ICW Individual Membership

Enhance your professional development with MICW accreditation

February 2023

Introducing the ICW

The institute has over 30 years' experience in promoting collaborative working and supporting our members to harness the benefits, building up extensive experience , knowledge, and capability within its community. We are a purpose-driven not-for-profit institute, that brings together a range of businesses and organisations, across a variety of industries and sectors in the private, public and third sector, committed to promoting the benefits and proven methods of collaborative working. As a membership organisation we are committed to a broad diversity across our members that recognises the benefits and contribution that this brings to our collective capability.

Through our membership we share best practice and expertise on developing successful collaborative business relationships. Working with our academic partners and harnessing outputs from our special interest groups, we also access the knowledge and expertise of members for thought leadership, high quality research, training and development to underpin the value from better business relationships.

Our ambition is to see collaborative working recognised internationally as a professional business discipline that requires a structured methodology to support key relationships and deliver additional value through improved efficiency and effectiveness.

Our Background

Formerly known as PSL the Institute was established in 1990 by the then DTI (now BEIS) and the CBI to take forward the Government's partnering initiative within the public and private sectors. Over the years the Institute has developed into a focal point for expertise and advice on the successful development and management of collaborative business relationships.

Our knowledge and expertise was integral to the launch by the British Standards Institution (BSI) of BS 11000 – the world's first standard for the Management of Collaborative Business Relationships in December 2010. This has now been superseded in 2017 by ISO 44001 the International Standard for Collaborative Business Relationships.

Beyond Compliance

The impact of publishing the international standard is significant in focusing systems and processes however harnessing the benefits of collaborative working goes much further for our members. Based on the wealth of practical experience within the institutes specialists, we provide as part of the membership, a tailored annual review which aims to target and support capability beyond the standard.

Our Vision

Promoting and encouraging collaborative working and its advantages, to address the 21st Century challenges facing all types of organisations, people and communities.

Our Team

The ICW is led and supported by an expert team with practical experience in collaborative working relationships and in developing valuable business networks. We are supported by our main board which is led by Chairman Lord Evans of Watford.

> "Membership of ICW gives you **instant access to a professional network** as well as thought leadership knowledge"
>
> EMCOR UK

Our Team

Supporting our members to develop their professional profile and collaborative capabilities

Frank Lee, Chief Executive

frank.lee@icw.uk.com

Frank took up the role of CEO of ICW at the start of 2023 following 32 years at BSI. During that time he held a number of roles including Regional Director for the Northern European region, EMEA Compliance & Risk Director, and UK&I product Certification Director. At BSI Frank developed the ISO 44001 Certification scheme, and has been a fellow of ICW since 2014 and was Collaborative leader of the year in 2018.

Frank brings a wealth of knowledge to ICW and is a recognised expert in the field of Integrated management systems and in integrating the 8-stage model for collaboration into the ISO standard HLS structure.

Alan Maund, Head of Administration

alan.maund@icw.uk.com

Alan has a wide range of experience from a spectrum of customer-focused roles in a number of industry sectors. He is a qualified retail Jeweller, having started his working life dealing in antiques in Old Bond Street, before working for a large membership organisation and then serving on its General Council. His activities included research, marketing, facilities management and event organisation. This portfolio of experience gives him a unique approach to working with and helping our members maximise the benefits from their membership.

Jo Potter, Chair of the Individual Members Committee

im@icw.uk.com

Jo has 22 years of experience working in complex multinational, multicultural and sensitive environments, across multiple business units, with a proven record of accomplishment in the development and continual improvement of business compliance obligations, with value-driven outcomes. As well as contracting arrangements and effective governance and business alignment, Jo's focus is on stakeholder behaviours as key to the success of collaborative relationships.

Lois Love, Co-chair of the Individual Members Committee

im@icw.uk.com

Lois is head of contracts at Leidos UK and manages a number of government and private sector contracts. She has actively supported ICW since 2012, and sat on the management board in 2017-18. Lois currently sits on two ICW Special interest groups, and won an ICW award for Future Collaborative Leader in 2017.

Lois looks after the ISO 44001 Standard for Leidos Innovations UK (and BS 11000 prior to that), and regularly supports various bids and programme teams offering advice and support on collaborative best practices and how it can add value.

Building Capability for the 21st Century

In a business world that is increasingly interdependent and where organisations and individuals need to harness the capabilities of others to meet the challenges of complex networks of relationships, collaborative working is recognised as being a valued aspect.

Since 1990 ICW (formerly PSL) has been actively promoting and supporting the adoption of collaborative working within both the public and private sector.

