THE FORCE

Training Manual

Contents

Introduction

Congratulations upon your promotion to Superintendent! You must not think, however, that this means you have made the grade and can now relax and watch others do the work for you. Although you may not be in continuous contact with the public and your fellow officers you now have overall responsibility for a large number of people and their well being and safety.

You are charged with the difficult task of satisfying dual needs, one requiring efficient policing and the other developing community goodwill. Just one of these needs would be difficult to satisfy but when combined they make your task virtually impossible. Do not despair. Others have already walked this tight-rope and their advice is contained in this manual so that you can benefit from their experience.

Don't forget that the majority of good police work is due to planning and only a small part is due to luck. Remember too, the task of the Police is three fold — we should protect life, protect property and detect crime. You have the chance to increase our success in all these tasks by your efficient and skilled planning.

Use this manual well and you will soon find the success that makes good Superintendents into excellent Chief Superintendents.

SECTION 2
Your Task

Keeping in mind the three part responsibility emphasised in section 1, your new responsibilities involve planning the deployment of all the Police resources in your Division.

Obviously it is impossible to give officers of your rank the chance to deploy their men on a minute by minute basis — this type of responsibility has to be left to your Inspectors who are responsible for the everyday deployment of your officers. Your task is to make sure that there are always enough units of the correct type in the correct place at the correct time.

Good planning can make sure that the majority of circumstances can be covered with a minimum disturbance to the community goodwill which is so vital to efficient policing.

As always, the main thrust of your task is to bring down the crime rate. There are statistical read outs to help you but common sense and experience play a vital part too.

This manual is devoted to information about the management task and is vital to your success. You should also have been provided with the local information manual, which you will need to understand before you can decide how to use your units to their best advantage. Not everything can be included in these manuals — remember to learn from your mistakes and use your common sense.

SECTION 3
Managing a Division

The art of management is not easy to learn and is even more difficult to teach. For this reason we are going to assume that your have the skill to manage individuals and we are instead going to concentrate on resource management and planning.

The bulk of the planning for a division is done to a weekly schedule which involves assigning the resources which are available in that division in the most efficient mannner possible. The following sections cover the detailed skills and characteristics of your task, so that you can use these skills in an appropriate way.

Remember that your task is two-fold, your major responsibility is to prevent crime but you should also increase community goodwill. Anyone can prevent crime by assigning one policeman to each member of society full time. Obviously it is impossible to police in this way and the public must help the police to prevent crime. If community goodwill is higher in one part of your division then the crime rate will be reduced for that part, assuming the same amount of police coverage. In other words if you can keep the public happy then they will help you to do your job.

Weekly Planning

The task of planning a weeks work for your operational units is broken down into 21

segments of time. These correspond to the three shifts worked by your officers each day. Each of these shifts has a unique crime profile (if we are to accept the figures given to us by the statisticians).

The first shift (Shift 1) is from 12 midnight to 8am, the night shift. It is characterised by a high incidence of commercial burglary and a very low incidence of domestic burglary, traffic offences and shop lifting / pickpocketing.

The day shift — 8am to 4pm — is the most popular amongst The Force and can be characterised by a low incidence of drunk driving and mugging / assault but high incidences of shop lifting / pickpocketing and domestic burglary. During this shift (Shift 2) most of the Bank and Post Office raids occur.

The 4pm to midnight, evening shift (Shift 3) has a different crime profile yet again. Night is used as a cover for muggers and drunk driving increases considerably but there is correspondingly less petty theft (shops and handbags). The link between drunk driving and traffic offences is strongest during this shift.

Although these statistics hold for the weekdays there are differences during the weekends as you would imagine. In particular shoplifting is very common on Saturday during shift 2 and almost absent on Sunday when few shops are open.

As with all statistics these figures can only suggest trends and should be used as pointers to the likelihood of a particular incidence occuring. You have to plan to cover these likely events and always try to have a small reserve of manpower at your stations to be used by your inspectors in emergencies.

Your Force

The Force under your command will have a well tried and proven mix of all the operational unit types. Unfortunately, you cannot increase the total number of the units under your command (except by using the Chief Constable's Reserve, see later) as this is decided by the Chief Constable. Your task is to make the units you have cover the division you command.

The best way of achieving this aim is to allocate the units to those tasks and areas which maximises their strengths and minimises their weaknesses. In order to help you in this type of planning there follows a description of the units and their various merits.

Uniformed Officers

The British "Bobby" is our greatest asset both in terms of increasing community goodwill and in crime prevention.

Every beat should try to include at least one foot patrol. They are conspicuous because of their uniforms and this deters criminals as well as having a positive effect on the public perception of The Force. The weakness of the uniformed foot patrol is in speed of response to an incident, this makes it difficult to police urban areas with a high incidence of bank raids using foot patrols.

Motor vehicle patrols

The weakness of the foot patrol, ie speed of response, can be overcome by the effective placement of the motor patrol. This could be

broken down further into the bike and car patrols but for the purposes of this training manual this is not neccessary.

The weakness of this type of patrol is that they are not in close contact with the public and if you fall into the habit of using motor patrols instead of foot patrols your community goodwill will certainly fall. Another area where the motor patrol is particularly effective is in the control of drunk driving, the more motor patrols available at high incidence periods the greater the deterence effect and the corresponding reduction in traffic offences.

Dog Handlers

Although they do not form a major part of The Force dog handlers and their dogs are a very effective method of policing. It is very rare that an event in your diary will be covered without the use of dogs.

Although this might surprise some policeman the public like dogs! The displays arranged by the Community Liaison Officers with local schools and organisations have given this part of The Force a very good image.

Mounted Police

Like the dog patrols, already covered, the mounted officers main function is in the control of large groups of people at organised meetings ranging from football matches to picketing.

You may not be able to cover all your events with mounted officers so it is important that you should carefully plan the use of these units.

Crime Prevention Officer

Each division has one Crime Prevention Officer who can be assigned to a particular station each week. They work with the local people and greatly reduce the crime rate at that station.

Obviously, they cannot have an effect on every type of crime and what effect they have is going to vary depending upon the location they are working in. Our current statistical analysis suggests that they have a positive deterrent effect on all crimes other than drunk driving and traffic offences. Used with skill and forethought they can reduce crime rates very effectively.

