



## CASE STUDY

How the Dutch Tax and Customs Administration reduces the administrative burden on businesses using XBRL



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'The process of digitisation at our agency had started before XBRL was invented, and when mandatory digital reporting was introduced for businesses, XBRL was still in its infancy. This is why we first opted for Electronic Data Interchange, later for XML and finally for XBRL.'

'We want to understand how legislation is translated into XML and XBRL so we can maintain our systems ourselves.'

## Executive Summary

The Netherlands Tax and Customs Administration (Tax Administration) is the Dutch government agency responsible for the assessment and collection of taxes, custom duties and excise duties. It is also in charge of a range of payments including healthcare benefits, rent benefits and childcare benefits. Over the last 20 years, the Dutch government and its agencies have been striving to reduce the administrative burden on citizens and businesses – often by using the ever-increasing opportunities of ICT. For the Tax Administration, this implied the implementation of a more efficient process for receiving tax declarations. The solution was to be found in new technologies. More particularly: the digitisation of reporting using XBRL<sup>1</sup>, the business reporting standard.

So what governance and project management was applied and what XBRL implementation approach was adopted at the Tax Administration? After extensive testing and piloting the Tax Administration announced SBR or "Standard Business Reporting" as the exclusive system-to-system information delivery channel for the corporate income tax and income tax declaration. When this decision was made it was decided that the agency would develop some of its own software solutions. For instance, in-house software solutions were developed to maintain the taxonomy and to convert an external XBRL message to an internal XML message (after validation). Also, a shared gateway infrastructure was implemented to take care of data collection, issue handling and return messages in a similar and consistent fashion. Last but not least, embedding the validation rules of the data into the taxonomy eased the maintenance process of software vendors to stay current with new tax filing requirements.

So far, The Tax Administration has benefitted from XBRL through a reduction of rejections in the gateway and lower levels of manual issue handling. Businesses benefit from XBRL through the combined filing processes enabled by SBR. Through SBR the same data and gateway standards are applied for a multitude of cross domain business reports by organisations like the Chamber of Commerce, the Central Statistics Office and commercial retail banks. It has largely fulfilled its purpose: to reduce the administrative burden on businesses through the foundation of common standards and technologies. Now it is time to take the next steps and explore new approaches for harmonisation and normalisation to better analyse the data and, for example, link tax filings to transaction data through the development of a Reference Classification System of Financial Information (RCSFI).

<sup>1</sup> XBRL stands for eXtensible Business Reporting Language. See also [www.xbrl.org](http://www.xbrl.org)

## Reporting chain: Tax filing

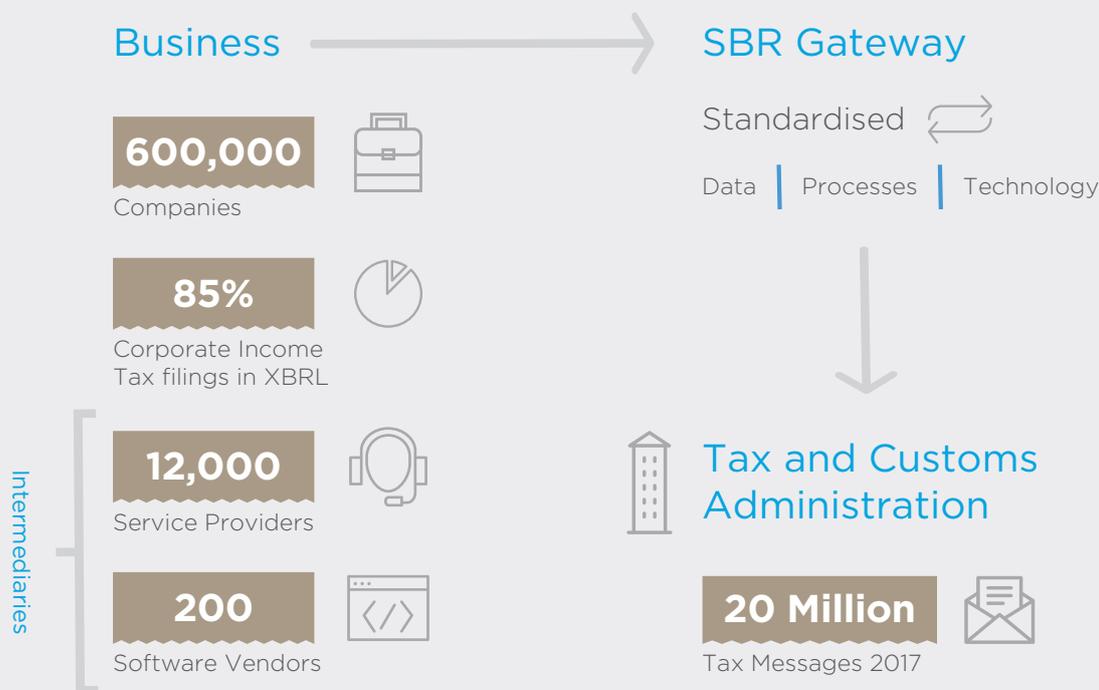


Figure 1 Overview of Standard Business Reporting at the Tax and Customs Administration

## About the Tax and Customs Administration

The Tax and Customs Administration is the Dutch government agency that is responsible for the assessment and collection of taxes, custom duties and excise duties. It operates within the Dutch Ministry of Finance and is also in charge of social allowances such as healthcare benefits, rent benefits, supplementary child benefits and childcare benefits. The Ministry employs a total of 31,800 professionals – 29,000 of whom work at the Tax Administration.

