

Knowledge  
Transfer  
Partnerships

## **HANDBOOK FOR KTP ASSOCIATES: HOW TO MANAGE YOUR KTP PROJECT AND YOUR PERSONAL DEVELOPMENT**

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# **1. WELCOME!**

Congratulations on your appointment as a KTP Associate.

This Handbook is for you. As a standalone document It explains how to make the most of the opportunity that working at the heart of a Knowledge Transfer Partnership offers you to complete a challenging and rewarding project and develop your career.

Chapter 2 explains why you must register with the KTP Programme Office as a KTP Associate. This is a priority. If you have not already registered, you should follow the instructions in this chapter.

Chapter 3 explains the purpose of Knowledge Transfer Partnerships, how they are organised and managed, who the key people and organisations are and the financial arrangements.

Chapter 4 explains how you should take charge of managing your Project.

Chapter 5 describes the employment arrangements for KTP Associates including contracts, salaries, progress reviews and pensions.

Chapter 6 describes the extensive arrangements made to support your personal development as a professional and a manager. This includes planning your personal development and your career and taking part in the modular KTP Associate Development Course.

Chapter 7 provides information on the completion of your Associateship and how to take the maximum advantage of it in pursuing your further career.

Annex 1 – Format for Executive Summary

Annex 2 - Useful contacts and links.

## **2. REGISTERING AS A KTP ASSOCIATE**

### **2.1 Registration Process**

Your company or academic Supervisor should have registered you as a KTP Associate. If not you will need to ask them to visit <http://portal.ktponline.org.uk/Supervisors/default.aspx> and register you without delay.

Only once your Supervisor has registered you, will you be emailed using the address your Supervisor has provided for you, and then you can to complete the final part of the registration process.

### **2.2 Why You Need to Register**

When you have registered as a KTP Associate you will:

- be able to start work on the project.
- gain access to the KTP Portal and the important information about the Associate Training Programme including its key features which are:
  - gain access to e-Learning content
  - be able to book for the two residential modules
- help us to keep in touch with you using your email address details

## **3. THE KNOWLEDGE TRANSFER PARTNERSHIPS**

Knowledge Transfer Partnerships is a UK-wide activity that helps businesses to improve their competitiveness and productivity by making better use of knowledge, technology and skills within universities, colleges and research organisations.

### **3.1 The Structure of the Partnerships**

The partners in each Knowledge Transfer Partnership are:

- the Company Partner: this is usually a company but in some cases it can be a public sector organisation
- the Knowledge Base Partner: this is a university, college or research organisation.
- one or more KTP Associates are employed in each Partnership. The Associates carry out strategic projects which benefit the business of the Company Partner whilst they gain professional experience. In carrying out their projects, the Associates are supported by both the company and knowledge base partners and receive extensive professional and management training.

### **3.2 The Purpose of the Partnerships**

Formally, the overall objectives of Knowledge Transfer Partnerships are to:

- facilitate the transfer of knowledge and the spread of technical and business skills
- stimulate and enhance business-relevant research and training undertaken by the Knowledge Base
- provide company-based training for Associates to enhance their business and specialist skills.

Thus Knowledge Transfer Partnerships exist not only to benefit the Company Partners' businesses and the Associates' careers but also to help the Knowledge Base Partners build closer links with businesses so they can carry out research and teaching which reflects the needs of the economy.

Associates should always be aware that the success of the Partnerships depends on balancing the benefits to all three parties.

