

# Levy Funded Apprenticeships in Intelligence, Counter Fraud and Risk



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With UK Government intention to deliver increasing volumes of apprenticeships as a viable alternative to University education, we believe that it is essential to offer a range of dynamic apprenticeships that will challenge bright young minds, more so in the Intelligence and Security sector. Equally, modern apprenticeships provide opportunities for role relevant upskilling, increasing existing workforce capability and mobility, without necessarily requiring new recruitment. Apprenticeships offer an opportunity for application of new knowledge and skills within a role specific setting, whilst developing other relevant behaviours and associated soft skills that may not usually be developed to the same level within traditional commercial programmes.

Traditional “white collar” apprenticeships often fail to offer the same level of skills development as more manual, traditional apprenticeships. We believe that the newly developed Intelligence Analyst, Counter Fraud Investigator and Risk/Compliance Manager Standards address this issue and help to develop recognition for the knowledge, skills and behaviours that are so critical to being a competent Intelligence or Risk professional.

# Why Choose Intelligencia Training for Levy Funded Apprenticeships

Having been involved in Intelligence Apprenticeships since their inception in 2013 we were chosen as the key education sector partner to provide support and guidance to the employer group that developed the Intelligence Analysis standard. Intelligencia Training have over 200 years of Intelligence and Risk experience that can be used to train, coach and develop confidence in applying the knowledge, skills and behaviours that are relevant to whichever sector our apprentices are seeking to add value.

- ▶ Intelligencia Training work closely with learners and employers to develop the most appropriate individual pathway.
- ▶ Pre programme scoping meetings with employer and apprentice working groups to ensure relevant and appropriate training pathways.
- ▶ Skills based exercises, analytical techniques and risk management models are specifically tailored to each sector and role that we work with.
- ▶ Hundreds of sector specific exercises to ensure maximum participation and practical involvement within our learning sessions.
- ▶ Live actors to increase communication, influence and risk management training within a safe and realistic environment.
- ▶ Excellent e-learning systems to ensure full visibility of progression and funding compliance to apprentices, employers and regulatory bodies.
- ▶ All staff are officially qualified in safeguarding, PREVENT and Mental Health First Aid.



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# Intelligence Analyst Apprenticeship Standard

▶ **Level: 4**

▶ **Funding: up to £11,000**

The Intelligence Analysis Standard was developed to replace previous frameworks in Intelligence Analysis and Intelligence Operations, providing a modern and appropriate route for intelligence professionals to develop and implement a relevant skill set.

Having been key to the development of both the Standard and End Point Assessment Strategy, Intelligencia Training are the UK's most experienced provider of vocational intelligence training.

At Intelligencia Training, we fully evaluate all learners prior to induction to programme and develop a pathway that is bespoke to each individual, being relevant to both sector and their organisation. With hundreds of sector specific analytical exercises, we are best placed to provide role specific opportunities for analysts to develop an appropriate analytical capability.

The typical training period for the learners on our Intelligence Analyst Apprenticeship is 15-18 months and consists of classroom-based delivery sessions on either our premises or client sites as desired.

Specific modules and depth of analytical training within each technique is defined by the apprentice's pre-induction skill scan.

## Session Breakdown:

### Intelligence Theory and Fundamentals

Intelligence cycle, source evaluation, collection planning, assumption and bias, critical thinking (3 sessions)

### Applied Intelligence Analysis

Application of structured analytical techniques (up to 7 sessions)

### Effective Communication of Intelligence Products

Report Writing, Verbal Briefing, Communication and Influence (2 sessions)

## Network analysis

## Geospatial analysis

## Temporal analysis

## Comparative Case analysis

## Cone of Plausibility analysis

## Analysis of Competing Hypothesis

## Backcasting

## Additional Modules Available:

- Internet Research and Investigation
- Understanding the Disclosure of Information
- Cyber Security Awareness
- Mental Health First Aid

## Learner Commitment

Between teaching sessions apprentices are provided with a range of knowledge and skills development based tasks to ensure competence and progression to End Point Assessment gateway. Intelligencia Training fully maps and record Off The Job requirements. All apprentices have access to our elearning platform for the duration of programme, providing constant communication with the training and assessment team and access to their live Individual Learning Record, providing clear and consistent visibility of targets and progression.

