



The Lens Annual Report | 2018-2019

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 third full operating year of The Lens. It has been another exciting year in the life of The Lens. The report covers the period 6 April 2018 to 5 April 2019, however we do make some observations and celebration of important events since the year end.

We partnered with 11 organisations reaching 4,500 people. Measurable increases in innovation skills, engagement levels and culture have been evidenced. We have seen 98 ideas, secure £374k through the investment events, and leveraging £306k in follow on investment

We are proud of the success we have achieved during 2018-19, both in terms of our social impact and securing new business. By early 2019 we had secured two major new partners; Scottish Enterprise and the Wheatley Group.

Both organisations are well known and respected in their fields. We look forward to supporting them to develop a culture of innovation through our Intrapreneurship Programmes.

Our charity partners include Children's Hospices Across Scotland, Loretto Care, Young Enterprise Scotland, Alzheimer's Scotland, Columba 1400, Highland Hospice and Cornerstone

At Renfrewshire Council, our collaboration created new products. We designed and delivered workshops called 'Creative Problem Solving', and 'Developing a Commercial Mind Set in the Public Sector'.

We supported staff in developing Facilitation skills, Business Storytelling and trained key learning and development staff in our design principles and facilitation framework. This is driving improvements in design and delivery of their management and leadership programmes.

In February and March 2019, we prototyped our Accelerator Programme. This is open to all participants in our Intrapreneurship Programmes across all sectors and provides crucial support to implement ideas.

We can see where The Lens is impacting positively on public sector reform and will continue to 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.

To market test the potential for export, we partnered with Challenges Worldwide to explore international growth. A market test was conducted and we continue to work with Challenges Worldwide to identify a suitable, low impact test to validate our Programme.

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Introduction from the Chair

A strong culture of evaluation and impact assessment exists within The Lens. We have clear evidence that The Lens promotes a culture of innovation, engages the workforce and develops people and ideas.

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 people's lives.

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.

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, James Muldoon and Pam Simmons, whose support and insight in our governance arrangements is hugely valued.

As we continue to grow I'd like to give great credit to The Lens team, led by Chief Executive Steve McCreadie. The team has maintained quality while expanding and kept a relentless focus on mission and purpose.

Their entrepreneurial flair has seen The Lens respond to the needs of our partners, developing an enhanced range of products and services.

Most importantly I would like to thank all the senior leaders and intrapreneurs who have taken action to enable change and innovation in their organisation. It is their efforts that drive success within our programmes.

In 2019-20 we will be seeking further growth, through extending in to new markets, in order that we can create even more impact, and achieve our mission to improve lives.

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

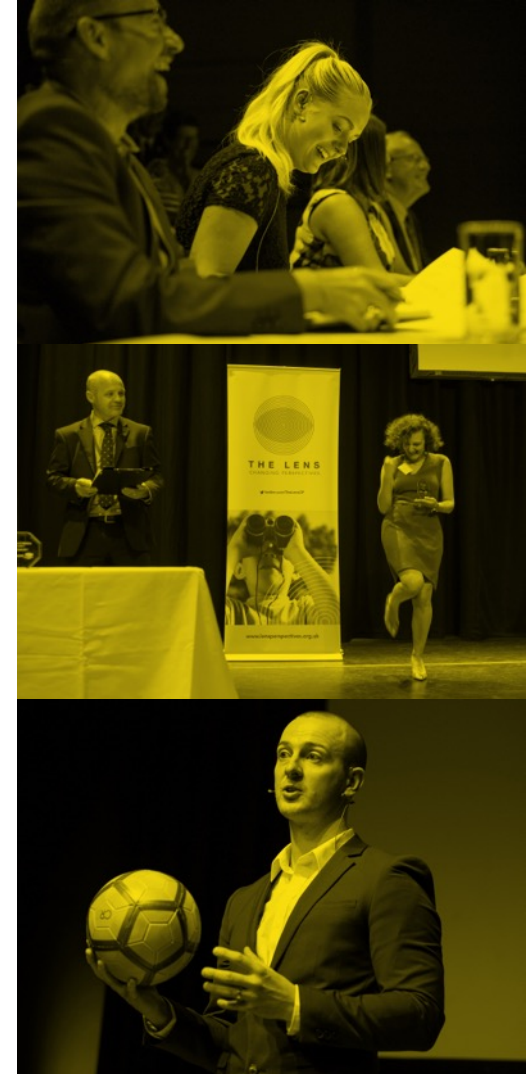
Our entrepreneurs and innovators can network and work together to help fulfil their ambitions

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 delivering on its mission of improving people's lives through intrapreneurship.

