



Australian Government  
IP Australia



# Strategic Corporate Plan

# 2024–25

JULY





## Acknowledgement of Country

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.



### Copyright

All content in this publication is provided under a [Creative Commons Attribution 4.0 International \(CC BY 4.0\) licence](#), with the exception of:

- the Commonwealth Coat of Arms
- IP Australia's corporate logo
- photographs of our staff and premises
- content provided by third parties – including photographs, logos, drawings and written descriptions of patents and designs.

### Third party copyright

We have made all reasonable efforts to:

- clearly label material where the copyright is owned by a third party
- ensure that the third party has consented to this material being presented in this publication.

Permission may need to be obtained from third parties to re-use their material.

© Commonwealth of Australia 2024



### Attribution

The CC BY licence is a standard form licence agreement that allows you to copy and redistribute the material in any medium or format, as well as remix, transform, and build upon the material, on the condition that you provide a link to the licence, you indicate if changes were made, and you attribute the material as follows:

Licensed from the Commonwealth of Australia under a Creative Commons Attribution 4.0 International Licence.

[Contact us](#) if you have any enquiries about our copyright licence or the use of material in this publication.



# CONTENTS:

<b>Director General's introduction .....</b>	<b>4</b>
<b>Agency overview: .....</b>	<b>5</b>
Purpose.....	5
Strategic objectives .....	7
Significant initiatives .....	8
<b>Operating context:.....</b>	<b>9</b>
Environment .....	10
Cooperation .....	11
Capability.....	12
<b>Risk oversight and management.....</b>	<b>14</b>
<b>Performance:.....</b>	<b>17</b>
Performance measures .....	18
Performance measure 1.....	18
Performance measure 2.....	21
Performance measure 3.....	22
Performance measure 4.....	24
<b>Compliance.....</b>	<b>25</b>

# Director General's introduction



As the Accountable Authority for IP Australia, I am pleased to present our 2024–25 Strategic Corporate Plan, which covers the periods of 2024–25 to 2027–28, as required under paragraph s35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.

In developing this Strategic Corporate Plan, we completed a comprehensive review of our enterprise strategy and performance framework. We recognise the importance of a strong, fit-for-purpose performance framework that reflects our ambitions as an agency, accurately captures the operating and risk environment that may impact our ability to achieve our purpose and is meaningful to our staff, customers and stakeholders.

As a result, we have consolidated our vision and purpose to create a single, unifying statement to focus our critical operational activities and agency initiatives. Our refined purpose is **enabling Australians to benefit from great ideas by providing a world-leading IP system**.

We achieve this through:

- The administration of the intellectual property (IP) rights system.
- The regulation of patent and trade marks 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.

We have also refined our Strategic Objectives to better demonstrate our organisational priorities and emphasise those areas we want to focus on across the period of the plan. A new Strategic Objective 1.2 'Increase awareness of the IP system' reflects the considerable education and awareness activities our agency undertakes to help Australians understand how IP rights can benefit them. We have also added 'efficiency' in Strategic Objective 1.1 to demonstrate our strong focus on financial sustainability and cost-effective service delivery.

We will continue to use our knowledge and connections to influence and shape the domestic and international IP system to benefit Australian innovators. This includes making the IP system more accessible, by supporting the cultural integrity and economic potential of Indigenous Knowledge held by First Nations people.

Our commitment to continuous improvement, adaptation, and innovation remains. Providing excellent customer experiences, supported by modern products and systems, is non-negotiable. Our data capabilities and IP expertise will continue to empower us to provide analytics and economic insights to support researchers, businesses, and government policymakers, enabling the Australian industry to be strong, resilient, and internationally competitive.

To maintain our highly skilled workforce and adapt to rapidly changing technologies, we must continue to prioritise and maximise opportunities to effectively manage our systems and minimise the overall cost of IT and maintenance. We also want to continue to be an employer of choice, and we will do this by implementing key initiatives under our new People Strategy 2024–2027.

As we celebrate the 120th anniversary of the Patent Office's opening, we are proud to continue the important work of delivering and maintaining a world-leading IP system. This directly contributes to Australia's economic prosperity through job creation, growth, and improved living standards. We are committed to ensuring that the IP system remains modern, effective, and efficient.

Michael Schwager  
Director General  
IP Australia





# AGENCY

# OVERVIEW:



## **Purpose**

Enabling Australians to benefit from great ideas by providing a world-leading IP system.

