

THE FORCE

Training Manual

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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 you 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 manner 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 occurring. 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 necessary.

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 deterrence 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 infringements 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



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