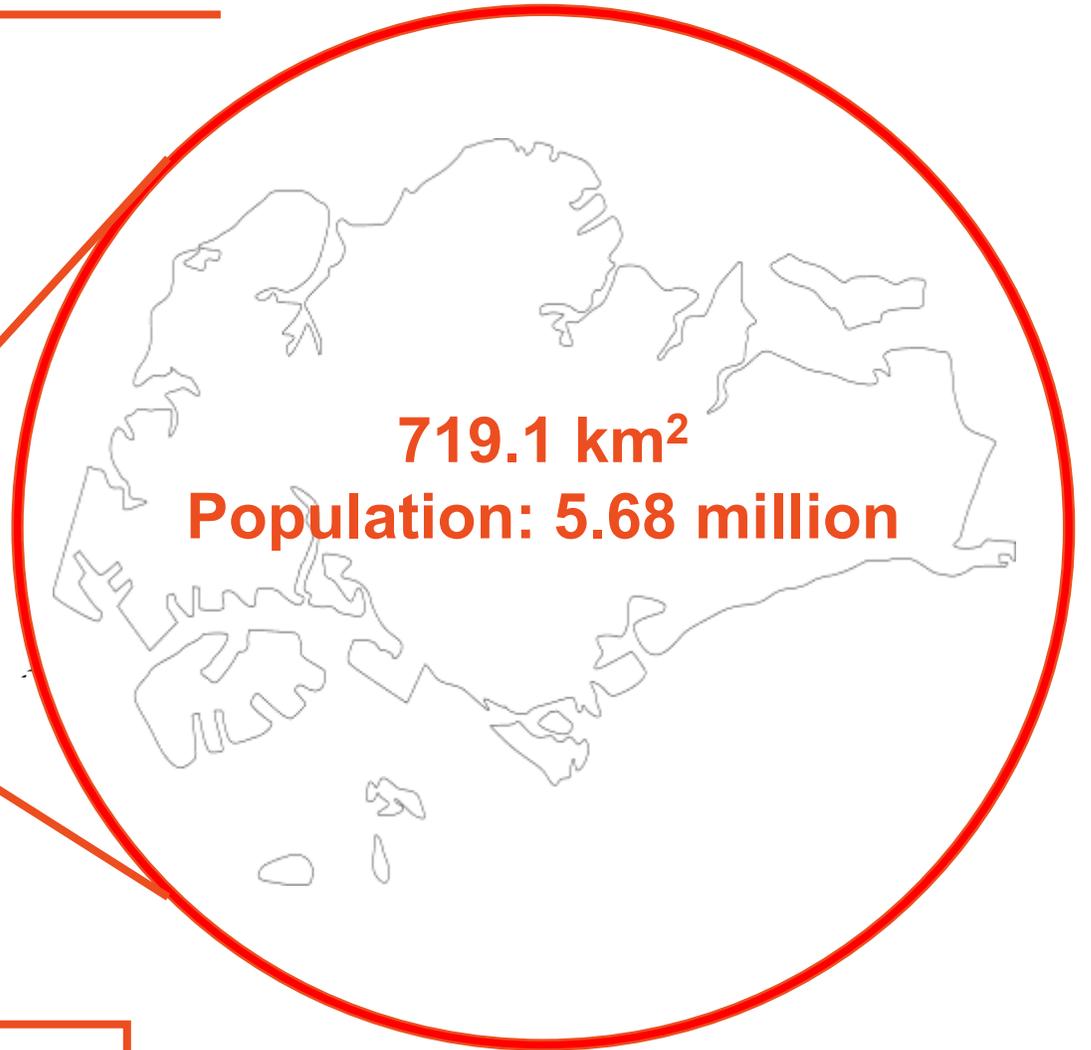


# The Remaking of Singapore's Public Libraries



# ABOUT SINGAPORE

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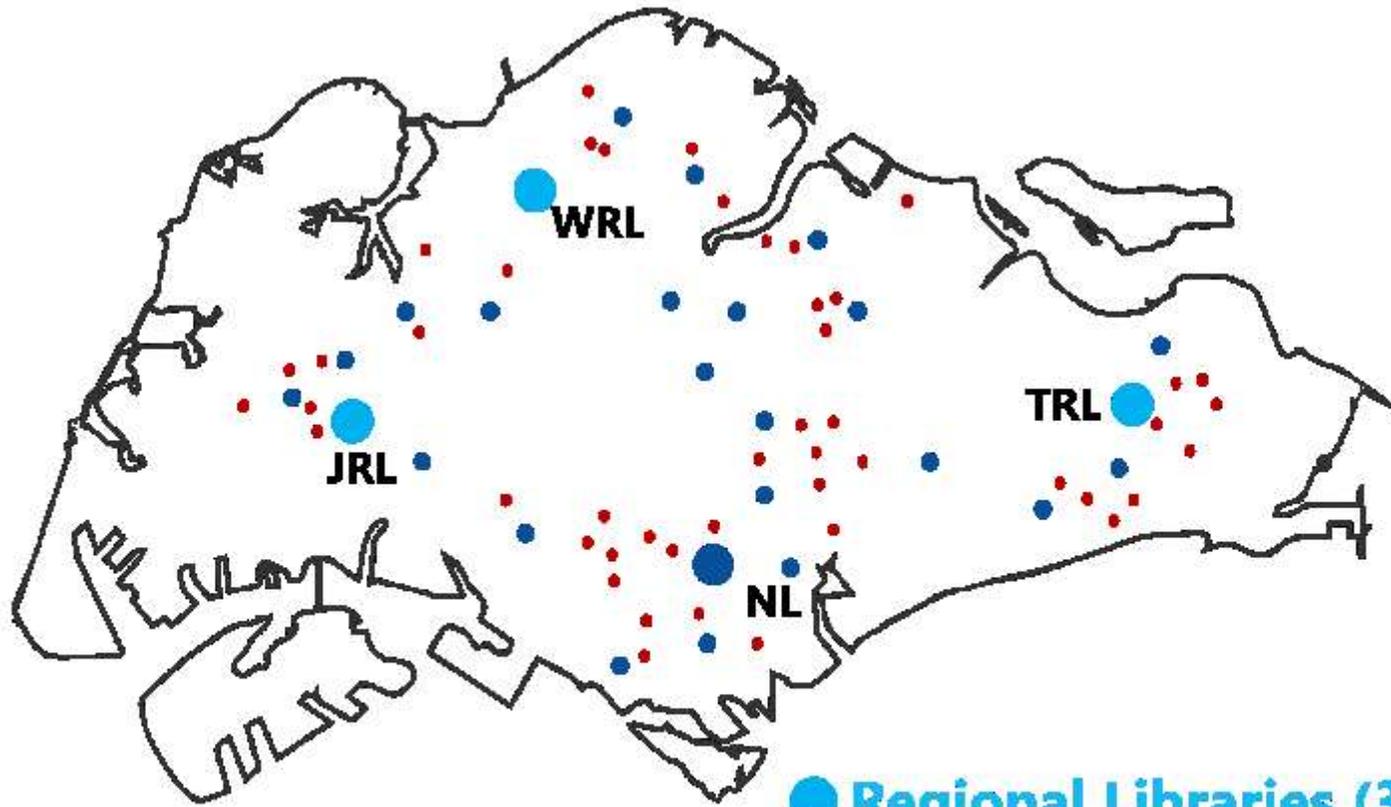


**GDP: S\$86.3k per capita**  
(~US\$63.4k)

**4 main racial groups using 4 languages**  
English, Chinese, Malay, Tamil

# THE NLB NETWORK

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ON AN AVERAGE DAY

**70,476** visitors

**94,868** Physical Items loaned

● **Regional Libraries (3)**

● **Branch Libraries (23)**

● **Community Reading Corners (47)**

9 standalone/co-located libraries  
14 mall libraries

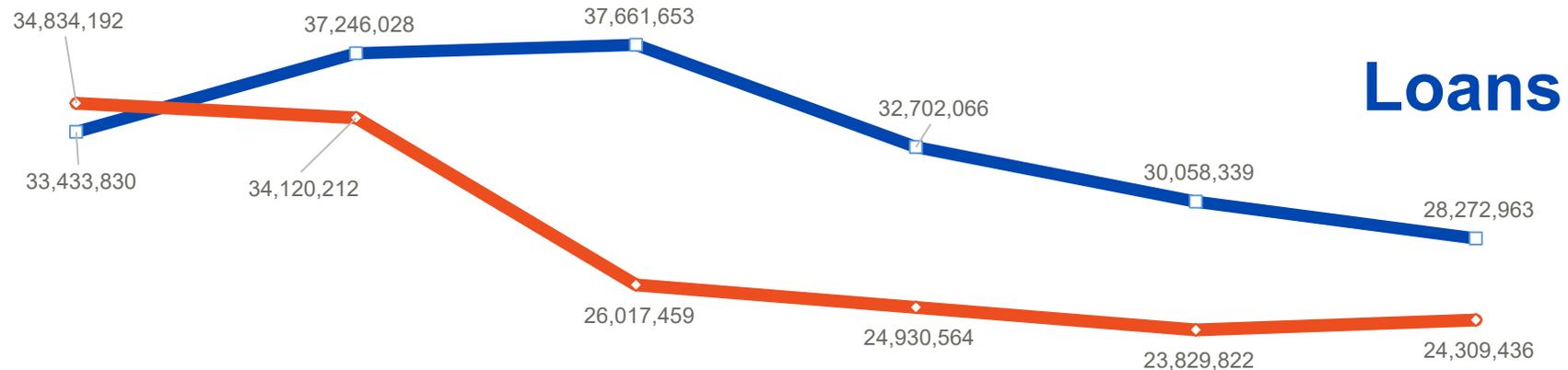
# CONTEXT WE OPERATE IN

In 2012, we started planning for the next master plan for public libraries.

...in the midst of declining usage of libraries worldwide, and the competition for users' attention.

FY10

FY15

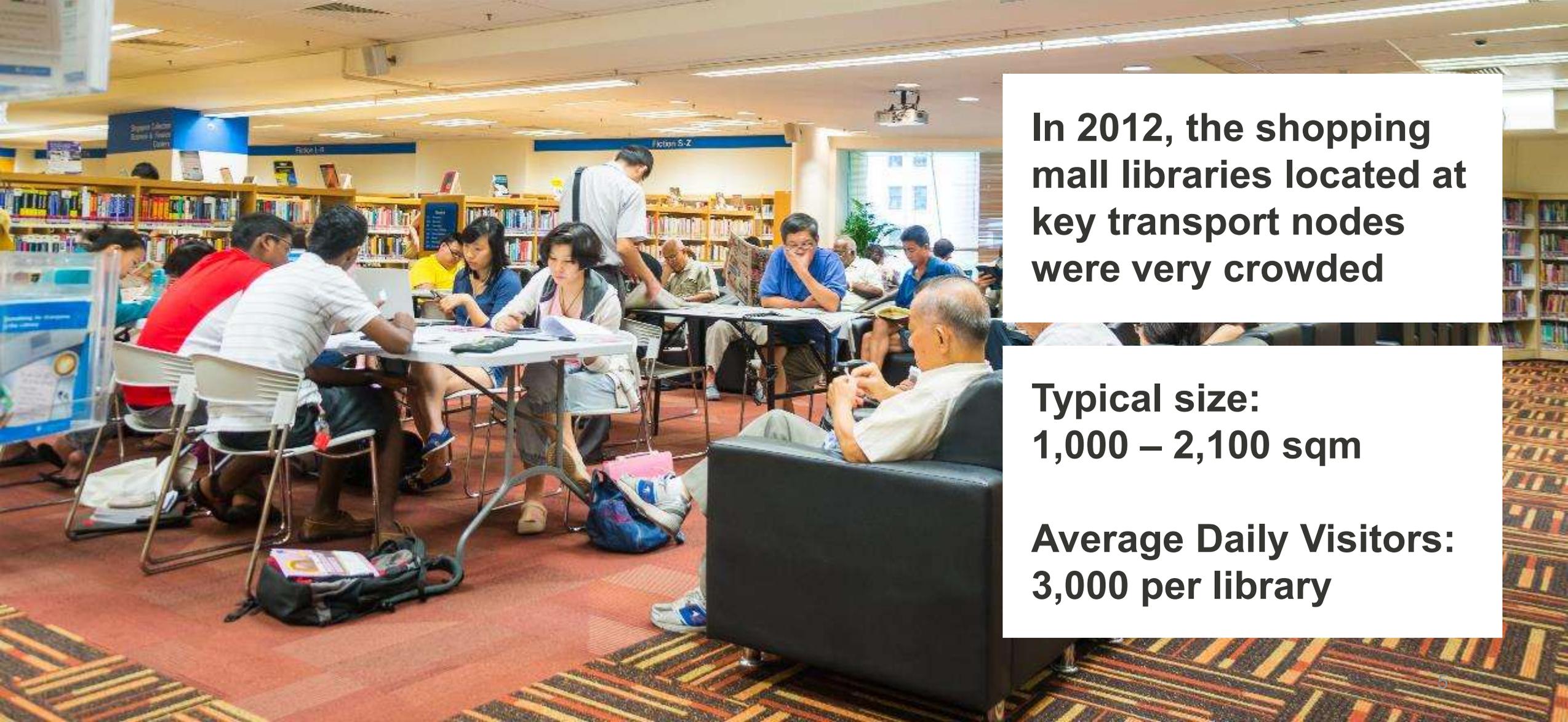


Loans

Visitors

# OUR ADDED CHALLENGE

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**In 2012, the shopping mall libraries located at key transport nodes were very crowded**

**Typical size:  
1,000 – 2,100 sqm**

**Average Daily Visitors:  
3,000 per library**



1.

