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BUILDING A GROWTH-FRIENDLY TAX ENVIRONMENT

Online Service Platform

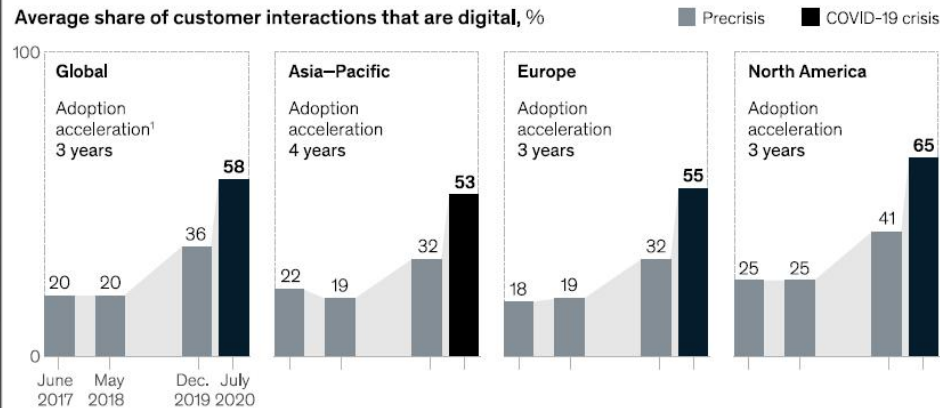Name: Ms Angela Ang
Title: Assistant Commissioner
Jurisdiction/Organization: Inland Revenue Authority of Singapore

Digital adoption has taken a quantum leap

The COVID-19 crisis has accelerated the digitization of customer interactions by several years.

Average share of customer interactions that are digital, % — Precrisis ■ COVID-19 crisis

- Consumers have shifted towards using more online channels.

- Accelerated adoption of digital channels and technologies will be for the long haul.

# What matters the most to the digital consumers in public sector?

According to the McKinsey Global Digital Sentiment Insights Survey (Apr 2021), public sector should look into these opportunities to increase overall experiences, satisfaction and trust:

- Enable end-to-end digital journey for better citizen experiences

- Better user interface and keep information updated

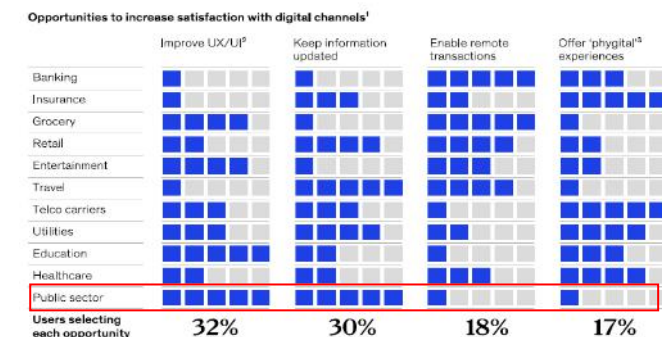- Build trust through data security

Digital consumers want more end-to-end services, including after a purchase.
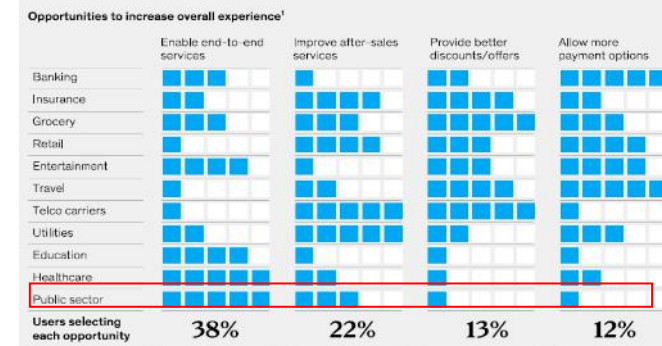
What's needed to win the trust of digital consumers varies by industry.
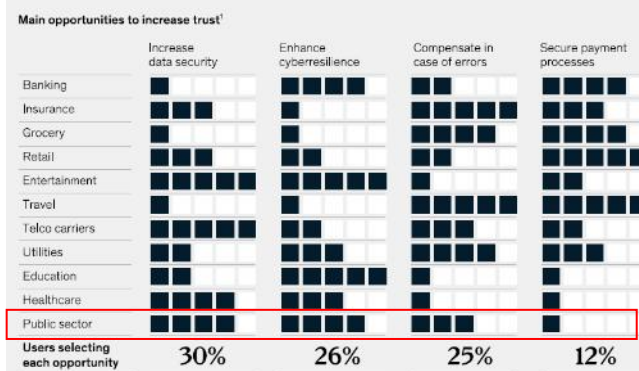
Digital consumers want better user interfaces and more frequent updates to online information.

