

# *Revenue's Corporate Priorities*

## *2021*

### **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

The Revenue Statement of Strategy 2021 to 2023 sets out our Mission, Vision and Core Values. It lays out our high-level objectives for the three-year period under our twin pillars of *Service for Compliance* and *Confronting Non-Compliance* and our approach to making it work through our people, structures and systems.

Revenue's *Corporate Priorities 2021* is aligned to our Statement of Strategy. These priorities inform the development of Divisional Business Plans for 2021. These annual Divisional Business Plans are the first of three that will be implemented over the lifetime of the Statement of Strategy.

The environment in which Revenue operates remains very fluid and requires us to be vigilant, agile, resilient and responsive in the event of unanticipated changes or developments. We will refine and reprioritise our plans as necessary to respond to any unexpected challenges. This is particularly the case as Ireland continues to learn to live with COVID-19, rebuilding the economy and managing the implications of the UK exit from the EU during 2021.

Revenue's core task is the collection of taxes and duties. Our Statement of Strategy 2021 to 2023 identifies eight priority areas of focus. These are reproduced below and for each one, the key planned actions for 2021 are indicated.

1. **SUPPORTING THE NATIONAL RESPONSE TO THE PANDEMIC.** *We will continue to administer and oversee the schemes and provisions introduced by the Government in response to COVID-19, including the Employment Wage Subsidy Scheme (EWSS), the COVID-19 Restrictions Support Scheme (CRSS), Stay & Spend, Accelerated Loss Relief and Debt Warehousing. We will remain agile and resilient with the ongoing capacity to support the State in the fight against the COVID-19 impact on the economy.*

In 2021, we will

1. Implement Government COVID-19 schemes and provisions to support businesses and protect incomes.
2. Provide the required supports and guidance for businesses and individuals.
3. Apply appropriate oversight measures to ensure compliance with the terms of the schemes and provisions.

2. **PROVIDING EXCELLENT SERVICE.** *We will refine and refocus our model of service for compliance taking account of the needs of our customers, the experience of service provision during the pandemic, changes in business models, the role and work of tax agents and intermediaries. We will develop further opportunities to leverage the benefits of technology and data insights across our business engagements.*

In 2021, we will

1. Bring forward a new strategy for service for compliance in line with our segmented case base, building on the changing business environment, the lessons learned from working through the COVID-19 pandemic and the opportunities for personalisation of services.
2. Scope out the options and timelines for expanding real-time reporting and/or modernisation of Value Added Tax (VAT), Dividend Withholding Tax (DWT), Relevant Contracts Tax (RCT), Professional Services Withholding Tax (PSWT), Stamp Duties and Capital Acquisitions Tax (CAT).
3. Review and bring forward proposals for our supports to agents and intermediaries in delivering timely voluntary compliance for their clients.

3. **MAXIMISING TIMELY COMPLIANCE.** *We will further enhance our real-time engagement and response to risk, building on the segmentation of our customer base. We will leverage our data holdings and capacity for advanced analytics. We will continue to encourage self-review and correction by taxpayers. We will implement a revised framework of compliance interventions that supports early and effective engagement to address non-compliance, based on the level of risk and taxpayer behaviour.*

In 2021, we will

1. Finalise the review of our compliance intervention framework and implement changes needed to ensure the model operates to effectively foster taxpayer compliance.
2. Implement both sectoral and group-based approaches to understanding risk and maximising compliance.
3. Develop and implement proposals that deliver a more integrated approach to customer service, compliance management and debt management.

4. **TECHNOLOGY.** *We will prioritise Revenue's technology refresh programme to ensure that we have the IT platform and capability to enable our key business programmes and to modernise further taxes and duties with a focus on process automation, digitalisation and personalisation of services. We will continue to play our part in the development of Ireland's National Data Infrastructure.*

In 2021, we will

1. Continue the refresh of our technology base, in line with our ICT Strategy and the work of our Business Services Boards, to ensure the sustainability of the services we deliver.
2. Harness suitable new technologies to optimise the automation of processes and streamlining of services to taxpayers.
3. Explore opportunities to reform our processes, including further integration of public sector online services, retiring off-line versions of Revenue's electronic forms and introducing an in-year system for tax credit claims.

5. **CAPABILITY AND CAPACITY IN AN EVOLVING WORKPLACE.** *As a people organisation we will continue to invest in our staff, optimising the leadership, management and technical skill sets needed today and for the evolving and emerging organisational challenges of the future. In consultation with our people and learning from the experience of remote working in 2020, we will review our work and workplace practices, having regard to business priorities, wider Civil Service reforms, the health and wellbeing of our staff and their development, mentoring and support needs.*

In 2021, we will

1. Review our approach to remote working, out of hours operations, allowed posts and shift working, to enable a hybrid or blended approach optimising flexibility in working hours and place of work, while ensuring the continued delivery of high-quality services.
2. Develop our 2021-2025 Work Force Plan to support recruitment, upskilling and agility in the deployment of staff, fostering innovation, staff wellbeing through the "RevWell" initiative and cross-divisional collaboration in alignment with organisational priorities.
3. Review delivery on our Public Sector Duty Action Plan 2018-2020 to ensure we are meeting our obligations in this regard and finalise our new Equality, Diversity and Inclusion (EDI) Action Plan.

6. **UK EXIT FROM THE EU.** *We will build on the solid foundations of work already completed and continue to collaborate with business and other key stakeholders. We will play our part in all cross-Government work, to facilitate the efficient movement of legitimate trade, enhance national competitiveness, target and disrupt illegal trade, and confront non-compliance.*

In 2021, we will

1. Implement and manage the agreed policy and operational approach to Brexit in line with Government policy
2. Collaborate with key stakeholders including the Department of Agriculture, Food & the Marine (DAFM), Health Service Executive (HSE) and Food Safety Authority of Ireland (FSAI) to facilitate compliant businesses by implementing the necessary frontier checks and controls as efficiently as possible.
3. Monitor and respond to new risks and challenges arising from the proximity of a third country to our border and frontier.

7. **POLICY ANALYSIS.** *We will continue to work closely with the Department of Finance to provide analysis and administrative input to support the provision of the best policy advice on the adaptation of the State's taxation framework to meet Government objectives. We will*

*support the implementation of the Programme for Government, the Climate Action Plan and the proposed Commission on Welfare and Taxation. We will seek to shape policy outcomes that design-in compliance, minimise non-compliance and optimise the administrative burden on taxpayers.*

*In 2021, we will*

1. Play an active part with the Department of Finance and other stakeholders, in the ongoing evaluation and development of the tax and duty policy framework.
2. Support Programme for Government changes to Local Property Tax (LPT) for 2022.
3. Bring a well informed and evidence based operational perspective to discussions on policy options that optimise voluntary compliance, prevent non-compliance and minimise compliance costs for taxpayers.

**8. *INTERNATIONAL TAX AND CUSTOMS AGENDA.*** *We will support the Minister for Finance and the Department in shaping and addressing the evolving international tax agenda. We will support developments across the EU, the OECD and the World Customs Organisation (WCO), leveraging our position as an integrated tax and customs administration across all initiatives.*

*In 2021, we will*

1. Work closely with the Department of Finance on EU and OECD proposals to address the tax challenges of digitalisation and international taxation of companies.
2. Help to shape outcomes that protect Ireland's reputation and minimise the compliance and administrative burden on taxpayers.
3. Build on the Foresight Vision for Customs 2040, influence and contribute to the development of customs policy and the implementation of the Customs Action Plan.