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**PATENTS OFFICE**

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## **STATEMENT OF STRATEGY 2014 TO 2016**



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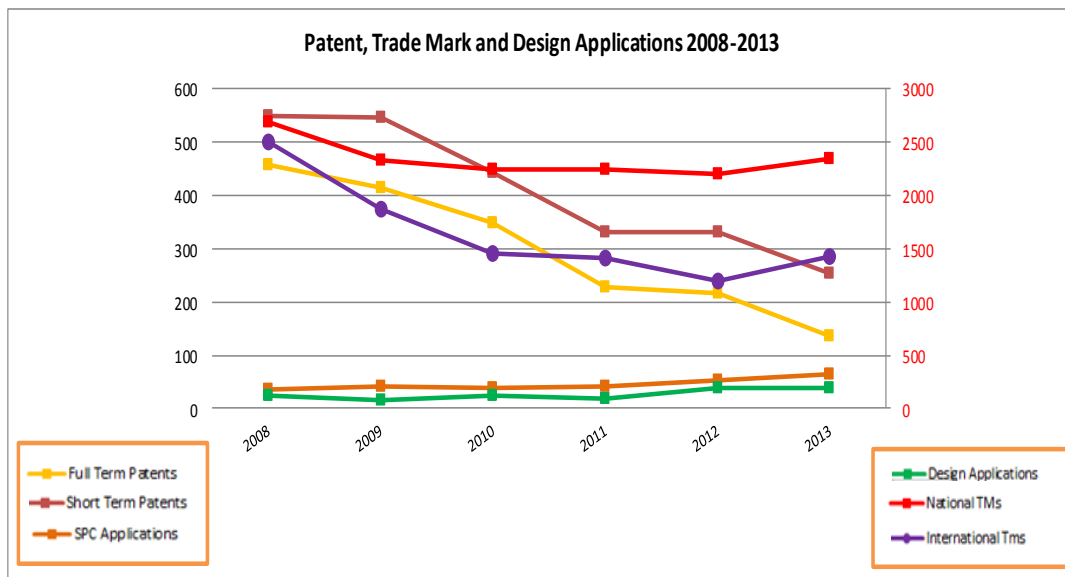
**This strategy statement provides an analysis of the current IP environment and challenges facing the Patents Office and sets out the objectives we will be working towards over the next 3 years to deliver the 6 main objectives.**

**The statement also contains (at Annex1) a brief review of performance against the objectives set out in the previous strategy statement for the period 2011 to 2013.**

## Environmental Analysis

In recent years, intellectual property rights (IPRs) have begun to take on a more significant role in Ireland's economy. There is an increased awareness that an ability to develop innovative ideas and to commercialise those ideas can contribute significantly to economic success. However, the economic downturn has had a significant impact on the filing of national applications for these rights. The filing of new national patent, design and trade mark applications have all suffered declines of varying degrees in the period covered by the last strategy statement.

Commentators suggest that most businesses experience reduced revenues, lack of credit and tighter profit margins during difficult financial times and this is certainly the case for many smaller businesses operating in the domestic and UK markets. To cope, small businesses often reassess their strategies and processes – and by doing so concentrate on developing more cost-effective ways to deliver existing products or services. They are often constrained from adopting a more innovative culture which can create new products or services and therefore new revenue streams. The extent to which domestic enterprises have adopted a conservative approach and business model appears to be reflected in the declines in filings for national IP rights which have featured in each year since 2008. However, on a more positive note, the rate of decline has lessened and has begun to flatten out. While it is much too early to claim that this marks a turning point in relation to all types of IP rights, it may signal a return of business confidence with companies investing again in innovation and branding and recognising the importance of protecting their IP in a very tight and competitive market.



Many economists believe that nurturing innovation through increased research and development (R&D) expenditure during an economic downturn is frequently advocated as a way to halt the decline and trigger economic growth. It is therefore noteworthy that the Government has developed a strategy to refashion Ireland as a R&D-centered, innovation-based, knowledge-intensive economy. Regardless of the recessionary landscape, this strategy coupled with low corporate taxes is seen as a major deciding factor in Ireland's ability to attract continued investment from R&D-focused U.S. companies and other foreign multi-nationals. The 2011 Global Location Strategy Statement 2014 - 2016 (Final)

trends report named Ireland as the top destination in the world for foreign direct investment. According to the Irish Venture Capital Association ([www.ivca.ie](http://www.ivca.ie)) FDI companies located in Ireland include:

- 8 of the top 10 US technology companies
- 10 of the top "Born on the Internet" companies
- 9 of the top 10 US Pharma companies
- 11 of the top 13 medical technology companies.