Community Liaison Officers

Once again there is a single CLO available in each division for deployment as the Superintendent sees fit. The task of CLO should always be assigned to sympathetic officers who have demonstrated good communication skills.

The main thrust of the CLO's approach is through education in schools and colleges but can also include displays and events such as "Cyclist of the Year" competitions. Like the CPO this officer is usually assigned to one station each week and should have a discernable effect on community goodwill.

Chief Constable's Reserve

This is very much a reserve force and is made up of specially trained officers from a number of other divisions and stations. This

means that it should be used sparingly and only when it is certain that the occasion demands.

The effect of assigning this force, which is available in almost unlimited numbers, is to bring down the crime rate dramatically in a short space of time. The introduction of strangers in the form of this reserve could have an unsettling effect on local community goodwill, however, which would then require a great deal of rebuilding.

A good Superintendent will use this reserve force only when the need is obvious and then only for a very short space of time.

SECTION 4
Crime and its prevention

The art of crime prevention is based upon the balancing of the forces at your disposal in the most advantageous way. The difference between an art and a science is that science makes the outcome of events predictable and this is very rarely possible in police work.

Your job, expressed in these terms, is to make the art of policing become as near to a science as possible. This is a skill which comes with practice and it is of no use whatsoever to believe that without positive direction and leadership your division will be efficient and successful.

Someone has to be prepared to look at the long term strategy and that is the task which has fallen to you. In order to assist your planning there are basic descriptions of the crime classifications and the incidence of the crimes based on land usage, according to our statistical analysis. This needs to be taken as a guide to what you can expect but the truth of police work is that it is predicably unpredictable.

Types of Crime

Crime can be classified in many different ways and so here we should define our terms. The classifications described below are those used for force planning and statistics.

Bank & PO Raids

Those areas that have a large number of post offices and banks will have higher probabilities of raids than those with fewer establishments. Recent statistics also suggest that there is a direct correlation between the crime rate and the number of raids. Perhaps the major criminal groups believe that there is a greater chance of success in these areas.

The statistics also show that the number of motorised units held at a particular station is crucial to the apprehension of the raiders. This should be borne in mind during your deployment planning.

Shoplifting/Pickpocketing

Although this type of crime can be described as "petty" it has a large effect on public confidence especially of the traders and retailers in the area concerned. This type of crime is also largely restricted in time to the shop opening hours and retail areas for obvious reasons.

Mugging/Assault

This is another of those crimes which have a large effect on public confidence and thereby community goodwill. The main incidence of this type of crime is around centres of entertainment and at night.

Domestic Burglary

Theft from houses has a serious effect on the individuals but is notoriously difficult to control. This type of crime is highest during the second and third shifts and in the areas with a large proportion of all types of housing.

Commercial Burglary

The incidence of this crime is obviously located in those areas with a high factory or commercial land use. Unlike the domestic variety this type of criminal seems to like cover of darkness and the night shift is the most likely time for this offence.

Traffic Offences

The number and variety of traffic offences is very large but they have certain characteristics in common: they occur during all hours although much less in the early morning and they occur in all areas irrespective of land usage.

Drunk Driving

Although it could be grouped with traffic offences this offence should be treated separately as it can itself be the cause of other offences. The time of day which sees most of these infringments is very early morning and late night.

Vehicle Theft

Like other car offences this one knows no boundary in terms of area although it does show some lowering of incidence during shift one ie midnight to 8am.

Policing Special Events

It is essential part of your duties to ensure that special events are correctly policed. This should lead to their being uneventful.

Units assigned to the policing of special events cannot be accounted for on a day by day basis and therefore the rest of their working week is taken up in reserve to be used by Inspectors in emergencies.

Event Types

The events included in your planning diary are of four types which are described later.

This doesn't mean to say that other events should not be considered. A strike with picketing can be declared at anytime and this is why it is useful on occasions to have some units in reserve at the stations. Your Inspectors can then assign these units on a day by day, hour by hour, basis.

Football Matches

The types of disturbance found at this type of event are well known and for this reason it is essential that horses and dogs are deployed besides the uniformed and motorised units.

Visits from VIP's

This event type can cover a large number

of different occasions ranging from a Royal visit to a factory opening. In all cases it is crowd control that is likely to be the major problem after security factors have been evaluated and protective units assigned by the Chief Constable's office. You need not concern yourself with the security aspects.

Meetings, Marches and Rallies

The sight of the policeman at the front of a march or rally is very familiar and we should be at pains to ensure that this image is upheld. There is a great deal to be lost both to our society and our image if such events are not held under control.

Picketing

Although this is unlikely to be a popular duty for your men one should be reminded that the uneventful picket is by far the normal one. Good planning and the correct assignment of units at the start of the week can ensure this.

Traffic Control

At the end of each week you have to consider the need for changes to the traffic control pattern of your Division. As you know, many traffic lights are now controlled from a central computer and this is where your skill as Superintendent is required.

Your basic aim is to keep the ring road flowing freely and to cause as little hold up in town as possible. Although the computer has the master plan you can adjust the programming at the end of each week to ensure a better flow in the future.

Section 5
How to Succeed

The officer who can write this section of a manual without difficulty should not be part of The Force. There is no one answer to the problems which you and others in your position have to face.

Using Statistics

Throughout this manual we have referred to the statistics which are available to you at all times.

These fall into two groups. Firstly the day by day, shift by shift readouts of the crime in particular areas and zones. It is possible to watch just one zone or to check each station as the days and shifts progress. The more time you spend with this information the greater control you are likely to be able to exercise.

The other group are the averages which are available at the end of each weekly period. These allow you to see at a glance the effect of the detailed crime readouts on the overall crime rate and the community goodwill level. The current week's statistics are available on a shift by shift basis as well as the overall average for the whole week. Statistics for the previous week are also available for comparative study of trends and happenings.

The Real Judge

It must be emphasised however that the real judge of your success or failure is the public who you are trying to serve. If they are happy, as indicated by the community goodwill level, then your success and your rating are likely to be far higher.

MIND GAMES

THE FORCE

Computer System
New Users Guide

The Force Computer System

New User's Guide

Contents

The Force Quick Guide

If you don't want to wade through The Force manuals at the moment then this guide should make it possible for you to use The Force Computer without further ado!

