

THE NLB SINGAPORE'S 'BLUEPRINT' APPROACH TO A VUCA LANDSCAPE



National Library Board
Singapore

Our History

The National Library Board was established in September 1995.

Through the years, we have continually advanced ourselves through systematically rethinking our roles and following through with plans based on our strategic blueprints

L2000

To deliver a world class library system which is convenient, accessible and useful to the people of Singapore

- A world-class library system for a learning nation
- Our public libraries in the heart of the community

L2010

Develop digital infrastructure for people to have access to information and be connected

- 24/7 Access to information
- A vibrant network of public libraries that are transformed into social learning spaces
- Develop Asia-centric content especially pertaining to Singapore and S.E.A

L2020

Nurture readers for life, foster learning communities, build a knowledgeable nation

- A digital library providing content anytime, anywhere
- Building libraries and archives of the future
- Curate enriching Singapore content
- Promote reading for a well read nation

2016

- **Libraries of the Future Masterplan**
- **National Reading Movement**
- **National Patrimony Masterplan**

L2025

To build a Future Economy, a Smart Nation and a Strong Singapore Society

- Be a standard bearer for digital government and provide innovative services and user experiences for the nation
 - To contribute to economic goals and aspirations by creating quality content and inspiring spaces for a learning nation
- **LAB25 (Libraries and Archives Blueprint 2025)**



At its heart, LAB25 is an invitation

**To partners and the community to collaborate with
NLB in this journey of innovation and
experimentation.**

To reimagine libraries and archives to be even stronger companions to patrons, as we navigate an evolving social, cultural and economic landscape together.

Public Libraries



- House lending collection across a wide range of subjects for everyone

National Library



- Collect, preserve, and make Singapore's print and literacy heritage accessible
- House reference collections

