

Statement of Strategy 2024 - 2027

Our Mission

To provide a modern, independent and efficient appeals process in relation to the hearing and adjudication of all tax appeals

Our Values

Independence

Impartiality

Efficiency

Accessibility

Transparency

Our Commitments

- Deliver an exemplary, professional and accessible service
- Enhance our data, risk and knowledge management

- Exercise strong leadership, governance and planning
- Execute effective and engaging communication

- Adhere to human rights, fulfil our public sector duties and implement the Climate Action Mandate
- Support and invest in our people

Our Goals and Actions

Delivering Effectively

- Maximise digital accessibility in order to submit appeals
- Leverage the information and communication technology capability of the case management system to progress appeals proficiently
- Schedule remote and physical hearings in a timely manner
- Issue legally robust determinations in accordance with defined timelines
- Strengthen the capabilities of audio-visual connectivity systems in relation to remote hearings
- Prepare for, implement and operate all newly introduced legislation
- Continue outreach and engagement with stakeholders

Building Capacity

- Maintain professionally qualified tiers of Appeal Commissioners
- Operate transparent procedures and practice directions
- Produce a body of legally reliable determinations to clarify relevant areas of taxation case law and legislation
- Maintain a searchable catalogue of the published determinations
- Continue to implement Lean Six Sigma exercises
- Enable a high performing and skilled workforce with progressive and sustainable human resources policies that promote flexibility, wellbeing and inclusion
- Continue cross-training and mobility for staff to enhance career development

Enhancing Governance

- Ensure governance documentation is up-to-date and regularly reviewed
- Safeguard data protection and cyber security through training, reporting and software enhancements
- Engage with the C&AG, the Audit and Risk Committee and the internal auditors, implementing applicable findings
- Maintain financial hygiene to ensure value for money, guaranteeing business-focused measurable outcomes
- Produce and monitor our Annual Business Plan
- Publish our Annual Report
- Ensure our tools and policies take appropriate account of statutory commitments on climate change