Economic Impact Evaluation of the British Library
Business & IP Centre National Network

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EXECUTIVE SUMMARY

Introduction

E1  The Business & IP Centre National Network operates in libraries across England and Scotland providing access to extensive market research information and free or low-cost support on business and intellectual property through one-to-one consultations, workshops and events. The support aims to help entrepreneurs, inventors and designers develop, protect and commercialise their ideas.

E2  The Business & IP Centre (BIPC) was first established by the British Library in 2006. This model has subsequently been adopted by other public libraries across the country and the network presently comprises 12 established BIPCs, with a further two in pilot phase. The service has close links to the Intellectual Property Office (IPO) and builds upon the Patent Library (PatLib) Network.

E3  This evaluation reviews recent performance, following on from a previous evaluation study in 2015, since when the network has expanded to include additional Centres.

E4  The method for this study involved: (i) reviewing internal monitoring data and other documentation; (ii) field visits to each library, interviews with delivery staff and external partners; and (iii) an e-survey of users, which generated 1,855 replies.

Operating models and service offer to users

E5  Volumes of users are substantial, with 50,000 face-to-face, e-mail and telephone enquiries handled by Business & IP Centre information desks every year and a total of more than 20,000 individual attendees at one-to-ones, workshops and events (in 2018/19).

E6  External partners are a key resource in supplementing in-house delivery, providing additional capacity and capability, with a range of specialisms provided by accredited professionals (for example, accountants and lawyers). Half of one-to-ones and workshops were delivered by external partners across the network.

E7  Universal access to the BIPC is a key strength, with an ‘open door’ for all, compared to other support programmes, many of which have eligibility criteria that make support exclusive.

E8  The IP offer is also a key strength and something of a USP in the business support landscape.

E9  Austerity has had an adverse impact on library services generally and Business & IP Centres have not been spared. In some instances, this has resulted in a 50% reduction in full-time equivalent staff.

Value of working as a network

E10  Collaboration is a key feature of the BIPC model and operating as a community of practice across the network adds value to each individual Centre in the form of shared knowledge and resources.

E11  Operating as a network also brings shared capability and enhances the services in the following areas: (i) Marketing; (ii) Content (industry guides, webinars); (iii) Programming (Inspiring Entrepreneurs); (iv) Monitoring information; (v) Funding (ACE/DCLG funded Enterprising Libraries and other sponsorship).

E12  The reputation of the British Library is an asset and association with this trusted brand is an endorsement of quality, valued by users, delivery partners and stakeholders alike. The British Library has been able to attract support from well-known entrepreneurs to act as ambassadors for the Business & IP Centre service, such as Julie Deane (founder of the Cambridge Satchel Company and
British Library Entrepreneur in Residence), Lord Bilimoria (founder of Cobra Beer), Paul Lindley (founder of Ella’s Kitchen) and Levi Roots. It also secures regular household names to give talks at ‘Inspiring Entrepreneurs’ events such as Lord Sugar, Deborah Meaden, Mary Portas and Levi Roots.

**Service Reach**

E13 The BIPC network has good coverage across England, although there are some gaps in the North West and West/South West. Coverage in Scotland has been initiated with the opening of the Glasgow Centre, but there are no BIPCs Wales and Northern Ireland as yet, although these are in the pipeline. Most users live locally (70%) and there is a case for further expansion of the network to cater for those currently facing transport barriers.

E14 BIPC performs well in engaging minority groups. Women represent only 22% of business owners across the UK, whereas 55% of new business owners supported by the BIPC were women. There were similarly successful outcomes for young people (under 35), people from black and Asian minority ethnic (BAME) backgrounds and disabled people.

E15 The most deprived communities are also well served by BIPC, with 22% of users drawn from the 20% most deprived areas, which typically have much lower rates of self-employment. BIPCs fare worse in engaging people with lower levels of qualifications, with 76% of users qualified to NVQ4+, compared to just 39% of the population.

E16 BIPC has some notable differences in terms of business characteristics, compared to the general population, such as a greater representation in creative, media and publishing businesses. The particular sectoral composition means that BIPC-supported businesses are in sectors with a relatively high GVA (46p for every £1 of turnover, compared to 33p for the general economy).

**Service use and user experience**

E17 Many BIPC users return to access alternative services and continue to do so over a period of years, building a continuing relationship with their local BIPC. Two-thirds of users accessed more than one service, 87% accessed support over two calendar years and 92% planned to use the service in the future.

E18 Users indicated that face-to-face services were most effective in supporting their business, especially one-to-ones, while remote or online services were less effective.

E19 Overall, user satisfaction relating to Information, Support and Meeting Needs was rated good or very good by 80% of users. As many as 97% of users would recommend the service to a friend, with consistently high rates across the whole network.

E20 The availability of free services was highlighted as important, as well as the friendliness of staff and quality of resources and expertise.

E21 A number of requests for additional support were registered, with remote access to databases and mentoring being the most frequently mentioned. Many of these suggestions may well prove useful in widening access and offering enhanced facilities, but they often came with a cost implication (more expensive licenses, extended opening hours and additional space requirements) adding to already stretched budgets, but also providing an indication of demand and building towards a case for more funding.
Outcomes for users

E22 Start-up businesses tended to report outcomes most associated with setting up a business (*launching a new product, entering a new market*). Established businesses reported outcomes that strengthened their business (*improving processes, restructuring the business*). Protecting IP was equally important for both start-up and established businesses, which applied to 41% of users overall.

E23 Businesses took a wide variety of actions to protect their intellectual property. Formal legal protection (trade marks, design, copyright and patents) attracted no more than one-quarter of responses, with less codified areas (for example, registering a domain name, reviewing terms and conditions, non-disclosure agreements) attracting a higher proportion of responses.

E24 Increased confidence was a very important outcome: both increasing users’ confidence in themselves, as well as helping to demystify the process of running a business.

E25 New market knowledge was also an important outcome given the role of BIPC in providing searchable business databases and market research reports.

Economic Impacts

E26 There is a strong correlation between the number of services accessed and the propensity to start a business: around 70% of those who accessed all types of support went on to start their business, compared to just 22% of those accessing just one type of support.

E27 Among those users seeking to start a new business, the start-up rate was 48%, with an estimated 12,288 new businesses created for the BIPC assisted users in 2016, 2017 and 2018.

E28 Minority groups were equally likely to start a business.

E29 Business survival was extremely high with the three-year survival rate estimated to be close to 90% for BIPC businesses, much higher than the 60% for the general business population.

E30 Almost half of BIPC businesses increased the productivity of their businesses and GVA per FTE worker had increased by 23% in gross terms.

E31 For the 2016, 2017 and 2018 BIPC cohorts an estimated total of 7,843 net additional FTE jobs have been created.

E32 Net additional sales growth for the three years 2016, 2017 and 2018 was an estimated £239million.

E33 Net additional Gross Value Added for 2016, 2017 and 2018 BIPC supported businesses was an estimated net additional £78million.

E34 The total budget for BIPCs across all twelve Centres was £3.7million. This investment represented extremely good value for money, with a Benefit Cost Ratio (BCR) of £6.95 for every £1 invested. The cost per job was £1,422 per FTE job.

Recommendations

E35 Based on our evaluation, the expansion of the BIPC network should proceed. The more mature BIPCs are demonstrating a strong return on investment and the new Centres are showing encouraging results in terms of user satisfaction and impact. The next stage of the roll-out will involve new pilots in Worcestershire and Brighton & Hove, with a total of 20 centres planned by 2023.
Newer Centres need to continue to expand their services and recruit new service delivery partners to attract more users and make a greater impact. This would involve enhancing the service offer by introducing additional services and working with new delivery partners.

Additional funding should be sought from corporates, government or other sources. This is necessary to respond to demand for additional services from users and help restore staffing to the full complement, enabling services to reach their full potential. Managers noted that they were less able to engage in capacity-building, in terms of additional marketing, networking and training, which had suffered because of financial constraints.

It is clear that the more people use the service, the more successful the outcome. Repeat usage should be encouraged with efforts made to encourage repeat attendance through marketing and social media channels. The best results, in terms of start-up rates were seen from the most engaged groups (most BIPC interactions).

More face-to-face engagements should be encouraged, since the most valuable outcomes resulted from one-to-ones, workshops and other face-to-face interactions, compared to self-supported and remote services.
1. INTRODUCTION

1.1 In February 2019, ERS Ltd was commissioned by the British Library to undertake an economic impact evaluation of the British Library Business & IP Centre (BIPC) and the BIPC National Network. This evaluation reviews performance and delivery over the past three years, following on from a previous evaluation study in 2015, since when the network has expanded to include additional Centres.

Overview of the BIPC service & partners

1.2 The Business & IP Centre National Network operates in libraries across England and Scotland\(^1\) (Figure 1.1), providing support to individuals and businesses to develop their ideas or existing businesses. The services provide access to extensive business and market research information and offer free or low-cost support on business and intellectual property through one-to-one consultations, workshops and events. The support aims to help entrepreneurs, inventors and designers to develop, protect and commercialise their ideas, and increase economic impact.

1.3 The Business & IP Centre was first established by the British Library in 2006. The service was then rolled out to other libraries that were part of the Intellectual Property Office (IPO) Patent Library (PatLib) Network. The IPO has been working with libraries since 1998 to provide IP advice through regional Centres to entrepreneurs and businesses. The IPO supports BIPCs/ PatLibs with training and resources to ensure they can provide information on IP rights and guide business users on IP database searches.

\[\text{Figure 1.1: BIPC network library authorities}\]

1.4 Each of the member libraries operate in accordance with the BIPC standard service level and blueprint, while retaining autonomy and flexibility to respond to local circumstances and need. A USP of the service is to provide free access to business and intellectual property information that enables individuals to make informed choices, with business information and IP specialists (librarians) on hand.

\(^1\) Glasgow became the first BIPC outside England in April 2019, following a successful pilot.
to offer support. Resources in Centres are enhanced by leveraging in external partners to extend capacity and capability in different business support specialisms.

Expansion of the network

1.5 The creation of a national network started in Newcastle; the library sought to grow the services that they offered to new businesses and build on their established patent services. The BIPC in Newcastle was launched in 2013 following a successful pilot phase, with further pilot activity in Manchester, Liverpool, Birmingham, Leeds and Sheffield.

1.6 In 2013, with funding and support from Arts Council England and the then Department of Communities and Local Government, the British Library developed the Enterprising Libraries programme, which further supported the expansion of the network of BIPC services and enabled a number of other libraries to pilot new and innovative ideas.

1.7 Over the last 5 years the network has continued to expand. Figure 1.2 shows the BIPCs that have joined the network since its inception. In spring 2019, the network included 12 established BIPCs (including the British Library), with a further two in pilot phase.

*Figure 1.2: the BIPC network*

1.8 The network has a practical ambition to work with partners to grow the network of regional BIPCs to a total of 20 library services by 2023.

Strategic and operational context

1.9 The DCMS Libraries Taskforce report (*Libraries deliver: ambition for public libraries in England 2016-2021*) makes reference to the BIPC Network as a case study, recognising the contribution of libraries to greater prosperity. Furthermore, this is embedded within the British Library vision (*Living
Knowledge: The British Library 2015–2023), where one of the core purposes is to help businesses to innovate and grow.

1.10 There is complementarity between wider business support stakeholder strategies and BIPC services. For example, part of the UK Industrial Strategy focuses on how to make the UK the best place in Europe to innovate, patent new ideas and set up and expand a business. In addition, Business & IP Centres also make a contribution in enabling wider access to business support for deprived areas, again being singled out as a case study in the Baroness Mone report, Boosting enterprise in more deprived communities.

This evaluation and its aims

1.11 This evaluation seeks to explore the reach and impact of the BIPC network for users and the local and national economy. It also aims to identify the value of the library network, for both users and partners, and good practice in delivering support to individuals and businesses in localities across the UK.

1.12 The five core research aims to explore and report on were:

- **The reach** of the Centres and national network, in terms of the number and diversity of business users, and how and why this might have changed.

- **Outcomes and impacts** for service users, for each Centre and the initiative as a whole, towards business innovation, growth and sustainability. This includes specifically examining any differences for those with characteristics underrepresented within entrepreneurship.

- **Value for money** in terms of cost per output (efficiency), as well as a societal benefit-cost ratio for the services, locally and as a whole.

- Critically reviewing the effectiveness of different **delivery models** used across the network to support local businesses, drawing out recommendations for the service across localities.

- **Stories** that **showcase** the service, from delivery to impact, across a range of delivery models, types of service and business types.

1.13 To meet these aims, the research is focused on the following 12 BIPCs which have more established services and track record of delivery:

- British Library (London)
- Birmingham
- Devon
- Glasgow
- Hull
- Leeds
- Liverpool
- Manchester
- Newcastle
- Northamptonshire
- Norfolk
- Sheffield

1.14 At the time of reporting, Centres in Cambridgeshire and Peterborough and Nottingham joined the BIPC Network but weren’t included in this evaluation process while in their pilot phase.

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2 Collaboration across Greater Manchester
3 Sites in Exeter and Barnstaple
4 Sites in Northampton, Kettering and Wellingborough
Structure of the report

1.15 This remainder of this report is structured as follows:

- **Operating models and service offer to users**: a summary of operations and local delivery models and the nature of business support offered to users.

- **Value of working as a network**: exploring the benefits and challenges of working as a wider network for the libraries, localities and partners.

- **Service reach**: describing the user base of BIPC and accessibility for different groups, including excluded minorities.

- **Service use and user experience**: identifying the reach of the service and the satisfaction and needs of users.

- **Outcomes for users**: capturing the outcomes and impacts of the support on a personal and business level.

- **Economic impacts**: estimating the impact of the network to the economy and value for money.

- **Conclusions and recommendations**: the report concludes with a summary of the important findings, as well as presenting recommendations.

- **Individual BIPC summaries** are provided as an appendix, showing individual results for each BIPC, including a case study of a supported business.

- **The evaluation approach** is shown as an appendix and describes our method in detail.
2. OPERATING MODELS AND SERVICE OFFER TO USERS

2.1 This section describes the services offered by the BIPC network, the models of delivery and how Centres are resourced in terms of personnel and financial budgets. It concludes with reflections concerning the challenges faced in delivery.

What support is offered?

2.2 Unlike some other business support which is conditional (e.g. age of business, postcode), BIPC support is a universal offer with no eligibility criteria and an ‘open door’ for everyone.

2.3 Since each Business & IP Centre is delivered by library authority teams, the content offered by a Centre is locally defined, but the BIPC standard service level outlines the minimum offer, with the BIPC Blueprint as a guiding document on all aspects of setting up a BIPC. The service is centred on the provision of business and intellectual property information, with trained information specialists providing access and guided support to using market research databases, company information and intellectual property databases. The extent to which this minimum service is enhanced relies on external support provided in partnership with business support professionals in the locality, such that some Centres, especially the more established Centres, are able to offer a very wide range of workshops, one-to-ones and events, for example:

- Protecting your ideas and inventions
- Practical market research
- Product to market (IP Management, prototyping and manufacturing)
- Marketing/ digital marketing/ social media for small business
- Building a brand
- Business Planning/ Lean start-up
- Financial fitness
- Sector specific workshops (e.g. creative, digital, fashion, food)

2.4 Services may be broadly categorised into (i) enquiries; (ii) business and IP database interrogation; (iii) one-to-one advice; (iv) workshops; (v) events and (vi) webinars. Monitoring information is produced for those categories of direct support, but not for database interrogation as users are able to access the resources without staff intervention if they are confident enough to do so.

2.5 A summary of attendance information in Figure 2.1, shows the breakdown by type of support for each Centre. The precise mix of attendances varies by Centre, but across the Network the main types of face-to-face delivery are relatively similar, with approximately 6,000 one-to-ones, 6,300 workshops and 7,700 events attendances each year.

2.6 In addition to these substantive interactions, some 50,000 face-to-face, e-mail and telephone enquiries are handled by Business & IP Centre information desks every year.

2.7 The figure also shows the scale of inputs and relative contribution of each BIPC, with the British Library contributing over a third of the total with over 7,000 attendees, compared with over 12,300 for the rest of the Network (13 Centres). The established Centres, especially Birmingham and Manchester,
tend to have higher volumes compared to the newer Centres, although Hull is faring well in terms of numbers engaged.

**Figure 2.1: BIPC activity attendees 2018/19**

Source: BIPC Monitoring Information (2018/19)

### Databases

2.8 An important element of the BIPC offer is free access to a range of business databases. The databases are used to research markets, identify new opportunities, develop a customer/client list and support a business plan. The range of databases in the British Library is very comprehensive, with regional Business & IP Centres having fewer resources. Across the network, databases covered the following core areas:

- **Market Research** – IBISWorld, Mintel, Marketline Industry reports, Frost & Sullivan, Euromonitor
- **Advice & Funding Sources** – Complete Business Reference Advisor (COBRA), Business Finance Support Finder
- **Company Data** – MINT UK, FAME, Experian Market IQ, D&B Hoovers
- **Legal** – British Standards
- **Business News** – Newsbank
- **Intellectual Property** – espacenet

2.9 Databases are relatively expensive and prohibitively so for typical business users. Users come from across the spectrum, including established businesses, although pre-start businesses are more typical as they use the databases to conduct market research to establish the viability of their business idea and inform their business planning.
2.10 Most users access the databases in the BIPC, or through local branches. Some databases such as COBRA are available through remote access from home with a valid library card. As well as unsupervised access to a range of databases, staff are on hand to guide users with their research, and supplementary support sessions and workshops were often put on by host libraries to instruct participants how to use the services and more importantly how to get the most out of them.

One-to-Ones

2.11 All Centres offer one-to-one sessions or clinics, with over 4,700 delivered across the network in 2018/19, based on BIPC monitoring information. Figure 2.1 shows that it is the more established Centres, alongside Hull, that currently deliver the most sessions.

2.12 Across the network, Centres deliver introductory sessions to the BIPC resources, with most offering both business information and IP one-to-ones, through their own library staff. This is supplemented in most cases by a programme of further sessions including:

- Specialised IP clinics: patent, trade marking, copyright law
- Business start-up and growth advice
- Legal information
- Accountancy advice
- Finance clinics
- Marketing and brand development

2.13 The regularity of one-to-ones varies from weekly to fortnightly by Centre and by topic, balanced between demand and the resources of the library and partners. Generally, sessions are booked in advance, but in some instances there is scope for drop-in consultations. They are always delivered for free and with no commitment.

Workshops

2.14 All Centres also offer workshops, delivering over 800 sessions to over 7,900 attendees across the network in 2018/19, based on BIPC monitoring information. BIPC library staff provide introductory workshops on the BIPC and practical advice for interrogating databases such as COBRA and MINT, as well as a business basics workshop.

2.15 Although workshops can include one-off specialist sessions from local entrepreneurs, all Centres have a regular workshop offer. Some Centres, structure their workshops into a branded rolling programme such as the Leeds Enterprise Club or the Norfolk Spotlight events.

2.16 Workshops are typically two hours and also typically free. The British Library charge a nominal fee for some of their workshops, although ERDF-funded workshops are free, and outside London, charging for workshops and events is not common practice.

Events

2.17 Across the network, there were over 170 BIPC events (all with a networking element) which welcomed almost 7,000 attendees in 2018/19.

2.18 There are key network-wide events that all BIPCs take part in:

- Start-up day: an annual national event where each Centre hosts a day of workshops and talks on starting up a business, with a range of external partners also delivering advice.
• ‘Inspiring Entrepreneurs’ screenings: talks from high profile entrepreneurs, hosted by the British Library and live-streamed for Centres in the network to screen and organise events around them, bringing in local speakers.

