



Excelling in Delivery



Investing in our People



Reaching Out



Looking Ahead

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# Chair's Foreword

## Dr Keith Nicholson



**Since our launch in early 2015, Revenue Scotland has collected over £1.5bn in tax revenue from Scotland's devolved taxes, all of which stays in Scotland to fund vital public services. There have been historic achievements and milestones across the organisation, from the first transfer to the Scottish Government of revenues collected in May 2015, to us becoming a publisher of Official Statistics in November 2017.**

I am equally proud of some of our perhaps less visible achievements such as our responsiveness to change (whether legislative or organisational); the launch of our People Strategy; and the knowledge and expertise we have built up across the disciplines of Tax, ICT, Finance, Statistics, Communications and Corporate Governance.

Building on our impressive start, this document sets out our vision and plans for the next three years to:

- ▲ build on our experience of tax collection and management
- ▲ develop our staff as the experts in devolved taxes
- ▲ enhance our online systems to meet the requirements of an increasingly digital environment, and
- ▲ to engage and collaborate widely to share our experience, learn from others and generate fresh ideas.

My fellow Board members and I are very grateful to everyone who has been involved in the development of Revenue Scotland's second Corporate Plan. In keeping with our approach to all our activities, it has been a highly collaborative exercise, involving a number of stakeholders (both individuals and organisations) from across Scotland and beyond. They have all been very generous with their time and expertise. Revenue Scotland's staff have contributed too, in a series of workshops, covering a vast array of topics and subjects.

As successful as the first three years have been for Revenue Scotland, I have even higher hopes for the next three, and am confident this Plan conveys those ambitions.

*K. Nicholson*

**Dr Keith Nicholson**  
Chair

# Chief Executive's Introduction

## Elaine Lorimer



**As Chief Executive of a young but maturing organisation, I am excited by what the next three years hold for Revenue Scotland.**

We have already made public the high rate of online returns we receive for our devolved taxes (over 99% of returns are made online) which is a testament to the convenience and ease of use offered by our tax collection system, the Scottish Electronic Tax System (SETS). The contract for SETS comes to an end in 2019, so a key feature of this Corporate Plan period will be the procurement of, and transition to, a replacement system and improved ways of working, building on what we have learned from our experience of using SETS. We aim to be an innovative leader in the provision of digital public services in Scotland and look to learn from and share with tax authorities in other jurisdictions.

“Our staff are our most important resource and I am pleased that the strategic objectives in this Plan recognise that.”

Since joining the organisation in early 2016, I have seen at first hand the professionalism of our staff in balancing the collection and management of the devolved taxes and, since as early as our first year, the delivery of large and small scale legislative and operational changes. Our staff are our most important resource and I am pleased that the strategic objectives in this Plan recognise that.

The feedback from stakeholders has confirmed some of the other important roles Revenue Scotland can play in the course of the next three years. A key example is highlighting the contribution that tax revenues make to our society by helping to fund the public services that many of us rely on and, in so doing, helping to encourage a culture of responsible taxpaying.

As we continue to develop our own practices, working with and learning from others, we aim for the delivery of the Scottish devolved taxes to be recognised as being of the highest standards.

I consider my role in overseeing the delivery of the objectives for this period of Revenue Scotland's story to be a privilege. Our Corporate Plan for 2018-21 will be a helpful road-map for fulfilling these objectives.

*Elaine E. Lorimer*

**Elaine Lorimer**  
Chief Executive

# Delivering devolved taxes

## Revenue Scotland's roles and responsibilities

**Revenue Scotland is the tax authority responsible for the collection and management of devolved taxes in Scotland: at present these are Land and Buildings Transaction Tax (LBTT) and Scottish Landfill Tax (SLfT). In each of the first three years of operations, we have processed over 100,000 tax returns and over £550m of tax payments. We also undertake compliance activity to ensure that the right amount of tax is paid.**

The money we collect is transferred to the Scottish Government through the Scottish Consolidated Fund and used to fund public services for the benefit of everyone in Scotland, for example, through the provision of our health and education services, housing and transport infrastructure.

Using powers in the Revenue Scotland and Tax Powers (Scotland) Act 2014, Revenue Scotland has delegated the processing of LBTT returns submitted by post to Registers of Scotland and the Scottish Environment Protection Agency (SEPA) undertakes compliance activity for SLfT on our behalf. SEPA is also the appointed regulator of the Scottish Landfill Communities Fund, a tax credit scheme available to landfill operators to encourage them to make financial contributions to environmental and community projects across Scotland. This has generated around £10 million per year for the first two years since it came into being.