### The Central Administrative Processes Directorate (CAP)

About 99% of all filings are received by the Central Administrative Processes (CAP) directorate in Apeldoorn. CAP employs about 1,500 people who collaborate closely with the IT department. The other 1% of the work activities is performed by local offices and consists mainly of individual client contact. CAP activities involve an efficient design of the automated processes as well as efficient interaction with the outside world, including the system-to-system processes that connect via a cross agency gateway infrastructure to the software of businesses.

## The challenge: reducing the administrative burden on businesses

### Dutch Tax and Customs Administration



**€243 billion**

received in taxes



**8.8 million**

received returns



**€11.6 billion**

paid in benefits



**12.4 million**

containers checked

\* 2016 figures

Source: <https://belastingdienst-in-beeld.nl/>

Figure 2 Facts and figures of the Dutch Tax and Customs Administration

Over the last 20 years, the Dutch government, and particularly the Ministry of Finance, has been working to reduce the administrative burden on citizens and businesses. For instance, by encouraging public agencies to embrace the – ever increasing – opportunities of ICT. For the Tax Administration, reducing the administrative burden on businesses implied the implementation of a more efficient process for submitting tax declarations. The trigger for this project was the OECD research at the start of the 21st century, comparing the level of administrative burden between countries and the Netherlands' level was perceived as relatively high<sup>2</sup>.

However, the big question was: how was the Tax Administration supposed to take up this challenge?

### Multiple reporting chains

The Dutch tax domain comprises of multiple reporting chains. Various (national) tax laws require companies to pay their taxes and involve filing to the Tax Administration. The frequency and timeframe for which businesses must disclose information depend on the type of tax declaration involved. For instance, corporate income tax declarations have to be submitted annually. VAT declarations are usually submitted quarterly, but this may also be monthly or annually, depending on the turnover for a particular period. This is also true for the intra-community transactions<sup>3</sup> declaration for cross-border transactions in the EU which can be disclosed monthly, quarterly or annually.

<sup>2</sup> More information on the OECD research can be found here: <http://www.oecd.org/gov/regulatory-policy/administrative-simplification.htm>. OECD reports where XBRL is mentioned are: <https://www.oecd.org/netherlands/43307757.pdf>, [https://www.keepeek.com/Digital-Asset-Management/oecd/governance/administrative-simplification-in-the-netherlands\\_9789264037496-en#page58](https://www.keepeek.com/Digital-Asset-Management/oecd/governance/administrative-simplification-in-the-netherlands_9789264037496-en#page58), <https://www.oecd.org/ctp/administration/43384923.pdf>

<sup>3</sup> See also [https://ec.europa.eu/taxation\\_customs/business/vat/eu-vat-rules-topic/where-tax\\_en](https://ec.europa.eu/taxation_customs/business/vat/eu-vat-rules-topic/where-tax_en)

# The solution: governance and project management

## Adoption of the XBRL standard

The solution was to be found in new technologies – as it often is. At the time, a number of (international) trends supported the case for a more efficient tax filing process: increasing digitisation; standardisation, harmonisation and normalisation; and an increasing need for (more frequent) business information. One of these technologies was the XBRL standard (see “A short history of XBRL” on this page)

In 2002, XBRL Netherlands was founded – a non-profit organisation that brought together various companies, intermediaries, government agencies and educational institutions to explore and promote the value of XBRL for the Dutch economy. Soon afterwards, a few government agencies and a number of software vendors started working on the development of the Netherlands Taxonomy (NT).

## Towards a cross domain approach

The case for XBRL was encouraged by the development of this taxonomy. In order to standardise data, all data that needed to be filed by businesses to government agencies was included and described in this taxonomy. Its first version was published in June 2006. NT adoption would simplify the collection, definition, exchange, validation and automated processing of data elements for financial statements, tax declarations and statistical reports. A cross domain approach to save precious time and expenses and in a very practical and measurable fashion, cut red tape.

One of the first agencies in the Netherlands to recognize the opportunities of XBRL was the Tax Administration. However, the agency had already adopted XML as a data exchange language – for a number of reasons, as Frans Hietbrink (strategic adviser SBR/XBRL at the Tax Administration) explains. ‘The process of digitisation at our agency had started before XBRL was invented, and when mandatory digital reporting was introduced for businesses, XBRL was still in its infancy. This is why we first opted for Electronic Data Interchange, later for XML and finally for XBRL. As such the Tax Administration already receives millions of declarations and statements electronically from both individuals and businesses since 1 January 2005.’

## A short history of XBRL

In the United States a group tasked with developing approaches for the standardised digital representation of accounting and reporting information developed the XBRL standard, quickly realising that to succeed it needed to be something that was developed and governed at an international level.

In late 2001, it was decided that a new standards body – XBRL International – would be spun out of the initial work that had been carried out within a special committee of the American Institute of Certified Public Accountants (AICPA).

The purpose of XBRL International would be to enhance accountability and transparency in business performance by providing open, freely licensed data exchange standards. Since reporting is often carried out at a national level, using national rules and legislation defined domestically, the XBRL standard provides a way to create domain-specific dictionaries, or “taxonomies” that define reporting requirements in a machine-readable manner.

