



Corporate Strategic Plan

2016-2020

And

Corporate Business Plan

2018 - 2019

Updated February 2018

FROM THE COMMISSIONER'S DESK



The Barbados Revenue Authority (Authority) is a young organization having completed only two years after its transition period, the main focus of which was integrating the staff of five legacy agencies designated to form the Authority. Despite the challenging economic times which impacted the Authority's ability to carry out some of its functions as efficiently as expected, it has made itself felt in a positive way within the tax community of Barbados.

The Authority has remained focused on its strategic objectives of:

- becoming a customer-centric organization,
- operating within a secure and flexible information communication technology system, and
- building public confidence by managing its risk while
- fostering a high level of professionalism and integrity in its employees.

During the 2014 – 2016 transition period the Authority set for itself a number of projects to be implemented. These projects which have now been successfully implemented included:

- transitioning 316 staff members from across five revenue collecting agencies of Central Government into one entity.
- maintaining revenue collections during the transition period.
- managing a Management Information System comprising six legacy IT systems to maintain uninterrupted functionality.
- maintaining and improving our compliance rate
- realising an increase in corporate returns filed of approximately 50% with improved filings on time and early filings recorded.
- establishing strong internal audit and legal departments for the Authority.
- Establishing a Back-log Filing Project which saw the processing of all outstanding manually filed returns up to 2013 for both corporate and personal income taxes;

- providing accessibility to taxpayers for filing their returns from any of the six locations of the Authority;
- integrating the Excise Division of the Customs and Excise Department into the Authority; and
- using various communication media to keep staff and taxpayers up to date on legal and other matters affecting the operations of the Authority.

Reviewing and assessing one's performance and updating one's plans is however important to achieving one's journey. The Revenue Authority, ever cognizant of this, sought to have its performance assessed in relation to best practice in tax administration at the end of October 2016. This was done in preparation of its review of its strategic plan and annual business focus for the coming four year period. It was also expected that this assessment would provide a clearer direction for the Authority as it measured itself against good practices in the international tax arena.

Assistance was provided by the International Monetary Fund in the conduct of the assessment using the Tax Administration Diagnostic Assessment Tool (TADAT) in October 2016. The assessment which was conducted over a two week period reviewed and assessed the performance of the Authority, based on documentary evidence, in nine performance outcome areas:

- integrity of the taxpayer database
- effective risk management
- support given to taxpayers to help them to comply
- on-time filing of declarations
- on-time payment of taxes
- accuracy of information reported in tax declarations
- adequacy of dispute resolutions
- effective revenue management
- accountability and transparency

At the end of the assessment, we did not receive a high score in respect to international best practice in many areas. These ratings made it clear that if we are to improve on our performance vis a vis international best practice, a more focused approach has to be taken with respect to our administrative practices and management must drive the organization through the change process with energy and commitment. Our vision for the organization as outlined in our Vision Statement must also continue to hold firm as we set a new strategic path for the next four-year period armed with the knowledge of where we are and where we need to be.

In preparation for the way forward the Authority updated its Strategic Plan for financial year 2016 – 2017 and for the remaining three years of the Plan. Emphasis was placed on

addressing the issues identified in the assessment recognizing that all issues could not be addressed in a single operational year. The updated 2016 – 2020 plan therefore provides the direction for the Authority to overcome the challenges identified and mitigate the risks acknowledged as it seeks to become a tax administration based on international good practice while remaining customer-centric.

The Board of Directors, Management and Staff of the Authority remain committed to providing the drive and determination necessary to achieve the objectives outlined in this updated Plan. We look forward to the continued cooperation, assistance and support of our stakeholders as we together embark on the journey to build a stronger, more efficient tax administration.



MARGARET E. SIVERS FCPA, FCMA
Revenue Commissioner

THE BOARD OF DIRECTORS



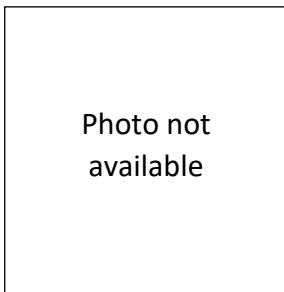
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Sandra Osborne SCM, QC



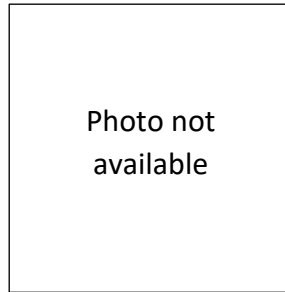
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Director
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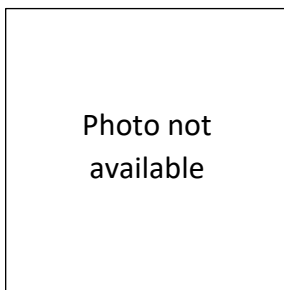
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Wayne Lovell



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Richard Green



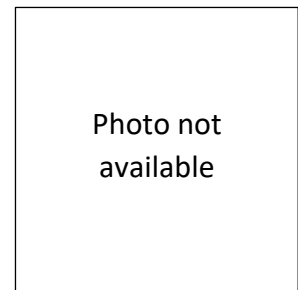
Director
John Pilgrim



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Mrs. Cheryl Bennett-Inniss



**Revenue Commissioner
(*ex-officio*)**
Margaret Sivers



**Director of Finance and Economic
Affairs (*ex-officio*)**
Dr. Louis Woodroffe

THE SENIOR MANAGEMENT TEAM



Revenue Commissioner
Margaret Sivers



Director Corporate Services
Carolyn Barton



Director Shared Services
Wayne Forde



Director Audit Services
Hazel Gittens



Senior Manager Audit Services
Anderson Padmore



Senior Manager I.T.
Roger Blackman



Senior Manager Shared Services
Sonia Jones



Senior Manager, Enterprise Risk
Management



Senior Manager Policy & Planning
Anthony Gittens

I. MISSION

To administer tax and foster voluntary taxpayer compliance in a cost effective manner by providing quality service to taxpayers through an empowered and engaged staff.

II. VISION

To be a model tax administration committed to serving every Barbadian and contributing to the economic well-being of our nation.

III. VALUES

The Barbados Revenue Authority will be guided by its core values of:

- integrity,
- fairness,
- professionalism,

and

- responsiveness

supported by characteristics of courtesy, consistency and cooperation.

I Integrity

M Mutual Respect

P Professionalism

A Accountability

C Customer Service

T Teamwork

IV. THE ENVIRONMENT IN WHICH WE OPERATE

The Barbados Revenue Authority (BRA) operates within the economic sphere of Barbados, but its reach is global as it interacts with other tax administrations, governments and persons in the international arena. The economy of Barbados is one that is diverse in nature – tourism, agriculture, light manufacturing and international business are the main pillars of the economy.

Cross border trading, transnational corporations, and the movement of citizens of one state to work in another state have changed the landscape of taxation making it a global business and impacting on the operations of the BRA as a tax administration.