Revenue Scotland provides advice and support to the Scottish Government which is responsible for developing and tax policy and the setting of tax rates and bands. We also publish statistics on the taxes we collect and manage and provide the relevant forecasting data required by the Scottish Fiscal Commission and the Office for Budget Responsibility, which have statutory duties to provide tax forecasts.

The Scotland Act 2016 made provision for further tax powers to be devolved to the Scottish Parliament, including powers for a tax on the carriage of air passengers and the taxation of commercial exploitation of aggregate. Revenue Scotland will be responsible for the collection and management of Air Departure Tax, once a new date is agreed between the UK Government and Scottish Government for its introduction, and we also expect to administer the Scottish replacement for Aggregates Levy. We also stand ready to respond to further legislative changes to the current devolved taxes. The LBTT Additional Dwelling Supplement is a good example of Revenue Scotland successfully delivering a significant legislative change at pace during our first three years.

# Accountability, governance and principles

**As a Non-Ministerial Department, Revenue Scotland is part of the Scottish Administration. To ensure that the administration of tax is independent and impartial, Revenue Scotland is directly accountable to the Scottish Parliament, rather than Scottish Ministers.**

Each year Revenue Scotland publishes an Annual Report and Financial Statements, and every three years our Corporate Plan is laid in the Scottish Parliament. Audit Scotland is the independently appointed external auditor covering the period 2016/17 - 2020/21. Audit Scotland provides an independent opinion on the Financial Statements.

Our Board of Non-Executive Directors is responsible for the strategic direction, oversight and governance of Revenue Scotland. The Board is supported by an Audit and Risk Committee and a Staffing and Equalities Committee.

Revenue Scotland's approach to tax remains underpinned by Adam Smith's four principles of an effective tax system, set out in 1776 in *The Wealth of Nations*. This is consistent with the approach promoted by successive governments in Scotland.

- ▲ Taxes that are proportionate to the ability of the taxpayer to pay;
- ▲ Certainty – making it clear for everyone when tax is due, when it is to be paid and how to pay;
- ▲ Convenience – tax is paid in a way that is most convenient for the person being taxed; and
- ▲ Efficiency – providing efficient and effective tax systems which represent value for money.

We have found that even in the digital age, these principles have shaped our thinking in designing and developing our systems, processes and guidance for the collection and management of Scotland's first devolved taxes in over 300 years.

# Our strategic context

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**Commentators have suggested that pressure on public finances is likely to continue for some time yet. Revenue Scotland stands ready to fulfil an important role in collecting and managing devolved taxes, the revenues from which will be of benefit to all who use and rely on Scotland's public services. We will work to ensure our systems and processes to collect and manage the devolved taxes are easy to use and minimise administrative burdens on taxpayers and their agents; also that they remain flexible and capable of responding to change. Doing so will only be possible by us reaching out globally and understanding the technological challenges that may lie ahead and how other authorities plan to overcome them. From the experience of our first three years of operation, we also have much to share with other organisations.**

Given the importance of tax to the economy and the provision of public services, there is also a role for Revenue Scotland, in partnership with others, to build an understanding of the role of tax revenues in contributing to the funding of public services on which they rely and to help to promote a culture of responsible taxpaying. Our work also helps to deliver some of the Scottish Government's wider objectives. For example, Scottish Landfill Tax supports the on-going drive towards a Zero-Waste economy. With such an important contribution to the lives of people in Scotland, we take a proactive approach to keeping Ministers and Parliament up to date on our performance and progress.

Sharing the operational perspective with policy officials is key to ensuring developments in Scotland's tax policies are informed with the practical aspects of collection and management in mind. This was the case with the legislation for the Additional Dwelling Supplement in 2016, and more recently during the passage of the Air Departure Tax (Scotland) Act (2017).

In February 2016, a new Fiscal Framework was agreed between the UK and Scottish Governments, in order to determine how the Scottish Government is funded and to underpin the powers set out in the Scotland Act 2016. The framework also highlighted the key role of the Scottish Fiscal Commission in forecasting Scotland's devolved tax revenues, which brings another form of scrutiny to the work of our organisation. The Commission provides annual forecasts of the devolved taxes, which are then reflected in the Scottish Government's annual budget statement.