2.19 BIPCs also organise a programme of other events, including:

• Inspirational speaker and panel events – often with a sector focus and opportunities for networking
• Speed mentoring focusing on a specific area (e.g. funding or creative industries) where experts sit at tables and attendees rotate around the room
• Introductory days for local business students

2.20 Monitoring information from 2018/19 suggests that the programme of events varies considerably by Centre, from 3 to over 35 events per year. Outside of London, the average number of attendees is 27 per event. In 2018/19, London held 31 events, with average attendance of over 80 individuals.

2.21 Outside of London, BIPCs mostly rely on pro-bono speakers, but some are able to pay a fee. As with workshops, it depends on the event and context as to whether the BIPC charges entry to events.

2.22 As well as BIPC organised events, the libraries also host other groups or partner events, such as women into business groups.

Webinars

2.23 Webinars provide an alternative means to reach customers remotely. The webinars last one hour and are delivered primarily through the British Library and some partners, with a rolling programme. In 2018/19 webinars were viewed by over 3,500 attendees. Topics include: *Introduction to patent searching; Introduction to trade mark searching; Introduction to copyright for business; How to get your business online*. These are available for free online and promoted across the BIPC network, with some libraries holding screenings in their BIPC space.

Location of Delivery

2.24 Since local libraries are autonomous services, the models of delivery differ across the network, shaped by local context and resources. The main city-centre central library always forms the centre of the offer, as an accessible location to the public, but other models are evident, with varying use made of the wider local branch library network. These models of delivery also have some influence on the reach of the libraries, indicated by a mapping of user postcodes (Figure 4.2). Broadly, it is suggested that services fall into the following groups:

| Hub and local outreach | Most BIPCs deliver the majority of their services from a central hub – the city-centre central library – and undertake outreach, to branch libraries and /or other local organisations.

| | The nature and frequency of this local outreach activity varies greatly across the Centres. Most share updates, newsletters and some marketing materials with branch libraries to support signposting to the central hub. It is also frequently the case that local libraries are able to provide users some access to the business database resources. |
The location and type of delivery at these BIPCs also differs greatly depending on how it is resourced. The relationships with local partners play an important role.

**Service delivered in local towns**

Devon and Northamptonshire both have multiple core BIPC delivery sites delivered in this way to support a rural catchment area.

Devon BIPC is delivered through Centres at Exeter and Barnstaple, through two separate staff teams. On the other hand, Northamptonshire has one team based in Northampton, who have responsibility for and deliver regularly at Wellingborough and Kettering libraries.

The rural hinterland of Norfolk means that Norwich BIPC has also put a focus on developing the capability of other local libraries, with new hubs opening in Great Yarmouth, King’s Lynn and Thetford.

**Service delivered across multiple local authorities**

Manchester BIPC works across a total of ten local authorities in Greater Manchester. The BIPC team are based in the central library, but regularly deliver and arrange events and workshops across the city region. Coverage includes: Bolton; Bury; Oldham; Rochdale; Salford; Stockport; Tameside, Trafford and Wigan.

The British Library BIPC reaches beyond local outreach through regular, accessible online content. Primarily this refers to webinars and the screening of Inspiring Entrepreneurs events, available publicly and shared through other libraries. *Start-ups In London Libraries* is a newly formed project, (outside the scope of this evaluation), with the British Library providing business and IP support in partnership with ten London boroughs.

### How is the service resourced?

2.29 Initial set-up funding was available as new libraries joined the network between 2013-2016, through the Arts Council England *Enterprising Libraries* initiative. This would typically allow a refresh of the physical environment and facilities, as well some funding for business databases and staffing to help early promotion of the new BIPC, partnership development and stakeholder engagement.

2.30 Following a set-up year, BIPCs face the challenge of securing ongoing revenue funding for staff and resources against the competing demands of other library services. The majority of funding is drawn from the local authority/library budget, although in five BIPCs additional top-up funding had been secured through the European Regional Development Fund. Centres also have a small amount of earned income from paid-for research or information services (especially true of British Library and to a lesser extent Glasgow) and charges for workshops.

2.31 Outside of London, budgets ranged from £75,000-£300,000, with an average of £155,000, while the British Library delivery costs are on average £1.9m with the majority of job roles supporting delivery of the British Library Business & IP Centre services, although two jobs support the network and £82,000 is apportioned across the network to recognise full costs for operating the BIPC network. A

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5 London, Hull, Newcastle, Birmingham, Northamptonshire
Challenge for many of the libraries is that the BIPC service sits within a larger department, required to fulfil a very broad remit, and therefore has no ring-fenced budget per se.

2.32 For network BIPCS, staffing costs range from £44,000-£200,000, and databases represent the next largest cost, ranging from £20,000-£80,000. After these main costs there can often be limited resources for marketing or refreshing the physical business library stock.

2.33 Staffing is highest in London, with a dedicated reference team of 12 and Business Audiences team. Some of the larger BIPCs (Glasgow, Liverpool, Manchester and Birmingham) have between 4-7 Full Time Equivalents (FTEs). The rest of the network tends to have a lower staffing complement with 1-3 FTEs. Expressing staff in terms of FTEs can be misleading, because the headcount is at times much larger, with one network Centre reporting fifteen staff, having the virtue of creating a pool of staff cover to draw upon, but with the tension that other departmental commitments could draw staff away from BIPC activities. By contrast Manchester and Glasgow had dedicated BIPC staff.

2.34 In addition to the in-house resource, a very considerable part of BIPC delivery is provided by external partners. Typically, this would involve one-to-ones where pro-bono advice was offered, such that users benefitted, while there was no draw on the constrained BIPC budget. Norfolk offered the following view, although this was very much echoed across the network:

“In terms of resources, time and money, we couldn’t deliver the services without our partners. That’s why they’re so key to everything we do in the library”

2.35 These external partners represent a range of business professionals, with their own practice outside of the BIPC. The expertise would include patent attorneys with Chartered status (CIPA), Accountants and other accredited professionals with business specialisms far beyond the BIPC staff themselves. As such these external partners not only added some extra capacity, but more importantly enriched the service proposition for BIPC users.

2.36 Overall, half (49%) of one-to-ones and workshops were delivered internally, although this varied considerably across the network, based on local circumstances. Birmingham, Glasgow and Hull all deliver more than three quarters of their sessions with in-house library staff. Newcastle, London and Northampton were all over 50% internally delivered, and the remaining Centres relied more on external delivery.

**Challenges of delivering the service**

**Public service in a time of austerity: Limited staff and resources**

2.37 Austerity has affected public services greatly and this has led to a number of instances where the challenge has been to retain a service, but to do so with a lower budget. For many library services this has included restructuring, such that branch libraries are now integrated into more holistic community hubs, as well as branches being staffed by volunteers. Departments had also witnessed consolidation and merger, with most BIPCs operating across a wider remit and having to maintain service to a disparate group of other users, alongside the BIPC offer. The consequence of this is that most libraries do not have the capacity to dedicate staff full-time to BIPC.

2.38 Across the network there are multiple examples of BIPC services within libraries that have seen the effective full-time equivalent staff input halved, given the commitments to other services. Staff and resourcing in libraries is perhaps the most pressing delivery challenge for the BIPC network and this has downstream impacts which exacerbates other challenges.
2.39 All spending needs to be approved and there is limited budget for acquiring new stock. More widely there is little-to-no resource for specific administration or marketing at a number of the BIPCs. Without the budget to deliver services but pressure on providing it, there is a growing inclination across BIPCs to consider charging for some workshops to develop an income stream to offset budget reductions.

2.40 Looking forward, BIPCs are already thinking about their budgets for the next financial year and where they may be able to make savings. Since the services are already stretched this can include making assessments of the most valuable resources for users and which are less valuable, with a view to providing a reduced information offer.

2.41 Faced with these financial challenges proves the value of collaboration and co-production of services and the extensive use of external delivery partners to provide additional capacity and enrich the service, as a low or no cost substitute for internal staff.

**Socioeconomic circumstances and levels of demand**

2.42 Table 2.1 shows the socioeconomic context for each BIPC. Overall, BIPCs are located in areas with lower than average levels of self-employment and tend to be in relatively more deprived areas. The operating contexts of Hull, Liverpool, Manchester and Birmingham are notable for being ranked amongst the ten most deprived local authorities in England, from a total of 326. A further group of Northern cities (Newcastle, Sheffield and Leeds) are also lowly ranked in terms of deprivation (English Index of Multiple Deprivation (IMD), all with lower than average rates of self-employment. BIPCs in the South and East of England are mid-ranked in IMD, or in the case of London among the least deprived in the country, with concomitant levels of self-employment.

<table>
<thead>
<tr>
<th>Self-employment rate⁶</th>
<th>IMD rank⁷ (1-326)</th>
<th>Working age population⁸</th>
<th>Number of businesses⁹</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hull</td>
<td>6.5%</td>
<td>3</td>
<td>170,600</td>
</tr>
<tr>
<td>Liverpool</td>
<td>7.0%</td>
<td>4</td>
<td>335,700</td>
</tr>
<tr>
<td>Manchester</td>
<td>8.5%</td>
<td>5</td>
<td>384,700</td>
</tr>
<tr>
<td>Birmingham</td>
<td>7.9%</td>
<td>7</td>
<td>731,500</td>
</tr>
<tr>
<td>Newcastle</td>
<td>9.7%</td>
<td>53</td>
<td>201,500</td>
</tr>
<tr>
<td>Sheffield</td>
<td>6.1%</td>
<td>60</td>
<td>380,200</td>
</tr>
<tr>
<td>Leeds</td>
<td>8.8%</td>
<td>70</td>
<td>512,800</td>
</tr>
<tr>
<td>Norfolk</td>
<td>10.9%</td>
<td>137</td>
<td>530,400</td>
</tr>
<tr>
<td>Devon</td>
<td>15.3%</td>
<td>176</td>
<td>461,700</td>
</tr>
<tr>
<td>Northamptonshire</td>
<td>9.7%</td>
<td>181</td>
<td>459,000</td>
</tr>
<tr>
<td>London¹⁰</td>
<td>13.3%</td>
<td>282</td>
<td>2,547,800</td>
</tr>
<tr>
<td><strong>England Average</strong></td>
<td><strong>10.6%</strong></td>
<td><strong>163</strong></td>
<td>-</td>
</tr>
</tbody>
</table>

---

⁶ ONS Annual Population Survey (2018)
⁷ HCLG IMD 2015
⁸ ONS Midyear population estimates (2017)
⁹ ONS UK Business Counts (2018)
¹⁰ Figures are for Inner London
2.43 Table 2.1 also shows levels of demand for starting a business given by the resident working-age population, as well as the number of local businesses. It shows authorities with relatively low resident populations and fewer businesses (Hull, Newcastle), as well as those ranked among the more populous local authorities in England. The catchment of the British Library arguably extends much further than London, but even when restricted to Inner London there are more than 2.5 million working-age residents and more than 250,000 businesses as potential users.

2.44 The table clearly shows that local circumstances are very different, across BIPCs with some challenging locations reflected in the statistics shown, as well as others not shown such as lower wages, higher economic inactivity and lower educational attainment. In considering these last set of measures the user base may present a greater proportion of users exhibiting barriers. Interviews with BIPC staff indicated some users lack basic skills, especially using computers and understanding English where it is second language. Notwithstanding these challenges, working with those that are economically inactive or unemployed, or with limited experience of business can mean more intensive support needs and longer lead times to start a business.

Other challenges

2.45 Many Centres described their considerable efforts to connect with the local user base and create referral pathways and collaboration opportunities, but were frustrated by continued lack of understanding of the offer among users prior to engagement – users do not expect a traditional library offer to include business and IP support. In spite of this, levels of demand remained high and it would appear that prevailing ignorance was dispelled once a search for support had been undertaken. Therefore, the challenge is making sure that the value of BIPC is effectively communicated to those searching for a solution who, once engaged, recognise the value of the services and benefit from the support greatly.

2.46 Promotion of the service is a challenge for many BIPCs because, as a department of the local authority, they are bound by internal communications requirements and marketing. A simple matter such as the web presence of the BIPC can be compromised when hosted as part of the general website of the council, because of decreased prominence in search engine results. For most BIPCs a search for business support in their location does not return a top-listed result for the BIPC, but does so for Newcastle BIPC (listed third) which has its own website.

2.47 Budget constraints are a concern for many BIPCs, but not simply in terms of the immediate needs of running the service as described above, but also in areas associated with investing in the service. This was apparent in terms of staff development, with a number noting that over time their own knowledge required refreshing. This general problem was, in some areas, compounded by the departure of long-serving staff, leaving a gap in knowledge and experience. The pressures of limited resources and an extended remit also meant that some library staff were less able to engage in developmental work such as networking in their locality.

Summary of key findings

- Volumes of users are highest at the British Library, with a third of attendances, while the established BIPCs have almost one half of attendances, while new Centres account for 16%.
- Some Centres were provided with set-up funding under the ACE/DCLG funded Enterprising Libraries initiative between 2013-2016. Typical annual budgets outside of London are an
average of £155,000, which mainly comes from local authority sources, supplemented by ERDF funding.

- External partners are a key resource in supplementing in-house delivery, providing additional capacity and capability, with a range of specialisms provided by accredited professional (accounts and lawyers etc.) Half (51%) of one-to-ones and workshops were delivered by external partners across the network.

- Universal access to BIPC is a key strength, with an ‘open door’ for all, compared to other support programmes, many of which have eligibility criteria that make support exclusive.

- The IP offer is also seen as a key strength and a USP in the business support landscape.

- Austerity has impacted adversely on library services generally and Business & IP Centres have not been spared. In some instances, this has resulted in a 50% reduction in full-time equivalent staff.

- A further challenge for BIPCs is that they operate in a challenging economic environment (especially northern BIPCs), where the self-employment rate tends to be lower and relative deprivation tends to be higher in terms of operations. In strategic terms, BIPCs also represent an opportunity to work with individuals from more deprived backgrounds.
3. VALUE OF WORKING AS A NETWORK

3.1 The BIPC National Network aims to create stronger individual Centres through collaborative working. Individual libraries are supported by a central team based in the British Library, sitting within the Business Audiences team. This section explores the value of working with other libraries, as well as the central support provided by the British Library and IPO and the challenges of working as a network.

Benefits for local Centres joining a National Network

Diversifying and expanding library offer

3.2 For some BIPCs, the pre-existing business and IP support offer was relatively undeveloped. Support through joining the network and initial starting capital (e.g. through the Enterprising Libraries programme) enabled them to establish an enhanced offer. Other Centres joined the network with an existing, and sometimes long-standing business offer, including membership of the PatLib network, but they too reported that joining the network had helped to lift these services to a new level.

3.3 Several libraries indicated that not only was the BIPC service intrinsically useful in serving the local business community, but it was also important in helping to diversify the operations of the library service, and increase their profile within the council. The effects of austerity not only create challenges in resourcing a service, but have more widely led to scrutiny of the value of every local authority service and insofar as BIPC membership is valued this has consolidated the position of BIPC member libraries among both officers and elected members in each council.

Additional library resources & activities

3.4 Libraries reported a wide range of tangible benefits from membership of the BIPC network including: (i) marketing; (ii) physical and digital content; (iii) programming and events; (iv) monitoring information and reporting; and (v) fundraising (Table 3.1). Across all these areas, BIPCs would be unable to produce or procure these individually, but are able to do so collectively with economies of scale, given the central resource from the British Library. There is also additional support provided by IPO in terms of training, particularly the IPO Masterclasses.

Table 3.1 - Additional resources gained by BIPC local libraries

<table>
<thead>
<tr>
<th><strong>Marketing</strong></th>
<th>A co-branded network with professionally produced materials provided by the British Library improve the perception of each local service and are used to help market the service locally. Alongside this, national marketing and social media activity was also beneficial.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Content</strong></td>
<td>The British Library (and other Centres) produce online content and streamed events, which serve to enrich the offer, as well as engaging new users at each BIPC. Industry and IP guides produced by the British Library and adapted to each Centre are useful materials in everyday delivery.</td>
</tr>
<tr>
<td><strong>Programming and events</strong></td>
<td>The quarterly series of Inspiring Entrepreneurs events are well received locally and can act as a means to engage new audiences. Although locally produced, being part of the larger British Library Start-up day initiative is also seen as valuable</td>
</tr>
</tbody>
</table>
Central capacity to manage, analyse and report back on performance is considered valuable. This data is used to help guide the strategy of services, as well as proving value in both internal reporting and external funding bids.

Aside from those with ERDF projects, this monitoring was often something not otherwise undertaken by BIPCs.

The British Library also provide additional central capacity to actively fundraise. The two main results from this have been the Arts Council England/DCLG support for the Enterprising Libraries initiative, as well as the recent support from Santander. The British Library also negotiates reduced database subscriptions on behalf of the BIPCs, enabling significant cost savings.

Being part of the national network with an established model, branding and monitoring information, has also supported BIPCs to leverage ERDF funding in support of new streams of business support.

**Value of public libraries linking to British Library**

3.8 The reputation of the British Library was believed to be a tremendous asset and association with this trusted brand was seen as an endorsement of quality, valued by users, delivery partners and stakeholders. The BIPC network draws upon a number of benefits from working together, but is far from faceless, and the presence of the British Library adds a particular cache, extending beyond the role of simply being a central secretariat that adds capacity and capability on behalf of the network.

3.9 The reputation of the British Library is evident in many respects, not least in the drawing power of engaging household names such as Lord Sugar, Deborah Meaden, Mary Portas and Levi Roots as speakers to the Inspiring Entrepreneurs events, with benefits shared across the network.

3.10 In addition to reputation, the British Library BIPC is also a senior partner in the network in terms of experience, having operated since 2006, as well as having many more dedicated staff. In general terms the benefits for the network involve shared best practice in examples such as effective event planning and guidance in funding applications. Frontline staff are also often consulted directly by their peers in the network given their very considerable expertise in IP in particular.

**Value of BIPC linking to IPO as a partner**

3.11 The majority of BIPCs are also long-standing PatLibs, working with the IPO before becoming involved with the BIPC network. IP support is a key component of the BIPC offer and a very distinctive specialism within the business support landscape. The role of the IPO is to support staff to provide IP information to businesses, chiefly in the form of training staff through the IP Masterclasses.

3.12 The reputation of the IPO as a partner was also recognised as carrying value, as well as listing each BIPC on the PatLib pages of the IPO website.

**Working as part of a national network and linking with other public libraries**

3.13 Being part of a larger network was seen to offer a number of benefits in terms of providing a forum for the exchange of ideas. Timetabling a programme of quarterly steering group meetings and bi-annual knowledge exchange days provides a structure for BIPCs to meet regularly in which to share good practice, as well as helping to avoid potential pitfalls. The community also forms an informal network for ad hoc enquiries and advice between staff.
3.14 Connections have also been made in terms of sharing of resources between Centres. This includes the sharing of services (e.g. ‘Inventor in Residence’ across northern BIPCs), partners and speakers.

**Challenges of delivering as part of the National Network**

3.15 The challenges relating to operating as an individual BIPC are covered in Section 3, but there are some additional challenges that apply when considering operating as a network. These challenges stem from different service offers, different aims and different levels of demand between BIPCs. The essential difficulty is that monitoring information renders all outputs as being equal and of equal value, for every location, despite the different local circumstances.

3.16 Variation in the local BIPC service is evident in the following ways:

- Different levels of resources, in terms of: budgets (Paragraph 2.29); Staffing (Paragraph 2.31) and use of external providers (Paragraph 2.34).
- Different user offer: with a mix in the balance of one-to-one, workshop and events (Figure 2.1) and different support specialisms (Paragraph 2.2).
- Different operating contexts in terms of: number of potential users, levels of self-employment, levels of deprivation (Table 2.1).
- Different aims in terms of the balance of working with self-employed or established businesses or emphasis on helping workless residents.