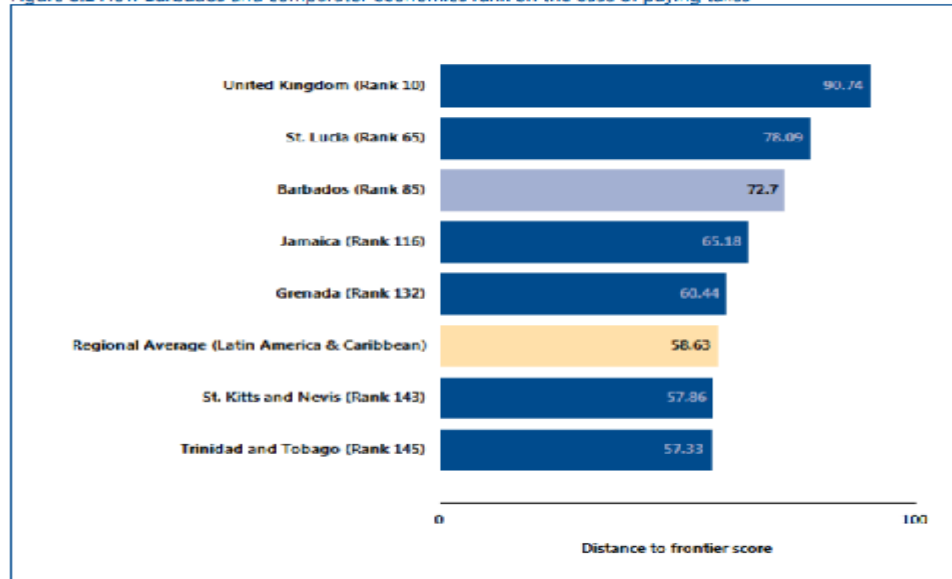
Barbados has signed and ratified thirty-six (36) double taxation agreements and bilateral investment agreements, which along with the islands infrastructure and strong regulatory environment, drive the international financial sector. In addition, the country has completed a reciprocal agreement with the United States Inland Revenue Service under the Foreign Account Tax Compliance Act (FATCA) and has become a signatory to the Multilateral Convention and Multilateral Competent Authority Agreement under the Global Forum on Transparency and Exchange of Information for Tax Purposes.

Barbados has a stable political democracy, and an excellent communication system. The island has kept pace with improvements in technology as evidenced by the use of fibre optics in the communications sector. The BRA, despite the myriad challenges being faced in implementing an integrated secure electronic environment for the administration of taxes, has been able to move all of its major tax administration systems from manual to online systems and to establish a single domain for communication between all locations of the Authority. Tax payers have responded favourably to this use of technology, a trend that is expected to continue.

The World Bank Doing Business 2017 survey of 189 countries ranked Barbados as follows:

	2016	2017	Change
Ease of doing business (rank)	115	117	-2
Paying taxes (rank)	86	85	+1
Trading across borders (rank)	122	125	-3
Getting credit (rank)	127	133	-6

Figure 8.1 How Barbados and comparator economies rank on the ease of paying taxes



Source: Doing Business database.

This survey applies an indicator measure of the time taken by a typical small manufacturing business to file and pay 3 major types of taxes (CIT, VAT, and labor taxes—PIT and SSCs) and is based on public consultation and taxpayer surveys. Country scoring could be based on where a country is placed on the index of 189 countries (e.g., a country would score an 'A' if placed in the first quartile, a 'B' if in the second quartile, etc.).

V. REVIEW OF PERFORMANCE APRIL 2016 – TO PRESENT

Change management is never easy and for the Authority this was no different as we sought to merge a number of organizations with different, cultures, systems and ways of doing business into one integrated agency. A number of challenges have been experienced over the last two years but the Authority has stayed the course and was able to achieve a number of the objectives outlined in the Strategic Plan. Some of the major activities completed included:

- Upgrading the customer service facilities at four of the six locations of the BRA including re-opening the Holetown location to provide tax payer services to customers in the north of the island
- Completing and submitting our Annual Report and Financial Statement for each year of operation to the Minister of Finance and Economic Affairs
- Establishing a Large Taxpayer Unit as we seek to improve tax compliance through the introduction of taxpayer segmentation
- Completing our required reporting under the United States Foreign Account Tax Compliance Act (FATCA) on time for two years consecutively
- Integrating the functions relating to the administration of Excise taxes into the BRA
- Meeting our revenue targets
- Upgrading the BRA web site
- Development of an –in-house Customer Service System to provide a single tax view of each taxpayer
- Successfully hosted the Commonwealth Association of Tax Administrators Conference.
- Completed the development and implementation of a Compliance Plan for the Authority to guide its compliance activities during the coming three year period including the maintenance of an Enterprise Risk Register
- Development of the BRA Disaster Recovery and Business Continuity Plans
- Development of the BRA Pensions Policy in accordance with the BRAA
- Completed and submitted to the Auditor General each year within the required timeframe, our Annual Financial Statements

VI. STRATEGIC GOALS 2016 - 2020

The BRA was provided with an independent assessment of its performance, as a tax administration through the TADAT assessment in 2016 - 2017. This formed the roadmap to be used by the Authority to improving its effectiveness over the remaining identified strategic planning period.

Significant weaknesses in key operational areas of the Authority were identified which must be addressed. Working strategically producing verifiable documented evidence of our progress must be a priority. Efficient and effective use of our limited resources must be the basis of carrying out our various functions. We recognize that most taxpayers want to comply with their obligations and it is our responsibility to build on and sustain this attitude towards taxation by making it as easy as possible for them to achieve accuracy in relation to their taxes, claims and benefits. It will therefore be necessary to apply risk management techniques and approaches to our operations, using different approaches with different taxpayers to reflect the type of risk they represent. Our main objective being to maximize the collect of taxes that are due under the Law from all taxpayers.

In pursuant of this goal the following strategic actions were included in our reform agenda:

- A shift to a new management culture going forward.
- Supporting voluntary compliance. **“Taxes Made Easy”** must be our mantra as we go forward in the next three-year period.
- Integration of effective risk management techniques and principles into our practices and operations
- Promoting timely and accurate filing of tax declarations and payment of taxes
- Efficient revenue management

In pursuit of this agenda the following **FIVE** strategic goals and desired end-states were established for the four year period 2016 – 2020, a number of which have been completed or are in progress. Others will continue to be set as goals for the Authority on an on-going basis.

GOAL 1: *Improve organizational structure and governance*

Good governance has been enunciated by the Board of Directors of the BRA as one of the core pillars on which the efficiency and effectiveness of the organization must stand. Accountability and transparency are two of the central pillars of good governance. During our independent assessment it was noted that there were a number of organizational structure issues that would need to be addressed to ensure that the Authority would be able to meet the goals of enhancing governance within the BRA and improving the image of the organization. The Authority therefore included the following desired results and end states in its Strategic Plan 2016 – 2020. The following shows the current status of the planned initiatives to achieve this goal.

- Establishment of the Policy Planning and Governance Division (PPGD) to encompass the Headquarters functions of the organization and to ensure that the organization structure reflects good governance as a tax administration. **COMPLETED**
- HR policies are aligned and integrated with our strategic objectives of optimising resource utilization and providing a capable, responsive and result-oriented workforce. **COMPLETED**
- Training Plan, Mentoring and Coaching programs are developed and implemented for staff at requisite levels. **COMPLETED**
- Planning, monitoring and reporting of programs are carried out regularly by the PPGD to assess progress and evaluate the impact of compliance activities with oversight both internally and externally. **IN PROGRESS**
- Adapting the Legal Framework to enable the Authority to support the achievement of its strategic goals including consolidation of all administrative procedures in one Administrative Code which defines and speaks definitively to all matters including:
 - Taxpayers rights and Obligations;
 - Registration;
 - Access to Rulings; and
 - Tax Offences.
- Implementation of an new organization structure to meet the requirements of an effective and efficient tax administration. **IN PROGRESS**

- Implement an Internal Affairs Unit responsible for monitoring the integrity and ethics policy of the Authority and ensuring everyone adheres to it. **IN PROGRESS**
- Implement mechanism for monitoring public confidence in the organization
 - monitor taxpayer perceptions of service, and seeking taxpayer feedback on information products and services (such as web page content and layout, and forms design) through the development and implementation of customer perception surveys. **IN PROGRESS**
 - regular consultations with taxpayer groups and intermediaries and other stakeholders are held. **ONGOING**
 - Involvement in taxpayer organised activities with feedback surveys being completed **ONGOING**
- The Authority's Annual Report, inclusive of the Auditor General's report, is submitted on time to the Minister of Finance and is made available to the public on the Authority's web page. **COMPLETED**

GOAL 2: *Improve service delivery through a customer-centric organization*

Developing a customer - centric culture within the Authority has been deemed to be one of, if not the most important objective of the Authority. The needs of the tax community continue to change, both locally and internationally, and we acknowledge that we must be prepared to meet these changing needs; we must show that we are flexible and considerate of the changing needs of the taxpayer and are capable of safeguarding and securing all confidential and personal information entrusted to us as part of our tax administration function. This will only be achieved through the development of a “tax culture” by focusing on:

- changing the attitudes to taxation,
- implementation of a first class secure electronic environment based on clearly understood standards, procedures and practices and
- continued taxpayer education.

