



July/August 2022

As I write this, I'm in the office with an outside temperature of nearly 40°C – thank goodness for aircon!

Since the last edition of Insight we have continued to make good progress with the implementation of the changes we're introducing to the running of the Institute.



Tim Mowat, ICW

At the beginning of June we convened a Board Meeting, which reviewed the Institute's financial performance, its progress and a few emerging issues. I'm pleased to say both our current and 2021/22 year-end financial performance remain good, and we ended the last financial year with a modest surplus – just where we should be for a not-for-profit organisation. The Board remains supporting of the on-going discussions with World Commerce and Contracting and the Chartered Institute of Civil Engineering Surveyors, and was also pleased with the progress we are making towards modernising and professionalising the Institute. The Board had its first glimpse of our new project reporting, which identified the status of our current portfolio of 38 projects.

It is encouraging that we have on-going discussions with several of our Members to take advantage of the exclusive Membership Services we launched at the House of Lords in May. This perfectly supports our drive to promote Beyond Compliance as the basis for supporting our Membership to optimise the benefit it realises from collaborative working.

Our Corporate Members are also beginning to take up the collaborative health checks which are now within the benefits of their **Membership**. These have already

identified several key opportunities for improvements in those organisations.

We have also started to look at establishing a digital strategy, and I anticipate that we may be looking for some support from any of our Members which have the relevant skills and experience to assist.

Finally, it is with some sadness that I have to announce that I have decided not to seek an extension to my contract as Interim CEO of the Institute. I have really enjoyed my time leading the team through a period of considerable change. In January the Board asked that I consider the recommendations in the Sinclair Report – a reflection undertaken last year on the operation of the ICW – to assess what changes we could make to modernise our Institute. Hopefully you will by now be familiar with the vision I have set out for the future of the ICW to become a more transparent, accountable and inclusive organisation. I'm pleased to be able to say that the work to reform the ICW is already well underway, and the Institute is on its modernisation programme which will deliver a more robust and engaging organisation, able to provide better value to its Members. I hope you will lend your support to my successor when they are appointed to continue the good work already started.

Members' Day

On the 8th July we held our 2022 Members' Day, a day devoted to our individual members. This was part of our return to face-to-face events, and the second such meeting held in as many months. Despite a few last-minute drop-outs due to Covid-19, it was uplifting to see so many Members gathered together to hear what we had to say. We had some excellent thought-provoking speakers. General (Ret) Lamont Kirkland offered us an insightful view of Team Forces, a charity established to promote sport, challenge and adventure in the armed forces community in order to improve health, wellbeing and recovery. Adrian Furner from World Commerce & Contracting spoke about the importance of collaborative agreements and their impact on collaborative ventures. We also heard from Steve Abrahams and Elsie Taylor from



Babcock International regarding their collaborative journey – a truly ambitious global corporate change programme with collaboration at its heart. The Special Interest Groups (SIGs) were well represented with Richard Smith presenting on the ISO 44001 SIG, and Lois Love and Jo Potter updating us on what the Professional Development SIG has been up to.

We started the afternoon session with the ever-popular SIG Market Place. I was amazed to see our enthusiastic Members visiting the SIG tables to discover the latest developments from our Groups. The SIGs are such an important part of the Institute as they generate new thinking. So the exchanges at the SIG tables as new concepts were discussed and probed will contribute to the refinement of the SIGs’ areas of interest.



At the end of Members’ Day, we held our first ever ICW Annual General Meeting – the first in our 32-year history. We took this step now as part of our drive towards making the ICW a more member-centric organisation, and the feedback from Members there on the day was extremely positive. It seemed obvious to me that there should be a forum in a membership-based organisation for the members to have their say on how the organisation is run and led. During the AGM the Members-raised some interesting questions about the Institute, its strategy and its future and the Panel did its best to answer as fully and openly as possible. All the questions raised, together with summary responses, can be found on the ICW website. I’m delighted to say the AGM was such a success that I’m sure it will be a permanent fixture for future Members’ Days.

