlights the nature of process changes that need to be carried out to effectively leverage the CAS and not continue with parallel manual processes. Hence, the BPR recommendations do not have any impact on the design of CAS (State).

However, within the scope of this document, certain fundamental changes are proposed that are currently outside the scope of the Technology led BPR. Fundamental changes have to be brought in to address the citizen expectations with respect to registration and availing police as a service. The proposed interventions are based on the best practices within and outside the country and relevant recommendations by National Police Commission in the various Police Commission Reports and Administrative Reforms Commission Report on Public Reforms that may require organizational changes in the Police Department to transform the police into a effective and efficient service oriented organization. While implementation of these recommendations requires acceptance from external stakeholders (ex, courts), amendments to law and are difficult to implement, the recommendations certainly can have a long term impact on the objectives envisaged for CCTNS.
# Table of Contents

1. CCTNS Background ................................................................. 7  
   1.1. Mission Statement of CCTNS ............................................. 7  
   1.2. Context of CCTNS .......................................................... 7  
   1.3. Context of Core Application Software (CAS) - State .............. 8  
2. Background of CPMC Field Study ........................................... 9  
   2.1. Geographical Scope ....................................................... 9  
   2.2. Police Governance Structure Scope .................................... 9  
   2.3. Stakeholder Scope ........................................................ 9  
   2.4. Process Scope ................................................................ 10  
   2.5. Statistics of Field Visits .................................................. 12  
3. Framework for Developing BPR Interventions ............................ 13  
   3.1. Need for Business Process Reengineering ................................. 13  
   3.2. BPR Approach and Methodology ......................................... 13  
   3.3. BPR Inputs from Source #1: Field Study/As-Is Assessment ........ 15  
   3.4. BPR Inputs from Source #2: International Best Practices ........... 16  
4. Overview of Recommended BPR Interventions .............................. 20  
   4.1. Overview of BPR Recommendations ...................................... 20  
   4.2. Action Matrix for Implementation of Recommendations ............. 21  
   4.3. Linkage of BPR Recommendations to CCTNS Objectives .......... 22  
   4.4. Impact of Interventions on Stakeholders ................................. 23  
5. Detailed BPR Recommendations .............................................. 24  
   5.1. Recommendations for Registration and Improved Citizen Access  
       to Police Services .............................................................. 24  
       a) Enable Internet as a Channel for Registration of Non-Emergency  
          Complaints and Informational Services .................................. 24  
       b) Provision of Unique Complaint Number for Complaints Received through  
          Multiple Channels ................................................................ 27  
       c) Setup a Reception Desk at Police Stations Receiving large Number of  
          Complaints ........................................................................ 28  
       d) Enable submission of General Service Requests through Internet and  
          Common Citizen Centers ....................................................... 29  
       e) Establish Central Complaints Cell in District HQ / Commissionerate .... 31  
       f) Provision for Preliminary Enquiry for certain category of Cognizable and  
          Non-Cognizable Offenses ....................................................... 32  
       g) Creation of Non-Emergency Response Number .......................... 39  
   5.2. Recommendations in Crime Investigation ................................. 41
a) Case Specific Parameterized Forms and Legal Admissibility of System Generated Forms ................................................................. 41
b) Provision of Automated System Notifications, Alerts and Reminders .... 47
c) AFIS for Fingerprint Capture and Computerized Fingerprint Searching . 48
d) Designated Constables at Jails with CAS (State) Terminal to Capture the Prisoner Movement Information ......................................... 50
e) Establish Central Evidence Management Cell in District HQ / Commissionerate .............................................................................. 52

5.3. Recommendations to Improved Crime Prevention ....................... 53
a) Enrich Field Officers through Mobile Data Terminals and Handheld Devices .......................................................................................... 53
b) Deploy Advanced Crime Analytics Systems .......................................................... 55
c) Deploy Police Knowledge Management System ............................................. 57

5.4. Recommendations in Crime Prosecution .................................. 58
a) Establish Central Prosecution Cell in District HQ / Commissionerate........ 58

5.5. Recommendations for Enabling Overall Police Functioning .......... 60
a) Use of Email and Messaging for Intra-Police Communication .......... 60
b) Discontinue Crime/Criminal Related Physical Registers at Police Stations and Higher Offices ................................................................. 61
c) Reduction in Reports (Crime/Criminal) Prepared at the Police Station .. 67
d) Establish General Service Request Processing Cell in District HQ / Commissionerate ................................................................. 73
e) Develop a separate IT cadre in the Police Force .................................. 75

5.6. Relevant Recommendations from Reports of National Police Commission, Administrative Reforms Commission and Other Studies .... 78
a) Eliminate Corroborative Entries in General Diary ............................. 78
b) Devise Balanced Scorecard for Police Station Performance Measurement 81
c) Police should be given authority to return recovered Property .......... 85
d) Outsource Non-Core Police Functions .................................................... 87
e) Segregate Investigation, Law and Order and Local Policing Functions .. 90

6. Appendix ...................................................................................... 95

6.1. Impact of Reengineering on Police Registers ......................... 95
1. CCTNS Background

1.1. Mission Statement of CCTNS

Sh. P. Chidambaram, Hon’ble Union Home Minister mentioned the role of NCRB and CCTNS during the IB Endowment lecture at Vigyan Bhawan, New Delhi on 23/12/2009 in the following words -

"...The police stations in the country are, today, virtually unconnected islands. Thanks to telephones and wireless, and especially thanks to mobile telephones, there is voice connectivity between the police station and senior police officers, but that is about all. There is no system of data storage, data sharing and accessing data. There is no system under which one police station can talk to another directly. There is no record of crimes or criminals that can be accessed by a Station House Officer, except the manual records relating to that police station. Realising the gross deficiency in connectivity, the Central government is implementing an ambitious scheme called "Crime and Criminal Tracking Network System (CCTNS)". The goals of the system are to facilitate collection, storage, retrieval, analysis, transfer and sharing of data and information at the police station and between the police station and the State Headquarters and the Central Police Organisations..."

1.2. Context of CCTNS

CCTNS is a Mission Mode Project under the National e-Governance Plan of Govt of India, sponsored by the Ministry of Home Affairs (MHA). CCTNS aims at creating a comprehensive and integrated system for enhancing the efficiency and effectiveness of policing through adopting of principle of e-Governance and creation of a nationwide networking infrastructure for evolution of IT-enabled state-of-the-art tracking system around 'Investigation of crime and detection of criminals'.

Broadly, CCTNS scheme strives to make the Police functioning citizen friendly and more transparent by automating the functioning of Police Stations, improve delivery of citizen-centric services through effective usage of ICT, provide the investigating Officers of the Civil Police with tools, technology and information to facilitate investigation of crime and detection of criminals, improve Police functioning in various other areas such as Law and Order, Traffic Management etc, facilitate Interaction and sharing of Information among Police Stations, Districts, State/UT headquarters and other Police Agencies, assist senior Police Officers in better management of Police Force, keep track of the progress of Cases, including in Courts, reduce manual and redundant Records keeping.

(Source: [http://ncrb.nic.in/CCTNS.htm](http://ncrb.nic.in/CCTNS.htm))

The key objectives of the Scheme can broadly be listed as follows:

1. Enhance Effectiveness of Investigation, Crime Prevention, and Law & Order Maintenance
2. Increase Operational Efficiency
3. Create Common Platform for Crime and Criminal Information
4. Improve Citizen Service Delivery

1.3. Context of Core Application Software (CAS) - State

CAS (State) would be built as a platform to provide a basic framework to capture and process crime and criminal information at the police station. CAS (State) covers functionality that is central to the goals of CCTNS and is common to all States and UTs. Each State/UT will configure/customize/extend CAS (State) so as to create State specific CCTNS Application Software, which will be used in the Police Stations and Higher Offices.

In terms of functionality, CAS would cover all those police functions that are central to the goals of the CCTNS project and are common across States/UTs. This would include core functions in the areas of Complaints/Case Management, Police Station Efficiency and Analysis and Reporting. CAS (State) would focus primarily on functionality at police station with special emphasis on crime investigation and criminals’ detection. The following are the main function blocks that would comprise CAS (State):

1. Registration
2. Investigation
3. Prosecution
4. Records Management
5. Search and Basic Reporting

Overview of Services for CAS (State):

1. Citizens Portal Service
2. Petition Management Service
3. Unclaimed/Abandon Property Register Service
4. Complaint and FIR Management Service
5. PCR Call Interface and Management Service
6. Investigation Management Service
7. Court and Jail Interface and Prosecution Management Service
8. Crime and Criminal Records and Query Management Service
9. Police Email and Messaging Service
11. Notification of Alerts, Important Events, Reminders and Activity Calendar or Tasks Service
12. State-SCRB-NCRB Data Transfer and Management Service
13. State CAS Administration and Configuration Management Service
14. User Help and Assistance Service
15. User Feedback Tracking and Resolution Service
16. Activity Log Tracking and Audit Service
17. User Access and Authorization Management Service
2. **Background of CPMC Field Study**

In order to identify opportunities for Police Process Reengineering, detailed visits were made to different police stations and higher police offices across the country. This

2.1. **Geographical Scope**

Preliminary Field visits were made to the following locations for the complete Assessment Study:

1. Delhi
2. Gwalior

Detailed Field visits were made to the following states for the complete Assessment Study:

1. Orissa
2. Maharashtra
3. Tripura
4. Tamil Nadu
5. Chhattisgarh
6. Uttar Pradesh

2.2. **Police Governance Structure Scope**

The Police Offices/ Governance Structures visited by the team in the above States were:

1. Urban Police Stations
2. Semi-Urban Police Stations
3. Rural Police Stations
4. State Crime Records Bureau (SCRB)
5. District Crime Records Bureau (DCRB)
6. Traffic Lines
7. Central Jails
8. Police Training Academy
9. Higher Police Offices
   a. Crime Branch
   b. Office of the Commissioner of Police (CP)
   c. Office of the Inspector General’s (IG’s) Office
   d. Office of the Dy. Inspector General’s (DIG) Office
   e. Office of the Assistant Commissioner of Police’s (ACP’s) Office
   f. Office of the Superintendent of Police’s (SP’s) Office

2.3. **Stakeholder Scope**

To develop hands-on concrete understanding of Police’s process related issues, the team personally interacted with few key Stakeholders. This helped the team
become more aware of the revolving issues around current Police functions and processes, and improving or re-engineering them.

Some of the key stakeholders the team personally met up with were:

1. **Stakeholders within a Police Station**
   a. Station House Officers (SHO)/Police Station In-Charge
   b. Station Writers/Duty Officers
   c. Investigation Officers
   d. CIPA/Police IT Teams
   e. Record Room Writers
   f. Maal-Khana/Mudde-Maal Staff
   g. Naib Court (Police Constable deputed at Courts)
   h. Dispatch Room Staff
   i. Anti-Terrorism Officer (ATO)
   j. Traffic Police Inspectors

2. **Stakeholders at District and State Crime Record Bureaus**

3. **Stakeholders at Police Traffic Lines**

4. **Stakeholders at Police Training Academy**

5. **Stakeholders in Higher Police Offices**
   a. Personnel in the Crime Branch
   b. Commissioners’ of Police
   c. Inspector Generals’ of Police
   d. Dy. Inspector Generals’ of Police
   e. Assistant Commissioners’ of Police
   f. Superintendents’ of Police

### 2.4. Process Scope

The following **Intra - Police Station Processes** were analyzed during As-Is study:
<table>
<thead>
<tr>
<th>Police Station Function</th>
<th>Process Detail and Area of Focus</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency Call Response</td>
<td>The study examined the interaction and response of the police station after receiving a 100 distress call directly or after being routed through the police control room.</td>
</tr>
<tr>
<td>Non-Emergency Response</td>
<td>The study examined the interaction and response of the police station after receiving non-emergency request.</td>
</tr>
<tr>
<td>Registration of a FIR</td>
<td>The study examined the processes involved in registering a FIR and its associated acknowledgement.</td>
</tr>
<tr>
<td>Registration of a NCR</td>
<td>The study examined the processes involved in registering a NCR and its associated acknowledgement, if any.</td>
</tr>
<tr>
<td>General Services</td>
<td>The study examined the processes involved in servicing general service requests of citizens.</td>
</tr>
</tbody>
</table>
| Traffic Regulation             | The study examined the following traffic processes
- Access to external databases by Traffic Police
- Issuing Challans and their real time linkage to a common traffic database
- Utilizing a common traffic police database to check for repeat traffic offenders and update new offenders
- Alternate channels for payments of traffic fines
- Dissemination of traffic information to the general public |
| Crime Analysis                 | The study focused on the current mechanism in which crime analysis is being done.                                                                                                                                       |
| Beats and Patrols              | The study focused on understanding the tools and data provided to beat and field officers currently. It also focused on indentifying the unfulfilled needs of the field operatives.                                             |
| Repeat Offender Checking       | The detailed study focused on the generation, maintenances, and access of the repeat offender data.                                                                                                                     |
| Investigation                  | The As-Is study focuses on the field activities, documentation activities, arrests and interrogation activities, external Liaoning activities and record searching activities being performed an IO during a case investigation. |
| Evidence Management            | This study focused on the activities involved in capturing and storing case specific evidence by the IO.                                                                                                               |
| Execution of Summons           | The study focuses on the processes, people and technology involved in servicing summons and warrant of the Court.                                                                                                        |
| Trial Management               | The study focuses on the activities of the police station for trial management e.g. witness preparation                                                                                                                |
| Records Management             | The study focused on the preparation, generation, maintenance of all police registers and records during the complaint lifecycle.                                                                                     |
| Management Reports             | The study focused on the preparation, generation and communication of police reports.                                                                                                                                    |
| Interfaces                     | The study focused on the interactions of the police station with other agencies like Courts, Jails, Hospitals, Forensics and Fingerprints, Passport Office, Telephone Service Providers, etc. |
Other **Police Processes (outside a Police Station)** that were also analyzed during the As-Is study were:

- Data Entry, Collation, and analysis at DCRBs, SCRBs
- Report generation and communication between DCRBs and SCRBs
- Channels of Communication between different Policing bodies
- Functioning of a Police Control Room
- Traffic Police Processes
- IT Usage and IT infrastructure at the Field Sites
- IT Skill Gap assessment at the Field Sites (discussed in the CB/CM report)

### 2.5. Statistics of Field Visits

Overall, we had the following metrics around our Field Studies:

- Locations Visited for Preliminary Studies : 2
- States Visited for Detailed Studies : 6
- Total Days spent by the Team on the Field : 33 days
- Total Senior Officers met in Higher Offices : 24
- Total Police Stations Visited : 25
- Total Traffic Lines visited : 2
- Total SCRBS/DCRBs visited : 9
3. **Framework for Developing BPR Interventions**

3.1. **Need for Business Process Reengineering**

The primary focus of CAS (State) is to deliver value at the police station level with maximizing the utility of networked crime/criminal/and other related information and ability to view and exchange information amongst Police Stations, between Police Stations and other Police formations and with external entities including citizens.

CAS (State), once operational, should significantly enhance the outcomes in core police functions at Police Stations through its role- and event-orientation, that helps police personnel (playing different roles) in more effectively performing their core functions and that relieves police personnel from repetitive tasks that claim much of their time while returning low or no value.

However, in order for CAS (State) to achieve the above objectives, the current processes at the police station have to be redesigned to ensure that the police personnel perform the core tasks through CAS (State) and obviate the need to repeat the same tasks through the existing manual processes.

In addition to elimination of repetitive tasks, there is a need for redesign of processes to effectively leverage CAS (State), wherein the information is stored centrally in a format amenable for easier analysis and reporting.

The scope of CCTNS BPR study will be guided by the specific goals and objectives of the CCTNS program. Specifically, the BPR study will focus on reengineering options that help in achieving the following CCTNS goals:

1. Enhancing outcomes in the areas of crime investigation and criminals detection
2. Enhancing the effectiveness and efficiency of operations, specifically, the backroom operations so that time and resources are freed from mundane, manual, repetitive tasks to focus on core police functions
3. Improved service delivery to citizens, citizen groups and other stakeholders.

3.2. **BPR Approach and Methodology**

In order to develop the BPR Interventions for the police station, a bottom-up strategy has been adopted for the study to get an understanding of the functioning of the police station at the field level and design actionable recommendations that can be implemented on ground. The data has been gathered through the discussions with officers and constables at several police stations and other higher offices.
The BPR study takes its inputs from the As-Is Study, International Best Practices Study and from the Citizen Survey.

Figure 1: CCTNS Vision and Objectives

Figure 2: Source of Inputs for BPR Interventions
### 3.3. BPR Inputs from Source #1: Field Study/As-Is Assessment

Basis the preliminary and detailed field visits, various challenges were identified for CCTNS. These have been categorized as People, Process and Technology gaps and have been listed as under.

<table>
<thead>
<tr>
<th>S.No</th>
<th>Major Issues noted during As-Is Study</th>
<th>People</th>
<th>Process</th>
<th>Technology</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Lack of information around complaint status</td>
<td></td>
<td>✔</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Denial or Delay in receiving police services</td>
<td></td>
<td>✔</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Repetitive and Redundant paper based Data entry during Registration, Investigation and Prosecution</td>
<td></td>
<td>✔</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Case Property and Paper Records Storage at all Police Stations</td>
<td></td>
<td>✔</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Administrative workload due to extensive Records &amp; Register Preparation &amp; Updation</td>
<td></td>
<td>✔</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Administrative workload due to extensive preparation of Police Reports</td>
<td></td>
<td>✔</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Difficulty in accessing Crime and Criminal data from other Police Stations</td>
<td></td>
<td>✔</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>No crime analysis done on data captured at a police station</td>
<td></td>
<td>✔</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Difficulty in tracking Court Proceedings</td>
<td></td>
<td>✔</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Lack of awareness of repeat offenders</td>
<td></td>
<td>✔</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Time and Effort involved in verification of citizen complaints</td>
<td></td>
<td>✔</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Unable to capture the crime and criminal intelligence residing with retiring police officers</td>
<td></td>
<td>✔</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>Need to enrich the field officers with better technology</td>
<td></td>
<td>✔</td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>Lack of IT Skills within Police</td>
<td></td>
<td>✔</td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>Lack of motivation/ No Rewards &amp; Recognition programs for IT literacy</td>
<td></td>
<td>✔</td>
<td></td>
</tr>
<tr>
<td>16</td>
<td>Training nomination criteria is not transparent</td>
<td></td>
<td>✔</td>
<td></td>
</tr>
<tr>
<td>17</td>
<td>Perception that IT is a desk job / Actual policing is in the field</td>
<td></td>
<td>✔</td>
<td></td>
</tr>
<tr>
<td>18</td>
<td>Lack of a sustainable energy source</td>
<td></td>
<td>✔</td>
<td></td>
</tr>
<tr>
<td>19</td>
<td>Lack of technology to track bank details, call details, cyber crime, etc</td>
<td></td>
<td>✔</td>
<td></td>
</tr>
<tr>
<td>20</td>
<td>Lack of automated interfaces with Jails, Hospital, Courts, etc</td>
<td></td>
<td>✔</td>
<td></td>
</tr>
</tbody>
</table>
3.4. BPR Inputs from Source #2: International Best Practices

In addition to the field visits, inputs from secondary research on the best practices followed by police departments outside India have been used for the formulation of the BPR Interventions. The best practices in UK, US, Australia, New Zealand and Singapore were studied to develop the interventions.

