



# **From Vision... to Reality**

## ***Restructuring Revenue***

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**MBA Association  
of Ireland  
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# Presentation

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- **Phases of Change**
  1. Initiating Dialogue
  2. Launching the Change
  3. Sustaining Momentum
- **Lessons Learned**



# Background

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- **From Chaucer to Béal na Bláth**
- **Growth and Change in 1990s**
  - European Single Market
  - Celtic Tiger Boom Period



# Strategy and Structure

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- **Strategy**

- Voluntary Compliance Driven by Service/Accessibility

- Intelligence/Risk Driven Targeting of Evasion

- Focus on the Customer

- **Structure**

- Focus on Taxes & Duties



# Initiating Change – Warning!

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*“...nothing more difficult to handle, more dubious in outcome or more dangerous to organise...”*

**Niccolo Macchiavelli 1513**

**500 years later it's still good advice!!**



# Creating a Climate for Change

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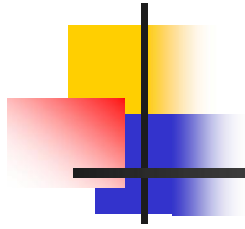
- **Building a Senior Management Team (MAC)**
- **Permitting Dissent**
- **In House Control**
- **Trust**



# Engaging the Organisation

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- **Urgency**
- **Involvement**
- **Consultation**
- **Visible commitment from top**



