

HOME

CREATING  
SPACE

ACHIEVING  
EXCELLENCE

TRANSFORMING  
LANDSCAPE

FINANCIALS

**CHANGING  
WITH YOU**

HOME

CREATING  
SPACE

ACHIEVING  
EXCELLENCE

TRANSFORMING  
LANDSCAPE

FINANCIALS

## CREATING SPACE

SLA plays an integral role in creating space within our nation's land constraints to support the physical and socio-economic landscape of Singapore.





HOME

CREATING  
SPACE

ACHIEVING  
EXCELLENCE

TRANSFORMING  
LANDSCAPE

FINANCIALS

LAND at SLA > Vision, mission and core values

## Vision

**Limited Land • Unlimited Space**



HOME

CREATING  
SPACE

ACHIEVING  
EXCELLENCE

TRANSFORMING  
LANDSCAPE

FINANCIALS

Creating Space > Vision, mission and core values

## Mission

To optimise land resources for the economic and social development of Singapore

We balance our economic and social needs while:

- ensuring the best use of State land and buildings,
- providing an effective and reliable land management system, including the issuance and guarantee of land titles and geospatial demarcation of land, and
- enabling the full use of land information for better land management and creation of new business opportunities.

Click to return  
to first page



Creating Space > Vision, mission and core values

## Core Values

**Nation First**

**People Organisation**

**Innovation and Dynamism**

**Always Delighting Customers**

**Integrity and Professionalism**

Click to return  
to first page

## Joint Message

Singapore achieved a steady economic growth of 4.8% in 2011 despite a challenging year, in view of the ongoing sovereign debt crisis, the weak European economy and the Japan earthquake. Amidst the slowdown in the second and third quarters in 2011, the Singapore Land Authority (SLA) continued to make good progress and attained its strategic goals and further grew our revenue. Our operating income increased about 6% from \$110.9m last financial year to \$117.6m this year. The increase was largely due to agency fees from land sales and rental of properties and survey services.

As a custodian of over 14,000 hectares of State land and about 5,000 State properties, SLA plays an important role in ensuring that their use is optimised to meet Singapore's economic and social needs.



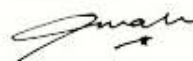
Chaly Mah  
Chairman



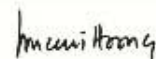
Vincent Hoong  
Chief Executive

In FY2011, SLA achieved a 75% utilisation rate for State land and 98% occupancy for State properties.

SLA continues to find innovative ways to rejuvenate returned or disused State properties through tendering them for new and adaptive uses. One such example is the former Johore Battery site, which is now a food and beverage establishment. SLA also continuously identifies vacant State land suitable for interim uses and makes them available, such as the former Police Skid Pan used for camp site and plant nursery and the land parcel under the Thomson Flyover as a sporting avenue for futsal.



Chaly Mah  
Chairman

Vincent Hoong  
Chief Executive

[Click to return to first page](#)



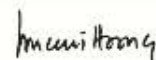


In support of its social objectives, SLA has also developed a framework for co-locating Voluntary Welfare Organisations (VWOs) in State properties which supports a whole-of-government effort to increase the utilisation of state properties and helps the VWOs to achieve economies of scale in their operations.

Another significant milestone for SLA was its role in the vesting of the former railway land used by the Keretapi Tanah Melayu (KTM) in the Singapore Government on 1 July 2011. In addition to taking possession of the site, including its buildings and structures, SLA was tasked with the removal of the entire railway track and ancillary structures, as well as levelling and turfing works on the former track. Since September 2011, the Rail Corridor has been progressively opened to the public for recreational use.



Chaly Mah  
Chairman

Vincent Hoong  
Chief Executive

[Click to return to first page](#)



A further three sites near Jalan Hang Jebat, Ghim Moh Road and Kampong Bahru Flyover and their adjacent vacant State land were identified for interim community use. In response to public requests, SLA also made available to the public the former Bukit Timah and Tanjong Pagar Railway Stations for rent for ad-hoc activities and events which will inject vibrancy and life into the two buildings rich in historical heritage.

SLA has also made significant progress in the development and use of geospatial information and technology. For instance, SLA started to develop the 3D National Map and Digital Terrain Model for above and underground properties and objects to develop a 3D cadastre. SLA continues to play an important role as lead agency in a whole-of-government effort to transform Singapore into a spatially-enabled nation.



*Chaly Mah*  
Chaly Mah  
Chairman

*Vincent Hoong*  
Vincent Hoong  
Chief Executive

[Click to return to first page](#)

New services were also added to OneMap in 2011. This is a whole-of-government map platform to share location-based information and services such as PropertyPrices, Space2Lease and BizQuery. In addition, OneMap offers opportunities for anyone to create innovative geospatial applications by using its base map and Application Programming Interfaces (APIs) to develop applications on both web and mobile-based platforms. One such innovative use is a set of map-based tools to facilitate 'crowd-sourcing' by the Cat Welfare Society which taps on OneMap on its website to allow its members and general public to contribute information such as the location of street cats sighted, with text, pictures or videos.



**Chaly Mah**  
Chairman





**Vincent Hoong**  
Chief Executive

 Click to return to first page

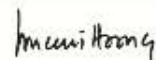


SLA also supported the Government's effort to strengthen the safeguards for the public in their conveyancing transactions through the implementation of the Electronic Payment Instruction (ePI) system. To improve the customer experience, SLA collaborated with the Inland Revenue Authority of Singapore (IRAS) to streamline the electronic lodgement process by dispensing with the production of Stamp Duty certificates when documents such as mortgages, transfers and leases are lodged electronically with the Land Titles Registry.

With the development of the internet age and social media, the mainstream media is no longer the public's only source of information. Hence, it is important for SLA to tap on these social media platforms to engage the public more effectively.



**Chaly Mah**  
Chairman

**Vincent Hoong**  
Chief Executive

[Click to return to first page](#)

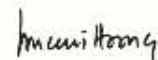
In March, SLA launched its Facebook page which provides an alternative avenue to connect and reach out to its stakeholders.

We would also like to place on record our appreciation of the work and effort of our Management team and staff. We are committed to their career development and will continue to invest in training dollars and development opportunities to nurture them and help them grow as individuals.

