

Revenue's Statement of Strategy 2020 - 2022

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

Board's Foreword

Revenue plays a vital role in the economy by securing taxes and duties due to the State. Steadily increasing Exchequer receipts, and impressive and improving levels of compliance with tax and customs law, are encouraging signs that our strategies are working. On the other hand, the economic and business environments are continually changing and we need to constantly anticipate emerging challenges and respond to them effectively.

The next three years will bring particular challenges. The UK's exit from the European Union will require us to implement customs controls in a manner that supports legitimate trade and that effectively manages compliance risk and tackles illegitimate trade. The international tax agenda continues to evolve, and we will support the Minister for Finance and his Department in that environment.

We have identified key strategies that will shape and inform our actions through our annual *Corporate Priorities* over each of the next three years. In developing our tax and duty compliance frameworks we will 'design in' new features that make compliance easier and 'design out' opportunities for non-compliance to the greatest extent possible. We will take tailored approaches to the management of risks and we will work collaboratively with our key partners both nationally and internationally.

Our people are central to our approach and performance and we will actively manage the continued loss of experienced staff through retirement. We will support and enable our staff to perform to the highest levels and to play a meaningful and valued role in the organisation. We will continue to invest strategically in technology as a means towards ensuring we deliver and perform consistently and to a high standard.

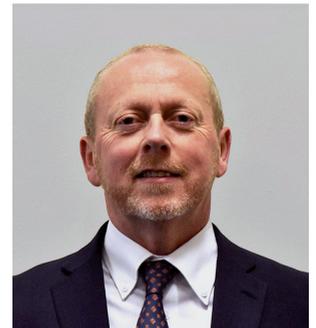
We will continue to evolve our strategy and structure to ensure we have the capacity and capability to address taxpayer behaviour in a manner that ensures a consistent response from us across all aspects of our work.

We will build on our advanced digital platform and PAYE Modernisation by designing innovative and dynamic systems. This will position us as a leading tax and customs administration in the area of real-time activity and automated programmes.

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 and responsive. 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.



Delivering on Our Mission: Twin Pillars

Service for Compliance

Confront non-Compliance

Revenue's core task is the collection of taxes and duties. We achieve this through the provision of excellent service to support voluntary compliance and a robust response to non-compliance. We will implement a range of measures across these two pillars.

Secure Compliance by Design and Excellent Service

We will prevent or minimise opportunities for non-compliance, whether from error, avoidance or evasion, through a well-designed tax framework supported by robust legislation. We will continue to exploit opportunities, such as pre-population of tax returns, to improve the taxpayer experience and minimise risk of non-compliance. We will expand real-time reporting of taxes and duties. Recognising the key role of tax and customs agents and intermediaries in supporting voluntary compliance we will explore how we can work with them to improve compliance through the Revenue Technical Service and other developments.

Enhance our Risk-Focused Approach to Compliance

We will strengthen our understanding of the tax and duty compliance behaviour of taxpayers and their businesses. We will continue to identify and implement tailored approaches to taxpayer segments so as to reduce risk and support compliance. We will reduce the compliance burden on taxpayers with small amounts of self-assessed income.

We will confront non-compliance consistently, ensuring that taxpayer behaviour determines the nature, extent and consequences of our compliance interventions. We will further refine our range of intervention types to ensure maximum effectiveness. We will strengthen our use of data analytics and intelligence to better target risks in duty and tax evasion, fraud, organised crime, drugs, illicit trade and smuggling.

Work with Partners to Meet International Challenges

We will work with the Department of Finance, Department of Foreign Affairs & Trade, Department of the Taoiseach, Department of Agriculture, Food & the Marine and other State agencies to prepare for and manage the impact of the UK exit from the EU. We will implement customs controls in a manner that encourages legitimate trade, enhances competitiveness and supports business while managing compliance risks.

We will continue to work closely with the Department of Finance on EU and OECD proposals to address the tax challenges of digitalisation and international taxation of companies. We will help to shape outcomes that protect Ireland's reputation and minimise the compliance and administrative burden on taxpayers.

Our Foundations: Making it Work

People & Structures

Governance & Evaluation

Systems & Data

Deepen Staff Engagement and be an Adaptable Organisation

We will invest in our people and use targeted recruitment to ensure that we have the right people and skills. We will support our people through meaningful engagement, by promoting health and workplace wellness and by providing opportunities for professional development. Managers at all levels will further embed our Values, our *Employee Engagement Charter* and our *Public Sector Duty* obligations.

We will continue to develop and refine our structures to be aligned with the demands of a changing environment. We will explore options for closer integration of collection and debt management with other compliance management activity.

Further evolve our Digital Capacity

We will continue to invest in our IT capability. We will undertake a refresh of our technology base to ensure the sustainability of the services we deliver and of our performance. We will continue to prioritise our commitment to taxpayer confidentiality and Data Protection obligations, and play our part in the development of the National Data Infrastructure.

Account for our Performance and our Actions

We will continue to implement corporate governance and risk management frameworks that promote transparency and ensure accountability. We will work to maintain the trust of the community.

We will continue our role in policy analysis, working with the Department of Finance and other stakeholders. We will strengthen our evaluation of the effectiveness of our performance and of the impact of our actions, including preventive measures, on taxpayer behaviour. We will share our findings and use the outcomes to drive excellent delivery and performance.