

Contents

Ministerial Foreword.....	4
The context	6
Responding to the challenges and demands of EU Exit.....	7
Delivering our transformation programme	8
Our shared values and behaviours.....	9
Our year - 2018-19 highlights	10
Delivering excellent IP services.....	15
Timely, reliable and quality services	15
End to end digital	18
Data: improving services and sharing knowledge	19
Creating a world leading IP environment	21
Developing the legislative and policy framework.....	21
Increasing IP's impact through awareness and education	23
Reducing IP crime and infringement.....	25
Making the IPO a brilliant place to work	29
Solid foundations	29
Culture: One IPO	31
Healthy people, healthy environment.....	33
Measuring our progress	36
Resources 2019-2020	44



Chris Skidmore
Minister of State for
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Research and Innovation

Ministerial Foreword

Innovation is central to prosperity. It increases productivity, grows markets and creates jobs. The UK has a long, proud history of innovation. Many of the technologies we rely on today began in British minds, from Alan Turing to Tim Berners-Lee. We must view the past as a sign post to the future. The world is increasingly competitive, today's innovations in artificial intelligence, self-driving vehicles and green energy will shape the future of the global economy and our place in it.

If we are to keep pace and maximise our natural tendency to innovate, we need to create the right environment. Our modern Industrial Strategy sets out the Government's vision for making the UK the most innovative country in the world. The UK starts from a position of strength and is already ranked in the top four of the Global Innovation Index and top 10 by the World Bank as the best place to start and grow a business. But the global landscape is changing and we want to equip businesses to face the challenges and opportunities presented by new technologies and new ways of doing business. This involves working with industry to boost spending on research and development, driving forward the largest investment in research and development in four decades, to 2.4 per cent of GDP by 2027 and helping businesses access the right funds.

The Government wants the UK to be a place where hi-tech, high value businesses can start and grow. When we think of business investment, we often think of physical assets such as buildings and vehicles. But we live in a world where intangible assets are equally important. You only need to look at Dyson, Land Rover, Reaction Engines, Harry Potter and Cath Kidston to see the importance of investment in science, technology, the creative industries, brands and designs.

Intellectual Property (IP) plays a crucial role in encouraging such investment. It touches everything that makes modern life more enjoyable, easier, safer and prosperous. It provides inventors, creators and entrepreneurs with the confidence to invest knowing that they will reap the benefits of their investments. UK investment in IP rights reached almost £64 billion in 2016 and studies have shown that industries that rely on IP have accounted for over a quarter of UK employment and almost half of GDP. Our IP system matters. It creates jobs and economic growth and is helping to propel Britain to the forefront of innovation.

This plan from the Intellectual Property Office (IPO) explains how through its stewardship of the IP system, it will help the UK to be the most innovative and creative country in the world. It will do this through delivering excellent IP services, creating a world leading IP environment and attracting and retaining the best people by making the IPO a brilliant place to work. This plan outlines the start of the IPO's transformational journey, which will provide truly modern IP services to its customers.

The UK already has one of the best IP regimes in the world, consistently ranked as one of the top regimes in indices such as those from the Taylor-Wessing Global IP Index and US Chamber of Commerce International IP Index, and I am confident that the IPO will continue to contribute to building a business environment that makes the UK the best place in the world to start and run a business.

“ Our Industrial Strategy sets out the Government's vision for making the UK the most innovative country in the world. ”

The context

IP matters. It touches everything that makes modern life more enjoyable, easier, safer and prosperous, providing individuals and businesses with the confidence to invest their time, money and energy in doing something new. We know that IP and the IPO have a vital role to play in delivering the government's Industrial Strategy to make the UK the most innovative country in the world, and having the right IP framework and infrastructure creates an environment where innovation is seen as a risk worth taking.

Our ambition is to be the best IP office and our strategy¹ sets out how we will do this through:

- **Delivering excellent IP services;**
- **Creating a world leading IP environment; and**
- **Making the IPO a brilliant place to work**

Our Corporate Plan 2018-19 was the first step in delivering against our refreshed strategy. The uncertainty around the UK's exit from the EU and the need to plan for a range of scenarios has made a significant impact on our activity and workload. Against this backdrop we have held high levels of customer satisfaction; hit our targets for the timeliness of our rights granting services and for efficiency; and have a People Survey engagement score in line with the high performers of the Civil Service. We have also recently been named as one of the most inclusive employers in Britain by LGBT equality charity Stonewall.

As we look ahead into next year we will continue to deliver our core activities that drive forward our organisation; we will continue to grant IP rights on time and to a high quality; reach out to businesses on the importance of IP; educate consumers around the dangers of infringing activities; and support our people to be the best they can be.

Cutting across all our work are three strands which will significantly influence the activities that are taking place; the challenges and demands of EU exit; delivering our transformation programme; and developing our shared values and behaviours that underpins the organisation we want the IPO to be.

1 [The IPO Strategy 2018](#)

Responding to the challenges and demands of EU exit

The exact nature and timing of the UK's exit from the EU remains uncertain at the time of drafting this plan. Nevertheless, we continue to regard our response to the challenges and opportunities this represents as our number one priority. Preparation and scenario planning for the various eventualities touches all of the organisation, for example:

- To deliver excellent IP services we will be flexible operationally to respond to a change in our customer base, particularly for those that use trade marks and designs.
- Our policy making will deliver the legislative changes required, and respond to the opportunities offered, to ensure that the UK remains a top tier country in which to use and manage IP.
- We will support UK businesses operating in Europe and beyond to adjust to a changed IP environment and ensure they make the most of opportunities to capitalise on those changes.
- We will continue to work across government and with stakeholders to build an effective and balanced trade policy on IP.

Delivering our transformation programme

We want to transform the way we provide our IP services to our customers, providing truly modern IP services where their channel of choice is digital. The expectations of our customers are at the heart of this; they expect digital services and to have to only tell us their information once. Currently, our services are divided by IP right, yet our customers will often require a bundle of IP rights. We will change the way they interact with us, so that it is as an organisation rather than on an individual rights basis. They will be able to use a customer account to manage their rights and their details efficiently on a “tell us once” basis. They will be able to get instantaneous responses from us on administrative processes like renewals, using an increased range of digital payment options. Wherever possible we will adopt enterprise-wide solutions so that our services look the same for patents, trade marks and designs.

Our transformation programme will provide our people with significantly improved tools to deliver for our customers so that the service we provide will be world leading.

This will not only allow us to be the best at delivering IP services but it will provide further opportunities for us to make the IPO a “Brilliant place to Work”, reducing the need for repetitive, error-prone manual processing of data provided by customers. Our people will be given the opportunity to improve their skills so that they can take on the higher quality roles that will result from the transformation.

Longer term we will be able to maximise the opportunity for harnessing the latest technological developments, such as artificial intelligence, to help us improve the quality of our examination processes, and to improve the way we publish information. We will be able to access better management information to help us provide our services more effectively and to understand what is important to our customers.

We will look to influence other IP offices so that the services they provide are equally efficient and consistent allowing UK businesses trading globally to access the IP services they need.

This is a longer-term programme of work and 2019-20 is the first year in a three-year programme. This year our focus will include:

- providing our first enterprise service, a single unified digital service for renewals;
- building a clear model of how our data should be stored and accessed in the future; and
- continue work to refine our organisational structure so that it is best suited to the way we will deliver our services in future.

