

renew

The effort to breathe new life into the organisation at key milestones along the way. It is only by doing so that IRAS has never fallen into becoming a staid governmental body that lives only for routines.

reinvent

As the mission of the organisation changes and evolves, it has to review its strategies, policies and procedures to ensure it would be able to effectively meet the new tasks that come with every stage of progress.

revitalise

IRAS is tasked with heavy responsibilities and to perform its duties effectively and productively, it has to often inject new strength and energy into the organisation to keep it going strong, year after year.

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INLAND REVENUE
AUTHORITY
OF SINGAPORE

mission

- Act as an agent of the Government and provide service in administering, assessing, collecting and enforcing payment of taxes.
- Advise the Government and represent Singapore internationally on matters relating to taxation.

vision

The leading tax administration in the world

A partner of taxpayers in nation-building and economic development
an eXcellent team of competent and committed people

corporate goals

- To foster a competitive tax environment that encourages enterprise and supports economic growth
- To provide excellent service
- To minimise compliance costs of taxpayers
- To ensure compliance by all taxpayers
- To be cost-effective and efficient
- To achieve a high level of staff competence and satisfaction

core values

- **FAIRNESS:** Treat everyone in the same circumstances equally
- **INTEGRITY:** Do what is right without fear or favour in all circumstance
- **PROFESSIONALISM:** Have the competence and take pride in doing our work in the most efficient and effective way
- **TEAMWORK:** Help one another and work together with mutual trust and respect
- **RESPONSIVENESS:** Anticipate and promptly meet changing needs
- **INNOVATION:** Continuously seek new ways to do our work better

our quality policy

We are committed to providing excellent service and to continually improving in the way we excel in meeting our customers' needs and expectations.

our service pledge

Dear Taxpayer,

We are committed to providing excellent service.

You can expect Courtesy, Competence, Clarity and Convenience from us.

COURTESY: We will be attentive and polite when we serve you.

COMPETENCE: We will ensure that you are served by well-trained officers and our tax assessments are accurate.

CLARITY: We will provide clear and complete information to help you fulfil your tax obligations.

CONVENIENCE: We will continuously seek improvements to make it simple for you to meet your tax obligations.

our public responsibility statement

Inculcate a strong sense of public responsibility among staff

Recognise and support volunteerism

Act together to sustain a clean and healthy environment

Serve the community and the nation

To fulfil the statement, we will promote:

- Volunteerism by the community for the community
- Active citizenry and a spirit of volunteerism amongst staff



Formed in 1960, the Inland Revenue Department integrated all the key revenue collection agencies into one body,

enabled

enabling the administration and collection processes to become more streamlined and better managed.



empowered

**In 1992, the IRD became IRAS,
the Inland Revenue Authority of Singapore.
It was much more than just the name that changed.
Empowered with a new autonomy and flexibility,
IRAS is better able to keep revenue collection
in tandem with the aspirations of the nation.**





