



**ORGANISING AND SPONSORING ENVIRONMENT
AND SUSTAINABLE DEVELOPMENT AWARDS**

A GUIDE TO GOOD PRACTICE



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INTRODUCTION

Sustainable Development, within the meaning of the Brundtland Report [Our Common Future 1987] of the World Commission on Environment and Development; Development which meets the essential needs of the current generation without prejudicing the ability of future generations to meet their own essential needs, requires the unification of economics and ecology. It can not therefore be achieved without considerable attention being paid to environmental protection.

Environment and Sustainable Development Awards ought to advance this agenda in three ways. First and foremost by recognising and celebrating excellence and innovation. This should reward exemplars of innovation by enhancing their reputation and increasing business opportunity. Secondly, the publicity should lead to the spread of best practice and replication of the innovation elsewhere. Finally the existence of Environment and Sustainable Development Awards should encourage further innovation and the pursuit of fresh excellence. This continual improvement is essential if Sustainable Development is to be achieved.

Award schemes can be very effective in stimulating better practice and innovation, in encouraging people and organisations to perform better and in bringing those involved in the provision of high quality products and services to the attention of a wider public. Schemes are plentiful but their effectiveness varies considerably. Some are very well recognised by a large public and attract high quality entrants. Others are barely noticed. Clearly those who invest resources in supporting and organising awards hope their investment is worthwhile. This guide has been prepared as an aid to the provision of excellent schemes and to getting the best from the investment of time and money in them.

In preparing the guide, a clear distinction has been drawn between award schemes, accreditation schemes, and grant schemes. Award schemes are those which reward the outstanding performance of the innovative few against specified criteria. Accreditation schemes recognise the achievement of a predetermined standard, and may recognise the performance of many people and organisations. Grant schemes are defined as awards with money attached, for the development of a project or service. These three types of schemes are complementary but distinct in their characteristics and all have an important role in stimulating and achieving change for the better.

The RSA has been involved with Award Schemes for many years as a means of stimulating and encouraging innovation and better practice for sustainable development. For further information about the RSA see Appendix 1 or go to its website www.rsa.org.uk. The RSA established a Forum for Environment and Sustainable Development Awards in 1999 which has encouraged more and higher

quality award schemes. The RSA Forum is the only body to have developed an Awards Accreditation Scheme (see www.rsaaccreditation.org) in this field and is also responsible for selecting and entering UK Awards for the European Business Awards for the Environment (EBAE) in which the UK has been consistently successful.

This guide sets out the elements of good practice for the sponsorship and organisation of environmental and sustainable development awards. The key points have been distilled from consideration of the arrangements, and experiences gained, from a large number of award schemes. It has been developed and edited by many people, who have been sponsors, organisers and entrants, with first hand knowledge of schemes. It has also had input from those wishing to stimulate and achieve higher standards of environmental performance and sustainable development.

This guide concentrates on the features and good practice of award schemes.



WHY SPONSOR OR ORGANISE AN AWARD?

There are many different reasons why someone might want to organise, sponsor or enter an award for environment or sustainable development. These might include, but are certainly not limited to:

1.1 ORGANISERS' OBJECTIVES

- To stimulate the adoption of good environmental practice and sustainable development by individuals and private and public organisations
- To help promote examples of outstanding and innovative practice to a wide audience
- To reward private and public organisations engaged in outstanding and innovative environmental practice
- To raise the public profile of the need for improving environmental practice
- To engage commerce and industry in sustainable development as a means of delivering better business
- To engage public sector bodies in sustainable development as a means of improving quality of life and the local environment
- To encourage sustainable development as a means of delivering better service

- To create and run a high quality, prestigious and viable awards scheme
- To fulfil the organisers' own objectives (the organiser will need to determine these clearly at the outset) in developing and managing the award scheme

1.2 SPONSORS' OBJECTIVES

- To portray the sponsor's desire to support sustainable development
- To contribute to the sustainable development of society generally
- To gain visibility for the sponsors name or product/service brands
- To deliver competitive advantage
- To develop a positive image for the sponsor, possibly where there have been negative associations in the past
- To encourage staff, customers and/or suppliers to feel well-disposed to the company
- To foster better relationships with important communities, e.g. people living near company sites
- Networking

1.3 ENTRANTS' OBJECTIVES

- To gain public recognition
- To gain visibility for the organisation and its products or services
- To gain competitive advantage
- To increase market share
- To improve employee performance and morale
- To enhance relationships with stakeholders
- To achieve financial rewards

All these objectives apply to private organisations but only some will apply to public bodies and Non Governmental Organisations (NGO's). For public sector entrants and NGO's the following additional objectives may be relevant.

