

Revenue's Corporate Priorities 2019

This document supports Revenue's *Statement of Strategy 2017-2019* and sets out Key Corporate Priorities for 2019. These are translated into detailed Divisional business plan deliverables.

Introduction

Revenue's *Corporate Priorities 2019* are the high level strategic objectives for the organisation for 2019. They inform and direct the development of comprehensive business plans at Divisional level that set out actions, lead responsibilities and timelines over the course of the year to deliver on our strategic priorities.

The external environment and significant matters such as Brexit, the international tax environment and evolving business models will continue to challenge us. Our input to the development of the policy framework for tax and customs administration is increasingly important. In this context we will continue to optimise our role to support the development of a tax and duty system that promotes high levels of voluntary compliance and prevents non-compliance.

We will continue to improve our service to taxpayers in support of compliance and will do so in a manner that recognises changing customer expectations and which prioritises enhanced digital capability. This includes making information available on a 24/7 basis in easy to understand language and providing responses to complex technical queries within our service standards.

We will tackle non-compliance risks with determination and focus, with taxpayer behaviour determining our actions thereby mitigating risk and further improving compliance.

To ensure our continued capacity and capability to deliver on our key priorities in 2019, we will build on the very strong achievements in 2018 on the realignment of our structures and on the delivery of PAYE Modernisation.

Given the very competitive labour market, ensuring that the organisation is adequately resourced and our staff are fully engaged and equipped to do the job, is critical to our success in 2019. The values reflected in Revenue's *Employee Engagement Charter* underpin our ability to achieve and perform to a high level and to be an employer of choice.

Niall Cody
Chairman

Gerry Harrahill
Commissioner

Michael Gladney
Commissioner

Corporate Priorities 2019	Actions
<p>Tax and Duty Collection Collect taxes and duties and manage transfers to the Exchequer.</p>	<ul style="list-style-type: none"> • Ensure collection of taxes and duties, including timely payments and targeted improvement in compliance rates for smaller cases. • Implement the new Debt Management Services system, to deliver more timely compliance and enhanced debt recovery capability. • Work with Department of Finance, NTMA and Central Bank of Ireland to aid accurate forecasting of receipts.
<p>Voluntary Compliance Engage with customers to promote high levels of voluntary compliance</p>	<ul style="list-style-type: none"> • Keep taxpayers and agents informed in a timely manner of changes to legislation and procedures. • Provide a quality and timely Revenue Technical Service to address technical taxation issues and queries. • Implement the Customer Engagement Strategy (CES) 2018-2020 and publish a new External Communications Strategy for 2019-2021 aimed at maximising synergy of our service delivery model and optimising voluntary compliance and digital engagement. • Enhance taxpayers' awareness of their obligations and entitlements. • Ensure the effective implementation of and transition to PAYE Modernisation and drive benefits for employers, employees and Revenue.
<p>Non-Compliance Effective compliance management and interventions</p>	<ul style="list-style-type: none"> • Ensure that Revenue's response to taxpayer behaviour results in consistent, appropriate and proportionate interventions. • Optimise the scale and impact of case interventions by reference to significant tax and duty risks, including evasion and avoidance. • Optimise deployment of analytics, Revenue data, third party information and automatically exchanged financial account data for prevention and targeting of non-compliance. • Implement a new random compliance intervention programme. • Implement relevant Operational Plans to combat smuggling and related illegal activity on a whole case management basis.
<p>Facilitate Legitimate Trade Work with Government, business and international partners</p>	<ul style="list-style-type: none"> • Manage and implement the agreed policy and operational approach to minimise the impact of Brexit, including trader outreach. • Deliver a coherent IT and business strategy that ensures compliance with the Union Customs Code requirements. • Provide IT systems, administrative structures and other supports for business particularly those engaging with Customs for the first time. • Increase our capacity to support business and trade as regards customs requirements.
<p>Domestic and International Policy Framework Contribute to the development and implementation of national policy and international initiatives</p>	<ul style="list-style-type: none"> • Support the Department of Finance in the ongoing evaluation and development of the tax and duty policy framework, including any changes to Local Property Tax. • Support the Department of Finance in the implementation of Ireland's Corporation Tax Roadmap. • Provide evidence, statistics and research that informs policy making. • Make ongoing contributions to the development of the international tax and duty policy framework at the EU, the Organisation for Economic Cooperation & Development (OECD) and the World Customs Organisation (WCO).
<p>Accountability and Performance Evaluate and be accountable for our performance</p>	<ul style="list-style-type: none"> • Report on performance through Headline Results, Annual Report and facilitating the work of the Comptroller & Auditor General. • Develop a Statement of Strategy for 2020-2022. • Implement our governance and risk management frameworks and ensure compliance with our legal responsibilities (including data protection, taxpayer confidentiality, financial management and Freedom of Information). • Increase capacity for strategic evaluation, including our impact on taxpayer behaviour. • Devise and report on enhanced performance measures reflecting our oversight of High Wealth Individuals.
<p>Capacity and Revenue Structures Maximise use of resources to deliver efficient services and refine Revenue structures to optimise the match of expertise and resources to risk</p>	<ul style="list-style-type: none"> • Grow Revenue's digital and information technology capability and drive efficiency. • Roll-out a new file management system across Revenue. • Optimise the alignment of resources, structure and risk across the various segments of our case base.
<p>People Develop capability of Revenue staff</p>	<ul style="list-style-type: none"> • Implement Revenue's HR strategy to be an employer of choice, build the workforce of the future and to strengthen our leadership and innovation capabilities. • Recruit, retain and develop the capabilities of staff. • Implement our Employee Engagement Charter, ensuring that we listen to, inform and involve our staff.