Finally, we welcome our new board members, Mr Lim Sim Seng, Mr Steven Phan, Ms Yeo Lian Sim, Mrs Elaine Lim, Mr Wong Mun Summ, Mr Chai Chin Loon and Mr Calvin Phua, all of whom were appointed on 1 August 2011.



**Chaly Mah**  
Chairman

**Vincent Hoong**  
Chief Executive

[Click to return to first page](#)



We would also like to thank Mr Ed Ng, Dr Lee Tsao Yuan, Ms Rita Soh, Professor Pang Eng Fong and Mr Tan Tong Hai, who completed their term of office on 31 July 2011.

2012 will be another challenging year, especially against a backdrop of low economic growth. Nevertheless, we are confident that our management and staff will continue to rise up to the challenges with the same determination and dedication as they have in the past.

  
**Chaly Mah**  
Chairman



  
**Vincent Hoong**  
Chief Executive

 [Click to return to first page](#)

Creating Space > Members of the Authority

## Members of the Authority



Accurate as of 31 March 2012





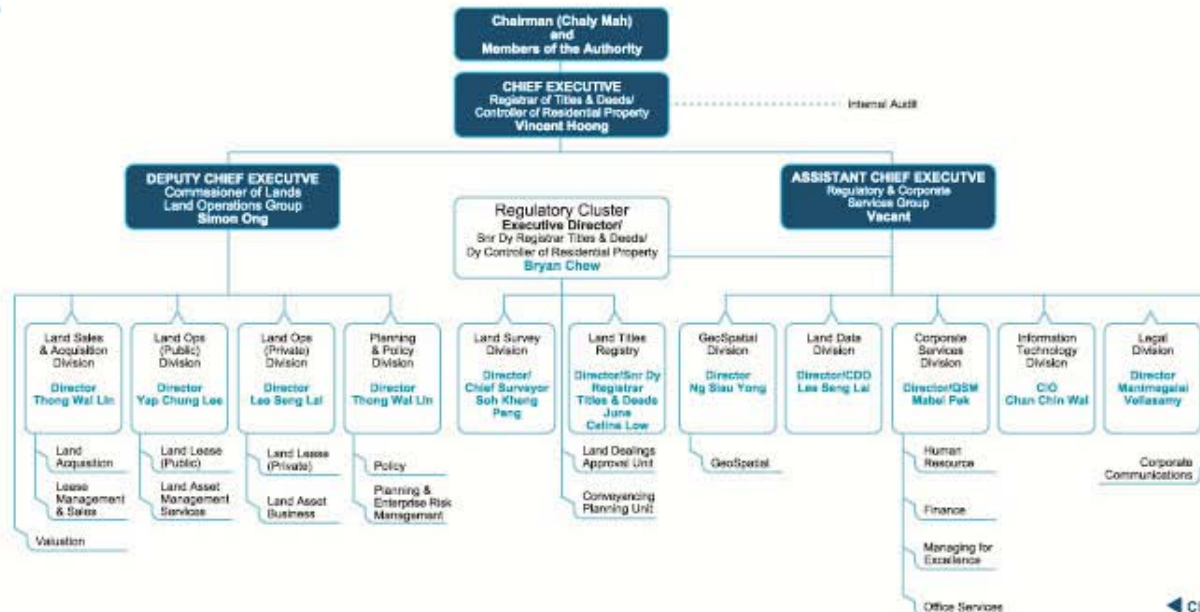
## Executive Management

- |  |  |  |   |
|--|--|--|---|
| 1) <b>Vincent Hoong</b><br>Chief Executive<br>Registrar of Titles and Deeds<br>Controller of Residential Property  | 4) <b>Thong Wai Lin</b><br>Director<br>Land Sales and Acquisition<br>Planning and Policy           | 7) <b>Soh Kheng Peng</b><br>Director<br>Land Survey Division<br>Chief Surveyor | 10) <b>June Celine Low</b><br>Director<br>Land Titles Registry<br>Senior Deputy Registrar of Titles and Deeds |
| 2) <b>Simon Ong</b><br>Deputy Chief Executive<br>Commissioner of Lands   | 5) <b>Lee Seng Lai</b><br>Director<br>Land Operations (Private)<br>Land Data<br>Chief Data Officer | 8) <b>Ng Siau Yong</b><br>Director<br>Geospatial                               | 11) <b>Chan Chin Wai</b><br>Director<br>Information Technology Division<br>Chief Information Officer          |
| 3) <b>Bryan Chew</b><br>Executive Director<br>Regulatory Cluster<br>Senior Deputy Registrar of Titles and Deeds<br>Deputy Controller of Residential Property | 6) <b>Yap Chung Lee</b><br>Director<br>Land Operations (Public)                                    | 9) <b>Manimegalai Vellasamy</b><br>Director<br>Legal                           | 12) <b>Mabel Pek</b><br>Director<br>Corporate Services<br>Quality Service Manager                             |



LAND at SLA > Organisation Chart

## Organisation Chart



Click to view bigger chart

All rights reserved, Singapore Land Authority

## Corporate Profile

The Singapore Land Authority (SLA) is a statutory board under the Ministry of Law. Our main focus is to optimise land resources.

Formed on 1 June 2001, SLA manages about 14,000 hectares of State land and about 5,000 State properties, ranging from residential to commercial, industrial and institutional. We continue to seek creative ways of putting vacant State land and properties to interim use for economic and social purposes, and apply advanced technology to collect and market land-related information for the benefit of our customers.

SLA manages and maintains an effective and efficient property registration system. We are also responsible for the management and maintenance of the national land survey system, which defines the boundaries of properties.

SLA also spearheads the use of geospatial information through a national collaborative environment where geospatial data, policies and technologies are established and defined to foster innovation, knowledge and value creation for the Government, enterprises and community.

For more information on SLA, please visit our website at [www.sla.gov.sg](http://www.sla.gov.sg)



## Corporate Governance

### SLA BOARD

The Singapore Land Authority Act (Cap.301) provides for the appointment of a Chairman, a Deputy Chairman and up to 20 other Board members.

The current 13-member Board comprises persons appointed from both the public and private sectors, with expertise and experience in the following diverse fields: architecture, law, information technology, communications, business management, accounting practice, finance, regulatory compliance and government. Other than the SLA Chief Executive who is also a Board member, the rest are non-executive members.

