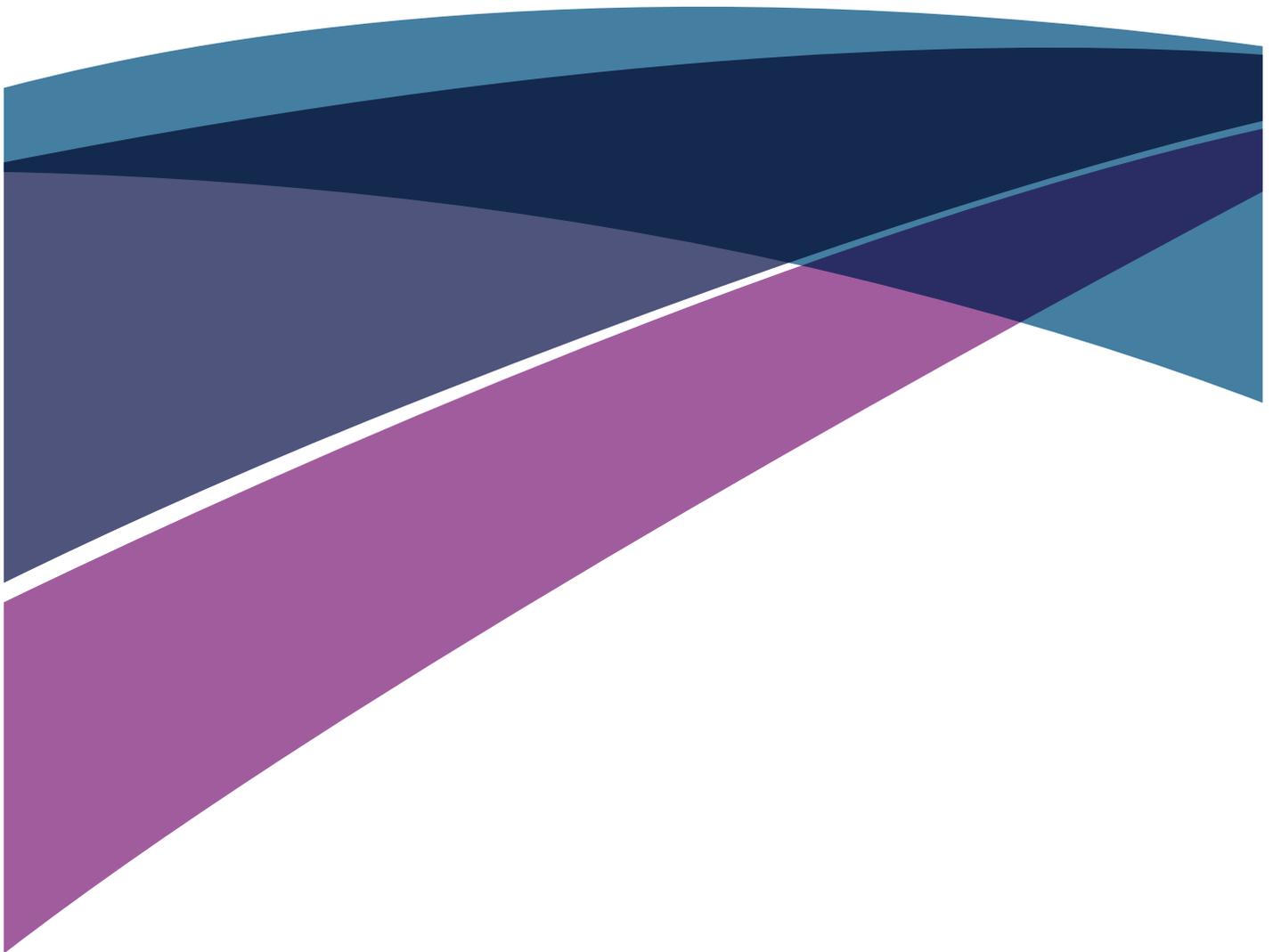




Intellectual  
Property  
Office

# Corporate plan

2018-2019





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**Trade marks**

**Patents**

**Designs**

**IP touches everything that makes modern life more enjoyable, easier, safer, and prosperous.**

**Copyright**





**Sam Gyimah**  
Minister for  
Intellectual Property

## Ministerial Foreword

Innovation will help us to seize the opportunities and confront the challenges of the modern age. This is why this Government has an ambition to make the UK the most innovative country in the world. In November 2017 we published our Industrial Strategy, demonstrating how we will build a Britain fit for the future. We will prioritise innovation, working with industry to boost spending on research and development to 2.4 per cent of GDP by 2027 and focussing on policies to put the UK at the head of the industries of tomorrow, such as artificial intelligence, clean energy and self-driving vehicles.

The UK's intellectual property (IP) regime is central to innovation. It gives inventors, creatives and entrepreneurs the confidence to invest in innovation and to reap the benefits of their investments. It is consistently ranked among the best IP regimes in the world. The UK has topped the Taylor-Wessing Global IP Index three times, and maintained our second-placed ranking in the recent US Chambers of Commerce International IP Index as well.

As this Government delivers the biggest ever increase in public R&D funding, an extra £7 billion, the UK's IP regime will ensure that this investment in our future is protected, creating jobs and economic growth, alongside the exciting new technologies and products which improve lives. Sector deals for the Creative Industries and Artificial Intelligence, which together commit Government and industry to invest over £1bn, are just two examples of what the confidence in a strong IP regime can deliver.

Our IP system is helping to propel Britain to the forefront of innovation; in science, technology, the creative industries, brands and design. We have Dyson, AIM, Land Rover, Johnnie Walker, Burberry, Adele, Ed Sheeran; just some examples of what Britain has to offer the world, and IP is integral to every one of them. We are a nation that backs ambition and embraces innovation, so we have every reason to back IP.

In 2015 investment in IP rights reached almost £65 billion. Studies have estimated that industries that rely on IP have accounted for over a quarter of UK employment and almost half of GDP. Last year there were over 80,000 applications for a UK trade mark, almost 22,000 applications for a UK patent, and more than 18,500 filings for a UK registered design. Britain is open for business and IP in Britain is booming.

This plan from the Intellectual Property Office (IPO) explains how through IP it will help to make Britain the most innovative and creative country in the world; by delivering excellent IP services, developing a world-class IP environment and being a high performing organisation.

I believe the UK IP system is the best in the world, and I am committed to keeping it that way.

# Executive Summary

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## The Context

We believe that the IPO is a great organisation. We have high levels of customer satisfaction; hit our targets for the timeliness of our rights granting and for efficiency; have a People Survey engagement score in line with the high performers in the Civil Service and have worked to develop an IP system which is rated as one of the best in the world. Recent research into what our stakeholders think of us told us that they believe we deliver world class rights granting services, are accessible, well led and able to influence at home and abroad at a level that belies our size.

