LACE WARS SYSTEM QUICK START GUIDE

This booklet is intended to help you begin playing one of our *Lace Wars* series games without having your eyes glaze over. The *Lace Wars* rules can be intimidating. The basic rulebook (the *Kings Regulations & Orders*, or *KR&Os*) is over 50 pages long and the exclusive rules for a particular game will typically be 36 pages or more. But the mechanisms are actually straightforward. Once they have been explained, most players take to them quite naturally.

Simply distilling the rules into a more concise form is not as simple as you might think. The core rules have been worked on over a period of about 12 years and are as condensed as they are going to get without making the sentences cryptic. The best way to begin is to open up one of the games so you can refer to the components, then follow the Sequence of Play (SoP), which you will find on a card or in the Charts & Tables booklet, and look up the rules as you go along. This guide amplifies the SoP and provides you with a rationale for the various steps. Once you have played a couple of scenarios you can start reading the rules sections in full to discover what you were doing wrong.

I assume you have played war games before. If not, you had better start with something simpler.

Focus of the Series

The *Lace Wars* series examines the wars of the 17th through 18th centuries (with an option to move into the 19th Century) at the Operational level. In the military thinking of the period, there was no written doctrine entitled 'operational art'. It was either strategy or tactics. So, by Operational I mean you play the part of a theatre commander. Above you are the Monarch and his or her cabinet (or a republican senate), and the diplomats, and any allied rulers, and all the faceless socio-economic forces. None of which are in your control, though you may be able to manipulate them. Under you are the combat Units, the regiments, brigades, battalions, and war-bands, plus a logistics net and a motley group of generals. These also are not entirely under your control. Generals have personalities of their own, and combat Units have variable strength and cohesion.

Since you are in the middle, 'winning the war' is not all that vital, and is usually not made the focus of the game, even when the situation is a balanced one. Most historical situations are not balanced. But, the system *does* provide a balance between you and your opponent, which is all that really matters. This is done by making you chase after personal Prestige. Campaign Plans (CPs) are the key to earning Prestige. They are essentially a set of 'mandated objectives', but you usually have a lot of leeway not only in resolving them but in picking them. This way, you can experiment with different strategies. In fact, the series is intended to give you lots of scope for experimentation. The system does not *absolutely* constrain you to a particular course of action, but it rewards you if you hit on the correct strategy and penalises you if you make mistakes.

As you might expect with an operational-level game, the core elements in the *Lace Wars* series boil down to managing your Units effectively, supplying them, outmanoeuvring your opponent, and winning in combat. In the period covered by the series, battles were infrequent but important, sieges were all-important, armies were usually fragile instruments, and supply was centered on the establishment of a network of depôts. If you can maintain your forces in being while accomplishing some Campaign Plans, you have a good chance of winning.

Components and Conventions

Part One of the *KR&Os* deals with the various game components, primarily the map and counters, and lays out some series conventions. I will assume you know how to use the maps and counters in a war game. However, there are some points that should be explained.

The Map is hex-based, but amplifies the central dots of the hexes and hides the chickenwire. This was done to allow for anomalies, like a causeway across a lake, or odd bits of coast line. Physically, you move your counters from dot to dot, but it is still conventional hex-to-hex movement. If you examine the Terrain Effects Chart (TEC) you will see that each terrain type has the typical Movement Point (MP) cost, and often some special instructions. What you may not be familiar with is the combat effect. Rather than a DRM or column shift for the Combat Results Table (CRT), terrain provides a limit on your (linearly deployed) army's Frontage; this Frontage is rated in Wings. The section on Battle (and 6.0 in the *KR&Os*) explains what a Wing is and how it works.

The Counters look as if they belong in a tactical game, with uniforms on one side and ratings on the reverse, but I only drew them that way because I could. Besides, NATO symbols would be ridiculous and icons never seem to look as good as one expects. The *KR&Os* explain that there are 8 types: Combat Units or Units, Artillery, Auxiliaries, Leaders, Headquarters (HQs), Garrisons, Dummies, and Markers. I'm going to explain their uses and ratings a little later, under the section *Structure of Your Forces*.

Rules Conventions

1) Capitalised words that are not proper names will always have a specific meaning in the context of the rules. An Overrun is not a Battle, it is an Overrun; a Battle is something entirely different, even though both acts are forms of combat.

2) Dice: the series uses D10, and a '0' is a '0', not a '10'. A low roll is *always* good for you, except in a very few cases where the nature of a particular table requires the reverse so the table can function properly. *Exception*: Random Events use percentile dice, and in that case, two '0s' are '100'.

3) Fractions: all fractional results round DOWN except in a very few but important cases. Rounding a die roll down can take you to '0'. Rounding down anything else can only take you as low as '1'. If you are required to round to NEAREST, 0.5 rounds UP. I don't care what your middle school teacher said, in basic mathematics 0.5 ALWAYS rounds up, and 0.4 rounds down.

4) Tracing distances: distances are ALWAYS traced in MPs, and the costs do vary with terrain, weather, and any other applicable conditions. The only exception are Range Brackets, used for supply, and even these are based on groups of MPs.

5) Stacking is unlimited but big stacks risk heavy losses due to Attrition.

6) There is no ZOC in most of the games. Battles occur in-hex. (This is true even in the games that do have ZOCs.)

7) The terrain features known as Fortifications are separate locations within the hex they occupy. They can only be occupied by Garrisons.

8) Fog of War is a big part of the game. You are not allowed to touch your opponent's counters, only look at them. (Periodically, you can conduct Reconnaissance, and then you can ask your opponent what he's got.) The exceptions are Markers, Leaders, and Auxiliaries, which

hide nothing when stacked on the map. (Leaders and Auxiliaries are on the map only for brief periods of time, but the gamey tactic of concealing a stack under a marker is not allowed.)

9) Control of the map: the default is that you Control hexes and Fortifications that you occupy; they are Friendly to you. In most games, the map is divided into Territories that have variable Alignments; these may award Control to a section of the map that you don't physically occupy. Only the physical occupation of a hex can block a Line of Communication (LoC), but Control can be valuable for a variety of other reasons.

10) If any rules conflict with each other, all charts and tables take precedence over the rule books and the Exclusive Rules take precedence over the *KR&Os*.

Acronyms

What's a rulebook without acronyms? Actually, you'd be surprised by how many lines of text can be saved through abbreviation. (*About as many lines as I'm going to use up listing them*.) I'm not going to list every acronym in the *KR&Os*, just the ones used here, which include the most important. Any time an acronym is used in the rules, it's always given in brackets beside the full phrase the first time it appears.

AC = Attrition Check

CE = Combat Effectiveness

CP = Campaign Plan & flavours: ACP = Attack Campaign Plan, DCP = Defensive Campaign Plan, OCP = Offensive Campaign Plan

CRT = Combat Results Table (*really, do I have to list this one?*)

DRM = Die Roll Modifier (*for people who have never played a wargame*)

HdC = Hors de Combat

HQ = Headquarters (*civilians do sometimes play these games*)

KR&Os = King's Regulations & Orders (basic rule book)

LC = Leadership Check & the related term: LR = Leadership Rating

LoC = Line of Communication (*maybe you thought it was line of control*)

MA = Movement Allowance & the related term: MP = Movement Point

OOB = Order Of Battle

OP = Operations Points

OR = Operational Range

POW = Prisoner Of War (*duh*)

R&R = Redeployment and Reorganisation [Step]

SoP = Sequence of Play

SP = Strength Point (*this one might be misread as 'supply point', so fair enough…*)

SRV = Siege Resistance Value

TEC = Terrain Effects Chart (*ridiculously trivial*)

ZOC = Zone of Control (*Euro players might need this one*)

The Structure of Your Forces

The following notes embrace some of the Counter Rules (*KR&Os* 2.0) and portions of the General Concepts Rules (*KR&Os* 3.0). You need to read them so you can figure out how to deploy your forces effectively.