3.17 The differences described above have implications for each service, in terms of working in more or less challenging circumstances, with easy or hard-to-reach users as well greater or less distance travelled for users for each BIPC. The opinion of BIPCs across the network was that such nuances are lost in simply representing outputs, such that some activities are not properly recognised and the sum of effort is under-represented.

**Summary of key findings**

- As well as being intrinsically useful in serving the local business community, BIPC membership also helps consolidate the position of libraries with both officers and elected members in each council.
- Collaboration is a key feature of each BIPC and operating as a community of practice across the network adds value to each individual Centre in the form of shared knowledge and resources.
- Operating as a network also brings shared capability and adds value in the following areas: (i) Marketing; (ii) Content (industry guides, webinars); (iii) Programming (Inspiring Entrepreneurs); (iv) Monitoring information; (v) Funding (ACE/DCLG funded Enterprising Libraries and other sponsorship).
- The reputation of the British Library is an asset and association with this trusted brand is an endorsement of quality, valued by users, delivery partners and stakeholders. This has also meant attracting household names such as Lord Sugar, Deborah Meaden, Mary Portas and Levi Roots as speakers to Inspiring Entrepreneurs events.
4. SERVICE REACH

4.1 This section describes the user base in terms of the geographical reach of the service and demographics of users (gender, ethnicity, age, social class etc.), followed by the types of businesses supported (sector, size of business, exporting status etc.).

User profile: Personal characteristics

Geographical reach

4.2 Figure 4.1 shows where BIPC users lived in relation to the Centres.

4.3 The current network serves England well in terms of the main population Centres, although there are perhaps some gaps in coverage in the north west of England in Lancashire and Cumbria and in the West/South West around Bristol, Somerset and Wiltshire. The Glasgow BIPC offers Scotland some coverage, but a second Scottish Centre might be desirable, as well as opening new Centres in Wales and Northern Ireland.

4.4 The reach of individual Centres can clearly be seen, extending beyond their immediate local authority to provide help to users across a wider area. For regional BIPCs, 70% of users are from the same postcode area as the Centre. As a national institution and given its greater resources it is little surprise that the British Library has such a greater reach, with 37% of users located outside of London.

4.5 BIPCs (Table 2.1) are based in some of England’s more deprived local authorities. Figure 4.2 takes a microdata approach of mapping relative deprivation\(^\text{11}\) for each user.

4.6 The darker areas on the map represent more deprived areas and the lighter areas, less deprived areas. It is generally true that urban areas are more deprived and there are definite clusters around each of the BIPCs.

4.7 Users travelling greater distances tend to come from less deprived areas, which may partly reflect their improved mobility. This might confirm the need for Centres to be even more local so as to cater for those users facing transport barriers in more distant deprived areas.

\(^{11}\) The index of multiple deprivation (IMD) is the official measure of deprivation in small areas across England. From the survey, around 700 responses matched official postcodes and could be mapped to an IMD, ranking these to an IMD quintile.
The vast majority (89.3%) of BIPC users are urban dwellers, but so too is the rest of the English population (82.4%). The expansion of the network has meant that more rural users have been engaged. The new multi-site Centres all had higher rates of rural uptake: Devon (57%); Norfolk (31%); and Northampton (28%). A large proportion of rural users also came from Hull (31%).

**User Demographics**

This section compares BIPC users with the general working-age population, as well as rates of self-employment and business ownership. Particular focus is given to under-represented groups, or those that face disadvantages in the labour market more generally. The series of tables sets out the proportions for particular minority groups in the population and compares these with BIPC participation, with levels of self-employment being the key measure. Where any minority account for an equal or greater share of BIPC users than the general population then BIPC has succeeded in their engagement and in creating opportunities for excluded groups.

Monitoring Information in the *BIPC Monitoring Information Report (2018/19)* reported that 61% of users were female (Table 4.1). Furthermore, the ERS User Survey shows that of those who went on to start a business, 55% were women. This is an extraordinary result for a business support service when compared to the general population of the UK. Table 4.1 compares levels of BIPC participation with economic activity and self-employment among the total population, where a majority of men are to be found for each measure. There is near parity in terms of economic activity, but very substantial differences in terms of self-employment, where more than twice as many men are self-employed and business ownership where there are four times as many men as women.

| Table 4.1: Labour-market, self-employment, business ownership and BIPC participation by gender |
|----------------------------------|------------------|------------------|
| Economic Activity (16-64)        | Male 52.8%       | Female 47.2%     |
| Self-employment (16-64)          | Male 66.6%       | Female 33.3%     |
| BIPC participation               | Male 39.0%       | Female 61.0%     |


Monitoring Information in the *BIPC Monitoring Information Report (2018/19)* reported that 37% of users were BAME (Table 4.2). Furthermore, the ERS user survey shows that of those who went on to start a business, 31% were BAME. Like gender, this is an exceptional result for a business support service when compared to the general population of the UK. Table 4.2 compares levels of BIPC participation with economic activity, self-employment and business ownership. Although economic activity is lower and unemployment higher for BAME, the self-employment rate is slightly higher than might be expected, compared to the working-age population. It is therefore not the case, that there is any underrepresentation in BAME self-employment in the economy, although it may be argued that self-employment is chosen as an alternative route to employment because of discrimination. Where a difference is evident is in terms of business ownership where only 5% of businesses with employees are BAME majority owned. Against these figures, BIPC participation is twice as high as might be expected, bolstered by BAME engagements in London (41%) and Birmingham (65%).

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Table 4.2: Population, self-employment, business ownership and BIPC participation by ethnicity

<table>
<thead>
<tr>
<th></th>
<th>White</th>
<th>BAME</th>
</tr>
</thead>
<tbody>
<tr>
<td>Working Age Population (16-64)</td>
<td>85.2%</td>
<td>14.8%</td>
</tr>
<tr>
<td>Economic Activity (16-64)</td>
<td>86.7%</td>
<td>13.3%</td>
</tr>
<tr>
<td>Self-employment (16-64)</td>
<td>84.8%</td>
<td>15.2%</td>
</tr>
<tr>
<td>Business Ownership</td>
<td>95%</td>
<td>5%</td>
</tr>
<tr>
<td>BIPC participation</td>
<td>63.2%</td>
<td>36.8%</td>
</tr>
</tbody>
</table>


4.12 Monitoring Information in the BIPC Monitoring Information Report (2018/19) reported that 11% of users were disabled (Table 4.3). Furthermore, the ERS user survey shows that of those who went on to start a business, 17% were disabled. Unlike engagements with other minorities, BIPC had lower proportions of disabled users than the general population, the economically inactive and those in self-employment. The results are similar to ethnicity where higher rates of representation are found among the self-employed for disabled people compared to people without disabilities. Like BAME, the case for supporting disabled people is made not in terms of there already being relatively high rates of self-employment implying no case for intervention, but the understanding that employers may discriminate, leading to higher than expected levels of self-employment.

Table 4.3: Population, self-employment, business ownership and BIPC participation by disability

<table>
<thead>
<tr>
<th></th>
<th>Able bodied</th>
<th>Disabled</th>
</tr>
</thead>
<tbody>
<tr>
<td>Working Age Population (16-64)</td>
<td>82.3%</td>
<td>18.7%</td>
</tr>
<tr>
<td>Economic Activity (16-64)</td>
<td>88.2%</td>
<td>11.8%</td>
</tr>
<tr>
<td>Self-employment (16-64)</td>
<td>85.0%</td>
<td>15.0%</td>
</tr>
<tr>
<td>BIPC participation</td>
<td>89.0%</td>
<td>11.0%</td>
</tr>
</tbody>
</table>


4.13 Monitoring Information in the BIPC Monitoring Information Report (2018/19) reported that 32% of users were aged under 35 (Table 4.4). Furthermore, the ERS user survey shows that of those who went on to start a business, 29% were aged 35 and under. This group was chosen because among the general population of young people are under-represented in self-employment. This may, in part be due to needing to build-up workplace skills and networks, or may be due to overcoming barriers such as lack of finance or self-confidence. Only one in five of the self-employed population are aged 16-35, compared with 32% of BIPC users.

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\(^{13}\) Meager and Higgins (2011) Disability and skills in a changing economy
Table 4.4: Population, self-employment, business ownership and BIPC participation by Age

<table>
<thead>
<tr>
<th></th>
<th>Age 35+</th>
<th>Age 16-35</th>
</tr>
</thead>
<tbody>
<tr>
<td>Working Age Population (16-64)</td>
<td>62.7%</td>
<td>38.3%</td>
</tr>
<tr>
<td>Economic Activity (16-64)</td>
<td>72.9%</td>
<td>27.1%</td>
</tr>
<tr>
<td>Self-employment (16-64)</td>
<td>81.5%</td>
<td>19.5%</td>
</tr>
<tr>
<td>BIPC participation</td>
<td>68.0%</td>
<td>32.0%</td>
</tr>
</tbody>
</table>

Sources: Annual Population Survey (2018); ONS (2016); BIPC Monitoring Information Report (2018/19)

4.14 Figure 4.3 shows the relative deprivation of BIPC users, compared with the general population in England. The graph is based on rankings of the English Index of Multiple Deprivation, expressed in terms of quintiles. Values of 20% should be expected in each column, if BIPC users followed the wider pattern for England, but the result is more uneven. In the two most deprived groups BIPC users are relatively over-represented, while the less deprived groups are under-represented. The red line shows the self-employment rate, with typical levels of self-employment for the least deprived areas being close to 12%, while in most deprived 20% of areas self-employment rates are just 7%.

Figure 4.3: The proportion of respondents by their IMD quintile and self-employment rate

Sources: ONS Index of Multiple Deprivation 2015; Annual Population Survey; ERS Survey of BIPC users

4.15 Education is one area where BIPC engages less with minorities or those facing disadvantages. Survey evidence found higher proportions of BIPC users with higher qualifications, than lower or no evidence.

14 ONS (2016) Employees and self-employment by age
15 BIPC users were assigned to a statistical geography unit known as a Super Output Area (SOAs) based on postcode data. Rankings for IMD were then matched for corresponding SOAs.
qualifications, compared to the general population (Table 4.5). Whereas 39% of the general population have a degree equivalent qualification, this is as high as 76% for BIPC users.

| Table 4.5: Population, self-employment, business ownership and BIPC participation by NVQ level |
|-----------------|----------|----------|----------|----------|
|                  | No Quals | Level 1  | Level 2  | Level 3  | Level 4+ |
| Working Age Population (16-64) | 7.8%     | 17.3%    | 17.1%    | 18.5%    | 39.3%    |
| BIPC participation          | 1.0%     | 5.0%     | 7.0%     | 11.0%    | 76.0%    |


BIPC User intentions

4.16 Figure 4.4 shows the BIPC users in terms of their business status and their intentions towards starting a business when they first visited the BIPC. The majority of users sought to start a business (61%), while a third were already trading at the point at which they first accessed BIPC support. As an information service, BIPC also acts as a resource that is used by researchers and business support practitioners, but this only attracts a small minority of users (4%).

4.17 There are some differences between the British Library and the network. The British Library tended to have more users that had already established a business at their first visit and a greater proportion of more established businesses, as well as more researchers.

Figure 4.4 User business status when first visiting BIPC

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16 BIPC Monitoring information records the current status of users only, rather than initial status at first visit.
User profile: Business characteristics

4.18 This next section profiles the established businesses to better understand precisely what types of businesses were supported.

Business sector

4.19 Table 4.6 shows a comparison of BIPC assisted start-up businesses by sector, compared with the general UK economy, showing a markedly different pattern from the general population. The particularly standout result is the much greater proportion of creative businesses. There is also an overrepresentation of education/training and health and social work. Some underrepresentation is also evident in terms of proportionately fewer construction/engineering and manufacturing businesses, professional services/consulting and retail/wholesale/transport businesses.

<table>
<thead>
<tr>
<th>BIPC sectors</th>
<th>BIPC</th>
<th>UK Businesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Banking/Finance/Investment</td>
<td>3%</td>
<td>8.7%</td>
</tr>
<tr>
<td>Creative/Media/Publishing</td>
<td>24%</td>
<td>9.4%</td>
</tr>
<tr>
<td>Education</td>
<td>12%</td>
<td>1.7%</td>
</tr>
<tr>
<td>Health/Social Work</td>
<td>8%</td>
<td>4.2%</td>
</tr>
<tr>
<td>Leisure/Hospitality/restaurant</td>
<td>13%</td>
<td>7.3%</td>
</tr>
<tr>
<td>Construction/manufacturing/engineering</td>
<td>7%</td>
<td>17.2%</td>
</tr>
<tr>
<td>Professional services/consulting</td>
<td>9%</td>
<td>18.0%</td>
</tr>
<tr>
<td>Retail/wholesale/transport</td>
<td>10%</td>
<td>18.4%</td>
</tr>
<tr>
<td>Other</td>
<td>19%</td>
<td>15.1%</td>
</tr>
</tbody>
</table>

Source: ERS User Survey (2019); Annual Business Survey 2017

Initial employment

4.20 Table 4.7 shows the size bands of businesses and the proportions of businesses in that size band, for BIPC users17 and the general business population. A higher proportion of BIPC supported businesses is found in every size band, compared to the general business population, except for the smallest businesses.

4.21 The two columns to the right repeat this comparison, expressed not in terms of numbers of businesses, but the share of total employment. With the exception of larger businesses (20+ employees), BIPC businesses account for higher proportions of employment across the micro-business range and the overall summary is that BIPC businesses tend to be typically larger than most businesses in employment terms, but are still most likely to be one-person businesses and very much micro-businesses (1-9 employees), with only a minority that are larger in scale.

4.22 British Library assisted businesses were slightly larger (average 3.4 employees) than those helped by the network (3.0 employees). In terms of employment, the sizes of businesses assisted are reasonably consistent by broad type of BIPC.

17 Those users that already had a business when they first visited BIPC
Table 4.7: Employment comparison between BIPC businesses and general business population

<table>
<thead>
<tr>
<th>Employee sizeband</th>
<th>% Businesses</th>
<th>% Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>BIPC</td>
<td>UK Businesses</td>
</tr>
<tr>
<td>1</td>
<td>56.7%</td>
<td>78.1%</td>
</tr>
<tr>
<td>2-4</td>
<td>29.8%</td>
<td>13.0%</td>
</tr>
<tr>
<td>4-9</td>
<td>6.0%</td>
<td>4.5%</td>
</tr>
<tr>
<td>10-19</td>
<td>4.2%</td>
<td>2.4%</td>
</tr>
<tr>
<td>20+</td>
<td>3.2%</td>
<td>2.1%</td>
</tr>
</tbody>
</table>

Source: ERS Survey of BIPC users 2019; Business Population Estimates 2018

Initial sales

4.23 Table 4.8 builds on the earlier employment distribution table and draws comparisons with the general UK business population in terms of sales turnover. The pattern is very similar to employment, showing higher proportions of the BIPC sales distribution among all categories of business with fewer than 20 employees, compared to the general business population. The message concerning sales is very similar to employment, in that BIPC users are larger than the typical business, but still very much in the micro-business category.

4.24 The typical (median) size of business in terms of sales was relatively small, with a turnover of just £16,000\(^{18}\). The typical business across types of BIPC did vary, with the largest supported by the British Library (£24,000), and relatively smaller businesses in the network (£9,000), in keeping with supporting a majority of one person businesses.

4.25 The final row for businesses with 20+ employees accounts for only 3% of BIPC businesses, but 37% of sales and there are therefore a small minority of high-performing businesses among the population.

Table 4.8: Sales turnover comparison between BIPC businesses and general business population

<table>
<thead>
<tr>
<th>Employee sizeband</th>
<th>% Businesses</th>
<th>% Sales</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>BIPC</td>
<td>UK Businesses</td>
</tr>
<tr>
<td>1</td>
<td>56.7%</td>
<td>78.1%</td>
</tr>
<tr>
<td>2-4</td>
<td>29.8%</td>
<td>13.0%</td>
</tr>
<tr>
<td>4-9</td>
<td>6.0%</td>
<td>4.5%</td>
</tr>
<tr>
<td>10-19</td>
<td>4.2%</td>
<td>2.4%</td>
</tr>
<tr>
<td>20+</td>
<td>3.2%</td>
<td>2.1%</td>
</tr>
</tbody>
</table>

Source: ERS Survey of BIPC users 2019; Business Population Estimates 2018

Other characteristics

4.26 Our survey also asked questions relating to business characteristics. In many respects the answers are encouraging, showing signs that the businesses are concerned with social and environment objectives, trading with the wider world and adopting e-commerce. We are not necessarily able to attribute them

\(^{18}\) A range of evidence shows relatively low self-employment sales and personal income for the self-employed. Median self-employed income was between £5,000-7,500. HMRC tax data (Self-employed income assessable to tax 2016-17) shows liabilities for all self-employed persons, including where there are second jobs, and indeed some BIPC clients may be running their business alongside employment, especially in the early stages.
to BIPC support as they may simply be the inherent predispositions of those business owners, but it may be indicative of the type of business owner who would access BIPC support specifically.

4.27 The proportion of Gross Value Added (GVA) relative to sales of BIPC supported businesses is higher than the general business economy. While the ratio of GVA: sales for the general economy is 0.328:1, for BIPC supported businesses it was 0.461:1. For every pound of sales, BIPC supported businesses will generate 40% more GVA than a typical business would.

4.28 Gross Value Added is a further measure of business performance which recognises the productive value of businesses, in applying labour and capital to transform purchases into more valuable sales. Gross Value Added varies by economic sector, such that some sectors have relatively low GVA (e.g. retail), while others are relatively higher. Our estimates are based on the sectors supported19 (Figure 4.2) and weighted by size of business.

4.29 Business & IP Centre users had the following characteristics:

- Overall, 60% of businesses indicated they had either social or environmental aims or both.
- 37% trade online and a further 30% were planning to do so.
- A high proportion of Business & IP Centre supported businesses recorded overseas sales, with exporting accounting for 17% of all sales.
- 30% of businesses (45% in London) currently export, compared with 20% across the UK20, and a further 29% were planning to do so. The biggest overseas markets were Europe and USA.

Summary of key findings

- The BIPC network has good coverage across England, although there are some gaps in the North West and South West. Coverage in Scotland has improved with the opening of the Glasgow Centre, but Wales and Northern Ireland are not well served. Most users live locally (70%) and there may be a case for further expansion of the network to cater for those currently facing transport barriers. The most recent wave of new Centres (Devon, Norwich and Northampton) has increased the number of rural users.

- BIPC performs well in engaging minority groups. Women represent only 22% of business owners across the UK, whereas 55% of new business owners supported by the BIPC were women. There were similarly successful outcomes for young people (under 35), people from black and Asian minority ethnic (BAME) backgrounds and disabled people.

- The most deprived communities are also well served by BIPC, with 22% of users drawn from the 20% most deprived areas, which typically have much lower rates of self-employment. BIPCs fare worse in engaging people with lower levels of qualifications, with 76% of users qualified to NVQ4+, compared to just 39% of the population.

- BIPC has some differences in business characteristics, compared to the general population, such as a greater representation in creative, media and publishing businesses. The particular sectoral composition means that BIPC-supported businesses are in sectors with a relatively high GVA (46p for every pound of turnover, compared to 33p for the general economy).

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19 Sectoral proxies from the Annual Business Survey to the survey data.
20 Longitudinal Small Business Survey: SME employers (businesses with 1-249 employees), UK, 2018
5. SERVICE USE AND USER EXPERIENCE

5.1 This section describes how users engaged with the BIPC service in terms of initial engagement and their ongoing relationship with the service. Feedback on the quality and usefulness of support and user satisfaction is also provided, alongside suggestions for introducing additional or enhanced services.