# Outcome:

Increased innovation, investment and trade in Australia, and by Australians overseas, through the administration of the registrable intellectual property rights system, promoting public awareness and industry engagement, and advising government.

**Purpose:** Enabling Australians to benefit from great ideas by providing a world-leading IP system.

## Strategic objectives

### 1. Impact

- 1.1 Increase trust and confidence by maintaining a high quality, customer-centric, efficient IP rights system.
- 1.2 Increase awareness of the IP system.
- 1.3 Increase our reputation, influence and contribution to the IP eco-system.

### 2. Customer

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

### 3. Capability

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

### 4. Innovation

- 4.1 Increase innovation and adaptiveness in our stewardship of the IP rights system.
- 4.2 Create innovative contemporary digital and data driven customer services and staff experiences.

## Program 1

### IP rights administration and professional registration

#### Key activities

Administer patents, trade marks, designs and plant breeders rights legislation.

Administer the trans-tasman IP Attorney regime for Australian and New Zealand patent attorneys and Australian trade mark 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

- 1. IP Australia's timeliness, quality, satisfaction and availability commitments are met.
- 2. Process trans-tasman attorney registration applications within 15 working days from the date that the application complies with registration requirements.

- 3. Improved awareness of the IP rights system.

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

# Strategic objectives

## 1. Impact

### 1.1 Increase trust and confidence by maintaining a high-quality, customer-centric, efficient IP rights system.

We strive to maintain a world-leading, high-quality IP system that instils trust and confidence.

We continually improve our processes to reduce costs and regulatory burden for our customers to make it easy for them to use our services.

### 1.2 Increase awareness of the IP system.

We produce high-quality, accessible and dynamic public education and engagement resources and initiatives to make it easy for individuals and small business owners to access and understand how IP rights can benefit them.

### 1.3 Increase our reputation, influence and contribution to the IP eco-system.

We are a valued steward of the Australian IP system, known for our strong domestic and international relationships, and our focus on data driven decision making.

We continue to collaborate across the government to provide advice, support growth, and ensure fit-for-purpose trade agreements.

We influence international IP frameworks and global trading partners to create consistency and confidence for Australians entering international markets and for international exporters who bring innovative products and services to Australian consumers.



## 2. Customer

### 2.1 Increase access to and benefits from IP rights ownership.

We make it easy to access IP rights through high-quality digital services and the registration of qualified and ethical IP attorneys.

Our robust IP rights system supports owners to trade with confidence in domestic and international markets.

### 2.2 Increase customer experience excellence in the delivery of IP rights services.

We help our customers understand how to submit compelling applications and provide them with transparent and considered responses on examination outcomes.

We provide innovative, seamless and convenient services through channels that are efficient, accessible, secure and meet the diverse needs of our customers.

### 3. Capability

#### 3.1 Create and continually improve capabilities that meet the current and future needs of the IP rights system.

We understand the capabilities required to maintain a high-quality IP system and to meet evolving customers' and stakeholders' needs through genuine engagement and consultation.

We create value for our customers and stakeholders by investing in and leveraging the capabilities of our people, culture, technology, data, processes and policies.

#### 3.2 Build a workplace culture that is customer centric, empowered, inclusive and risk-engaging.

Our organisational culture and staff experience empowers us to reduce threats and seize opportunities by providing the right tools and support, promoting a sense of belonging, and encouraging us to engage with risk.



### 4. Innovation

#### 4.1 Increase innovation and adaptiveness in our stewardship of the IP rights system.

We promote and celebrate innovation and we are willing to try, fail fast and apply the learnings.

We integrate innovative practices through our leadership, training and everyday work and look for opportunities to innovate through small and large changes.

#### 4.2 Create innovative contemporary digital and data driven customer services and staff experiences.

We provide excellent customer and staff experiences through contemporary digital solutions and by using emerging technologies that automate and elevate our services.

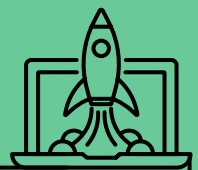
We use data insights to drive continuous improvement in decision-making and service delivery.

## Significant initiatives

- Deliver evidence-based improvements to IP right systems and legislation, including the protection and awareness of Indigenous Knowledge.
- Continue to implement the 4 priorities of the APS Reform agenda through our People Strategy 2024–27 to ensure we have the workforce culture, capability and capacity to deliver our purpose.
- Deliver agreed reforms to the regulated attorney profession on behalf of the Australian and New Zealand governments.
- Invest in our IT systems and infrastructure to ensure continued improvements to our information and data security, customer and staff experience, and the delivery of effective and efficient IP rights.



