

# INVESTIGATOR TRAINING INTERNATIONAL



TRAINING

## Combating Economic Crime International Services



DEVELOPMENT

*Key Skills Training & Consultancy By Professionals*

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## Investigator Training International

Investigator Training International (ITI) proudly announces a new range of specialist training and development services for clients from the United Kingdom and Overseas. This portfolio describes the 'Combating Economic Crime' services we provide. A sister portfolio 'International Law Enforcement and Security' will be available shortly.

ITI was formed in 1990 and is a Division of Peter Reay, Security Consultants and Special Investigations. Our unrivalled experience and practical knowledge is aimed at helping client organisations achieve consistent and sustainable progress in all matters of practical consequence.

We offer customised consultancy supplemented by a wide range of focussed training services dedicated to helping clients identify opportunities for improvement in the quality of their service and in meeting their objectives. Our aim is to equip clients with a blueprint for success through providing model frameworks for organisational excellence and by developing their human resource assets to the highest degree of competency.

We draw technical and functional support from a network of open-learning authors, training analysts, investigative specialists, security advisors and professionals in the fields of information technology and audio/visual training techniques. This infrastructure enables us to provide an imaginative and flexible response to requests for services and ensures that course content always reflects the latest developments in both theory and practice.

Instruction is delivered by a multi-disciplined team of trainers comprising former senior C.I.D. and Intelligence officers, practicing members of the legal and banking professions, former scientific support managers and senior managers from the security industry. All are highly experienced and well qualified in their particular disciplines and have proven training ability.

## Investigative Consultancy

ITI has many years experience as providers of investigative consultancy services. Our multi-disciplined team of experts operates to the highest professional standards in presenting tailored solutions to agencies and organisations engaged in all aspects of investigation, enforcement and compliance.

We provide authoritative information, practical assistance, advice and strategic guidance aimed at improving organisational efficiency and effectiveness and we undertake all aspects of capacity building, project planning and implementation.

The most recent addition to our services is providing turnkey solutions for computerised investigation management systems.

## Training Services

ITI is internationally recognised as expert providers of training to agencies and organisations engaged in investigation, enforcement, compliance, fact finding and prosecution roles relating to corruption, fraud and other economic crimes

Our commitment is to deliver and facilitate the highest quality training services to all levels of professional development by:

- Responding to training priorities arising from operational demand and personnel development
- Identifying comprehensive and progressive training strategies for both new and more experienced staff
- Offering customised training solutions
- Promoting the latest strategies, approaches and cutting-edge techniques
- Developing imaginative and flexible programmes setting benchmarks in standards and expertise
- Designing realistic problem-oriented practical exercises and simulations
- Providing quality instruction by qualified and recognized experts from the academic and professional arenas

## Course Design

Many of the courses offered are tailored to the client's specific needs. The preparation and delivery of these courses normally consists of five stages:

- Stage 1      Familiarisation with the client's business, its organisational structure and professional objectives
- Stage 2      Identification of the aims and objectives of the programme
- Stage 3      Course design and submission for approval

*Courses are designed against an analysis of training needs. This stage would include gathering information about the skill-levels of students and an insight into their roles and responsibilities.*

- Stage 4      Course delivery

*Teaching methods will vary according to the subject, course size and the constraints of time and space. The majority of instruction is facilitative in style and involves a variety of training media. Recognised techniques are used to check understanding and to confirm progress.*

- Stage 5      Evaluations

*Courses conclude with an invitation to students to complete an evaluation questionnaire as a means of gauging reaction to the relevance of the training and the quality of instruction. Other forms of post-course activity (including the provision of individual performance reports) can be undertaken if required.*

Our courses offer student-centred learning through highly interactive programmes featuring a wide range of formal presentations, discussions, case studies and practical exercises. Participants are encouraged throughout to consider how their new knowledge may be integrated into their working environment.

Each course is made up of a series of individual components. We are very conscious that whilst we have tried to make all of our courses balanced and thorough, due to time and budgetary considerations clients may wish us to create customised programmes to meet their specific needs from a mix of these components.

Note: Components marked ★ are optional, either because they are designed to meet legal requirements pertaining only in England and Wales, or, because their inclusion is dependent on local operating conditions.

Our holistic and customised courses may be held at training establishments either in the United Kingdom or, if required, at in-country venues.