Source: What's next for digital consumers, Mckinsey & Company

"A SINGAPORE GOVERNMENT THAT IS DIGITAL TO THE CORE, AND SERVES WITH HEART."

In the Singapore's public sector, we embarked on a transformation journey to build a Digital Government by:

01 Adopting digital and data by design mindset, culture & practices to transform and digitalise end-to-end business processes

02 Serving with greater empathy with personalized and seamless experiences for different groups of community

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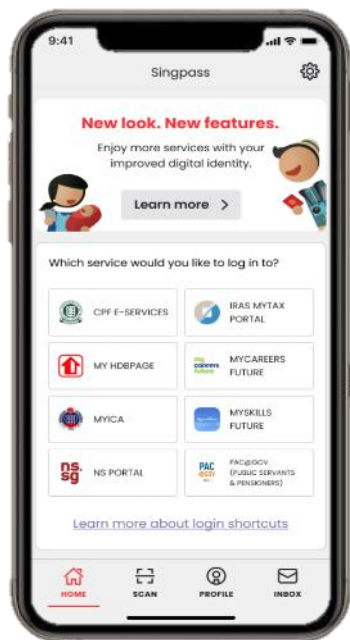
Singpass

Our Trusted Digital Identity and platform that bridges access to over 340 government agencies and private sector services

01 More than 2.5 million users are on Singpass app

02 Authenticated with biometrics

03 Seamless access to services across public and private sectors

04 Key enabler of our national digital economy – improves efficiency of digital services by facilitating secure and consent-based verification

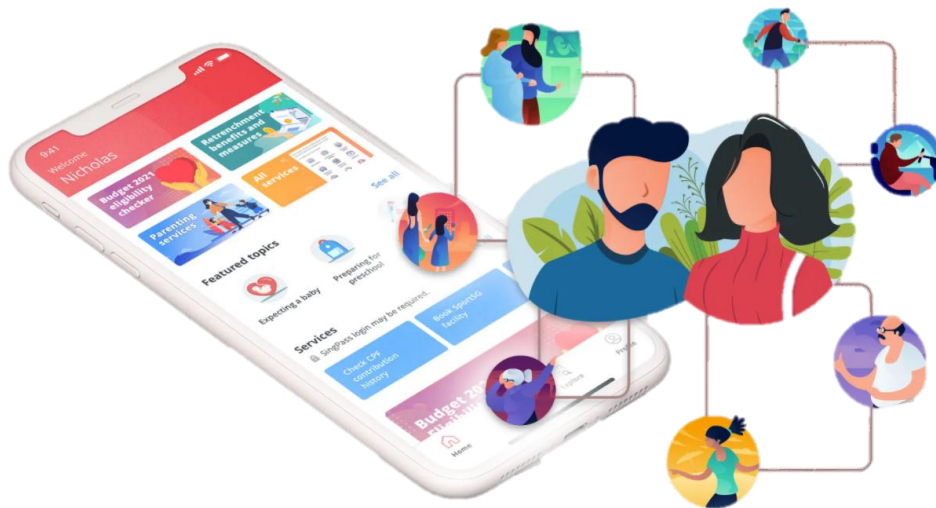**05** Fast and convenient way to verify our identity, digitally sign documents or remotely authorize transactions

LifeSG

Life SG

Connecting citizens to the right services and information at their fingertips

01 Delivers government services in a user-centric manner

02 Helps individual to discover services and information that are relevant to them

03 Services are grouped according to the needs they address at different life junctions and significant milestones

04 To date, there are more than 310,000 downloads

Serving citizens at specific milestones of life to providing citizens with a one-stop, personalized access to Government Services

Personalised Dashboard

Discover recommended content and access guides based on user's profile

Integrated Services

Integrates multiple government touchpoints and services for complex transactions

Personalised Benefits and Support

Display benefits that the citizen is entitled to and government support schemes that they are eligible for

Inbox and Appointment

Consolidated announcements and reminders for upcoming appointments or events that are signed up through LifeSG

Citizens/ Businesses are satisfied with Government Digital Services in 2020

Citizens' Satisfaction

85% of the respondents indicated that they were very or extremely satisfied (at least 5 out of a 6-point scale)