Our ambition is to be the best IP office. We know we can get better and we want to build upon these foundations; to go from great, to better, to best. This is important for our customers, the creators and innovators who help make life better, and for our people who make the IPO the success that it is. Benchmarking is crucial to help us understand where we are with this ambition and will be an accompaniment to the work outlined in the plan. We will be comparing things we can measure, for example our services or our investment in talent with other offices or elements of the private sector.

The current environment is challenging but exciting. The UK's withdrawal from the European Union brings policy and operational challenges; finding the best way to secure the continuity of IP rights is paramount and the huge increase in demand we are seeing for UK trade marks in particular is testing our people and technology. Not only do we need to address these challenges through our policy work and by investing in our services, we also need to be prepared to make the most of the opportunities on the horizon. Opportunities to play a new role with international partners, opportunities to maximise trade for UK business and opportunities to show the world that Britain is open for business.

Running parallel to all of this is the need to modernise our digital services. Our customers expect a digital experience in line with the other online services they use every day. Right now we do not offer them this across the board and need to complete a digital transformation to do so.

The Industrial Strategy has set out the framework for how the Government will make the UK the most innovative country in the world. We know that IP and the IPO have an absolutely vital role to play. IP rights support innovation by ensuring that people who invest time and money in trying new things, developing new processes or creating new media can protect the output and get a return on it. Having the right IP framework and infrastructure creates an environment where innovation is seen as a risk worth taking, helping to reach the target of the UK investing 2.4% of GDP invested in R&D.

We want to make the IPO a brilliant place to work, not just because it is the right thing to do, but because high performing teams are enabled by the workplace. People now have a different expectation of work and the workplace than they did a decade ago. Being family friendly, respecting diversity and treating people fairly are

enormously important. As an employer we already offer an inclusive environment where work/life balance is valued. This is evidenced by our top 100 Stonewall Workplace Equality Index and our top 10 employer for Working Families placing; our achievement of Disability Confident status, our Silver Investors in People accreditation and the six staff led diversity networks for LGBT+, BAME, Neurodiversity, Disability, Gender and Carers. However, we want to make further progress, developing our culture and eradicating any bullying and harassment, which whilst at comparatively low levels, are not something we are prepared to tolerate.

## Our Strategy

This plan is the first step in delivering our refreshed strategy. We can help to make the UK the most creative and innovative country in the world by:



**Delivering excellent IP services:** The services are the core of the IPO. We provide timely and quality rights to our customers, and whilst we are good we can get better. We must complete our digital transformation to provide fully end to end digital services for our customers that compare to the seamless experiences they get elsewhere. Our services are about data; we must harness our data so that it can be made easily available to all and deployed by us to inform decisions on everything we do, from how we provide services to how we shape the legislative and policy framework.



**Creating a world-leading IP environment:** The UK already has a highly rated IP environment, near the top of various independent indices. We will work to develop domestic and international frameworks. IP is global and we have been working with a broad range of international partners and organisations for many years, something which is even more important as the new opportunities for international influence and developing a UK approach for IP in trade discussions emerge. World-leading IP frameworks are of little use if there is not a sufficient level of IP literacy to take advantage of them, or if there is not a proportionate and accessible way to enforce and challenge IP rights. We will be working in both of these areas to increase awareness of IP and its use, and lead the efforts to ensure there are routes and structures to enforce IP.



**Making the IPO a brilliant place to work:** To deliver the best service we need happy and well-motivated people with the right skills, tools, values and behaviours, and working environment. We need to have solid foundations; this means planning well, developing skills and ensuring we are a continuously improving, efficient and well governed organisation. To succeed we must be unified as One IPO with a shared understanding of who we are and how we work, and respecting difference. Our working environment needs to be sustainable and enable our people give of their best.



## Our Year – Highlights from 2017-2018

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### Delivering Excellent Rights Granting Services

- Our customer satisfaction rating was 88% and over 80% of calls to our Information Centre were answered within 20 seconds.
- We published 96% of acceptable trade mark applications within 90 days of filing, despite dealing with a 20% increase in input.
- We met 96% of requests for accelerated two month turnaround for patent search, publication and examination. 92% of non-accelerated patent searches were delivered within 6 months.
- We registered 99% of all digitally filed design applications within 10 working days.
- Our trade marks and designs tribunal issued a final decision in 89% of contested proceedings within 12 months.
- We ratified the Hague Agreement for the international registration for designs with the service ready to launch in June 2018.
- Our customer facing and business critical internal IT systems were available for 99.9% of core business hours.



### Developing a world class IP environment

- We engaged with over 130,000 businesses on IP and 86% of them went on to make an informed decision about their IP. We gave market specific IP advice to over 5200 exporters and one-to-one advice to almost 350 companies.
- We made the final piece of UK domestic legislation necessary for the Unified Patent Court.
- As China is a priority partner on IP, we have delivered a number of IP events in both China and the UK, including:
  - The 2017 Symposium attended by over 250 delegates.
  - A China IP roadshow with events in Glasgow, Edinburgh, Leeds, Barnsley, Liverpool and Manchester.

- IPO CEO visited China, delivering a key note address at the China International Industry Fair and launching some newly developed IP tools to support collaborations between Chinese and UK researchers.
- We have, working with our IP attachés and international partners:
  - Secured a UK-Brazil Patent Prosecution Highway (PPH) agreement to speed up the patent processes within both markets.
  - Produced a toolkit on how US SMEs can protect their IP in the UK.
  - Agreed a UK-India IP Work Plan, which our India attaché has continued to deliver, as part of the Memorandum of Understanding with the Government of India to support UK businesses.
- We have fully supported the arms of Government leading on the EU Exit negotiations to ensure the best outcome for IP.
- We have agreed an EU regulation and directive to implement the Marrakesh Treaty which provides a copyright exception for the visually impaired.
- We secured a number of important changes to the Directive on Copyright in the Digital Single Market.
- Building on our pilot scheme, we have further developed our IP and place offering, placing IP advisors in the West Midlands and North West with strategies for building IP capability in each region which have been endorsed by our partners there.
- We funded 250 IP audits, which give participants a complete overview of their IP assets and recommends how to manage them, and trained over 100 business advisors in IP.




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## Making the IPO a Brilliant Place to Work

- Our staff engagement score on the People Survey increased into Civil Service High Performing category, and we were rated second overall for Talent and Development.
- We won 'Large Employer of the Year' at the Apprenticeship Awards Cymru 2017.
- We achieved a top 100 placing in the 2018 Stonewall Workplace Equality Index.
- We were ranked as a top 10 employer for Working Families in the Working Family Index.