In the table below, we summarize the applicability to Indian Police of some of the key international best practices and their strategic relevance to Policing objectives that can be considered to be in sync with the foreseeable plans of Indian Police.

<table>
<thead>
<tr>
<th>Best Practice – Country(ies)</th>
<th>Concerned Police Function</th>
<th>Linked Strategic Objective/Benefit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Separation of Emergency and Non Emergency Numbers</td>
<td>Command &amp; Control Response</td>
<td>Prioritize and effectively deploy Police resources to most critical situations (life and death), while allowing non emergency cases to be dealt by appropriate agencies other than Police</td>
</tr>
<tr>
<td>Geographic Information System (GIS)</td>
<td>Investigation Intelligence</td>
<td>Enable Police force to tag crime locations and sensitive spots on incident types, events etc. and develop action plans/responses based on that</td>
</tr>
<tr>
<td>National Crime and Incident Recording Standards</td>
<td>Registration</td>
<td>Boost crime or incident registration and commit to giving the appropriate response in the form of actions or status to the citizen</td>
</tr>
<tr>
<td>Mobile Access to National Police Databases, State Police Records and Intelligence while</td>
<td>Registration and Investigation</td>
<td>Boost field officers’ capability to prevent crime and perform frontline policing with tools</td>
</tr>
<tr>
<td>Project</td>
<td>Description</td>
<td>Benefits</td>
</tr>
<tr>
<td>---------</td>
<td>-------------</td>
<td>---------</td>
</tr>
<tr>
<td><strong>Patrolling</strong></td>
<td>USA, United Kingdom, Australia, New Zealand, Singapore</td>
<td>Speed up and optimize the time taken to access crime and criminal data for the entire country when dealing verifying a suspected person or vehicle and benefiting from scales of economy by centralizing databases’ maintenance.</td>
</tr>
<tr>
<td><strong>National Information Systems/Reference Databases for crime suspects, offenders, vehicles of interests, organized crime groups</strong></td>
<td>USA, United Kingdom, Australia, New Zealand</td>
<td>Speed up and optimize the time taken to access crime and criminal data for the entire country when dealing verifying a suspected person or vehicle and benefiting from scales of economy by centralizing databases’ maintenance.</td>
</tr>
<tr>
<td><strong>A National Uniform Format for Reporting Crime and Criminal Data like NIBRS</strong></td>
<td>USA</td>
<td>Improve intelligence on organized crimes or known criminals who operate across jurisdictions.</td>
</tr>
<tr>
<td><strong>Nationalized Police Reference System for Exchanging Criminal Information across Jurisdictions</strong></td>
<td>Australia</td>
<td>Improve intelligence on organized crimes or known criminals who operate across jurisdictions.</td>
</tr>
<tr>
<td><strong>National Data Model for Highway Safety through capture of roadway incidents data – TraCS and CRASH</strong></td>
<td>USA, United Kingdom</td>
<td>Allows for seamless and quicker collaboration among Police States to share and improve the data collection and use scarce resources more efficiently.</td>
</tr>
<tr>
<td><strong>National DNA Recording, Matching and Sharing Systems</strong></td>
<td>Australia</td>
<td>Improve identifications around persons with conflicting identities and/or criminal histories.</td>
</tr>
<tr>
<td><strong>National Firearms and License Registration System</strong></td>
<td>Australia</td>
<td>Improved investigations by enabling firearms license registration and later tracking of firearms that could have been involved in crime(s).</td>
</tr>
<tr>
<td><strong>Web-based Intelligent Analytical &amp; Graphical Visualisation System</strong></td>
<td>Singapore</td>
<td>Increased ability to detect suspected or crime related high value money transactions.</td>
</tr>
<tr>
<td><strong>Mobile Automated Vehicle Screening System (MAVSS)</strong></td>
<td>Singapore</td>
<td>Improving (making it automatic) the live screening and detection of vehicles of interest.</td>
</tr>
<tr>
<td><strong>Online Vehicle Incident Reporting</strong></td>
<td>Australia, US, United Kingdom</td>
<td>Improved roadway incident capture for better decision making on road safety and traffic law enforcements.</td>
</tr>
<tr>
<td><strong>Online Citizen’s Portal</strong></td>
<td>USA, Singapore, Australia</td>
<td>Enhancing the channels for citizens to access Police and its services, while also allowing Police to stay closer to citizens community and capture public safety information.</td>
</tr>
</tbody>
</table>
Business Process Re-engineering

<table>
<thead>
<tr>
<th>Automatic Number Plate Reader (ANPR) or License Plate Reader (LPR)</th>
<th>Traffic Policing, Registration and Investigation</th>
<th>Improved ability to capture data on vehicles of interest and track their movements</th>
</tr>
</thead>
<tbody>
<tr>
<td>United Kingdom, USA, Australia</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Fingerprint Scan and Mobile Identification</th>
<th>Registration and Investigation</th>
<th>Increased capability in Police to perform stop and search Policing and verifying a person’s identity while on the move</th>
</tr>
</thead>
<tbody>
<tr>
<td>United Kingdom</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Schengen Information Systems</th>
<th>Registration</th>
<th>Standardized and parameterized Police data capture forms that improve quality and quantity of information captured and reduce time spent on long data entry forms</th>
</tr>
</thead>
<tbody>
<tr>
<td>United Kingdom</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SMS based Service to reach Emergency Response Units for speech and hearing impaired</th>
<th>Emergency Response and Registration</th>
<th>New avenue to capture critical incidents or crimes faced by speech and hearing impaired Citizens</th>
</tr>
</thead>
<tbody>
<tr>
<td>Singapore, USA</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Interoperability between CAD Systems</th>
<th>Emergency Response</th>
<th>Improved ability in all emergency response units to coordinate and respond to crises or disaster situations and save lives and/or property damage</th>
</tr>
</thead>
<tbody>
<tr>
<td>USA</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>HOLMES 2 – Investigation Recording and Management System</th>
<th>Investigation and Registration</th>
<th>Enhanced capability in Investigation Officers to manage crime records and execute investigations through better task assignment, workflows and documentation</th>
</tr>
</thead>
<tbody>
<tr>
<td>United Kingdom</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Police Performance Management and Evaluation</th>
<th>Police Performance and Auditing</th>
<th>Increased insight into Policing areas that need improvements and ways to tackle the most serious law and order issues</th>
</tr>
</thead>
<tbody>
<tr>
<td>United Kingdom, USA</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>IDENT1, MIDAS and Lantern</th>
<th>Registration and Investigation</th>
<th>First hand ability in Police to record or verify an individual’s identity</th>
</tr>
</thead>
<tbody>
<tr>
<td>United Kingdom</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**The details of the overall study can be found in the International Best Practices report.**

This study of the international police best practices has offered some food for thought, and which have come out as **Key Learnings** from the said exercise.

<table>
<thead>
<tr>
<th>Police Process</th>
<th>Key Learning Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Registration</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• The NCRS &amp; NSIR in UK and the NIBRS in US have given a proven and internationally accepted approach to boost capture and dissemination of all forms of incidents</td>
</tr>
<tr>
<td></td>
<td>• Schengen Information Systems from UK (and Europe) have given a proven methodology and data model to categorize, parameterize, standardize and capture incident generated data</td>
</tr>
<tr>
<td>Business Process Re-engineering</td>
<td></td>
</tr>
<tr>
<td>---------------------------------</td>
<td></td>
</tr>
<tr>
<td><strong>Investigation</strong></td>
<td></td>
</tr>
<tr>
<td>- Online (non emergency) crime and vehicle accident reporting portals for citizens to improve citizen’s interface with Police and facilitate capture of incident data (like in US, Australia)</td>
<td></td>
</tr>
<tr>
<td>- National Police databases and reference systems, namely in UK, US and Australia, to store and query crime data relating to persons of interest, events, vehicles of interest, objects of interest, fingerprints etc.</td>
<td></td>
</tr>
<tr>
<td>- Access to core Policing software applications via Mobile handhelds/portable computers to strengthen front line policing activities</td>
<td></td>
</tr>
<tr>
<td>- Mobile hand held devices for fingerprint identity check (live scan) during field policing (as seen with UK Police)</td>
<td></td>
</tr>
<tr>
<td>- Software applications for recording and managing data on road safety for better deployment of trafficking resources and regulatory measures (such as TraCS – USA, CRASH – UK)</td>
<td></td>
</tr>
<tr>
<td>- Police dashboards, Crime maps and data mining tools (analytics) to help police analyse crime data and help predict and prevent future crimes</td>
<td></td>
</tr>
<tr>
<td><strong>Citizen Services</strong></td>
<td></td>
</tr>
<tr>
<td>- Segregation of Emergency and Non-Emergency phone numbers to prioritize and effectively deploy Police resources to most critical situations (life and death), while allowing non emergency cases to be dealt by appropriate agencies other than Police</td>
<td></td>
</tr>
<tr>
<td>- Online police center (web portal) for rendering police -&gt; citizen police services and/or citizen relevant information (as seen in USA, Singapore, Australia)</td>
<td></td>
</tr>
<tr>
<td><strong>Police Performance</strong></td>
<td></td>
</tr>
<tr>
<td>- Balanced Scorecard system to measure and monitor police performance (Scottish Police Performance Framework, APACS in UK, and Montgomery County Police Performance model in USA)</td>
<td></td>
</tr>
</tbody>
</table>
## 4. Overview of Recommended BPR Interventions

### 4.1. Overview of BPR Recommendations

#### Recommendations for Registration and Improved Citizen Access

1. Enable Internet as a Channel for registration of Non-emergency complaints and Informational services
2. Provision of Unique Complaint Number for complaints received through multiple channels
3. Setup a Reception Desk at police stations receiving large number of complaints
4. Enable submission of General Service requests through Internet and Common Citizen Centres
5. Establish Central Complaints Cell in District HQ/Commissionerate
6. Provision for Preliminary enquiry for certain categories of cognizable and non-cognizable offenses
7. Creation of Non-emergency Response number

#### Recommendations in Crime Investigation

8. Case specific Parameterized forms and legal admissibility of system generated forms
9. Provision of Automated system notifications, alerts and reminders
10. AFIS for Fingerprint capture and computerized fingerprint searching
11. Designated constables at jails with CAS (State) terminals to capture the prisoner movement information
12. Establish Central Evidence Management cell in District HQ/ commissionerate

#### Recommendations for Improved Crime Preventions AND Recommendations for Crime Prosecution

13. Enrich Field officers through Mobile Data Terminals and Handheld devices
14. Deploy Advanced Crime Analytics systems
15. Deploy Police Knowledge Management system
16. Establish Central Prosecution Cell in district HQ/ Commissionerate

#### Recommendations for Enabling Over all police functioning

17. Use of Email and Messaging for intra-police communication
18. Discontinue Crime/ Criminal related physical registers at police stations and higher offices
19. Reduction in Reports (crime and criminal) prepared in Police Station
20. Establish General Service Request processing cell at police station
21. Develop a separate IT cadre in Police

#### Relevant Recommendations from Reports of National Police Commission, Administrative Reforms Commission & Other Studies

22. Eliminate corroborative entries in general Diary
23. Devise balanced scorecard for police station performance management
24. Police should be given authority to return recovered property
25. Out-source non-core police functions
26. Segregate investigation, law and order and local policing functions
### 4.2. Action Matrix for Implementation of Recommendations

<table>
<thead>
<tr>
<th>S.No</th>
<th>BPR Recommendation</th>
<th>Implementation Responsibility</th>
<th>Importance of Intervention</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Enable Internet as a channel for registration of non-emergency complaints and informational services</td>
<td>State</td>
<td>Essential</td>
</tr>
<tr>
<td>2</td>
<td>Provision of unique complaint number for complaints received through multiple channels</td>
<td>State</td>
<td>Essential</td>
</tr>
<tr>
<td>3</td>
<td>Enable submission of general service requests through Internet and Common Citizen Centres</td>
<td>State</td>
<td>Essential</td>
</tr>
<tr>
<td>4</td>
<td>Establish Central Complaints Cell in District HQ/Commissionerate</td>
<td>State</td>
<td>Essential</td>
</tr>
<tr>
<td>5</td>
<td>Provision for Preliminary enquiry for certain categories of cognizable and non-cognizable offenses</td>
<td>Centre &amp; State</td>
<td>Essential</td>
</tr>
<tr>
<td>6</td>
<td>Case specific parameterized forms and legal admissibility of system generated forms</td>
<td>Centre</td>
<td>Essential</td>
</tr>
<tr>
<td>7</td>
<td>Provision of automated system notifications, alerts and Reminders</td>
<td>State</td>
<td>Essential</td>
</tr>
<tr>
<td>8</td>
<td>AFIS for fingerprint capture and computerized fingerprint searching</td>
<td>State</td>
<td>Essential</td>
</tr>
<tr>
<td>9</td>
<td>Designated constables at jails with CAS (State) terminals to capture the prisoner movement information</td>
<td>State</td>
<td>Essential</td>
</tr>
<tr>
<td>10</td>
<td>Use of email and messaging for intra-police communication</td>
<td>State</td>
<td>Essential</td>
</tr>
<tr>
<td>11</td>
<td>Discontinue Crime/ Criminal related physical registers at police stations and higher offices</td>
<td>State</td>
<td>Essential</td>
</tr>
<tr>
<td>12</td>
<td>Reduction in Reports (crime and criminal) prepared in Police Station</td>
<td>State</td>
<td>Essential</td>
</tr>
<tr>
<td>13</td>
<td>Establish central evidence management cell in District HQ/commissionerate</td>
<td>State</td>
<td>Desirable</td>
</tr>
<tr>
<td>14</td>
<td>Enrich Field officers through mobile data terminals and handheld devices</td>
<td>State</td>
<td>Desirable</td>
</tr>
<tr>
<td>15</td>
<td>Deploy advanced crime analytics systems</td>
<td>State</td>
<td>Desirable</td>
</tr>
<tr>
<td>16</td>
<td>Deploy police knowledge management system</td>
<td>State</td>
<td>Desirable</td>
</tr>
<tr>
<td>17</td>
<td>Establish central prosecution cell in district HQ/Commissionerate</td>
<td>State</td>
<td>Desirable</td>
</tr>
<tr>
<td>18</td>
<td>Establish general service request processing cell at police station</td>
<td>State</td>
<td>Desirable</td>
</tr>
<tr>
<td>19</td>
<td>Develop a separate IT cadre in Police</td>
<td>State</td>
<td>Desirable</td>
</tr>
<tr>
<td>20</td>
<td>Eliminate corroborative entries in general Diary</td>
<td>Centre</td>
<td>Desirable</td>
</tr>
<tr>
<td>21</td>
<td>Devise balanced scorecard for police station performance management</td>
<td>Centre</td>
<td>Desirable</td>
</tr>
<tr>
<td>22</td>
<td>Police should be given authority to return recovered property</td>
<td>Centre</td>
<td>Desirable</td>
</tr>
<tr>
<td>23</td>
<td>Out-source non-core police functions</td>
<td>Centre</td>
<td>Desirable</td>
</tr>
<tr>
<td>24</td>
<td>Segregate investigation, law and order and local policing functions</td>
<td>Centre</td>
<td>Desirable</td>
</tr>
<tr>
<td>25</td>
<td>Setup a reception desk at police stations receiving large number of complaints</td>
<td>State</td>
<td>Desirable</td>
</tr>
<tr>
<td>26</td>
<td>Creation of non-emergency response number</td>
<td>State</td>
<td>Desirable</td>
</tr>
</tbody>
</table>
## 4.3. Linkage of BPR Recommendations to CCTNS Objectives

**Objective #1**: Improving Police Efficiency  
**Objective #2**: Improving Police Effectiveness  
**Objective #3**: Improving Citizen Access to Police Services  
**Objective #4**: Create Common Platform for Crime and Criminal Information

<table>
<thead>
<tr>
<th>S.No</th>
<th>BPR Recommendation</th>
<th>Objective #1</th>
<th>Objective #2</th>
<th>Objective #3</th>
<th>Objective #4</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Enable Internet as a channel for registration of non-emergency complaints and informational services</td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>2</td>
<td>Provision of unique complaint number for complaints received through multiple channels</td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>3</td>
<td>Setup a reception desk at police stations receiving large number of complaints</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Enable submission of general service requests through Internet and Common Citizen Centres</td>
<td></td>
<td></td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>5</td>
<td>Establish Central Complaints Cell in District HQ/Commissionerate</td>
<td>✓</td>
<td></td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Provision for Preliminary enquiry for certain categories of cognizable and non-cognizable offenses</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Creation of non-emergency response number</td>
<td>✓</td>
<td></td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Case specific parameterized forms and legal admissibility of system generated forms</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Provision of automated system notifications, alerts and reminders</td>
<td>✓</td>
<td></td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>AFIS for fingerprint capture and computerized fingerprint searching</td>
<td>✓</td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>11</td>
<td>Designated constables at jails with CAS (State) terminals to capture the prisoner movement information</td>
<td>✓</td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>12</td>
<td>Establish central evidence management cell in District HQ/commissionerate</td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>Enrich Field officers through mobile data terminals and handheld devices</td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>Deploy advanced crime analytics systems</td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>15</td>
<td>Deploy police knowledge management system</td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>16</td>
<td>Establish central prosecution cell in district HQ/Commissionerate</td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>17</td>
<td>Use of email and messaging for intra-police communication</td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>18</td>
<td>Discontinue Crime/Criminal related physical registers at police stations and higher offices</td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>19</td>
<td>Reduction in Reports (crime and criminal) prepared in Police Station</td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>20</td>
<td>Establish general service request processing cell at police station</td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>21</td>
<td>Develop a separate IT cadre in Police</td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>22</td>
<td>Eliminate corroborative entries in general Diary</td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>23</td>
<td>Devise balanced scorecard for police station performance management</td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>24</td>
<td>Police should be given authority to return recovered property</td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>25</td>
<td>Out-source non-core police functions</td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>26</td>
<td>Segregate investigation, law and order and local policing functions</td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
</tbody>
</table>
## 4.4. Impact of Interventions on Stakeholders