**97%** of the citizen respondents indicated that COVID-19 digital solutions were delivered in a timely manner.

Businesses' Satisfaction

76% of the respondents indicated that they were very or extremely satisfied (at least 5 out of a 6-point scale)

94% of the respondents indicated that the digital solutions by Government have provided timely and accurate information to help businesses cope with COVID-10

Singapore continues to accelerate Government digitalisation
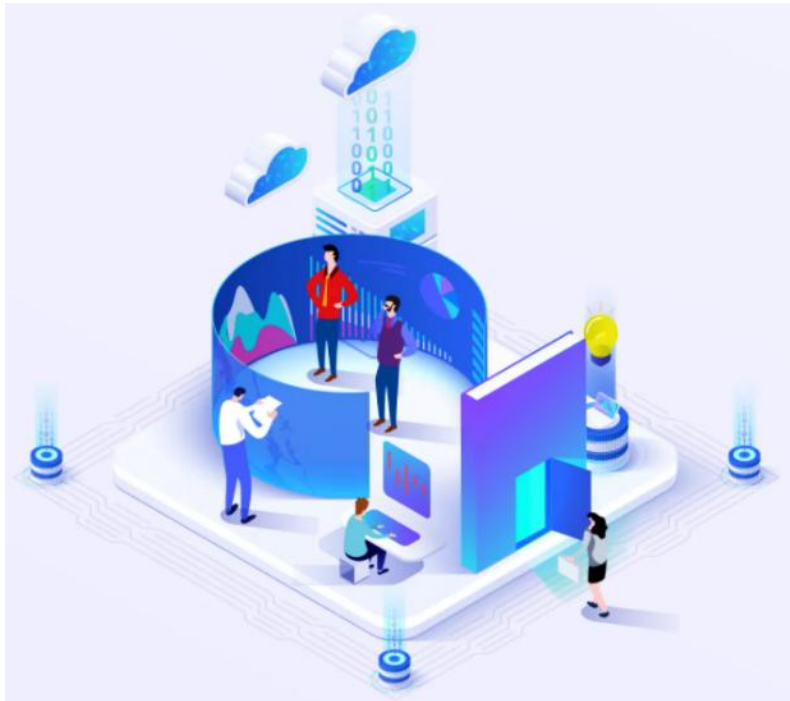
High satisfaction results are affirmation of the Government's commitment to invest heavily in ICT and digital transformation.

Increased ICT Spending on these areas in 2021:

01   **Transforming Government Digital Services**

02   **Re-engineering Digital Government Infrastructure**
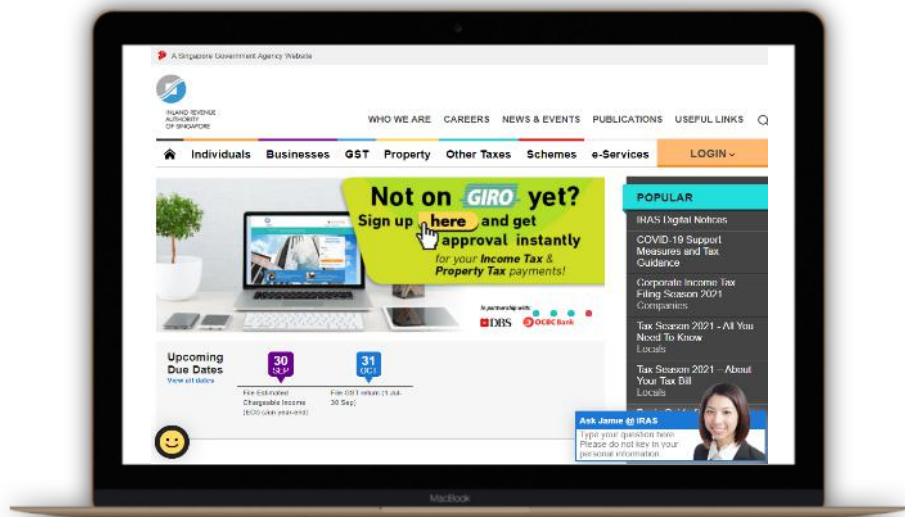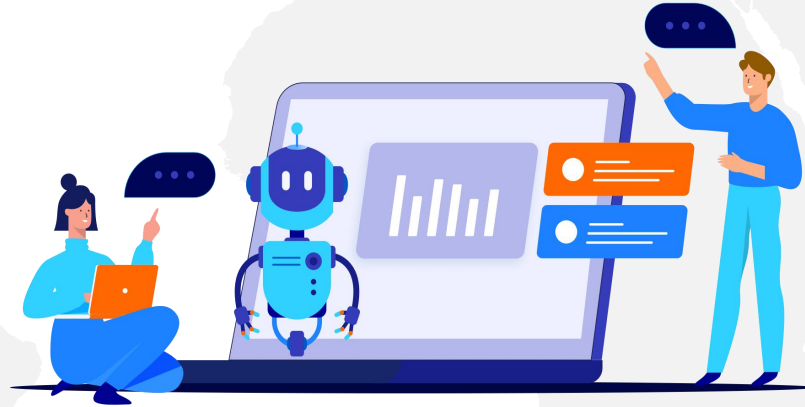
03   **Adopting AI for Public Sector**