Strategies and  
Overview of the LoTF

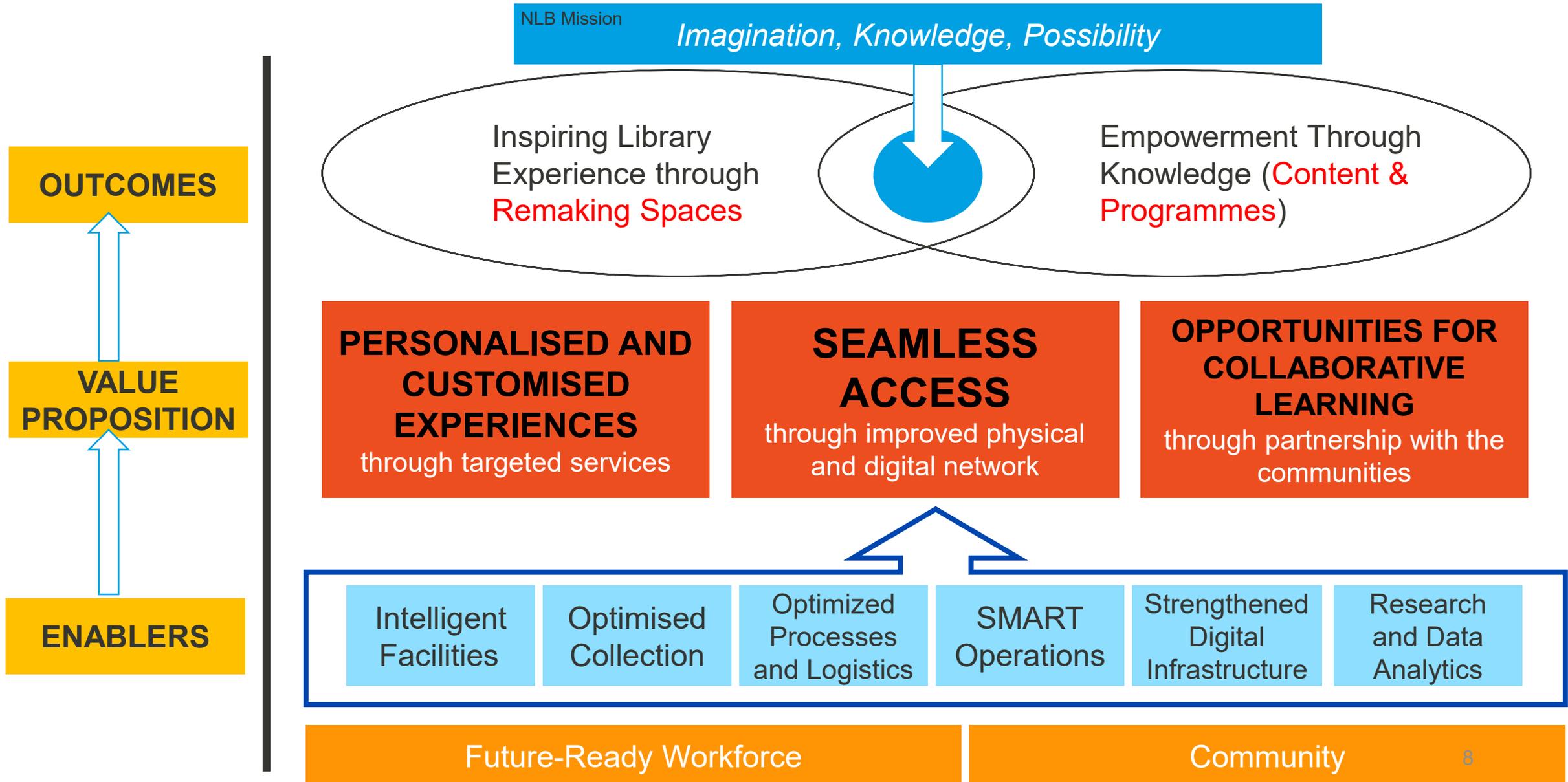
# A. OPTIMISE LOCATION TO BROADEN REACH

---

Instead of building more libraries, the focus is on **upsizing** existing libraries in **convenient locations**. The maximum size of a shopping mall library has increased from 2000 sqm to 3000 sqm.

Singapore's Community Social Facilities Scheme (CSFS) enables NLB to develop libraries in shopping malls at minimal cost.

# B. TRANSFORM USERS' EXPERIENCE



# SERVICE FRAMEWORKS

## MOTHER TONGUE LANGUAGES

Vision: A leading service of excellence for the promotion of reading in MTL  
Mission: To nurture communities of avid readers in MTL through innovative engagement

## SENIORS

Vision: A well-informed community of active learners  
Mission: To provide resources, skills and opportunities that will inspire seniors to learn.

## ADULTS

Vision: Every adult an avid reader and active learner.  
Mission: To inspire people to make reading and learning with library resources a way of life through relevant content and services.



## EARLY LITERACY

Vision: A love of reading in all children aged 0-6  
Mission: Empowering parents & educators to nourish the love of reading in children through fun engaging programmes, services, collections & partnerships

## CHILDREN

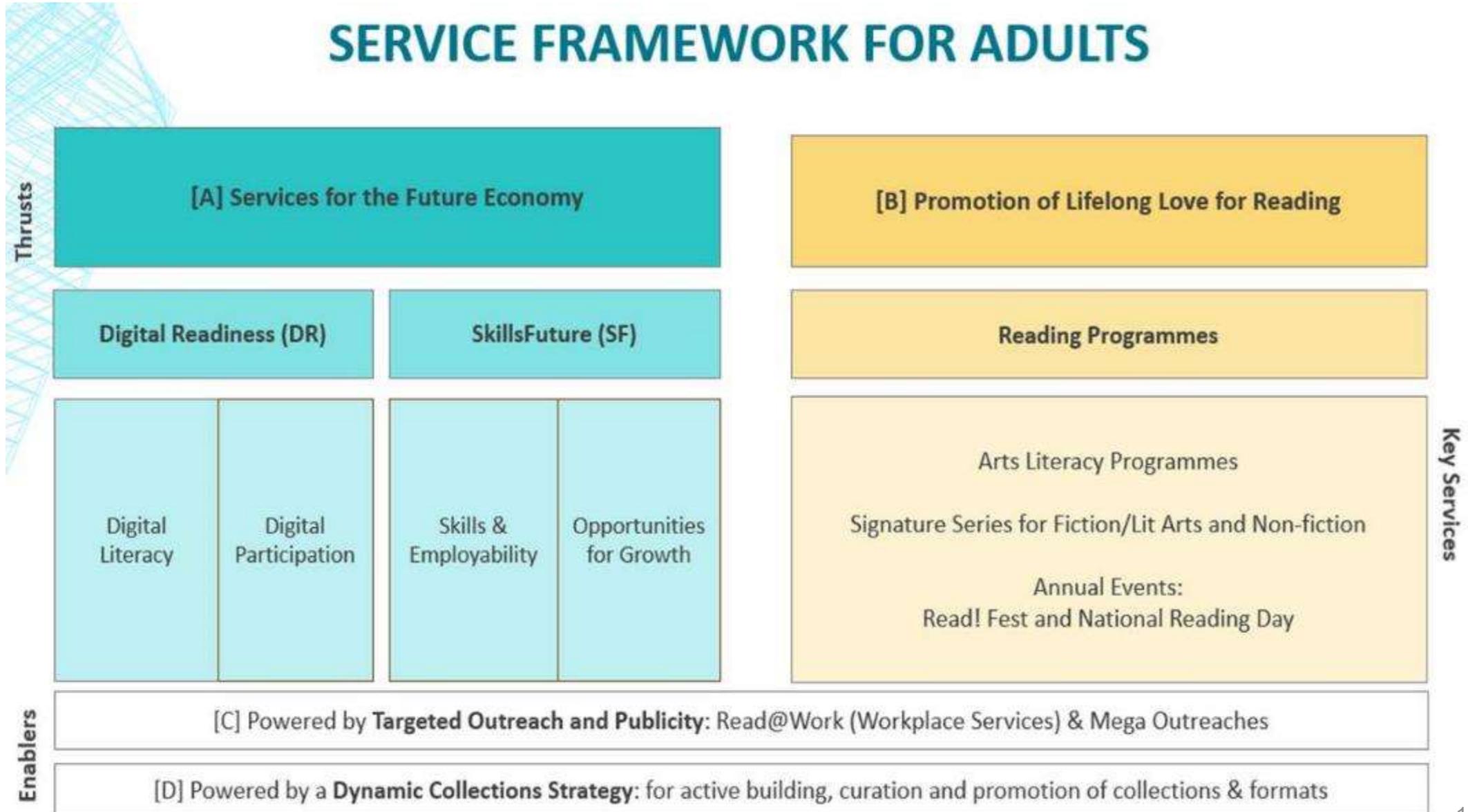
Vision: Every child and teen a reader and learner  
Mission: To create library services that are inclusive, responsive and engaging within and beyond library spaces

## TEENS

Vision: Every child and teen a reader and learner  
Mission: To create library services that are inclusive, responsive and engaging within and beyond library spaces

# EXAMPLE FRAMEWORK

## SERVICE FRAMEWORK FOR ADULTS



# ROLL OUT OF NEW SERVICES in tandem with each revamped library

## Immersive Storytelling

Using projection, light and sound, the Immersive Storytelling Room aims to bring stories alive, complementing the storyteller.

## S.T.A.R

A one-to-one tech advisory programme helped by volunteers to teach seniors basic digital skills such as sending text messages, connecting to WiFi, and using the library's mobile app.



## Tweens Services

A suite of programmes and activities for those aged between 10 and 14 with focus on STEAM learning. Learning kits and Learning Passports are given to tweens to encourage self-directed learning.

## Play@Library

Unstructured play sessions for caregivers and children between 0-6 years old to encourage children to learn through play, promote parent-child bonding, and socialization with other children.

## Digital Learning Zone

Provides users easy access to NLB's extensive digital collection, including e-books, e-magazines, virtual exhibitions, videos and curated content.

# C. THREE PHASE PLANNING

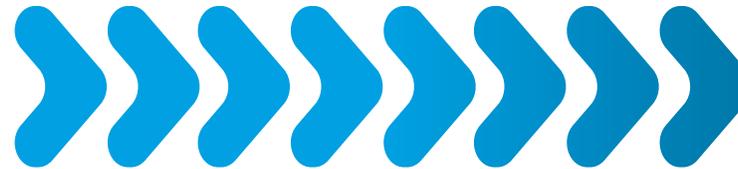
## PHASE 1 (8)

Seng Kang  
Bukit Panjang  
Tampines  
Bedok  
Yishun  
library@Harbourfront  
Choa Chu Kang  
Central



**2015-2020**

**2021-2025**

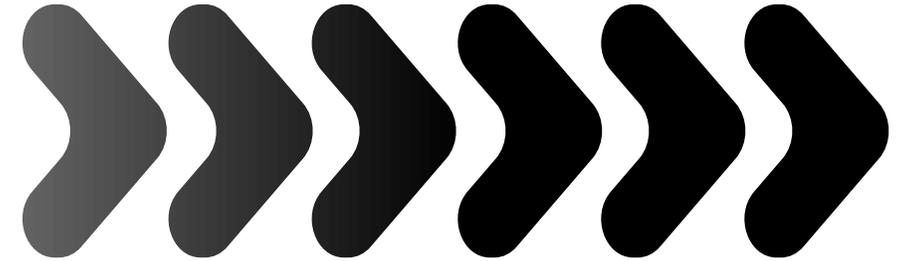


## PHASE 2 (9)

Queestown  
Cheng San  
Ang Mo Kio  
Bukit Batok  
Geylang East  
Marine Parade  
Punggol  
Toa Payoh  
Jurong

## PHASE 3 (6)

Bishan  
Clementi  
Serangoon  
Tengah\*  
Jurong West  
Library@Esplanade



**2026-2030**

Libraries in each phase are determined by their age, last revamp, usage, and opportunities for relocation or major shopping mall renovation.

# PHASE 1 REVAMP TIMELINE

Pre-LoTF  
2013-2014

3 LIBRARIES

library@Chinatown  
(new) (mall)

library@orchard  
(reopened) (mall)

Pasir Ris PL  
(revamped) (mall)

2017

4 LIBRARIES

1. Seng Kang PL  
(upsized) (mall)

2. Bukit Panjang PL  
(upsized) (mall)

3. Tampines RL  
(upsized) (regional)  
(relocated)

4. Bedok PL  
(town hub) (relocated)

2018

1 LIBRARY

5. Yishun PL (upsized)  
(mall)

2019

1 LIBRARY

6. Library@  
Harbourfront  
(relocated) (mall)

NOW

PLANNING

7. Choa Chu Kang  
PL  
(upsized) (mall)

8. Central PL  
(upsized)

The image shows the interior of the Seng Kang Public Library. The most striking feature is the ceiling, which is a large, curved, illuminated structure with a grid of white panels and blue accents. The ceiling is supported by a network of white beams. In the foreground, a large wooden table is filled with books. A man in a red and white shirt is sitting on a blue cushioned bench, reading a book to a young boy. Two young girls in purple hijabs are also sitting on the bench, reading. In the background, there are bookshelves filled with books. The floor is a light blue color. The overall atmosphere is bright and modern.

2.

## Seng Kang Public Library

# PLANNING CONSIDERATIONS

## Town Characteristics

Population Served: **265,758**

History: Originally a fishing village, Seng Kang was conceptualised as a New Town in 1994, and the first apartment blocks were completed in 1997. It is developed with a **Town of the Seafarer theme**, referencing its heritage as a fishing and port village along Sungei Serangoon.

The town population has almost doubled since it first opened in 2002 and is made up of more children aged 0-14 and adults aged 30-44 compared to national average.



## High Usage

Seng Kang Public Library is one of the shopping mall libraries with the **highest footfall and loans**.

## Size Increase

Size increase from **1,823sqm to 2,150sqm (+18%)** with the additional **327sqm** was made available on a **separate level**, connected via an internal staircase and lift. This posed a challenge but also opportunity for differentiated zoning.

