

# How to win a prize for your public contribution

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## Summary

Employees who provide NHS and social care services have access to a wide range of prizes and awards that recognise their efforts. Similar opportunities should be offered to Public Contributors in recognition of their exemplary leadership, commitment and selfless service to the sector. The following paragraphs list some of the awards that are currently available and compare what is on offer to Public Contributors with those offered to staff who facilitate the activities of Public Contributors.

The findings of this paper suggest that prizegiving in the UK is so heavily biased towards employed staff and away from Public Contributors that it so has become part of the mechanism by which inequality is maintained. Prizegiving organisations should urgently take steps to level up, or, if they are unwilling or unable to do so, should discontinue their current award system. If organisations will not reform their prizegiving to promote equality, then employed staff may boycott their awards until

they do, in the same way as some staff refuse to engage in conferences unless they adopt [PatientsIncluded](#) principles.

This document refers to Public Contributors who elsewhere might be called Patients and the Public, consumers, Experts by Experience or Patient and Public Voice representatives. The focus is on research, with a few references to coproduction of other activities, mostly in health and social care.

## Who is eligible?

Taking coproduction seriously would mean that special awards would be made available to Public Contributors and, in addition, Public Contributors would be routinely eligible to compete for many other awards alongside their salaried colleagues. Some awards are currently restricted to employees, so experts by experience who are employed in the service are eligible, while Public Contributors who are not employed are not. In each case, the eligibility criteria should be designed with a specific purpose in mind and with the presumption that Public Contributors are valued members of the team, so should be included, unless there is a clearly articulated reason to exclude them. Eligibility rules should explain this, rather than blithely exclude Public Contributors without acknowledgement. In some cases, while both Public Contributors and staff are eligible, the majority of awards are made to employees. Some prizegivers do not appear to have yet responded to the coproduction agenda<sup>1</sup>, but may be doing better than their marketing suggests.

Many awards given by a university, healthcare organisation or research funding body are confined to applicants who have a clear connection with that organisation, while a few welcome applications from anywhere. The connection may require being on the payroll of the organisation, receiving a grant from them or being registered with them as a student or formal volunteer.

## How do you apply?

Some competitions require an application form to be completed by the contender, while others rely on nominations from others. In the latter situation, it is important to check that the Public Contributor is willing to be nominated, as there are many reasons why they might not, as indicated by the long list of civic honours that have been declined or returned by people as varied as Winston Churchill (who declined the Dukedom of London) and John Lennon (who returned an MBE)<sup>2</sup>.

At the National University of Ireland in Galway, academics and Public Contributors work together to produce their submission (see below). Elsewhere, the prize appears to be a grace unexpectedly bestowed through a mysterious mechanism of sponsorship by a powerful but generous benefactor. Submissions vary too, so that, again at Galway, the submission can take any form and utilise any media rather than being restricted to a particular literary style.

## Who is on the judging panel?

While this Guide is focused mainly on the awards that Public Contributors might win, it is important to note that the tables can be turned, so that Public Contributors form the judging panel and award-making body. Some of the examples listed below, such as the National Service User Awards, already do this, creating the potential for an entirely co-produced awards process. Other options include

asking Public Contributors to help identify winners amongst other groups, such as in the Clinical Excellence Awards<sup>3</sup>.

Others, not generally listed here, choose to make the awards to external organisations. A striking example is the [Mind Media Awards](#), in which people with lived experience of mental health issues review representations of mental distress in the mass media and make awards to production companies that have done well.

## Which activities are being judged?

Coproduction demands that Public Contributors have real influence at every decision point in the journey from the scientist's bench to the patient's bedside. Few of the prizes listed below aspire to such a grand vision, and some awards are made to people who have merely presented the outputs of scientific endeavour in an accessible format – they are prizes for science communicators, rather than science coproducers. Nevertheless, they are included here on the basis that an informed reader can set aside unsuitable material more easily than find it in the first place.

## What is the prize?

In the last twenty years, the rise of managerialist approaches in healthcare and research has meant that resource allocation is often achieved by competitive application, and so many commissioning decisions are now considered to be awards. A hybrid approach is the Tilly Hale Award, which is a sum of up to £5,000 made to a research project at the University of Newcastle that is planning to involve the public in an innovative way, either in the design stage prior to submitting a funding bid, or to enhance delivery of the research. In contrast, the kind of awards that are the subject of this paper focus on the public recognition of completed exemplary practice where judges generally take a retrospective look at the prize-winner's previous actions, rather than tasking them with a job to do in the future.