# Knowledge, Skills and Behaviours

## Knowledge

### An Intelligence Analyst knows and understands:

- Legal and organisationally appropriate intelligence collection and storage methods, together with their limitations. This includes applying that knowledge to sensitive and classified materials and other openly accessible information.
- The implications for loss of sensitive material, remaining alert to the methods required to protect against physical and cyber security risks and what procedures to follow in the event of loss of such material?
- The processes involved in the collation and evaluation of organisationally relevant sources of information for use within intelligence products which will include learning to use specialist software systems.
- Organisationally relevant Intelligence Sources that are commonly used, such as Open Source, Imagery, Communications and Human.
- The Intelligence Cycle, including all processes involved in direction, collection, processing and dissemination of intelligence.
- The main factors influencing their respective organisational/client environments, such as specific threats and key intelligence priorities, for example, tax evasion, passport fraud, people smuggling, organised criminality.
- The benefit of generating or using intelligence combined from a number of sources as opposed to a single source, considering how validity and credibility can be affected depending on the type used.
- How to use analytical development techniques to identify and produce key findings and judgements in assessments. Techniques could include, but are not limited to, pattern and trend analysis, geospatial analysis, network analysis, or others as appropriate to the organisation and its risks.
- Understand how to carry out data analysis from a numerical or factual perspective and interpret it, taking account of quantity and quality of data.
- How to identify intelligence gaps and opportunities for further analysis such as developing and maintaining an expert level knowledge or expertise to allow considered assessment through interpretation and evaluation.
- How to identify a range of relevant and credible information sources and recognise the need to collect new data when necessary from internal and external sources.
- How bias can affect judgement, and the dangers it presents if measures are not in place to mitigate this.

## Skills

### An Intelligence Analyst is able to:

- Engage with clients appropriately to ensure effective understanding of intelligence tasks and actively monitor ongoing intelligence requirements, engaging with all levels in an organisation, the customer and other interested parties in order to respond to demands.
- Recommend what information should be collected based upon identified intelligence gaps, and/or issue requests for information to external organisations to collect or process information.
- Identify, review, and interpret significant information, applying organisationally appropriate analytical techniques such as the use of diagnostics (links, patterns, and trends), scenario generation and validating assessments to identify key findings and opportunities for further analysis.
- Think critically, through objective analysis and evaluation of an issue, to form a judgement which is unbiased, undistorted and can withstand challenge.
- Produce written reports to a high standard as well as confident verbal briefings and presentation of findings, using an appropriate range of methods dependent on factors like audience, available time and the organisation's culture.
- Obtain client views on outcomes so as to feed back into the Intelligence Cycle and enrich the process of collection, processing, dissemination.
- Use existing and emerging IT (including digital) applications in the analysis, development and dissemination of intelligence products in line with organisational requirements.
- Operate in accordance with applicable security and legislative responsibilities such as applying appropriate audit trails, handling instructions, and protective markings, including the Official Secrets' Act.
- Organise appropriate disposal when working with sensitive materials.

## Behaviours

### An Intelligence Analyst should be:

- Confident in their ability and have courage of their convictions.
- Logical with a good attention to detail.
- Discreet and trustworthy when working with highly confidential materials.
- Open minded, innovative and a problem solver.
- Agile, able to adjust rapidly and decisively, especially when operating in complex situations.
- Persistent and resilient; not all intelligence activity will immediately be successful.
- Flexible and understand that there is more than one way of working.



# Counter Fraud Investigator Apprenticeship Standard

▶ **Duration: 18-24 months dependent upon pathway chosen**

▶ **Funding: up to £15,000**

The Fraud Investigation Standard was developed to provide a recognised and robust pathway for fraud investigators that would allow for parity across sectors and comprehensive development of all knowledge, skills and behaviours associated with being an effective and competent investigation professional.

At Intelligencia Training, we fully evaluate all apprentices prior to induction to programme and develop a pathway that is bespoke to each individual, being relevant to both sector and their organisation. With a huge breadth of fraud, analytics and investigative experience within our staff we are well placed to

deliver bespoke programmes to Fraud Investigators working across a variety of Public Sector, Law Enforcement and Financial Services roles.