# SERVICE CONCEPT

*Where new encounters await*

## A Library that Grows with You

Piloting engaging experiences for **tweens** aged 10 -14, to sustain reading interest beyond childhood and address the critical turning point when reading and library usage falls dramatically.

## Collaborative Learning

**DIY learning kits** that engage children in hands-on learning, in between formal programming  
A **Community Wall** where community creations can be showcased and shared  
Opportunities to **volunteer** in both structured and more informal ways

## Seamless Access

Introduce a full suite of self-services in a **24/7 lobby**.  
**Integrated browsing experience** across physical and digital materials  
**Bookmap** providing visual information of location of items



## New Reading Spaces

New **quiet reading space for adults** on a separate floor made possible by a floor space increase that allow adults to work and read quietly away from the children's section.

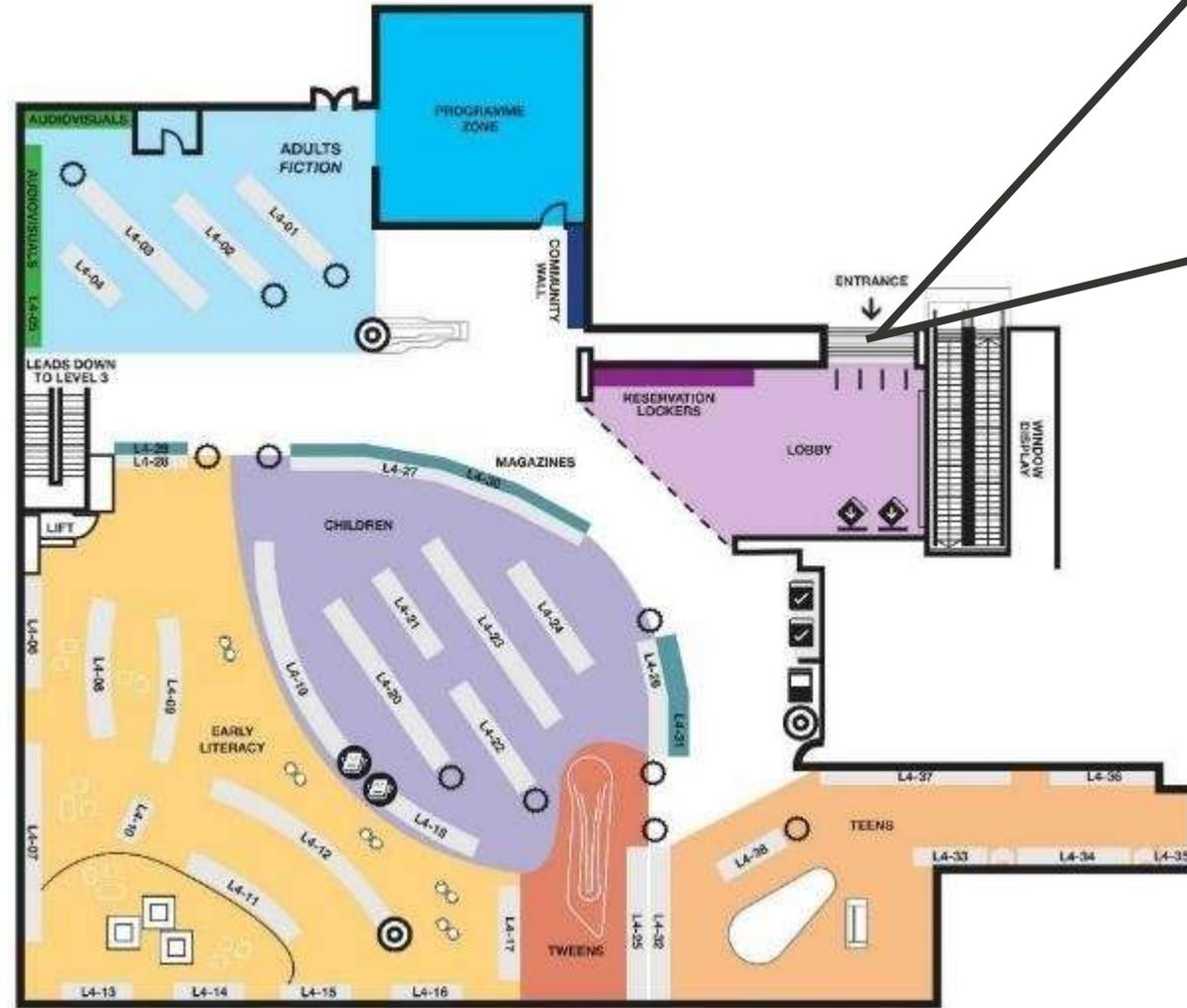
## Customized Experience

With more differentiated spaces for each age group, **tweens and adults** have new spaces in a library that was previously regarded as "for children". Teens and tweens are also provided with **doodle walls** to exercise their creativity.

# FLOOR MAP – LEVEL 4



24 Hour Lobby



# SPACE DESIGN

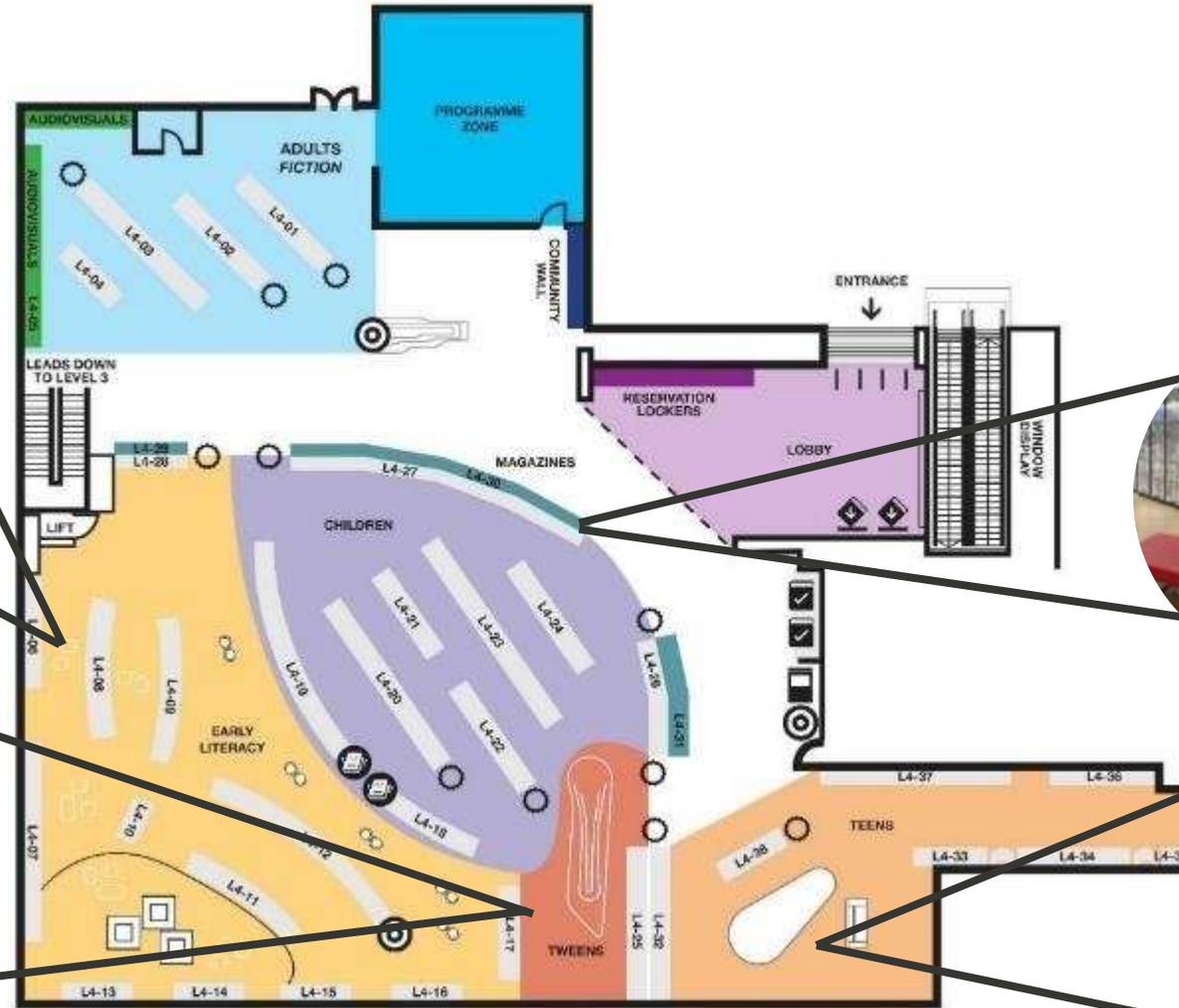


## After Hours Access

In the 24-7 lobby, users can still access the bookdrop, reservation lockers, and e-content via the Video Wall outside of library operating hours. This brings more convenience to the residents., and this is NLB's 1<sup>st</sup> 24-7 lobby.

# FLOOR MAP – LEVEL 4

## Early Literacy



Magazines

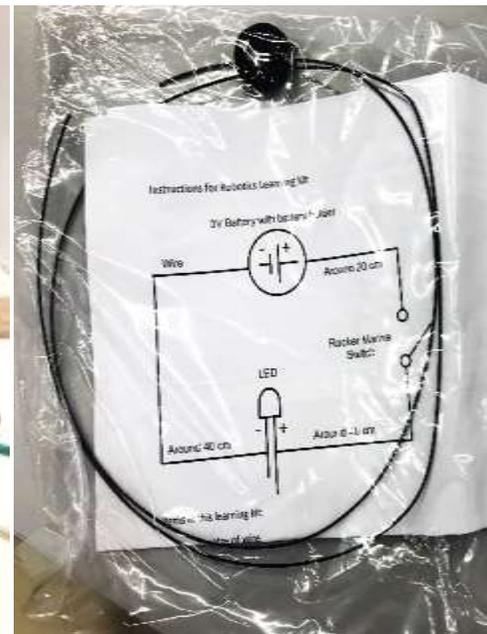


Tweens



Teens Zone

# TWEENS SPACE AND SERVICES



## Content and Programmes

With a focus on STEAM programming, tweens are encouraged to be active learner. The 4 passports contain information, fun facts, quizzes and activities related to the 4 themes of comics, robotics and video gaming, photography and music and dance. In Year 1, **46 programmes** were held for **642 Tweens**, and **18,000 passports** redeemed.

## For Experiential Learning

Special learning kits to engage tweens were distributed during school holidays. Some of the learning kits for tweens include superhero characters (comics), reflectors (photography), electric circuits (programming). In Year 1, **18,000 learning kits** were produced and redeemed.

# SPACE DESIGN



Nautical and Harbour Theme



Integrated Display

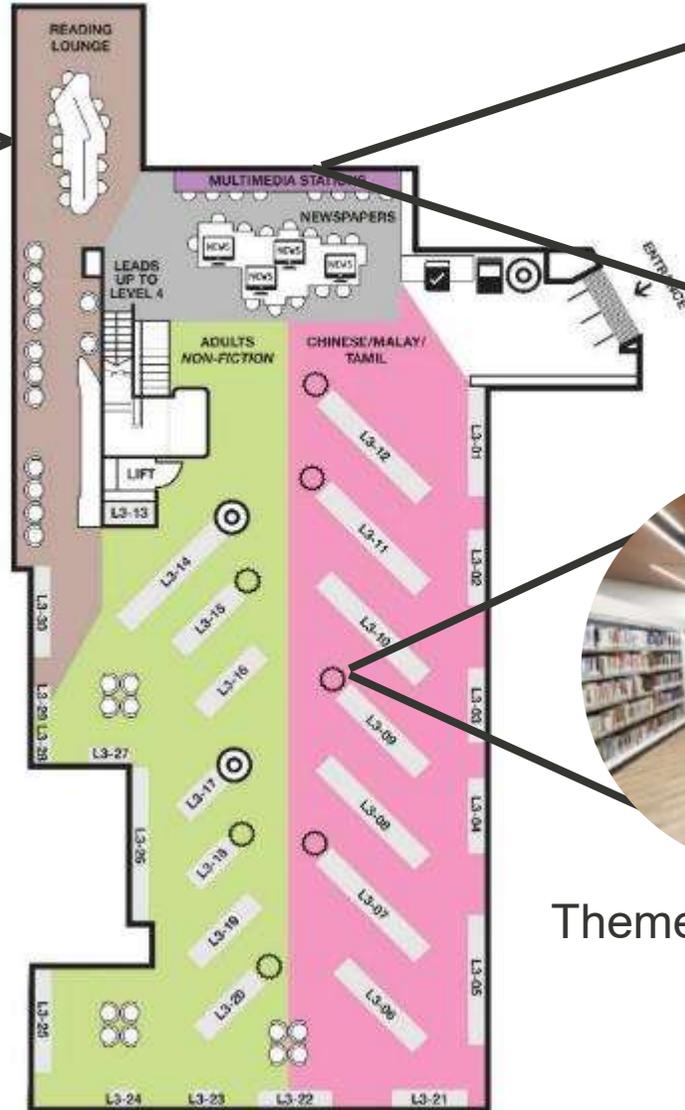
An undulating ceiling feature simulate the waves in the sea. The storytelling zone is marked on the ceiling through the underside of a boat, a visual wayfinding cue that can guide parents to the correct zone.

Seng Kang was the first library to integrate the display of physical and e-books on one cohesive shelf, allowing users to browse both collections.

# FLOOR MAP – LEVEL 3



Quiet Reading Lounge



Multimedia Stations



Themed Book Display shelf

# SPACE DESIGN



## For A Contemplative Reading Experience

The lower level is well-insulated and spatially distinct from areas of higher noise and traffic, housing the non-fiction collection for adults, newspapers and multimedia stations. With a second entrance on this floor, adults also have a more direct access to this zone.

