



Intellectual
Property
Office

Corporate Plan

2020-21



IPO | Making life better through IP

Intellectual Property Office is an operating name of the Patent Office

Contents

Ministerial foreword.....	4
Executive summary	6
Our plan – 2020-2 – IPO’s key priorities.....	7
Our year – 2020-21– the highlights	8
Delivering excellent IP services.....	8
Creating a world leading IP environment	9
Making the IPO a brilliant place to work	11
Our transformation programme	16
Understanding the impact of future technology on the IP framework	17
Our ministerial targets	18
Ministerial targets.....	18
Our plan – 2020-2 – The detail	21
Delivering excellent IP services.....	21
IPO’s customer strategy.....	22
Creating a world leading IP environment	27
Developing the legislative and policy framework.....	28
Increasing IP’s impact through awareness and education	30
Reducing IP crime and infringement.....	32
Making the IPO a brilliant place to work	35
Healthy people, healthy environment.....	41
Resources 2020-21	44



Amanda Solloway

Minister of State for Universities, Science Research and Innovation, said:

“Industries that rely on intellectual property are thought to have accounted for almost half of our GDP. It is therefore vital that we continue to have an Intellectual Property regime that provides inventors, creators and entrepreneurs the confidence to invest, knowing they will reap the benefits.

“We have published the ambitious R&D Roadmap which sets out how we will establish the UK as a science superpower, by increasing research spending and driving forward innovation, backed by our unrivalled investment in Intellectual Property rights.”

Ministerial foreword

Innovation is central to prosperity. It increases productivity, grows markets and creates jobs. The UK has a long, proud history of innovation. But the world has become increasingly competitive and we face challenges that we have never faced before; climate change, an ageing society and new technologies that are transforming business models across many sectors. In recent months the world has faced its biggest challenge yet with the outbreak of the Covid-19 pandemic causing a significant impact to the global economy; innovation is needed more now than ever. How the UK reacts to this challenge now and in the future, will shape our place in the global economy.

The Government’s ambition to make the UK the most innovative country in the world remains unchanged and we have published our R&D Roadmap which sets out how we will establish the UK as a science superpower, increase research spending and prioritise innovation. We will work with industry to drive forward the largest investment in research and development in four decades to £22 billion by 2024/25, as well as helping businesses to access the right funds.

The UK starts from a position of strength, ranked in the top five of the [Global Innovation Index 2019](#) and top 10 by the [World Bank](#) as the best place to start and grow a business. With the global landscape changing and the UK’s exit from the EU on 31 January we want to equip businesses to face the opportunities that this brings, and for 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, JCB, Reaction Engines, Harry Potter and Burberry 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 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. Although the plan was written before the outbreak of the Covid-19 pandemic the strategic framework the plan is based on remains unchanged. The IPO will continue to deliver excellent IP services, create a world leading IP environment and attracting and retaining the best people by making the IPO a brilliant place to work.

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 the US Chamber of Commerce International IP Index. I am confident that the IPO will contribute the most to building a business environment that even in these challenging times makes the UK the best place in the world to start and run a business.

“ 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. ”

Executive summary

Setting the context

Intellectual Property matters. It provides individuals and businesses with the confidence to invest their time, money and energy into developing something new and plays an essential role in supporting the government's ambition of making the UK the most innovative country.

The formation of a new government in December 2019 has brought greater certainty and stability, with clear priorities for the future. The UK has now left the EU with the transition period ending on 31 December 2020, and there is a strong commitment from the government on investing in research and innovation to help solve the grand challenges set out in the Industrial Strategy¹. IP has an important role in supporting these ambitions and by being the best IP office we can support creativity and innovation, helping the UK to meet its target of investing 2.4% in innovation and research by 2027.

Our strategy² sets out our strategic framework of how we will achieve this. Through *delivering excellent IP services* to our customers and *creating a world leading IP environment* we will provide the right environment for innovation and creativity, one that is able to stand up to the challenges and opportunities of future technology. To achieve this, we know that we need engaged and well-motivated people with the right skills, tools, working environment, values and behaviours and that is why we want to make the IPO a *brilliant place to work*.

This will be our third annual plan under the refreshed IPO Strategy. The uncertainty around our departure from the EU in 2019-20 has been challenging, but we have continued to deliver high customer satisfaction; achieve our key targets

around timeliness for trade marks and designs; made good progress in reducing our patent backlog; launched our first new digital enterprise service, a single unified service for renewals; and been recognised again as a high performing organisation in the Civil Service People Survey.

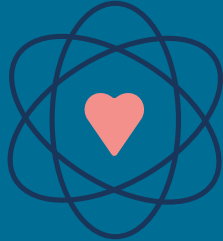
We will continue to build on these successes and have set several priorities under each of our strategic pillars. In looking at the year ahead we have identified the following four priorities that are essential to support the government's ambition and deliver our strategy.

“ To achieve this, we know that we need engaged and well-motivated people with the right skills, tools, working environment, values and behaviours and that it is why we want to make the IPO a brilliant place to work. ”

¹ [Industrial Strategy](#)

² [IPO Strategy 2018](#)

IPO's key priorities



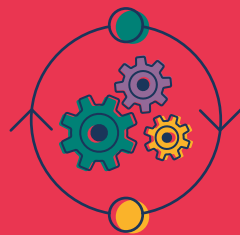
Delivering our core services.

For the UK to be the best place to start and grow a business we must ensure that we continue to grant high quality IP rights on time meeting the expectations of all our customers.



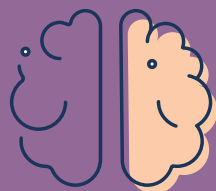
Supporting the UK's independent economic and political future.

Working across government to ensure that in trade negotiations we retain the flexibility to develop our IP system in line with our domestic priorities and supporting businesses to understand the implications on IP of the UK leaving the EU.



Our transformation programme.

Transforming the way we provide our IP services to our customers is essential to deliver excellent IP services in the future. We want to ensure that the services we provide support innovative businesses in an increasingly digital environment and we will put our customers at the heart of this work.



Understanding the impact of future technology on the IP framework.

Helping the UK government solve the grand challenges facing our society and unleashing innovation.

To note: This plan was developed prior to the outbreak of the Coronavirus (COVID-19) pandemic. Our priorities at present are unchanged but depending on the impact of the pandemic to global growth this may impact on what we are able to deliver during 2020-21. We will review our priorities as the impact of the virus becomes clearer and if necessary we will adapt the scope to deliver the most important priorities. We have the ability to adapt our finance and resource models according to emerging trends, and we will ensure that we focus our efforts and resources where they will have the most significant impact on driving the UK innovation and creative economy.