## Establishing a public-private covenant

On 9 June 2006, an initial group of organisations signed a public-private covenant. They agreed to reduce the administrative burden on businesses by applying the Netherlands Taxonomy. The covenant was signed on behalf of the government by the ministers of Economic Affairs, Justice, and Interior & Kingdom Relations, and by a number of intermediaries and software suppliers. Their task was to develop the necessary XBRL-ready software packages for the market, and to offer their clients related services and efficiency benefits. The sector associations for accountants and tax advisers signed the covenant as well, followed – in the spring of 2007 – by the Confederation of Netherlands Industry and Employers and the Dutch Small and Medium Enterprises Association. From 2007 onwards XBRL was introduced step by step.

## Introduction of Standard Business Reporting (SBR)

To encourage the use of the Netherlands Taxonomy, the Netherlands Taxonomy Programme was introduced. This programme was aimed at standardising the electronic data exchange for filings such as tax filings and annual reports and was based on standardisation of data through the Netherlands Taxonomy, standard processes through gateways like Digipoort and the adoption of technology standards, such as XBRL, WUS and PKI . However, this approach did not lead to wide-spread adoption due to the fact that software and gateway systems were available but not yet scalable and the quality of taxonomy management was insufficient.

Subsequently the programme evolved to the SBR (Standard Business Reporting) programme. SBR simplifies the collection, validation and exchange of financial information, improving the efficiency, quality and analysis of business reporting. Scalable technologies were put in place and the programme emphasized the required commitments from both the public and private sector to make it work. Expectations were high at the time. However, as a voluntary filing programme this approach did not gain adoption.

After an assessment by a team of strategic advisers from both the public and private sector, it was decided that SBR should be mandatory. With a solid SBR programme governance in place to structure and organise the cooperation between public sector agencies and the private sector (see figure 3), the approach was successful this time and gained momentum.

<sup>4</sup> See “Data exchange – the gateway infrastructure” later in this case study.

<sup>5</sup> WUS is an acronym for WSDL, UDDI and SOAP. This means a family of international standards of OASIS and W3C. These standards are about application-to-application web services.

<sup>6</sup> PKI (Public Key Infrastructure) is the international standard for securing data and messages. A PKI certificate is a digital signature that is needed for sending data and messages. For information exchange with Dutch government agencies (e.g. VAT) a special PKI certificate is required: the PKI government certificate.

<sup>7</sup> More information about SBR can be found at [www.sbr-nl.nl](http://www.sbr-nl.nl) and this whitepaper: [https://www.sbr-nl.nl/fileadmin/SBR/documenten/Communicatie/Whitepaper\\_General\\_information\\_SBR\\_Oct\\_2017.pdf](https://www.sbr-nl.nl/fileadmin/SBR/documenten/Communicatie/Whitepaper_General_information_SBR_Oct_2017.pdf)