The presence of all these multi-national companies in Ireland (many with substantial R&D operations or collaborative links with third level research centers) has meant that there has been a steady level of activity in IP filings abroad (at the USPTO, EPO and WIPO) by Irish resident applicants during the recession and this could be expected to grow in the future as world markets improve. However it should be noted that the tables below do not necessarily capture all applications which are a result of R&D conducted in Ireland or from Irish resident inventors or Irish resident companies. Many applications (European, PCT, CTM and Madrid, as well as US and UK) may be filed through the parent company or a group company which holds all the IP assets and these companies may not be resident in Ireland.

#### Number of PCT Filings by Country of Origin

	2008	2009	2010	2011	2012
Ireland	481	482	443	415	390

Source: WIPO Statistics Database

Note: The PCT system makes it possible to seek patent protection for an invention simultaneously in each of a large number of countries by filing a single "international" patent application. The above count is based on the international filing date and country of residence of the first named applicant.

#### Number of European Patent Filings by Country of Residence of Applicant

	2008	2009	2010	2011	2012
Ireland	712	743	762	690	638

Source: EPO Statistics Database.

Note: A European Patent Application is a single procedure which confers patent protection in all of the EPC contracting states (38) that are designated by the applicant.

#### Number of Community Trade Mark (CTM) applications by Country of Residence of Applicant

	2008	2009	2010	2011	2012
Ireland	796	817	828	821	834

Source OHIM Statistics SSC003.1

#### Number of Madrid International trade mark applications by Country of Origin

	2008	2009	2010	2011	2012
Ireland	81	112	101	130	121

Source: WIPO Statistics Database

## Finances

Declines in business volumes and in particular decisions by business not to maintain their IP rights in force, have impacted on the Office's fee income. The bulk of the Office's fee income comes from renewal fees and declines in national patent renewals and both national and international trade mark renewals have been evident since 2008. The decline in renewal fee income is thought to be attributable to business closures and a decline in entrepreneurial activity, with financial considerations dictating the ability to renew a trade mark or requiring the ceasing of the manufacture of a patented product. However, relatively stable income from European Patent renewals has compensated for declines in other fee income and has meant that Office's overall outturn for receipts has been in line with that estimated

### Receipts and Expenses

	2008	2009	2010	2011	2012	2013 (provisional)
Net receipts	10.1	9.0	8.8	8.2	8.6	8.4
Net expenses	3.6	3.4	3.2	3.7	2.8	2.3

By expedient use of ICT's, the computerization of cumbersome internal processes, developing online services including email-based services the Office has improved access to information for the public, has enabled a significant amount of online self-service procedures, has reduced processing times, improved productivity and reduced costs. The Office is committed to continue to use ICT's to assist in achieving the goals set out in this statement of strategy.

In common with all parts of the public service, we will need to continue to innovate in terms of our use of ICTs and deliver our services efficiently and effectively. Over the period 2008 to 2013 we have managed to significantly reduce the Office's running costs through operating with a reduced staff complement, introducing administrative efficiencies and effective use of support from the OHIM and the EPO which has facilitated the development of new ICT based services. Net expenses in 2013 were 38% less than in 2011.

In the period covered by this statement of strategy we will seek to manage the budgetary resources available to us so as to keep costs down without detriment to our operations and the services we provide.

## **Risk Analysis**

The Office has a Risk Register that identifies the potential risks to the Office under various headings. The main areas of risk, in regard to the business continuity of the Office, revolve around the continuous availability of the PTOLEMY administration system and the Office's website. In the case of the website, this is becoming increasingly important from a risk perspective because of the increasing number of services which the Office delivers online and the need to be able to offer these services as far as possible on a 24X 7 basis with almost no downtime. The Office is continuing to pursue the goal of having appropriate and adequate redundancy and backup of its administration and search systems and of its website services so as to ensure uninterrupted business continuity.

