



**Australian Government**  
**IP Australia**



**2023**  
J U L Y

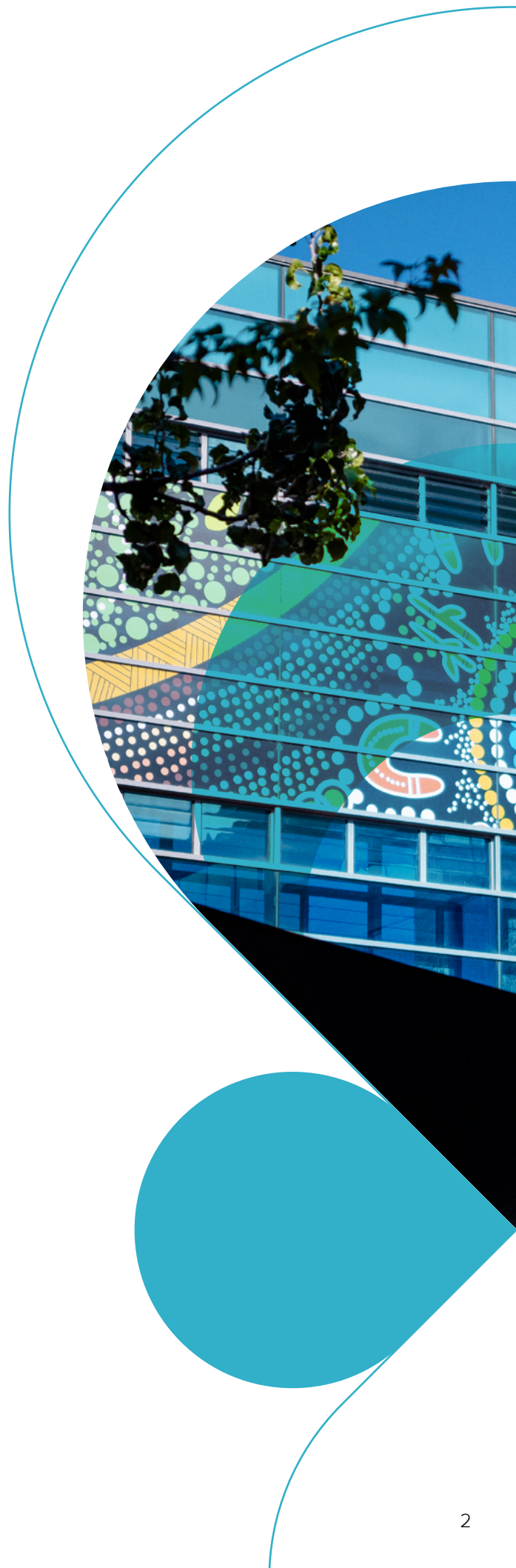
# Strategic Corporate Plan



## Acknowledgement of Country

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IP Australia acknowledges the rich contributions to innovation that Aboriginal and Torres Strait Islander peoples have made through 60,000 plus years of continuing lore and history. We pay our respects to the Traditional Custodians of the lands on which our agency is located and where we conduct our business.



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# Director General's Introduction



IP Australia's purpose is to ensure Australians benefit from great ideas. We achieve this through:

- The administration of the IP rights system.
- The regulation of patent and trade mark attorneys.
- Educating our customers on the role of IP in their business.
- Providing advice to the Australian Government to better shape the IP rights system domestically and internationally.

IP rights facilitate creativity, innovation, and the diffusion of ideas. To achieve our vision of creating a world leading intellectual property (IP) system that builds prosperity for Australia we are committed to continuous improvement, adaptation and innovation. Meeting these commitments is critical so our customers have trust in the value of IP, have confidence in our ability to meet their needs, and all Australians are empowered to access and benefit from IP rights ownership.

We are also committed to the APS Reform Agenda. Over the period of this plan, we will build our workforce to deliver better outcomes for the community by putting people and businesses at the centre of our policy and services, act as a model employer by providing a great place for our staff to work and contribute to a fairer and more inclusive Australia by acting with integrity and fairness.