I have been humbled this year to see the incredible work done by our intrapreneurs and leaders turn amazing ideas into action. Far too many to mention here, but these ideas create new, better ways to support people, generate income and many save money.

There are many calls for change and improvement, our experience shows that if you ask front line staff in the right way, they will bring forward incredible ideas that are often lying dormant. Creativity and innovation exists in abundance, challenge is to release and harness that energy.

We promote collaboration across sectors, and have learned a great deal from our shared programme. I am excited by the early conversations we are having with one local authority where we expect to run two programmes in parallel, then bring these together in a fully place based approach, including public, third and private sectors.

I was pleased to join the Scottish Leaders forum this year and have already engaged with the debate on public sector reform and leadership. The Lens has proven it can play a valuable role and we will continue to share our experience and insight

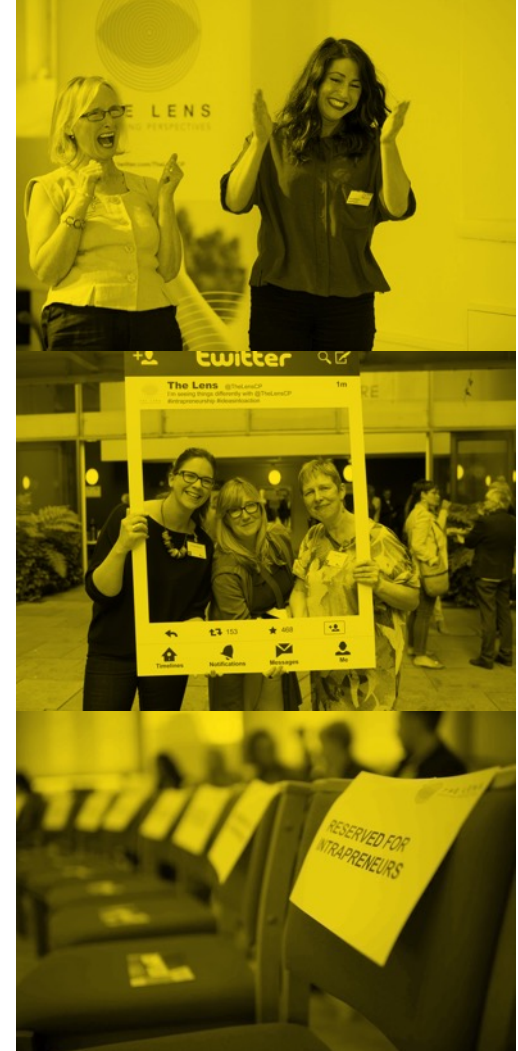
.The Lens is proud to operate as a social enterprise, and to model an entrepreneurial spirit.

Thanks to a strong Board and dynamic team we have made a great deal of progress in a short time. We are 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 people's lives, carries them through each Lens programme and enables them to turn their ideas into action.

Steve McCreadie
CEO, The Lens



Our Team

Our team have come from a variety of different backgrounds – from social work to management consulting to police intelligence. What unites us is our passion for intrapreneurship and innovation.



Steve McCreadie CEO

Steve has a passion for improving the lives of people in communities and has held a number of senior roles creating and leading award winning services. He has a distinctive combination of operational management, business development and senior leadership experience.



Jane Whitworth
Lead Developer & Coach

Prior to joining The Lens, Jane led the development of the Cranfield Trust in Scotland. She has extensive experience in strategic problem solving, managing change and supporting both teams and individuals to achieve positive change.



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 as Head of Operations for TEDxGlasgow, one of the most established TEDx events in Europe.



Susan Perry
Developer

Susan is an experienced coach, facilitator and change management professional who has had a successful HR career spanning over 20 years across private, public, third and professional sectors. She is passionate about engaging the workforce to enhance organisational performance.



Megan Fraser
Developer

Before joining The Lens, Megan held leadership, consultative, and educational roles in entrepreneurship, small business consulting, and the third sector. Her particular interest is how intrapreneurs can utilise tools such as the Business Model Canvas to scale their ideas.



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. Her background in Community Learning Development underpins her approach to her work.



Emma Stewart
Programme Support

Emma is a recent graduate from the University of the West of Scotland where she studied event management. She ran a number of events as part of the Glasgow Comedy Festival and enjoys working across our different partners.



Cat Paterson
Developer

Prior to joining The Lens, Cat led a high performing team of intelligence analysts at the Scottish Crime and Drug Enforcement Agency. Cat is an experienced coach and collaborates with others to develop connections, collaboration and impact.

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

Steve McCreadie, CEO

Email: steve.mccreadie@lensperspectives.org.uk

Mobile: 07717 535917

The Lens is a registered charity: SC046025