# RESULTS AND LEARNING POINTS

## KEY PERFORMANCE INDICATORS

### Year 1

**2,189,465 Loans (+42%)**

**1,879,329 visitors(+67%)**

### Year 2

**2,499,221 Loans (+46%),**

**1,488,525 visitors (+50%)**

## LEARNING POINT

Unanticipated high volume of borrowing and returns – shelves were emptied and the autosorter was overloaded



A wide-angle photograph of a modern children's library. The room is filled with rows of yellow, house-shaped bookshelves arranged in a circular pattern. Each shelf is filled with colorful children's books. The ceiling features large, white, circular light fixtures with orange accents, some of which have the words "PICTURE BOOKS" written on them. The walls are white with a grid of small holes, and the floor is a light-colored material. The overall atmosphere is bright and inviting.

3.

Bukit Panjang Public  
Library

# PLANNING CONSIDERATIONS

## Town Characteristics

Population served: **164,294**

Highest percentage of residents in 20-24 and 50-54 age group, however, the resident pool is growing with more housing developments planned. A new MRT line will increase the catchment with new audience able to travel to the library.

Drawing inspiration from the upcoming transformation of Bukit Panjang characterised by the connection to the new Downtown MRT line, the new library will adopt the idea of **journeys/ pathways** as a design theme.



## Two Wings

The library is separated into two wings on the same floor of the shopping mall. This challenge for planning turns into an opportunity for differentiated zoning.

## Size Increase

The **library size almost doubled from 1,246 to 2,300 sqm (+84.5%)**, with the additional 1,054 sqm in another separate unit on the same floor of the shopping mall.

The library has a **10-metre high** ceiling, allowing the architects to be creative with height use.

# SERVICE CONCEPT

## All aboard: A New Journey

### A Bigger Library For Everyone

BPPL's main value proposition is **the increase in size** (+84.5%).

Challenge and new ways to run library spaces that are not connected. Adult section is being run by **volunteers without staff**.

### Experiential Children Section

First **Immersive Storytelling Space** and tinker-type programmes for children with mounted learning aids

### Seamless Access

Finding physical books is made easy through overall space and shelf design, with special attention paid to **wayfinding** through floor ribbons.



### Collaborative Learning

Mounted **learning aids**, costumes and puppets that allow families to learn and express themselves together  
Incorporated a **volunteer lounge** where the volunteers can hangout and build a community together

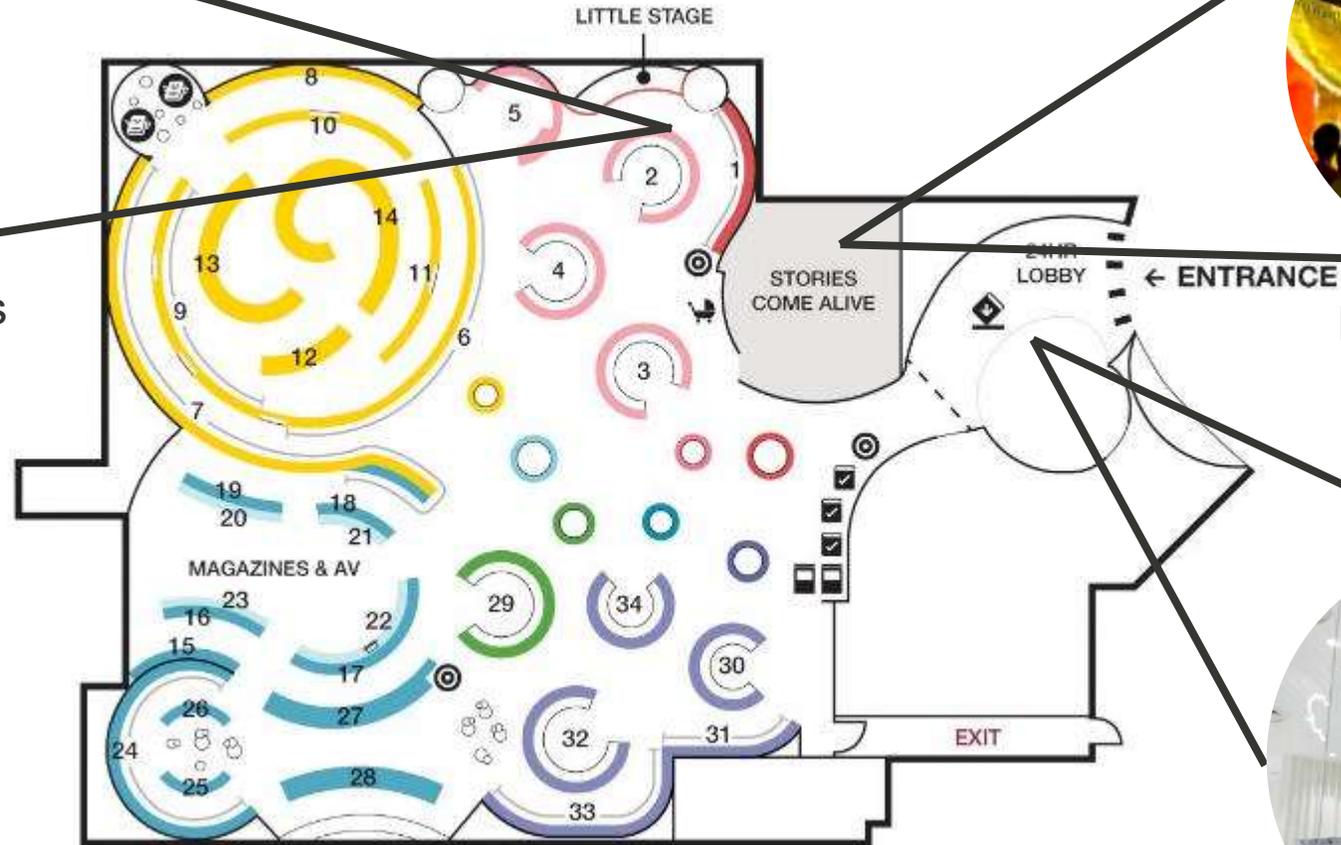
### Customized Experience

Children of younger age group (0-6 years old) will have specialized **Early Literacy** programmes, spaces and collection classification, compared to other shopping mall libraries.

# FLOOR MAP – CHILDREN WING



Mounted Learning Toys



Immersive Storytelling



Book Return

# SPACE DESIGN



## Wayfinding using Floor Colour Ribbons

To help people locate the collection they are looking for, coloured lines from a central book display will lead people to the respective section, encouraging more independent navigation.

# SPACE DESIGN



## Immersive Storytelling Room

To engage Digital Natives through a new way to experience storytelling and helping them to get lost in a story by enhancing the environment with lights, sounds and visuals.



## Front-facing Book Display

Complete Front-Facing Collections for Picture Books for children aged 0-6 years old to encourage browsing and discovery and selection of reading material by themselves.

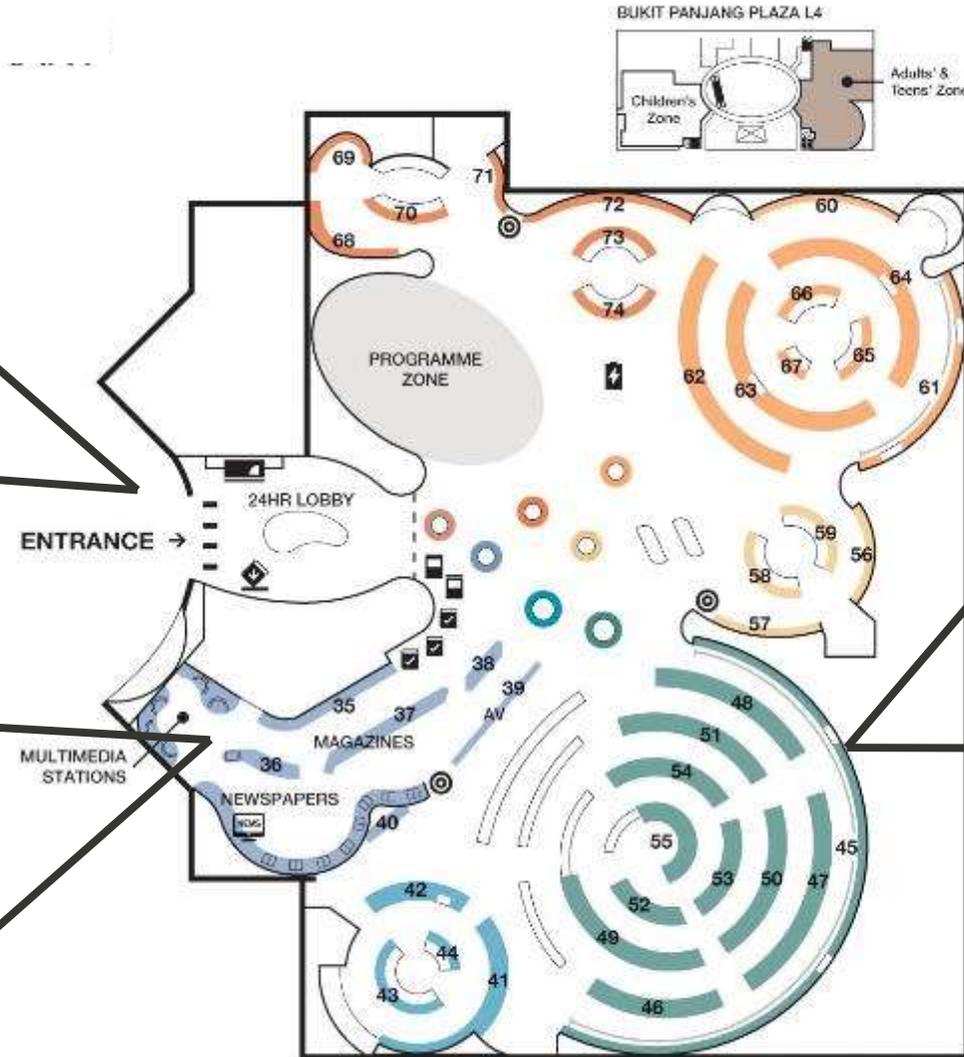
# FLOOR MAP – ADULT WING



24 Hour Lobby



Magazine Shelves



Book Mountain

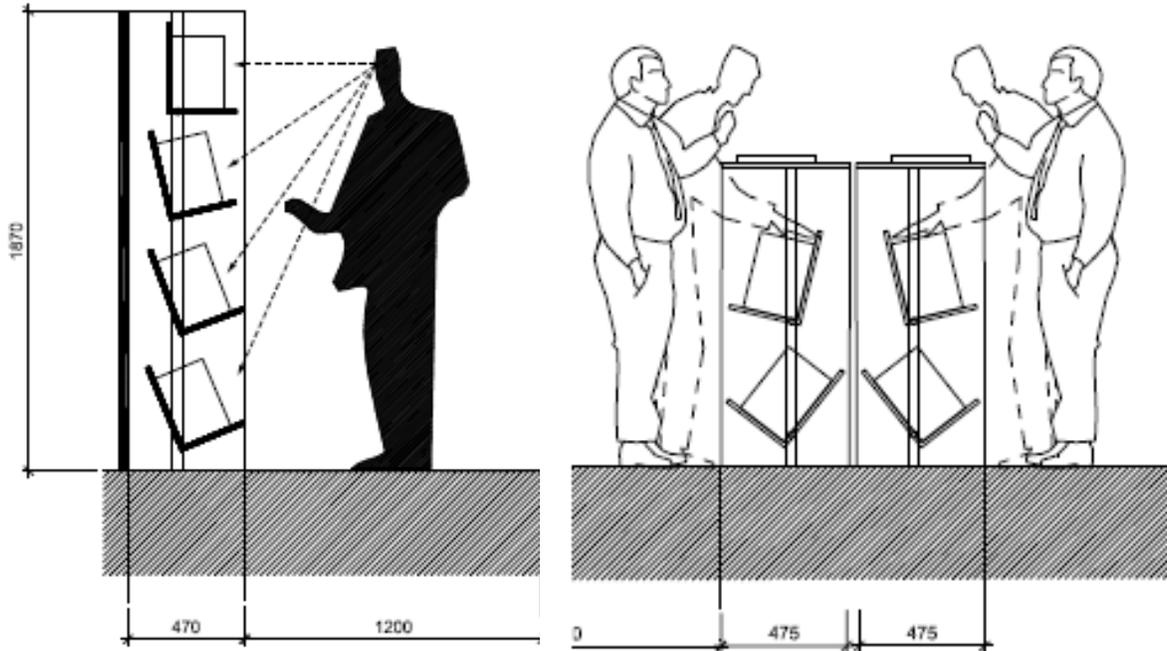
# SPACE DESIGN



## Volunteer-supported Adults' Wing

Close to **1,680** volunteers have supported the adults' wing of Bukit Panjang since its opening 2 years ago. Large signs remind users that this wing is support by volunteers.

# SPACE DESIGN



## Comfortable browsing using redesigned shelves

Part of making content accessible is about making the browsing process better for patrons – this includes visibility, ease of retrieval and options for on the spot browsing.



## Curve shelves and ramps

Using a combination of a gradual ramp and varying shelf heights, a book mountain is built to maximize the use of the high ceiling in the library. However, this poses challenges.