Revenue Scotland has a key role in supporting the Commission by publishing clear and accurate data that we capture in relation to the two devolved taxes. Although forecasting of the devolved taxes relies heavily on our data, we do not however, have any influence over the forecasts of the Commission – this work is independent of both Revenue Scotland and Scottish Government. By ensuring Scottish Government policy officials and Scottish Fiscal Commission officials have timely access to the data they require to fulfil their statutory duties, we contribute to the well-informed policy decisions and revenues forecasting that take into account the trends of the first three years of Scotland's devolved taxes.

We appreciate the important role we play as a publisher of data and our regular publications of the statistics for the two devolved taxes have a very engaged audience. To ensure the protection of taxpayer information, all requests for data and statistics are subject to strict disclosure control procedures and, in the interests of transparency, Revenue Scotland aims to publish responses to data requests which may be of wider interest.

In the wider context, Scotland will have its own Social Security Agency, administering a range of devolved benefits. The UK's departure from the European Union in March 2019 will put the country in uncharted waters. What is certain, however, is that the contribution Revenue Scotland makes to Scotland's public services will become increasingly important.

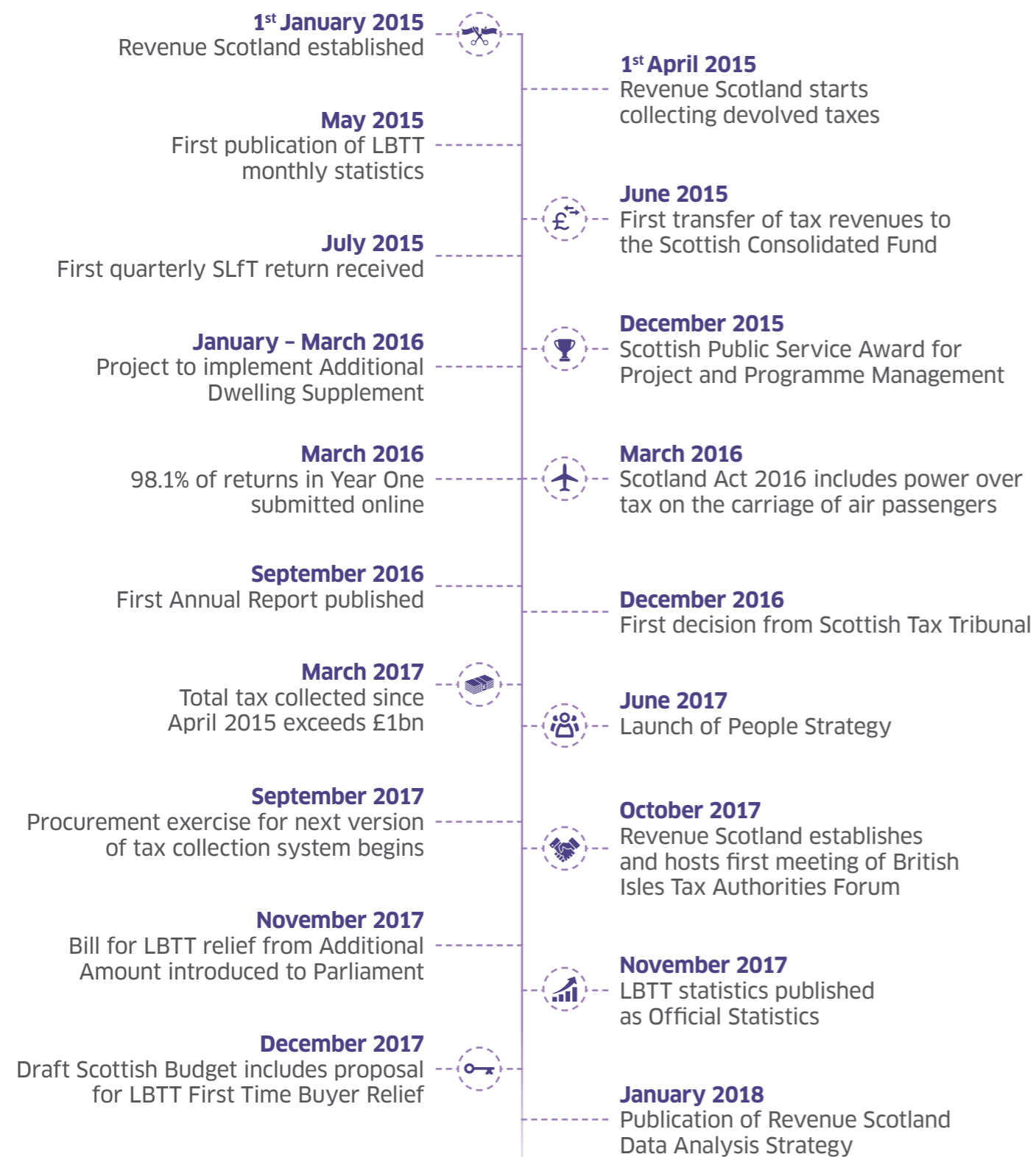
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“Revenue Scotland has a key role in supporting the Commission by publishing clear and accurate data that we capture in relation to the two devolved taxes.”