Loading The Force

Type LOAD "" and press play on your cassette player.

Force Screens

You control The Force from a number of screens. The first one you see is the Division display with the land usage colours. Pointing the "finger" cursor at any of the police stations, marked A, B, C or D and pressing fire will take you to the control screen for that sub-division.

Unit movement and assignment

It is on this screen that you can start to position your units. Try picking up a unit by moving the cursor to an icon and then pressing fire. The cursor will change to show the unit you are holding. This unit can then be moved to any location you require and is deployed by pressing fire again.

The manuals explain, in great detail, the purpose of your unit deployment and give details of the strengths and weaknesses of each unit type. If you just want to move a few units around you don't need to read the manuals yet but don't expect to become a successful superintendent without reading them!

If you wish to move to another shift or day pointing the finger at the bottom row of boxes and pressing fire will activate this. To change stations you need to move to the far left icon and press fire then move to a different station location and press fire again.

Diary events

The Diary is always available by moving to the far right, over the word DIARY, and pressing fire. To assign Force units to the diary events you need to select the correct station and shift number, then pick up units as normal, move to the DIARY location, press fire and then move your unit to the event concerned before pressing fire again.

If the unit will not drop onto the diary entry concerned, first check that you picked it up from the correct station and shift — the program is well error trapped and this is a common mistake.

Game design: Ron Harris and Paul Clansey.
Design assistant: Caroline Mickler.
Programmed: Concept Software.

Manuals: Dave Carlos.
Cover illustration: Richard Dunn.

To start the simulation

When you have assigned as many units as you wish, and remember that there are four stations with three shifts per day and seven days a week ie a total of 84 different unit assignments possible, you should move the finger to the far left of the screen over the word ADVANCE and press fire. This starts the week and stops you moving any more units so it is essential that you have made all your changes BEFORE selecting ADVANCE.

You will then be given a diagramatic display of the crime statistics for that area and be able to assess your performance. The colour of the icon indicates the incidence of each crime type — lighter colours indicating more crime than dark ones. Repeated pressing of the fire button whilst on the ADVANCE label will move through the week shift by shift and day by day.

Traffic control

At the end of the week you have to exercise your skills of traffic control. This screen appears after Sunday's shift three and you have only got one minute in which to keep the traffic moving.

You can change the lights by pointing the finger at the lights concerned, and pressing fire. You need to move quickly through and remember the aim of keeping the perimeter traffic flowing!

A new week

At the end of each week you are back at the divisional display. To see your last week's performance you should move to the gray part of the up arrow — bottom left of screen — and press fire. You will then be given a zonal readout of the crime statistics for the last week. After studying this readout, which is available for each shift by pressing fire again, you can decide which areas need extra units. By assessing the statistics in this manner you can assign your units for the weeks to come.

To find your current status in The Force you need to select a police station display and your status will scroll across the lower message screen.

For more information

There are three manuals in the pack:

The Force Computer System New User Guide gives more details on the use of the program than can be obtained here.

The Force Training Manual gives plenty of background material on the role of a Superintendent.

The Force Local Information Guide is a briefing about Middletown and its features.

By careful study of these booklets you should find that your task becomes much easier and that good reports are sent to HQ.

Introduction

This manual is designed to acquaint new users with the working of The Force Computer System. It is not, however, written for the technician who understands the actual machinery and its workings — rather in this manual we will concentrate on how to obtain the information that you need from the system in the simplest and easiest way possible.

It needs to be made clear that The Force Computer System comprises two separate and distinct parts.

Firstly, the system provides a means of obtaining data about the past and present situations throughout the whole geographical area which is our concern. This means that the system is constantly updated with crime statistics and can give a week by week analysis of these statistics.

Secondly, the system provides the means for commanders, superintendents and chief constables to plan the activities of their units on a week by week basis. Using the information fed into the system by these higher grades, the system issues the orders required to the field unit and the units are then able to return the crime statistics mentioned above. As you might imagine this means that a great deal of administration and paper work is dispensed with.

Starting the system

The equipment required to access The Force Computer System is simple to use and easy to set up. You need a Sinclair Spectrum, a TV, and a cassette player.

Firstly, connect the equipment as described in the manufacturer's handbooks and instructions. Insert the tape in the cassette player, type LOAD "" and press play to start the tape.

The program will then load and the system will become fully operational. You will be asked to indicate which control method you wish to use, joystick or keyboard. Press the number of your choice. Once you have selected which control you require press 6 to enter the Computer system. If you selected keyboard you will now be asked to define which keys you wish to use.

If for any reason an error message is generated please check all connections and clear the memory by turning the computer on and off again before trying to load again.

Your first "hands on" session

New users are likely to find their first few sessions on the system quite confusing so this section of the manual is provided to make life a little simpler.

The system is controlled from the joystick by the use of "icons". These little pictures represent various actions and by moving the "cursor", the large pointer, to these icons and pressing the fire button the action required can be selected. It is important to note that there are only a few locations on each screen where pressing the fire button has any affect. This means that you cannnot accidentally trigger an action which is not required.

To give first time users a little practice with this type of control we will look briefly at the first display screen which is presented to you, the Area Display as shown in Figure 1.1. The easiest way to become familiar with the controls is to try pointing the pointer at the different locations mentioned and then pressing fire. You can do no damage to the system by "playing" in this way.

