

Revenue's Corporate Priorities 2024

Our Mission

To serve the community by fairly and efficiently collecting taxes and duties and implementing customs controls

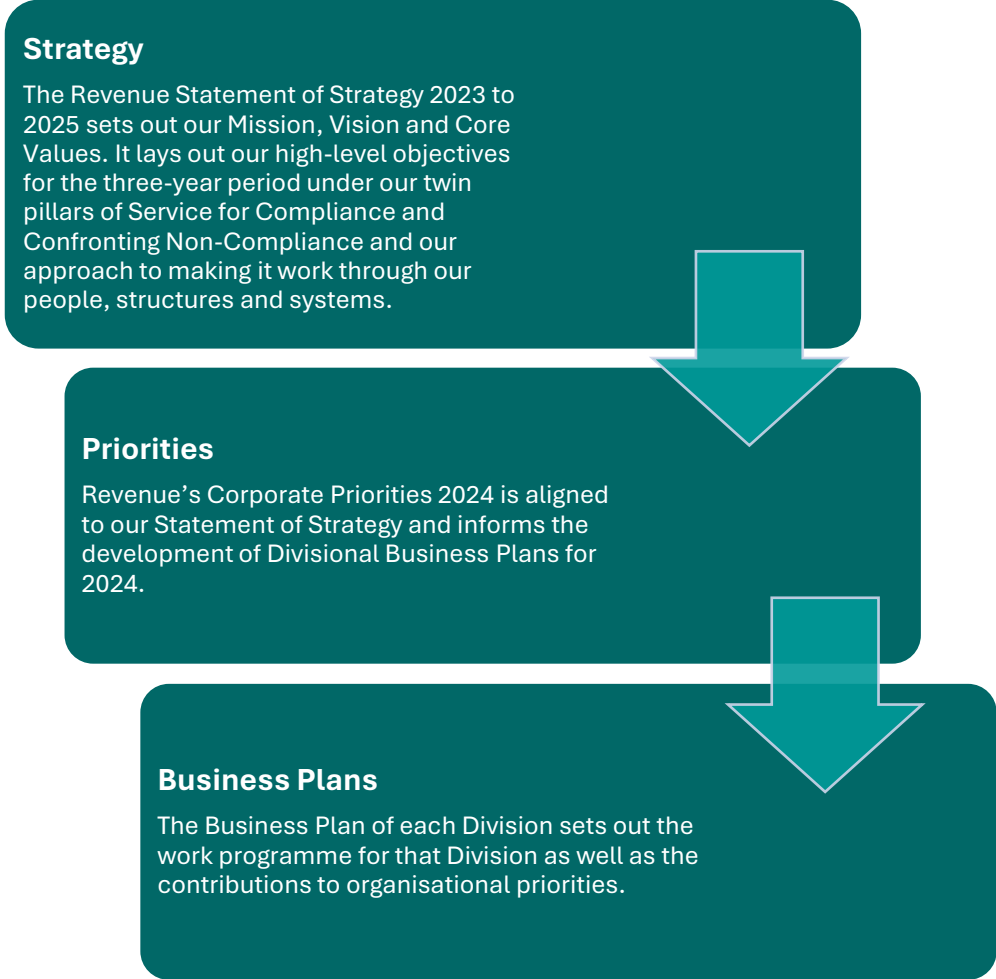
Service for Compliance

Confront Non-Compliance

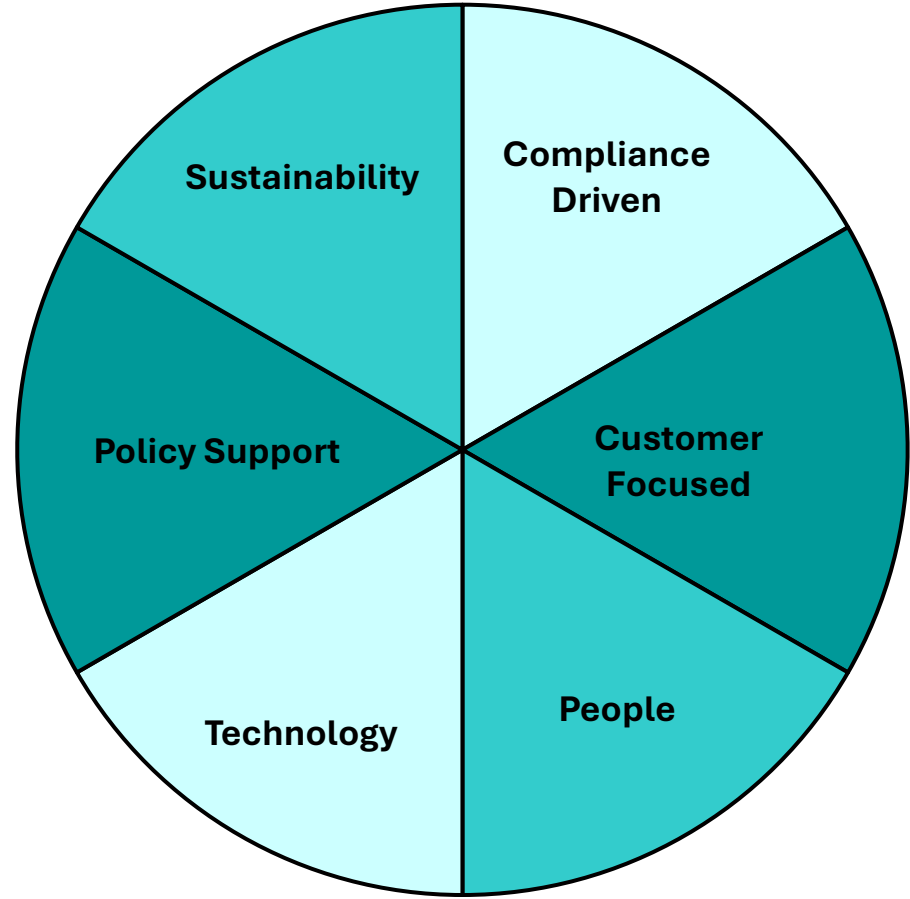
Our Vision

To be a leading tax and customs administration, trusted by the community, and an employer of choice

Our Strategic Planning Framework



Statement of Strategy 2023 to 2025



Revenue's core task is the collection of taxes and duties and implementing customs controls. Our Statement of Strategy 2023 to 2025 identifies six priority areas of focus. These are reproduced on the following pages and, for each one, the key planned initiatives for 2024 are indicated.



1. Compliance Driven

Statement of Strategy 2023-2025

We will align our ways of working to maximise timely voluntary compliance levels. We will strengthen the effectiveness of our Compliance Intervention Framework in our response to compliance risks.

We will develop a robust data management strategy to increase data usage, identify compliance risks and respond closer to real time, and assist customers to meet their obligations.

We will further invigorate our focus on smuggling and illegal activity, working in partnership with national and international crime prevention partners and deploying our full range of assets.

In 2024, we will:

Priority

1. Comprehensively use the full suite of interventions set out in the Compliance Intervention Framework (CIF) to assist voluntary compliance and to provide an appropriate response to non-compliance.
2. Implement real-time, data driven risk assessment and case selection programmes to optimise risk-based and timely compliance-focused interventions, while minimising the burden on compliant taxpayers.
3. Deliver a comprehensive and coordinated approach to counter the illicit drugs and excise trade, the shadow economy, tax and duty fraud, and egregious non-compliance.



2. Customer Focused

Statement of Strategy 2023-2025

We will enable our customers to be voluntarily compliant through the provision of high-quality services. We will exploit technologies to enhance self-service options, enabling our customers to engage with us at a time and place of their choosing. We will proactively support customers in the Debt Warehouse to exit the Warehouse through tailored payment agreements.