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# Our first three years

## A timeline of events



### Key features of our first three years of operation include:

#### Significant achievements

- over £1.5 billion in tax revenue collected since April 2015
- we have processed over 110,000 tax returns and associated payments each year
- we have enhanced our compliance activity to generate over £2 million of tax in 2016-17, including over £500,000 in penalties and interest
- around 98% of the 3,000 written communications to Revenue Scotland each year are responded to within 10 days
- we have reduced average call waiting times to our support team to around 7 seconds

#### A digital approach

- users are involved in the design and testing of our systems
- SETS has provided over 99% availability (less than 1% downtime)
- around 99% of tax returns are made online using SETS
- user sign-up for LBTT and registration for SLfT is online
- enquiries and feedback about the devolved taxes can be made through the LBTT mailbox (lbtt@revenue.scot) or the SLfT mailbox (slft@revenue.scot)
- our website provides guidance, statistics, publications and other information about devolved taxes and Revenue Scotland

#### Wider strategic activity

- our technical tax forums are normally held every six months, keeping almost 100 stakeholder organisations informed and updated about developments
- we have given evidence to the Scottish Parliament's Finance and Constitution Committee in support of its LBTT Inquiry and in support of its consideration of the Air Departure Tax Bill
- our Chief Executive was a member of the Scottish Parliament's Budget Review Group which published a review of the Scottish Budget process in June 2017
- we launched our People Strategy (see below) in June 2017
- we became a publisher of Official Statistics

#### Preparing for and delivering change

- we successfully introduced the Additional Dwelling Supplement (ADS) for LBTT in April 2016
- we have kept taxpayers informed about changes to LBTT (e.g. First Time Buyer Relief) and SLfT legislation that affect them
- launching the procurement exercise for our next online tax collection and management system
- preparing for further changes to LBTT legislation, including a relief for first time buyers and changes to the ADS
- preparing for the introduction of Air Departure Tax

