

**NOTE OF THE INTELLECTUAL PROPERTY OFFICE STEERING BOARD
MEETING HELD ON 01 JUNE 2017**

Attendees:

**Non-Executive
Directors**

Bob Gilbert (Chair)
Nora Nanayakkara
Gary Austin
Iain Maclean
Andrew Mackintosh

IPO

Tim Moss
Sean Dennehey
Simon Haikney
Kathryn Ratcliffe
Rebecca Friend

Chief Executive
Deputy Chief Executive
Head of Strategy & Planning
Head of Secretariat
Secretariat

BEIS

Paul Hadley

Presenters:

Neil Hartley
Adam Williams
Matt Geddes
Dominic Houlihan

Director, Finance
Acting Director, International Policy
TRIPOD Portfolio Manager
Head of HR and Organisational Development

Observers and Shadow:

Jessica Ashfield
Kevin Foad
Peter Burns
Clare Hurley

(Sean Dennehey)

1. Chair's Introduction, minutes and update on actions

- 1.1 Mr Gilbert welcomed everyone to the meeting, including the Shadow and Observers.
- 1.2 Apologies were noted from Louise Smyth, Mandy Haberman and Tim Suter.
- 1.3 The minutes of the meeting held on 30 March 2017 were approved and the actions reviewed and updated.
- 1.4 The Board confirmed their Declarations of Interest, Mr Hadley confirmed he is now a member of the UK Space Agency Board, Mr Mackintosh is a member of the Advisory Board of the Oxford Innovation Opportunities Network and Ms Nanayakkara is a member of ONS Board.

Governance and Performance

2. Chief Executive's Report

- 2.1 Mr Moss thanked Mr Dennehey and the team for the welcome he received to the office and acknowledged the learning curve ahead. Mr Moss identified the huge amount of work around PIPCU Funding, Patent Fees and financing of enforcement activity.
- 2.2 Mr Moss attended the INTA conference last week in EUIPO alongside delegates from Chile, Mexico and Australia and confirmed the issue they all faced at this time is flexible working arrangements and working in a more effective manner. Mr Moss was supported by Mr Rowan and Mr Williams at the event.
- 2.3 Mr Moss confirmed IT resources were still an issue but progress has been made through a number of different activities and there is a good working relationship with GDS and BEIS.
- 2.4 Mr Moss explained that the permanent roles for the IPO Board are currently on hold due to the pre-election period.
- 2.5 He outlined plans for the IPO Board development, including team working and a refresh of the strategy.
- 2.6 The Board discussed the IT resourcing issues and asked Mr Fishwick to circulate an update on the activities to manage the IT resources, and to explore ONS' approach to see if they are having the same issues.
- 2.7 The Board congratulated Mr Moss on the customer satisfaction levels and drew attention to the liP Silver Award, with several areas of platinum and hoped there would be a success session within the office. Mr Gilbert identified it was a huge relief that the office was not involved in the recent ransom-ware attack.
- 2.8 The Board noted the engagement identified during the Continuous Improvement session at the last meeting, but discussed how embedded CI is across the office.
- 2.9 The Board discussed EU Exit and the impact on IPO ongoing business. They asked Mr Rowan to provide further detail.
- 2.10 Mr Gilbert took the opportunity to thank Mr Dennehey for standing in as CEO.
- 2.11 The Board thanked Mr Moss for his update, noting the Executive Board Report was a comprehensive update.

Actions

- Mr Fishwick to circulate an update on the activities to manage the IT resources, and to explore ONS' approach to see if they are having the same issues.
- Mr Rowan to report the opposition rates of other offices and standard rates in a perfectly functioning legal system.

3. BEIS Update

- 3.1 Mr Hadley provided the Board with an update, outlining BEIS' preparations for the General Election outcome.
- 3.2 Mr Hadley explained that the Recruitment of the new Chair for Steering Board is on hold due to the pre-election period.
- 3.3 He highlighted that the Industrial Strategy consultation has closed with a high level of responses received, a number of which were IP related, and he expected the White Paper in due course.
- 3.4 Mr Hadley explained that as part of the BEIS transformation there was a focus of developing strong relationships with Partner Organisations that includes a better and different relationship, effective engagement and better sharing of best practice. He noted that the IPO is engaged on the BEIS work streams looking at this, and encouraged IPO to be open and honest with BEIS.

4 Finance Report

- 4.1 Mr Hartley presented this item, outlining that the end year position looks strong, but the figures are still subject to audit. He explained that the Return on Capital Employed is at 8.5% against a target of 4% and efficiency gain was 10%, against a target of 3.5%.
- 4.2 Mr Hartley said that the IPO has made a £4m surplus, but after additional dividend payments to BEIS this becomes a small deficit overall.
- 4.3 The Board acknowledged the good financial results, but asked Mr Hartley if more work could be done on monetising the intangible efficiencies made.
- 4.4 Mr Hartley confirmed the accounts would be signed off following the next Audit & Risk Committee on 6th July, the Board discussed the small number of errors identified and confirmed they were satisfied there is no link between them and they were within the levels of expectation of errors to be identified .

Actions

- Mr Hartley to ensure any errors identified in these accounts are addressed in future years also.
- Mr Hartley to consider how the IPO can monetise the intangible efficiencies made.

