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Meeting of the Revenue Scotland Board – Strategy session - 19 January – Minute

10:00 till 14:00, 19 January 2022

Present:

Aidan O’Carroll, Chair

Lynn Bradley

John Whiting CBE

Jean Lindsay

Martin McEwen

Simon Cunningham

In attendance:

Alyson Stafford, CBE, Director-General Scottish Exchequer (Section 3 only)

Elaine Lorimer, Chief Executive, Revenue Scotland

Michael Paterson, Head of Tax, Revenue Scotland

Neil Ferguson, Head of Corporate Functions, Revenue Scotland

Mairi Gibson, Head of Legal, Revenue Scotland

Shamyla Afzal, Governance and Compliance Manager, Revenue Scotland

Rosey Stewart, Revenue Scotland (Secretariat)

Gareth Hill, Head Accountant, Revenue Scotland

Theresa Valtin, Head of Strategy and Communications, Revenue Scotland

Andrew Macartney, Head Statistician, Revenue Scotland

Pamela Bruce, Organisational Development Manager, Revenue Scotland

Allan Macdonald, Strategy, Planning and Performance Manager, Revenue Scotland

Craig Morton, Head of IT, Revenue Scotland

Nicola Walkinshaw, Governance Manager, Revenue Scotland

1. Meeting Opening

1.1 The Chair welcomed everyone to the meeting and thanked everyone for joining noting that this was his first strategy meeting as Chair.

1.2 The Chair noted the proposed agenda and encouraged a participative approach from all. He also highlighted that Alyson Stafford would be joining at the end of the meeting.

Apologies

1.3 There were no apologies were received.

2. Setting the scene

External Context – PESTLE Analysis

- 2.1 The Chief Executive thanked everyone who helped in preparation for the meeting. New colleagues, Theresa Valtin and Allan Macdonald from the Strategy Team were introduced.
- 2.2 The Chief Executive highlighted that the strategy session was timely in the run up to the spending review and that the discussion during this session would have an input into the narrative put forward as this sets the funding for the next 5 years.
- 2.3 The Chief Executive provided an overview of the PESTLE analysis.
- 2.4 The Board discussed a range of issues including:
- What do we want Revenue Scotland to be;
 - What is the best for Scotland;
 - What does the Government or the Scottish people think about this;
 - Could we do what others do more effectively.
- 2.5 The Chair thanked the Board for their views on the various issues discussed.

Revenue Scotland environment – SWOT Analysis

- 2.6 The Head of Corporate Functions provided an overview of where we are at as an organisation noting that he recognises how far Revenue Scotland has come in terms of our workforce, technology, our understanding of our processes and organisation and how we work.
- 2.7 He emphasised that Revenue Scotland is by no means a finished article, that there is still work to be done and that the task is to look at what we have built and take to the next level. Structures are in place, but how can the organisation improve on them?
- 2.8 The Board thanked the Head of Corporate Functions. Following a discussion on the SWOT analysis, the Board highlighted the following as priority areas that the organisation should focus on in the short term:
- Engaging better with stakeholders at Scottish Parliament level;
 - Increasing our efficiency;
 - Thinking again about the Target Operating Model, particularly with hybrid working;
 - Considering the ways in which Revenue Scotland can do more to show how the organisation is raising revenue for Scotland;

- Ensure the organisation has built capability and is able to maintain capacity;
- Build on the commitments within the People Strategy and keep a focus on Equalities;
- Net Zero;
- Develop further opportunities for Revenue Scotland to better help raise/manage revenue for Scotland.

2.9 In the long term view, for priorities between 2023-25, the Board discussed:

- Revenue Scotland's road to Net Zero;
- Exploring wider revenue collection;
- Scoping new IT capability.

2.10 For beyond 2025, Board discussion moved to wider revenue collection and possible IndyRef2.

2.11 The Chair noted that he felt the organisation has a good roadmap for the next 12 months and summarised the following keys areas to focus on:

- Engagement and Influencing;
- Technology and Compliance Plus;
- People Plus;
- Efficiency/TOM;
- New opportunities/ambitions.

Action - Spending review to be added to 24th February Board agenda

Action - Discuss actions embedded in our Corporate Plan, in particular what we do up to March 2023

Action – Strategy Team to bring report to the 24th February Board meeting to discuss next steps

3. Political and financial context and conclusions

3.1 The Chair introduced, Alyson Stafford to the session.

3.2 Alyson thanked everyone for the opportunity to join the meeting and provided an overview of the economic context from the Government's perspective; what was coming up in government and provided an introduction to the new Permanent

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Secretary, John Paul Marks.

- 3.3 The Chair closed the meeting by thanking everyone for their participation and thanked Alyson Stafford for attending the meeting, confirming that the organisation was starting from a strong position with huge progress in building Revenue Scotland, thanking the Executive Team for all their efforts.

End of Meeting

19 January 2022