# The next three years

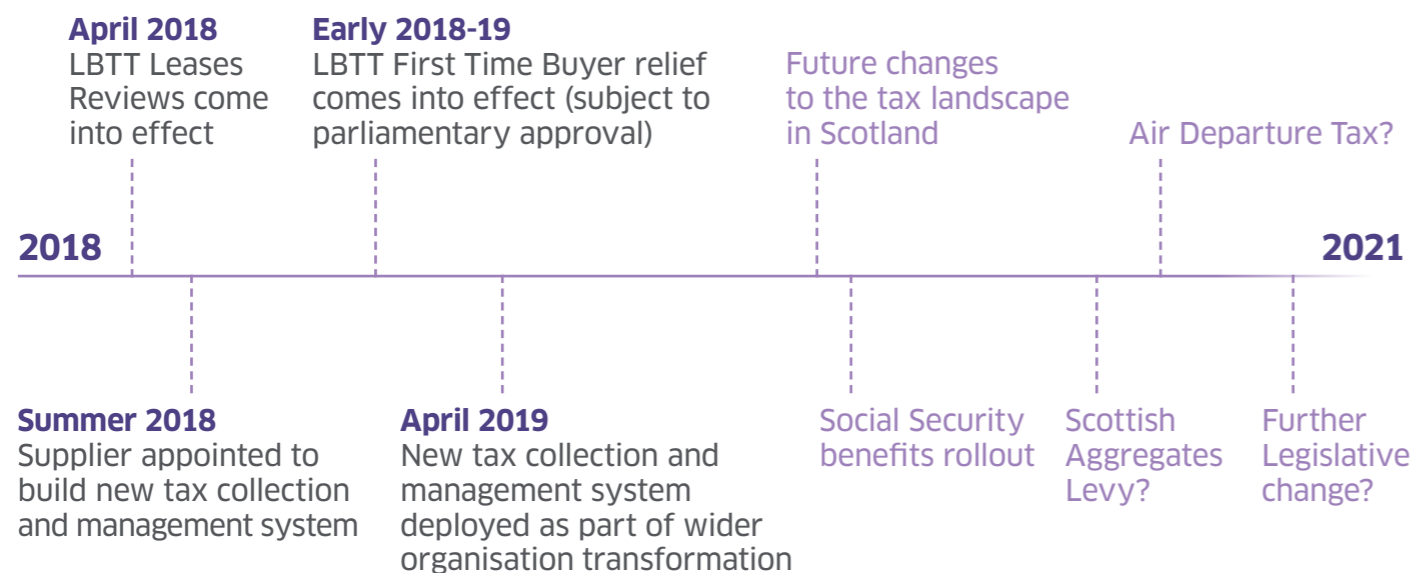
## Delivering change

As busy as our first three years of operations were, the next three promise to be even more challenging, exciting and important. In early 2018, we have supported taxpayers with the requirements to provide a further return on the third anniversary of a lease, to meet the requirements of the Land and Buildings Transaction Tax legislation. Further amendments to LBTT legislation will see us implement changes to group relief provisions and provide a relief from LBTT for First Time Buyers up to £175,000. Once a date is set for the introduction of Air Departure Tax, we will be preparing to collect and manage the tax. Over the course of the next three years we can anticipate there may be further changes to the legislative provisions for the devolved taxes, such as changes to tax rates and bands or the introduction of reliefs.

In parallel with our activity to deliver these requirements, will be a programme of work to deliver our new tax collection system and the refreshed business processes and learning and development that will support it. This will be transformational for the organisation, using our experience from the first three years of operations to inform the requirements of the system, and presenting us with an opportunity to refresh our operational processes. The new system will be in place for up to ten years and we will undertake an intensive period of user engagement to support taxpayers and staff through the transition to the new system. The system will provide us with more flexibility to facilitate change and introduce further efficiencies by supporting continuous improvement.

Data security has been at the very heart of our operations, and in recognition of this, 2018 will see us become a Cyber Catalyst organisation in support of the National Cyber Resilience Plan, enhancing the cyber resilience of the organisation and its suppliers through the cyber essentials accreditation scheme. We will also implement improved processes which meet the expectations of the General Data Protection Regulations and help to consolidate information security and privacy at the core of our operations.

As a relatively new organisation, it is inevitable that our structure and practices will continue to evolve and through the delivery of our People Strategy, our team of staff will be developed and supported through further skills enhancement and exposure to new experiences and practices, such as embedding a culture of continuous improvement.



# People Strategy

The staff of Revenue Scotland are our most important asset. In order to deliver the ambitions of Ministers and the Revenue Scotland Board over the next three years, we have developed and launched our People Strategy, the principles of which are set out below.



The delivery of the various elements of our People Strategy will be a key activity for us over this corporate planning period as we seek to fulfil our strategic objectives that are set out later in the Plan.

# Equalities

Revenue Scotland recognises the need to continue to embed equality and diversity into its operations, both as a service provider and as an employer. The first Revenue Scotland Mainstreaming Report and Equalities Outcomes were published in April 2016. The planned outcomes are:

- ▲ all information and external communications provided and delivered by Revenue Scotland are transparent, accessible and easily understood by all service users; and
- ▲ Revenue Scotland is an organisation which demonstrates an inclusive culture with all members of staff having clear understanding of and commitment to equality and diversity within the organisation.

The Staffing and Equalities Committee will maintain oversight of the planned activity and impact. Revenue Scotland's next formal report is due in 2018.