We have committed ourselves to this task and have already initiated the development of a branded presence for the Authority with the assistance of the National Initiative for Service Excellence. The following end states have been identified in pursuit of this goal:

- Taxes are made easier through the shift to fully on-line services using a single tax identificationCustomers can easily carry out transactions (registering, declaring, importing/exporting, paying) and are not deterred/hindered by extra costs, technical obstacles, bottlenecks, redundancies, inconsistencies in application of laws and policies and/or data. **IN PROGRESS**
- A Call Center established where transactions are carried out and information is exchanged in a secure, automated and confidential environment in the most effective and cost-efficient manner.
- Shifting taxpayer service demand from costly to more cost efficient service channels. Self-service via the Internet which is considered to be cheaper and easier to support than in-person and telephone enquiries will be the focus. **IN PROGRESS**
- Implementation of the Barbados Revenue Authority Service Standards and Charter and a BRA values culture. **IN PROGRESS**

- A two pronged approach to taxpayer sensitization is implemented using education and communication.
 - Taxpayer education will be focused on why taxes should be paid; to clarify legislation and payment methods and to demystify taxation for the average citizen. **ONGOING**
 - Outreach programs to assist specific taxpayer groups in understanding and/or meeting their filing obligations (e.g., young entrepreneurs and micro enterprises). **ONGOING**

Our **communication strategy** will seek to incorporate

- the use of social media as a means of enhancing interaction between the BRA and its stakeholders. **COMPLETED**
- include mobile applications into our communication network
- social networks will become part of our dialogue with our taxpayers **ON-GOING**
- Launch and enhancement of the BRA's website **COMPLETED**
- Increase use of electronic payments across all tax types. **IN PROGRESS**
- Taxpayers can pay ALL taxes at all BRA locations **COMPLETED**

GOAL 3 *Improve program delivery through the use of risk management principles*

The Barbados Revenue Authority recognizes that, despite the fact that majority of our tax paying public chooses to file their taxes on time, we must be cognizant of the fact that all taxpayers do not and will not fit into this category. However with limited resources, we as a tax administration will not be able to review each and every one of our tax payers and must therefore depend on two principles of tax administration to improve the compliance rates of taxpayers; increase in voluntary compliance and the use of risk management techniques and principles in our processes.

Tax administrations face two main types of risks which have the potential to adversely affect revenue; compliance risks and enterprise risks. A structured approach to identifying, assessing, prioritizing and mitigating risks is therefore essential to the effectiveness of a tax administration.

The following end states and results have been identified for the Authority to improve its efficiency and effectiveness through the use of an effective risk management framework.

- Establishment of a Risk Committee . **COMPLETED**
- Meetings held at least once a quarter to discuss issues arising in the Risk Register and to identify changes necessary to improve the mitigating activities identified. **ONGOING**
- Identification, prioritization and monitoring of the organisation's compliance and institutional risks through the development of a Risk Register with appropriate reporting to the Risk Committee. **ONGOING**
- Integration of an Enterprise Risk Management Framework (ERMF) into the operations of the Authority including:
 - a strengthened Risk Management and Business Intelligence Unit **IN PROGRESS**
 - the implementation of a robust training plan to improve risk analysis and intelligence gathering and **COMPLETED**
 - Identifying, assessing, and ranking risks within a framework of taxpayer segments (i.e. where market segmentation principles are applied to divide the taxpayer population into smaller, more manageable groupings based on common characteristics and risks), core taxes, and key obligations (registration, filing, payment, and reporting **IN PROGRESS**

- Increased use of risk-based examination/audit/PCA case selection, taxpayer profiling and a smart (increased) use of third party information
- Development and implementation of a Tax Compliance Improvement Plan where non-compliance in the tax administration functions (registration; declaration; payment and reporting) are promptly identified and addressed.
COMPLETED
- Increased effectiveness of enforcement programs and improved risk coverage rate through a wider range of interventions.
- Implementation of a plan for continuity of tax administration operations in the event of a disaster that destroys part or all of the administration's assets and resources, including buildings, IT and other equipment, data and other records.
COMPLETED
- Training staff in disaster recovery procedures (e.g. through disaster simulation exercises).
- Taking preventive measures (e.g., offsite backup of data) and implementing internal controls to protect tax administration systems from fraud and error
ONGOING

GOAL 4 *Develop and implement a performance management framework*

Performance is critical to an organisation's sustainability. Ability to measure one's performance is therefore of utmost importance if one is to identify those areas which need to be improved for enhanced effectiveness. This performance measurement must be at the level of the organization as well as at the personnel level. Recognising this, the Authority has set itself a number of objectives and desired outcomes for the period 2016/2020 to ensure that the BRA is a performance-oriented organization.

- A performance management system is in place to increase effectiveness, efficiency, accountability and transparency and easy decision making. **COMPLETED**
- Key performance indicators will be developed for all areas of operation and staff performance with continuous employee training. **ON GOING**
- Performance is measured and benchmarked against international best practice. Assessment scores improve to no lower than B within the next two-year period and A by 2020. **IN PROGRESS**
- The Authority will focus on developing and implementing a Data Improvement Plan to ensure the accuracy, reliability and integrity of its data. **IN PROGRESS**
- Regular monitoring and reporting on core tax collections to ensure early detection of significant deviations from budgeted revenue and the reasons for such variations. **IN PROGRESS**
- Regular internal audit reviews of the revenue collection processes to provide assurance that suitable controls are in place to guard against accounting errors and fraud. **ONGOING**
- Reconciliation of the various revenue sub-systems to the Authority's financial system. **ONGOING**
- Enhance the revenue analysis capability within the Authority. **IN PROGRESS**
- Annual revenue performance reports are published on the BRA's website.
- An employee appreciation and incentive system to be developed and implemented **IN PROGRESS**

GOAL 5: *Implement an integrated MIS in support of BRA strategy*

Without the ability to access timely accurate information across all locations and tax types the goal of becoming an efficient, fully integrated operation will remain as a dream and never become a reality. The Authority will therefore focus during the coming four years on implementing a system which will allow for:

- managing each taxpayer as a single entity/individual,
- the use of web based technology and more importantly
- effective and efficient reporting to all its stakeholders
- easy and continuous on-line access to taxpayer information and the management of taxpayer accounts

The Authority will therefore as part of its strategic objectives seek to implement the following during the strategic planning period 2016 - 2020:

- A single, secure electronic platform and domain for accessing all BRA locations and functions. **COMPLETED**
- An Integrated Tax Information System with integrated taxpayer account information built on a harmonised Taxpayer Identification Number TIN **IN PROGRESS**
- An integrated case management system specific to enforcement and arrears management needs.
- A comprehensive data warehousing and reporting solution which enables easy financial reporting and cross referencing taxpayer accounts across all business lines. **IN PROGRESS**
- An electronic document management system to facilitate sharing of information and documents across the various BRA locations in a secure and user friendly manner **IN PROGRESS**

VII. STRATEGIC OBJECTIVES

In the previous Section the five Strategic Goals of the organization and the associated desired end-states would have been outlined. This Section serves to provide a more detailed perspective of the activities in which the Authority will engage as it seeks to achieve the goals outlined for the coming four-year period, 2016 – 2020.