Progress with CICES

As promised at the Members’ Day, I will keep you apprised of our continuing discussions with the Chartered Institute of Civil Engineering Surveyors. Paul Greenwood and I had a very productive meeting with CICES and I’m pleased to say that I think we are making good progress in establishing the relationship between our two organisations. The focus of this initial discussion has been around understanding our respective organisations so that we can identify where there may be mutual benefit from closer alignment. It is apparent at this early stage that cooperating on training, and the cross-fertilisation of specialist knowledge between SIGs - by invitation, are likely to be important parts of this developing relationship.



supporting for six years. The charity is almost the perfect collaboration – bringing organisations which have access to entertainment and sporting venues together with health and social agencies to create wonderful memories for seriously ill, terminally ill and disabled children and their families. Such a fantastically simple concept that has now brought joy to over 12,000 children across the UK. FIA is Box4Kids’ premier event, and their events team did a fantastic job of coordinating all of the agencies involved. In total, Box4Kids hosted 23 children on the day, all of whom had an amazing time looking at the flying displays, and, as their special treat, four US Air Force pilots dropped in to talk to the kids. What a magical day!

Collaboration in the Third Sector

I was thrilled to spend the day helping as one of the volunteer hosts for Box4Kids at the Farnborough International Airshow, a charity that I have been



More information about how this amazing example of collaboration in the third sector works can be found on the [Box4kids website](#).



Chris Olson, ICWNZ

ICWNZ Continues to Promote Collaborative Working Despite COVID-19 Disruptions

The Institute for Collaborative Working New Zealand (ICWNZ) has been busy since its last update, as we implement our strategic plan and build ICWNZ into a robust and sustainable organisation.

Progress since April 2021 has been slower than anticipated due to COVID disruptions to our training model and reducing peoples' availability, but we have still managed to achieve;

- Our Steering Group of key infrastructure sector leaders has co-designed and co-developed their value proposition, identified the benefits of having an organisation like ICWNZ and of collaborating in the NZ environment. We developed our working model and what will be the core elements of our Community of Practice as well as the benefits of individual and organisational membership.
- Partnering with a key Institute for infrastructure that specialises in online training internationally to develop a four-hour collaborative working introductory course, with assessment, leading to receiving a badge. We will be using this as a taster to bring people into our more advanced training.
- Assisting an organisation to get their key contract managers working collaboratively with the right behaviours and attitudes. This included diagnostic interviews with recommendations. The client thought the report was excellent, with great insights and recommendations around the problem areas.
- Our first public General Practitioners Collaborative Working Course was successfully held in July. Read about it below.

Key strategic goals for ICWNZ

Our key strategic goals are to:

- Expand our reach and influence in NZ, by demonstrating thought leadership, insight and knowledge sharing.
- Provide effective training advice and mentoring to support the adoption of collaborative working.
- Resource ICWNZ appropriately

How we are achieving this

We are doing this by providing:

- Thought leadership and promoting collaborative working through writing articles, hosting conferences and social media updates.
- A Community of Practice for networking, sharing ideas and holding forums.
- Training courses for operatives, joint delivery, practitioners, governance and experts.
- Support to organisations that want to improve their collaborative maturity by referring them to accredited experts and coaches.
- Talking with those members of the Steering Group who have expressed an interest in becoming Foundation Members about what it would be like.

Participants learn about collaborative working at ICWNZ's General Practitioners Course

Attendees' knowledge of the benefits of working collaboratively and how to do it better increased substantially at the Institute for Collaborative Working New Zealand's (ICWNZ) – General Practitioners Course in Wellington on 14 and 15 July.

Participants, both online and in-person, including clients, contractors and consultants had to wait for more than a year since the previous course in March 2021, but were not disappointed.

How the participants rated the ICWNZ course

Organisers used the Menti online tool in the workshops for attendees to score the various assessments on their phones.

According to the results, respondents' knowledge in working collaboratively went from 5.5 out of 10 at the beginning of the course to 8.4 out of 10.



That's not all. Their knowledge of the 12 international principles for working collaboratively rose a staggering 5.7 points, from 2.4 to 8.1.

Attendees were also very interested in the topic, with their appetite to work collaboratively at 9.4 out of 10.