This display shows the land usage of your area and the police stations within the area. There are just 9 locations on this display which will respond to pressing of the fire button. In the bottom left hand corner of the screen are the "option arrows". These arrows actually contain 4 option choices.

a) If you press the fire button on the yellow side of the up arrow then you advance the event location indicator, an "X", to the next location. This will change the display from Industrial Estate Number 1 to the railway station. Repeated pressing of the fire button with the finger in this position will describe all the other major locations in the area and eventually come back to the first location.

b) Placing the pointer at the down arrow on the yellow side cycles the location cursor and descriptions in the reverse direction.

c) The grey side of the up arrow causes the map display to change into a numerical statistic display. Full details of the numbers are given
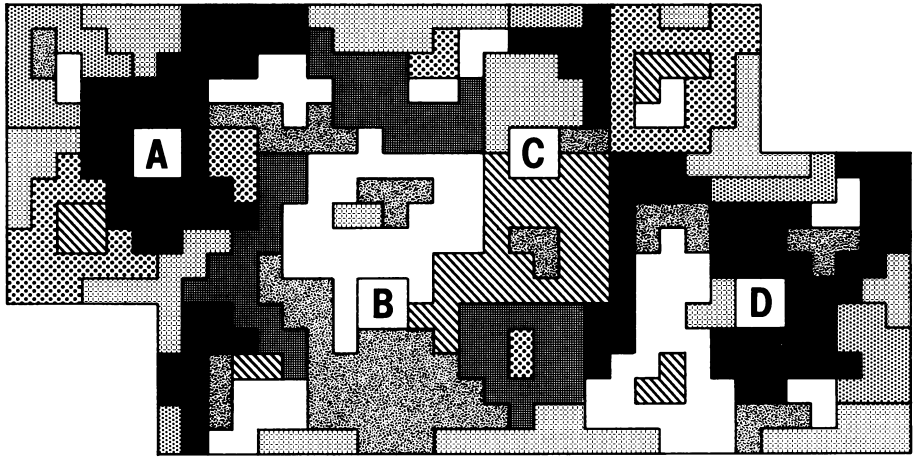
Figure 1.1 The area display

	Class 1		Class 3
	Underdeveloped		Industrial
	Commercial		Night spots
	Class 2		Retail

in a later section but there are 8 different sets of numbers available which can be cycled by pressing the fire button.

d) The down arrow, grey side, cycles in the other direction again.

The stations

The various operational areas of each police station under your control are displayed on this screen in diagramatic form. If you want more details then move the pointer to the station concerned and press fire. The display will change completely and you will be given a display which shows the selected station's area in great detail.

To return from any station display move the pointer to the icon of a computer screen with computer printout (far left) and press fire.

Diary display

Moving the pointer to the far right and centre of the screen allows you to access the diary screen. This gives dates and locations for all the week's events.

To return to the map display move the pointer to the word "RETURN" in the bottom centre of the screen. Pressing fire will return you to the area display.

Controlling The Force

Now you have got used to the system control method you will really need to read the rest of this manual, especially the next section, in detail. Within minutes you will find that you have one of the most powerful, and yet simple, police computers under your complete control.

The weekly task

Your job is fully described in the other manuals which were provided by your superiors for your training. This section gives some clues as to the way that other officers of your grade have used the system in the past. The detailed description and use of each of the display screens is given in the next section.

1. Most officers like to study the statistics for the previous week before assigning any forces for the next week. There are three shifts to consider and the four stations. The main task is to identify those areas or shifts which have extreme values in terms of either crime rate or community goodwill. It is these areas which will require re-allocation of units to cope with the situations. You should also identify those areas where the Crime Prevention Officer and Community Relations Officer should be assigned.

2. Consult the diary for the week concerned and decide which units need to be moved to the diary and from which stations and shifts they should come. If you are not certain of the location of the events returning to the Area Display will allow you to locate each event. Remember that the different events require differing numbers and types of units.

3. Allocate the units from the station displays to the diary events. This is achieved by picking up the units and physically moving them onto the diary before "dropping" them onto the event concerned. By assigning these forces first your station displays show the forces still to be deployed. A tip from experienced officers is that your diary units should be drawn from those zones with the lowest crime rates and the highest community goodwill rating. Remember that

your superiors penalise heavily those officers who fail to control events correctly.

4. Deploy the other units available, shift by shift, to area duties within each station's area. Careful assessment of the land usage details on the area chart and the statistical analyses provided in the training manuals will help in the movement of units to those areas where they are most likely to have the greatest effect. You will need to note the locations of bank and post offices as these are the likely locations of raids.

The advice of experienced officers would suggest that you deploy all the forces in each shift to zonal duties, ie don't leave reserves in the station except for motorised units which are used to catch bank and post office raiders. You should only use the Chief Constable's Reserve Force in dire circumstances as they cause considerable penalties in terms of both community goodwill and of your personal assessment.

5. When you have deployed the units for all the stations under your control and you are certain that you have covered all the diary events to your satisfaction you can select the "ADVANCE" function from the station display. Selecting this function is "fatal" in terms of planning, once this has been selected at the beginning of a week you have no further opportunity to change the deployment of your units.

Each "ADVANCE" displays the crime statistics for each shift of the week, ie 27 different statistical displays for each station. To change stations move to the "SWAP" icon (second from left at bottom) and select the station you wish to see next. By study of this display you can see the levels of crime in each zone and the number of raids and results of diary events is displayed in the scrolling window at the bottom of the screen.

6. After the last shift of the week (Sunday 3) you have the chance to alter the traffic flow pattern. You need to concentrate on keeping the traffic on the perimeter road moving at all times. The filtering of town traffic into this road is also to be considered, but as a secondary priority.

7. At the end of the traffic control module you have the chance to study your performance over the week. The most useful displays are the area statistical analysis and the station statistical display. This then brings you to the start of a new week.

The Display Screens

This section gives full details of the selectable options from each of the display screens. It is meant to be used as a reference and as a visual confirmation of the options available to you from each of the screens.

The format of each description follows this pattern:

Display title (display type — see below)
Purpose of display
A brief explanation of the information contained in the display and its importance.

Display example
A photograph/representation of the display and its contents.

Options available
The areas which trigger action if the fire button is pressed whilst the cursor is on the area.

Further notes
Any details not contained above and any selection combinations which are not allowed.

Screen types
There are two types of screen — information and control. Information screens give statistics and other useful information for your planning and interest. The control displays allow you to change the deployment of your forces and hence improve your crime prevention. Although the use of information screens is simple — you read them, the control displays need some explanation.

Pick up and drop
In order to control your forces the joystick is used to pick up, or collect, the icons and drop them in the place required.

To do this you move the pointer tip to the unit required and press fire. The pointer will then disappear and an icon similar to the one you picked up will appear. You move this around the screen and even between control screens until it is in the position required and then drop it by pressing the fire button again. The icon will then move to an appropriate position on the screen. Using this method is simplicity itself and you will find that it becomes second nature within seconds!

