Knowledge Transfer Partnerships

Innovate UK

KTP Associates Training Guide

The document is primarily designed for KTP Associates

November 2018
# Contents

1 Introduction ............................................................................................................................................. 3  
2 What is KTP? ........................................................................................................................................... 4  
3 Who is involved in KTP? ....................................................................................................................... 5  
  3.1 Innovate UK ....................................................................................................................................... 6  
  3.2 Ashorne Hill Management College .................................................................................................... 6  
  3.3 The KTP Associate ............................................................................................................................ 7  
  3.4 The Business ...................................................................................................................................... 7  
  3.5 The Knowledge Base Partner ............................................................................................................. 7  
  3.6 The Local Management Committee (LMC) ....................................................................................... 8  
4 KTP Project Information .......................................................................................................................... 9  
5 KTP Training Explained .......................................................................................................................... 10  
  5.1 KTP Training Structure ...................................................................................................................... 11  
  5.2 KTP Training Programme .................................................................................................................. 12  
  5.3 KTP Residential Modules ................................................................................................................ 13  
  5.4 Learning Logs and Learning Groups ................................................................................................. 15  
  5.5 How Associates register onto the KTP Residential Modules ........................................................... 16  
  5.6 E-learning Content ............................................................................................................................ 17  
  5.7 Personal Development Plan (PDP) .................................................................................................... 18  
  5.8 Accreditation ...................................................................................................................................... 19
1 Introduction

Welcome to the KTP training programme managed by the KTP Office at Ashorne Hill Management College.

This guide describes the key features of the training and explains what Associates need to do to fulfil their training requirements. New sections will be added from time to time based on questions and issues that arise as the programme rolls out.

If you have any questions please contact the Training Programmes Coordinator or Programme Director, who will be able to help you.
2 What is KTP?

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.

Formally, the overall objectives of KTPs are to:

- Facilitate the transfer of knowledge and embed 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.
3 Who is involved in KTP?

All KTPs have key stakeholders. There is the funding organisation and the training office. The funding organisation is Innovate UK and the KTP Training Office is Ashorne Hill Management College.

There is the knowledge base, the organisation and the Associate. The knowledge base partner will be the university or educational institute, the organisation is the company/business and there is the KTP Associate.

The Local Management Committee (LMC) consists of the Business and Knowledge Based supervisors and the Associate.
3.1 Innovate UK

Innovate UK part of UK Research and Innovation and its Partners are the source of grant monies for KTP’s. The role of Innovate UK is to stimulate technology-enabled innovation in the areas that offer the greatest scope for boosting UK growth and productivity. It promotes, supports and invests in technology research, development and commercialisation.

Innovate UK is the lead funding organisation and manages KTP’s on behalf of other funding organisations that include:

- Research Councils
- Government Departments
- Devolved Administrations

More information is available from [www.innovateuk.org](http://www.innovateuk.org)

3.2 Ashorne Hill Management College

The KTP training is managed by the KTP Office at Ashorne Hill Management College.

In the heart of England, set in 35 acres of landscaped grounds within a further 200 acres of woodland and pasture, and created around a Grade II-listed mansion house on a site dating back to the Domesday Book, Ashorne Hill offers a relaxed yet business-focused environment highly conducive to learning and networking.

Located close to the ancient Fosse Way, yet within a mile of Junction 13/14 of the M40 motorway and within 5 miles of the cross-country rail station at Leamington Spa - with Birmingham International Airport just 25 miles away - Ashorne Hill has hosted many prestigious training and conferencing events over more than 50 years.

If you have any questions please contact the Training Programmes Coordinator or Programme Director, who will be able to handle your enquiry.

Mrs Lauren Norton – Operations Coordinator
ktp.office@ashornehill.co.uk
01926 488004

Mr Terry Gordon – Programme Director
terry.gordon@ashornehill.co.uk
01926 488066

The KTP Residential Training Modules are held at Ashorne Hill Management College. Leading up to the residential modules, KTP Associates will receive reminders along with location details.
3.3 The KTP Associate

Through the KTP project, the Associate plays a key role in managing and implementing strategic development in the company and transferring knowledge between the business and the knowledge base. KTP Associates own their project and are supported by experienced staff from the company and the knowledge base. Typical challenges encountered as a KTP Associate, depending on your qualifications, include designing and introducing new or improved products or processes, re-organising production facilities, introducing improved quality systems and technology, or developing and implementing marketing strategies to break into new markets.