Aligned with the public service transformation efforts and our vision as a

Digital Government,

IRAS seeks to redefine taxpayers' experiences by transforming our services, digitalizing our business processes and improving our service delivery through these online service platforms/ channels.

How might we enable a seamless digital experience for our citizens?
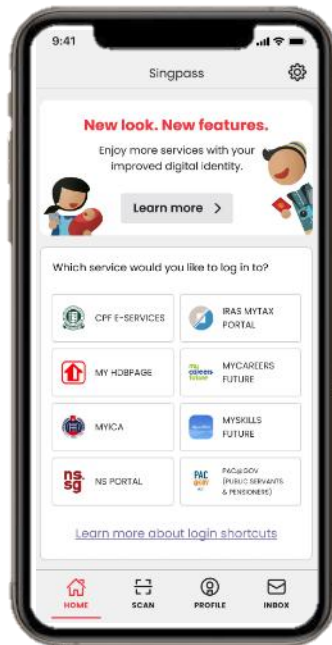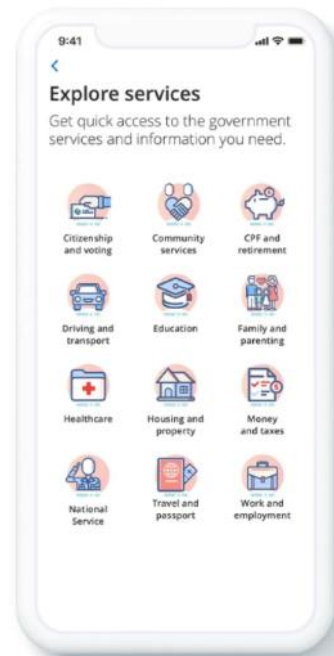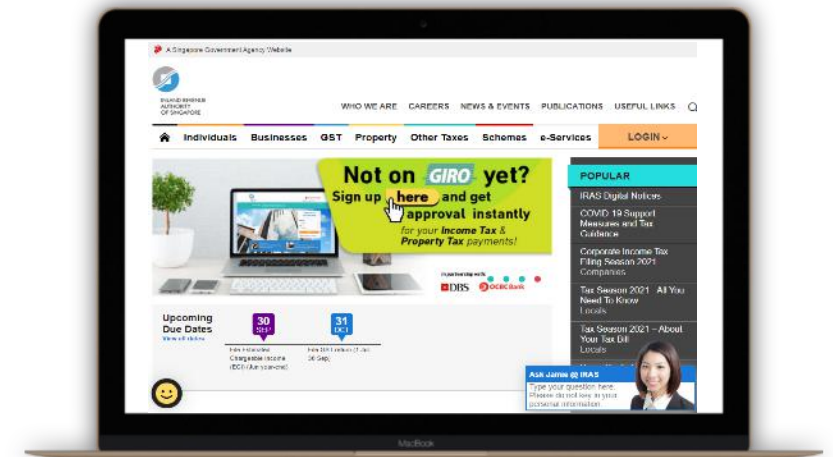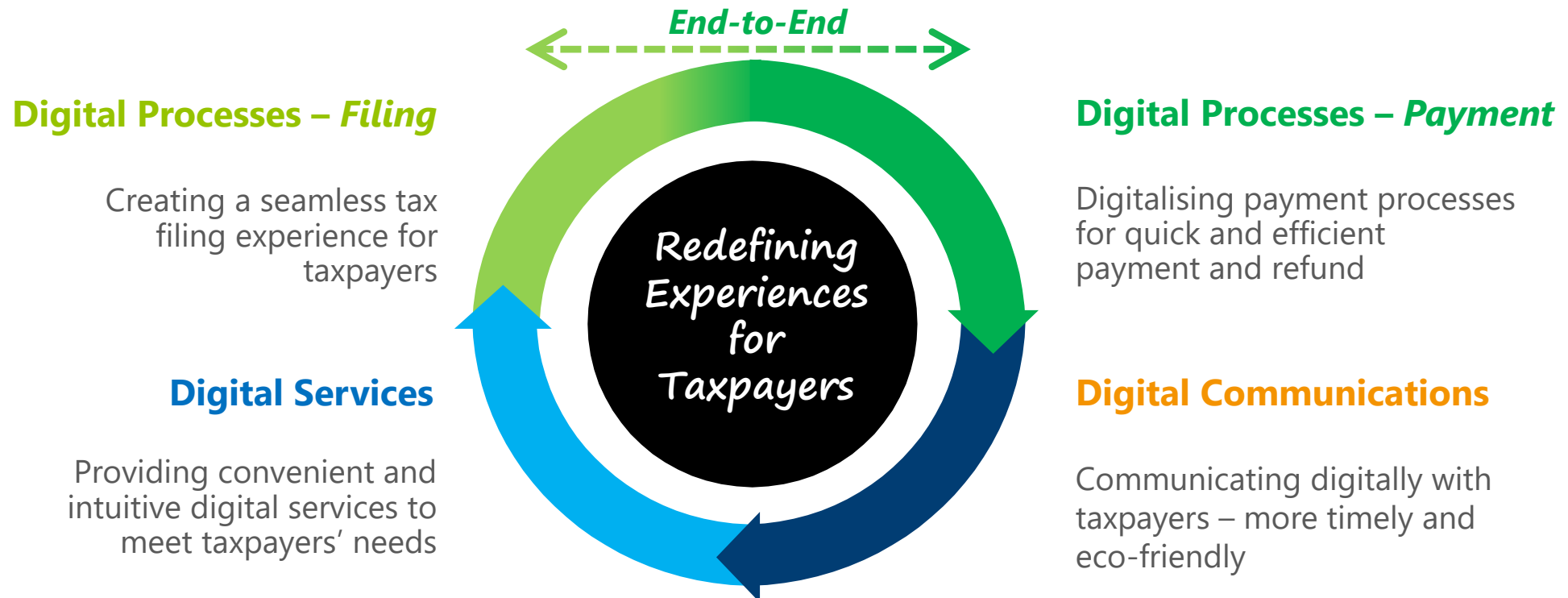
Digital Processes:
Making Tax Filing a Non-Event
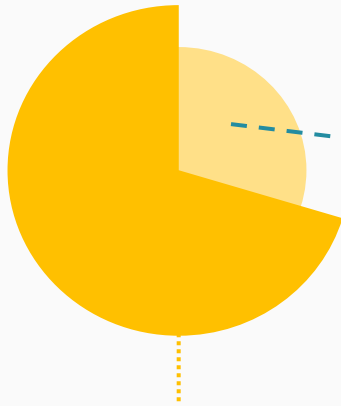
~73%