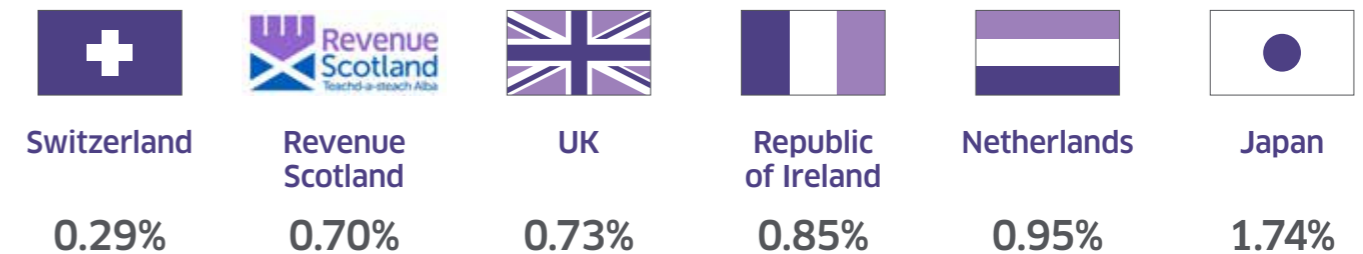
# Funding our activities

It is important that Revenue Scotland has the financial resources to undertake its work in the collection and management of the devolved taxes. These resources cover not only the costs of our staff but also the operational costs incurred in the provision of our tax and finance systems; costs of services shared with Scottish Government such as HR, Facilities, IT, Internal Audit; costs of the services delegated to our partners, Registers of Scotland and Scottish Environment Protection Agency; training and development of our workforce; and other administrative costs.

Our staff are employed on terms and conditions aligned with Scottish Government. Any pay increases and progression arrangements are met within the resources allocated to us.

The OECD publishes "cost of collection" data for a range of countries across the globe. This is calculated as being the administrative costs

as a percentage of net revenue collections. The latest publication provides data from 2013, and cannot be seen as a like-for like analysis due to the scale of taxes being collected by Revenue Scotland and the different operating years (2016/17 data for Revenue Scotland). However, in broad comparison to other national tax authorities and our reduced benefits of scale, we perform well:



Source: OECD Cost of collection ratios: [https://www.oecd.org/tax/forum-on-tax-administration/database/Table\\_5.4.%20Cost%20of%20collection%20ratios%20\(administrative%20costs-net%20revenue%20collections\).xlsx](https://www.oecd.org/tax/forum-on-tax-administration/database/Table_5.4.%20Cost%20of%20collection%20ratios%20(administrative%20costs-net%20revenue%20collections).xlsx)



# Budgets for 2018-19 to 2020-21

Revenue Scotland submitted its projected spend for the 2018-19 financial year to the Scottish Government for inclusion in the Budget Bill presented to Parliament in December 2017 and approved in February 2018.

The core budget of £5.9m was a reduction on the 2017-18 budget following the deferment of the introduction of Air Departure Tax. Revenue Scotland was also granted additional funding of £4.3m in 2018-19 to support the replacement of our current tax collection and management solution, as the contract for the IT element of this comes to an end in 2019-20.

Revenue Scotland has not yet been required to submit funding requirements for 2019-20 and 2020-21 but anticipates that its core budget will remain static at £5.9m. Additional funding will be required for costs relating to the replacement of SETS of £0.9M in 2019-20 and £0.7m in 2020-21.

These resource requirements assume that there will be no significant changes to the workload of Revenue Scotland such as the introduction of further devolved taxes.

# Corporate Plan 2018-21

## Our Purpose

To efficiently and effectively collect and manage the devolved taxes which fund public services for the benefit of the people of Scotland.

## Our Vision

To be a recognised leader in the delivery of tax administration, and as experts in our field; adaptable to change, resilient to challenges and far-reaching in our engagement.

## Our Strategic Objectives

- ▲ **Excelling in delivery**  
Establish ourselves as experts in what we do: collecting and managing the devolved taxes through an accessible, convenient and taxpayer-focussed service
- ✕ **Investing in our people**  
Develop and support a highly skilled and engaged workforce, upholding the standards of professionalism and integrity
- ◊ **Reaching out**  
Build on our reputation as an accessible, collaborative and transparent public body, keen to learn from others and share experiences and our expertise
- ▶ **Looking ahead**  
Plan and deliver change and improvements to our systems and processes flexibly and on time

In the pages that follow, we set out the key activities that we will undertake to meet our objectives, the indicators that will help evidence our efforts towards fulfilling the objective and how we will measure that evidence.

By delivering on our strategic objectives, we will contribute to the achievement of the Scottish Government's Strategic Objectives and the National Outcomes of:

- ▲ We live in a Scotland that is the most attractive place for doing business in Europe
- ▲ Our public services are high quality, continually improving, efficient and responsive to local people's needs

Ensuring our voice is heard as experts in respect to Scotland's devolved taxes is vitally important to ensure any legislative changes or policy initiatives are informed from the operational perspective, and therefore more likely to be administratively successful when implemented. Building on the close engagement we have enjoyed with the Scottish Government which has responsibility for tax policy will therefore continue to be key for us in delivering successful collection and management of the taxes.

