

# Windsor Leadership Programme



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# What is it?



The ICE has long believed it can, and should, do more to support the development of those at the top of our industry. It has therefore partnered with Windsor Leadership to deliver a bespoke programme in which more than 100 current and future industry leaders have participated since its inception in 2018.

Those who attend the ICE's Windsor Leadership Programme get to work with other like-minded senior leaders from across the infrastructure sector, to better understand and collectively address the challenges they face as they strive to become strategic leaders in their organisations and strategic influencers in our industry.



A leadership programme like no other – truly immersive and impactful”

**Richard Lennard**, deputy chief programme officer, the New Hospital Programme

# The format



This two-part programme, set in the tranquil environment of Windsor Great Park, offers a unique space to consider the challenges you face as a current or emerging strategic leader. It offers the opportunity to hear from inspirational speakers, as well as contribute to in-depth plenary and smaller discussions. Each year's cohort comprises around 18 delegates.

Recent speakers have included:

**Mark Thurston**, chief executive, Anglian Water

**Sir Peter Bazalgette**, former chair, ITV

**Dame Alison Nimmo**, sustainable real-estate business leader and former chief executive of the Crown Estate

“Attending Windsor Leadership is thought-provoking and insightful. It makes you challenge your approach as a leader, allowing you time to reflect and think about how to improve”

**Tony Slater**, enterprise director, United Utilities

# The location



Both parts of the programme take place on a fully residential basis at Cumberland Lodge, Windsor Great Park.

**Part one** will enable you to reflect on what you need to do to become a more effective leader, and how to be a strategic influencer at a national or international level.

**Part two**, which runs six months later, allows you to reflect on the personal action plan you developed in part one and discuss with others the changes and challenges you have faced over the intervening period.

“ I have come away with a deep-seated belief in my capability, clarity on my areas of focus and a brilliant, supportive new peer group. It was so worthwhile”

**Catherine Wenger**, director and UKIMEA water business leader, Arup

# The topics



The programme is structured around exploring two key questions:

- Q **What are the opportunities and challenges you face as a strategic leader when balancing the expectations of your organisation and clients with those of members of the public?**
- Q **How can you become a strategic influencer in your industry?**

Issues to be discussed include the different leadership qualities needed at a strategic level; the challenge of winning the hearts and minds of teams, clients and other stakeholders; and the extent to which leaders should try to influence wider society and its future direction.

“ The Windsor Leadership Programme was undoubtedly a turning point in my professional journey”

**Professor Priti Parikh**, director, Bartlett School of Sustainable Construction; vice dean international, Bartlett faculty, University College London

# Pricing



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## What does it cost and what's included?

Part one of the two-stage residential programme takes place over three days and two nights at Cumberland Lodge, and part two across two days and one night. All meals and accommodation during the programme will be provided.

**Full programme cost: £5,500 (+VAT)**

We have a small number of bursaries and discounted places available to support applicants in not-for-profit roles.

“ This is a unique programme where you learn from other leaders with real-world challenges and opportunities. It's helped me to reflect and validate my leadership style to ensure I'm the best I can be ”

**Davendra Dabasia**, chief executive, Mace Consult

# Is this for me?

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The programme is designed to help people who are progressing towards more senior industry leadership positions to develop their strategic thinking. It will typically be attended by director-level leaders in, or seeking to move into, board-level positions.

## Find out more and apply

To learn more about the programme, to potentially be put in contact with an alumnus and to apply for a place, please contact:

**Carol Brooks**, ICE knowledge services director  
[carol.brooks@ice.org.uk](mailto:carol.brooks@ice.org.uk)  
+44 (0)20 7665 2116

**Natasha De La Rosa**, ICE knowledge services manager  
[natasha.delarosa@ice.org.uk](mailto:natasha.delarosa@ice.org.uk)  
+44 (0)20 7665 2424

All applicants' backgrounds, previous leadership roles and current responsibilities will be considered carefully to ensure the programme's relevance.

## 2026-27 dates

### Part one 7-9 October 2026

- Three days of sessions with fellow leaders
- Explore a current leadership challenge
- Individual reflective report to capture immediate learnings and take-aways
- Personal action plan

### Part two 22-23 April 2027

- Action plan review
- Explore another leadership challenge
- Draft another personal action plan as you look forward

**Venue:** Cumberland Lodge, Windsor Great Park

Accommodation and all meals included for both parts

“ The programme provides a unique opportunity to reflect safely in the company of industry champions ”

**Darren James**, chief executive officer, Aureos