



Steering Board Meeting Note

Date: Wednesday, 28 November 2018

Time: 10.00 am

Room: CH B3

Attendees: Tim Suter (Chair), Tim Moss, Nora Nanayakkara, Mandy Haberman, Andrew Lawrence, Lopa Patel, Kevin Orford, David Rawlins (BEIS), Steve Rowan, Kathryn Ratcliffe, Lisa Robinson

Apologies: Sheila Chapman

Shadows: Rebecca Villis, James Porter (both shadowing Tim Moss)

Observer: Louise Hamilton-Jones

Chair's Introduction.

1. Tim Suter welcomed everyone to the meeting and introduced Kevin Orford as a newly appointed Steering Board member and David Rawlins as the new BEIS Representative. Tim noted the July meeting had been Andrew Mackintosh's last meeting and expressed his thanks to Andrew for his time on the board, noting his wit and intelligence will be missed. Tim also welcomed Louise Hamilton-Jones as an observer and James Porter and Rebecca Villis as Tim Moss' shadows.

Apologies.

2. Apologies were noted from Shelia Chapman and Mary-Anne Venables.

Approval of the minutes from the previous meeting.

3. Minutes from the previous meeting were agreed.

Actions.

4. All actions were noted as closed.

Declarations of interest.

5. No declarations of interest were received.

Governance and performance

6.1 Executive Report & Key IPO Risks



Intellectual Property Office

6.1.1 Tim Moss introduced the Executive Report, explaining the report continues to be revised through an iterative process and feedback on the revisions would be appreciated.

6.1.2 Tim talked through the highlights of the report detailed under Delivering Excellent IP Services. He outlined demand in trade marks is high, with the previous week seeing the highest number of applications ever received, and that they are reviewing the demand figures projected for the financial year. He said that patents workload is steady but the progress on the backlog is slow. Tim explained the focus is on productivity and ensuring the new examiners are up to speed. Tim confirmed the EUIPO is providing support for the biotech area to help clear the backlog in applications.

6.1.3 Tim talked about the IPO's digital agenda and that we are engaging Deloitte to deliver an end to end project on Renewals by June. He said there is work ongoing to develop our enterprise approach. Tim said this work will run parallel to the work to prepare the systems for the UK's Exit from the EU, and the team are currently finalising the full delivery plan. Tim added that Mike Fishwick, Chief Technical Officer, is also reviewing our delivery model based on lessons learnt from previous projects.

6.1.4 Tim said the Tribunals section has seen a 4% increase in applications and has recruited six trainees, but this area has a steep learning curve so it will take time for them to be fully productive.

6.1.5 The Board discussed the points raised in this section of the Executive Report, looking in detail at the patents demand and output information. They queried whether the productivity issues could be approached in a different way to find a resolution, with some suggestions made for possible changes to approach. They noted there is not a specific risk on the Strategic Risk Register on the productivity issues, with Tim agreeing to check if one sits on the directorate risk register. He also agreed to take the suggestions away and review their viability.

Actions:

- 1. Tim Moss to review suggestions for approaching productivity in a different way and test their viability.**
- 2. Tim Moss to review whether there is a productivity risk highlighted on the directorate risk register.**

6.1.6 Tim talked through the points highlighted as part of Creating a World-Leading IP Environment, confirming the focus is on preparations for the UK's exit from the EU. He reported successful discussions at the recent WIPO General Assemblies, and referred to Steve Rowan being successful in being appointed VP1 for the EPO. Tim said trade talks continued, and there was work going on looking at our attaché network and possibly broadening this. Tim said we have established a Futures



Intellectual Property Office

Group which looks at the IP issues related to AI, and there had been some recent good enforcement campaigns working with partners, covering fake car parts and fake poppies.

6.1.7 The Board discussed the IP valuation work, noting this is part of a longer-term piece working with HMT and the British Business Bank, and includes work to ensure funding is going to the right organisations. Tim explained there were discussions on-going looking at our role relating to public sector IP, and ensuring it is clear we provide education in this area but not advice. He added that there are plans for a discussion at the January Steering Board meeting to look at the IPO's role and remit versus the red lines we have.