### 3.3 Key People in Knowledge Transfer Partnerships

The key people responsible for your Knowledge Transfer Partnership are:

- you, the KTP Associate.
- your Company Supervisor. This is an experienced employee of the Company Partner who will act as your manager and guide. You should report to your Company Supervisor on a day-to-day basis.
- your Knowledge Base Supervisor. This is an employee of the Knowledge Base Partner who has expertise relevant to your project. Your Knowledge Base Supervisor should normally visit you and your Company Supervisor once per week to help you carry your project out and to guide your professional development.
- the Partnership Facilitator and Knowledge Base Leader. These are senior people from the Company and Knowledge Base Partners who are responsible for ensuring that the Partnership does not lose sight of its objectives and that their organisations make all necessary resources available.
- your KTP Adviser. A KTP Adviser is assigned to each Knowledge Transfer Partnership by staff at the Technology Strategy Board (see below). S/he will visit the Partnership every 3 or 4 months to take part in the regular meetings of the Local Management Committee (LMC) (see section 3.6) and to provide you with coaching and mentoring support. Your Adviser will have extensive experience and you should regard them as a source of independent advice. They will help you if you have problems that you cannot solve by discussion with your Supervisors or other employees of the Company or Knowledge Base Partners.

### 3.4 Important Organisations

Twelve public sector bodies, known collectively as the KTP Funding Organisations, provide financial support and set the strategy for the Knowledge Transfer Partnerships. They are led by, the Technology Strategy Board (TSB), an executive non-departmental public body, established by the Government. All current KTP Funding Organisations are listed at <http://www.ktponline.org.uk/sponsors/sponsors.aspx>

Staff at The Technology Strategy Board manage the day-to-day delivery of Knowledge Transfer Partnerships on behalf of all of the Funding Organisations. Based in Swindon, the staff are responsible for management the Programme and its day-to-day operation, including:

- co-ordinating the KTP Advisers
- managing the KTP Associate Training Programme
- publishing guides and handbooks, including this document
- managing the KTP Portal
- managing the applications and approvals process
- maintaining the KTP database
- providing the ktponline website at [www.ktponline.org.uk](http://www.ktponline.org.uk)

### 3.5 The Funding of Knowledge Transfer Partnerships

The government encourages the formation of Partnerships by making a grant to the Knowledge Base Partner as a contribution to the costs of the KTP Project(s). The Company Partner also pays a share of

these costs. Specifically, this joint funding makes a contribution to the cost of:

- your employment, by the Knowledge Base Partner, as a KTP Associate
- the Knowledge Base Partner's input to the work of the Partnership, including the work of your Knowledge Base Supervisor
- materials and equipment needed to carry out your Project
- specialist training you may need for your professional development or to carry out your Project effectively.

In addition to contributing to the grant, your Company Partner also meets the full cost of its input to your Project and to accommodating you on its premises. The full cost of the Company Partner's participation often represents a very significant commitment by the company.

The expenditure of the grant and the Company Partner's contribution is controlled by the Partnership's Local Management Committee (see the next section).

### **3.6 The Management of Knowledge Transfer Partnerships**

Each Knowledge Transfer Partnership has its own Local Management Committee (LMC). This committee is responsible for top-level decisions regarding the conduct of the Partnership. This includes:

- reviewing and (if necessary) revising the objectives of the Partnership
- agreeing plans for the work of the Partnership
- monitoring progress towards the Partnership's objectives
- monitoring and advising on your development
- approving your training and development activities (see Chapter 6)
- controlling the expenditure of the grant funds and other resources committed by the partners
- reporting to the KTP Sponsors on the results of the Partnership in a final report. You will be expected to contribute part of this document.

The LMC for each Partnership meets regularly (normally every four months) throughout the period of the Partnership. The committee's members are senior representatives of the Company and Knowledge Base Partners, the Company and Knowledge Base Supervisors and the KTP Advisers.

You are expected to play an important role in the meetings of the LMC.

### **3.7 Executive Summary Reports**

Before each meeting of the LMC, you will be expected to circulate an executive summary report to members. You will be expected to present it formally during the meeting.

The executive summary is a formal report describing the progress made on your Project relative to the objectives, the effects of this progress on the partners and proposals for the work to be carried out before the next meeting of the LMC.

The executive summary should also report on the progress of your professional development and make proposals for further development.

