

Official Sensitive

Meeting of the Revenue Scotland Board – Board Strategy Session – 18 January 2023

10:00 till 14:00, 18 January 2023

Present:

Aidan O’Carroll, Chair
Simon Cunningham
Rt Hon Ken Macintosh
Professor Robert MacIntosh
Martin McEwen
Idong Usoro

In attendance:

Louise Alonzi, Tax Operations Team Leader, Revenue Scotland (Item 2)
Lorraine Clayton, HR Officer/Secretariat, Revenue Scotland
Isobel d’Inverno, Chair of the Tax Law Committee, Law Society of Scotland (Item 2)
Neil Ferguson, Head of Corporate Functions, Revenue Scotland
Mairi Gibson, Head of Legal Services, Revenue Scotland
Mollie Johnson, Land and Buildings Transaction Tax Team Leader, Revenue Scotland (Item 2)
Elaine Lorimer, Chief Executive, Revenue Scotland
Ryan McColgan, Scottish Landfill Tax Team Leader, Revenue Scotland (Item 2)
Allan Macdonald, Strategy, Planning and Performance Manager, Revenue Scotland
Diane McGiffen, Chief Executive, Law Society of Scotland (Item 2)
Callum MacInnes, Head of Governance, Revenue Scotland
Brendan Macrae, Head of Tax Compliance and Professionalism, Revenue Scotland (Item 2)
Michael Paterson, Head of Tax, Revenue Scotland
Justine Riccomini, Head of Tax (Employment and Devolved Taxes), ICAS (Item 2)
Chris Thorpe, Spokesperson Scottish Taxes, Chartered Institute of Taxation (Item 2)
Theresa Valtin, Head of Strategy and Communications, Revenue Scotland
Stuart Vivers, IT Operations Manager, IT Support, Revenue Scotland (Item 2)

1. Meeting Opening

1.1 The Chair welcomed everyone to the meeting, in particular the attendees from the Law Society Scotland, the Chartered Institute of Taxation and ICAS.

1.2 The Chair outlined the proposed agenda and the opportunities to review strategic priorities and build on existing stakeholder relationships.

Apologies

1.3 Apologies were received from Jean Lindsay.

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2. Strategy Session: Strategic priorities and engagement

2.1 The Chief Executive highlighted that the strategy session provided an opportunity to work together with stakeholders to explore areas of common interest and understand how Revenue Scotland could build on existing relationships to improve the delivery of its services.

2.2 The Head of Tax and the Chief Executive provided a short overview of Revenue Scotland's progress over time and its current priorities. Each of the visiting organisations then presented their own visions and strategic priorities in turn. A comprehensive discussion followed, exploring common themes which had been raised in the presentations. Three key themes in particular emerged from the discussions around Communication, Simplicity and Education. A number of opportunities for joint working going forwards were also identified.

2.3 The Chair thanked everyone for their participation in the discussion and looked forward to continued engagement with LSS, CIOT and ICAS.

3. Review of Corporate Plan 2021–24

3.1 The Head of Corporate Functions provided a short overview of Revenue Scotland's progress at the mid-point in the current three year corporate plan. He highlighted that the majority of the organisation's strategic objectives have already been addressed and outlined those remaining which would be the focus of the final year of the plan.

3.2 The Board were asked to Review Corporate Plan 2021-24 performance, consider any reprioritisation or shift of emphasis and agree the remaining priorities given the changing landscape as detailed in the PESTLE analysis shared in advance of the meeting.

3.3 The Board thanked the Head of Corporate Functions. A detailed discussion ensued. The Board was pleased with the good progress that had been achieved to date and identified Looking Ahead and Reaching Out as the priority areas for focus over the coming year. Specific areas focus included Data, Aggregates Tax and external engagement.

4. Looking ahead: Corporate plan 2024-27

4.1 The Head of Corporate Functions sought to understand the Board's early thoughts on the development of the 2024-27 Corporate Plan and for further developing Revenue Scotland's brand identity and reputation in line with the earlier discussions.

4.2 The Board discussed the key themes they felt were needed to meet future strategic outcomes. Excelling in delivery was seen to be the core priority, with education and engagement and policy and legislation suggested as other potential additional priorities to be considered in the development of the new plan.

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4.3 The Board also considered how best to increase the organisation’s profile and reputation.

Action – Executive Team to reflect on the discussion and bring proposals for next steps to the Board meeting on 15 February 2023.

4.4 The Chair closed the meeting by thanking everyone for their participation and to Robert for facilitating part of the discussion.

End of Meeting

18 January 2023