## SBR program organisation

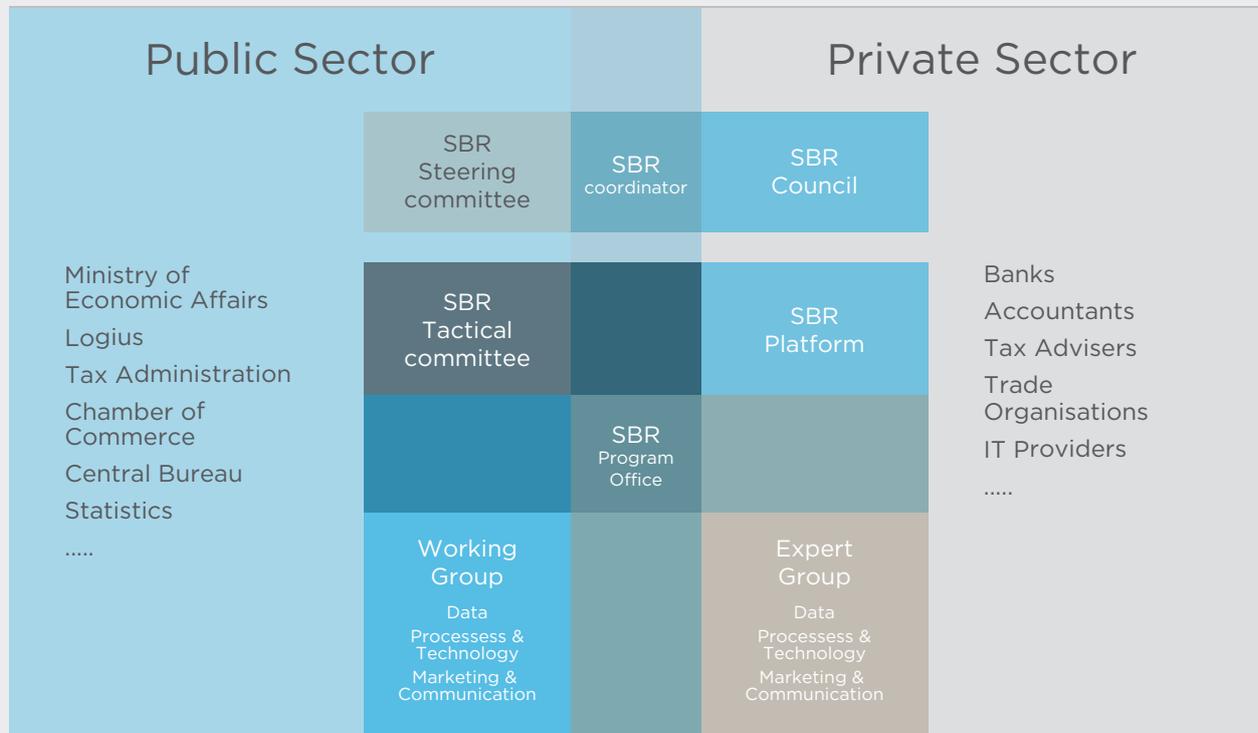


Figure 3 SBR Governance

## The Tax Administration as the driving force

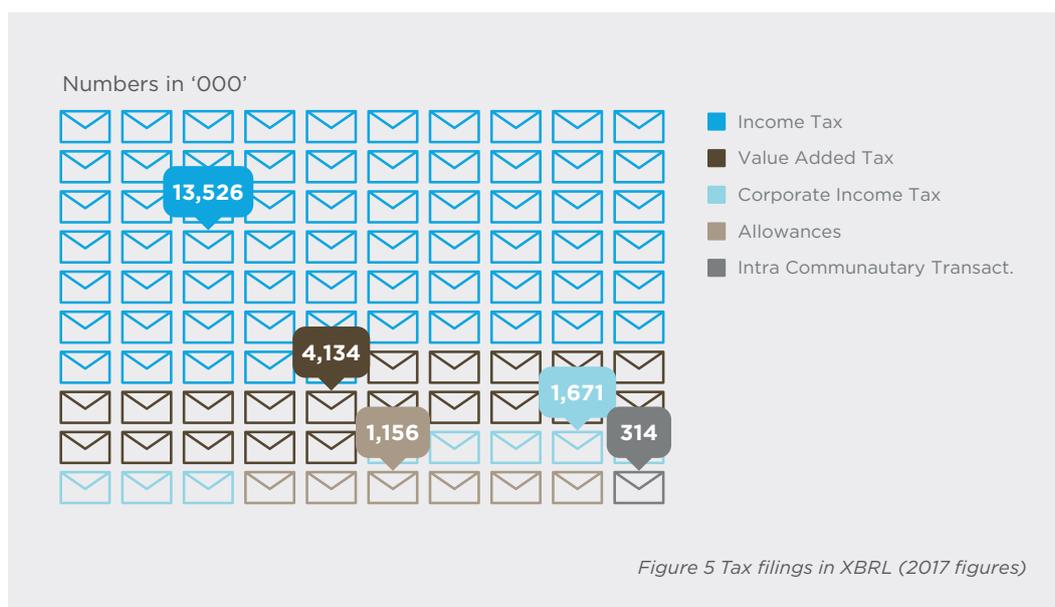
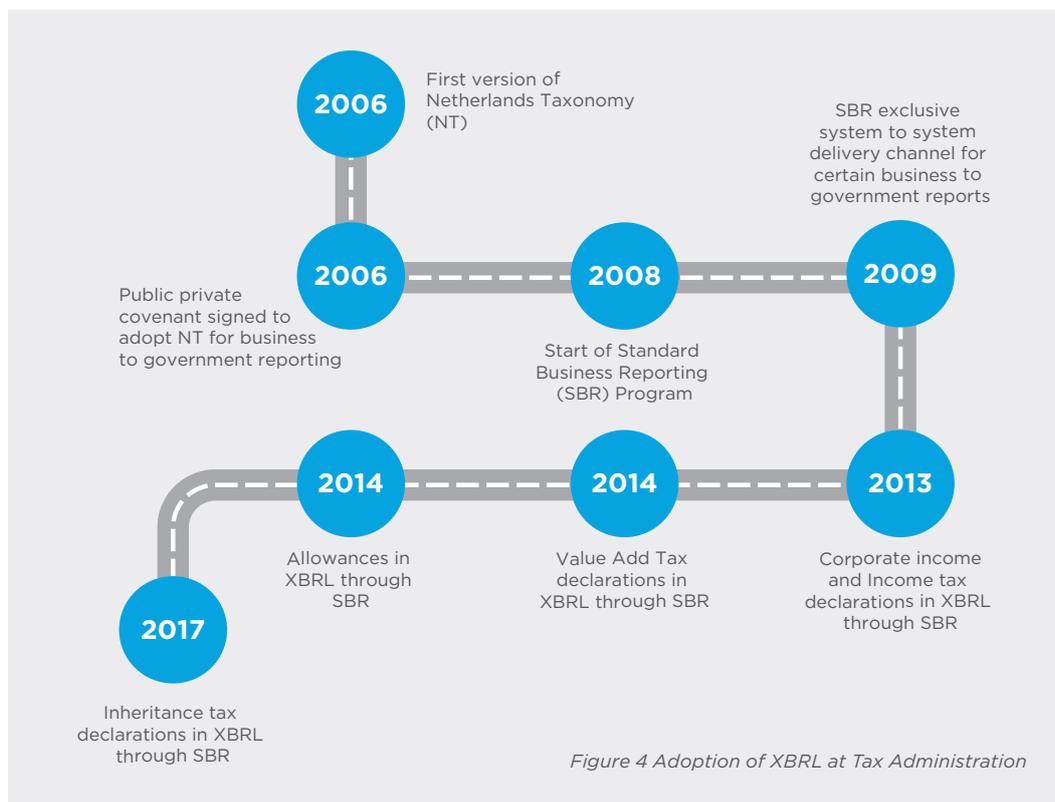
At the Tax Administration the decision to mandate SBR was implemented by replacing XML with XBRL for external messaging. New legislation was not required, as a few years earlier the mandatory declaration of digital reporting by companies was introduced by a Ministerial Order. This could be used to include the use of both XML and XBRL. For its internal messaging, XML would still be used.