The Board has appointed from amongst its members, four Board Committees (the Human Resource, Audit, Investment and Appeals Committee), each with its own specific terms of reference.

### HUMAN RESOURCE COMMITTEE

The Human Resource Committee comprises the SLA Chairman, Mr Chaly Mah and three other Board members (one of whom is the SLA Chief Executive). It reviews and approves the promotion of management staff (department heads and above), bonus and increment framework and approves the succession plan for key posts.



### AUDIT COMMITTEE

The Audit Committee is chaired by Mr Steven Phan and includes three other Board members. The main function of this committee is to assist the Board in discharging its statutory and oversight responsibilities. It meets with SLA's internal and external auditors to review their audit plans, audit observations and the annual audited financial statements. It also reviews, with the internal and external auditors, the results of their evaluation of SLA's internal control systems.

### INVESTMENT COMMITTEE

The Investment Committee is chaired by Mr Lim Sim Seng and includes four other Board members (one of whom is the SLA Chief Executive). The Committee oversees SLA's investment activities and yield, and reviews changes in the investment mandate for the Board's and Minister's approval.

### APPEALS COMMITTEE

The Appeals Committee comprises the SLA Chairman, Mr Chaly Mah, and includes two other Board members (one of whom is the SLA Chief Executive). The Committee looks into appeals concerning staff promotion.

 Click to return  
to first page

(Effective 1 August 2011)

## HR COMMITTEE

### Chairman

Mr Chaly Mah

### Members

Mr Vincent Hoong

Ms Teo Lay Lim

Mr Wong Mun Summ

## AUDIT COMMITTEE

### Chairman

Mr Steven Phan

### Members

Mr Chai Chin Loon

Mr Wong Hong Kuan

Ms Yeo Lian Sim

 Click to return  
to first page



## INVESTMENT COMMITTEE

### Chairman

Mr Lim Sim Seng

### Members

Mr Vincent Hoong

Dr Peter Rowan Kellock

Mrs Elaine Lim

Mr Calvin Phua

## APPEALS COMMITTEE

### Chairman

Mr Chaly Mah

### Members

Mr Vincent Hoong

Mr George Lim

 Click to return  
to first page

### ERM Framework

SLA has implemented the Enterprise Risk Management (ERM) framework within the organisation. The ERM framework is a structured process to better anticipate, identify and manage risks that may have an impact on business objectives and stakeholders' value. The ERM process comprises the following:

- Identify and assess risks
- Develop the organisation's risk profile and response
- Monitor and report risks and controls

The risks, controls and the risk management process will be integrated with SLA's internal audit plan. Risk management within SLA will be a continuous and developing process. The risks, controls, and their indicators will be reviewed on a regular basis to ensure their relevance to the changing business environment.

### Internal Audit Function

The Internal Audit Department is an independent function that reports directly to the Chairman of the Audit Committee, and administratively to the Chief Executive. A risk-based approach is used to develop the annual audit plan to ensure that all divisions/departments within SLA are reviewed at appropriate intervals to ascertain whether they are being properly managed and in a manner that is consistent with Corporate objectives and a high standard of governance. The audit plans are reviewed and approved by the Audit Committee.

[Click to return to first page](#)

### External Audit Function

PricewaterhouseCoopers was appointed by the Minister for Law, in consultation with the Auditor-General, for audit of SLA's annual financial statements. The Auditors present its audit plan annually to the Audit Committee. Arising from the audit, the Auditors also report to the Audit Committee, its findings on significant audit, accounting and internal control issues and also recommend improvements.



 Click to return  
to first page





HOME

CREATING  
SPACE

ACHIEVING  
EXCELLENCE

TRANSFORMING  
LANDSCAPE

FINANCIALS

## ACHIEVING EXCELLENCE

Innovation extends beyond our people and technology. In our quest for excellence, we challenge ourselves to look at every aspect of our work with a fresh perspective.

## Highlights 2011/12

APRIL 2011



SLA celebrated its 10th birthday with a series of exciting activities, culminating in a charity walkathon held at Hort Park. This walkathon was a fund-raising drive to support the less privileged families under the Central Singapore Community Development Council (CDC) and a total of \$80,000 was raised.

MAY 2011

1. Mouse over the Services icon and select PropertyPrices from the dropdown list.
2. Key in your desired address and hit the search button.
3. Click on the building symbols on the map to display the property information.



che  
map

WHAT IS KNOWN TO GO ON Map



Scan the QR code to  
learn more about this  
service!

OneMap added two new services, PropertyPrices and Space2Lease, to its suite of services. The latest PropertyPrices shows the transacted prices of both private housing and HDB resale flats whereas Space2Lease allows businesses to check available government properties for rent.



## JUNE 2011



SLA presented OneMap at the e-government Global Exchange Exhibition, held at Marina Bay Sands. This international event, organised by the Infocomm Development Authority of Singapore (IDA), allowed for a collaborative environment to foster bonds between public agencies.

SLA achieved the Business Excellence (BE) 4-in-1 Certification, which comprises recertification of People Developer standards and new certifications for Innovation Class and Service Class. SLA was also awarded the Singapore Quality Class (SQC) Star that recognises the high performance levels demonstrated by the organisation.

## JULY 2011



SG-SPACE (Singapore Geospatial Collaborative Environment), led by SLA together with IDA, was awarded the coveted Enterprise GIS Award at the ESRI International User Conference in San Diego.

[Click to return to first page](#)





Achieving Excellence > Highlights 2011/12

## AUGUST 2011



GeoSpace bagged an award in the Best Business Enabler category for business enablement and efficiency at the MIS Asia IT Excellence Awards in Singapore. In addition, SLA also won the Special Achievement in GIS Award at the ESRI International Conference in San Diego for its SG-SPACE initiative.

## SEPTEMBER 2011



SLA opened the Bukit Timah Railway Station to the public for community use. The long term use for the station and land will be decided after URA's comprehensive review of the railway's development plans.

[Click to return to first page](#)

Achieving Excellence > Highlights 2011/12

## OCTOBER 2011



The First High Level Forum on United Nations Global Geospatial Information Management (UN-GGIM) addressed the role of Geospatial Information in addressing key global issues, and the Singapore delegation was led by the SLA's CE. The forum was held in Seoul, Korea, and brought together participants from 90 countries and 59 United Nations representatives and international organisations.

