



INLAND REVENUE
AUTHORITY
OF SINGAPORE

Smarter Taxation

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A Partner of Taxpayers in Nation-Building and Economic Development

Agenda

A. About IRAS

- The IRAS Story
- The IRAS Vision

B. ICT Transformation in IRAS

- About IRIS
- A New Business Capability Blueprint
- About IRIN

Agenda

C. Smart Taxation

- Agile ICT Systems
- Smart Processing
- Business – IT Alignment
- Manage ICT Costs

D. Smarter Taxation

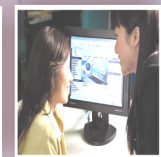
- Emerging from IRIN
- New Innovative Projects

E. From Smart to Smarter



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(A) ABOUT IRAS



A Partner of Taxpayers in Nation-Building and Economic Development

The IRAS Story – Foreword by Minister for Finance

“The story of tax administration in Singapore over the last 60 years has been one of the integrity of an organization and its people, their **relentless focus on efficiency and their continuous effort to ensure the relevance of tax policies to a growing and increasingly advanced economy....**

Tax administration has been completely transformed in the process. From the days of the Singapore Income Tax Department that was set up in 1948 by the British colonial government to the ...formation of the Inland Revenue Authority of Singapore as a statutory board in 1992, we have developed **a key national institution that is now also regarded as a leading tax administrative agency internationally....**

The IRAS Story- Foreword by Minister for Finance

....We have one of the lowest costs of tax collection and highest rates of voluntary compliance in the world. **This has come about through IRAS' efforts to simplify its operations and streamline tax filing and compliance procedures for the taxpayer. IRAS has been cited by the World Bank as a model of tax administration, particularly for its innovative use of technology...."**



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OUR **vision**

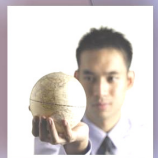
The leading tax administration in the world

A partner of taxpayers in nation building and economic development
an **eX**cellent team of competent and committed people



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(B) ICT TRANSFORMATION IN IRAS



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About IRIS (Inland Revenue Integrated System)

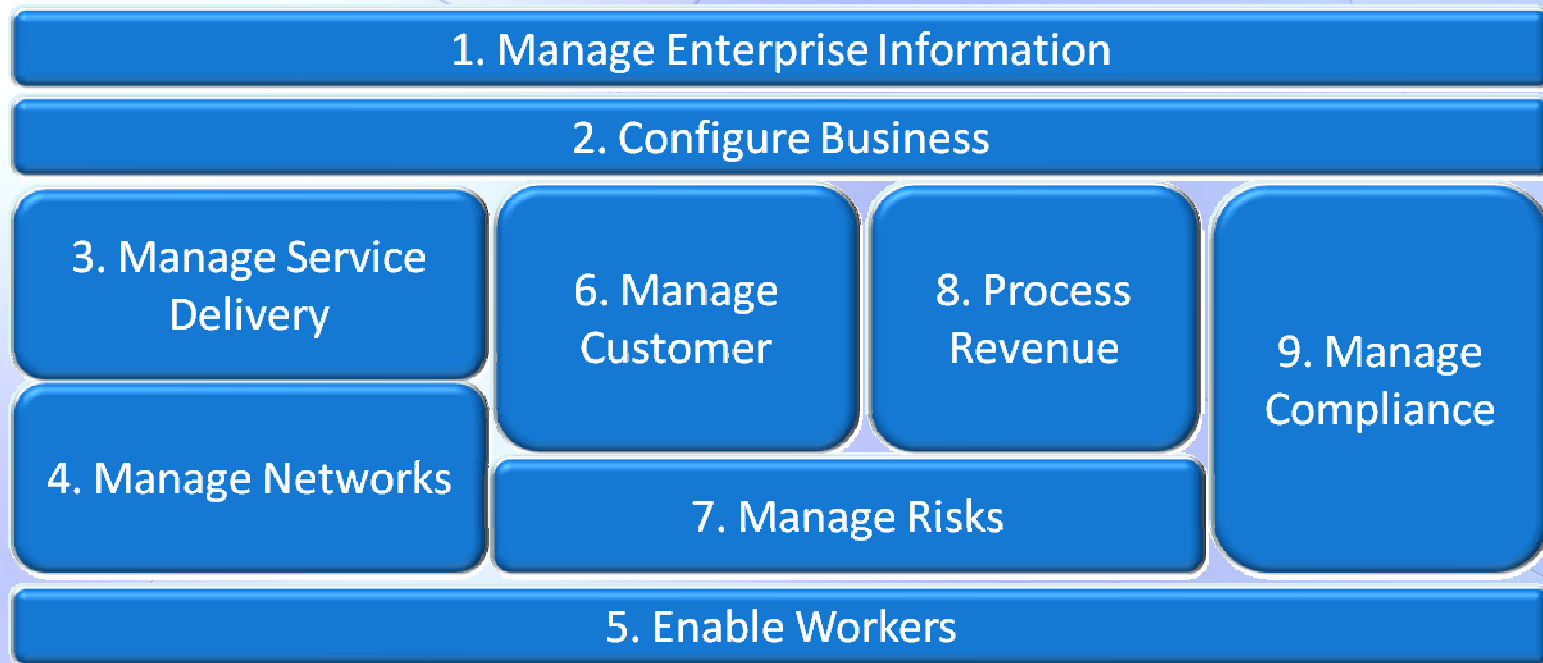
- IRAS' 2nd generation IT system (Commissioned in 1995)
- COBOL and mainframe based with a state-of-the-art Imaging System
- Forms imaged → Pipeline processing → Backend reviews
- Focus was on Efficiency and Fairness. Processing Centre and Taxpayer Service Division set up

