



Steering Board Meeting Note

Date: Wednesday 30 January 2019

Time: 10:00am

Location: B3 Concept House, Newport

Attendees: Tim Suter (Chair), Tim Moss, David Rawlins (BEIS), Nora Nanayakkara, Lopa Patel, Andrew Lawrence, Kevin Orford, Shelia Chapman, Adam Williams, Mike Fishwick, Kevin Foad (shadowing Tim Moss), Secretariat

Presenters: David Rawlins, Simon Haikney, Mary-Anne Venables, Neil Hartley, Liz Coleman

Apologies: Mandy Haberman

Chair's Introduction

1. Tim Suter welcomed everyone to the meeting, including Kevin Foad as Tim Moss's shadow. Tim noted that this is Shelia Chapman's last meeting, thanked her for her contributions and wished her well in the future on behalf of the Steering Board.

Apologies

2. Apologies were noted from Mandy Haberman.

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. Andrew Lawrence informed the Board that he has recently become a board member of Stonewater. No other declarations of interest were raised.

6. Governance and Performance

6.1 Executive Report & Key IPO Risks

- 6.1.1 Tim Moss introduced the Executive Report explaining that the feedback from last Steering Board meeting had been taken on board and as such the reporter was shorter and commentary more concise. Tim asked for any further feedback on the format of the report.
- 6.1.2 Tim noted some additional items that have been raised recently that are not in the report. Tim said that IPO have moved up to number 13 in the Stonewall index, which is a move of 80

Official

places since last year and 358 places in the last 3 years. He noted that the iPride network in particular was highly commended, and that this is an excellent recognition for the organisation.

- 6.1.3 Tim informed the Board about an ongoing dispute with an outside contractor regarding refurbishment work, and explained that a full report on this matter would be given at the next Audit and Risk Committee.
- 6.1.4 Tim updated the Board about our new Minister, Chris Skidmore, noting that his recent visits to Abbey Orchard Street and Concept House had been very positive.
- 6.1.5 Tim moved on to the contents of the Executive Report, highlighting that EU Exit work continues to dominate, noting the successful implementation of the EU Trade Mark Directive in this area. Tim explained that the digital transformation agenda is the priority going forward.
- 6.1.6 The Board provided comments on the first section of the report, Delivering Excellent IP Services. They noted that it would be beneficial to see metrics of how far the organisation is in relation to where we hoped or planned to be a year ago against the various objectives, in particular relating to patent productivity and business outreach. The Board asked for clarification on what would be considered a success for the objectives, and suggested that further elaboration on the aims would be helpful. Tim Moss confirmed that metrics for patent productivity in particular were under development, and the Board welcomed this.
- 6.1.7 The Board provided comments on the second section of the report, Creating a World Leading IP Environment. They noted that the inclusion of more success criteria and impacts would aid their understanding relating to, for example, the outreach social media reach. The Board discussed the role of the IPO in relation to educating the public sector on intellectual property, regarding the HM Treasury Report on the subject.
- 6.1.8 The Board commented on the future-looking aspect of the IPO's work, noting with interest the planned Artificial Intelligence conference with WIPO. Tim Moss expanded upon this, explaining that the intended outcome is a thought piece on big challenges facing IP in the future.
- 6.1.9 The Board said that more detail on the Enforcement Framework Review would be appreciated, and agreed that a full detailed update should be presented at the next Steering Board meeting.
- 6.1.10 The Board provided comments on the third section of the report, Making the IPO a Brilliant Place to Work. They discussed the rebranding project, with Tim Moss confirming that this will have the biggest impact internally, rather than externally, and there would be no change to the name or Royal crest. Tim explained that the new brand would be more closely linked with the IPO Strategy, and that internal brands would be more consistent to create a cohesive brand family.
- 6.1.11 The Board noted the high-level finance update, and Tim Moss confirmed that the full report would be discussed at Audit and Risk Committee.

Actions:

- 1. Ros Lynch to provide an update at the April Steering Board meeting on the Enforcement Framework Review.**

6.2 BEIS Verbal Update

- 6.2.1 David Rawlins gave an update on the current priorities for BEIS. He noted that Harriet Wallace had been appointed as the new Director of Science and Innovation.
- 6.2.2 David said that BEIS are in the process of mobilising and redeploying staff to cope with EU Exit demand in certain areas, with his team in particular being heavily affected by this. He highlighted that this may have an impact on their availability to assist the IPO in the short term. Tim Moss commented that the IPO have not had any requests for redeployment at this time.
- 6.2.3 David explained that the Spending Review is likely to begin in the second half of the year, noting that the IPO should keep this in mind when budget planning.