Engagement and sources of inward referral

5.2 In all BIPCs, service managers were mindful that engagement was critical and while a great deal of their attention was devoted to delivering and maintaining a service for users, it was essential to continue to promote the service. This promotional activity required continued effort in the following:

- Regular newsletters and social media updates (particularly twitter).
- A programme of events, including high-profile Inspiring Entrepreneurs talks and Start-up Day.
- Outreach events at branch libraries and other organisations.
- Creating publicity content for blogs, internal council publications etc.
- Networking with business support peers to remind them about BIPC and foster cross-referral.

5.3 External partners also served, not only as a means to expand capacity of delivery, but also as a valuable means to extend the promotion of the service, helping with inward referral.

5.4 As well as these proactive methods of promoting the service, BIPCs also relied on more passive methods, such as websites, search engines and word of mouth recommendations. Figure 5.1 shows a summary of how users heard about the services, with some differences evident between the British Library and the network.

Figure 5.1 How did you first hear about BIPC? (Feedback forms)

Source: BIPC Monitoring Information (2018/19)

5.5 For the British Library, the BIPC website and e-newsletter were much more important channels of promotion than for the rest of the network. This repeats the message from our interviews that for the majority of local libraries external communications were limited because messaging required the approval of central teams in the council, rather than the freedom to manage their own
communications. Considerable gains would be expected in the numbers of inward referrals if libraries across the network were able to control their own communications, or have the benefit of a central BIPC Network website to direct users to their activity.

**Continued support to users**

5.6 Having made an initial engagement with the BIPC, many users accessed further services and continued to do this over a period of years, building an ongoing relationship with their local BIPC.

5.7 Our survey asked about seven different types of service (one-to-ones, workshops, databases, IP advice, events, webinars, and specialist resources) and the evidence is that users engaged across these different strands of activity.

5.8 Figure 5.2 shows that two-thirds of BIPC users accessed at least two services, showing a depth of engagement, rather than a one-off engagement. Almost a quarter of users engaged with four different services. Those that used the IP information and advice services tended to use more services available than those that used other types of support. Those that attended networking events tended to only access one or two types of support.

5.9 Users who intended to start a business when they approached the BIPC network tended to use marginally more types of support than those who already owned a business.

**Figure 5.2 Number of different services used**

![Graph showing number of different services used](image)

*Source: ERS BIPC User Survey 2019*

5.10 Not only do users access different types of service, but the relationship persists over time (Table 5.1). As many as 87% of users continued to use the service in the next calendar year and in each year a great many users continue to use the service in 2019.

5.11 Survey respondents also indicated that users would continue to use the BIPC in the future. Overall, 92% of users planned to use the service in the future, with consistently high repeat-use across the network.
### Table 5.1: Continued relationship with BIPC over time

<table>
<thead>
<tr>
<th>Year</th>
<th>Using service in second calendar year</th>
<th>Still using service in 2019</th>
<th>Average years using service</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>90.3%</td>
<td>35.5%</td>
<td>2.8</td>
</tr>
<tr>
<td>2016</td>
<td>86.3%</td>
<td>27.3%</td>
<td>2.1</td>
</tr>
<tr>
<td>2017</td>
<td>86.4%</td>
<td>43.8%</td>
<td>1.4</td>
</tr>
</tbody>
</table>

*Source: ERS BIPC User Survey 2019*

5.12 The evidence shows that the relationship between BIPC and users is very strong for a majority of survey respondents, both in terms of previous behaviour and future intentions. As a support programme with open access BIPC effectively creates an open door where users can return when they are ready to, rather than the more typical restrictions of time-limited support.

### Effectiveness of support

5.13 Figure 5.3 shows survey ratings of the effectiveness of support in helping individuals progress their business or business idea (rather than rating the adviser/presenter) and does so for seven types of service. The graph ranks effectiveness by responses of very good, showing a pattern where the highest ratings are given to services with face-to-face contact and dialogue is possible. The very highest rating is for one-to-one advice where users clearly appreciated the value of being able to speak to someone in person about their business.

**Figure 5.3: Ratings of effectiveness of support**

- **One to one advice**: 28% Very poor, 61% Very good
- **IP advice and information**: 36% Very poor, 55% Very good
- **Practical workshops**: 41% Very poor, 52% Very good
- **Specialist resources**: 45% Very poor, 50% Very good
- **Databases**: 39% Very poor, 49% Very good
- **Event or talk**: 42% Very poor, 48% Very good
- **Webinars**: 41% Very poor, 45% Very good

*Source: ERS BIPC User Survey 2019*
**User satisfaction**

5.14 While Figure 5.3 addressed specific services, Figure 5.4 considers overall user satisfaction expressed across three domains: *information*, *support* and *meeting needs*. Across all three domains, the results are positive, with more than 80% of users providing responses of good or very good. The most positive results are for Information, in keeping with the BIPC’s library-based specialism in providing access to business information. Results for *support* and *meeting needs* are also very positive, with more than 80% rating their satisfaction as good or very good. Free-text comments from a minority of users illuminated this, with some commenting that they were unable to apply classroom theory to their business. The more typical responses indicated the practical usefulness of sessions:

“The level of information was perfectly pitched, very relevant and clearly presented and we have already started to implement some of the ideas.”

**Figure 5.4: User satisfaction**

![User satisfaction chart](image)

Source: ERS BIPC User Survey 2019

5.15 A critical aspect of service delivery was that the service was free and survey comments frequently made reference to this, in relation to market research databases especially, but also the wider service:

“Without the BIPC I could never have afforded to see the reports. I have zero budget for those things and yet they are vital lifelines for small businesses.”

5.16 The survey also captured a number of responses which emphasised the quality of resources and especially the helpfulness of staff. This was echoed across the network, with different BIPCs receiving praise:
“The staff at the Business and IP Centre are wonderful! Friendly, engaged, welcoming and enthusiastic. It’s a great asset to Norwich.”

“Staff at the library are also very professional, down to earth, and very helpful”

5.17 The quality of events and expertise of delivery partners was also applauded:

“Having spent 32yrs in corporate retail, these services have stepped in as my new business support since day one of starting my sole trader business. I feel that I have the support of a corporate business network on my doorstep.”

5.18 Those from less deprived areas tended to respond particularly favourably; the proportion of satisfied users was 10 percentage points higher for those from more disadvantaged backgrounds.

5.19 Overall, 97% of users would recommend BIPC and recommendation rates were consistently high across the network, with the lowest result for any Centre being 93% recommending the service to others.

5.20 Just under two-thirds of users were using business support for the first time when they accessed the support from the BIPC, indicating that BIPC is breaking new ground in offering business support to those that would not otherwise engage elsewhere.

5.21 Just over a quarter of the users that had received business support in the past sought further support because the first business support they had used did not meet their needs. For many users, BIPC offered a superior service to alternative provision:

“Much better than any other similar events at other locations. You are much more professional and always have brilliant guests and people who really know what they’re talking about.”

5.22 However, BIPC support was not without its critics, with suggestions that workshops were too elementary for established businesses, or rather too much like a library, or inconsistent in the quality of the offer:

“It’s run as an old fashioned library, not for businesses”

“I attended two information sessions and there was a significant difference in the level of insight offered by the speakers”

Accessibility

5.23 As well as the quality of the service, our survey also asked about accessibility, primarily inviting comments regarding access to the physical location, including opening hours. There were gaps in provision noted in the survey, that made access more difficult where travel times were longer, but the value of a branded local network was also evident:

“It was easy to access resource when I lived in London but it’s much harder in Northampton which is why it’s great that you have events here too.”

5.24 One of the concerns expressed by service managers was that austerity had also resulted in shorter opening hours, with a reduced evening and weekend service. In terms of access this particularly affected those that were employed when they first engaged with BIPC.
5.25 Figure 5.5 shows that the majority of respondents rated BIPC good or very good in terms of accessibility and only 3% rated the service as poor or very poor. Across the network, results were similar, but surprisingly it was urban BIPCs that were rated as less accessible. This would seem to support the multi-Centre approach adopted by BIPCs in counties and in support of extending the service to increasingly local provision, provided the service offer remained high-quality.

**Figure 5.5: Ratings of accessibility of BIPC service**

![Bar chart showing ratings of accessibility for BIPC service.](chart.png)

*Source: ERS BIPC User Survey 2019*

**Further support**

5.26 Figure 5.6 shows the additional services requested by BIPC users. Two of the more frequently mentioned responses, remote access databases and weekend and evening workshops, both respond to the concern of accessibility. More weekend and evening workshops were requested by users in London and the rest of the country, relevant for those in employment and running a business. The issue of remote access is especially relevant for the British Library, in part because of its wider reach and the long distance some users travel. Access in local branch libraries was also frequently mentioned and could give further impetus to formalise existing ad hoc activities through the branch library network building on specifically resourced programmes such as Manchester BIPC’s Big Ideas Generator project and the British Library’s new *Start-ups In London Libraries* initiative.
In terms of additional business services, the greatest demand was for mentoring, which was sought by more than half of all respondents. A number of other options also included additional physical space, including meeting rooms, co-working space and bookable meeting rooms. Although these were frequent responses, making changes in BIPCs would only be justified if there was sustained demand and high utilisation across opening hours, rather than only occasional use.

While requests for additional services may well provide some additional benefits for users, for libraries these would represent additional revenue costs (more expensive remote access licences; out of hours opening) and internalised displacement within the library as BIPCs expand into space reserved for other library use. While BIPCs have sought funding (especially ERDF) for additional programmes of activity, there remains a great deal of general developmental funding and additional revenue funding which could contribute to a stronger service offer to users.

Summary of key findings

- Engagement of users across the network is a considerable undertaking. This may be hampered in the network by the difficulties and restrictions of operating within a centralised local authority.

- Having engaged with BIPC many users return to access alternative services and continue to do so over a period of years, building an ongoing relationship with their local BIPC. Two-thirds of users accessed a second service, 87% of users accessed support over two calendar years and 92% of users planned to use the service in the future.
- Users indicated that one-to-one support was most effective in supporting their business, along with other services delivered face-to-face, while self-supported or remote services were rated as less effective.

- Overall, user satisfaction relating to Information, Support and Meeting Needs was rated good or very good by 80% of users. As many as 97% of users would recommend the service to a friend, with consistently high rates across the whole network.

- Free services was highlighted as important, as well as the friendliness of staff and quality of resources and expertise.

- A number of requests for additional support were registered, with remote access to databases and mentoring being the most frequently mentioned. Many of these suggestions may well prove useful in widening access and offering enhanced facilities, but they often come with a cost (costlier licenses, extended opening, and additional space requirements) adding to already stretched budgets, but also providing an indication of demand and building towards a case for more funding.
6. OUTCOMES FOR USERS

6.1 This section describes outcomes for users. This is described in terms of business outcomes, specific IP outcomes and other awareness-raising and building of skills and confidence.

**Business outcomes**

6.2 Figure 6.1 shows a series of business outcomes attributed to BIPC support by survey respondents. These outcomes represent developmental activities for the supported businesses, with impacts (businesses started, business growth etc.) covered in Section 7. There are different outcomes for start-up and established businesses.

6.3 Improving processes was the most frequently reported outcome, with over half of established businesses and one-third of start-ups indicating this.

6.4 Start-ups were more likely to report launching a new product and entering a new market, perhaps because this was inextricably linked to having recently started a business. Similarly, established businesses were rather more likely to have restructured their business as a result of BIPC support.

6.5 Protecting IP was attributed as an outcome for almost one quarter of start-ups and established businesses, suggesting that the service is equally valued and equally appropriate. A detailed breakdown of specific IP outcomes was asked in a separate question with responses shown in Figure 6.2.

**Figure 6.1: Business outcomes attributed to BIPC support**

![Bar chart showing business outcomes attributed to BIPC support]

- Improve processes: 32% for start-ups, 53% for established businesses
- Protect IP: 27% for start-ups, 24% for established businesses
- Launch new product: 21% for start-ups, 32% for established businesses
- Restructure business: 19% for start-ups, 15% for established businesses
- Enter new market: 19% for start-ups, 21% for established businesses

**Source: ERS BIPC User Survey 2019**

6.6 In addition to these business outcomes there were also other benefits for professional researchers and users using the service to help their careers, although these benefits are largely unrecorded. However, survey evidence does allow us to explore the transitions of those that were unemployed when they first came to BIPC.

6.7 Approximately a tenth of all users were unemployed or looking for work when they first received support from the BIPC. Of the survey respondents who were unemployed when they first sought
support, just under half of them are now running their own business (46%) while a further quarter (23%) of them are now employed and less than a third (29%) are still unemployed.

**How is IP better protected?**

6.8 Those businesses that had taken actions to protect their intellectual property had done so across a number of areas (Figure 6.2). The graph shows that more formal intellectual property protection (trade marks, design, copyright and patents) had lower uptake, compared with wider actions that supported the business in protecting itself (registering a domain, reviewing terms and conditions, non-disclosure agreements, identifying confidential information). Opening up the question of intellectual property to this wider set of actions, as many as 41% of businesses had taken some action.

6.9 Start-ups were more likely than established businesses to have taken most actions, in part simply because they were setting up every aspect of their business, while a number of the established businesses indicated in their comments that they had already done so before they started working with BIPC. Where established businesses were rather more likely to have taken action was in relation to reviewing their terms and conditions and identifying confidential information, with BIPC providing a prompt for a stock-take in these areas of their business.

**Figure 6.2: IP Actions taken as a result of BIPC support**

![Bar chart showing IP actions taken](source: ERS BIPC User Survey 2019, multiple answers permitted)

6.10 There is an extremely strong relationship between those that received IP information and advice going on to protect their IP assets and start a business. Roughly every other user that received IP information and advice went on to protect or invest in their IP assets (48%) compared to one in twenty users who did not receive support (6%).
6.11 Anecdotes from the user survey indicated that one of the main barriers was in demystifying the process and doing so in a straightforward manner that equipped businesses to take actions themselves:

“It gave me the confidence to register my trade mark without legal representation”

**Improvements in skills, knowledge and confidence**

6.12 The survey also asked a series of questions concerning softer outcomes that contribute to stronger businesses, such as the acquisition of skills, knowledge and building confidence (Figure 6.3).

**Figure 6.3: Improvements in skills, knowledge and confidence**

Source: ERS BIPC User Survey 2019, multiple answers permitted

6.13 Across all these outcomes, it was start-ups that had a higher proportion reporting benefits, generally ten percentage points higher than established businesses which reflects the stage of development and baseline position at which start-ups commence their journey with BIPC.

6.14 The highest proportion of responses was an increased awareness of the business support offer, especially important because two-thirds of users had not used business support previously. As a signposting and first point of contact for many start-ups and established businesses, BIPC is fulfilling an important role for its partners and stakeholders.

6.15 A similarly high proportion of users also reported an increased confidence, with three quarters of start-ups and half of established businesses reporting being more confident. Confidence building manifested itself, both in terms of supporting those lacking in confidence in their own abilities, as well as those with trepidations concerning business.
“As someone who is dyslexic I have at times felt overwhelmed with information, each time I have engaged with specialists through the Business & IP Centre I have felt myself grow in confidence and understanding.”

“They make me aware that every ‘difficult’ business aspect can become ‘easier’ and is not that ‘scary’.”

“They made us trust in ourselves and our product.”

6.16 New market knowledge would be an expected outcome given the market research database resource that is core to the BIPC offer and this was valued by 68% of start-ups and 56% of established businesses. Awareness of Intellectual Property was also frequently reported by start-ups (62%) and established businesses (47%) and also a core element of BIPC provision.

6.17 Users also reported learning new skills as a result of participating in BIPC support. A large minority of users also reported making new connections and building their network and free text responses indicated that this peer-to-peer element was important for them (e.g. meeting mentors).

Summary of key findings

- Start-up businesses tended to report outcomes most associated with setting up a business (launching a new product, entering a new market).
- Established businesses tended to report outcomes that stressed strengthening their business (improving processes, restructuring business).
- Protecting IP was equally important for both start-up and established businesses and applied to 41% of users overall.
- Businesses took a wide variety of actions to protect their intellectual property. Formal legal protection (trade marks, design, copyright and patents) attracted no more than one quarter of responses, with less codified areas (registering a domain, reviewing terms and conditions, non-disclosure agreements) attracting a higher proportion of responses.
- Start-ups were more likely to undertake any IP activity because they were simply setting up their business. Established businesses were more likely to have reviewed terms and conditions and identified confidential information, with BIPC support representing an opportunity for a stock-take of their business.
- The uptake of IP protection was related to support, with 47% of users accessing this support subsequently taking some form of IP action, compared to just 6% among those that did not receive IP support.
- Increased confidence was a very important soft outcome, increasing users own confidence in themselves, as well as helping demystify the process of running a business.
- New market knowledge was also an important outcome given the role of BIPC in providing searchable business databases and access to market research reports.
7. ECONOMIC IMPACTS

7.1 This section describes the economic impacts associated with BIPC intervention. The impacts are described for the businesses themselves (gross impacts), as well as for the economy as a whole (net impacts). The focus is on impacts relating to users assisted in three recent calendar years (2016, 2017 and 2018) and subsequent changes to their business as recorded by our survey in March 2019. The first two short sections cover business creation and survival, followed by a consideration of business performance improvements, focusing on productivity. The next sections address economic improvements by measuring any increase in employment, sales and GVA in businesses and the economy, concluding with a statement of the return on public investment.

7.2 The net impacts incorporate estimates for economic concepts relating to additionality, deadweight, displacement and leakage and represent the standard form of estimating how those benefits accruing to the individual firm relate to the wider economy\(^{21}\). In considering deadweight we only apply the concept of outcome additionality, based on self-reported attribution of outcomes from BIPC support.

7.3 The survey asked a further question concerning finance additionality which asked whether users would pay for the service they received. The question was to assess the extent to which the investment of public money was additional. The survey found that 53% of users would pay towards the service and there is therefore some deadweight.

7.4 The standard BIPC metric for users is generally expressed as the number of attendances (Figure 2.1), rather than the number of unique users. Rendering this information in terms of unique users shows that there have been 43,000 unique users of the BIPC service across the country over the last three years. This total of unique users is applied in this section, using the survey responses from the sample to indicate the scale of impact on businesses and applying them to the population of 43,000 users to arrive at total BIPC impacts.

Business creation

7.5 For the BIPC client base (2016, 2017 and 2018 cohorts) intending to start a business, as many as 50% had started a business by the time of our survey in March 2019. Our survey also asked whether businesses would attribute starting their business to BIPC support and the remainder of this section focuses on these attributed outcomes only. Survey evidence also indicated the value that some businesses placed on the support and the difference that support had made, including benefits in timing and scale additionality:

“I would not be in this sustainable position within such a short space of time in a new business start-up if it was not for the support that I received.”

7.6 Most businesses (85%) were started informally at home, with 40% started from a home office and 27% from the kitchen table.

7.7 In terms of BIPC support, there is a strong correlation between the number of services accessed and the propensity to start a business. Around 70% of those that accessed all types of support opened a business compared to 22% of those that accessed just one type of support.

Table 7.1 shows the rates of business start-up for the last three full calendar years of operation for the BIPC cohorts for 2016, 2017 and 2018. These estimates are based on self-reported attribution to BIPC for contributing to the creation of their business.

More recent cohorts tend to have lower rates of start-up (33% in 2018), while earlier cohorts have higher rates (42% in 2016). Simply put, given more time further businesses will be created, and in some instances more lead-time is necessary for business formation to occur. Because of this time lag it would be fully expected that further businesses would be started in 2019 and 2020, from the 2017 and 2018 cohorts, which is recognised in the additional starts in Table 7.2.