We will continue to make the IP system more accessible, including supporting the cultural integrity and economic potential of Indigenous Knowledge held by First Nations people. IP Australia is contributing to the Government's commitment to establish stand-alone legislation to protect First Nations people's traditional knowledge and cultural expressions and recognising them as our nation's first innovators. We aim to build a more inclusive and prosperous Australia while ensuring that Aboriginal and Torres Strait Islander peoples are fully considered within the IP system and the broader community.

Our customers are at the core of everything we do - our decisions, actions, processes, products and services. Our Customer Service Charter outlines our commitment to continuous improvement and maintaining high customer satisfaction rates. To deliver on this commitment, we will draw on data to provide customer experience excellence. We will identify meaningful trends and analyse real-time feedback. This will ensure we provide our customers with products and services that meet their needs.

Our vision means innovation lies at the heart of everything we do. We have developed an Innovation Framework that recognises the spectrum of innovation from iterative improvement to breakthrough transformation. The Framework empowers our staff to engage with risk and innovate in their roles. This ensures we will continue to identify and invest in innovation for the benefit of the IP system and our workplace over the period of this plan.

As the Accountable Authority for IP Australia, I am pleased to present our Strategic Corporate Plan for the period 2023-24 to 2027-28 as required under paragraph 35(1) of the *Public Governance, Performance and Accountability Act 2013*.

A handwritten signature in black ink that reads "Michael Schwager". The signature is written in a cursive, flowing style.

Michael Schwager

Director General  
IP Australia

# Agency Overview



## Purpose

Ensuring Australians benefit from great ideas.



## Vision

Creating a world leading IP system building prosperity for Australia.

## Key Activities

### Portfolio Budget Statement Programs

#### **Program 1: IP Rights Administration and Professional Registration**

- Administer patents, trade marks, designs and plant breeder's rights legislation.
- Administer the Trans-Tasman IP attorney regime for Australian and New Zealand patents attorneys, and Australian trade marks attorneys.

#### **Program 2: Education and Awareness**

- Deliver proactive outreach programs that inform and educate Australian businesses, with emphasis on small and medium enterprises.
- Build and leverage partnerships with Government, industry partners and universities to promote the IP system and maximise impact.

#### **Program 3: Advice to Government and International Engagement**

- Provide high quality advice to the Government on the development of IP policy and legislation.
- Engage internationally, working with bodies such as the World Intellectual Property Organization and other IP offices to influence IP policy and practice.

## Performance Measures

#### **Performance measure 1**

IP Australia's timeliness, quality, satisfaction and availability commitments are met.

#### **Performance measure 2**

Process trans-Tasman attorney registration applications within 15 working days from the date that the application complies with registration requirements.

#### **Performance measure 3**

Improved awareness of the IP rights system.

#### **Performance measure 4**

Provision of high-quality advice to the Australian Government on policy, legislation, ministerial correspondence and briefs.

## Strategic Objectives

### 1. Impact

- 1.1 Maintain a high quality, customer-centric IP rights system.
- 1.2 Increase our reputation, influence and contribution to the IP eco-system.

### 2. Customer

- 2.1 Increase customer experience excellence in the delivery of IP rights services.
- 2.2 Increase access to and benefits from IP rights ownership.

### 3. Capability

- 3.1 Create and maintain capabilities that meet the current and future needs of the IP rights system.
- 3.2 Build a workplace culture that is empowered, inclusive and risk-engaging.

### 4. Innovation

- 4.1 Increase innovation and adaptiveness in our administration of the IP rights system.
- 4.2 Provide continually improving contemporary digital customer services and staff experiences.

## Significant Initiatives

- Deliver evidence-based improvements to IP right systems and legislation, including the protection and awareness of Indigenous Knowledge.
- Review our fees in accordance with the principles of the Australian Government Charging Framework.
- Deliver agreed reforms to the regulated attorney profession on behalf of the Australian and New Zealand governments.
- Implementing the four priorities of the APS Reform Agenda.
- Embed innovation within the agency to identify emerging needs and opportunities and support the creation of new products and services.
- Invest in IT infrastructure to ensure continued improvements to customer and corporate systems.
- Deliver modern, streamlined examination platforms, systems and processes to enable more effective IP rights administration.
- Create new systems and processes that improve data capabilities.
- Deliver programs that continue to transform IP Australia to be customer-centric and delivery-focussed.
- Look for innovative ways to promote increased awareness of the IP system.
- Establish ourselves an employer of choice by improving our diversity and inclusion, workforce capability and remaining at the forefront of flexible work practices.