Our year – 2019-20 highlights

Delivering excellent IP services

- We have agreed a customer strategy which sets-out our approach to our customers and our ambitions in becoming a truly customer-centric organisation.
- We launched a new approach to measuring customer satisfaction, moving to a digital self-completion survey which gathers more granular information, more regularly and from a wider customer base. We have received over 5,000 responses and 85.6% of our customers gave us a score of 8 out of 10 or higher.
- We processed record levels of trade mark and design applications and achieved all our targets around timeliness. In patents we turned over 95% of accelerations within two months and have made excellent progress in reducing our patent backlog.
- On Tribunals we continued to meet our targets on timeliness issuing over 85% of final decisions in 12 months or less and over 92% within 15 months.
- Our customer facing and business critical internal IT systems are robust, resilient and were available for over 99.5% of core business hours.
- We launched a brand-new digital renewals service for patents, trade marks and designs and 92.6% of all renewals in March have been received through the new service since the launch.
- We have developed an AI-powered tool for searching trade marks and designs and are in the process of developing and testing new platforms for users that make use of this technology.



“ We have agreed a customer strategy which sets-out our approach to our customers and our ambitions in becoming a truly customer-centric organisation.”

Creating a world leading IP environment

- We have successfully delivered the policy and legal framework to support the UK's departure from the EU on 31 January 2020 and our teams have been integral in free trade negotiations with the EU and rest of world, ensuring that the importance of IP is reflected.
- We supported the UK's Get ready for Brexit campaign by creating a short number of videos and participated in regional roadshows to engage stakeholders and customers so they could make well informed decisions around IP.
- We have been working closely with HM Treasury to review recommendations for how the government and wider public sector can improve the management of its own knowledge assets including IP.
- We redesigned a new digital platform to host our business and education resources, bringing together our offering in one place, aligning with our new corporate brand.
- We have embedded policy advisors within Birmingham, Manchester and Oxfordshire with the remit of building IP capability and integrating IP into the local business support ecosystem.
- We hosted a successful international conference with the World Intellectual Property Organization (WIPO) to explore the commercial, legal and economic implications of AI on IP.
- We engaged with more than 60,000 businesses on IP and of those that we surveyed an average of 84% of them felt able to make an informed decision about managing their IP.
- We have continued to build and utilise our international influence with a new IP attaché post established in North America and an additional post in Southeast Asia, as well as chairing two WIPO committees.
- We have continued to play a central role in reducing crime and infringement, with the IPO intelligence hub being involved in the seizure or restraint of over £2.26m in proceeds for IP crime and we supported a campaign highlighting the danger of counterfeit automobile parts.
- The Police Intellectual Property Crime Unit (PIPCU), through its work with Nominet, suspended nearly 32,000 sites selling counterfeit products with an estimated loss to industry of over £191m.

- We have been influential in delivering changes in the international enforcement space, providing more certainty and security for UK customers when they trade abroad with successes including:
 - After a longstanding engagement with China, Chinese law addresses one of the most common IP concerns for UK companies; bad faith as grounds for trade mark opposition or invalidation.
 - We have supported Brazilian efforts to take down websites hosting copyright infringing content, totalling 55 million visits and including a significant amount of UK developed content.

“ We have continued to play a central role in reducing crime and infringement, with the IPO intelligence hub being involved in the seizure or restraint of over £2.26m in proceeds for IP crime and we supported a campaign highlighting the danger of counterfeit automobile parts. ”

Making the IPO a brilliant place to work

- Our overall engagement score in our People Survey 2019 was 68%, putting us within the Civil Service high performance bracket.
- We were awarded GOLD Investors in People and the Investors in People Health and Wellbeing Good Practice Award recognising all the hard work we are doing to becoming a brilliant place to work.
- To help make the IPO a brilliant place to work we launched a new modern approach to performance management. The new framework replaced the fixed performance cycle with goals that fit, ongoing regular performance conversations and timely recognition to help develop and support everyone to be their best in work.
- We launched a trial of a new reward and recognition scheme 'Recognising your best'. This replaced the end year top 25% with a continuous in the moment approach enabling managers and colleagues to recognise more of our best outcomes and behaviours as and when they happen.
- We have once again been named as one of the most inclusive employers in Britain by LGBT+ charity Stonewall in its Top 100 Employers list for 2019 as well as achieving a Top 30 position in the Working Families Index.
- We were accredited Gold in the MIND Workplace Wellbeing Index for successfully embedding mental health into our policies and practices, demonstrating a long-term and in-depth commitment to mental health.
- We relocated our London premises to 10 Victoria Street and have been utilising the space in Aldgate Tower for court and tribunal cases.
- We have delivered on our efficiency target of 3.5% and have achieved the following against government targets:
 - Reduced greenhouse gas emissions from energy usage by 54% (government target 43%);
 - Reduced the amount of waste going to landfill to less than 10%;
 - Reduced internal paper usage (for example, photocopying) by at least 50%;
 - Reduced water consumption from 10m³ to 4m³ per FTE; and
 - We removed all single use coffee cups across our sites.

Our plan

2020-21



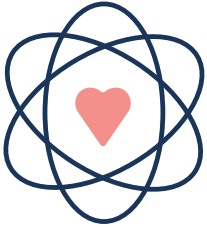
Our key priorities

Our 2020-21 plan sets out our focus areas for the next year under our three strategic pillars. We have identified four key priority areas that are essential for us to deliver on during the year. These support our ambition of being the best IP office, helping the UK to be the most innovative country and address the grand challenges set out in the government's modern Industrial Strategy[®]. Our key priorities are:

- Delivering our core services;
- Supporting the UK's independent economic and political future;
- Progressing our transformation programme; and
- Identifying the implications that future technology can have on the IP framework.

Underpinning this is our commitment to be a brilliant place to work and we believe that understanding and embedding the right culture is central to the delivery of what we want to achieve.





Delivering our core services

We must grant IP rights on time and to a high quality, continue to work with our customers, understanding their needs and expectations and deliver the best IT services that we can and support the working environment of our people.

We already deliver excellent services with 85.6% of our customers rating us 8 out of 10 or higher and achieving a 99.95% on the availability of our essential customer facing systems. However, during the year we know we will face significant challenges, most notably the change in our customer base for trade marks and designs. The UK's departure from the EU on 31 January 2020 means that we will be creating over 2 million trade marks and designs at the end of the transition period.

We also expect the demand for trade marks and designs to grow significantly. We are forecasting to receive around 150,000 trade mark applications (in 2019-20 we are forecasting to receive just under 110,000) and a substantial increase in our design applications⁴. This increase in demand could impact on our delivery targets in these areas and associated services, but we have agreed plans to recruit to respond to this rising demand.

On patents we expect the demand for searches and examinations to remain at current levels, around 14,000 and 11,000 respectively⁵. Our focus will be to continue the excellent progress we have made in reducing our patent backlog through improving our processes, recruiting more patent examiners and working with the European Patent Office.