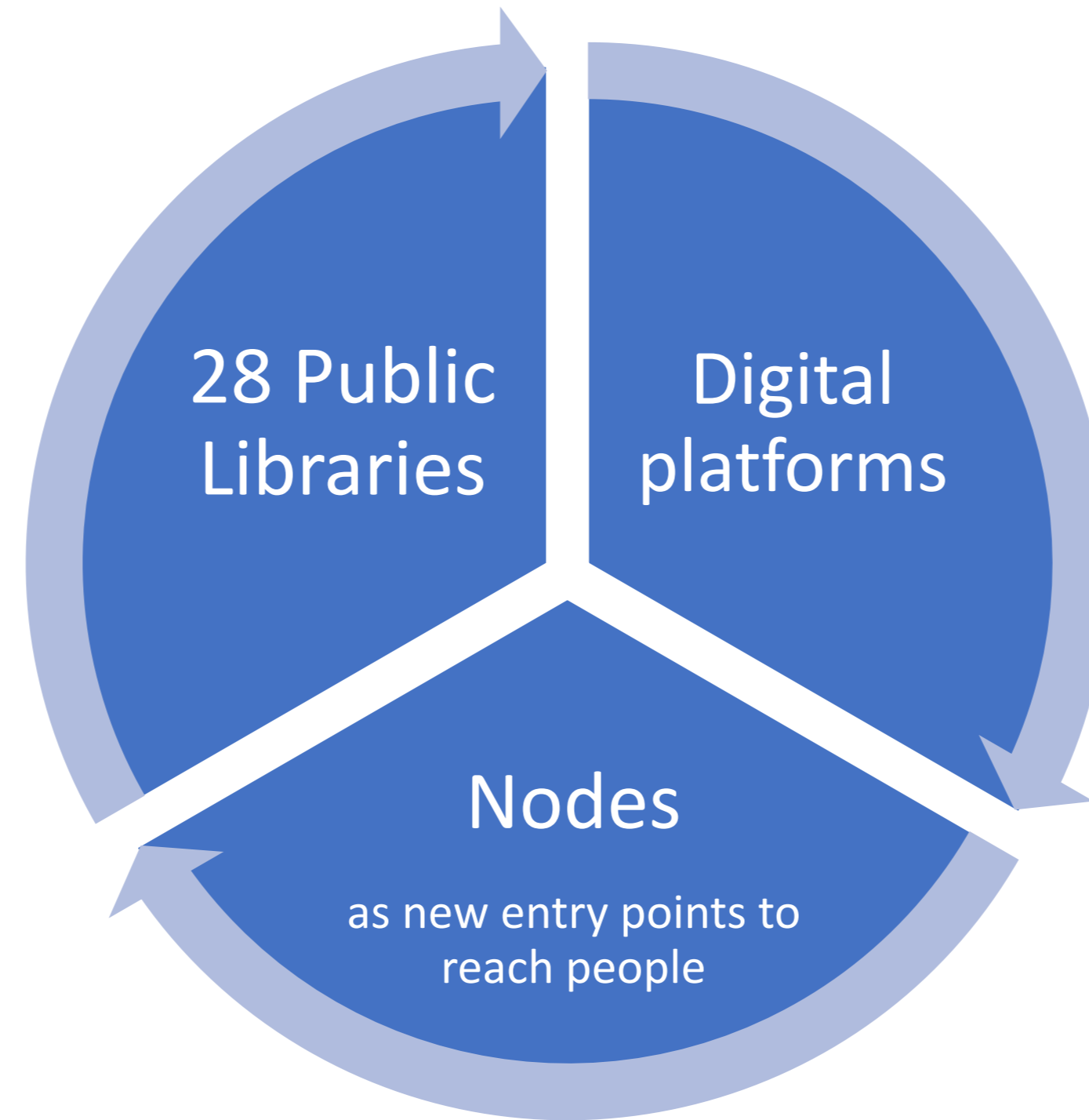
National Archives



- Collect, preserve and manage Singapore's public and private archival records

+ Programmes and Exhibitions to facilitate learning

NLB'S PLATFORMS



NLB Mobile App



NLB Websites



Eye-catching installations at Malls

Restricted

FOUR ROLES IN LAB25

Trends

Economic disruptions requiring new skills



Increased polarisation and misinformation



Search for community and national identity & stories about who we are, who I am



Those less able and with less means get left behind



How LAB25 will meet this moment

1. LEARNING MARKETPLACE

To transform NLB into a national platform of lifelong learning with like-minded partners

2. INFORMED CITIZENRY

To nurture thoughtful people who reflect deeply on what they come across every day

3. SINGAPORE STORYTELLERS

To inspire discovery and creation of Singapore stories and instil a deeper appreciation of our collective experience

4. EQUALIZER

To bridge gaps, include more and empower all in this digital age

LEARNING MARKETPLACE

To transform NLB into a national platform of lifelong learning with like-minded partners

TRANSFORMED
PLATFORMS

LEARNING
PATHWAYS

LEARNING
COMMUNITIES

PHYSICAL WITH A DIGITAL POINT OF VIEW

Omni-Channel. Continuity and consistency of experience from **online to offline**

- In-person programmes planned with:
 - streaming capabilities for **digital amplification**
 - Hybrid with some programmes in series on a **digital platform**
- Creating **unique experiences for in-person visits**
 - “Only in Punggol” personalisation of onsite visits by referencing online history
 - High design dividend, mapped to an equivalent ‘digital life’
 - Onsite digital augmentation with AR, VR and XR designs
- Learning communities with in-person workshops and onsite installations/presentations are complemented with **digital conversations/communities.**



Punggol Regional Library

TRANSFORMED
PLATFORMS

INTEGRATED NETWORK OF PHYSICAL AND DIGITAL HUBS AND NODES

HUBS



Network of NLB owned and run Regional, Standalone and Mall Libraries supplemented by partner-funded libraries



NODES



Encounters at surprising places (malls, parks etc.) e.g. via immersive wallpapers using QR codes to point back to the Hubs



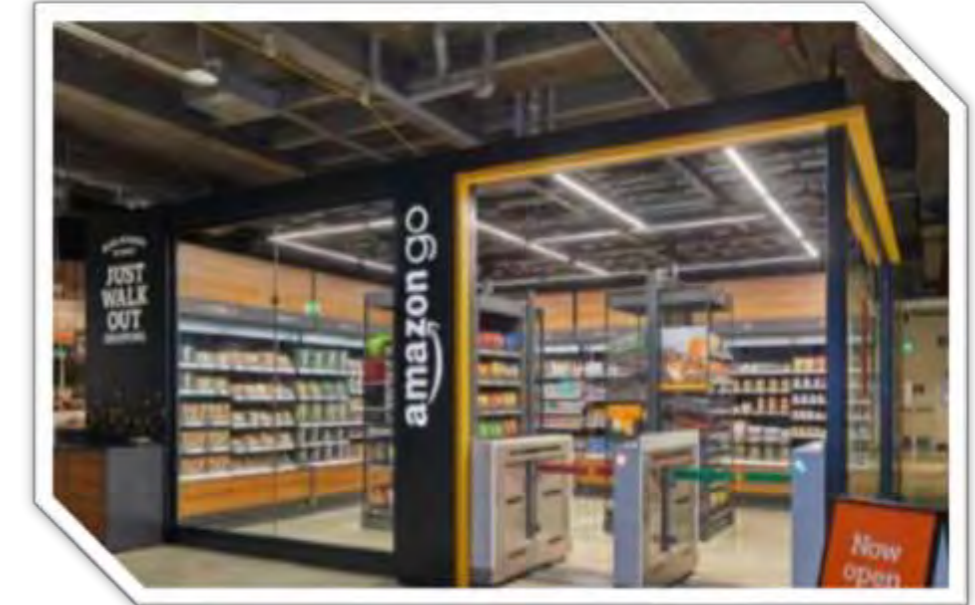
A Content Discovery Platform



Pilot Subscription Delivery Service at \$10.70 per month for 8 curated children's books delivered to the home