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Impact</th>
</tr>
</thead>
</table>
| Citizens                      | • Improved access to policing services  
• Acknowledgement of complaints  
• Provision of alternate channels to access policing services  
• Formal escalation of non-denial of Police service |
| Duty Officers                  | • Computerized data entry where ever needed                                                 |
| Policemen in Outposts          | • Immediate access to Police Crime and Criminal records through handhelds/ any other means for better crime prevention |
| Beat Policemen                 | • Immediate access to Police Crime and Criminal records through Handhelds  
• Immediate access to beat specific data on a handheld                                         |
| IOs in a PS                    | • Digital Pen and Paper to reduce repetitive record entries  
• Computerized investigation workflow to type and save investigation data and details  
• Computerized Crime and Criminal records search  
• Improved tools at disposal (AFIS, digital cameras ,etc)  
• Access to AFIS database for uploading and searching                                           |
| Record Officials in a PS       | • Significant reduction in efforts to build manual and paper based records/ reports  
• Significant reduction in time spent to search crime and criminal records for preparing reports |
| Court Duty In-charge           | • Eliminates the need to travel physically between court and Police Station everyday as data can be entered in the system while sitting at the Court |
| Report Messengers              | • Eliminates the need to physically travel between police offices to deliver reports         |
| Police Station In Charge       | • Improved monitoring through dashboards                                                   |
| Officers in Higher Offices     | • Improved monitoring through dashboards                                                   |
| DCRB and SCRB                  | • Significant reduction in data collation activities (which are inherently inefficient due to data repetition and data redundancy) |
| Constable on Jail Duty         | • Automated interface to share prisoner release and entry records. Eliminates the need for physical messenger to go to the Jail |
| Constable on Court Duty        | • Automated interface to share Trail details. Eliminates the need for physical messenger to go to the Court and update the trial details in the Police Station Record |
5. Detailed BPR Recommendations

5.1. Recommendations for Registration and Improved Citizen Access to Police Services

a) Enable Internet as a Channel for Registration of Non-Emergency Complaints and Informational Services

<table>
<thead>
<tr>
<th>Current Process Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Currently, police station is the primary and single channel for registering complaints.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Challenges in Current Process</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. There are no alternate or multiple channels to access police services.</td>
</tr>
<tr>
<td>2. Citizens have to make multiple visits to the police station for case status enquiries. Many a time, they are unable to reach the person responsible or are unable to locate the concerned official. This leads to increased dissatisfaction among citizens.</td>
</tr>
<tr>
<td>3. Citizens do not have clear knowledge about the Police Processes, thus making them feel uncomfortable while approaching the police station.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Relevant Suggestions in Police Commission Reports</th>
</tr>
</thead>
</table>
| *Multiple Channels for Reporting Complaints and Accessing other Police Services*

"... Apart from police outposts which are presently established in several States, we may in due course develop a system of reporting centres also, particularly in urban areas, where some specified residents of a locality of the type of wardens who function in a Civil Defence set up may also be empowered to register First Information Reports and pass them on to the Police Station concerned for taking up investigation ... "

- National Police Commission in its Fourth Report

"*The Thiruvananthapuram City Police has developed a system to receive certain types of complaints electronically through its website.* Citizens can register any type of complaint such as traffic problems, petty thefts, communal disturbances, eve-teasing, pick-pocketing, illicit distillation of liquor, etc ... "

*The Commission feels that with the rapid expansion of communication facilities,
especially the internet, all types of communications to a police station should be taken cognisance of. **At the same time, a complainant should have the option of registering complaints through various modes.** As mentioned, several methods have been tried to ensure smooth registration of FIRs. In order to ensure that the registration of crime becomes totally hassle-free, a ‘call centre’ approach is one option. This call centre should receive complaints from citizens by means of voice recordings or faxes. All such information would get registered. **These complaints could then be scrutinised by an authorized police officer and redirected to the concerned police station for registration.** Such a system would have the added advantage of preventing ‘burking’ (i.e. not registering cases). Another option could be to set up suitable outposts, kiosks or ‘Kobans’ (as in Japan) to facilitate lodging of complaints. Such kiosks could also be given other tasks."

-5th Report of 2nd Administrative Reforms Commission

## Reengineered Process

1. Submission of the non-emergency complaints should be enabled through internet and Dial - 100, in addition to the Police Station.

2. The indicative list of such non-emergency complaints include:
   
   a. Petty Thefts
   b. Eve-teasing
   c. Abuse
   d. Pick-pocketing
   e. Traffic Incidents

3. Submission of every such request shall result in generation of an unique complaint number for the request that is provided to the complainant.

4. Informational services that should be provided through the portal include:
   
   a. All the primary contact numbers in the police station
   b. List of crime prone areas
   c. Viewing the status of all the complaints (either registered through internet or Dial – 100 or Police Station) through the unique complaint number
   d. Viewing the status of all the general service requests through the unique request number
   e. Information on the services and processes and steps for citizens to avail those services
   f. The expectations from the police and the next steps along with some estimates of the time lines.
g. Authorities to approach in case of non-satisfactory response from the police stations

h. Booklets similar to the ones developed by Commonwealth Human Rights Initiative (CHRI) for the Ministry of Home Affairs as part of a series called Police & You: Know Your Rights should be made available on the portal. Some of the booklets developed through that initiative and available on the BPR&D website are:
   i. First Information Report (F.I.R)
   ii. Receiving Bail
   iii. Arrest and Detention

<table>
<thead>
<tr>
<th>Benefits after Process Reengineering</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. There will be improved citizen satisfaction as people will be able to access the police services through multiple channels</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Impact on CCTNS Objectives</th>
<th>Ease of Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Increased Citizen Service Delivery</td>
<td>Medium</td>
</tr>
</tbody>
</table>
b) Provision of Unique Complaint Number for Complaints Received through Multiple Channels

### Current Process Description

1. A unique FIR number exists for a cognizable complaint once the FIR is registered. But no unique number that can be used for tracking and monitoring is given before the registration of FIR or in the case of a non-cognizable offense or a general service request.

### Challenges in Current Process

1. Absence of a unique acknowledgement number makes it difficult to track the request and also reduces the transparency of the system.

### Relevant Suggestions in Police Commission Reports

**On Unique Acknowledgement Number**

"... With the rapid spread of communication facilities, several states have tried the use of technology to make the process of registration transparent. Rajasthan has introduced an innovative project called ‘Aarakshi’ that aims to improve the efficiency of police procedures. Each complainant is given a token number at the time of registration of his/her complaint which can be used for future referencing. Citizens can then access the police stations through the internet and ascertain the status of the complaint. The supervising officers can also monitor the progress in investigation. This brings a greater degree of accountability in the investigation..."

- 5th Report of 2nd Administrative Reforms Commission

### Reengineered Process

1. Every complaint, irrespective of the nature of the complaint (cognizable, non-cognizable, petty case,..) and nature of subsequent action by the police will be entered into CAS and a unique complaint number will be generated and provided to the complainant.

2. This will be true for complaints received through multiple channels
   
   a. Police Station
   
   b. Internet
   
   c. Dial -100 Control Room
3. The acknowledgement number (different from the F.I.R number or Non-Cognizable Report number) will be generated by the system and will be the unique identifier of the complaint/petition that can be tracked throughout the lifecycle of the case. Post this step, the SHO can convert this to a F.I.R or a non-cognizable offence and take the appropriate action.

4. The Dial – 100 control room has to be enabled with CAS terminal and networked with the Data Center where CAS is deployed for capturing the calls received from public and generating the unique complaint number.

**Benefits after Process Reengineering**

<table>
<thead>
<tr>
<th>Benefits after Process Reengineering</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. A unique complaint number will greatly enhance the citizen confidence that the complaint is registered with the Police</td>
</tr>
</tbody>
</table>

**Impact on CCTNS Objectives**

<table>
<thead>
<tr>
<th>Impact on CCTNS Objectives</th>
<th>Ease of Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Increased Citizen Service Delivery</td>
<td>Medium</td>
</tr>
</tbody>
</table>

**c) Setup a Reception Desk at Police Stations Receiving large Number of Complaints**

**Current Process Description**

1. Currently, Citizens approach the police station for various requests, right from registering a complaint to seeking status on a registered complaint.

2. In case of SHO’s absence, they spend inordinate amount of time waiting or make multiple visits of the police station.

**Challenges in Current Process**

1. Citizens do not have clear knowledge about the Police Processes nor have the knowledge of the right person to approach.

2. SHO is mostly unavailable in the police station to receive the complaints / petition requests.

**Reengineered Process**

1. A reception desk should be setup in each police station that receives considerable number of complaints and petition requests.
2. The reception desk should be manned by constables trained in
   a. Soft skills to handle victims as well as the variety of request from citizens.
   b. Complaint Registration to ask the questions relevant for the case and all the necessary details to register the complaint.

Benefits after Process Reengineering
1. A uniform and friendly interface for all citizens approaching the police station will enhance the citizen satisfaction.

Impact on CCTNS Objectives

<table>
<thead>
<tr>
<th>Impact on CCTNS Objectives</th>
<th>Ease of Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Increased Citizen Service Delivery</td>
<td>Medium</td>
</tr>
</tbody>
</table>

**d) Enable submission of General Service Requests through Internet and Common Citizen Centers**

Current Process Description

1. Currently, Citizens have to physically travel to the Police Station to register a general service request.

2. Citizens have to make repeated visits to the Police Station to find out the current status of their lodged complaints or to find out the status of certain general service requests (like no objection certificate or passport police verification). Citizens can enquire about the status of their cases or general service requests on a direct landline for the Police Station but such numbers are not always manned by someone 24*7.

3. A unique FIR number exists for a cognizable complaint. But no unique number is given in the case of a non-cognizable offense or a general service request.

Challenges in Current Process

1. There are no alternate or multiple channels to access police services.

2. Citizens have to make multiple visits to the police station for general service request enquiries. Many a time, they are unable to reach the person responsible or are unable to locate the concerned official. This leads to increased dissatisfaction among citizens.

3. Absence of a unique acknowledgement number decreases the transparency of
the system.

Reengineered Process

1. Submission of the General Service Requests should be enabled through internet and Common Service Center, in addition to the Police Station.

2. The indicative list of such requests include:
   a. Copies of relevant case documents (FIR, PME Report, Charge Sheet,...)
   b. Arms License
   c. Cinematography License
   d. NOC for Establishments such as Hotels
   e. NOC for installation of Petrol Pump
   f. Permission for Film Shooting
   g. Permission for Public Meetings / Processions / Dharnas / Rallies
   h. Certificate for a lost document
   i. Certificate for a lost cell phone
   j. No-objection certificate for job
   k. No-objection certificate for Vehicle
   l. Senior Citizen Registration
   m. Maid Registration / Verification
   n. Tenant Verification

3. Submission of every such request shall result in generation of an unique request number for the request that is provided to the petitioner

4. Viewing the status of the request through the unique request number shall be enabled on the portal.

Benefits after Process Reengineering

1. Enhanced citizen satisfaction

Impact on CCTNS Objectives

<table>
<thead>
<tr>
<th>Impact on CCTNS Objectives</th>
<th>Ease of Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased Citizen Service Delivery</td>
<td>Medium</td>
</tr>
</tbody>
</table>
e) Establish Central Complaints Cell in District HQ / Commissionerate

Current Process Description

1. There are several instances where the complainant is not satisfied with the response from the local police station on his/her complaint. Typical reasons for such complaints are instances where police station has either not registered the complaint or reduced the charge or has not progressed in the investigation of the case.

2. The complainant has the option of escalating the petition to a higher authority like the DSP/DCP/SP/CP/Chief Office within the police department or the government through CM-Peshi or sometimes even the court and it is typically done through either sending a registered post to the higher officer or as an ad-hoc petition to the SP.

Challenges in Current Process

1. Poor citizen accessibility for escalating grievances

2. In cases where the inaction at the police station is escalated, many of the escalation requests are not tracked and monitored due to lack of proper systems. The complaints are forwarded to the respective police station and the burden of tracking that request falls back on the complainant.

Relevant Suggestions in Police Commission Reports

“a large number of people are affected by the malady of non-registration of complaints when crimes are reported at police stations. Even when cases are registered, slackness and indifference in follow-up action are another cause for public complaints.”

- National Police Commission in its First Report

“a considerable number among the persons who are aggrieved on account of police inactivity or indifference may not have enough resources to pursue their complaints in higher quarters.”

- National Police Commission in its First Report

Reengineered Process
1. A Central Complaints Cell shall be constituted at the District / Commissionerate level and made a common platform for the citizens to escalate grievances / petitions where the police station response is unsatisfactory (non registering of complaints, general highhandedness).

2. The cell will work under the SP or the Commissioner and will be responsible for collating all the grievances and providing the status on the same to the SP / Commissioner

3. The cell should have the power to impose a reasonable fine on the complainant, if upon an enquiry it is found that the complaint was frivolous or vexatious in order to prevent frivolous and vexatious complaints.

**Benefits after Process Reengineering**

1. Easy access to citizens in case of a grievance on the complaint registration or subsequent action by police

2. Easier tracking and monitoring of such grievances that currently come through multiple channels

3. A central cell can help bring transparency and accountability in the process. Such a system also gives SP the data across all the police stations in the district that can help in comparative performance evaluation of the police stations.

<table>
<thead>
<tr>
<th>Impact on CCTNS Objectives</th>
<th>Ease of Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Improved Effectiveness</td>
<td>Medium to Difficult</td>
</tr>
<tr>
<td>2. Improved Effectiveness</td>
<td></td>
</tr>
<tr>
<td>3. Increased Citizen Service Delivery</td>
<td></td>
</tr>
</tbody>
</table>

**f) Provision for Preliminary Enquiry for certain category of Cognizable and Non-Cognizable Offenses**

**Current Process Description**

1. While Police are expected to immediately file an FIR on receiving a cognizable offence, on ground in view of lack of availability of resources for crime scene visit / investigation and also because of the FIR based performance measurement system, the registration of the complaint is delayed.
2. Currently, the Police cannot investigate into a non-cognizable complaint until it is instructed by the Court to do so. The Police, though, have to acknowledge the citizen complaint and enter it in the General Diary of the Police Station.

3. Typically, the police personnel register such a complaint and give a formal document to the citizen (either through a separate form or by stamping on a paper complaint). The Police then forward this complaint to the Court for permission from the magistrate before taking up the investigation.

**Challenges in Current Process**

1. During daily practical working, the Police delay registration of a citizen’s complaint for a variety of reasons:
   
   a. In a few instances, complaints are reported with the expectation of police to give a warning to the accused and not necessarily registering a F.I.R and taking the accused to court
   
   b. Fear of a smaller incident flaring-up into a larger law and order issue in case a F.I.R is lodged and the parties are taken through the subsequent legal proceedings.
   
   c. In other instances, registering the F.I.R is delayed because of the evidentiary importance given to the F.I.R during the trial wherein any mismatch between the complainant’s statement (initial and subsequent) and the F.I.R is used by the defence lawyers/courts to strike down the charge sheet.
   
   d. Paucity of resources (investigation staff) to conduct the crime scene visit and investigation for all kinds (even the minor ones) of cognizable cases as mandated by law.

2. Police Stations receive a significant number (~40% in three police stations surveyed in a Commissionerate in Andhra Pradesh) of non-cognizable offences. Analysis of the complaint data indicates that police deal with a majority of abuse, beating / simple hurt, and harassment complaints. However, because of the nature of the majority of such complaints being non-cognizable in nature, the police are expected to take magistrate’s permission before proceeding with the investigation. This not only causes severe dissatisfaction among the complainants but also generates the
perception of inaction on part of the police.

3. From a public’s standpoint, there is a clear need to evolve a mechanism where all the petitions are registered and acknowledged in a transparent and consistent manner.

### Relevant Suggestions from International Best Practices

1. National Crime Recording Standards (NCRS) of UK provides guidelines on registering of complaints to provide a more victim oriented approach to crime recording and promote greater consistency between police forces in the recording of crime.

2. Some of the principals in the standards mention:

   i. Following the initial registration, an incident will be recorded as a crime (notifiable offence) if, on the balance of probability:

      a. The circumstances as reported amount to a crime defined by law (the police will determine this, based on their knowledge of the law and counting rules),

      b. And, there is no credible evidence to the contrary.

   ii. In all cases, a crime should be recorded as soon as the reporting offices is satisfied that it is more likely than not that a crime has been committed. It is a national requirements that an incident should be recorded as a crime within a standard timescale of 3 X24 hour periods from the time the incident is first logged. A maximum of seven days is allowed (to cater for situations outside of the control of the police such as where victims are unavailable), providing the explanation for the delay is clear on the log.

### Relevant Suggestions in Police Commission Reports

“...We consider it desirable that even when the First Information Report is lodged at the Police Station, the officer-in-charge of the Police Station is enabled in law to question the informant or complainant and ascertain such further details as may be necessary to clarify any point arising from the First Information Report and include such details in making the record as prescribed in section 154 before proceeding to take up investigation. The pro-forma for recording the First Information Report and further details as envisaged above can be suitably devised by the State Government to cover a variety of data relevant to the offence reported ... We have already said that the police have a limited role in the field of prevention of crime. Even for performing this limited role, we
feel that the police should have greater facilities recognised in law for dealing with different situations, in a less aggressive manner than through usual process of arrest, detention in custody... “

- National Police Commission in its Fourth Report

“... If, on completion of an inquiry under subsection (5) the complainant desires that the matter may be closed by warning the accused person against such conduct as disclosed during the inquiry, and, having regard to the circumstances of the case, the police officer making the inquiry considers it appropriate to do so, he may warn the accused and obtain an appropriate undertaking from him in such form’s the State Government may prescribe in this behalf...”

“... If the accused person refuses to execute the aforesaid undertaking or if the police officer making the inquiry is of the opinion that it would be appropriate in the interests of justice to have the accused person tried in a court on the basis of available evidence, he may accordingly inform the competent judicial magistrate in a form prescribed by the State Government, whereupon the magistrate shall take cognizance of the offence under clause (b) of sub-section (1) of Section 190....”