⁴ To note – these forecasts were derived prior to the Coronavirus (COVID-19) pandemic. We are seeing an impact to global growth and as a result actual demand for our rights granting services may not be as high as forecasted. We will monitor this situation closely.

⁵ *ibid*

“ The UK’s departure from the EU on 31 January 2020 means that we will be creating over 2 million trade marks and designs at the end of the transition period. ”



Supporting the UK's independent economic and political future

On 31 January 2020 the UK left the EU and entered a transition period which will end on 31 December 2020. The Government has been clear that it will open negotiations with the EU and key trading partners with the aim of agreeing Free Trade Agreements (FTAs). The Government's ambition is for 80% of UK trade to be covered by FTAs within 3 years starting with the US, Australia, New Zealand and Japan.

The UK's IP regime is one of the best in the world⁶, and the IPO has an important role to ensure that the IP system continues to provide high levels of world-class protection, whilst seeking new opportunities that our separation from the EU has provided.

This year our focus will be to:

- Create equivalent UK rights from existing EU trade marks and designs to the UK register on 31 December 2020.
- Ensure we deliver the policy and 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.
- Support the government's ambition surrounding free trade agreements.
- Support UK businesses operating in Europe and beyond to adjust to a changed IP environment and ensure they make the most of opportunities and capitalise on those changes.



Our transformation programme

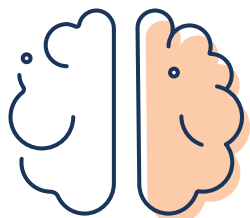
Transforming the way we provide our IP services to our customers is essential to deliver excellent IP services in the future. We want to ensure that the services we provide support all our customers in an increasingly digital environment and we will put them at the heart of this work. Our goal is to provide customers with services that are consistent across all our rights. We want to make it much easier for our customers to interact with us in applying for and managing their IP rights and that are comparable with the best provided by other IP Offices and private sector organisations. We will streamline and modernise our processes and structures to help facilitate this and provide our people with the tools and skills to deliver even more effectively for our customers.

We know this will be a complex programme which we expect to take a further 4-5 years to complete. Over the last year we successfully delivered the new enterprise-wide renewals service which is now processing 92.6% of renewals transactions and has received excellent feedback from customers. We have now started the next mobilisation phase during which we will increase the IPO's capability to deliver change on this scale.

This year our focus will be to:

- Conclude the 'mobilisation' phase, learning lessons from our transformation work to date as well as the experiences of other organisations, and understanding future capability requirements;
- Consider legislative barriers to delivering consistent, digital services; and
- Identify the data requirements necessary for transformation and how we will migrate data from our existing systems.

“ Over the last year we successfully delivered the new enterprise-wide renewals service which is now processing 92.6% of renewals transactions and has received excellent feedback from customers. ”



Understanding the impact of future technology on the IP framework

IP has an important part in helping the UK Government solve the grand challenges⁷ facing our society, such as how we respond to the increasing problem of climate change and support the government's commitment to reach net zero greenhouse gas emissions by 2050⁸; and how we can put the UK at the forefront of the artificial intelligence (AI) and data revolution. To have the most impact we need to understand and address the issues being raised. We want the UK to be the place where businesses and individuals come in order to protect their IP in all technologies.

We will do this through building on the successes of 2019-20. During last year we hosted an international conference with the World Intellectual Property Organization (WIPO) on the questions that AI has on the IP framework. We led discussions with other IP offices across the world, and have started to develop an approach as to how we tackle the most difficult questions. But there is more that we can do and our attention should, and will not, be focused solely on AI.

This year our focus will be:

- Understand the key questions that must be addressed to ensure the UK's IP framework incentivises the development and adoption of AI technologies, supporting the government's ambition of putting the UK at the forefront of the AI and data revolution;
- Conduct research on other key technologies and assess impact on IP system, in particular understanding the role IP can play in supporting innovations which will help the UK move towards clean growth and address the challenge of reaching net zero greenhouse gas emissions by 2050; and
- Build a team to focus on this important area of work, collaborating with stakeholders, pushing us to be a thought leader in understanding the impact of future technology on the IP framework.

7 [Industrial Strategy Grand Challenges](#)

8 [UK becomes first major economy to pass net zero emissions law, June 2019](#)

Our ministerial targets

We have designated four ministerial targets which are focused on the delivery of our key cross-cutting priorities for 2020-21.

Ministerial targets

Priority: Delivering our core services

- Delivering excellent customer service with our average overall customer satisfaction at least 85%.
- Delivering our services efficiently through continuously improving our systems, processes and way of working to make things better for our customers and our people. Our target is to achieve efficiencies worth at least 3.5% of our core operating costs.

Priority: Supporting the UK's independent economic and political future

- We will have created equivalent UK rights from existing EU trade marks and designs to the UK register on 31 December 2020.