The Area (map) Display (information)

Purpose of display

Use this screen to familiarise yourself with the areas and zones under your control. This display contains a display of the strength of each station and gives the location of the various event sites, banks and post offices too. From this screen the current week's and previous week's statistics can be consulted.

Options available

Selection
> Action taken

Diary
> Goes to the diary screen described below.

Option arrows
> Grey background
> Moves from the map display into the statistics as shown in figure 2.2. The up arrow moves through tabel 2.1 in an upward direction and the down arrow in a downward one. The locations of the post offices and banks are displayed with the statistics.
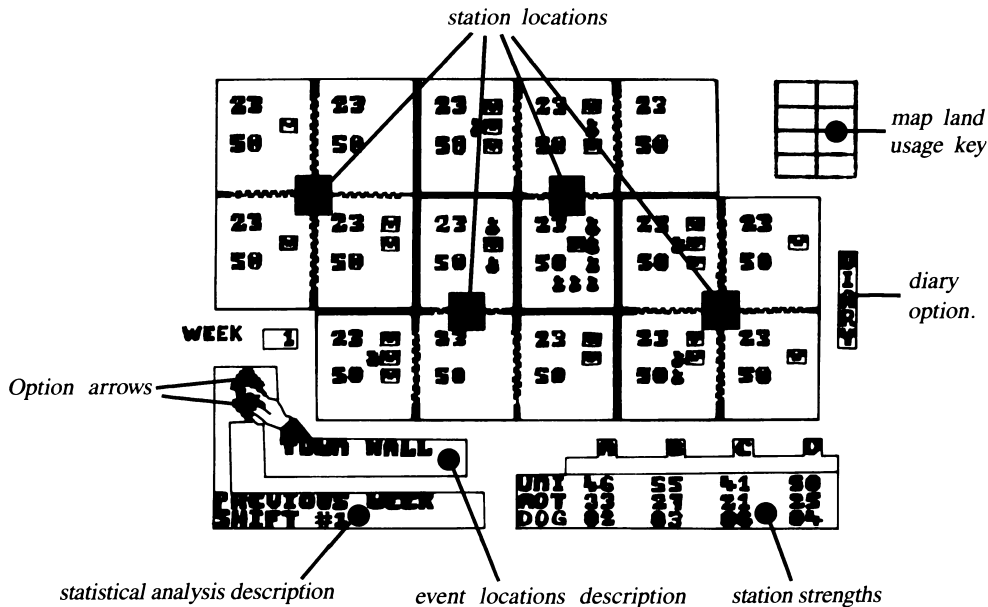
Display example

Figure 2.1 The area display — map screen

The statistics are displayed as two numbers per zone. The top number is the current crime rate in that zone — higher numbers indicating greater crime. The lower number in each zone indicates the community relations rating for that zone with higher numbers showing better relations. These displays also indicate the number of banks — shown as money bags and post offices — indicated by envelope symbols.

Blue background

Moves the flashing "X" to the locations of diary events. The various locations are displayed according to table 2.2. Up arrows move in an upward direction and down arrows in a downward one.

Station boxes

Move the display to the detailed map display for the station concerned.
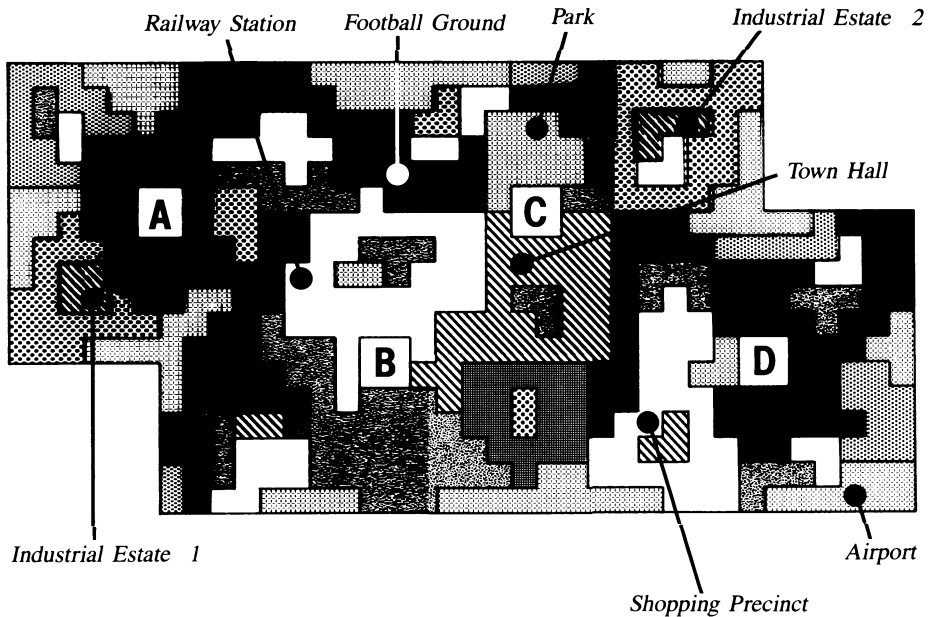

Table 2.1 Event locations

Table 2.2 Statistical displays

Current week average
Current week shift   3
Current week shift   2
Current week shift   1
Previous week average
Previous week shift   3
Previous week shift   2
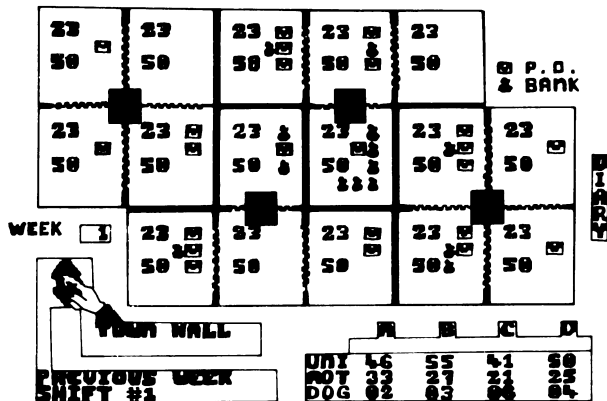*Previous week shift   1*
Map display

Figure 2.2 Area Display — statistical information

B	Undeveloped	Green
C	Commercial	Grey
D	Rural Housing	Yellow
E	Suburban Housing	Orange
F	Urban Housing	Purple
G	Retail	White
H	Nightspots	Pink

Further notes

The current week's statistics display is a summary of all the shifts that have taken place during a week until the time concerned. After the final shift of the week (Sunday Shift 3) the "current week" becomes the "previous week" and the display shown as the current week is actually the last shift of the week ie Sunday 3. This allows you to see a summary of your performance at any point during a week and compare this to the situation during the previous week.