- National Police Commission in its Sixth Report

“... Offences under the Penal Code are divided into two categories: cognizable and non-cognizable. In cognizable offences, police have a direct responsibility to take immediate action on a complaint by visiting the scene, ascertaining the facts, apprehending the offender and prosecuting him in court. Non-cognizable offences are generally left to be pursued in courts by the affected parties themselves. Police cannot intervene in non-cognizable offences except with magisterial permission to be specially obtained if found necessary in any specific situation

In the classification of offences as cognizable and non-cognizable, it appears that the framers of the Code were inclined to take a severe view of any violation of law relating to possession of property and a lenient view of offences against the human body.

The classification of offences and limitations of police response to complaints thereof, as spelt out in the existing laws, do not conform to the understanding and expectation of the common people who, when they become victims of a crime or are otherwise subjected to a distress situation, naturally turn to the police for help ... “

- National Police Commission in its Second Report

“... An important cause for the dissatisfaction of the Scheduled Castes and other weaker sections of society about lack of police response to their
The poor and helpless victims of such offences, particularly in the rural areas, feel frustrated when the police show their inability to make any kind of inquiry but brusquely ask them to go to a court. These persons have neither the legal knowledge nor the economic resources to set in motion the legal processes in courts directly and therefore they usually reconcile themselves to their unfortunate plight under the overriding power of the influential sections in the village community.

- National Police Commission in its Third Report

"... We are of the opinion that police response to a non-cognizable complaint should be specified in the law itself in a manner which would facilitate effective response on either of two grounds; namely, (i) to protect a member of the weaker section from exploitation or injustice or (ii) to prevent a possible breach of public peace that might result from absence of effective action on the complaint of a non-cognizable offence which has the potential for generating public reaction with consequent repercussion on public order ... We, therefore, recommend that section 155 of the Code of Criminal Procedure be substituted by a revised section with adequate provisions to facilitate police inquiry ... "

- National Police Commission in its Sixth Report

"It is recommended that non-cognizable offences should be registered and investigated and as arrestability shall not depend on cognizability ... However the Committee feels that when reviewing the Indian Penal Code it may be examined whether it would be helpful to make a new classification into i) The Social Welfare Code, ii) The Correctional Code, iii) The Criminal Code and iv) Economic and other Offences Code. Hence the following recommendations: ... "

- To remove the distinction between cognizable and non-cognizable offences and making it obligatory on the Police Officer to investigate all offences in respect of which a complaint is made.
- Increasing the number of cases falling within the category of cases triable by following the summary procedure prescribed by Sections 262 to 264 of the code.
- Increasing the number of offences falling in the category of 'Petty Offences' which can be dealt with by following the procedure prescribed by Section 206 of the Code.
- Increasing the number of offences for which no arrest shall be made.
- Increasing the number of offences where arrest can be made only with the order of the court and reducing the number of cases where arrest can be
made without an order or warrant from the Magistrate.

- 5th Report of the 2nd Administrative Reforms Commission

Reengineered Process
1. With respect to Cognizable Offences, while police will be required to register the FIR for majority of the cognizable offences. However, for a certain category of minor cognizable offences, police shall be given additional time (ex, 1-3 days depending on the nature of offence) before proceeding with registration of FIR and investigation. The police may be allowed to undertake a preliminary enquiry (where necessary) within this timeframe.

2. With respect to Non-Cognizable Offences, while police will be required to take the permission of magistrate for certain category of cases, police shall be allowed to proceed with preliminary inquiry / investigation into a certain category of non-cognizable cases (threatening, abuse, ...) without the need for prior permission from the magistrate.

3. The Police should have the provision (for certain category of non-cognizable offences) for closing a complaint through issuing a formal warning or getting a written affidavit from the accused.

4. Strong audit mechanisms within the police department should be implemented (audit of 1 in every 10 of such cases) as to prevent the officers in the police stations from modifying the complaint or downgrading the case to a lower charge or forcing the complainant to withdraw or settle with the accused/suspect.

Benefits after Process Reengineering

1. The 3X24 hours given for police to register the FIR and proceed with the investigation for minor cognizable cases will allow the SHO to plan and allocate resources even for the minor cases.

2. There will be improved citizen satisfaction as people will have police cooperation even in case of any non-cognizable offense.

<table>
<thead>
<tr>
<th>Impact on CCTNS Objectives</th>
<th>Ease of Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Improved Effectiveness</td>
<td>Difficult</td>
</tr>
<tr>
<td>2. Increased Citizen Service Delivery</td>
<td></td>
</tr>
</tbody>
</table>
g) Creation of Non-Emergency Response Number

**Current Process Description**

1. The current Police process involves all citizen distress calls (emergency or non-emergency) going to “Dial 100” customer service centres. The callers are then either provided the contact numbers of concerned agencies or the police register the complaint to take possible resolving action. This non-segregation of calls basis their nature and type of response required makes it difficult for the Police to perform resource deployment and assign the right people, to the right call and the right time.

**Challenges in Current Process**

1. Police receives high volumes of citizen distress call ranging from all possible areas of public disorders, offences and civil and lifestyle issues. This large volume of calls affects police’s ability to prioritize work and deploy resources where they are most needed.

2. Distress calls can often be life and death situations for which the police is always expected to be able to resolve in time.

**Relevant Suggestions from International Best Practices**

1. The International Best Practices Report has studied the NYC 311 Non-Emergency Response Centre that helps New York Police to act decisively and timely to all citizen issues.

2. The NYC 311 is able to redirect calls to appropriate agencies so that Police is focussed to respond to mostly only law and order or crime related calls and take resource deployment decisions accordingly.

**Reengineered Process**

1. Dial 100 was developed as an emergency response number for citizens to reach out to the Police in case of emergency situations.

2. It has been observed that the calls received by police over this access route do not always tend be emergency in nature. Thus, handling the burgeoning call traffic, all of which does not warrant immediate police action, leads to increased work load on the police; thus reducing the resources available to attend to genuine emergency calls.
3. It is proposed that the emergency and non-emergency call numbers should be separated and should be handled differently in terms of the intended follow up and service levels.

4. It is proposed that 100 should still be maintained as the national emergency response number. There should be separate numbers for non-emergency numbers. (e.g. there could be separate numbers for senior citizens helpline, children’s helpline, police queries and information, non-emergency police situations, etc).

5. While the 100 number should be manned 24*7 directly by the police, the non-emergency response numbers could be out-sourced and run with pre-decided Service SLAs.

6. The non-emergency response numbers could be used for reporting crimes of complaints of a non-serious or immediate type, redirecting citizens to the appropriate department in case the matter does not fall into the jurisdiction of the police, etc.

7. Please refer to Non-Emergency Response Number 311 in New York City for understanding the best practices.

**Benefits after Process Reengineering**

1. Segregation of non-emergency and emergency call numbers will ensure that improved service delivery will be experienced by citizens with both types of complaints.

2. Citizens with non-emergency requests which are out of the jurisdiction of the police will be shown/ led to the correct concerned department/ body. This will lead to enhanced citizen service delivery.

3. New citizen information services could be started at the non-emergency response numbers (e.g. police customer care, etc)

4. Non-emergency numbers can be manned by outsourced parties with different service level agreements vis-a-vis the emergency response number (which will continue to be manned by the police control room).

**Impact on CCTNS Objectives**

<table>
<thead>
<tr>
<th></th>
<th>Ease of Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Improved citizen access to Police</td>
<td>Difficult</td>
</tr>
</tbody>
</table>
5.2. Recommendations in Crime Investigation

a) Case Specific Parameterized Forms and Legal Admissibility of System Generated Forms

Current Process Description

1. Police Stations use / generate several forms during the life-cycle of the complaint / petition right from the registration through investigation to prosecution. These forms are manually prepared/ filled in. Even where CIPA is in use, the forms are manually prepared and captured in the CIPA at a later time. The online forms in CIPA are just an exact replica of the actual forms and do not utilize common data capture/ intelligent data entry.

Challenges in Current Process

1. Multiple copies of forms are prepared manually, leading to involved human effort, time delays and dissatisfaction for the citizen. (e.g FIR is prepared in 4/6 copies across the country)

2. There is duplication of data entry as some of the forms requires similar data to be filled in across the Adhoc forms, IIF forms, registers, etc.

3. While the 7-IIFs are common across the country, several other forms are different in each State. Some of the forms are not parameterized (ex, initial complaint request, capturing of Accident Details ...) and hence the information is not captured in a manner amenable for easy analysis and reporting.

4. Some of the forms capture the data in free-form text instead of parameterized data. This affects the efficiency during the search and retrieval operations. Data, after being captured manually, cannot be searched or indexed easily. This leads to an involved human effort when searching for relevant information. (e.g. non-parameterized case diaries, non-parameterized complainants written application, etc)

Relevant Suggestions from International Best Practices

- [Insert relevant suggestions from international best practices here]
Schengen Information System – Parameterized Data Capture Approach

1. The Schengen Information System has a parameterized data dictionary that specifies the exact fields to be captured around a person/objects/weapons, etc for initiating further action. These parameters comprehensively and uniquely capture the relevant details of the person/object under consideration.


3. Since the parameters are captured as separate fields, data search and associated crime analytics can be performed easily.

Please refer to Appendix for a representative list of the parameters captured around a person, weapons and vehicles.

National Standard for Incident Recording (NSIR)

1. NSIR prescribes common standards for definition/recognition/recording of incidents.

2. The principal aim of NSIR is to ensure that all incidents, whether crime or non-crime, are recorded by police in a consistent and accurate manner, so as to allow resulting data to be used at a local and national level to meet the management and performance information needs of all stakeholders.

Relevant Suggestions in Police Commission Reports

NA

Reengineered Process

1. The data captured during the registration of a complaint/general service request/petty case should be parameterized and customized (to the specific nature of the complaint/request) to capture only the relevant data from the complainant/public.

2. Parameterization and customization of forms used during investigation will enable a structured process during investigation wherein the forms will not
only capture all the relevant data in a parameterized format required to generate reports for senior officers and SCRB/NCRB, but also provide guiding questions for IOs during the investigation process.

3. The forms that currently capture the relevant information in a free-form text should be parameterized and standardized across the country. The Core Application Software must provide the appropriate set of values for each attribute (ex, major head, minor head, and methods in Crime Details Form) in the forms.

4. The forms (FIR, Arrest Form, Case Diary, Charge Sheet, Certificates issued for General Service Requests,...) generated out of the system should be admissible legally to ensure that the forms are not re-prepared manually for submission to the courts and other external stakeholders.

The following modifications to the Forms should be implemented in Core Application Software (CAS):

<table>
<thead>
<tr>
<th>Form</th>
<th>Modifications</th>
</tr>
</thead>
<tbody>
<tr>
<td>Crime Details Form</td>
<td>• FIR numbers of cases of similar nature</td>
</tr>
<tr>
<td></td>
<td>• Particulars of the witness including Sex, Father/Husband name, Date/Year of Birth, and Photograph</td>
</tr>
<tr>
<td></td>
<td>• Particulars of the suspect including photograph, FIR numbers where the suspect was previously involved and Uniform Crime Number in case the suspect has been arrested earlier</td>
</tr>
<tr>
<td>Arrest/Court Surrender Form</td>
<td>Uniform Criminal Number</td>
</tr>
<tr>
<td></td>
<td>• In case the accused has been previously arrested the uniform crime number has to be searched and entered in the form</td>
</tr>
<tr>
<td></td>
<td>• In case the accused is being arrested for the first time the uniform crime number has to be generated by the system</td>
</tr>
<tr>
<td>Case Diary Part I &amp; II</td>
<td>• The Case Diary shall have well defined attributes to capture the information in POLE (People/Object/Location/Event) framework</td>
</tr>
</tbody>
</table>
- Apart from the textual information that is captured on the progress of the case and witness/accused statements, the form shall have defined fields for capturing the People / Object / Location / Event that comes up during the investigation process.

<table>
<thead>
<tr>
<th>Accident cases</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Type of vehicle ( Government, Private, Bus, Temp/Vans, two/three/four wheelers, car etc.,)</td>
</tr>
<tr>
<td>- Type of Road ( National/State Highway, Express Highway, other surfaced road etc.)</td>
</tr>
<tr>
<td>- Gravity of the accident (No Injury, Simple Injury, Grievous injury, fatal (Death) etc.)</td>
</tr>
<tr>
<td>- Type of area (Rural, Urban etc.)</td>
</tr>
<tr>
<td>- Location of the accident (Near school/college etc.)</td>
</tr>
<tr>
<td>- Weather Conditions (Fine, Mist/fog, cloudy, Light rain, Heavy Rain, Snow etc.)</td>
</tr>
<tr>
<td>- Loading Pattern (Overload, Overcrowded, Normally loaded etc.)</td>
</tr>
<tr>
<td>- Primary Cause of Accident (Fault of Driver/Passenger/cyclist, Bad road, poor light condition etc.)</td>
</tr>
<tr>
<td>- Conditions of road surface (Good Surface, Loose surface, slippery etc.)</td>
</tr>
<tr>
<td>- Type of License held by driver (Regular, Learner’s, without license etc.)</td>
</tr>
<tr>
<td>- Educational Qualifications of the driver</td>
</tr>
<tr>
<td>- Nature of accident (Over turning, Head-on collision, Rear end collision, skidding etc.)</td>
</tr>
<tr>
<td>- Type of manoeuvre (Diverging, Merging, Crossing)</td>
</tr>
<tr>
<td>Category</td>
</tr>
<tr>
<td>----------------------------------</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Dacoity/Robbery Cases</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Suicide Cases</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Accidental Deaths by Natural Causes Cases</td>
</tr>
</tbody>
</table>
### Accidental Deaths by Un-Natural Causes Cases

- Cause of Incident (Air Crash, Collapse of Structure, Drowning, Explosion, Falls, Fire etc.,)

### Rape Cases

- Offender Relation, Nearness with victim (Parents/Close Family friends, Relatives, Neighbours etc.,)

### Deserted, Escaped, Kidnapped, Missing, Un-Identified Person, Un-Identified Dead Body Cases

- Build (Fat, Medium, Strong etc.,)
- Complexion (Fair, Wheatish etc.,)
- Face Type (forehead Broad, High Cheek etc.,)
- Colour of Eyes/ Peculiarity
- Condition/Colour of Hair (Bald full, Normal Black, Brown etc.,)
- Deformity
- Identification Marks

---

### Benefits after Process Reengineering

1. Capturing the forms in the CAS will enable citizens to access the copies of the same through alternate channels (portals) without making visits to the police stations.

2. Standardizing and capturing the data in a computerized format will aid in eliminating effort involved in making multiple entries of the same data. This will save time for the over-stressed personnel.

3. Standardization of data formats / forms across the country to the extent possible will provide for uniformity for capture of case-specific information across the country for capturing complaints/crime and seamless sharing of information across the country

4. The data can be accessed by all stakeholders even outside the police station premises (like SDPO/ DCRB/SP Office, etc) through the common application obviating the need for delivering reports to the higher officers.
5. Parameterization and customization of forms used during investigation will enable easier data analysis and reporting without the need for manual intervention.

<table>
<thead>
<tr>
<th>Impact on CCTNS Objectives</th>
<th>Ease of Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Improved Efficiency</td>
<td>Medium</td>
</tr>
<tr>
<td>2. Improved Effectiveness</td>
<td></td>
</tr>
<tr>
<td>3. Shared Data Platform</td>
<td></td>
</tr>
</tbody>
</table>

**b) Provision of Automated System Notifications, Alerts and Reminders**

**Current Process Description**

1. There are no automated system notifications currently. All such reminders exist in a semi-structured manner on an ad hoc basis on paper.

**Challenges in Current Process**

1. Absence of automated reminders can lead to inherent delays in the system. This can further lead to citizen dissatisfaction to the Citizens who are affected by such systemic delays in the end.
2. There is no escalation of any delayed processes in the system.

**Reengineered Process**

1. In case of finding abandoned vehicle or any other property, an alert (a radio message) is sent to the neighbouring police stations. While the urgent and immediate communications will still be carried out through radio messages, CAS system shall be used to capture the abandoned property information and the system will automatically send out alerts / notifications to all the police stations with the information without the need for police flashing such information on the radio message.

2. In case of filing a missing person / unidentified dead body case, an alert (a radio message) and a notification (on paper) is sent out to all the neighbouring police stations. While the urgent and immediate communications will still be carried out through radio messages, CAS system shall be used to capture the missing person / unidentified dead body details and the system will automatically send out alerts / notifications to all the police stations with the information without the need for police flashing such information on the radio message.
radio message.

3. Automated system generated reminders will greatly enhance the efficiency of the police functioning in India. At the onset, a list of key functions, for which a reminder would be essential to improve the efficiency, would be prepared and captured into the system. These would include prosecution related information (deadline for remand extension, deadline for filing a charge sheet...), reports from FSL, request for information from any other agencies whether internal or external, etc. CAS will generate reminders to the SHO and Investigation Officers well in advance to remind the officers of the upcoming deadlines before which an action on the case has to be taken. This will alleviate the need to manually track such dates.

4. Automated system generated alerts will be created to assist the Investigation Officers of any matching suspects that are arrested in a different jurisdiction or any similar crimes committed in a different jurisdiction without any manual intervention.

**Benefits after Process Reengineering**

1. System generated reminders and alerts will ensure that process delays are immediately brought to the notice to concerned stakeholders.
2. Such reminders will assist the police staff in prioritising their work.
3. Such reminders will ensure greater transparency in the policing system. Appropriate auto escalations will ensure that if any case or request is wedged at a particular stage appropriate actions can be taken to deal with it.

<table>
<thead>
<tr>
<th>Impact on CCTNS Objectives</th>
<th>Ease of Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Improving Police Efficiency</td>
<td>Medium</td>
</tr>
<tr>
<td>2. Improving Police Effectiveness</td>
<td></td>
</tr>
</tbody>
</table>

**c) AFIS for Fingerprint Capture and Computerized Fingerprint Searching**

<table>
<thead>
<tr>
<th>Current Process Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Currently, fingerprints of suspects and arrestees are taken on a paper form using the fingerprint kit. These fingerprint forms are scanned and data is uploaded into the Automated Fingerprint Identification System (AFIS) at the district level (e.g. in DCRB, Dossier Cell, etc).</td>
</tr>
</tbody>
</table>
2. In places without internet connectivity between AFIS terminals in the district Level and at the SCRB level, the fingerprint forms are directly sent to the SCRB for building the fingerprint database.

3. This data is then maintained as a common repository in the SCRB for further searching.

4. Currently, chance fingerprints and inmate fingerprints that are picked at a crime scene are sent in a paper form format to the SCRB for fingerprint report.

5. This to and fro communication is manual and is done using postal mail/ courier, etc.

### Challenges in Current Process

1. Fingerprints are taken by the IO or in the Jails. Such fingerprints are not entered into the AFIS system directly, rather they are further sent to DCRB or SCRB for building the AFIS database. This leads to increased time lag, effort in sending the paper to the other agency through post/ courier/ messenger.

