



**The Lens Annual Report | 2017-2018**

# How does the Lens work?



## Developing Talent

The Lens develops people and ideas. We provide coaching, workshops and mentoring support with an emphasis on business storytelling, business modelling, value propositions, prototyping, testing and pitching.



## Harnessing Creativity

We develop new thinking, create a pipeline of ideas and support intrapreneurs to pitch their ideas to a peer led Judging panel. We also encourage team working and collaboration, sparking creativity.



## Investing for the Future

The Programme turns ideas in to action through an investment fund. Intrapreneurs test and prototype their idea which identifies those ready to scale and replicate.

# What does partnering with The Lens achieve?

## Increased number of ideas that are investment ready

A great many ideas already exist in the organisations we work with. Our work helps them achieve seed funding to prototype and test them, and then develop them further to scale them across their organisation and beyond.

## Increased culture of innovation

We measure progress against six innovation attributes, as exhibited by the most innovative organisations. On average, participants report increases of their organisation being extremely or very capable in these attributes by 31%.

## Increased innovation skills

We measure progress against five innovation skills demonstrated by people in the most innovative organisations. Participants report increases of, on average, 34% in these skills, saying The Lens has been one of the best development opportunities they have experienced.

## Increased staff engagement

Our partners have a good track record of staff engagement, which The Lens enhances even further. We see an average increase of 14 points in engagement levels as well as engagement beyond 'the usual suspects', increased collaboration and team working.



# Introduction from the Chair

I am delighted to present our Annual Report which represents the second full operating year of The Lens. As we build on the success achieved in our inaugural year, this reports presents an opportunity to reflect on our development, collaboration and the continued growth of intrapreneurship across Scotland.

The report covers the period 6 April 2017 to 5 April 2018, although given the speed of change and growth at The Lens and the start up nature of our organisation we do make some observations and celebration of important events since the year end.

In the year under review, we partnered with 8 organisations in total. In these, we facilitated 83 Enablers, 33 Judges and 74 Intrapreneurs to secure investment totalling £204,000.

We continue to be grateful to The Robertson Trust who have supported our vision from year one and to the William Grant Foundation who have enabled the inclusion of small to medium sized charities in their quest for innovation through intrapreneurship.

We have continued to work with our charity partners Loretto Care and Alzheimer's Scotland and this year we have welcomed CHAS, all leading charities in Scotland who share our vision.

With strong leadership and vision, Renfrewshire Council became our first public sector partner in 2016 and we have continued to enjoy a collaborative relationship with this leading local authority.

Our collaboration has lead to our contribution to the design and delivery of additional leadership work across Renfrewshire Council, all focused on the advancement of innovation and its value in the delivery of public services.

Our year two intrapreneurship programme in Renfrewshire Council was extended to reach 2,000 staff and seen a total of £77,000 invested in 7 ideas, all of which will have a real impact on the lives of people in Renfrewshire.

In 2017, Stirling Council became the second local authority to partner with The Lens and it was my privilege to attend the final and witness the innovation and dedication of the frontline public sector workers pitching with such passion in their ideas. Based on the success of our collaboration with the public sector, we are confident we will see further growth in this area.

We continue to evidence how The Lens can impact positively on public sector reform and will work closely with the Scottish Government and partners to enhance this. We are particularly keen to see how The Lens can promote greater collaboration across third, public and private sector.

The Lens has proven its value and impact and we have ambitions to grow further, releasing the creativity and talent in Scotland's organisations to improve peoples lives.

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# Introduction from the Chair

A strong culture of evaluation and impact assessment exists within The Lens and we were proud to release our second independent evaluation report October 2017. The report provides clear evidence that The Lens continues to promote a culture of innovation, engages the workforce and builds momentum for change, developing people and ideas.

We are proud to help support both Scotland CAN DO and the Scottish Government's Social Enterprise Strategy aim of delivering fairer, more sustainable growth as well as creating more opportunities for everyone in Scotland to flourish.

We are seeing intrapreneurship grow across Scotland. Our influential Leaders Dinners bring together senior leaders across all sectors and our Community of Intrapreneurs events inspire and connect intrapreneurs and change makers.

It is exciting to see some of our intrapreneurs on the cusp of growing and scaling their ideas beyond their organisations. You can read more about them in our case studies.

I would like to extend my thanks to the Scottish Government, William Grant Foundation, Robertson Trust, Bob Keiller who have all contributed to our growth and success in the past year.

Also, to my fellow Board members, Margaret Gibson OBE, Callum Stuart, Janice West and James Muldoon, whose shared vision and governance has enabled the The Lens to be the success it is.

As we continue to grow I'd like to give great credit to The Lens team, led by Chief Executive Steve McCreadie, for their tireless effort in driving the achievement of the Lens mission during the year under review. All whilst retaining their good humour and the entrepreneurial flair that our mission is endeavouring to support and enhance in our Partner organisations.