The *Lace Wars* games are war games, so you play by moving and fighting with armies composed of cardboard counters. In all the games, these armies are contain the following elements:

- **Strength Points** (SPs). These represent battalions of infantry, regiments of cavalry, or batteries of artillery. Two things need to be expanded on here. First, Artillery is a special case, uses some special terminology, and is subject to some special conditions (see below). Second, the games in the series come in two different scales, Battalion and Brigade. In the latter, Units are the shells of brigades and must have SPs attached to them to give them strength. These SPs are represented either by placing SP markers under the Units, or by placing the Units on a numerical track on a designated display card. In battalion-scale each SP is represented by its own Unit. Just remember that an SP and a battalion-scale Unit are equivalent. (*Exception: in rare cases one or two battalion-sized Units might be awarded multiple SPs; this will be obvious from the fact that the counter has an SP rating*.)

- **Units**. As just mentioned, a Unit is either a brigade or a battalion/regiment, depending on the scale. Regardless of scale they are rated for Class (*e.g., Line Infantry or Guard Horse*), Combat Effectiveness (CE), which is a letter code from A-E, with A being the best and E the worst, and have a Movement Allowance (MA) in Movement Points (MPs). Brigade-scale Units (and a few special battalion-scale Units) also have an SP rating to show the maximum number of SPs that can be attached.

- **Auxiliaries**. These are specialist items which for a number of reasons are not part of the infantry-cavalry-artillery core of your armies. Auxiliaries are rated for what they can do (Class) and often have an Operational Range (in MPs, naturally). The Auxiliary Rules (*KR&Os* 3.5) are lengthy, but merely explain what you can do with each Class of Auxiliary. Examples of Auxiliary Classes include Grenadiers, Sappers, Engineers, and Irregulars. Think of these counters as a suite of cards that you can play for special effects. Auxiliaries work on a cyclic mechanic which I'll describe later; sometimes they are attached directly to your armies, and sometimes they deploy straight from the pool.

[In battalion-scale games there may be Dual Purpose Units which can function as Units or Auxiliaries. There is a routine for switching roles (which is not as instantaneous as some players would like); while in a given role they act the part just like a 'pure' Unit or Auxiliary.]

- **Leaders** represent the key commanders of the war. They are rated for Rank, Leadership, Political pull, and Personality. Some may have bonus ratings, explained in a game's Exclusive Rules. The two most important ratings are Leadership (from 0-6, with 6 being the best) and Personality (in 4 flavours, each with some good and some bad points). The Leadership Rating (LR) is occasionally used in comparison with an opposing Leader but is usually 'the number to beat' when making a Leadership Check (LC). LCs are use in a lot of situations; there is a chart summarising them. You have to roll equal to or less than the LR for that Leader to pass his LC. Personality types are also summarised on a chart. Most of the time they provide DRMs on various tables, but there is usually some special ability or restriction as well – for example: Rash Leaders must Escalade (*Assault*) during a Siege whenever they are given the opportunity. As you would expect, Rank limits the HQs (see below) a Leader can command and tells you whom is in overall command of a given situation. The Political Rating is used to remove a Leader from his command – you are *not* allowed to swap out Leaders whenever you like! The process is similar to a LC, but using the PR.

- **Headquarters** are your 'manoeuvre Units'. All the other counters are attached to them to create a fighting force. HQs are rated for size and may also have a MA. Typically, HQs will be Columns, Armies, or Grand Armies. HQs always have representation on a display card, where there will be boxes to hold the Leader, any Auxiliaries and Artillery, and the Units, the latter grouped on a track either by SP value or by CE value.

[The KR&Os call the attachment of SPs to Units 'Forming', in that the Unit is Formed if it has SPs and Unformed if it does not. Unformed Units are not 'dead', they are 'Unformed' and are not in play. The same concept and terminology is used when attaching Units to HQs; any HQ without a Unit attached is Unformed.]

The only 'fighting' counter not discussed yet is the Garrison, or Garrison HQ (depending on the scale of the game). Garrisons hold Fortifications for you. Without going into detail, they are treated like Units in brigade-scale games and like HQs in battalion scale games, except that they must sit on a Fortification and cannot move.

[Though Garrisons are given different names depending on the scale, the mechanics used to give them strength are really the same – in either case you are attaching SPs to them. It's just that at the battalion scale 1 Unit = 1 SP.]

- Dummies are fake HQs. The rules for Dummies are purposely kept vague. You use them to pretend your forces are in a different configuration than they really are. This means they ought to behave like real HQs, but you are not forced to have them act that way. If your opponent is inattentive, you can certainly palm them and slip them back on the map someplace else.

- Markers: there are so many kinds of markers that it would be pointless to discuss them here. All markers are used for record keeping. If something needs to be recorded, there will be a marker for it. (If not, my apologies, and go ahead and make your own.)

SPs, CE, & Suffering Losses

As already mentioned, the smallest element of your forces is the Strength Point (SP) and SPs are either attached to Units in a brigade-scale game so they become Formed Units, or, in a battalion-scale game, the SPs *are* Units. In most games, losses are inflicted on SPs, which are subtracted from their parent Units; if a Unit loses all its SPs it becomes Unformed. If the SPs are Units, the Units are eliminated. So in either case, the mechanism is the same.

It is possible to voluntarily adjust the number of SPs a brigade-Unit contains, so long as its printed maximum is not exceeded. This can be through the receipt of Reinforcement SPs, or by Transferring the SPs among the Units. Transfer, and in fact, Forming in general, can only occur at the end of a Battle, or in the Admin Phase. All you do is adjust the value of the SP markers assigned to the various Units, or slide them up and down the tracks on the HQs displays.

[The KR&Os say you should only use SP markers to show less than full strength, but most players prefer to use SP markers at all times when not using the tracks.]

In some battalion-scale games Units do not always lose SPs (since they are only 1 SP each). Instead, their CE values are reduced when they take hits. The procedure for resolving and showing this is the same as for SPs, except that a CE marker, showing letters instead of numerals, is used (or the HQ tracks show letters instead of numbers). It is always the case that a Unit that drops below CE 'E' (the worst) is eliminated. Usually, games that allow CE hits have a mechanism for recovering CE.

POWs should also be briefly mentioned. The mechanism is described later, but be aware that SPs, Artillery, Leaders, and Fortifications can be Captured. Fortifications naturally just change Control, but the counters are held by the enemy and in many games can be Exchanged at certain times. (*Auxiliaries are not normally Captured, though some games may allow it.*)

Preparing for Play

Well, what do you know, we've covered 24 pages of the *KR&Os* in only 3 pages or so. Outstanding.

You should have enough grounding now to get started on a scenario. The scenario information is usually divided between common instructions found at the back of the Exclusive Rule book and a special OOB book provided for each player.

When you start placing counters on the map, there may not be any instruction except where to put them. So, what are you supposed to do? In the rules it says that in the absence of any special instructions you can leave Units on the map in a neat stack, or attach them to HQs. If you attach the Units to HQs you can move and fight with them during the Operational portion of the turn, but, you can't move them 'strategically'. If you leave the Units on the map, you can move them strategically in the Administration portion of the turn, but you can't move and fight with them during the Operational portion of the turn. It's your choice, and will depend on the circumstances. If you're widely dispersed or well behind the front lines, deploy for strategic movement. If the enemy is close, deploy for combat.

[In some cases, there won't be any explicit instruction to Form a HQ, but you will be told to Post a Leader to a place where a stack of Units happens to be. Logically, that means you DO need to Form a HQ in that location – because Leaders must be Posted to a HQ or Garrison. Other, similar, arrangements can arise in the deployment instructions; always proceed logically.]

OK, you've decided to deploy some Units with HQs and some on the map. Stacking Units requires no elaboration, except that your opponent is not allowed to examine your stacks, so take appropriate measures. Many players prefer to stack Units face down so they can read the ratings. Personally, I prefer to have the uniforms showing, since my opponents never bother to memorise regimental regalia. It also sells more games at conventions.