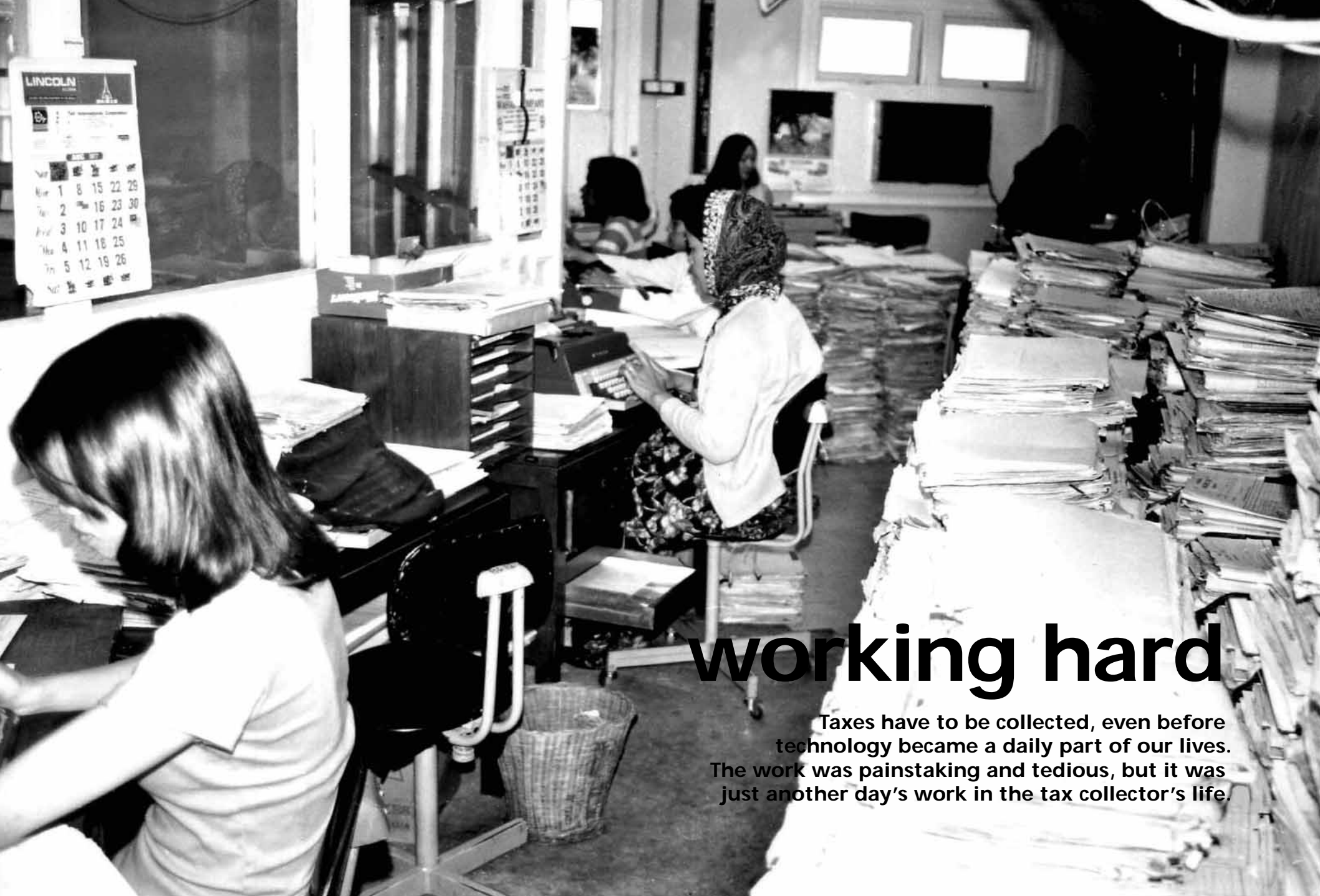
taxing duties

Many Singaporeans have become familiar with the Form B1. While contributing to the nation in the form of taxes was an important duty, the accompanying paperwork was an inevitable part of the process.



relaxing work

Refining and improving the process of tax collection is as beneficial to the taxpayer as it is to IRAS. Now, not only has the process gone online with *myTax* Portal, for many taxpayers filing a return can be as simple as doing nothing.



LINCOLN						
MAY 1977						
Sun	1	8	15	22	29	
Mon	2	9	16	23	30	
Tue	3	10	17	24		
Wed	4	11	18	25		
Thu	5	12	19	26		
Fri	6	13	20	27		
Sat	7	14	21	28		

working hard

Taxes have to be collected, even before technology became a daily part of our lives. The work was painstaking and tedious, but it was just another day's work in the tax collector's life.



and smart

Today, IRAS takes advantage of cutting edge technology, putting it to use in all aspects of its work. The level of commitment and diligence remains unchanged, but things are distinctly faster, easier and better than they used to be.



collecting taxes

The collection of revenue is an important pillar in the progress of the nation, and no effort is ever spared to ensure that the process is administered in keeping with the letter and the spirit of the relevant laws and statutes.



collecting smiles

While the process of collecting taxes has to be fair, unerring and efficient, building the values of service excellence into the process can only enhance the relationship between IRAS and its customers. After all, we are partners in ensuring the prosperity and progress of our nation.

accolades

- MIS Asia IT Excellence Award for the Best Business Enabler (Government) - IRIN
- Technology Leadership Category award in the Asia Government Technology Awards 2007 - IRIN
- 50 officers received National Day Awards, including 1 PPA(Silver), 1 PPA(Bronze), 1 Commendation and 2 Efficiency Awards



- 3 officers received PS21 STAR Service Awards, including a Distinguished STAR Service Award
- 2007 PS21 ExCEL Convention:
 - Best Project (Bronze) Award for “No Return No Filing” Project
- 2007 MOF Productivity Day
 - High Impact Team Award for “No Return No Filing” Project
 - Most Improved Agency Award



chairman's statement

Singapore's economy grew by 7.7% in 2007, marking the fourth consecutive year of strong growth. The robust economic performance resulted in the creation of a record 234,900 jobs and a fall in the unemployment rate to 2.1%. Against the backdrop of this favourable economic environment, tax revenue increased by 24.9% over the year before.