# OPERATING CONTEXT:



# Environment



Intellectual property is an important economic asset that incentivises innovation and creates a secure environment for investment, research and development and trade. In an uncertain and diverse world, IP Australia aims to offer an easy-to-use, fair and efficient IP system to help Australians and our regional neighbours benefit from great ideas.

Innovation based on collaboration, cooperation and the exchange of know-how is vital to Australia's economic success. Australia has a strong advantage in emerging technologies including quantum, artificial intelligence, and clean energy generation. By harnessing these strengths, we can supercharge the growth of new industries and gain a competitive edge.

Patents are an important aspect in influencing how Australian research and development intensive firms bring innovations to the market. In Australian businesses, patenting is linked to a higher propensity to collaborate, in forming joint research and development, and joint commercialisation arrangements.

In exchange for protection, IP encourages the sharing of original ideas. The spread of generative artificial intelligence (AI) technologies presents both opportunities and challenges in how we administer IP rights. IP Australia is examining how these generative AI technologies are already starting to disrupt or impact the IP rights system. We will continue to explore how we might respond to ensure our services remain fit for purpose and continue to balance the interests of both existing rights owners and AI innovators, so that all Australians can benefit from great ideas.

Indigenous Knowledge (IK) is an important cultural and economic asset belonging to Aboriginal and Torres Strait Islander peoples, their communities, organisations and businesses. Following the success of the Diplomatic Conference on patent disclosure of genetic resources and associated traditional knowledge at WIPO in May 2024, we will continue to work closely with other WIPO member states on more reforms to the international IP system to protect First Nations peoples' traditional knowledge and cultural expressions.

As a government regulator and 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.

We are focused on investing in our people, deepening APS capability and reducing potential risks to integrity, expertise and public trust in line with the APS Reform Agenda. We engage the expertise of contractors predominantly for roles which are highly specialised and technical, require independence or where APS recruitment processes for critical roles have been unsuccessful. In accordance with the APS Strategic Commissioning Framework, in 2024–25 we will focus on reducing outsourcing in roles across our core work functions. We expect these efforts to lead to a reduction of approximately \$950,000 in the coming year and will continue to consider and meet the requirements under the framework across the period of this plan.

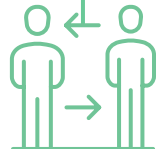
# Cooperation

In administering the Australian IP system, we need to connect with stakeholders both at home and overseas. These connections help us shape the IP system to benefit Australia's national interests.

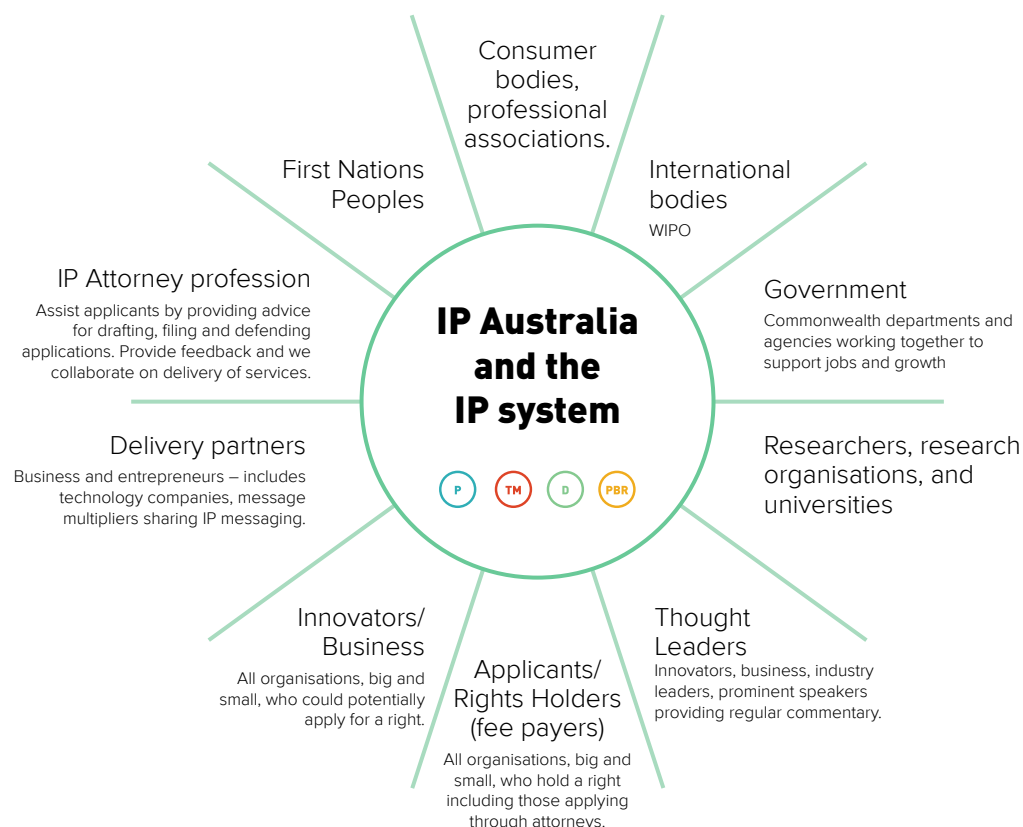
We collaborate with other government agencies, including the Department of Industry, Science, and Resources, the National Indigenous Australians Agency, the Office for the Arts, the Attorney General's Department, the Department of Agriculture, Fisheries and Forestry, the Department of the Prime Minister and Cabinet and the Department of Foreign Affairs and Trade (DFAT). This collaboration enables us to influence the development of government policy and legislation related to IP, and support growth in industries such as health, computing, agriculture, design and research commercialisation.