Mobile Library Service to underserved groups

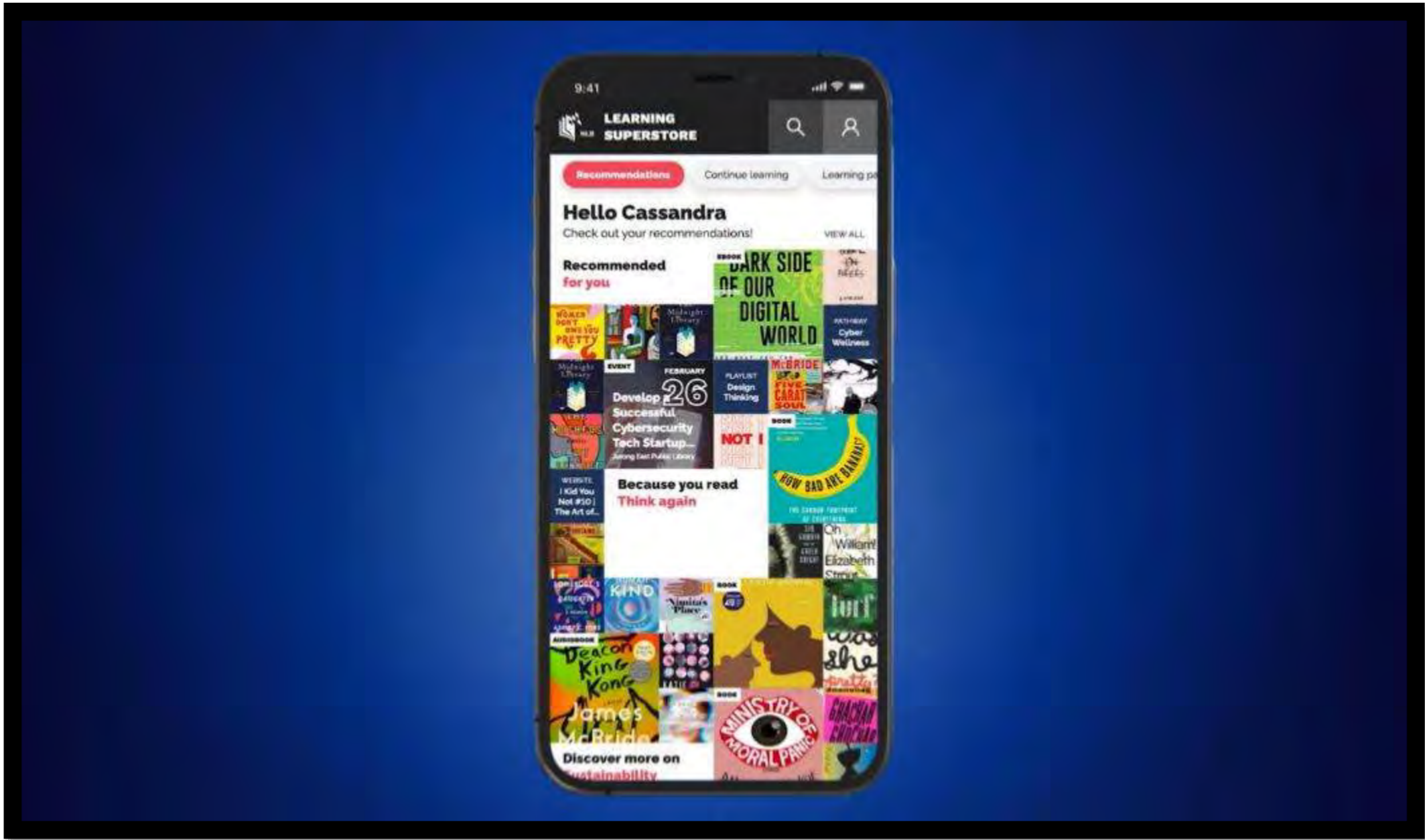


Grab and Go Library for self-service anywhere and anytime



A CONTENT DISCOVERY PLATFORM

To attract, re-engage and retain users who are increasingly used to social media and streaming services