2. Repeat fingerprints have to be taken in case the AFIS system is unable to detect the scanned fingerprints properly. This involves rework and communication to and fro with the IO for taking the extra set of clear fingerprints.

3. The AFIS fingerprints, which are scanned and uploaded at DCRB, are not always sharable with SCRB due to connectivity issues. Thus, repeat scanning and data entry into AFIS takes place at SCRB.

4. Searching for fingerprints is done at SCRB, leading to increased workload on the single agency.

5. AFIS terminals are unavailable at the police stations.

### Reengineered Process

1. AFIS terminals will be provided at every police station.

2. The IO will scan the fingerprints of the accused and upload into the AFIS system.

3. This data will be directly uploaded into the AFIS database.
4. The AFIS terminal will also enable fingerprint search sitting at the police station itself.

5. There will be no paper requests for fingerprint reports from the AFIS cell at the SCRB.

**Benefits after Process Reengineering**

1. Fingerprint records maintenance and fingerprint search will be done directly from the police station. This will reduce the time and effort involved in performing these activities.

2. It will also eliminate any effort and data repetition and redundancy in the whole process

<table>
<thead>
<tr>
<th>Impact on CCTNS Objectives</th>
<th>Ease of Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Improving Police Efficiency</td>
<td>Easy to Medium</td>
</tr>
<tr>
<td>2. Improving Police Effectiveness</td>
<td></td>
</tr>
<tr>
<td>3. Create Common Platform for Crime and Criminal Information</td>
<td></td>
</tr>
</tbody>
</table>

**Impact on CCTNS Objectives**

**Ease of Implementation**

1. Improving Police Efficiency
2. Improving Police Effectiveness
3. Create Common Platform for Crime and Criminal Information

**d) Designated Constables at Jails with CAS (State) Terminal to Capture the Prisoner Movement Information**

**Current Process Description**

1. Existing manpower is deployed (in the form of a constable or a head constable from the DCRB, etc) to obtain prisoner release and entry information from jails. The manpower makes regular physical visits to the jails to collect this data.

2. When a prisoner is released from a Jail, this data is generally sent to the concerned police station through a wireless message.

3. In the event of a poor fingerprint, the IOs or personnel from DCRBs have to go to the Jails to collect fingerprints of the prisoner again.

**Challenges in Current Process**

1. Jail release information is not readily available for sharing across all police stations within the State or outside. This leads to information asymmetry.

2. The IO while conducting his investigation needs to eliminate certain suspects.
Non-availability of the updated Jail inmates and release data could lead to the IO putting his efforts in the wrong direction.

**Reengineered Process**

1. Jails shall be provided with CAS (State) terminals with access to update the Prisoner movement information into the system.

2. Jails shall be connected to the Data Center and Disaster Recovery Center of the State where CAS (State) is deployed.

3. A designated and trained constable shall be deployed at each of the Jails to capture the prisoner movement details (ex: Jail entry and release dates, photographs and fingerprints of convicts, under trials, arrested) through Core Application Software using the networked CAS terminal at the Jail.

**Benefits after Process Reengineering**

1. Any activities or actions taken on these offenders/accused/arrested persons will be notified to
   a. all higher offices
   b. the concern police station where the case was initially lodged
   c. the police station where offender reside previously
   d. all the police stations where there was prior cases registered on his/her behalf

2. Investigation effort for an IO will be more focused as he will be able to immediately determine which of the case suspects are already in Jail.

3. Updated prisoner release and entry jail data will help the IO in reducing the list of possible suspects involved with a crime.

**Impact on CCTNS Objectives**

<table>
<thead>
<tr>
<th>Impact on CCTNS Objectives</th>
<th>Ease of Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Improving Police Efficiency</td>
<td>Easy</td>
</tr>
<tr>
<td>2. Improving Police Effectiveness</td>
<td></td>
</tr>
<tr>
<td>3. Create Common Platform for Crime and Criminal Information</td>
<td></td>
</tr>
</tbody>
</table>
e) Establish Central Evidence Management Cell in District HQ / Commissionerate

**Current Process Description**

1. Certain police functions have an inherent scope for being centralized. Functions like case record, property and case evidence management services are performed at every police station.

2. Currently the physical evidence in a case is either deposited at the court or kept at the police station on the orders of the court where there are space constraints at the court. Also, physical evidence goes from police station to court and back several times. The evidence is checked out, sent to the lab, sent to court, inspected, disposed of or released. All of this traffic requires a dedicated unit that is capable of maintaining control on the evidence, as well as enforcing the rules and regulations for handling the evidence.

**Challenges in Current Process**

1. Non-Citizen interacting services of the Police are repetitive and resource intensive in nature. This means that a significant chunk of the police personnel are employed to look into activities that can easily be combined on a circle or district level. E.g. property evidence management, etc.

2. The police is unable to utilize efficiencies of scale in its operations.

**Reengineered Process**

1. A central evidence/property cell should be established with an evidence management system to handle all the physical evidence at either the divisional or sub-divisional level aligned with the courts. This cell will operate at a district or a circle level. A RFID Solution (Radio Frequency Identification) can be used to tag the property which will eventually move between the Police station, Courts and the Central Property Cell.

2. Any physical records of the police station (e.g. case diaries, expert reports, etc), after being fed into the CAS database, can also be maintained in actual, at this central cell. Paper records for cases pending or case completed will be maintained at this central cell so as to free up the space in every police stations.

**Benefits after Process Reengineering**
1. Police forces will be able to utilize efficiencies of scale.

2. Police forces will be able to utilize their resources better by enforcing optimal people allocation to tasks and by removing effort duplication and redundancy.

### Impact on CCTNS Objectives

<table>
<thead>
<tr>
<th>Impact on CCTNS Objectives</th>
<th>Ease of Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Improved Effectiveness</td>
<td>Medium to Difficult</td>
</tr>
<tr>
<td>2. Improved Effectiveness</td>
<td></td>
</tr>
<tr>
<td>3. Increased Citizen Service Delivery</td>
<td></td>
</tr>
</tbody>
</table>

### 5.3. Recommendations to Improved Crime Prevention

#### a) Enrich Field Officers through Mobile Data Terminals and Handheld Devices

#### Current Process Description

1. It is observed that IOs have to return to the police station in order to look up any crime and criminal data within police registers (since they are unable to do so in the field).

2. Immediate access to police records is not available to beat officers while making their beat. In case a particular person is considered to be suspicious, the beat officer is unable to check the person’s background until he visits the police station and checks the police records manually.

3. It was found that a beat officer carries the information of the miscreants, senior citizens, places of possible crimes in a beat, etc in a paper diary.

4. It is observed that Police Outposts have very limited access to police records.

#### Challenges in Current Process

1. IOs are unable to take informed decisions in the field unless they have access to crime records at that spot. This introduces an additional delay in the investigation lifecycle as the IO has to go to the police station to search for any records.

2. Immediate access to crime and criminal data is unavailable to the beat officer. Even if they apprehend some suspect, they are unable to search the criminal
3. Beat information (w.r.t. crime and criminal activities in the beat) available to the beat officer is factual and static data. This data is not analysed to identify trends and to make preventive beat action plans.

### Relevant Suggestions from International Best Practices

1. The countries studied as part of the International Best Practices Report, have been known to provide their Police with
   - Handhelds (Blackberries, Palmtops) with access to Crime maps and ability to query for persons and vehicles of Police interest
   - In-built computer panels in Police cars that have access to Police records loaded on centralized database systems (ex: New Zealand Police)

### Reengineered Process

1. **Mobile Data Terminals for Patrol Vehicles to provide access to police crime and criminal records**: The vehicle should have a mobile device that can be used to enter the details of a suspect and search the police crime and criminal database immediately. The device will have internet access (secure access if needed) through GPRS or other wireless communication protocols. The device will also enable access to other databases like traffic database, passport database, UID database (in future), etc.

2. **GPS tracking systems for Patrol Vehicles**: The patrol vehicles should be equipped with a GPS tracking system to monitor its location and enable faster identify and dispatch the closest vehicle to the report incident form the control room.

3. **Handheld Devices (e.g. Laptops, PDAs, Smart Phones, etc) for IOs and Beat Policemen in the field**: The Handheld device will be able to access the Crime and Criminal database, digital crime maps of the beat area through the commonly hosted application.

4. **Mobile Biometric Fingerprint Reader**: A mobile device which reads fingerprints will help officers identify or record suspects without needing to return to the office. This reader will be connected to a fingerprint database allowing the
officer to quickly access the available data on that person.

**Benefits after Process Reengineering**

1. Enabling the On-Field IO’s with above equipment will lead to the following advantages
   
a. Immediate search of a suspect’s criminal history
   
b. Immediate search of criminal modus operandi
   
c. Immediate search on fingerprints
   
d. This would lead to more effective and timely case investigation.

2. The Police would benefit with digital Crime and Criminal intelligence maps when performing beats, as it would help in establishing vigilance at crime prone areas, suspected criminal hideouts, tracking movements etc. These maps could be given to the beat officer on a paper/ handheld device.

3. The Police Patrolling team will now have not only the required geographic contours (over and above the spatial details of a standard GPS) but also crime relevant information tagged on to those regions

4. It will reduce the need to repeatedly refer to Police stations or even visit other Police offices to gather the above mentioned crime/criminal information, thus increasing time spent on the field.

**Impact on CCTNS Objectives**

<table>
<thead>
<tr>
<th>Impact on CCTNS Objectives</th>
<th>Ease of Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Improved field policing efficiency</td>
<td>Medium</td>
</tr>
<tr>
<td>2. Improved effectiveness</td>
<td></td>
</tr>
</tbody>
</table>

**b) Deploy Advanced Crime Analytics Systems**

**Current Process Description**

1. The Police currently captures crime incidents and hot spots data from beat constables and either records into certain categorized local police registers for referential analysis or puts them on crime map boards for pictorial view on crime

**Challenges in Current Process**
1. Lack of categorization of crime data to identify what is recorded and in what format

2. No single place to query crime data which covers multiple entities involved in a crime

### Relevant Suggestions from International Best Practices

The International Best Practices Report studied crime analysis under Geographic Information Systems (GIS) where following analytical tools were deployed:

1. **Regional Crime Analysis** by mapping crime data across certain defined regional jurisdictions to develop clear view crime incidents

2. **Geo-coding crime zones** where children have gone missing to help find them through traces of them being spotted or known previous incidents

3. **Spatial crime analysis** where incidents are mapped on geographical locations and relevance derived out of landmarks, buildings, or other important activity centres in that region

### Reengineered Process

1. Advanced analytics will be performed on the digitally captured crime and criminal data for every police station. Detailed analysis will generate crime and criminal trends that will be used by the police officials in preventing and detecting crimes. Crime Analysis through Analytics will help in the following activities
   
   a. Mapping of the crime data onto a visual map of the area

   b. Generating crime trends by combining time, location, offence type, etc

   c. Suggesting optimal Beat path and time basis beat crime activity

### Benefits after Process Reengineering

1. The additional reports will greatly assist the SHO and other stakeholders in taking decisive actions to curb crime.

2. This will help in organising beat patrol (morning, evening and night shifts), which would now be purely driven by actual data and trends

3. Identification of crime trends will help in timely action to curb such activities.
c) Deploy Police Knowledge Management System

**Current Process Description**

1. Presently Police Policy documents, Forms, Procedures, Standards, Reference Cases, etc are maintained independently by various stakeholders in information silos.

**Challenges in Current Process**

1. It is difficult to obtain information on Police Policy documents, Forms, Procedures, Standards, Reference Cases
2. It is difficult to find standard procedures/ checklist for solving particular cases
3. It is difficult to find and access cases that were solved with good investigation intelligence and that can serve as investigation best practices.
4. It is currently not possible to save the intangible and tangible knowledge of retiring police officers.

**Reengineered Process**

1. A Police Repository of important forms, manuals, procedures, standards, case checklists, and important reference cases will be built over a period of time by utilizing the CAS database and by digitizing important police documentation. A dedicated team will manage the content and the infrastructure for running this application.
2. Police personnel will be able to log-in to this system and both upload/download data.

**Benefits after Process Reengineering**

1. Reduces time spent on searching for above files/documents
2. Reduces costs of distribution and mailing of documentations
3. Increases efficiency of the IO’s and thus improves police efficiency and leads to increased citizen service delivery.

<table>
<thead>
<tr>
<th>Impact on CCTNS Objectives</th>
<th>Ease of Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Increased police efficiency</td>
<td>Easy</td>
</tr>
<tr>
<td>2. Improved citizen service delivery</td>
<td></td>
</tr>
</tbody>
</table>

5.4. Recommendations in Crime Prosecution

a) Establish Central Prosecution Cell in District HQ / Commissionerate

**Current Process Description**

1. Certain police functions have an inherent scope for being centralized. Functions like Prosecution support services, delivery of summons and warrants, prisoner escort services are performed at every police station.

2. Once the investigation officer completes the investigation of a case and files the charge-sheet, the case goes into the court for trial. In most of the instances, the case comes up for trial after a long delay and gets adjourned several times even after the trial starts. *Every police station has at least one or two constables dedicated to the court work* where they take the case diaries for the cases that are up for the trial that day, follow the case on whether the witnesses/accused have turned up, and note down the next date of hearing.

3. When a summon / warrant has to be executed in a town/city that is outside the jurisdiction of the police station, a constable from the local police station is sent with a duty passport to execute the summon/warrant resulting in an inefficient process. *Currently, the resource from the source police station loses a day or two just in travel and if the suspect/offender is not found, the entire effort is wasted.*

**Challenges in Current Process**

1. Non-Citizen interacting services of the Police are repetitive and resource intensive in nature. This means that a significant chunk of the police personnel are employed to look into activities that can easily be combined on
a circle or district level. E.g. delivery of summon etc.

2. The police is unable to utilize efficiencies of scale in its operations.

Reengineered Process

1. A centralized cell shall be established and made responsible for all the court related work from the various police stations in the District / Commissionerate.

2. The prosecution-cell should be aligned with the courts rather than the police stations. The officers/constables within the prosecution-cell will be assigned to separate courts and will be made responsible for trial matters, witness briefing of the all the cases under trial within the assigned court, and the execution of summons and warrants.

3. The execution responsibility of the summons/warrants in a different jurisdiction should be given to the prosecution cell where summon/ warrant has to be served.

Benefits after Process Reengineering

1. Police forces will be able to utilize efficiencies of scale.

2. Police forces will be able to utilize their resources better by enforcing optimal people allocation to tasks and by removing effort duplication and redundancy.

3. The cell will also facilitate increased visibility into the activities interfacing with courts.

<table>
<thead>
<tr>
<th>Impact on CCTNS Objectives</th>
<th>Ease of Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Improved Effectiveness</td>
<td>Medium to Difficult</td>
</tr>
<tr>
<td>2. Improved Effectiveness</td>
<td></td>
</tr>
<tr>
<td>3. Increased Citizen Service Delivery</td>
<td></td>
</tr>
</tbody>
</table>
5.5. Recommendations for Enabling Overall Police Functioning

a) Use of Email and Messaging for Intra-Police Communication

<table>
<thead>
<tr>
<th>Current Process Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The current communications in police is mostly based on either a radio message or paper-based that is transmitted down the hierarchy.</td>
</tr>
<tr>
<td>2. A communication (message or request for information) that has to be sent the police stations from the Higher Office or a Headquarters is typically transferred through various levels in the hierarchy before it reaches the end destination of the police station. This is done through paper orders that are typed and sent manually from one office to the other through physical messengers or through post.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Challenges in Current Process</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Reliance on manual processes and systems to communication with the internal stakeholders severely affects the efficiency of the police systems.</td>
</tr>
<tr>
<td>2. The communications vary from regular requests for information, routine office circulars from the chief office to alert messages regarding gangs, modus operandi and such.</td>
</tr>
<tr>
<td>3. With the ever increasing workload, the significance of the message is lost in the transmission or it sometimes doesn’t reach the intended recipient.</td>
</tr>
<tr>
<td>4. The effectiveness of the communication is lost because of the time delays or the information never reaching the targeted audience.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Reengineered Process</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. CAS Email and Messaging Service shall be used for transmitting the messages (informational as well as request for information) across the department to the Police Stations and vice-versa.</td>
</tr>
<tr>
<td>2. While the urgent messages can still be transmitted across the radio, the police shall be trained to use the electronic mode of communication through the CAS Email and Messaging Service for transmitting messages from/to Police Station.</td>
</tr>
</tbody>
</table>
| 3. An Instant Messenger service will also be institutionalized within the police
departments to facilitate immediate communication.

### Benefits after Process Reengineering

1. Reduced time for communication between different police offices and enable the communication to reach the intended recipient without delay.

### Impact on CCTNS Objectives

<table>
<thead>
<tr>
<th>Benefit</th>
<th>Ease of Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Improving Police Efficiency</td>
<td>Easy</td>
</tr>
<tr>
<td>2. Improving Police Effectiveness</td>
<td></td>
</tr>
</tbody>
</table>

### Current Process Description

1. Police uses Registers at every stage in the case lifecycle (from registration to investigation to prosecution). These registers are used to maintain the police records for the future.

2. Data entry in the Police Registers is completely manual and becomes an involved human activity. The quality of data entry is thus person dependent and depends on the work load, handwriting and understanding of the person involved.

3. Data entry in the Police registers is a redundant activity, involving data duplication across multiple registers. E.g. The FIR Register is maintained Serial Number wise, IO wise, Crime Head wise in Delhi. Making these registers manually is a time intensive and effort intensive job for the records staff.

4. There are around 25-30 Presidency registers that are maintained in most of the States. These are then augmented by an equal number of Adhoc registers maintained locally by the police personnel to optimize further data searches or maintain records.
5. There are around 25-30 Presidency registers that are maintained in most of the States. The important registers that are directly related to crime and criminal related activities range from 10 – 15. These are then augmented by an equal number of Adhoc registers maintained locally by the police personnel to optimize further data searches or maintain records.

6. Searching the Police Registers to generate reports thereby becomes an equally challenging task. This involves manually and laboriously going through paper registers to search for the required records. This leads to time delays in building reports. The accuracy while searching for the data thus tends to creep in while building records, making it a person dependent activity.
### Challenges in Current Process

1. The Police spend a lot of effort and energy in maintaining and updating the physical registers and records. Thus, there is a lot of scope for improving the internal police efficiency by automating this data entry and freeing up more time for police to devote to core policing activities.

