

Statement of Strategy 2023 to 2025

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

Introduction

Revenue's core tasks are the administration and collection of taxes and duties and the implementation of customs controls. Our strategic focus is firmly grounded in our Mission, our Vision and our Values, along with our strategic pillars of supporting voluntary compliance and delivering a robust response to non-compliance. These pillars remain constant as we strengthen the performance of the organisation, refine our business models, embrace and build on emerging opportunities, and anticipate and proactively respond to changes in our internal and external environment.

Taxpayers, businesses and their representatives increasingly expect frictionless 24/7 services. We continue to develop and transform our services in response to an ever more digitalised world. We will invest further in real-time customer engagement and reporting, integrating compliance obligations into business and economic activity in ways that align with business processes. This will minimise both the cost of compliance for taxpayers and the risks of non-compliance, whether accidental or deliberate. These investments will facilitate economic activity and help maintain Ireland's international reputation as a business-friendly country. We recognise that not all of the community can become digitally enabled at the same pace, and we will ensure that we continue to serve the needs of all.

We will strengthen how we work so that we enable and support the development of our teams with the skills, capabilities and values to continue delivery of our mission. A key objective is for our people to have the technical, management and leadership skills they need to deliver high performance. We recognise and fully embrace the value of a diverse and inclusive workforce, reflective of and trusted by the community we serve.

Revenue has developed a Green Roadmap to reduce our carbon footprint over the coming years. Our approach to sustainability will drive operational efficiency, innovation, resilience, engagement with staff and taxpayers, and trust in our commitments. We will reduce Revenue's energy consumption, for example by modernising our real estate, further innovating in technology and transforming the Revenue fleet of vehicles.

The international tax and customs environment is undergoing extensive change, including global corporation tax reform, EU VAT reform proposals, significant planned changes in the international customs landscape and ongoing development of the UK's relationship with the EU. We will continue to play a very active part in these developments, liaising closely with the Department of Finance to develop the policy and legislation that is needed to define and implement EU and international agreements.

continued.....

We will invest in the development of systems, processes and capabilities that are needed for efficient administration of the changing rules for large corporate taxpayers. We will also provide clear guidance to taxpayers to enable voluntary compliance. For smaller customers, we will maximise due month compliance and facilitate a sustainable exit from the Debt Warehouse. We will re-invigorate our focus on smuggling and other illegal activities that seek to avoid taxes and duties. This will maximise our disruption of and impact on these activities.

In 2023, Revenue celebrates its centenary. We are proud of our vital role in the public administration of the State, of our proven ability to adapt our systems and expertise to support broader Government priorities, and of our record of significant delivery. The period ahead will be a challenging but exciting one. As we embark on our next century, we are clear on the actions we need to take to continue to deliver for the community. We are guided by our strategic Mission, Vision and Values, we are ambitious in our direction and priorities, and we are confident in the professionalism of our people to deliver them.



*Ruth Kennedy
Commissioner*

*Niall Cody
Chairman*

*Gerry Harrahill
Commissioner*

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. We respect differences and encourage diversity.



Professionalism

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



Collaboration

We work in partnership with all stakeholders, nationally and internationally. We actively contribute to the achievement of shared objectives across the Civil Service and Public Sector. We put collaboration and sustainability at the heart of digital and business transformation.



Agility

We are flexible, responsive and resilient. We support and encourage innovation and continuous improvement in how we work.



Integrity

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



Strategic Priorities

Across our strategic priorities, we will build on Revenue's strong tradition of harnessing technology to seize **transformative opportunities** to make compliance easier while designing out opportunities for non-compliance.



Compliance Driven

We will align our ways of working to maximise timely voluntary compliance levels. We will strengthen the effectiveness of our Compliance Intervention Framework in our response to compliance risks.

We will develop a robust data management strategy to increase data usage, identify compliance risks and respond closer to real time, and assist customers to meet their obligations.

We will further invigorate our focus on smuggling and illegal activity, working in partnership with national and international crime prevention partners and deploying our full range of assets.



People

We will develop and enhance the technical, management and leadership skills of our people to meet the needs of an ever-changing environment. We will foster a diverse and inclusive workforce, that is representative of the community we serve.



Technology

We will further invest in the development and maintenance of Revenue's core IT systems and digital technologies, including the migration to real-time systems and the retirement of end-of-life and low-return technology. We will integrate taxation into daily life and business processes and expand real-time engagement and reporting by taxpayers.



Policy Support

We will collaborate with partner jurisdictions and institutions internationally, and with other public service bodies, in particular supporting the Minister and Department of Finance in the development of tax and duty policy. We will effectively represent Ireland's interests at the EU, OECD and the World Customs Organisation.



Sustainability

We will execute our Green Roadmap to minimise our environmental impact and to embed new ways of working that reduce energy usage and costs. We will play our part in all cross-Government work to deliver on cross-cutting sustainability goals.



Customer Focused

We will enable our customers to be voluntarily compliant through the provision of high-quality services.

We will exploit technologies to enhance self-service options, enabling our customers to engage with us at a time and place of their choosing.

We will proactively support customers in the Debt Warehouse to exit the Warehouse through tailored payment agreements.

Recognising the key role of tax and customs intermediaries, we will seek to enhance our support of their work in supporting compliance and addressing non-compliance.