Expansion of the NLB Mobile App with

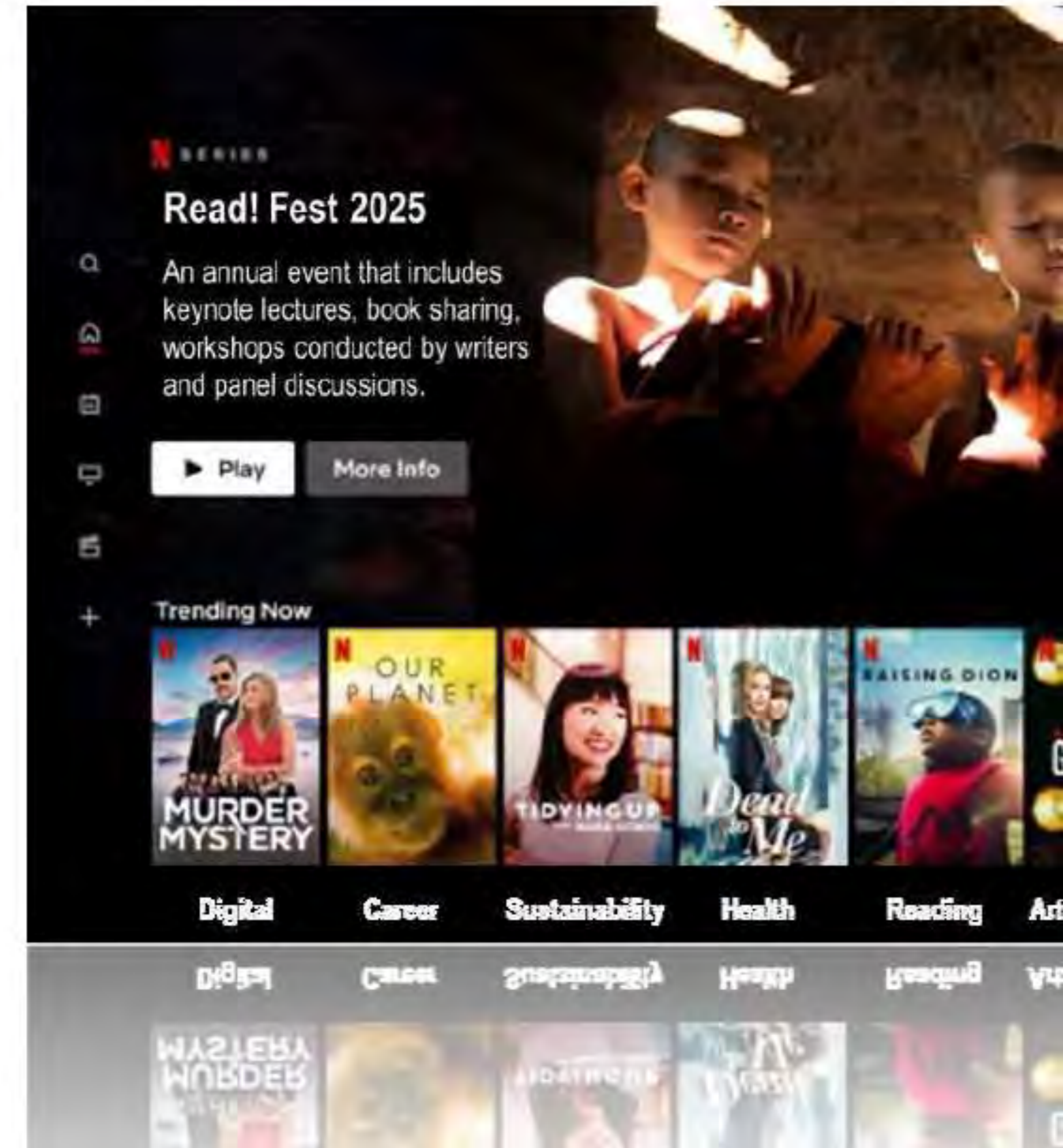
- NLB original content (e.g. digital programmes)
- Purchased or subscribed content
- Partners' Content

A learning GPS to guide the journey of discovery:

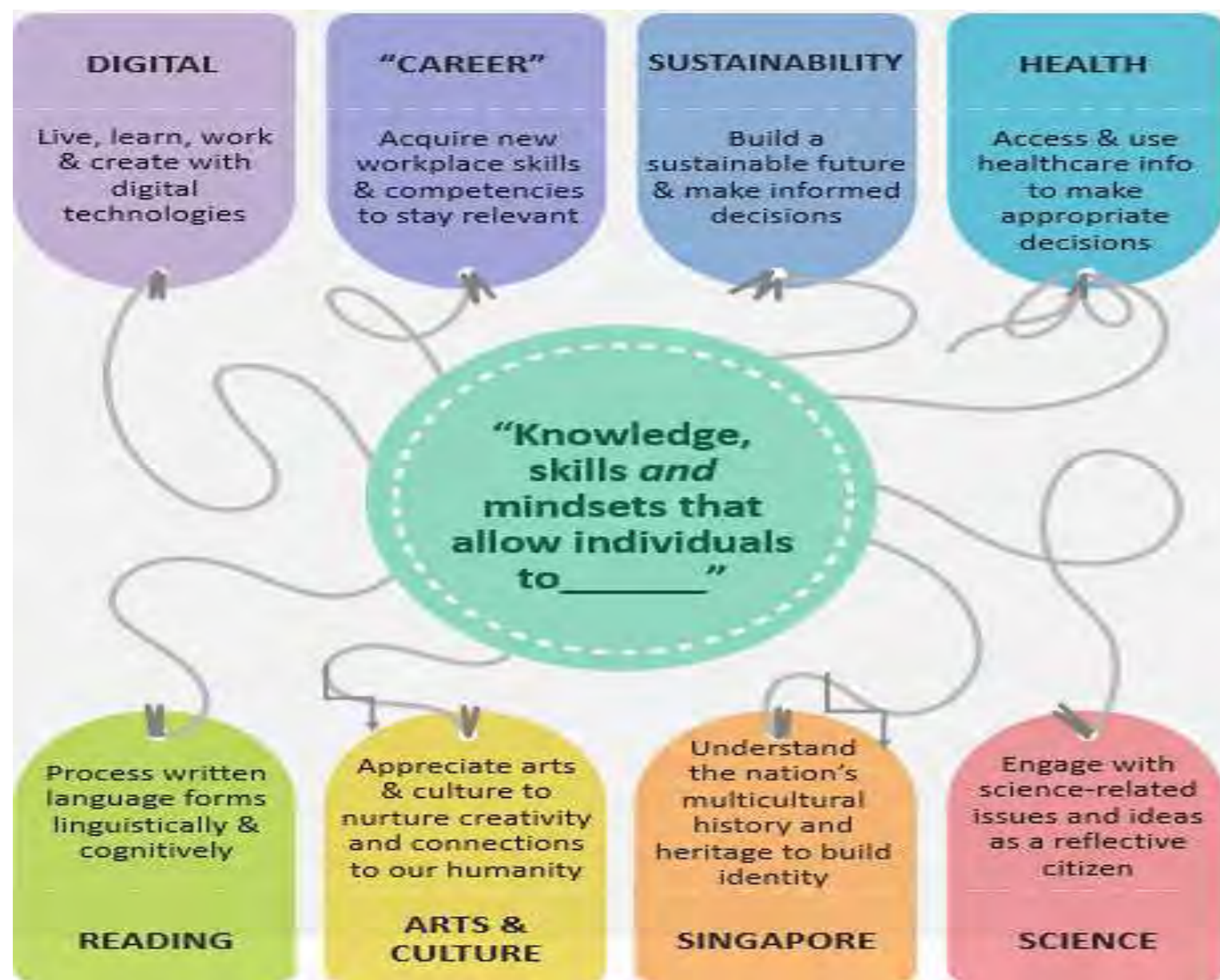
- T-Shaped personalised recommendations to broaden perspectives and encourage exploration of topics beyond natural interest areas

A Cocktail of Ways to Find the Next Thing

- Besides the virtuous cycle of agglomeration, the draw for partners is a [cocktail](#) which will be applied to all content (NLB and partner content) with [Recommendations](#) through:
 - [Algorithms](#)
 - Collaborative Filtering: Item Relations & User History
 - Neural Networks: Machine Learning
 - [Content-Based](#)
 - Cataloguing of physical resources
 - Metatagging of digital resources
 - Linked Open Data to web resources
 - [Curating of "Playlists" of content in the Superstore](#) (inspired by [Spotify](#)) by
 - Librarians and Archivists
 - Invited Experts and Personalities
 - Users and Communities



DISCOVERY THROUGH LEARNING PATHWAYS



Entry point for skills and learning

For skills and learning, NLB will focus on 101 and 201 levels, and point to partners such as IHLs for deeper curricula. Recommendation algorithms built on usage history, neural pathways and machine learning to enable T-shaped discovery.

Customer Journey : Borrowing Sci-Fi Books



Learning Dividend

As a result, interaction with NLB results in a learning dividend. For instance, an information search could lead to resource recommendations related to the search topic, a curated playlist on the superstore, or micro-learning courses

Structured framework for programming & content curation for specific areas such as Digital, Health, Career and Personal Development, and Sustainability, to be launched on the LearnX webpage. Programming scaffolds will be developed with reference from partners' transformation maps e.g. MCI for Digital.

EMPOWERED LEARNX COMMUNITIES

Strengthen citizen engagement in communities through dialogues and deeds



Growing LearnX communities to engage citizens, encourage peer-to-peer learning and open opportunities for volunteering as speakers or facilitators. NLB will work with partners across various domains to identify and support with resources and curated content, including the new LearnX website.