'**No Filing Service**' i.e. prefill tax returns with data from 3rd parties

**Where tax filing is still needed, make it simple and fuss-free**

e.g. **"Chat Filing" bot**
conversational style filing for Private Hire Drivers, Taxi Drivers and Food Hawkers.

Digital Processes:
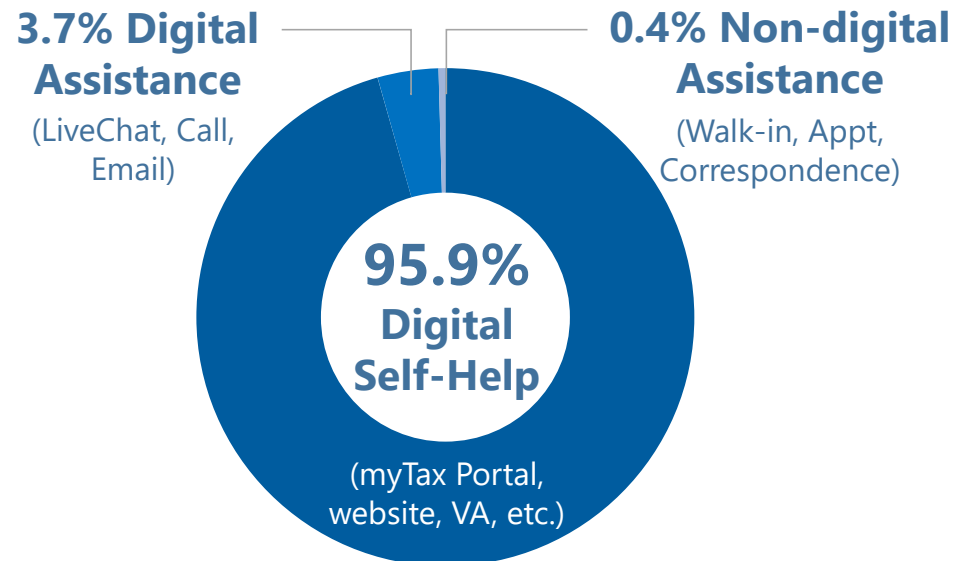# Making Payment Efficient and Seamless

