

Statement of Strategy

2021 to 2023

Our Mission

To serve the community by fairly and efficiently collecting taxes and duties and implementing customs controls

**Service for
Compliance**

**Confront
Non-
Compliance**

Our Vision

To be a leading tax and customs administration, trusted by the community, and an employer of choice

Revenue Board's Foreword

Statements of Strategy of their nature have a medium to longer term time horizon focus, informed by what we know and can learn from the environment in which we operate. By any measure, the context in which Revenue prepares its Statement of Strategy 2021-2023 is unprecedented in terms of disruption and uncertainty. The COVID-19 pandemic continues to significantly impact on the worldwide and domestic economic and social landscape. The completion of the UK departure from the European Union on 1 January 2021 fundamentally changes the landscape for trade with and through Great Britain and impacts key aspects of our core business as a tax and customs administration.

The strategic decisions in the context of this Statement of Strategy reflect the complexity and uncertainty of the current economic and social environment. Our strategic focus is firmly grounded in our Mission, our Vision and in the Values that continue to inform our organisational alignment, resource deployment and priority determination. We see it as essential to our effectiveness, as a key component of the public administration of the State, that we continue to be agile, resilient, responsive and effective and that what we do remains aligned with our Mission and Vision.

Revenue plays a vital role in the economy by securing the taxes and duties due to the State. With the onset of COVID-19, we have contributed to the national effort to protect lives and livelihoods. We have leveraged our operational knowhow and IT systems framework to deliver critical supports quickly and efficiently. Through our business and systems reengineering we have supported over 100,000 businesses and employers and over 600,000 employees during the pandemic. We have also deployed Revenue staff to assist in critical areas such as contact tracing on behalf of the HSE.

The economy and employment are forecast to grow in 2021 but this is contingent on suppression of the pandemic and Brexit developments. While developments in relation to vaccines are positive, we will need to continue to live with COVID-19 in the immediate to medium term. In addition, we must meet the challenge of the UK's exit from the European Union, implementing customs controls in a manner that supports legitimate trade while effectively managing compliance risk and tackling illegitimate trade.

Our people have risen magnificently to meet the challenges presented by working in a COVID-19 pandemic. We have quickly adjusted to a largely remote working environment, we have adopted innovative approaches to how we work, including in respect of our use of technology, digitalisation of service and automation of processes.

This Statement of Strategy 2021 to 2023, combined with annual Corporate Priorities for each of the next three years, provides a pathway forward for taxpayers and businesses, for Revenue as an organisation and for our people. We will support the implementation of the Programme for Government *Our Shared Future*, any requirements of the Climate Action Plan and the proposed Commission on Welfare and Taxation. We will deepen our focus on supporting compliance and confronting non-compliance and we will continue to innovate and develop creative, tailored approaches to both the management of risk and the provision of supports that help taxpayers and businesses through these difficult times.

We will ensure we are a highly responsive organisation that provides a positive, engaging and fulfilling work environment for our people. We will optimise the opportunities and supports to enable our people to perform to the highest levels and to play a meaningful and valued role in the organisation while protecting both their families' and their own health and wellbeing. We are committed on behalf of the State and its citizens to delivering consistent organisational excellence and effectiveness.

Niall Cody
Chairman



Gerry Harrahill
Commissioner



Mick Gladney
Commissioner



Our Core Values

Respect

We presume honesty on the part of taxpayers in their dealings with us. When we have reason to believe otherwise, we act on that. We treat people with dignity at all times.



Professional

We are professional in our work, with a focus on quality, timeliness, accuracy and consistency.



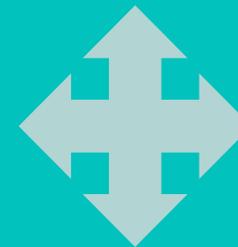
Collaboration

We work in partnership with colleagues, taxpayers and stakeholders nationally and internationally. We actively contribute to the achievement of shared objectives across the Civil Service and Public Sector.