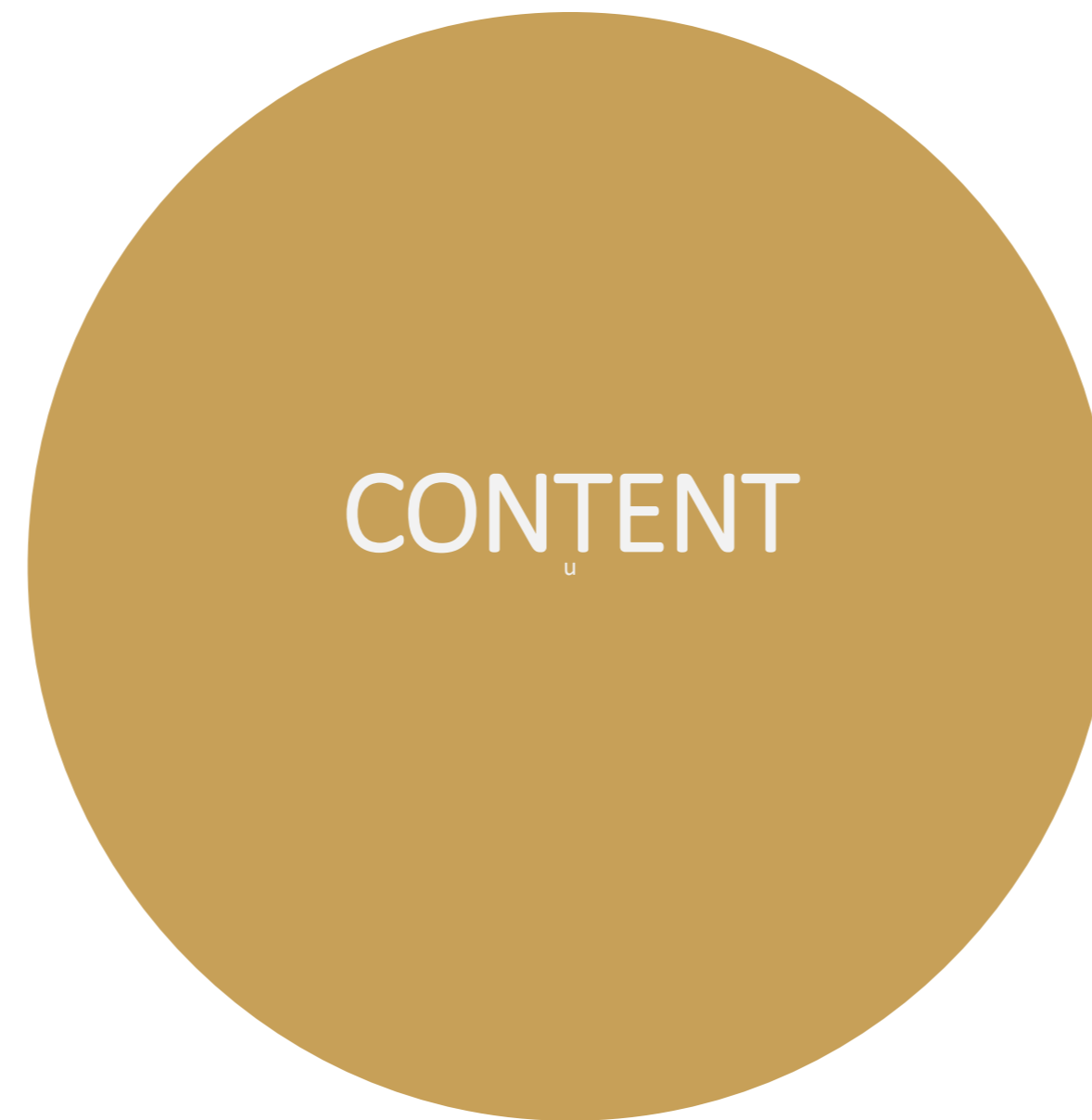
Galvanise Singaporeans to **meaningful action with a learning focus**, and collaborate with community partners to build and/or adopt cause-driven projects.



Friends of the Library and Archives as a community-driven initiative. Volunteer-run spaces, new opportunities for volunteer-led workshops and volunteer-facilitated learning communities.

INFORMED CITIZENRY

To nurture thoughtful people who reflect deeply on what they come across every day



THE POWER OF TWO NATIONAL MOVEMENTS



[**National Reading Movement (NRM)**]

To spur Singaporeans to Read More, Read Widely, Read Together. To Grow with Every Read: find answers in their daily lives through reading. NRM can highlight the latest and best content, and string up key aspects of the reading eco-system to increase access and discovery.

[**S.U.R.E. – National Information Literacy Programme**]

To promote the importance of information searching and discernment in differentiating between facts and opinion. Equipping individuals with critical thinking skills to discern information through content and programmes. **S**ource. **U**nderstand. **R**esearch. **E**valuate.