There are a number of other factors which present challenges for the Office and which could impact on the Office's ability to fully achieve its goals

- Budgetary constraints and being unable to operate efficiently with a notional budgetary allocation which is not set by the Office and over which the Office can not exercise proper control.
- The ICT budget and support continuing to remain outside the control of the Office
- Ongoing economic volatility which is reflected in a continuing decline in the volume of applications being received and renewed and which could have a negative effect on fee income.
- The impact (in the longer term) of the Unitary Patent on the Office's revenue stream from European Patent renewal fees.
- Operating with a reduced staff complement which is adequate for current operations, objectives and targets but which may be insufficient to cope with increased volumes of filings in the future.

## **Patents Office Functions and Mission Statement**

The core business of the Patents Office is the grant of patents and the registration of trademarks and industrial designs as laid down by statute. The Controller also has statutory functions under the Copyright and Related Rights Act, 2000.

The central mission of the Patents Office is:

***“To provide an efficient and effective system of intellectual property protection that encourages technological development and promotes enterprise”.***

This is to be achieved through the protection of intellectual property rights in the fields of patents, trademarks and designs and the proactive dissemination of relevant knowledge in conjunction with each of these activities.

## Links with the Department's statement of strategy 2011 -2014<sup>1</sup>

### The Department's Mission is:

*"to support the creation of good jobs by promoting the development of a competitive business environment in which enterprises will operate to high standards and grow in sustainable markets".*

The Department's mission is to be delivered through a number of goals which include supporting entrepreneurship, supporting innovation and maintaining a regulatory environment which is one of the more progressive and supportive environments for enterprise.

As an independent statutory office the Patents Office has a somewhat different mission and goals to that of the Department. However, the Patents Office is one of a number of Offices and Agencies under the aegis of the Department with regulatory remits. The Department's strategic programme goal for Regulation includes the following activities in the area of Intellectual Property and it is largely through this that the Patents Office connects with the wider Departmental goals and objectives.

6.6	<b>Intellectual Property</b>	Achieve a modern and responsive intellectual property regulatory regime that protects creativity and innovation	Progression and updating of IP legislation and protocols (Patents, Copyright and Trademarks)	2012-2014
		Seek agreement for a new European Unitary Patent regime including the Patent Court	Strong IP protection system in EU	

The Departments strategy also includes a commitment under the programme for government (PG29) to review and update Intellectual Property legislation currently in place to benefit innovation.

The Patents Office has and will be involved in assisting with the updating of new IP legislation (where the legislation has impacts on the role of the Controller or creates functions for the Controller) and in giving effect to it in its day to day management of the IP regulatory regime in Ireland.

In the area of supporting entrepreneurship and innovation, the Office will continue (where possible in co-operation with Enterprise Ireland, County Enterprise Boards, universities and institutes of technology) to assist in supporting innovation through providing IP information and awareness raising activities which inform indigenous Irish enterprise, micro enterprises and small business start-ups of how a knowledge of IP can help with the development of a business idea and establishing and running a successful enterprise.

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<sup>1</sup> [http://www.djei.ie/publications/corporate/2012/Statement\\_of\\_Strategy\\_2011-2014.pdf](http://www.djei.ie/publications/corporate/2012/Statement_of_Strategy_2011-2014.pdf)



## Objectives

The Office will seek to pursue its central mission by seeking to achieve the following six main objectives over the coming three years.

### **Objective (1)**

**To grant and maintain patents, to register and maintain trademarks and designs and to carry out the statutory functions under the Copyright legislation based on efficient administrative procedures and standards of service, which are in line with best international practice and meet the needs of our customers.**

Over the next three years we will -

- Review annually the Office's customer service action plan (2014-2017) to ensure that the customer service targets are appropriate having regard to the introduction of new eservices and reduced staff numbers.
- Deliver a responsive and quality service in line with performance targets.
- Continue to review administrative procedures with a view to simplification of same and achieve organisational excellence.
- Maintain quality of orders and decisions issued and issue same in a timely manner.
- Where feasible, benchmark with other national IP offices to identify best practice and determine appropriate customer service targets.
- Seek to engage a consultant (subject to the necessary financial resources being made available) to advise the Office on obtaining ISO 9000 certification.