Director of ICWNZ and presenter Chris Olsen was pleased with the progress made by participants throughout the two-day course, despite the challenges of juggling both online and in-person attendees.

"We were really pleased by the attitudes of those people who attended, so it was easy for them to learn a lot about collaborative working," he said.

"It was fantastic to see a range of clients, contractors and consultants attending, from those who were new to collaborative working to others with years of experience with alliances and collaborative enterprises."

"We will look to hold the next ICWNZ conference in-person, if possible, in order to allow participants to experience the full benefits of the course."

People could not see the individual Menti results, but everyone saw the average response for each assessment on the main screen and the distribution of responses.

How did the ICWNZ presenters rate?

Attendees also scored the presenters 9.2 out of 10 for knowing their stuff and enhancing their learning.

Participant Ian McNally was impressed by presenters Chris Olsen, Director, and Tony McCartney, Associate, of ICWNZ.

"Both Chris and Tony were great presenters; knowledgeable, engaging and easy to listen to," he said.

"They drew out the attendees' experiences and used real life examples to emphasise key points."

"Based on the assessment of the Course Overview 1 versus the delivered content, the 'Course Aims' were certainly achieved."

ICWNZ course content

The course focussed on the 12 Principles of Collaboration and the ISO Framework.

Over the two days there were 11 breakout sessions where attendees shared about their experiences, what they had just learnt and how it applied to them.

Attendees found it very useful to compare the Collaborative Framework with that of the Quality Framework, where organisations have a Quality Policy and Quality Plan, just like having a Collaboration Policy and Joint Relationship Management Plan

Expectations of ICWNZ course attendees were met

Participants' expectations were:

- To learn more about collaborative working as the need is so great
- To hear other people's experiences of collaborative working
- To see how collaborative working can work horizontally across client organisations
- To get some tools to help their organisations work collaboratively
- To learn how to finish a collaborative alliance strongly
- To learn so they can share with others
- To understand the standards, as opposed to what's taking place
- To learn how to collaborate



Feedback from ICWNZ course attendees

Feedback mentioned by participants included:

- That there was great engagement and involvement of participants. Even online participants said they really felt involved.
- Even the very experienced said they still learned and thought they had been operating more as collaborative working and now wanted to move towards business collaboration.
- Attendees also used ICW tools for assessing their organisation's collaborative maturity, collaborative behaviours and trust indicators and whether they were a high performing team.



Thanks to everyone that attended the ICWNZ General Practitioners Course. For details of any upcoming courses go to the [ICWNZ LinkedIn page](#), the [ICWNZ website](#), or email chris@icwnz.co.nz.

Introducing Catherine Macleod

Cath Macleod from ICW EN Member BM TRADA, has recently taken over the lead of the Comms and Marketing Special Interest Group (SIG) from Louise McMahon. Louise still remains very much involved in the Institute and is concentrating on her other role within it (Advisory Council member).

Cath originally joined BM TRADA in 2015 and is a global certification marketing specialist. She's worked in Business to Business sales and marketing for over 30 years and is based in the home counties. She's a member of the Chartered Institute of Marketing.

She uses collaboration principles regularly at work, especially in the supply chain. In her personal life, she collaborates with others to co-ordinate a running group aimed at getting local people back to fitness after the pandemic. Cath is a keen runner and recently undertook an ultra-marathon. What's an ultra-marathon you ask? It is any distance beyond a traditional marathon (26.2 miles). Cath's event was a hilly trail race covering 31 miles (50km)

of the Ridgeway in an intense heatwave. She drew on many collaboration principles such as support and motivation to help prepare for and run the race, leading to success of actually completing it. Ultra-marathon running involves a complete change of mindset in that you have to forget time, the events are all about getting to the end.



Watch out in the next edition where we will introduce the members of the Communications and Marketing Special Interest Group to you.

Network Rail gains 2nd ICW Fellow

With the awarding of an ICW Fellowship to Stephen Blakey, Network Rail becomes the first UK organisation to have 2 FICWs!