Our shared values and behaviours

To be a brilliant place to work, able to support delivering excellent IP services and creating a world leading IP environment we need to ensure that we have a set of shared values and behaviours that underpins what we want the IPO to be.

We have been working hard during the past year to establish a culture of shared ownership and set out mutual expectations between the IPO and its employees. This includes ensuring that we are respectful, accountable, confident, reasonable, and pragmatic. A priority in the coming year will be to bring these expectations to life, ensuring they run through the fabric of our organisation.

To do so, we will develop a modern approach to performance management, supported by a more tailored and timely reward and recognition system, helping to reinforce our values and our shared mutual expectations.

Our year - 2018-19 highlights

Delivering excellent IP Services

- We have continued to deliver excellent customer service, and our customer satisfaction rating was 87.5%.
- We processed record levels of trade mark and design applications, reaching over 85,000 trade marks applications and over 25,000 design applications, and achieved all of our targets around timeliness. In patents we turned over 95% of accelerations within two months and continued to reduce our search backlog, eliminating it in most technical fields.
- Our customer facing and business critical internal IT systems were available for 99.5% of core business hours.
- We successfully implemented the EU Trade Mark Directive and adapted our IT systems to be able to account for the required policy changes. We are now able to accept new trade marks in a wider range of electronic formats making it easier to file trade marks made up of movements and sounds.
- We set a new data strategy around seven principles which provide a framework for how we intend to capture, manage, store and exploit IPO's data, and we developed the future data model to support a customer focused digital service.



Creating a world leading IP environment

- We have successfully delivered the policy and legal framework to ensure continuity of rights in a no deal scenario and have ensured our Statutory Instruments, relating to EU exit, have been approved by the legislative authorities.
- We ratified the Unified Patent Court agreement in April and are continuing implementation work, whilst we wait for news from the German Constitutional Court.
- We have continued to deliver on policy including implementing the Portability Regulation in April and Marrakesh Treaty in October, which provides a copyright exception for the visually impaired, and continued our work on Digital Single Market negotiation.
- As a globally focused IP office, we set out a new international strategy, outlining our international priorities for the next 3 years. Delivering on this, we have reached 4,000 businesses looking to trade and invest overseas, worked with IP offices in China, Latin America, India and South-East Asia to create a better IP environment for UK companies. Particular successes include establishing the first IP crime forum in Brazil, supporting changes to Hong Kong's IP court system and lining up the first UK-ASEAN cooperation agreement – all impacting the ability of UK businesses to protect and enforce their IP rights abroad.
- We have increased our understanding on the future challenges for IP around the advances in technology and have carried out research and published a report on the impact of 3D printing for IP futures.



- We have also secured funding from the Regulators Pioneer Fund competition to explore the use of artificial intelligence to support the rights application processes.
- We engaged with more than 90,000 businesses on IP and more than 80% of them felt able to make an informed decision about managing their IP.
- We published a joint paper with the British Business Bank² which examines the challenges facing Small and Medium Enterprises in using IP to access growth funding.
- We delivered successful awareness campaigns on the dangers of counterfeit products. Our campaign on counterfeit poppy-merchandise was our most successful to date receiving national attention in 41 media outlets including 10 national newspapers.



2 [Using Intellectual Property to access growth funding, British Business Bank and Intellectual Property Office, 2018.](#)

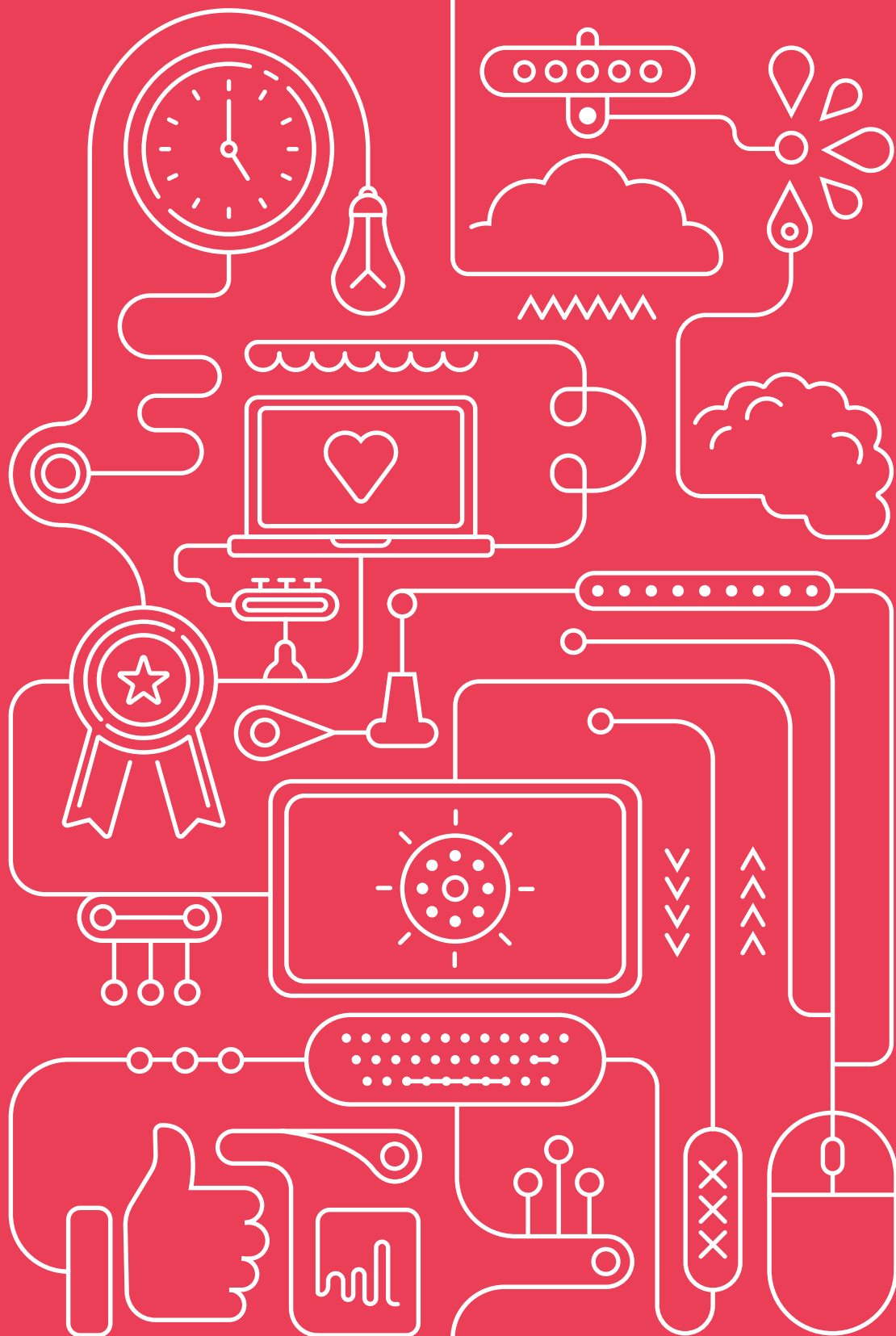
Making the IPO a brilliant place to work

- Our overall engagement score increased by 2% in our People Survey 2018 to 68%, putting us within the Civil Service high performance bracket and we are now top for Learning & Development.
- We have delivered training to our senior managers and Directors, to help them understand the IPO Strategy and hold better conversations, and improved our training and awareness around stress management, particularly in light of the pressure around EU Exit work.
- We have once again been named one of the most inclusive employers in Britain by LGBT equality charity Stonewall in its Top 100 Employers list for 2019 (placed 13th on the list in 2019) as well as retaining a Top 10 position on Working Families index.
- We developed and agreed a new brand that is connected to our strategy.
- We made a commitment to a zero tolerance approach to bullying and harassment and saw an improvement in more people being confident to report and challenge bad behaviour in the people survey.
- We successfully adopted Success Profiles and are using the flexibility to be more creative about how we fill vacancies, particularly hard to fill roles.
- We have delivered on our efficiency target of 3.5% and have reduced paper usage by 5% across IPO sites.