- We achieved Disability Confident Leader status.
- We achieved a Silver accreditation in the Business in the Community Race Diversity Benchmark.
- We established six staff led diversity networks covering LGBT+, BAME, Neurodiversity, Disability, Gender and Carers – in addition to our Peer 2 Peer mental health network.
- We developed the foundations of our approach to benefits management, launching an IPO wide benefits portal.
- We completed our Accommodation Strategy.
- We delivered an efficiency gain of over 3.5%.
- We achieved a 6% reduction in paper usage.

# Corporate plan 2018-2019



## Delivering excellent IP

### Timely, reliable and quality services

#### We will:

- further develop our understanding of our customers, their needs and what they value to shape and improve our services.
- improve the delivery of our core services, measured by targets across our rights delivery and tribunal functions.
- improve the quality of our rights with better ways of measuring and new quality control processes.

**Ministerial Target:** At least 85% of our customers will rate us 8/10 or higher for overall satisfaction.

**Ministerial Target:** We will offer faster handling of patent applications, by providing an examination report with a search report when both are requested at the application date, and meeting at least 90% of requests for an accelerated two-month turnaround for search, publication and examination.

### End to end digital

#### We will:

- develop and agree the end to end service design so that we can deliver new digital rights services in the next 3 to 4 years.
- fully connect our IT enabled change plan with our strategic aims and the Digital Delivery Platform (DDP).
- run a private beta for our Online Deposit account (ODA) Service.

- continue work to improve our IT Finance systems to reduce the operational risk resulting from our legacy systems for Revenue capture and postings.

**Ministerial Target:** We will have prepared the systems supporting our trade marks service for the UK's exit from the EU and the implementation of the EU Trade Mark Directive by re-platforming the digital trade mark service onto the DDP.

### Data: improving services and sharing knowledge

#### We will:

- define and begin implementing a new approach to our data through a data strategy.
- ensure we collect, store, access, protect and dispose of our data appropriately, which includes meeting the regulatory requirement so the General Data Protection Regulation (GDPR).
- develop our approach to managing Application Programming Interfaces (APIs) to enable future system to system data transfer.



## Creating a world-leading IP environment

### Developing the legislative and policy framework

**We will:**

- deliver the best possible outcomes on intellectual property through the UK's exit from the European Union.
- increase our understanding of the future challenges for IP, such as artificial intelligence, big data, 3d printing.
- commence a targeted review of IP law to identify barriers to digital transformation.
- continue our work to improve European IP frameworks – for example the Digital Single Market negotiations and ratification of Unified Patent Court.
- evaluate and recommend actions to advance the IPO's international reach, including the IP attaché network, to help maximise trade and investment for UK business.

**Ministerial Target:** We will ensure that all of the Intellectual Property Office's Statutory Instruments relating to EU exit are drafted and ready for laying as required by the legislative authorities.

### Increasing IP's impact through awareness and education

**We will:**

- develop a clear segmentation and channel strategy for IP messaging so our messages are targeted to schools, universities, and businesses.

- develop a new and revised policy on IP education to support educators in developing young people with knowledge of IP.
- work with HMT and the British Business Bank to strengthen IP's role as an asset to unlock investment.

**Ministerial Target:** 60% of the businesses we reach and survey confirm that they have made an informed decision on their IP.

### Reducing IP crime and infringement

**We will:**

- deliver the second phase of the Enforcement Framework Review, and develop proposals to address any gaps identified.
- ensure that appropriate resources are available to deliver the remaining elements of the Government's enforcement strategy.
- work with DCMS and industry to support the proposed programme of round table discussions outlined in the Creative Industries' Sector Deal.
- develop clear a segmentation and channel strategy for messaging to reduce IP infringement.

**Ministerial Target:** We will deliver our part of the Creative Industries Sector Deal and alongside industry develop appropriate voluntary measures targeting: online market places, social media and digital advertising.



## Making the IPO a brilliant place to work

### Solid foundations

#### We will:

- develop an integrated business planning approach (workforce planning) to identify and inform resource and change management requirements to ensure we can deliver EU exit, the Industrial Strategy and our digital transformation.
- deliver a recruitment toolkit to ensure we can recruit the best talent.
- continuously improve value for money, systems, services, processes, policies and ways of working.

**Ministerial Target:** We will demonstrate an efficiency gain of at least 3.5%

### Culture: One IPO

#### We will:

- ensure our people have a clear understanding of the IPO's strategy; its purpose, aims and their role in achieving it.
- unify our branding to support our One-IPO approach.
- take a zero tolerance approach bullying and harassment.
- invest in learning and development, equipping our people to have better quality development conversations.

**Ministerial Target:** We will develop and launch 'The Deal', clarifying the mutual expectations between IPO and its employees, encouraging the behaviours that will help us to succeed.

### Healthy people/healthy environment

#### We will:

- agree a London Accommodation solution and refresh our accommodation strategy to identify how Newport will become a campus site.
- deliver a universally shared and understood smart working approach.
- drive forward our environmental standards and performance.

**Ministerial Target:** We will externally validate and benchmark our provision for the mental health of our people.



# Delivering **excellent** IP services

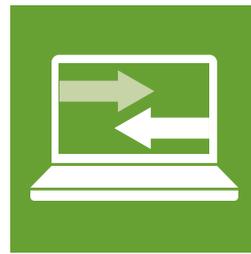


## Delivering excellent IP services

Delivering IP services for our customers is central to the IPO. To be the best we will build on our strengths in rights granting and related services, and improve our digital services and data. We are focussing on three areas:



**Timely, reliable and quality services**



**End to end digital**



**Data: improving services and sharing knowledge**

The common denominator is our customers. We aim to offer our customers the services that they need in the way that they need them.

### Objective

**We will develop our understanding of our customers, their needs and what they value.** This will shape our future services as well as directing service improvement work. The service design projects we undertake in 2018-19 will also be built upon in-depth research, analysis and customer engagement to ensure our new services are designed to satisfy the needs of their users.

### Milestones

- Benchmark our customer engagement work with EPO and EUIPO by the end of Q1.
- Review our use of customer focus groups & establish a new remit for these in Q2.
- Develop a fresh segmentation of our customers by Q3 to support our digital goal of enabling our customers to access, track and manage their own information online. We will conduct fieldwork and analysis for this in Q1 and Q2
- Bring customer work, including the data associated with it, under an overarching customer engagement strategy.

**Ministerial Target:**

At least 85% of our customers will rate us 8/10 or higher for overall satisfaction.