The following detailed Strategic Objectives and performance indicators have been identified.

Strategic Goal I: Improve organisation structure and governance

Objectives

1. Improve programs and project governance

- Establish the Policy Planning and Governance Division with responsibility for the Headquarters (HQ) functions of the organization.
- Conduct the transformation changes ensuring capacity development and sustainability, and interface with technical assistance.
- Provide guidance and assistance to operational units and disseminate good practices.
- Oversee and monitor operational activities, establish objectives and measure performance.
- Implement internal and external communication program
- Monitor program implementation to identify greatest risk factors and mitigation actions to be taken and measure progress and outcomes.
- Acquire and implement document management system across all locations of the BRA

2. Implement the structural re-organization

- Establish a Large Taxpayer Office (LTO) to secure compliance of the large taxpayers.

- Ensure BRA activities are not hindered by insufficient or inadequate facilities and equipment.
- Develop synergies between the BRA and the Customs for the exchange of information to facilitate enhance revenue collection and data reporting and analysis.

3. Align and integrate HR management with overall strategic objectives

- Develop a Strategic Human Resource Plan enabling an optimal staff re-allocation in line with comprehensive job descriptions.
- Improve the technical skills and knowledge of the workforce to adapt to the new environment. Training needs should be identified and multi-year training programs are delivered.
- Health and Wellness program implemented and strengthened through the perpetuation of activities such as the Wellness Program and the establishment of Health and Safety Committee.
- Procedural manuals and guidelines completed for major tax administration functions....registration, declaration processing, collections audit etc.
- Recruit, develop, motivate and retain talents to ensure sustained performance. This requires
 - a fair rewards system, incentives and recognition as well as career development programs,
 - training and development structure and programs to gradually elevate the level of knowledge and competencies,
 - good and safe working conditions,
 - an institutionalized and structured management/employee dialogue.

4. Adapt the legal framework: identify changes needed to support BRA operations

- Conduct a comprehensive review of all administrative requirements and regulations with a view to give BRA powers and operational effectiveness:
 - Identify major tax policy issues that need to be remedied to modernize the tax system,
 - simplify revenue administration laws,
 - harmonized common revenue administration procedures.

- Consolidate all taxes procedures in one Act (Tax Procedure Act), defining:
 - taxpayers rights and obligations,
 - taxpayer registration and identification,
 - access to rulings, withholding and third party information reporting regimes,
 - returns filing and payment,
 - audit,
 - information and access power,
 - tax disputes, administrative review, tax offences including interests and penalties
- Ensure the legal framework is in place to address issues relating to international taxation and cooperation.
 - Automatic Exchange of Information Regulations (FATCA and Common Reporting Standards)
 - Transfer Pricing Legislation
 - Base Erosion and Profit Shifting

5. Implement integrated business processes

- Review and ensure the concept paper on integrated business processes is aligned with the IT medium term strategy and is supportive of BRA overall strategic goals and objectives.
- Conduct the business process re-engineering
- Provide staff with didactic documents (toolkits) for the use of procedure manuals
- Conduct business process re-engineering and automation, taking into account the need for risk-based analytical capacity and activities such as intelligence, investigations, data-mining. .

6. Improve accountability and transparency

- Enhancement of the internal control systems, ethics and integrity through the implementation of the BRA's Code of Ethics.
- Establishment of an Internal Affairs Unit reporting directly to the RC, that amongst its broader responsibilities assesses and monitors the ethics and anti-corruption policies of the Authority ensuring that staff adheres to these policies.
- Strengthen the Internal Controls and Security Audit function to give assurance to the Board and the Revenue Commissioner of adherence to internal controls, risk management principles and the overall governance framework.
- Establishment of a taxpayer advocacy function providing independent and impartial investigation of taxpayer complaints concerning mal-administration

Strategic Goal 2: Improve service delivery through a customer-centric organization

Objectives

1. Provide accurate, timely and understandable information

- All necessary information (both generic and targeted) is easily available to taxpayers to explain, in clear and simple terms, what their obligations and entitlements are in respect of all core taxes.
- Information is delivered through different channels (web-site, standard publication format, mass communication (TV, radio, social networks) and telephone, e-mail and correspondence).
- Information is accurate, comprehensive and current in terms of the law and administrative policy; well documented to facilitate tax payers' confidence in the information to make decisions in regard to their tax obligations.
- Responses to tax payer information requests meet the service delivery standards and the taxpayers needs.
- A sufficient pool of tax administration staff with the knowledge, skills and training to provide tailored information to the taxpaying population.
- Organizational frameworks and procedures are in place for continuously updating the information and technical staff with the appropriate skills to support the revision.

2. Adapt delivery to the customer needs

- Implement segmentation principles: Customers with common needs and behavior are categorized by homogeneous groups: for example by individuals, high net worth individual taxpayers (HNWIs), large & medium and small businesses, and tax agents.
- Develop a framework (policy, procedures and tools) to ensure a good understanding of the customers' demand and preference using surveys, channel metrics... and involvement in administrative channel design and customize (personalize) service delivery.
- Design a multichannel strategy (telephone, paper and face-to face, and e-services) for main tax transactions (registration, filing/declaration, payment, account management).

- Upgrade the website for large dissemination of information.
- Use of social networks for POI or different types of interactions.
- Develop a program of sensitization to support the shift of information and marketing from time and resource-consuming traditional channels to e-services.

3. Develop Service Standards and publish a Customer Service Charter

- The developed comprehensive service standards are implemented and published.
- Publish the completed service delivery charter to ensure clarity of users rights and obligations and to reflect the service standards.
- Monitor results achieved in meeting the standards using taxpayer through satisfaction and perception surveys developed and carried out on a regular basis by an independent third party.
- Design taxpayer service programs and products incorporating findings from perception surveys.

4. Reduce compliance costs and administrative burden.

- Maintain a database of sufficient, accurate and reliable identifying information to assist interactions with taxpayers and tax advisors and intermediaries. In relation to filing, payment and assessment matters.
- Develop a system for measuring and monitoring taxpayer compliance costs in keeping with international best practice.
- Identify areas where simplification is needed and major administrative irritants exist. As a priority, simplify tax obligations of small and micro businesses.
- Implement a comprehensive re-engineering of the business processes giving priority to:
 - reduction of unnecessary contacts,
 - elimination of redundant or duplicated information requirements (procedures),
 - integration of structures, systems and processes, and
 - reduction of time and resource consuming transactions.

- Develop joint initiatives with other government agencies aiming at reducing administrative burdens (for example one-stop-shop for registration, a single window for processing import transactions).

5. Build partnership with the business and education community

- Develop a co-operative business environment through:
 - increasing revenue administration accountability and transparency,
 - improving communication with users and intermediaries (accountants, agents, brokers and all kind of potential facilitators),
 - engaging and consulting the business community on law and regulation changes and tax administration policies.
- Develop framework to increase cooperation with taxpayers and taxpayer intermediaries (domestic tax and customs)
 - Implementation of a voluntary disclosure program with large taxpayers including
 - a) short risk reviews;
 - b) self audits;
 - c) real-time record review and status check;
 - d) telephone inquiries;
 - e) objection handling
 - f) fast track refunds
 - g) flexible payment arrangements and bonded warehouses.
- Provide information to taxpayers through a variety of user-friendly products (guides, brochures, fact sheets, web pages, rulings).
- Develop a program of taxpayer sensitization and outreach for current and prospective taxpayers
 - Introduction of education programmes at the secondary schools and tertiary institutions.
 - Hosting of tax fairs
 - Interpretation of complex issues using advance rulings
- Improved dispute resolution;
 - existence of an independent, workable and graduated dispute resolution process,
 - public and private ruling,
 - publishing information on the dispute process,

Strategic Goal 3: Improve program delivery through the use of risk management principles

Objectives

Compliance Risks

1. Improve the quality and reliability of the data base

- Traders and Taxpayers are registered in an electronic database with accurate and complete information.
- Procedures and processes to ensure accurate and complete information and to identify inactive or duplicated records are in place.
- Tax and customs databases are can be cross referenced and interfaced with other government agencies to enable data matching and broaden the tax base.
- Automated procedures are in place enabling a prompt detection of late filers and delinquent accounts.