IRAS has contributed to Singapore's economic success through its work with the Ministry of Finance in enhancing the competitiveness of Singapore's tax regime. For instance, IRAS played a key role in designing the new tax incentives announced as part of Budget 2008 to make Research & Development (R&D) pervasive in Singapore. These include the 150% tax deduction for qualifying R&D expenses, the R&D tax allowance for all companies (with a focus on SMEs), and the R&D Incentive for Start-up Enterprises (RISE) for research-intensive start-ups. IRAS also supported other Budget tax measures which make Singapore highly attractive for entrepreneurs to start and grow a business. The continual refining of Singapore's tax regime has allowed

our nation to keep its status as a key business hub. Indeed, the International Institute for Management Development (IMD) has just ranked Singapore as the second most competitive country globally in its World Competitiveness Yearbook 2008.

IRAS has also made its mark as an efficient tax administrator and a service-friendly tax collector. It regularly publishes information on the latest tax regulations and procedures to provide greater clarity to taxpayers on their tax obligations. It listens hard to the feedback of taxpayers and leverages on technology to make the experience of tax filing more pleasant and hassle-free. Today, most individual taxpayers can complete their income tax filing in less than 10 minutes.

Notwithstanding IRAS' best efforts, there would have been occasions that it had not met the expectations of taxpayers. IRAS would no doubt be working hard to further improve itself to minimise such occurrences. Already, IRAS has instituted the payment of interest to taxpayers on any late refunds. It will continue to consider means

to impose on itself the discipline of keeping to its benchmarks of efficiency and effectiveness.

The year 2007 has been a significant year for IRAS in the international arena. It secured an Avoidance of Double Taxation Agreement (DTA) with China and ratified four others with Estonia, Kazakhstan, Malta and Qatar. In total, Singapore now has 61 comprehensive DTAs, of which 58 are in force. A strong network of DTAs increases Singapore's economic space and facilitates our trade and investment ties with our valued partners.

On behalf of the Board and staff, I thank Mr Chiang Chie Foo and Mr Lim Yong Wah for their many contributions to IRAS as they retired from the Board in September 2007. I welcome four new members, Dr Tan Kim Siew, Mr Giam Chin Toon, Mr Lim Joo Boon and Mr Viswanathan Shankar, who joined the Board in the same month.

IRAS' achievements are possible because it has a team of dedicated and competent people. On behalf of the Board, I would like to express

my appreciation to the management and staff for their excellent performance in the past year. I am confident that IRAS will continue to strive for organisation excellence and partner taxpayers effectively in nation-building and the economic development of Singapore.



Teo Ming Kian
Chairman



members of the board

1 MR TEO MING KIAN

Chairman

Mr Teo was appointed the Chairman of IRAS Board on 1 October 2006. He is the Permanent Secretary of both Ministry of Finance and National Research and Development, Prime Minister's Office. Mr Teo is the Chairman of Accounting and Corporate Regulatory Authority. He also sits on the boards of a few other organisations.

2 MR MOSES LEE

Commissioner

Mr Lee is the Commissioner of Inland Revenue from 1 July 2005. He joined the IRAS Board in September 2004.

3 DR TAN KIM SIEW

Board Member

Dr Tan is the Permanent Secretary of Defence Development, Ministry of Defence. He joined the IRAS Board in September 2007. He is the Chairman of Defence Science & Technology Agency and DSO National Laboratories. He also serves on the boards of Singapore Technologies Holdings Pte Ltd and Singapore Technologies Engineering Ltd.

4 MR GIAM CHIN TOON

Board Member

Mr Giam joined the IRAS Board in September 2007. He is a Senior Counsel with Wee Swee Teow & Co. He is the Singapore Ambassador (Non-Resident) to Peru and the Singapore High Commissioner (Non-Resident) to Ghana. Mr Giam also serves on the boards of several organisations such as the Overseas-Chinese Banking Corporation Ltd and the Singapore Institute of Directors.

5 MR NOEL HON CHIA CHUN

Board Member

Mr Hon joined the IRAS Board in September 2004. He is the Non-Executive Chairman of e-Cop Pte Ltd and the President of the Singapore Scouts Association. He also serves on the boards of various other private and public organisations. Mr Hon is the Chairman of IRAS Audit Committee which reviews and ensures the adequacy and adherence of IRAS' financial policies and internal controls.