I've already explained what HQs are composed of. Now we are going to create some. Pick the HQ you want to use and place in the location assigned to the Units that will join it (you can only use Units that are stacked together, but you don't have to use all of them). The Units go on the HQ's display. Then you pick a Leader to command the HQ. The Leaders, apart from a very few, will not have unique assignments at the start of the game but will be dumped in their holding pool, the Officers' Mess. Find all the Leaders who are qualified to command the HQ (see *KR&Os* 2.71 for the defaults, and the Exclusive Rules for any variations) and randomly draw one of them. He is now Posted to command that HQ and is placed on the HQ's display. Finally, decide if you want to Assign any Auxiliaries to the HQ. Sometimes Auxiliaries can only be used if Assigned, and sometimes they can never be Assigned. It depends on their Class. All your Auxiliaries will be dumped in their own holding box, called the Available Box. Unlike the Leaders, you can pick and choose which Auxiliaries to add to the HQ; put them on the HQ display.

[You are going to have to skim section 3.5 in the KR&Os *and the chart that includes the Auxiliary Summary before you can decide which Auxiliaries to Assign. Apart from Class restrictions, an Auxiliary's Operational Radius (OR) is important. It is traced in MPs.]*

Once you've Formed your HQs, be sure they are placed on the map inverted. Fog of War is an important element in the game, and you don't want your opponent to know that you have a Grand Army right on his doorstep. There are always Dummy HQs in the mix that you can add to the map during set up, and which can be reseeded during play.

You also need to consider the supply net. There are 4 elements here. At the most basic level, you can always Forage, requiring no supply net at all. Foraging is represented through the Attrition process, which comes into play through Movement in the Operations Phase, and under specific circumstances in the Admin Phase. The worse your supply net, the more severe the Attrition losses. So, the second element needed is a Hub. The Hub is just the initial point of the supply chain. If you have a functioning Hub, you can construct the third element: Depôts. Your Hub is also a Depôt. Depôts reduce the effects of Attrition and are also valuable when conducting Sieges. The final element is actually the most important: Operations Points (OPs).

OPs represent not only supply, but the tempo of your operations. Whoever has the most OPs has the Initiative, and chooses who goes first in a variety of activities. But, OPs have three other uses. First, you expend them to conduct Campaign Plans, which are the chief means of obtaining Prestige. Second, OPs are expended to buy Depôts. Third, *unexpended* OPs work through your supply net to reduce the effects of Attrition.

The general scenario instructions will tell you about your Hub, how many OPs you have, whether any are Assigned at start to Campaign Plans, what the targets of said Campaign Plans are, and whether you start with Depôts or have to buy them out of your initial pool of OPs. In addition there will be special instructions, starting Prestige and other initial conditions.

While setting up, you should consider how you intend to win. Remember, you are trying to earn more Prestige than your opponent. Check over the scenario objectives. If it is more of a 'free form' scenario, read up on the available objectives and the Campaign Plans (CPs) you can conduct to achieve those objectives. Very commonly, you will be initiating CPs to Capture Fortifications. Battles can also be a source of Prestige but are risky. Still, perhaps you can aim for a Fortification, knowing your opponent must respond, then pounce on him with a stronger force. These are the sorts of actions the great captains took.

PLAYING A TURN

When following the Sequence of Play, always conduct the activities in the exact order listed. The exceptions are the Impulses of the Operations Phase, where you have a choice of activities that can be carried out in any order, subject to a few limitations, and the Redeployment and Reorganisation Step, where again there several choices of action that can be carried out as you see fit.

We will assume you and your opponent have both set up with most of your forces arranged in HQs, some SPs placed in Garrisons, and some backfield Units just stacked on the map. Most of your Leaders will be in their Officers' Mess, the lucky few Posted to command the HQs. Some Auxiliaries will be Assigned to HQs and some are still in the Available Box.

Campaign Plans (CPs)

I'm going to discuss CPs out of sequence, because you will probably be playing a scenario that requires you to start with some, so you'd better understand what's required. After the game begins, future CPs are initiated and terminated in the Admin Phase.

The *KR&Os* only discuss CPs in general terms, because so much depends on the game being played. The thing to keep in mind is that there are really only 2 kinds of CP: Passive and Aggressive. The only passive CP is the Defensive CP (DCP). Aggressive CPs can include Attack, Offensive, and Demonstration. Attack and Offensive are the same, except that Attack CPs (ACPs) target specific items, usually Fortifications, while Offensive CPs (OCPs target regions containing a number of key Fortifications; the more you can take, the greater the reward.

When it comes time to decide whether to start a CP you really have 2 choices: have Active CPs, or have no Active CPs. The difference is critical. If you have no Active CPs, your HQs cannot move; on the other hand, it is *much* easier to accumulate OPs, which you need if you want to run some CPs. If you have an Active CP, you will find it harder to accumulate OPs – and you will be losing OPs every turn – but you can move your HQs. (Remember, Units on the map *without* a HQ are useless for operational purposes, they can only hold their positions.)

If you lack OPs but need to respond to your opponent, you need to choose the DCP. This lets you move all your HQs and fight with them, just like your opponent, either all over the map or within certain bounds (usually your home turf). Note that if you start a DCP, you now have an Active CP and will be penalised when trying to accumulate OPs. There are a couple of advantages, though. First, a DCP usually allows you to operate with as much freedom as your opponent, although the game may force you to remain within Friendly Territory or some similar zone of operations – you probably won't be able to lay Siege, either. Second, aggressive CPs require the assignment of OPs, DCPs don't.

With regard to aggressive CPs, I'll skip the DemoCP, because it is a special case, given a full treatment in the games that use it. ACPs and OCPs are common types that need to be described. When you want to attack a specific Fortification or region the ACP/OCP gives you permission to do so. When you initiate these CPs you have to Assign a number of Unassigned OPs to them. Record keeping can be done on paper or with markers on a track.

The OPs you assign are used as a timer (really, they simulate operational momentum). In each Admin Phase you will be losing 1 Assigned OP from each CP (except the DCP, which never has OPs Assigned), and if a CP runs out of OPs before you accomplish the mission, it Fails. A

Failed CP may cause you to lose Prestige, but always forces you to reset your operational goals. I don't mean 'reset' in a procedural sense, but in a planning sense. Usually, you won't have accumulated many OPs while the CP was running, so now you will have to shut down the front and accumulate more 'materiel' (and have your generals 'formulate new strategies' (in game terms, collect more OPs), which wastes precious turns. Because of this, when starting an aggressive CP you should Assign 1 OP for every turn you think a CP will take, and add 1-2 more in case of unforeseen delays (especially, Sieges sometimes steal an OP from you).

If a scenario tells you to start with an aggressive CP it will also split your initial OPs into Assigned and Unassigned totals, so you will be stuck with what you're given, at least until the Admin Phase. If a scenario says you start with a DCP it may also allow aggressive CPs at your discretion, in which case you will be able to Assign Unassigned OPs to them. Try to keep some UOPs back. You will need them.

[ACPs tend to involve 1 HQ while OCPs involve multiple HQs. With an ACP, other HQs can assist, but you only score points if the HQ that was actually given the CP is the one that carries out the job.]

The Operations Phase

This phase is where all combat and movement that can lead to combat takes place. Only HQs and their attached Units, auxiliaries, and leaders can move and fight. Units stacked on the map can defend but otherwise do nothing. The phase is broken into an Initial Actions Step and 4 equal Impulses. Battles are resolved at the end of each Impulse. Sieges occur *during* the Impulse, as a discrete Operation. Overruns are resolved as a function of movement, as they occur.

I should also mention that the game, particularly in the campaign scenarios, does a pretty good job of simulating the ebb and flow of combat operations over the course of a year. It is likely there will be several turns where you and your opponent have only a bit of routine admin to conduct. It is OK to compress those turns into one Admin Turn, or spin through them at your own pace until you feel you are ready to start the next year's campaigning season. The players, having caught up with each other, ask if either plans to start any CPs in a given turn. The first player to do so will get a free turn's work of operational movement with his Active CP before the other can follow suit, simulating strategic initiative. There's no rule for this, it just flows naturally from the way the SoP is structured.

[Naturally, such a clever mechanic was not my idea, someone else suggested it.]

Initial Actions Step

You will roll for Random Events, then determine who has the Initiative, then check for the initial weather.

Random Events and Weather are both resolved using their own tables. Just roll the dice and find the results. Weather is recorded with a chit in a set of boxes; the boxes tell you what the effects are. You will have to look the Random Events up in the Exclusive Rules book.