# RESULTS AND LEARNING POINTS

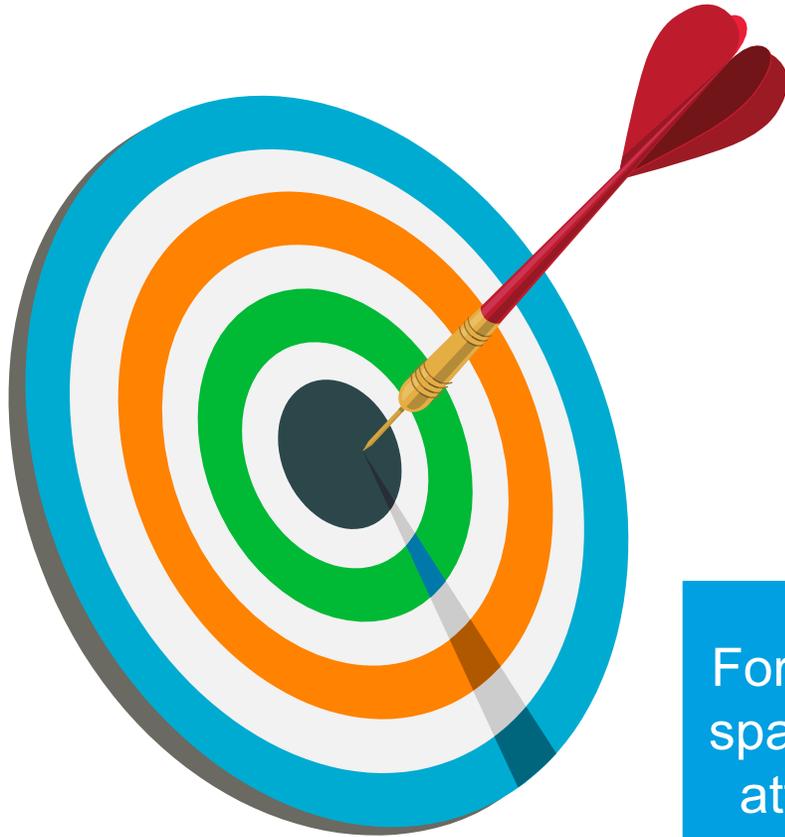
## KEY PERFORMANCE INDICATORS

Year 1

**1,311,931 Loans (+35%),**

**1,253,092 visitors (+84%)**

## LEARNING POINTS



For volunteer-managed spaces, we need to pay attention to volunteer and user engagement

Need to pay attention to wayfinding.

Avoid having too much change in level.

4.

Tampines Regional  
Library



# PLANNING CONSIDERATIONS

## Regional Audience

As a Regional Library it serves a wide range of users and demographics beyond community in the estate and functions as an inspirational learning space. Tampines Regional Library will serve the East with total population of about **900,000** residents.

The design and planning draws from history of the town as an 'economy', growing from a plantation to quarry to the first regional centre in Singapore. Largest housing estate, set to expand further.



## Co-location

This is the first integrated Town Hub project with integrated spaces for community: civic and social, sports and recreation, arts & culture, commercial. Within the library space are facilities that belong to other agencies.

## Upsize

The size increase of **6,208sqm to 11,000 sqm (+70%)**, and expanded from **2 to 5 floors**. The long floor plates that can be up to 100m long, posed as a challenge to zoning and operations.

# SERVICE CONCEPT

## *An Energetic Library for an Enterprising and Bustling Community*

### A Bigger Library For Everyone

**Overall floor area increase** from 6,208 to 11,000 sqm. The new library spans 5 floors in the new Tampines integrated hub, compared to 2 floors in the old building.

Caters to a high-energy community who is used to having everything within their self-contained township.

Reflective of a modern-day *kampong* with an aspiration towards a strong sense of community and creation

### Community Partnerships

Incorporated a **Volunteer Nexus** for volunteers to gather. Integrated **partner programme facilities** (such as cooking studio).

### Collaborative Learning

A large **Maker Space** supports experiential learning and innovation. Integrated facilities for different types of learning, including learning facilities of co-located partners.



### Seamless Access

Using **robots** to create secondary bookdrop that automatically brings returned items to the sorting room, bringing convenience to users and staff.

### Customized Experience

Large space meant providing a **wide variety of spaces** for different age groups, such a hangout area just for teens to gather and conduct discussions.

# FLOOR MAP – LEVEL 2

Automated Bookdrop



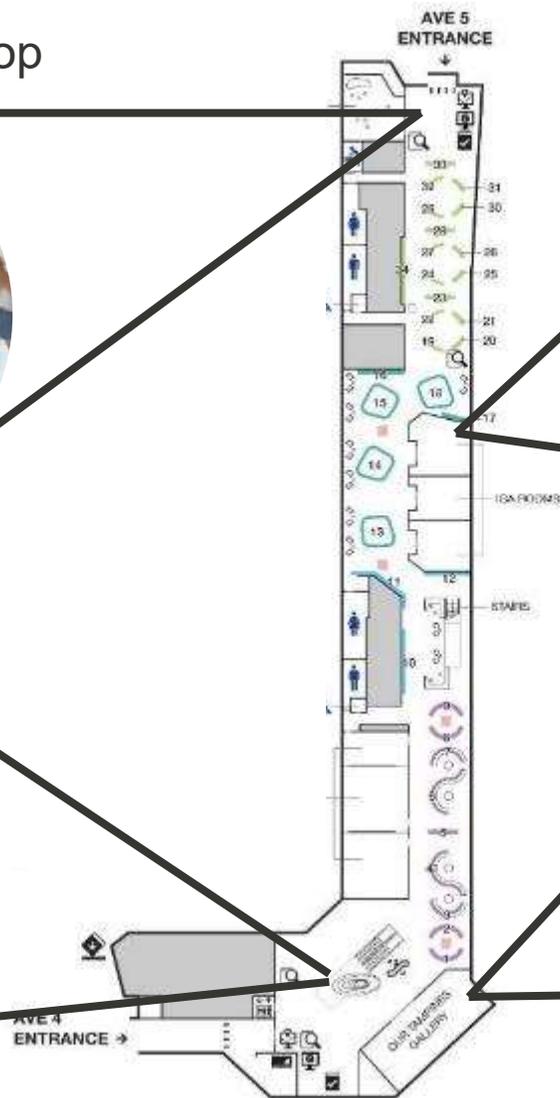
Cooking Studio  
(People's Association)



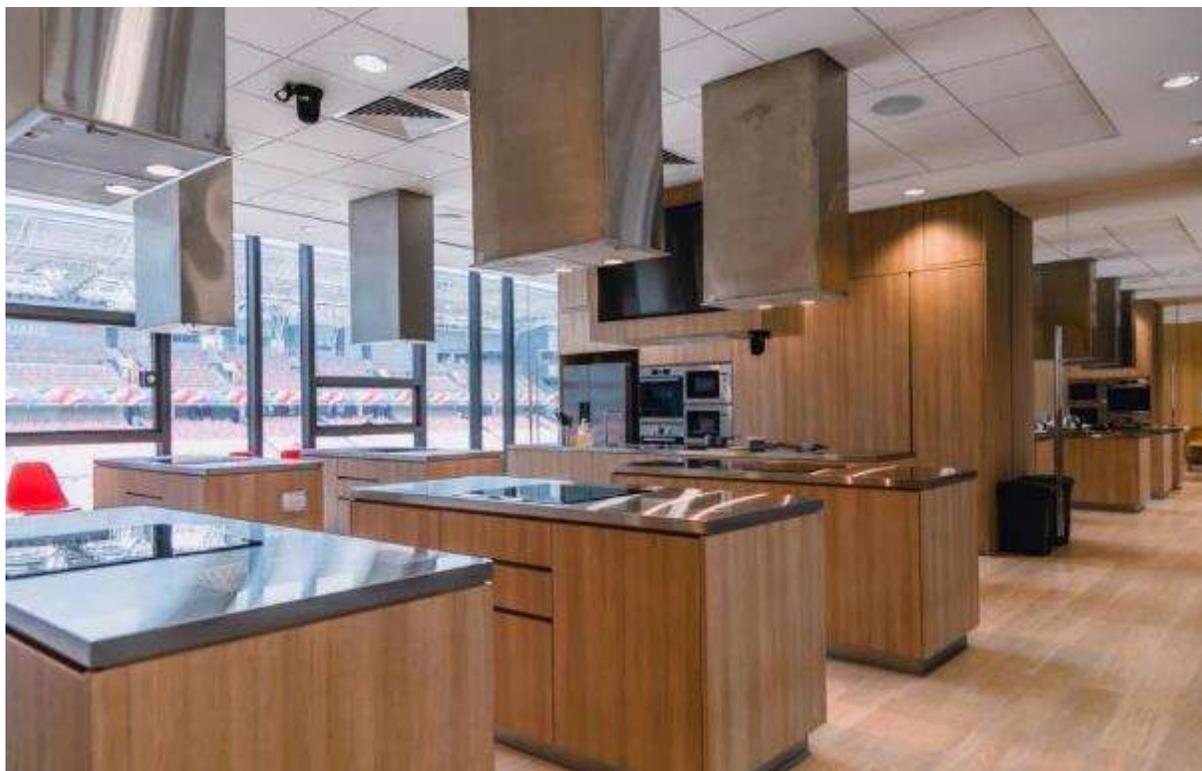
Main Entrance



Heritage Gallery  
(National Heritage Board)



# COLLABORATION



## Integrated Partner Cooking Studio

The cooking studios on Level 2 are helmed by our co-located partner, the People's Association, who hold cooking classes in these studios. The library support these learning initiatives by ensuring the cooking collection is shelved next to the studios.



## Our Tampines Gallery

This heritage gallery gives the residents an overview of the history of their town, building a sense of belonging and community bonding as guided tour sessions by the National Heritage Board is held regularly.

# SPACE DESIGN – L2



Lifestyle Reading Section

For adults moving through or attending various activities in the library, this is a relaxed space to pick up a quick read and sit for a moment or two

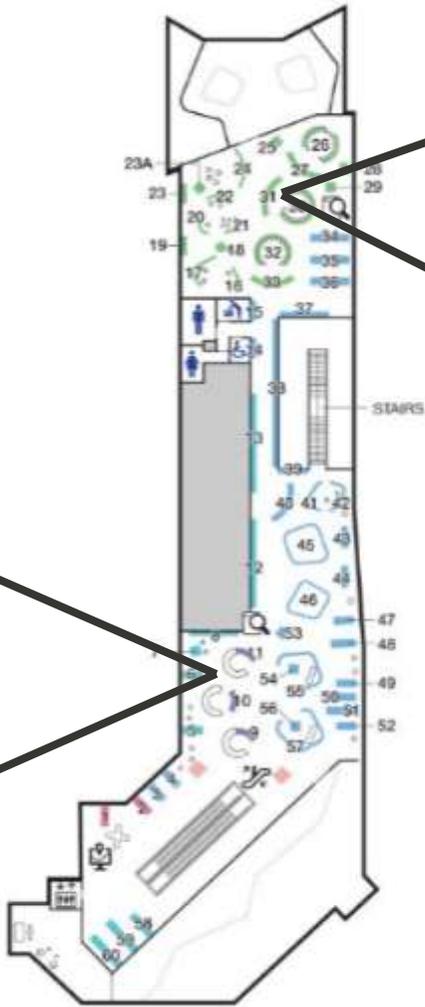


Reading and Viewing Gallery

Overlooking a soccer field, the viewing gallery at level 2 proves to be a popular spot whenever there are events at the adjoining stadium.

# FLOOR MAP – LEVEL 3

## Early Literacy Floor



Books for Babies



Family Reading Zone

# SPACE DESIGN – L3



## Early Literacy Section

Books for young children are shelved with their covers facing front – making it easier for children and parents to browse through the collection.



## Encouraging family reading together

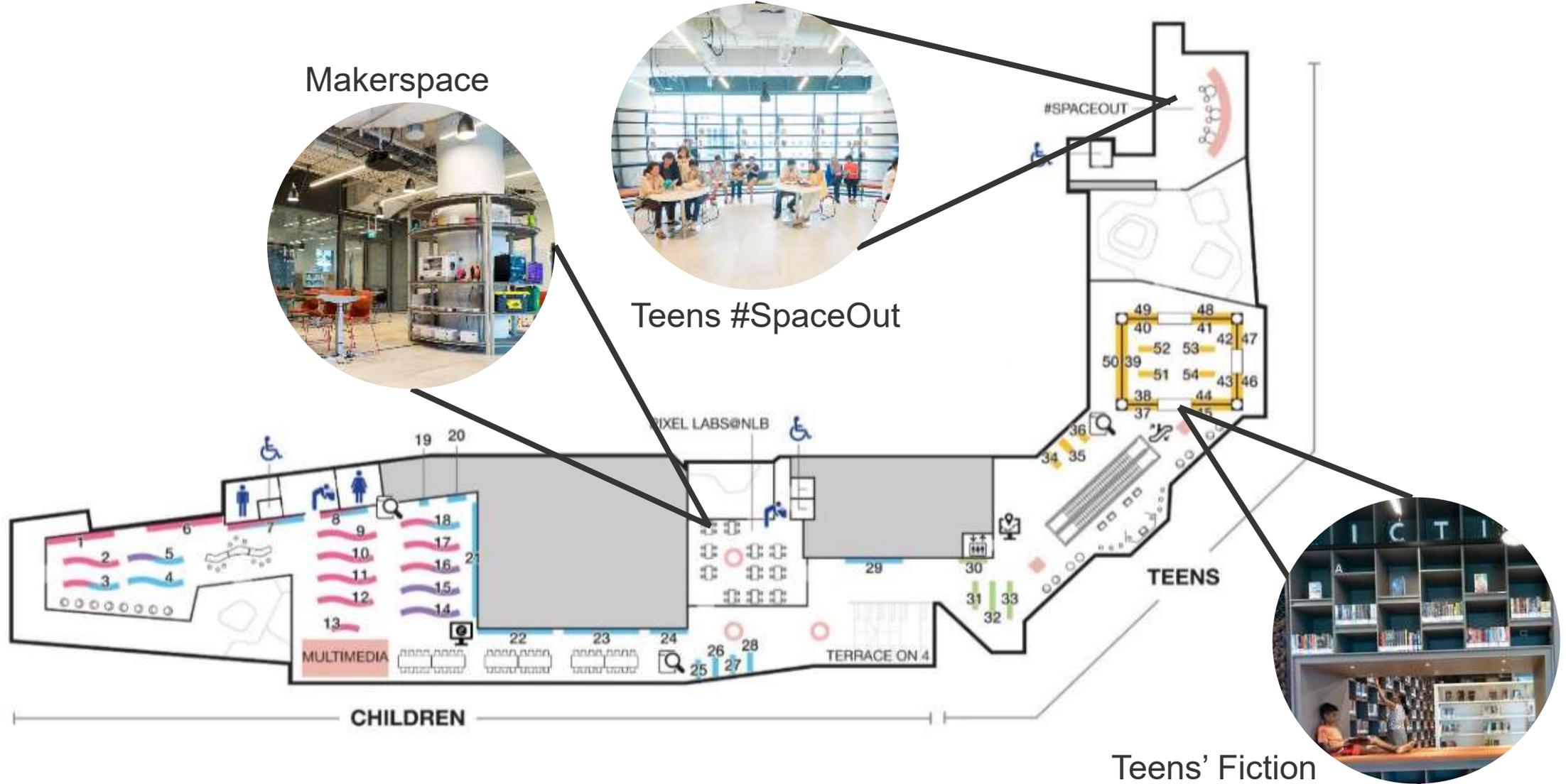
These *birdcages* create a conducive area for families to read together.