PACKAGE & RECOMMEND CONTENT FROM DIFFERENT PERSPECTIVES AND FROM CREDIBLE SOURCES

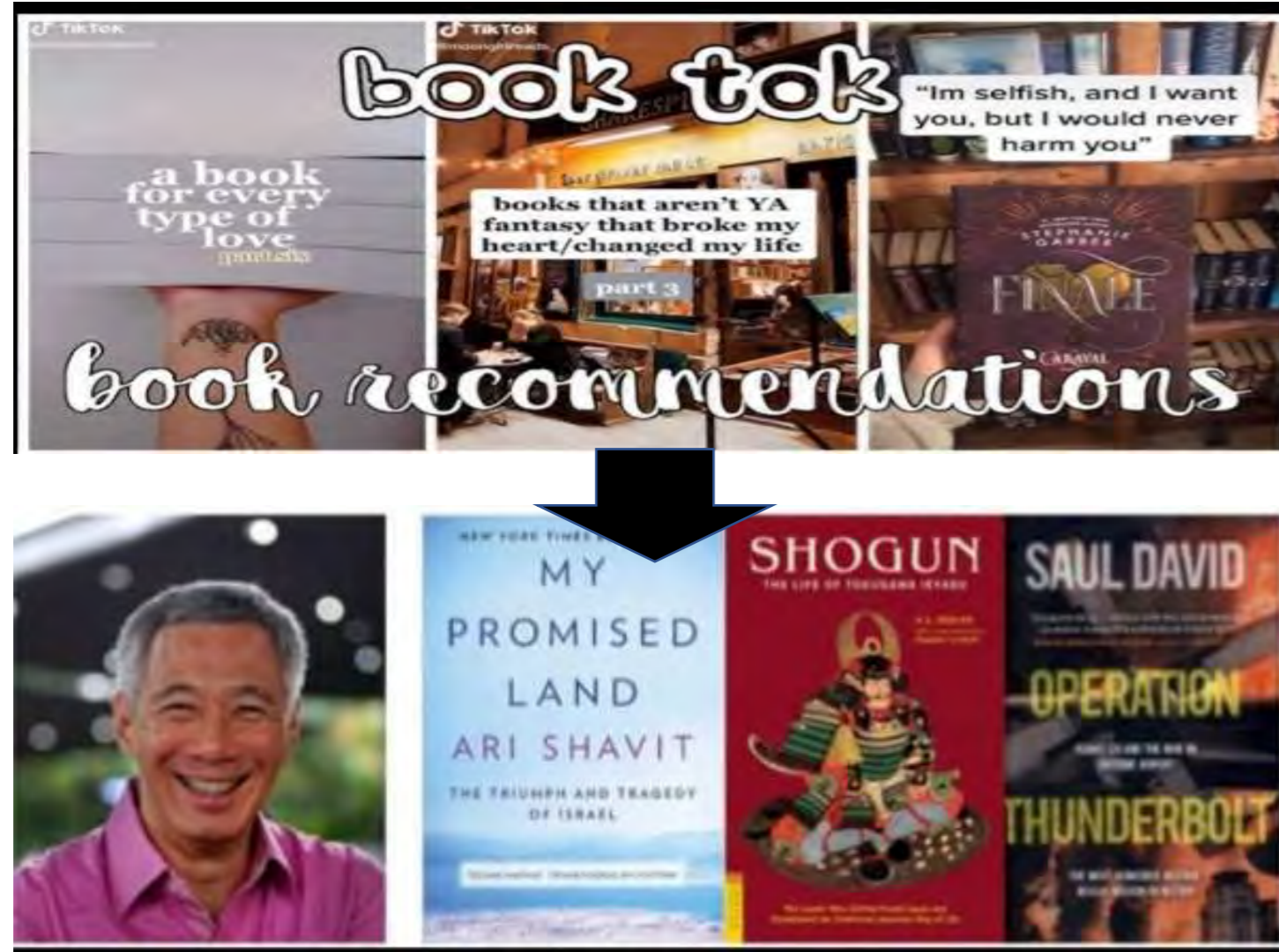


Produce timely, authoritative content on a variety of topics including hot-button issues. NLB's content packages will provide different perspectives from credible sources. E.g. NLB-produced content packages on pandemics and vaccines. These packages will be in different formats to target different communities.

Be a thought leader
Position the National Library as a platform for the general public to access thought leaders and expand their understanding of a topic through a wide range of perspectives. This will be curated via webinars and expert-series talks.

Amplify
Reach non-library goers by publishing content via multiple touchpoints including Nodes at partners' sites. For example, reading corners at MUJI stores with wallpaper bookshelves and physical books. Brand collaborations will be developed to include seminars and reading events.

