The Remaking of Singapore's Public Libraries
ABOUT SINGAPORE

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

719.1 km²
Population: 5.68 million

4 main racial groups using 4 languages
   English, Chinese, Malay, Tamil
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
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.
OUR ADDITIONAL CHALLENGE

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
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.
B. TRANSFORM USERS’ EXPERIENCE

OUTCOMES

VALUE PROPOSITION

ENABLERS

NLB Mission

Imagination, Knowledge, Possibility

Inspiring Library Experience through Remaking Spaces

Empowerment Through Knowledge (Content & Programmes)

PERSONALISED AND CUSTOMISED EXPERIENCES
through targeted services

SEAMLESS ACCESS
through improved physical and digital network

OPPORTUNITIES FOR COLLABORATIVE LEARNING
through partnership with the communities

Intelligent Facilities
Optimised Collection
Optimized Processes and Logistics
SMART Operations
Strengthened Digital Infrastructure
Research and Data Analytics

Future-Ready Workforce
Community

8
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.

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

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

EXAMPLE FRAMEWORK

SERVICE FRAMEWORK FOR ADULTS

[A] Services for the Future Economy

- Digital Readiness (DR)
  - Digital Literacy
  - Digital Participation

- SkillsFuture (SF)
  - Skills & Employability
  - Opportunities for Growth

[B] Promotion of Lifelong Love for Reading

- Reading Programmes
  - Arts Literacy Programmes
    - Signature Series for Fiction/Lit Arts and Non-fiction
    - Annual Events: Read! Fest and National Reading Day

[C] Powered by Targeted Outreach and Publicity: Read@Work (Workplace Services) & Mega Outreaches

[D] Powered by a Dynamic Collections Strategy: for active building, curation and promotion of collections & formats
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 helmed 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.
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**
- 7. Choa Chu Kang PL (upsized) (mall)

**PLANNING**
- 8. Central PL (upsized)
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.
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 1st 24-7 lobby.
With a focus on STEAM programming, tweens are encouraged to be active learners. 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

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.

Integrated Display

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
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.
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
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.
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.
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 supported by volunteers.
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.

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.
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 as 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)
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.
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.

Overlooking a soccer field, the viewing gallery at level 2 proves to be a popular spot whenever there are events at the adjoining stadium.
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
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
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
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.
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
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.**
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.
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.
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.
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 support 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.
7. library@harbourfront
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.
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.
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.
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.
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.
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
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)
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

SHELFREADING ROBOT
Scans shelves overnight to identify misplaced and mis-shelved 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

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.
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
HIGH REACH AND USAGE

Note: Financial Year runs from April to March

+19.6%
+7.8%
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.

2016 4.38 2017 4.40 2018 4.45

“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
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.

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.

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.

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.