# FLOOR MAP – LEVEL 4

Makerspace



Teens #SpaceOut



Teens' Fiction

# SPACE DESIGN – L4



## Fostering Innovation

Dedicated space and platform to experiment, prototype, share and test.



## Access To Outdoor Terraces

Sheltered break-out or activity spaces connected to the Maker Space, teens and tweens zones, and a rooftop garden surrounding the top floor of the library allow for different reading and learning experiences.

# FLOOR MAP – LEVEL 5

Terrace Seating



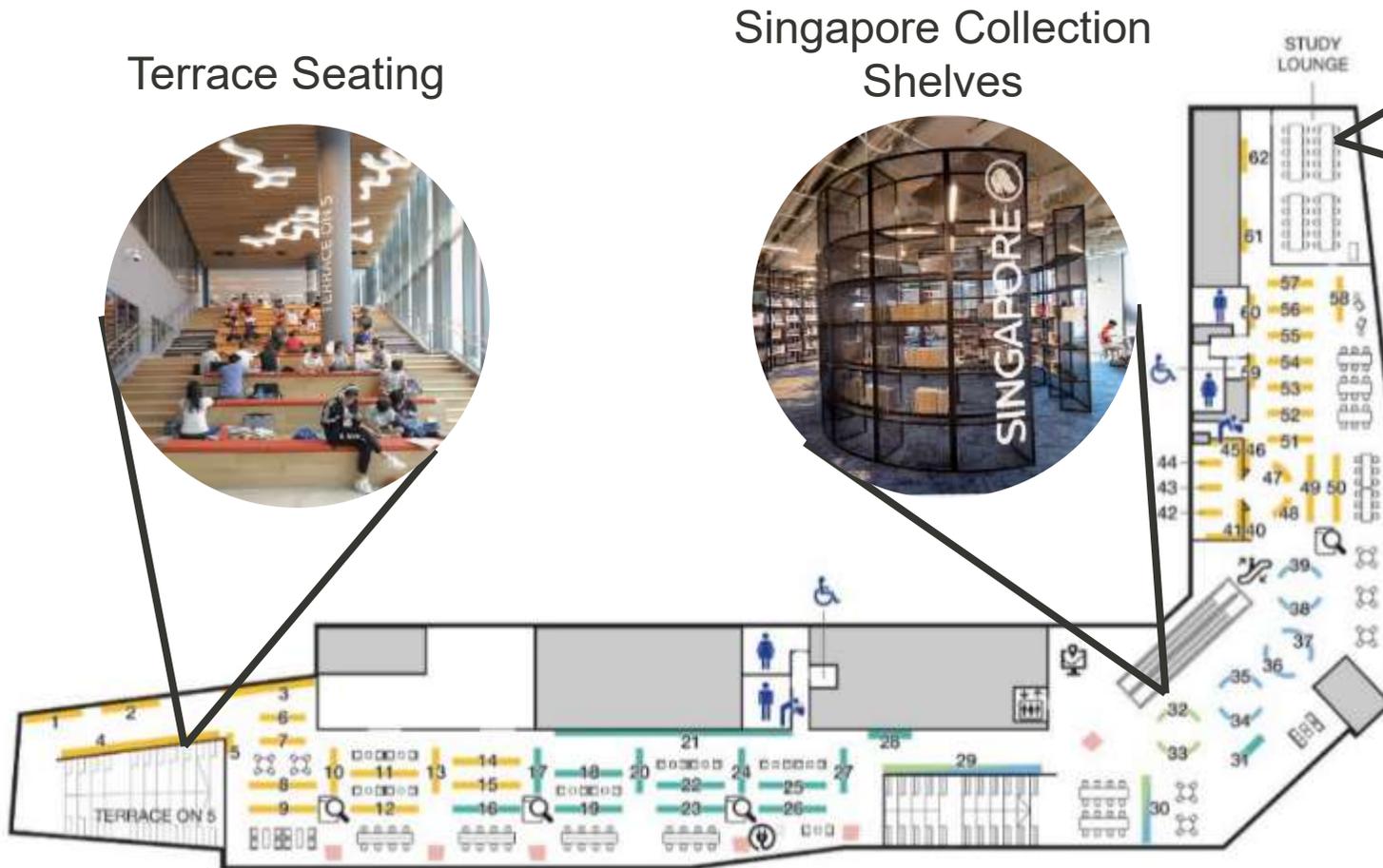
Singapore Collection Shelves



STUDY LOUNGE



Study Lounge



# SPACE DESIGN – L5

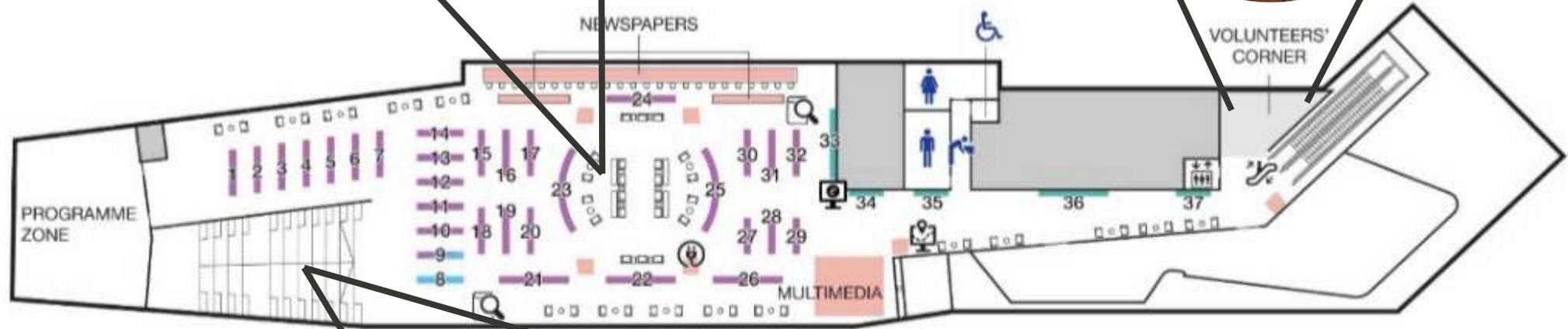


## Facilities For Working Adults

Ample tables and seats with facilities that allow individuals to work closer to home, and a quiet study lounge for more purposeful self-learning.

# FLOOR MAP – LEVEL 6

Quiet Reading Lounge



Terrace Seating

# SPACE DESIGN – L6



Quiet Reading Floor for Fiction and Newspapers

Comfortable reading lounge supported by volunteers to provide a quiet escape for readers.



Volunteer Nexus

Physical location for Volunteers supporting the region to gather, discuss plans and receive training. Core group of volunteers to oversee the community-owned floor at TRL.

# RESULTS AND LEARNING POINTS



## KEY PERFORMANCE INDICATORS

Year 1 :

Loans: **2,365,960** (+65%)

Visitors: **1,716,818** (+102%)

## LEARNING POINTS

In a large library with 2 equally popular entrances, we need to design spaces and services based on users' needs

The Teens Space needs a more detailed plan to sustain – novel ideas need more planning

# VIDEO ON TAMPINES RL



5.

Bedok Public Library



# PLANNING CONSIDERATIONS

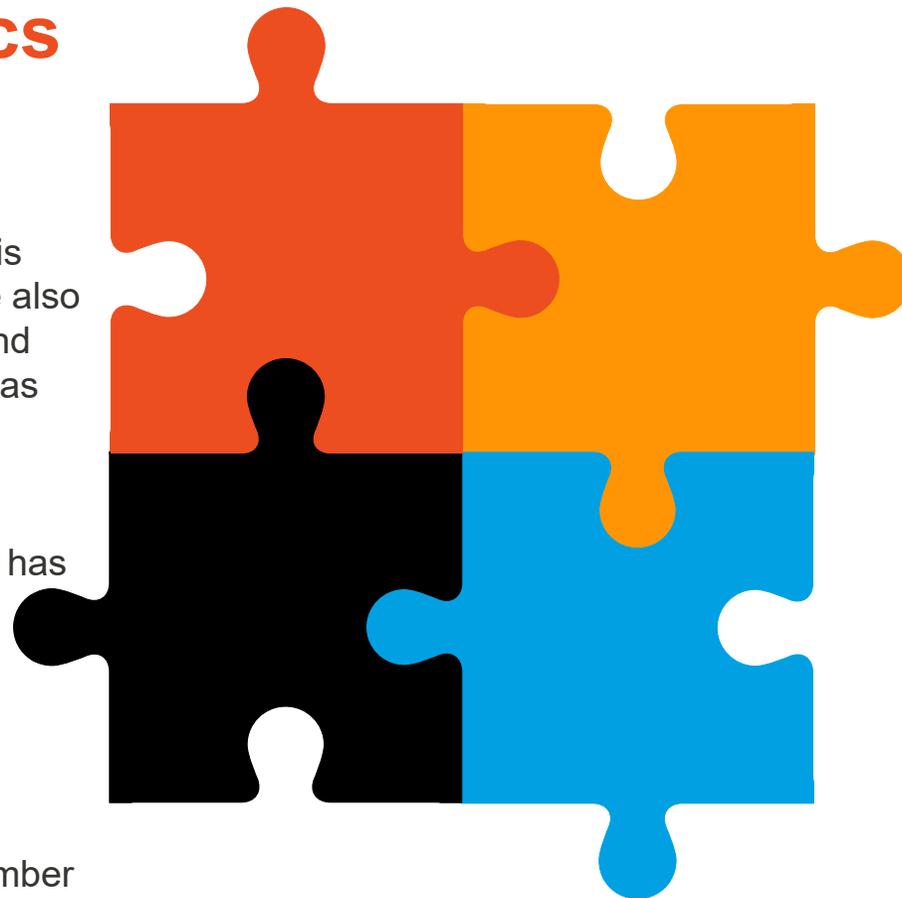
## Town Characteristics

Population served: **394,215**

Developed as a New Town since 1973, it is **one of Singapore's older towns** and the also most populated. A diverse mix of public and private housing, industrial developments as well as nature and recreation.

*Bedok* is derived from the Malay word for "drum" spelt *bedoh*. Additionally, the town has its roots as the Simpang Bedok village, a fishing village that lined the coast.

The town has an **older population** compared to national distribution, with consistent higher proportions of residents aged 50 and above, pointing to a high number of seniors and older adults. Conversely, there are fewer youth and children.



## Co-location

A new location in a **community hub**, together with the People's Association, SportSG and SingHealth. Landscape and greenery are a prominent feature in the overall development, which is based on a theme of Forestry.

## Downsize

The floor area reduced from **5,088sqm** to **4,142sqm (18%)** with a trimming of collection size. While it may seem as a downsize, the relocation presents and opportunity to rezone and **optimize the use of space**.

# SPACE DESIGN



## Green Themed Development

A cohesive green theme for the integrated development comprising of a polyclinic, a swimming complex, and health services.



## Green Themed Interior

An exploratory space for children and adults based on nature-inspired design.

# SPACE DESIGN



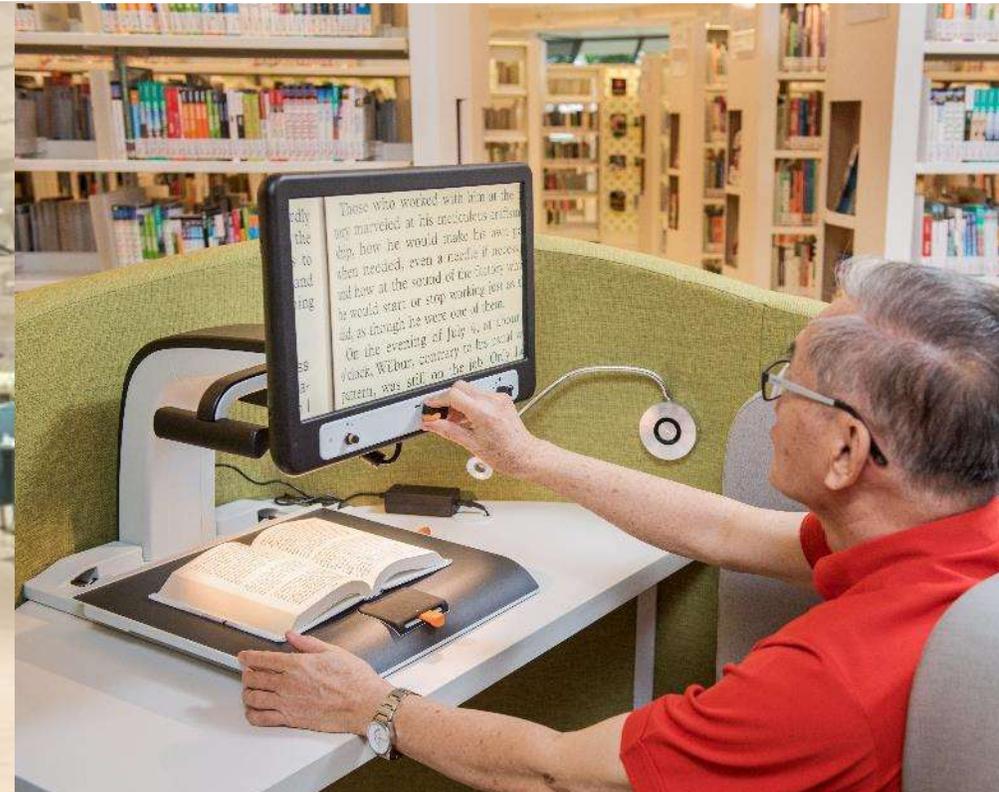
Cozy Reading Corner

Reading corner for seniors (but not labeled so!)