# Operating Context

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## Environment

Intellectual Property is an important economic asset that incentivises innovation and fosters secure conditions for investment, research and development and trade. In an uncertain and diverse world, IP Australia aims to provide an accessible, balanced, and effective IP system to help Australians and our regional neighbours prosper from great ideas.

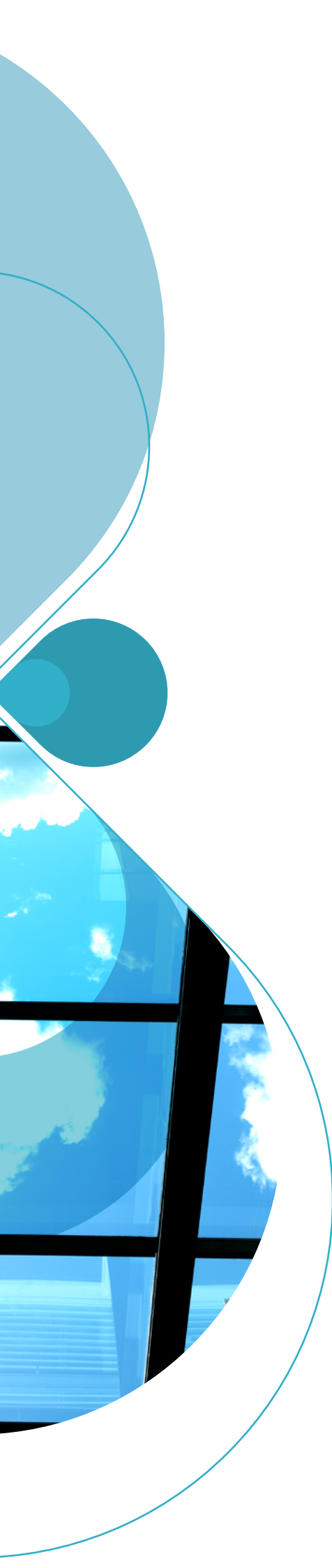
Our [2023 Australian Intellectual Property Report](#) presents the latest statistics on the use of registered IP rights in Australia, and their impact on Australia's global economic context. Of key interest is the number of trade mark applications filed. These figures can be a leading indicator of economic activity as they point to new products, processes or markets. In late 2022, real consumption growth slowed and consumer sentiment declined. Over the year, trade mark applications fell 11.2% from record high levels in 2021. This decline is associated with a normalisation of the post pandemic economic environment and a return to long-term historic growth trends.

As a cost recovered agency, we charge fees for our IP rights services in accordance with the Australian Government Charging Framework. We must ensure our fees are consistent, transparent and recover the costs associated with administering the IP rights system in Australia. Economic conditions and the associated upwards or downwards trends in the filing patterns in IP rights can impact our financial sustainability. We are continually assessing our internal efficiency and performance to ensure that our services are effective, responsive and financially sustainable. During the period of this plan we will review and evaluate our fees in consultation with stakeholders to ensure we are meeting these principles, assess their impact and confirm whether they are contributing to government outcomes.

Our regulatory functions are set out in the *Trade Marks Act 1995*, *Patents Act 1990*, *Designs Act 2003*, *Plant Breeder's Act 1994* and the *Olympic Insignia Protection Act 1987*. How we deliver these functions over the period of this plan will be informed by the Ministerial Statement of Expectations and our responding [Regulator Statement of Intent](#). We are committed to continually improving and updating our systems and processes in ways that support reduced costs and regulatory burden for our customers and improve access to the IP system.

Across the period of this plan, the Australian Government is negotiating and implementing multiple Free Trade Agreements (FTA). Where FTAs include intellectual property provisions, we are working across Government to ensure they are fit for purpose and support broader policy interests for Australians engaging with the IP system at home and abroad. This includes preparing to implement changes for the protection of geographical indicators, resulting from the Australia and European Union FTA.