# 1. Excelling in delivery



Establish ourselves as experts in what we do: collecting and managing the devolved taxes through an accessible, convenient and taxpayer-focussed service

## What we're going to do, and how we're going to do it

- ▲ **Provide an efficient and reliable service to contribute to the smooth completion of transactions by:**
  - i) Providing guidance and support to help taxpayers comply with their obligations, and be clear about the consequences of non-compliance
  - ii) Responding promptly to enquiries and requests for tax opinions
- ▲ **Be firm and consistent in applying the devolved taxes legislation to collect the right amount of tax by:**
  - i) Building on existing work to maximise tax compliance and protect revenue against tax evasion and avoidance
  - ii) Making efficient use of high-quality data
- ▲ **Introduce improvements to our systems and processes that are informed by user experience by:**
  - i) Embedding continuous improvement into our work practices across the organisation
  - ii) Developing and introducing a new tax collection and management system that is shaped by input from internal and external users
- ▲ **Continue to invest in our relationships with taxpayers and their agents by:**
  - i) Seeking regular feedback on our performance from taxpayers and agents through engagement activities and other feedback channels
  - ii) Regular participation in conferences and forums

## How we'll measure it

- ▲ KPI 1: Average waiting time for all calls made to the support desk
- ▲ KPI 2: Proportion of all tax returns that receive no Revenue Scotland intervention
- ▲ KPI 3: Tax secured through Revenue Scotland's compliance activity
- ▲ KPI 4: Average length of enquiries
- ▲ KPI 5: % of reviews concluded within statutory timescales (75 days)
- ▲ KPI 6: % of appealable Revenue Scotland decisions which are upheld to conclusion
- ▲ KPI 8: Proportion of taxpayer or agent-initiated correspondence responded to within 10 days
- ▲ KPI 9: Proportion of opinion requests responded to within 25 days
- ▲ KPI 10: % of complaints closed within target (20 days)

## 2. Investing in our People



Develop and support a highly skilled and engaged workforce, upholding the standards of professionalism and integrity

### What we're going to do, and how we're going to do it

#### ▲ Maintain and enhance a highly skilled, professional workforce by:

- i) Identifying and enhancing the specialist skills we need to achieve business excellence
- ii) Working with other tax authorities to benefit from their established learning and development channels;
- iii) Offering a range of specialist training to staff to ensure they can meet the needs of current and future taxpayers

#### ▲ Support staff to understand their contribution to the wider work of Revenue Scotland by:

- i) Setting and agreeing objectives that are aligned to business priorities
- ii) Regularly reviewing performance and providing constructive feedback in monthly conversations

#### ▲ Maintain a culture where staff feel their contribution is valued and that they have a future in the organisation by:

- i) Promoting both equalities and health and wellbeing as priorities across the organisation
- ii) Empowering staff by embedding a culture of continuous improvement that is based on staff insight and feedback

#### ▲ Encourage staff to identify with Revenue Scotland's strategic objectives and contribute actively to their achievement by:

- i) Providing opportunities for staff to engage with and learn from colleagues across the organisation and beyond
- ii) Regular briefings on developments and involvement in planning

#### ▲ Strengthening our leadership capabilities by:

- i) Offering our staff a range of development opportunities internally and externally
- ii) Taking the lead as an organisation in a range of initiatives and discussions with other organisations and individuals.

### How we'll measure it

- ▲ KPI 7: Employee engagement index

#### Other measures include:

- ▲ Active use of Personal Learning Plans by all staff
- ▲ Low-levels of repeat calls; low levels of lengthy email chains. Both will indicate the advice given at first contact has been clear and understood.
- ▲ 100% completion of annual and three-yearly mandatory staff training
- ▲ Evaluation of the implementation of the Sustainable Learning and Development model

# 3. Reaching Out



Build on our reputation as an accessible, collaborative and transparent public body, keen to learn from others and share our experiences and expertise

## What we're going to do, and how we're going to do it

### ▲ Provide support to the Scottish Government and others on tax policy matters by:

- i) Sharing our operational experience in discussions regarding Scottish tax policy and legislation

### ▲ Provide support to the Scottish Fiscal Commission in its tax forecasting role by:

- i) Providing the Commission with a high quality datastream for devolved taxes
- ii) Engaging with the Commission and other users of our data to develop the content and presentation of our statistics.