2. Build intelligence capacity

- Establish mixed (tax/customs/) intelligence structure responsible for data gathering and processing.
- Launch data matching programs on the top 150 traders, importers and brokers.
- Enhance data mining capabilities and develop/buy rules-driven and risk-scoring case selection software.
- Develop training programs singly and in conjunction with other intelligence agencies to expand the business intelligence

3. Build risk management capacity

- Document/create profiles for the largest businesses (with highest risks).
- Establish a Risk Management Committee (RMC) to analyse the progress and outcomes of tax audits and to identify emerging compliance risks.
- Conduct relevant training of staff in the use of risk management principles in the selection and conduct of audits

- Increase cooperation between auditors and collection enforcement units to improve early solvency analysis and detect collection risks.
- [Development of a full-time resource for providing data and analytical input to the budgeting processes of tax revenue forecasting and tax revenue estimating.](#)
- Creation of “sector” specialists within the organization to more effectively address certain segments of the taxpayer base.
- Develop and implement an Arrears Management Strategy to improve the collection while reducing the growth rate of receivables.

4. Increase selectivity of controls

- [Quarterly meetings of the Audit Selection and Review Committee are held to review and assess the progress and outcomes of audit cases to make decisions concerning corrective and/or enforcement actions to be taken.](#)
- Create a review committee and quality insurance mechanisms to improve the quality, selectivity and productivity of the enforcement programs.
- Use RM approach and intelligence products to better target high risk cases for examination, audit and PCA.
- Design risk-based collection enforcement programs including, categorization and ranking of debts by age and importance, write-off of non-recoverable debts.
- Conduct research on topical compliance issues such as transfer pricing, aggressive tax planning activities and other forms of profit shifting by taxpayers with cross-border operations.

5. Adapt the interventions to the risks

- Broaden the range and graduate interventions to improve the risk coverage and cost-efficiency.
- Risk register is developed and identified risk and treatments monitored regularly.
- Increase the relative share of issue-oriented and specific audits and reduce the duration of audits.
- Taxpayer profiling techniques, based on known circumstances and behaviour, are developed and used to predict the most effective action to achieve taxpayer compliance.

- Manage major risks through the development and implementation of a Compliance Improvement Plan which:
 - Identifies the major identified risks and the treatments that will be applied
 - Focuses on core taxes outlining headline compliance issues and segment specific risks
 - Is structured around taxpayer segments
 - Explains the process to be used to monitor and evaluate the impact of the risk mitigation activities.
- Expand the use of third party information
- Develop joint tax and customs post clearance audit function
- Timely follow up and enforcement action tailored to the circumstance and filing history of non-filers and non-payers

6. Escalate the severity of sanctions based on the gravity of the offence

- Differentiate unintentional errors and deliberate underreporting for the application of penalties/sanctions.
- Apply systematically sanctions whenever required, severely sanction repeated offences, prosecute serious tax evasions, and use exemplarity as a deterrent.
- Ensure that both principal and interest are enforced and recovered.

Institutional risk

7. Business Continuity and Disaster Recovery Plan implemented

- Staff trained in disaster recovery procedures (simulation exercises held routinely)
- **DRP and BCP completed including human resources, IT and other equipment, buildings, data and other records.**
- **Preventative measures such as off-site backup of data** and testing of backups implemented
- Rigorous monitoring of internal controls to prevent fraud and error implemented

- Regular monitoring of adherence to information security policies to ensure security and safeguards are adhered to and maintained

8. Improve data quality

- Improve the timeliness, reliability, accuracy and integrity of data,
- Rules are in place to ensure data quality (quality assurance)
- The IT software enables automated extraction of data and performance measurement

9. Improve reporting and monitoring of performance

- Design and implement a sound policy, tools and reporting methodology.
- Establish Annual e Committee headed by Revenue Commissioner
- Produce and publish annual report including performance analysis, resource utilization, financial statements complying with BRAA.
 - *Implement all modules of the Smartstream Financial system*
 - *Document all system procedures*
 - *Train staff in the use of legacy systems to enable accurate extraction and upload of information*
 - *Train staff in revenue forecasting and analysis*
 - *Implement Business Intelligence system*
 - *Design and implement reports*
- Enhance middle managers role in monitoring performance

10. Enhance internal audit functions

- Internal audit is fully integrated in the performance management framework
- 360 degrees audit programs are developed with the aim to (validating, confirming measures, and identifying root-cause of failures, weaknesses).

Strategic Goal 4: Implement a performance measurement framework

Objectives:

1. Identify performance indicators.

- Link individual performance to organizational goals. This includes a fair, objective and transparent individual annual appraisal program and goal-setting process.
- Objectives and performance indicators are set in the key functional areas:
 - revenue targets;
 - compliance rates;
 - customer service,
 - effectiveness of enforcement (audit) programs;
 - timeliness and effectiveness of objections and appeals treatment

2. Monitor performance indicators regularly

- Performance indicators are monitored on a quarterly basis by Senior Management with necessary corrective actions identified to ensure targets are met

3. Staff performance appraisals are completed at least twice a year

4. Independent performance assessment is completed at least every three years and results published.

Strategic Goal 5: Develop and implement an integrated MIS in support of the BRA strategy using a secure, flexible ICT system.

Objectives

1. Align the medium term IT strategy with BRA overall strategic goals/objectives

- Conduct a comprehensive needs assessment taking into account BRA strategic objectives: (simplification of transactions, web-compatibility, costs reduction, accelerated delivery of services, enhanced information management and ease of decision making).
- Design the technical requirements document to ensure that architecture and software solutions meet the delivery requirements.
- Establish a single domain for the BRA

2. Acquire and implement IT software options that support the BRA strategy

- Acquire and implement solutions to meet the following requirements
 - Audit/Internal Audit
 - Exchange of Information
 - Integrated tax administration
 - Document management across all locations of the BRA
 - Asset management
 - Efficient and effective reporting to support an informed decision-making framework
 - Enhanced e-registration, e-filing and e-payment.

3. Enhance electronic administration

- Upgrade BRA portal
- Support the implementation and management of an electronic single window to improve interactions between customs and the trading sector.