The land usage display follows this colour code:

A	Industrial	Cyan

The diary display (control)

Purpose of display

This screen shows all the events which have been organised for the following week and which will need some type of police control.

The blank diary is used as a location for the various units which are to be assigned to the events. You "remove" them from the station display and "drop" them onto the event concerned.

Display example

Figure 3.1 The diary display — a new week ▶

Shift number

event description   *location of event*

Options available

Selection

Action taken

RETURN

Changes back to the previous screen display

Unit movement

You assign units to cover events by placing them on the "page" of the diary. In this way you can adjust the strength of the units assigned to a particular event and optimise your deployment.

Please note: You can only assign units from the correct shift and station to each event. You cannot change the shifts or stations of your operational units — this deployment is fixed by the Chief Constable. The only exception to this rule is the Horse units who can be assigned to any event.

Once you have dropped a particular unit on the diary you cannot pick them up again so take care and plan in detail.

Further notes

You can only carry one unit at any one time. You need to drop one unit before picking up the next.

When you drop a unit onto a diary event the icon may move within the row but this is of no significance.

You cannot assign CLO, CPO or CCR units to diary events.

Units are always combined into the largest value icon possible, eg if you place a four unit icon on the same event as another four unit icon then they will combine and be displayed as a single eight unit icon.

The station display

This display has two variations which need to be dealt with separately.

Unit assignment display (control)

Purpose of display

The graphic map display shows the type of land usage within each station's area and this is made up of four distinct zones. Figure 4.1 shows this type of display. Indicated on the zones are the police units assigned to that particular zone. This is the main control display and it is from this display that you can move and deploy your men and vehicles.
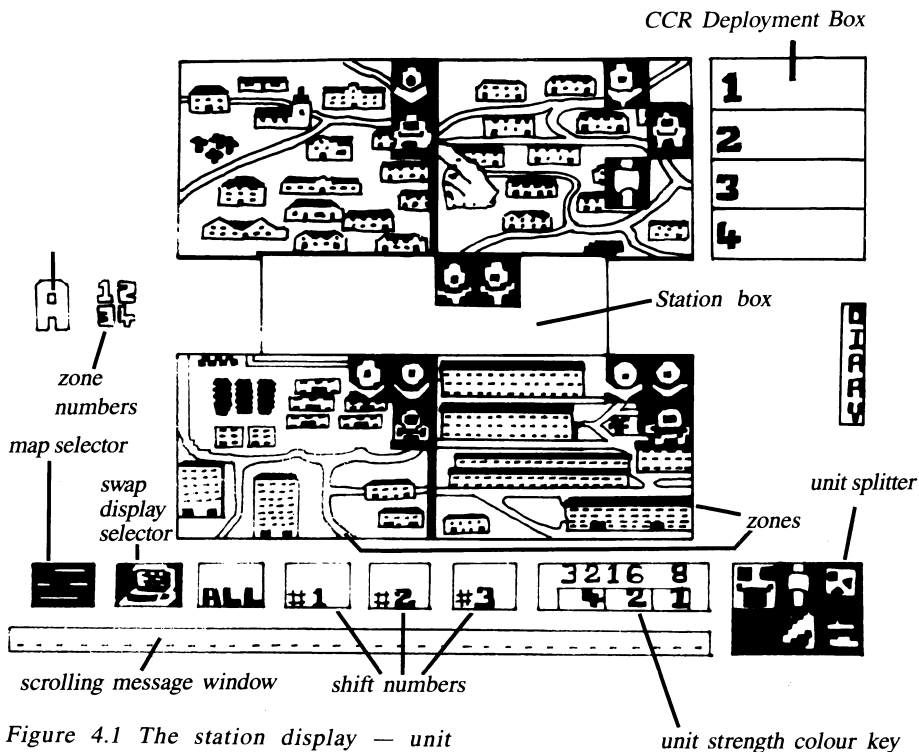

CCR Deployment Box

Station box

zone numbers

map selector

swap display selector

unit splitter

zones

scrolling message window

shift numbers

unit strength colour key

Figure 4.1 The station display — unit deployment

Type	Symbol	Description	
Figure 4.2 *Unit icon key*			
UNI	*Helmet*	*Foot patrols*	
MOT	*Car*	*Motorised patrols*	
HSE	*Horse's head*	*Mounted police units*	
CCR	*Figure*	*Reserve forces*	
DOG	*Dog's head*	*Dog and handlers*	
CLO	*Briefcase*	*Community liaison officer*	
CPO	*Easel*	*Crime prevention officer*	

Unit strength colour key

Unit strength	Colour code
1	*Blue*
2	*Purple*
4	*Green*
8	*Cyan*
16	*Yellow*
32	*White*

Options available

Selection

   Action taken

Diary

   Goes to the diary display for that week

Map selector

   Changes to the area display map

Swap display selector

   Changes from the graphic unit display
   to the crime and community goodwill
   statistic read-out, and vice versa.

Shift numbers

   Changes to the deployment display for
   that shift

Special units

   Picks up and assigns the special units,
   horses, community liaison officer,
   crime prevention officer and Chief
   Constable's Reserve Force to the

desired zone or diary event. The colour of the CCR unit icon indicates the strength of the unit — you should press fire when the appropriate unit strength colour is indicated.

The reserve force (CCR) should be placed in the green box alongside the zone map. This is in four sections which correspond to the four zones.

Unit splitter

This can only be selected when you are carrying a unit icon of strength two or over. It causes the splitter to start changing colour and when you press fire you retrieve a unit of the strength indicated. The flashing continues until all the forces from the first icon have been assigned. As an example, if you place a unit of strength eight on this box the colours indicating 1,2,4 and 8 will flash. Pressing the fire button with the cursor over this box will collect a unit of the strength shown when the button is pressed.