### Outcomes

*The Office will deliver its services to its customers with demonstrable effectiveness and efficiency.*

*Improved organisational performance*

*Beginning the process of adopting a globally recognised quality management system.*

## **Objective (2)**

**Seek to incorporate new technology in order to improve systems and procedures and service to customers and which will also have regard to the demands of the information society and e-business.**

Over the next three years we will (with the assistance of the IT Unit) –

- Produce an annual IT plan for the Office (in consultation with IT Unit) ensuring that priority projects are also reflected in the Office's annual business plan.
- Develop online filing and application payment systems for designs (In conjunction with the OHIM CF).
- Examine the feasibility (usefulness to users, costs and benefits) of introducing an e-filing system for patents. This will be dependent on development of an EPO e-filing plugin for national offices (possibly in 2015) and receiving detailed information on same which confirms that it will be capable of integration our PTOLEMY administration system and our epayments system.
- Introduce "Design View" (in conjunction with the OHIM CF).
- Arrange for the online Irish Patent Register to be included in Phase 2 of the EPO's Federated Register project
- Introduce full electronic processing initially of efiled TM applications in 2014 and consider scanning paper filings in 2015.
- Continuously aim to optimise the Office's application hardware and software and its overall IT communications structure to deliver more efficient work processes that deliver benefits to internal and external customers.
- Examine the feasibility (including usefulness to users, costs and benefits) of introducing further e-services which are supported by the OHIM CF.
- Continue to improve the provision of and public access to intellectual property information by further developing and enhancing the Office's Web site as a dynamic information tool.
- Seek to develop either a micro website or expand the "IP for Business" section so as to customise IP business tools (e.g. an online IP Healthcheck tool for small business) acquired via the IPORTA project and make them available to Irish business.
- Expand the amount of national patent documents which are electronically archived and which as a result can be made available online to the public.

- Explore the feasibility (and cost effectiveness) of expanding the online fee payment module to allow all fee items to be paid online by credit or debit card.

#### Outcomes

*A robust and responsive IT infrastructure built on an appropriate architecture that allows the office to be as innovative as possible in providing services to business and enterprise.*

*Individual projects designed to the Office to provide effective and efficient services, as well as enhanced accessibility to IP data and IP business tools will be delivered on time, on budget, and within scope*

*All trade marks and registered design applications (and patent applications if feasible) will be processed as far as possible in a fully electronic environment delivering optimum efficiency and capable of being adapted to meet changes to business requirements and customer needs*

### **Objective (3)**

**Contribute to the development of legislation relating to Intellectual Property; in particular provide observations, contribute to the drafting and subsequently implement any new IP legislation which creates functions for the Controller.**

Over the next three years we will –

- Assist with the identification of legislative changes to the Patents Act and Rules required to give effect to the Unitary Patent.
- Provide input into any new legislation with a view to improving the administrative and regulatory environment for intellectual property protection.
- Provide ongoing policy observations on IP issues.
- Use the opportunity of rule changes to reduce procedural burdens on applicants and to streamline and clarify the Office's administrative rules and procedures in line with best practice.

### **Outcomes:**

*Any changes to the national and European IP systems are underpinned by a strong legal basis which supports the needs of business and enterprise and continues to support innovation and creativity.*

*An IP regulatory framework that supports the business environment in Ireland.*

#### **Objective (4)**

**To increase awareness of intellectual property among individual entrepreneurs, small and micro enterprises and new business start-ups as well as second and third level students.**

Over the next three years we will –

- Continue to improve the content, accessibility and searchability of our databases to facilitate the leveraging of IP information.
- Meet the annual targets set for IP events (seminars, exhibitions courses and clinics) which are provided in support of Irish business, new business start -ups entrepreneurs and individual inventors. (within the constraints of limited resources i.e. staff numbers and T&S allocation).
- Refine and improve online information, search guides and tools.
- Redesign the IP Information booklets and redraft where necessary to reflect changes to the IP environment rules and procedures.
- Consider establishing a section of the Patents Office website devoted to a specific area of technology, e.g. green energy related technologies (possibly promoting patented Irish technologies) to include a direct link to the esp@cenet and possibly other search engines with help on how to search using the new YO2E clean energy classification scheme.
- Digitize patent specifications of published patent applications from 1927 to 1989 (which are on microfilm) and make them available online for public use. (dependent on financial support from the EPO).
- Resources permitting, commission an IP awareness survey to get an idea of the extent to which Irish SME's and particularly small and micro enterprises are managing and exploiting IP effectively with a view to identifying gaps and trends and to better inform our information dissemination strategy.
- Continue our involvement with the Student Enterprise Awards with a view to increasing an awareness of IP amongst second level students.