### Combating Economic Crime Training Courses – index

1.	Professional Competency Building
2.	Managing Economic Crimes Investigations
3.	Development of Specialist Investigative Proficiencies
4.	Banking Procedures, Banking Frauds and Money Laundering
5.	Prosecuting Economic Crime Cases
6.	Legislation

## 1. Professional Competency Building Programme

The investigation of economic crimes is an elite function and should be restricted only to those whose integrity and professional skills are of the highest order.

ITI's Professional Competency Building Programme (PCB) should be regarded as the cornerstone of the strategy of any agency or organisation aiming to operate an effective and productive workforce or wishing to enhance their status in the investigation community.

The aim of the PCB is for participants to develop the knowledge, understanding, skills, expertise attitude and behaviour required to fulfill the present needs of their role as economic crimes investigators. In other words for participants to become professionally competent in their roles and to have the ability of applying what they learn on this course to the wide range of operational situations they will undoubtedly face when they return to their normal duties.

The PCB is made up of a series of toolkits each addressing a skill or subject in which it is essential that an operational investigator becomes competent, no matter what field of investigation he (or she) may specialise in. Each toolkit is designed to help investigators to work as effectively as possible by bringing together information, best practices and the latest developments and explaining how these may be best put to practical use.

All toolkits have been specifically designed so that they are linked together by four interwoven learning threads:

1. Providing a quality service,
2. Operating ethically and in observance of human rights
3. Always exercising authority in a professional, objective, accountable and impartial manner
4. Ensuring that all actions taken are in compliance with the laws of the land.

Participants in this programme will find it a demanding, challenging, an interesting and fun experience, which, through their hard work, will create a solid foundation for their new careers.

(01) Mandatory Investigator Competencies	
CB/01	Introduction to Competency Training
CB/02	Legislation ★
CB/03	Record Keeping
CB/04	Arrest Procedures
CB/05	Dealing with Suspects
CB/06	Property and Exhibit Handling
CB/07	Conduct of Searches
CB/15	The principles of investigation
CB/08	Investigative Interviewing – Witnesses
CB/09	Statement Taking and Statement Making
CB/10	Investigative interviewing – Suspects
CB/11	Disclosure ★
CB/12	Report Writing and Case File Preparation
CB/13	Laws of Evidence ★
CB/14	Courtroom skills

(02) Advanced-Level Investigator Competencies	
CB/16	Characteristics of Large-scale Investigations
CB/17	Investigation Planning / The Teamwork Approach
CB/18	Organizing and Conducting Large-Scale Seizures
CB/19	Capturing Evidence from Computers
CB/20	Computerised Investigations ★
CB/21	Financial Investigation
CB/22	Covert Intelligence / Evidence Gathering Techniques
CB/23	Insight into Operating Foot Surveillance Operations
CB/24	Advanced Investigative Interviewing – Suspects
CB/25	Practical Exercise based on a major economic crime

## 2. Managing Economic Crimes Investigations

Corruption and fraud are global phenomena that affect all countries in varying degrees. These crimes walk hand-in-hand with money laundering and other economic crimes and involve:

- The loss of assets and funds by national, public and private sector organisations
- The misuse of official positions for private gain
- The exploitation of weaknesses in procedures of national financial institutions
- In the most serious cases, a growing distrust by outside investors and donors of the probity and honesty of that country's governmental, judiciary and law enforcement infrastructure. Such crimes capture wide interest and international publicity and focus attention on those organisations with the unenviable task of investigating and prosecuting them.

The management of economic crime investigations and the prosecuting of offenders is a dynamic business demanding that all personnel receive intensive and progressive training. The basis of this training centres on the principle that to be successful requires the ability to understand pro-active and re-active methodologies, to have the ability to apply highly specialised investigative skills and to be comfortable with state-of-the-art technology. Subject matter includes planning the investigation, consulting with advisers, handling expert advice, organising the mechanics of the investigation, appropriate delegation and investigative tasks and making quality assuring investigative decisions.

This course is intended for investigation managers and those who operate a "team approach" to crime solving.