## NOVEMBER 2011



SLA received the Best PS21 Project Gold Award at the PS21 ExCEL Convention, held at the F1 Pit Building and also a special mention by Head Civil Service Mr Peter Ong for its Best PS21 Project, "Spatially Enabling Singapore".

[Click to return to first page](#)

### DECEMBER 2011



SLA worked with HDB to explore the use of two blocks of flats at Spooner Road as interim housing for low income and needy families. The site was tenanted to HDB and is part of SLA's effort to contribute to the government's commitment to alleviate shortage of rental housing in Singapore.

### JANUARY 2012



SLA has opened the Rail Corridor to the public for recreational activities. SLA also identified three sites along the Rail Corridor and the Tanjong Pagar Railway Station (TPRS) near Jalan Hang Jebat, Ghim Moh and Kampong Bahru Flyover for interim community use.

OneMap Challenge, a competition to promote the development of map-based mobile and desktop applications to the increasingly tech-savvy population and enterprise, was launched. The challenge which was divided into Web Applications and Mobile Applications hopes to spur the geospatial community into action and develop more exciting and useful applications and information to the public, using OneMap as a platform.

[Click to return to first page](#)



## FEBRUARY 2012



A series of Service Excellence Workshops were held in February to communicate the new Service Framework to all staff. SLA adopted a new set of principles for the delivery of quality service, which are based on Citizen Centricity, Mutual Courtesy & Respect and Shared Responsibility for Public Good.

## MARCH 2012



SLA, together with IRAS, streamlined the e-lodgement process to do away with presenting Stamp Duty certificates when documents, such as mortgages, transfers or leases, are lodged electronically with the Land Titles Registry.

SLA also made its foray into the social media with the launch of its Facebook, [www.facebook.com/singaporelandauthority](http://www.facebook.com/singaporelandauthority), to promote the SLA brand and increase public awareness.

## Accolades and Awards 2011/12

- **Business Excellence 4-in-1 Certification, SPRING Singapore**
- **Special Achievement in Geographical Information System (GIS) Award, Esri International User Conference, San Diego, California**
- **Enterprise GIS Award, Esri International User Conference, San Diego, California**
- **Best Business Enabler, MIS Asia IT Excellence Awards, Singapore**
- **Best International Government-to-Government Initiative, eWorld Awards, New Delhi**
- **Digital Government 2011 Achievement Awards (Honorable mention), Government-to-Government category, Sacramento, California**
- **Asian Geospatial Excellence Award (Governance Category) – Asia Geospatial Forum, Jakarta**



HOME

CREATING  
SPACE

ACHIEVING  
EXCELLENCE

TRANSFORMING  
LANDSCAPE

FINANCIALS

Achieving Excellence > Accolades and Awards 2011/12



Community Chest

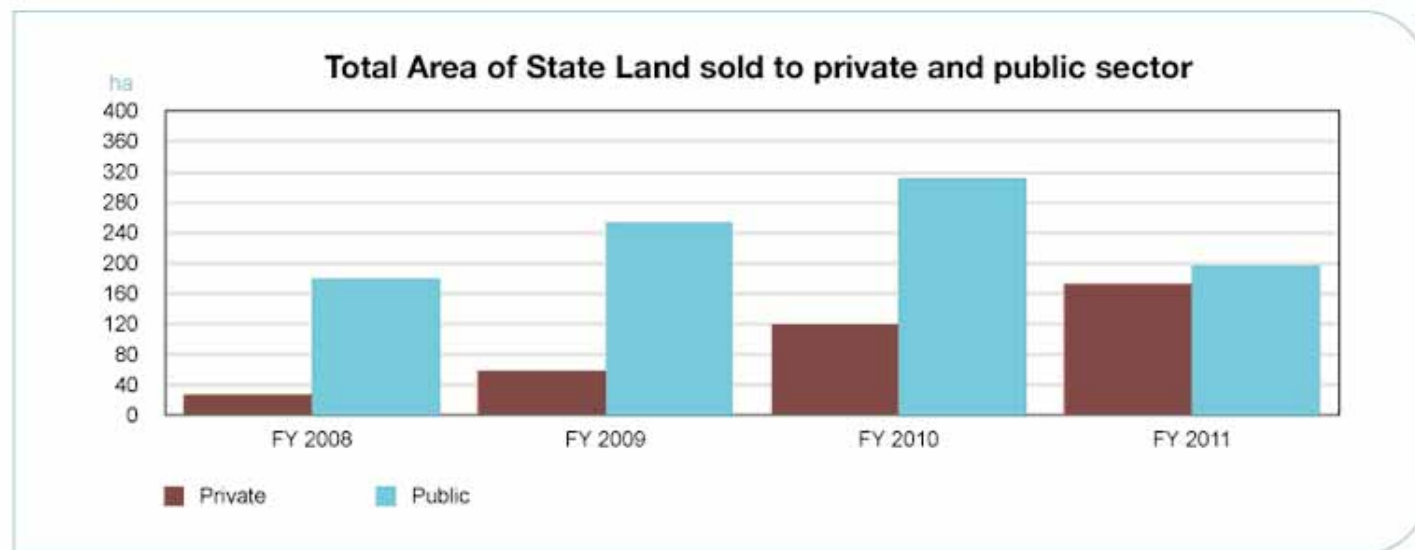
2010  
SHARE  
PLATINUM AWARD  
presented to  
Singapore Land Authority