The typical training period for the learners on our Fraud Investigation Apprenticeship is 18-24 months and consists of classroom/outdoor based delivery sessions on either our premises or client sites as desired.

Specific modules for study are defined within employer scoping and learner skill scan.

## Modules Available:

### Module 1 – Counter Fraud Overview (2 days)

- Cross sector terms and definitions
- Fraud Types and associated offences
- Understanding your organisation and role
- Overarching legislation

### Module 2 – Case Initiation (1 day)

- Fraud investigation model (and equivalents)
- Initiation of an investigation
- Understanding of Disclosure requirements
- Investigative Outputs
- PACE

### Module 3 - Interviewing Theory (1 day)

- Assumption and bias – impact and effects
- Human Aspect – theory and behaviours
- Interview Planning
- PEACE model

### Module 4 – Interviewing Witnesses/Victims (Theory and Practical Sessions – 2 days)

- Soft skills associated with interview techniques – victims/witnesses
- Evidence gathering from witness/victim
- Statements
- Conducting different types of interviews
- Special measures
- Subject matter experts and expert witnesses
- Associated legislation

### Module 5 – Evidence Gathering (Physical and Digital) (3 days)

- Evidence Types and Forensic Opportunities
- Powers and Audit
- Evidence Gathering Process
- Legal Considerations
- Search Practical

### Module 6 – Interviewing Offenders (2 days)

- Soft skills associated with interview technique – offenders
- Evidence gathering from Offender
- Statements
- Legal considerations
- Practical

### Module 7 – Analytical Techniques to support Fraud Investigations (2 - 4 days)

- Pattern and Trend Analysis
- Comparative Case Analysis
- Network Analysis

### Module 8 – Case Building (2 days)

- Definition in relation to different case/investigation types
- Disclosure – practical application
- Pathways (civil, criminal)
- Productions Orders and required outputs
- Actions to take
- Legal requirements

### Module 9 – Presenting Evidence in Court (2 days)

- Theory – Court processes and procedures
- Practical – courtroom (use of actors, guest speakers, participation, defence and prosecution)

### Module 10 - Planning/problem solving/team building

- Required development and evidence of role associated behaviours

### Optional additional modules:

- 1 day – Internet Research and Investigation (techniques, digital footprints, due diligence)
- 1 day – Cyber Safety (human behaviours)
- 1 day – Mental Health First Aid

Mock End Point Assessment - 1 day

## Learner Commitment

Between teaching sessions apprentices are provided with a range of knowledge and skills development based tasks to ensure competence and progression to End Point Assessment gateway. Intelligencia Training fully maps and record Off The Job requirements. All apprentices have access to our elearning platform for the duration of programme, providing constant communication with the training and assessment team and access to their live Individual Learning Record, providing clear and consistent visibility of targets and progression.