Finally, I would like to thank all the senior leaders and intrapreneurs who have been brave enough to join us on our journey of improving people's lives through intrapreneurship.

I look forward to reporting back on another round of growth and success next year.

**Ken Barclay**  
Chair, The Lens



# Independent Evaluation of The Lens Programme

The Lens, supported by the William Grant Foundation, commissioned the its second independent evaluation of our Programme – the first of which was published in October 2016.

You can read the full findings of our October 2017 evaluation in the [Executive Summary](#) or the full [Evaluation Report](#) but we've summarised the key findings below.

## Our Impact for People

- The programme developed the Finalists' capacity for innovation, confidence, resilience, and their transferrable skills.
- The difference The Lens has made to me has been amazing. Now I am not afraid to get involved in things and put my point across. **Shared Programme Finalist.**
- Things will fail, but that should not deter you. Rather we should look at what has failed and how to improve on it for next time. **Shared Programme Finalist.**

## Our Impact for organisations

Taking part in The Lens Shared Programme is a unique opportunity for organisations to achieve three things:

- To develop their workforce by widening participation in innovation.
- To unlock latent innovative ideas to create a pipeline of relevant ideas.
- To enhance a culture of empowerment in innovation.

Such “workplace innovation” has been shown to deliver positive outcomes like employee retention and ultimately to improve productivity, longevity and performance.

## Our Impact for the Scottish Economy

The Lens Shared Programme is aimed at organisations with fewer than 250 staff, which are less likely to be “innovation active” (BIS, 2016). Charities of this size also often face dual pressures of increasing demand and reduced public funding.

Shared Programme organisations moved from being “innovation aware” to “innovation active” in the first cycle. Therefore, expanding this programme has the potential to make a significant contribution to the Scottish Government’s economic strategy on innovation and inclusive growth.

Intrapreneurship is a specific aim of Scotland’s Social Enterprise Strategy (Scottish Government, 2016). The Lens achieves inclusive intrapreneurship, where it is not just senior managers who are involved.

The Lens also contributes to the Social Enterprise Strategy by growing entrepreneurial leaders from the front-line, fostering an entrepreneurial mindset in senior managers, and nurturing ideas that will generate income in consumer and public markets. Some of the ideas could operate as independent social enterprises.



# Case studies

## Community Pharmacy Network



CHAS's mission is to reach every child that need them across Scotland. Kate McCusker, the only paediatric palliative pharmacist in Scotland, had an idea to help them do so.

She wanted to train and develop pharmacists across Scotland to allow them to deliver palliative services directly to children. In doing so she would massively extend the reach that CHAS had and provide the support families need within the community. After developing her idea and winning investment at The Lens Final, Kate has pitched to Community Pharmacy Scotland and the Chief Pharmaceutical Officer for Scotland, securing both their support for the pilot.

This has developed new strategic partnerships for CHAS that previously didn't exist, extending their influence and creating a new workforce to help them reach more children across Scotland.

Maria McGill, CEO, said:

"Our staff, like Kate, are even more connected to our ambition than they were before, which I didn't think was possible. For me, I'm now even more confident that we will realise our ambition of reaching all those families and children that we have yet to reach"

## Affordable Funerals



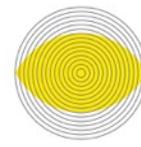
Tam Rennie's friend lost his father and had to take out a loan to cover the cost of the funeral. Tragically, his mother died shortly after and he couldn't afford to take on any more debt so he had to have a no-service cremation for one of his closest family members. As a cemetery supervisor, Tam felt he had to do something about funeral poverty so people like his friend could send off their loved ones with dignity.

Tam developed his initial idea through the workshops, testing and pivoting, negotiating with key stakeholders and brokering agreements. He successfully pitched and won the investment needed to turn his idea into action.

Stirling Council are now offering Affordable Funerals, at a rate of £1,600 compared to the average of £3,600. Tam's ambition is to grow and replicate the service across Scotland and encourage Stirling Council to take a lead in making funeral poverty a thing of the past.

Lisa Dunlop, Service Manager: OD & Change, said:

"Seeing Tam do his pitch... it just tells you that actually it works; it's a process that works."



# The Lens supports the strategic aims of Scotland CAN DO

## Capable

*Our entrepreneurs and innovators have the support, skills, and finance to start and develop growth enterprises*

We provide the support, training, enabling infrastructure and investment to enable the development and translation of good ideas into marketable and sustainable products and services which will improve people's lives and reduce inequality.

## Ambitious

*Scotland is a nation that values and celebrates entrepreneurship and innovation.*

We develop an intrapreneurial mindset amongst staff, encouraging people to build the confidence to take their ideas forward. Our Finals are designed to create an intrapreneurial community, celebrate success, support implementation and encourage others to come forward with ideas.