- To increase inward investment
- To increase civic pride
- To increase visitor interest and tourism





WHAT ARE THE ATTRIBUTES OF A SUCCESSFUL SCHEME?

It follows that awards schemes that, incorporate a large number of all parties' objectives, are more likely to fulfil their mutual needs and should therefore prove more successful. However awards need to be sound in concept without sponsors and reliance on one key sponsor's requirements should not be encouraged. It is vitally important for organisers and sponsors to enter into a well defined agreement at the outset of the process so as to avoid misunderstanding later. The agreement should set out the purpose of the awards, the benefits which both organisers and sponsors wish to achieve, the timescale over which the awards will run, the procedures the organisers intend to use, the financial arrangements and general details about who is responsible for the several facets of the awards, particularly publicity and post award promotion

As the awards organisers are usually, but not always, the originators of an awards scheme, entry criteria that accommodate the interests of the sponsor and the potential entrants while also reinforcing those of the organisers should generally be viewed favourably. The independence of the organisers and the jury must not be jeopardised by acceding to sponsors' or potential entrants' wishes unless these are consistent with the organisers' aims.

2.1 INDEPENDENCE

Arguably the most critical criterion in organising a sponsored awards scheme is to be able to demonstrate that the assessment of awards is entirely independent of the sponsor. In developing the awards criteria, the nature of the judging must be open to scrutiny, independent of sponsors, the organisers, biased partners and commercial interests, and be completely impartial.

2.2 MUTUAL BENEFITS FROM A PARTNERSHIP APPROACH

Sponsorship by several organisations with different specialist skills can produce excellent mutual benefits. A good example of a partnership approach can be seen in schemes in which the sponsorship includes funding for dissemination of the outstanding and innovative practice by the winning entries. Here, the sponsor may gain additional visibility, for example through branding on the publication, broadcast or web material. Media partners, particularly the business to business press, who are prepared to be sponsors, can be particularly helpful. This they may do through the provision of in-kind resources, such as free advertising and promotional articles in their publications.

Including such provisions into a sponsorship package shows an understanding of commercial sustainability and allows the dissemination of best practice to form part of the entry criteria.

2.3 MAINTAINING SPONSORSHIP

From an organiser's perspective, a real problem is that while their interests are probably in the development and enhancement of the awards over time, the sponsor's may only be short term. It is common for a sponsor to negotiate a three year contract with an option to renew at the end of each year. All too often, at the end of the first or second year, corporate or brand objectives change and the sponsorship is cancelled. This is doubly harmful because neither party gets full value from their investment in the scheme and the organiser is left searching late in the day for a replacement sponsor.

One way of mitigating this problem is to create an awards scheme, which evolves and builds PR and communications opportunities in such a way that sponsors are stimulated and encouraged to remain for at least three years.





HOW IS A SUCCESSFUL SCHEME ORGANISED?

A successful scheme should demonstrate the following characteristics:

A COMMITMENT

The organiser and associated sponsors should demonstrate active commitment to the awards scheme. It is desirable that the organisations involved are also committed, at the highest level of management, to improving environmental performance and sustainable development.

B PLANNING

The whole awards event should be planned to a high level of quality –detailed plan in place; reviewed regularly; and effective processes in place to ensure successful delivery.

C ACTION

Sufficient resources and management should be available to carry out the plan to the satisfaction of the sponsors, participants, guests and other interested parties.

D EVALUATION

There should be rigorous arrangements in place to fully evaluate the awards event (from entry to the final presentation ceremony and the subsequent publicity) from the view of all parties; these include ensuring that results are properly and comprehensively disseminated; and that formal feedback processes are in place.