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## Timely, reliable and quality services



Meeting customer expectations means delivering in a timely way and we will continue to do this in the face of increasing demand. The significant increase in volumes in trade marks, which were up almost 22% on the previous year, has made delivering with our usual speed more difficult. Demand for designs has also been growing, with an almost 100% increase this financial year, as our fee reduction and new online service continue to have an impact. Despite this, time to examination for both rights remains within 15 days. The demand story of patents is of continued steady growth, with combined search and examination for patents up by around 2% to its highest level in over 25 years. We have now built the patent examining capacity to a point where we can reliably perform against our search and examination targets and we will now make progress in further reducing the patent backlog and maintaining and improving quality.

The increasing demand for registered rights puts increased pressure across the office as a whole, particularly for our tribunals. More applications for patents, trade marks and designs also means more cases for tribunals to handle.

### Objective

**To ensure the timely delivery of our core services we have set ourselves targets across our rights delivery and tribunal functions:**

For patents:

- 90% of patent searches are delivered within 6 months.
- Make progress in reducing our patent backlog, so that 95% of examinations are completed less than 48 months from request.

For our trade marks and designs service:

- We will publish 90% of successful applications for national trade marks for opposition within 90 days of filing.
- We will register 95% of all digitally filed design applications that have no deficiencies within 10 working days.

For our tribunal services

- We will issue a final decision in 80% of contested patent, trade mark and design proceedings within 12 months and 87% within 15 months of the proceedings being joined, excluding cases where there has been an agreed stay.

#### **Ministerial Target:**

We will offer faster handling of patent applications, by providing an examination report with a search report when both are requested at the application date, and meeting at least 90% of requests for an accelerated two-month turnaround for search, publication and examination.

### **Objective**

**We will maintain and improve the quality of our rights.** Turning around applications in a time frame that matches customer expectation is just part of the story. We already have a good reputation for the quality of rights that we deliver. To provide a better service for our customers we will maintain and drive up the quality of our rights. We have recently brought in improved quality measures for our trade marks, benchmarking ourselves against other offices. We will maintain a strong focus on patent quality in the coming year, including the introduction of further quality control procedures and the use of a “second pair of eyes” process on all outgoing search and examination work. We have ISO accreditation for each of our services, but want to further improve by unifying under a single ISO, before our next accreditation.

### **Milestones**

- Implement new quality measures over the course of 2018/19 to more accurately capture the customer’s experience of our work.
- Bring in new quality control processes in Q1 for patents with cases passing through a “second pair of eyes”.
- Begin the work to obtain a single ISO certification for all registered rights granting services.

## End to end digital



Our strategic approach is create end to end services that are as common as they can be across all of our rights, have as consistent a customer experience as possible and are as simple as we can make them. Our priority for 2018/19 is to deliver the changes required for the UK's exit from the EU and implementation of the EU Trade Mark Directive, but we will also undertake service design and preparatory work to ensure we are ready to take forward development work as resources become available.

Underpinning all of this is delivery of the Digital Delivery Platform (DDP). A proof of concept has demonstrated the capability of the DDP as a reliable and flexible platform for our current trade mark service and the future services we are designing. Tripod, our digital transformation programme will continue to be the main mechanism for designing and delivering new digital services using the DDP. Together, these initiatives will provide a platform of technology and business services which directly enhance and enable our future business capability.

### Ministerial Target:

**We will have prepared the systems supporting our trade marks service for the UK's exit from the EU and the implementation of the EU Trade Mark Directive.** On its current platform our digital trade mark service, TM10 is struggling to cope with the volume increases we are experiencing now and forecast post-EU exit. By re-platforming TM10 onto the DDP we will secure the availability of the service in the face of increasing demand.

### Milestones

- Re-Platform TM10 onto DDP by year end.
- Implement a new solution for our Print Room services that meets our future printing needs (EU exit and future strategic goals) by March 2019.

### Objective

**We will develop and agree the end to end service design.** Creating a clear picture of what our end state services means will ensure we develop true end to end digital services, not just replicate our paper processes in digital form. Although our available development resources will focus on preparations for EU exit, we will lay the groundwork to start developing the rest of our services immediately upon that project's completion. We need to agree the high level service design and ownership structure driven and measured by our view of our future business, capabilities, allowing Tripod to begin developing a number of digital service designs to provide a backlog in readiness for when the TM10 re-platform is completed.

### Milestones

- Agree high level service design and service ownership structure by Q1.
- Identify what we mean by services, business and technical, and identify which of these could and should be common by Q2.
- develop a number of Digital Service Designs (completion of the Discovery and Alpha Phases), to provide a backlog for development on the new DDP.

### Objective

**We will fully connect our IT enabled change plan with our strategic aims and the DDP.** Our existing IT enabled change plan has been developed organically; we will ensure it is fully connected and integrated with our vision for the future, and then begin communicating and delivering it. This includes demonstrating the capability of the new DDP to build the transformation set out within the change plan.

### Milestones

- Align existing change plan with IPO strategic aims Q1.
- Define a set of simple clear principles and communicate them by Q1.
- Develop a proof of concept for a renewal of IP rights service, to demonstrate the speed in delivery of new digital services utilising the DDP in Q2.

### Objective

**We will run a private beta for our Online Deposit account (ODA) Service.**

Following the delivery and pilot of the ODA service last financial year, there is now the opportunity to progress this service in to live (Private BETA). This will also further prove the Identity and Access Management (IDAM) service by providing our customer base with a secure means to access their ODA account. Both of these services underpin most of our new digital services and therefore key to making any significant progress with the designing of our digital services this year.

### Milestones

- Provide a beta development assessment of the ODA by End of Q4.

### Objective

We will continue work to improve our IT Finance systems to reduce the operational risk resulting from our legacy systems for Revenue capture and postings.



## Data: Improving services and sharing knowledge

The world is increasingly driven by data as technology has enabled the harvesting, utilising and presentation of data in quantities that were previously unheard of. As a knowledge and data driven organisation the quality of our data is integral to the quality of our services. We are making a clear commitment to improve how we manage, curate and exploit our data. Our first step was the recent appointment of a Chief Data Officer (CDO).

### Objective

**We will define and begin implementing a new approach to our data through a data strategy.**

### Milestones

- Our strategy will set out principles to apply to our data, identify where improvements are needed and agree a mechanism for measuring progress by end of Q1.
- The CDO will have in place the resources to begin implementation of the strategy by end of Q2.
- Implementation against a plan of work will have started by the end of Q4.

### Objective

**We will ensure we collect, store, access, protect and dispose of our data appropriately.** The security of all of our data is a priority for us and we have shown this by being certified to the Information Security Standard ISO 27001 since 2011 assuring the confidentiality, integrity and availability of our data.