Stephen joins Kevin Tozer (Network Rail's Director of Collaboration) who was made a Fellow in May 2021. Kevin was awarded his Fellowship in recognition of his continued work within Network Rail and their supply chain in collaborative working. Kevin became a Member of ICW in 2014 and is a now member of ICW's Advisory Council.





Jo Potter, Indra

The Important Link between Employee Engagement and Collaboration

Jo Potter and **Victor Martinez**

Collaborative business relationships are crucial for Indra to provide technology into the core operations of our customers in long-term partnerships. Working collaboratively leads to benefits for Indra and our stakeholders, which includes effective management of uncertainties and risks, substantial savings in non-recurrent product development costs and lower deployment budgets. Indra’s collaborative nature was recently recognised when we were awarded the ICW 2021 Chairman’s award for our demonstration of the true value of collaborative working in support of the Digital European Sky initiative, which in turn strengthened the companies’ commercial and competitive positions through collaborative working.

Indra’s human capital is our most important asset that effectively contributes to our collaborative business objectives. Collaboration cannot be enforced: for individuals to find collaboration easy and rewarding, a collaborative workplace culture is required. High employee engagement can contribute to a culture of collaboration, where individuals perceive an environment of fairness and trust, have positive social, emotional and intellectual experiences at work and are fully involved with and enthusiastic about their work. Therefore, it is important to understand how engaged our people are.

recently conducted a qualitative study where employees based in the UK were interviewed about their everyday lives and shared experiences, to evaluate their engagement and to explore factors that influence their engagement.

Connection

Our study found positive feelings of connection with Indra, where 100% of respondents see a worthwhile purpose in their work and an understanding of the impact of their work on others. One respondent commented that “every single day there are situations where we need to learn and discover new things” and another said, “Indra works on my skill set and they’re always encouraging everyone”. Our study indicates that our employees are driven by positive core beliefs and alignment within their group at work, and these positive beliefs help to develop trust. Connection in the workplace helps teams to work collaboratively to deal with difficulties and succeed.



International Food Day

At Indra, employee engagement is supported by our Strategic HR Management best-practices that help us to continuously improve our organisational performance. These best-practices are aligned with our ISO 44001 certificated collaborative working relationships management system, facilitating focus on softer organisational elements including the evolution of culture and behaviour, which is a prime source of differentiation.

The past two years has seen Indra impacted by the uncertainties and consequences caused by the coronavirus pandemic. With hope for a period of increased stability and in addition to our regular staff pulse surveys, we

Scope

87% of respondents expressed feelings of pride in their work where their skills are being well utilised, indicating that they are dedicated to and absorbed in their work through a sense of meaningfulness.



Team Building Event

One respondent said “I’m making a good contribution here at Indra, and I’m proud of that”. Our findings suggest that Indra employees perceive themselves to have control over their work environment, where they are able to adapt the demands of their roles together with mutual support from colleagues and work based opportunities. The feeling of being part of a team can increase motivation and efforts to take on new challenges, binding the team together and enabling effective collaboration.

Voice

Our study highlighted that 75% of respondents feel valued and involved, indicating that Indra is fostering the right environment for employees to work collaboratively and to grow and sustain relationships through positive team behaviours and alignment of values. One participant commented that “There is a team spirit - if something’s not working, or even when something is working we just collaborate very well...it really makes it easier to work”. The findings also suggest beliefs of psychological safety, which can help to give employees a voice and build trusting relationships between the organisation and our people, which is a key driver for organisational success.