Many prizes consist of attendance at a prizegiving event, applause, a trophy and publicity. Occasionally, they include prize money<sup>4</sup>, but in alternative arrangements contenders are charged for participation in the award ceremony<sup>5</sup>. The amount of money is perhaps an indication of the value placed on the success criteria by the awarding organisation. So, for example, if the prize money for doctors is greater than the prizes for nurses, it is reasonable to conclude that the institution granting the award values doctors more highly. There are several awards listed here for staff that include a cash prize, while none of the awards found so far for Public Contributors do so.

Despite the foregoing, there are occasions when the prize money must be used in a particular way, often to advance Public Contribution in the winning organisation. Sometimes it is a gift and may be used for any purpose by the winning individual or organisation, so the winner has no obligation to give an account of what they have done with the money. The main purposes of the prize are to give kudos to the winner, draw attention to their activities and stimulate others to emulate them. Indeed, some prizes act as accreditation and are designed to stimulate whole-system change, such as Athena Swan, which seeks gender equality in the workplace; or Investors in People, which seeks continuous improvement in human resource management.

## Awards available to Public Contributors and communities

The following list is arranged in alphabetical order. Note that each example appears only once, so may include aspects which overlap into other categories. Some headings provide more of a category title such as an NHS Trust or university, so readers may wish to search out details of the relevant organisation in their own locality. In the light of these factors, readers should review the whole document and follow links rather than relying too heavily on a single paragraph.

### Audit Heroes

The Healthcare Quality Improvement Partnership runs an annual Clinical Audit Awareness Week and during this time they confer five awards to [Audit Heroes](#), including a Volunteer of the Year for each local area and a national winner too. This could be an individual volunteer or a group of volunteers who regularly volunteer together for a service or on a project. It includes charity volunteers, community groups and youth groups. There are no restrictions on the age of the volunteer or volunteers. Judges will be looking for evidence of (i) making a significant contribution to the improvement efforts of the audit team, department or organisation they support; (ii) Providing invaluable support to a clinical audit and/or quality improvement process, programme or project; and (iii) using their own insight and experience or supporting other patients and users of services to give feedback that influences decision making.

### Big Conversation Award

NHS England includes Public Contributors in the [NHS Big Conversation Improvement Awards](#), but the application form says nothing about selection criteria, panel membership, prizes or recipients. Indeed, the outline is so vague that it is hard to make a judgement about whether to apply.

### Expert by Experience author award

The Institute of Mental Health offers six [awards](#) with cash prizes for publications in the previous year that were authored by staff or Public Contributors involved with the Institute. Two of the award categories are

- Best publication co-authored with a person with lived experience of mental distress or a current or former user of mental health services
- Best publication by a member of the Institute of Mental Health who is a person with lived experience of mental distress or a current or former user of mental health services

### Helpforce Champions

The [Helpforce Champions](#) Awards are sponsored by Deloitte and supported by NHS England. There are eight awards, two of which are for staff, with the others open to NHS volunteers.

### Honorary Professor

A university may grant an honorary academic title, such as professor, reader or lecturer to a person who they wish to honour and work with, but who does not become an employee of that university. Honorary professors give seminars and conduct research with university staff and hold the award for a limited period, such as three years, although this may be renewed.

Derek Stewart was made an honorary professor of the National University of Ireland in 2020 in recognition of his work in engaging public contributors in health research.

Bella Starling was made an honorary professor in July 2021. The MAHSC Honorary Clinical Chairs are awarded, on an annual basis, by The University of Manchester's Faculty of Biology, Medicine and Health Promotions Committee. There are currently 63 MAHSC Honorary Clinical Chairs. Bella writes, 'I do not have an academic CV, or a long list of publications. I am a public involvement practitioner, methodologist, strategist aiming for inclusive research. This appointment helps value these skills as integral to research.'

## Innovate

The annual Innovate Awards were launched in 2022 by the AHSN Network ([Welcome \(innovatehealthcareawards.co.uk\)](https://www.welcome-trust.co.uk/innovatehealthcareawards.co.uk)). One of the 11 categories is *Excellence in Patient and Public Involvement in Transformation and Innovation*. Eligibility includes organisations that deliver community benefit. The prize consists of a trophy and publicity. There is a charge for participating in the awards dinner (£99 plus VAT per delegate) and the judging panel does not include Public Contributors.

## Josh Award

The [Josh Award](#) is an annual award given at the Manchester Science Festival that recognises excellence and innovation in science engagement. The award is open to anyone involved in science engagement.

