



# Revenue

Cáin agus Custaim na hÉireann  
Irish Tax and Customs



# Revenue Statement of Strategy

## 2025 to 2028

### ■ Our Mission

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

### ■ Our Vision

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

# Introduction

Revenue's core tasks are the administration and collection of taxes and duties and the implementation of customs controls. We are committed to working with the Department of Finance and other Government departments and agencies, promoting a culture of collaboration both internally and externally, which will include contributing to Ireland's 2026 Presidency of the EU. We will continue to play a leadership role in the Public Service Transformation 2030 Strategy. In line with the Government's sustainability commitments, we continue to drive our green agenda and energy saving measures, to implement more efficient ways of working that reduce energy usage and costs.

As part of our core business, we will play our part to implement the Programme for Government - Securing Ireland's Future and continue to ensure our services are of the highest quality and accessible to all our service users. This strategy, while recognising the challenges and opportunities ahead, provides direction and momentum as Revenue continues to deliver on its mandate to deliver a fair and efficient tax and customs administration.

Revenue Board. (L-R)  
Commissioner Ruth Kennedy,  
Chairman Niall Cody,  
Commissioner Maura Kiely



# Our Core Values

## Respect

We presume honesty on the part of taxpayers in their dealings with us. When we have reason to believe otherwise, we act on that. We treat people with dignity. We respect differences and encourage diversity.



## Professionalism

We are professional in our work, with a focus on quality, timeliness and consistency.



## Collaboration

We work in partnership with all stakeholders, nationally and internationally. We actively contribute to the achievement of shared objectives across the Civil Service and Public Sector. We put collaboration and sustainability at the heart of digital and business transformation.



## Agility

We are flexible, responsive and resilient. We support and encourage innovation and continuous improvement in how we work.



## Integrity

We are honest, accountable, and transparent. When we make a mistake, we acknowledge this and fix it.





# Our Strategic Objectives

- To Support Voluntary Compliance : We provide services that help taxpayers and traders understand and meet their obligations with minimal burden. By designing systems and processes with taxpayers at the centre, we strive to remove unnecessary complexity and create seamless ways to comply that are intuitive, accessible, and efficient, for both existing and emerging economic sectors.
- To Address Non-Compliance with fair, proportionate, and effective graduated responses:  
We use data, intelligence, and risk assessment to identify non-compliance and respond with interventions proportionate to the behaviours involved. For those who make honest mistakes, we support them in correcting their actions and maintaining voluntary compliance. For deliberate evasion, we implement robust enforcement measures.
- To Strengthen the Tax and Customs Ecosystem by building trust, capability, and resilience:  
We leverage technologies for transformational opportunities that enhance operational efficiencies. We invest in developments and partnerships that underpin effective tax and customs administration. We empower our people with the tools, skills and confidence they need to succeed, fostering a culture of trust and continuous improvement, ensuring we have the capacity and agility to adapt and respond to emerging challenges in the ever evolving national and international environments.

# Our Strategic Priorities



## Excellence in Taxpayer and Trader Engagement

We will continue a phased implementation of integrating reporting and payment of taxes and duties seamlessly into natural systems and records subject to legislative developments.

We will advance the tax and duty modernisation agenda , including EU VAT in the Digital Age, EU Customs Reform and Banking Modernisation, to deliver real-time capabilities across major taxes and duties.

We will maximise the use of ethical AI developments to streamline back-end operations and to enhance the service experience, providing tailored support for taxpayers who want to engage with Revenue digitally.

We will expand the traditional tax and customs partnerships beyond tax intermediaries, to include businesses, government entities, banks, software companies, etc., to build an engagement model where public and private actors join up in a collaborative way.

# Our Strategic Priorities



## Compliance and Enforcement

We will continue to build on real-time compliance monitoring and early intervention to address and resolve compliance issues, ensuring appropriate sanctions are applied, at the earliest possible stage.

We will further refine our risk assessment methodologies using advanced analytics and AI to better target our compliance interventions and ensure optimal return from our allocation of resources.

We will strengthen national and international partnerships to address tax and duty evasion and avoidance, customs fraud, and prohibited goods trafficking.

We will work collaboratively with national and international stakeholders to strengthen protection for consumers and businesses, including implementing customs controls particularly for eCommerce.

# Our Strategic Priorities



## People, Culture and Capabilities

We will proactively monitor future capability requirements and provide opportunities for continuous learning and career development.

We will evolve our work practices to enhance delivery on our mission, in line with our core values, and offer meaningful career opportunities to new and existing staff.

We will build on leadership and management capabilities at all levels to position us to seamlessly navigate internal and external complexities and drive and sustain positive change.

We will foster an environment where diverse perspectives thrive, and all staff feel valued and empowered to contribute.

We will expand our data holdings, underpinned by legislation, to support natural taxation, address new and emerging risks and continue to strengthen our data governance and protect taxpayer confidentiality.

# Our Strategic Priorities



## Policy Support and International Leadership

We will continue to work closely with the Department of Finance, providing analysis and administrative input to support policy development that balances simplicity, fairness, and protects the collection of taxes for the Exchequer.

We will play a lead role in supporting the Minister for Finance and the Department of Finance during Ireland's 2026 EU Presidency, on tax and customs matters.

We will actively contribute to shaping and implementing international tax and customs standards through OECD, EU, UN and WCO engagement.

We will strengthen partnerships with other government agencies to improve service delivery and compliance outcomes.





# Governance and Accountability

This Strategic Framework will be operationalised through:

- Revenue Corporate Priorities: Specific, measurable annual priorities aligned with our strategic objectives over the life cycle of this Statement of Strategy.
- Quarterly Strategic Reviews: Regular assessment of progress against annual corporate priorities.
- Publication of Outcomes: Transparent reporting on achievements and challenges in our Annual Report along with the publication of statistics and research on various aspects of Revenue business on Revenue.ie.

Our performance will be measured through:

- Service Metrics: Timeliness, accuracy, and user satisfaction with Revenue services.
- Compliance Indicators: Voluntary compliance rates and yield from interventions.
- Efficiency Metrics: Processing times, cost of collection, administration costs.
- Staff Engagement: Employee satisfaction, wellbeing, capability development.
- Public Trust: Participation at Oireachtas Committees and other official forums, stakeholder feedback and customer surveys.

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