The executive summary is a management document of the type you are likely to need to produce throughout your career. It should be concise and understandable to non-specialists.

A recommended format for the executive summary is given in Annex 1.

## **4. MANAGING YOUR PROJECT**

### **4.1 Your Role**

You are expected to take responsibility for managing your project.

You will be given considerable support by your Supervisors and your KTP Adviser. The KTP Associate Training Programme will help you develop into a competent, qualified manager.

### **4.2 Finding Out the Details of Your Project**

In order to manage your Project effectively, you need to understand its objectives, the plans for carrying it out and the benefits that it is expected to produce for the company and knowledge base partners. This information is provided in the Partnership Proposal and Grant Application that was submitted to KTP staff at the Technology Strategy Board before a grant was approved. You will be able to obtain a copy of this document from either of your Supervisors.

You should obtain this information about your Project at the earliest opportunity and discuss it with your Supervisors, to see if circumstances have changed and to understand the background to your Project.

### **4.3 The Project Team**

You and your Supervisors are the Project Team, responsible for the management of your Project. Sometimes it is appropriate for other people, who make a significant contribution to the Project to join the Team.

You are expected to lead and co-ordinate the Project Team.

### **4.4 Project Meetings**

Between the LMC meetings, you should organize and lead meetings of the Project Team, which should take place at least monthly.

The meetings of the Project Team should review progress against the objectives agreed with the LMC and plan future activities in line with those objectives. The meetings should lead to clear agreement of actions to be taken, who is responsible for carrying them out and the timescales involved.

Before each meeting of the Project Team, you should distribute an agenda to team members. Immediately afterwards, you should record decisions and actions agreed and distribute written notes to team members confirming them.

Organising and leading meetings of the Project Team effectively will make a big contribution to the success of your Project. The training you will receive by taking part in the KTP Training Programme will help you develop the skills needed to carry out this responsible task well. They will be useful throughout your working life.

### **4.5 The KTP Associate Training Programme**

The training programme has been designed to equip you with the skills and knowledge required to complete the project successfully. It covers a range of topics that will help you to manage the project itself, manage people and improve interpersonal skills, as well as providing a commercial context to what you are doing. These skills will not only help with the current project but will also be invaluable in any future career.

The main considerations were to design a training programme that would:

- Provide comprehensive support to KTP Associates
- Cater for a broad range of learning styles
- Equip Associates with skills and knowledge that employers want
- Add value for both the Associate and the KTP partner
- Help Associates to manage their projects more effectively
- Help Associates to integrate into the work environment
- Prepare Associates for their future careers
- Provide a more flexible route to an accredited qualification
- Provide an opportunity for networking and mutual support
- Meet the National Occupational Standards for managers

The programme combines both e-learning and residential training elements to cover six core themes that are the most critical areas of skill and knowledge required by KTP Associates. These are:

- Working in a Team
- Project Management Skills
- Leadership and Management Skills
- Communication Skills (General and Interpersonal)
- Commercial Awareness (Marketing, Finance and Resource Management)
- Health and Safety Awareness

The Associate Guide to the KTP Training Programme is made available to you as a separate stand alone document once the online registration process is completed and you have been provided with access to the KTP Portal. Members of the Partnership project delivery team can also access the full details of the guidance available including the key features of the training and what the Associate needs to do next.

To access a copy of the training guide please visit the KTP Portal 'Document Repository' Information for the Associate.

## **5. EMPLOYMENT ARRANGEMENTS FOR KTP ASSOCIATES**

### **5.1 Terms and Conditions of Employment**

You will be employed by the Knowledge Base Partner who should provide you with an employment contract. This should set out the terms and conditions of your employment including hours of attendance, holiday entitlement, confidentiality, arrangements for review of your performance, salary and the period of notice required to terminate the contract.

Although your formal terms and conditions of employment will be set by the Knowledge Base Partner, you should be sensitive to the fact that you will be working predominantly on the premises of the Company Partner and with Company employees. You should therefore comply with standards that apply in the Company.

