
Criminal Intelligence Cycle Management: Tasking, Analysis and Dissemination Training Course

25 – 29 January 2027
Barcelona





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Programme Summary

Criminal intelligence cycle management, covering tasking, analysis and dissemination, is the subject of this five-day training course for heads of intelligence units, senior investigators and law enforcement managers at a managerial level, ending in an intelligence cycle management plan for one unit. Intelligence work loses value when requirements are vague, sources go unevaluated and products reach decision-makers late or in the wrong form. The programme moves from the intelligence cycle and management model, through diagnosis of tasking and collection, to analysis and dissemination, then to a worked plan. Mars Training Centre UK delivers this programme in criminal intelligence cycle management.

The Business Case

When tasking is unclear and products are not tested against decisions, analysts and investigators spend effort on material that changes nothing. Managers who set requirements, grade sources and track how products are used can direct scarce capacity towards the threats that matter and show what the unit has delivered.

- Analytical Effort: Is directed to agreed priorities as tasking and coordination are made explicit.
- Information Risk: Falls as sources and information are evaluated and handled under clear rules.
- Decision Relevance: Rises as products are matched to the reader and reviewed through feedback.

Principles and Evidence Base

- The intelligence cycle: Its stages of direction, collection, evaluation, analysis and dissemination structure Sessions 1 to 4.
- IALEIA Intel Management Model: Its emphasis on tasking and coordination, collection, analysis and dissemination shapes the unit governance in Sessions 2 and 4.
- Intelligence-led policing: The approach promoted in UNODC capacity-building shapes how priorities are set in Session 4.

Intended Participants

- Unit heads who set requirements and allocate analytical and collection capacity.
- Senior investigators who task intelligence support and use its products.
- Managers who oversee source handling and information sharing.
- Leaders who brief decision-makers and answer for the unit's results.

The programme serves police services, border and customs agencies, financial intelligence units and investigative bodies.



Learning Outcomes

1. Participants will be able to evaluate the stages of the intelligence cycle against a recognised management model.
2. Participants will be able to diagnose weaknesses in tasking, coordination and collection planning.
3. Participants will be able to construct source and information evaluations that support sound judgement.
4. Participants will be able to appraise analytical products for clarity, evidence and relevance to decisions.
5. Participants will be able to design dissemination routes, handling rules and feedback loops.
6. Participants will be able to justify priorities and unit indicators in an intelligence cycle management plan.

Programme Structure

Day 1: Intelligence Cycle Principles and Management Model

What must a manager direct at each stage of the criminal intelligence cycle, and who owns each decision?

- Intelligence Cycle Stage Map
- IALEIA Intelligence Management Model Review
- Intelligence-Led Policing Decision Pathway
- Intelligence Unit Roles and Responsibility Chart
- Intelligence Requirement Statement Structure

Day 2: Diagnosing Tasking, Collection and Source Quality

Where does intelligence work lose direction, and how reliable is what is collected?

- Tasking and Coordination Process Audit
- Collection Plan Gap Analysis
- Source and Information Evaluation Grid
- Informant Management Risk Review
- Information Handling and Sharing Protocol Check

Day 3: Designing Analysis and Intelligence Products

How does raw information become an analytical judgement that a decision-maker can use?

- Analytical Question Framing Sheet
- Link and Pattern Analysis Chart
- Competing Explanations Matrix
- Intelligence Assessment Writing Template
- Intelligence Product Format Selection



Day 4: Dissemination, Priorities and Unit Governance

How are intelligence products delivered, prioritised and held to account?

- Dissemination List and Handling Caveat Design
- Briefing Note for Senior Decision-Makers
- Strategic and Tactical Priority Setting
- Feedback Loop and Product Evaluation
- Unit Performance and Accountability Indicators

Day 5: Applying Criminal Intelligence Cycle Management in One Unit

Is the intelligence cycle management plan ready for a unit head to adopt?

- Applying the Session 1 Stage Map to the Chosen Unit
- Testing Session 2 Tasking Against Collection Gaps
- Matching Session 3 Products to Decision-Makers
- Checking Session 4 Dissemination and Feedback Routes
- Completing the Intelligence Cycle Management Plan

Methodology

The programme is built around structured exercises on anonymised intelligence scenarios from policing, border control and financial crime settings. Participants work in small units, taking the roles of unit head, analyst and investigator, and move one requirement through the full cycle as a management team would.

- Suggested activity: Rewriting a vague tasking request as a clear intelligence requirement.
- Suggested activity: Grading a set of source reports and flagging gaps in collection.
- Suggested activity: Reshaping one assessment into a short briefing for a senior decision-maker.

Capstone Output

Each participant completes an intelligence cycle management plan for one unit. It holds a requirement and tasking model, a collection and source evaluation approach, an analytical product standard, a dissemination and feedback design and a set of unit indicators. The plan is used to brief the unit head and to guide the next planning round.

Frequently Asked Questions

Is criminal intelligence cycle management suitable for managers who are not analysts?

Yes. Criminal intelligence cycle management is set at managerial level and assumes you direct or use intelligence work, not that you perform analysis yourself.



Which model does criminal intelligence cycle management rest on in this training?

Criminal intelligence cycle management rests on the intelligence cycle and the IALEIA Intel Management Model, with intelligence-led policing guiding how priorities are set.

How is the plan from criminal intelligence cycle management used at work?

You use the criminal intelligence cycle management plan to brief the unit head, sharpen tasking requests and set review points for products and feedback.

How does criminal intelligence cycle management differ from a programme on criminal investigation?

Criminal intelligence cycle management centres on directing, analysing and sharing intelligence, while a criminal investigation programme centres on gathering evidence for a case.