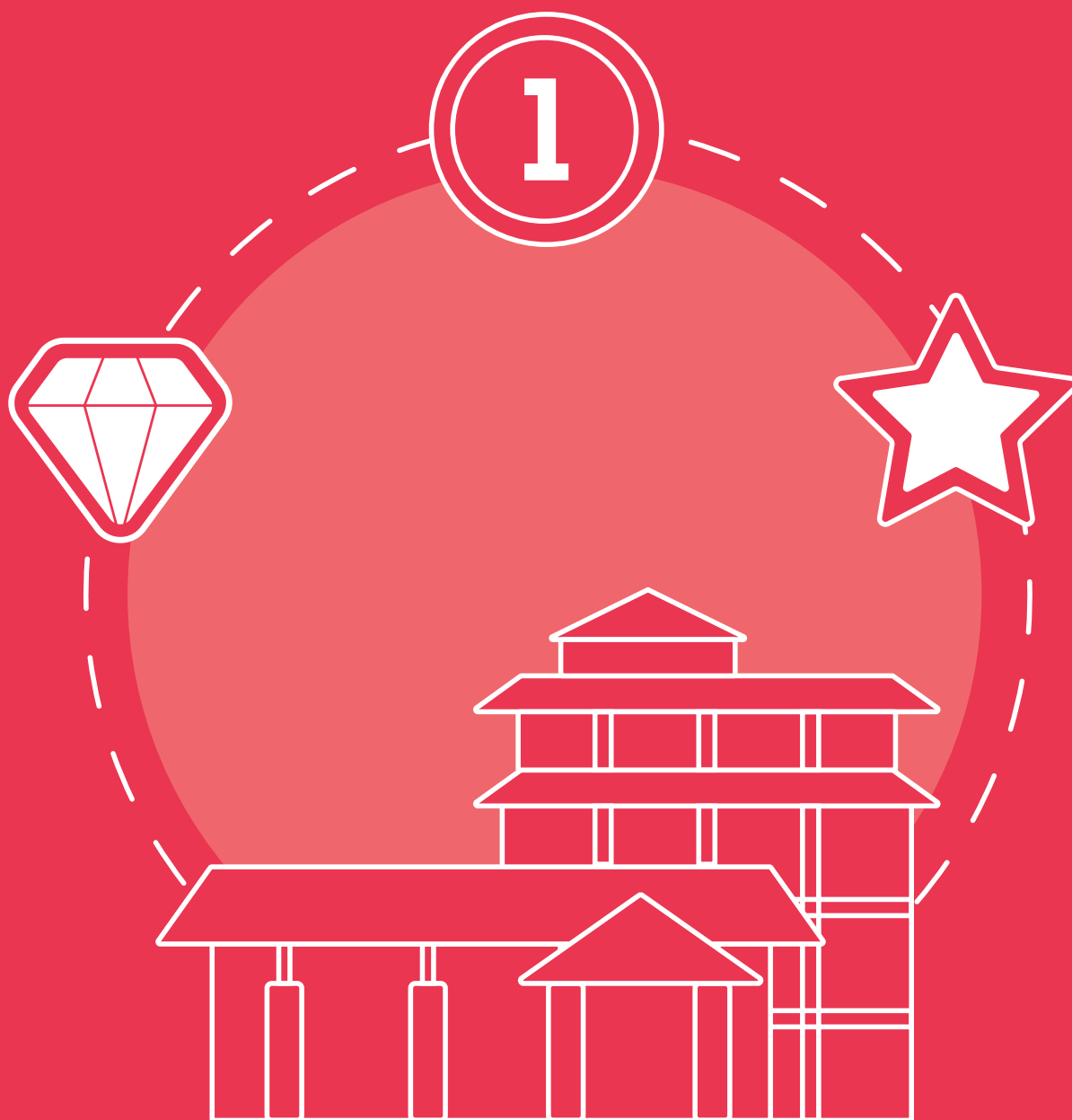
Priority: Understanding the impact of future technology on the IP framework

- We want to ensure that the UK's IP framework incentivises the development and adoption of AI technologies, supporting the government's ambition of putting the UK at the forefront of the AI and data revolution. We will do this by developing our understanding of how AI impacts the IP framework through launching a call for views and publishing our response so as to provide the clarity our customers need to confidently invest in AI.



Our plan

2020-21



The detail

This section sets out our key focus areas for 2020-21 for each of our strategic pillars, identifying key timelines for delivery and how we will measure success. We will be reactive to the changing environment and will monitor our progress against our plan monthly, adapting the scope where necessary to deliver the most important priorities.

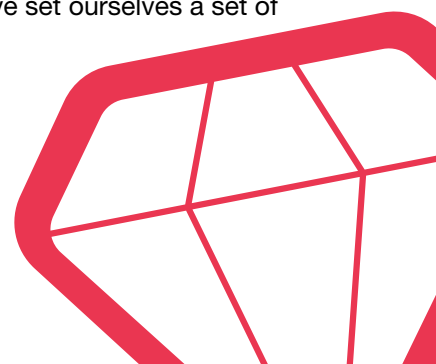
Delivering excellent IP services

Delivering IP services for our customers 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 that support our vision of providing 'one IPO' services and are the same quality services that customers receive elsewhere.
- Ensure that our data helps our customers through improving services and increasing knowledge.

Understanding our customers is at the heart of this. We have sector leading customer satisfaction scores, but we know there is more we can do. Our customers cover many segments with diverse needs and we must make sure we serve each of them. Following a change in the method of gauging customer satisfaction last year we have a much richer set of data on our customers' experience of interacting with us. However, we do not have a strong record of using this data to make tangible improvements. In addition, feedback from customers suggests that their experience can be inconsistent, and we know that some of our people in the IPO have a more customer first approach than others.

Last year we developed a customer strategy which explains how we plan to improve the experience of all our customers. During the year we will implement this strategy across the IPO, to help drive timely, reliable and quality services and we have set ourselves a set of key customer service standards.



IPO's customer strategy

To be the best for our customer we will:

1. Strengthen our customer-centric mindset;
2. Understand our customers and use this understanding to drive improvements; and
3. Ensure our customer focused activity is consistent and coordinated.

Objective: We will put customers at the heart of the IPO by driving, and supporting, all parts of the organisation demanded by the IPO customer strategy, whilst using customer data to improve our services. This is essential to shaping our future services, particularly in delivering transformation and identifying where improvements are needed.

Key activities

- We will set up a customer unit focused on driving significant change and improvements to the IPO's customer experience, establishing the governance and team structures that will prepare us to deliver the strategy [Q1].
- During the year we will undertake an internal engagement programme to embed the expectations and improve the IPO's capability to offer consistently high-quality customer interactions [Q1 – Q4].
- We will create a 'closing the loop' framework to resolve customer issues [Q1], review and improve our complaints process [Q2] and undertake benchmarking [ongoing].

Measuring our success

- Average overall customer satisfaction with the IPO is at least 85%.
- External validation (i.e. award of the Customer Service Excellence standard).

Timely, reliable and quality services

Objective: We will ensure the timely delivery of our core services. To maintain customer satisfaction, we will ensure the timely delivery of our core services and focus on improving in areas where we are not meeting customer needs. We face challenges with higher levels of volumes expected in trade marks and designs, and associated services, but we are committed to monitoring and understanding our key targets around delivery and we will continue to focus on reducing our patent backlog.

Key activities

- We will continue to work with the European Patent Office to help free resources, enabling us to a focus on tackling the patent backlog [Q4].
- We will undertake a pilot study to explore the opportunities for patent process improvements or re-design using external experts to support the process [Q1].
- We will review and implement our recruitment plans in line with increasing demand to ensure that we continue to deliver to our customer service standards [Ongoing].

Measuring our success

- Maintaining our prompt services in business operations, tribunals, trade marks and design examination.
- Reducing our patent backlog from around 11,000 to 6,500.
- Achievement of our customer service standards.

“ This year we will focus on resetting expectations, ensuring we have the right structures and targeting some quick wins. ”

Objective: We will maintain and improve the quality of our rights. Delivering high quality rights is as important as delivering on time. We are currently undertaking a review of our quality processes across our rights granting and management areas.

Key Activities

- We will complete a review to make sure we have a proportionate and risk-based quality system that supports our people and delivers to our customers' expectations [Q1].
- We will embed the results of the quality review across our operational delivery areas [Q3-Q4].

Measuring our success

- We will have quality targets that help us meet our customer needs and help us deliver against our customer satisfaction standards.