About IRIS (Inland Revenue Integrated System)

- By 2003, faced technology obsolescence coupled with business and organisational challenges
 - Limited e-service
 - Slow to respond to policy changes
 - Rising cost of maintenance, ageing workforce

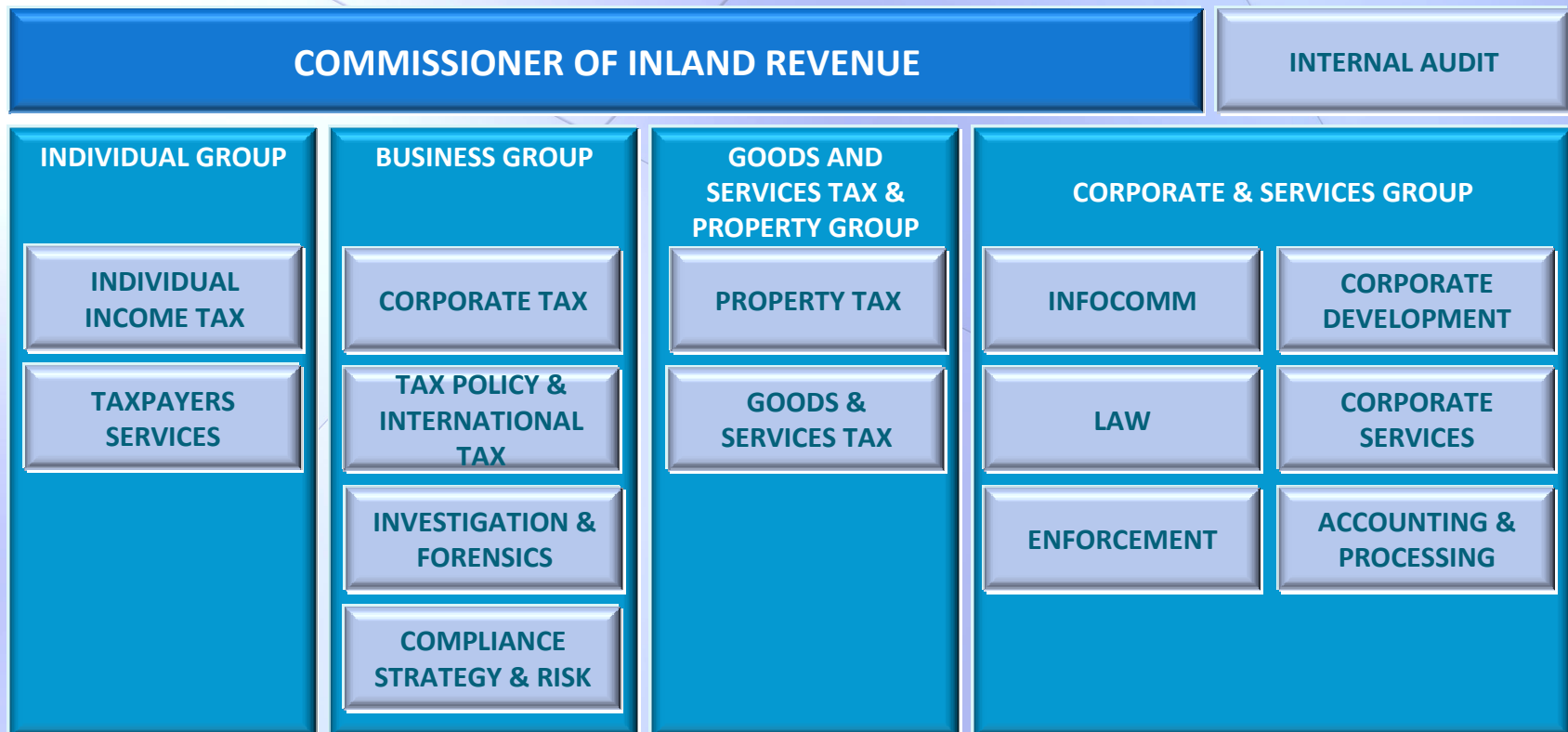
A New Business Capability Blueprint

- A new Business Capability Blueprint - a Mental Model of groups of IRAS' business capabilities; a common vision for ALL tax types



A New Business Capability Blueprint

- IRAS re-organised to place sharper focus on taxpayers' needs, serving taxpayers with end-to-end services.



About IRIN (Inland Revenue Interactive Network)

- IRIN aims to be a responsive, taxpayer-centric and insight-driven processing model that is focused on new ways to deliver service excellence, enabling staff and meeting government revenue objectives
- Multi-tier Architecture, standards-based and component-based technology based on Microsoft .Net framework. Integrating specialised package solutions. Database running on IBM mainframe
- New Service Mantra : Self Service + 'No Service' through simplification of process and enhanced audit for compliance

Overview of IRIN – 8 Segments