#### **Outcomes:**

*Businesses, innovators and entrepreneurs will understand how IP can help them create value from their ideas and be able to access information on IPR's which will enable them to use, manage, and enforce their IP to its fullest potential.*

*An awareness amongst students of what IP is about and how it works.*

### **Objective (5)**

**Recognise staff as a key asset of the Office and utilise business planning and individual performance management and development in order to improve business performance and processes and enhance organisational effectiveness.**

To achieve this over the next 3 years we will:

- Maintain and improve internal communications through appropriate management structures and reporting arrangements in the Office to include a Management Committee and a HEO Forum.
- Ensure that the knowledge base, skills and competencies of staff in the Office is sustained through the provision of appropriate training, internal coaching and mentoring, and detailed up-to-date work manuals.
- Implement the revised performance management process to help staff manage performance better.
- Utilise the business planning and performance management process so as to focus on and prioritise key tasks.
- Seek to align individual performance goals with the Office's Strategy and Annual Business Plan.
- Ensure high involvement of staff in the business planning process.
- Ensure staff meetings take place on a regular basis, as envisaged under PMDS.
- Maintain a safe and pleasant working environment for staff.

### **Outcomes:**

*A flexible staff complement with appropriate skills and competencies, capable of responding to the changing demands of our customers and stakeholders, that sets itself a high standard of performance and is valued and recognised*

*A sustainable working environment that enables staff to deliver the Office's goals more effectively and efficiently.*

### **Objective (6)**

**To represent Ireland at international fora.**

Over the next 3 years we will:

- Ensure Ireland's views are represented at meetings in international organisations – in particular at the Administrative Council meetings of the EPO and the Administrative Board meetings of OHIM.
- Continue to participate in attend meetings at expert level in EPO, OHIM and WIPO.
- Develop contacts and networks with colleagues in other industrial property offices in Europe and elsewhere, to keep abreast of best practice in the administration of patents, trademarks and designs.

### Outcomes

*IE position properly articulated.*

*We add to our knowledge and expertise.*

*Maximise the practical benefits and assistance of co-operation programmes offered by the EPO and OHIM, for the benefit of the Office and its customers.*

## **Indicators of success**

Evidence that the desired outcomes under each objective have been achieved.

- Delivery of a high quality Intellectual Property protection system which meet the needs of our customers (measured through customer feedback and performance against customer service targets).
- Effective and efficient administrative systems for grant/registration of patents, designs and trade marks in place. (measured through performance against customer service targets)
- Customer satisfaction (measured through the number of complaints received, positive reviews and reviews and comments received through online feedback and feedback at events) .
- Patents Office regarded as a progressive, professional and safe place to work (measured through upward feedback and staff inputs to management through divisional and section meetings ).

The Office's annual business plans will, where possible, incorporate specific performance indicators in respect of specific actions to be undertaken to achieve the wider objectives set out in this strategy statement.

The Office will also measure performance against specific business targets set for specific tasks. Specific business and customer service targets can be found in the Office's Customer Service Action Plan 2014 – 2017.