### **5.2 Confidentiality**

You should ask your Supervisors to inform you about any agreements reached between the partners regarding confidentiality and the ownership and protection of intellectual property so you do not accidentally breach them. You may be asked to sign a confidentiality agreement.

## 5.3 Review of Performance

You should expect to take part in at least two formal appraisals of your performance whilst you are a KTP Associate. The purpose of the appraisal is for your Supervisors to discuss with you the strengths and weaknesses of your performance and how it can be improved. The appraisal should also consider your personal and professional development in the context of your personal development plan.

You may also use the occasion of the appraisal to comment constructively on the support you have received from your Supervisors.

## 5.4 Pensions

You should speak to the personnel office of your employer (the knowledge base partner) about your options regarding pension arrangements. The office is responsible for providing you with factual information and will be able to suggest sources of impartial advice.

# 6. PERSONAL AND PROFESSIONAL DEVELOPMENT

## 6.1 Challenge and Opportunity

As a KTP Associate, you will undertake a company-based project which is challenging intellectually and important for the future of your company partner. You will be supported by Supervisors from both partners each of whom have substantial (and potentially conflicting) interests in your Project's progress. You will need to develop and apply inter-personal skills and project management techniques as well as further developing and applying your technical knowledge to practical situations. The project management skills you will need to develop include planning, communicating, influencing, team working and problem solving. These will be useful throughout your career.

The challenge of your Project and the considerable support arrangements provided for KTP Associates will enable you to develop professional skills (technical, managerial and academic) rapidly and to a high level. You will also be able to take advantage of arrangements to ensure that your development is formally recognized and to exploit it in your future career.

## 6.2 Time Commitment

As a KTP Associate, you are expected to devote approximately ten per cent of your working time to personal and professional development. Ashorne Hill have been contracted to provide the Associate Training Programme which is a mandatory requirement of you being appointed as a KTP Associate. The 8 working days needed to attend the two compulsory residential modules of the KTP Associate Training Programme are included in the ten per cent time allowance. A copy of the Associates Guide to the KTP Training Programme is available on your Associate Home Portal.

## 6.3 Finance for Your Development

The budget for your Partnership includes funds for Associate Development. These are provided to meet the cost of your personal and professional development beyond participation in the Associate Training Programme, which is provided at no charge to your Partnership. Subject to the agreement of the LMC, this funding may be used to finance your participation in training courses and other activities for your personal and professional development.

You are expected to take the initiative in proposing personal development activities to your Supervisors and ultimately to the LMC, in accordance with your Personal Development Plan (PDP) (see below).

## 6.4 Planning your Personal and Professional Development

In order to make the most of the opportunity that being a KTP Associate offers, you will need to plan your personal and professional development carefully and with the agreement of your Supervisors.

## 6.5 Formal Recognition of Your Development

By carrying out your project and taking advantage of the learning and development opportunities listed in this section, you will rapidly gain in confidence and develop new knowledge and skills. In order to focus your skills development efforts and to ensure others (such as potential employers) recognise your capabilities, you need to gain formal recognition of your achievements academically, professionally and as a manager.

The following sections explain how you can achieve recognition for your developing skills and achievements.

## 6.6 Further Academic Qualifications

You are encouraged to make arrangements with your Knowledge Base Partner to gain a further academic qualification in your specialist field. The level and nature of the qualification will depend on your existing qualifications and the length and academic challenge of your project. Possibilities include a post-graduate diploma, a masters degree or a doctorate.

You should discuss the acquisition of a further academic qualification with your Knowledge Base Supervisor.

## 6.7 Recognition as a Professional in your Specialism

The nature of your existing academic qualifications and of your work as a KTP Associate probably entitles you to become a member of the professional institution most relevant to your specialism. For example, engineers will be able to join one of the engineering institutions (such as the Institution of Engineers and Technology), physicists can join the Institute of Physics, marketers can join the Chartered Institute of Marketing and IT specialists can join the British Computer Society.