VIII. Key performance indicators

Strategic Goal	Outcome Indicators
	Tax Administration <ul style="list-style-type: none"> • All businesses and individuals that are required to register and file are included in a taxpayer database where information is complete accurate and up to date. • Rating in Doing Business for paying taxes improved by 5 percentage points by end FY2020 • TADAT scores improve to A by end FY2020
	Revenue collected (Total) <ul style="list-style-type: none"> • All other things being equal, increase in revenue to GDP • Tax registrants brought into the tax net increased • Risks to revenue are identified and managed effectively
	Compliance indicators <ul style="list-style-type: none"> • Taxpayers have the necessary information and support to voluntarily comply at a reasonable cost to them • Increase of filing and payment rate on due date • Reduce ratio of outstanding debt to total revenue collected • Tax Receivables significantly reduced by end 2020. • Increase in amount of tax recoveries through audit • Increase “hit” rate as a result of risk base audit selection
	Output indicators
Improve organization structure and governance	<ul style="list-style-type: none"> • Fully integrated organization by end 2019 • Performance reports for each year completed no later than March of each year • 100% staff trained in their respective area and cross trained in one additional area • 100% of junior staff outfitted in BRA uniform by end 2017

	<ul style="list-style-type: none"> • Number of HR Circulars and Communiques from the Revenue Commissioner's Office issued during the year (at least 1 per quarter) • No. of staff meetings held during the year (at least 2 full staff meetings) • A central repository is in place for all internal control policies, processes and procedures • External audit completed within the legislated required timeframe • Findings of the Auditor General are responded to within six weeks of receipt. • Internal Affairs Unit is established, fully staffed and trained by end FY2018 • Un-qualified Agency statements are submitted to the Minister by end FY2019
Improve service delivery through a customer centric organisation	<ul style="list-style-type: none"> • 5% reduction in complaints from tax payers re their ability to pay taxes, fees and licenses on time • 100 % self-assessed taxes can be filed and paid on-line by end 2018 • 70% telephone inquiries are responded to within 5 minutes waiting time • 100 % mail queries receive first line response within five (5) working days after receipt • 100 % of mail queries receive answer within twenty (10) working days after receipt of full information. • Secure online facilities provided to taxpayers and their authorized agents with 24-hour access to registration and taxpayer account details. • Regular feedback is obtained from taxpayers through surveys via email, telephone, website, public contact and stakeholders meetings to monitor taxpayer perception of the Authority .
	<ul style="list-style-type: none"> • Integrated tax audits fully implemented • Compliance Improvement Plan completed and operational by end FY2018 • Simplification of record keeping and tax filing for small enterprises • Monitoring and evaluation of compliance risk mitigation activities

<p>Improve programme delivery through the use of risk management principles</p>	<ul style="list-style-type: none"> • Secure use of social networks such as Facebook, You Tube and Twitter for dialogue both internally and with our stakeholders. • Interactive BRA website by end 2020 • Business Continuity and Disaster Recovery Plan completed and staff trained in recovery procedures by end FY2018
<p>Develop and implement a performance management framework</p>	<ul style="list-style-type: none"> • Performance Review and Development system implemented and integrated in the monitoring of staff performance • Performance bench marked against international good practice
<p>Implement an integrated MIS in support of BRA strategy</p>	<ul style="list-style-type: none"> • Integrated Tax Administration System Implemented • Data-warehouse and reporting framework implemented • Sharing of taxpayer and administration information occurs effectively across all locations of the Authority • Annual Report completed and published by end QII of the financial year

ANNUAL BUSINESS PLAN

2018 – 2019

The Barbados Revenue Authority (Authority) was established in April 2014 with three (3) Divisions each headed by a Director. These divisions are Corporate Services, Shared Services and Audit Services. During 2015/2016 the Policy, Planning and Governance Division (PPGD) was established to bring greater cohesion and efficiency to the governance and planning functions of the Authority. This new Division is headed by the Revenue Commissioner supported by a Senior Manager.

The Authority operates from six (6) major locations, namely Treasury Building, Weymouth Corporate Centre, Warrens Tower II, Oistins Shopping Complex, Holetown Business Complex. and the Licensing Authority Complex at the Pine. In addition, the Authority also has a small number of staff member located at the Grantley Adams Airport and the Barbados Port.

In accordance with Section 31 of the Barbados Revenue Authority Act:

- (1) *The Authority shall, every year, prepare and submit to the Minister,*
 - a) *A corporate business plan for the following year beginning on April 1st and ending on March 31st.*

- (2) *The plan must include:*
 - a) *the objectives of the Authority;*
 - b) *the strategies that the Authority intends to use to achieve its objectives including*
 - i) *operational and financial strategies; and*
 - ii) *human resource strategies,**and their impact on overall salaries and benefits;*
 - c) *the expected performance of the Authority;*
 - d) *the operating and capital budgets of the Authority, including grants and contributions and revenues from the conduct of the operations of the Authority; and*
 - e) *any other strategic information that the Minister may require*

A. STRATEGIC GOALS

In its Strategic Plan 2016 – 2020 the Barbados Revenue Authority outlined its main strategic goals for the four year period as:

- Improvement of the organisational structure to meet its strategic goals .
- Improve service delivery through the implementation of a customer-centric approach to tax administration
- Improve enforcement through the use of risk management as a tool for management of non-compliance risk
- Implement a performance management framework which meets the needs for both organisation as well as staff performance appraisal, and
- Develop and implement an electronic management information system in support of the Authority's strategy.

B. BUSINESS PLANS

In the continued pursuit of these goals, the objectives outlined in the Corporate Business Plan for 2018-2019 were developed for the Authority.

After completing an assessment of its performance in financial year 2016 – 2017 the Authority updated its Corporate Strategic Plan 2016 – 2020 and all business plans developed going forward will reflect the new mandate given by the Board to achieve the objectives outlined in the new Strategic Plan.

In 2017- 2018 the main focus of the year was determined to be:

- a) Strengthening good governance and improving our corporate image
- b) Developing our people, processes and technological infrastructure to enable:
 - i. the provision of taxpayer services not only in line with the needs of the taxpayer but also in line with international best practice using a variety of telecommunication methods,
 - ii. development of a Management Information and Business Intelligence system to meet the needs of our internal and external stakeholders for information, statistics and reports,
 - iii. improving the electronic environment in which we operate through the implementation of an integrated tax administration system and a single BRA domain.
- c) Promoting voluntary (cooperative) tax compliance by :

- i. enhancing taxpayer education and communication channels
 - ii. improving accountability and transparency in the conduct of the Authority's activities.
 - iii. provision of impartial investigations of taxpayer complaints concerning wrongdoing and maladministration by the Authority
 - iv. embracing ethical standards and procedures.
- d. Improving the effectiveness of tax administration to maintain the trust and confidence of our stakeholders by demonstrating an ability to manage our major compliance and institutional risks.

A number of these objectives have not been fully achieved and so it has been determined that during the year 2018 – 2019 the focus will be on completing the activities relating to the achievement of these objectives while addressing the newly added objectives for the year 2018 – 2019.

C. FINANCIAL RESOURCES

A budget of approximately **\$52.2 M** is being presented to meet the financial needs of the Authority for the year 2018 – 2019. Funding of the budget will mainly be by way of the subvention from the Ministry of Finance and Economic Affairs and from CAF to complete the tax administration infrastructure reform programme. Technical assistance will also be sought from organisations such as the Caribbean Technical Assistance Center (CARTAC), the Sustainable Economic Management for the Caribbean (SEMCAR), and the Organization for Economic Cooperation and Development (OECD) where available as we seek to improve the capacity and capability of our staff in carrying out our mandate and improve organisational effectiveness.

D. CAPACITY BUILDING

To prepare the staff to meet the requirements outlined in the Business Plan the training activities, conferences and meetings outlined are being proposed during financial year 2018 – 2019. Funding of these activities will be met by way amounts included under the Procurement Plan for the CAF project and funds voted under Operating Expenses in the Approved Estimates of Expenditure 2018 – 2019. Other capacity building activities offered and supported through technical assistance provided by agencies such as CARTAC, GiZ, and CIAT will also be accessed during the year where offered.

CORPORATE BUSINESS PLAN 2018 - 2019

The Corporate Business Plan 2018 – 2019 focuses on the main tenets of the Barbados Revenue Authority as outlined in its vision “to be a model for trusted tax administration and unparalleled customer service, offering outstanding career opportunities for its employees.”