## Annex 1 Review of Strategy Statement 2011 to 2013

Objective (1) Continue to grant patents and register trade marks and designs based on efficient administrative procedures and standards of service (which are in line with those reflects best international practice and meets the needs of customers).	
During the period 2011 to 2013 the Office undertook to :	Delivered/Current Status
Continue the administration of patents, trade marks and designs as efficiently and effectively as possible. Deliver a responsive and quality service in line with performance targets.	All customer service targets being met to a satisfactory level.  No backlogs.
Review the Office's customer service action plan (2010-2013) to ensure it takes account of increased levels of automated processing and reduced staff numbers.	Reviewed and a new CSAP has been drafted for the period 2014 to 2017 with changes made to several targets.
Continue to maintain the Register of Copyright Licensing Bodies, and to administer disputes, under Copyright legislation.	Registers have been maintained in line with the requirements of the legislation. In addition the registers were made accessible via the Office's website and can now be viewed online.
Continue to provide information to the Department in regard to the administrative performance of the Office.	Detailed statistics as well as an overview highlighting matters of interest in the IP area was provided to the Dept's Management Committee on a monthly basis. In addition, Each year, the Annual Report of The Controller was presented to the Minister and to the Oireachtas within the statutory deadline.
Continue to publish the Fortnightly Journal.	The Journal is now an almost entirely online publication with only 12 paper journals produced for certain libraries who insist on a paper copy.
Participate in a trade marks benchmarking exercise with the UKIPO, Benelux and Portuguese Offices to identify best practice and amend procedures if appropriate.	Exercise completed. Exercise identified that the Office does operate best practice having regard to the applicable legislation , our size and throughput of workload.
Maximise the practical benefits and assistance of co-operation programmes offered by the EU, EPO and OHIM, for the benefit of the Office and its customers.	Maximum benefits achieved. OHIM CF projects such as TM View , Seniority, EuroClass successfully implemented. Office participation is ongoing.
Maintain quality of orders and decisions issued and issue same in a timely manner.	Fully achieved. International recognition through publication

	of several Irish TM Decisions in Law Reports.
Continue to review administrative procedures with a view to simplification of same and achieve organisational excellence.	Procedural changes and improvements were made to processes and procedures where appropriate and beneficial ( e.g. increased emailing of correspondence, changed approach to the granting of extensions of time, increased use of electronic payments. Further refinements were made in automation of certain processes in order to increase efficiency. Manuals of patent and trade mark practice have been updated to reflect changes.

<b>Objective (2)</b>	
<b>Seek to incorporate new technology in order to improve systems and procedures and service to customers and which will also have regard to the demands of the information society and e-business.</b>	
Produce an annual IT plan for the Office (in consultation with IT Unit) ensuring that priority projects are also reflected in the Office's annual business plan.	Achieved. Office IT plan developed in consultation with IT Unit each year.
Develop online filing systems for patents, trade marks and possibly designs – initially for agents using a secure drop box/server and subsequently online filing for the general public.	TM e-filing progressed – soft go live in December 2013. Full go live in 2 <sup>nd</sup> week of February 2014. Designs in 2014. Patents will depend of progress on EPO e-filing (national) plug in.
On foot of a successful implementation of online filing of trade marks, introduce full electronic processing of a significant number of trade mark applications.	Work on back end completed in December 2013. Will begin for e-filed applications following go live in 2014.
Continuously aim to optimise the Office's application hardware and software and its overall IT communications structure to deliver more efficient work processes that deliver benefits to internal and external customers.	Ongoing. Advances made in e.g.: e-communications, e-filing using a Dropbox and e payments.
Examine the feasibility (including usefulness to users, costs and benefits) of introducing online file inspection of initially TM files and thereafter Patent files.	Not possible to progress this until more progress is made on moving to a paperless procedure consequent on the introduction of TM e-filing. Will be considered further over the life of the next strategy statement.
Continue to improve the provision of and public access to intellectual property information by further developing and enhancing the Office's Web site as a dynamic information tool.	Ongoing. New tools are being introduced (TM View, TM e-filing ) and further interactive tools will be developed in cooperation with OHIM, EPO and EU(IPORTA)
Resources permitting, Seek to develop a micro website specifically dedicated to students in primary and second level.	Not progressed. Limited resources were concentrated on participation and development of materials for the Student Enterprise Awards scheme.
Examine the feasibility of developing an online IP Healthcheck tool for small business along the lines of that developed by the UK IPO.	Tools made available by Scottish Enterprise and UKIPO (through our involvement in the IPORTA project) were sourced in 2013 and will be introduced in 2014.

