

# Revenue Corporate Priorities 2018

This document supports Revenue's Statement of Strategy 2017 – 2019 and sets out Key Corporate Priorities for 2018. These will be translated into and reflected in Divisional Business Plan deliverables.

## **Introduction**

The Revenue Corporate Priorities 2018 represent the high level strategic imperatives for the organisation and are intended to inform and direct the development of comprehensive business plans at Divisional level. Detailed project plans that set out lead responsibilities and critical timelines over the course of the year underpin these priorities.

We will continue work that will result in a better alignment of our structure, resources and risk.

PAYE Modernisation will fundamentally change the administration and management of PAYE - for employers, employees and Revenue.

Our role and input at national and international level in the development of the policy framework for tax and customs administration is increasingly important in the context of international tax developments and Brexit.

Providing high quality and effective support to businesses and taxpayers to be voluntary compliant is critically important for us.

Tackling non-compliance in a way that is effective and changes behaviour is a key challenge. Sanctioning serious tax evasion by way of criminal prosecution is a priority.

Using the information available to us to identify and prioritise compliance interventions is necessary to make the best use of our resources and to reduce unnecessary contact with our compliant customers.

Crucial to the delivery of these key priorities is our staff and we are committed to having an engaged workforce that is aware of and understands our priorities. Revenue's Employee Engagement Charter, which was launched in 2017, is a key instrument in how we work.

**Niall Cody**  
**Chairman**

**Gerry Harrahill**  
**Commissioner**

**Michael Gladney**  
**Commissioner**

Corporate Priorities 2018	Actions
<p><b>Tax and Duty Collection and Customs Controls</b> Collect taxes and duties and administer customs controls</p>	<ul style="list-style-type: none"> <li>• Ensure collection of taxes and duties, timely payment and return compliance and targeted improvements in compliance rates.</li> </ul>
<p><b>PAYE Modernisation</b> Implement PAYE Modernisation</p>	<ul style="list-style-type: none"> <li>• Leverage existing senior management fora to coordinate day to day operational mobilisation and both internal and external engagement.</li> <li>• Draft Income Tax and Universal Social Charge Regulation changes.</li> <li>• Deliver Information Communications Technology infrastructure and systems changes.</li> <li>• Provide Public Interface support to Payroll Software Developers and employers.</li> <li>• Conduct a comprehensive and effective service support programme for employers, employees, agents, the payroll industry and Revenue staff for smooth implementation of and transition to PAYE Modernisation.</li> </ul>
<p><b>International Policy Framework</b> Contribute to the development and implementation of EU, OECD, and related initiatives in the areas of direct and indirect taxes</p>	<ul style="list-style-type: none"> <li>• Support the Department of Finance in the ongoing contribution to and development of the overall international tax and duty policy framework at the EU and Organisation for Economic Co-operation and Development (OECD).</li> <li>• Manage and implement the agreed policy and operational approach for Brexit.</li> </ul>
<p><b>Domestic Policy Framework</b> Contribute to the development and implementation of national policy initiatives</p>	<ul style="list-style-type: none"> <li>• Support the Department of Finance in the ongoing evaluation and development of the overall tax and duty policy framework, including the proposed changes to Local Property Tax (LPT).</li> <li>• Support the Department of Finance in the review of the Coffey Report on Corporation Tax and the implementation of Base Erosion and Profit Shifting (BEPS) Action Plan.</li> <li>• Implement the sugar tax regime.</li> </ul>
<p><b>Enable Voluntary Compliance</b> Focus on engaging with customers for high voluntary compliance</p>	<ul style="list-style-type: none"> <li>• Keep taxpayers and agents informed in a timely manner of changes to legislation and procedures.</li> <li>• Deliver a coherent IT and business strategy for meeting the Union Customs Code requirements.</li> <li>• Implement the Customer Engagement Strategy 2018- 2020 to optimise our support of voluntary compliance and digital engagement.</li> </ul>
<p><b>Tackling Non-Compliance</b> Improve the effectiveness of our compliance management approach and interventions</p>	<ul style="list-style-type: none"> <li>• Ensure that Revenue's response to taxpayer behaviour results in consistent, appropriate and proportionate compliance interventions.</li> <li>• Increase case interventions by reference to significant tax and duty evasion and avoidance.</li> <li>• Further extend use (through data matching, evaluation and risk assessment) of 3rd Party information and automatically exchanged financial account data in targeting non-compliance.</li> </ul>
<p><b>Revenue Structures</b> Refine Revenue structures giving rise to a better match of expertise, resources and risk</p>	<ul style="list-style-type: none"> <li>• Continue to review our structure to ensure that it is fully aligned with our strategy and that resources are aligned with risk across the various segments of our case base.</li> <li>• Undertake communication initiatives and provide participation opportunities to optimise employee engagement, understanding and participation.</li> </ul>
<p><b>Organisational Capability</b> We will continue to develop capability, promote innovation and optimise the use of resources</p>	<ul style="list-style-type: none"> <li>• Recruit and promote qualified and skilled staff with core Revenue and Civil Service values.</li> <li>• Develop a Revenue internship programme.</li> <li>• Implement the Employee Engagement Action Plan</li> <li>• Roll-out a new file management system across Revenue (with structure to be determined by our new enterprise taxonomy).</li> <li>• Play an active role in the Civil Service and Public Sector Reform and continue to maintain high standards of governance and accountability.</li> </ul>