Support

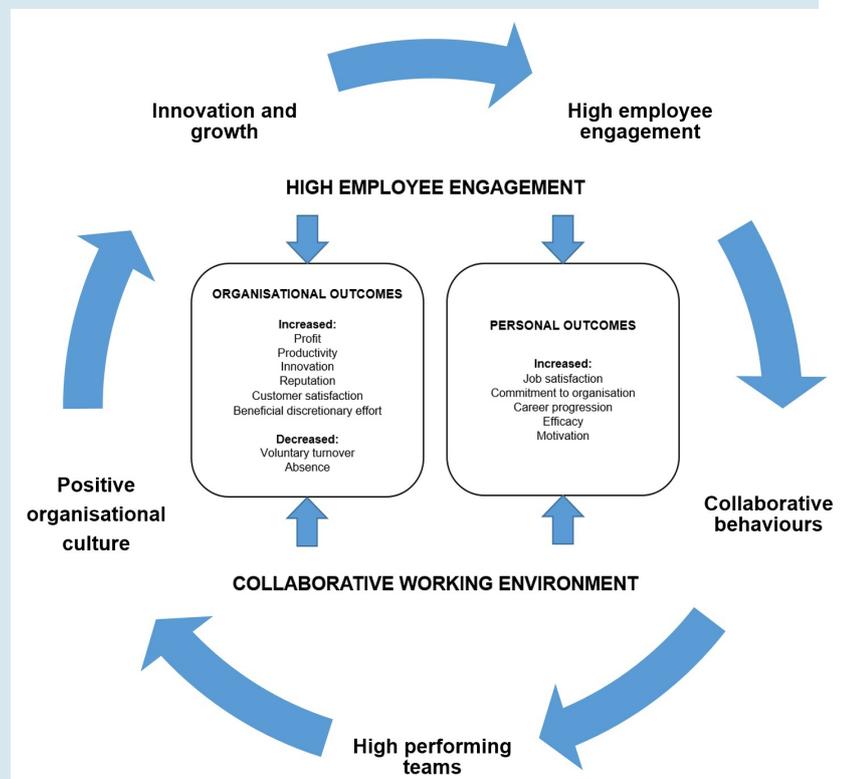
75% of respondents made positive comments about the support they receive from their front-line managers, which can help people to feel valued, involved and invested in and raise enthusiasm and performance levels. One respondent said “my manager is intelligently pushing me to do better”, and another commented that “my relationship with my manager enables me to be direct and challenging”. 87% of respondents indicated that the culture at Indra enables honest feedback, where managers listen without judgement, helping to develop trust and positively impact employee attitudes and experiences, which are at the heart of high engagement.

Wider Purpose

Business environments are moving faster than ever before, and mastering the art of high employee engagement requires continual attention and identification of areas for improvement. Our study indicated that half of the respondents lack some understanding of what is happening within the organisation. Our leaders take a transformational approach to enthuse employees and build connections between them and the organisation,

and our monthly communications sessions are improving employee understanding of how their contributions align to Indra’s wider purpose, increasing their feelings of identification and belonging.

In summary, our study illustrates how Indra enables a favourable working environment that supports a perception of trust and fairness and positive intellectual, social and emotional employee experiences, which are antecedents for high engagement. Indra employees feel connected with the organisation, supported by their managers, with meaning and purpose in their work and a sense of being informed, heard and involved - whether they are working at the office or working from home.



Practitioners and scholars have found strong, positive connections between levels of employee engagement and numerous organisational outcomes and personal outcomes for employees. The link between engagement and collaborative working is important, because collaborative working environments support high engagement, and high engagement enables effective collaboration. Collaboration does not just happen – it must be integrated with strategic HR practices to evolve an organisational culture of collaboration that is visible in daily interactions, keeping employees engaged and aligned and empowering them to act as advocates for collaborative behaviour. Our study highlights that high workplace engagement is a key element in enabling Indra to achieve excellent collaborative business results.



Natalie Geraghty, Kier

Eight Years of Collaboration

The success of any partnership is dependent on mutual core values. That's according to leading highways service provider, Kier Highways as it reflects on one of its most successful supply chain partnerships that spanned eight years, on one contract alone.

For the entire eight years of the National Highways Area 9 Asset Support Contract, Kier Highways, and civil engineering firm, Currall, Lewis & Martin (Construction) Ltd (CLM) were in a solid and collaborative partnership. The contract area covers counties such as Shropshire, Staffordshire, Warwickshire, Herefordshire and Worcestershire where Kier Highways carried out network management and maintenance, including capital improvement and renewals projects on behalf of National Highways from July 2014 to June 2022.