(03) Management of Large Scale Fraud/Corruption Investigations			
IM/01	Strategic Planning	IM/10	Briefing Skills
IM/02	Public Sector Fraud and Corruption	IM/11	Document Examination
IM/03	Contract and Procurement	IM/12	Investigative Interviewing
IM/04	Banking Procedures	IM/13	Prosecution of Fraud and Corruption Cases
IM/05	Financial Investigation	IM/14.	Courtroom Skills ★
IM/06	Principles, Procedures and Techniques of Investigation	IM/15.	Surveillance Management
IM/07	The Investigation Plan	IM/16	Computerised Approach to Investigation
IM/08	Operational Orders	IM/17	Computer Forensics
IM/09	Property and Evidence Control	IM/18	Practical Exercise

The courses in this category are intended to enhance the personal proficiency of those who have completed their competency training and are now actively engaged in economic crimes investigative and management roles.

#### (04) Financial Investigation

Financial investigation is an essential tool for all investigators, analysts, auditors, prosecutors and other professionals concerned in combating economic crime. This course will equip participants with the knowledge, methodologies and skills to perform complex and lengthy financial enquiries into suspected criminal activities and to present their findings.

FM/01	Concepts of Financial Investigation
FM/02	Role of Financial Investigation
FM/03	Information Sources
FM/04	Financial Interviews
FM/05	Financial Profiling and Income Analysis
FM/06	Banking Procedures and Offshore Services

FM/07	Money Laundering ★
FM/08	Accountancy Practices
FM/09	Confiscation Procedures ★
FM/10	Overseas Enquiries
FM/11	Management and Handling of Information
FM/12	Analysis and Presentation of Information

#### (05) Surveillance Techniques

The deployment of dedicated surveillance teams has become an important criminal investigative strategy. This course is intended for general investigators, full-time surveillance operatives and investigation managers. It is important for managers to understand the criteria upon which to base decisions to invest in this facility such as the seriousness of the crime and type of criminal targeted and for them to have the ability to measure surveillance achievements against the investigative objective sought at the outset of the operation.

This course is intended for all investigators, full-time surveillance operatives and investigation managers.

ST/01	Role of a Surveillance Operative
ST/02	Radio Commentary ★
ST/03	Map Reading ★
ST/04	Log Keeping
ST/05	Types of Surveillance Terrain
ST/06	Anti and Counter Surveillance
ST/07	Footwork Tactics – The ABC Method
ST/08	Mobile Surveillance Tactics ★
ST/09	Plotting up around the Target

ST/10	Shadow or Relay Roles
ST/11	Using Public Transport ★
ST/12	Covert Rural Surveillance ★
ST/13	Static Observation
ST/14	Night Surveillance ★
ST/15	Operation Preparation, Planning, Reconnaissance
ST/16	Briefing and Debriefing
ST/17	Arrest of Targets

#### (06) Investigative Interviewing

Every investigation relies on investigative interviewing as it's main source of information; it is claimed that up to 85% of all information is acquired this way. It follows, therefore, that the time and effort spent on investigations may be kept to a minimum and be more productive by using investigators who are trained to produce the best results from interviews.

Not all questions are equal. Some questions draw only the minimum of information and then there are questions that roll up their sleeves and go to work. These are the questions that trained investigators should ask. Unfortunately, few investigators understand the difference and unknowingly ask the former and miss opportunities to arrive at the truth.

Attendance on this course will spell the end of interviews that seem to go nowhere. Participants will become skilled in the application of an effective, straightforward and structured model of interviewing for obtaining full and honest accounts from suspects, victims and witnesses, with integrity and in accordance with the laws of the land.

The course will benefit all investigating personnel who have responsibility for carrying out interviews of people in relation to criminal or disciplinary offences or for other fact-finding purposes.

The programme comprises two modules, either of which may be Optional.

**Module 1 – Conversation Management (Suspects)**

CM/01	Introduction to Investigative Interviewing
CM/02	Ethical Interviewing - Principles
CM/03	Question Power
CM/04	Conversational Techniques
CM/05	Detecting Lies, Evasion and Deception
CM/06	Non-verbal Communication ★
CM/07	The Structured Suspect Interview
CM/08	Consulting with legal adviser ★
CM/09	Understanding the role of the legal advisor ★

**Module 2 – Cognitive Method (Victims/Witnesses)**

CM/10	Memory Systems and How They Operate
CM/11	Essential elements to Good Observation
CM/12	How Inaccuracies in Perception Arise
CM/13	Forms of Visual Identification
CM/14	The Structured Witness/Victim Interview
CM/15	The Legal Implications/ Evidential Acceptance

**(07) Computerised Approach to Investigation**

Today's economic crimes investigator requires a high degree of computer knowledge to be proficient at his or her job. For instance there are said to be over 100 different makes of computer and well in excess of 1000 accounting programme packages currently on the market. While some of the packages will contain similarities there are always features unique to a particular package. These finer points create difficulties even for persons with many years of computer experience.