- Broad array of quick and seamless digital payment options.

- Some payment related activities are also available on the chatbot for taxpayers to retrieve information quickly or perform certain actions easily (e.g. check or cancel payment plan, status or outstanding tax)
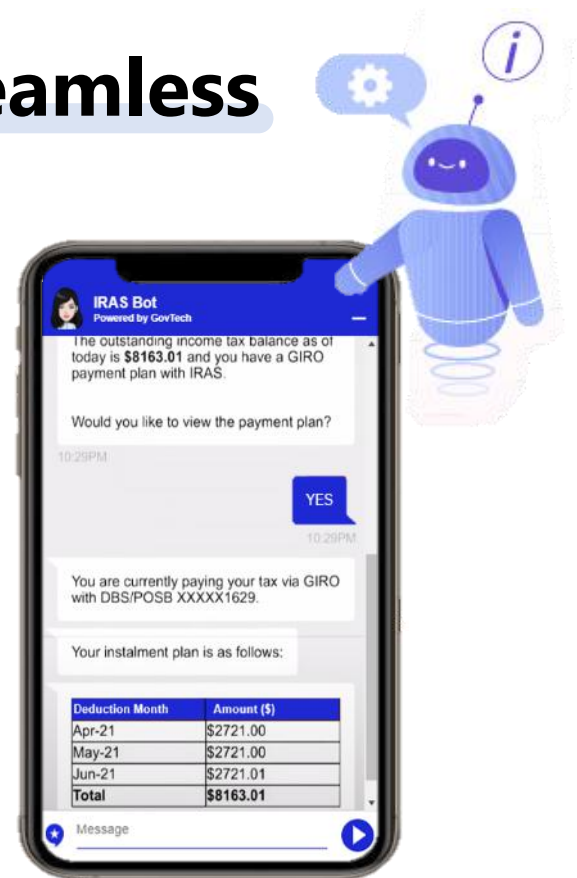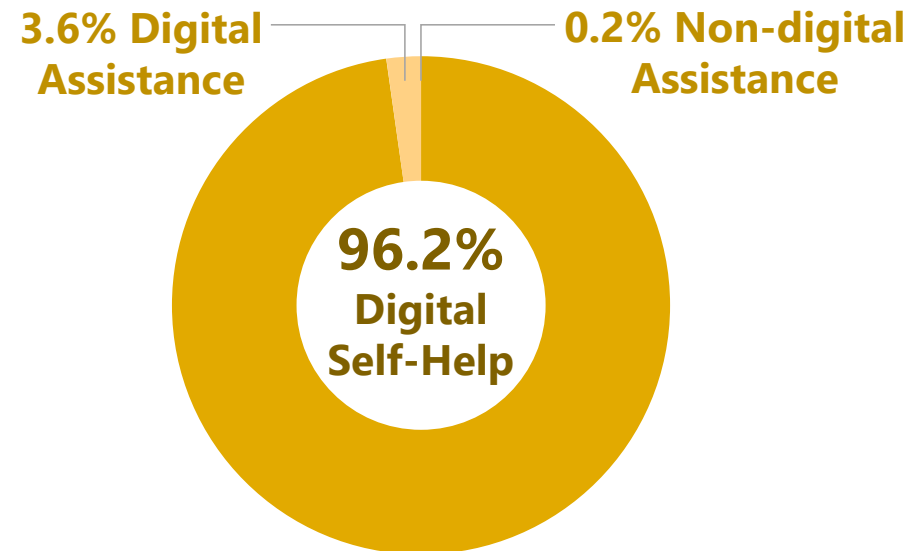
An interactive tool to guide Taxpayers along in their digital transaction
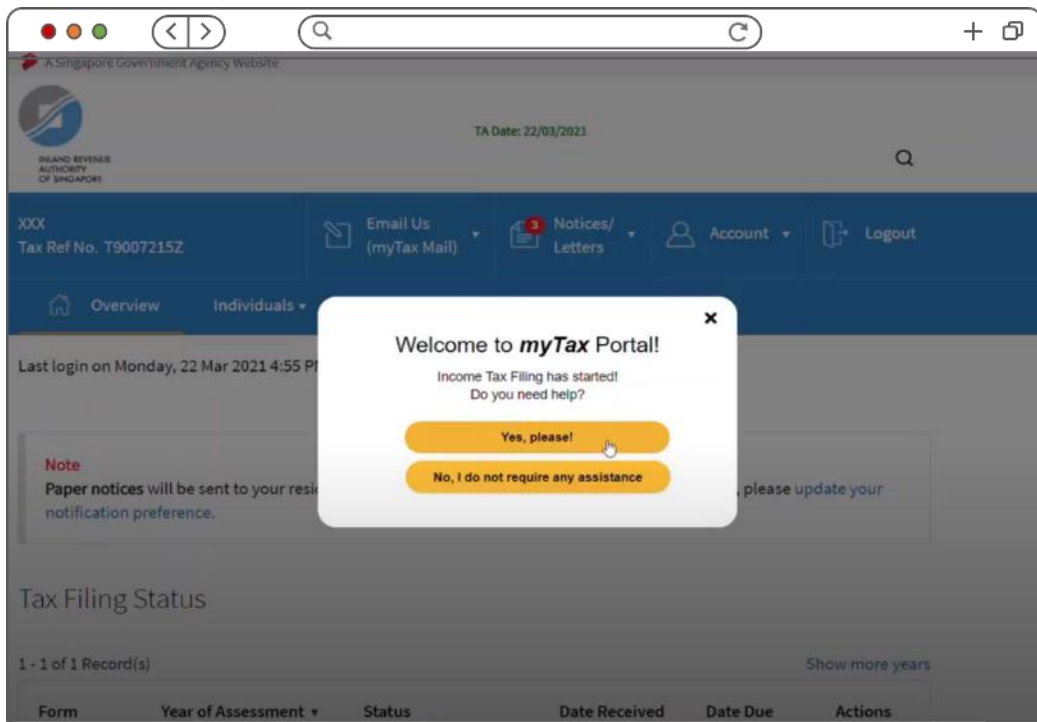