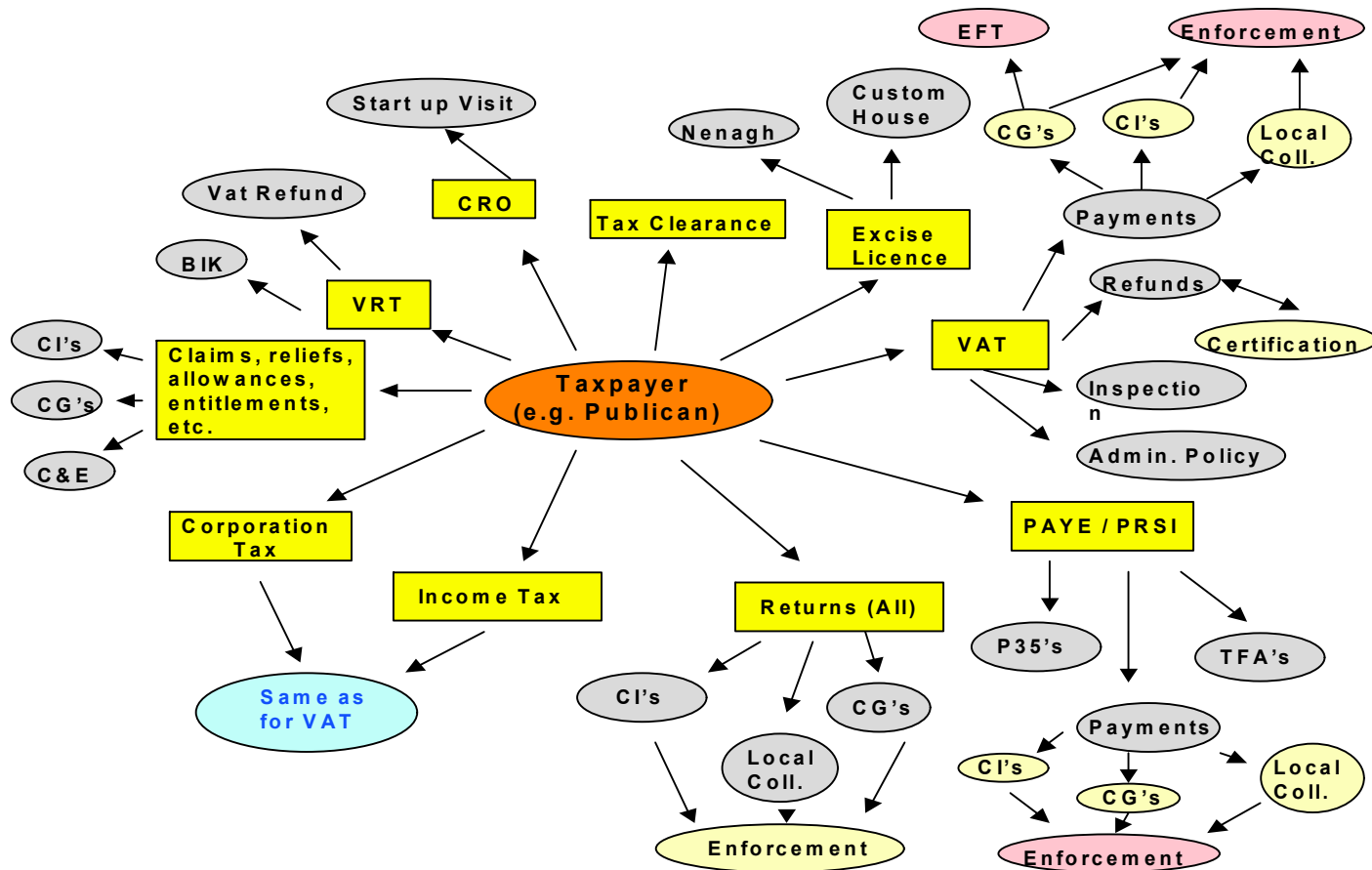
# Making it Happen

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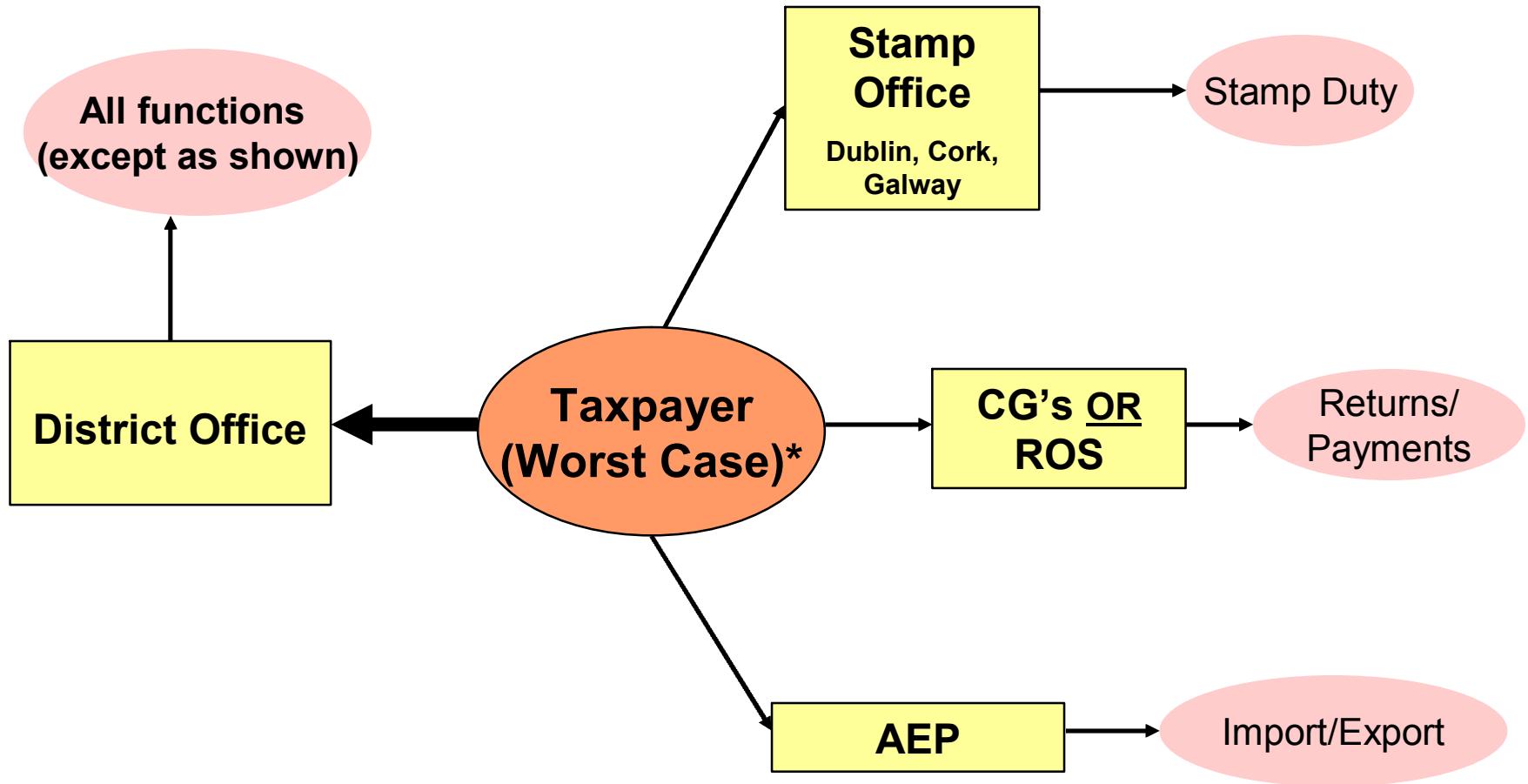
- **Action Oriented Timescale**
- **A change momentum**
- **Flags and Emblems**
- **Focus on the Future**
- **Re-affirming the “Why”**



# Customer View - 2000



# Customer View - 2005



\*Majority of cases have no import/export transactions and no or infrequent Stamp Duty transactions.  
For most cases contact is limited to the District and the Collector General/ROS



# Key Lessons

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- **Initiate – Don't Wait for a crisis**
- **Urgency – Articulate the “Why”**
- **Vision – Articulate the “What”**
- **Process & Pace – Drive Momentum**
- **And above all else Communicate**