6 MR LAW SONG KENG

Board Member

Mr Law joined the IRAS Board in September 2004. He serves on the board of the Central Provident Fund Board. He is the Chairman of IRAS Staff Committee A, which has oversight of personnel matters of senior executives.

7 MR LIM HUA MIN

Board Member

Mr Lim joined the IRAS Board in September 2004. He is the Group Executive Chairman of Phillip Securities Pte Ltd. He also serves on the boards of several organisations such as IFS Capital Limited, ECICS Limited and King & Shaxson Capital Limited. Mr Lim is also the Chairman of IRAS Investment Committee, which manages IRAS' surplus funds.

8 MR LIM JOO BOON

Board Member

Mr Lim joined the IRAS board in September 2007. He is a Consultant with Philip Private Equity Pte Ltd and OWW Capital Partners. He serves on the boards of several organisations such as Singapore Pools Pte Ltd and Singapore Airlines Engineering Company.

9 MR VISWANATHAN SHANKAR

Board Member

Mr Shankar joined the IRAS Board in September 2007. He is the Global Head of Client Relationships and Corporate Finance, Standard Chartered Bank. Mr Shankar also sits on the SINDA Board of Trustee.



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commissioner's message

I am pleased to report that in FY2007/08 IRAS collected a record \$29.2 billion in tax revenue, \$6.3 billion or 28% higher than FY2006/07. The cost of collection was 0.77 cent per dollar of tax collected, 6% lower than the 0.83 cent in FY2006/07.

IRAS monitors the global economic and tax environment, and engages our stakeholders in reviewing tax policies and practices. Some areas studied in the year included the deferral of claim for capital allowances, input tax claims on exempt supplies made by businesses and mandatory adjudication requirements under the Stamp Duty Act. In FY2007/08, we had also published new tax guides on tax deduction of borrowing costs, property tax assessments for hotel, GST application for Real Estate Investment Trusts (REITs) and stamp duty treatment for properties acquired on an en-bloc or block basis. These guides provide taxpayers with greater certainty and clarity on their tax matters.

Information technology is a key enabler in enhancing our service delivery. New e-services had been added to *myTax* Portal to enable taxpayers to view letters and notices sent to them, apply for property tax vacancy refund and file objection to annual value electronically. We have

also revamped the IRAS website and improved the layout and content to make it easier for taxpayers to access and retrieve tax information.

For the Year of Assessment 2008, we extended the No-Filing Service initiative to 332,000 individuals, up from 45,000 in the previous year. Through this initiative, 247,300 individual taxpayers with auto-included income and unchanged tax relief did not have to file their returns. More e-Filing service centres with extended operation hours were also set up in the heartlands, providing greater accessibility to taxpayers who needed help to file their tax returns. For the Year of Assessment 2008, 87% of individual income taxpayers e-Filed their tax returns, an increase of 7% compared to the previous year.

In recognition of our successful use of technology to drive and enhance tax administration, we won several IT awards in 2007. These include the MIS Asia IT Excellence Award 2007 (Best Business Enabler, Government) and the Technology Leadership Category Award in the Asia Government Technology Awards 2007.

Our commitment to provide excellent service and make it easy and convenient for taxpayers to comply with their tax obligations was evident

from the results of the Taxpayer Survey conducted in 2007. More than 95% of taxpayers surveyed were satisfied with the level of service provided by us. We have also continued to improve our service standards, including pledging to pay interest to taxpayers if their tax refunds are not made within 30 days. Our efforts have not gone unnoticed. In the "Paying Taxes" Report 2008 by the World Bank, International Finance Corporation and Pricewaterhouse Coopers, Singapore is ranked second in the world, after Maldives, on ease of paying taxes.

While making it easier for taxpayers to comply with tax requirements, IRAS also has to ensure that all taxpayers pay their taxes correctly. We set up a Chief Compliance Office to strengthen the strategic management of our compliance functions and co-ordinate the compliance strategies across tax types. Hawkers, wholesalers, new GST registrants and en-bloc sales stamping were among some of the higher risk areas that we have focused our compliance efforts on in FY2007/08. Based on the experience of other tax administrations, publicising compliance programmes results in a higher level of voluntary compliance. For a start, we have announced our intention to focus on real estate agents and landlords in FY2008/09, to remind them to declare

their income and claim their expenses accurately. We have also formed a Tax Shelter Team to identify the presence and extent of abusive tax shelter schemes in Singapore and deal with them appropriately.