End-to-end digital and data

Our focus in this area will be delivering the necessary requirements for a successful end of the transition period on 31 December 2020 and making progress on our transformation programme. Delivering our core IT services is still a key priority however, and we will ensure that whilst we undertake these changes we will continue to provide useable digital services to support the delivery of excellent customer service.

Measuring our success

- We will monitor the availability of our digital service for customers with our essential customer facing systems available 99.5% of the time.
- We will monitor the availability of our business-critical internal systems ensuring they are available 99.0%.
- We will monitor the impact of major or serious incidents on the availability of our customer facing services.

Objective: Onboarding EU trade marks and registered community designs. At the end of the transition period on 31 December 2020 we will be required to create equivalent UK rights from existing EU trade marks and design rights to the IPO's register.

Key activities

- We will implement our plan to create equivalent UK rights from existing EU trade marks and designs to the UK register. [Q3]

Measuring our success

- We will have created equivalent UK rights from existing EU trade marks and designs to the UK register on 31 December 2020.

Objective: Our transformation programme. We will continue to transform the way we deliver services for our customers so that we can continue to provide excellent customer service.

Key activities

- We will deploy our renewals service into public Beta [Q1].
- We will undergo a mobilisation phase to ensure we are ready to deliver our ambitious transformation programme producing a robust and evidenced based business case which clearly articulates benefits and success criteria [Q2].
- We will produce a transformation delivery plan that is robust and realistic. All staff will understand the delivery plan and their role in delivering it [Q2].
- Our commercial strategy and options are defined and agreed. IPO will have a clear commercial engagement plan to secure the right partner suppliers and market resources needed to deliver our transformation plan [Q4].
- All legacy systems/services removed to enable one of our main finance systems, POCAS to be de-commissioned [Q2].
- We will identify the data requirements necessary for transformation and how we will migrate data from our existing systems [Q4].

Measuring our success

- External gateway of mobilisation phase passed.
- Renewals service GDS private beta assessment passed.
- POCAS positioned to be switched off with minimal impact on our services.
- High levels of customer and staff feedback.

Our plan

2020-21



Creating a world leading IP environment

To support the Industrial Strategy and the government's ambition to make the UK the best place to start and grow a business we know we must provide an IP legislative framework that maximises the incentive to innovate and create, ensure enforcement mechanisms are optimised and also that IP is recognised and treated as an asset so that the maximum value can be managed and extracted. We want the whole IP environment to be world leading and our strategic approach is across three areas:

- **Developing the legislative and policy framework.** Our departure from the EU presents opportunities around trade. This will be a key focus area in the next year whilst we also manage the challenges around providing our stakeholders with certainty in the IP system.
- **Increasing IP's impact through awareness and education.** 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. We believe everyone should have an understanding of IP and we want young people to leave education knowing about IP; researchers and universities to understand how to use IP to secure the greatest benefits; our colleagues in government to recognise the economic and social benefits of IP in their policy making; and businesses to understand and take informed decisions about using IP as an asset in the UK and abroad.
- **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 wellbeing⁹. The UK is already a world leader in the enforcement of IP¹⁰ but there is more we can do to shift attitudes towards infringement.

We already have one of the best IP regimes in the world and are consistently ranked as one of the top regimes in the US Chambers of Commerce International IP Index¹¹. To continue to be world leading we must adapt to the opportunities and challenges that the UK's departure from the EU brings and be at the forefront of understanding the challenges of technology advances on our IP framework. On the next page we set out our key areas of focus for the year.

9 [Trade in Counterfeit Products and the UK Economy: 2019 Update](#)
 10 [US Chamber of Commerce International IP Index 2020](#)
 11 [ibid](#)



Developing the legislative and policy framework

Objective: We will work across government and with stakeholders to deliver the best possible outcomes on IP through the UK's departure from the EU. The UK has now left the EU and will spend the transition period up to 31 December 2020 looking to agree a future trading relationship with the EU. The IPO has an important role to ensure that the IP system continues to provide high levels of world-class protection, whilst seeking new opportunities that our departure from the EU has provided.

Key activities

- We will continue to work across government and with external stakeholders to ensure that any UK-EU free trade agreement (FTA) reflects the importance of IP [Ongoing].
- We will deliver the policy and legislative changes required for the end of the transition period [Q3].
- We will also continue to support UK businesses operating in the EU, helping them to adapt and thrive under the terms of the new relationship [Ongoing].
- We will re-define our role with European partners including the potential placement of an attaché in Europe [Ongoing].

Measuring our success

- We will ensure that the policy and legislative changes are in place for 31 December 2020 and those changes are understood by our customers and stakeholders so that they are able to continue to use and manage their IP in an effective way.

Objective: Increasing IPO's influence with our key trading partners to maximise the opportunities for international innovation, trade and investment. Exiting the EU means we have new levers to build our trading relationships with existing and new markets. A major part of our work in the international sphere this year will be embarking on FTA negotiations. Alongside that work, the IPO will continue to play an important role with international partners maximising the opportunities for UK stakeholders to innovate, trade and invest internationally.

Key activities

- We will work closely across government and with external partners to identify IP-related trade barriers in important markets and to inform policy development [Ongoing].

- We will work with our colleagues in the Department for International Trade to ensure that the UK engages positively in its new independent role at the World Trade Organization's Council for the Agreement on Trade-Related Aspects of Intellectual Property Rights (WTO TRIPS Council) [Ongoing].
- We will influence the programme of cross-government funded projects to bring about real benefits for UK businesses wanting to protect, enforce and commercialise their IP through the FCO's flagship Prosperity Fund [Ongoing].
- We will take an informed decision about increasing the reach of our IP attaché network into the Middle East and Africa, following scoping work across the regions in partnership with HMG departments and stakeholders [Q3].

Measuring our success

- We will ensure the IPO plays a full role in any cross-Whitehall trade agreement discussions.
- HMG investment in improvements to Brazil's IP administration reduce the waiting times and uncertainty for UK businesses wanting to protect their technologies and brands in the market.
- A refreshed toolkit for UK-India research collaboration provides effective support for UK institutions looking to innovate in partnership with India.

Objective: Understanding the opportunities that future technology can have on our IP framework. IP has an important part in helping the UK government solve the grand challenges¹² facing our society and unleashing innovation. We need to understand and address the issues being raised and establish how IP can be used as an enabler (where possible) to make the UK the best place to conduct research and innovate.

Key activities

- We will establish a team to drive this work forward [Q1].
- We will develop ourselves as a thought leader on AI and IP through:
 - Issuing a call for views on AI [Q1] and a government response to these call for views [Q2].
 - Publishing an AI strategy [Q3] which sets out our priorities and how we will address these.
- Conduct research on other key technologies and assess impact on IP system, understanding how IP can support the UK in achieving its net zero greenhouse gas emissions target by 2050 [Q4].