Our plan

2019-2020



Delivering excellent IP services

Delivering IP services is central to what we do at the IPO and to be excellent we know that we must:

- **Deliver timely, reliable and quality services.**
- **Provide end to end digital services.**
- **Data: improving services and sharing knowledge.**

Timely, reliable and quality services

We already deliver excellent services with 87.5% of our customers rating us 8 out of 10 or higher. Our focus will be on continuing to deliver a timely and quality service, meeting our customer expectations.

On patents we face challenges where demand exceeds capacity and the recruitment and training of new people takes time to translate into increased capacity. We expect the number of searches and examinations to remain at current levels, around 15,000 and 12,000, respectively. Our focus for the coming year will be to grow our capacity and work with the European Patent Office (EPO) to ensure we complete searches on a timely basis and make progress towards reducing our patent backlog, particularly with examinations.

On trade marks and designs our departure from the EU poses significant challenge with the potential requirement to create 1.4 million trade marks and designs onto our IT systems upon exit. Whilst our relationship with the EU in the area of trade marks and designs is still to be decided, when we leave the EU, it is possible we will have a much larger customer base and could expect a much higher demand for our services if customers previously protected under a EU Trade Mark or Registered Community Design have to file with the IPO instead. We are forecasting on receiving between 95,000 and 130,000 trade mark applications (in 2018-19 we received over 85,000) and between 35,000 and 70,000 design applications (in 2018-19 we received over 25,000). This increase in demand is likely to impact on our delivery targets, although we have plans to recruit if we have to respond to higher than anticipated demand.

The increasing demand for registered rights will put pressure on our tribunals, particularly trade mark cases, as more applications usually means more cases. We are confident we will continue to meet customer expectations.

“ We will develop our understanding of our customers, their needs and what they value. ”

We will develop our understanding of our customers, their needs and what they value. This is essential to shaping our future services and identifying where improvements are needed. We must work with our customers in the right way, ensuring both our engagement with them is right and also how we measure and capture their feedback.

Activities

- Implement a new method of measuring and reporting customer satisfaction which gives us greater reach and granularity. During last year we benchmarked our current customer satisfaction measure against other government departments and IP offices and from this we have developed a new approach which will reach more customers and give us a deeper understanding of how they are experiencing our services.
- Develop our understanding on how we can better engage with our customers. We use a number of different forums to engage with our customers³ and during 2018-19 we launched a pilot of our customer care management programme, which provides firms with a single point of contact at the IPO. The purpose of this programme is to allow us to work with our customers to better understand their needs, and provide a conduit for two-way interaction. We will monitor this throughout 2019-20 and consider if we want to roll this out further, to more companies, and how we could manage this.

We will ensure the timely delivery of our core services and we will focus on specific areas that we want to improve over the year.

3 Marks Design Forum, Patent Practice Working Groups, Customers Visits, Four Presidents and informal consultation.

Activities

- Continue to contract up to one third of patent biotech work out to the EPO and look at contracting other work in under pressure areas to improve search turnaround.
- Recruit 50 patent examiners to increase our capacity and start to relieve pressure on our patent backlog. We will monitor whether we need more trade mark and design examiners depending on demand for our services.
- Focus on key targets across our right granting services, in particular:
 - A fast 2-month turnaround where customers request accelerated processing of their patent applications. Such requests currently account for around 4% of our searches and 10% of our examinations.
 - Reducing the longest pending patent examinations and the eliminating patent searches pending over 6 months.
 - Maintaining our prompt services in tribunals, trade-marks and design examination.

“ We will maintain and improve the quality of our rights. ”

We will maintain and improve the quality of our rights. Delivering high quality rights is as important as delivering on time. An excellent service is of high quality and on time. We already have a good reputation for quality and last year we focused on developing a new patent quality control procedure and the use of a “second pair of eyes” process on all outgoing search and examination work. A focus will also be on our trade mark and design system and ensuring quality remains at a high standard, which is vitally important in the coming months with EU Exit and a changing customer base.

Activities

- As we roll out our new customer satisfaction measure we will trial a new customer quality survey and by March 2020 we will be able to identify a set of quality metrics from our customer perspective.
- Internally we will continue to review quality checking processes across our IP rights granting services to ensure we remain the best.

End to end digital

Our customers expect the quality digital channels that they receive elsewhere but we are behind the best with our current service fragmented between the different IP rights granting services. To deliver excellent IP services we see it as vital that we provide services that are truly digital, end to end and support an approach where our customers experience of the IPO is consistent no matter the IP right service. This transformation of our digital services is our key priority and during last year we set the preparatory work as to the process we want to follow over the next three years. We have broken the programme of work into clear and achievable milestones and during 2019-20 we will focus on two key areas identified as most important to our customers and will enable us to deliver our transformation.

“ We will provide a single unified digital service for renewals. ”

We will provide a single unified digital service for renewals. Our current renewals service exemplifies our current digital service; customers have to use different forms for different rights, our electronic provision for bulk renewal agents requires significant human intervention and we have no digital provision to renew designs. We want to improve the customer experience providing a simpler and quicker renewal process as well as reducing our costs, through cutting the use of paper correspondence, and improve the speed of collecting renewal revenue. Renewals make up 75% of our revenue and, as we leave the EU, the number of renewals transactions could increase as holders of EU trade marks and designs may need to renew new comparable UK trade marks and designs at the IPO. This makes it more important to ensure we have the right system in place.

We will deliver ‘Manage my IP’ digital service. Currently if a customer needs to update their details they may have to do this in multiple places, which is both time consuming and not representative of an excellent customer service. We will move to a system that is self-service, available 24-7 all year round and upholding our principle of “tell us once”. During this year we will set up the systems to enable customers to change their details (for example their address and representative agency) and be ready to launch these services on our customer portal by March 2020, enabling us to better manage customer accounts next year, improve management information and reduce avoidable customer contact.

Data: improving services and sharing knowledge

In our strategy we have made a clear commitment to improve how we manage, curate and exploit our data. This is important, and particularly so in how we move our digital transformation forward. We have agreed a set of seven principles, which provide a framework for how we intend to capture, manage, store and exploit IPO's data.