Collaboration from day one

On 1 July 2014, Kier Highways mobilised the contract welcoming over 600 new employees. For the next 2,920 days, CLM supported Kier Highways to overcome challenges and provide innovative solutions to complete capital works efficiently and with minimal customer disruption. From Staffordshire to Gloucestershire, covering motorways and all-purpose trunk roads, CLM worked with Kier Highways on schemes that included concrete repairs on complex structures such as Spaghetti Junction as well as other elevated sections of motorway structures, viaducts, and footbridge replacements.

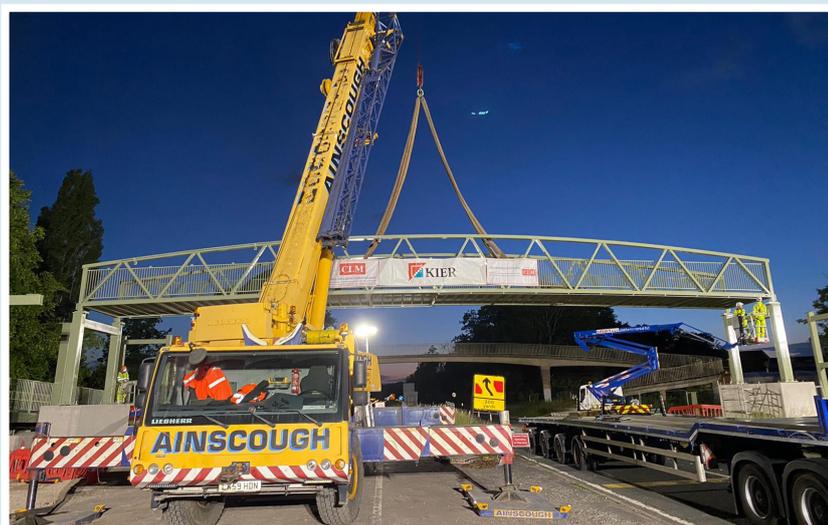
Kier Highways launched the Area 9 contract without a break in service for road users, a contractual requirement as the network must be kept safe and serviced around the clock. But Kier Highways and CLM went above and beyond during that first week kicking off day one with improvements at Mile End roundabout in Shropshire and then waterproofing works at Gravelly Hill viaduct in Birmingham later that first week.

Partners until the end

Approximately 1,200 schemes were then delivered via the whole supply chain, which was renamed Area 9 SRN Alliance in 2019 after collectively achieving ISO 44001 as a single entity. As a member of that alliance, CLM ended the final week of the contract in June 2022 completing the last capital works scheme – a bridge replacement in Atherstone, Warwickshire. CLM supported Kier Highways in replacing an ageing 1960s reinforced concrete structure with a new pedestrian/cycle bridge worth £6.7m.

The new, more accessible steel bridge now meets current standards and has reduced the need for extensive future maintenance. Wide enough to be used safely by both pedestrians and cyclists, the new access ramp gradient now meets modern accessibility standards. By working on both sides of the road concurrently, CLM and Kier Highways delivered a 34-week programme in 23 weeks.

Other high-profile works delivered by CLM and Kier Highways included repairs to bridges on the M50 in Worcestershire.





Ian Allen, Kier

Ian Allen, Kier Highways operations director, said: "Working with CLM for the past eight years, we have shared a common goal to keep the strategic road network safe and open for road users across the West Midlands. Collaboration has been at the core of this relationship. Through open

conversations, mutual trust, and a shared purpose, we have been able to improve safety and increase journey time reliability across the Area 9 network, while maintaining a Zero Accident Frequency Rate (AFR).

"Even with a global pandemic included, this has been a partnership of enhancing National Highways assets over an eight-year period with a turnover of around £60m+ just on CLM delivered projects alone."

Ron Pinfield, CLM managing director, said: "The strength and longevity of our relationship with Kier was established due to the great levels of collaboration we achieved together throughout this contract. Kier welcomed early contractor involvement and encouraged innovation. Working so closely with Kier and National Highways enabled us to build mutual trust and the confidence to safely deliver numerous high-profile projects such as the Birmingham A38M and M50 Bridge repairs. We are proud to have been part of such a successful alliance."

National Highways head of service delivery, Andrew Butterfield, said: "The collaboration between Kier, CLM and National Highways has delivered some great results. This is best demonstrated by the outstanding response to the Covid pandemic, where the collaborative relationships paid dividends, enabling delivery to continue while adhering to the restrictions."

