

# Revenue's Corporate Priorities 2025

## 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

### Three Year Strategy

The Revenue Statement of Strategy 2023 to 2025 sets out our Mission, Vision and Core Values. It sets out our high-level objectives for the three-year period grouped 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.



### Annual Priorities

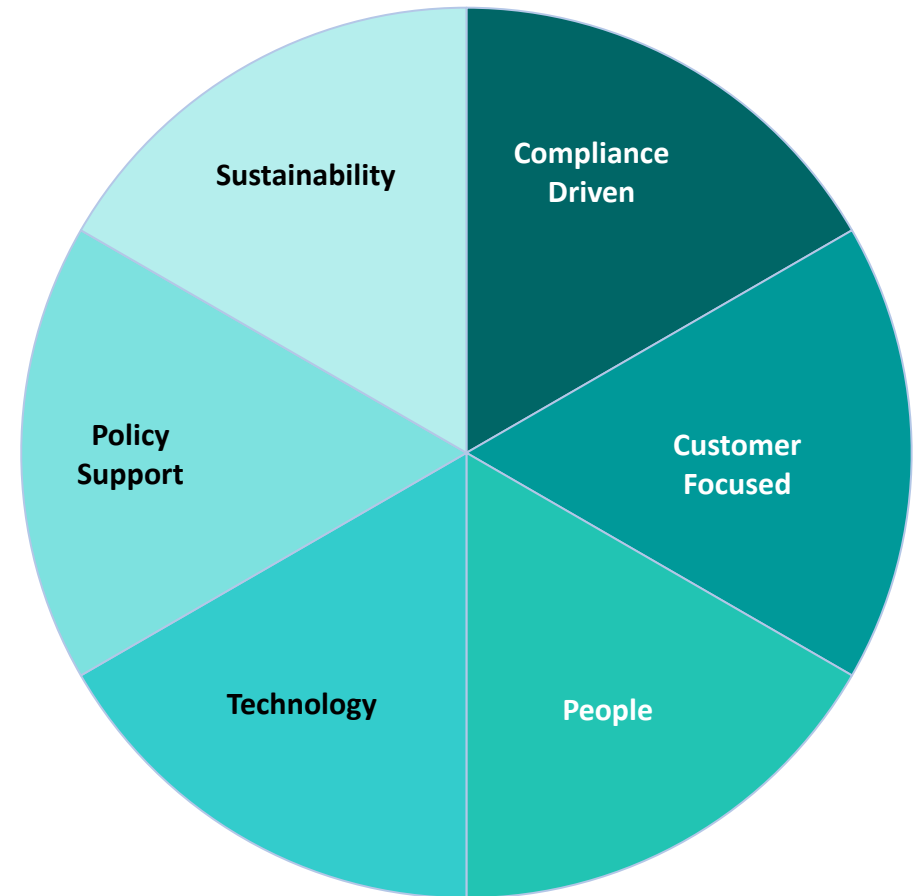
Revenue's Corporate Priorities 2025 (the third and final set of priorities under the current Statement of Strategy) are aligned to our Statement of Strategy and inform the development of Divisional Business Plans for 2025.



### Annual Business Plans

The Business Plan of each Division sets out the work programme for that Division including its contributions to the achievement of the RCP.

## Statement of Strategy 2023 to 2025



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 2025 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 2025, we will:

## Priority

1. Drive timely compliance by prompt application of interest on late payment and of standard enforcement procedures as appropriate, thereby freeing up resources to focus on maximising due month compliance.
2. Review the underlying policies and enabling legislation, to ensure that we are achieving our goal of applying a graduated response to all forms of non-compliance in the implementation of our Compliance Intervention Framework (CIF).
3. Further align our case base to ensure that entities are assigned to the most appropriate Division to maximise compliance and manage tax risk.
4. Continue our vigorous response to smuggling and illicit trade in drugs and excisable products through collaboration with the European Ports Alliance (EPA) as part of the EU Roadmap to Fight Drugs Trafficking and Organised Crime.
5. Implement a new Data Management Strategy to ensure effective governance and management as well as optimal usage of this critical resource to maximise compliance.
6. Strengthen our capability in effectively managing all aspects of compliance in eCommerce having regard to the recently communicated EU Tool Box.



## 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.

### In 2025, we will:

### Priority

1. Implement a new Customer Charter and develop effective and transparent reporting of our service delivery.
2. Conduct a survey of the Customs Community (importers, exporters, hauliers, intermediaries) to ensure that appropriateness of our customer and compliance supports in the post Brexit environment.
3. Review and refine our website information architecture to facilitate taxpayers in understanding their tax obligations and entitlements, having particular regard to the needs of small and medium enterprises.
4. Continue to strengthen our wide range of secure payment channels, availing of recent developments in Financial Technology for phone-based card payments.



## 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 2025, we will:

#### Priority

1. Review our recruitment strategy to ensure we are positioned to deliver an agile response to changing business needs and leverage our technology to optimise how we align new and existing talents with their relevant specialist knowledge areas.
2. Promote a culture of respect, dignity and value in the workplace, and fully embrace our core values to enable meaningful staff engagement, a commitment to staff wellbeing and support development in a blended working environment.
3. Build on our strong organisational capability, delivering leadership training and a suite of courses across a range of disciplines, with a particular focus on cultivating excellent skillsets in the Digital and Artificial Intelligence (AI) domains.
4. Promote equality, diversity and inclusion, prevent discrimination and protect the human rights of our people and customers in a positive workplace grounded in our core values, through implementation of Revenue's Public Sector Duty (PSD) Action Plan.



## 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 2025, we will:

### Priority

1. Further advance our technology refresh programme and system modernisation agenda to reduce technical debt and futureproof our technology stack while taking advantage of emerging opportunities to strengthen our business processes.
2. Modernise and update our banking and payments services in alignment with developments in the wider payments landscape and ensure our underlying technical architecture is sufficiently robust to expand our payment offerings to taxpayers in future years.
3. Develop a strategy to ensure effective exploitation of Artificial Intelligence while providing for effective governance and oversight of its ethical usage.
4. Advance our VAT Modernisation Agenda developing the design for our new national systems in alignment with developments at EU level.
5. Fulfil our EU obligations to implement a Union Customs Code (UCC) Work Programme.



## 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 2025, we will:

### Priority

1. Support the Department of Finance in the ongoing evaluation and development of the tax and duty policy framework, including the implementation of the 2025 Programme for Government, continuing Global Tax changes and EU developments in the VAT and Customs arenas.
2. Implement recent developments in International Tax information exchange and continue to advance our suite of Tax Treaties.
3. In partnership with the Department of Finance and Department of Foreign Affairs, prepare for the Irish Presidency of the Council of the European Union in the second half of 2026.
4. Develop proposals for a roadmap for the phased modernisation of RCT and PSWT.



## 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 2025, we will:

#### Priority

1. Advance our achievements of the Government Action Plan targets to reduce our carbon output by 51% by 2030.
2. Progress the implementation of our Green Roadmap and achieve ISO 500001 accreditation for Energy Management.
3. Review our building usage and consolidate where possible to minimise energy usage.