Many businesses now hold some or all of their business systems on computers and this introduces an added dimension to the investigator's work when undertaking the process of record examination. An appreciation of the problem is illustrated as 3.6 gigabytes of hard disk space will accommodate data sheets of A4 paper stacked to the height of the Statue of Liberty

Computer forensics relating to the preservation, identification, extraction and documentation of computer evidence presents the next hurdle, and includes for instance knowing how to counter destructive programs and traps that can be planted by computer users bent on destroying data and evidence.

Databases for managing investigations, intelligence, case preparation and a range of other investigative tasks require that investigators have the skills to input and use that data in managing, searching and visualising the information acquired from their enquiries.

Computerised Approach to Investigation training will be of benefit to all economic crimes investigators and in particular those who require a special knowledge of the capture of computer evidence.

CA/01	Profiles of Computers and Systems
CA/02	Electronic Data Interchange
CA/03	The Internet and E-Commerce
CA/04	The internet as a Research Tool
CA/05	Spreadsheets
CA/06	Accounts and Business Packages

CA/07	Computer Forensics
CA/08	Cryptography and Steganography
CA/09	Case Management Systems
CA/10	Visualisation Packages
CA/11	Court Documentation Packages
CA/12	ITSEC Policy and Reviews ★

**(08) Criminal Intelligence Management**

A steady and reliable flow of good quality criminal intelligence is fundamental to successful economic crimes investigation. It enables scarce and valuable resources to be focused to maximum effect, reducing wasted effort and increasing the likelihood of success. This in turn builds confidence and improves morale, engendering professionalism and demonstrating value for money by allowing for specific measurement of performance.

Participants on this course will develop their understanding of the knowledge products necessary for operating in an intelligence-led environment. Their skills will be enhanced in producing good quality intelligence and in using the best methods of dissemination, thereby ensuring that intelligence will be targeted at the most effective level to assist in detecting or disrupting criminal activities on local, national or international levels.

Criminal Intelligence Management training is intended for all persons normally employed in an 'intelligence' role or 'function' or who operate within an intelligence-led environment.

CI/01	Identification of Aims and Objectives
CI/02	Determining levels of Crime / Threats / Problems
CI/03	Tasking and Co-ordinating of Intel Operations
CI/04	Production of Intel Products

CI/10	Covert Intel Operations Tactics
CI/11	Target Profiling
CI/12	Strategies / disruption - Organised Crime
CI/13	Intel Grading Methods and Benefits

CI/05	Prioritisation of Intel Work
CI/06	Effective Intel Strategies
CI/07	Compliance with Current Legislation ★
CI/08	Problem Trends and Pattern Analysis
CI/09	Cultivation and Management of Intel Sources

CI/14	Recording and Dissemination of Intel Product
CI/15	Intel Handling and Security
CI/16	Intel Cell Functions
CI/17	Computerised Intel Tools
CI/18	Multi-Agency / Organisation approach

**(09) Crime Scene Management**

Crime Scene Management training will give an understanding of all aspects of crime scene management; exhibit preservation, liaison with Forensic Science Services or other experts and the presentation of forensic evidence.

This course is mainly intended for specialists who manage crime scenes, however, it will also benefit all professionals engaged in, or managing, economic crimes investigations, who wish to develop their skills in gathering forensic evidence.

CS/01	Crime Scene Management - General
CS/02	Forensic Examination, Techniques and Procedures
CS/03	Fire Examination ★
CS/04	Bomb Scene Management ★

CS/05	Fingerprints
CS/06	Document Examination
CS/07	Facial Recognition, Techniques and Systems ★

**(10) Countermeasures For Physical Confrontation**

Field investigators facing confrontational situations with criminals are exposed to considerable personal risk. Responsible agencies and organisations ensure that their staff receive specialized training in the defensive tactics they can employ in the event of being attacked. Training offered extends from basic threat awareness, avoidance and evaluation to disarming techniques and tactical handcuffing. The basics of this training incorporate the scientific principles of neurology and Chinese acupuncture. The primary concept is to locate vital pressure point areas of a subjects anatomy and apply a formulated combination of low profile grappling and striking techniques which achieve maximum effect with minimum force, producing disorientation, temporary nerve incapacitation and energy disruption of an adversary.