2. Manually searching the paper based registers is an involved human effort in terms of effort, time and accuracy.

3. Generating data analytics for senior officers out of data entered in textual registers in very difficult.

4. During the course of investigations, the Investigation Officer has to search multiple registers (Conviction Register, ex-Convict Register, Name index register, History Sheets) for identifying possible suspects. Similarly, the officer has to search multiple registers and case files (property search/seizure form) for matching property. This becomes a very difficult task to perform given the time constraints and need to act quickly.

5. Typically the Record Room staff is over worked due to the abundant Scriptory work that needs to be updated. This work can involve 3-4 people 10 – 15 hours a day for the entire month to complete the register data entry. Sometimes, these people are pulled into the core field policing activities causing them to work overtime. This thus further delays the maintenance of records by a few days to a few weeks.

### Relevant Suggestions from International Best Practices

NA

### Relevant Suggestions in Police Commission Reports

"...Scriptory work in the police department, as in most departments of the Government, has vastly increased in the recent years. In fact complaints are repeatedly heard from the public as well as the police that police functionaries, who should rightly be devoting a large part of their time to field work having interaction with public, have to remain glued to their office tables by the increasing volume of scriptory work that has devolved on them. While a certain quantum of scriptory work is inescapable for meeting the requirements of recording information, supervision and control, the position needs a critical study and rectification when the increasing load of scriptory work crosses the optimum limit and become prejudicial to the satisfactory performance of field duties for which the police are primarily
**intended…**

- National Police Commission in its Third Report

**Reengineered Process**

1. Data will be entered during the case lifecycle directly in CAS instead of manual paper registers. Complaint registration will be done on CAS. Details of investigation done by the IO will be written directly in CAS rather than on paper forms. No manual registers will be maintained unless their function cannot be replicated on CAS (e.g. FIR acknowledgement register).

Sample Impact on the important Crime & Criminal related Registers is shown

<table>
<thead>
<tr>
<th>Register Name</th>
<th>Impact after Reengineering</th>
</tr>
</thead>
<tbody>
<tr>
<td>Station Crime History- Part I/Crime Directory Part II</td>
<td>Developed as predefined report in CAS</td>
</tr>
<tr>
<td>Station Crime History- Part II</td>
<td>Developed as predefined maps in CAS</td>
</tr>
<tr>
<td>Station Crime History- Part III</td>
<td>Addressed by &quot;Criminal and Suspect Master” View</td>
</tr>
<tr>
<td>Station Crime History- Part IV/ Crime Directory Part III</td>
<td>Continues to be maintained manually where confidentiality is required. The remaining data should be captured in the CAS.</td>
</tr>
<tr>
<td>Station Crime History- Part V/ Crime Directory Part I</td>
<td>Addressed by &quot;Criminal and Suspect Master” View</td>
</tr>
<tr>
<td>Modus Operandi Index</td>
<td>Developed as predefined report in CAS</td>
</tr>
<tr>
<td>Name Index of Criminals/Crime Index</td>
<td>Addressed by &quot;Criminal and Suspect Master” View</td>
</tr>
<tr>
<td>FIR Index</td>
<td>No Longer Required</td>
</tr>
<tr>
<td>Ex-Conviction Register</td>
<td>Addressed by &quot;Criminal and Suspect Master” View</td>
</tr>
<tr>
<td>Process Register</td>
<td>Developed as predefined report in CAS</td>
</tr>
<tr>
<td>Petty Case Register/Non-FIR Register</td>
<td>No Longer Required</td>
</tr>
<tr>
<td>Non Cognizable register</td>
<td>No Longer Required</td>
</tr>
<tr>
<td>Malkhana Register/ Property Register/ Property Search and Seizure register</td>
<td>Addressed by &quot;Property of Interest” View</td>
</tr>
<tr>
<td>Kathyanan Register</td>
<td>Developed as predefined report in CAS</td>
</tr>
<tr>
<td>Missing Register</td>
<td>No Longer Required</td>
</tr>
<tr>
<td>Unnatural Death Register</td>
<td>No Longer Required</td>
</tr>
<tr>
<td>FIR acknowledgement Register</td>
<td>Continues to be maintained manually</td>
</tr>
<tr>
<td>Arrest Register</td>
<td>No Longer Required</td>
</tr>
<tr>
<td>Absconder Register</td>
<td>Addressed by &quot;Criminal and Suspect Master” View</td>
</tr>
<tr>
<td>Wandering Gangs Register</td>
<td>Captured as an e-Register in CAS</td>
</tr>
</tbody>
</table>
Please refer to the Appendix for further details.

2. CAS will not have direct mapping from paper registers onto digital registers. Rather, data will be filled in naturally during the case lifecycle and will be stored in the CAS database. This means that there will be no repeat or redundant data entry.

3. Searching of registers will be done using queries on computers.

4. CAS will provide the users with a “Criminal and Suspect Master” view, that will list all the details of the offenders, convicts, Strong suspects, ex-convicts, persons wanted on outstanding warrants, suspects to watch,... in one single view to the Investigation Officer. A predefined workflow mechanism will address the inclusion of strong suspects based on senior officer selection during the trial day update.

5. CAS will provide the users with a “Property of Interest” view that will list the details of all the property (abandoned, recovered, stolen,...) in one single view to the Investigation Officer.
Benefits after Process Reengineering

1. All data will be maintained on common databases in the Data Centre. This will provide real time data of each police station and the same can be viewed/generated by the senior officers at district/state level.

2. Considerable time saved in manually preparing registers.

3. There is no redundant or repetitive data entry, thus saving human time and effort.

4. Efficient search and analytics can be generated in-order to take proactive measures.

5. IO has access to see the data of other jurisdiction MO criminals, thus saving a lot of time to travel to other locations OR send an official postal communication.

6. IO’s dealing with one master view for Criminal and Suspect Master and one master view for Property of Interest will make the search more efficient and effective.

<table>
<thead>
<tr>
<th>Impact on CCTNS Objectives</th>
<th>Ease of Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Improved Efficiency</td>
<td>Easy</td>
</tr>
<tr>
<td>2. Shared Data Platform</td>
<td></td>
</tr>
</tbody>
</table>
c) Reduction in Reports (Crime/Criminal) Prepared at the Police Station

Current Process Description

1. Reports are one of the major time consuming activities performed by police personnel every day. Police personnel spends considerable time in preparation of these reports to higher officials (Circle Office, SDPO, DPO etc.), ad-hoc queries raised during the parliamentary sessions and regular DCRB/SCRB returns.

<table>
<thead>
<tr>
<th>State</th>
<th>Andhra Pradesh</th>
</tr>
</thead>
<tbody>
<tr>
<td>Details</td>
<td>List of Police Reports</td>
</tr>
</tbody>
</table>

1. **Daily Situation Report**: Sent every 24 hours to the higher office

2. **Monthly Crime Review Report**: This includes the following reports
   - Statement 1 to 5 Summary report
   - Head-wise Crime summary and brief
   - Statement of reported cases
   - Detailed UI statement
   - Detailed PT statement
   - Grave UI cases
   - Police Disposal
   - Court Disposal
   - CC/PRC/SC number received
   - UI cases of U/s 174 Crpc, Missing cases & other IPC cases
   - All UI Cases for MC_PME_FSL_CE reports
   - Head-wise property cases reported & detected monthly & yearly
   - Property Lost and Recovered Monthly & yearly
   - Statements I to XXIII and property lost and recovered
   - Comparative statement of grave cases
   - Comparative statement of petty cases monthly and yearly
   - Pending NBWs
   - No. Of NBWs Received
   - No. Of NBWs executed
   - DCs current doings and KDs, Suspect Rowdy sheeters statements
   - DCs abstract
   - Missing cases abstract monthly & yearly
   - Road accident cases abstract monthly & yearly
   - Matka gabling
   - Trafficking victim rescued
   - Rescue operations
   - Anti Human Trafficking
   - Arrested Accused Persons in all UI cases
   - C3-Detected proformas
   - C3-24 proformas
   - Statement of Antisocial Elements
   - Report of Delinquent Police Officers who did not provide copy of FIR to complainant within 24 hours
State : Andhra Pradesh
Details : List of Police Reports

3. DCRB/SCRB Reports:

- Statement - I: Statement of Crime for current month, previous month and corresponding month of last year
- Statement - II: Comparative statement of crime for the current year upto & corresponding periods of last 2 years upto.
- Statement - III: Comparative statement of crime for the last three years
- Statement - IV: Statement showing the crime progress for the month
- Statement - V: Statement showing pending Trial (PT) & Under Investigation (UI) cases
- Statement - VI: Progress of sessions trial cases for the month
- Statement - VII: Cases disposed of by courts during the month
- Statement - VIII: Number of accused arrested during the month
- Statement - IX: NBWs/Summons Executed/Served for the month
- Statement - X: Review of UI cases for the month
- Statement - XI: Review of Pending Trial(PT) cases for the month
- Statement - XII: Crime against women for the month
- Statement - XIII: Crime against SC/ST for the month
- Statement - XIV: Statement showing automobile theft cases of two, three and four wheelers for the month
- Statement - XV: Comparative statement of Petty cases for the current year as on and last two years
- Statement - XVI: Cases Booked Under Special & Local Laws
- Statement - XVII: Comparative statement of Crime Against Women for the month (statement 1, statement 2, statement 3)
- Statement - XIX: Automobile theft Cases & Recovered Cases During the Month
- Statement - XX: Arsenic/Ammunition Lost & Recovered
- Statement - XXI: Cultural Property Lost & Recovered
- Statement - XXII: Pending trial cases in all Courts other than sessions as on <<Date>>
- Statement - XXIII: All U.I Cases Pending in the Police Station Year Wise
- Statement - XXIV: Petty Cases Reported During the month
- Statement - XXV: Cases of atrocities against SC/STs & their disposals of Police Station
- Statement - XXVI: Pending Trial Cases in Sessions
- Statement - XXVII: Non-Bailable Warrants of Police Station for the month
- Monthly statement of initial figures I for the month
- Monthly returns of the various aspects cases under various head of IPC cases and SPL and Local Laws during the month
- Statement showing the initial figures for the month
- Statement showing the cases disposed off by the court during the month
- Statement showing the cases disposals of other than the court during the month
- Information on Gambling, Matka Den, Prostitution in the month
- Information on clubs running and closed in the district for quarter ending

4. Ad-hoc reports requests raised by senior officers/legislative/parliamentary discussions.

The record room staffs are given the responsibility of preparing the reports from
the crime and criminal records. They are perennially over worked given the amount of register maintenance they are supposed to perform simultaneously.

2. Reports are prepared manually from paper based registers/ records/ forms. This involves significant manual searching and preparation.

3. The reports are generated for various external agencies (like higher offices, DCRB, etc) and are printed on paper and delivered. The reports are prepared basis pre-set frequencies of daily, weekly, monthly, annual, etc. These reports are used at higher offices for taking actions (e.g. new strategy, crime monitoring, etc) or are used by DCRBs/SCRBs for building the common crime and criminal data set.

**Challenges in Current Process**

1. Police records are prepared daily, weekly, fortnightly, monthly, quarterly, annually, etc. A lot of time and effort is spent in preparation and generation of these reports since physical records are used to store information(i.e. paper based)

2. Since the individual police stations take a finite amount of time to build and deliver the standard reports, until then the higher offices are unable to view the data and start any corrective action.

3. Even though the report content and structure is standardized within a state, the
individual police stations do not always adhere to the formats and send the data in subtly varying formats. Such observations are apparent at a DCRB where paper reports from different police stations are collated.

4. Ad-hoc reports are prepared for RTI, Parliamentary queries or State Legislature queries or queries raised by senior officers. Since these queries are atypical in nature and do not follow the report parameters normally tracked by the policemen, it takes a longer time to manually search the records and then prepare a response.

5. The Circle & SDPO needs to collate the data from every police station in its division. This activity is a redundant data exercise and involves human effort and time. The SP Office keeps on waiting for the SDPO report before it takes cognizance of pending serious cases.

6. The police staff involved in report generation are constantly busy and overworked. The time and effort involved in servicing ad-hoc requests is even more. Non-standard data received from different police stations increases the overheads while collating data. If this process is automated, then additional police man hours would be available to carry out core police duties. There is a lot of scope for increasing the operational efficiency of the police force.

Relevant Suggestions from International Best Practices

National Incident based Reporting System (NIBRS)

1. NIBRS can be used for standardization of crime and criminal data collection. NIBRS is an incident-based reporting system in which agencies collect data for each single crime occurrence.

2. NIBRS data come from local, state, and federal automated records' systems. Each individual agency can build a system to suit its own needs, including any collection/storage of information required for administration and operations, as well as to report data required by the NIBRS.

3. The NIBRS collects data on each single incident and arrest within 22 offense categories made up of 46 specific crimes called Group A offenses. For each of the offenses coming to the attention of law enforcement, specified types of facts about each crime are reported. In addition to the Group A offenses, there are 11 Group B offense categories for which only arrest data are reported.

Please refer to Appendix for data collection details in NIBRS.
Relevant Suggestions in Police Commission Reports

"...Scriptory work in the police department, as in most departments of the Government, has vastly increased in the recent years. Another cause for increasing scriptory work arises from the periodical returns and statements that are prescribed for submission from the police station level upwards. In Delhi, a study disclosed that the number of such returns increased by 70 per cent in a period of 5 years from 1973 to 1978. However, we notice that this strain on the police station staff who have no separate ministerial assistance has been taken note of by some State police forces who have tried to rationalise and reduce the scriptory work. It appears that when once a return or proforma gets prescribed in some context, it continues to exist even though it might have lost its utility. It has been noticed in many cases that such returns are neither made use of nor even properly filed in many offices receiving them."

"There is, therefore, need for a periodical review of all such returns and records by a Standing Committee once in two years. We recommend that such Committees may be formed in every State Police Headquarters which should include, among others, a couple of officers from the police station level and Circle Inspector level, for examining if the periodicity of some of the returns could be altered or some of the returns could be lumped together or even discontinued. The Committee could also devise suitable proformae to standardise the collection of data and reduce the load of repetitive scriptory work"

- National Police Commission in its Third Report

Reengineered Process

1. Police Station henceforth will only prepare the Daily Situation Report and a Monthly Summary Statement, both of which will be generated from CAS and submitted to the higher office. All the other required reports will be generated using CAS at the higher office where the report is required eliminate the need for collection and collation of data at multiple offices.

   a. DSR should be generated from the system and forwarded within the system to the higher office with the authorization of the SHO.

   b. The monthly crime review report in its current form will not be prepared at the police station any longer. The senior officers will conduct the monthly/periodic reviews through the dashboard and pre-defined reports available in the CAS. However, in order to ensure that police station updates all the required information for the previous month in the system, a Monthly Summary Statement of all case (cognizable, non-cognizable, petty cases)/petitions/general service requests handled in the police station for the previous month will be
prepared (generated from the system) and sent to the immediate higher office by the police station with the authorization of the SHO. This will ensure that the higher offices collate and generate the required dashboards/reports for the monthly/period reviews on the up-to-date information.

i. Number of Cases Registered during the month
ii. Number of Summons Received during the month
iii. Number of Summons Executed during the month
iv. Number of Warrants Received during the month
v. Number of Warrants Executed during the month
vi. Number of Persons Arrested during the month
vii. Number of Cases Charge sheeted during the month
viii. Number of Cases Disposed by Court during the month
ix. Number of Complaints Closed during the month
x. Number of Cases re-opened during the month
xi. Number of General Services Received during the month
xii. Number of General Services processed during the month
xiii. Number of Cases in UI at the end of the month
xiv. Number of Cases in PT at the end of the month
xv. Number of Summons Pending at the end of the month
xvi. Number of Warrants Pending at the end of the month
xvii. Number of General Services Requests pending at the end of the month

c. The DCRB and SCRB reports Will be generated through CAS at the DCRB/SCRB as required and there will be no requirement to send this report from a Police Station
Benefits after Process Reengineering

1. There will be no report requests from higher offices. This will reduce the workload on the police staff at individual police stations.

2. Reports will be generated flexibly for any time period and for any flexible parameters as needed.

3. Search queries will be advanced (e.g. heuristic) and flexible (ability to search on multiple parameters). This will enable building more focused, insightful and anytime reports which can be used by supervisors to analyse crime in the area.

4. The time freed up by this activity will amount to 2-3 man months per police station.

5. The time delay in receiving a report will essentially become zero.

<table>
<thead>
<tr>
<th>Impact on CCTNS Objectives</th>
<th>Ease of Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Improved Efficiency</td>
<td>Easy</td>
</tr>
<tr>
<td>2. Shared Data Platform</td>
<td></td>
</tr>
</tbody>
</table>

d) Establish General Service Request Processing Cell in District HQ / Commissionerate

Current Process Description

1. There are a variety of general service requests for which citizens approach the Police Department. While some of the requests originate from external agencies (District Magistrate, Passports Office), a majority are requested from the Police Station.

Challenges in Current Process

1. The police is unable to utilize efficiencies of scale in its operations.

2. Lack of easy tracking mechanism for citizens for such requests.

Reengineered Process

1. A centralized cell shall be established and made responsible for all the processing of the general service requests within the District /
2. Once the certificate/license/permission request is received (directly or Common Service Center or Internet) at the centralized service cell, the request will be acknowledged with a unique tracking number.

3. In cases where the department builds central repository of data such as vehicle index containing the list of all vehicles involved in crime or traffic incidents and criminal and strong suspect index containing information of all people wanted on a warrant or in a crime, the cell can verify the data in the central system and issue the certificates in real time completely removing the need for interacting with the local police station.

4. In instances, where inputs are required from the Police Station, the request can be forwarded to the Police Station for inputs. However, the ownership of the request will lie with the central processing cell. Once the inputs are received, the central processing cell will issue the final report to the petitioner.

5. The same cell can be enabled to handle the permissions, licenses and even requests for any case-related information as copies of FIR or medical certificates.

---

**Benefits after Process Reengineering**

1. Police forces will be able to utilize efficiencies of scale.

2. Police forces will be able to utilize their resources better by enforcing optimal people
allocation to tasks and by removing effort duplication and redundancy

3. The cell along with the central data repositories can not only speed up processing times resulting in increased efficiencies and better service delivery but can also reduce fraud/duplicate requests.

4. A single repository with all the requests can help police better analyze the sources of these requests (ex, cell phone and insurance companies) and formulate state-level policies to address the root causes.