Further notes
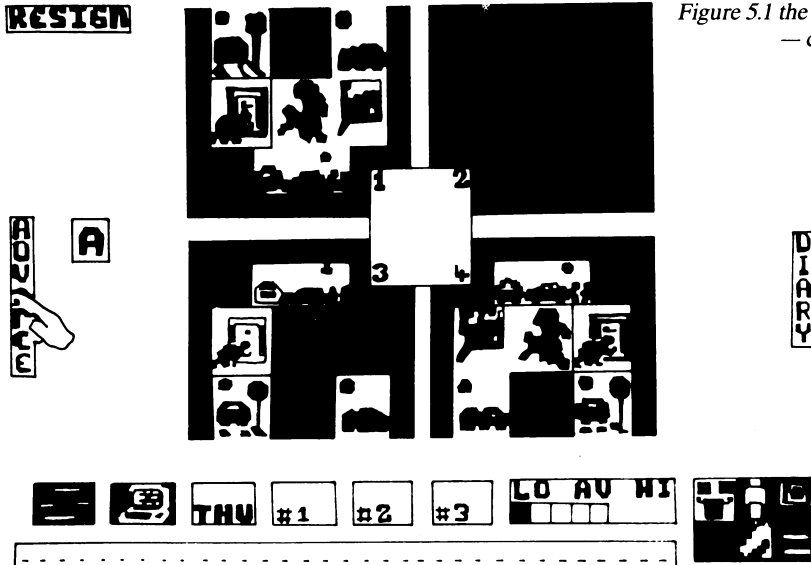
The colour key is a ready reference aid

Figure 5.1 the station display — crime statistics

for understanding the strengths of the unit icons on the display.

If there are units assigned to the split unit box, ie it is flashing through the colours, it is not possible to select "MAP" or "ADVANCE" to finish this display. All units must be correctly assigned before you can end the display.

The special units CLO and CPO can only be assigned to zones during shift 2 as they only work office hours.

Statistical read-out display (information)

Purpose of display

To show the effectiveness, or lack of it, of your force deployment. As you advance through the week you are given read-outs of the crime in each zone of each station for each shift, and then an average for the day. The crimes are shown in diagramatical form and the frequency of each crime type is indicated by the colour of the pictogram.

Figure 5.2 Crime frequency colour key

Frequency	Colour code
Negligible	Black (invisible)
	Blue
	Purple
Average	Light Blue
	Cyan
	Yellow
Epidemic	White

Figure 5.3 Crime pictograms

Traffic offences

Car theft

Commercial burglary

Mugging/assault

Domestic burglary

Drunk driving

Pickpocketing/shoplifting

Options available

Selection
        Action taken
Diary   Goes to the diary display for that week

Map selector
        Changes to the area display map

Swap display selector
        Changes from the graphic unit display
        to the crime and public relations
        statistic read-out and vice versa

All   Displays the crime statistics for the
        current week as an average of all three
        shifts

Advance First time selected —
        Initialises the week and stops any
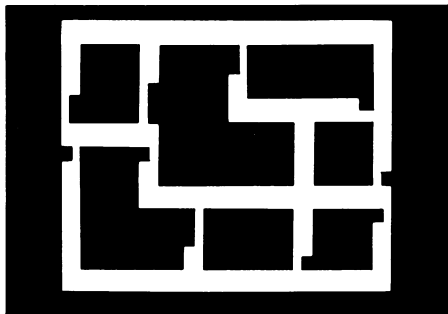   further display of the unit control
        screens

Figure 6.1

Second and subsequent selections —
Sets the "ALL" box to display the day
of the week and the shift box to be
highlighted. The statistics for each
shift are then displayed in the zone
concerned.

Further notes
    The colour key shows the frequency of
a particular crime in a particular zone — the
lighter the colour the greater the crime. This
crime frequency is used to determine the crime
rate and the community goodwill figure for the
week after the last Sunday shift.
    The scrolling message window indicates
the control of events and the frequency and result
of any bank raids.

Controlling the traffic

    This screen is the final part of your
week's work and you have to change the traffic
lights within your area.
    You change the lights by pointing the
finger tip at the light indicator you wish to
change. There is a fixed amount of time
available for you to make these changes, and the
computer assesses the result of your actions
against a theoretical maximum in order to
indicate your score.
    The score from your performance on this
screen is combined with the statistical read-out
at the end of the week to give your final status
and rating in the force. This rating is indicated
in the scrolling message area after you have
selected the station display from the area display
for the first time that week.

MIND GAMES

THE FORCE

LOCAL INFORMATION MANUAL

Your Division in detail

This manual is modified for each Superintendent appointed and contains the detailed notes on the Division which he or she will command.

The details given try to provide an overview of the area sufficient to allow you to make intelligent decisions and follow conversations with your colleagues from your first day in the post. We cannot give you all the information which may affect your role but we have found over the years that even the summary information given here is sufficient in the initial period and has been much appreciated by your fellow officers in the past.

This information is as up to date as possible but due to the rapid change of land use and the nature of urban change there may be minor modifications required throughout your period of office.
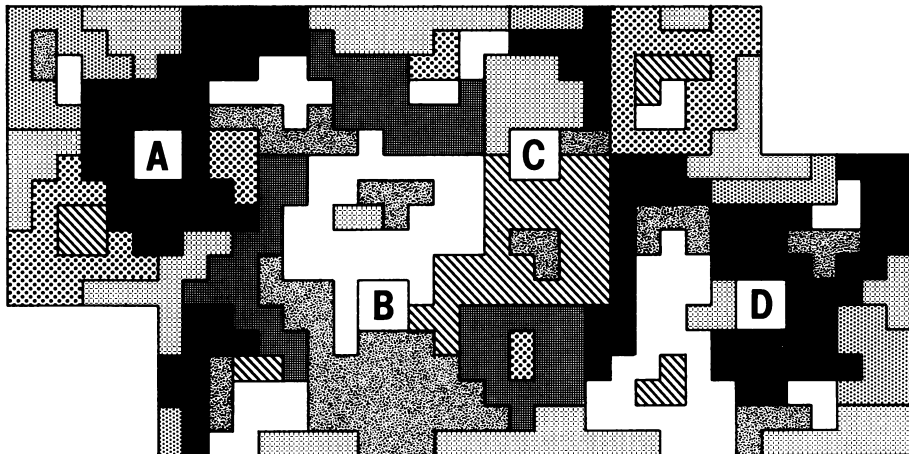
Middletown

Set in a picturesque valley in Middleshire, Middletown is a thriving modern community with a population of about 90,000 persons lying in the north west sector of the industrial city of Middlewalk.