The thought leadership of ICW, creation of the CRAFT methodology which was the basis for ISO 44001, the International standard for collaborative business relationships framework has laid a foundation for organisations. The future dynamics for business whether national or international will continue to grow in complexity both technically and through diverse relationships where collaboration is no longer just a word but becomes a mission critical capability.

This change in the way business needs to work places a new demand on individuals to have the skills to exploit the power of collaboration and for those capabilities to be professionally recognised.

Our MICW and FICW membership programme, provides recognised and accredited validation of those individuals that have and continue to build their collaboarative capability. In becoming MICW, you signal to other professionals and to employers your skill set in collaborative working and in doing so join a network of professionals recognised at the highest standards in this area.

ICW individual membership scheme is the only current and credible formal body able to recognise the value of collaborative skills.

A Growing Global Presence

As the value of collaborative working and the awareness of ISO 44001 continues to grow, ICW is broadening its operational base to provide local access to our expertise.

ICW works with a network of universities including Warwick and Cardiff. Across the rest of Europe there has been considerable interest in ISO44001 and opportunities to support clients, notably in Sweden, Italy and Portugal. We are working closely with others across the Baltic States including Latvia, Lithuania and Estonia and believe that there will be considerable opportunities for training and development.

More widely, we continue to support training and development activities in relation to the ISO44001 and the promotion of collaborative working in New Zealand, Australia and Canada.

> "**Working with ICW provides innovation, differentiation and customer value** in our go to market and operations"
>
> INDRA

The Aims of Individual Membership

Since its establishment as an Institute in 2012, ICW's profile has continued to grow. This, together with the increasing recognition of the significance of collaborative working and adoption of BS 11000 and its migration to ISO 44001, has raised the market awareness.

With the resulting increase in the adoption of collaborative working methods across both the public and private sector. ICW recognise that success will only be achieved if organisations employ or develop individuals who have an understanding of, and commitment to, the principles and practice of collaborative working.

Our continued aim is to provide and support individual's personal development through membership of a professional Institute by:

- Providing professional accreditation of a member's capability
- Providing a focused knowledge and skills development pathway to meet the needs of its members that supports their professional profile
- Building a strong and growing membership based on clear and valued benefits within a culture of diversity
- Providing networking opportunities through membership events, conferences
- Maintaining its thought leadership in collaborative working through the contribution of its members
- Expanding research outputs both through member driven special interest groups and relationships with academia and the wider business community.
- Supporting the increased adoption, effective implementation and integrity of ISO 44001

ICW experience is that whilst many individuals exhibit the right collaborative working approach and behaviours – hitherto there has been no method of formally recognising these individual qualities. ICW Membership addresses the future needs for collaborative skills by providing a single point of reference for individuals with a recognisable addition to their personal capability portfolios. Together with validation of an organisations collaborative working capability, MICW status can help to build internal skills capacity.

Please note that Individual Membership is a personal accreditation. Use of the post-nominal designations (MICW, FICW, AICW) is for the individual only.

ICW Collaborative Working Awards

The annual ICW Collaborative Working Awards are held each December at the House of Lords, providing an opportunity for our members to celebrate excellence and outstanding achievements in collaboration. These awards cover a variety of specific categories, offering the opportunity to recognise high performing organisations and individuals across Industry, the public sector, third sector as well international collaboration.

Benefits of Individual Membership

As a member of the Institute you will be joining a unique community of practice providing access to a wide range of knowledge and expertise both from other members and organisations across a broad spectrum of industries, embracing both the public and private sectors. Your membership provides a variety of benefits in terms of career development, including:

- **Accreditation:** The various levels of accredited membership provides independently certified recognition of knowledge and capability underpinned by Warwick University.
- **Networking:** Through membership of the Institute individuals have the opportunity to participate in a number of membership learning and networking events. Together with linking to a growing community of practice. You will gain access to a community of organisations and people that are practicing and developing collaboration, which is open to exchanging ideas to help each other evolve and improve for the benefit of your organisation and your own professional and personal development.
- **Knowledge:** The Institute and its members have an extensive portfolio of materials which are freely available to MICW /Fellows and expertise within the community which members can benefit from.
- **Skills development:** The Institute offers a range of courses designed to build and enhance individual capability, which are discounted for members.
- **Special Interest Groups:** Members will be able to participate in many of the Institutes special interest groups enabling them to work with other members to explore and develop future thought leadership.
- **Support:** Members have ongoing access to the ICW core team and when appropriate many of our corporate executive members.

Benefits for Employer Organisations

In addition to benefiting the development of individual's capability profile the promotion of membership by organisations provides an accredited capability and structured development process to support their corporate profile and collaborative capability.

By encouraging their staff to join and gain individual recognition of their collaborative skills, they will become more motivated so that the overall performance of the organisation and its collaborative relationships will be enhanced.