IRAS actively participated in exchanges with other tax administrations to learn and share insights as well as to keep up with international developments. We participated in the 37th Study Group on Asian Tax Administration and Research (SGATAR) Meeting, the 4th Organisation for Economic Co-operation and Development (OECD) Forum on Tax Administration and the 28th Commonwealth Association of Tax Administrators Technical Conference. The Tax Academy of Singapore also collaborated with the OECD to conduct a training programme on “Advanced Application of Tax Treaties” in Singapore last year.

Staff competence and satisfaction remains high on our agenda. We have put in place a competitive remuneration scheme to reward and motivate staff, set salary benchmarks to ensure IRAS stays competitive and implemented a new Performance Appraisal and Rewards System for greater clarity and transparency. Worklife balance and staff well-being are promoted by introducing worklife programmes to help staff manage work and

personal challenges. We also enhance our training systems and encourage a culture of learning and sharing of knowledge to build staff competence and capabilities.

IRAS would not be where it is without a team of competent and dedicated staff. I would like to take this opportunity to thank all IRAS staff for their contributions and the Board for its strong support. In particular, I would like to thank our Deputy Commissioners, Mr Alan Ow and Mr Ng Keat Seng, who retired in November 2007 and April 2008 respectively, after serving 37 years each with IRAS. They have made significant contributions to tax administration and the development of tax expertise during their service. With them as our role models, let us continue to work together as a team, and in partnership with our taxpayers, to make a difference to nation building and economic development in Singapore.




Moses Lee
Commissioner of Inland Revenue




senior management team



Mr Moses Lee
COMMISSIONER



Mr James Khor Ngiap Long
DEPUTY COMMISSIONER
(Individual Group)
ASSISTANT COMMISSIONER
(Individual Income Tax Division)
(Covering)



Mr Chia Chong Sing
DEPUTY COMMISSIONER
(Infocomm Group)



Miss Chiam Yah Fang
ASSISTANT COMMISSIONER
(Taxpayer Services Division)



Mrs Sabina Cheong Hwee Bin
ASSISTANT COMMISSIONER
(Corporate Tax Division)



Mrs Patricia Mak
ASSISTANT COMMISSIONER
(Accounting & Processing Division)



Mdm Chew Tiew San
ASSISTANT COMMISSIONER
(Enforcement Division)



Mr Tay Yong Chin
ASSISTANT COMMISSIONER
(Investigation & Intelligence Division)

Mrs Eng-Tay Geok Lee
DEPUTY COMMISSIONER
(Business Group)



Mrs Chia-Tern Huey Min
DEPUTY COMMISSIONER
(Goods and Services Tax & Property Group)



Mr Ong Khiaw Hong
DEPUTY COMMISSIONER
(Centralised Service & Corporate Group)



Miss Chai Sui Fun
ASSISTANT COMMISSIONER
(Tax Policy & International Tax Division)



Mr Wilson Ong Joon Lim
ASSISTANT COMMISSIONER
(Goods & Services Tax Division)



Ms Ang Sock Tiang
ASSISTANT COMMISSIONER
(Property Tax Division)



Ms Chin Li Fen
ASSISTANT COMMISSIONER
(Corporate Services Division)
ASSISTANT COMMISSIONER
(Corporate Development Division)
(Covering)



Mr Liu Hern Kuan
CHIEF LEGAL OFFICER
(Law Division)



Ms Tang Wai Yee
ASSISTANT COMMISSIONER
(Infocomm Division)



corporate governance

IRAS BOARD

The IRAS Board oversees IRAS and ensures that it carries out its functions competently. The Chairman of the Board is Mr Teo Ming Kian, Permanent Secretary of the Ministry of Finance. The eight other members are Mr Moses Lee, the Commissioner of Inland Revenue, Dr Tan Kim Siew, Mr Giam Chin Toon, Mr Noel Hon Chia Chun, Mr Law Song Keng, Mr Lim Hua Min, Mr Lim Joo Boon and Mr Viswanathan Shankar.

The Board met three times last year to review major corporate policies and approve financial statements, annual budget and major expenditure projects. The Board has established three committees, Staff Committee A, the Audit Committee and the Investment Committee, to assist in carrying out its duties.

STAFF COMMITTEE A

Mr Law Song Keng chairs the Staff Committee A. Its other members are Mr Moses Lee, Commissioner of Inland Revenue, and Mr Giam Chin Toon. Staff Committee A is the approving authority for key remuneration policies in IRAS as well as key appointments, promotion and remuneration of senior executives in IRAS. The Committee met three times in the last financial year.