There is a well thought out area plan which has the main retail centre in the geographic middle of the town with local shopping centres spread amongst the housing areas. Recently large retail outlets have been opening on the edge of town but these haven't changed the pattern of crime in any obvious way yet.

The main industrial development is restricted to a couple of zones in the northern part of your division. This is another good aspect of the town plan as it keeps the heavy goods vehicles around the perimeter of the town. Throughout the town there are large areas of undeveloped land.

Commercial premises are to be found throughout the area but there is a concentration of this type of premises in the town centre. This pattern of concentration can also be seen in the entertainment areas which cluster around the centre of town near the car parks.

Housing is subdivided into three types — urban, sub-urban and

▦ **Class 1**	▦ **Class 3**
▦ **Underdeveloped**	▦ **Industrial**
▨ **Commercial**	▦ **Night spots**
■ **Class 2**	▢ **Retail**

rural. The types are defined and detailed later but the spread of the housing types can best be likened to a dart board with urban towards the bull, sub-urban and rural housing providing the board's surround.

There are post offices, building societies and banks throughout the area but the greatest concentration is in the town centre.

There are no major features of Middletown which make it either more or less prone to crime but it is a difficult area to control due to its spread and the different natures of the four police stations in the town.

Land use classification

The types of land use are detailed in this section and the classification used is identical to that stored in our computer and used for all the statistical readouts.

Industrial

This term covers all the heavier types of manufacturing and warehousing. On a typical industrial estate in Middletown you are likely to find car and lorry repairers, wholesalers of all descriptions, bottle manufacture — Middletown Bottle Company is a major employer, and even chemical production and storage. The most prevalent type of crime is commercial and industrial burglary.

Undeveloped

This is a rather catch-all term which covers not only the land which is genuinely under-developed ie waste and derelict land, as well as virgin land, but also parks and other open spaces which won't be developed for commercial or housing use. This land can be a haven for muggers and pickpockets.

Commercial

Unlike industrial land use which includes manufacture, this type of land can best be imagined as offices and other services. Solicitors, accountants, consultants of all types, insurance, banking and computer companies all have premises in these areas. In terms of the crime profile it is commercial burglary which is the major problem.

Rural Housing

The housing around the edge of town can be pictured as detached and semi-detached in most cases. Most of the families in these areas have

a car and in many cases two or more. Domestic burglary and offences involving vehicles are common in this type of area.

Suburban Housing

Terraced and semi-detached housing tends to form this type of land use. A number of houses have gardens and there is a good community spirit fostered by their owners. The type of offence most likely to occur here is identical to the other housing areas, burglary and vehicle offences.

Urban Housing

Middletown was well known throughout the 1960's for pioneering the high rise flats and other system built housing schemes. Unfortunately most now agree that these experiments in quick, cheap and impersonal housing have gone wrong. There are always signs of unrest and dissatisfaction in these areas but the crime pattern is very similar to that detailed above.

Retail

Shops of all types and sizes, banks and post offices make up the bulk of this category. The main shopping centre is in Central Zone 4 and houses most of the larger stores and services. There are a number of other district shopping centres and these include bakers, newsagents, local post offices as well as chemists and other premises which can cause the police special problems.

Entertainments

These areas of the town are often refered to as the night spots because this is when the greatest activity takes place. Public houses, night clubs and bars pose one type of problem, whilst theatres, cinemas and sports halls another. The highest crime statistic in these areas is for mugging and assault at night.

Your stations

Each of the police stations in your division is subdivided into four zones each of which has a mixture of land use types.

It is to these sub-divisions that you can assign the forces each week as these are the minimum operational areas for statistical purposes.

As you might expect each area has its own characteristics and difficulties. You are likely to see these appearing in the statistics over the weeks as you study them. Remember that an area which has a low community goodwill rating can be affected by the placement of a Community Liaison Officer, and those with a high crime rate by the placement of the Crime Prevention Officer.

Alder

The north-western sub-division is characterised by the large numbers of houses of all types. The very outer area has a high proportion of rural housing and the division nearest to the city centre has some urban housing too.

Another characteristic of this division is the large undeveloped areas and parks. It may be that in years to come this will change as Middletown suffers from urban sprawl.

Industrial estate number one is located in Alder zone three.

Burntwood

This south-western corner of the division is the location of the Burntwood station and this covers the major entertainment area in zone three.

Other features of this area are the railway station — zone one and the housing which used to be owned by the council but which is now being sold off to the tenants. There is very little industrial development here but a large commercial and retail area brings a few problems.

Central

As its name suggests this station covers the major retail

developments in the town. There are a number of major meeting places in this area too.

The football ground, which features regularly in the diary, is located in zone one. Zone two houses the Central Park, zone three the second industrial estate — not as large as the Alder estate - and zone four is the commercial centre with the Town Hall and other civic buildings.

The districts north of the Town Hall have some housing mainly of the urban and sub-urban types.

Dorton

Dorton lies to the south-east of your division and this means that it avoids the congestion of the shopping districts.

The major feature of this area is the wealth of sub-urban and rural housing throughout the district. This housing is served by a good number of shops the bulk of which are located in zone three at the Mulberry Fair shopping precinct.

There are vast areas of under-developed land in this area and the flat south east is the location of the airport — zone four.

Your responsibilities

In Middletown, as throughout the Middleshire Constabulary area, the main responsibilities of a new Superintendent are the planning and analysis of force deployment.

Middletown has always had a good community spirit and this has made the role of the police that much easier. The Town Council usually give the police all the co-operation they can but they have in the past refused to ban marches and protests when the police have requested this.

Middletown Flyers, the local football team, are rapidly moving up the second division of the football league and this means that there are a number of extra matches planned. There has not been a history of hooliganism to date.

We wish you all the very best in your new sphere of responsibility and hope that you find this manual a valuable asset.

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