I. KEY AREAS OF FOCUS AND PERFORMANCE MEASUREMENT

The following will again be our areas of focus throughout the financial year:

1. Strengthening our governance function and improving our corporate image

As a semi-autonomous tax administration collecting taxes and implementing tax policy on behalf of the Government of Barbados, accountability and transparency are of utmost importance if the Authority is to build and maintain public confidence and trust. The Authority will therefore always seek to ensure that it adheres to the highest level of ethical and moral standards and to ensure that its functions are executed fairly and equitably across its taxpaying public. Over the next year, the Authority will seek to achieve the following activities in order to facilitate transparency, accountability and professionalism in executing its mandate:

- i. Public perception surveys will be conducted and Senior Management review the results of such surveys to make recommendations and take the necessary of actions to correct or improve upon issues identified.
- ii. Training courses will be conducted throughout the year for staff focusing on areas deemed critical to enhancing the knowledge and professionalism of staff at all levels of the organisation. Specific areas of focus will include:
 - i. Application of our core Tax Laws to audit and compliance
 - ii. Sensitization of staff on the Code of Conduct and Ethics and adherence to it
 - iii. Revenue Forecasting
 - iv. International tax issues such as Base Erosion and Profit Shifting and Transfer Pricing
- iii. Establishment of a Taxpayer Advocacy function within the Internal Affairs Unit by end FY 2019.
- iv. Implementation of the BRA Service Charter. This will be done in conjunction with the NES Programme being conducted by the NISE
- v. Review of core tax legislation with a view to:

Barbados Revenue Authority

Strategic Plan 2016 – 2020

Date: Updated and Approved February 2018

- a. providing recommendations with respect to amendments necessary to obtain the greatest value added from the implementation of the TAMIS, International taxation (e.g transfer pricing and BEPS) and improved reporting by the BRA
 - b. developing a Tax Administration Code to guide the application of the Law in all areas of tax administration and enforcement
- vi. Completion of revenue statistics and performance measures e.g ISORA by established deadline.
- vii. Enhancement of the ERM framework through regular meetings of the Risk Management Committee and the development of tools to mitigate enterprise risk.
- viii. Preparation and submission of the Annual Report to the Board and Auditor General in accordance with the amended BRAA.
- ix. Monitor the implementation of corrective actions to address the issues raised by the Auditor General and the Internal Audit Unit of the BRA.
- x. Implementation of the TAMIS for all tax payers by end FY2019.
- xi. Seek to improve on the TADAT Performance Output Areas identified in the review of 2016 - 2017

Strengthening our governance function and improving our corporate image

The following key performance indicators have been identified for 2018 – 2019 in keeping with our Strategic Plan and the TADAT Performance Output Areas (POA):

	STRATEGIC GOAL	TADAT POA	KEY PERFORMANCE MEASURES	TARGET
1	SG4	9-26	Annual Report completed and submitted to the Auditor General by end June 2018	100%
2	SG3	9-25	Percentage of recommendations of the IA Dept. to improve the internal control systems and operations of the BRA implemented by end Financial Year 2019	85%
3	SG3		Staff training and sensitization on the Business Continuity and Disaster Recovery Plan completed by end QI of FY2019	95%
4	SG1	9-25	Internal Affairs Unit inclusive of a taxpayer advocacy function established by end QIII	90%
5	SG3		Standardisation of practices through the training of staff in key policies and procedures	90%
6	SG1	9-25	Adoption of the BRA's Code of Conduct by all members of staff (Refresher training completed for staff each year by end QII of the financial year)	95%
7	SG2	9-27	Improved engagement of taxpayers and their intermediaries through stakeholder consultations and perception surveys (No. of stakeholders' meetings held per year)	4 per quarter
8	SG1		Discussion of first draft of requirements for the development of a Tax Administration Code completed	100%
9	SG1	9-26	Percentage of corrective actions taken with respect to recommendations made by the Auditor General in his Management Letter	100%
10	SG1	9-28	Strategic Plan and Annual Report published on the web page after receipt of Auditor General's report	20 wd after
11	SG3	2-5	Risk Review Committee meets to review Risk Register and risk treatments quarterly	Min of 4 per year

2. Developing our people, processes and technological infrastructure

Our staff is one of the major resources at the BRA and in keeping with our vision for the Authority we will continue enhancing and developing our staff, improving on our processes and enhancing our information technology to support the strategic objectives of the organisation.

During the year it is therefore envisioned that the following activities will be carried out:

- i. Our three-year rolling training plan will be updated ensuring its implementation over the period of the Strategic Plan.
- ii. The supervisory programme started in 2017 – 2018 will be continued to help senior staff in carrying out their function and achieving their key performance indicators.
- iii. Staff retention programmes will be implemented to ensure that the Authority is able not only to recruit the right people but also to motivate them to remain with the organisation as an employer of first choice.
- iv. Promotion of a healthy, safe work environment, and team building will continue through programmes such as the Wellness Programme, staff meetings and other social activities during the year.
- v. Staff's ability to use risk based activities in the execution of their duties relating to revenue collection and compliance will continue to be enhanced.
- vi. The development of the tax administration and management information system (TAMIS) will continue during the year with a view to completing the implementation across all core taxes by end 2018 – 2019.
- vii. Establishment of the BRA portal to enable communication and sharing of information across all locations of the BRA.
- viii. An electronic document management system will be implemented to improve the movement of documents and information across locations and between departments.
- ix. Completion of a draft Tax Procedure Code to consolidate the administrative procedures and provide transparency, clarity and consistency in the application of all tax laws will be developed during the year.

- x. Completion of the implementation of the Electronic Single Window to improve trade facilitation

Developing our people, processes and technological infrastructure

The following key performance indicators have been identified for 2018 – 2019 in keeping with our Strategic Plan and the TADAT Performance Output Areas (POA):

	STRATEGIC GOAL	TADAT POA	KEY PERFORMANCE INDICATORS	TARGET
1	SG1		Planned activities for capacity building will be completed during the year	95%
2	SG1		Performance reviews completed and Improvement Plans implemented as required	100%
3	SG1		Supervisory training programme completed	100%
4	SG1		No. of activities completed under the approved Wellness Programme	15
5	SG5		Document management system implemented and in use by all staff by end QII 2019	100%
6	SG5	1-1	ITAS system implemented and used for filing declarations and paying taxes for all core taxes by end QIV 2019	95%
7		2-3	A risk based approach used for assignment of activities to staff using the TAMIS	
8	SG5		Reports are more accessible to internal users as a result of the implementation of a Reporting Framework and Business Intelligence Plan	90%
9	SG2		Percentage of service standards met or mostly met relating to individuals and businesses	85%
10	SG1		Requirements completed for Draft Tax Procedure Code	85%
11		2-0	Project activity to enhance revenue collection through the use of risk based methods completed	75%
12			Electronic Single Window fully operationalised	95%

3. Promoting voluntary compliance

It is the objective of the BRA to move our focus away from enforcement to that of voluntary compliance. It is our belief that the majority of our taxpayers want to pay their taxes, however like in all tax administration, there is that minority who need to be encouraged to file and pay their taxes. Working in an environment of limited human resources it is therefore necessary that we build a culture of voluntary compliance by our taxpayers. This will require us to encourage and support those taxpayers who are compliant to remain so, while at the same time focusing on the minority that exhibits non-compliant behaviour to help them to develop and maintain a culture of voluntary compliant.

The following initiatives will be implemented and/or continued during the coming year to improve on our compliance rate.

- i. Implementing the Taxpayer Compliance Plan including:
 - a. Establishment of risk framework through profiling of taxpayers and assigning risk ratings focusing on the systematic identification, assessment and ranking of tax compliance in the four main areas of registration, filing, reporting and payment of taxes.
 - b. Implementation of taxpayer segmentation and sector analysis by identifying taxpayer compliance issues and the specific risks for each segment.
 - i. Complete the establishment of the Large Taxpayer Unit
 - ii. Complete profiling of registered taxpayers
 - iii. develop a framework for managing the SMEs (small and micro enterprises)
 - c. Creation of sector specialist to facilitate the implementation of taxpayer segmentation
 - d. Creation of a register of taxpayers and an updated tax toll to get an accurate picture of taxpayers required to file taxes
 - e. Increase field visits and issue default assessments on persons failing to comply with reminders
 - f. Enhance enforcement through greater use of penalties and prosecution within the ambit of the Law.