More information is available from [http://ktp.innovateuk.org/graduate-opportunities](http://ktp.innovateuk.org/graduate-opportunities)

3.4 The Business

The Business forms a partnership with the academic institute (Knowledge Base Partner) enabling it to access skills and expertise to help it develop. Development areas can include:

- access to highly qualified people to spearhead new projects
- access to experts who can help take a business forward
- develop innovative solutions to help a business grow
- develop a company for today's market
- increase competitive advantage
- improve performance/business operations
- increase profitability

More information is available from [http://ktp.innovateuk.org/what-is-a-knowledge-transfer-partnership](http://ktp.innovateuk.org/what-is-a-knowledge-transfer-partnership)

3.5 The Knowledge Base Partner

Knowledge Transfer Partnerships help businesses and organisations to improve their competitiveness and/or productivity using the knowledge, technology and skills that reside within academic institutions, namely:

- Higher Education Institutions
- Research Organisations
- Further Education Colleges

The Knowledge Base Partner provides an academic supervisor, who in turn provides academic supervision to the Associate who works within the company. This allows the Knowledge Base Partner to:

- Apply its wealth of knowledge and expertise to important business problems
- Develop its business-relevant teaching materials
- Gain a relevant and improved understanding of business requirements and operations

More information is available from [www.ktponline.org.uk/academics](http://www.ktponline.org.uk/academics)
3.6 The Local Management Committee (LMC)

The LMC will act as the steering group for the delivery of the project and the Associate is expected to formally report progress and issues to the LMC and lead the project team.

The first LMC meeting must be attended by the nominated KT Adviser.

The LMC is expected to meet formally every 4 months. The Management Handbook for KTP, which is often referred to as the Supervisors Handbook, provides greater detail of how the project should be managed.
4 KTP Project Information

A KTP project can vary in length from between 12-36 months, depending on the needs of the organisation and the desired outcomes. Where a Partnership has more than one Associate appointed the project lengths can be of differing lengths and individual projects can start and different times.

| KTP Project | 12-36 months | 2 residential modules at Ashorne Hill plus (number) e-learning modules |

In the following sections of this guide, we will explain the details of training on offer to Associates. This information will also be given to the KTP Associates by email once they have completed their registration and is also available on the KTP Training Site.
5 KTP Training Explained

The training programme is designed to equip you with the skills and knowledge required to complete your project successfully. You will cover a range of topics that will help you to manage the project itself, manage people and improve your interpersonal skills, as well as providing a commercial context to what you are doing. These skills will not only help you with your current project but will also be invaluable in your 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 we believe 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
5.1 KTP Training Structure

The programme consists of two residential modules enhanced and supported by e-learning material. Each residential module begins on Sunday evening at 6pm and finishes on Thursday at around 3pm (4.5 days for each residential module).

You would normally expect to attend the first residential module the first few months of commencing your KTP project, with the second residential module taking place around 14 weeks after the first.

In simple terms the programme is structured as follows:

```
Associate starts the KTP project and registers on a training cohort

Associate undertakes induction and some online study prior to residential module 1

Residential module 1

Associate undertakes some online study prior to residential module 2

Residential module 2

Project work and accreditation (if appropriate)
```
## 5.2 KTP Training Programme

The table below provides a more detailed breakdown of the structure, with a timeline for all the key activities.

<table>
<thead>
<tr>
<th>Week 1</th>
<th></th>
</tr>
</thead>
</table>
| • Commencement of KTP Project  
• Complete Associate registration on the KTP portal |  |

<table>
<thead>
<tr>
<th>First Month</th>
<th></th>
</tr>
</thead>
</table>
| • Book residential training dates with Ashorne Hill and receive additional log in details for the KTP Training Site  
• Become familiar with the KTP Training Site  
• Complete the ‘Prior to Residential Module 1’ requirements online |  |

<table>
<thead>
<tr>
<th>First couple of months</th>
<th></th>
</tr>
</thead>
</table>
| • Attend Residential Module 1 (4.5 days)  
• Complete your Learning Log while on the Module 1 |  |

<table>
<thead>
<tr>
<th>Between modules</th>
<th></th>
</tr>
</thead>
</table>
| • Meeting/s with KT Adviser to discuss project progress, Learning Logs, action plans  
• Complete the Prior to Residential Module 2 requirements online  
• Discuss qualification options at LMC, where appropriate |  |

<table>
<thead>
<tr>
<th>Around 14 weeks later</th>
<th></th>
</tr>
</thead>
</table>
| • Residential Module 2 (4.5 days)  
• Learning Log |  |

<table>
<thead>
<tr>
<th>Ongoing</th>
<th></th>
</tr>
</thead>
</table>
| • Meet with KT Adviser to discuss project progress and action plans  
• Work on assignments for those doing an accredited qualification |  |

* Some KT Advisers may have already had the first meeting with Associates during the first few weeks of their project
5.3 KTP Residential Modules

The residential modules are an essential part of the Associates’ overall experience and provide an opportunity for networking, peer support, knowledge sharing and practical application of learning and skills.

