



Steering Board Meeting Note

Date: Thursday, 31st May 2018

Time: 10.00 – 15.00

Room: CH B3 / AOS 1.05 VC

Attendees: Tim Suter (Chair), Gary Austin, Nora Nanayakkara, Mandy Haberman, Andrew Mackintosh, Iain Maclean, Sheila Chapman, Paul Hadley, Tim Moss, Steve Rowan, Pippa Hall, Dominic Houlihan, Kathryn Ratcliffe, Secretariat

Apologies: Simon Haikney

Meeting Date	Action	Action owner	Timing
31.05.18	Approval of minutes from the previous meeting Secretariat to amend 8.4 section of last meeting's note to state that there was discussion of ministerial targets and they had been signed off by the Minister.	Secretariat	31.07.18
31.05.18	Finance Report Ian Webber to share the Informatics modelling with Steering Board members.	Ian Webber	31.07.18
31.05.18	Corporate Performance Report Steering Board members to send Simon Haikney/Kathryn Ratcliffe any good examples of corporate performance reporting they have previously used.	Steering Board Members	31.07.18
31.05.18	SB Away Day: Forward Look and Plan Tim Suter and Tim Moss to discuss session one of the awayday, and NEDs to be involved in the preparation of session two.	Tim Suter and Tim Moss	31.07.18
31.05.18	Diversity Lesley Babb to circulate the report of the external view on bullying and harassment	Lesley Babb	31.07.18

1. Chair's Introduction

1.1 Tim Suter introduced himself as the new Chair of the Steering Board and welcomed everyone to the meeting. Tim announced that this would be Gary Austin and Iain Maclean's penultimate meeting, and there are two appointments yet to be made to Steering Board but we are confident we will have replacements in the near future. Tim also welcomed Steve Rowan in his new appointment of Director of Registered Rights.

2. Apologies

2.1 Apologies were noted from Simon Haikney.

3. SB(18)12 Approval of minutes from the previous meeting

3.1 Minutes from the last meeting were agreed, but Andrew Mackintosh mentioned to note in 8.4 that there was discussion of ministerial targets and that they had been signed off by the Minister.

3.2 Andrew also noted that he will be taking on a new chair role as a non-executive director for Hughes Hall, Cambridge.

Action

Action: Secretariat to amend 8.4 section of last meeting's note to state that there was discussion of ministerial targets and that they had been signed off by the Minister.

4. Update on Actions

4.1 There were no previous actions to discuss.

5. Declarations of Interest

5.1 There were no declarations of interest to note.

6. EU Exit – Verbal Update (Adam Williams)

6.1 EU Exit Update - Adam said it continues to be a fast-paced and busy time for the Exit team with the withdrawal agreement almost at an end. He explained it has been agreed that ongoing cases will remain in UK-based courts subject to Ministerial clearance and a write-round. Adam said thoughts are now turning to the Future Economic Partnership (FEP) EU Trade agreement. He added BEIS' view is high in alignment. Adam explained the hope to have future conversations on streaming. He said they are looking to publish a high level White Paper in June whereby the challenge will be having enough detail to satisfy stakeholders.

6.2 Trade Update – Adam said there is still a lot to do, with a number of trade agreements in parallel. He said there are also resource pressures in the office which directorates are conscious of. Adam discussed plans for rollover agreements and that there are also some outstanding issues with some world trade organisations. Adam confirmed we are working with DIT to keep good relations.

6.3 The board discussed the risk register as it mentions that the Minister's office will notify when IP issues are being discussed, and questioned if the Minister's Office were best placed to do this. Adam responded that he is not worried about this risk and he's confident the information will come through the right and official channels. Adam confirmed we have good links with DExEU and DIT and we need to be alive to these issues when they arise, and appreciation of IP issues has increased in the past year.

6.4 The Board asked for a BEIS perspective from Paul Hadley. Paul explained he felt the the greatest risk is around parts of Whitehall that are not engaged so we need to try and anticipate problems before they may arise.

7. Governance and Performance

7.1 Executive Report (Tim Moss)

7.1.1 Tim Moss talked through some of the highlights which are outlined in the Executive Report. He started with introducing the fact that two additional directors will attend each Steering Board meeting on a rotational basis.

7.1.2 Tim confirmed the Strategy is now live and there are electronic and printed copies available for view (copies were provided to Steering Board members to read). He said there were three successful talk sessions held for IPO staff presented by members of the board and this successfully reached around 300-400 people who reported positively on these.

7.1.3 Tim said Hive is a new online feedback tool which has been launched across the organisation and managed within HR. He confirmed there has been positive feedback on how people understand the three pillars of the Strategy and generally positive feedback on other questions asked. Tim noted we are currently receiving around a 44% response rate so are reviewing how to engage with more people across the board.

7.1.4 Tim confirmed that the EU Exit team, as mentioned earlier, is doing a lot of great work and we have received praise from BEIS. He said we have a good approach and have been very prepared so far. Tim highlighted a notable success has been the ratification of the UPC.