Intellectual property rewards the disclosure of novel ideas in return for protection. The sudden proliferation of generative AI technologies is challenging the ways we administer IP rights by making it harder to determine if an invention or design is truly novel and distinct. IP Australia is exploring how these generative AI technologies are likely to disrupt the IP rights system, and how we might respond to ensure our services remain fit for purpose so that all Australians can benefit from great ideas.



Priority three of the APS Reform Agenda is to build an APS that is a model employer and sets the standard for equity, inclusion and diversity. Over the period of this plan, we will continue our agency's journey from inclusion to belonging - ensuring that our employees feel empowered and supported to bring their whole selves to work each day. We will be building on four Strategic pillars to promote diversity and inclusion: attraction, employee experience, inclusive leadership and celebration and connection. We will launch a new Access and Inclusion Plan and commence the development of a new Reconciliation Action Plan.

Indigenous Knowledge is an important cultural and economic asset belonging to Aboriginal and Torres Strait Islander people, their communities, organisations and businesses. Aboriginal and Torres Strait Islander peoples have told us the current IP system is not fit for purpose to protect Indigenous Knowledge. We will continue to work in a whole of Government context, through partnership with Aboriginal and Torres Strait Islander people, to develop stand alone legislation to protect Indigenous Knowledge and culture. This will sit alongside the existing legislative framework for IP and contribute to protecting Aboriginal and Torres Strait Islander people's innovation and creativity.

## Cooperation

As a steward of the Australian IP system, building strong and impactful relationships with domestic and international stakeholders is key to achieving our purpose. These relationships enable us to influence the IP system in a way that serves Australia's national interests.

We collaborate with the Department of Industry, Science, and Resources, the Office for the Arts, the Attorney General's Department, the Department of Agriculture, Fisheries and Forestry, the Department of the Prime Minister and Cabinet and the Department of Foreign Affairs and Trade. This collaboration enables us to influence the development of Government policy and legislation related to IP, and support growth in industries such as health, agriculture, design and research commercialisation.

Australia's national economic and security agenda also relies upon the strength and resilience of industries employing critical and innovative technologies. These technologies yield commercial returns and ensure viability for many sectors including Australia's cyber, defence, space and clean energy capabilities. We leverage our data capability and IP expertise with analytics and economic insight that supports researchers, businesses and Government policymakers to enable these industries to be robust, resilient and internationally competitive.

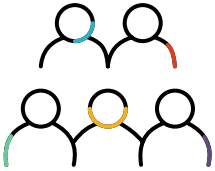
Exports and trade remain central to Australian business interests. IP Australia supports Australians to export their ideas and goods to the world by engaging internationally on IP matters. We engage with bodies such as the World Intellectual Property Organization and other IP offices to influence international policy and practice. This engagement helps to create consistency for Australian exporters who can better engage with and export to international markets while having confidence that their IP is protected.

We work closely with the Department of Foreign Affairs and Trade, in the World Intellectual Property Organization and with other IP offices and entities from around the world to influence changes to the global IP eco-system.



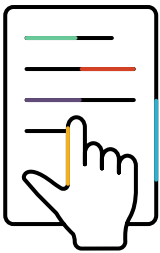
# Capability

To achieve our purpose, we must nurture the right capabilities to meet the challenges of an uncertain and changing world. Delivering innovative and customer-centric IP services depends on IP Australia continuing to build its capability through the implementation of key strategies and work plans, as overseen by our governance bodies.



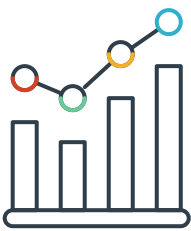
## Workforce

Our people are dedicated professionals committed to providing excellent services to our customers. Our workforce is our greatest asset, and the satisfaction, motivation, and retention of our workforce is a key priority. IP Australia's People Strategy is governed by the Workforce Strategy Committee and articulates how we attract and retain skilled and engaged staff that have the specific capabilities to meet the needs of our customers now and in the future.