Data principles:

- Understand our data and how it helps us meet our objectives
- Manage our data according to agreed policies
- Our data will be captured and maintained to ensure its quality
- Data will be held according to consistent recognised standards
- Enable the use of our data to build knowledge through research and to improve services for customers
- Make our data available to the public unless there is a good reason not to
- Customers can access and maintain information about themselves

We will support the delivery and effective management of digital services. We have started to implement how we apply our data principles and we recognise that this is a long-term piece of work focused on all of the data we hold at the IPO; on our people; our finances; and IP rights. We will initially prioritise our IP rights data to support the work of our digital transformation.

Activities

- Build a clear model of how our data should be stored and accessed in the future, which supports the needs of new digital services.
- Develop a transition plan for moving our data from our legacy systems to the new data model.
- Build the data management function in the organisation and by March 2020 have developed a centre of excellence which is responsible for creating the standards and policies around our data.
- Develop an approach to management information and business intelligence which enables efficient and effective management of the business.

Creating a world leading IP environment

To support the Industrial Strategy and the government's ambition to make the UK the most innovative country in the world we know we must provide a IP framework that is one of the best. We want the whole IP environment to be world leading and 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

We already have one of the best IP regimes in the world and are consistently ranked as one of the top regimes in the Taylor Wessing Global IP Index and US Chambers of Commerce International IP Index⁴. To continue to be world leading we must adapt to the opportunities and challenges that face us. Technology advances are changing the way that we live and we must consider the impact this can have to our IP framework. Our exit from the EU, while presenting challenges around certainty and clarity in the IP system, also presents opportunities, particularly around trade. For our IP framework to remain the best, and for us to play a leading role in shaping and improving the global IP system, we must continue our ongoing work with our key trading partners.

“ We will work across government and stakeholders to deliver the best possible outcomes on IP through the UK's exit from the EU. ”

We will work across government and stakeholders to deliver the best possible outcomes on IP through the UK's exit from the EU. The exact nature and timing of the UK's exit from the EU remains uncertain, but being able to respond to the challenges and demands EU exit represents is our number one priority.

4

[Taylor Wessing Global IP Index 4th Report](#) and [US Chamber of Commerce International IP Index 2018](#).

Activities

- Maintain our flexibility so we can adapt to different scenarios and inform our approach to the legislative changes required and opportunities offered, to ensure that the UK remains a top tier country in which to use and manage IP.
- Work across government and with stakeholders to build an effective and balanced trade policy on IP.
- Work with stakeholders so that they understand the implications of EU exit, where they can get advice from and what this means to their IP here and abroad.

“ We will play a leading role in shaping and improving the global IP system by working with our key trading partners to maximise opportunities for international innovation, trade and investment. ”

We will play a leading role in shaping and improving the global IP system by working with our key trading partners to maximise opportunities for international innovation, trade and investment. International markets create huge business and research opportunities. Yet differences and uncertainty in overseas IP environments reduce the incentive to export and invest. Unlocking the full value of international markets requires shaping an ambitious independent trading agenda, increasing IPO influence overseas and working with partners both in the EU and wider afield.

Activities

- Unlock market barriers by shaping the development of UK future IP trade policy in collaboration with the Department for International Trade in preparation for trade agreement and international IP negotiations.
- Strengthen the role of the IP attaché network to influence national IP regimes and provide more of a level playing field for UK rightsholders, by increasing our reach with a new attaché post in Washington D.C., and boosting resource in South East Asia and a new joint post in Shanghai with the Department for International Trade.
- Working across government to maximise the impact of wider HMG international programmes, such as ensuring the UK Prosperity Fund delivers real value in shaping international IP systems.

We will increase our understanding of the opportunities that future technology can have on our IP framework, leading the way globally. Advances in technology present a number of opportunities and challenges and we need to stay abreast of the impact they can have on IP. As part of the government's commitment in its Industrial Strategy to put the UK at the forefront of artificial intelligence and data revolution⁵ a focus for this year will be to understand the impact of artificial intelligence on the global IP framework.

Activities

- Host a joint international conference with World Intellectual Property Office (WIPO) to consider the questions that artificial intelligence raises for IP. This will be followed by a set of seminars held across the UK, working collaboratively with industry and universities to deliver these.
- Develop an office approach to understanding artificial intelligence and its impact to IP including identifying the key questions that need to be addressed and the actions we will take.
- Through the regulatory pioneer fund we will explore how artificial intelligence can support the operational delivery of intellectual property rights.

Increasing IP's impact through awareness and education

The Industrial Strategy sets out the government's vision of being the best place to start and grow a business. We believe that IP plays an important role in delivering this vision. Having excellent IP services and a world leading IP framework does not produce any benefits 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 and entrepreneurs taking informed decisions about using IP both in the UK and as an asset abroad. We also believe that everyone should have an understanding of IP. We want young people to leave education knowing about IP and exciting career opportunities in IP, researchers and universities to understand how to use IP to secure the greatest benefits from their research and our colleagues in government to recognise the economic and social benefits of IP in their policy making.

We will increase IP awareness so businesses, universities and research institutions know how to use IP effectively and the government recognises the economic and social benefits of IP in policy making. We recognise it is important that UK businesses, universities and research institutions are not only aware of how to use IP in the UK but are also able to navigate the international IP environment.

Activities

- Develop and implement the campaign focused on business engagement, understanding the different audiences and their requirements.
- Redesign the international business support offer as an IPO service, embedding IP into HMG export support platforms, updating IPO international resources and building partnerships with international offices to develop the support available to UK companies looking to navigate the global IP environment.
- Launch our business and education tools on a new platform and monitor the uptake of these. We will also explore how the platform can be used more widely, including internationally.
- Develop an IP and Knowledge Exchange policy to ensure our resources and campaigns are targeted effectively at universities and research institutions.
- Support HM Treasury to understand and improve the development of IP management in the public sector in response to a recent report published in 2018.⁶ In parallel we will work with MOD to develop a Public Sector basic IP understanding offer.

“ We will work to strengthen IP’s role as an asset to unlock investment. ”

We will work to strengthen IP’s role as an asset to unlock investment. The ability to access and secure funding is important for the growth of any business. Investment in intangibles is only slightly less than that of physical assets⁷, yet it is more difficult to use the value of that intangible asset for financing. During the last year we have been working with partners to understand how we can incorporate IP into lending models and this year we intend to build on this.

Activities

- Work across government and with industry partners to develop our understanding of the challenges in respect of incorporating IP into lending models. During the year we will develop the evidence base and identify the data needed to influence lenders to consider IP as collateral in debt lending.
- Work to establish three regional policy posts to support local initiatives to build IP knowledge and transform IP management behaviours and to increase IP capability to help unlock business growth.

⁶ [Getting smart about IP and other intangibles in the public sector: Budget 2018.](#)

⁷ Intangible investment was £134.3 billion in 2016 compared to tangible investment of £148.5 billion. See [“Developing experimental estimates of investment in intangible assets in the UK: 2016”](#).

We will understand the impact of our tools and services for young people, developing a clear policy on IP education. During 2018-19 we commissioned a review covering the educational curriculum from Key Stage 1 to undergraduate studies at universities, and the outcomes from this review are expected by July 2019. This will help lead us in the right direction in terms of where we take our education policy.

Activities

- Consider the findings of the education review and from this develop an IP Education Policy to ensure resources are most effectively targeted.
- Work in partnership with industry and others to reinvigorate our approach to education campaigns, to help young people understand IP and why it is important to their future careers.