The content of these modules covers themes that tend to evoke discussion or that are best learnt through group activities, experiential learning and interaction with the trainers and other Associates. These modules also contain topics, such as marketing, where the diversity of organisations and sectors represented among the KTP Associates naturally stimulates a lot of discussion and exchange of ideas. Another key area that benefits from residential delivery is finance, where those who have a natural grasp of the subject provide excellent support to those who are less comfortable with financial concepts.

The residential modules have been designed in such a way that the areas that are most directly relevant to the success of the Associate projects are delivered during the first residential module.

In most cases this will mean that they have acquired a range of communication, general and project management skills within five weeks of the project start date.

On the residential modules, we have recommended a maximum cohort size of 25 Associates, with a minimum of 15 per cohort. Larger cohort sizes will have a detrimental effect on individual learning and on the overall experience of the KTP Associates.

All of the residential training modules will be held at Ashorne Hill, which is based just outside Leamington Spa in Warwickshire, just off the M40.
Summary timetables for residential modules one and two are shown below. Detailed Residential Module One and Two timetables are located on the KTP Training Site.

**Residential Module 1 – Content Summary**

<table>
<thead>
<tr>
<th>Sunday evening</th>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Introduction to KTP</td>
<td>Conflict management</td>
<td>Leadership and management</td>
<td>Time management</td>
</tr>
<tr>
<td></td>
<td>Working in teams</td>
<td>Influencing skills</td>
<td></td>
<td>Consolidation exercise in teams</td>
</tr>
<tr>
<td></td>
<td>Project management</td>
<td>Communication Skills</td>
<td>Motivating others</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Learning groups</td>
<td>Managing resources</td>
<td>Health and safety</td>
<td>Learning groups</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Learning groups</td>
<td>Learning groups</td>
<td>Assignment briefing</td>
</tr>
</tbody>
</table>

**Residential Module 2 – Content Summary**

<table>
<thead>
<tr>
<th>Sunday evening</th>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Internal/external environment</td>
<td>Marketing exercise</td>
<td>Financial concepts Analysis of accounts</td>
<td>Business simulation</td>
</tr>
<tr>
<td></td>
<td>Business strategy</td>
<td>Marketing presentations</td>
<td></td>
<td>Final presentations</td>
</tr>
<tr>
<td></td>
<td>Marketing</td>
<td>Financial concepts Capital and budgeting</td>
<td>Business simulation</td>
<td>Simulation review</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Learning groups</td>
<td>Learning groups</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Learning groups</td>
<td>Learning groups</td>
<td>Assignment briefing</td>
<td></td>
</tr>
</tbody>
</table>
5.4 Learning Logs and Learning Groups

On the Sunday evening of the first residential module you will be allocated a learning group with 4 or 5 other KTP Associates.

These learning groups will remain constant throughout the programme.

You will be fully briefed on how the learning groups work during the first residential module.

During the residential modules, the learning groups will meet at the end of each day to discuss the key learning points from the day and individual development plans and action points. Each Associate will also be asked to complete a Learning Log, detailing the key learning points from each day and how these can be applied back at work, which you should discuss with the others in your learning group. The Learning Log will be obtained during the residential modules.

A short summary of the results of these learning group meetings will be fed back at the start of the following day.

Learning group members will also give feedback to each other and coach each other through any issues relating to the personal development, understanding and implementation of action plans.

The Learning Log will also form the basis of discussions between you and your KT Adviser.

As well as support, learning groups also provide

- A mechanism for exchanging ideas and learning about other projects
- An excellent opportunity to establish strong, enduring networks
- A social and support network that extends well beyond the KTP programme

The online support provided through the site will allow members of a particular cohort to communicate with each other and to share ideas, ask for help, post questions, chat online, share documents, etc. This facility will be further sub-divided so that individual learning groups will have their own online network with the same functionality to communicate within that particular group.
5.5 How Associates register onto the KTP Residential Modules

Every KTP Associate must attend 2 residential modules and will also be required to do some online study. Attendance is mandatory. KT Advisers/Supervisors or KB Administrators must notify the KTP Office at Ashorne Hill Management College if attendance is in doubt or if the Associate has any special needs.

Registration Process for Residential Modules at Ashorne Hill

- Each new Associate is given access details onto the KTP Portal from Innovate UK once the Knowledge Base has registered the Associate and they have confirmed their details.
- The new Associate details are entered onto the KTP Database and information is shared with Ashorne Hill. Ashorne Hill will only use this information in order to make contact with the Associate to make a module booking.
- The KTP Office at Ashorne Hill will send a Welcome Email directly to the Associates regarding the residential modules from the start of the project (within the first four weeks).
- Associates are given a selection of cohort dates to choose from and are requested to respond to the KTP Office at Ashorne Hill.
- The KTP Office at Ashorne Hill responds with a Confirmation Email stating the selected residential module cohort and dates.
- The Confirmation email will contain additional log in details to access the KTP Training Site.