Assistive Technology

Provision of basic assistive devices to improve the experience of using our services



# PROGRAMMES



## Fitness Band Exercise Sessions

ActiveSG, a co-located partner, hosts fitness band exercise and other sports-related workshops at the library. In 2018, ActiveSG held **8 programmes with 116 participants**.



## Seniors Tech And Read (STAR)

Each session involves 3 volunteers for one-on-one hands-on assistance. So far, **103 volunteers** have contributed **2606 hours** to this programme.

# RESULTS AND LEARNING POINTS



## KEY PERFORMANCE INDICATORS

Year 1 :

Loans: **1,705,169** (+40%)

Visitors: **1,479,322** (+20%)

## LEARNING POINTS

Seniors may not like to be singled out based on their age group – be sensitive when designing space and service for them.

We are still learning to improve our seniors programmes



6.

Yishun Public Library

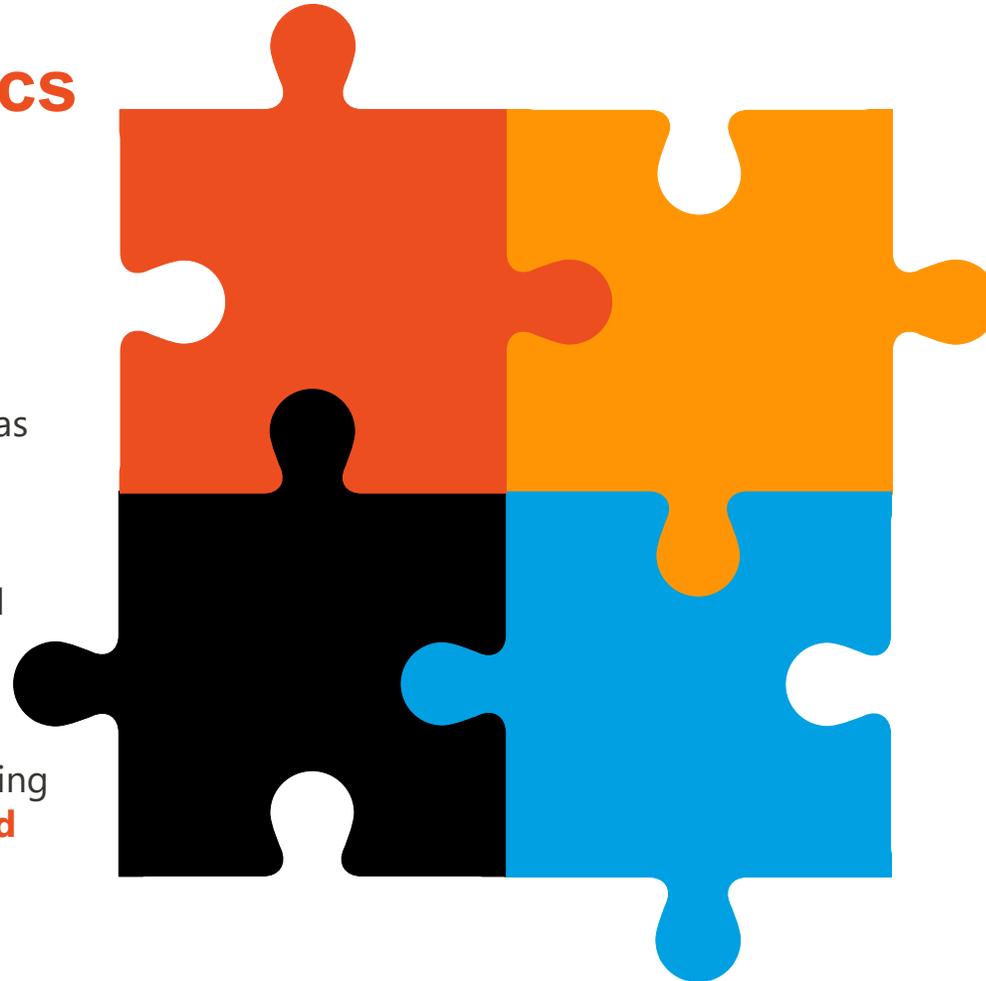
# PLANNING CONSIDERATIONS

## Town Characteristics

Population served: **252,511**

Yishun used to be a **plantation**. Yishun Public Library references this rural history with subtle nature-inspired touches such as warm wood textures, recurring pops of green and a tree-like feature in the Early Literacy section that multitasks as key signage, seating area, lighting feature and focal landmark.

The resident population in Yishun is growing and has higher proportion of **families and young adults**, forming the key target market.



## Two Entrances

Since the library has the whole floor, there was an opportunity to create two entrances to optimize spatial zoning. YIPL will have an **improved circulation flow** with the creation of a secondary entrance.

## Upsize

Size increased **from 2,296 to 2,530 sqm (10%)** to take up an entire floor at one wing of Northpoint City shopping mall. The new configuration for a courtyard allowing natural light to enter the library, and allows a view into the landscaping area.

# SPACE DESIGN

Seng Kang  
Bukit Panjang  
Tampines  
Bedok  
Yishun  
Harbourfront



## Digital Learning Zone

Digital content placed near the entrance of the library to promote content to users who are unaware and provide an amplified experience of browsing digital.

## E Lounge

Each seat equipped with a screen houses a variety of Digital Content spanning virtual exhibitions, videos on topics encouraging lifelong learning such as Data Analytics, NL-NAS Content.

# SPACE DESIGN



Reading Respite

Targeted at Adults', colours inspired by nature and finishes will signal a change in mood and energy for this space. The quiet reading zone is acoustically insulated and mood lighting to create a conducive environment for deep reading.



Encouraging Families to Read Together

Learning from previous libraries, only Collection for 0-3 years old will be shelved Front-Facing. Furniture and Design will continue to supports inter-generational activities.

# RESULTS AND LEARNING POINTS



## KEY PERFORMANCE INDICATORS

Year 1

Loans: **1,563,138** (+33%)

Visitors: **1,419,084** (+45%)

## LEARNING POINTS

Testing of large UHF scanner in the staff office made some officers wary of effects on health – more staff engagement is needed when testing technology.

Developing a Digital Learning Zone requires commensurate sustainability plans.

A wide-angle photograph of a modern library interior. The space is characterized by large, floor-to-ceiling windows on the left side, providing a view of the outdoors. The ceiling is white with recessed circular lights. In the foreground, a man in a blue shirt and a woman in a grey patterned top are seated at a small white round table, looking at books. To their right, a curved blue upholstered bench runs along the wall. In the background, several other people are seated at yellow chairs, and a man in a red shirt is standing near a curved white bookshelf. The overall atmosphere is bright and open.

7.

library@harbourfront

# PLANNING CONSIDERATIONS

## Town Characteristics

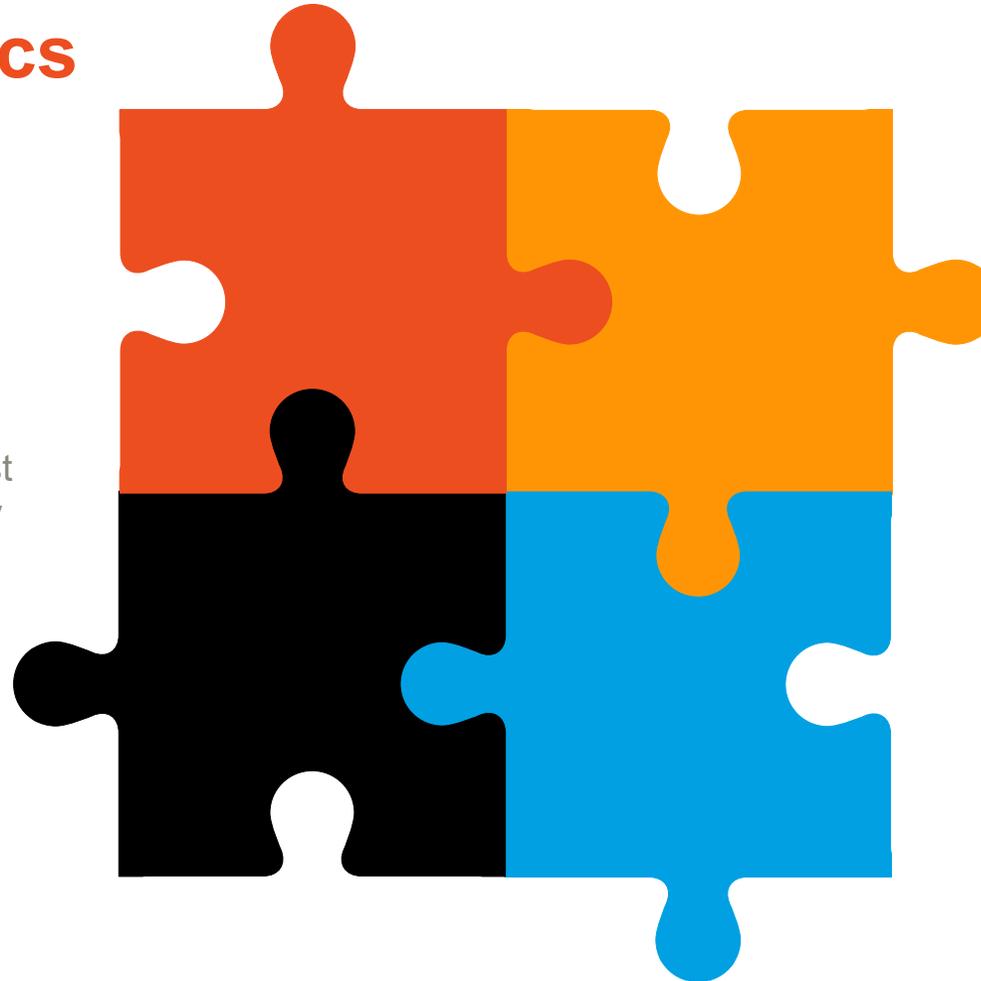
Population served: **212,349**

The new library site resides in the same planning area as the old library building, retaining the same resident population at large. However, the new site is the biggest shopping mall in Singapore, with a largely different visitor profile.

Based on observational studies and the Design Thinking process, it was identified that the target audience groups are the following:

**Working adults** - high visitorship on weekdays

**Families** - high visitorship on weekends



## New Audience from relocation

Relocation from an old standalone library in Bukit Merah to Vivocity, a busy shopping mall about 3 km away. The old library catered to a smaller immediate community compared to the biggest shopping malls in Singapore, where **7 in 10 of visitors do not stay or work nearby.**

## Largest Shopping Mall Library

library@Harbourfront is the largest shopping mall library at 3000sqm.

# SPACE DESIGN



## Reading Area With A View

Stylized deck chairs facing the seaview to create a getaway theme for users as they escape into the world of reading. The large windows allow natural light to flood the library. After sunset, Sentosa is alit, and presents a different ambience. **Pressplay**, an annual Arts festival organized by NLB, was held on the outdoor deck in 2019, given audience a different experience.

# SPACE DESIGN



## Flexible Programme Spaces

Two programme spaces can be combined into a bigger room when needed, and doubles up as digital zone when no programmes are happening, showcasing digital resources such as Google Earth. Programmes at library@harbourfront focuses on future skills for working adults, such as coding and robotics. These programmes are held in partnerships with government agencies and organizations promoting Digital Readiness.

# SPACE DESIGN



## Collection Shelving and Display

A new manner of shelving collection was piloted at library@harbourfront with users' inputs as to the categories that can be arranged closer to each other, such as the decision to arrange health and cookery close to each other as these topics were often related. This gave rise to **3 big clusters** in the non-fiction area – Travel and Recreation, Health and Wellbeing, Business and Technology. **Side panels of shelves** are also made use of to display both physical and e-collection. 66

# SPACE DESIGN



Enhancing Reading Spaces for Families

Promoting family reading by creating conducive spaces for parents and caregivers to read to their children, and for young children to select their own books using front-facing book displays.



Tinker Truck for Young Children

The Tinker Truck is designed to host STEAM programmes for children, including maker sessions specially tailored for future-ready learners.

# RESULTS AND LEARNING POINTS



## KEY PERFORMANCE INDICATORS

4 MONTHS PERFORMANCE

LOANS: **608,771** (+109%)

VISITORS: **537,329** (+242%)

## LEARNING POINTS

The old library building held sentimental value for some and are more convenient for others. Plan to address this through community engagement and propose solutions, such as reading corners in the neighbourhood.

There is community self-policing of library etiquette at the new site that we do not yet understand.



8.