## Made with Patients

[Patient Focused Medicines Development](#) is an international organisation that promotes patient engagement in health. Its annual awards [Made with Patients](#) started in 2023. This is an award for anyone promoting, doing and/or advancing patient engagement. The award can be offered to individual citizens, patient partners, involved member of the public, whether or not this is their role or a paid position. The award can also be offered to staff employed in the healthcare sector or voluntary organisations, and to engagement initiatives initiated by teams of staff/patients working together. Winners get a round of applause, a statue and publicity. In 2024, the jury was made up of professionals employed to promote patient involvement, but they say that they may have independent patients on the jury in the future.

## Marsh Award for Mental Health Peer Support

The [Marsh Awards for mental health peer support](#) recognise excellence in mental health peer support in England and Wales. The awards are run by The Marsh Christian Trust, Mind and PeerFest partner organisations. Nine awards are made under the categories of 1) 'Peer Support in Marginalised Groups', 2) 'Doing it for Ourselves' and 3) 'Innovative Peer Support'. For each category, one project will receive a £500 cash award, and two projects will receive £250 each.

## Mental Health Fringe Award

The Mental Health Foundation makes this annual [award](#) for the most compelling presentation relating to mental health at the Edinburgh Fringe Festival.

## National Service User Awards

These [annual awards](#) have been organised by Cygnet since 2012 and are open to people using mental health or learning disability services in the UK. People using services are eligible, plan the black-tie awards event, run the judging panel and provide entertainment at the ceremony. Winners receive a trophy and a certificate.

## NHS Trust awards

Individual NHS Trusts sometimes run their own inhouse awards scheme that includes Public Contributors, such as [Avon and Wiltshire](#) which offer a:

- Behind the Scenes award for teams or individual staff members, volunteers and involvees
- Recovery and Hope award for individuals, or groups of, volunteers and involvees

Other Trusts, such as [South Tees](#) appear to confine these awards to staff. The award at [Salisbury NHS Foundation Trust](#) recognises the way in which patients and the public have been involved in specific projects at the hospital, and where this involvement has brought about change, improvement or a new way of working that benefits patients.

## NHS Parliamentary Awards

NHS England and NHS Improvement began these annual [awards](#) in 2018. There are ten categories and patients can be beneficiaries. Nominations are submitted by MPs to [judging](#) panels of senior representatives of NHS England, NHS Improvement and patient organisations. Winners are invited to an event where they receive a trophy and a certificate.

## Patient Champion award

Eyeforpharma is a UK-based organisation that provides a place for senior-level pharmaceutical executives, patient groups and other health stakeholders to exchange ideas. A judging panel made up of patients and staff make 16 awards, one of which is the [Patient Champion Award](#). The finalists are individuals who have provided the patient with a voice that has influenced governments, customers or other patients to provide better results for society. Good advocates challenge the status quo, ensure that patients are heard and empowered, and motivate others to account for those in need.

## Patient Safety Learning award

This is a charity based in London that offers a [Patient Engagement Award](#).

## PENNA awards

The [Patient Experience Network](#) offered [22 national awards](#) in 2019, two of which were open to patient groups, including an Award for Support for Caregivers, Friends, and Family which is open to support groups; and an award for Engaging and Championing the Public which is open to patient associations and consumer groups. Individual Public Contributors are eligible for only a small number of the awards, while staff working in patient engagement and experience are eligible for many categories. In 2021, Megan Wilde & Meg Harvey were recognised as the Patient Experience Advocate of Tomorrow in a joint award between PENNA and Liverpool John Moores University.

## Platinum Champion Award

The Royal Voluntary Service is offering the [Platinum Champion Award](#) in 2022 to 490 volunteers in honour of the Queen's 70 years of service. Winners receive a pin and certificate, with 70 of them invited to a celebration lunch.

## PPI Group Awards

The East Midlands Academic Health Science Network (EMAHSN) has recognised that the financial position of Patient and Public Involvement groups can be precarious. They often lack



funds to cover basic overheads such as hospitality, advertising and travel costs, and they may be obliged to close when a benefactor withdraws funds or its time limits expire. The EMAHSN has responded by offering an annual PPI Award to such groups, enabling winners to continue to operate while they find a new sponsor. Up to 15 grants of £1000 are made to groups within its geographical patch each year, with winning groups required to provide a report on their activities that have been accomplished with the help of these public funds.