The General Data Protection Regulation (GDPR) makes significant changes to our responsibilities in handling the personal data we collect during our day to day activities (such as names, email addresses, bank details). As well as our commitment to ensuring we handle personal data in the right way, we will also review our approach to wider information management within the IPO ensuring it supports our drive to improve how we manage all of our data.

## Milestones

- We will revise our policies and procedures to ensure they meet the regulatory requirements of the GDPR and audit our work via an independent third party.
- Review our approach to information and records management, assessing, remediating and continually improving against the BEIS maturity model.
- Exploit the advantages of cloud computing to improve security and we will review all of our partners to ensure they have appropriate data security standards in light of our changes.

## Objective

**We will develop our approach to managing APIs.** Where our approach to digital services and data intersect are APIs<sup>1</sup>. By enabling our business and software components to speak to each other and the World Wide Web, our APIs will define how we present and access data, both within and outside the IPO.

## Milestones

- Develop an API Strategy
- Within 12 months develop the first iteration of the API to collect and use data from other European offices.

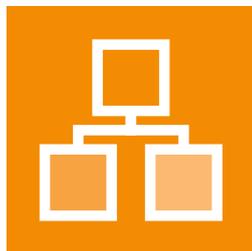
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<sup>1</sup> Application Programming Interface (API) – a set of clearly defined methods of communication between software components.



## Creating a world leading IP environment

The UK has a world class IP system but this is only part of the picture. We want the whole IP environment, from the legal and policy framework, to the level of IP knowledge and the ability to protect rights to be world leading, and provide incentives to invest in innovation. Our strategic approach is across three areas:



**Developing the legislative and policy framework**



**Increasing IP's impact through awareness and education**



**Reducing IP Crime and Infringement**

### Developing the legislative and policy framework



Although the UK IP regime is rated as one of the best in the world, there is always more to do. Technology is constantly evolving, changing how we live. We need to understand how our IP system may need to reflect this. Leaving the EU will require work to ensure certainty and clarity for our customers, and to harness the new opportunities, particularly around trade. Away from domestic issues, IP is global, meaning ongoing work with our key trading partners on developing our IP systems, and IP organisations to ensure we continue to play a leading role in shaping and improving the global IP system.

#### **Objective**

**We will deliver the best possible outcomes on intellectual property through the UK's exit from the European Union.** We will work with colleagues in government and stakeholders to ensure that the UK IP environment continues to deliver certainty and clarity for our customers after the UK's departure from the EU.

### Milestones

- Reach agreement with the EU on IP issues in the withdrawal negotiations and start negotiations of the UK-EU future relationship on IP.
- Produce research on the impact of different IP exhaustion regimes by end of Feb 2019.
- Provide IP expertise to inform the transitioning arrangements for existing EU free trade agreements (FTAs) in preparation for the UK's withdrawal from the EU.
- Ratify relevant international agreements on IP as an independent state where the UK is currently a member of these agreements as part of the EU.

### Ministerial Target

We will ensure that all of the Intellectual Property Office's Statutory Instruments relating to EU exit are drafted and ready for laying as required by the legislative authorities.

### Objective

**We will increase our understanding the future challenges for IP.** Advances in technology have revolutionised how we all live and work, and also pose specific challenges for IP. To ensure that the legislative and policy framework continues to produce a balanced IP system we need to make sure that we stay abreast of the impact of new technologies on IP. We know for example, that blockchain, artificial intelligence and 3d printing ask some big questions around how society creates, protects, accesses and stores IP.

### Milestones

- Develop a plan for horizon scanning by end of Q1.
- Investigate the impact on IP of blockchain, AI and 3d printing.

### Objective

**We will commence targeted review of IP law to identify barriers to digital transformation.** Some aspects of IP law are very prescriptive about the procedure for how things need to be done. This may often be unnecessary and can be a barrier to our aim of digital transformation. We favour defining the best outcomes over restrictive process, and will undertake a focused review to identify and make a plan to tackle any unnecessary barriers.

## Milestones

- Deliver interim findings by Q4.

## Objective

**We will continue our work to improve European IP frameworks.** There are several European IP frameworks, a combination of EU initiatives, such as the Digital Single Market (DSM), and other European fora such as the European Patent Convention (which established the EPO) and Unified Patent Court Agreement. These frameworks are currently extremely important to British businesses and will continue to be so, meaning that using our influence to make them as well functioning as possible remains key.

## Milestones

- UK involvement in the Unified Patent Court is settled for the implementation period by 29 March 2019.
- Continue to negotiate positive outcomes for the UK in the Digital Single Market copyright negotiations.
- Undertake the implementation of EU legislation including Trade Mark Directive as directed by the legislative authorities.
- Launch the new international designs service under the Hague Agreement for Industrial Designs by June 2018.

## Objective

**We will evaluate and recommend actions to advance the IPO's international reach, including the IP attaché network, to ensure we are maximising trade and investment opportunities for UK business.** We have for a long time dedicated resources to working with priority countries, especially China, the US, India, ASEAN<sup>2</sup> and Brazil on areas of mutual interest. This international agenda is changing as the UK's relationship with the EU changes, and it will be ever more important that we have a clear strategic approach and the right in country support. Concerns about IP are too often seen as a barrier by UK businesses wanting to export or collaborate across borders. To change this, we need to work with international partners and leverage our position in international institutions such as the World Intellectual Property Organisation (WIPO) to promote the role of IP in maximising international trade, investment and innovation opportunities.

## Milestones

- Agree and begin to implement a new international strategy by July 2018.
- Completing a review of the IPO's international engagement priorities in light of the changing international trade and investment agenda by August 2018.
- Support UK businesses to export, collaborate and invest more internationally through targeted engagement in the UK and internationally through our IP attaché network.
- Develop strategic IP priorities for the UK's future trading relationships with countries around the world.
- Promote the development of effective IP environments across the globe to promote innovation, growth and trade opportunities, including:
  - Jointly delivering the 2018 UK-China IP Symposium, the UK-China Copyright Week and a visit to China by the IPO Chief Executive;
  - Implement the UK-Brazil Patent Prosecution Highway agreement by August 2018 and promote the new IPO-led Brazilian Lambert toolkit, designed to support UK-Brazil research and innovation collaboration;
  - Share UK expertise on IP enforcement and reducing online counterfeiting and piracy at the Philippines IP enforcement month; and
  - Play a key role in international institutions, including at the WIPO General Assemblies in Geneva in September 2018.

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## Increasing IP's impact through awareness and education



Having excellent IP services and a great IP framework does not produce any benefit if people do not understand how to access and use them. Our aim is that IP management is an integral part of any business planning, with businesses, sole traders, universities and research institutions taking informed decisions on the using intellectual property. We want young people to know about the exciting career opportunities in IP, researchers to be confident about how IP relates to their research and our colleagues in government to recognise the economic benefits of IP in their policy making.