Recognising the key role of tax and customs intermediaries, we will seek to enhance our support of their work in supporting compliance and addressing non-compliance. We will further invigorate our focus on smuggling and illegal activity, working in partnership with national and international crime prevention partners and deploying our full range of assets.

In 2024, we will:

Priority

1. Enhance our customer experience by expanding and improving our digital offerings while continuing to support those customers who cannot use our online services, aiming to make it easier for all customers to self-manage their tax affairs.
2. Continue to manage the Debt Warehousing Scheme, including through extensive engagement with customers to ensure current tax compliance and timely exits from the Warehouse through tailored payment arrangements.
3. Review our supports and engagement with tax and customs intermediaries, as a first step in enhancing their capability to support compliance and address non-compliance.
4. Ensure successful implementation and compliance with new taxes, in particular the Pillar Two (Global Anti-Base Erosion - GLoBE) rules, through a proactive process of engagement with taxpayers and their agents on the administrative framework to deliver the new rules, the provision of clear and comprehensive guidance on how the new rules will work, the implementation of a self-assessment based pay and file system, and the development of the technical and other skills needed to deliver the new rules.



3. People

Statement of Strategy 2023-2025

We will develop and enhance the technical, management and leadership skills of our people to meet the needs of an ever-changing environment. We will foster a diverse and inclusive workforce, that is representative of the community we serve.

In 2024, we will:

Priority

1. Continue with the implementation of our Strategic Workforce Plan to support delivery on all our strategic goals and leverage digital solutions to optimise how we match new and existing talent to organisational needs.
2. Support and build the technical, management and leadership capability we require to ensure delivery across all our priorities.
3. Deepen staff engagement and further embed our values through tangible support for staff, their wellbeing, and an inclusive working environment.



4. Technology

Statement of Strategy 2023-2025

We will further invest in the development and maintenance of Revenue's core IT systems and digital technologies, including the migration to real-time systems and the retirement of end-of-life and low-return technology. We will integrate taxation into daily life and business processes and expand real-time engagement and reporting by taxpayers.

In 2024, we will:

Priority

1. Strengthen the flexibility and performance of our technology, including by advancing our technology refresh programme, reducing technical debt and introducing more scalable platforms.
2. Refresh our strategic focus on data as an asset, including a comprehensive update of Revenue's Business Intelligence and Data Analytics Strategy and developing and implementing a full Data Management Lifecycle process.
3. Optimise the use of our data and artificial intelligence (AI) to support voluntary compliance and self-managed compliance, including through the development of an AI Strategy.



5. Policy Support

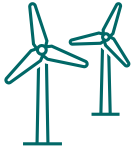
Statement of Strategy 2023-2025

We will collaborate with partner jurisdictions and institutions internationally, and with other public service bodies, in particular supporting the Minister and Department of Finance in the development of tax and duty policy. We will effectively represent Ireland's interests at the EU, OECD and the World Customs Organisation.

In 2024, we will:

Priority

1. Support the Department of Finance in the ongoing evaluation and development of the tax and duty policy framework, in particular in respect of reform of the EU Customs Union.
2. Plan a programme to modernise VAT reporting for both cross-border and domestic transactions and continue to support the Department of Finance in the ongoing development of the European Commission's proposals on VAT in the Digital Age (ViDA).



6. Sustainability

Statement of Strategy 2023-2025

We will execute our Green Roadmap to minimise our environmental impact and to embed new ways of working that reduce energy usage and costs. We will play our part in all cross-Government work to deliver on cross-cutting sustainability goals.

In 2024, we will:

Priority

1. Working in partnership with the OPW, we will consolidate our buildings, make optimal use of remaining buildings, and achieve energy efficiencies at each Revenue location.
2. Reduce energy consumption at the Revenue Data Centres, including by moving certain data storage hosting services to cloud service providers and replacing existing equipment and ICT hardware with more energy efficient versions.
3. Increase staff awareness of the Revenue Green Roadmap and increase engagement, encouraging all staff to take part in reducing our carbon footprint.