<table>
<thead>
<tr>
<th>Year</th>
<th>British Library</th>
<th>BIPC Network</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>44.4%</td>
<td>40.4%</td>
<td>42.0%</td>
</tr>
<tr>
<td>2017</td>
<td>37.3%</td>
<td>34.7%</td>
<td>35.5%</td>
</tr>
<tr>
<td>2018</td>
<td>31.6%</td>
<td>34.0%</td>
<td>33.3%</td>
</tr>
</tbody>
</table>

Source: ERS Survey of BIPC users 2019

Table 7.2 shows that the three cohorts (2016, 2017 and 2018) were estimated to have created over 10,188 businesses by March 2019 and might be expected to create a further 2,100 businesses in the next two years. Therefore, the total estimated numbers of businesses created was over 12,288 for the three year period, with a start-up rate of 48%.

Table 7.2 also shows that British Library users were the most likely to start a business (38%), although the rates of start-up were reasonably consistent across the network (37%). The second and third rows show figures that reflect the volumes of assisted users, with the network as a whole creating almost double the number of new businesses, compared with the British Library.

<table>
<thead>
<tr>
<th>Type of Centre</th>
<th>British Library</th>
<th>BIPC Network</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Start-up rate (2016-March 2019)</td>
<td>38.1%</td>
<td>36.7%</td>
<td>37.1%</td>
</tr>
<tr>
<td>Business started to March 2019</td>
<td>3,526</td>
<td>6,662</td>
<td>10,188</td>
</tr>
<tr>
<td>Additional starts (2019, 2020)</td>
<td>615</td>
<td>1486</td>
<td>2,100</td>
</tr>
<tr>
<td>Total expected business starts</td>
<td>4,141</td>
<td>8,148</td>
<td>12,288</td>
</tr>
</tbody>
</table>

Source: ERS Survey of BIPC users 2019

Further analysis by type of client, showed that minority groups were comparatively successful at starting a business (Figure 7.1). Tables 4.1-4.4 showed that these minority groups were for the most part under-represented in the whole UK economy, either in the labour market as a whole or in self-employment and BIPC can play a role in supporting them.

The graph represents the outcome of starting a business relative to other users, with a positive score indicating better than average outcomes. The results show that BAME (+6%), Young people (+34%) and Disabled people (+56%) are more likely to start a business. Females are slightly less likely to start a business (-3%), but BIPC still makes a substantial contribution to supporting women in business, by virtue of high levels of female engagement (Table 4.1).
Figure 7.1: Relative success in starting a business for minorities

Business survival

7.14 Survey evidence for business survival reports very high survival rates across the network. Given other results, especially those from institutional data, this is likely to be the result of a response bias from those with good news to share, with fewer responses from those disclosing business closure. The survey also does not distinguish between businesses that fail and those that may close for personal or health reasons.

<table>
<thead>
<tr>
<th>Table 7.3: Business Survival rates by cohort</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012 cohort</td>
</tr>
<tr>
<td>2013 cohort</td>
</tr>
<tr>
<td>2014 cohort</td>
</tr>
<tr>
<td>2015 cohort</td>
</tr>
<tr>
<td>2016 cohort</td>
</tr>
<tr>
<td>2017 cohort</td>
</tr>
<tr>
<td>2018 cohort</td>
</tr>
</tbody>
</table>

7.15 Table 7.3 shows a pattern for the survival rates of the four most recent cohorts of assisted businesses. For each successive year, fewer businesses have closed, as would be expected, given those businesses have had less time to fail.
The figures compare very favourably however with the latest ONS Business Demography statistics for 2017, which record three year survival figures of between 59.4%-61.2% for the 2012, 2013 and 2014 cohorts of business starts. For the general business population, after three years, four in every ten businesses can be expected to have failed, compared to only one in ten for BIPC supported businesses.

Taking into account possible response bias, the survey also asked all trading businesses the extent to which they would attribute business survival to BIPC support, with 32.7% indicating that their continued survival was in some part due to BIPC support.

Survival might be partly explained by the BIPC model, which creates a space for individuals to explore their business ideas, without the process being driven by targets for starting a business. Our survey found that 12% of pre-start users declared they had decided not to start a business and this process may also mean fewer businesses fail.

Productivity

While the next subsections look at how businesses have grown, a further measure of business improvement is increased productivity. The challenge associated with this measurement is that productivity gains can be made, while at the same time reducing employment. It can also be true that deterioration in productivity may occur during a period of growth.

The results for the sample show that 51% of the sample had productivity growth, while a further 24% experienced no change in productivity and 25% of the sample had a deterioration in their productivity. Across the whole sample, GVA per FTE worker had increased by 23% in gross terms. Applying estimates of attribution, our estimation is that BIPC is responsible for raising GVA per FTE by £1,660.

Job creation

Employment growth for the 2016, 2017 and 2018 cohorts for those businesses already established when they first visited BIPC was 21% or 9,900 gross jobs. This includes those businesses where there was some contraction in employment.

Although employment growth from existing businesses was considerable, this was outstripped by the newly established businesses that were responsible for creating 15,200 jobs over the same period.

Table 7.4 shows the FTE jobs created by type of BIPC to date. Gross job creation for BIPC supported businesses is creditable (25,000 FTE jobs, just under one per business) although for the same group of businesses the net additional figure is 5,000 FTE jobs, when taking into account attribution, deadweight and displacement.

<table>
<thead>
<tr>
<th>Table 7.4: Gross and Net Additional FTE jobs (2016, 2017 and 2018 cohorts)</th>
<th>British Library</th>
<th>BIPC Network</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Users Assisted</td>
<td>15,804</td>
<td>28,010</td>
<td>43,814</td>
</tr>
<tr>
<td>Business supported</td>
<td>10,480</td>
<td>18,780</td>
<td>29,260</td>
</tr>
<tr>
<td>Gross FTE Jobs created</td>
<td>10,136</td>
<td>14,967</td>
<td>25,106</td>
</tr>
<tr>
<td>Additionality</td>
<td>23.0</td>
<td>17.6</td>
<td>19.8</td>
</tr>
<tr>
<td><strong>Net Additional FTE jobs</strong></td>
<td><strong>2,330</strong></td>
<td><strong>2,638</strong></td>
<td><strong>4,968</strong></td>
</tr>
</tbody>
</table>

Source: ERS Survey of BIPC users 2019
7.24 The table also shows results by type of BIPC, with 2,300 net additional FTE jobs created by the British Library, not far below combined figure for the eleven members of the wider network (2,600). The final row of net additional jobs is determined by several factors, as outlined in the table: volumes of users assisted; proportions of business users; gross jobs created and additionality. Therefore, although the network creates more jobs, compared to the British Library, it suffers from lower additionality.

7.25 The figures in Table 7.4 only show those jobs created to date at the time of our survey. Since we are measuring three years of benefits, some estimation is necessary for the 2017 and 2018 cohorts to add likely future growth, as well as any further business starts that might be likely (Table 7.2).

7.26 Table 7.5 shows the total economically additional FTE jobs created by BIPC supported businesses. The first row repeats information from Table 7.4, showing jobs created to March 2019. The second row shows future expected job creation for those businesses already trading, as well as the creation of new businesses in 2019 and 2020 (Table 7.2) adding in those jobs associated with these expected new businesses (in row 2). In total there are nearly 2,900 additional FTE jobs expected from the three cohorts (2016, 2017, 2018). Therefore, in total over 7,800 economically additional FTE jobs are expected for these three years of operation of the network.

<table>
<thead>
<tr>
<th>Table 7.5: Job creation for 2016, 2017 and 2018 cohorts by type of Centre</th>
</tr>
</thead>
<tbody>
<tr>
<td>British Library</td>
</tr>
<tr>
<td>Additional FTE jobs created to March 2019</td>
</tr>
<tr>
<td>Additional FTE jobs created (2019, 2020)</td>
</tr>
<tr>
<td>Total FTE jobs created</td>
</tr>
<tr>
<td>Net Additional FTE per business</td>
</tr>
</tbody>
</table>

Source: ERS Survey of BIPC users 2019

Sales growth

7.27 Table 7.6 shows the increase in sales of supported businesses by type of BIPC. The third row shows the very considerable increase in business performance, across all the assisted businesses. Gross sales have increased by almost one third (32%) showing the businesses themselves have improved considerably. When taking into account relatively low attribution, deadweight (75%), displacement (32%) and leakage, 16% of sales increases are economically additional.

<table>
<thead>
<tr>
<th>Table 7.6: Gross and Net sales (2016, 2017 and 2018 cohorts)</th>
</tr>
</thead>
<tbody>
<tr>
<td>British Library</td>
</tr>
<tr>
<td>Users Assisted (total population)</td>
</tr>
<tr>
<td>Business supported (start-ups/ established)</td>
</tr>
<tr>
<td>Gross Sales increase</td>
</tr>
<tr>
<td>Additionality</td>
</tr>
<tr>
<td>Net Additional Sales</td>
</tr>
</tbody>
</table>

Source: ERS Survey of BIPC users 2019

7.28 The table also shows results by type of BIPC, with £105million net additional sales created by the British Library, much higher than the total for the other libraries combined (£54million). The final row
of net additional sales is determined by several factors, as outlined in the table: volumes of users assisted; proportions of business users; gross sales and additionality.

7.29 It is necessary to explore the factors that account for the difference in net results. There are some differences in terms of the gross sales increases per business for each type of BIPC (£27,000-36,500), but this is insufficient to explain the difference overall. It is different levels of weighted additional sales which are responsible, with low levels reported by the network.

7.30 The figures in Table 7.6 only show sales increases to date at the time of our survey. Since we are measuring three years of benefits, some estimation is necessary for the 2017 and 2018 cohorts to add likely future growth, as well as any further business starts that might be likely (Table 7.2).

7.31 Table 7.7 shows the total economically additional sales increases created by BIPC supported businesses. The first row repeats information from Table 7.6, showing sales increases to March 2019. The second row shows future expected sales increases for those businesses already trading, as well as further sales from the creation of new businesses in 2019 and 2020 (Table 7.2). In total, there is £80 million future additional sales expected from the three cohorts (2016, 2017, 2018). Therefore, in total over £239 million economically additional sales are expected for these three years of operation of the network.

| Table 7.7: Sales increases for 2016 2017 and 2018 cohorts by type of Centre |
|---------------------------------|---------|---------|---------|
| Additional sales increases to March 2019 | £105m. | £54m. | £159m. |
| Additional sales increases (2019, 2020) | £52m.  | £28m.  | £80m.  |
| **Total estimated sales increase** | **£157m.** | **£82m.** | **£239m.** |
| Net additional sales increase per business | £15,009 | £4,366 | £8,173 |

Source: ERS Survey of BIPC users 2019

**Gross Value Added increases**

7.32 Table 7.8 shows the increase in GVA of supported businesses for the British Library and the wider network. The third row shows the considerable increase in gross GVA, showing the businesses themselves have improved considerably. Only 12% of GVA increases are economically additional which is surprising given the sales results, but emerges because businesses with larger gains operate in those sectors with lower GVA: Turnover ratios.

---

22 Unweighted survey evidence shows little difference between Centres in terms of additionality, with British Library businesses reporting an average of 17%, compared with 16% for the network. It is only in the weighted figures that British Library performs so well, because those businesses with the largest gains also claim higher levels of additionality, whereas the opposite occurs for BIPCs in the wider network with the largest gross gains also having lower levels of additionality.
### Table 7.8: Gross and Net GVA (2016, 2017 and 2018 cohorts)

<table>
<thead>
<tr>
<th></th>
<th>British Library</th>
<th>BIPC Network</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Users Assisted (total population)</td>
<td>15,804</td>
<td>28,010</td>
<td>43,814</td>
</tr>
<tr>
<td>Business supported (start-ups/established)</td>
<td>10,480</td>
<td>18,780</td>
<td>29,260</td>
</tr>
<tr>
<td>Gross GVA increase</td>
<td>£151m.</td>
<td>£293m.</td>
<td>£444m.</td>
</tr>
<tr>
<td>Additionality</td>
<td>17.5%</td>
<td>8.9%</td>
<td>11.8%</td>
</tr>
<tr>
<td><strong>Net Additional GVA</strong></td>
<td><strong>£26m.</strong></td>
<td><strong>£26m.</strong></td>
<td><strong>£52m.</strong></td>
</tr>
</tbody>
</table>

*Source: ERS Survey of BIPC users 2019*

7.33 The table reports an especially strong showing for the network in terms of their gross GVA improvements, with a relatively weaker result for total gross GVA for the British Library.

7.34 The net results are very different from the gross impacts, especially for the wider network which record much more modest net increases because of very low weighted additional GVA. The British Library has lower than expected net GVA, given sales results from Table 7.6, but this is also because of weighted results.  

7.35 The figures in Table 7.7 only show sales increases to date at the time of our survey. Since we are measuring three years of benefits, some estimation is necessary for the 2017 and 2018 cohorts to add likely future growth, as well as any further business starts that might be likely (Table 7.2).

7.36 Table 7.9 shows the total economically additional GVA increases created by BIPC supported businesses. The first row repeats information from Table 7.8, showing GVA increases to March 2019. The second row shows future expected GVA increases for those businesses already trading, as well as further sales from the creation of new businesses in 2019 and 2020 (Table 7.2). In total, there is £24million future additional GVA expected from the three cohorts (2016, 2017, 2018). Therefore, in total net attributable improvements of £78 million GVA are expected for these three years of operation of the network.

### Table 7.9: GVA increases for 2016 2017 and 2018 cohorts by type of Centre

<table>
<thead>
<tr>
<th></th>
<th>British Library</th>
<th>BIPC Network</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Additional GVA increases to March 2019</td>
<td>£26m.</td>
<td>£26m.</td>
<td>£52m.</td>
</tr>
<tr>
<td>Additional GVA increases (2019, 2020)</td>
<td>£13m.</td>
<td>£11m.</td>
<td>£24m.</td>
</tr>
<tr>
<td><strong>Total estimated GVA increase</strong></td>
<td><strong>£40m.</strong></td>
<td><strong>£37m.</strong></td>
<td><strong>£78m.</strong></td>
</tr>
<tr>
<td><em>Estimated GVA increase per business</em></td>
<td>£3,830</td>
<td>£1,990</td>
<td>£2,649</td>
</tr>
</tbody>
</table>

### Cost Benefit Analysis

7.37 This subsection seeks to establish the value of BIPC activity in the context of returns relative to the scale of public investment. This is expressed in terms of an efficiency measure of cost per job and a return on investment given by a benefit cost ratio.

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23 Unweighted survey evidence shows little difference between Centres, with British Library businesses reporting an average of 17%, compared with 16% for the wider network. However, the weighted estimates for the wider network are lower than might be expected, because those with the largest gross gains also have lower levels of additionality. Each type of Centre had very similar ratios of GVA: Turnover close to the average of 0.46:1.
7.38 Total costs across the twelve BIPCs was £3.7million, which relates to the budgets associated with delivery, rather than any apportionment of the costs of central services in supporting this activity^{24}.

7.39 The net cost per job associated with BIPC activity is £1,422 per net additional FTE job. For the British Library this was slightly higher at £1,549 per net additional FTE job, but lower at £1,315 per net additional FTE job for the network^{25}.

7.40 Table 7.10 reports on net economically additional GVA improvements to the BIPC assisted businesses. These business growth benefits represent the chief benefits of support in economic terms, although other outcomes may also have economic benefits these are either less tangible or more difficult to capture.

7.41 The economic benefits have been estimated for three cohorts of delivery from 2016, 2017 and 2018, capturing benefits for three years after the intervention. Since costs were only gathered for one financial year, one year of benefits is shown.

7.42 Overall, the Benefit Cost Ratio is 6.71:1 across the whole service. This suggests that for every pound of public money there would be a return of £6.95.

7.43 The higher benefits for the British Library recorded throughout this section also correspond to higher delivery costs, but still the highest BCR at 7.21:1. The decision to extend the network to the newest members does appear vindicated by these results, with a good showing by the network, with an average BCR comparable to the British Library, with a BCR of 6.69:1.

| Table 7.10: Derivation of Benefit Cost ratios by type of Centre (one cohort of benefits and costs) |
|-----------------------------------------------|----------------|----------------|------------------|
| Economic Benefits (Additional GVA)            | £13.38m.       | £12.46m.       | £25.84m.         |
| Delivery costs^{26}                           | £1.86m.        | £1.86m.        | £3.72m.          |
| Benefit cost ratios                           | 7.21:1         | 6.69:1         | 6.95:1           |

7.44 While these results show a very positive return on investment, this is further contextualised by Table 7.11, which provides a comparison between BIPC and other business support programmes. The list includes some of the flagship government schemes of recent years and BIPC reports one of the best BCRs and very high efficiency in terms of cost per net additional job.

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^{24} In accounting terms these central costs may be significant, but in practical terms were BIPCs to cease it is highly unlikely that central services would contract. Marginal levels of demand for these services would change, but this is unlikely to translate into any reduction of service levels in aggregate or fewer staff. The effective marginal cost of a BIPC drawing on central resources may in economic terms be close to zero.

^{25} Expressed as cost per additional job HCA (2015) Calculating Cost Per Job

^{26} Costs for the British Library’s Business Audience team have been apportioned across the network. There are also some costs associated with IPO input into the PatLib network that are not recorded.
Table 7.11: Comparisons of Benefit Cost Ratios for Business Support

<table>
<thead>
<tr>
<th>Programme</th>
<th>Year</th>
<th>Cost per job</th>
<th>Net Benefits</th>
<th>Cost</th>
<th>BCR</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Boost Business Lancashire</strong></td>
<td>2019</td>
<td>£23,529</td>
<td>£8.6-£17.3m</td>
<td>£6.4m</td>
<td>1.3-2.7</td>
</tr>
<tr>
<td><strong>Manufacturing Advisory Service</strong></td>
<td>2007</td>
<td>-</td>
<td>£38m</td>
<td>£21-28m</td>
<td>1.37-1.83</td>
</tr>
<tr>
<td><strong>Business Link local service</strong></td>
<td>2006</td>
<td>£11,578</td>
<td>£362.5m</td>
<td>£150m</td>
<td>2.26</td>
</tr>
<tr>
<td><strong>Smart Grant</strong></td>
<td>2015</td>
<td>£28,156</td>
<td>£251m</td>
<td>£91m</td>
<td>2.76</td>
</tr>
<tr>
<td><strong>UK Growth Accelerator</strong></td>
<td>2014</td>
<td>£6,230</td>
<td>£820m</td>
<td>£114m</td>
<td>5.2</td>
</tr>
<tr>
<td><strong>Enterprise Finance Guarantee</strong></td>
<td>2017</td>
<td>-</td>
<td>£415m</td>
<td>£82m</td>
<td>5.4</td>
</tr>
<tr>
<td><strong>BIPC Network</strong></td>
<td>2019</td>
<td>£1,422</td>
<td>£25.8m</td>
<td>£3.7m</td>
<td>6.95</td>
</tr>
<tr>
<td><strong>Impact of RDA Spending</strong></td>
<td>2009</td>
<td>£7,690</td>
<td>-</td>
<td>-</td>
<td>4.50</td>
</tr>
<tr>
<td><strong>Start Up Loans Evaluation Year 3</strong></td>
<td>2019</td>
<td>-</td>
<td>£169m</td>
<td>£45m</td>
<td>3.75</td>
</tr>
</tbody>
</table>

Summary of key findings

- Most businesses were started informally at home, with 40% starting from a home office and 27% from the kitchen table.
- There is a strong correlation between the number of services accessed and the propensity to start a business: around 70% of those who accessed all types of support went on to start their business, compared to just 22% of those accessing just one type of support.
- Among those users seeking to start a new business, the start-up rate was 48%, with an estimated 12,288 new businesses expected to be created for the BIPC assisted users in 2016, 2017 and 2018.
- Minority groups were equally likely to start a business.
- Business survival was extremely high with the three year survival rate estimated to be close to 90% for BIPC businesses, much higher than the 60% for the general business population.
- Almost half of BIPC businesses had growth in the productivity of their businesses and GVA per FTE worker had increased by 23% in gross terms.
- Employment growth from established businesses was 9,900 gross jobs, and 15,200 created by entrepreneurs starting their own businesses.
- For the 2016, 2017 and 2018 BIPC cohorts an estimated total of 7,843 net additional FTE jobs are expected to have been created.
- Net additional sales growth for the three years 2016, 2017 and 2018 was an estimated £239million.
- Net additional Gross Value Added for 2016, 2017 and 2018 BIPC supported businesses was an estimated net additional £78million.
The total budget for BIPC across all twelve Centres was £3.7 million. This investment represented extremely good value for money, with a Benefit Cost Ratio (BCR) of £6.95 for every £1 invested. The cost per net additional job at £1,422 per FTE job was very low. These estimates also compare well with other business support programmes in the UK, where BCRs range from 1.3-7.3.
8. CONCLUSIONS AND RECOMMENDATIONS

8.1 The main findings from this evaluation of BIPC are shown below in detail. Overall, the evaluation arrives at similar results to earlier evaluations, demonstrating that demand for the service remains high, that service quality is high and that outcomes for business and the wider economy are substantial and represent good value for money. Furthermore, these results have been achieved across an expanded BIPC network, proving the success of the decision to launch new centres. A final remark is that all of this has been achieved in a challenging context where less public funding has been available to support centres.