<table>
<thead>
<tr>
<th>Impact on CCTNS Objectives</th>
<th>Ease of Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Improved Effectiveness</td>
<td>Medium to Difficult</td>
</tr>
<tr>
<td>2. Improved Effectiveness</td>
<td></td>
</tr>
<tr>
<td>3. Increased Citizen Service Delivery</td>
<td></td>
</tr>
</tbody>
</table>

**e) Develop a separate IT cadre in the Police Force**

**Current Process Description**

1. All computer related activities are done currently by police personnel who have taken initiative in learning computers within a police station

2. There is no deputed IT professional within a police station to do computer related activities on a full time basis.

3. Maintenance and up gradation of hardware and software is done through AMCs. In case the AMCs expire, the police personnel have to resort to personal means and resources for the hardware software upkeep.

**Challenges in Current Process**

1. There is no dedicated individual for computer data entry and computer related maintenance within a police station. Thus, there is no point of contact to reach out to in case of computer software or hardware related issue.

2. There are no IT skills within the police force currently except for a few personnel who have taken initiative on their own. The newly recruited individuals in police of the rank constable and the new IPS officers have IT skills by virtue of their recent education.

3. People who have IT skills within a police station are made a typical scapegoat
for doing all computer related activities, leading to their lower morale.

4. Computer job is linked to a desk job, which has no field benefits in terms of image and power.

5. All Police IT applications have not been able to succeed as the polic staff is not IT skilled to adopt the IT application.

**Reengineered Process**

1. A separate Police Information Technology Cadre should be developed within the various State Police Forces. Personnel hired within this cadre will be a part of the Indian Police but will not perform the standard field duties of the Police. They will be stationed within the Police Stations, Higher Offices, DCRBs, SCRBs, Data Centres, etc and will not be transferred out of their role description into another field job.

   The main responsibilities of the people hired within this cadre will be
   
   a. Procurement and AMCs of Police IT Hardware & Software
   b. Running and Maintenance of the Police IT Network
   c. Data Entry in the Police IT System e.g. CAS State
   d. Record and Report Generation using the IT systems
   e. Maintenance of Police Data Centres (if required)
   f. Track any launch and usage of any new IT application
   g. Provide IT training within the Police Force

2. A representative list of qualifications of the people hired within this cadre is given below

   h. Minimum Bachelors Degree or equivalent
   i. Certification in Computer Basics for IT users
   j. Certification in CCNA or MCSE for IT Managers

3. The IT cadre will have a complete career progression plan and ranks which will be at par with the Field Police. Movement into the IT Cadre will either be by selection or by nomination/choice from within the Field Police. Once a part of
the IT Cadre, the personnel will have to spend a minimum amount of time within the cadre. The compensation of the IT Cadre will be similar to the Field Staff.

4. Special Trainings will be imparted to the IT Cadre basis needs and requirements. Such trainings will focus on latest IT Skills and certifications. They could also include trainings on specialized police IT applications.

**Benefits after Process Reengineering**

1. Specialized personnel with IT skills will ensure the usage and acceptance of any IT system that will be implemented within the Police. There will be no cross-transfers of people with IT skill sets into the Field or vice versa. This will ensure that every police office will have specially trained IT police staff.

2. Specialized personnel with IT skills will augment the effectiveness and efficiency of the Police Force in the Field. This will ensure that the Police Force in the Field will focus on enhancing investigation skill sets and not on developing basic IT Skills.

3. Presence of specialized IT personnel will ensure that the effort, time and money spent on training the police to use IT systems will be focused on the IT cadre only and will yield better results due to limited and selected target set.

4. Minimum education levels and familiarity and certifications in IT skills within the IT cadre will ensure optimal working of the Police IT Network and Systems.

5. The IT cadre will procure, manage, and run the Police IT systems; thus reducing the dependence of police on external private agencies

<table>
<thead>
<tr>
<th>Impact on CCTNS Objectives</th>
<th>Ease of Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Improved Efficiency</td>
<td>Difficult</td>
</tr>
<tr>
<td>2. Improved Effectiveness</td>
<td></td>
</tr>
</tbody>
</table>
5.6. Relevant Recommendations from Reports of National Police Commission, Administrative Reforms Commission and Other Studies

a) Eliminate Corroborative Entries in General Diary

Current Process Description

1. The Police currently operate on a Station Diary model that involves handwritten work of recording all Police station activities. Policing activities, in a day, generate voluminous and sensitive data. This fills multiple Station Diary registers that need to be referred to for verifying and processing various kinds of police data.

Challenges in Current Process

1. Requirement of corroborative entries results in police stations maintaining a dummy / rough station diary before copying the details into the “Station Diary”

2. Redundant work in the Police Station

3. There is a lot of information that is common between the entries in FIR and General Diary
   a. Acts
   b. Sections
   c. Date / Time of Occurrence of Offence
   d. Whether the information is received at the Police Station
   e. Type of Information (Written / Oral)
   f. Place of Occurrence
   g. Complainant’s Information
   h. Particulars of the Property Stolen

| Location  | : Civil Lines Police Station, Raipur |
| Document  | : General Diary Entry |
| Entry Type | : Cognizable Offense |
1. A “KAEMI” entry is made on the Station Diary for Cognizable Offences. The “KAEMI” entry has 13 columns within it and is written in Red color. E.g. the columns maintained while making a entry for a Theft in the Station Diary are as follows:

a) Date  
b) Diary Index  
c) SHO Present/ Not Present  
d) Crime Number from the Jarayam Register  
e) MASHROOKA i.e. Details of items stolen  
f) WAZABTA i.e. Goods recovered  
g) KEEMTEE i.e. Value of goods stolen  
h) Scene of the Crime  
i) Complainant name, fathers name, age, address  
j) Accused (if possible)  
k) Number of Accused  
l) Name of Investigating Officer Assigned  
m) Brief description of complaint  
n) Detailed description of complaint  
o) KAEMI i.e. Crime registered under which IPC

There is **significant paragraph/ textual data entry** being done which makes it difficult to search the records later. The diary does not have columns to support all of these details. These columns are made manually by dividing the diary pages using a pencil and ruler.

<table>
<thead>
<tr>
<th>Location</th>
<th>Civil Lines Police Station, Raipur</th>
</tr>
</thead>
<tbody>
<tr>
<td>Document</td>
<td>General Diary Entry</td>
</tr>
<tr>
<td>Entry Type</td>
<td>Non Cognizable Offense</td>
</tr>
</tbody>
</table>

The columns maintained while writing a non-cognizable offence complaint in the Station Diary are as follows:

a) Date  
b) Diary Index  
c) Summary of Complaint (paragraph form)  
d) Detail of Complaint (paragraph form)

There is **unnecessary repetition** even while writing the diary entry for a non-cognizable complaint. The Complaint details are written first and then the summary is re-written from these details. Also, there is **paragraph/ textual data entry** being done which makes it difficult to search the records later.

**Relevant Suggestions in Police Commission Reports**

*A General Diary is required to be maintained by the officer in charge of a police*
station under section 44 of the Police Act of 1861 or a similar provision in the Police Act of a State, as the case may be. Section 44 of the Police Act prescribes the diary for recording therein 'all complaints and charges preferred, the names of all persons arrested, the names of complainants, the offences charged against them, the weapons or property that shall have been taken from their possession or otherwise, and the names of the witnesses who shall have been examined'. In actual practice, in most of the States, the General Diary has come to acquire an omnibus character and whatever happens at the police station, important or otherwise, is being recorded in the General Diary.

......

Quite a number of points included in the above list would normally find mention in the case dairy written for the investigation of the connected specific cases. A good part of scriptory work at the police station level will get reduced if the station general dairy is strictly limited to the purpose envisaged in law. The tendency to regard it as a kind of register for making contemporaneous entries about various happenings in the police station indicates a basic distrust of the police version of an event without an supporting record in the general diary. We are convinced that this unreasonable and unrealistic insistence on corroborative entries in the Station General Diary for all happenings in a police station has actually resulted in police station staff getting into the habit of making false entries in the General Diary and, what is worse, becoming insensitive to such falsehood in their daily work! We, therefore, recommend that departmental instructions in the Police Manuals regarding the writing up of the Station General Diary may be scrutinized from this angle and the volume of matters to be recorded therein may be reduced substantially and confided to realistic levels.”

- National Police Commission in its Third Report

Reengineered Process

1. For the tasks that are performed on the Core Application Software, the corresponding entries will only be captured in CAS and need not be repeated in the General Diary.
   a. Complaint Registration
   b. General Service / Petition Registration
   c. FIR
   d. Non-Cognizable Report
   e. General Service / Petition Report (ex, NOC, ...)
   f. All forms including but not limited to the 7-IIF used by the Police
Station during the course of investigation

g. All forms used by the Police Station during the course of prosecution

Benefits after Process Reengineering

1. Elimination of redundant work of rewriting data entered into other registers into Station Diary

Impact on CCTNS Objectives | Ease of Implementation
---|---
1. Improved Efficiency | Medium

b) Devise Balanced Scorecard for Police Station Performance Measurement

Current Process Description

1. The Police Station performance is measured basis Crime Statistics only. Crime Statistics focus on the reduction of crime OR the improvement of successful trials to the ratio of the crimes.

Challenges in Current Process

1. The performance of the police station is judged primarily on the crime statistics under its jurisdiction. Concealment and minimization of recorded crimes is a natural corollary of a system where the work of a Station House Officer is judged by the number of crimes committed in his jurisdiction. The practice of not recording crimes or reducing their gravity arises from a belief among officers that credit could only be gained by maintaining a low return of crime. This is due primarily on the fear of being judged on the basis of crime statistics alone. Performance Measurement Primarily based on FIR Metrics Acts as a Disincentive for Registering Complaints.

2. Current evaluation of a police station primarily on the crime statistics needs to be revisited for several reasons. On one hand, the crime statistics may not a comprehensive indicator as a significant time of police is also spent on beats/patrols, general community disorder, law and order maintenance duties, inquiring into several petty cases, non-cognizable offences and providing general services such as issuing a No-Objection Certificate. On the other, evaluating the performance of police stations as undue emphasis on mere statistical reviews of crime numbers is also likely to induce suppression of
crime by non-registering of cases. Performance indicators in line with the actual work performed by the police and the quality of the services delivered will have to be evolved for the police station. There is therefore a need to for a new Performance Measurement Framework to be evolved for judging the performance of a police station.

**Relevant Suggestions from International Best Practices**

**Scottish Police Performance Framework.: Balanced Scorecard Approach**

The Scottish Police Performance Framework is divided into four areas, designed to capture the breadth of policing activity.

The framework provides a coherent national model for the measurement and reporting of performance information. It is intended to assist managers throughout the police service to provide more effective policing within Scottish communities. The framework also aims to improve accountability at local and national levels through the publication of consistent and transparent performance information, which will support Scottish Ministers, Police Authorities and the general public, in their understanding of policing performance.

In each of the four areas, high level objectives have been identified, which reflect national policing priorities. These objectives have been translated into specific performance measures in each of the four areas.

The four areas are:

iii. Service Response *(Level of Service User Satisfaction, Proportion of 999 calls answered within 10 seconds, Number of telephone calls and incidents,...)*

iv. Public Reassurance and Community Safety *(Number of recorded crimes and offences, Number of persons killed or injured in road accidents, Number of domestic abuse incidents, Number of missing persons incidents,...)*

v. Criminal Justice and Tackling Crime *(Detection rate for number of recorded crimes and offences, Number and proportion of reports submitted to Procurator Fiscal within 28 Calendar days, Number of Individuals brought into custody,...)*

vi. Sound Governance and Efficiency *(Value of efficiency savings generated,*
Relevant Suggestions in Police Commission Reports

“... A complaint often heard against the police is that they evade registering cases for taking up investigation when specific complaints are lodged at the police station. In a study conducted by the Indian Institute of Public Opinion, New Delhi, regarding "Image of the Police in India" over 50% of the respondents have mentioned non-registration of complaints, as a common malpractice in police stations.” People typically wait for long hours or make several rounds to get their petition registered. Since the primary SHO is generally on the field, the complainants are made to wait or end up making several visits to the Police Station to get their complaint registered...

“This malpractice (non-registration of complaints at police stations) arises from several factors....... Among all such factors the most important one which, in our view, accounts for a substantial volume of crime going unregistered is the anxiety of the political executive in the State Government to keep the recorded crime figures low so as to claim before the State Legislature, the public and the press that crime is well controlled and is even going down as a result of efficient police administration under their charge. The Chiefs of Police and other senior police officers also find it easy and convenient to toe the line of the Government in developing such a statistical approach for assessing the crime situation and evaluating police performance. As a consequence, this attitude permeates the entire hierarchy down the line and is reflected in the police stations in their reluctance and refusal to register cases as and when crimes are brought to their notice.”

“...The alleged partisan conduct of police on some occasions is the result of extraneous influences and pressures that operate on the system. The compulsions of a statistical evaluation of police performance which is frequently played up in public forums lead to malpractices like non-registration of crime, adoption of improper methods of investigation in a bid to solve cases somehow or other, etc., which are a source of great annoyance and harassment to the public.”

- National Police Commission in its Fourth Report

“... As per the Commission’s Report, the framework has to be designed with the key features such as Reliability, Relevancy, Observability, Universality, Distinguishability, Employee Awareness, Cost Effectiveness, and Utility. It recommends that the framework consist of a continuous appraisal system along with the annual performance appraisal report. It also recommends a move from
the current essay type format which makes a rational comparison impossible to a more standardized rating method with parameters comprising of a combination of graphic rating method and forced distribution method...

- National Police Commission in its Seventh Report

Reengineered Process

A more balanced performance management framework should be devised for monitoring and evaluating the performance of police stations. Determining the level of unreported crime is important not only to get a more accurate measure of the real rate of criminal victimization in the society, but also to determine how much confidence citizens have in asking the police for help. With the growing need for the police to be more citizen friendly, citizen service delivery therefore should become an important parameter for evaluating their performance.

While a comprehensive exercise has to be carried out to design the right parameters and metrics, some of the important indicators that may be considered include (indicative only):

i) Citizen Service Delivery
   ✓ Number of general service requests processed and the turnaround time
   ✓ Number of complaints processed and the turnaround time of complaint redressal
   ✓ Response time for emergency complaints
   ✓ Number of complaints that have been escalated to higher authorities because of non-responsiveness or inaction at the police station

ii) Core Policing Services
    ✓ Crime Statistics
    ✓ Timelines for Investigation and charge sheet filing activities
    ✓ Crime Prevention Activities
    ✓ Responsiveness to court processes (issuing summons/warrants,..)

iii) Human Resource Indicators (with respect to Police Station Personnel)
    ✓ Resource Utilization
Training and functional competence including parameters for measuring the abilities of an individual such as IT skills, analytical ability in addition to their core policing functions

- Duty Rotations within the police station
- Grievance Redressal for the police station personnel

iv) Internal Processes
- Adherence to service levels and time limits
- Usage Statistics of IT systems
- Response time for internal communication / ad-hoc requests
- Time and effort spent on core policing functions as opposed to back-office or non-core functions

Benefits after Process Reengineering

1. Police forces will not hesitate in registering crimes as crime statistics will not be the only parameter for performance judgement

2. Various other initiatives like usage of IT, importance of training, etc can be effectively launched and executed within the police as all of these activities can be included within the performance scorecard of the police station.

3. Citizen Service delivery will become more transparent and efficient as it will be included within the balanced scorecard of the police station.

<table>
<thead>
<tr>
<th>Impact on CCTNS Objectives</th>
<th>Ease of Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Improved Effectiveness</td>
<td>Difficult</td>
</tr>
<tr>
<td>2. Improved Effectiveness</td>
<td></td>
</tr>
<tr>
<td>3. Increased Citizen Service Delivery</td>
<td></td>
</tr>
</tbody>
</table>

c) Police should be given authority to return recovered Property

Current Process Description

1. Property once seized as part of evidence during the investigation of a case is returned to the citizen only after securing the Court Order.

Challenges in Current Process

1. Citizens face numerous difficulties in recovering property due to legal delays
and hassles, leading to citizen dissatisfaction.

2. Sometimes, the Police is unable to help the citizens because the property, once seized, goes into the Court’s custody.

Relevant Suggestions in Police Commission Reports

"... After the seizure of property by police in any particular situation, it continues to be retained in custody for long time even though it may not really be required for the purposes of the case as it develops further on the basis of evidence available... Public experience considerable difficulty in securing the return of their property from court even after the connected case is disposed of ... "

"... In such circumstances police should be enabled to return the property to the person from whom it was seized or to any other appropriate person with due safeguards for the proper custody of property till the final disposal of the case. The police have no recognized role to play in this matter. Everything is left to be done under "Court’s orders", and the securing of Court’s orders means endless difficulties for the private individual concerned."

- National Police Commission in its Fourth Report

Reengineered Process

1. In case a case is going on, the Police should be given the authority to return the recovered or seized property back to the involved citizen(s) after taking a legal document/ guarantee from them to present the property in Court when asked for.

2. Post a case, the Police should be handed over the custody of the property and should be allowed to interact with the concerned citizen and return the property from the police station where the complaint was registered.

Benefits after Process Reengineering

1. Ease the process of returning the seized property greatly enhances citizen satisfaction

Impact on CCTNS Objectives

<table>
<thead>
<tr>
<th>Improved Effectiveness</th>
<th>Increased Citizen Service Delivery</th>
</tr>
</thead>
<tbody>
<tr>
<td>Difficult</td>
<td></td>
</tr>
</tbody>
</table>
d) Outsource Non-Core Police Functions

Current Process Description

1. Currently, a single, monolithic force discharges several functions: maintaining law and order, riot control, crime investigation, protection of State assets, VIP protection, traffic control, ceremonial and guard duties, service of summons and production of witnesses in courts, anti-terrorist and anti-extremist operations, intelligence gathering, bandobust during elections, crowd control and several other miscellaneous duties.

2. Often, even fire protection and rescue and relief are treated as police functions. 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.

Challenges in Current Process

1. The Police force is already burdened with a huge case workload. Adding to that are the non-core policing activities like post dispatch, verification, etc which are entrusted to the Police. As a result, the time available with the police personnel to focus on core policing of crime and criminal investigation is reduced.

Relevant Suggestions in Police Commission Reports

1. “... The police perform a number of functions, which do not require the special capability and knowledge of police functions. It has been suggested that these functions can therefore be outsourced either to government departments or to private agencies so that the police can concentrate on its core functions. Some of the functions that can be outsourced are the delivery of court summons, verification of antecedents and addresses, which are required in the context of passport applications, job verifications etc. In the latter case, such verifications can also be done by the revenue or other local authorities with inputs from the police station regarding a criminal record if any. The Commission is of the view that some of these non core functions of the police should be outsourced or redistributed to other government departments or private agencies ... “
Reengineered Process

1. Delivery of court summonses and other court papers, antecedent checks/character verification required in the context of passport applications, job verifications etc., escorting and production of prisoners in courts, maintenance of case exhibits and records, cash escort services, and street patrolling functions should be outsourced. Antecedent Checks and Character Verifications should be done by the revenue or other local authorities with inputs from the police station regarding a criminal record if any.