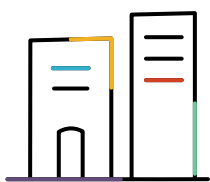
## Policy and International Engagement

The Strategic Policy and International Committee is responsible for governance of our strategic policy and international engagement. We are considering ways the IP system can better support Aboriginal and Torres Strait Islander peoples to benefit from and protect their Indigenous Knowledge; better enabling small and medium enterprises and exporters to realise the benefits of their ideas at home and abroad; and leveraging our capability to influence international IP developments, both pro-actively and in response to an uncertain international environment.



## Information and Data

Data is integral to the work of IP Australia. The Information and Data Committee is responsible for governance of data and information management within the agency. The Committee oversees the Information Matters Strategy which sets out our accountabilities for safe and effective collection, management, analysis, collaboration and communication of data and information. The Strategy focuses on developing technical and people capabilities, governance and streamlined mechanisms to deliver IP data and information to internal and external decision makers, innovators, and service providers so we make the most of our data, now and into the future.



## Investment, ICT and Property

IP Australia's Investment, ICT and Property Committee (IIPC) oversees a rolling ten-year investment plan for capital budget prioritisation and implementation. As a cost-recovered agency, this aids discipline in our investment approach and provides a forward view of where IP Australia is prioritising capability development through the leveraging of our cost-recovered cash reserves. The IIPC also governs our ICT Strategy. This sets out how we harness technology to support IP Australia to achieve its purpose and meet the expectations of our workforce, customers, and broader stakeholder groups. The Strategy ensures the delivery of resilient and secure IT services and is reviewed annually to reflect up-to-date technological advancements and new innovations.

# Risk Oversight and Management

IP Australia's approach to risk management is not about stopping or preventing action, it is about empowering staff to engage with risk to support informed choices. As an agency we are committed to developing a positive risk culture where all staff confidently respond to uncertainties and opportunities in their work.

Staff members are encouraged to pursue, retain and accept risks that have been well considered within the bounds of the agency's appetite for risk and their personal responsibility and accountability limits. This is done in an open and transparent manner to reduce threats and seize opportunities for the benefit of the agency.

To ensure effective governance IP Australia embeds risk management through the following business processes:

- risk management and assessment systems to support business processes including project, and planning activities
- operational planning
- consideration of risk management as standing items at quarterly Executive Board meetings, governance committee meetings and IP Australia's Audit Committee.

IP Australia actively pursues the development of a positive risk culture where staff at all levels understand and manage risk as part of their day-to-day activities. As a regulator, we are conscious of our responsibility to engage with risk to enhance our staff capability, engage meaningfully with customers and improve our services.

To help staff implement the risk management policy and framework, and achieve the desired level of risk maturity, IP Australia promotes risk capability development. "Engage with Risk" is a core capability for all staff members and individual performance and development plans are used to directly engage staff with risk capability development. Structured and ad hoc learning and development processes aimed at all stages of the learning journey, from induction through to SES specific programs, support the framework.

We assess our risk management culture through our internal audit program and other benchmarking activities.

IP Australia's Risk Management Framework includes:

- Accountable Authority Instructions — sets out instructions from the Director General on managing risk within IP Australia.
- Risk Management Policy and Framework — defines IP Australia's approach to the management of risk, including our attitude to and objectives for risk management.
- Risk Management Plan — ensures that risk management processes are efficiently integrated into day-to-day work.
- Risk objectives, appetites, and tolerances — establishes how risk is measured.
- Information sheets — provide a pragmatic, simple and consistent approach to help staff manage risk.

# Strategic Risks

IP Australia faces a broad range of risks reflecting its responsibilities as an administrator, service provider and regulator for Australia's IP rights system. The following categories of strategic risk are used to measure and monitor threats and opportunities that may impact the achievement of IP Australia's purpose and strategic objectives.



## *IP Eco-System*

### **Risk Objectives**

We are committed to fostering a thriving IP ecosystem that inspires and encourages innovation, achieves government objectives, and adds value to the global IP community. We uphold the integrity of the system and keep it safe from abuse.

### **Risk Response**

We have established processes for the identification and prioritisation of policy issues to ensure the IP legislative framework keeps pace with what we are doing and what is happening within the broader IP ecosystem. This is governed by our Strategic Policy and International Committee.