7.1.5 Tim also mentioned that the workload across the office is still very busy and that we are continuing to get record levels of volume across Trade Marks and Designs. He said the workload is generally more stable in patents. Tim added we also had a successful visit from our Director General Gareth Davies in April, with good discussions between him and the board, and he was impressed with all of the organisation's updates.

7.1.6 Tim said the replatforming of digital systems and TM10 is also progressing well. Steve Rowan explained recalculations of the timescales for completion have been made and the end date has moved from November 2018 to February 2019 due to the current velocity. Steve said the team are picking up pace with the new processes. He added the inbox is the currently priority as all work is produced from here. Steve announced that he was really happy with the positive attitude of all those involved. He said completely replacing the filenet system is crucial for the next sprint but we have confidence that IBM will deliver on time. Steve confirmed that overall delivery confidence is good . Tim Moss rounded up by thanking the team for their useful show and tells and suggested we could bring this to a future Steering Board to showcase progress.

7.1.7 Tim Moss discussed the newly set up Data Committee and that GDPR has been a hot topic across the office as seen in the earlier presentation by Jonathan Rogers. Tim added that there has been lots of work happening on combatting the issue of bullying and harassment. Dominic Houlihan explained we are currently using an HR organisational psychologist within the IPO to work with people about what constitutes bullying and harassment as we have a zero-tolerance approach across the office. The Board questioned if we have been able to identify how many cases are bullying and harassment versus performance management, and Dominic explained that performance management cases make up a high proportion of the figures. He added we are working on

addressing these issues and taking action. The Board suggested we could train people on appropriate language use during performance conversations.

7.1.8 Tim Moss added to that ironically results from Hive show one of the highest scoring questions came from how people rated their relationship with their line managers. This was noted by the board as a positive tool to gather people's thoughts. Tim added that Hive has demonstrated to us that we need to improve the visibility of the executive board.

7.1.9 Tim Moss raised some other positive points in the EBR, outlining that we will bring "The Deal" back to Steering Board in July. He said work on the Digital Delivery Platform continues as there is a people impact. Tim added the rollout of surface pros have started across the office which is a huge positive and will hopefully provide people with more flexible ways to work and help our goal to become a paperless office. There was also an update on estates – Tim explained they have had a good meeting with the Government Property Agency (GPA), and all BEIS property will become part of the GPA soon which may or may not have implications, and we need a plan on how to tackle this. He said London accommodation remains an issue at the moment. Finally, Tim confirmed pay negotiations will begin shortly and there is a lot we can reflect upon in future Steering Board agendas.

7.1.10 The Board questioned whether we were paying the EPO for work on searches which Steve confirmed we are. The Board also questioned the reduction in output in Patents compared to previous years, and Steve explained this is because most staff are still in the training phase and their work needs to be checked by scrutiny officers which is taking time, but it is something we are looking into.

7.1.11 The Board asked whether there is unhappiness about the pending loss of EU Unregistered Rights among designers. Steve confirmed we will replicate a mirrored 3-year right and have raised the idea of reciprocal recognition. He said we are looking at a reciprocal arrangement with the EU to manage unregistered designs. He added we need to also ensure that the fees are appropriate in the UK and to make sure that people are educated and that the system is suitable. Tim Moss added we may need to start looking at all fees post-exit.

7.1.12 The Board asked how Rights quality is monitored and Steve explained the recent changes in this area. They also queried the depth of reach of the education work and our collaboration with other organisations, with Pippa Hall explaining this is all part of the mapping process to take stock of how we can do better. She added we need to ensure that we target the right people but we are unlikely to get this 100% right.

7.1.13 Lastly, the board discussed the IT review and the extension of the November 2018 target date to February 2019, asking whether the team considered how to get back on track for the November date before agreeing the extension. Steve stated the process workstream has all key modules in, and they considered whether they could put additional resource on this but agreed this would not be appropriate.

7.2 SB(18)13 BEIS Verbal Update (Paul Hadley)

7.2.1 Paul stated that the major issue at BEIS continues to be around the industrial strategy.

7.2.2 He explained UK Research & Innovation has come into existence and is in its set-up phase. Paul added that the priority will be to ensure they continue to work with other parts of Government.

7.2.3 Paul said we do not yet have a Ministerial decision on the chair of the Audit and Risk Committee and a new Steering Board member. He said the decision will also need to go to the Secretary of State.

7.2.4 Paul reiterated that EU Exit remains a priority for BEIS, and there have recently been very tough meetings in Brussels especially for Policy areas.

7.2.5 Paul said the government announced plans to increase share of GDP which currently stands at 1.7% and the ambition is to get to 2.4% in ten years time which is a bold target. He added there is going to have to be a lot of work done by BEIS to take this initiative forward.