Associates are not able to register for their residential module through the KTP Portal or Training Site.

The KTP Office at Ashorne Hill will contact each Associate directly once their details have been entered onto the KTP Database.

Look out for the Welcome email:
5.6 E-learning Content

You will be required to undertake some online study prior to each residential module. You will be told in advance what the online requirements are. Checklists of these requirements are shown on the KTP Online Training site.

In addition to the required e-learning material, you will also have access to a wealth of optional reading, study modules and links covering areas that are relevant to management in general, but not covered in detail during the programme.

You do not have to read this material but it will be useful if you are intending to undertake a CMI qualification or if you simply want to investigate specific areas in more depth.

The required elements of the training that are delivered and assessed online are:

**Prior to Residential Module 1:**

<table>
<thead>
<tr>
<th>Topic</th>
<th>Approximate Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration (register for residential modules, setup online profile)</td>
<td>30 minutes</td>
</tr>
<tr>
<td>Read the KTP Associate Guide</td>
<td>60 minutes</td>
</tr>
<tr>
<td>Begin your Personal Development Plan</td>
<td>60 minutes</td>
</tr>
<tr>
<td>Complete the Belbin questionnaire</td>
<td>30 minutes</td>
</tr>
<tr>
<td>Complete the Leadership Questionnaire</td>
<td>15 minutes</td>
</tr>
<tr>
<td>Complete the Listening Questionnaire</td>
<td>15 Minutes</td>
</tr>
<tr>
<td>Complete the e-learning module on Health and safety</td>
<td>30 minutes</td>
</tr>
<tr>
<td>Complete the e-learning module on Presentation Skills</td>
<td>30 minutes</td>
</tr>
<tr>
<td><strong>Total time involved</strong></td>
<td><strong>4.5 hours</strong></td>
</tr>
</tbody>
</table>

**Prior to Residential Module 2:**

<table>
<thead>
<tr>
<th>Topic</th>
<th>Approximate Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Read the SimCo Business simulation guidance and instructions</td>
<td>30 minutes</td>
</tr>
<tr>
<td>Complete the e-learning module on Change Management</td>
<td>30 minutes</td>
</tr>
<tr>
<td>Complete the e-learning module on Managing information</td>
<td>30 minutes</td>
</tr>
<tr>
<td>Complete the e-learning module on Decision Making</td>
<td>30 minutes</td>
</tr>
<tr>
<td>Complete the e-learning module on Quality Management</td>
<td>30 minutes</td>
</tr>
<tr>
<td><strong>Total time involved</strong></td>
<td><strong>2.5 hours</strong></td>
</tr>
</tbody>
</table>
The timings are approximate, depending on the rate of progress of individual Associates.

Any required elements covered online will be reviewed briefly at appropriate points during the residential modules and used as the basis for a discussion leading into the main topic and any associated exercises. You will also be able to download PDF versions of the detailed course notes so that you have a permanent desktop reference for day-to-day use.

Click here to access the KTP Portal

5.7 Personal Development Plan (PDP)

The PDP (Personal Development Plan) is a plan for acquiring or developing the knowledge and skills that Associates will need to work effectively on their KTP project and to plan for their future career. It is developed in conjunction with the members of the LMC, therefore as soon as Associates have drafted their PDP, it is important that they discuss it with their Company Supervisor, Academic Supervisor and KT Adviser.

It covers areas such as long-term aspirations and the skills and knowledge required to achieve them, technical knowledge and skills required on the project and general management skills that will help Associates both now and in the future.

We advise Associates to discuss their PDP progress at their LMC meetings. Associates should also bring the PDP along with them to the first residential training module, where they may want to modify it based on what they have learnt. The PDP Guide is located on the KTP Training Site.
5.8 Accreditation

Associates may wish to follow the option of obtaining a CMI level 5 Qualification in Management. The Ashorne Hill trainers will briefly outline the course requirements during the residential modules and the process is fully described in the online materials.

Associates interested in completing the CMI level 5 qualification should complete the qualification request form (available on the KTP Training site or from the KTP Office at Ashorne Hill), and discuss their request with the KT Adviser, prior to submission to the LMC.

Associates whose request to undertake CMI level 5 is approved by their LMC will be required to pay for this from their KTP personal development budget.

Depending on the needs of individual KTP Associates, there are four possible options.

- CMI Level 5 Award in Management
- CMI Level 5 Certificate in Management
- CMI Level 5 Diploma in Management
- CMI Level 5 Extended Diploma in Management

The CMI Qualifications Guide is located on the KTP Training Site.

Associates have the option to seek other training providers who also offer access to similar training.