### Objective

**We will develop a clear segmentation and channel strategy for IP messaging.** Our ambition is to get the message about IP's potential to a wide range of

stakeholders, young people, businesses, researchers and our colleagues in government. We know that different groups need different messaging and we want to think more strategically about who and how we target.

### Milestones

- Research to identify the best messaging for different groups by Q3.
- Evaluate current tools and campaigns by Q3.
- Benchmark against the reach of other office's messaging.

### Objective

**We will develop a clear policy on IP education.** We believe that teaching students of all levels how to develop, use and respect IP will have a positive impact on creativity and innovation. To support this we have developed a portfolio of tools to encourage educators to teach IP and have some notable success. Building on this we will develop a new policy approach to further increase our impact.

### Milestones

- Undertake a comprehensive review of our tools, services and impact in the education space by end of Q2.
- Deliver a new education policy by end of Q4.

### Objective

**We will work to strengthen IP's role as an asset to unlock investment.**

Investment in intangibles is only slightly less than that of physical assets<sup>3</sup>, such as bricks and machinery, yet it is much more difficult to use the value of that intangible asset for financing. IP rich businesses may not be able to secure the funding necessary to scale up because banks and investors do not understand or have confidence in the valuation of IP. Working with partners we want to change this and unlock the investment potential of IP.

### Milestones

- Develop evidence based policy interventions to encourage the inclusion of intangible assets (including IP) across the accountancy sector by March 2019.
- Work with the British Business Bank, HM Treasury, BEIS and industry to overcome the barriers to high growth intellectual property-rich firms using those assets to access growth funding.

### Ministerial Target

60% of the businesses we reach and survey confirm that they have made an informed decision on their IP. It is important to us that businesses are making informed decisions about IP. Every business needs to think about IP and how it could impact on them, even if the final decision is that it does not.

## Reducing IP crime and infringement



Reducing IP crime requires a multi-faceted approach. The UK is already a world leader in the enforcement of IP<sup>4</sup>. We want to build upon what we are doing to create a paradigm shift around infringement. Before we can make this happen we need to improve our knowledge around consumer understanding of IP crime and infringement and what works to change behaviour in this space. We need to understand the strengths and challenges of our enforcement approach, continue to invest in education and intelligence, and maintain and increase our capacity to lead.

### Objective

**We will commission the second phase of the Enforcement Framework Review, and develop proposals to address any gaps identified.** We will be considering if there ways to reduce the cost of enforcement for rights holders, such as court costs, time taken to bring cases to court, or more administrative approaches, such as administrative blocking injunctions.

### Milestones

- Understand the pros and cons of administrative site blocking by March 2019.
- Generate ideas for simplifying access to justice by March 2019.
- Consider the case for widening Intellectual Property and Enterprise Court (IPEC) powers by March 2019.

### Objective

Ensure that appropriate resources are available to deliver the remaining elements of the Government's enforcement strategy. There is no value in IP rights that cannot be enforced. Our work makes a big difference in this area, which is why we are acknowledged as one of the best in the world. It is vital that we are able to respond flexibly to different demands and show continued leadership in IP enforcement.

## Objective

We will work with DCMS and industry to support the proposed programme of round table discussions outlined in the Creative Industries' Sector Deal. A key aspect will be ensuring they are used effectively to assess the evidence for, and where appropriate, to agree future action to tackle the infringement of IP rights online.

## Milestones

- Lead the programme of round table discussions to be concluded by December 2018.
- Co-fund the Creative Content UK (CCUK) educational campaign with DCMS.

## Ministerial Target

We will deliver our part of the Creative Industries Sector Deal and alongside industry develop appropriate voluntary measures targeting: online market places, social media and digital advertising.

## Objective

**We will develop clear a segmentation and channel strategy for messaging to reduce IP infringement.** To begin the work towards making the infringement of IP socially unacceptable, we need a better view of consumer attitudes to IP crime and what messaging changes behaviour. We know that behavioural change is long-term and never easy, but we want to secure general cultural change where respecting IP is seen as the right thing to do. This work will link up with the messaging on IP's economic and career impact.

## Milestones

- Gather together evidence to better understand consumer attitudes to IP crime by January 2019.
- Begin research to build our understanding around what type of messaging works in changing behaviour with different cohorts of the population.



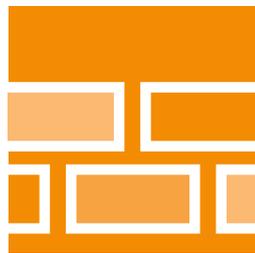
# Making the IPO a brilliant place to work



WELCOME

## Making the IPO a brilliant place to work

The IPO is already a great place to work, we want to make it a brilliant place to work, where everyone can bring their whole selves to work not having to change who they are to fit in, and is dedicated to providing the best services for our customers. This means ensuring we have:



**Solid Foundations**



**Culture of One IPO**



**Healthy People, Healthy Environment**

### Solid foundations



The amount of change, new pressures and challenges we are facing makes it more important than ever that we have a strong base to the organisation. Whilst income is increasing, we will need to continue to invest in people, training and facilities to make sure that we can keep up with customer demand and provide excellent services. We must make sure that we bring in the right skills at the right time, for the right cost.

#### Objective

**We will develop an integrated business planning approach (workforce planning) to identify and inform resource and change management requirements.** This means joining together our people and workforce planning; finance data; and change pipeline to build a single view of the truth of our resource requirements to underpin strategy delivery. This will give us a full resource picture covering all aspects of change and business as usual activity across IPO. This will inform our pay pilot discussions, finance discussions etc.

#### Milestones

- Agree a standardised approach across HR, Finance and PPMO teams to join together our workforce planning, finance, and change plans into a single view agreed by our Operations Committee (March 2019).

### Objective

**Develop a recruitment toolkit to ensure we can recruit the best talent.** There are central system changes coming through which we will have to implement. We want to take this opportunity to review our approach to ensure we can recruit the right people using the right approach.

### Milestones

- Review our recruitment approach to identify any specific resourcing issues by Sept 2018.
- Implement new Civil Service wide recruitment changes (Success Profiles) by Oct 2018.
- Develop specific interview training aligned with the new Civil Service Success Profiles by March 2019.

### Objective

**Continuously improve value for money, systems, services, processes, policies and ways of working.** Having a growing income and expanding workforce carries the risk of complacency about how we work. We are committed to efficiency; doing things better every day, empowering our people to find the best way to add value to what we do. This is not about cutting jobs or making people work more for less. We have set ourselves targets to push for efficiency and continuous improvement to make sure we are using our resources in the best way.