### Queen's Award for Voluntary Service

Any group of two or more volunteers can be nominated for the [Queen's award](#). The majority of the group must be volunteers, and more than half the volunteers must have the right to live in the UK. To be nominated they should do work that: (i) provides a service and meets a need for people living in the local community; (ii) is supported, recognised and respected by the local community and the people who benefit from it; (iii) is run locally; and (iv) have been operating for at least three years.

### Queen's Birthday Honours and New Year Honours

The honours system recognises people who have made achievements in public life, committed themselves to serving and helping Britain and have made life better for other people or be outstanding at what they do. They must still be actively involved in this activity and are nominated by the public.

- Derek Stewart received an OBE in 2006 for his services to healthcare as a cancer survivor
- Roger Wilson was given a CBE for services to Sarcoma UK as a patient and founder of the charity
- Barbara Woodward-Carlton, Chair, University of Bradford Panel for Dementia Research received an MBE in 2018 for services to Patient and Public Involvement in furthering dementia research.

Such awards are also made to staff, including:

- Professor Adewale Olukayode ADEBAJO Consultant Rheumatologist, Barnsley Hospital NHS Foundation Trust received an MBE in 2021 for services to Inclusive Patient and Public Involvement in Research.

### Queer Peers

Queer Peers is a collection of work produced by [NSUN](#) and [Feeling Queer](#) that has been generated by queer people who support their communities. It reflects the queer perspective on trauma, care and surviving disasters and prioritises work by racialised, oppressed and marginalised artists and writers. Entries can be poetry, prose, written word or artwork. Published submissions receive £100 for their contribution. An award of £150 will be given to a piece of work chosen for the cover. To submit your work, [please click here](#) and submit by 8 March 2021. Other voluntary and community organisations offer prizes from time to time.

### School for Primary Care Research awards

SPCR is part of the National Institute for Health Research and awards prizes to the winners of two competitions:

- [Impactful Contribution in Patient and Public Involvement and Engagement](#)
- [Exceptional Contribution to Patient and Public Involvement](#)



In 2019, the winners received a certificate and a voucher for an 'experience', so winners could choose from a spa outing, afternoon tea, sports event etc. Eligible Public Contributors must be involved in supporting research into primary care at one of the 9 university departments that are members of the SPCR. Judging is carried out by Public Involvement professionals.

### University awards

Some universities offer awards for excellence in societal engagement, especially where university staff have joined with patients and community organisations to advance innovation and the public understanding of science. Examples include the [range of awards](#) offered by Imperial College London, the [Provost's award](#) at University College London, the [Principal's Prize](#) at the University of Aberdeen, the [Brian Cox Prize](#) for Excellence in Public Engagement with Research at the University of Dundee, the [Engagement and Place](#) awards at Newcastle University and the [PPI Awards](#) at NUI Galway.

The University of Southampton offers Public Contributor Recognition Awards. The idea originated in some collaborative work between a Public Contributor and a postgraduate conducting research into Patient and Public Involvement. Staff, students or clinical staff from the local NHS Trust nominate a Public Contributor to research or education. Calls for recognition occur several times a year and everyone wins (there is no selective competition or judging stage), and 18 people have received certificates to date. The people so recognised have also been invited to judge the submissions for a prize for the best lay infographic at the Faculty Research conference

### Unsung Hero awards

The [Unsung Hero](#) Awards shine a light onto the hard work that non-medical and non-clinical staff and volunteers of the NHS provide on a daily basis.

## Awards available to staff, teams and organisations

### Best Patient-Centric Approach

The British Healthcare Business Intelligence Association offers a suite of awards under the heading Best of Business Intelligence (BOBI). One of these is an award for the [Best Patient-Centric Approach](#) that has helped a company to put patients at the heart of decision-making.

### BRC Award for PPIE

Moorfields Biomedical Research Centre (BRC) made an [award](#) on 24 June 2020 to the staff who established its Young People's Advisory Group for children with eye or vision problems. Other BRCs may make similar awards to people involved with their own research activities.

### Champion of Diversity, Inclusion and Widening Participation

HEAT awards are given by Health Education England, NHS Improvement and The Department of Health and Social Care on an annual basis, starting in 2019. There are 12 categories, with one being particularly relevant to staff who facilitate patient participation - Champion of Diversity, Inclusion and Widening Participation. Nominations must be submitted by the end of March. Finalists attend an award ceremony and winners receive an A4 certificate, trophy and a branded electronic badge to add to their email signature.