In addition, the Tax Administration announced SBR as the exclusive system-to-system information delivery channel for the corporate income tax and income tax declarations relating to tax-years starting on or after 1 January 2013. VAT declarations were to follow in 2014. Alternatives, such as submitting reports via the tax portal, continue to exist and the Tax Administration is legally required to keep these in place. Existing system-to-system channels were phased out and required intensive preparation of both the market and the Tax Administration itself<sup>8</sup>.

As a result, 100% of the tax declarations from businesses are received digitally.

<sup>8</sup> In appendix 2 the migration from XML to XBRL and other channels are described in more detail.

About 85% of the corporate income tax declarations for example, are filed in XBRL directly through tax service providers. Today the Tax Administration processes over 20 million<sup>9</sup> tax filings per year using SBR (see figure 4). This includes the return messages sent by the Tax Administration to filers such as copies of the tax demand forms and responses to extension requests.



<sup>9</sup> See Appendix 1. Overview of tax filings using XBRL

# The solution: implementation approach

## Data standardisation – taxonomy management and data processing

So what XBRL implementation strategy was adopted at the Tax Administration? As is often the case in pilots, a small group of internal professionals was put together with external experts. For instance, the validation software and conversion software were developed by an external vendor. Commercial and open source software tools were selected for taxonomy testing.

Around 2009 it was decided that the agency would develop some of its own software, as it employs its own professionals who can develop XBRL tooling. The conversion of an XBRL message to XML (after validation) is now executed by software designed and built by internal professionals. This is similar for taxonomy management, for which very particular software is needed. It must show taxonomy managers the alterations that have been made based on new legislation, it must explain to software vendors what technical alterations are needed, and it should offer the opportunity to design test instances and conversion tables from XBRL to XML. Since this tooling was not available on the market place at the time, the agency decided to develop its own tooling.

Hietbrink: ‘We want to understand how legislation is translated into XML and XBRL so we can maintain our systems ourselves. For instance, how should we respond when a flat tax is being introduced? Such an introduction will affect the taxonomy and the conversion to in-house systems. We need to understand these processes.’

Today a relatively small group of people within the Tax Administration is involved with Standard Business Reporting (SBR) and XBRL. About 10 professionals are involved with taxonomy management, a few others with the development of tooling for validation and conversion to an in-house format for downstream processing. The process handling is interwoven with the generic digital interaction processes. A few hundred people are employed here, managing, building and supporting the department’s own gateways. In addition, many of the crucial parts of the electronic infrastructure have been outsourced to Logius<sup>10</sup>.

## Data exchange – the gateway infrastructure

To enable consistent issue handling and return messages in a similar fashion, it is crucial to make use of the same gateway infrastructure<sup>11</sup>. Take, for instance, the design of the XML envelope that contains an XBRL message. In the physical world everyone knows where to put the stamp, the address and the return address on a paper-based envelope. However, in the XML world all parties design different “envelopes”. Therefore, it makes a lot of sense to standardise such a process. So how does the data exchange work?

<sup>10</sup> Logius is the digital government service of the Netherlands Ministry of the Interior and Kingdom Relations (BZK). It maintains government-wide ICT solutions and common standards that simplify the communication between authorities, citizens and businesses, with a view to cohesion of the e-government networks. Logius supplies products relating to access, data exchange, standardization and information security. Logius for example also operates the DigiD (digital ID) system for citizens.

<sup>11</sup> See appendix 2. Systems and processes for data exchange applied by the Tax Administration.

Digipoort is the SBR solution that covers the electronic administrative message handling between stakeholders (in this case businesses) and a governmental agency, the “electronic post office” (in this case the Tax Administration). Digipoort receives the message, checks it against a number of requirements and verifies its reception. Most filings are being exchanged in XBRL.

In practice this means that a company sends a file to the Supply Service of Digipoort. The Supply Request is then validated and accepted and the handling process is determined. The Supply Request is placed in a queue for further processing and a Supply Response is sent.

Subsequently, the actual handling is performed, which can consist of XBRL validation, XML validation, validation of the filer against a blacklist, validation of the filer against a whitelist, and the process of sending the information to the relevant government party. This party sends a Delivery Response (technical reception of the filing) and an Acknowledgement (which is either an acceptance or a rejection of the filing) to Digipoort.

For each step, the status is recorded by Digipoort. The company can send a request for status information about the progress of the handling process to the Status Information Service.

## Data collection – preparing the market for XBRL

The Tax Administration supports companies and software vendors as follows: it publishes message specifications through the Netherlands Taxonomy (NT) with supplementary documents and the (WUS<sup>12</sup>) interface specifications of the electronic envelope. In addition, it offers testing facilities and organises meetings to inform the intermediaries and software vendors and collect market feedback.

Also, Filing Rules and Business Rules are published for the contents and composition of a report based on the NT.

Filing Rules relate to the structure of reports. The rules are subdivided into file syntax rules, instance syntax rules, context rules, unit rules, fact rules and footnote rules. The Filing Rules are formulated by all SBR partners and published in one single document ([www.sbr-nl.nl/werken-met-sbr/softwareleveranciers/nederlandse-taxonomie/2017/](http://www.sbr-nl.nl/werken-met-sbr/softwareleveranciers/nederlandse-taxonomie/2017/)). Most rules apply to all SBR partners. Furthermore, there are additional rules for each specific reporting domain.