## *Confidence*

### **Risk Objectives**

As an administrator and service provider for Australia's IP rights system we are committed to delivering high-quality IP rights. Our customers must have trust in the value of IP, have confidence in our ability to meet their needs, easily interact with our services, and have access to accurate information and data.

### **Risk Response**

The production of high-quality IP rights is critical to our work and is supported through the implementation of our Quality Management System. The Information and Data Committee oversees the governance of information and data management within the agency.



## *Customer and Stakeholder Engagement*

### **Risk Objectives**

We engage effectively with a diverse range of customers and stakeholders, domestically and internationally. We focus on collaboration and meaningful engagement to improve our effectiveness, performance, and expand our sphere of influence.

### **Risk Response**

We have strategies and procedures in place to manage and implement activities to support the growth and sustainment of relationships with customers, stakeholders and partners.



### *Governance*

#### **Risk Objectives**

We meet and administer our legislative responsibilities, fulfilling the Commonwealth's policy agenda, adhering to our Accountable Authority Instructions, and maintaining relevant certifications.

#### **Risk Response**

We have established frameworks, and underpinning policies and procedures, to govern IP Australia in accordance with our legislative obligations. The Executive Board has responsibility for implementation, and our annual internal audit program and Audit Committee provide independent advice and assurance.



### *Financial*

#### **Risk Objectives**

We take a strategic approach to investment to ensure our long-term sustainability and build our capacity to adapt to the changing needs of our customers and stakeholders.

#### **Risk Response**

Our established governance arrangements, financial management practices and internal controls, enable us to monitor, manage and report on our entity's financial performance and sustainability. These activities are overseen by IP Australia's Investment, ICT and Property Committee. Independent advice and assurance is provided through our internal audit programs, and our Audit Committee.



### *Workforce*

#### **Risk Objectives**

Our diverse, agile and capable workforce delivers value to the Australian community and our international partners. We aim to be an employer of choice and remain at the forefront of flexible working solutions.

#### **Risk Response**

We have established a Strategic Workforce Plan and People Strategy to leverage our existing workforce and determine how we can meet future workforce needs. The Workforce Strategy Committee is responsible for the governance of workforce issues.

## Risk Appetite

IP Australia supports Australia's innovation system by delivering world leading IP services that are modern, effective and efficient to ensure all Australians benefit from great ideas. We recognise it is not possible, or necessarily desirable, to eliminate risks inherent in our activities. Our risk appetites reflect these principles, are aligned to our strategic risks, and embedded into organisational decision-making. Our risk appetites and tolerances are updated dynamically to reflect our operating environment and staff members are supported to make decisions reflecting established appetites, tolerances, and risk escalation framework.

# Performance

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Our performance measures help us to assess whether we are achieving our purpose, fulfilling our key activities and meeting our goals as an agency. They reflect our responsibilities as a regulator, administrator and Commonwealth entity.

The following measures demonstrate our performance against the three principles of regulator best practice, in line with the Australian Government's expectations for regulator performance.

In accordance with the *Public Governance, Performance and Accountability Act 2013*, and *Public Governance, Performance and Accountability Rule 2014*, pages 13-16 set out the performance measures that we use to determine whether we are achieving our purpose. These measures are aligned to the outcomes, programs and key activities presented in our Portfolio Budget Statements.

## Performance Measures

### Performance Measure 1

*IP Australia's timeliness, quality, satisfaction and availability commitments are met*

The timeliness, quality, satisfaction and availability commitments are measured by:

- The timeliness of IP rights products and services.
- Customer satisfaction with the administration of the IP system.
- Customer satisfaction with the quality of our products and services.
- The availability of online services portal for customers.

#### **Why this matters:**

Our customers are at the core of everything we do. These are the timeliness, quality, satisfaction and availability metrics that matter to customers. This performance measure tracks the service we are providing to customers and ensures that we are meeting their expectations.

#### **Targets:**

Meet the key organisational performance metrics for timeliness, quality, satisfaction and availability from 2023-24 to 2027-28.

All key metrics must be met for the performance measure to be met.



## Methodology:

**The timeliness of IP rights** will be measured through the proportion of IP right reports in patents, trade marks, designs, and plant breeder's rights that meet the relevant timeframes as set out below.