Reducing IP crime and infringement

IP crime can cause significant harm; businesses lose sales and individuals are at risk from poor-quality products that affect their health and wellbeing⁸. The UK is already a leader in the enforcement of IP⁹ but there is more we can do to shift attitudes towards infringement. There is not one approach to this: it requires increasing our understanding of consumer behaviour around IP crime and infringement; identifying where improvements could be made to our enforcement framework; and investing in education and intelligence alongside our international partners.

“ We will consider ways to improve the enforcement framework and reduce cost of enforcement for right holders. ”

We will consider ways to improve the enforcement framework and reduce cost of enforcement for right holders. We are currently in the process of undertaking an enforcement framework review to understand if our legal framework is effective, consistent and proportionate across all IP rights and facilitates easy access to justice for all types of businesses and entrepreneurs.

8 [Trade in Counterfeit Products and the UK Economy: Fake Goods, Real Losses.](#)
9 [US Chamber of Commerce International IP Index 2018.](#)

Activities

- Complete the enforcement framework review and consider its recommendations.
- As part of our commitment in the Creative Industries Sector Deal we will consider the evidence for, and potential impact of, administrative site blocking, as well as the mechanisms through which it could be introduced if necessary.

“ We will provide strategic leadership in the enforcement space internationally, by investing in enforcement intelligence and developing our international capacity. ”

We will provide strategic leadership in the enforcement space internationally, by investing in enforcement intelligence and developing our international capacity. IP crime is not solely a UK problem. Counterfeit goods are more likely to be imported to the UK from overseas¹⁰ and illegal content online can be sourced anywhere in the world. Understanding the availability of counterfeit goods and illegal content is important, but so too is working with our international partners and other government departments, sharing intelligence and resources, to tackle IP crime.

Activities

- Deliver new and innovative research with the completion of the availability index, which will provide us with an understanding on the type and quantity of physical goods available in marketplaces across the UK and on the internet, allowing us to consider targeted actions at known problem areas.
- Continue to fund the Police Intellectual Property Crime Unit (PIPCU) and develop a strategic relationship with Border Force through two IPO funded posts.
- Work with our international partners to tackle the problem of IP crime. This is a global problem and we already have excellent relationships with IP offices and international organisations. We will focus on building relationships with other IP offices to share best practice and information.

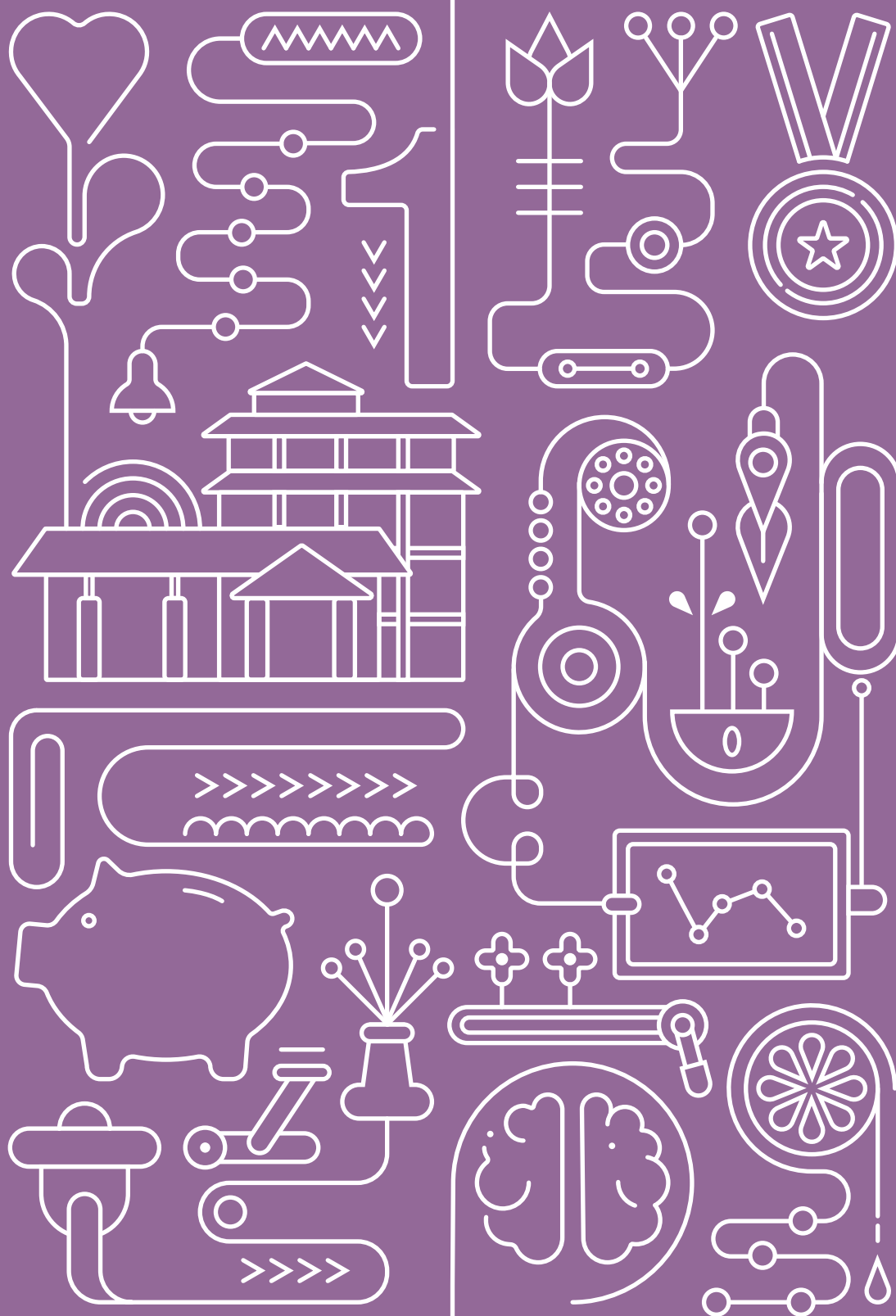
We will develop a clear integrated strategy to reduce IP infringement (and work towards a time where infringement is socially unacceptable for all). To make a long-lasting impact to reduce IP infringement, we will focus on building a campaign based on consumer education and behaviour change. Such behavioural change takes a long time and so our commitment to deliver this will be over the long-term. The coming year will focus on building a solid evidence base, developing audience insight and planning the first year of the campaign. Building on successful campaigns from last year, including our work with the Royal British Legion to raise awareness on fake poppies and our partnership with key players from the automotive industry to campaign around fake car parts, we will develop a campaign where policy, our external communications team and intelligence, work together to develop an integrated behavioural change campaign.

Activities

- Development of a long-term campaign framework through building a strong evidence base and developing insight on key audiences.
- Identify the measures and metrics to show the progress we are making on our campaigns towards making infringement socially unacceptable.

Our plan

2019-2020



Making the IPO a brilliant place to work

High performing teams and excellent customer service stems from people who are empowered and engaged at work. The IPO is already a great place to work and we want to make it brilliant, where everyone is confident to be themselves and supported to do their best work. This is important for attracting the right people and getting those people to stay. We believe this means ensuring we have in place:

- **Solid foundations.**
- **A culture of One IPO.**
- **Healthy people, healthy environment.**

Solid foundations

We must have a strong base to the organisation. This means having the right resources in place at the right time, and having the right skills so that teams and individuals feel confident doing their job. We face a period of change and pressure, both externally with EU Exit and internally, with our transformation programme.