Using a digital adoption tool with user-friendly and intuitive features to facilitate and guide taxpayers to complete their transaction in the digital service.

Benefits:

- Increase adoption rate of self-help digital services
- Reduce request for human assistance, yet maintaining a personalised service
- Greater understanding of taxpayers' behaviour through all-in-one analytics platform

Digital Communications
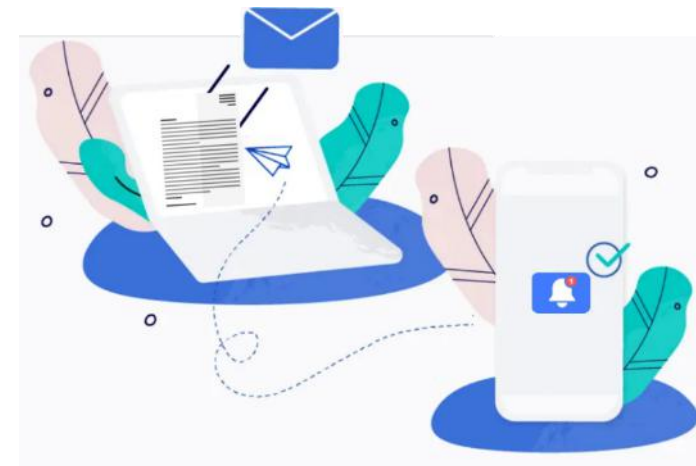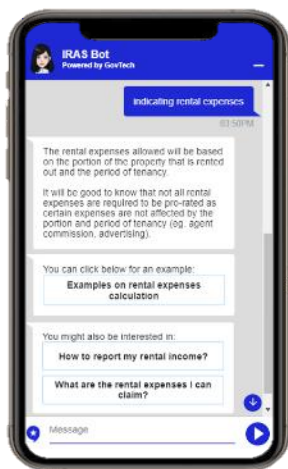
01 Virtual Intelligent Chat Assistant (VICA)