## Networked

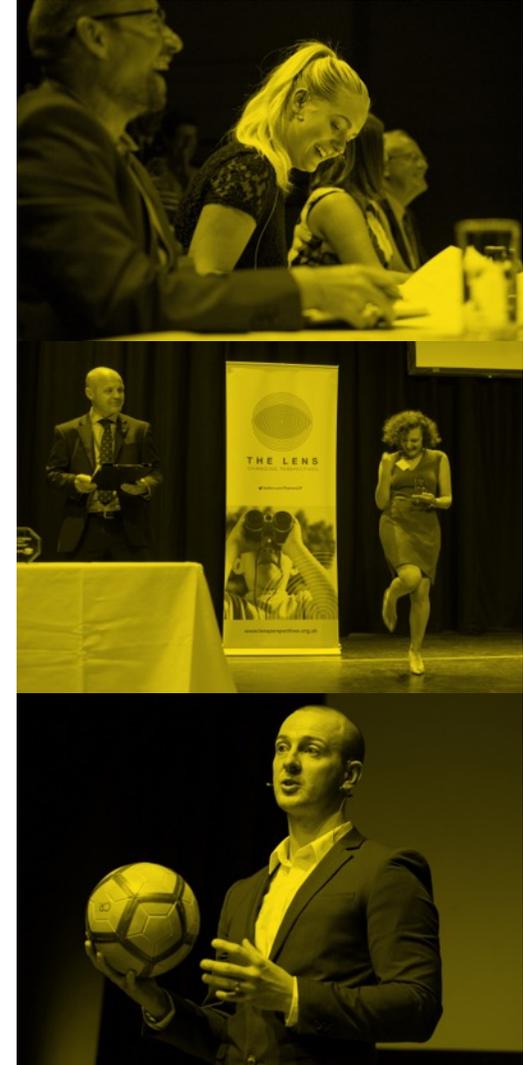
*Our entrepreneurs and innovators can network and work together to help fulfil their ambitions*

The Lens brings together best practice from across the private, public and third sectors providing access to the best tools, techniques and advice. Winners receive a tailored package of mentoring from experienced business mentors to support the implementation of their ideas.

## Demand & Opportunities

*Stimulating demand and market opportunities to accelerate the development of new products and services.*

The ideas created through The Lens process are generated by those closest to customers and front-line service delivery. Lens finalists receive a package of support and training including the principles of user-led design, value proposition, prototyping corporate storytelling and pitching.





# The Lens helps deliver Scottish Government Social Enterprise Strategy

## Intrapreneurship

*Social Entrepreneurship and Innovation - Intrapreneurship*

The Lens provides opportunities for the best ideas to come from across the organisation – everyone has a chance to bring a good idea to fruition. By supporting the best ideas emerging from mission driven organisations across a range of sectors we can tackle inequality and support the development and wellbeing of our communities. This will develop activity that is locally rooted and sustainable. The Lens creates intrapreneurship as a way to unlock entrepreneurial skills, behaviours and mindset in a range of organisations across the public, private and third sectors.

## Engagement

*National Recognition – International Engagement*

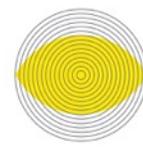
While operating on a national basis currently, The Lens increases opportunities for trade and investment, and can help frame, lead and accelerate global developments in the social enterprise field. The Lens encourages development of best practice and excellence in services and support for the most vulnerable in society.

## Learning

*Leadership Development – Learning Programmes*

The Lens offers a high quality learning and development experience for individuals across all levels of the organisations we work with. Through our work with organisations from the third, private and public sectors we will facilitate cross-sectoral learning to further develop Intrapreneurs skills, knowledge and confidence.





# Looking ahead - Steve McCreadie, CEO

The Lens continues to deliver on its mission of improving people's lives through intrapreneurship. We have seen the fantastic ideas from the intrapreneurs not only to turn into action but start on the journey of scaling and growing. These have proved beyond doubt that if we provide the right platform and support for people, creativity and innovation exists in abundance. Our challenge is to release and then harness that energy.

We will continue to grow The Lens, reaching more people and helping achieve our mission to improve peoples lives through intrapreneurship. We also aim to promote collaboration across sectors, building on the shared programme model to bring differing sectors together, promoting new thinking and approaches.