### Early Career Award for Public Engagement with Science

This [award](#) is made by the American Association for the Advancement of Science to early career researchers who promote meaningful dialogue between science and society. The winner receives a monetary prize of \$5,000, a commemorative plaque, complimentary registration to the AAAS Annual Meeting, and reimbursement for reasonable hotel and travel expenses to attend the AAAS Annual Meeting to receive the prize.

### Inspiring Leadership in Research Engagement Prize

The charity Cancer Research UK offers This prize honours an individual and team members who have demonstrated significant commitment to public engagement with science and have embedded a culture of engagement within their institution or research group.

### Kohn Award for Excellence in Engaging the Public with Science

The Royal Society offers the [Kohn Award for Excellence in Engaging the Public with Science](#) is for UK-based early-career scientists or science communicators who have undertaken high-quality public engagement activities which has had (or will have) a strategic impact on institutions, organisations and cultures, and whose career and future public engagement activities will benefit from the award.

### LGC Community Involvement Award

A whole suite of awards are made by the Local Government Chronicle and one of these is their [Community Involvement Award](#). The judging panel look for (i) evidence of community satisfaction with the process and achievement of the council's objectives; (ii) the depth and extent of community involvement, in particular in getting people involved who would not otherwise have done so; (iii) the extent to which the involvement has influenced service quality and/or the way in which the council works; (iv) the contribution to the council's wider objectives; and (v) the sustainability of the approach<sup>6</sup>.

### Mani L. Bhaumik Award for Public Engagement with Science

This [international prize](#) is offered by the American Association for the Advancement of Science and recognises scientists and engineers who demonstrate excellence in their contribution to public engagement with science. The winner receives a monetary prize of \$5,000, a commemorative plaque, complimentary registration, and reimbursement for reasonable travel and hotel expenses to attend the AAAS Annual Meeting to receive the prize.

### Max Perutz Science Writing award

This [Max Perutz Science Writing](#) Award is given by the Medical Research Council to a PhD student who is exceptional in communicating science to a wider audience.

### Michael Faraday prize for science communication

The Royal Society [Michael Faraday](#) Prize for science communication is awarded annually for excellence in communicating science to UK audiences. The Royal Society also offers an [Insight Investment Science Book](#) prize.

### Outreach and Engagement Award

This [award](#) is offered by the Royal Society of Biology and offers two prizes – one for new researchers worth £750 and one for established researchers worth £1500. The winner will bring 'good quality science to non-academic audiences in engaging ways that are likely to foster a lasting interest in the biosciences. Judges will be marking specifically on scientific

content, influence, leadership and recognition, innovation, evaluation and feedback, impact on society and working with underserved sectors.’ Little mention here of the public shaping the science.

### Outstanding Patient and Public Involvement and Engagement

The Clinical Research Network in Kent, Surrey and Sussex (and perhaps others) offers an award for Outstanding Patient and Public Involvement and Engagement (PPIE) activity.

### Patient Experience Award

[CHKS](#) is a private organisation that sells consultancy services and data management expertise to NHS providers. It runs a series of annual Top Hospitals awards that include a Patient Experience Award. This award focuses on what patients think of their experience of visiting a hospital. It is based on a range of patient experience indicators including inpatient surveys, the most recent surveys from A&E, outpatient or maternity, friends and family tests, and PLACE scores.

### Patient Experience and Quality Improvement Awards

NHS Elect is a non-profit club of 70 NHS organisations who each pay £28,000 to participate. They run annual [Patient Experience & Quality Improvement Awards](#) that are open to member organisations.

### Paediatric Involvement and Engagement in Research prize

The RCPCH-NIHR PIER Prize is offered by the Royal College of Paediatrics and Child Health in partnership with the National Institute of Health Research. This award recognises significant contributions to excellent patient engagement for NIHR Clinical Research Network Portfolio studies.

### Public Engagement and Outreach award

The Vice Chancellor of the University of Southampton offers an award for Public Engagement and Outreach to a staff member who excels in this field. In 2020 the award was made to Dr Silvia Lanati – see #SOTSEF.

### Public Engagement with Research award

The European Research Council gives an annual award for [Public Engagement with Research](#) to one of a team which has received ERC funding and demonstrated excellence in public engagement and outreach. The prize for each winner includes a trophy, complimentary registration to the EuroScience Open Forum, reimbursement for reasonable travel and hotel expenses for attending the award ceremony and visibility at the award ceremony. In addition, winning projects will be featured prominently in the ERC communication channels, expanding the visibility of the project for several months after the award.