Measuring our success

- Delivery of the government response and IPO strategy on AI.
- Conclusion of research on other technologies and their impact on the IP framework.

Objective: Developing legislation to support the digital future.

Key activities

- We will assess and take forward legislative changes needed to update the UK IP framework, particularly for digital transformation [Q4].

Measuring our success

- We will have identified necessary legislative change requirements to support our digital and customer ambitions and produced a document setting these out.
- We will have developed a clear plan in partnership with BEIS to achieve the necessary legislative changes.

Increasing IP's impact through awareness and education

Objective: Lead on training and awareness of the importance of IP across UK government, supporting HMTs report. An HMT report¹³ published in 2018 made several recommendations aimed at improving the management of IP and other assets by the UK public sector. The report found that there was asymmetric understanding and awareness of the importance of IP across UK government. Over the past year we have worked closely with HMT and a report on findings and next steps is due to be launched in Spring 2020. In support of this the IPO will lead on IP training and awareness activities across the public sector and on IP data and analysis.

Key activities

- We will conduct a gap analysis reviewing the level of IP understanding within government, understanding our audiences [Q1].
- Test case partners have been identified and additional resource is expected to be brought in to support delivery once the package is agreed [Q2-Q3].
- We will develop an offering to upskill government colleagues in IP (educate and build understanding) [Q3-Q4].

Measuring our success

- We will produce a gap analysis to get a baseline of understanding of IP within government.
- We are delivering educational tools for government use.

Objective: We will increase understanding of IP, so businesses, universities and research institutions know how to use IP effectively as an asset and young people leave education knowing about IP.

Key activities

Supporting businesses, universities and research institutions:

- Revise IPO strategy to respond directly to the government’s commitment of “levelling up every part of the UK” [Q1-Q2].
- We will evaluate the impact of our three existing regional posts to measure progress against their original objectives. We will revise our current place-based policies in Birmingham and Manchester and develop a strategy for Oxford along with a pilot within the West of England [Q4].

Our outreach work:

- We will review the current approaches to outreach activity, in line with the new education policy and subsequent business offering, to develop improved objectives and outcomes focused activity [Q4].
- We will provide UK stakeholders with the tools, information and support they need to navigate the international IP environment, at home and through our IP attachés [Q4].

Educating young people:

- We will develop a framework for IP education that defines the knowledge, skills and attitudes needed by young people. This framework will ensure that there is a structured and progressive approach to IP education by identifying what young people need to learn at each key educational stage [Q4].

Measuring our success

- We will reach out to businesses and teach them about IP and we want to see at least 75% of the businesses that we reach confirm that they are able to make informed decisions on their IP.
- We will monitor the number of organisations we reach who are looking to trade, innovate or invest internationally and capture the value of the IPO's support in line with government indicators.
- We will have an IP education framework that sets out what young people need to learn, why and when.

Objective: We will work to establish and embed a new 'IP as an asset' strategy that encompasses outreach.

Key activities

- We will understand IP's role in the wider regulatory framework (tax, procurement, standards and competition), through the production of a series of discussion papers setting out IP's links to other government policies and possible recommendations for improved collaboration and future research [Q2].
- We will recruit a new Head of IP Finance [Q1] who will develop a strategic approach to the financial industry, including a comprehensive review of our work to date, successes and lessons learnt [Q4].

Measuring our success

- We will produce a series of documents that shows how IP interacts in the wider regulatory framework and will understand the opportunities here – where IP matters.
- We will develop an IP in finance strategy to ensure that the IPO positively engages with the financial sector.

Reducing IP crime and infringement

Objective: Refreshing our enforcement strategy. The UK IP enforcement strategy¹⁴ was launched in 2016, with anticipation that most commitments would be delivered by May 2020. Work has started on the creation of a new strategy to take us forwards from 2020. We will be building on the work of the previous three strategies (from 2004, 2011 and 2016), working closely with our analysts to ensure that the new strategy is evidence based. This will be a whole government strategy developed in conjunction with other government departments and key external stakeholders with shared commitments and ambitions.

Key activities

- We will research and develop the themes for the strategy, holding informal discussions with key stakeholders and across the IPO to identify the main areas of focus [Q1].
- We will consult with other government departments and external stakeholders on our high level aims and objectives [Q1].
- We will launch a new enforcement strategy [Q3].

Measuring our success

- A successful strategy will be ambitious but based on evidence and well supported by key stakeholders within HMG and industry.

Objective: Understanding the behavioural insights and messages that work well with different audiences to make infringing IP socially unacceptable.

Key activities

- We will deliver a new campaign approach to address the long-term aim of making infringing activity socially unacceptable. Combining communications and policy interventions we will focus on a ‘proof of concept’ approach this year [Q4].
- An action plan, with SMART objectives and clear KPIs to measure progress, will be in place at the beginning of the year [Q1].
- We will invest in better understanding our target audience through behavioural insights research and seek evidence of the impact on changing attitudes and behaviours that this approach can deliver. We will work towards developing a business case in Q3 so that this approach can be scaled up successfully [Q3].

Measuring our success

- We will create a new campaign, focused on counterfeit beauty and healthcare products, that will provide sufficient insight and evidence to be able to scale up the approach in future years.

Our plan

2020-21



Making the IPO a brilliant place to work

The Civil Service has an ambition to be a great place to work through creating a truly inclusive environment, in open, modern workplaces, with the technology to get the job done¹⁵. The IPO is already a great place to work. Our engagement score of 68% in our People Survey 2019, places us within the Civil Service high performance bracket. We have also been named as one of the most inclusive employers in Britain by LGBT equality charity Stonewall in its Top 100 Employers list for 2020. However, we face a period of change and pressure, both externally with EU Exit and internally, with our transformation programme. To be a brilliant place to work we need to manage these pressures, and this means ensuring we have in place:

- **Solid foundations.** We must have a strong base to the organisation, with the right resources in place at the right time and having the right skills so that teams and individuals feel confident in doing their job. This year a focus will be ensuring that we have the right capacity and capability to deliver transformation and meet our expected increasing demand for trade marks and designs rights.
- **A culture of 'one IPO'.** Shared values and behaviours resulting in a respect for difference and a common purpose are essential in being a brilliant place to work. We will work on developing our people's understanding of a 'one IPO' culture and how we can measure our success in living this throughout the IPO.
- **Healthy people, healthy environment.** The place we 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. This is essential in ensuring that we can deliver on our culture and solid foundations. We also recognise the important role we play in minimising the damage to our environment and helping our community.

“ Our engagement score of 68% in our People Survey 2019, places us within the Civil Service high performance bracket. ”



Solid foundations

Objective: We will ensure that the capacity and capability to deliver our key priorities, in particular our transformation programme is in place. To support our transformation programme, as well as our wider priorities (such as our departure from the EU) and core business services, we must have the right structure, roles, resources, skills and governance in place.