Operating models and service offer to users

8.2 Volumes of users are substantial, with 50,000 face-to-face, e-mail and telephone enquiries handled by Business and IP Centre information desks every year and a total of more than 20,000 attendances at one-to-ones, workshops and events.

8.3 External partners are a key resource in supplementing in-house delivery, providing additional capacity and capability, with a range of specialisms provided by accredited professional (accounts and lawyers etc.) Half of one-to-ones and workshops were delivered by external partners across the network.

8.4 Universal access to BIPC is a key strength, with an ‘open door’ for all, compared to other support programmes, many of which have eligibility criteria that make support exclusive.

8.5 The IP offer is also seen as a key strength and something of a USP in the business support landscape.

8.6 Austerity has impacted adversely on library services generally and BIPC has not been spared. This has meant a halving of the full-time equivalent staff in many Centres since austerity started.

8.7 A further challenge for BIPCs is that they operate in a challenging economic environment (especially northern BIPCs), where the self-employment rate tends to be lower and relative deprivation tends to be higher in terms of operations. In strategic terms, BIPCs also represent an opportunity to work with individuals from more deprived backgrounds.

Value of working as a network

8.8 Collaboration is a key feature of the Business & IP Centre model and operating as a community of practice across the network adds value to each individual Centre in the form of shared knowledge and resources.

8.9 Operating as a network also brings shared capability and adds value in the following areas: (i) Marketing and co-branding; (ii) Content (industry guides, webinars); (iii) Programming (Inspiring Entrepreneurs); (iv) Monitoring information; (v) Funding (ACE/DCLG funded Enterprising Libraries and other sponsorship).

8.10 The reputation of the British Library is an asset and association with this trusted brand is an endorsement of quality, valued by users, delivery partners and stakeholders. They are able to attract household names such as Lord Sugar, Deborah Meaden, Mary Portas and Levi Roots as speakers to Inspiring Entrepreneurs events which are screened at BIPCs, thereby providing wider access to users across the country.
**Service Reach**

8.11 The BIPC network has good coverage across England, although there are some gaps in the North West and West/South West. Coverage in Scotland has improved with the opening of the Glasgow Centre, but Wales and Northern Ireland are not well served. Most users live locally (70%) and there may be a case for further expansion of the network to cater for those currently facing transport barriers.

8.12 BIPC performs well in engaging minority groups. Women represent only 22% of business owners across the UK, whereas 55% of new business owners supported by the BIPC were women. There were similarly successful outcomes for young people (under 35), people from black and Asian minority ethnic (BAME) backgrounds and disabled people.

8.13 The most deprived communities are also well served by BIPC, with 22% of users drawn from the 20% most deprived areas, which typically have much lower rates of self-employment. BIPCs fare worse in engaging people with lower levels of qualifications, with 76% of users qualified to NVQ4+, compared to just 39% of the population.

8.14 BIPC has some notable differences in terms of business characteristics, compared to the general population, such as a greater representation in creative, media and publishing businesses. The particular sectoral composition means that BIPC supported businesses are in sectors with a relatively higher GVA (46p for every pound of turnover, compared to 33p for the general economy).

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**Service use and user experience**

8.15 Many BIPC users return to access alternative services and continue to do so over a period of years, building an ongoing relationship with their local BIPC. Two-thirds of users accessed a second service, 87% accessed support over two calendar years and 92% planned to use the service in the future.

8.16 Users indicated that one-to-one support was most effective in supporting their business, along with other services delivered face-to-face, while self-supported or remote services were less effective.

8.17 Overall, user satisfaction relating to Information, Support and Meeting Needs was rated good or very good by 80% of users. As many as 97% of users would recommend the service to a friend, with consistently high rates across the whole network.

8.18 Free services was highlighted as important, as well as the friendliness of staff and quality of resources and expertise.

8.19 A number of requests for additional support were registered, with remote access to databases and mentoring being the most frequently mentioned. Many of these suggestions may well prove useful in widening access and offering enhanced facilities, but they often came with a cost (costlier licenses, extended opening, and additional space requirements) adding to already stretched budgets, but also providing an indication of demand and building towards a case for more funding.

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**Outcomes for users**

8.20 Start-up businesses tended to report outcomes most associated with setting up a business (launching a new product, entering a new market). Established businesses reported outcomes that stressed strengthening their business (improving processes, restructuring business). Protecting IP was equally important for both start-up and established businesses, with 41% of users taking some action to protect their intellectual property.
8.21 Businesses took a wide variety of actions to protect their intellectual property. Formal legal protection (trade marks, design, copyright and patents) attracted no more than one quarter of responses, with less codified areas (registering a domain, reviewing terms and conditions, non-disclosure agreements) attracting a higher proportion of responses.

8.22 Increased confidence was a very important soft outcome, increasing users own confidence in themselves, as well as helping demystify the process of running a business.

8.23 New market knowledge was also an important outcome given the role of BIPC in providing searchable business databases.

Economic Impacts

8.24 There is a strong correlation between the number of services accessed and the propensity to start a business: around 70% of those who accessed all types of support went on to start their business, compared to just 22% of those accessing just one type of support.

8.25 Among those users seeking to start a new business, the start-up rate was 48%, with an estimated 12,288 new businesses expected to be created for the BIPC assisted users in 2016, 2017 and 2018.

8.26 Minority groups were equally likely to start a business.

8.27 Business survival was extremely high with the three year survival rate estimated to be close to 90% for BIPC businesses, much higher than the 60% for the general business population.

8.28 Almost half of BIPC businesses had growth in the productivity of their businesses and GVA per FTE worker had increased by 23% in gross terms.

8.29 For the 2016, 2017 and 2018 BIPC cohorts an estimated total of 7,843 net additional FTE jobs are expected to have been created.

8.30 Net additional sales growth for the three years 2016, 2017 and 2018 was an estimated £239 million.

8.31 Net additional Gross Value Added for 2016, 2017 and 2018 BIPC supported businesses was an estimated net additional £78 million.

8.32 The total budget for BIPC across all twelve Centres was £3.7 million. This investment represented extremely good value for money, with a Benefit Cost Ratio (BCR) of £6.95 for every £1 invested. The cost per job was £1,422 per FTE job.

Recommendations

8.33 The expansion of the BIPC network should proceed. Evidence from across the network indicates that the new centres are showing encouraging results in terms of satisfaction and impact. The next stage of the roll-out will involve new pilots in Worcester and Brighton, with a total of 20 centres planned by 2023.

8.34 Newer centres need to continue expanding their user base. The number of attendances from newer centres were lower and as they mature they need to expand the number of users. This would also involve parallel developments in enhancing the service offer, by introducing additional services and using new delivery partners.

8.35 Additional funding should be sought from corporate, government or other sources. This is necessary to respond to demand for additional services from users and help restore staffing to the full complement, enabling services to reach their full potential. Managers noted that they were less able
to engage in capacity-building, in terms of additional marketing, networking and training, which had suffered because of financial and time constraints. This same remark would apply to the work of IPO in supporting the PatLib network.

8.36 Repeat business should be encouraged, with users continuing to use BIPC on an ongoing basis, with efforts to re-engage users. The best results, in terms of start-up rates were seen from the most engaged groups (most BIPC interactions).

8.37 More face-to-face engagements should be encouraged, since the most valuable outcomes resulted from one-to-one and other face-to-face interactions, compared to self-supported and remote services.
APPENDIX A1: BUSINESS & IP CENTRE BIRMINGHAM

Background

Business & IP Centre Birmingham started as a pilot in November 2012, before formally launching in July 2014. The service operates from Library of Birmingham, as a central hub. The Centre serves the local population in Birmingham itself (732,000 working age adults and 35,000 businesses), as well as some users from neighbouring areas. The city is extremely deprived, ranked 7th of 326 authorities and self-employment at 7.9% is just below the average for England.

Impacts

Just 9.2% of users had already set up a business compared to 90.8% who were at pre-start/start-up stage. Economic Impacts were estimated for Birmingham BIPC based on survey evidence for users supported across three years (2016, 2017 and 2018). The main estimated results were:

- 2,512 unique users
- 1,189 new businesses created
- Net additional 373 FTE jobs
- Net additional £7.2million sales
- Net additional £3.3million GVA

User demographics

The Centre reached people who are under-represented in business. 50% of users were women, 60% from a black, Asian or ethnic minority background, and 29% were aged 16-35.

Use of the service

The top sectors supported were: Retail, Wholesale and Transport (13%), Creative and Media (12%) Professional services and consulting (8%).

In addition, 66% of businesses indicated they had social or environmental objectives.

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27 Impacts apply averages for the BIPC Network to local population sizes. These are net additional impacts for the local economy.

Outcomes

User satisfaction was high with ratings of good or very good by users for: accessibility (71%), information (84%), support (72%) and meeting needs (69%). Furthermore, 93% of users would recommend the service.

Business & IP Centre services enabled users to increase their awareness of IP, develop confidence and acquire new skills and market knowledge enabling them to take their business idea forward.

Working with the Centre was transformational for many businesses, who incorporated a number of changes into their business such as protecting IP, improving processes, or launching a new product/entering a new market.

Users took a number of IP actions using both formal and informal measures.
CASE STUDY A1: Crown Innovation Ltd
Chris Piponides, Managing Director

*Crown Innovation Ltd was founded in 2018 and specialises in new product development and IP. For two decades, Chris has patented many of his own innovations ranging from satellite UV filters to extendible fridge freezers. More recently, Chris has developed iCrown a unique novelty party hat ideal for Christmas and other special occasions. iCrown was awarded an Innovation Voucher and this product is available in any shape, colour and branding.*

**Finding out about the Business & IP Centre**

Chris first approached the Business & IP Centre Birmingham looking for advice with intellectual property (IP) and the patentability of his products. He had previously used the business services at the library in the past, so accessing the services at the Centre was a natural step for him.

**Help from the Business & IP Centre**

Chris received expert help from an IP advisor at the Business & IP Centre, who worked with him to examine and advise on a preliminary patent contract. Reflecting on the support, Chris shares “really great support, always happy to help and very trustworthy with confidential information”.

**Outcomes and Impact**

Chris’ confidence in Crown Innovation has grown and iCrown is due to be launched this autumn as a result of the support. He has submitted several patent applications this year and helped other inventors with IP, design, research, prototyping and product development. He has increased knowledge of IP, specifically on design rights and patentability.

**Future Plans**

Chris has already established networks in the UK, Europe and China who are interested in iCrown and other projects he is working on. He plans to further utilise the Business & IP Centre, specifically the databases to establish further networks and research markets.

“The library and the patent clinic have been really useful, very supportive – they give great knowledgeable advice and the whole service is very convenient.”
APPENDIX A2: BUSINESS & IP CENTRE DEVON

Background

Business & IP Centre Devon started as a pilot in April 2015, before formally launching in November 2016. The service operates from Exeter Library, as a central hub, and Barnstaple library in the north of the county. The services serve the population in Devon (462,000 working age adults and 38,000 businesses), as well as some users from neighbouring areas. Exeter is not very deprived, ranking 176\textsuperscript{th} of 326 authorities and self-employment at 15.3\% is the greatest amongst all BIPC sites, and above the average for England.

Impacts

Just under half (42.9\%) of users had already set up a business compared to 57.1\% who were at pre-start/start-up stage. Economic Impacts were estimated for Devon BIPC based on survey evidence for users supported across three years (2015/16, 2016/17, 2017/18). The main estimated results were:

- 1,453 unique users
- 424 new businesses created
- Net additional 239 FTE jobs
- Net additional £4.6million sales
- Net additional £2.1million GVA\textsuperscript{29}

User demographics\textsuperscript{30}

The Centre also reached people who are under-represented in business. 65\% of users were women, 5\% from a black, Asian or ethnic minority background, and 25\% were aged 16-35.

Use of the service

The top sectors supported were:

- Creative, media and publishing (19\%),
- Retail, wholesale and transport (8\%) and Professional services (8\%).

In addition, 67\% of businesses indicated they had social or environmental objectives.

\textsuperscript{29} Impacts apply averages for the BIPC Network to local population sizes. These are net additional impacts for the local economy.

\textsuperscript{30} BIPC Monitoring Information Report (2018/19)
Outcomes

User satisfaction was high with ratings of good or very good by users for: accessibility (93%), information (94%), support (87%) and meeting needs (87%). Furthermore, 94% of users would recommend the service.

Business & IP Centre services enabled users to increase their knowledge of new markets, develop confidence for taking their business idea forward, developing new networks and acquiring new skills.

Working with the Centre was transformational for many businesses, who incorporated a number of changes into their business such as improving processes, protecting IP, improving processes, restructuring their business or entering a new market.

Users took a number of IP actions using both formal and informal measures.
APPENDIX A3: BUSINESS & IP CENTRE GLASGOW

Background

Business & IP Centre Glasgow started as a pilot in April 2018, before formally launching in April 2019. The service operates from the Mitchell Library, as a central hub. Prior to 2018 the service operated as ‘Business @ The Mitchell.’

The Centre serves the local population in Glasgow itself (430,000 working age adults and 18,000 businesses), as well as some users from neighbouring areas. As the only Business & IP Centre in Scotland an IMD comparison would not be appropriate.

Impacts

Economic Impacts were estimated for Glasgow BIPC based on survey evidence for users supported, as a new centre only one year of results were estimated as a Business & IP Centre. Three year estimates were also carried out to take into account the prior Business @ The Mitchell service. The main estimated results were:

<table>
<thead>
<tr>
<th>Year</th>
<th>Business &amp; IP Centre Glasgow</th>
<th>Business @ The Mitchell</th>
<th>BIPC Glasgow</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>600 unique users</td>
<td>1,800 unique users</td>
<td></td>
</tr>
<tr>
<td>347 new businesses created</td>
<td></td>
<td>969 new businesses created</td>
<td></td>
</tr>
<tr>
<td>Net additional 96 FTE jobs</td>
<td></td>
<td>Net additional 287 FTE jobs</td>
<td></td>
</tr>
<tr>
<td>Net additional £1.8 million sales</td>
<td></td>
<td>Net additional £5.53 million sales</td>
<td></td>
</tr>
<tr>
<td>Net additional £840,000 GVA</td>
<td></td>
<td>Net additional £2.52m GVA</td>
<td></td>
</tr>
</tbody>
</table>

User demographics and use of the service

The Centre reached people who are under-represented in business. 66% of users were women, 16% from a black, Asian or ethnic minority background, and 49% were aged 16-35.

The top sectors supported were: Creative, media and publishing (23%), Leisure and hospitality (13%) and IT/Telecommunications (11%). In addition, 62% of businesses indicated they had social or environmental objectives.

31 Impacts apply averages for the BIPC Network to local population sizes. These are net additional impacts for the local economy.

Outcomes

User satisfaction was high with ratings of good or very good by users for: accessibility (87%), information (92%), support (83%) and meeting needs (83%). Furthermore, 92% of users would recommend the service.

Business & IP Centre services enabled users to increase their knowledge of new markets, awareness of IP, develop confidence for taking their business idea forward, acquiring new skills and developing new networks.

Working with the Centre was transformational for many businesses, who incorporated a number of changes into their business such as improving processes, protecting IP, restructuring their business or entering a new market.

Users took a number of IP actions using both formal and informal measures.
CASE STUDY A3: Campbell Medical Illustration Ltd

www.campbellmedicalillustration.com

Annie Campbell, Director

Annie is the founder and director of Campbell Medical Illustration Limited. Established in May 2018, the business specialises in producing medical animations and illustrations for clients within the pharmaceutical and healthcare industry. Before setting up the business, Annie had a decade-long background in medical illustration, at both an academic and commercial level.

Finding out about Business & IP Centre Glasgow

When Annie first approached the Business & IP Centre in summer 2018, she had just set up the business and was seeking some early start-up support and businesses development guidance. Annie first heard of the service after being recommended by a friend.

Help from the Business & IP Centre

Annie attended introductory workshops on the tools available and used the IBISWorld and Mint UK business databases. In her own words, she was “blown away” by the access to the market research database tools at the Centre, particularly as she was aware how expensive such subscriptions are for businesses.

Outcomes & Impact

Annie found the support from staff incredibly useful and felt information was conveyed in a way which wasn’t overwhelming. The support also helped give Annie new skills and a clearer strategy for market research. Overall, the support and information from the databases provided her with the confidence and reassurance that she could take her business forward.

Future Plans

Campbell Medical Illustration has secured several high-profile contracts and is anticipating further growth over the next couple of years, following a positive start. The support and resources at the Centre have helped Annie to efficiently and effectively understand the market for her business as she continues to grow it.

“The tools and free resources available at the Business & IP Centre are second to none and the staff are great. I have a new sense of confidence and motivation.”

BIPC Economic Impact Evaluation 2019
APPENDIX A4: BUSINESS & IP CENTRE HULL

Background

Business & IP Centre Hull started as a pilot in April 2016, before formally launching in June 2017. The service operates from the Hull Central Library, as a central hub.

The Centre serves the local population in Hull itself (171,000 working age adults and 6,075 businesses), as well as some users from neighbouring areas. The city is extremely deprived, ranked 3rd of 326 authorities and self-employment at 6.5% is below the average for England.

Impacts

Almost half of users (47.8%), were already running a business compared to 52.2% who were at pre-start/ start-up stage. Economic Impacts were estimated for Hull BIPC based on survey evidence for users supported across three years (2016/17, 2017/18, 2018/19). The main estimated results were:

- 1,861 unique users
- 536 new businesses created
- Net additional 275 FTE jobs
- Net additional £5.3million sales
- Net additional £2.4million GVA

User demographics

The Centre reached people who are under-represented in business. 54% of users were women, 13% from a black, Asian or ethnic minority background, and 34% were aged 16-35.

Use of the service

The top sectors supported were: Creative, media and publishing (17%), Construction (13%) and Education (12%).