Business Rules monitor the content coherence (consistency) of an XBRL instance document and clarify the application of the NT to instances. These are rules that result from the reporting needs of individual SBR partners and therefore apply only to those individual requesting parties. A distinction is made between business rules and business guidelines:

- Business rules address – Messages that do not comply with business rules are rejected for processing. The sender is immediately informed of this upon submittal of the instance document.
- Business guidelines – Messages that do not comply with the business guidelines are not fiscally consistent. These messages are processed, but the processing by the Tax Authority varies by message flow.

<sup>12</sup> WUS is an acronym for WSDL, UDDI and SOAP. This means a family of international standards of OASIS and W3C. These are also often referred to as WS. These standards are about application-to-application web service.

Both syntax and business rules have fixed and unique identification numbers that do not change over time. This results in a sustainable and future-proof solution because changes to the documents have no effect on the identification of the rules therein.

Where possible, the syntax rules are made available in the form of XBRL formulas. The Tax Authority also makes the business rules available in the form of XBRL Formula where possible and efficient. This makes it much easier for software vendors that have embedded XBRL validation engines in their solutions to maintain these validation rules in their systems.

## Results

### Clear data definitions and less issue handling

The benefits of XBRL over XML are obvious. Hietbrink: 'The quality of the XML messages that we received was already high – especially when compared to paper based forms. But XBRL offers a richer taxonomy and facilitates automatic validation of the data.' In fact, XBRL offers software vendors the opportunity to validate messages. The clearly defined data definitions in the Netherlands Taxonomy have created a better understanding of the filing requirements. It also allows the Tax Administration to include many restrictions in the taxonomy, e.g. use of a particular currency or country code. This in turn has reduced the number of interpretation errors in the explanatory notes and figures in particular, and created a more consistent dataset for analysis and oversight.

So far, the adoption of XBRL has resulted in a strong reduction of rejections in the gateway and has reduced issue handling. Before the introduction of XBRL, messages that contained an error would be set apart and the handling of the message would easily be delayed for months. The benefit of using XBRL is that these validations are embedded in the taxonomy and ready to use for anybody using standard XBRL validation software. This means that accounting and tax software can spot errors immediately on data entry and allows the tax filing to be handled quicker, saving time and costs. When the definition of such a syntax or business rule would change, the Tax Administration would change the rule in the Netherlands Taxonomy. Upon updating the system for the new taxonomy, the rule would be automatically updated in the software of the software vendor.

### Better insight in data relationships

Also, since the introduction of XBRL, the facilities for software vendors to test the relationships between the data definitions have definitely improved. Hietbrink: 'In the past we had to develop consistency rules (e.g. field A + field B = field C) manually within a very short period of time. Now we apply XBRL Formula, which can also be used by software developers in their own environment. The downside is that we have less insight into the progress that the developers make in embedding these rules in their systems. Although, in the past we were not always well informed either. Some developers would use trial-and-error whereas others would first develop the entire product and then only test one or two complex messages.'

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'In the past we had to develop consistency rules (e.g. field A + field B = field C) manually within a very short period of time. Now we are supported by XBRL Formula, which can also be used by software developers in their own environment.'

'The standards that we use for data exchange offer us the opportunity to automate messages that we could not automate in the past.'

'For small agencies like DUO who receive important information flows from few parties, such as reports from one hundred housing corporations to Autoriteit Wonen and from a few thousand schools to DUO, building their own Digipoort based on the current security standards and availability level would simply be too expensive. Joining a shared facility might be preferable.'

'There is no need to reinvent the wheel time and again.'

'A similar example is messaging with the banking sector. The Tax Administration has a standard collection process, whereas banks have a standard SWIFT submission process. In such cases we assess how to connect the national and the international standards.'

## Reuse of the data for various purposes

One of the reasons why SBR was so appealing a decade ago, was the cross-domain approach: reusing the data for various purposes, from tax filings and annual reports to statistics, which would offer businesses even more efficiencies. The collaboration of various parties (e.g. government agencies and banks) has certainly rendered good results, but there is still room for improvement, both in costs (for software vendors) and efficiency (for businesses and intermediaries). Hietbrink: 'However, the standards that we use for data exchange offer us the opportunity to automate messages that we could not automate in the past.'

## Reflections

### One Digipoort or various facilities?

According to Hietbrink, the optimum standardisation is one facility (Digipoort) for all messages as currently implemented for most SBR messages. As the number stakeholders that would like to apply the SBR standards is growing, an alternative would be to agree on the standards as such and allow the creation of various facilities based on one agreed upon standard. This could ease the adoption of the standards and create a competitive market for gateway solutions that support these standards. Hietbrink: 'However, for small agencies who receive important information flows from few parties, such as reports from one hundred housing associations to the Ministry of the Interior and Kingdom Relations and from a few thousand schools to the Education Executive Agency (Dienst Uitvoering Onderwijs - DUO), building their own Digipoort gateway based on the current security standards and availability level would simply be too expensive. Joining a shared facility might be preferable.' In the near future, the question whether there should be one facility or various ones will be a matter of political debate. One that will certainly impact the implementation of SBR.