Key activities

- We will deliver a consistent approach to workforce planning and recruit the right people with the right skills at the right time [Ongoing].
- We will undertake a capability review for the transformation programme by end of the mobilisation phase [Q2].
- We will complete organisational design piece on future service delivery model [Q3].
- We will have completed implementation of our IT Organisational Design review so that IT is well placed to deliver the key aspects of transformation and the core services that the IPO needs [Q2].
- We will have an agreed plan for our post-Transformation Operating Model [Q4].

Measuring our success

- We will be able to clearly articulate our capability requirements to be able to successfully deliver transformation and will have recruited or developed the capability needs.
- We will have ongoing robust plans in place to develop and assess capability.
- We will have recruited key roles across our projects and programmes, key corporate priorities and core activities.
- We will have an agreed approach to future organisational design priorities.

Objective: We will develop a ‘one IPO’ approach to information and records management that is accepted by all as a normal part of everyday activity. The current organisational approach to knowledge and information management¹⁶ (KIM) is inconsistent and this is an area that we need to improve on. During the last year we have worked hard to understand the work needed to progress this area and this year will be focusing on those areas we have not been able to implement.

16 Information management is the collection, storage, dissemination, archiving and destruction of information. Knowledge management is the process of creating, sharing, using and managing the knowledge of an organisation.

Key activities

- We will agree our KIM team capability and capacity requirements, recruiting to key roles where necessary [Q2].
- The cross-IPO Information audit will be completed and an action plan developed [Q2].
- We will have scoped and initiated our cross-IPO knowledge audit [Q4].
- KIM policies and governance covering our systems and processes will be developed, communicated and implemented across the organisation [Q4].
- We will develop an ongoing staff training and awareness programme which will be rolled out to the whole organisation [Q4].

Measuring our success

- We will have produced a database of what information we hold, where it is held and why we hold it.
- We will show a trend of improving ratings against the BEIS Information Management Maturity Model.
- We will have the right policies which will inform automation built in to our systems.
- The education programme and roll-out of Teams and OneDrive will be completed across the organisation.

Objective: Our governance framework supports the ‘one IPO’ culture and delivery of our strategic objectives and allows for the right decisions to be made at the right levels.

Key activities

- Building on changes to our Committee Structure implemented in 2019/20, we will continue our review of our governance framework to help ensure we have a best-in-class approach to governance and decision making. This includes:
 - Clear documentation of IPO governance structure at all levels [Q1].
 - An annual review our new Committee Structure, ensuring that the right decisions are being made at the right levels, identifying where improvements could be made [Q3].

- We will ensure we have clear guidance and roles and responsibilities in place around investment decisions:
 - Reviewing and refreshing delegated authorities [Q1/Q2].
 - Our updated business case approach is agreed [Q1] and embedded [Q4].
 - We will review our process to corporate planning, ensuring we understand how we prioritise and plan across the organisation, promoting a 'one IPO' approach [Q1] and implementing this approach [Q3 and Q4].

Measuring our success

- We will have a simplified, robust and proportionate governance structure in place for all finance/business spend decisions.
- We will have an improved business case process that drives stronger investment decisions and a single repository supporting governance and learning.
- Committee review completed and plan in place to implement recommendations.
- We will have an agreed holistic and clear approach to planning and prioritising which will give us a single version of the truth and dependencies across all our priorities.

Objective: We will continuously improve value for money, systems, services, processes, policies and ways of working making sure that we are as efficient as possible.

Key activities

- We will develop an approach to how we manage and use analysis across the IPO which enables efficient and effective management of the business and evidence-based decision making through:
 - Developing a Management Information (MI) strategy aligned to the IPO's strategic objectives so that we understand what MI we have, what we need and how MI is to be used within the IPO and that this matches our strategic direction [Q1-Q2].
 - Developing an MI policy and effective governance structure around MI requests and how MI should be managed [Q1-Q2].
 - Evaluating the impact of our policy research, identifying if there are any improvements that we can make to enable better evidence-based policy decision making [Q4].
 - Undertaking a workforce planning exercise to identify the future resources required to provide an effective analysis function for the IPO [Q4].

- We will identify the areas where we can, and where we need to, make progress in delivering long term efficiencies [Q4].

Measuring our success

- We will achieve efficiencies worth at least 3.5% of our core operating costs.
- We will have identified the key areas where we can make long-term efficiencies.
- We will have an IPO MI strategy in place, which has been communicated with our people and there is a clear understanding on how the IPO wants to use and manage MI.
- We will have a clear evaluation criterion for our policy research and have applied this to recent research projects.

Culture: One IPO

Objective: Articulate what ‘one IPO’ means in terms of a culture that will help us deliver on our goals and ambitions.

Key activities

- We have agreed and published the indicators of a ‘one IPO’ culture [Q2] and have begun to test this across the IPO [Q3-Q4].
- We will continue to embed our new performance management system and reward our best work through our ‘Recognising Your Best’ system [ongoing].
- We want our people’s perception of working at the IPO to match the reality. We will use qualitative satisfaction based data (such as the People Survey) and compare this with a wealth of relevant management information to identify issues and improve people’s experiences of working at the IPO [Q4].

Measuring our success

- We know what a ‘one IPO’ culture looks like, and have defined how we will measure this.
- We understand our people’s perception on how and where we work and are able to align this to people-based management information.
- Our People Survey 2020 scores and data from our ‘recognising your best’ system illustrates that this is a place where our people can, and want, to do our best work.

Objective: We will continue our work to create an inclusive culture, making progress in improving our gender pay gap and reducing our bullying and harassment scores. We want a culture and environment which is inclusive, supporting people to be their best. During the last year we have made some progress in both these topics, but we know that there is more we can do on gender pay and respect at work.

Key activities

- We will implement our gender pay gap action plan which includes:
 - Targeted outreach activity to encourage more women into STEM roles [Q4];
 - Review of our recruitment activities to ensure that our adverts are appropriately targeted [Q2-Q3]; and
 - Exploring ways to enhance our current shared parental leave offering to encourage a better take-up from men [Q4].
- Respect at work campaign which includes:
 - Roll out of our inclusive language and banter training sessions [ongoing];
 - Targeted sessions with individual directorates [ongoing]; and
 - Actor led sessions on respectful behaviours in the workplace [ongoing].

Measuring our success

- We will increase the number of women recruited into STEM roles.
- Data from our recruitment platform shows that we are reaching target audiences.
- Making positive headway in our goal to eradicate unacceptable behaviours and bullying and harassment in the 2020 People Survey.

Healthy people, healthy environment

Objective: We will review and provide the right working environment for our people aligned to our long-term accommodation strategy, focused on supporting future capacity and capability requirements as well as our 'one IPO' culture.