Audit Committee

Mr Noel Hon Chia Chun chairs the Audit Committee. Its other members are Dr Tan Kim Siew and Mr Lim Joo Boon. The Committee reviews whether IRAS' accounting and financial policies and internal controls are in place, adequate and adhered to. The Committee works closely with the external auditor, the Auditor-General, in reviewing the financial statements of IRAS, the scope of audit plans and the audit results. The Committee also reviews the annual audit plan of the Internal Audit Branch and the results of its work. The Committee met twice in the last financial year.

Investment Committee

Mr Lim Hua Min chairs the Investment Committee. Its other members are Mr Moses Lee, Commissioner of Inland Revenue, and Mr Viswanathan Shankar. The Committee sets investment policies and guidelines and manages surplus funds available for investments. The Committee met twice in the last financial year.

organisation structure



our divisions

INDIVIDUAL INCOME TAX DIVISION

Provides end-to-end administration of Individual Income Tax and Estate Duty. This includes serving taxpayers, assessing and collecting tax, and ensuring compliance for all employees, self-employed, unincorporated businesses and non-resident individuals. This division also handles withholding tax administration for taxpayers who are individuals.

Management Team:

- **Mr James Khor Ngiap Long**
Assistant Commissioner
- **Ms Silva Magdalene**
Acting Director (Employee)
- **Mrs Ang Siew Tee**
Director (Employee Specialised & Estate Duty)
- **Ms Christine Deniz Loo**
Director (Foreigner & Clearance)
- **Miss Marjorie Tan Yong Hin**
Director (Self-Employed)
- **Miss Loh Lee Kim**
Director (Ruling & Compliance)

TAXPAYER SERVICES DIVISION

Handles frontline tax enquiries and manages overall taxpayer relationship and taxpayer services infrastructure and e-Services.

Management Team:

- **Miss Chiam Yah Fang**
Assistant Commissioner
- **Ms Khoo Hung Ling**
Director (Contact Centre)
- **Mrs Tan-Yeo Wei Kuen**
Manager (Taxpayer Services Management Unit)

CORPORATE TAX DIVISION

Provides end-to-end administration of Income Tax for companies, charities, bodies of persons, including withholding tax for payors who are companies; Charities Act, Betting & Sweepstakes Act and Private Lotteries Act. This includes serving taxpayers, assessing and collecting tax, and ensuring compliance.

Management Team:

- **Mrs Sabina Cheong Hwee Bin**
Assistant Commissioner
- **Mrs Lim-Leow Lay Hwa**
Tax Director (General)
- **Mr Low Han Hsien**
Director (Field Audit)
- **Mrs Choy-Koh Kum Lin**
Tax Director (Large Corporation)
- **Mrs Loke-Ng Lay Beng**
Tax Director (Ruling, Charities, Clubs, Private Lottery, Trust)

TAX POLICY AND INTERNATIONAL TAX DIVISION

Initiates tax policy and tax rule changes. Provides technical evaluation in the formulation of tax policies. Represents Government in international tax matters.

Management Team:

- **Miss Chai Sui Fun**
Assistant Commissioner
- **Ms Chow Wai Yee**
Tax Director (Tax Policy & Ruling)
- **Miss Tan Cheng Cheng**
Tax Director (International Tax)

GOODS AND SERVICES TAX DIVISION

Provides end-to-end administration of Goods and Services Tax. This includes serving taxpayers, assessing and collecting tax, and ensuring compliance.

Management Team:

- **Mr Wilson Ong Joon Lim**
Assistant Commissioner
- **Ms Hoe Ee Hui**
Director (General)
- **Miss Ang Sor Tjing**
Director (Wholesale Trade)
- **Mrs Eng Li Ming**
Tax Director (Large Business)

PROPERTY TAX DIVISION

Provides end-to-end administration of Property Tax and Stamp Duty. This includes serving taxpayers, assessing and collecting tax, and ensuring compliance.

Management Team:

- **Ms Ang Sock Tiang**
Assistant Commissioner
- **Ms Charmaine Khaw Sing Ping**
Director (Residential)
- **Ms Sally Mok Chong Chin**
Tax Director (Commercial)
- **Mrs Fong Lee Kheng**
Tax Director (Industrial)
- **Mr Wang Teck Leng**
Tax Director (Valuation and Stamp Duty)

LAW DIVISION

Provides legal opinions on the application of tax laws, drafts legislation and other legal documents, and represents IRAS in legal proceedings.