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 November 2018 to January 2019.
- 7.1.2 Adam Williams and Simon Haikney then took the Board through the EU Exit and TM10 programme milestone plan, explaining that the RAG status had recently slipped to amber-red due to an issue with importing data, but that there are a number of options to overcome this. Adam noted that excellent progress has been made in other areas of the programme, and the Board expressed their congratulations and thanks to the team.
- 7.1.3 Adam explained that the wider EU Exit contingency planning has now been formalised into a project with Simon Haikney leading. Simon updated the Board on this work, explaining that a working group had identified two priority issues: ensuring that digital information is up to date; and ensuring the info centre has accurate information and enough capacity. Simon said that the group had also identified other issues including workloads and stress, our position on redeployment travel and subsistence, any issues procurement from the EU, and print consumables. He explained that the group are now working on ways to prepare for and manage these issues.

7.2 Digital Transformation

- 7.2.1 Mike Fishwick presented the item on digital transformation, explaining that this was in part a lessons learned statement, and is looking to the future to decide how to deliver transformational digital services.
- 7.2.2 Mike explained that the ongoing Renewals project is using a significant change in the delivery method compared to previous projects, using a third party organisation with specific skills and expertise to support IPO people to deliver. Mike said that the Renewals project can be used as an example of the method of delivery for digital transformation going forward. He emphasised that this approach would be a significant cultural shift as well as practical change, and that we need to think about how to win the hearts and minds of IPO people.
- 7.2.3 The Board discussed the item, providing comments on the lessons learned from past struggles, the strategy to be pursued, and the practicalities of the organisational changes and

development. The Board commented that they support the change in principle, and noted that the cultural change is an important factor. The Board noted that a milestone plan with dependencies and progress measures would assist them in interacting with this piece of work. The Board also suggested it would be useful to see progress against the previously-agreed roadmap of IT change.

- 7.2.4 Tim Moss and Mike Fishwick agreed to bring a detailed plan for digital transformation to the next Steering Board, showing the journey the IPO need to go on and the plan that supports that. Tim noted that we need to build confidence with IPO people to show we can succeed, and need to explain what's changing, why, and how. Mike also suggested giving a demonstration of the Renewals system at the next meeting, which the Board welcomed.

Actions:

- 2. Mike Fishwick to present the detailed plan for digital transformation to the April Steering Board meeting, and to demonstrate the progress on the Renewals system as the first stage of this plan.**

7.3 IPO Corporate Plan

- 7.3.1 Tim Moss, and Mary-Anne Venables presented the IPO Corporate Plan draft, asking the Board if they were happy with the structure and approach taken. Mary-Anne gave an update on discussions at the recent Executive Board meeting, noting that the Executive Directors agreed more commentary was needed on why the chosen items were the priorities.
- 7.3.2 The Steering Board gave endorsement of the overall structure of the corporate plan, and agreed that more explanation was needed on the priorities and how they fit in overall. They highlighted the importance of specifying the goals to reach, identifying the gap, and assessing whether the priorities would lead us to that goal.
- 7.3.3 The Board thought that the Ministerial foreword would give an opportunity to strongly link the Corporate Plan to BEIS and wider government priorities. The Board agreed that fewer, more meaningful Ministerial Targets were preferable.
- 7.3.4 Neil Hartley then talked the Board through the budget plan. He asked the Board if they agreed with the level of ambition, the internal capacity to deliver, and the priorities in different directorates. The Board felt that in order to provide an informed view, a set of figures distinguishing between future planned commitments and discretionary/innovative expenditure items would be helpful. They noted that the level of ambition needs to be consistent with the IPO Strategy, and that we need to ensure we are operating efficiently within our means.
- 7.3.5 Neil explained that the next steps are to have discussions with each directorate, then to return to the Executive Board before sending a final draft to Steering Board members. The Board agreed that they need to consider how they can contribute effectively to the process.

Actions:

- 3. Neil Hartley to provide the next iteration of the budget in advance of the next Steering Board meeting.**
- 4. Tim Suter, Andrew Lawrence, and Tim Moss to discuss how Steering Board can contribute effectively to the budget planning process.**

8. Other

8.1 IPO Framework & Rules, including remit, red lines and opportunities

- 8.1.1 Tim Moss, Neil Hartley, and Liz Coleman presented the IPO Framework & Rules item. Tim highlighted that this intends to explain our remit and our limits as an organisation, as a starting point for a discussion on what we can do with our current and future reserves. Liz Coleman explained that the legal framework is set out under the various rights-granting acts, and that the Comptroller has a number of statutory duties. Neil Hartley highlighted that we are also constrained by cross-government rules relating to, for example, headcount, marketing, and other obstacles when it comes to spending.
- 8.1.2 The Board discussed these points, noting that the checklist provided was very helpful, and suggested that an additional point should be added for return on investment, as Treasury would ask for this. They discussed how the IPO remit interacts with other areas of government and agreed on the importance of this consideration when making decisions, particularly if we were considering widening our remit.
- 8.1.3 The Board agreed that there were two issues which needed further consideration: the current surplus; and the projected surplus of revenue over expenditure arising from increased volumes with the current levels of fees. The Board agreed that the priority areas for future spending consideration were enforcement and educational awareness, including among businesses.

Date of Next Meeting:

Wednesday 3 April 2019

Concept House, Newport