You are encouraged to join the professional institution most appropriate to you. This will open up networking and educational opportunities as well as enabling you to start on the path of gaining professional recognition as, for example, a chartered engineer. Such recognition usually requires proof of knowledge and professional experience. The experience you gain by working on your project may well count towards the professional experience requirement, but gaining recognition of it is simplified if you join the institution concerned at an early stage and take account of its requirements. The costs for membership are considered to be a legitimate cost that can be expended from the Associate Development Budget Heading subject to approval of the LMC.

Contact details of some of the professional institutions are given in Annex 2.

## 6.8 Accreditation

Although achievement of an accredited qualification is not a mandatory part of the KTP training, there are a range of options available to you if you wish to follow the option of obtaining a Chartered Management Institute (CMI) level 5 qualification in management.

Further details of the various options available to you can be found in the Guide to Associate Training provided by Ashorne Hill.

Your plans for gaining formal recognition of your new skills and knowledge should be incorporated in your PDP.

## 7. RESOURCES FOR YOUR DEVELOPMENT

A wide range of resources is available to support your personal and professional development. The following Section describes them and explains how to start using them.

### 7.1 Resources

The KTP Associate Training Programme. All KTP Associates are required to take part in the training, which is provided at no charge to your Partnership. This together with the Associate Development Budget is designed to enable you to:

- acquire a comprehensive range of management skills, which you will need to manage your project and which will provide an excellent foundation for a career in any field.
- develop the skills and understanding needed to lead developing businesses
- plan your personal and career development
- undertake courses and other development opportunities to meet your specific, personal and professional development needs agreed by your Partnership's LMC and financed from the Partnership's Associate Development budget.
- study opportunities (such as short courses) on specialist subjects which may be available to you as an employee of the Knowledge Base Partner. You should discuss this with your Knowledge Base Supervisor.
- access your Supervisors, who will be able to guide you within their areas of expertise and experience
- access your KTP Adviser, who will be able to advise you on maintaining good working relationships within your Partnership and how to plan your professional development in broad terms. In addition, your KTP Adviser will provide you with 1 to 1 coaching and mentoring in support of becoming a competent manager. If your KTP is 2 years or longer you will receive up to 8 coaching & mentoring sessions. These will normally take place immediately before, or after, your LMC meeting. If your KTP is shorter than 2 years, the number of coaching and mentoring sessions will be proportionately less. For example, on an 18 month KTP you would receive up to 6 coaching & mentoring sessions.

## 8. COMPLETING YOUR ASSOCIATESHIP

### 8.1 Your Final Report

It is important that your Project should be completed effectively so that all participants gain the maximum benefit from it. At the end of your Project you are required to complete on line a KTP Associate Final Report. Approximately five months before your Associateship is due to end, and again one month before the end you will receive an email reminder to produce your final report and access to the report will be from your Associate Home Portal. Hard copy alternatives are not permitted. The report gives your personal account of the Partnership and your achievements. It forms part of the overall final report on the Partnership, which contains the views of all the participants.

Your final report should reflect your personal views and does not require the approval of anyone else. However, it is good practice to discuss a draft version of your final report with the LMC for your Partnership.

The final report helps the government evaluate the return on its investment in the Knowledge Transfer Partnerships and provides feedback on the effectiveness of the management arrangements for the Partnerships.

## **8.2 Associate Certificate**

If you complete at least seventy-five per cent of your Associateship, KTP staff at the Technology Board will provide you with an Associate Certificate but only when you have submitted your final report. This will be sent to you by email in the form of a link. This describes the role of KTP Associates, and gives details of your Project. This is intended to be a useful addition to your CV.

## **8.3 Premature Termination of Your Associateship**

If your Associateship ends before your contract period is completed, for any reason, you should contact the KTP Administrator at your knowledge base partner to ensure that our database records are kept up to date.