Expand the amount of national patent documents which are electronically archived and which as a result can be made available online to the public.	Ongoing project being progressed by Grants & Reg Admin section who scan the documents as time and other duties permit. Should be outsourced but no funds available for this.
Expand the number of fee items which can be paid online and by EFT	All fees capable of being paid by EFT since separate EFT bank account opened and operational in January 2012. Virtual Credit card terminal installed in 2013.  All fees can now be paid by EFT and online via Card terminal

### Objective (3)

**Contribute to the drafting and subsequent implementation of any new IP legislation which creates functions for the Controller.**

**During the period 2011 to 2013 the Office undertook to :**

**Delivered/Current Status**

Over the next three years we will –

- Implement new fees legislation.
- Provide input into any new legislation (falling within the remit of the Office) with a view to improving the administrative and regulatory environment for intellectual property protection.
- Provide ongoing policy observations on IP issues

The Office contributed text and amendments to *inter-alia* the following rules/regulations:

- Patents Amendment Act ( giving effect to the London Agreement)  
Patent Amendment Rules
- Trade Mark Amendment Rules
- Fees Amendment Rules
- Industrial designs Amendment Regulations

In addition, the Office provided observations on:

- compliance with the provisions of the Services Directive insofar as it applies to the the regulated professions of patent and trade mark agent and to the registration of copyright licensing bodies;
- the Unitary Patent and
- amending the research exemption provision in the Patents Act.

<b>Objective (4)</b>	
<b>To increase awareness of intellectual property.</b>	
<b>During the period 2011 to 2013 the Office undertook to :</b>	<b>Delivered/Current Status</b>
Resources permitting, commission an IP awareness survey to get an idea of the extent to which Irish SME's and particularly small and micro enterprises are managing and exploiting IP effectively with a view to identifying gaps and trends and to better inform our information dissemination strategy.	Resources did not permit a survey of this kind to be undertaken. However closer contacts have been developed with EI, the EEN Network and others with a view to improving and co-ordinating IP information dissemination to SME's.
Expand the number of seminars provided and events attended by Patents Office staff aimed at business start-ups (within the constraints of limited resources i.e. staff numbers and T&S allocation).	Hosted the 2011 EPO Patent Information Conference in Kilkenny with over 300 delegates from 41 countries.  Hosted the 2012 SPC Experts Seminar in Dublin.  50 events in 2011 (target 43) 69 events in 2012 (target 43) 43 events in 2013 (target 43)
Refine and improve online information, search guides and tools.	Ongoing. Online information, search guides and tools Updated and improved. (e.g. TM View, Euro Class, IPORTA/Innovaccess tools)
Redraft the Copyright and Design Information booklets.	Delivered.
Consider establishing a section of the Patents Office website devoted to green energy related technologies (possibly promoting patented Irish technologies) to include a direct link to the esp@cenet and possibly other search engines with help on how to search using the new YO2E clean energy classification scheme.	Not delivered. Unable to progress due to resource constraints and priority being given to other work.
Develop a micro website ("Excellence in IP") principally aimed at primary and second level students.	Not delivered. Concentration was on SEA materials (workbook and webpage).
Digitize patent specifications of published patent applications from 1927 to 1989 and make them available online for public use.	Project underway in that staff are currently working on paper specs.  Digitising Microfilm not progressed as discussions with the EPO aimed at obtaining financial support under the EPO's cooperation programme did not prove fruitful. Discussions continuing with EPO to obtain funding for this project under the new cooperation roadmap and new BCP.
Establish a Patents Office presence on a prominent social networking site such as Facebook.	Facebook page up and running.

<b>Objective (5)</b>	
Recognise staff as a key asset of the Office and utilise business planning and individual performance management and development in order to improve business performance and processes and enhance organisational effectiveness.	
<b>During the period 2011 to 2013 the Office undertook to :</b>	<b>Delivered/Current Status</b>
Maintain appropriate management structures and reporting arrangements in the Office to include a Management Committee and a HEO Forum. Ensure PMDS system operates.	Delivered. Staff meetings took place on a regular basis, as envisaged under PMDS. Management meetings continued to take place despite the lengthy wait for the vacancy for a Controller to be filled. Reports of management committee meetings, HEO forums and statistics/commentary supplied for the Dept's Management Information Report (MIR) are all made accessible to staff via the shared drive. HEO Forum meetings did not take place in 2013.
<ul style="list-style-type: none"> <li>▪ Utilise the business planning and performance management process so as to focus on and prioritise key tasks.</li> <li>▪ Ensure high involvement of staff in the business planning process.</li> </ul>	<p>Annual Office Business Plan is drawn up and progress is reviewed mid year and end year.</p> <p>Staff in each section contribute to drafting of section business plan which is incorporated into the Office's Business Plan.</p>
Maintain a safe and pleasant working environment for staff.	<p>Bi-annual H&amp;S Audits, Risk assessment exercise undertaken, VDU assessments provided.</p> <p>Health and well being and safety courses organised and provided annually.</p> <p>Energy awareness committee established and operating successfully.</p>
Ensure that the knowledge base, skills and competencies of staff in the Office is sustained through the provision of appropriate training, tools and detailed up-to-date work manuals.	Ongoing implementation of the Staff Training and Development Plan ensures that staff receive training in the appropriate competencies required to deliver on the key tasks and objectives set out in each annual business plan and the customer services action plan.

