

CIPA's democratically elected Council is responsible for the direction of the Institute, which it achieves through the setting of a three year strategic plan, subject to annual review. The strategic plan articulates CIPA's priority activities under the headings **Status, Influence, Learning and Community**. In arriving at these activities, CIPA's Council strives to consult fully with the membership and to canvass the opinion of key stakeholders such as the UK Intellectual Property Office and partner membership organisations, including the Institute of Trade Mark Attorneys, the Intellectual Property Federation, the International Federation of Intellectual Property Attorneys and other representative bodies.

The aims set out in our strategic plan for 2016-2018 remain as ambitious as last year and, once again, we would value feedback from members.

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The Chartered Institute of Patent Attorneys

## CIPA Strategic Plan

January 2016 - December 2018

The Chartered Institute of Patent Attorneys (CIPA) was founded in 1882 and was incorporated by Royal Charter in 1891. CIPA is the professional body for the patent attorney profession in the UK, representing virtually all the 2,000 or so registered patent attorneys in the UK working in industry or in private practice. CIPA's total membership is approximately 3,500 and includes trainee patent attorneys and other professionals with an interest in all aspects of intellectual property law: patents, trade marks, designs and copyright.

The principal objects of CIPA, as set out in its Royal Charter, are:

- to act as a professional and representative body for intellectual property practitioners in patents, designs, trade marks and other forms of intellectual property; and
- to promote the education, standing, training and continuing professional expertise of intellectual property practitioners and to establish, maintain and enforce high standards of professional conduct and compliance with the law.

These objects and all of CIPA's membership benefits and services are delivered through four distinct themes:

- **Status**  
*Advancing and promoting the professional **status** of Chartered Patent Attorneys as a global brand*
- **Influence**  
*Working to **influence** intellectual property policy in the UK and abroad in the interests of its members and for the wider public good*
- **Learning**  
*Supporting the **learning** of its members, during initial professional formation when trainees and through high quality, relevant continuing professional development*
- **Community**  
*Providing the infrastructure and resources required for a vibrant **community** of practice to flourish*

## STATUS

- CIPA will represent the interests of the UK patent attorney profession at home and abroad and demonstrate how Chartered Patent Attorneys add value to the IP system for users and other stakeholders. CIPA will work with the UK IPO and other influential partners to promote the UK as a centre of IP excellence and to promote the benefits of protecting IP rights through the services of a regulated Chartered Patent Attorney.
- CIPA will complete the review of its Bye-laws and will reaffirm the definition of Chartered Patent Attorney status and the rights and obligations of all Fellows of the Institute who gain and use the CPA designation. CIPA will use this opportunity to set out how it provides benefits and services for European Patent Attorneys who operate in the UK and for the patent administrators and paralegals who support the UK profession.
- CIPA will take a lead role in strategically important initiatives for IP, working with ITMA, IPReg, IPFed, FICPI-UK, other representative bodies, the UK IPO, higher education, further education and other key stakeholders, to build on its role in the promotion of diversity and inclusion across the IP professions. Within this, CIPA will work with those responsible for providing careers advice in schools, colleges and universities to increase awareness of career opportunities in the UK profession and to help firms and industry attract the very best recruits.

## INFLUENCE

- CIPA will build on its reputation as an influential and expert representative body, trusted by government and the wider business community, and will increase its role as a key player in the development of IP policy. CIPA will develop a strategy for stakeholder engagement, which identifies the key organisations at home and abroad it has relationships with, and will ensure that long-term contact points are established for these organisations to provide greater continuity and consistency of message.
- CIPA will put in place a comprehensive 'policy playbook', agreed and published internally, setting out its approved policy position on key IP matters and providing a set of headline messages for those charged with representing CIPA in public. CIPA will create portfolios for Council members and other key people within CIPA, such as committee chairs, identifying who is responsible for advocating on behalf of the UK profession on specific subjects or in particular policy areas.
- CIPA will establish an annual quality assurance process for the review of all publications, policy documents, briefing notes and key messages in the policy playbook to ensure these are in line with its strategic priorities, and to help firms and industry attract the very best recruits.

## LEARNING

- CIPA will publish comprehensive occupational standards, setting out the skills, knowledge and competences required of Chartered Patent Attorneys. CIPA will use these standards to put structured training plans in place, covering the journey from induction through to the conferral of Chartered status.
- CIPA will review the approach to assessing the skills, knowledge and competences of trainee patent attorneys in light of the occupational standards and will develop additional support and guidance for trainees who require multiple attempts to succeed in examinations. CIPA will identify examples of best practice in 'train the trainers' training and will make good practice guidance and other resources available online for those supervising trainee patent attorneys in firms and in industry.
- CIPA will revitalise its annual CPD programme and will publish details on the core elements of the seminar and webinar programme at the start of the membership year. CIPA will develop alternative methods of subscribing to the CPD programme for individuals and for organisations and will develop online annual CPD records, allowing members to combine activities undertaken through CIPA with other learning into an individual ePortfolio.
- CIPA will establish the 'CIPA Academy' as the delivery mechanism and brand for all of its learning and development programmes. The CIPA Academy will incorporate the existing CPD programme and future developments such as advocacy skills, practice management, business practice training, preparation for partnership, commercial skills and other programmes such as advanced modules for patent administrators and paralegals.

## COMMUNITY

- CIPA will provide all members with access to online communities through its website, to showcase the work of its committees and to enable the sharing of best practice. CIPA will introduce online support networks for special interest groups such as sole practitioners and small firms, European Patent Attorneys who operate in the UK, regional representatives, retired members and experienced members who support others through a mentoring network.
- CIPA will build on the success of its annual Congress as an event for bringing members together to share expertise and experiences and will provide at least one other headline social event, such as an annual debate targeting an IP-related theme. CIPA will put in place a network of regional representatives and will publish an annual programme of regional events.
- CIPA will develop an accommodation strategy in response to expiry of the lease on 95 Chancery Lane. The strategy will incorporate the use of technologies to support virtual networking, for example the introduction of video conferencing for Council and committee meetings and CPD activities, and plans for a more attractive and versatile "CIPA hub" and associated facilities for visiting members to make use of.