“ **Our organisational structure and resource and skills requirements are fit for purpose now and through transition to our new digital future.** ”

Our organisational structure and resource and skills requirements are fit for purpose now and through transition to our new digital future. Digital transformation as a priority means that we will need to rethink our organisational design. We will be implementing a new way of running our organisation and the shape, size and mix of skills may change, particularly around our IP rights granting service. As we move from the current model of delivering services for each individual IP right to a model where customers access common services across all IP rights, we must align our internal functions accordingly. However, we must do this while continuing to support the needs for today and through the transition phase.

Activities

- Evaluating our current operating model and having a clear understanding of any changes required to support our digital future by March 2020. This will begin with developing and implementing a new structure for Renewals, our first unified digital wide service.
- Understanding the impact on our people and having appropriate workforce and skills plans in place to manage changes to job roles, resources or skills gaps.

“ We will develop a ‘One IPO’ approach to information and records management and educating the wider office on this approach. ”

We will develop a ‘One IPO’ approach to information and records management and educating the wider office on this approach. How we manage our information internally is important. We must ensure that we capture the process of our work and our data is organised so that there is a clear audit trail. We recognise that this is an area that we can improve on and during the year we will work on both improving our records and information management practice and educating the office.

Activities

- Review and implement our policies around information and records management.
- Minimise the risk of inconsistent and insecure data by ensuring we have the right technical solution in place which matches our policies.
- Educating our people to manage and organise our data through delivering workshops and events.

We will continuously improve value for money, systems, services, processes, policies and ways of working. It is important that we continuously improve our services to customers and make sure that we are as efficient as possible, using our resources in the best way. We already enjoy a high reputation for our approach to continuous improvement (CI)¹¹ and we will build on this success, further supporting our people to develop a CI mindset and culture. With a high number of projects ongoing, driven both externally by EU Exit, and internally through our ambitious programmes, we must ensure that we can demonstrate value for money in all that we do.

11

We won the “National Body” award from the All Wales CI Community for the second consecutive year in 2019.

Activities

- Implement a benefits realisation model across our Projects and Programmes to track and ensure we deliver value for money. By March 2020 we want to have in place a consolidated reporting approach that captures and tracks planned change proposals, active projects and programmes and their associated forecast benefits.

Culture: One IPO

Shared values and behaviours, resulting in a respect for difference and a common purpose, will help us thrive. During the year we worked hard to develop a set of mutual expectations between the IPO and our people, underpinning the cultural aspect of the strategy. Through consultation and discussion, we have identified five mutual expectations, around our values and behaviours, which will guide us in our interactions with each other and the organisation, and form a framework for our culture.

We recognise that to support these shared values and behaviours and to be able to use them in our daily conversations we need to have the right tools in place.

Our mutual expectations

- **Respectful** – we are mindful of how we act towards others, considering our personal impact. We treat others as we expect to be treated ourselves.
- **Accountable** - we take responsibility for our actions, and those of our teams; we own our own performance; we do what we say we are going to do.
- **Confident** – we ask the questions that help us continually improve; are open to change and are prepared to take, calculated risks; we have the courage to ask for support where we need it; to challenge those who do not meet our values and principles, and to own our mistakes and learn from the process.
- **Reasonable** – we consider the appropriateness of a given action or decision in light of individual circumstance and impacts; we are prepared to compromise where appropriate; we consider carefully alternate views and opinions
- **Pragmatic** – we focus on the wider impact of our actions and decisions, looking at the overall impact on the office; we rely on principles, as well as rules; we consider fairness as well as equality and always seek to represent the IPO in the best light.

We will develop a modern approach to performance management, supported by a more tailored and timely reward and recognition system, to help reinforce values and expectations. We are reframing our approach to performance management to support our people to be the best they can be in work and will develop and test better ways to reward and recognise great outcomes and behaviours.

“ We will develop a modern approach to performance management, supported by a more tailored and timely reward and recognition system, to help reinforce values and expectations. ”

Activities

- Implement a performance management system based around frequent high-quality conversations and clear outcome focused goals, adapting where necessary to business changes.
- Trial new approaches to reward and recognition and evaluate what is most effective to implement an improved system.
- Produce supporting products and training throughout the year, giving people the tools to have better conversations based around our mutual expectations.

We will continue our work to create an inclusive culture and an environment which does not tolerate bullying and harassment. The Civil Service is committed to becoming the most inclusive employer in the UK by 2020. In support of this we will continue our ambition for IPO to become a leader in creating an inclusive culture where difference is respected and people are comfortable being themselves in the workplace.

Activities

- Enhance interventions to increase the representation of women in our science, technology, engineering and mathematics (STEM) roles as a means of tackling our gender pay gap. Although women make up nearly half of our workforce, the majority of them are in non-specialist roles, with only 21% of patent examining roles taken up by women¹². This is not an issue exclusive to the IPO but we will continue to focus on attracting a broad range of applicants as possible, developing a plan across the office as to how we can help improve female participation in STEM roles more broadly.
- Implement a respect at work campaign to include initiatives around early intervention and awareness of what constitutes unacceptable behaviours, which are aligned to our mutual expectations, to demonstrate a zero-tolerance approach to bullying and harassment.

Healthy people, healthy environment

The place to work must be an environment where everyone feels safe and we feel it is important to create a place where physical and mental wellbeing is upheld. We also recognise the importance of using our skills to help and support the local community, and ensuring that our activities minimise the damage to our environmental footprint.

“ We will provide the right working environment for our people to support the work that they are doing. ”

We will provide the right working environment for our people to support the work that they are doing. Our lease on our current London base is due to end in September and we have identified an appropriate alternative arrangement. A key priority will be implementing this move, ensuring our London employees have a smooth transition to their new base, with minimal disruption on work. Whilst London is our priority there is more we can do at our Newport and Nine Mile Point sites and we will continue work on improving these throughout the year.

Activities

- Conduct a smooth transition between our current London office and another government building in Whitehall.
- Implement improvements to our Newport site, working with Office of National Statistics (ONS) to improve areas of shared ownership. Specific activities during the year will include reconfiguring the site entrance and building a wellbeing space for our people.
- Make improvements at our Nine Mile point site, ensuring we are using our warehouse space efficiency, freeing up storage space for use by other government departments.
- Identify new ways of working across the office and revisit our accommodation strategy.

“ We will support the physical and mental wellbeing of our people and drive forward mental health targets. ”

We will support the physical and mental wellbeing of our people and drive forward mental health targets. Stress is prevalent in the modern workplace and we know that this is an issue for many of our people, whether due to highly pressurised work such as on EU Exit, the nature of the complex casework role or indeed pressures outside of work. Building on our work last year around mental health support provision, and following the results of the MIND survey in April, we will develop effective interventions around mental health and stress resilience.

Activities

- Create a stress and resilience action plan using the results of the MIND survey and learning from what the best are doing elsewhere.
- Provide a range of measures to prevent and manage stress and resilience in the workforce.

“ We will drive forward our environmental standards. ”

We will drive forward our environmental standards. We fully support the Greening Government commitments and during the year we will consider how our use of printing should and can change as a result of our transformation programme and our new digital services.