<p>Work with the Department in an interactive consultative manner and provide input into any new legislation being drafted by the Intellectual Property Unit of the Department.</p>	<p>The Office has provided and continues to provide detailed observations and drafts to the IPU on a range of IP legislation including:</p> <ul style="list-style-type: none"> <li>• The Patents Amendment Act 2009</li> <li>• The substantive patent law treaty</li> <li>• The 2009 revision of the Patents Rules 1992</li> <li>• Rules concerning the provision of services by EU based patent agents.</li> <li>• Revision of Trade Mark Rules 1996</li> <li>• Revision of the Industrial Design Rules 2001</li> <li>• Revision of the Fees Rules</li> <li>• Various copyright regulations made under the Copyright &amp; Related Rights Act 2001.</li> <li>• The London Agreement</li> <li>• The proposed regulation on the Community Patent and on the establishment of a European Patent Court system.</li> </ul>
<p>Ensure that the knowledge base, skills and competencies of staff in the Office is sustained through the provision of appropriate training, tools and detailed up-to-date work manuals.</p>	<p>Achieved.</p>
<p>Ensure high involvement of staff in the business planning process.</p>	<p>Achieved</p>
<p>Utilise the business planning and performance management process so as to focus on and prioritise key tasks.</p>	<p>Delivered comprehensive business plans appropriately prioritised with SMART deliverables and results orientated.</p>
<p>Maintain a safe and pleasant working environment for staff.</p>	<p>Achieved. Appropriate health and safety procedures implemented.</p>

<b>Objective (6)</b>	
<b>To represent Ireland at international fora.</b>	
<b>During the period 2008 to 2010 the Office undertook to :</b>	<b>Delivered/Current Status</b>
<p>Continue to participate in attend meetings at expert level in EPO, OHIM and WIPO.</p> <p>Ensure Ireland's views are represented at meetings in international organisations – in particular at the Administrative Council meetings of the EPO and the Administrative Board meetings of OHIM</p> <p>Develop contacts and networks with colleagues in other industrial property offices in Europe and elsewhere, to keep abreast of best practice in the administration of patents, trademarks and designs.</p>	<ul style="list-style-type: none"> <li>▪ Staff from the Office led the Irish delegation at the Administrative Council meetings of the EPO and attend the Administrative Board meetings of OHIM and ensured Ireland's views were properly represented.</li> <li>▪ Staff from the Office continued to attend meetings at expert level in EPO, OHIM and WIPO and serviced additional meetings at EU and WIPO during the Irish Presidency in 2013.</li> <li>▪ Contacts were developed and maintained with colleagues in the EPO, OHIM, WIPO, and from other countries, to keep abreast of best practice in the administration of patents, trademarks and designs.</li> <li>▪ The practical benefits and assistance of co-operation programmes, in the EPO and OHIM, for the benefit of the Office and its customers were maximised.</li> </ul> <p>The following were amongst the benefits obtained from maintaining successful relationships with international IP organisations:</p> <ul style="list-style-type: none"> <li>▪ Ongoing financial assistance obtained from OHIM under a bi-lateral agreement to assist with the cost of providing information on TM's at start your own business courses and at other events.</li> <li>▪ Assistance obtained from the EPO towards staff training, information provision/access to patent documentation under a bi-lateral agreement.</li> <li>▪ Assistance obtained from OHIM under its new Co-operation Fund towards the cost of providing a TM online filing module and participating in the TM View and EURCLASS projects.</li> </ul>