# Knowledge, Skills and Behaviours

## Knowledge

- Understand the legislation and associated codes of practice relevant to investigations as well as an understanding of departmental policy. Covering appropriate laws including Police and Criminal Evidence Act 1984 (PACE), Criminal Procedure and Investigations Act 1996 (CPIA), Human Rights Act (HRA), and Proceeds of Crime Act 2002 (POCA), Data Protection legislation, Public Interest Disclosure Act 1998 (PIDA), Whistleblowing (WB) policies and equivalent Civil legislation such as the Finance Act (FA) where appropriate.
- Understand the points to prove in pursuing an investigation such as guilty mind, guilty act, and prima facie evidence.
- Develop professional knowledge of relevant legislation and regulatory requirements for the different types of investigation. Keep this knowledge up to date by identifying sources of information and identifying policy and law change.
- Understand how to open and maintain a case file and how to plan an investigation to the required standard for criminal, civil, regulatory or disciplinary investigations. Understand the Fraud Investigation Model (Criminal) / or organisational equivalent when responding to allegations of fraud.
- Understand the different types of evidence (direct, circumstantial, hearsay etc.)
- Understand the types of forensic opportunity available and when they can be used to gather evidence.
- Understand the principles of RIPA codes of practice.
- Understand why the recording of notes of interviews, conversations, evidential observations and decisions made during the course of an investigation is necessary and has knowledge of best practice use. Understand how to produce witness statements / affidavits to the standard required for all types of investigations.
- Understand why recording investigation activities / enquiries during the course of an investigation are necessary and has knowledge of best practice use. Understand the rules and relevant policies relating to the continuity of evidence such that the source of evidence can be fully supported. Understand the National Intelligence Model, National Intelligence methodology (criminal investigation) and the demarcation of intelligence and evidence and demonstrate awareness of source and evidence handling.
- Understand the relevant legislation and procedures (including Legal Professional Privilege) in the participation of a search of a person, premises, vehicles or workplaces.
- Understand how to assess the strength of evidence and the requirement to lawfully gather evidence to required standards in a criminal, civil, regulatory or disciplinary investigations, subject to role.
- Understand how to produce witness statements to the standards required by the CPIA 1996 (criminal investigations). Understand how to produce witness statements / affidavits to the standard required for non-criminal investigations.
- Understand how data may be analysed and collated to support investigative decisions and outcomes in criminal, civil, regulatory or disciplinary investigations as appropriate. Understand when the government protective marking scheme and source management processes should apply when disseminating material.
- Understand the briefing and de-briefing format.
- Understand the PEACE model and the use of conversation management and open recall techniques, how to produce an overarching investigative interviewing strategy, an interview plan and how to evaluate an investigatory interview to identify further investigative actions, to the required standard, civil, disciplinary, regulatory or criminal. Where appropriate.
- Understand the requirements for conducting an Interview Under Caution (IUC) fully compliant with the requirements of PACE and Criminal Justice Act 2003 (CJA) (criminal investigations). Understand the requirements for conducting an interview which is fully compliant with relevant legislation or departmental policy (non-criminal investigations).
- Understand the varying demands of the witness and how to respond to them.
- Understand how to produce investigator notes, narrative statements, 3rd party witness testimonies and transcripts, and the requirements for retention.
- Understand how to produce concise, timely, clear, balanced & accurate reports, briefings, letters, e-mails & other items of correspondence.
- Understand how to prepare files, applications and orders for court to the required standard for the activity undertaken.
- Understand the procedures and requirement to give evidence as a witness at hearings. (Criminal / Civil / Regulatory / Disciplinary investigations). Understand the process for referring a case to other law enforcement agencies.
- Understand compliance with the provisions for disclosure in court, tribunal or disciplinary proceedings as appropriate.
- Understand how to obtain, record & present evidence in court during proceedings.
- Understand how to provide insight from investigations to identify and facilitate improvements to policy and processes to assist prevention, deterrence and increased future detection.
- Understand how to prepare an evidence file with material to support court, tribunal or disciplinary proceedings in accordance with the requirements of the relevant legislation, codes of practice or departmental policy.
- Understand how to prepare files and investigate to the relevant standard in parallel, including the differences and associated risks in parallel investigations and the relevant parallel civil enforcement and / or recovery / compensation actions and how to progress them.
- Understand who the partners are in the counter fraud community and law enforcement sector and the need to build and maintain new and existing partner / stakeholder



relationships with those involved in investigations to achieve progress on objectives, key initiatives and shared interests.

- Understand the different types of fraud committed and how these frauds could be perpetrated, the processes required to determine the losses and costs figures in sanction and redress outcomes and how to report the outcome with recommendations.

## Skills

- Apply legislation and associated codes of practice and can determine points to prove in pursuing an investigation. Apply departmental policy.
- Investigate the points to prove in pursuing an investigation.
- Identify sources of information e.g. regarding the process of policy and law change.
- Maintain case files and produce investigation plans to the required standards for criminal, civil, regulatory or disciplinary investigations. Apply the Fraud Investigation Model (Criminal) / or organisational equivalent when responding to allegations of fraud.
- Differentiate between types of evidence (direct, circumstantial, hearsay etc.) and relate their significance.
- Utilise forensic opportunities and how to apply them in investigations (where relevant to the type of investigations undertaken).
- Apply consideration of the principles of RIPA codes of practice.
- Implement best practice for note taking during the course of an investigation (where relevant to the type of investigations undertaken). Implement best practice for witness statements during the course of an investigation (Relevant to the type of investigations undertaken).
- Produce records of the investigation activities / enquires during the course of an investigation. Apply the rules and relevant policies relating to the continuity of evidence so the source of evidence can be fully supported. Apply the classification and handling of information in line with the National Intelligence Model and national intelligence methodology (criminal investigation) and appropriate handling principles to source and intelligence material, demonstrating knowledge of potential risks of mishandling.
- Participate in searches (including consideration of Legal Professional Privilege) of a person, premises, vehicles or workplaces, adhering to policy and legislation of organisation.
- Assess the strength of evidence and apply the relevant legislation and codes of practice to gather evidence to required standards, subject to role
- Produce witness statements to the required standard for the investigations e.g. Criminal Investigation Standard.
- Use analysis techniques on a range of data and make sound and fair investigation decisions in investigation as appropriate. Apply the organisation's protective marking scheme and source management before disseminating material.
- Apply the briefing and de-briefing method, disseminating information gathered to the appropriate individuals, groups, or departments as required, for all investigations.