Activities

- Commission a report on long term green energy solutions for Concept House, and have an agreed plan to take forward any recommendations.
- Undertake a review of printing investigating with business areas how we can minimise printing where possible, particularly in our customer focused areas.

Measuring our progress

We have identified a set of measures that will be reported to the IPO Board to monitor progress against our strategic goals. Of these measures we have designated four Ministerial Targets, which focuses on the key outcomes we want to deliver. Three of these are around our relationship with customers and businesses as this is what drives us to deliver excellent IP services and for our IP environment to be world leading:

- We want our customers to have the services that they need in the way that they need them, even through the challenges we face externally around EU Exit and internally in delivering our transformation programme. We have set ourselves a target around ensuring high levels of customer satisfaction.
- As part of delivering on our transformation programme our first enterprise service will be launched during the year. We are committed to ensuring all our customers can process a renewal for any right on one system, and have set ourselves a target on the uptake of this new system.
- IP plays an important role in contributing to the government's ambition on making the UK the most innovative country in the world. But businesses cannot use IP if they don't understand it. Throughout the year we will reach out to businesses and teach them about IP and we want to see businesses make informed decisions about IP.

We know that we cannot deliver for our customers and improve businesses awareness without being a brilliant place to work and our fourth Ministerial Target focuses on the efficiency of the way we work.

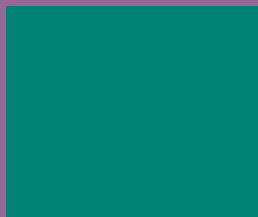
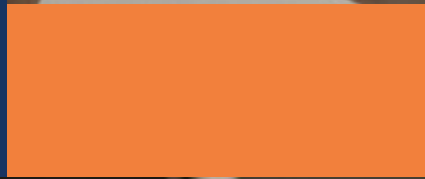
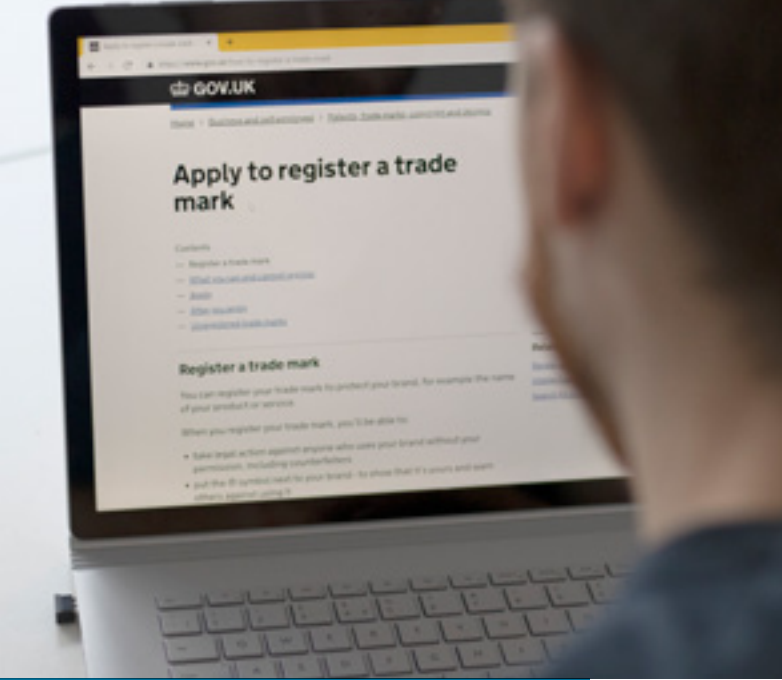
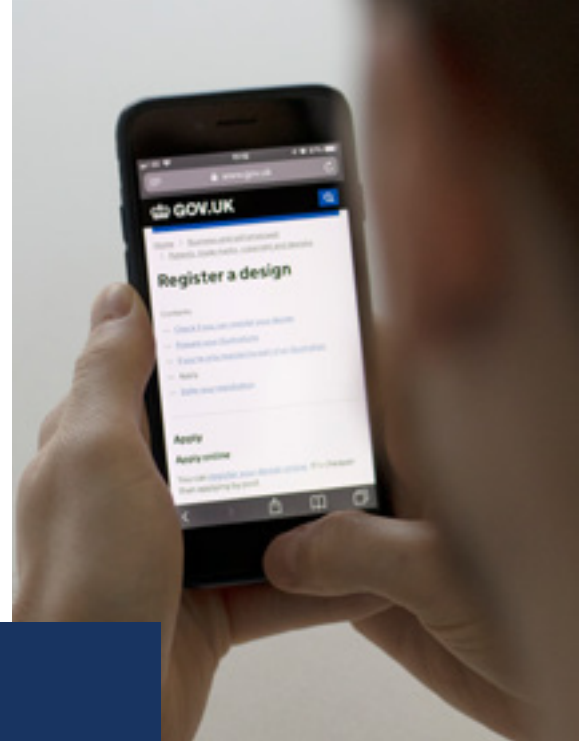
Ministerial Targets

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

By the end of March 2020, we want 90% of renewals to be conducted via the new enterprise-wide digital renewals service.

75% of the businesses we reach confirm that they are able to make informed decisions about their IP.

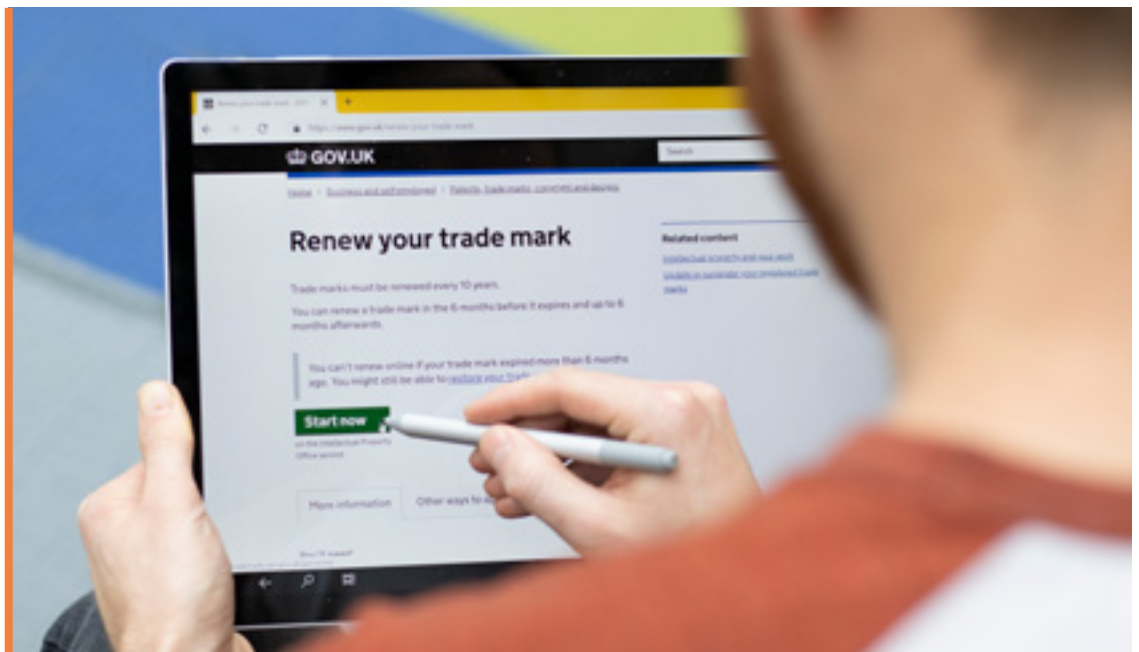
Deliver our services efficiently through continuously improving our systems, processes and ways of working to make things better for our customers and our people, reduce costs and improve the value for money we provide. Our target is to achieve efficiencies worth at least 3.5% of our core operating costs.