'Innovate UK' Sponsors BSI PAS on Voluntary Agreements



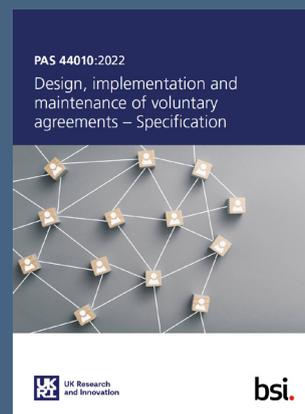
Collaborative working is often seen as a focus of business and larger corporate entities. There

are many situations where organisations of all types find the opportunity to work together jointly to agree changes to current practice. These often develop around voluntary agreements where change can be achieved by bringing together a range of stakeholders outside more traditional commercial arrangements. These stakeholders can include third sector organisations, government departments and commercial businesses working towards mutual benefits. Such arrangements may include environmental projects, beneficial industry technical alignment, societal improvement programmes, emergency response programmes and charity agreements to support joint working and often research projects. The challenge for these types of agreements is to ensure they are effectively developed, structured and sustained. The PAS 44010 initiative has been sponsored by

'Innovate UK' in development with BSI, to provide a simple framework to assist in the design, implementation and management of the appropriate arrangement to support these communities to draw on collaborative working best practice. Our own David Hawkins was commissioned as technical author building on his work in developing collaborative frameworks.



HOT NEWS - PAS 44010:2022 has just been published and is now available from the **BSI Shop >>**





Alan Maund, ICW

Alan Reflects on Life Before ICW....

Nicky asked me to write something about me!!! She said “we all know you, but we don’t know much about what you did before you came to ICW”.

Well, are you sitting comfortably? Then I’ll begin...

No don’t worry I’m not going to bore you all to death with my life story, but I will just share a few brief episodes.

I started my working life in Antiques and Jewellery in Old Bond Street and did a time at Asprey’s in the heady days when the Asprey family still ran the company.

But the story Nicky wanted me to tell you about was the day that I nearly took out the Head of the Anglican Communion!

After my stint in Bond Street, I went to work for The Church Missionary Society in Waterloo. The Archbishop of Canterbury is the Head of the Society under the patronage of HM the Queen. While I was there, there was a change of Archbishop and Archbishop Robert Runcie was enthroned and, as part of his induction to his role, he made an official visit to CMS’s HQ.

I was head of the Sales and Distribution Dept, and we were trying to clear our work to be able to attend the Reception for Staff to meet the archbishop in the reception rooms - so the department was quite busy. My warehouseman, Bill, was moving a trolley of literature and books across the department when he had to do an emergency stop, as a very frightened gentleman - who had mistaken our door for the door to the Gentlemen’s facility - found himself in the path of the trolley.

I dived in front of the trolley and stopped it, sending the books and magazines flying in all directions, and ended up on the floor with the new archbishop in a heap!

With as much as good grace as we could muster and many apologies from all sides, the archbishop rose to his feet, adjusted his cassock, and enquired our names and what department he had wandered into... I explained and directed him to his intended destination, and he took his leave, chuckling to himself as he left.

Later on in his speech at the reception, he mentioned that that he now had first-hand experience of the despatch department and thanked as all by name for our very personal welcome. He added that CMS literature really does fly off the shelves...



Further ramblings from my life in later editions ...