Management Team:

- **Mr Liu Hern Kuan**
Chief Legal Officer
- **Ms Foo Hui Min**
Director (Litigation)
- **Mr Liu Hern Kuan**
Director (Legislation) (Covering)



ACCOUNTING AND PROCESSING DIVISION

Manages the bulk processing of tax and taxpayer information and the accounting and collection of taxes.

Management Team:

- **Mrs Patricia Mak**
Assistant Commissioner
- **Mrs Chia Seok Khim**
Director (Processing Centre)
- **Miss Koh Mui Gek**
Director (Electronic Interface)
- **Ms Harriet Marion Van Buerle**
Director (Revenue Accounting)

ENFORCEMENT DIVISION

Promotes voluntary compliance in filing and payment of taxes and takes prompt and effective actions on defaulters.

Management Team:

- **Mdm Chew Tiew San**
Assistant Commissioner
- **Mrs Chia-Tan Hai Geok**
Director (Filing Compliance)
- **Mrs Chia-Mao Kawn Hwa**
Director (Compliance Service)
- **Mrs Dorothy Guan**
Director (Payment Enforcement)

INVESTIGATION AND INTELLIGENCE DIVISION

Gathers intelligence, and deters tax evasion through investigation.

Management Team:

- **Mr Tay Yong Chin**
Assistant Commissioner
- **Mr Colin Chew Koo Chung**
Director (Investigation)
- **Mr Felix Lum Hong Ching**
Manager (Intelligence Unit)

CORPORATE SERVICES DIVISION

Optimises the management and deployment of physical, financial and human resources.

Management Team:

- **Ms Chin Li Fen**
Assistant Commissioner
- **Miss Loh Cheng Cheng**
Director (Finance & Administration)
- **Mr Andy Seah Yong Luck**
Director (Human Resource)

CORPORATE DEVELOPMENT DIVISION

Supports IRAS management in strategic planning, builds organisation's capabilities and excellence and maintain IRAS' corporate image.

Management Team:

- **Ms Chin Li Fen**
Assistant Commissioner (Covering)
- **Mr Ernest Lee Kian Meng**
Director (Organisation Excellence)
- **Ms Jackalin Er Hwee Pheng**
Director (Corporate Planning)
- **Ms Deanna Choo Lay Yen**
Director (Corporate Communications)

INFOCOMM DIVISION

Provides Infocomm Technology (ICT) services and support whilst ensuring the security of IT systems and resources. Leads IRAS in ICT planning, system acquisitions and deployment.

Management Team:

- **Ms Tang Wai Yee**
Assistant Commissioner
- **Mdm Chew Soh Lang**
Director (Infocomm Application)
- **Mrs Wee-Poh Lai Khim**
Director (Infocomm Infrastructure & Operations)
- **Mr Jimmy Ho Ee Lam**
Acting Director (Infocomm Technology & Planning)

INTERNAL AUDIT BRANCH

Evaluates the adequacy and effectiveness of internal controls in IRAS and ascertains whether policies and guidelines are complied with.

Management Team:

- **Mrs Teo Po Chu**
Director (Internal Audit)



calendar of events



APRIL 2007

- The Inland Revenue Interactive Network (IRIN) Appreciation Dinner was held on 27 April at Orchard Hotel, to show our appreciation to staff who were involved in the development of IRIN. 500 staff were invited to the dinner, together with another 100 members of the Consortium.
- As at the close of the e-Filing deadline of 18 April, more than 1 million taxpayers (or 4 out of 5) e-Filed their taxes. In all, 1.26 million taxpayers filed their returns, making up a record-high of 92% filing rate, as compared to Year of Assessment 2006's 89.5%.

JUNE 2007

- An appreciation ceremony was held to thank our partners and volunteers who contributed their time and effort towards Volunteer e-Filing Service 2007.
- IRAS launched *myTax* Portal – a one-stop portal that provides round-the-clock e-Services to taxpayers, on 28 June at Revenue House. Mrs Lim Hwee Hua, Minister of State for Finance and Transport, graced the ceremony.