In addition, 60% of businesses indicated they had social or environmental objectives.

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33 Impacts apply averages for the BIPC Network to local population sizes. These are net additional impacts for the local economy.
Outcomes

User satisfaction was high with ratings of good or very good by users for: accessibility (86%), information (91%), support (91%) and meeting needs (88%). Furthermore, 100% of users would recommend the service.

Business & IP Centre services enabled users to increase their awareness of IP, develop confidence for taking their business idea forward, establishing new networks, acquiring new skills and increasing new knowledge of markets.

Working with the Centre was transformational for many businesses, who incorporated a number of changes into their business such as improving processes, protecting IP, launching a new product, entering a new market or restructuring their business.

Users took a number of IP actions using both formal and informal measures.
**CASE STUDY A4: Dri-Dome Ltd**

*Kerry Wainman, Director*

*Kerry and her father Steve own Dri-Dome Ltd, which manufactures a drying chamber that allows clothes to be dried outside no matter the weather. Kerry and Steve also own and operate a number of other businesses, ranging from finance and property to business consultancy. Dri-Dome is a new venture for them in the manufacturing sector.*

**Finding out about Business & IP Centre Hull**

Kerry and Steve were introduced to the Business & IP Centre by Sue Pleasance, the Centre Manager, after they met at a networking event sponsored by Santander. Dri-Dome had been in a product development phase for 10 years prior to meeting Sue; they approached the Centre for support with market and product research, alongside exploring possible funding avenues.

**Help from the Business & IP Centre**

At the Centre they accessed workshops and databases which enabled them to research the market for their design. They also had 1-2-1 sessions with a business advisor who helped coach them on sales and business models. Additionally, the makerspace at Hull Central Library enabled them to prototype their product design.

**Outcomes & Impact**

Support from the Business & IP Centre increased Kerry and Steve’s breadth of market and design knowledge. The support they received enabled them to update their business plan, re-instilling their confidence in their product and revitalising Dri-Dome.

**Future Plans**

The service has pushed them to reconsider aspects of Dri-Dome, such as the environmental impact of the product. They are now exploring using renewable / sustainable materials to manufacture it. Kerry and Steve continue to use the Business & IP Centre to take Dri-Dome forward and are also applying the principles of the skills learnt to their other businesses.

“**With all the facilities and friendly advice, the Business & IP Centre gave us the expertise and confidence to move our business forward**”
Background

Business & IP Centre Leeds started as a pilot in November 2012, before formally launching in February 2014. The service operates from the Leeds Central Library, as a central hub.

The Centre serves the local population in Leeds itself (513,000 working age adults and 28,000 businesses), as well as some users from neighbouring areas. The city is somewhat deprived, ranking 70th of 326 authorities and self-employment at 8.8%, just below the average for England.

Impacts

Almost a quarter of users (22.3%), were already running a business compared to 77.7% who were at pre-start/start-up stage. Economic Impacts were estimated for Leeds BIPC based on survey evidence for users supported across three years (2015/16, 2016/17, 2017/18). The main estimated results were:

- 3,063 unique users
- 1,127 new businesses created
- Net additional 434 FTE jobs
- Net additional £8.4million sales
- Net additional £3.8million GVA

34 Impacts apply averages for the BIPC Network to local population sizes. These are net additional impacts for the local economy.

User demographics

The Centre reached people who are under-represented in business. 58% of users were women, 33% from a black, Asian or ethnic minority background, and 38% were aged 16-35.

Use of the service

The top sectors supported were: Creative, media and publishing (18%), Retail and wholesale (11%) and Leisure (9%).

In addition, 61% of businesses indicated they had social or environmental objectives.
Outcomes

User satisfaction was high with ratings of good or very good by users for: accessibility (88%), information (92%), support (83%) and meeting needs (86%). Furthermore, 98% of users would recommend the service.

Business & IP Centre services enabled users to develop confidence for taking their business idea forward, increase awareness of IP, gaining new market knowledge, acquiring new skills and establishing new networks.

Working with the Centre was transformational for many businesses, who incorporated a number of changes into their business such as improving processes, protecting IP, launching a new product, restructuring their business or entering a new market.

Users took a number of IP actions using both formal and informal measures.
CASE STUDY A5: Buttercrumble

www.buttercrumble.com
Twitter: @buttercrumble/ Instagram: @buttercrumblecreative

Abigail & Chloe Baldwin, co-founders

Sisters Abigail and Chloe are freelance graphic designers and co-founders of Buttercrumble, a creative communications studio based in Leeds. Set up in January 2017, Buttercrumble is all about fun and socially-orientated graphic design and illustration, focusing on people and communities and helping them to understand and engage with ideas. Buttercrumble has worked with clients worldwide, from small businesses to galleries, libraries and museums.

Finding out about Business & IP Centre Leeds

During their university studies Abigail and Chloe noticed a gap in the market for socially-orientated design. In 2016, they were signposted to the Business & IP Centre by Leeds University for advice on trade marking their logo.

Help from the Business & IP Centre

Abigail and Chloe received one-to-one practical help in applying for a trade mark and registering their business. They also attended business start-up workshops and networking events. Buttercrumble was also offered use of space at the library for initial client appointments, and the Centre helped to advertise their services through Eventbrite.

Outcomes and Impact

Registering their trade mark gave Abigail and Chloe peace of mind and brought credibility to their business. Doing it themselves, with support from the Centre, saved them substantial legal fees, which might even have prevented them from starting Buttercrumble. Having library space at Leeds Library and support from the Business & IP Centre really helped get the ball rolling for the business.

Future Plans

Since engaging with the service, Buttercrumble is now a thriving full-time business. Over the last 3 years, business turnover has increased from £10k to £60k and they have moved into their own commercial studio space. The business continues to grow and Abigail and Chloe are in the process of hiring their first team member. They believe that technical and practical support gave them a solid foundation to build on. They plan to continue to look for opportunities to work with the Business & IP Centre as their business develops.

“The Business & IP Centre led to the foundation of our business. It enabled us to have our business dream.”
APPENDIX A6: BUSINESS & IP CENTRE LIVERPOOL

Background

Business & IP Centre Liverpool started as a pilot in November 2012, before formally launching in January 2015. The service operates from the Liverpool Central Library, as a central hub.

The Centre serves the local population in Liverpool itself (336,000 working age adults and 15,000 business), as well as some users from neighbouring areas. The city is extremely deprived, ranking 4th of 326 authorities and self-employment at 7.0%, lower than the average for England.

Impacts

Over a third of users (36.6%), were already running a business compared to 63.4% who were at pre-start/start-up stage. Economic Impacts were estimated for Liverpool BIPC based on survey evidence for users supported across three years (2015/16, 2016/17, 2017/18). The main estimated results were:

- 1,523 unique users
- 666 new businesses created
- Net additional 364 FTE jobs
- Net additional £7.0million sales
- Net additional £3.2million GVA

User demographics

The Centre reached people who are under-represented in business. 45% of users were women, 27% from a black, Asian or ethnic minority background, and 37% were aged 16-35.

Use of the service

The top sectors supported were: Creative, media and publishing (19%), Construction manufacturing and engineering (12%) and Retail (11%).

In addition, 67% of businesses indicated they had social or environmental objectives.

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35 Impacts apply averages for the BIPC Network to local population sizes. These are net additional impacts for the local economy.
Outcomes

User satisfaction was high with ratings of good or very good by users for: accessibility (94%), information (94%), support (88%) and meeting needs (93%). Furthermore, 94% of users would recommend the service.

Business & IP Centre services enabled users to increase awareness of IP, gain new market knowledge, develop confidence, establish new networks and acquire new skills.

Working with the Centre was transformational for many businesses, who incorporated a number of changes into their business such as improving processes, protecting IP, launching a new product, entering a new market or restructuring their business.

Users took a number of IP actions using both formal and informal measures.
CASE STUDY A6: Refill Lifestyle Ltd

www.whynotrefill.co.uk

Facebook: @whynotrefill/ Twitter and Instagram: @Refill_Uk

Melanie Sharpe, founder

Melanie is the founder of Refill, a business in Liverpool with a focus on sustainability. The business works with Liverpool’s Green Co-operative founded by Liverpool Green Party in the early 90’s to enable customers to take their own containers to minimise and refill on loose wholefood products. Set up in 2018, refill aims to encourage customers to minimise their purchases of single-use plastics, as part of the worldwide zero-waste movement: Refill.

Finding out about Business & IP Centre Liverpool

Melanie came across the Business & IP Centre in 2016, in her local library where she noticed a flyer about starting your own business. At the time of first approaching the Centre, Melanie had a well-researched business idea, but was seeking free legal advice on trade marks, which she had been unable to find elsewhere.

Help from the Business & IP Centre

In addition to receiving 1-2-1 advice from a solicitor, Melanie also attended workshops on trade marks, marketing and branding.

Outcomes and Impact

The advice Melanie received from the Centre helped her to apply for and secure a trade mark on her logo. Melanie left the Business & IP Centre with a renewed self-belief in her business idea and increased knowledge of marketing and branding for her young business.

Future Plans

Melanie believes that without support from the Business & IP Centre, it would have been more difficult for her to understand and secure a trade mark, which would have significantly delayed the start-up of her business. Melanie is now able to focus on taking her business forward and is looking at setting up a pre-order service to increase sales.

“The Business & IP Centre allowed me to access positive, coherent advice. I now know I can tap into that support whenever I need it, which is a really good link to have.”
APPENDIX A7: BUSINESS & IP CENTRE LONDON

Background

Business & IP Centre London was the first centre, formally launching in March 2006. The service operates from the British Library, as a central hub.

The Centre serves the local population in London itself (2.5 million working age adults and 266,000 businesses), as well as some users from neighbouring areas. The city has low levels of deprivation, ranking 282nd of 326 authorities and self-employment is 13.3%, above the average for England.

Impacts

Over a third of users (33.7%), were already running a business compared to 66.3% who were at pre-start/start-up stage. Economic Impacts were estimated for BIPC London based on survey evidence for users supported across three years (2016, 2017, 2018). The main estimated results were:

- 14,640 unique users
- 4,141 new businesses created
- Net additional 3,593 FTE jobs
- Net additional £157.3million sales
- Net additional £40.1million GVA
- Benefit Cost Ratio of £7.30 per £1 invested

User demographics

The Centre reached people who are under-represented in business. 65% of users were women, 44% from a black, Asian or ethnic minority background, and 33% were aged 16-35. Specifically, of those who started a new business – 53% were women, 34% BAME and 25% aged under 35.

Use of the service

The top sectors supported were: Creative, media and publishing (18%), Retail (13%) and Professional services (11%).

In addition, 57% of businesses indicated they had social or environmental objectives.
Outcomes

User satisfaction was high with ratings of good or very good by users for: accessibility (87%), information (92%), support (86%) and meeting needs (84%). Furthermore, 97% of users would recommend the service.

Business & IP Centre services enabled users to gain new market knowledge, increase awareness of IP, develop confidence, acquire new skills and establish new networks.

![Bar chart showing outcomes](chart.png)

Working with the Centre was transformational for many businesses, who incorporated a number of changes into their business such as improving processes, launching a new product, protecting IP, entering a new market or restructuring their business.

![Bar chart showing transformational changes](chart2.png)

Users took a number of IP actions using both formal and informal measures.

![Bar chart showing IP actions](chart3.png)
CASE STUDY A7: TOBEFRANK

www.tbfuk.com

Frankie Phillips, Founder & Creative Director

*Frankie is a fashion designer with her own brand and business. While working in South East Asia, she became a specialist in sustainability in fashion, developing and testing her own product ideas. Launching in summer 2019, TOBEFRANK produces innovative fabrics from recycled factory waste.*

**Finding out about the British Library Business & IP Centre**

Frankie came across the Business & IP Centre in 2018 while looking for a quiet space to think about how best to take her business ideas forward. As a young female business owner Frankie faced multiple challenges, including discrimination from investors, and she was uneasy in dealing with complex contracts.

**Help from the Business & IP Centre**

Frankie found Business & IP Centre staff very welcoming and understanding and they were immediately able to point her towards opportunities and support. She attended a range of events and workshops on intellectual property, starting a business and finding investment. The Centre also supported Frankie to apply for a government business loan – reviewing her business plan and helping her to reflect on her business strategy.

**Outcomes and Impact**

Frankie successfully applied for a government loan and has been able to start production of her products to sell online and show to customers.

**Future Plans**

Ahead of her forthcoming business launch Frankie has been able to plan a showcase in central London to meet with press and retailers, and work on developing her supply chain. Frankie believes that without the Business & IP Centre support and the loan it would have taken much longer to launch her business - if at all - and she could well have missed out on important opportunities in the sustainable fashion market.

*“I was really stuck when I went to the British Library and the Business & IP Centre helped me to get going.”*
APPENDIX A8: BUSINESS & IP CENTRE MANCHESTER

Background

Business & IP Centre Manchester started as a pilot in November 2012, before formally launching in June 2014. The service operates from the Manchester Central Library, as a central hub.

The Centre serves the local population in Manchester itself (385,000 working age adults and 24,000 businesses), as well as some users from neighbouring areas. The city is extremely deprived, ranking 5th of 326 authorities and self-employment at 8.5%, is below the average for England.

Impacts

Over a third of users (33.8%), were already running a business compared to 66.2% who were at pre-start/start-up stage. Economic Impacts were estimated for BIPC Manchester based on survey evidence for users supported across three years (2015/16, 2016/17, 2017/18). The main estimated results were:

- 6,687 unique users
- 1,928 new businesses created
- Net additional 863 FTE jobs
- Net additional £16.7million sales
- Net additional £7.6million GVA

User demographics

The Centre reached people who are under-represented in business. 57% of users were women, 33% from a black, Asian or ethnic minority background, and 32% were aged 16-35.

Use of the service

The top sectors supported were: Creative, media and publishing (16%), Retail (11%) and Professional services (9%).

In addition, 60% of businesses indicated they had social or environmental objectives.

36 Impacts apply averages for the BIPC Network to local population sizes. These are net additional impacts for the local economy.
Outcomes

User satisfaction was high with ratings of good or very good by users for: accessibility (87%), information (93%), support (86%) and meeting needs (83%). Furthermore, 97% of users would recommend the service.

Business & IP Centre services enabled users to develop confidence, acquire new skills, gain new market knowledge, increase awareness of IP and establish new networks.

Working with the Centre was transformational for many businesses, who incorporated a number of changes into their business such as improving processes, entering a new market, launching a new product, protecting IP, and restructuring their business.

Users took a number of IP actions using both formal and informal measures.
CASE STUDY A8: Transition Sack

www.transitionsack.com

Darren, Riley, Founder

With 12 years’ experience of IRONMAN triathlons, Darren spotted a gap in the market for a lightweight, strong and adjustable sack, for use during races and for carrying gear comfortably afterwards. Darren founded Transition Sack in 2019; a user-designed solution for IRONMAN athletes across the world.

Finding out about Business & IP Centre Manchester

Darren first used the Business & IP Centre in 2017. At the time, he had an idea and a prototype, but was keen to know more about how to start a business.

Help from the Business & IP Centre

Darren accessed a wide range of support including sessions on Intellectual Property, 1-2-1 business advice and numerous workshops - from understanding tax to starting a business.

Outcomes & Impact

Darren found being able to attend so many sessions helpful for being able to absorb and digest information. He was impressed by the quality of support, in welcoming and accessible environment. With no previous experience of running a business, he also found the opportunity to connect with and learn from like-minded entrepreneurs really valuable. Darren has now registered his business and trade mark, and has developed his online presence, with a plan for an upcoming website to fully launch his business.

Future Plans

Support from the service gave Darren the confidence to get started and pursue his business idea with passion. He now has a 3-year plan to get his product to the manufacturing stage and to start selling globally, as well as expansion into personalised products.

“It reaffirmed for me that I was doing the right thing. Gave me confidence in myself.”
APPENDIX A9: BUSINESS & IP CENTRE NEWCASTLE

Background

Business & IP Centre Newcastle started as a pilot in September 2011, before formally launching in May 2013. The service operates from Newcastle City Library, as a central hub.

The Centre serves the local population in Newcastle itself (200,000 working age adults and 8,000 businesses), as well as some users from neighbouring areas. The city is relatively deprived, ranked 53rd of 326 authorities and self-employment at 9.7% is just below the average for England.

Impacts

The majority of users (56.6%), were already running a business compared to 43.4% who were at pre-start/ start-up stage. Economic Impacts were estimated for Newcastle BIPC based on survey evidence for users supported across three years (2015/16, 2016/17, 2017/18). The main estimated results were:

- 4441 unique users
- 1093 new businesses created
- Net additional 989 FTE jobs
- Net additional £19.1million sales
- Net additional £8.7million GVA

User demographics

The Centre reached people who are under-represented in business. 52% of users were women, 11% from a black, Asian or ethnic minority background, and 28% were aged 16-35.

Use of the service

The top sectors supported were: Professional services and consulting (20%), Construction and manufacturing and engineering (14%) and Health and social (14%).

In addition, 61% of businesses indicated they had social or environmental objectives.

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37 Impacts apply averages for the BIPC Network to local population sizes. These are net additional impacts for the local economy.
Outcomes

User satisfaction was high with ratings of good or very good by users for: accessibility (77%), information (89%), support (82%) and meeting needs (84%). Furthermore, 97% of users would recommend the service.

Business & IP Centre services enabled users to acquire new skills and increase their awareness of IP, as well as developing confidence to take their business idea forward.

Working with the Centre was transformational for many businesses, who incorporated a number of changes into their business such as improving processes, protecting IP or launching a new product/entering a new market.

Users took a number of IP actions using both formal and informal measures.
CASE STUDY A9: OGEL

www.ogel.co
Facebook: @ogelproducts/ Twitter: @ogel_pomc

Gary Giles, Managing Director

OGEL is a manufacturing company pioneering a new eco-friendly, sustainable option for buildings. OGEL manufactures four different building components from recycled waste, designed to be fitted together to construct any structure - from flood defences to garages. Gary co-founded OGEL in October 2017; he used to work as an accountant and now works full-time on the business.

Finding out about Business & IP Centre Newcastle

Gary approached the Business & IP Centre in 2016 having been recommended by a friend. Initially, he was hoping to access help with patents and start a website for OGEL.

Help from the Business & IP Centre

Gary accessed 1-2-1 advice from a variety of experts, including IP attorneys who helped him apply for a trade mark. He attended workshops such as ‘Creating a Brand Identity’ and ‘Secrets of Search Engine Optimisation’ – helping him to start thinking about branding and marketing. Gary was also signposted to a marketing specialist to develop OGEL’s brand identity and website.

Outcomes and Impact

OGEL is now in the position to start trading and Gary believes the support and advice he received from the Centre gave him essential knowledge to run various aspects of his business. Specifically, it enabled him to develop a website and apply for and be granted a trade mark. Without the support this would have taken longer and had significant costs attached. Overall the Business & IP Centre has increased Gary’s confidence in his product.

Future Plans

Gary has started to think about the potential to trade internationally and how best to utilise various networking opportunities. He estimates that by 2021/22 OGEL will employ 6 full-time staff, an additional 20 employed in the supply chain, and have a turnover of £4million.

“The Business & IP Centre introduced us to experts who helped us plan an effective marketing campaign, find patent information and develop a patent application.”
APPENDIX A10: BUSINESS & IP CENTRE NORFOLK

**Background**

Business & IP Centre Norfolk started as a pilot in April 2016, before formally launching in October 2017. The service operates from the Norfolk and Norwich Millennium Library, as a central hub.

The Centre serves the local population in Norfolk itself (530,000 working age adults and 33,000 businesses), as well as some users from neighbouring areas. The city has low levels of deprivation, ranking 137th of 326 authorities and self-employment at 10.9%, marginally above the average for England.