### ▲ Support current and emerging public bodies in and beyond Scotland by:

- i) Being proactive in sharing our experience of collecting and managing the taxes
- ii) Providing advice and support to other public bodies in, for example, transformation change, project delivery, developing governance, collecting and publishing data and implementation of taxes

### ▲ Continue to engage with the wide range of skills and experience that exists within the Scottish tax community by:

- i) Actively seeking feedback, and using this to inform improvements to our service
- ii) Sourcing accredited learning from professional bodies;

### ▲ Keep up to date with innovative developments in tax administration in other countries by:

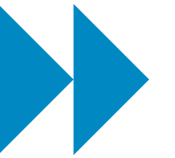
- i) Participating in events, holding our own workshops and share learning with tax authorities, other public bodies and other organisations

## How we'll measure it

### Measures include:

- ▲ Results of independent stakeholder surveys;
- ▲ Reporting on our Communications plan and wider engagement
- ▲ Attendance figures for our stakeholder events
- ▲ Evaluation of the implementation of our Learning and Development model

## 4. Looking Ahead



Plan and deliver change and improvements to our systems and processes flexibly, on time and on budget

### What we're going to do, and how we're going to do it

- ▲ **Provide the organisation with flexibility and resilience by investing in staff skills and knowledge by:**  
Ensuring our staff have sufficient knowledge of both taxes and legislation, and providing appropriate training at induction and beyond
- ▲ **Develop our systems and processes to meet our users' requirements and adapt quickly to change by:**  
Incorporating learning and feedback from our first three years into the design of our new tax collection system, and the business processes and people development that will support it
- ▲ **Fostering a culture of continuous improvement to enable us to adapt and respond to the need for change by:**  
Enhancing and retaining our project management capacity, skills and knowledge to support business improvement and other forms of change
- ▲ **Put in place proportionate resources for the challenges ahead by:**  
Using stakeholder feedback and input, and business planning to understand current and future pressure points

### How we'll measure it

- ▲ KPIs 1-9 apply
  - ▲ KPI 11: Administrative cost of tax received
- Other measures include:**
- ▲ Management Information relating to the efficiency of our IT: availability; user journeys

# Key Performance Indicators

The below set of indicators have been identified by Revenue Scotland as having a central role in measuring our performance. In addition, a wide range of Management Information is collected to inform operational decisions and assess our performance throughout the year, and there are

a number of qualitative sources of information (e.g. feedback from stakeholders) that help provide us with a fuller understanding of where we are performing well and where we can improve.

No.	2018-21 KPIs	Target/Indicator	Metrics/Method for measurement	Strategic Objective
KPI 1	Average waiting time for all calls made to the support desk	Maintain average of under 10 seconds	Call Handling System reporting	1, 4
KPI 2	Proportion of all tax returns that receive no Revenue Scotland intervention	Baseline: 2017-18 figures	SETS	1, 4
KPI 3	Tax secured through Revenue Scotland's compliance activity	Baseline: 2017-18 figures	Yield Tracker	1, 4
KPI 4	Average length of enquiries	18 months <sup>1</sup>	Enquiry Tracker	1, 4
KPI 5	% of reviews concluded within statutory timescales (75 days) <sup>2</sup>	100%	Review Tracker	1, 4
KPI 6	% appealable Revenue Scotland decisions which are upheld to conclusion	50%	Review Tracker	1, 4
KPI 7	Employee engagement index	To be in the top 25% of all civil service organisations	People Survey	2, 4
KPI 8	Proportion of taxpayer or agent-initiated correspondence responded to within 10 working days (excluding opinions)	95%	Mailbox Tracker	1, 4
KPI 9	Proportion of opinion requests responded to within 25 days	95%	Opinion Tracker	1, 4
KPI 10	% of complaints closed within target (20 days)	100%	Complaints Tracker	1
KPI 11	Administrative cost of tax received against OECD benchmark {Revenue Scotland annual resource costs less any programme costs divided by total tax & penalties reported}	0.73% (OECD benchmark)	Annual report & accounts	4

<sup>1</sup> Statutory timescale for completing enquiries is three years

<sup>2</sup> Excludes exceptional cases where Revenue Scotland and the taxpayer/complainant agree to extended time limits'

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