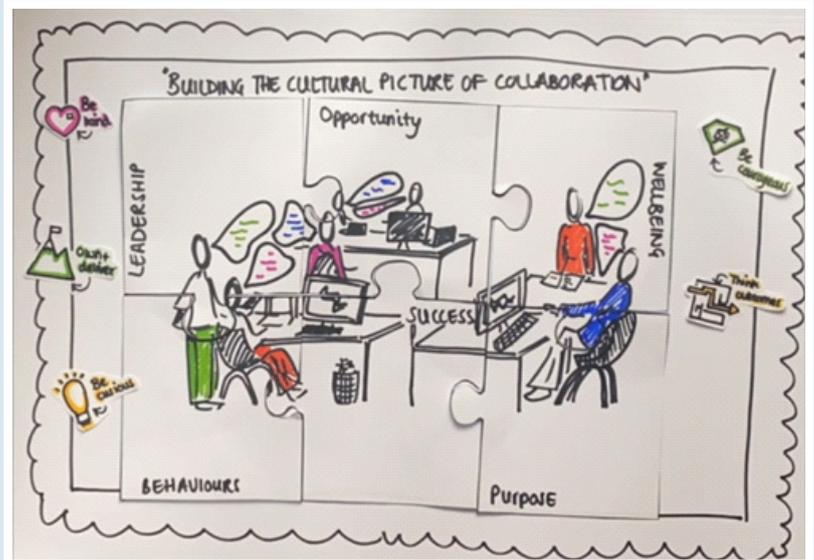
Richard Smith

ISO 44001 Special Interest Group Update

Richard Smith, Babcock International

After the recent Members Day, the 44001 SIG convened at Babcock International Head Office to progress the core themes and outputs from our objectives. The SIG has a clear pathway through FAQs, members questionnaire and feedback to promote better collaboration through the framework of ISO 44001.

From the FAQs a top ten list of questions have evolved covering Collaborative Culture, Leadership, business cases, value creation and getting started. All these themes will be promoted in various communication methods from talking heads, VBLOG & webinars over the forthcoming months.



How are your Collaborative Relationships Performing?

Don't forget about ICW's FREE Collaborative Relationship Health Check! ONLY for our Executive Network Members!

So if you are:

- Concerned about underperformance
- Feel that your system is bureaucratic
- Would like to see greater added value
- Or just starting out and would like a view on the direction in which you are heading

Then your FREE one-day review may be just the thing you need!



After an initial conversation to understand your requirements, a review tailored to you will be designed and delivered by one of our team of experienced Collaboration Accredited Associates.

Following the review, you will **receive a report** outlining possible steps to address the **improvement opportunities identified**.

What's to lose? And remember **it's completely FREE** to you as an Executive Network member.

Don't delay - apply TODAY!! Contact Alan at: alan.mound@icw.uk.com.



Nicky Painter, ICW

NOTE BY THE EDITOR

Welcome to the third issue of *Insight*, and many thanks for your contributions. There are not as many this time (well, it's holiday time!) but there is an eclectic mix and all are interesting. As usual, please let me have your thoughts and feedback so that *Insight* will be something which everyone enjoys.

I know you'll all be very sad to learn that Tim won't be staying on as our CEO. He has been a breath of fresh air for ICW and introduced some well-overdue initiatives. On behalf of us all I'd like to say a very heartfelt "THANK you, Tim!" and it's great to know that you'll remain closely involved with us all. Some of you will know how abstemious I normally, but in my photo above I have made a special exception to say "Cheers!" to Tim!

Issue 4 of *Insight* will be published at the end of September, so please start planning what you'd like to include. Be as innovative as you like and no need to stick to serious articles (although we should include some!) but feel free to send cartoons and poems etc. In that connection who would have guessed that our very own Trevor Gore is a talented poet! See his pertinent and stirring verse below!

The deadline for the September issue is Friday 23rd - **so please aim to get contributions to me by then** (nicky.painter@icw.uk.com).

Finally I have a couple of bits of news. Firstly we are very pleased to be able to tell you that, for the first time since the Pandemic, the uptake on the Leaders Course in September has been excellent and it is now full. So make sure you apply early if you want to attend in future! And we now have the submissions for the ICW 2022 Collaborative Awards and will be shortlisting and judging them before the winners are announced on Wednesday 14th December at the House of Lords.

In the meantime enjoy what's left of the summer!

Nicky Painter, ICW

Trevor's Poem

*"The Institute of Collaborative Working
Promotes behaviours that many are shirking
To improve our nation
Embrace collaboration
And unleash the potential that's lurking"*

Editor's Response

*"Though up to now we didn't know it
In our midst we have a poet!
Thanks, Trevor, for your wise advice
ALL read it - not just one but TWICE!"*



Trevor Gore, ICW