THE AWARDS PROCEDURE

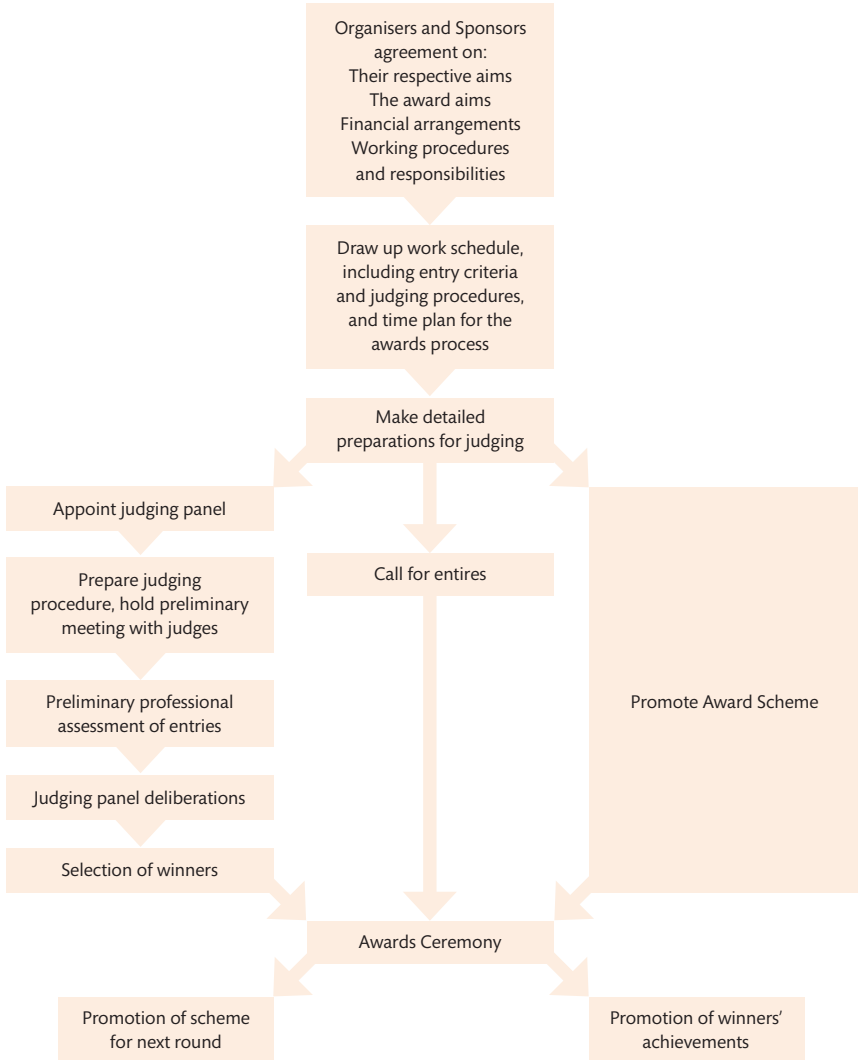
The sequence of key actions necessary to mount and manage an effective award is shown in Figure 1. The relative timing of the actions is indicated by their position in the cycle. Fuller details, of each of the actions, are given in the text of this Guide.

It cannot be emphasised too strongly that agreement between the sponsors and the organisers needs to be formalised at the outset to avoid misunderstandings at later stages of the cycle and to ensure that the benefits of the award are gained by all concerned, including the award winners. An effective award, in which the entrants

and winners afterwards consider that the effort of entering was worthwhile, will lead to enthusiasm for further rounds of the award and for a strong list of future entrants.

The post award promotion very often receives too little attention, which defeats the whole purpose of the award. Though this is the final activity in the award cycle it is also the most important.

FIGURE 1 - THE AWARD PROCEDURE CYCLE





WHAT DETAILED ARRANGEMENTS DO ORGANISERS NEED TO MAKE ?

It is important to recognise that arrangements for schemes need to accommodate a wide range and types of environmental and sustainability awards, current and particular practices & methodologies as well as “sponsor”, “organiser” and “applicant” perspectives. At the outset it is imperative to determine at whom, in terms of potential entrants, the award is targeted. This consideration will then be used to determine many subsequent aspects of the awards.

Given this complexity it is recommended that in planning the arrangements for an award scheme the following checklist should be used to ensure that all necessary aspects have been considered and included.

A ENTRY CRITERIA - GENERAL LEVEL

(THESE ARE CONSONANT WITH THE JUDGING CRITERIA IN SECTION 4.3 LATER)

- quality of submission/application
- degree of originality/innovation
- evidence of substantive/measurable impact and/or benefits [environmental, economic & social]
- demonstrable programme for promotion & dissemination of work
- involvement of relevant stakeholders (i.e. people)
- component of continual improvement & sustainable approach
- in some schemes note will also be taken of entrant's compliance with relevant accreditation and regulations and with any history of legal infringements and insurance claims against the entrant.