Individual Membership Categories

ICW is the premier formal body able to recognise and accredit the value of collaborative skills and is thus able independently to validate and endorse appropriate professional capabilities. ICW Membership, supported by relationship programmes with academia and other complementary associations integrates Continual Professional Development Certification (CPD) through a structured development programme.

The individual membership programme is based on recognising various levels of membership, reflecting current skills and experience against defined criteria, together with a development pathway. All membership is centrally registered and recognised with the Institute in UK whether UK based or International.

Student Associate Membership

In recognition of developments with the academic community ICW have a student membership entry level which is intended to provide access to the Institute's knowledge base during their study period based on confirmation of student status. As with associate membership applications will be validated and approved by our membership panel.

Associate Membership (AICW)

This is an initial entry level for those individuals wanting to engage with the ICW community and with the aim to migrate to full membership. The application process looks to validate their current experience and intent through our membership panel. Associate members would be expected to have migrated to full membership within 2 years.

Membership (MICW)

The status of MICW can be achieved through a variety of pathways and will be awarded on assessment of applications by our Membership Panel. Members can complete CPD with the opportunity to progress to FICW.

Fellowship (FICW)

Fellowship is granted to individuals who have held MICW for a minimum of 5 years and/or reached defined levels of competence, experience and academic achievement within their business activities. They will also be able to demonstrate that they have externally been proactive in promoting collaborative working and the Institute cross industry. Acceptance will be via a duly constituted panel of peers.

Continuing Professional Development

The Institute is focused on promoting the continuous development of its members. Achieving the status of MICW is the start of a journey and we will support members actively progressing to Fellowship.

The Continuing Professional Development (CPD) programme has been established to support this journey through a series of internal levels of competence based on Attributes, Abilities and Attitude incorporating leadership, knowledge, levels of experience, behaviours, and participation in the activities of the Institute. Progression of MICW and beyond status is achieved through a series of levels to which CPD points are allocated. The levels are:

Team Leader (level 1)

Individuals that have gained experience in leading teams within a collaborative environment

Programme Managers (level 2)

Individuals that have demonstrable experience in developing and managing collaborative programmes, projects or strategic relationships

Executive/SER (level 3)

Individuals that have achieved levels of responsibility comparable with the role of Senior Executive Responsible for collaborative working.

A guide to those areas of development individuals should consider, together with the allocation of CPD credits is available. It is acknowledged that not all of these may be directly appropriate for every individual or their organisation. As such the Institute will recognise and use its discretion through the Membership panel and Fellowship reviews to address individual issues.

" Embracing BS11000 and then ISO44001 I was looking for support in understanding the standards and gaining insights and support around collaboration. ICW was my source for this information, however, I found more. I didn't realise it at the time but it was the start of a journey to a new professional status. While I did gain some insights the real journey started when I became an Associate, this opened me up to the wider ICW and the wide range of resources that included webinars, reports and the Collaborative Working Awards. I entered one of our collaborations and it opened a doorway that I hadn't expected. We have now been a two time finalist and two time winner of the Awards, the real benefits included the learning from the awards process, the sense of pride and motivation it created within our teams and also meeting leaders in the ICW who were supportive and welcoming. We felt like we were part of a wider community, passionate about collaboration. This encouraged my organisation to become Executive Network members of ICW and provided me with the impetus to prepare my application to become a Member of ICW. Having achieved MICW status I continued my journey with ICW by volunteering on committees and now in building my CPD via ICW courses and working ultimately toward Fellow status."

Denis Leonard FCIOB FICE FCQI MICW, Head of Integrated Management Systems, **GRAHAM**

Routes to Membership

Associate and Student Associate Membership (AICW)

Membership is via an on-line process requiring individuals to support their application with details of their current experience and aims. Each application will be reviewed by our membership panel. In the case of Student associates they will also need to provide evidence of their current educational status.

For associate membership this level of annual membership is for a maximum of 2 years beyond which they would be expected to have progressed to full membership. In the case of student associate membership this will remain whilst they are in education whether full or part time.

Membership (MICW)

Individuals may apply directly for full membership at a practitioner level. There are a variety of routes to achieve MICW:

- By successfully completing the ISO 44001 Collaborative Leaders course and passing the written exam individuals will automatically be offered the opportunity to sign up as full Member. In this case there is no application fees and the first years membership is refundable.
- Direct entry can be achieved by initiating an on-line application together with an application fee. All applications will be reviewed by the membership panel and in some cases applicants may be asked to attend a panel review.
- In certain cases the Institute will review and validate In-company or Association development programmes where it considers these meet appropriate levels of maturity or have been developed in cooperation with the Institute.
- The Institute also works with Academia to support courses which incorporate collaborative capability development and will recognise successful completion as a direct entry route.