Australia's national economic and security agenda depends on strong and resilient industries that use critical and innovative technologies. These technologies produce profits and secure many sectors including Australia's cyber, defence, space and clean energy capabilities. We use our data capability and IP expertise with analytics and economic insight to help researchers, businesses and policymakers to make these industries to robust, resilient and globally competitive.

Australian businesses rely on exports and trade as key sources of income. We support DFAT in negotiating IP chapters in Free Trade Agreements. We also support other IP offices by providing support and training, including through the WIPO Funds-in-Trust program funded by DFAT's Aid for Trade Program. These activities help to create consistency for Australian exporters who can then be more confident their IP is protected when they export to international markets.



## Key external stakeholder engagement matrix



# Capability

## Strategic policy and international engagement

Our Strategic Policy and International Committee is responsible for governance of our strategic policy and international engagement. Our ongoing efforts include helping small and medium enterprises and exporters to make the most of their ideas in domestic and foreign markets; to ensure that our laws are suitable for their needs; and to use our capacity to shape international IP developments, through WIPO and with other IP offices abroad, both pro-actively and in response to a changing global context. This work contributes to achievement of Strategic Objective 1.3 Increase our reputation, influence and contribution to the IP eco-system.

## Investment, ICT and property

Our 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 helps us to be disciplined in our investment approach and gives us a forward view of where IP Australia is focusing on capability development through using our cost-recovered cash reserves. The IIPC also governs our *ICT Strategy 2022–2025*. This shows how we use technology to support IP Australia fulfill its purpose and meet the needs of our workforce, customers, and wider stakeholder groups. The strategy ensures the delivery of reliable and secure IT services and is updated yearly to reflect current technological advancements and new innovations. This work contributes to the achievement of Strategic Objective 3.1 Create and continually improve capabilities that meet the current and future needs of the IP rights system.



## People Strategy

We are a high performing organisation that delivers excellent results for our customers and stakeholders. We will continue to invest in our people, as they are our most important asset. Our *People Strategy 2024–2027* focuses on the key areas of flexibility, innovation, capability uplift, social connection and cohesion. This Strategy will inform our actions and initiatives throughout the period of this plan enabling our culture as a high-performing organisation. The Strategy is governed by the People Strategy Committee and shows our commitment to enhancing our performance and capability to ensure a more adaptable, resilient and thriving organisation. This work contributes to the achievement of Strategic Objective 3.1 Create and continually improve capabilities that meet the current and future needs of the IP rights system, and 3.2 Build a workplace culture that is customer centric, empowered, inclusive and risk-engaging.

## Innovation

We are committed to facilitating, promoting, and protecting innovation as a part of our ongoing operations. We take a portfolio approach to innovation to ensure we consider the strategic priorities of the agency and the needs of our customers and stakeholders. Our Innovation Framework supports our innovation efforts and embeds innovation in our governance, operational practices, and capability framework. This approach is governed through the Executive Board and its Committees and contributes to the achievement of Strategic Objective 4.1 Increase innovation and adaptiveness in our stewardship of the IP rights system.

