

Summary Document



Revenue Scotland

Annual Report and Accounts

for the year ended 31 March 2025



At A Glance (pre-audited figures)

£962m
total tax
revenue



99%
tax
collection
rate



Administrative
cost of tax
collection
0.93%



£3m
secured
through
compliance
activity



76%
user
satisfaction
with our
service



Top
10
in the Civil
Service People
Survey



98% of staff
have completed
30 hours
pro rata of learning
and development



4.1%
**median gender
pay gap**
at 31 March 2025



Key highlights from the Annual Report and Accounts

"As I reflect on this year's performance, it is apparent how far Revenue Scotland has come. Over the years, we have learnt much from our experiences. Our ambition and energy to add value is undiminished. We have always had at our heart the delivery of public service to the people of Scotland."

Elaine Lorimer, Chief Executive

Corporate Plan 2024-27

April 2024 marked the beginning of our fourth Corporate Plan - Corporate Plan 2024-27. This new plan adapts to changes while building on past successes. It defines our purpose, vision, strategic outcomes and success measures to guide the efficient management of devolved taxes in support of Scotland's public services.

Operational excellence and efficiency

We collected over £962 million in tax revenue while maintaining administrative costs below 1%. Our successful implementation of a dynamic hybrid working model through the Futures Project has enhanced operational efficiency and supported staff health and wellbeing.

Outstanding employee satisfaction

In 2024-25, our People Survey results placed us in the top seven Civil Service organisations across all themes, achieving our aim of ranking within the top 25% across the UK.

Digital transformation and future planning

In 2024-25 we began the implementation of the Digital and Data Strategy which supports the Corporate Plan to ensure we achieve our digital vision: 'To transform the way that people experience and engage with Scotland's taxes and related public services, by delivering an end-to-end digital service which maximises the potential of our data and positions us as a leader in the public administration tax environment'.

Equality, Diversity, and Inclusion (EDI)

We developed an EDI strategy and action plan centered on a unified vision and key deliverables, aligned with our Corporate Plan, Equalities Mainstreaming Report, and People Strategy.

Working with others

In the past year, we have continued to focus on building and strengthening connections between organisations to foster collaboration in tax across the UK. This has supported our work on the introduction of new Scottish taxes including Scottish Aggregates Tax and Visitor Levy.

Public Service Reform

We have held strategic discussions across the public body landscape in Scotland with existing and new stakeholders, to explore shared opportunities.



Who we are

Established in 2015 Scotland's national tax authority

A collection cost of
less than 1%



Managing tax approaching
£1bn annually



Working with the Scottish
Government and
stakeholders to **introduce
new devolved taxes**



Committed to **transparency,
accountability**
in public services



Known for our **positive,
inclusive** work
environment



Using data to deliver **an
excellent digital service
for taxpayers**