5 Corporate Performance Report

- 5.1 Ms Ratcliffe presented this item, outlining that it shows the end year position for the last financial year, but the details were subject to audit. She said that at the end of March all Ministerial Targets were reporting as green which is a good success for the organisation.
- 5.2 Ms Ratcliffe said that fifteen of the eighteen Corporate Priorities were reporting green, and provided details of the reasons for those reporting red as: changes in the project for the IDA work; the work established under the change agenda is now being embedded, and the mainframe was delivered one month behind its target date.
- 5.3 Ms Ratcliffe said that fourteen of the nineteen supporting targets were reporting green, highlighting the strong results of 6.2 average working days lost against a target of 6.5 days, and completion of 97% of return to work interviews.
- 5.4 The Board asked if there were lessons from the missed targets and Ms Ratcliffe explained that there had been improvements identified to take forward.
- 5.5 The Board discussed the importance of setting out the supporting targets early in the reporting year, and Ms Ratcliffe confirmed that people were aware of the expectations and their priorities in this area.

Strategic

6 Steering Board Awayday

- 6.1 Mr Haikney presented this item, outlining the decision by the Executive Board to refresh the IPO Corporate Strategy, due to the changes in the internal and external environment. He added that this refresh provided an opportunity to inform some thinking on the content of the Steering Board Awayday for October 2017, and invited the thoughts of the Board on the outline plans.
- 6.2 The Board agreed that it would be useful to focus the Awayday on three or four substantive items, but there needed to be clarity on the areas the Board can contribute and add value, and they expected concrete actions to come out of the event. They asked Mr Haikney to ensure the Board are aware of items that have been discounted by the Executive Board to avoid duplication of thinking.
- 6.3 The Board asked Mr Haikney to consider appropriate timings for the Awayday, suggesting this could be followed up during the November Steering Board meeting if necessary. The Board flagged they hoped there would also be an opportunity to have the Minister at the Awayday.

- 6.4 The Board asked Mr Haikney to ensure they have an opportunity to discuss these plans in more detail following the Strategic Executive Board discussion on 21 June.

Action

- The Steering Board to discuss the progress of the Corporate Strategy refresh with Mr Haikney following the Strategic Executive Board discussion on 21 June.

6.5 TRIPOD / Operating Model Update

- 6.6 Mr Houlihan presented the Operating Model elements of this item, confirming that the Operating Model work has concluded as a Corporate Priority for 2016-17 and it has now moved into business as usual. He explained that the main outcomes from this phase of the Operating Model project are: the Information Centre moving into PDTMD; combining IT and Data Security teams, and locating the records management function within the Governance, Planning and Strategy team. He said that there is an element of this work still outstanding which is looking at a standardised approach to PA's and Corporate Support Teams, the outcome of which will report to the Executive Board in July.
- 6.7 The Board discussed the benefits that have materialised, and a new benefits portal is being trialled to measure the benefits realised. Mr Houlihan added that he would be providing quarterly updates on progress for this, and he had a full report of the baseline established to support identifying where benefits were realised. The Board asked Mr Houlihan for a copy of this report.
- 6.8 Mr Geddes presented the Tripod element of this item, confirming this dashboard was focused on a moment in time, and highlighting the main focus of his work was on resourcing, prioritisation and planning.
- 6.9 The Board asked Mr Geddes about resourcing where he discussed the actions that are being used to manage this: external agencies; a better blend of permanent and temporary knowledge, and having better visibility of demand and resource planning over the next year. Mr Geddes also highlighted that the relationship with BEIS and GDS was now much improved, and was beginning to move into a model of earned autonomy.
- 6.10 The Board highlighted a reference to a Sun Ray diagram, and asked Mr Geddes to clarify what this was. Mr Geddes explained he uses these for line of sight and planning in a logical order at a high level. Mr Geddes agreed to share an example diagram with the Board.

Actions:

- Mr Houlihan to forward the Operating Model baseline document to the Board.

- Mr Geddes to send the Board a copy of a Sun Ray diagram.

6.11 Steering Board Effectiveness Review

6.12 Ms Ratcliffe confirmed the formal independent review which happens every three years is due to take place this year, and the input and views of all those on the Steering Board would be part of the review. She said the findings are likely to be presented at the November Steering Board meeting.

Topical

7. EU Exit Tracker

7.1 Mr Williams presented an update on the EU Exit work streams to the Board.

7.2 The Board thanked Mr Williams for the update, and confirmed the importance of working with DIT on Trade and forward planning elements.

7.3 Non-Executive Directors – Round Table Update

7.4 The Board discussed the recent round of BEIS work streams, raising concerns that they were not getting feedback on the outcomes of these in a timely way. Mr Austin commented that he had received a readout from one of the work streams that morning which he would circulate to the Board

7.5 Mr Austin raised the outcomes of the recent Audit & Risk Committee annual self-assessment, highlighting that there were a few actions out of the assessment that needed addressing. He explained that the main concern of the Committee was around Non-Executive membership, and that there is no departmental representation. Mr Austin confirmed that the Committee agreed to invite a BEIS representative to join to try and alleviate some of these concerns.

7.6 Mr Gilbert noted that often there is little time available for a private meeting at the end of the Board meeting, so asked if this item could move to the start of the agenda going forward.

Action:

- A private meeting to be held at the start of Steering Board meetings in future.

8. Information Papers

8.1 Mr Gilbert noted thanks for the information papers. He requested an update from Ms Lynch regarding the Copyright Hub, PIPCU and the IPO role in enforcement education and awareness.

- 8.2 Ms Ratcliffe flagged the inclusion of the Work Programme with the information papers, asking the Board to raise any interest in the items listed with Secretariat.
- 8.3 The Board recognised the strong customer satisfaction results and the IPO's achievement in this, but asked whether there has been consideration as to running an independent survey in future.
- 8.4 Mr Gilbert closed the meeting by thanking everyone for their contributions.

Actions

- Ms Lynch to provide an update regarding the Copyright Hub, PIPCU and the IPO role in enforcement education and awareness.
- Ms Hall to consider the feasibility of running an independent customer satisfaction survey.

Date of Next Meeting: Wednesday 26 July 2017