**Impacts**

40.3% of users were already running a business compared to 59.7% who were at pre-start/start-up stage. Economic Impacts were estimated for BIPC Norfolk based on survey evidence for users supported across three years (2015/16, 2016/17, 2017/18). The main estimated results were:

- 466 unique users
- 209 new businesses created
- Net additional 100 FTE jobs
- Net additional £1.9 million sales
- Net additional £0.9 million GVA

**User demographics**

The Centre reached people who are under-represented in business. 67% of users were women, 16% from a black, Asian or ethnic minority background, and 31% were aged 16-35.

**Use of the service**

The top sectors supported were: Creative, media and publishing (32%), Construction manufacturing and engineering (13%), and Leisure (11%).

In addition, 75% of businesses indicated they had social or environmental objectives.

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38 Impacts apply averages for the BIPC Network to local population sizes. These are net additional impacts for the local economy.
Outcomes

User satisfaction was high with ratings of good or very good by users for: accessibility (82%), information (90%), support (74%) and meeting needs (82%). Furthermore, 96% of users would recommend the service.

Business & IP Centre services enabled users to develop confidence, increase awareness of IP, gain new market knowledge, acquire new skills and establish new networks.

Working with the Centre was transformational for many businesses, who incorporated a number of changes into their business such as improving processes, protecting IP, entering a new market, launching a new product, and restructuring their business.

Users took a number of IP actions using both formal and informal measures.
CASE STUDY A10: The Wood Life Project

www.thewoodlifeproject.com

Hazel & Jamie Russell, Founders

The Wood Life Project creates eco-friendly wooden products - sustainable alternatives to day-to-day items, usually made from plastic. Established in 2019, the business aims to support and protect the environmental legacy of the next generation.

Finding out about Business & IP Centre Norfolk

Hazel first heard about the Business & IP Centre via a podcast by Julie Deane OBE, CEO of Cambridge Satchel Company and British Library Entrepreneur in Residence. When Hazel and her husband first went to the Centre in 2018, they had initial product ideas which they could see were unique, but needed to know more about Intellectual Property.

Help from the Business & IP Centre

Starting with a 1-2-1 IP session; the Centre advisor helped the couple to understand trade mark and patent options and how to register designs. The advisor also used COBRA (Complete Business Reference Advisor database) to help scope out their market.

Outcomes & Impact

Following their first session, Hazel started registering her designs and trade marking the business logo and name. The service helped and encouraged Hazel to move forward with the business; she is more confident now and knows how to launch unique products while making sure she is protected. Hazel has since been back to the library for one-to-one business advice to learn more about finance and strategy and raising funds.

Future Plans

The Wood Life Project is anticipating significant growth in the next few years and Hazel feels that the Business & IP Centre support really helped to get their business off the ground. Since engaging with the Centre, the business has prototypes for its first eight products, with another five in the pipeline, and is busy exploring manufacturing options. They have also secured local help and funding to take the business forward still further. Following advice from the sessions, Hazel has applied to exhibit at a trade show, something that she would not have thought of previously.

“Supportive and informative, the Business & IP Centre helped us move our business forward in a sustainable way.”
APPENDIX A11: BUSINESS & IP CENTRE NORTHAMPTONSHIRE

Background

Business & IP Centre Northamptonshire started as a pilot in April 2015, before formally launching in February 2017. The service operates from the Northamptonshire Central Library, as a central hub.

The Centre serves the local population in Northamptonshire itself (459,000 working age adults and 35,000 businesses), as well as some users from neighbouring areas. The local authority has below average levels of deprivation, ranking 181st of 326 authorities and self-employment at 9.7%, marginally below the average for England.

Impacts

Just over a quarter (27.0%) of users were already running a business compared to 73.0% who were at pre-start/start-up stage. Economic Impacts were estimated for BIPC Northamptonshire based on survey evidence for users supported across three years (2015/16, 2016/17, 2017/18). The main estimated results were:

- 1,124 unique users
- 217 new businesses created
- Net additional 197 FTE jobs
- Net additional £3.8million sales
- Net additional £1.7million GVA

User demographics

The Centre reached people who are under-represented in business. 67% of users were women, 26% from a black, Asian or ethnic minority background, and 23% were aged 16-35.

Use of the service

The top sectors supported were: Creative, media and publishing (12%), Professional services (11%) and Health and social (9%). In addition, 55% of businesses indicated they had social or environmental objectives.

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39 Impacts apply averages for the BIPC Network to local population sizes. These are net additional impacts for the local economy.
Outcomes

User satisfaction was high with ratings of good or very good by users for: accessibility (91%), information (94%), support (92%) and meeting needs (91%). Furthermore, 97% of users would recommend the service.

Business & IP Centre services enabled users to develop confidence, increase awareness of IP, gain new market knowledge, acquire new skills and establish new networks.

- Developed confidence: 70%
- Acquired new skills: 58%
- Awareness of (IP): 53%
- New market knowledge: 43%
- New networks: 38%

Working with the Centre was transformational for many businesses, who incorporated a number of changes into their business such as improving processes, launching a new product, protecting IP, entering a new market, and restructuring their business.

- Improve processes: 43%
- Launch new product: 25%
- Protect IP: 23%
- Enter new market: 8%
- Restructure business: 7%

Users took a number of IP actions using both formal and informal measures.

- Apply for a patent: 32%
- Review terms and conditions: 25%
- Apply for trade mark: 25%
- Protect your international IP: 21%
- Identify confidential info: 21%
- Introduce NDAs: 18%
- Identify a licensing opportunity: 18%
- Register a design: 18%
- Register a domain name: 14%
- Assert copyright: 14%
CASE STUDY A11: Culture Lab

Kami Nuttall, Founder

With nearly 20 years’ experience as a chartered internal auditor, in 2019 Kami decided to establish her own business as a corporate culture consultant for third sector organisations. Kami is passionate about helping organisations be and do better. Culture Lab provides corporate culture consultancy advice to third sector organisations, helping to establish good corporate culture practices, support individuals and drive purpose within organisations so that they can achieve their vision and ambitions more effectively.

Finding out about Business & IP Centre Northamptonshire

Kami first found the Business & IP Centre in January 2019, after searching online for business and intellectual support in her local area. When Kami approached the Centre she had already decided to start as a sole trader, however wanted advice on trade marks and starting her business.

Help from the Business & IP Centre

Kami initially booked a one-to-one session with a member of staff, who introduced her to an IP attorney, who she was then able to return to during her trade mark application. Kami also attended a workshop with a design specialist at the Centre, learning about branding and using specialist software Canva for logo and business card design.

Outcomes & Impact

Kami gained the skills and confidence to create and trade mark Culture Lab’s brand. The support eased her anxieties and Kami is confident about her trade mark application. She has also re-profiled her online presence, created her own branding for her business – which she had never previously considered doing herself.

Future Plans

Kami is now more confident in her business and galvanised to take it forward. Alongside this, designing her own branding has enabled Kami to invest her financial resources in other aspects of her business, as well as giving her autonomy over her brand.

“The service especially provides a helping hand to those that are already capable.”
APPENDIX A12: BUSINESS & IP CENTRE SHEFFIELD

Background

Business & IP Centre Sheffield started as a pilot in November 2012, before formally launching in January 2015. The service operates from the Sheffield Central Library, as a central hub.

The Centre serves the local population in Sheffield itself (380,000 working age adults and 16,000 businesses), as well as some users from neighbouring areas. The city is fairly deprived, ranking 60th of 326 authorities and self-employment at 6.1%, is well below the average for England.

Impacts

40.7% of users were already running a business compared to 59.3% who were at pre-start/start-up stage. Economic Impacts were estimated for BIPC Sheffield based on survey evidence for users supported across three years (2015/16, 2016/17, 2017/18). The main estimated results were:

- 1,597 unique users
- 391 new businesses created
- Net additional 321 FTE jobs
- Net additional £6.1million sales
- Net additional £2.8million GVA

User demographics

The Centre reached people who are under-represented in business. 57% of users were women, 25% from a black, Asian or ethnic minority background, and 23% were aged 16-35.

Use of the service

The top sectors supported were: Creative, media and publishing (19%), Professional services (10%) and Construction, Manufacturing and Engineering (9%).

In addition, 55% of businesses indicated they had social or environmental objectives.

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40 Impacts apply averages for the BIPC Network to local population sizes. These are net additional impacts for the local economy.
Outcomes

User satisfaction was high with ratings of good or very good by users for: accessibility (80%), information (90%), support (78%) and meeting needs (86%). Furthermore, 97% of users would recommend the service.

Business & IP Centre services enabled users to increase awareness of IP, develop confidence, gain new market knowledge, acquire new skills and establish new networks.

Working with the Centre was transformational for many businesses, who incorporated a number of changes into their business such as improving processes, protecting IP, launching a new product, entering a new market, and restructuring their business.

Users took a number of IP actions using both formal and informal measures.
CASE STUDY A12: Free to Be You

Leah Booker, Managing Director

Leah is managing director of Free to Be You Limited. Established in August 2018, Free to Be You specialises in providing therapy services to children, young people, adults and professionals, predominantly within the education sector. Free to Be You also provides training for professionals. Before starting a limited business, Leah was both an independent practitioner and worked as a senior manager within an organisation providing mental health services for children and young people.

Finding out about the Business & IP Centre Sheffield

When Leah first approached the Business & IP Centre in June 2018, she was recommended by a colleague who had used the service to support their freelance work.

Issues faced

Leah was working part-time as an independent practitioner, wanting to explore the option of setting up a limited company. She approached the Centre for help to orientate her through the early stages of her business, made more difficult for her by dyslexia and an auditory processing disorder.

Help from the Business & IP Centre

Leah attended workshops and 1-2-1 clinics with experts covering accountancy, legal advice and intellectual property. The support gave her valuable knowledge in a respectful and non-patronising way and at a time when she would not have had the finance to pay for such services.

Outcomes & Impact

Using the services gave Leah the confidence to take her business idea forward. The Centre’s support guided her through the early stages of setting up her business, allowing her to navigate and avoid pitfalls. Without it, start-up would have been much slower and Leah would have struggled with finance.

Future Plans

Since engaging with the Centre, Free to Be You now employs 6 part-time associates, and there are plans to employ a business administrator. Leah has been able to leave her employment to focus on developing the business full-time. Free to Be You is anticipating further growth over the next few years and Leah is intending to continue using the Business & IP Centre services.

“The Business & IP Centre helped me navigate a daunting business landscape, saving me time and money. My confidence has grown, as has my business!”
APPENDIX A13: EVALUATION APPROACH

The method for this evaluation draws on several strands of related research (Figure A.1), bringing them together to understand the operations of BIPC, benefits to users and economic impacts. An initial orientation phase involved reviewing documentation and data for the BIPC network, before proceeding to fieldwork. Consultations were held with the central management of the British Library Business Audiences and Reference teams, Intellectual Property Office and each of the 12 libraries. The final stage of evidence gathering involved an e-survey of BIPC users, followed by in-depth interviews by telephone to develop case studies.

Figure A.1: ERS BIPC impact evaluation method

<table>
<thead>
<tr>
<th>Desk-based research</th>
<th>2. National activities</th>
<th>3. Local Lead activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Document and data review: Review of documentation and data associated with the project, including previous evaluations and monitoring information.</td>
<td>a. In-depth interview with national BIPC team In-depth consultation with the central BIPC programme team at the British Library.</td>
<td>a. In-depth interview with local BIPC teams Consultations with the management and delivery staff at each of the 12 centres April 2019, in small groups or one-to-ones.</td>
</tr>
<tr>
<td></td>
<td>b. Interview with the Intellectual Property Office Phone interview with IPO about the Pat Lib and partnership.</td>
<td>b. Centre observations and consultations Observing use of activities during site visits (3.a.). Including semi-structured interviews with delivery partners and users.</td>
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<tr>
<td></td>
<td>c. e-survey of BIPC users Disseminated through the British Library and centres 12th March to 2nd April 2019, with a prize draw incentive. Prior to wider release, an initial pilot phase was undertaken.</td>
<td>c. Telephone follow-ups and case studies Identified through the e-survey, 22 follow-up telephone interviews with supported entrepreneurs and businesses, developing 10 case studies.</td>
</tr>
</tbody>
</table>

Analysis & reporting

4. Data analysis & Economic Impact Assessment

- Qualitative thematic analysis of interviews;
- Quantitative analysis of survey data, producing descriptive statistics and data visualisations;
- Performance review and population estimation informed by central BIPC monitoring information; and,
- Economic modelling of impact and estimation of benefits (employment, sales, GVA) and a benefit cost ratio.

Building on the aims detailed in paragraph 1.13, the fieldwork sought to create an evidence base to allow us to answer a series of detailed research questions. The research questions are shown below, grouped with similar questions in the section of the report in which they appear:

Service Design (Section 2)

3.1 What types of support are offered?

3.2 Where is the service delivered?

3.3 How is the service resourced? (Budgets, staffing, delivery partners)

3.4 How does the service fit within the business support landscape?

3.5 What are the challenges of delivering the service?

Working as a network (Section 3)

4.1 What are the benefits of working as a network?
4.2 What are the challenges of working as a network?

Service Reach (Section 4)

5.1 What are the personal characteristics of BIPC users?
5.2 What are the business characteristics of BIPC users?

Service use and user experience (Section 5)

6.1 How are users engaged?
6.2 How do users continue to work with BIPC?
6.3 How useful is BIPC support?
6.4 How satisfied are users with BIPC support?
6.5 Was the service accessible? (opening times, easy to reach)
6.8 What are users further support needs?

Outcomes for users (Section 6)

7.1 What business outcomes are supported by BIPC?
7.2 How is IP protected?
7.3 How have skills, knowledge and confidence improved?

Economic impacts (Section 7)

8.1 How many business have been created? (and start-up rates)
8.2 How does BIPC contribute to business survival?
8.3 Has productivity improved?
8.4 How many jobs have been created?
8.5 How has sales turnover increased?
8.6 How has GVA increased?
8.7 Is support cost-effective?

Document and data review

An early stage of the research involved a desk-based familiarisation with the BIPC service, including internal documentation, management information and BIPC websites. Written papers and reports included the Blueprint guide for setting up and running a BIPC and the business case for Business Support on Every High Street. This was supplemented by summary management information from the IPO, as well as detailed breakdowns of attendance for individual BIPCs.

While some of the resources helped build familiarity and understanding of the network, the monitoring information in particular supplied some content for the evaluation itself. The BIPC monitoring information held details of attendances by Centre across the 12 months from April 2017 to March 2018. The Network project team also created bespoke queries from feedback form data to allow us to estimate the total assisted population for each BIPC across 2016, 2017 and 2018.
**BIPC visits and interviews**

Researchers visited each of the 12 BIPCs in order to explore precisely what happens in each Centre, what worked well and what could be done differently. The evidence gathering involved consultations with the frontline delivery teams, their managers and external delivery partners. Many of the visits also involved observing workshops, as well as informal conversations with users.

Broad areas of consultation included:

- The services offered and models of delivery, as well as the use of branch libraries.
- How the offer has changed over time and associated context
- How the service is resourced, in terms of budgets, library staff and external partners.
- How the service is marketed and how users first engage.
- The connectedness of the library service with other business support and the target market the BIPC intends to service (business stage, geography).
- Interaction with BIPC network in terms of support from the British Library, Intellectual Property Office and peers within the network.
- The challenges associated with delivery.

Additional questions were asked of the British Library Business Audiences and Reference team and Intellectual Property Office regarding their role in supporting the network. These broad subject areas included:

- The service provided for the network, support and responsibilities to the network (e.g. shared events such as Inspiring Entrepreneurs, training from staff and IPO Masterclasses, regular monitoring and reporting).
- Centrally provided marketing, capacity building and development (e.g. influencing, fundraising)
- How do BIPC and PatLib brands work together in practice?

**BIPC user survey and analysis**

Working with the BIPC central team, ERS developed an online e-survey for BIPC users. The survey ran from March 12th to April 2nd 2019, following a pilot phase where it was tested with a group of users and BIPC staff. It was then disseminated through the 12 BIPCs, with the use of a prize draw incentive.

The main subject areas included:

- Profiles of users;
- Types of support and further support needs;
- User satisfaction
- Outcomes in terms of skills development, IP protection etc.
- Business outcomes (starting and closing businesses)
- Business performance (sales and employment)
- Additionality estimates
For analysis, the survey response data was cleaned to focus only on those that reported using services since their selected library launched as a pilot BIPC and also completed more than 50% of the survey questions.

The demographics of responses are similar to those attendances monitored by the British Library, but for analysis purposes the sample has been further weighted by BIPC to reflect the proportion of users per Centre based on the last two years, so that figures that reflect the network as a whole use these weighted estimates.

Overall, analysis in this report is based on 1,855 user responses, although the number of responses to each question varies, through a combination of survey routing and non-responses.

**Economic impact analysis**

The economic impact analysis (presented in Section 7) reports on gross outcomes for assisted businesses, as well as net improvements to the economy.

New economically additional outcomes recognise three economic concepts: deadweight, displacement and leakage. Some of the business improvements will be due to BIPC intervention, and some due to their own endeavours and this is recognised by the concept of deadweight. Deadweight is assessed in this study by self-reported evidence from the business survey. Business growth at the level of the economy adversely impacts competitors, such that the market size does not increase, but that growing businesses simply secure a greater share of that market, described by the term displacement. The survey also captures displacement through self-reported responses to two survey questions. A final economic effect applies in terms of benefits being lost to a geographic area in the form of leakage. In our survey leakage is self-reported through a question enquiring about the residence of employees. In this study, benefits are estimated for the UK and leakage is very low.

Impacts are reported for employment, sales and Gross Value Added (GVA). Employment is reported as Full-time equivalent (FTE) jobs, converting headcount responses into FTE through sectoral proxies from the Annual Survey of Hours and Earnings. Gross Value Added is similarly estimated from sales, using sectoral proxies of GVA: sales ratios from the Annual Business Survey.

Business performance data for businesses assisted in the calendar years 2016, 2017 and 2018 was used. Impacts are estimated for three years for every business, which includes performance to date, as well as projections for the 2017 and 2018 cohorts and their likely growth in 2019 and 2020, as well as the formation of new businesses over this period. Estimation of total impacts was undertaken using microdata for each business and therefore provides final weighted figures recognising different levels of additionality, GVA: sales ratios and the proportions of sample responses compared to the survey population. Impacts are estimated for each BIPC, segmented by start-ups and established businesses and finally adjusted to recognise the population of each BIPC and totalled across the Centres. In reporting terms a headline total is reported, with disaggregated results for the British Library and the rest of the network.

**Limitations**

The design of this evaluation has some limitations, in terms of the comprehensiveness of the enquiry and the extent to which results may be said to be representative.
Some aspects of delivery are not included in the research (specifically those users only accessing business and IP databases), effectively excluding one group of users and an understanding of associated business benefits and impacts.

Overall, a total of 1,855 responses was received to the e-survey, which permits some confidence regarding estimates for the total BIPC population, but in some cases, responses for individual BIPCs were low, with relatively high confidence intervals.

Impact data is self-reported and may be subject to error, rather than using linked data from institutional datasets to establish business performance over time for the supported businesses.

There is no comparison group for this study, with respondents being asked to assess the counterfactual through self-reported attribution to the programme. While a comparison group for established businesses could be found, sourcing a group of individuals with an interest in starting a business is rather more challenging. An associated issue was in assessing the value of the BIPC brand vis-a-vis non-participating library services providing business support (e.g. PatLibs). Although more could have been done, there was a fundamental budget constraint which prevented such an exercise.