Initiative is determined by comparing your OPs with your opponent's OPs. The player with the most OPs chooses who goes first in each Impulse AND in the Admin Phase. He chooses now, once, for the whole turn. If there is a tie, dice for it. When you compare OPs, count *all* your OPs, both Assigned and Unassigned.

You can try to change the weather result. Only 1 player can do so, and the choice is awarded in player order. You have to expend an Unassigned OP, and then roll the die for the weather again. If you get the same or a worse result, too bad.

And, very importantly, you can try to change your position in the player order. This can only be done at the start of the last 3 Impulses of the phase. You have to pay 1 Unassigned OP. The choice of changing player order is offered in the current player order, and is only available to the first player to claim it. Yes, you can buy the right to keep the player order the same. Unassigned OPs are usually pretty rare.

What to do in an Impulse

In each Impulse, each player completes ALL the activities he wants to or is able to do, then passes the baton to his opponent. As is says in the SoP, you have 4 discrete kinds of Operation available to you. Two of these require the Activation of a HQ. Only HQs are eligible to be Activated in the Operations Phase, and each HQ can only be Activated once per Impulse to conduct 1 Operation per Impulse.

Movement Operations

Movement Operations are the most complex in terms of choice, but are mechanically simple. You declare 1 HQ Activated and then move it across the map. The HQ moves hex by hex paying MP costs based on terrain and weather (see the Terrain Effects Chart and the Weather display). It will either use its printed MA or the MA of the slowest Unit in the HQ, whichever is less. (Some HQs have a second, lower MA that is used if Artillery is present in the HQ.) The HQ must stop if it enters a hex containing enemy forces too strong to be Overrun or that are part of a Garrison. In the latter case you can keep moving if the Garrison is already Blockaded (i.e., screened) by another of your HQs. The HQ must end its move on or before it has expended twice its MA.

Can you 'pick up' or 'drop off'? Yes, within limits. You can pick up SPs from Friendly Garrisons that you pass over and you can drop off SPs into empty Fortifications to create new Garrisons as you move. At the battalion scale read 'Units' for 'SPs'.

There are no stacking limits *per se*, but be careful where you stop because stacking *does* impact Attrition.

Always check for Attrition after a HQ has stopped moving. Refer first to the Operational Movement Table (OMT). This gives you a modifier to use on the Attrition Table. Notice that a HQ can move up to twice its MA, but anything over its printed MA is 'forced marching' and carries a heavy penalty. Fortunately, there are lots of beneficial modifiers, too.

Next, consult the Attrition Table. Roll 1 die and look to see what the result is. Use all modifiers that apply. Notice that these modifiers are not DRMs but *row shifts*. So, if you roll a '2' with a modifier of '-1', that does not become a result of '1' but is a shift from the 1-2 row to the row above. There are two especially useful modifiers: small HQs get a benefit so you can move farther with them in safety, and if you have Unassigned OPs these are applied as modifiers in your favour (*and without using them up*). Notice that the closer you are to your Hub the better the OP modifier is; if the HQ is within range of a Depôt when it ends its move, it is assumed to be at Close range to the Hub. I'll discuss the supply net in more detail when we get to the Admin Phase.

The second effect of the Attrition Check is the Degradation of Forage. This results in the placement of a Forage Depleted or Forage Exhausted chit on the map in the HQ's terminal hex. In future, forces of either side that are near it risk an Attrition penalty.

The Siege Operation notes below explain what to do if your HQ ends its move at an enemy Fortification. If you end stacked with enemy forces that are not part of a Garrison, a Battle will occur.

Battles will be explained later, but you need to know that once stacked with an enemy HQ you can only move away if two conditions apply: first, your HQ cannot have been Activated before in the same Impulse, and second, the Leader commanding your HQ must successfully make a die roll against his Leadership Rating (a Leadership Check).

Overrun is a simple procedure: you need 6:1 odds and no extra MPs are expended. Enemy Infantry is Dispersed (moved without regard to the circumstances of the map) to nearby locations. Enemy Cavalry can voluntarily Disperse or they can Mask. If Masking, they follow the Retreat rules (given in *KR&Os* 6.4), but expend MPs to slow you down by forcing to you expend a similar number of MPs to continue moving.

There are a couple of special movement routines that are standard to the series: Riverine Movement and Combined Movement. Some games have special movement routines such as amphibious landings. See the Exclusive Rules for those games.

Riverine Movement is explained later, under Admin Movement. In rare cases it can be conducted in the Operations Phase, but the mechanics are basically the same (as you would expect, in the Ops Phase it is done with HQs).

Combined Movement requires a Leader with the special Combined Movement ability. These Leaders can Activate and move 2 HQs besides their own as if they were a single force. The HQs do not have to be stacked together since the Leader will have a radius of effect (traced in MPs, as usual). The primary value of Combined Movement is that it allows multiple HQs to enter an enemy hex and initiate a Battle as if they were a single HQ; in other circumstances the HQs would have to enter the hex separately, which risks having some of them arrive too late for the Battle.

Auxiliary Tasking Operations & Tasking in General

Movement and combat in the generic sense should be familiar activities to most players. Tasking is a little different. Auxiliaries function as specialist assets. You use them to carry out particular jobs, known as Tasks. Since there are a wide variety of both Tasks and Auxiliaries, there is some variation in the method used. Not all Tasks are conducted as discrete Operations. Some can be conducted in the Admin Phase. Some can take place as part of a Movement or Siege Operation. An example of the former is the Bridging Task, which takes place as your Active HQ crosses a river obstacle. An example of the latter is the Tasking of Sappers to a Siege. Auxiliaries can also be Tasked at the start of a Battle. And, Screening is a reactive Task, taking place when your opponent tries to conduct a Task of his own.

Bottom line, the discrete Tasking Operation offered in the SoP is for those Auxiliaries that have to be given discrete Tasks. Common examples include Reconnaissance, Ambuscade, and Raids.

However, the general routine of Tasking is the same no matter when it occurs. You decide on the Task, declare it, secretly pick the most suitable Auxiliary, wait for your opponent to decide if he wants to Screen and let him pick his own Auxiliary to do so, reveal the Auxiliaries, see if the Screen works, and then resolve the Task. After the Task is resolved, all involved Auxiliaries go to the Recovery Box, where you can roll dice to recover them in the Admin Phase. Successfully Recovered Auxiliaries go to the Available Box and are ready to be used again. What can vary is the length of the Task: in a Siege it lasts until the Siege ends, in a Battle, until the battle ends, during movement, when the movement of the HQ ends.

Available Auxiliaries can be Tasked from two locations: from the Available Box or from a particular HQ. Therefore, there is a step in the SoP where you can shift them from the Available Box and Assign them to specific HQs. Sometimes the Auxiliary *must* be Assigned like this, sometimes it is not allowed to be Assigned at all, and sometimes you have a choice. Regardless of the place the Auxiliary occupies, its Task is conducted the same way.

Tasking Operations do not Activate HQs, even if using an Assigned Auxiliary. But, you are limited to 2 Tasking Operations at a time. In between, you must Activate a HQ to conduct Movement or Siege, or you will have to Pass, ending your portion of the Impulse.

Siege Operations

This requires Activating 1 HQ and declaring it is conducting a Siege Operation.

Sieges are complex Operations that involve a number of Stages. The object is to Capture 1 Enemy Fortification occupied by a Garrison (if unoccupied you can simply walk in and drop off SPs to Capture it). Just to be clear, Fortifications are map features and come in variable strengths. You will want to Capture them for operational reasons (they block your supply path), or for Prestige, or because you need them to gain control of a section of territory (again, usually to earn Prestige).

You have to start by Blockading the enemy Fortification. To Blockade, you must move a HQ to the Fortification during a Movement Operation. The HQ has to be strong enough to meet the requirements for Blockade, based upon the Grade of Fortification and its Garrison size. You also have to remain there until the end of the Impulse, so your opponent may try to fight a Battle to drive you off. The Blockading HQ sits on top of the Garrison counter and has a Blockade marker placed on it.