B ENTRY CRITERIA - SPECIFIC LEVEL

- these will be specific to the particular award & determined by the organisers and sponsors. It is desirable to set out the entry criteria (relating clearly to the target entrants and the way in which the judging will be carried out) in specific objective terms so as to avoid inappropriate and general entries lacking sufficient detail and supporting information. In addition the entries may be restricted to a particular geographic area or to a specific size or type of organisation.

C ASSESSMENT CRITERIA - GENERAL LEVEL

- eligibility – meeting the award criteria
- adherence to entry requirements – submission dates etc.
- acknowledging receipt of application & advice of next stages

D ASSESSMENT CRITERIA - SPECIFIC LEVEL

- pre-screening & scoring with the use of an appropriate evaluation form
- sorting of applications (if necessary) and organisation of judging panel [these may include providing judges with evaluation and scoring systems together with score sheets. It may also involve the use of specialist consultants to carry out an initial and expert appraisal of the entries as a guide to the judges]
- short-listing of finalists and possibly a visit by the judging panel
- final arrangements in line with organiser and sponsor requirements

Some of the most difficult aspects of scheme management have included the means of entry, judging arrangements, judging criteria and publicity. These are considered in more detail below.

4.1 MEANS OF ENTRY

There are several established means of entry to awards schemes and the choice of which to use will depend on the target entrants and the resources available to the scheme organisers.

4.1.1 NOMINATION

In this situation, an organisation is nominated to enter a scheme, usually by the awards organisers, who are familiar with its practices. From an organiser's perspective, this is a good method as they can control the numbers entering and requiring judging and in many cases, they will have some knowledge of the organisations already.

The organisation being nominated will recognise the 'closed' nature of such an awards scheme and may find this reassuring – they have, in effect, already passed the entry criteria for the scheme.

This method does pose risks in ensuring that the judging is totally independent of the organisers' wishes.

4.1.2 INVITATION

In this case, the awards organisers write to a list of organisations that they feel are appropriate inviting them to enter their scheme. From an organiser's point of view, the response rate is unpredictable but as they have selected the list of invitees, they should feel reasonably confident that respondents should generally comply with the awards criteria.

The benefit to invitees is that they are aware that they have been preselected for suitability for entry.

4.1.3 ADVERTISEMENT

A significant benefit to organisers is that the act of advertising generates publicity for, and awareness of, the scheme. The main benefit, of course, is that advertisements, unless in the form of direct marketing, capture a wider audience than either nomination or invitation and so can lead to a larger pool of applicants. Advertising provides 'brand awareness' and can also provide a valuable means of gauging initial interest in the scheme. Advertising can take a number of forms. Thus whilst much emphasis is placed on the printed media increasing thought should be given to using other forms of communication including radio, television and the internet. Carefully chosen contributions to radio and television programmes may be subtle forms of advertising and references to awards on web pages may be equally effective. Much care should be taken to try and focus the messages to target audiences - the potential entrants - as well as to the wider public for the benefit of the sponsors. Advertising is also highly desirable as a means, after the awards have been announced, of extolling the achievements, the products and the services of the award winners to a much wider audience so that they may be emulated by others.

It must be emphasised that well targeted advertising along with planned and informative public relations are necessary for a successful award scheme.

4.1.4 PUBLICITY - PUBLIC RELATIONS

This tends to be used by organisers of existing schemes. Less costly than advertising, organisers use PR to place articles or news items in key written and broadcast media to seek entries for their next awards scheme. PR is usually a slower burn than advertising but it does allow the promotion of the several stages of the scheme and the communication of more complex messages than advertising.

PR along with advertising are essential elements of successful award schemes and enable the sponsors to obtain their deserved exposure.

4.2 ENCOURAGING MORE ENTRIES

The status and effect of a scheme is partly a function of the number and quality of entries from which outstanding winners can be selected. Several schemes have had difficulty attracting sufficient entries of quality particularly from small and medium sized private and public organisations (SME's) even to the extent that the scheme has not been worth maintaining. A poor entry record is also a severe handicap in attracting sponsors.

Possible solutions to this problem are focused on two areas: firstly, making the entry process simpler, and secondly, finding better incentives and recognition for organisations that participate, not just those that win.