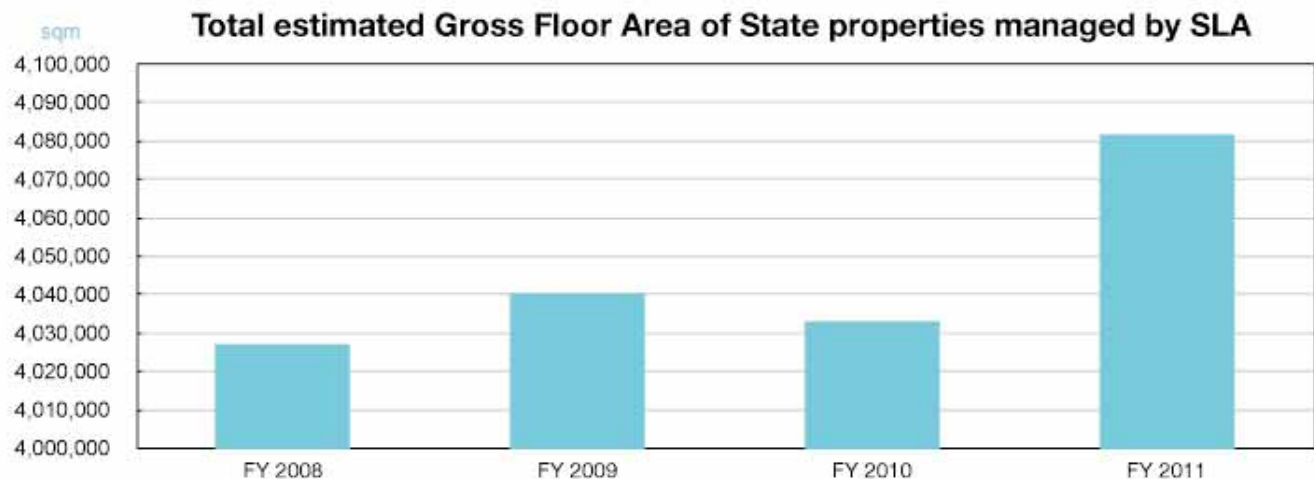
- MinLaw WITS convention Gold Award
- SLA ExCELeRate Gold Award
- Certificate of Recognition, PS21 ExCEL Awards
- Excellence in Public Service Awards 2011 – Best Practice (Resource Management) Award
- Best PS21 Project Gold Award
- Excellence in Public Service Award 2011-PS21 Star Service Award
- Community Chest SHARE Program Platinum Award
- Meritorious Home Team Partner Award
- Home Team National Service Award

Click to return to first page



## Corporate Performance

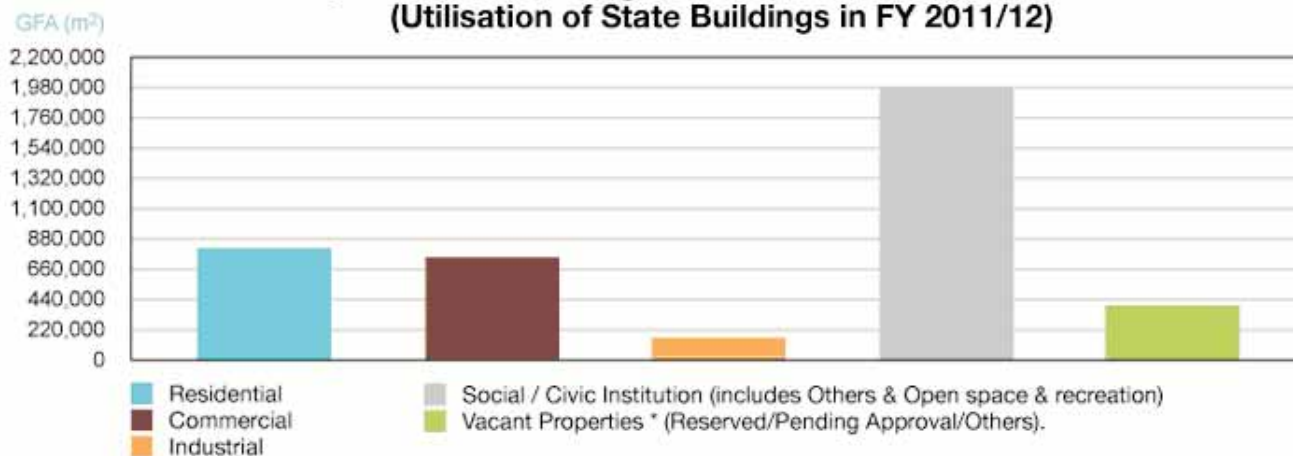




[Click to return to first page](#)



**Breakdown by use of SLA-managed properties in estimated Gross Floor Area  
(Utilisation of State Buildings in FY 2011/12)**



Denote (\*) GFA excludes MA vacant space. The vacant ppty's could be put for any of the above use(s) when tenanted out

[Click to return to first page](#)





No. of  
tender  
launches

### Number of State properties offered for public tender



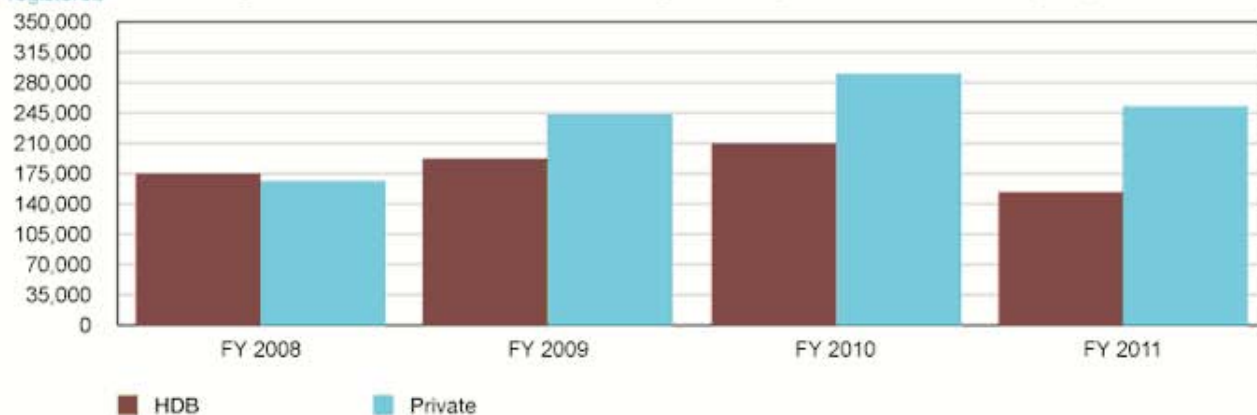
[Click to return to first page](#)