Once the Blockade is imposed, so long as your HQ remains there and is strong enough, the Blockade remains in force and you are qualified to start the Siege proper. A Blockade is still useful in its own right, since the Garrison no longer cuts your LoCs and your other HQs can walk right over it. Also, if the action passes it by and it is too far from its own mobile forces, it will become Isolated and Surrender without a Siege.

One other point about transitioning from a Blockade to a Siege. Once a Siege has been initiated you cannot change the HQ that is conducting it. You can change Blockading HQs as often as you like, but switching Sieging HQs requires you to Lift the Siege first, then start from scratch.

Here's an example of why you might do this. Remember that an ACP will require a specific HQ to conduct the Siege. You will have prepped this HQ with all sorts of siege artillery, but this will make it slow, and your opponent looks to be moving up a HQ of his own to protect the target. You have another HQ that is organised to fight Battles, and you intend to use it to keep your opponent at bay, but it would be risky to bypass the Fortification and fight on your opponent's 'side of the wire' because the place cuts your potential supply line. So, you decide to Blockade first with the Fighting HQ. This forces your opponent to either come to you or back off. If all goes well, the Siege HQ will arrive and take over the Blockade in one Impulse, then initiate the Siege in the next. This will allow your Fighting HQ to go after your opponent's mobile force. Most historical siege campaigns worked this way.

Another tactic is to leave a Fighting HQ stacked with the Siege HQ. If Battle occurs, you are forced to Lift the Siege unless you have another HQ that can defend the hex. The Fighting HQ might lose, in which case both HQs have to Retreat, Lifting the Siege, but if it drives off the enemy the Siege can continue without interruption. The downside of this approach is the Attrition cost for such a concentration of force.

Sieges proper have 4 Stages. To advance a stage you have to declare a Siege Operation and roll on the Siege Progress Table. The exception is the first stage, Investment. This occurs automatically when you declare the first Siege Operation against the Fortification. Just flip the Blockade marker to its Investment side. As soon as this happens you must calculate the Siege Resistance Value (SRV) of the Fortification. There is a chart for this. The SRV is a numerical value representing such things as the strength of the Fortification, the peculiarities of its situation, and the nature of its Garrison. The value derived will be used on the Siege Surrender Table, which is consulted during each Admin Phase for each Siege at the Investment stage or higher. This table may dictate the Surrender of the Garrison, even if you have not progressed beyond Investment.

The point of progressing farther is that you improve your chances on the Siege Surrender Table and may even generate a Escalade, or siege combat, that can give you the Fortification before the end of the Turn – sometimes you are on a tight schedule. On the other hand, you may take so many casualties in an Escalade that you have to Lift the Siege.

When the Investment is instituted you also have to indicate what Auxiliaries you are Tasking to the Siege. The Besieging HQ will need to bring its engineering assets with it, since you are not allowed to Task them from the Available Box. Engineers, Sappers, and Pioneers give you DRMs during the various siege stages. The Besieged player will similarly Task Auxiliaries to the Garrison and will either have the option to or be required to Post a Leader to the Garrison. In some games these items have to be preassigned, just like the Besieging HQ, but in others there is more flexibility.

If you are conducting a subsequent Siege Operation against a Fortification – where the stage is already Investment or higher – you roll on the Siege Progress Table, applying DRMs for Tasked Auxiliaries and special conditions. Note that some Auxiliaries are more useful at certain stages.

Siege Artillery is very valuable and affects both the Siege Progress Table and the SRV , but it needs to be part of the Besieging HQ *and* be within the supply radius of one of your Depôts, or it is ignored.

The next Stage after Investment is Approach. This is just an intermediate stage without any special effects, but note that the chance to progress drops as the Siege stages advance.

At the Lodgement Stage a couple of special things happen or can happen. First, you *must* recalculate the SRV. This new value will be used for all future Surrender checks against the Garrison during the Admin Phase. Second, it is possible to achieve an Escalade (which is also the 4th Stage). This is an immediate assault against the Garrison, resolved with a simple combat routine on the Escalade Table. Besieger and Besieged take losses and there is a chance of the Garrison immediately Surrendering; if the Garrison is wiped out you also Capture the Fortification. If you fail to take the Fortification you drop back to the Lodgement stage.

The Siege Progress Table also has special results, resolved on their own table. They are triggered by certain die rolls, usually a 'natural roll' of '9'. These results can be good or bad but you have little control over them. One of the special results can be duplicated at the Lodgement Stage if the Besieging Leader has the appropriate Personality: the No-Breach Escalade. This is just an immediate Escalade with a bad DRM. You may get lucky.

Sieges end when: you are forced to Lift them because your opponent beat the Besieging HQ in Battle, or you lack the strength to Blockade, or the Campaign Plan ends before you can gain a Surrender, or you choose to Lift them; they also end – but are not *Lifted* – when the Garrison is eliminated or Surrenders. If a Siege is Lifted, you have to move the Besieging HQ out of the Fortification's hex. If the Fortification is Captured, you can reshuffle your SPs to make a Garrison of your own – technically, this occurs either as a 'drop off' during movement in the next Impulse or as a Reorganisation in the Admin Phase – and you immediately gain any Prestige award (your opponent may lose Prestige). Political/strategic effects are resolved during the Admin Phase. Both sides also remove any participating Auxiliaries to their Recovery Box for recycling.

Surrendering items have 3 possible fates, determined on the Surrender Table (NOT the *Siege* Surrender Table). They can be Interned, taken out of the game (in long games, you can conduct POW exchanges). They can be Paroled, taken out of play for a variable number of turns. They can be given Honours of War, moved to another Garrison or HQ (since the Captor often chooses where they go, they typically wind up on the other side of the map, which sounds 'gamey' but is actually pretty historical). The Surrender Table is also used after Battles.

A couple of other points. First, when a Siege Operation occurs within the supply radius of one of your Depôts there is a chance it may be Reduced; you don't need a Depôt to start a Siege, but not having one prevents the use of Siege Artillery.

Second, the taking of a fortress is almost always the focus of a Campaign Plan. You don't get Prestige when you take a Fortification without a designated CP. Be very careful to give yourself enough OPs so you can complete the Siege before the CP runs out of time. You are guaranteed to lose 1 OP per turn, but when using the Siege Progress Table you can lose additional OPs.

Pass

If you do this, your part of the Impulse is over.

What Happens Next?

After everyone has Passed, the Impulse ends and you start another Impulse. If any Battles were generated during an Impulse, they are resolved at the end of that particular Impulse. We'll discuss Battle later. When all 4 Impulses are done, move on to the Admin Phase. Remember, as long as it is not the first Impulse and you have an Unassigned OP, you will be eligible to change the player order.

The Administration Phase

This phase is for all activities not directly related to operational movement and combat. It includes everything from political events, to strategic movement, to developing your supply net, to reorganising your forces.

Unless your opponent is a stickler for procedure (usually if he's winning), you and he can conduct most of these activities simultaneously. Just stick to the written order with respect to your own actions. The one official exception is Administrative Movement (B.4), which is resolved in current Player Order. If you dislike simultaneous action, then resolve every step in Player Order.

Step B.1

In this step, all the geopolitical changes are assessed. Generally, the game will have a suite of Events representing things beyond your control, such as the collapse of another front or the signing of a new treaty of alliance. If an Event occurs, the rules tell you what impact it will have on the game. Some players think this is where Random Events are resolved, but REs are resolved at the start of the turn.

Step B.2

This step is one you have full control over. In it, you deal with your Campaign Plans. I discussed CPs before we got started playing through the SoP.

First, check to see if any CPs Terminate, either in success or failure. You can also terminate them voluntarily if you feel you need to. A successful CP will have completed its objectives earlier in the turn, but this is where you officially declare them fulfilled. If not fulfilled, the CP continues, and now, critically, the CP loses 1 Assigned OP. If this brings the number of OPs Assigned to the CP to zero, the CP automatically Fails, right now. When a CP Fails you may lose Prestige, though often not; the usual penalty is denying you the opportunity to win Prestige through the taking of a Fortification or Territory.