# Annex 1- Format for Executive Summary Reports to the LMC

## Purpose

The Executive Summary should provide the LMC with a concise, up to date account of the status of your Project relative to its objectives and to those of the KTP Programme. It should indicate the current and potential impact on the company, the Knowledge Base Partners and your development. It should be informative, understandable to a non-specialist, forward looking and aid decision taking. It is not a substitute for a full record of what has been done and achieved.

### Preferred format

The summary should be no more than two A4 pages (with appended Gantt Chart) organised under the headings 1 to 4 below and preceded by a title page.

#### 0. Title Page

- indicate that document is a summary of your Project in the KTP Programme between the named
- Company and Knowledge Base Partner
- include date, reference number and your name
- list persons to whom it will be distributed

#### 1. Project Aim

- statement of aim, objectives and plan of your Project incorporating any changes agreed by the LMC since the Project was initiated
- statement of how the Project fits into the KTP Programme and how the Programme relates to the future business plans of the partner company

#### 2. Activity Since Previous Meeting

- summary of Project status at previous meeting
- comparison of what was actually undertaken since previous Local Management Committee meeting
- with plan (Gantt Chart) agreed at previous meeting

#### 3. Achievements to Date

- record of achievements and deliverables since previous meeting, including progress against Project
- plan and against PDP
- record of benefits to the Company Partner and to you, the Associate
- cost benefit estimates of what has been achieved to date including indications of accuracy
- overall progress against aim and objectives

#### 4. Proposals for future action

- alternative proposals for any changes to Project plan
- estimate of costs and benefits of proposed actions, with indication of their accuracy
- Gantt Chart showing actions (including training), key outcomes and deliverables (with dates) for period to next meeting
- indication of how proposed actions fit overall Project Plan and PDP
- statement of resources required to achieve plans
- training requirements
- decisions required to enable plans to be implemented

## Annex 2 – Useful Contacts

### Professional Institutions

Institute of Physics  
76 Portland Place, London W1B 1NT  
Tel: +44 (0)20 7470 4800, Fax: +44 (0)20 7470 4848  
Web: [www.iop.org](http://www.iop.org)

Society of Biology  
12 Roger Street, London, WC1N 2JU  
Tel: 020 7685 2550  
Web: [www.societyofbiology.org](http://www.societyofbiology.org)

Institute of Mechanical Engineers  
1 Birdcage Walk, Westminster, London, SW1H 9JJ  
Tel: 020 7222 7899  
Web: [www.imeche.org.uk](http://www.imeche.org.uk)

Institute of Chemical Engineers  
One Portland Place, London, W1B 1PN  
Tel: +44 (0) 20 7927 8200,  
Web: [www.icheme.org](http://www.icheme.org)

The Institution of Engineering and Technology  
Michael Faraday House, Stevenage, Herts, SG1 2AY  
Tel: +44(0)1438 313 311  
Web: [www.theiet.org](http://www.theiet.org)

British Computer Society  
North Star House, North Star Avenue, Swindon, Wiltshire, SN2 1FA  
Tel: 01793 417417  
Web: [www.bcs.org.uk](http://www.bcs.org.uk)

Chartered Institute of Marketing  
Moor Hall, Cookham, Maidenhead, Berkshire, SL6 9QH  
Tel: 01628 427120  
Web: [www.cim.co.uk](http://www.cim.co.uk)

Chartered Management Institute  
Management House, Cottingham Road, Corby, NN17 1TT  
Tel: 01536 204 222,  
Web: [www.managers.org.uk](http://www.managers.org.uk)

Chartered Institution of Wastes Management  
9 Saxon Court, St Peter's Gardens, Marefair, Northampton, NN1 1SX  
Tel: 01604 620426  
Web: [www.ciwm.co.uk](http://www.ciwm.co.uk)