2. The ARC report recommends that each State Government should immediately

---

**Table 5.2 Outsourcing Some Police Functions**

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Domain Policy Work No.</th>
<th>Police functions found amenable to privatization</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Crime prevention/routine policing</td>
<td></td>
</tr>
</tbody>
</table>
  - Traffic Management  
  - Patrolling the streets  
  - Collection of intelligence/cultivating agents/appointing Special Police Officers (SPOs)  
  - Surveillance  
  - Antecedent checks/character verifications  
  - Counselling  
  - Domestic violence response  
  - Serving notices and bonds for good behaviour  
  - Cash escort services  
  - Risk management  
  - Investigation of disability claims, family disputes  
  - Delivery of legal papers |
| 2       | Crime investigation and control |  
  - Collection of physical evidence  
  - Disposal of dead bodies  
  - Maintenance of case exhibits and records  
  - Forensic Services  
  - Medical services  
  - Cyber crime investigation |
| 3       | Prosecution |  
  - Execution of summonses and processes  
  - Escorting and production of prisoners in courts |
| 4       | Law and Order |  
  - Supply of crowd control weapons  
  - Maintenance of equipment and arsenals  
  - Disaster rescue management, security of vital installations including highways and railways  
  - Non-lethal weapons  
  - Vehicle backup  
  - Law and order related intelligence |
| 5       | In-house support outsourcing |  
  - Housing  
  - Inventory control maintenance and supply  
  - Accounts  
  - File management  
  - Dispatch  
  - Data processing |

set up a multi-disciplinary task force to draw up a list of non-core police functions that could be outsourced to other agencies. Such functions should be outsourced in a phased manner. Necessary capacity building exercise would have to be carried out for such agencies and functionaries in order to develop their skills in these areas.

The newly formed Maharashtra State Security Corporation (SSC) has offered to provide security to the monorail and metro stations in the city after the Mumbai Police recently shrugged off the responsibility saying that they were short-staffed. After its recruitment process is over and it becomes fully functional, the SSC will have to take up responsibility of guarding government and semi-government premises, vital government installations and infrastructure projects. For the state security corporation, the state government has sanctioned two posts of the rank of deputy inspector general of police and three of the rank of superintendent of police for the corporation. The SSC would be hiring ex-servicemen and former police personnel to prepare their security force. After the candidates are shortlisted, they would be provided training by security experts.

Benefits after Process Reengineering

1. Police forces will have clear focus of their roles and responsibilities.

2. Police will take the help of outsourcing partners to perform non-value adding activities and shall focus more on their core activities of policing by generating more time on hands for their existing resources.

<table>
<thead>
<tr>
<th>Impact on CCTNS Objectives</th>
<th>Ease of Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Improved Effectiveness</td>
<td>Difficult</td>
</tr>
<tr>
<td>2. Improved Effectiveness</td>
<td></td>
</tr>
<tr>
<td>3. Increased Citizen Service Delivery</td>
<td></td>
</tr>
</tbody>
</table>


e) Segregate Investigation, Law and Order and Local Policing Functions

Current Process Description

1. Currently, the Police force discharges multiple functions like maintaining law and order, riot control, crime investigation, protection of State assets, VIP protection, traffic control, ceremonial and guard duties, service of summons and production of witnesses in courts, anti-terrorist and anti-extremist operations, intelligence gathering, bandobust during elections, crowd control and several other miscellaneous duties.

Challenges in Current Process

1. The traditional approach of Policing clubs a variety of disparate functions in a single police force and concentrating all authority at one level. This leads to dilution of skills within the force and creates problems of resource allocation and management among different duties.

2. There is no skill specialization of the police force in terms of crack teams for a single kind of job.

Reengineered Process basis the relevant Suggestions in Police Commission Reports
Source: 5th Report of 2nd Administrative Reforms Commission

1. Three broad categories of functions can be clearly identified and the police force can be structured on those lines, while setting up mechanisms for effective coordination to prevent water-tight compartmentalisation; no agency of state can be an island, and each must support and draw strength from others. The three categories are:

   a. **Crime investigation** –

      i. Investigation of crimes (except offences entailing a prescribed punishment of, say, three years prison term or less) would be entrusted to a separate, fully autonomous, elite, professional, investigation agency in each state.

      ii. Crime investigation will be completely insulated from partisan influences and political control. It will be a highly professional, well-equipped, adequately staffed corps of officers, with its units at the district and sub-district levels. Officers of this agency cannot be transferred to other police agencies.

      iii. This agency and the prosecution wing, would be managed by an independent Board headed by a retired High Court Judge, and appointed by a high-powered collegium. An independent prosecution wing, staffed by serving trial judges on deputation, special prosecutors appointed from time to time, and public prosecutors appointed for a renewable five year term would function under the supervision of the same Board, and work in close coordination with the crime investigation agency.

   b. **Law and Order**

      i. The police station (a part of the law and order police), would be the first point of contact for citizens. All crimes (entailing prescribed punishment of less than three years imprisonment) would be investigated by the law and order police. There would be effective mechanisms for coordination
between local police, crime investigation agency, and riot control (law and order) police.

ii. A system of local courts would ensure speedy justice through fair, but summary procedures (covering cases entailing prescribed punishment of up to one year). These local courts would be an integral part of the independent judiciary and would function under the full control of the High Court and Subordinate Courts. Many functions which need not be discharged by the police directly – service of summons, escort and general duties, etc. – would be outsourced or transferred to appropriate agencies. Duties under special laws would be transferred progressively to the concerned departments.

c. Local policing

Many functions like enforcement of civic laws, traffic control, investigation of petty crime, patrolling and management of minor law and order problems can be effectively supervised by local governments. Apart from these local functions, other functions performed by law and order police can be progressively transferred to elected local governments over a definite period of time, but with adequate institutional checks and safeguards to prevent abuse of office.

2. Execution of the Tripartite System

In consonance with the comments of the Committee on Reforms of Criminal Justice System (2003), the following recommendations are proposed:

a. The staff in all stations in urban areas should be divided as Crime Police and Law and Order Police. The strength will depend upon the crime & other problems in the PS area. In addition to the officer in-charge of the police station, the officer in charge of the Crime Police should also have the powers of the officer in charge of the police station.

b. The investigating officers in the Crime Police should be at the least of the rank of ASI and must be graduates, preferably with a law
degree, with 5 years experience of police work.

c. The category of cases to be investigated by each of the two wings shall be notified by the State DGP.

d. The Law & Order police will report to the Circle officers/SDPO. Detective constables should be selected, trained and authorised to investigate minor offences. This will be a good training ground for them when they ultimately move to the crime police.

e. A post of additional SP (Crimes) shall be created in each district. He shall have crime teams functioning directly under him. He will carry out investigations into grave crimes and those having inter-district or inter-state ramifications. He shall also supervise the functioning of the Crime Police in the district.

f. There shall be another Additional SP (Crime) in the district who will be responsible for (a) collection and dissemination of criminal intelligence; (b) maintenance and analysis of crime data; (c) investigation of important cases; (d) help the Crime Police by providing logistic support in the form of Forensic and other specialists and equipment. Investigations could also be entrusted to him by the District SP.

g. Each state shall have an IG in the State Crime Branch exclusively to supervise the functioning of the Crime Police. He should have specialised squads working under his command to take up cases having inter-district & and inter-state ramifications. These could be (a) cyber crime squad; (b) anti -terrorist squad; (c) organised crime squad; (d) homicide squad; (e) economic offences squad; (f ) kidnapping squad (g) automobile theft squad; (h) burglary squad etc. He will also be responsible for (a) collection and dissemination of criminal intelligence (b) maintenance and analysis of crime data (c) coordination with other agencies concerned with investigation of cases.

Benefits after Process Reengineering

1. Investigating police will be brought under the protection of judiciary and will greatly reduce the possibility of political or other types of interference.
2. With the possibility of greater scrutiny and supervision by the magistracy and the public prosecutor, the investigation of police cases are likely to be more in conformity with the law than at present which is often the reason for failure of prosecution in courts.

3. Efficient investigation of cases will reduce the possibility of unjustified and unwarranted prosecutions and consequently of a large number of acquittals.

4. It will result in speedier investigation which would entail speedier disposal of cases as the investigating police would be completely relieved from performing law and order duties, VIP duties and other miscellaneous duties, which not only cause unnecessary delay in the investigation of cases but also detract from their efficiency.

5. Separation will increase the expertise of investigating police.

6. The investigating police would be plain clothes men even when attached to police station will be in a position to have good rapport with the people and thus will bring their co-operation and support in the investigation of cases. Not having been involved in law and order duties entailing the use of force like tear gas, lathi charge and firing, they would not provoke public anger and hatred which stand in the way of police-public co-operation in tracking down criminals and getting information, assistance and intelligence which the police have a right to get under the provisions of Sections 37 to 44 of the IPC.

<table>
<thead>
<tr>
<th>Impact on CCTNS Objectives</th>
<th>Ease of Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Improved Effectiveness</td>
<td>Difficult</td>
</tr>
<tr>
<td>2. Improved Effectiveness</td>
<td></td>
</tr>
<tr>
<td>3. Increased Citizen Service Delivery</td>
<td></td>
</tr>
</tbody>
</table>
6. Appendix

6.1. Impact of Reengineering on Police Registers

The Police Crime and Criminal related Registers will change after the implementation of CAS. The impact of CAS on the registers has been shown in detail below:

**SCH Part I – Crime: Occurrence and Classification Register/Crime Directory Part II/ Crime Index Register:** The SCH Part -1 of the Station Crime History is known as crime occurrence and classification register. All true cases of property crime reported and registered in the police station including attempts to commit these offences, should be entered in this register, in the order of their occurrence chronologically.

**Objectives:**
1. Provide Head-wise Crime statistics to senior officers for designing appropriate crime prevention interventions during crime review
2. Provide investigating officer easy access to head-wise crimes, both occurred as well as attempted.

**To-Be Process:** The register need not be maintained as the above objectives will be achieved as below.

1. Dashboards with head-wise crime classification to senior officers
2. Advanced search facility in CAS will provide IO access to the Head-wise crime information.

**SCH Part II- Crime Charts:** It consists of crime charts showing village boundaries and the physical features of the station limits and of the adjoining areas to a distance of 10 to 15 km outside the station limits. The purpose is primarily to show where crime mostly occurs.

**Objectives:**
1. Provide the SHO with head-wise hot spots/crime prone areas to organize better prevention activities.

**To-Be Process:** The crime charts need not be maintained at the police station as the above objectives will be achieved through automation.

1. Crime maps will be displayed in the system.

**SCH Part III- Conviction Register/ Sajayaab Register:** This register is maintained in the Police station, which keeps the information on the conviction details of the criminals. This also includes unconvicted persons reasonably suspected to have committed offences with particulars of the offences, whose inclusions have been ordered by a DSP/ACP.

**Objectives:**
1. Provide the Investigating Officers easy access to the list of convicted offenders and strong suspects.

**To-Be Process:** The register need not be maintained as the above objectives will be achieved through Criminal and Suspect Master register.

---

**SCH Part IV/Crime Directory Part III:**
This register shall contain, all crimes occurring in the village / town, notes on important factions and disputes, especially between castes and communities, political groups, and the commission of serious breaches of the peace and records of police bandobust for important festivals, etc., This will help any new SHO, having no previous experience of that station/jurisdiction. In similar grounds crime directory part III is a confidential register updated/written by the SHO in each police station in Orissa.

**Objective:**

1. Provides any new SHO with information about the sensitivity of the jurisdiction

**To-Be Process:** In case of strong confidentiality concerns, the register may still be maintained in the police station. However, some of non-confidential information (information about the festivals, regular events in the location, vital installations) may be captured in the Core Application Software.

---

**SCH Part V (History Sheets)/Crime Directory Part I:** Consists of data distributed of persons residing permanently or temporarily in the station limits, who are known or believed to be addicted to or aid and abet to the commission of crime, whether convicted or not or who is believed to habitual receivers. In the similar grounds the Crime directory part I is maintained in Orissa to record history sheets for criminals.

**Objectives:**

1. Provides the SHO to accomplish crime prevention activities on specific occasions
2. Provides the investigating officer to extricate the possibility of involvement of known criminals in any particular case.

**To-Be Process:** The History sheets need not be maintained as the above objectives will be achieved through Criminal and Strong Suspect Master register

---

**Modus Operandi index:** An Alphabetical lose-leaf crime classification index to part I and III of SCH. It keeps the index of convicted, suspect or casual offenders.

**Objectives:**

1. Provides the investigating officer to co-relate the current nature of crime with previous criminal’s mode of operation in identifying the criminal

**To-Be Process:** The register need not be maintained as the above objectives will be achieved as below.
Advanced search facility in CAS will provide IO access to the modus operandi wise crime information.

**Name Index of Criminals/Crime Index:** An alphabetical name index of persons whose names are entered in Part III of SCH should be maintained in all police stations, Detective Police Stations (DPS) and Central Crime Stations (CCS). In similar manner the orissa police maintain the Crime Index include all the index wise crime detail after final verdict.

**Objectives:**

1. Provide investigating officer easy access to name-wise criminals.

**To-Be Process:** The register need not be maintained as the above objectives will be achieved through Criminal and Strong Suspect Master register.

1. Advanced search facility in criminal and strong suspect master register in CAS will provide Investigating officer access to the name-wise criminal information.

**FIR Index:** The entries in the register should be continued from year to year. The classifications as per instructions relating to Part-I of Station Crime History should be entered in this register in cases where it is not entered in Part-I.

**Objectives:**

1. Provides the Summary view of the case based on FIR No
2. Provides quick and easy access to the case information based on the date or FIR Number

**To-Be Process:** The register need not be maintained as the above objectives will be achieved as below.

1. Quick and Advanced search facility in CAS will provide quick and easy access to the complete case information.
2. The FIR Number will generated automatically by the system.

**EX-Conviction Register:** A check register of persons entered in SCH Part III of a police station shall be maintained in Form 81 for each village, villages being arranged alphabetically. In towns and cities this shall be maintained for every beat by the respective town/city Police Station.

**Objectives:**

1. Provides the SHO the list of convicted persons in that village and conduct of ex-convicts

**To-Be Process:** The register need not be maintained as the above objectives will be achieved through Criminal and Strong Suspect Master register.

**Process Register/Register of Processes:** A register of process shall be maintained in each police station. All processes received from courts for service
or execution, as the case may be, and the disposal of such processes should be entered in this register. Process register is thoroughly inspected by senior officers at least once in 2 months.

The process of distributing summons has minor variations across different states. During the visit to Delhi and Gwalior police stations it was observed that summons are sent to the PS where the case was registered. However, in Orissa summons are sent to the PS to which the witness / victims belong and not to the PS where the crime has taken place.

Objectives:

1. Provide the SHO the court-wise abstract of number of Processes (Summons, warrants, trial proceedings..) received from court for service or execution

To-Be Process: The register need not be maintained as the objectives will be achieved through automation

The abstract of court-wise processes will be available to the SHO as a predefined report based on the data captured during trial day updates.

Petty Case/Non-FIR Register: This register is maintained for entering cases under special and local laws including the Police Acts, where complaint procedure without FIR is prescribed.

Objectives:

1. Provides SHO to register and track petty cases/ Non-FIR complaints received

To-Be Process: The register need not be maintained as the objectives will be achieved as

1. Petty cases and all kinds of cases including cognizable and non cognizable will be captured as complaints in the system.

Non-Cognizable Register: This register is maintained for all non-cognizable cases reported in the police station. It is to be maintained and preserved on the lines of FIR Index.

Objectives:

1. Provides SHO to register and track NCR complaints received

To-Be Process: The register need not be maintained as the objectives will be achieved as

Non-Cognizable cases and all kinds of cases including cognizable and non cognizable will be captured as complaints in the system.

Property Search and Seizure Register/ Malkhana Register: The personal articles of the person should be kept in safe custody in the Case Property Room (Malkhana) and entries made in relevant registers.
Objectives:

1. Provides SHO to track property seized from accused connected with the case under investigation

**To-Be Process:** The register need not be maintained as the objectives will be achieved through automation

1. Property search and seizure details are captured during the course of investigation in the CAS

**Khatyan Register:** Khatyan register is mirror of the police station. It has three parts Part-I consists a dashboard of all Cognizable and Non Cognizable cases. Part II is a half yearly police station wise report and Part III is a Annual PS wise report.

Objectives:

1. Provide SHO and senior officers the summary of cognizable and non cognizable cases in the police station

2. Provides the comparative view of the police station

**To-Be Process:** The register need not be maintained as the objectives will be achieved as

1. Advanced reporting facility in CAS will provide access to the complete information.

**Missing Register:** This register is maintained for entering all missing cases received in the police station. Unlike in other states, Orissa police will not issue an FIR for missing cases.

Objective:

1. Provides SHO the list of missing cases recorded in police station

**To-Be Process:** The register need not be maintained as the objectives will be achieved as

Missing cases and all kinds of cases including cognizable and non cognizable will be captured as complaints in the system.

**FIR Acknowledgement Register:** This register will help the police personnel to take acknowledgement of a complainant that he/she has received the FIR copy.

Objective:

1. Proof that copy of FIR is issued to the complainant

**To-Be Process:** The register still continued to be maintained in the police station.
Unnatural Death Register: All the cases related to unnatural death will be maintained at police station.

Objective:

1. Provides SHO the list of unnatural death cases recorded in police station

To-Be Process: The register need not be maintained as the objectives will be achieved as

Unnatural death cases and all kinds of cases including cognizable and non cognizable will be captured as complaints in the system.

Arrest Register: This register will maintain all the arrested people’s details during the course of investigation.

Objective:

1. Provides SHO the list of arrested and submitted in the court

To-Be Process: The register need not be maintained as the objectives will be achieved through automation

Arrest details are captured during the course of investigation in the CAS

Absconders Register: This register will maintain all details of people who are absconding

Objective:

1. Provides SHO the list of people with a list of absconding people

To-Be Process: The register need not be maintained as the objectives will be achieved as below

1. The criminals/suspects will be marked in CAS as absconding during course of investigation or surveillance and hence the information will be available as a pre-defined report.

Wandering Gangs Register: This register will maintain all wandering gangs in semi-urban and rural areas

Objective:

1. Provides SHO the list of people with a list of wandering gangs

To-Be Process: The register will be maintained in electronic format in CAS.