### Milestones

- Lean embed a further 16 teams across IPO, taking our total to at least 37 by March 2019.
- Progress our Benefits Portal to ensure all Continuous Improvement and Project and Programme benefits are incorporated into a single repository.

### Ministerial Target

We will demonstrate an efficiency gain of at least 3.5%.

## Culture: One IPO

1

Being the best IP office requires the shared values and behaviours, a respect for difference and a common purpose. Communicating our strategy so we all understand the IPO and what it stands for will be central to building a strong culture.

### Objective

**Through talking about our strategy, we will give our people a clearer understanding of IPO's purpose, aims and their role in achieving it.** Alongside this our 'IP Matters' campaign will use personal stories about how IP benefits lives.

### Milestones

- By end of Q1 we will have shared the strategy with our people.
- By Q4 we will have completed the first tranche of our 'IP Matters' campaign exploring how our strategy impacts on everyday life, using our people as role models/examples.
- Our People Survey score around the IPO Board having a clear vision for the future of the IPO will improve.

### Ministerial Target

We will develop and launch 'The Deal', clarifying the mutual expectations between IPO and its employees. 'The Deal' is central to the concept of One-IPO. It covers the mutual expectation between our people and the IPO. 'The Deal' will be clearly focused on behaviours and underpins cultural aspect of the strategy. It will be drafted in consultation with our people, launched and embedded.

### Milestones

- We will build 'the Deal' collaboratively, by Q3.
- We will publish and embed 'the Deal' across Q3 and Q4.

## Objective

**We will unify our branding to support our One-IPO approach.** Our branding can help articulate who we are, but across the office we have a plethora of different brands for different directorates, teams and initiatives. We are seeking to bring a greater level of consistency so that all of our material will instantly be recognisable as coming from the IPO.

## Milestones

- We will agree an approach to unifying our internal brand by June 2018, implementing our decision thereafter.

## Objective

**We will take a zero tolerance approach to bullying and harassment.** We are all proud about the sort of organisation we are, somewhere where people feel able to bring their whole selves to work. In the past year alone we have been recognized as a top 10 family friendly employer and are top 100 in the Stonewall Equality Index. All of these things help to make the IPO a place where people want to work and give of their best. However, in last year's people survey 9% of respondents stated that they had suffered bullying and harassment at work. This is below the Civil Service average, but based on response rates it is still over 80 people. We are clear that nobody should be subjected to bullying or harassment in the workplace. We are determined to continue to take action on understanding what lies behind these figures and eradicating incidents of bullying and harassment.

## Milestones

- We will complete 'neutral assessments' to investigate what is behind bullying and harassment and eliminate root behaviours by April 2018;
- We will increase our people's awareness of what constitutes bullying and harassment and how to report it by Sept 2018.

## Objective

**We will equip our people to have better quality development conversations.** One IPO centres on ensuring we have the best culture to be the best we can. To do so requires better quality conversations, those that are honest, supportive and sometimes challenging. We will equip our people to have these better quality conversations, whether they be around development, performance, or focused on ensuring we all understand the part we play in making life better through IP.

## Milestones

- Roll out transformational leadership courses across the IPO, ensuring as a minimum, our senior leadership completes it.

## Healthy people, healthy environment



### Ministerial Target

**We will externally validate and benchmark our provision for the mental health of our people.** We have great provisions of support, recently setting up a network of mental health first aiders, we have a mental health toolkit, a mental health champion and support the 'Time to Change' movement, signing the pledge and regularly holding events. But we have yet to measure the effectiveness of our inputs. This would give us a clear benchmarked position from which to build further.

## Milestones

- Complete and evaluate our pilot for Day 1 occupational health referral.
- Work with external organisations to identify gaps in our current provision, as well as areas where we're doing well.
- Develop an action plan for improvements to make.

## Objective

**We will agree a London Accommodation solution and refresh our accommodation strategy to identify how Newport will become a campus site.**

The lease on our current London base in Abbey Orchard Street is due to end in within the next two years. Securing an appropriate base for our London operations is an absolute priority and we will need to work collaboratively with colleagues in government to develop the best solution. Whilst we have implemented our accommodation strategy within Concept House (Newport), we will continue to make the best use of our estates by working with our neighbours (ONS) and our tenants to deliver a strategy for the future with a view to developing our Newport site as a campus.

### Milestones

- We will identify available options in consultation with the Government Property Agency and BEIS.
- Review our Newport and Nine Mile Point estates requirements by end of Q3.
- Work with our site neighbours in Newport to explore the potential for a campus approach as appropriate by March 2019.

### Objective

**We will deliver a universally shared and understood smart working approach.** The development of our smart working approach is continuing. We will roll out mobile working devices to our people over the next 12 months, giving everyone in the office the capability to work remotely and flexibly on site and update our policy documents and communications.

### Milestones

- Communications on smart working and associated policies completed September 2018
- Roll-out of surface pros to begin by the end of April and completed by end of Sept 2018

### Objective

**We will drive forward our environmental standards.** Sustainability and our impact on the environment has been important to us for a long time. Initiatives around recycling, sustainable travel schemes with car sharing and pool bikes, and reducing our water usage have reduced our impact on the environment. We fully support the Greening Government commitments and have set us the following targets.

### Targets

- 5% reduction in paper usage across IPO estate.
- Increase in awareness of our environmental standards and options (including Cycle to Work schemes).

## Budget 2018-2019

Our budget reflects the growth in demand for IP rights and associated services. There will be increases in both income and costs resulting from this. The budget also includes savings and efficiencies, together with continuing investment in our services, the IP environment and our people and work places.

As a Trading Fund our resources come from fees for our services.

- **Delivering Excellent IP Services:** increased demand for trade marks and for patent renewals, together with patent fee changes, will provide sufficient income to cover the costs of the additional people needed for the higher workload. It also provides for investment in our services, including a major programme of new and improved digital services.
- **Creating a World Leading IP Environment:** we will continue to fund work to ensure that we have a simple and efficient environment in the UK, to help improve the international framework, to educate businesses, innovators, creators, students and consumers, on research, enforcement and cross Government working.
- **Making the IPO a Brilliant Place to work:** we will invest in our people and the tools and locations we provide for them.
- **Efficiency:** we are committed to delivering our services as efficiently as possible. We will continuously improve our systems, processes and ways of working to make things better for our customers and our people, to reduce costs and to improve the value for money we provide. These improvements will continue to result in efficiencies of at least 3.5% each year.