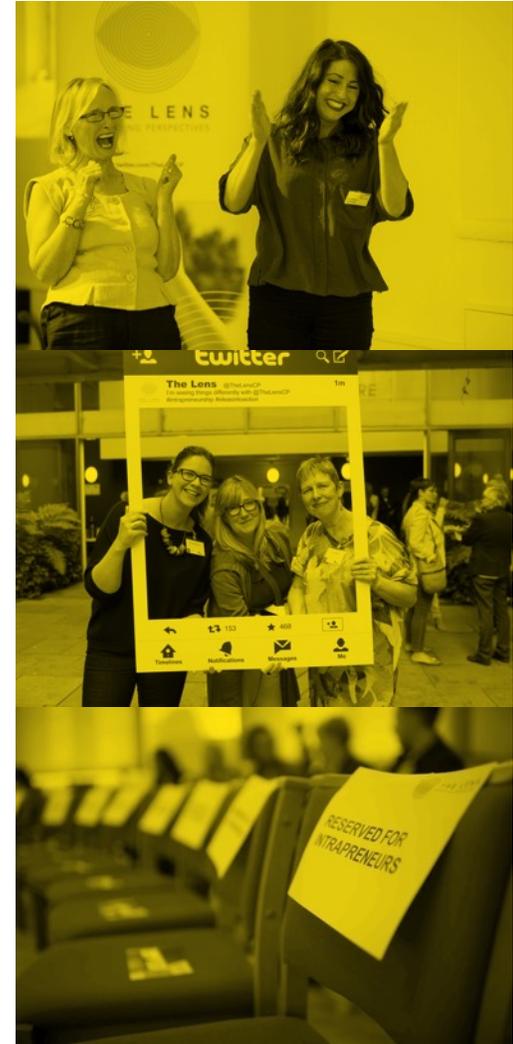
The Lens has proven it can play a valuable role in public sector reform, and this has been highlighted to Scottish Government by our local authority partners. We will work closely with Government to look at how this could be enhanced further. Our work within Leadership programmes in Renfrewshire Council is especially noteworthy.

The Lens was constituted in October 2015, having being spun out of a large children's charity in April 2015, so we are still relatively young. We are proud to operate as a social enterprise, and to model an entrepreneurial spirit.

Thanks to a strong Board and dynamic team we have made a great deal of progress in a short time. We are are developing new programmes and ideas, working to create new investment funds to scale the ideas our partners prototype, and to strengthen the voices of people in communities in our work.

I would like to express my thanks to Ken Barclay, our Chair, the Board and the Lens team, whose skill, drive, determination and good humour has been invaluable. Most importantly, I want to thank the intrapreneurs whose passion and desire to improve peoples lives, carries them through each Lens programme and enables them to turn their ideas into action.

**Steve McCreadie**  
CEO, The Lens



# Our Team



## **Steve McCreadie, CEO**

Steve created and designed The Lens to engage third, public and private sector partners to develop 'intrapreneurship', new ideas and new opportunities. Steve is passionately committed to improving the lives of people in communities.



## **Cat Paterson, Associate Developer**

Prior to joining The Lens, Cat led a team of analysts at the Scottish Crime and Drug Enforcement Agency. She brings a mix of problem solving and passion for business to the team.



## **Rachael Hood, Developer**

Rachael has worked in both Scotland and Melbourne, Australia, leading the design and delivery of youth and family services in different contexts. She continues to explore wellbeing, empowerment and citizenship through her role at The Lens.



## **Jane Whitworth, Developer**

Jane brings a blend of commercial consulting experience and social impact. Prior to joining The Lens, Jane led the development of the Cranfield Trust in Scotland..



## **Iain Delworth, Operations**

Iain brings a wealth of operations, project and event management experience to the team having worked in a variety of roles in different sectors, including Head of Operations for TEDxGlasgow.



## **Jacqueline Norwood, Associate Developer**

Before joining The Lens Jacqueline worked in the Housing Sector for 37 years. She has managed large investment, development and regeneration programmes.



## **Claire Gibson, Developer**

Claire's experience spans roles from Chief Executive to Social Worker and she is currently a Trustee of a national grant giving foundation. Claire has a particular interest in the systemic change needed for the growth and leadership of public services in Scotland.



## **Megan McAlear, Business Support**

Megan joined The Lens shortly after graduating with a First-Class Honours degree in Human Resource Management. Megan has a keen interest in learning and development and organisation development.

## The Lens Values

- Making a difference – both to the people we work with and wider society.
- Committed to excellence – we have high expectations and support each other to deliver upon them.
- Balancing social impact with financial sustainability.
- Building partnerships that are built on trust and respect.
- Valuing different perspectives – a problem can only be solved when you involve people who look at it from a different perspective.
- Doing things differently – to overcome the challenges we face we need to find new ways of thinking and working; we just have to look at it through a different lens.

The Lens is a social enterprise, meaning all revenue generated is reinvested in our mission – making people's lives better through intrapreneurship



## Our Partners include:





**THE LENS**  
CHANGING PERSPECTIVES

**FOR MORE INFORMATION CONTACT**

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**The Lens is a registered charity: SC046025**