### Apply external standards where possible

XBRL fits nicely in the internal policy of the Tax Administration to apply external standards where possible. Once a standard has been selected, processes can be organised in a standardised way, saving endless discussions on what technologies should be used. Hietbrink: 'There is no need to reinvent the wheel time and again.'

Yet such standards should not be forced upon parties without a critical assessment. For instance, when OECD selected XML for country-by-country reporting, the Tax Administration did not enforce XBRL upon local businesses, as multinationals and large accounting firms develop tools that produce XML messages for many countries. It would not make sense to diverge from this path in the Netherlands. If XBRL was to be mandatory in such cases, the selection for XBRL should have been made at an international level earlier on in the process. Hietbrink: 'A similar example is messaging with the banking sector. The Tax Administration has a standard collection process, whereas banks have a standard SWIFT submission process. In such cases we assess how to connect the national and the international standards.'

## Limit the space for the application of standards

One of the challenges with international standards is that they are often widely applicable, allowing for many interpretations. This is not only true for XBRL, but also for XML and PKI certificates. That is why the space for the application of these standards has been limited in the Netherlands. This is organised through the Dutch Taxonomy Architecture and Dutch Process Architecture, both of which are governed by the public-private SBR Council. Its usage is based on mutual agreement. Hietbrink, using a familiar metaphor: 'If we hadn't limited the space for application, the Chamber of Commerce might buy screw size 5, Statistics Netherlands might use screw size 4 and our agency would buy size 6. Which means that the maintenance engineers need drills and plugs in three different sizes. Standardization can sometimes mean an overkill for some applications – if we all choose size 5 when in some cases size 4 would be sufficient – but it is so much easier in the maintenance process and it reduces the cost of maintenance tools.'

## XBRL in the future

Hietbrink expects that XBRL will continue to be used for external messaging only – not for in-house systems. But it will be used for other types of taxes as well, such as vehicle tax, succession tax, and donation tax. 'We also keep an eye on developments in the XBRL standard such as Inline as well as JSON and CSV syntax alternatives for the XML syntax. For instance, if XBRL is eventually used for payroll tax filing, the CSV syntax might be a better solution than the XML syntax because of the volumes concerned. Since the files would be formatted in a way that continues to allow XBRL validation as carried out today, this might be the best of both worlds. That would offer joint benefits.'

Another development is the creation of a Reference Classification System of Financial Information (RCSFI) or in Dutch "Referentie Grootboekschema" (RGS). Businesses in the Netherlands are legally permitted to use their own formats and codes for bookkeeping, general ledger, profit and loss accounts and balance sheets. Legally prescribed templates only apply to specific reports, such as tax declarations. To ensure companies can connect their ledgers to RCSFI, it contains all the ledgers which are required to report to the Dutch government using XBRL and most of the ledgers used for internal reporting. The RCSFI is connected to XBRL tags in the NT. This enables the further integration and automation of the chain of administrative processes and makes the compilation of reports more efficient.

'Standardisation can sometimes mean an overkill for some applications but it is so much easier in the maintenance process and it reduces the cost of maintenance tools.'

'We do keep an eye on developments concerning JSON and CSV. For instance, if XBRL is eventually used for payroll tax filing, CSV might be a better solution, but only if we maintained XBRL and connected CSV to the taxonomy. That would offer joint benefits.'

## Lessons learned

From their own experience, the Tax Administration has pointed out some items that need attention when implementing an XBRL filing solution:

- Try to follow international standards as much as possible when you decide to implement XBRL. Use international data models and ISO code tables to shape the XBRL taxonomy as much as possible instead of reinventing the wheel.
- What is the purpose of the message? Should it be presented to third parties outside of the process – which requires a proper and consistent presentation – or will it only be exchanged between businesses and parties such as banks or a tax authority, in which case presentation is not relevant at all?
- Project management in a complex environment can be challenging. It is crucial to know the goals, to align them with the outside world, to have an overall vision and to achieve this step by step with other parties. As a government agency, we have been prepared to invest in the alignment with all parties involved.
- Be transparent about goals, actions and timelines.
- Consider beforehand when implementation should become mandatory.
- Make sure internal management is focused on the project and external management is focused on meeting expectations.
- Keep in mind that all goals, including personal ones, should fit into the overall strategy. Work as a team.
- Find out if lessons learned by other parties could be helpful – or not. Know your own organization and history.