PC/01	Threat awareness, avoidance and evaluation
PC/02	Confrontation fear and stress control
PC/03	Use of minimum force
PC/04	Integrated Combat Protection System

PC/05	Threat engagement with armed assistance
PC/06	Disarming techniques ★
PC/07	Tactical handcuffing ★
PC/08	Handling suspects – approach / arrest ★

The investigation and prosecution of economic crimes almost invariably involves analysis of banking transactions and eliciting an evidential input from banks. It is essential, therefore, that economic crimes investigators and prosecutors have a detailed knowledge of banking procedures, both to facilitate their investigations and also to ensure they are not disadvantaged when interviewing or cross-examining banking staff allegedly responsible for frauds or colluding with fraudsters.

For bankers and others employed in the financial services industry, the control and investigation of fraud is very complex and consequently training programmes must provide a balanced and thorough grounding in many disciplines..

We adopt a unique joint approach to our banking training by combining the perspectives of a senior police investigator with those of the bank fraud manager in identifying the most effective strategies for achieving their common aims of reducing fraud losses and successfully investigating fraud cases.

### **(11) Banking and the Economic Crimes Investigator**

Banking and the Economic Crimes Investigator training is aimed at providing economic crimes investigators and managers with (i) a comprehensive knowledge of banking terms and procedures and (ii) a detailed framework for conducting banking fraud investigations.

BP/01	Destabilization of Economies
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BP/02	Underground economies
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BP/03	Banking Control and Regulation
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BP/04	Definition of Banking Fraud / Terms
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BP/05	Trends in banking frauds
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BP/06	Banking procedures
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BP/07	Banking documentation
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BP/08	Identification of Forgeries
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BP/09	Interpreting of banking accounts
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BP/10	Adducing Evidence from Banks
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BP/11	Money Laundering
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BP/12	Offshore Banking
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BP/13	Banking Fraud Reporting
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BP/14	Banking Fraud Intelligence
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BP/15	Banking Fraud Investigation Competencies
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BP/16	Banking Fraud Investigation Perspectives
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BP/17	Practical Exercise – Major Banking Fraud Investigation
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### **(12) Banking Fraud Control and Investigation**

Banking Fraud Control and Investigation training is aimed primarily at banking personnel with responsibilities for banking fraud control and investigation but will also benefit to economic crimes investigators and others with a professional interest in the control, investigation and prosecution of banking fraud.

BF/01	Introduction to Banking Fraud
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BF/02	Managing Fraud Risks
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BF/03	Establishing an Anti-Fraud Culture
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BF/04	Fraud Discovery and Reporting
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BF/05	Banking Fraud Investigation
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BF/06	Perspectives of the banker / investigator
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BF/07	Document Handling and Examination
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BF/08	Facilitation of Fraud Response Planning ★
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### **(13) Managing Banking Staff Fraud**

Managing Banking Staff Fraud training is aimed at all levels of banking and other financial services management but will also be of benefit to senior executives and managers of other large commercial enterprises.

BS/01	Fundamental Banking Policies and Issues
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BS/02	Undertaking an Internal Investigation
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BS/03	Decision Making on Investigation Outcomes
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### **(14) Money Laundering Issues**

Money Laundering Issues training is aimed at managers and staff working in the banking and other financial services industry with responsibilities for reducing losses due to fraud attacks, audit managers and will also be of benefit to economic crimes investigators following the money trail.

Participants will be encouraged to formulate ways in which their new knowledge can be applied to their own work situations

BM/01	What is Money Laundering
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BM/02	The Effects of Money Laundering
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BM/03	Financial Action Task Force (FATF)
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BM/04	Recommendations to fight Money Laundering
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BM/05	International Co-operation
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BM/06	The UK Model
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BM/07	Facilitation of Money Laundering Action Plan ★
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**(15) Economic Crimes Prosecutor Proficiency Part I**

Serious economic crime cases place unique strains on the criminal justice system and many prosecution lawyers are not sufficiently experienced in dealing with the complex issues these cases present. Equally, many are not sufficiently devious to cope with the kind of defendants they sometimes have to cope with.