### Patents

We will issue:

- 85% of international search reports (for one invention) in 10 weeks
- 95% of international search reports (for all search requests) in 12 weeks
- 85% of international-type search reports (for one invention where the original request is compliant) in 6 weeks
- 95% of international-type search reports (for all search requests from receiving a compliant request) in 8 weeks



### Designs

We will issue:

- 85% of formalities reports on registration requests in 8 weeks<sup>1</sup>
- 95% of formalities reports on registration requests in 9 weeks<sup>1</sup>
- 85% of first reports from examination requests in 13 weeks
- 95% of first reports from examination requests in 16 weeks



### Trade Marks

We will issue:

- 85% of first reports on new applications in 13 weeks
- 95% of first reports on new applications in 18 weeks
- 95% of Headstart Part 1 assessments in 5 days
- 97% of Headstart Part 1 assessments in 7 days



### Plant Breeder's Rights

We will issue:

- 85% of initial examination reports in 8 weeks
- 85% of further examination reports in 4 weeks

The overall timeliness of IP rights will be met if 85% or greater of all timeliness measures are achieved (12 out of 14 timeliness measures).

**Customer satisfaction with the quality of our products and services: will be measured through customer research undertaken by IP Australia.**

- Greater than 80% of customers are satisfied with the quality of our products and services

**Customer satisfaction with the administration of the IP System: will be measured through customer research undertaken by IP Australia**

- Greater than 80% of customers are satisfied overall with IP Australia
- Greater than 85% of customers are satisfied with IP Australia's administration of the IP system

**The availability of online services portal for customers: will be measured on actual system uptime (including planned maintenance periods) of the IP Australia Online Services portal = Greater than 98% online services portal availability for customers.**

**PBS links:** Outcome 1, Program 1 — IP Rights Administration and Professional Registration.

#### Regulator performance principles:

Principle 1: Continuous improvement and building trust

Principle 2: Risk based and data driven

Principle 3: Collaboration and engagement

**Data sources:** Timeliness data is sourced from IP rights production databases. Customer satisfaction data is sourced from customer research conducted by IP Australia.

**Performance Measure Type:** Composite measure including measures of efficiency

**Key Activity:** IP Rights Administration and Professional Registration

<sup>1</sup>To best reflect the type of work that is being conducted for our customers the wording of this measure has been updated for 2023-24.

## Performance Measure 2

*Process trans-Tasman attorney registration applications within 15 working days from the date that the application complies with registration requirements.*

### **Why this matters:**

Our regulation of the Trans-Tasman IP attorney regime is fully cost-recovered and we must ensure that we are administering the registration system as efficiently and effectively as possible.

### **Targets:**

100% of applications are processed within the required timeframe from 2023-24 to 2027-28.

### **Methodology:**

Data is recorded daily and reported in Q2 and Q4.

Data is available the day after each quarter's completion.

**PBS links:** Outcome 1, Program 1 — IP Rights Administration and Professional Registration.

### **Regulator performance principles:**

Principle 1: Continuous improvement and building trust

Principle 2: Risk based and data driven

**Data sources:** The Trans-Tasman Intellectual Property Attorneys Board database.

**Performance Measure Type:** Measure of efficiency

**Key Activity:** IP Rights Administration and Professional Registration

## Performance Measure 3

*Improved awareness of the IP rights system*

Improved awareness of the IP rights system from 2023-24 to 2027-28 measured by:

- Effective delivery of public education and awareness programs, which promote the importance of IP and provide Australians with the tools they require to make informed decisions
- An increase in the level of customer's knowledge of Australia's IP system

### **Why this matters:**

We play an important role in raising awareness of the economic potential of IP. We must ensure our public education and awareness activities are effective so that they support Australian businesses to make informed decisions on their IP.

### **Targets:**

1. Meet the key performance metrics for public education and awareness programs
  - Reach: increased volume of partners and multipliers
  - Engagement: increased number of participants engaging with online material (website, newsletter, and social media)
  - Satisfaction: 80%+ of participants are satisfied with the education and awareness activity delivered
2. An increase to the percentage of customers who respond that their level of knowledge of the IP system is either adequate or extensive from the 2022-23 result.
  - Knowledge: 80%+ of participants identify an increased understanding and awareness of the IP system

### **Methodology:**

Reach: increased volume of partners and multipliers will be measured by gathering several data points and identifying an upward trend.