LAND of possibilities > Corporate Performance

No. of  
documents  
registered

### Registration of documents lodged for private and HDB properties



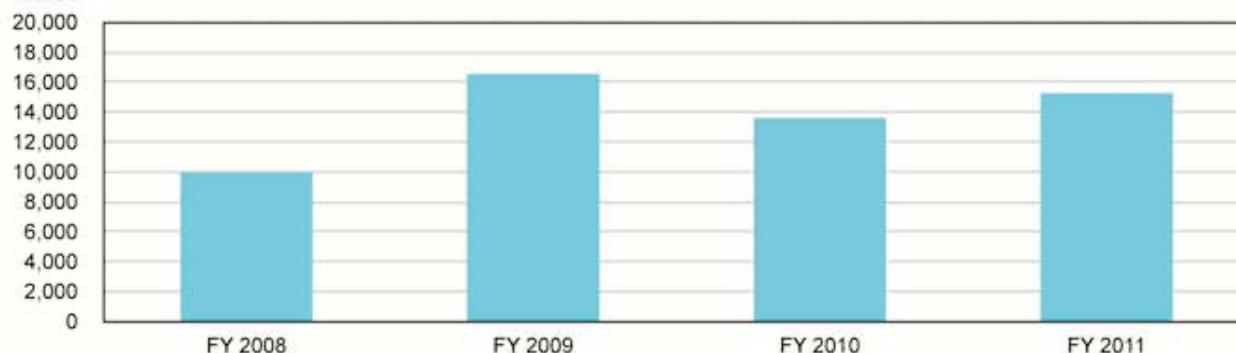
[Click to return to first page](#)



LAND of possibilities > Corporate Performance

No. of title  
documents  
issued

### Issuance of title documents for completed private properties



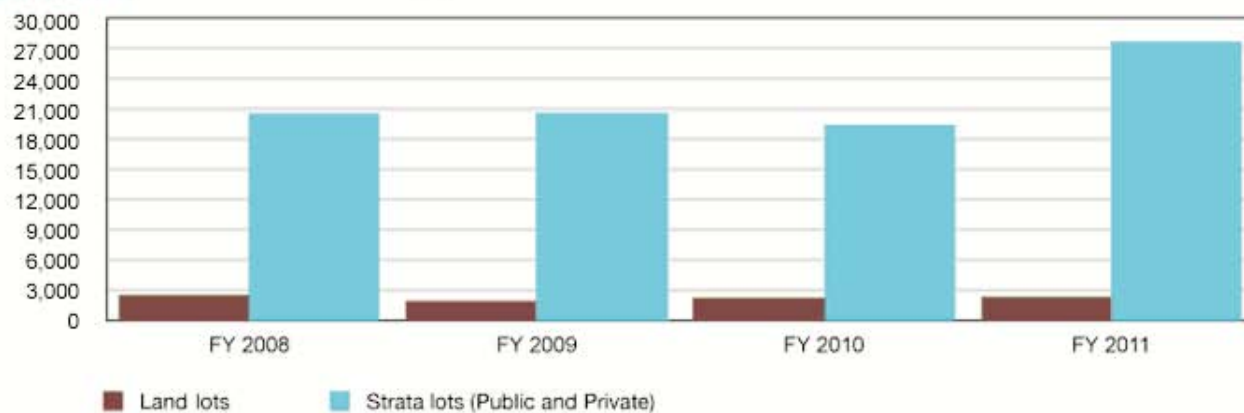
[Click to return to first page](#)





No. of  
approved land  
and strata lots

### Approval of land and strata lots

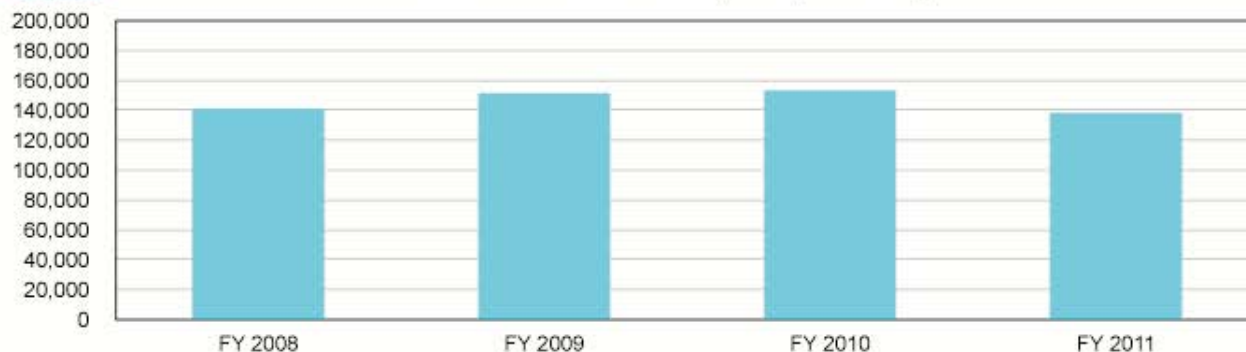


[Click to return to first page](#)



No. of  
Electronic  
searches

**Electronic searches (DIPS, STARS)**

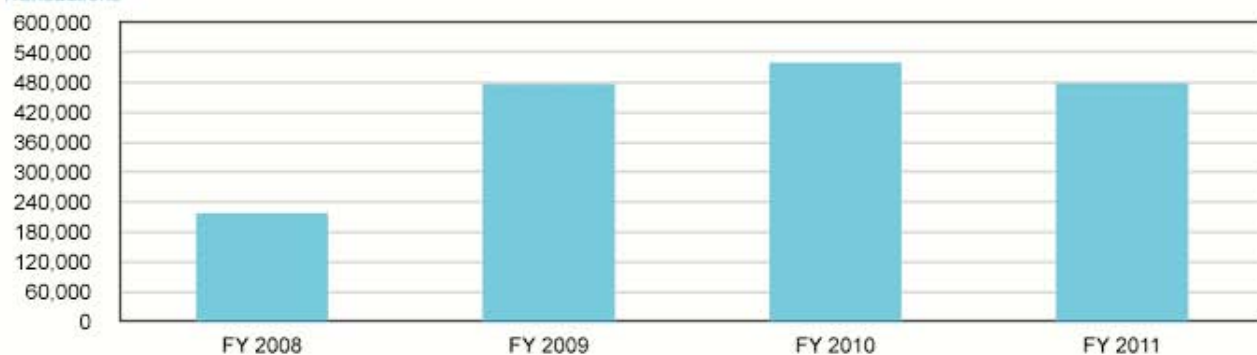


[Click to return  
to first page](#)