For example, say you are Besieging a Fortification in accordance with an Attack CP. Later in the Admin Phase you will be checking for Surrender. However, you have just run out of OPs for the ACP. The game rules could say you must break off the siege at this point. More commonly, you carry on with the siege but when the place does Surrender, you earn no Prestige for it (and your opponent loses no Prestige, either).

You also have the option of voluntarily terminating a CP, but only after the required OP is lost. This is because some games give you the option to Extend a CP by adding new OPs to it, usually at an exorbitant rate of exchange. When you terminate a CP with OPs remaining to it, you immediately receive 1/2 of them back as UOPs (rounding down).

After checking for CP termination, you check to see if anyone has won the game. Scenarios can end once a player has accumulated a certain amount of Prestige, but more usually, time just runs out. Minor Scenarios have a fixed number of turns, while the Campaign Scenarios have a flexible timer, called the Peace Index – the rationale being you have little influence over the diplomats, who have been discussing peace since the war first broke out.

Assuming the game continues, you then have the opportunity to start new CPs. To recapitulate my earlier notes, you decide what you want to accomplish, estimate how long it will take, look at how many Unassigned OPs you currently have, and then Assign some of those UOPs to one or more new CPs. Notice that you don't get to collect more UOPs until *after* you have initiated any new CPs. Rule of thumb, because 1 OP is lost per CP at the start of this step in the SoP, you need 1 OP per turn the CP will be Active, plus 1-2 extra just in case.

Step B.3

The Supply routines are split into 2 steps, with Movement and Reorganisation in between. This is the 1st Supply Step. The most common activity is conducting Attrition Checks (ACs). Very rarely, you may have to move your Hub, which is a lengthy process that leaves you without much of a supply net; those activities happen before you make any ACs. After making your ACs, you trace supply lines. The SoP is organised this way so that if your Hub was incapacitated in a previous turn and is now fixed, your ACs are still penalised, but if for some reason your supply lines have only *just* been cut, your ACs are *not* penalised.

Supply lines work very simply. You trace between your Hub and your Units/HQs without any intermediaries. The Line of Communication (LoC) can be of any length, but must travel along a Road or Riverine Route, or by sea between Ports. So why are Depôts important? First, because you can only trace a supply line off-Road (or Riverine) within a Depôt's supply radius, which is typically 4 MPs in all directions. Your Hub counts as a Depôt primarily for this purpose. Also, Depôts cut the length of the supply line. Although the LoC is of unlimited length, its effectiveness does diminish with distance. Every Hub has 4 Range Brackets noted on its counter (which can also be found on a chart): Short, Medium, Long, and Extreme. In theory, ACs conducted at Extreme Range will inflict more losses than ACs conducted at Short Range. Now, if you put a Depôt near where you'll be operating, everything within its radius is treated as if it was at the Hub's Short Range. Finally, as we have already discussed, they are helpful in Sieges.

ACs in the Admin Phase are only made for large stacks, ongoing Sieges, or for special conditions pertaining to the game being played. There may be variations, but a Large Stack is usually deemed to be one of 10 Units or 40 SPs, or more. Be aware that *all* SPs in the hex count. ACs have to be made by a Besieging stack (and not the Garrison) regardless of its size; the whole hex is again counted. This is the price you pay for not conducting Siege Ops during the turn; you will have to make up your mind whether you will lose more SPs to Attrition than to an Escalade.

I should also clarify that Garrisons are ignored for ACs, regardless of their size, first because they occupy Fortifications and Fortifications are always considered a separate location within their hex, and second, because they are assumed to have their own supply magazines (which they refuse to share with anyone else).

Step B.4

This is the strategic, or Administrative Movement step. Admin Moves differ significantly from Operational Movement:

- Only Units unattached to HQs can move.

- Movement can only occur along Roads or Riverine routes. (*If a Road is negated by the weather, you still qualify to use it unless the rules explicitly state otherwise, but you will pay the Other Terrain costs. Frozen Rivers may still qualify for Riverine movement, too, representing the use of sleds*.)

- MAs are quadrupled. As noted on the TEC, all Road movement earns you +1 MA if you move exclusively along a Road net. This bonus is also quadrupled.

- No ACs occur. However, there is no forced marching, so you can only move up to 4x your *printed* MA +1.

- You cannot move by Road if there is an enemy Unit within 4 MPs (if Blockaded or Besieged, it is ignored).

- Note that your opponent can try to Ambush you with his Auxiliaries, and you can Screen. Normally, these are the only Tasks allowed in the Admin Phase, except for Deserters, who are used when making ACs.

Riverine Movement takes up about a page of the *KR&Os*. Briefly, Rivers are either Navigable or non-Navigable. Though large rivers are often navigable, size is not the indicator used by the game, so Rivers are rated both for size *and* navigability. Riverine Movement, and the tracing of LoCs by River, which is also permitted, is essentially unlimited. Some games with very long rivers, like the Danube, may impose MP costs, but otherwise, you are allow to expend 1 MP in non-River movement, then move any distance along the River, ending up on either side of it. As you might expect, an enemy Unit or enemy Fortification adjacent to the River blocks your movement, but the enemy 4-MP distance rule (for Road moves) only applies to the Road portion of your move. Naturally, if there is a break in the navigable line, you also have to stop. In most games, you have to embark and debark at a friendly Depôt, so Riverine Movement can't be used to rapidly deploy behind enemy lines.

Some games also have Naval Movement, which is essentially resolved like Riverine Movement, only from Port hex to Port hex. (Sometimes the two can be combined.)

[A few games may give you gunboat flotillas that can *transport you behind enemy lines via Rivers, or even allow Operational Riverine Movement. Similarly, you may be allowed Operational Naval Movement, including Amphibious Landings. Unlike modern combat games, however, it will be rare that you will land in an enemy occupied hex, and if allowed, there will be stiff penalties for doing so.]*

With regard to Lines of Supply, which are determined in B.3, Naval Movement uses Range Brackets, which are noted on the Hub counters. But, Riverine Movement used to trace LoCs *does not cost anything*.

For example, take a Hub with range brackets as follows: Short Range 1-20 MPs, Medium Range 21-40 MPs, Long Range 41-60 MPs, Extreme Range 61+ MPs. Each set of ranges is a Range Bracket. Assume a LoC is traced from the Hub by Road for 18 MPs to a Port. That's Short Range. From the Port to another Port at a cost of 1 RB: you're now at Medium Range. Then from the Port along a River to a Depôt. That costs you nothing, plus you have 2 MPs remaining from the Short bracket of your Hub's range before you get into the Long range bracket.

Step B.5

This is the Redeployment and Reorganisation (R&R) step. A great many things can occur in this step, but all revolve around R&R. Unlike most of the other steps, you can resolve them in any order you choose. For example, you could take some Reinforcements, Form a HQ with them, Transfer some SPs to the same HQ, roll to Recover Auxiliaries and then Assign them to the same HQ, Post a Leader to it, and then go back and take some more Reinforcements.

The SoP lists all the activities.

Forming and Unforming HQs is done as I described in the scenario deployment section. Be aware that you cannot Unform a HQ unless you can Relieve its Leader. This is done by rolling against his Political Rating just like a LC. The SoP lists Posting and Relieving separately, but only for clarity. As I said, you can conduct these activities in any order.

Reinforcements arrive by scenario schedule. Either they are placed on the map in designated locations or they march onto the map, in which case you place them on the map edge. Although it is technically too late to Admin Move them the game may allow you to do so, or you can Form them into a HQ right now so they can move in the next Operations Phase. In some games, there is a Mustering or Recruitment mechanism. These are just other ways of taking Reinforcements, but involve 'indigenous' forces appearing in the middle of the map.

Replacements are different from Reinforcements in that they come from your dead pile and are assessed as SPs. The default mechanic is to separate eliminated SPs by CE and by Class (or at least by Infantry/Cavalry) and keep account of them as they are eliminated. This is easier when you are eliminating 1 SP Units, but brigade-scale games will come with a number of chits you can place on the general record tracks. When you are allowed to take Replacements, you take a percentage based upon the CE values; as you might expect, SPs that belonged to Units with CE 'A' are recovered in greater quantities than SPs that belonged to Units with CE 'E'. Unfortunately, CE 'A' SPs are pretty rare. 1 in 5 SPs taken from a given CE bracket can be Cavalry.