Delivering excellent IP services

By March 2020 we will have in place:

- A set of metrics to monitor the quality of our service to our customers.
- A single unified digital service for renewals.
- Delivery of the 'Manage my IP' digital service and launched on our customer portal.
- A data management function which is responsible for creating the standards and policies around our data.
- Clear requirements for projects to deliver data which supports the generation of management information and business intelligence.



Outcomes

Timely, reliable and quality services

- Our customers will be satisfied with our IP rights granting services and at least 85% of our customers will rate us 8/10 or higher for overall satisfaction
- We will monitor a suite of targets and measures around the timely delivery of our IP rights granting services. Key areas we will focus on at a corporate level are:
 - A fast 2-month turnaround on accelerated patent actions.
 - Elimination of patent searches pending over 6 months and the longest pending patent examinations.
 - Reduction in the overall amount of pending patent work.
 - Maintenance of our prompt service in tribunals, trade marks and design examination.

End to end digital

- We will monitor the availability of our digital services for our customers with our essential customer facing services available 99.5% of the time.
- We will launch our first enterprise service, a new single unified digital service for renewals. By the end of March 2020, we want 90% of renewals to be conducted via the new enterprise-wide digital renewals service.

Data

- We will manage our data appropriately and monitor any data breaches.

Creating a world leading IP environment

By March 2020 we will have in place:

- A clear understanding of the impact of artificial intelligence on the IP framework. This will be through the delivery of a joint World Intellectual Property Office (WIPO) international conference and a set of seminars collaboratively with universities and industry. We will publish our approach to addressing the key questions and actions on this topic.
- An IP Education Policy that we have developed following consideration of the findings of the education review.
- Facilitate banks to analyse their loan portfolios to see if firms with IP rights are less likely to default and have lower levels of losses due to default and provide subsidies and support to firms for valuing their IP. Identify the data needed to influence lenders to consider IP as collateral in debt lending.
- Resources and campaigns targeted effectively at universities and research institutions as set out in our IP and Knowledge Exchange policy.
- Clear integrated strategies on our campaigns targeted at young people, businesses and consumers of illegal content and counterfeit products. A set of metrics in place to evaluate the success of these campaigns.
- A completed enforcement review focused on identifying if our legal framework is effective, consistent and proportionate across all IP rights.
- A baseline of our availability index, a new and innovative research providing an understanding of counterfeit goods available in marketplaces across the UK and insight into volumes on the internet.

Outcomes

Developing the legislative and policy framework

- Our IP framework to be world leading, monitored through international IP indices.
- Unlock potential international markets through working with other government departments and the strengthening of our IP attaché network.

Increasing IP's impact through awareness and education

- 75% of the businesses we reach confirm that they are able to make informed decisions on their IP.
- We deliver and monitor key indicators on education and business campaigns.

Reducing crime and infringement

- We will monitor our trackers to measure consumer behaviour around copyright infringement and counterfeit products.
- We will baseline the availability of counterfeit products.
- We deliver and monitor key indicators on enforcement campaigns.

Making the IPO a brilliant place to work

By March 2020 we will have:

- A new approach to performance and reward and recognition
- New and updated information and records management policies and a technical system that supports these policies.
- A benefits management model with clear processes and mechanisms that underpin this.
- Delivered our accommodation projects, ensured a smooth transition London accommodation move and a report on long term green energy solutions.
- Stress and resilience action plan around mental health which is being implemented.

Outcomes

Solid Foundations

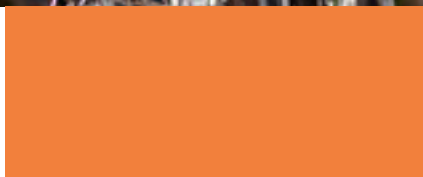
- Achieve efficiencies worth at least 3.5% of our core operating costs.
- Our people will understand and enact our policies around information and records management, reducing the risk of any data breaches.

Culture: One IPO

- Our people understand our purpose and priorities and the direction of our transformation journey and its impact on them.
- A reduction in bullying and harassment incidents, improvement in reporting and resolution of any incidents when they occur.
- We will monitor diversity targets annually, in line with the Civil Service Diversity Strategy.

Healthy people, healthy environment

- Reduce our level of our printing.
- Improvement in the management of stress and resilience with fewer sick days.



Resources 2019-2020

Our budget reflects the continued growth in demand for our services; increased capacity to deal with this, some unavoidable cost increases and investment in transforming our services. The budget does not include any impact from a “no deal” EU exit; if that were the case, there is likely to be significant additional income from trade mark and design applications and renewals, with additional capacity required to manage these.

As a Trading Fund our income is from fees for our services rather than government funding.

- **Delivering excellent IP Services:** increased demand for trade marks and for patent renewals will provide sufficient income to cover the costs of the 50 additional patent examiners needed for our higher workload. We will be investing significantly in our transformational programme and our data capability to provide better services to our customers, and we will be able to fund this investment from this year and last year’s surpluses.
- **Creating a world leading IP environment:** we will continue to fund work to ensure that we have a simple and efficient IP environment in the UK, to help improve the international IP framework, to educate businesses, students and consumers on research, enforcement and cross government working.
- **Making the IPO a Brilliant Place to Work:** we continue to receive income from sub-letting accommodation and we will invest in our people and the tools and locations we provide them. Specifically, this year we will be investing in our accommodation sites to help make the working environment better for our people.
- **Efficiency:** We are facing significant additional pension costs as the government is expected to increase the employer contribution from 21% to 28% for 2019-20, but we are committed to deliver 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, reduce costs and improve the value for money we provide. Our target is to achieve efficiencies worth at least 3.5% of our core operating costs.

Income and expenditure

	2018-19	2019-20
Income		
Patents	66,520	73,500
Trade Marks	31,363	32,700
Designs	600	600
Other	1,464	1,500
Total income	99,947	108,300
Expenditure		
Pay	(56,941)	(57,800)
New capacity	0	(4,000)
Pension increase	0	(3,200)
Non-pay	(32,510)	(33,500)
Depreciation	(1,344)	(2,800)
Total expenditure	(90,795)	(101,300)
Surplus	9,152	7,000
Dividend	(3,687)	(3,650)
Retained Surplus	5,465	3,350

Transformation costs

	2018-19	2019-20
Retained Surplus	5,465	3,350
Expenditure – funded from retained surpluses		
Digital Services	(2,127)	(2,700)
Data	(322)	(1,200)
Accommodation	0	(2,100)
Total transformation costs	(2,449)	(6,000)
PIPCU	(1,702)	(2,000)
To/from reserves	1,315	(4,650)

	2018-19	2019-20
Capital Investment		
Digital Services	2,700	7,400
IT Assets	0	550
Accommodation	0	200
Capitalised staff costs	900	200
Total	3,600	8,350

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