Key activities

- We will respond to immediate business challenges, ensuring we can effectively support the increase in capacity that is required to meet our key priorities [Q1].
- We will have completed approved accommodation workstreams [Q4].
- We will liaise with the Government Property Agency (GPA) on plans for the future [Q2] and develop an implementation strategy for delivering the rest of the accommodation strategy [Q4].

Measuring our success

- We will have a clear plan and future approach for our accommodation strategy across our Estates.
- We will have completed a new wellbeing area on the ground floor; revamped the entrance to the site; and completed phase one of a new customer entrance to the building.



Objective: We will continue to raise awareness on the support we provide, considering where additional provision is needed to support our people with their physical and mental health. Last year we obtained gold accreditation in the MIND Workplace Wellbeing Index demonstrating that we provide excellent support around mental health, but there is more we can do to promote awareness and uptake.

Key activities

- We will have agreed a revised approach to physical and mental wellbeing [Q2].
- We will re-launch the mental health first aid team to boost awareness [Q2].
- We will review the findings from the Vancouver Group report on mental health [Q2] and work with other organisations, including CIPA, Law Care, Universities and other intellectual property offices, to exchange information on mental health [Q4].
- We will ensure that people suffering from mental ill health are aware of the range of IPO support services, including launching a new employee assisting programme and be able to access them in the most effective way [Q4].
- We will focus on providing the right absence interventions to help reduce numbers of average working days lost per year [Q4].

Measuring our success

- Our people will report that they are aware of the physical health options we offer such as gym, wellbeing area and cycle to work scheme. We will baseline both awareness and usability in Q1 and compare over the year.
- Take up rates and feedback from staff counsellors, HR, TUS and mental health first aiders will show that people are using the most appropriate service for their needs.
- Our people will feel that they have the techniques to deal with stress, anxiety, pessimism and perfectionism.
- We will implement our action plan to reduce the numbers of average working days lost across 2020/21.

Objective: We will continue to move towards acting sustainably as an organisation and will consider the impact of all our activities on the environment. During last year we commissioned a report on long term green energy solutions for our Newport site. We will investigate further the practicalities of implementing short- and medium-term solutions across our entire estate, whilst also responding to changes to the Government's Green Targets. We will also identify and agree our approach to becoming a net-zero carbon organisation, linking together the work across our Estates and Facilities team with our Policy and Rights Granting areas.

Key activities

- We will carry out further feasibility studies into the recommended solutions for utilising green forms of energy as recommended in green energy report [Q1].
- We will have an agreed plan as to how we will meet our obligations under the new Greening Government Commitments [Q1].
- We will encourage sustainable transport amongst our people through the promotion of car sharing and helping our people cycle to work by becoming a Cycle Friendly organisation [Q2].
- We will re-launch the Green Team across the organisation to generate ideas and assist and promote our environmental activities [Q1].
- We will establish our longer-term net zero approach [Q4].

Measuring our success

- We will have met government greening targets.
- We will see a reduction in our gas usage.
- We will have applied for and received accreditation from Cycling UK.
- We will have implemented a site wide car sharing scheme that includes ONS and our tenants.
- We will have agreed our approach to becoming a net-zero carbon organisation with a clear strategy and action plan for implementation.

Resources 2020-21

Our budget was developed prior to the outbreak of the Coronavirus (COVID-19) pandemic. Due to the impact that the Coronavirus (COVID-19) pandemic is having on global growth this could impact on our financial position and the income we expect. We will monitor this situation closely, conducting regular reviews where we will re-forecast our finance and resource models.

Our budget reflects the continued growth in demand for our services, increased capacity to deal with this and investment in transforming our services. As a result of the UK's departure from the EU on 31 January 2020 and the end of the transition period on 31 December 2020 we are expecting significant additional income from trade mark and design applications and renewals, with associated additional costs as we create the required capacity to manage these. Our operating costs will be covered by our predicted income, whilst our investment will be funded from previous surpluses.

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 additional staff 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 previous years' 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 including through our new trade agreements, to educate businesses, students and consumers and on research, enforcement and cross government working.
- **Making the IPO a Brilliant Place to Work:** we will continue our investment in our people and the tools and locations we provide them. Specifically, this year we will be investing in our accommodation to help make the working environment better for our people.
- **Efficiency:** 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

£'000	2019-20	2020-21
Income		
Patents	73,470	74,224
Trade Marks	32,742	43,726
Designs	723	729
Other	2,396	1,704
Total income¹	109,331	120,383
Expenditure		
Pay	(67,152)	(74,255)
Non-pay	(35,028)	(39,266)
Depreciation	(2,453)	(2,854)
Total expenditure²	(104,633)	(116,375)
Surplus	4,698	4,008
Dividend	(3,495)	(3,357)
Retained Surplus before transformation costs	1,203	651

Notes to table:

1 - Our increase in income between 2019-20 and 2020-21 is primarily driven by an increase in demand for trade marks as a result of the UK's departure from the EU on 31 January 2020 and the end of the transition period on 31 December 2020. In the above figures we have not accounted for the potential impact of slow global growth as a result of the Coronavirus (COVID-19) pandemic. This could see a drop in our income as we experience reduced demand for our rights granting services. We are currently unable to estimate the impact this could have and are monitoring ongoing changes to applications.

2- Less than 3% of our pay budget relates to the recruitment of additional staff to meet the increased demand for our registered rights. We will take the view as to whether this recruitment is needed in response to changes in rights granting volumes. The Coronavirus (COVID-19) pandemic will also have an impact on our productivity and average days lost as a result in a rise in sickness and this could create additional costs as well as cause delays with project delivery.

Transformation costs – revenue and capital

£'000	2019-20	2020-21
Funded from retained surpluses		
Digital Services	(6,464)	(19,642)
Data	(964)	(1,000)
Accommodation	(4)	(2,256)
Total transformation costs¹	(7,432)	(22,898)
IT Assets	(532)	(322)
PIPCU	(2,189)	(2,599)
Creative Content	0	(1,000)

Notes to table:

1 – Our transformation costs are dependent on our ability to recruit the necessary skills and our staff being able to drive delivery. The outbreak of the Coronavirus (COVID-19) pandemic may restrict our activities in this area impacting on the transformation costs.

Concept House
Cardiff Road
Newport
NP10 8QQ

Tel: 0300 300 2000
Email: information@ipo.gov.uk
Web: www.gov.uk/ipo

Facebook: TheIPO.UK
Twitter: @The_IPO
YouTube: ipogovuk
LinkedIn: uk-ipo

For copies in alternative formats please
contact our Information Centre.

**When you no longer need this booklet,
please recycle it.**

© Crown copyright, 2020

This document is free for re-use under the terms of the
Open Government Licence.

WS0372