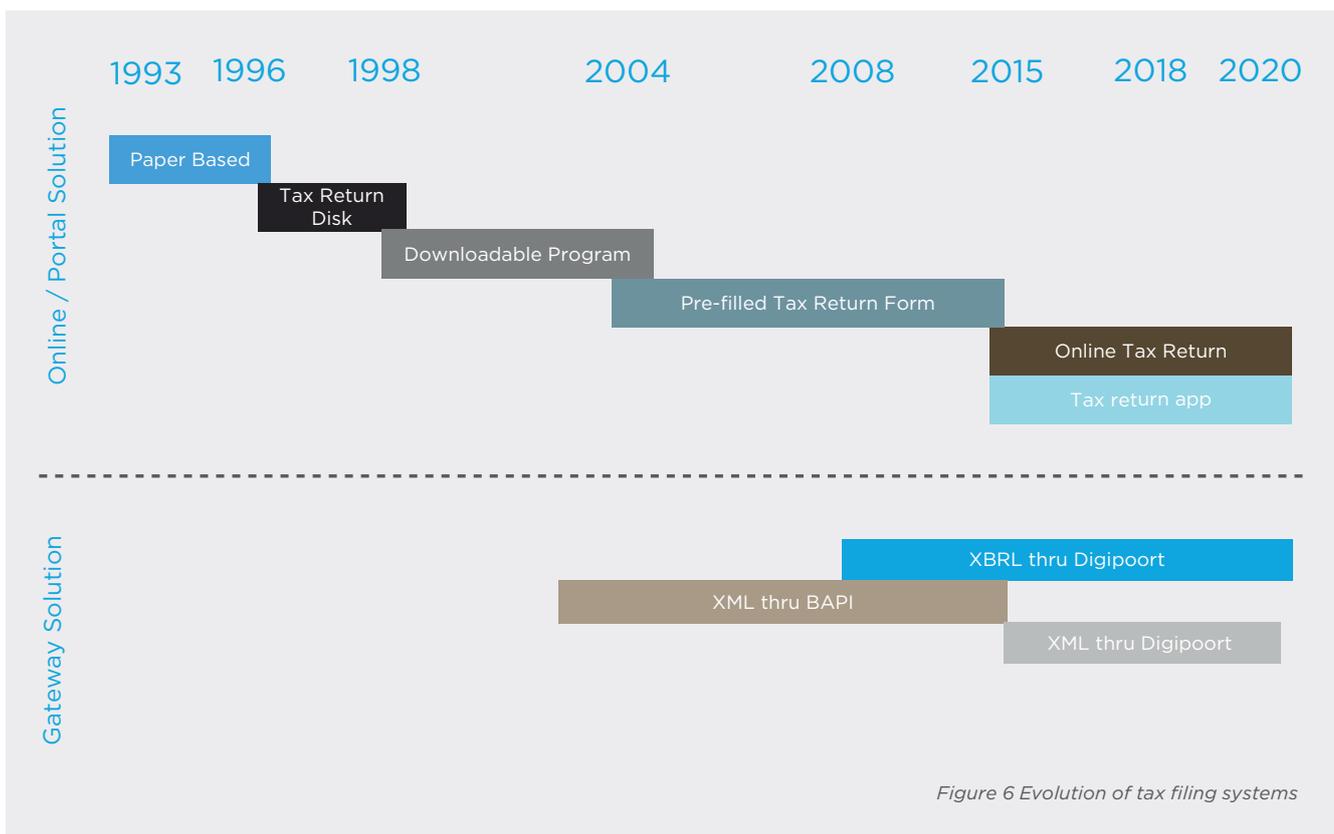
## Appendix 1. Overview of tax filings using XBRL

Tax messages filed in 2017 and replies	in XBRL since	Total number of Tax messages through SBR (in 000)
<b>Income Tax</b>		
IT: Income Tax Return Form	2009	3,744
Pre-filled IT: Pre-filled Income Tax Return Form	2013	747
PR-IT: Provisional (assessment) Tax Return Form Income Tax	2012	300
Ext. Request (extra): forms meaning to extend time of filing	2012	895
C-TDF-IT: Copy of Tax Demand Form	2012	4,640
Reply to Ext. Request	2017	3,200
<b>Total Income Tax</b>		<b>13,526</b>
<b>Corporate Income Tax</b>		
CIT: Corporate Income Tax Return Form	2010	640
PR-CIT: Provisional (assessment) Tax Return Form	2012	114
C-TDF-CIT: Copy of Tax Demand Form	2012	917
<b>Total Corporate Income Tax</b>		<b>1,671</b>
<b>Value Added Tax</b>		
VAT: Value Added Tax Return Form	2008	3,521
Sub-VAT: Supplementary VAT filing	2014	163
C-TDF-VAT: Copy of Tax Demand Form	2014	450
<b>Total Value Added Tax</b>		<b>4,134</b>
<b>Intra Communautory Transactions</b>		
ICT: Intra Communautory Transactions	2009	314
<b>Total Intra Communautory Transactions</b>		<b>314</b>
<b>Mini-One-Stop-Shop</b>	2015	-
<b>Inheritance Tax</b>	2017	-
<b>Allowances</b>		
Allowances	2014	1,016
C-TDF-Allowances: Copy of Tax Demand Form	2015	140
<b>Total</b>		<b>1,156</b>
<b>Total tax messages in 2017 using XBRL</b>		<b>20,801</b>
<b>Wage Tax</b>	no xbrl	<b>7,654</b>
<b>Total tax messages in 2017 through SBR</b>		<b>28,455</b>

## Appendix 2. Systems and processes for data exchange

To enable system-to-system data exchange with businesses and software vendors, the Tax Administration started its own data exchange BAPI gateway in 2004 with XML as the data format. In 2007 Digipoort was introduced as the gateway for the exchange of SBR reports and from 2008 VAT declarations could be collected through SBR. From 2018 all system-to-system data exchange between businesses and the Tax Administration is processed through Digipoort. This means that the BAPI gateway is being suspended. The Tax Administration is legally required to enable citizens and businesses to submit their tax declarations on paper or through an online portal. Already in 1994 the tax return diskette was introduced to enable citizens and businesses to fill-in their tax declaration from their desktop. In 1995 commercial companies used this to introduce integrated tax declaration solutions, including guidance and support to fill-in the tax declaration.

From 1998, the Tax Administration moved from diskettes to a program that could be downloaded from the website and from 2008 data could be downloaded to pre-fill the tax return forms. As from 2015 this has moved to online tax return forms and mobile tax return apps.







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