[The KR&Os *say to round fractions down when taking Replacements, but if both players agree, you can round up instead.]*

POW Exchange is a feature of some games, usually in the longer scenarios. In those games you will record enemy SPs that you Capture, as well as Leaders, and (occasionally) Auxiliaries; these last are usually converted into SPs for record keeping and the counters themselves handed back immediately. There will be a chart showing the rate of exchange. As I described in the section on Sieges, Captured items suffer 3 possible fates: Honours of War, Parole, and Internment. POWs are always internees. Something I did not mention earlier is that Artillery can be Captured, too, and used by the captor.

Withdrawals deal with strategic removals. Some scenarios require you to pull forces off the map. Sometimes you can just pick them up and remove them, and sometimes they have to walk out, in which case you will move them in the appropriate phases but record the fact of their withdrawal now.

Recovering Auxiliaries is very important. You roll 1 die for each Auxiliary currently in the Recovery Box. The chances of Recovery vary with the Class of Auxiliary and are given on a table. If an Auxiliary is Recovered, place it in the Available Box. It can be Assigned in the same turn.

Step B.6

This is the final step of the turn, the 2nd Supply step. Like all the steps except the previous one, you have to do everything in the order listed in the SoP. Also, if you come across a vague rule that says something happens 'at the end of the turn' and you cannot insert it into a logical spot in the SoP, do it at the very end of this step.

First roll to see if the Fortifications you are Besieging Surrender. This where the SRVs you calculated are used. For each Siege, consult the Siege Surrender Table and cross index a die roll against the SRV. Either the location Surrenders or it doesn't. Isolated Fortifications automatically Surrender. A Fortification is Isolated if it is far enough 'behind enemy lines': more than 5 hexes from a Friendly Unit. Note that this is one of the rare exceptions where distance is measured in hexes, not MPs.

The next few activities deal with Depôts. First you can buy them – with your precious OPs – then you can disband them. Things are done in this order because when you disband a Depôt you have a 50/50 chance of an OP rebate, which is added to your Unassigned OP total. New Depôts can be built in any Urban or Fortification hex that can trace a LoC to your Hub. Maximum 1 per hex. Other locations may be allowed by the game. You can also expend OPs to upgrade Depôts from Reduced to Full; again they must be connected to the Hub.

After going to all the work of building new Depôts, you check for Depôt Reduction. Depôts have 2 steps, Full and Reduced. As far as their effects are concerned, there is no difference, but Reduced Depôts are 1 step closer to removal from the map. Don't worry, your new Depôts won't be Reduced, only Isolated Depôts are at risk.

Next, you roll to accumulate more OPs. The biggest DRM on this table is the one for having an Active CP. Even Defensive CPs come under this classification, so to get the best possible result your forces need to be completely at rest, which is safest during bad weather, or when your opponent has run out of steam.

Finally, Forage is dealt with. All the Forage Depleted/Exhausted markers that were placed during Operational Movement have a chance of being removed, provided they are far enough away from everyone – 5 hexes (again, hexes, not MPs). The note on the SoP about imposing Forage Degradation typically applies to seasonal effects.

And that's it. Once these steps have been completed, it's a new Turn. Now, we'll discuss Battle.

[The SoPs may include a few unique procedures specific to the game, but you'll have to read about them in the Exclusive Rules.]

BATTLE

Battles are very procedural in their resolution. The best way to learn the procedure is to follow the SoP.

The mechanics of Battle are intended to reflect the way combat was conducted during the period covered by the series, and to restrict the players' influence to those levels of combat that a theatre commander could control. Remember that an Impulse represents several days. This leads to a couple of conclusions. First, Battle will only be guaranteed if both sides desire it. You can always try to escape by passing a Leadership Check when you Activate one of your HQs that is stacked with an opposing force, provided it has not already Activated. In addition, Battle procedure itself includes a step for Declining Battle, which works on the same principle. Second, as the Attacker in a campaign, you will want to keep your forces separated for supply purposes but in a position to concentrate for Battle. However, it is not guaranteed that every HQ you bring to the Battle will arrive in time. One way to overcome this limitation is to have a Leader who can conduct Combined Movement. Another way is to use Prevarication.

If you refer to the SoP you will see that there is a pre-Battle stage. Here, you count your SPs, check for Surprise, try to Decline Battle or Prevaricate, recalculate SPs, determine the size of the Battle, and determine all the DRMs.

Participants. The important thing to remember is that the Defender is the player whose forces were in the hex to begin with, and that the Defending forces automatically include every Unit in the hex that was present before the first Attacking HQ arrived. Ignore Garrisons. The Attacker can only include the first HQ he moves into the hex. If Combined Movement is used this does include all the affected HQs. During this step you also determine who the Generalissimo (GO) is for each side. He will be the senior Leader among your Participating forces. Your choice if there is a tie for precedence. The GO is the Leader whose ratings are used in the Battle.

Surprise is rare but can be nasty. The table is a little unusual. You roll only once, and check first for Attacker Surprised and then, only if the Attacker is not Surprised, for Defender Surprised, using different DRMs each time. The SoP lists the penalties for being Surprised.

The **initial SP** count is to give you an idea of what you are facing, so that you can either;

Decline Battle, or **Prevaricate**. Both these activities require a LC by your GO. Either player can choose to do either of these things. The Defender chooses first when Declining; for Prevarication, order is not important. If you Decline Battle successfully, all your forces in the hex, except for any Garrison, must Retreat (see below). If you Prevaricate, you can add 1 new HQ to the Battle. The HQ must already be stacked in the hex, and be one that was not initially determined to be a Participant. Multiple Prevarication attempts can be made, each one bringing in 1 more HQ, but a DRM ensures they get harder as you go on.

Final SP count. Naturally, if one side Declines, there is no Battle. Otherwise, you recalculate the SPs involved, and, if there is a Leader of greater precedence, he becomes the new and final GO for the Battle. SPs at this time have to be notionally separated into Infantry, Cavalry, and Artillery, because you will soon be using the various Classes to derive DRMs. Also, Siege Artillery is ignored completely in Battle (*except that it can be Captured*). Field Artillery is not counted among the SPs. Instead, you set aside a number of Battery counters equal to the Field Artillery SPs involved.

The overall number of SPs determines the **Frontage**. This is a key concept, representing the width of your army on the battlefield. The Combat Results Table (CRT) has 6 columns. Frontage determines which column you will use. Frontage is based on a combination of the size of your force and the terrain – unlike most wargames, terrain does not give you DRMs or column shifts, it helps determine the column of the CRT you will use. The rules talk about Base and Actual Frontage. The terrain provides the BF. This is the absolute maximum Frontage. As you might expect, Clear terrain gives you more room to deploy and thus a higher BF. AF is how far your force is capable of spreading out to cover the battlefield, and thus depends on the size of your army. A small force in Clear terrain may have a high BF, representing lots of physical room to deploy, but will only be able to use a fraction of it; this is the AF. It is also important to realise that your opponent is also limited by the size of your army. If you have a small Frontage, he can only overlap you by a small amount unless he has a very good Leader – one ability of an outstanding Leader is to extend his, or contract your, AF, which represents flanking movements on the battlefield.

To determine the AF, you first have to convert your SPs to Wings. There is a chart for this. Since you can never drop below the 1 column on the CRT, tiny forces still get 1 Wing, but are penalised with DRMs on the CRT. Once you know how many Wings you have, check the BF, which is given in Wings. If your entire force matches or exceeds the BF, your AF is the BF. If you are smaller, your AF will equal the number of Wings your force is divided into.

Excess Wings are not wasted. They become Reserve Wings. Those Wings that are used initially are your Engaged Wings.

I need to heavily emphasise that NO PHYSICAL REPRESENTATION IS MADE in any of these calculations. You do not make separate piles out of your Units. It is all abstract. For large Battles you may want to use the worksheet provided on the *Red Sash Games* website.