6.1.8 The Board raised concerns on the resources issues in IT and PPMO, noting the work Mike Fishwick is progressing on the delivery model and asking for Mike to provide an update at the January meeting on the digital delivery model plan.

Actions:

- 3. Mike to provide an update at the January meeting on the digital delivery model plan.**

6.1.9 Tim summarised the points raised in the report under Making the IPO a Brilliant Place to Work, outlining the strong results from the People Survey, which identified some key successes alongside some areas to develop. He said there have been some good internal comms campaigns, and there was a highly successful 'Bring your kids to work day'. Tim ended by saying there are concerns about the issues with the London accommodation but we have options we are reviewing.

6.1.10 The Board thanked Tim for the update and provided feedback on the format of the report, suggesting the quick read approach was useful but maybe should include bullet points or more visuals. They asked for the content to be briefer, and to include more on progress of activity, the implications and outputs. They also suggested using a visual to show the delivery progress where possible.

6.2 Finance Report

6.2.1 Neil Hartley introduced this item, highlighting the team are doing a detailed review and are currently modelling work on our income. He said he has concerns on some of the spend figures, suggesting some may be optimistic, particularly in terms of pay and project spend. Neil confirmed this was being discussed with the relevant teams currently to ensure budgets are appropriate. Neil said the surplus is currently showing £3.4m, but due to increased income and the optimism bias in budgets he felt this would be more likely £7m, possibly higher.

6.2.2 Neil outlined the current position on efficiency, explaining they are looking at the trade marks growth, considering how much additional work there is versus the



cost of delivering this additional work. He said patents output is lower but so are the inputs, and the team are reviewing what this means for the efficiency position.

6.2.3 Neil highlighted the funding from reserves position, explaining the team have taken forward the advice from Steering Board to focus on a few key areas, and that they will be looking at support for business and ways to make IP infringement socially unacceptable, but need to develop the business cases for these.

6.2.4 Neil talked about the finance business planning work, explaining that looking at the identified costs and continued income growth means we are likely to be in a surplus.

6.3 Corporate Performance Report

6.3.1 Tim Moss introduced this item, explaining that most of the areas not reporting green have been discussed under the Executive Report earlier in the meeting.

6.4 BEIS Verbal Update

6.4.1 David Rawlins gave an update on the current priorities for BEIS. He explained that Steph Hurst (BEIS NED on the IPO Steering Board) had been asked to cover as Director of International Science and Innovation following the departure of Sharon Ellis and until a successor was appointed.

6.4.2. David highlighted EU Exit remains a top priority across the Department and the Exit risk team were in touch with the IPO to monitor progress of their Statutory Instruments and other risks.

6.4.3. David said the Industrial Strategy continues to be a priority for the Secretary of State and the Industrial Strategy Council met for the first time at the start of November, with the Prime Minister and Chancellor attending. David said the Council is focusing on evaluating progress and measuring success.

6.4.4. David referred to the Spending Review, stating that although there is currently no official announcement on timing, work continues to prepare for this. He concluded by saying that the new corporate governance and policy sponsor model continues to embed and a new risk reporting process is being rolled out to capture top level risks in Partner Organisations that may impact the Department.

6.5 Steering Board Awayday: Outcomes and Actions

6.5.1 Tim Suter introduced this item, explaining he, Tim Moss and Andrew Lawrence were taking forward outcomes from the Steering Board Awayday to ensure the Steering Board and Audit and Risk Committee were best placed to support and advise the Executive in the running of the business. He said they were reviewing the types of discussions for each meeting and timings of the meetings for best effect,



and that they were trialling the approach of the NED telephone calls being post-Steering Board instead of before the meetings. Tim added there is work on-going to look at options for NEDs and Executives to buddy up and reviewing the NED appraisal process.

7. Strategic

7.1 EU Exit, Trade & TM10

- 7.1.1 Adam Williams provided an update on the EU Exit and Trade work for the period August – November 2018.
- 7.1.2 Steve Rowan provided an update on the progress of the TM10 project, outlining some good successes to date. He said they are in progress of finalising and agreeing the milestone plan. Steve also gave an update on the progress of the policy work, explaining the focus is on no deal preparations.
- 7.1.3 Adam then took the Steering Board through the no deal scenario planning that is being considered.

Date of Next Meeting: 30 January 2019