## Information and data

Effective use of data and information is integral to our work, informing evidence-based decision making. Our *Data, Information and Analytics Strategy 2023–2026* sets out 4 pillars where we will focus our continuous efforts to enhance culture where data is an asset, improve the quality and management of our data governance, enhance the way we discover, use and share data, and safely experiment on our data to foster innovation. The Strategy is governed by the Information and Data Committee and supported by our Centre of Data Excellence. The Centre of Data Excellence is responsible for data and information governance within the agency and the central point for data related enquiries. This work, in conjunction with the *ICT Strategy 2022–2025*, contributes to the achievement of Strategic Objective 3.1 Create and continually improve capabilities that meet the current and future needs of the IP rights system, 3.2 Build a workplace culture that is customer centric, empowered, inclusive and risk-engaging, and 4.2 Create innovative contemporary digital and data driven customer services and staff experiences.



# Risk oversight and management



Our 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 program management, integrity, change management, procurement and contract management, and planning activities
- enterprise resilience framework
- strategic and operational planning
- alignment to our regulatory performance framework
- audit and assurance programs
- 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.

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 Senior Executive Service (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** — provides 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 Strategic Objectives and Purpose.

## 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, rights holders and the public interest. 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 and timely IP rights. Our customers must have trust in the value of IP, have confidence in our ability to meet their needs, be able to 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 are 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 developed a new People Strategy to leverage our existing workforce and created strategies to ensure we can meet future workforce needs and capabilities. The People 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:

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

IP Australia's 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](#). Under these acts, we are responsible for the regulation of IP rights including trade marks, patents, designs and plant breeder's rights, as well as the Australian and New Zealand patent attorney and Australian trade mark attorney professions. We are committed to continually improving and updating our systems and processes in ways that support reduced costs for our customers and improve access to the IP system.

Our approach to fulfilling our regulatory responsibility is underpinned by the Australian Government's best practice principles for regulation:

1. Continuous improvement and building trust: we adopt a whole-of-system perspective, continuously improving performance, capability and culture to build trust and confidence in Australia's regulatory settings.
2. Risk based and data driven: we manage risks proportionately, maintain essential safeguards while minimising regulatory burden, and leverage data and digital technology to support those we regulate to comply and grow.
3. Collaboration and engagement: we are transparent and responsive communicators, implementing regulations in a modern and collaborative way.

In accordance with the [Public Governance, Performance and Accountability Act 2013](#), and [Public Governance, Performance and Accountability Rule 2014](#), we have 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.

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

#### **Reporting period:**

2024–25 to 2027–28

#### **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 first reports on registration requests in 8 weeks.
- 95% of first reports on registration requests in 9 weeks.
- 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).

Our timeframes have been determined in consultation with our customers to meet their needs, and to ensure that all applications are processed with due diligence and quality assurance. IP Australia is committed to high quality and timely administration of the IP rights system and to continuous improvement.

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

- Greater than 85% 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 85% 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:** Administer patents, trade marks, designs and plant breeder's rights legislation.



**Strategic objective:**

- 1.1 Increase trust and confidence by maintaining a high-quality, customer-centric, efficient IP rights system.
- 2.1 Increase customer experience excellence in the delivery of IP rights services.

**Changes to the performance measure:**

Under Customer satisfaction with the administration of the IP system, survey question 2 was amended to improve consistency across the survey.

All targets for customer satisfaction have been increased from 80% to 85%. This better reflects our historically high performance and ongoing commitment to customer service excellence.

While the measures for designs have not changed, the terminology has been amended. The previous 'formalities reports on new applications' has been changed to 'first reports on registration requests'. This change was made to best reflect the type of work that is being conducted for our customers.

The performance measures for plant breeder's rights have not changed, but methodology to calculate data has changed with the introduction of automated reporting from the new system 'Plantbase'.

While there are no changes made to the measure or target for the availability of online services portal for customers, the methodology and calculation has changed as automated reporting from Dynatrace has replaced previous manual calculations.



# 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.

**Reporting period:**

2024–25 to 2027–28

**Methodology:**

Data is recorded daily and reported in Q2 and Q4.

Data is available the day after the completion of each quarter.

**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:**

Administer the trans-Tasman IP attorney regime for Australian and New Zealand patents attorneys, and Australian trade marks attorneys.

**Strategic objective:**

- 1.1 Increase trust and confidence by maintaining a high-quality, customer-centric, efficient IP rights system.
- 2.2 Increase access to and benefits from IP rights ownership.

**Changes to the performance measure:** Nil.



# Performance measure 3

## Improved awareness of the IP rights system

### Improved awareness of the IP rights system 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.

### 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:

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:** 85%+ of participants are satisfied with the education and awareness activity delivered.
- **Knowledge:** 85%+ of participants identify an increased understanding and awareness of the IP system.