This series of two courses is aimed at economic crimes Special Casework lawyers and also those lawyers who prosecute these crimes on an occasional basis.

CP/01	The Prosecutor's Role in an Investigation	CP/11	Introduction of Documents
CP/02	Prosecutors Codes of Practice	CP/12	Dealing with Hostile Witnesses
CP/03	Creating a Pre-trial Timetable	CP/13	Examination of Experts
CP/04	Establishing Areas of Agreement with Defence	CP/14	Introducing Computer Evidence
CP/05	Framing the Indictment	CP/15	Cross Examination of Defence Witnesses
CP/06	Selection of Witnesses	CP/16	Challenging Defence Experts
CP/07	Selection of Documents	CP/17	Handling Documents at Court
CP/08	Preparing Financial Evidence	CP/18	Treatment of Witnesses
CP/09	Preparation Schedules and Diagrams	CP/19	Advocacy Skills
CP/10	Examination of Prosecution Lay Witnesses	CP/20	Learning Lessons from Success/Failure

**(16) Economic Crimes Prosecutor Proficiency Part II**

The performance of prosecution lawyers depends greatly on their knowledge and understanding of the nature and scope of the specialist roles of the witnesses they are most often called upon to examine. Commonly, these include bankers, auditors, accountants, economic crimes investigators and specialist and document examiners.

Part II of the Prosecuting Economic Crimes programme may be delivered consecutive to, or completely independently of, Part I.

KP/01	Banking Procedures	KP/09	The Audit Report
KP/02	Banking Documentation	KP/10	Business Documentation and Records
KP/03	Interpreting Banking Accounts	KP/11	Basic Business Accounting Documents and Records
KP/04	Banking Fraud Investigations	KP/12	Interpretation and Analysis of Accounting Information
KP/05	Auditing Concepts and Principles	KP/13	Principles, Procedures and Techniques of Investigation ★
KP/06	Financial Audits	KP/14	Document Examination ★
KP/07	Gathering of Audit Evidence	KP/15	Financial Investigation ★
KP/08	Accountancy Concepts and Principles		

**(18) UK Legislation Updates**

The recently implemented Human Rights Act 1998 incorporates a limited version of the European Convention on Human Rights into British law. The convention upholds the right to be treated humanely, to liberty, to freedom of expression and to a fair trial. This means people will be able to seek redress through the British courts rather than take cases to the European Court of Human Rights in Strasbourg. All public authorities must comply with the conventions, and for the purposes of the act, the term applies to any body - whether it is public or private - that carries out a public function. So, for example, the National Society for the Prevention of Cruelty to Children is considered to be a public authority as it has powers to protect children and invoke care proceedings. Voluntary organisations which work with agencies to provide government funded services must comply with the conventions. So too do the increasing number of charities that are contracted to provide services on behalf of local authorities or central government. With the Regulation of Investigatory Powers Act 2000 the Government has acted to keep pace with communications technology and clarifies the powers of those engaged in surveillance activities. It has been described as providing "modern-day law enforcement tools for modern-day technologies." The Act has four main parts: the interception of communications, intrusive surveillance, human intelligence sources and the compulsory disclosure of encrypted data. It also provides for a more comprehensive scrutiny and review procedure with the appointment of a tribunal and commissioners to oversee its implementation.


The Criminal Procedure and Investigations Act 1996 and its code of practice sets out the rules of disclosure. Much of what is required by the Act and code is similar to what was done previously. However, the Act also applies to summary offences where a 'not guilty' plea is anticipated. The Code of Practice states that "A person other than a police officer who is charged with the duty of conducting an investigation with a view to it being ascertained (i) Whether person should be charged with an offence, or (ii) Whether a person charged with an offence is guilty of it, shall in discharging that duty have regard to any relevant provision of a Code which would apply if the investigation were conducted by police officers."

This course will be of great benefit to employees of all organisations obliged to comply with the conventions, codes of practice and laws arising from these three Acts.

LL/01	Human Rights Act 1968
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LL/03	Criminal Procedures & Investigations Act 1996
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LL/02	Regulation of Investigatory Powers Act 2000
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