4.2.1 NO COMPLICATED FORMS

A major disincentive to entering awards schemes for environmental sustainability or sustainable development is the need for long and complex submissions. This is a particular hurdle for small and medium sized private and public sector organisations. There are several schemes, which require an applicant merely to express interest in the awards scheme via a simple pro-forma.

This is then received by a panel which sorts out the applications and sends judges to the organisation to carry out a preliminary assessment of compliance with the awards criteria. With no complicated forms to fill, the organisation is free to carry on its own activities with minimal disruption. This kind of system is already operating successfully in Wales. However it may be a fairly expensive form of awards organisation.

An intermediate procedure may be to have a simple application form and allow entrants to support their application with additional documents if they wish. It is not too prescriptive and allows entrants to submit extra information in whatever form they wish. The judges can make their first selection on the basis of the application form without necessarily delving into the detailed support.

4.2.2 BUDDYING

If resources are available this process requires the organisers to have a number of companies and organisations that are willing to second people to help applicants in their entry processes. This would of greatest benefit in the case of SME's.

Corporate secondments ('buddying') have worked very successfully, where major plc's would offer support from one of their managers to provide skills

transference to the organisation needing help. For awards schemes, the same principle would apply but the skills would be aimed at helping the applicant through the various stages of entry and judging. A similar arrangement might be practical in the public sector. Large consultancies, particularly management consultancies, like such buddying schemes because it gives them access to the inner workings of a potential new client. The applicant likes the arrangement because it reduces the demand on its internal resources and provides a new form of expertise to the organisation.

Buddying does cause difficulties in ensuring that judging is independent of organisers and buddies

4.2.3 SUBSIDY

The costs of entering an award scheme are rarely negligible and may prove a disincentive to potential entrants, especially smaller organisations. Another means of encouraging entries might be to subsidise the costs of application.

This would need to be on a sliding scale linked to turnover or numbers of staff as the main beneficiaries ought to be SME's – large plc's and large commercial organisations should have the resources to handle the application process.

Funding for such a scheme would be the critical issue – the probable costs would need to be incorporated into any sponsorship agreements. To help manage costs, this process would be best linked to an invited or nominated entry scheme. An entirely open application scheme would run the risk of requiring major funding, leaving support for the awards themselves at risk.

Some would argue that rather than providing a financial incentive by providing an entry subsidy, it is desirable to charge a small entry fee as this proves the value of the awards.

4.2.4 INCENTIVES

Offering cash or in-kind prizes can encourage entries. Ideally, these prizes should be linked to sustainable development.

A good example of this in action is the Mars scheme in Berkshire, which has been running for many years. Here they offer a range of cash prizes or free consultancy or training support to winners, all of which must be invested in activities linked to environmental sustainability.

It is reasonable to assume that an applicant for a sustainable development award has sufficient interest in sustainability for a prize, to be invested in a

linked project, to be sufficient incentive to encourage entry. However, it may be necessary in some instances to allow cash prizes to be unconditional.

When judging the quality of awards schemes, linking prizes to sustainability could be one of the positive criteria for assessment.

In those cases where there is a media partner, especially the trade press, involved in the scheme an incentive to entry is the potential editorial coverage of selected entries which illustrate best practice, prior to the final selection of winners.

4.3 JUDGING CRITERIA

At a general level the judging criteria should, where appropriate to the terms of the award, cover the following aspects:

- quality of submission/application
- degree of originality/innovation
- the currency of the subject of the entry
- evidence of substantive/measurable impact and/or benefits [environmental, financial & social]
- demonstrable programme for promotion & dissemination of work
- involvement of relevant stakeholders (i.e. people)
- component of continual improvement & sustainable approach
- replicability

At a specific level the judging criteria should cover the criteria specific to the particular award as determined by the organisers. Further consideration of sustainable development as a criterion for judging an award is given below.

4.3.1 SPECIFIC CRITERIA FOR AWARDS

It is suggested that the awards criteria should reflect the sustainable development objectives as advocated in the 1987 United Nations Brundtland Commission Report on "Our Common Future" can be considered to encompass three main themes.

These are:

- Environmental protection is maintained such that economic development and the other needs of society, such as for recreation, are achieved in ways, which do not cause any lasting damage to the environment
- Economic development is achieved such that the needs of the present are met without compromising the ability of future generations to meet their own needs

- Social equity, nationally and internationally, is practised such that the basic needs of all in society are met and all in society have a democratic opportunity to participate in making, and benefiting from, decisions.