### Reporting period:

2024–25 to 2027–28

### 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:

- 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.



**Strategic objective:**

- 1.2 Increase awareness of the IP system.

**Changes to the performance measure:**

Target 2 from the 2023-24 Strategic Corporate Plan: “An increase in 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” has been removed. The audience surveyed were an existing audience, of existing customers, so not a true indication of any increase of knowledge of the IP system. Useful information about the success/impact of performance measure 3 comes from an increased awareness of the IP system in audiences who are not existing customers. This was a legacy metric that predates the introduction of more appropriate qualitative measures that better demonstrate the impact of this work (e.g. reach, impact, engagement, etc).

All targets for customer satisfaction have been increased from 80% to 85%. This better reflects our historically high performance and ongoing commitment to customer service excellence.



# 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 measured by both:

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

### Reporting period:

2024–25 to 2027–28

### 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:

Provide high quality advice to the government on the development of IP policy and legislation.

### Strategic objective:

- 1.3 Increase our reputation, influence and contribution to the IP eco-system.

**Change/s to the performance measure:** Nil

# Compliance

This corporate plan has been prepared in accordance with the requirements set out in section 35(3) of the PGPA Act. The tables below detail the matters included to comply with section 16E(2) of the PGPA Rule.

## PGPA Rule requirements

### Introduction

Source	Matters to be included	Page
PGPA Rule 16E(1)	The corporate plan for a Commonwealth entity must cover a period of at least 4 reporting periods for the entity.	4
PGPA Rule 16E(2)1(a)	The corporate plan must include a statement that the plan is prepared for paragraph 35(1)(b) of the PGPA Act.	4
PGPA Rule 16E(2)1(b)	The corporate plan must specify the reporting period for which the plan is prepared.	4
PGPA Rule 16E(2)1(c)	The corporate plan must specify the reporting periods covered by the plan.	4



### Purpose

Source	Matters to be included	Page
PGPA Rule 16E(2)2	The corporate plan must state the purposes of the entity.	4 & 6

### Key Activities

Source	Matters to be included	Page
PGPA Rule 16E(2)3	For the entire period covered by the plan, the corporate plan must outline the key activities that the entity will undertake in order to achieve its purposes	6

## Operating context

Source	Matters to be included	Page
PGPA Rule 16E(2)4(a)	For the entire period covered by the plan, the corporate plan must state the environment in which the entity will operate.	10
PGPA Rule 16E(2)4(b)	For the entire period covered by the plan, the corporate plan must include the strategies and plans the entity will implement to have the capability it needs to undertake its key activities and achieve its purposes.	12
PGPA Rule 16E(2)4(c)	For the entire period covered by the plan, the corporate plan must include a summary of the risk oversight and management systems of the entity, and the key risks that the entity will manage and how those risks will be managed.	14
PGPA Rule 16E(2)4(d)	For the entire period covered by the plan, the corporate plan must include details of any organisation or body that will make a significant contribution towards achieving the entity's purposes through cooperation with the entity, including how that cooperation will help achieve those purposes	11
PGPA Rule 16E(2)4(e)	For the entire period covered by the plan, the corporate plan must include how any subsidiary of the entity will contribute to achieving the entity's purposes.	N/A



## Performance

Source	Matters to be included	Page
PGPA Rule 16E(2)5(a)	For each reporting period covered by the plan, the corporate plan must include details of how the entity's performance in achieving the purposes will be measured and assessed through specified performance measures of the entity that meet the requirements of section 16EA of the PGPA Rule	17–23
PGPA Rule 16E(2)5(b)	For each reporting period covered by the plan, the corporate plan must include details of how the entity's performance in achieving the purposes will be measured and assessed through specified targets for each of those performance measures for which it is reasonably practicable to set a target.	17–23

## Publication

Source	Matters to be included	
PGPA Rule 16E(3)	The corporate plan must be published on the entity's website by the last day of the second month of the reporting period for which the plan is prepared (i.e. 31 August 2023).	This corporate plan was published as soon as practicable after the plan was prepared.

## Distribution

Source	Matters to be included	
PGPA Rule 16E(5)	The corporate plan must be given to the responsible Ministers and the Finance Minister as soon as practicable after the plan is prepared, and before the plan is published on the entity's website.	This corporate plan was given to the responsible Minister, and the Finance Minister prior to publication.