<b>Budget 2018/19</b>		<b>£'000</b>
<b>Income</b>		
	Patents	67,887
	Trade Marks	30,426
	Designs	665
	Other	392
	<b>Total Income</b>	<b>99,370</b>
<b>Expenditure</b>		
	Pay	(57,626)
	Other Expenditure	(34,685)
	Depreciation	(3,102)
	<b>Total Expenditure</b>	<b>(95,413)</b>
<b>Operating</b>	Surplus	3,957
<b>Dividend</b>		3,479
<b>Net</b>	<b>Surplus</b>	<b>478</b>

## Strategic plan – The next three years – 2018-2021

This plan covers in detail what we work we are doing towards our achieving our strategic pillars in year one. What follows is a high-level outline of our plans, including what we will do in years two and three, which will form the basis of our more detailed plan in those years.

Please see over the page...

# Year 1

# Year 2



## Timely, reliable and quality services

Develop a complete understanding of our customers and their needs to shape our future services:

- Bring customer work, including the data associated with it, under an over-arching customer engagement strategy
- Develop clear segmentation of our customers
- Review/revamp customer focus groups and establish new remit
- Research to understand customer needs & wants for each service
- Benchmarking with EPO/EUIPO/others (not just IPOs)

Maintain and drive up quality:

- Implement new quality measures where appropriate
- Increase profile of quality measures
- Bring in new quality control processes
- Seek a single ISO certification for all registered rights granting services

Rights Services delivery, including targets:

- Customer satisfaction
- Staffing levels and training gaps
- TM
- Patents
- Designs

Bring BAU targets to acceptable levels

Fill training gaps

Review effectiveness of quality control metrics

Reduce patent backlog

We will have prepared our the systems supporting our relevant rights service for the UK's exit from the EU:

- Re-Platform TM10
- Implement a new solution for our Print Room services that meets our future printing needs (EU exit and future strategic goals)



## End to End Digital

End to End service design agreed:

- Develop service ownership structure
- Services costs modelled

Get change plan connected/integrated and communicate it:

- Define a set of simple clear principles and communicate them
- Design and iterate some common services to show it can be done
- Use the proof of concept to demonstrate the commonality of the platform and build belief

Run a private beta of IDAM and online deposit accounts

# Year 3

# Delivering Excellent IP Services



Rationalise processes and re-engineer job roles and management structures on basis of digitisation and common services

Build SLAs on based on customer requirements

Further reduce patent backlog

Eliminate patent backlog

Change plan completed  
All new digital services

Decide our approach to fee and change setting in context of new service design

Launch new data products and services, including open data

Execute change plan including, deploying common platform

Work through DEPS technical backlog

Continue to implement data strategy  
  
Begin visualisation of MI, identifying requirements across all levels of the organisation.  
  
Further development of our APIs

Data Strategy

- Build CDO's team
- API strategy
- Open data customer research
- Data quality standards

Ensure we collect, store, access and protect our data properly

- GDPR
- Information and records management
- Data Security



# Year 1

# Year 2



## Developing the legislative and policy framework

Work with government and stakeholders to deliver the best possible outcomes on intellectual property through the UK's exit from the European Union

Improve European IP frameworks:

- UPC settled
- Digital single market, including implementation of Portability Regulation
- Implementation of EU leg including TM Directive, Marrakesh; Hague service launch

Analysis of Future Economic Partnership (FEP) to inform approach in EU

Increase our understanding of the future challenges for IP:

- Analysis of the impact on IP of blockchain, AI and 3d printing
- Establish office framework for horizon scanning

We will evaluate and recommend actions to advance the IPO's international reach, including the IP attaché network, to ensure we are maximising trade and investment opportunities for UK business:

- Agree and implement International strategy
- Assess and review attaché network

Analysis of impacts of future tech on IP

Commence review of IP law to identify barriers to digital transformation



## Increasing IP's impact through awareness and education

Develop clear segmentation and channel strategy:

- Research to identify the best messaging for different groups
- Evaluate current tools and campaigns
- Benchmark against other offices

[this also covers enforcement messaging]

Strengthening IP's role as an asset to unlock investment:

- IP and accounting standards
- Launched IP finance product

Develop a clear policy on IP education

# Year 3

# Creating a World Leading IP Environment



Start reviewing possibility of simplification of IP systems (including CDPA)

Clear assessment of approach to trade and IP

Implement channel and segmentation plan

Develop incentives for anti-infringement technology – run a tech competition and fast track patent protections for anti-infringement tech

Implement channel and segmentation plan

Develop campaigns to change behaviour

Implement IP education policy

Develop and implement options from the review as appropriate

Work with our partners on options for powers and/or investment in enforcement

International partners and influencing – identify who could help with changing behaviours – FTAs/prosperity fund/WIPO etc

Complete the enforcement framework review phase II:

- Understand cost of administrative justice
- Ideas for simplifying access to justice
- Consider case for widening IPEC powers

Delivered commitment to creative industries sector  
Co-funded CCUK campaign (with DCMS)

Ensure appropriate resources are provided for IP enforcement



## Reducing IP Crime and Infringement

# Year 1

# Year 2

## Solid Foundations

Workforce plan integrating:

- Business plan and strategy
- Demand forecast
- Change plan
- People data
- Skills audit

Develop a recruitment toolkit to ensure we can recruit the best talent:

- Review our recruitment approach to identify any specific resourcing issues
- Implement new Civil Service wide recruitment system changes
- Develop specific interview training (e.g. training on strengths based recruitment, recruiting to lead competencies only)

Enable a culture of efficiency and continuous improvement:

- Efficiency story including a 3.5% efficiency target

Career pathways/planning

Identify new and further develop existing Heads of Profession

Embed Hive as an engagement tool

## Culture: IPO

Develop and explain the deal

Unify the IPO brand and share our stories through the IP matters campaign

Target bullying and harassment:

- Determine what is behind bullying and harassment score
- make it easy for people to report
- display a zero tolerance approach

Develop a London accommodation solution

Review Newport accommodation and explore a campus approach



Healthy people,

# Year 3

## Making the IPO a Brilliant place to work



Finalised review of people policies – aligned with new ways of working

A recruitment toolkit

Recruitment training

Embed the deal

Leadership and management – targeted development

Implement London Accommodation approach

Greening Govt targets exceeded/hit?

Make improvements based on year 1 findings

Newport transport strategy

Identify and improve our mental health offering:

- Work with external organisations to identify gaps in our current provision, as well as areas where we're doing well
- Develop an action plan for improvements to make

Drive forward our environmental standards including:

- 5% reduction in paper usage across IPO estate
- Increase in staff awareness of our environmental standards and options (including Cycle to Work schemes)

A universally shared and understood smart working approach:

- Smart working policies
- Roll-out of surface pros
- Complete Office365 project

healthy environment

**Trade marks**

**Patents**

**Designs**

**IP touches everything that makes modern life more enjoyable, easier, safer, and prosperous.**

**Copyright**





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INVESTORS  
IN PEOPLE