- Utilise the PEACE model for interviewing, applying conversation management and open recall techniques, complete an overarching investigative interviewing strategy, produce interview plans, summarise and evaluate interviews to the required standard.
- Undertake an interview appropriate to the investigation being undertaken, introducing testimony and exhibits during interviews as appropriate.
- Recognise and respond to the varying demands of the witness.
- Produce and retain accurate investigator notes, narrative statements, 3rd party witness testimonies and transcripts.
- Produce concise, timely, clear, balanced & accurate reports, briefings, letters, e-mails & other items of correspondence.
- Prepare files, applications and orders for court to the required standard for the activity undertaken.
- Present evidence as a witness at appropriate hearings. Refer appropriate cases to other law enforcement agencies.
- Comply with the provisions of disclosure in legal proceedings.
- Obtain, record & present evidence in court during proceedings.
- Produce full and accurate post investigation assessments.
- Produce an evidence file with material to support court, tribunal or disciplinary proceedings in accordance with the requirements of the relevant legislation, codes of practice or departmental policy.
- Utilise the correct powers appropriate to the type of investigation.
- Build and maintain new and existing partner / stakeholder relationships to achieve progress on objectives, key initiatives and shared interests and developing beneficial working relationships.
- Categorising fraud and provide insight into how the fraud was perpetrated, calculate the losses and costs borne in cases of fraud for use in sanctions and redress outcomes.

## Behaviors

- Committed, conscientious and organised even when completing multiple tasks.
- Take accountability for decisions made and for maintaining own knowledge and skills.
- Work with integrity, impartiality and excellence in line with requirements of the business and their profession.
- Inquisitive, open-minded and objective, will seek out evolving and innovative ways to add value
- Show courage, resilience and flexibility when interacting with others to ensure the best outcome.
- Work collaboratively with stakeholders to achieve common goals and have an awareness of different styles of working to ensure mutual respect.

# Risk/Compliance Officer Apprenticeship Standard

▶ Level: 3

▶ Funding: up to £9,000

The Risk/Compliance Officer Standard was developed to provide a robust and recognised apprenticeship pathway for those risk and compliance professionals working across the breadth of the Financial Services sector.

At Intelligencia Training, we fully evaluate all apprentices prior to induction to programme and develop a pathway that is bespoke to each individual, being relevant to both sector and their organisation. With a huge breadth of risk experience on our staff, covering Regulatory Compliance, Financial Services, Financial Crime and Cyber Security, Intelligencia Training are able to offer a bespoke and relevant compliance/risk pathway that are very specific to individual apprentices role.

The typical training period for the learners on our Risk/Compliance Officer Apprenticeship is 15 months and consists of classroom based delivery sessions on either our premises or client sites as desired.

Specific modules and risk/compliance pathways for study are defined within employer scoping and learner skill scan.

## Session Breakdown:

- Session 1 – Risk Management Purpose, Overview, Principles and Terminology
- Session 2/3 – Compliance Frameworks, Policy and Processes, Sanctions and Penalties
- Session 4 – Organisational Objectives, Values and Purpose within a Compliance Environment
- Session 5 – Effective Communication
- Session 6/7 – Risk Analysis – Structured Analytical Techniques
- Session 8 – Assumption, Bias and Critical Thinking within Risk and Compliance

- Session 9 – Live Exercise Session (Scoped with employer to develop an actor led exercise to focus on implementation of learning within a live, safe learning environment.