The concept of sustainable development can be interpreted in many different ways, but at its core is an approach to development that looks to balance different, and often competing, needs in the light of the environmental, social and economic limitations we face as a society. It must be emphasized that maintaining biodiversity and environmental protection more generally are integral to the needs of future generations. This is important because it places constraints on the concepts of economics and economic growth in particular. Thus growth created merely by externalizing costs and losses is illusory and will significantly reduce the ability of future generations to meet their own needs especially if their needs include economic growth

The interpretation of sustainable development by the UK Government is also helpful in preparing criteria. It is also worth bearing in mind the present 2011 UK Coalition Government's commitment to sustainable development as evinced in its statement that "this means making the necessary decisions now to realise our vision of stimulating economic growth and tackling the deficit, maximising well being and protecting our environment, without negatively impacting on the ability of future generations to do the same. This refreshed vision and our commitments build on the principles that underpinned the UK's 2005 strategy, by recognising the needs of the economy, society and the natural environment, alongside the use of good governance and sound science."

The final list of judging criteria should reflect other more specific criteria such as innovation, employee benefit and potential for replication. The weighting placed on each of the elements in the judging may not necessarily be equal.

Schemes should require applicants to demonstrate that the outstanding products, services or management practices for which they seek an award have the following effects:

A SOCIAL PROGRESS (EQUITY)

- positive (or at least neutral) impacts on employees (greater opportunities and working conditions (health and safety))
- promotion of best environmental practice within the organisation
- promotion of best environmental, health and safety practices throughout the supply chain (up and down streams)
- positive contributions to the local community and local infrastructure

B. PROTECTION OF THE ENVIRONMENT

- reduction of environmental impact over the full life cycle of products or services by:
 - reducing emissions to air, land and water of all noxious, toxic and radioactive substances, persistent synthetic materials, greenhouse and ozone-destructive gases
 - reducing and recycling end-of-life products and waste
 - minimising disturbance to employees and the local community

C. USE OF NATURAL RESOURCES

- increased efficiency of resource use by:
 - reducing use of non-renewable materials (fossil fuels, minerals, aggregates, etc)
 - increasing use of renewable and recyclable materials and energy
 - where possible, generating energy
 - minimise extraction of natural resources (including water)

D. ECONOMIC BENEFITS

- demonstration that the goods or services are economically viable (for public sector organisations and NGO's represent good value for money)
- creation of, and not reduction in, employment
- contribution to the development of the local, regional or national economy
- utilisation of economic influence to encourage or support organisations in the supply chain also engaged is sustainable development, whether in the UK or overseas

In addition to these four areas, the following additional criteria should ideally be present in awards schemes. The emphasis placed on the following criteria may vary between schemes. Organisations seeking an award are likely to be more successful if they:

- include sustainable development in their mission statement and it's implementation should be integrated into all working practices
- have an identified senior officer (for large companies a Board level director (or in non-commercial organisations a senior executive) responsible for sustainable development to ensure commitment throughout the organisation
- actively promote sustainable development to employees, suppliers and other stakeholders

- demonstrate through target setting and regular monitoring a process of continuous improvement in environmental practices linked to sustainability
- show the potential for replication of the practice or product for which an award is being sought
- show a commitment to share best practice and innovation in the field of sustainable development with other organisations including the local community, the voluntary sector and educational groups
- have obtained accreditation for relevant national or international standards
- are transparent about any enforcement action against them and show how it has positively affected their subsequent actions and performance

4.3.2 JUDGING ARRANGEMENTS

In judging entries it is desirable to include the following general and specific aspects in reaching a decision on the award winners:

- eligibility – meeting the award criteria
- adherence to entry requirements – submission dates etc..
- acknowledging receipt of application & keeping entrants informed of progress and the eventual outcome
- pre-screening & scoring with the use of an appropriate evaluation form
- sorting of applications
- short-listing of finalists and possible visits by the judging panel
- final arrangements in line with organiser and sponsor requirements

It is desirable, indeed if a scheme is to be credible as an example to others, it is essential, that the following arrangements are made for judging entries:

- those responsible for judging applications should bring a particular area of expertise to the task and preferably should include a preponderance of persons who are independent of the sponsors or other directly interested parties. The judging panel should be an uneven number of persons to enable decisive voting if necessary
- the judging criteria are published at the time entries are sought, with the possibility that, if no entry meets the criteria, then no award will be made
- an independent, relevant, expert and qualified panel of judges is appointed
- that an organised system of assessing entries is established by the organisers in conjunction with the judges
- that sponsors have been advised by the organisers that they will not be allowed to influence the judging and that the organisers will have the final determination on the publicity for the scheme and the winners.