Here is an example:

Clear terrain = BF 6 Wings. You have 37 SPs, that's 6 Wings as well. AF = BF. All Wings are Engaged. Or, so you hope. Your opponent has 20 SPs. That's only 3 Wings. His AF = 3, since 3 is less than 6. All his Wings are Engaged. Let's assume you have a mediocre Leader, which is usually the case. You are required to reduce your AF to match your opponent's. A better Leader would give you more leeway, and having 4+ more Wings than your opponent would allow you at least +1 AF. But, you don't. So, final AF is 3 for both sides and both sides will use the 3 column of the CRT. But, your 3 extra Wings become Reserves, which you can use to maintain your position on the 4 column if you start taking hits. Furthermore, because you have 3 more Wings than your opponent, your army is likely to be more resilient, allowing you to use those Reserve Wings.

The next few pre-Battle steps are all concerned with acquiring DRMs. Fieldworks are provided by Tasking Auxiliaries or claiming the ability of a GO with a Cautious Personality. This DRM penalises your opponent. Cavalry and Artillery Superiority is calculated on charts. You are looking for a simply majority in each category. Auxiliary Superiority requires that you Task Auxiliaries to the job. Note that unlike other Tasks, when you Screen (and both Sides can Screen), you are not counteracting the other Auxiliaries but comparing like with like. This gives you a DRM for Assault and a DRM for Screen. The latter penalises your opponent. Again, simple majority in each case. In Battle, only those Auxiliaries already Assigned to the Participating HQs can be Tasked.

Picking the **LCE** Unit is also done to obtain a DRM. You secretly pick 1 of your Participating Units and match its CE rating against your opponent's choice for LCE. A matrix yields the DRM. As you might expect, the LCE Units are the first to die.

CE is also used to determine the **Retreat Threshold** (RT). In this case, you must calculate your Average CE. This explanation is going to sound complicated, but it's just simple math. Separate your Participating SPs by CE and count how many you have for each category. Convert the CE letters to numerals, so that A = 5, B = 4, C = 3, D = 2, E = 1. For each category multiply the numerical value of the CE by the number of SPs of that CE, then add together the totals of each category and divide the grand total by the number of Infantry/Cavalry SPs present. This will give you a number close to the numerical value of one of the CE letters. Remember to round fractions DOWN, to a minimum of 1. Find that CE on the RT Chart and compare it to the number of Wings you have (ALL Wings, not just Engaged ones). The result is the number of your Wings that can be smashed (the term is 'rendered Hors de Combat', or HdC) before your force has to Retreat. HdC is one of the combat results. The other kind of combat result is Losses.

Here is an example:

You have 37 SPs. 12 of these are B CE, 20 are C CE, and 5 are D CE. 'Eyeballing' the numbers, it's clear your Average CE is C, but let's do the math: ((12 x 4) + (20 x 3) + (5 x 2))/37 = 3.19 = CE of C, just as you thought.

Resolving the Battle

After all those calculations, the resolution of the Battle is quite simple. You have up to 3 Rounds to win. Both players look at the CRT and each rolls 1 die, applying those modifiers that apply to his side. Cross index your own die roll with the column representing your AF. Remember, one side might have an AF higher than the other, thanks to a larger army or a better Leader. Each AF column has 2 sub-columns.

The left sub-column is SP losses, or in some games, hits to Unit CE. Either way the principle is the same: you distribute losses among your Participating Cavalry and Infantry Units (*not* Artillery, and *not* Auxiliaries), with the LCE Unit suffering first. In games where CE is reduced instead, there are markers that work in the same manner as SP markers for recording the hits.

The right sub-column is HdC hits. This hits render whole Wings *hors de combat*, removing them from the Battle. HdC hits don't eliminate extra SPs, so the Units that notionally comprise the Wings are not eliminated, but they can no longer participate in the Battle. HdC hits accumulate Round by Round. After you have recorded your HdC hits (on paper), look at the RT Chart again.

If the number of HdC hits you've received so far equals or exceeds your RT, then your forces must Retreat. If not, the Battle continues, but you must now use the AF column on the CRT that equals your original AF - your HdC hits. This is where Reserve Wings are useful. For each column you've dropped on the CRT, you can commit one of your Reserve Wings to bring you back up to your original column, or at least closer to it. Once again, you're not actually manipulating stacks of counters, this is all done abstractly. Simply make a note showing you've committed some of your Reserves.

Notice that there is a special DRM listed under the CRT which only applies to the HdC sub-column. After rolling the die and taking SP/CE losses, apply this modifier and *then* check the HdC result. This DRM is based on your force's Average CE. The better the CE, the better the modifier.

As soon as one or both sides Retreat or at the end of the 3rd Round, the Battle is over.

At the start of the 2nd and 3rd Rounds, either side can attempt to Decline Battle again. Exactly the same procedure is followed. The advantage of a Voluntary Withdrawal, as it is called, is your Retreat will be a controlled one, with no chance of a Rout or of Pursuit.

Post-Battle

The Post-Battle step involves the following: Leader casualties, determining who won, resolving any Pursuit, Retreating forces, and reorganising forces.

Leader casualties are determined on a table. The longer the Battle goes on, the more risk of casualties. Normally, you only have your GO physically present in the hex, and he only becomes a casualty on rare occasions. So, you take your Leader casualties straight out of the Officers' Mess. It is assumed some of those Leaders are serving at the Battle. Leaders can be killed, wounded and taken out of play for a few turns, or captured.

As a side note, all POWs taken during a Battle, of which there will be a percentage taken from the losses inflicted, and including Leaders, are Interned, for Exchange at a later date.

Pursuit is very rare, but can inflict a lot of SP losses. It also generates a Rout Retreat. You roll the die on the Pursuit Check Table to see if Pursuit occurs, then roll on the Pursuit Results Table to see how bad it is. Cavalry and irregular forces are what you want in a Pursuit, on either side. They can multiply the number of SP losses inflicted, or reduce them.

After any Pursuit calculations, the Retreats are conducted. The side remaining in the hex wins the Battle. It is possible for both sides to Retreat, in which case there is no victor. The Attacker always Retreats first. There are 3 kinds of Retreat, all following the same principles: Voluntary Withdrawal, Retreat, and Rout.

VWs occur when Declining Battle. Since they represent a controlled retreat, there is no Pursuit, and you fall back 1 hex.

In a normal Retreat, a.k.a. Involuntary Retreat, you can be Pursued, which will turn it into a Rout. If there is no Pursuit, you get a 1 hex free move and can then move up to your printed MA. As you would expect, Retreat Movement is governed by a set of criteria, such as falling back on your supply lines and not zigzagging all over the place or winding up behind your opponent. Ultimately, use common sense. Retreat Movement is otherwise resolved as regular Operational Movement (even when a stack of Units unattached to a HQ is forced to Retreat), including an AC at the end of it. Also, you are allowed to pick up and drop off SPs, so that you can deposit SPs in a Garrison in the Battle Hex or along the line of retreat, or scoop up LoC troops to bolster your army.

In a Rout, not only is there Pursuit, but you *must* move your printed MA, or as close as possible to it. If you cannot get away the entire force Surrenders. Furthermore, the movement AC incurs a penalty, and you can't pick up or drop off SPs.

The last activity is Reorganisation. This is conducted in the same manner as Admin Phase Reorganisation, essentially to allow you to restructure the forces that fought in the Battle. Leader casualties can be replaced and new Auxiliaries Assigned, and Units can shuffle their SPs or be switched between HQs. Forces outside of the fighting stack's hex cannot be involved, however.

After this is done the Battle ends and the next Battle begins. After all Battles for the Impulse have been resolved, proceed to the next Impulse.

So, we've managed to reduce 53pp down to 12pp. Hopefully this booklet will give you enough knowledge to break out one of our games and start playing. As you get into the game you can start reading the rules in full. Within a few turns you should be familiar with most of the routines. The experience of players who have not had the benefit of this quick start guide, has been that the first turn may take a couple of hours to work through, but this quickly drops to 20 or 30 minutes per turn, and most of the delays are not procedural but imposed by the need to think about what you are doing and how to respond to your opponent. This guide should help cut down that long first turn.