- Session 10/11 – Professional Qualification preparation and exam

- Session 12 – Mock EPA

### Additional Modules Available:

Understanding the Disclosure of Information  
Cyber Security Awareness  
Mental Health First Aid

## Professional Certification

Prior to reaching End Point Assessment Gateway, all Apprentices must achieve one of the below professional certifications that are most relevant to their role and pathway, to be determined by the employer prior to programme start.

### International Compliance Association:

Certificate in Financial Crime Prevention, Certificate in Compliance, Certificate in Anti-money Laundering

### Chartered Institute for Security & Investment:

Combating Financial Crime, Global Financial Compliance, Risk in Financial Services, Managing Cyber Security

## Learner Commitment

Between teaching sessions learners are provided with a range of knowledge and skills development tasks to ensure competence and progression to End Point Assessment gateway. Intelligencia Training fully maps and record Off the Job requirements. All apprentices have access to our elearning platform for the duration of programme, providing constant communication with the training and assessment team and access to their live Individual Learning Record, providing clear and consistent visibility of targets and progression.

knowledge, skills and behaviours associated as below:

# Requirements:

## Core Knowledge, Skills and Behaviours

### Knowledge

### What is required

#### Risk and Compliance Framework

Broad understanding of the Financial Services legal and regulatory framework, the role of the different regulators (if appropriate), the implications of non-compliance for the organisation.

#### Risk and Compliance policies / procedures

Sound understanding of the specific risk/compliance requirements for their role e.g. operational risk, financial crime, know your customer, training & competence, approved persons, conduct risk, complaints, data security. This should include both the actual legal/regulatory requirements eg Financial Conduct Authority (FCA) Handbook and the policies/procedures used by the organisation to implement these requirements.

#### Industry and company understanding

Understands the role their organisation plays in Financial Services, the business they work in, the products and services offered to customers, the organisation's approach to delivering fair customer outcomes, its 'Values', professional standards, and where their role fits in the business. Understands the function of the different areas of the organisation they need to work with in their role. Basic understanding of the impact the external environment has on Financial Services and relevant best practice.

#### Systems and Processes

Understands the systems, tools and processes used in the role, together with the standards to be met, including IT tools.

### Skills

### What is required

#### Delivering Services

Uses a wide range of company systems and processes to deliver services to customers/colleagues. This may include advice to customers/colleagues based on regulatory requirements and organisation policies; working with suppliers on data security; internal reviews / audits and follow up; ensuring accurate records e.g. approved persons; supporting formal committees. Proactively meets challenging individual and team performance measures in line with company policy, Values, standards and regulatory requirements. Plans and organises their work, focusing on priorities, to meet commitments / KPIs, including regulator deadlines. Escalates when required.

#### Analysis and Problem solving

Analyses relatively straightforward risk/compliance problems, investigating issues e.g. fraudulent transactions, and recommending solutions. Works with data, analysing and producing required reports / management information for internal and/or external e.g. FCA use. Able to read and interpret reports, summarising required information.

#### Communicating & Influencing

Writes clear and concise reports / recommendations in a way that is meaningful to the recipient. Deals effectively with customers/colleagues, using sound interpersonal skills and communicating well through a range of media using appropriate language e.g. phone, face to face, email. Listens actively to understand needs and adapts their style to the recipient. Influences others to ensure compliance/risk requirements are met, when appropriate.

#### Teamwork

Builds/maintains strong working relationships with customers/colleagues/suppliers as appropriate. Consistently supports colleagues at all levels and collaborates to achieve results. Aware of own role in the team and impact on others.

#### Continuous improvement

Identifies opportunities to improve performance and service delivered. Takes ownership of specific changes that impact their role.

#### Personal Development

Keeps up to date with relevant legal/regulatory changes. Seeks feedback and acts on it to improve their performance. Builds their own capability through ownership of their own development, working with their manager.

### Behaviours

### What is required

#### Honesty & Integrity

Truthful, sincere and trustworthy in their actions. Shows integrity by doing the right thing. Maintains appropriate confidentiality at all times.

#### Flexibility

Adapts positively to changing work priorities and patterns when new tasks need to be done or requirements change.

#### Resilience

Displays energy and enthusiasm in the way they go about their role, dealing positively with setbacks when they occur. Stays positive under pressure.



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