### Richard Driscoll Memorial Award

The [Richard Driscoll Memorial Award](#) is run by the Healthcare Quality Improvement Partnership and is given to a team that has coproduced an audit with Public Contributors in an exemplary fashion.

## Sherman Award for Excellence in Patient Engagement

The Institute for Healthcare Improvement takes a worldwide perspective in making the John Q. Sherman [Award for Excellence in Patient Engagement](#). The focus is on patient and family engagement. It is an annual award with nominations closing in March.

## Status of this document

This is one of a suite of more than 30 *How To* guides that explore practical ways to coproduce healthcare research, delivery, teaching and evaluation. They can all be downloaded from [here](#). Each has been co-authored<sup>7</sup> in public, is available online from the very first draft and each version is amended as soon as anyone suggests an improvement to the text<sup>8</sup>. They are therefore never finished and always open to capturing tacit knowledge and proven expertise from new sources.

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<sup>1</sup> For example, in March 2021, the webpages for the [Great British Care Awards](#) make no reference to coproduction, experts by experience or anything that indicates they are recognising this agenda, but admit that their website is out of date, while their national winner of the Activity Organiser Award was an expert by lived experience from Precious Homes. They declare that experts by experience nominations are considered equally alongside others. (Personal correspondence March 2021). There is no specific award for public engagement, coproduction or including people using services in the [HSJ Awards](#) or the [Nursing Times Awards](#).

<sup>2</sup> See [List of people who have declined a British honour - Wikipedia](#).

<sup>3</sup> The Advisory Committee on Clinical Excellence Awards (ACCEA) seeks volunteer scorers from a wide range of backgrounds for the 2020/21 awards. They may include lay members with a knowledge of the NHS who can give a patient's perspective, professional members (practising consultants) and employer members (senior managers from NHS trusts and arm's length bodies). The awards recognise consultants' achievements in areas such as developing and delivering high-quality services, leadership, research, innovation, teaching and training. Contact [ACCEA@dhsc.gov.uk](mailto:ACCEA@dhsc.gov.uk).

<sup>4</sup> One commentator from NUI Galway explained that *"We have a very small prize fund and the number of awards made will determine the size of each prize – we will decide that when we see the quality of the applications. We will need to administer the prize within the constraints of the funders and the University's financial policy."* (personal communication, January 2021).

<sup>5</sup> The [National Learning Disability and Autism Awards](#), run by Care Talk and sponsored by several public bodies, charges participants who must pay to book a table at the gala dinner. One of their 17 award categories is for any employer that demonstrates excellence in employing autistic staff and staff with a learning disability.

<sup>6</sup> LGC has not yet responded to an email inquiry sent 26/3/21 asking (i) What is the prize? It looks like kudos, and the pictures on your website suggest maybe a dinner. Who pays travel, food and accommodation? Any other elements to the actual prize? (ii) Do community members participate or is it just Council-funded staff who get recognised? (iii) Are community members on the judging panel for this award?

<sup>7</sup> The following people have kindly responded to an inquiry with comments and challenges to this discussion: Matthew Gray, Toni James, Kim Rezel.

<sup>8</sup> Most of the documents we read are finished pieces of work, carefully crafted and edited in private before being shared with anyone else. This is a different kind of paper – it was shared online from the first day, when the initial handful of ideas were incomplete, poorly phrased and tactless. The work has been edited many times, and, on each occasion, a revised version has replaced the earlier material online. This process is still under way, and so this paper may still be lacking crucial concepts, evidence, structure and grammar. As readers continue to provide feedback, further insights will be used to update it, so please contact [peter.bates96@outlook.com](mailto:peter.bates96@outlook.com) with your contributions. This way of writing is risky, as it opens opportunities to

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those who may misunderstand, mistake the stopping points on the journey for the destination, and misuse or distort the material. This way of writing requires courage, as an early version can damage the reputation of the author or any of its contributors. Or rather, it can harm those who insist on showing only their 'best side' to the camera, who want others to believe that their insights appear fully formed, complete and beautiful in their simplicity. It can harm those who are gagged by their employer or the workplace culture, silenced lest they say something in a discussion that is not the agreed party line. It can harm those who want to profit from their writing, either financially or by having their material accepted by academic journals. In contrast, this way of writing can engage people who are not chosen to attend the meeting or asked for their view until the power holders have agreed on the 'right message'. It can draw in unexpected perspectives, harvest tacit knowledge, stimulate debate and crowdsource wisdom. It can provide free, leading edge resources.