Members will be required to continue their development and update their experience and development profile as a minimum every two years.

Fellowship (FICW)

Fellowship is granted to individuals who have held MICW for a minimum of 5 years and/or reached defined levels of competence, experience and academic achievement within their business activities. They will also be able to demonstrate that they have externally been proactive in promoting collaborative working and the Institute cross industry. Acceptance will be via a duly constituted panel of peers.

Membership Fees

Category of Membership	Application Fee	Annual Membership
Associate Student (AICW)	Zero	£30
Associate (AICW)	£40 admin	£50
Member (MICW)	£40*	£95
Fellow (FICW)	£40 admin	£130

Note: all fees exclude VAT. *Only for direct entry administration

In the case where individuals are paying membership fees personally, not by their organisation, the Institute has agreement with the commissioners for UK HM Revenue and Customs that such membership fees may be claimed against your annual tax returns, reference T1644/30/2017.

ICW Membership Principles & Values

The principles of membership to the Institute will be a factor in the evaluation of applications and a consideration for elevation through membership. These principles are based on those ideals and values which firstly established the Institute and are fundamental to maintaining its integrity and standing. It is expected that members will:

1. Promote the benefits of collaborative working as a fundamental business skill within their business networks.
2. Promote Membership of the Institute and encourage their organisations to become executive network members.
3. Support initiatives of the Institute aimed at expanding the recognition of collaborative working.
4. Participate and share in the development concepts for collaborative working to help maintain the position of the Institute as the recognised thought Leader for collaborative working.
5. Actively work with the Institute to develop their personal skills and experience.
6. Not undertake any activity that may impinge on the reputation or prejudice the intellectual property of the Institute or its members.

The Institute will use its best endeavours to:

1. Provide recognition of their achievements and experiences in collaborative working.
2. Support individual members in their personal and career development through sharing its thought leadership, mentoring and training programmes.
3. provide a peer to peer network to further and enhance knowledge.

Code of Conduct

All members of the Institute, whether members, employees, directors or associates are required to:

- promote the vision and values of the Institute
- uphold the Institute's good standing and refrain from any conduct which may impinge on its reputation
- act with competency, honesty and integrity
- take all reasonable steps to maintain their professional competence
- comply with the Institute's periodic requirement to validate Membership and continuing professional development requirements (as amended from time to time)
- in the event of an alleged breach of this code, cooperate fully with any formal enquiry procedure.

Governance

The Institute is a membership organisation and in particular the individual membership programme operates under a membership committee ensuring that all applications are reviewed by a peer group supported by the Institute's Membership Secretary.

A panel of members (minimum of two) will evaluate all applications for Associate or Direct Entry Membership and the Chair of the Committee will authorise their recommendations. In the case of specific concerns or other issues, guidance will be sort from the ICW Management team.

In the case of applications for Fellowship these will be administered by Membership secretary and applicants will be required to attend a selection panel or peers.

All members will be expected to adhere to the ICW Code of Conduct available on our website and any issue arising will be addressed by the Chair of the Members' Committee and the Chief Executive.

Special Interest Groups

ICW currently has a number of Special Interest Groups to share and develop topics that are of key interest to its members.

The Groups are a way to be involved in the life of the Institute and help it move forward with thought leadership and practical experience drawn from its members.

Currently groups are focusing on driving internal changes to enhance members' benefits, increasing the focus on people skills, future of Collaboration and also how best to engage with the SME community.

- **Collaborative Behaviours and Challenges**
- **Sustainability**
- **Small-Medium Enterprises**
- **Third Sector**
- **Collaborative Leadership**
- **Thought Leadership**
- **Public Procurement**
- **Defence & Security**
- **Construction and Infrastructure**
- **Structured Collaboration**

"Being an ICW member means **we have a wide range of materials and support** at our fingertips"

KIER HIGHWAYS

"We're at the centre of collaborative thinking – **a great way to support our business strategy**"

LEONARDO

"The ICW provides **a great opportunity to share best practice and experience from across all industries** to help us develop the benefits of collaborative engagement"

BAM NUTTALL

Institute for Collaborative Working

CELEBRATING OVER 30 YEARS

AS A PROFESSIONAL COMMUNITY

An institute of organisations and individuals committed to promoting the benefi ts of collaborative working to create sustainable value in business relationships

Further information

For more information about the Institute, visit our website:
www.instituteforcollaborativeworking.com
To find out more about joining the ICW contact:
Alan Maund (Membership Manager) at alan.maund@icw.uk.com

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