No. of INLIS  
Transactions

### INLIS Transaction Volume

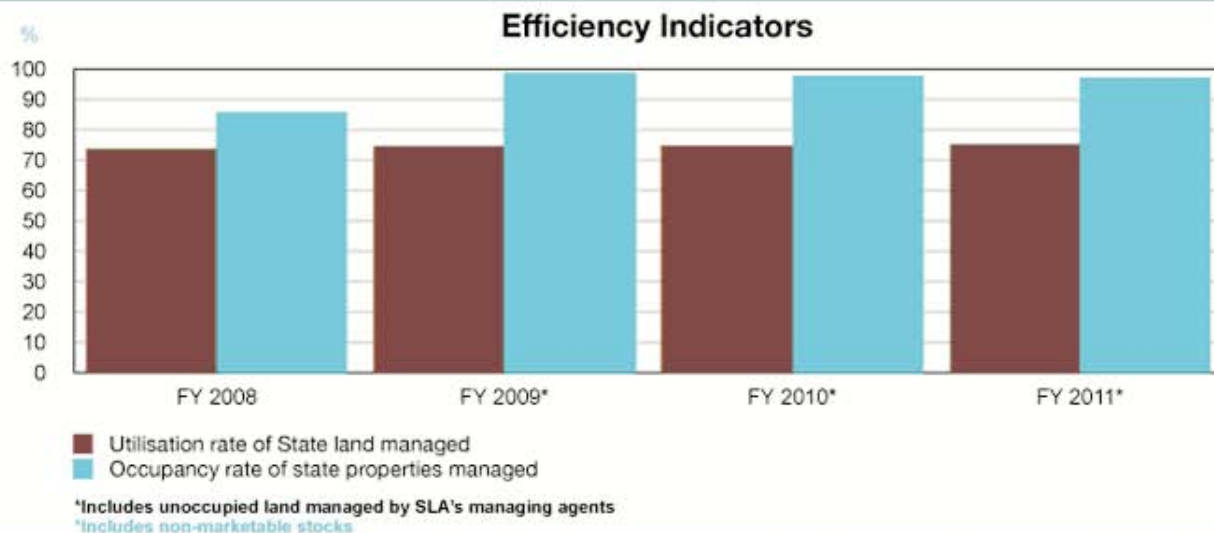


[Click to return to first page](#)





LAND of possibilities > Corporate Performance



[Click to return to first page](#)



**HOME**

**CREATING  
SPACE**

**ACHIEVING  
EXCELLENCE**

**TRANSFORMING  
LANDSCAPE**

**FINANCIALS**

## TRANSFORMING LANDSCAPE

SLA optimises land usage by creating vibrant economic and social spaces, injecting life into the urban landscape.

## Corporate Review

SLA plays a significant role in ensuring that State land and properties are optimised to meet Singapore's economic and social needs. This year, despite the uncertainties in the world economies, SLA has made good progress. A significant example was that we have successfully marketed our State properties with an impressive occupancy rate of 98%.

### OPTIMISING LAND RESOURCES

The former railway land used by the Keretapi Tanah Melayu (KTM) was vested in the Singapore Government on 1 July 2011. SLA was tasked to dismantle and remove the railway tracks and ancillary structures by 31 Dec 2011. This was successfully completed and 26km of railway land was levelled and turfed. The two former railway stations at Tanjong Pagar (TPRS) and Bukit Timah (BTRS) were also handed to SLA. TPRS has been preserved as a national monument and BTRS gazetted as a conserved building. Their long term redevelopment plans are under study by the agencies.





In September last year, BTRS and part of the former railway land extending 1.4 km southwards from the steel bridge along Bukit Timah Road was open to the public for community use. In early 2012, the rest of the land (Rail Corridor) was made open to the public. In addition, SLA has identified three more sites along the former Rail Corridor, at Jalan Hang Jebat, Ghim Moh Road and Kampong Bahru Flyover for interim community use. They were open to the public progressively from April this year.

### CONTRIBUTING TO SOCIAL NEEDS

SLA also worked closely with the Housing Development Board (HDB) on the use of two blocks of flats at Spooner Road as interim housing for low income and needy families. The 12,325-square metre site was handed over to HDB last December on a tenancy. This should help to alleviate shortage of rental housing problems and is part of SLA's efforts to work with various agencies to optimise the interim use of State properties pending their long-term development.

As part of SLA's efforts to increase the utilisation rate of State land and properties, a framework was developed to facilitate co-location of multiple Voluntary Welfare Organisations (VWOs) within a State property. Apart from optimising space and resources, aggregating such services also help VWOs achieve economies of scale in their operations. For a start, the former Corporation Primary School at 35 Boon Lay Ave was tenanted to two VWOs supported by MCYS for various community services.

## PRESERVING HERITAGE, CREATING NEW SPACE

SLA started its restoration works at 5 and 7 Gallop Road to render them tenantable as well as preserving their architectural and heritage value. In terms of creating new space, SLA piloted a new initiative to optimise the use of land underneath flyovers. This involved the land under the Thomson flyover, which was left vacant for 20 years. We successfully tendered it to a private operator as a sporting avenue for futsal. This is the first of its kind and we hope to be able to identify more of such sites in consultation with other agencies.



[Click to return to first page](#)



## **SPEARHEADING GEOSPATIAL DEVELOPMENT**

Since its launch in March 2010, the whole-of-government map portal, OneMap, has enabled the public to access a wide range of government information from thematic layers of information and value-added services. These services include education, culture, community and the environment.

This year, new services such as PropertyPrices and Space2Lease were added. These services are useful to individuals interested in residential property market information and businesses in search of commercial space.

OneMap mobile application was also developed for mobile users who want to access map services. Several iPhone applications have already been published such as Parks Live by the National Parks Board, the Urban Redevelopment Authority's Masterplan 2008 and Property Market Information, as well as Nanyang Polytechnic's Pocket OneMap.





Last April, SLA launched GeoSpace, a portal for government agencies to share and access geospatial data. This initiative has also received international recognition through several awards such as the Special Achievement in GIS at the ESRI User Conference 2011, San Diego, US; Best Business Enabler, MIS Asia IT Excellence Awards 2011, Singapore; Best International, Government-to-Government initiative, e-World 2011 Awards, New Delhi, India and the Digital Government 2011, Achievement Awards (Honourable mention) in the Government-to-Government category, Sacramento.