Digital Transformation

# NLB MOBILE APP

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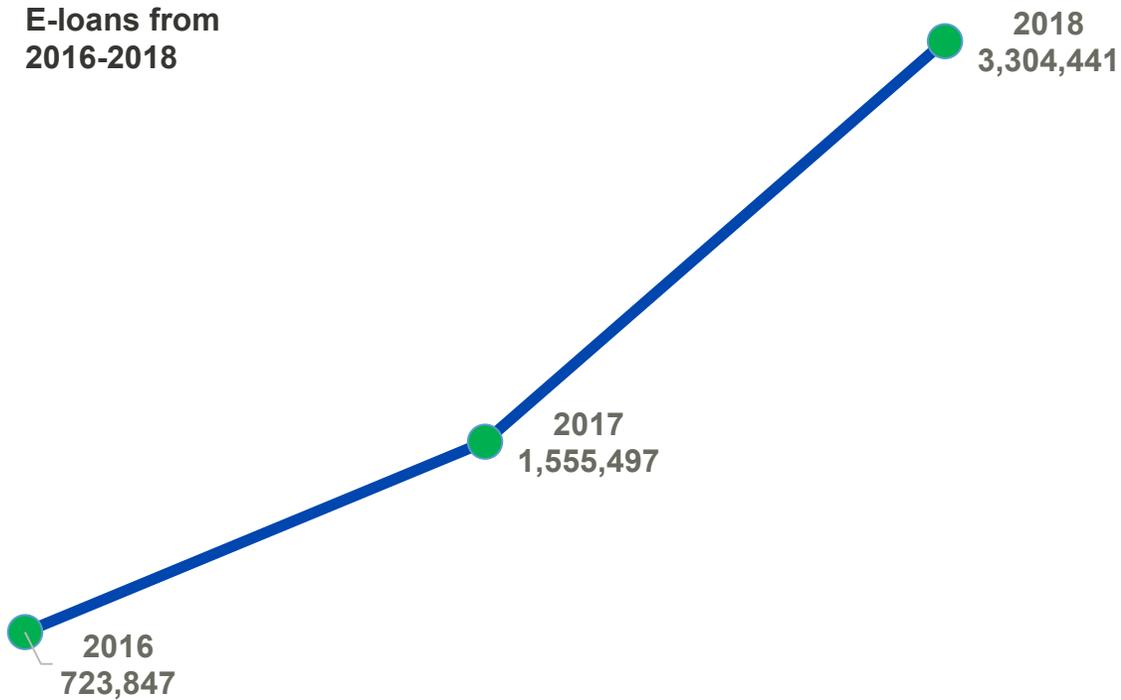
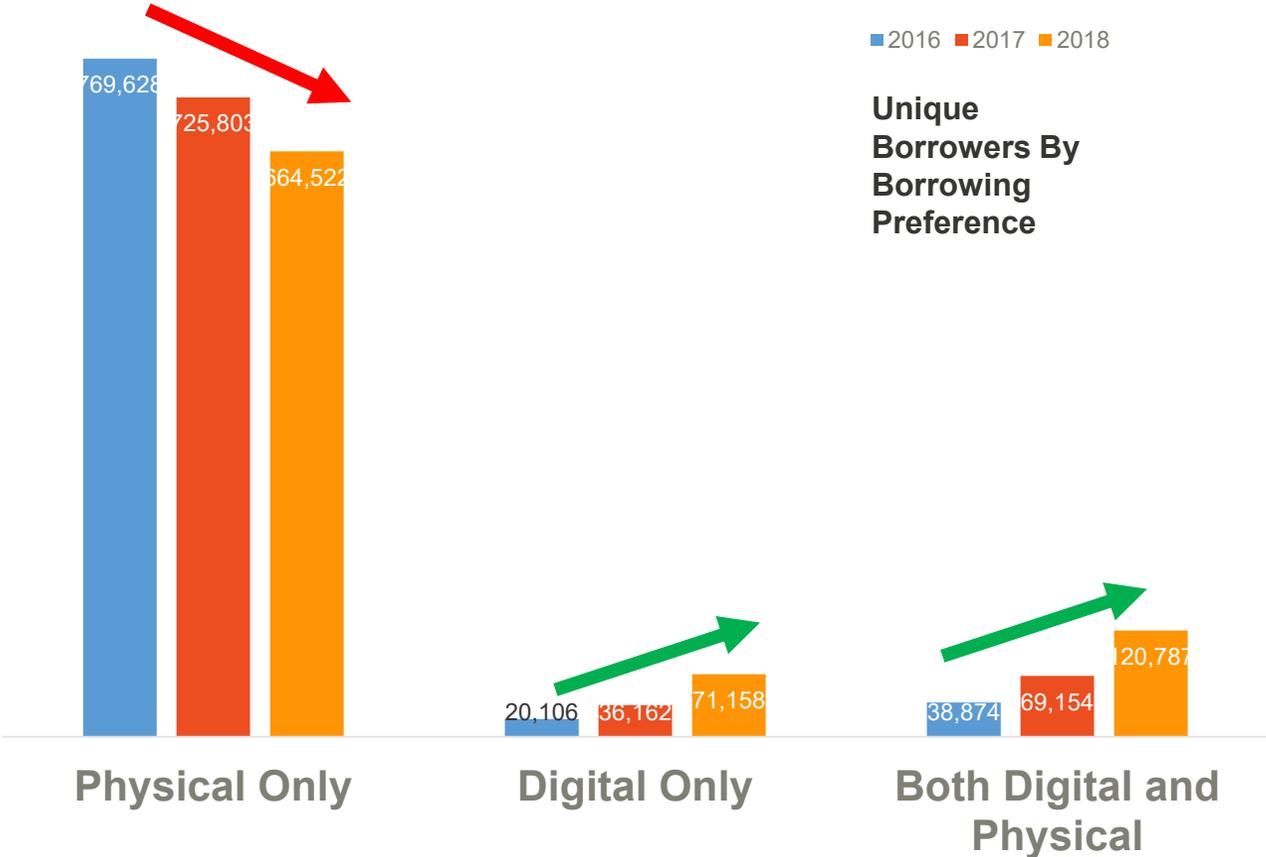


Integrated mobile app for borrowing physical items and e-books, register for programmes and managing library account.

**625,219 total downloads**

(as of Mar 2019)

# CHANNEL MIGRATION OF USERS



Our investment in digital resources and digital marketing efforts have worked in channel expansion – more users are reading both print and e-books with a year on year increase.

# ROBOT ASSISTED OPERATIONS

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## SHELFREADING ROBOT

Scans shelves overnight to identify misplaced and misshelved items to cut down time spent by human shelfreading



## BOOK RETURN ROBOT

For a large library to operate with 1 centralized book sorting room but two equally popular entrances by transporting returned items for sorting.



## AUTOSORTER

Optimize sorting process of returned books to reduce manpower reliance on outsourced vendors. Also, volunteers need not worry about sorting categories.

**Robot Assisted Operations and Automation prepare the staff to deliver higher value work to meet our intent and vision for Future Workforce.**

9.

Job Redesign



# WHAT CHANGED

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01

## Operations Remake

Introducing **automation, robotics and business process re-engineering** to relieve repetitive routine tasks from officers to facilitate upskilling.

02

## Library Officer Job Redesign

**Upskill LO's jobs** by taking on higher value roles such as storytelling, merchandising of library collection, facilitating programmes and bookclubs, and volunteer engagement. LOs are given roles in cross-functional projects for development.

03

## Librarian Job Redesign

Upskill librarian's job in areas of content curation, business and data analytics, community and volunteer engagement, and Thought Leadership. Librarians **specialize in age group services** and mentoring Library Officers.

04

## Manager Job Redesign

Upskill managers in networking, influencing and facilitation skills to **extend the influence of the library to facilitate positive community change efforts**; foster lifelong learning and innovation culture in the community. Library managers also champion service excellence through staff development.

# LEARNING POINTS

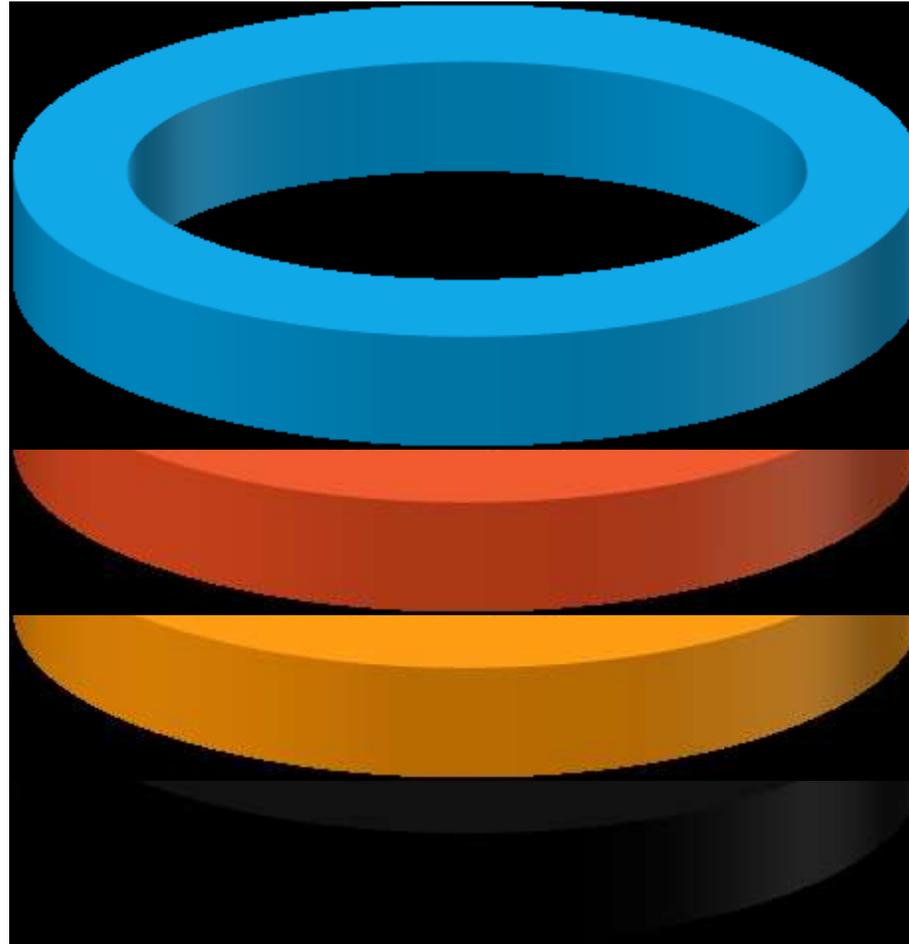
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## CHANGE MANAGEMENT

Managing changes involves multiple stakeholders, not just the job holders themselves. Communication and getting support from all levels of staff is important in driving changes successfully.

## ALIGNMENT TO STAFF MOTIVATIONS

The redesigned scope should align to staff's motivation such as job satisfaction, professional development, possible increase in remuneration



## ADDRESS FEEDBACK

Feedback comes from staff as well as the users when job is redesigned. Use the feedback gathered to improve the redesign as well as address any potential service lapse arising from blindspots.

## EDUCATION AND TRAINING

Consider learning styles and use multimodal and hands-on approach when possible  
Allow for individualized variations such as self-study



# 11.

## Conclusion

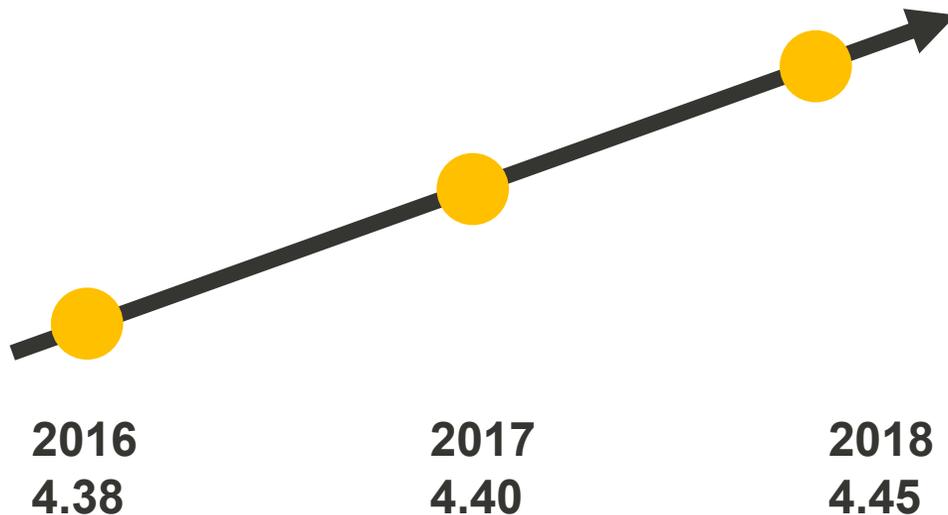
# HIGHER REACH AND USAGE

## VISITORS



Note: Financial Year runs from April to March

# HIGHER CUSTOMER SATISFACTION



Customer Satisfaction Index increasing year on year since the start of LoTF journey. The index tracks customer satisfaction in many aspects of operating a public library, such as programmes, environment, collection and customer service.

*“This place is the best! It is an extremely big, yet cosy area. Hope you can continue to maintain this standard.”* – Mr Matias on 2 Dec 2018, for Tampines Regional Library



Zalinna Umas reviewed Bukit Panjang Public Library – 5★

2 July · 🌐

Love d Children's zone. Even my kids love it too. Looking forward to more library trips wif my kids. Tq NLB for an awesome learning experiences for our young ones. 👍👍



# HIGHER STAFF ENGAGEMENT



**83% of staff found their work meaningful**  
**84% feel engaged by the organization**  
**71% favourable for Career and Professional Development**

# FUTURE DIRECTIONS

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## 1 LOTF PHASE 2

The strategy of Phase 1 has worked in achieving higher reach, higher customer satisfaction and increasing staff engagement. The future of public libraries should go beyond managing physical spaces to **managing learning in the community**.

## 2 RELEVANT SERVICES

To deliver more **relevant services** especially in areas of adults, leveraging AI to deliver more **personalized content** and developing an **omnichannel strategy** to increase our reach and to provide seamless services. Services from the **National Library and National Archives** should be seamlessly integrated for users' convenience.

## 3 TECHNOLOGY AND AUTOMATION

Pursue technology and automation to **support and optimize library operations** to create value for users. One example is to optimize the item location process, helping users find their items quickly and easily.

## 4 COMMUNITY AND STAFF ENGAGEMENT

More engagement with the **community** to understand **user needs** and aligning our service development and delivery. More engagement with staff in the areas of driving and **managing changes** to processes and job roles.