7.3 SB(18)14 Finance Report (Jessica Ashfield and Ian Webber)

7.3.1 Jessica Ashfield and Ian Webber presented this report on behalf of Neil Hartley. Jessica started by explaining the figures in this report are still subject to audit. She said we ended the year with a surplus due to an increase in income from Trade Marks and Patent fees. Expenditure is in line with what we forecast, however Jessica explained the variables they encountered such as Accommodation spend was higher than anticipated, and Legal and Hearings came in below budget and spend. Jessica added we need to continue to monitor expenditure in the same way and also review income trends. Jessica concluded that the £2.4m income in the last week of the year derived from early fee payments has reduced income for the first quarter of this financial year.

7.3.2 The Board questioned the Return on Capital Employed requirements and Ian explained that the reserves will go into our balance sheet and retained earnings. He said we have a strong balance sheet and this cash flow has an impact on our dividend. Ian added finance are working on an Investment Strategy which they will discuss with BEIS.

7.3.3 Ian said that the EPO is representing a large proportion of our income and our Informatics team have completed some modelling on the impact of any reduction in this or impact of the UPC, which he agreed to share with the Board.

Action: Ian Webber to share the Informatics modelling with Steering Board members.

7.4 SB(18)15 Corporate Performance Report (Kathryn Ratcliffe)

7.4.1 Kathryn Ratcliffe presented this report on behalf of Simon Haikney. Kathryn explained that during month one of the ministerial targets they are all reporting green. She said we need to re-look at our approach to reporting and Simon is going to begin a project to start this process. The Board asked how far forward the reporting will consider and what it will look like. They discussed a balanced scorecard approach as an option as this has a lot to offer in managing targets and performance.

7.4.2 The Board discussed where the IPO is on the journey to hit targets this year and the need to keep reporting simple or people will lose interest (e.g. use summary pages). They also asked for the reporting to provide assurance that we will hit our targets. The Board highlighted the importance of Steering Board involvement in assessing materiality could be involved in these corporate priorities as it would be interesting to see the pace against targets and trend measures to help identify things early.

Action: Steering Board members to send Simon Haikney/Kathryn Ratcliffe any good examples of corporate performance reporting they have previously used.

8. Strategic

8.1 SB(18)16 SB Away Day: Forward Look and Plan (Kathryn Ratcliffe)

8.1.1 Kathryn Ratcliffe presented this paper on behalf of Simon Haikney. Kathryn explained that the next away day is in September and is the usual format of a meal the evening beforehand and away day taking place at Concept House, Newport. She explained there are currently two sessions proposed: the first session will focus on how we can ensure we all work together and the second session will focus on the delivery of the strategy and how the NEDs can add value for this.

8.1.2 The Board discussed the proposals, suggesting perhaps Show and Tell type sessions, which would help IPO get the most out of the NEDs' expertise and experience. They agreed it would be useful to involve the NEDs in the preparation for the strategy session.

8.1.3 The Board agreed collaborating and partnering is key to maximise impact, and the away day should not be too internally focused.

Action: Tim Suter and Tim Moss to discuss session one of the away day, and NEDs to be involved in the preparation of session two.

8.2 Diversity (Lesley Babb, Nathan Connors and Debbie Yeowart)

8.2.1 Lesley gave a presentation to the Steering Board, outlining the work of the Diversity team throughout the year, the evidence to demonstrate achievement of the Ministerial Target, and the forward look for this financial year. She highlighted the recognition that IPO has gained for its excellent work in Diversity through awards and high positions in league tables.

8.2.2 Nathan Connors, co-chair of BAME, relayed some pointers about future work. Nathan outlined plans to bring experiences from iPride to BAME and stated they need to quickly set out what the BAME network is all about to the rest of the office. Nathan added plans to hold another BAME event soon, after the success of the last one and also they are planning on doing something to mark Black History month in October and hold a Summer event. He said there will be articles on Circle to highlight these and work is also ongoing with outreach to Universities and colleges to promote IPO.

8.2.3 The Board thanked Lesley, Nathan and Debbie for their contributions to the presentation. They discussed the importance of ensuring we have the right policies in place to recruit and retain, the need to be explicit in changing people's attitude, and removing peoples attitude to advancement. They noted the Board Apprentice Programme should be included in the 'Good things' slide and that there should always (when possible) be someone from the BAME network on recruitment panels.

8.2.4 The Board asked if any work has been done to the outside work of what the IPO aims to be to gain feedback on how people perceive IPOs jobs and the organisation as a whole, agreeing we need to be clear of what success looks like in the future and to get our message right.

Action: Lesley Babb to circulate the report of the external view on bullying and harassment.

9.1 Information

9.1.1 Tim Suter asked if anybody has any comments on the information items (Board Risk Register, Customer Feedback Report, How We Work and SB Update of the previous ARC Meeting Inc. Self-assessment) to be raised via email correspondence. The Board noted the results from the Audit & Risk Committee self-assessment, which were of a high standard.

Date of Next Meeting: Tuesday 31st July 2018