- Leverage on the latest Natural Language Processing (NLP) Engine
- Able to simulate human-like conversations with taxpayers

02 Digital Notification

- Taxpayers are encouraged to indicate their digital notification mode preference via the new digital service.
- **>80%** positive customer satisfaction on use of the new digital service

03 Digitalising Notices/ Letters

- **97%** of IRAS notices/ letters are digitalized, **>21 million notices/letters** will be sent digitally by default.
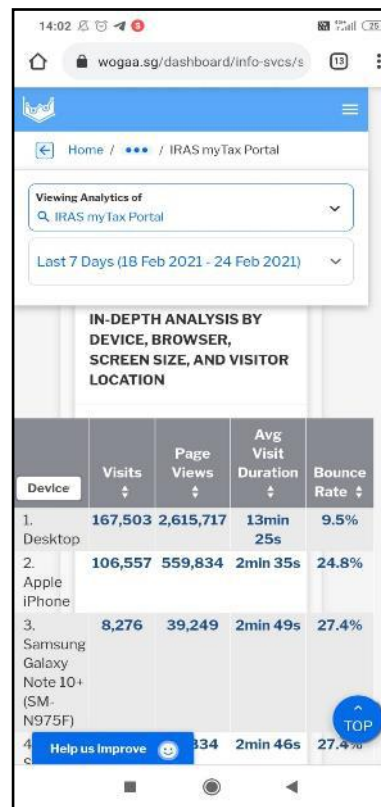- Behavioural insights were applied in redesigning the digital notices.
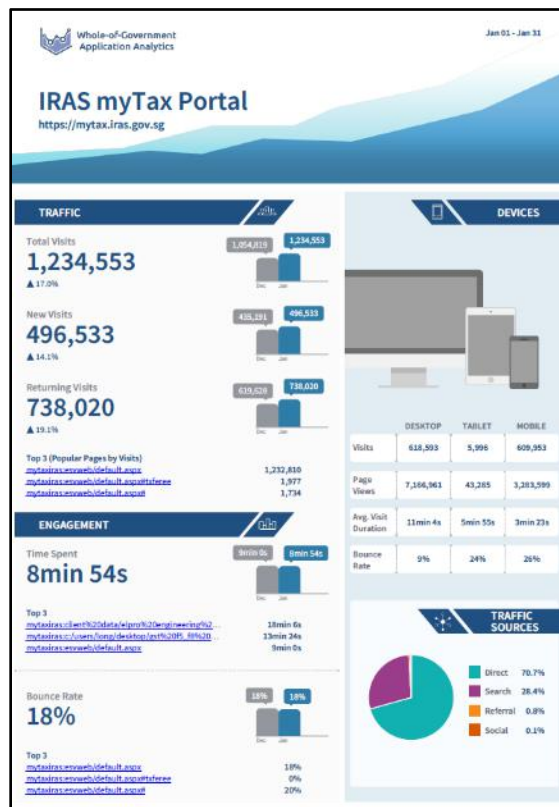
How might we leverage on data to discover new opportunities?

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Utilising Whole-of-Government Analytics Dashboard

Whole-of-Government Application Analytics (WOGAA) – a dashboard that depicts the health status of websites and digital services, available on web / mobile.

Benefits of WOGAA:

- Comprehensive overview of web analytics
- Capture user sentiments
- Provide recommendations to improve services' performance, accessibility and user experience
- Measures the availability of service with timely alerts

Looking into operational data across channels

Internally we maintain our own dashboards to collect data from an operational level for assisted service channels.

Benefits:

- Identify key/ trending nature of enquiries, if there is any shift in contacts between channels or resourcing needs

- Optimise resources across channels

- Create visibility to motivate frontline officers

How might we drive better customer experience by empowering our staff?

Create an Open and Collaborative Culture

As frontline staff are the voices of our taxpayers, their interactions with taxpayers are our opportunities for innovation.

- Conduct frontline discovery sessions to encourage staff to share pain points, ideas or solutions

- Cultivate a design thinking mindset and empower frontline staff to co-create solutions together in an agile manner

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Build a Future-Ready Workforce with Ops-Tech and Agile Capabilities

"Digitalisation is not an end goal itself. It is a means to bring about better experiences for citizens and staff."

As we continue to accelerate digitalization, it is important to :

- **ensure seamless experiences,**
- **leverage on data** and
- **empower our staff**

BUILDING A GROWTH-FRIENDLY TAX ENVIRONMENT

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THANK YOU