

Revenue's Corporate Priorities 2020

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's Corporate Priorities 2020 (RCP2020) is aligned to the *Statement of Strategy 2020 to 2022* and informs the development of detailed Divisional Business Plans for 2020.

The external environment in which we operate remains very fluid. We will be vigilant and agile in the event of unanticipated changes or developments.

Where necessary, we will refine and reprioritise the *RCP2020* so that we respond quickly and effectively to any unexpected challenges impacting our twin pillars of *Service for Compliance and Confronting Non-Compliance*.

In the context of the UK's exit from the European Union, we will monitor developments closely and ensure that we implement customs controls in line with the developing control framework.

Critical to our success in 2020 is to build on the structural alignment work that we have undertaken to date. We will fully leverage these changes to ensure that we are:

- making compliance as easy as possible and non-compliance difficult;
- prioritising and targeting risk;
- fully understanding our case base and the attendant risk; and
- delivering a consistent response to taxpayer behaviour.

Our staff are fundamental to everything we achieve, and in 2020 we will continue to work hard to develop our people to the highest standards and ensure Revenue is a challenging but rewarding and personally satisfying place to work.

Niall Cody
Chairman



Gerry Harrahill
Commissioner



Mick Gladney
Commissioner



**Our
Priorities
2020**



Our Priorities 2020

Corporate Priority	Actions
Collect Taxes and Duties	<ul style="list-style-type: none"> • Collect taxes and duties and ensure timely payment and return compliance across all segments of the case base. • Support and play an active part with the Department of Finance in the ongoing evaluation and development of the tax and duty policy framework, including climate action policies. • Progress the objectives set out in Ireland's Corporation Tax Roadmap and provide timely guidance to assist compliant taxpayers to meet their obligations in this new and more complex environment. • Review legacy tax appeals.
Secure Compliance by Design and Excellent Service	<ul style="list-style-type: none"> • Provide structures and supports for taxpayers that facilitate high voluntary compliance levels, including delivery of excellent service within our published standards. • Undertake an evaluation of how we can build on the Revenue Technical Service (RTS) to support the work of tax and customs agents for high voluntary compliance levels. • Assess the options for a new service structure for Vehicle Registration Tax (VRT), finalise and deliver the new design. • In the context of Brexit, implement customs controls in a manner that supports legitimate trade and enhances competitiveness while managing compliance risks. • To further assure the right tax is paid by the right people at the right time, expand real-time reporting to Dividend Withholding Tax (DWT), scope out the options and timelines for Value-Added-Tax (VAT) and other opportunities that may arise. • Fully exploit opportunities to expand the pre-population of returns and leverage the benefits of the proposed online CAT form CA24 for Revenue, the Probate Office, taxpayers and agents.
Enhance our Risk-Focused Approach to Compliance	<ul style="list-style-type: none"> • Deepen our understanding of the case base and the tax and duty issues that arise, including but not confined to wealth, inter-generational considerations, structures such as funds, trusts, new business models and challenge aggressive tax planning. • Identify, target and confront non-compliance, reflecting a strong risk-focused approach to compliance management. • Actively manage the quality of our data to ensure it accurately reflects taxpayer behaviour and facilitates our identification of compliance risks. • Deliver a consistent response to non-compliance, such that taxpayer behaviour determines the nature, extent and consequences of our response. • Identify the options for a new framework to reduce the compliance burden on taxpayers with small amounts of self-assessed income. • Determine, evaluate and implement compliance programmes for PAYE that leverage the availability of real-time information. • Review our compliance intervention model and the associated penalty framework. • Implement sectoral and 'group-linked' intervention models that improve compliance coverage. • Strengthen our use of data analytics and intelligence to better target risks in duty and tax evasion, fraud, organised crime, drugs, illicit trade, smuggling and the shadow economy.

Our Priorities 2020

Corporate Priority	Actions
Work with Partners to Meet International Challenges	<ul style="list-style-type: none"> • Implement and manage the agreed policy and operational approach to Brexit in line with Government policy and in collaboration with key stakeholders including the Department of Agriculture, Food & the Marine (DAFM), Health Service Executive (HSE) and Food Safety Authority of Ireland (FSAI). • Fulfil our obligations under EU Anti-Money Laundering Directives. • Support the Department of Finance on EU and OECD proposals to address the tax challenges of digitalisation and international taxation of companies. • Support the design of multilateral rules for collection and automatic exchange of information regarding sellers on digital platforms. • Assist tax administration capacity building, in support of domestic resource mobilisation, in developing countries. • Contribute actively to the development of the EU Customs Foresight project, leveraging the insights as an integrated tax and customs administration. • Continue to participate in and contribute to national and international enforcement forums including the Cross Border Joint Agency Taskforce to better target risks in duty and tax evasion.
Deepen Staff Engagement and be an Adaptable Organisation	<ul style="list-style-type: none"> • Identify specific targeted recruitment and continuing professional development (CPD) opportunities to ensure that we have the right people and skills. • Identify and prioritise required training, coaching and mentoring and deliver on these priorities. • Further embed our Values and Employee Engagement Charter and Public Sector Duty obligations, through tangible support for staff and their wellbeing. • Develop the 2020-2025 Work Force Plan, incorporating staffing configurations and geographic locations that optimise the benefits of Realignment, PAYE Modernisation and future real-time initiatives. • Review our approach to out of hours operations, allowed posts and shift working. • Develop and implement a more integrated approach to service for compliance and to risk-based compliance and debt management activities.
Further evolve our Digital Capacity	<ul style="list-style-type: none"> • Secure our systems and services and ensure the integrity and privacy of taxpayer data. • Refresh our technology base, in line with our ICT Strategy, to ensure the sustainability of the services we deliver and harness suitable new technologies to further transform our processes. • Progress the VAT eCommerce Project and develop the new Customs Import System. • Support the wider Public Sector ICT agenda including the development of the National Data Infrastructure, Universal Business Identifier, MyGovID and Build to Share initiatives in line with determined priorities and timelines.
Account for our Performance and our Actions	<ul style="list-style-type: none"> • Identify and evaluate options to enhance the reporting of our effectiveness, focusing on the impact of our actions, including preventive measures, on taxpayer behaviour. • Continue to strengthen governance frameworks and ensure compliance with our legal responsibilities, including Data Protection, taxpayer confidentiality, financial management and Freedom of Information.