Agility

We are flexible, responsive and resilient. We support and encourage staff to be innovative and to continuously improve how we work.



Integrity

We are honest, accountable and transparent. When we make a mistake, we acknowledge this and fix it.



We embed and live our Core Values, our Employee Engagement Charter and our Public Sector Duty obligations in our culture, our interactions with colleagues and in all our dealings with taxpayers. We place compliance with our legal responsibilities, including health & safety, Data Protection, taxpayer confidentiality, financial management and Freedom of Information, at the heart of how we work.

Delivering on our Mission: Our Twin Pillars of *Service for Compliance* and *Confronting Non-Compliance*

Revenue's core task is the collection of taxes and duties. We achieve this by providing excellent service to support voluntary compliance and delivering a risk-focused, effective and proportionate response to non-compliance, reflecting taxpayer behaviour.

Throughout the life of this Statement of Strategy, priority areas of focus will include:

1. **SUPPORTING THE NATIONAL RESPONSE TO THE PANDEMIC** We will continue to administer and oversee the schemes and provisions introduced by the Government in response to COVID-19, including the Employment Wage Subsidy Scheme (EWSS), the COVID-19 Restrictions Support Scheme (CRSS), Stay & Spend, Accelerated Loss Relief and Debt Warehousing. We will remain agile and resilient with the ongoing capacity to support the State in the fight against the impact of COVID-19 on the economy.
2. **PROVIDING EXCELLENT SERVICE** We will refine and refocus our model of service for compliance taking account of the needs of our customers, the experience of service provision during the pandemic, changes in business models and the role and work of tax agents and intermediaries. We will develop further opportunities to leverage the benefits of technology and data insights across our business engagements.
3. **MAXIMISING TIMELY COMPLIANCE** We will further enhance our real-time engagement and response to risk, building on the segmentation of our customer base. We will leverage our data holdings and capacity for advanced analytics. We will continue to encourage self-review and correction by taxpayers. We will implement a revised framework of compliance interventions that supports early and effective engagement to address non-compliance, based on the level of risk and taxpayer behaviour.
4. **TECHNOLOGY** We will prioritise Revenue's technology refresh programme to ensure that we have the IT platform and capability to enable our key business programmes and to modernise further taxes and duties with a focus on process automation, digitalisation and personalisation of services. We will continue to play our part in the development of Ireland's National Data Infrastructure.
5. **CAPABILITY AND CAPACITY IN AN EVOLVING WORKPLACE** As a people organisation we will continue to invest in our staff, optimising the leadership, management and technical skills set needed today and for the evolving and emerging organisational challenges of the future. In consultation with our people and learning from the experience of remote working in 2020, we will review our work and workplace practices, having regard to business priorities, wider Civil Service reforms, the health and wellbeing of our staff and their development, mentoring and support needs.
6. **UK EXIT FROM THE EU** We will build on the solid foundations of work already completed and continue to collaborate with business and other key stakeholders. We will play our part in all cross-Government work, to facilitate the efficient movement of legitimate trade, enhance national competitiveness, target and disrupt illegal trade, and confront non-compliance.
7. **POLICY ANALYSIS** We will continue to work closely with the Department of Finance to provide analysis and administrative input to support the provision of the best policy advice on the adaptation of the State's taxation framework to meet Government objectives. We will support the implementation of the Programme for Government, the Climate Action Plan and the proposed Commission on Welfare and Taxation. We will seek to shape policy outcomes that design-in compliance, minimise non-compliance and optimise the administrative burden on taxpayers.
8. **INTERNATIONAL TAX AND CUSTOMS AGENDA** We will support the Minister for Finance and the Department in shaping and addressing the evolving international tax agenda. We will support developments across the EU, the OECD and the World Customs Organisation, leveraging our position as an integrated tax and customs administration across all initiatives.

Our approach to the delivery of these objectives is presented in our annual Revenue Corporate Priorities.