- g. improve the collection and analysis of third party information focusing on areas such as reliability, sources and penetration of information submitted to the Authority by third parties such as employers, contractors, suppliers, banks, credit unions, financial institutions etc.
 - h. collate and publish sales transactional data to the public and other interested parties.
 - i. establish a Small and Micro Enterprise Unit in the BRA which focuses on this sector specifically.
 - j. Establish taxpayer liaison teams to assist taxpayers in meeting their obligations
- ii. enhancing taxpayer education and communication
- a) To affect a long term shift in attitude to paying taxes will require the BRA to target not only on existing taxpayers but also on our prospective customers; school leavers, entrepreneurs and other first time taxpayers. Efforts will continue to be targeted at the self-employed, micro businesses and the informal sector during the year. The Authority will continue to build its relationship with associations and entities such as the SBA, the Young Entrepreneurship Scheme and the Youth Business Trust.
 - b) Greater use of the various electronic media will be made in reaching our stakeholders and customers, chat rooms and other social media applications will continue to be used, public notices will also be published on the BRA's website to keep the public up to date on changes to the BRA's operations and legislative framework.
 - c) The Authority will continue its quarterly meetings with its various stakeholders including the BHTA, the BCCI, BIBA, the BTPA, the BPSA and other such organisation.
 - d) Development and implementation of a system for the issuance of public and private rulings by the BRA, of which the taxpayer is kept aware.
- iii. Improving the administrative procedures relating to taxpayer dispute resolution process by:

- a. Reducing times for responding to tax payer objections to audits and assessments
- b. Issuing of assessment notices within the established standard timelines
- c. Reviewing and analysing the outcomes of tax audits by the Audit Selection and Review Committee to identify common errors and misunderstandings which can be used in the development of taxpayer education and sensitisation workshops and seminars
- d. Developing and implementing (including training) a Dispute Resolution Policy Manual for use by all staff of the Authority.

Promoting voluntary compliance

The following key performance indicators have been identified for 2018 – 2019 in keeping with our Strategic Plan and the TADAT Performance Output Areas (POA):

	STRATEGIC GOAL	TADAT POA	KEY PERFORMANCE INDICATORS	TARGET
1	SG2		Educational programme maintained in secondary schools in which programme started (10 schools 47targeted).	90%
2	SG3		Programme developed for enhancing the information on taxation in tertiary institutions	100%
3	SG2		Quarterly meetings held with identified agencies and tax practitioners	4 per institution (5/quarter)
4	SG2		Hosting of Tax Fairs, Sensitisation programmes and workshops as part of the implementation of the new TAMIS	5
5	SG1	7-20	Tax Guidelines published and rulings issued in a timely manner	15 to 60 wd
6	SG3		Business requirements for SMEs developed for TAMIS	100%
7	SG3		Research completed on at least four sectors with profiling of taxpayers in the sector	100%
8	SG2	1-2	Percentage increase in tax payer registrations over the previous year	10%
9	SG2	2-6	Implementation of the BRA Service Standards and Charter.	95%
10	SG3	4-10	Percentage of returns filed on time processed within 30 days of filing	95%
11	SG3	8-24	Refund payments processed within 7 days of receipt of funds from Treasury	100%

4. Building public confidence by managing our major compliance and institutional risks.

As a tax administration it is recognised that there are a number of risks that will have the potential to impact negatively on revenue and the operations of the organisation. It is also recognised that maintaining stakeholder trust and confidence is critical to promoting voluntary compliance by our taxpayers. The Authority is committed to managing both its compliance and enterprise risks through a risk based approach to its various programmes and activities. During the year 2018 – 2019 the Authority will therefore focus on the following initiatives in pursuit of this objective:

- i. Development of a structured approach to risk management through the documentation and implementation of an Annual Risk Management Plan to:
 - a. Conduct and analyse results of environmental scans as part of the process for identifying and ranking compliance and enterprise risks
 - b. prioritise and mitigate the identified risks through the effective use of the Risk register to monitor high risks areas and the identified risk treatments.
- ii. Sensitization of staff in the critical areas of the Business Continuity and Disaster Recovery Plans completed by end of the financial year.
- iii. Implementation of measures to boost taxpayer trust and confidence in the Authority including:
 - a. ensuring timely responses to taxpayer queries through the use of the TAMIS, social media and the BRA's web page and
 - b. embracing ethical standards and procedures including a Code of Ethics and Customer Charter
- iv. Gathering risk-related information from internal and external sources including:
 - a. analysis of tax audits and tax declarations
 - b. analysis of third party information
 - c. conduct taxpayer behaviour studies
 - d. conduct research and make recommendations with respect to new and topical compliance issues such as transfer pricing and other forms of profit shifting by taxpayers with cross border operations
- v. Enhance the debt collection function through the implementation of an Arrears Management Strategy and Business Plan.

Building public confidence by managing our major compliance and institutional risks.

	STRATEGIC GOAL	TADAT POA	KEY PERFORMANCE INDICATORS	TARGET
	SG3	2-3 2-5	Quarterly meetings of Risk Review Committee held (4 per year) to discuss findings and recommendations of the Risk Unit	100%
	SG3	2-4 2-6	Multi-year Compliance Plan implemented with reporting on progress of implementation of activities identified	100%
	SG3		Studies completed in three tax related issues with recommendations made as to the approach to mitigate the associated risks: <ul style="list-style-type: none"> • The underground economy • Transfer pricing 	95%
	SG3		Percentage of risk-assessed audit activities resulting in non-compliance by individuals and corporations <ul style="list-style-type: none"> • SMEs • International corporations • Large businesses 	75%
	SG3		Percentage of UTC on which action is taken	90%
	SG3		Percentage of debt collections received compared to planned for TAMU	100%
	SG3		Percentage of dollar value assessments and estimated assessments related to registration and compliance compared to forecast (recoveries)	98%
	SG3		Percentage of tax receivables in dollar value resolved in the fiscal year compared to the dollar value received in the fiscal year	90%
	SG3	2-6	Business Continuity Plan operationalised and staff trained appropriately with monitoring of the implementation	100%

II. EXPECTED OUTCOMES

The following are the outcomes expected as a result of the successful implementation of the initiatives identified under the various focus areas of the Business Plan:

1. Strengthening our governance function and improving our corporate image

- Transparency and accountability in all activities of the BRA
- Tax revenues are fully accounted for, monitored against expectations and analysed to inform government revenue forecasting
- Tax revenues are collected on time

2. Development of our people, processes and technological infrastructure

- Accurate and up to date information is readily available to all taxpayers
- Staff is well-informed and knowledgeable in all areas of tax administration and able to provide effective advice and guidance to taxpayers with respect to their rights and obligations.
- A single view is available of all taxpayers
- Taxpayers and their representatives or agents have access to full on-line services from the BRA
- Barbados ranking in the World Bank's 'Doing Business Survey' improves by 10%

3. Promoting voluntary (cooperative) compliance

- Businesses, entities and individuals required to pay taxes are included in an accurate and up to date taxpayer registration database
- Information in the Taxpayer Database is complete, accurate and up to date.
- Taxpayers have the necessary information and support to voluntarily comply at minimum cost to them.

4. Effective management of major compliance and enterprise risks.

- Risks to revenue and administration operations are identified and managed effectively
- Non-compliance is detected and corrected by better targeting compliance activities through effective risk assessment of individuals, small and medium businesses and corporations
- Suspected cases of fraud or evasion are detected and addressed through referrals to the legal Dept.
- Tax debt is resolved in a timely manner and is within targeted levels
- Tax debt portfolio is managed
- Improved compliance rate with respect to all taxes administered by the BRA