Engagement: increased number of participants engaging with online material (website, newsletter, and social media) will be measured by gathering several data points and identifying an upward trend.

Knowledge: increased customer knowledge of the IP system will be measured by research with 80%+ of respondents identifying an increased knowledge of the IP system.

Satisfaction: will be measured by determining the number of survey participants who report being either satisfied, or highly satisfied with the education or awareness activity delivered.

All targets are to be met for the performance measure to be met overall.

**PBS links:** Outcome 1, Program 2 — Education and awareness

**Regulator performance principles:**

Principle 1: Continuous improvement and building trust

**Data sources:** Customer research undertaken by IP Australia, including customer surveys

**Performance Measure Type:** Composite measure including measures of effectiveness

**Key Activity:** Education and Awareness

## Performance Measure 4

*Provision of high-quality advice to the Australian Government on policy, legislation, ministerial correspondence and briefs*

**Why this matters:**

We provide advice to support policy and legislative change that fosters Australian innovation and the IP system. We strive to provide high quality and timely advice to all stakeholders, including the Minister's Office.

High quality advice from 2023-24 to 2027-28 measured by:

1. The quality of ministerial briefs and correspondence delivered to the Minister's Office; and
2. The timeliness of ministerial briefs and correspondence delivered to the Minister's Office.

**Targets:**

1. Ministerial briefs and correspondence delivered to the Minister's Office are of a high quality with less than 10% resubmitted due to error or omission.
2. 100% of ministerial briefs and correspondence requested by the Minister's Office are delivered within the agreed timeframes.

**Methodology:**

High-quality: measured by determining the number of ministerial briefs and correspondence delivered to the Minister's Office that need to be resubmitted due to error or omission.

Delivered within the agreed timeframes: measured by determining whether briefs delivered to the Minister's Office are delivered within the agreed timeframes.

All targets are to be met for the performance measure to be met overall.

**PBS links:** Outcome 1, Program 3 — Advice to Government and International Engagement

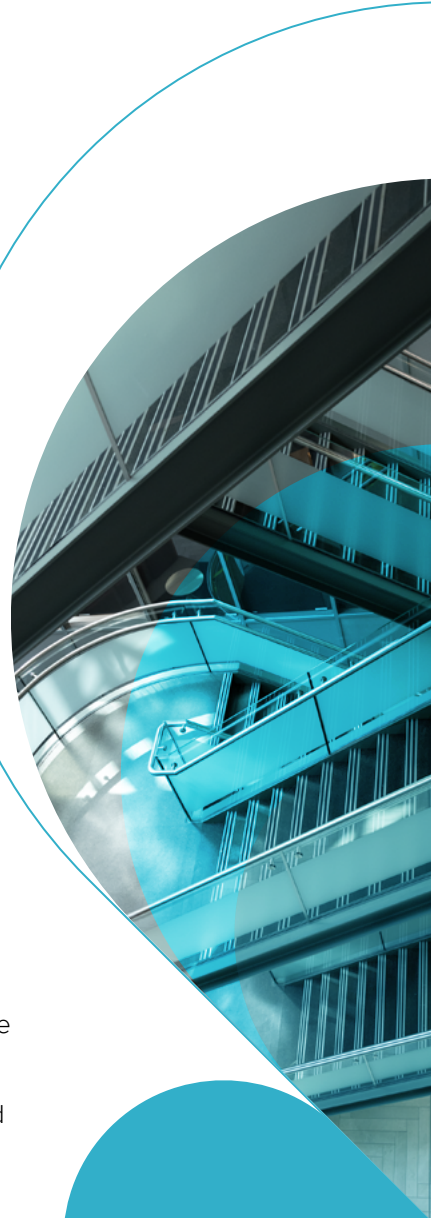
**Regulator performance principles:**

Principle 3: Collaboration and engagement

**Data sources:** Ministerial briefs and correspondence database

**Performance Measure Type:** Measures of outputs and efficiency

**Key Activity:** Advice to Government and International Engagement







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