The first stages of jury assessment can usually be undertaken individually by jurors, but it is highly beneficial if the jury can meet together at least once, even by means of a conference call or virtual meeting, to choose the winners. It is also desirable if the jury can, if necessary, have contact with entrants, to make their judgement. Whilst visits to entrants' premises can provide useful information about the quality of an entry, they are expensive and time consuming and give rise to increased carbon emissions. The design of application forms and the use of modern communications should be used to obviate the need for visits if at all possible. Jury access to the web is also beneficial as it provides an opportunity to check entrants' claims, especially originality, of what they have achieved

4.3.3 PUBLICITY

Publicity for the scheme is needed to encourage entry, to broadcast the results of the judging and perhaps most important of all to make known the achievements of the winners to a much wider audience over a prolonged period. In many schemes now running the last aspect of publicity is largely neglected for lack of funding and because sponsors often lose interest once the publicity of the awards ceremony has been gained.

Much greater thought needs to be given to the linking of award schemes to Best Practice promotion schemes so that the innovations of award winners can be adopted by many other individuals and organisations. Also the achievements of winners can stimulate others to apply the same idea to markedly different fields of endeavour and commerce.

Those seeking scheme sponsorship need to build the costs of these aspects of publicity into their budgets. It is not practical or sufficient to assume that the media will provide free publicity just because an award scheme exists and that a well-organised and glitzy ceremony is held to announce the winners. The media very often pay more attention to what the well-respected or celebrity presenter of the awards has to say at the ceremony than who the winners were or what they achieved. This clearly negates much of the benefit of organising an award scheme.

ACCREDITATION OF AWARD SCHEMES

The Forum for Environmental and Sustainable Development Awards has introduced an accreditation standard for award schemes. Scheme organisers who show that their organisation and management matches the good practice set out in the Guide entitled "RSA Awards - Criteria for Accreditation" (which is available on the Forum's web site www.RSAaccreditation.org) will be accredited by the Forum. This entitles the scheme organiser to display a logo on all the associated literature and publicity material and also entitles the scheme winners to be considered for entry to the European Business Awards for the Environment. Full details of how to apply for accreditation are given on the Forum web site www.RSAaccreditation.org

GUIDANCE ON ENTERING AWARDS

The Forum has published guidance on how to enter for awards so as to give the maximum opportunity of winning. This guidance can be found in 'A Guide to Good Practice; How to Enter Awards', which is available on the Forum's web site www.RSAaccreditation.org



APPENDIX 1

The Royal Society for the Encouragement of Arts, Manufactures and Commerce (RSA)

The following has been taken from the Society's web site.

'The RSA is an independent charitable organisation and has been a source of **ideas, innovation and civic enterprise** for over 250 years.

In the light of new challenges and opportunities for the human race our purpose now is to develop and promote new ways of thinking about human fulfilment and social progress.

Our vision is to be a powerful and innovative force. Bringing together different disciplines and perspectives, we will bring new ideas and urgent and provocative debates to a mass audience. We will work with partners to generate real progress in our chosen project areas, and through our Fellowship (of over 26,000 in 40 countries) we will be seen as a source of capacity, commitment and innovation in communities from the global to the local.

Underpinning **our work** are enduring beliefs in human progress, reasoned enquiry, environmental sustainability, and ethical commitment, combined now with a commitment to public participation and social inclusion.

In pursuing these aims we will be led by four values: independence, commitment, honesty and openness.

Our way of working will consist of providing a platform for critical debate and new ideas; working with partners to translate knowledge and progressive thinking into practical change; and inspiring our **network of Fellows** to be a force for civic innovation and social change.

The **RSA Fellowship** is a powerful national and international network of accomplished individuals. Fellows are encouraged actively to engage with all aspects of the RSA's work and to develop their own local and issue based initiatives. Fellows bring a wealth of expertise and influence but more than that they bring a shared commitment to the values and working methods of our Society.

The rationale for our **research and development projects** ranges from those which seek to push the boundaries of thought in areas fundamental to the RSA's values, to those which develop new multi-disciplinary approaches to those which work directly with practitioners to generate research based innovation and change, for example on education.

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