JULY 2007

- With effect from 1 July 2007, IRAS has pledged to make tax refunds to taxpayers within 30 days, failing which interest will be paid to taxpayers.
- Nine of our NSmen colleagues witnessed the SAF Day Parade officiated by President S R Nathan at the SAFTI Military Institute, which also marked 40 years of National Service.
- The joint IRAS-OECD Training Programme organised by the Tax Academy of Singapore was held from 16 to 19 July in Revenue House. A total of 19 foreign and 7 local delegates participated in the programme which dealt with advanced application of tax treaties.
- IRAS' inaugural Community Involvement (CI) Day was launched on 2 July 2007. The objective of the CI Day is to increase awareness amongst our staff on the upcoming activities of the CI Committee and the various charities that IRAS will be supporting for the year. Charities who participated in the CI Day include Children's Aid Society, Waterways Watch Society, Habitat For Humanity, Singapore and Singapore Red Cross.



AUGUST 2007

- IRAS celebrated Singapore's 42nd Birthday on 8 August 2007. For greater synergy, the National Day Observance Ceremony and Makan Parade were reconstituted into one event with the theme: "A Vibrant City of Opportunity and Promise". IRAS staff also took the opportunity to raise close to S\$18,000 for the Children's Aid Society and Habitat for Humanity.
- In order to spruce up the working environment in Revenue House, making it more lively, vibrant and dynamic, IRAS embarked on an 18-month "Makeover@RH" project. Staff witnessed as Commissioner unveiled the newly revamped level B1, marking the occasion by imprinting his hands on a specially framed clay relief.

SEPTEMBER 2007

- 1 September 2007 marked IRAS' 15th anniversary as a statutory board and 60th year of tax administration in Singapore. We celebrated IRAS' 60th anniversary with the theme "IRAS Day – A Time for Celebration! 6 Decades of Learning and Innovation... A Future Without Limits". To commemorate IRAS' success, we published our inaugural "IRAS Family Book", staged a staff musical performance, organised talks by external speakers and set a new Staff Suggestion Scheme record for IRAS!
- A total of 210 officers, including senior officers and accredited tax specialists, participated in the 4th Annual Tax Conference held on 20 September. The topics discussed were on how business costs relating to land and building were an impediment to income tax and property tax, and GST issues relating to the F1 race.





OCTOBER 2007

- A Chief Compliance Office was set up to drive tax compliance at the strategic level. This includes strengthening and developing compliance capabilities, both human and technologies, and processes; and coordinating strategic compliance programmes across tax divisions in IRAS.

NOVEMBER 2007

- The biennial IRAS Family Day was held at the Singapore Zoo on 3 November. An overwhelming response of close to 1,700 staff and family members joined in the organised activities held at Pavilion by the Lake.
- A group of IRAS officers, led by the Commissioner, participated in the 37th SGATAR Meeting in Cebu, the Philippines from 19 to 22 November 2007. The topics discussed include legal and practical issues related to tax fraud and initiatives adopted to manage security and auditability of e-documents/ e-transactions.

- A series of dialogues with various hawker and merchant associations to share on hawkers' tax obligations was kicked off in November. IRAS also produced a guidebook in four languages for the hawkers, which included some templates to guide them in filing their tax returns.

JANUARY 2008

- Revenue Games 2008, hosted by the Inland Revenue Board Malaysia, was held in Kuantan, Pahang, from 18 to 21 January. IRAS' 100-strong contingent, led by the Commissioner, fought hard and performed better than at the previous Revenue Games, in a mix of competitive and friendly games. Both sides exuded great sportsmanship and it was a good platform for officers to build relationships with one another.
- IRAS successfully renewed its ISO 9001:2000 certification, as part of its drive for continued organisational excellence. The scope of the certification covered the provision of tax services for Individual Income Tax, Corporate Tax, Property Tax, Goods & Services Tax, Estate Duty and Stamp Duty.



FEBRUARY 2008

- To serve the needs of taxpayers better, IRAS embarked on a large-scale project to revamp the website. The new taxpayer-centric website was launched on 12 February, garnering good feedback.
- The Commissioner launched a Circuit Express Program on 18 February, where staff form groups of 10 to 12 to join in a circuit-training programme at the gym. To promote a healthy lifestyle, staff are also granted 30 minutes of fitness time-out each week.

MARCH 2008

- IRAS introduced the “No-Filing Service” to 332,000 taxpayers, informing them that they need not file a tax return unless they have changes to make to their income or tax relief claims. This is an extension of the “No-Return-No-Filing” service initiative piloted in Year of Assessment 2007. A Notice of Assessment will be sent to this group of taxpayers based on information captured at source (e.g. employers, Central Depository Ltd, Institutions of a Public Character, etc.) and their previous years’ claims.