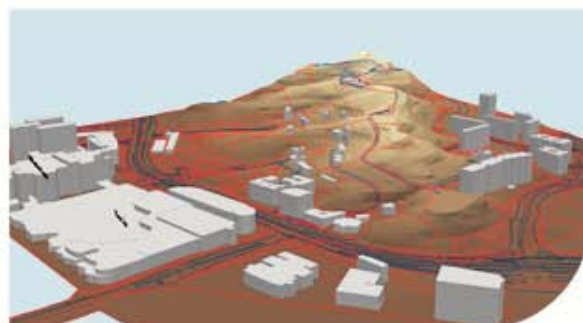


SLA also started a series of promotional and outreach programmes to increase the awareness and knowledge of Geographic Information System (GIS) and geospatial data among the public. These roadshows, workshops, courses, Geospatial Information Technology (GIT)-related competitions and inter-agency pilot projects were organised to support innovation and facilitate sharing of ideas among GIS professionals.

## SUPPORTING NATIONAL DEVELOPMENT

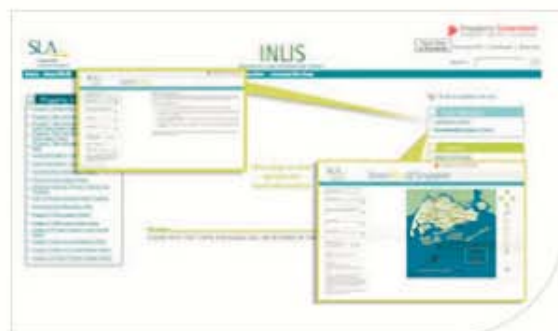
SLA is responsible for the management and maintenance of the national land survey system which facilitates all survey and mapping activities in Singapore.

Last year, SLA started to develop a national Digital Terrain Model (DTM), a 3-dimensional (3D) digital representation of the earth's surface terrain. It provides the main input to facilitate national economic and environmental development. For example, the DTM will support SLA's development of a 3D cadastre and facilitate the building of accurate 3D city models. It will also support the greater use of underground space, provide data for flight safety and input to generate flood risk maps. SLA is also leveraging on its technical capabilities to assist the Public Utilities Board (PUB) in developing the Mobile Light Detection and Ranging (LiDAR) Survey project to collect high-resolution surface data in flood prone areas. This is to enable a better understanding of the flow of rain water so that flood preventive measures can be taken.



## UPGRADING SERVICES FOR EFFICIENCY

As part of its continuing service enhancements, SLA redeveloped the Document Imaging Processing System (DIPS), a web-based system that allows staff to access the images from any personal computer within SLA. This improvement gives customers the option to receive via email images of products purchased through the Integrated Land Information Service (INLIS). Both initiatives will streamline work processes as well as save time and costs for SLA and its customers.



Another improvement in service was the enhancement of the ePI system which was implemented in August 2011 to automate and authenticate pay-out forms. Since January 2012, it has been enhanced to include pay-in forms. The electronic pay-in forms which replaced the manual ones, ensure that the pay-in process is more efficient and secure. This is part of the measures to safeguard the payment of conveyancing monies and reduce risks of fraud and misappropriation of the monies by lawyers involved in such transactions.



## STRENGTHENING ENTERPRISE RISK MANAGEMENT

SLA also implemented an organisation-wide enterprise risk management framework last year, to assess and manage risks which may impact SLA's business objectives. This includes identifying the risks, assessing the likelihood and impact, determining the response strategies for each risk and establishing the reporting cycle. The key risk management governance structure for the organisation has been completed and action plans are being implemented to manage the key risk areas.



## INTER-AGENCY COLLABORATION

SLA also collaborated with other agencies, including the Central Provident Fund (CPF) Board and the Inland Revenue Authority of Singapore (IRAS) for better integration of service delivery. Training workshops on land registration matters for CPF Board officers were held, and the process for Application to Notify Charge (ANC) to be lodged digitally was also simplified.

This March, we worked with IRAS to streamline the lodgement process by dispensing with the requirement for lawyers to present Stamp Duty certificates when lodging documents, such as mortgages, transfers and leases electronically with the Land Titles Registry. In the past, Stamp Duty certificates had to be presented when the documents were lodged and could only be done over the counter.

We also launched an e-guidebook, 'Your Guide to Doing it Right' for public officers. This provides the officers a quick reference on land procurement and administration issues which are useful in their dealings with SLA. This initiative won Gold Awards at both the Ministry of Law's Work Improvement Teams (WITS) and SLA's ExCEL Convention in 2011.

## KNOWLEDGE SHARING WITH OVERSEAS COUNTERPARTS

In August 2011, SLA conducted the inaugural Executive Development Programme for Cambodia's Ministry of Land Management, Urban Planning and Construction. This was part of a year-long project initiated by International Enterprise Singapore and funded by Temasek Foundation to provide a series of training in land management, urban planning and building control for more than 1,000 government officials in Cambodia. This was carried out in Phnom Penh in collaboration with URA and the lead agency, Building & Construction Authority (BCA).



[Click to return to first page](#)



SLA also shared its experience and expertise in land administration with several foreign delegations from our neighbour Malaysia to as far as Panama. They learned about SLA's management of the land titles registry and its cadastre system, range of e-Services, GIS technology, acquisition of private land and the management of State land and properties.

### MAKING NEW CONNECTIONS

Given the rapid changes in the operating environment and rising expectations, SLA will continue to seek innovative ways to provide better service standards to its stakeholders in all its operations and offer of services and products. We have also embraced new media platforms such as the Facebook and YouTube to widen our public outreach and publicise our services.

### MOVING FORWARD

Our vision – Limited Land • Unlimited Space – continues to serve as a beacon to shape and guide our work. We will continue to engage our stakeholders and customers, work with them, be responsive to changing needs and be prepared to renew policies and procedures in the delivery of our public services.



[Click to return to first page](#)





**HOME**

**CREATING  
SPACE**

**ACHIEVING  
EXCELLENCE**

**TRANSFORMING  
LANDSCAPE**

**FINANCIALS**

# Financials

■ **2011/2012  
Financial Overview**

■ **2011/2012  
Financial Statements**