CULTIVATE A HABIT OF DISCERNING INFORMATION



READ to be S.U.R.E.

Cultivate an Informed Citizenry that engages in thoughtful and deliberate reading for sharper critical thinking, enhanced comprehension, broadening of perspectives and to spark well-reasoned discussions.

Offer multiple perspectives through content packages and programmes, pilot T-shaped recommendations and reach through novel ways.

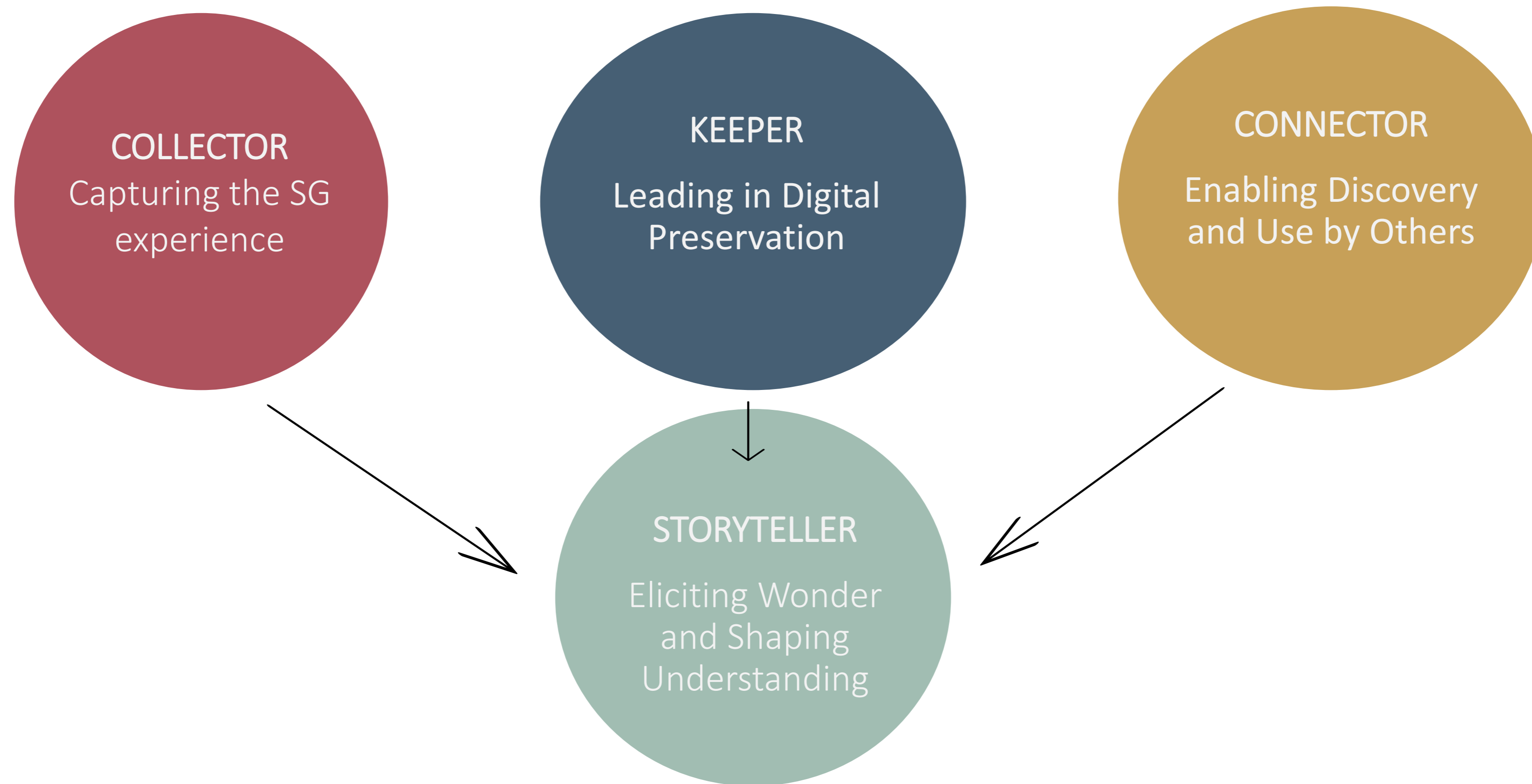


Adopt an ecosystem approach to promote reading at the national level

Galvanise the publishing industry and reading ecosystem to grow readers and encourage them to read widely to gain more perspectives.

SINGAPORE STORYTELLERS

To inspire discovery and creation of Singapore stories and instil a deeper appreciation of our collective experience



The roles of Collector, Keeper and Connector are important for us to nurture good storytellers and for us to be good storytellers. These three roles are also our core mission.

COLLECTOR

Collections fulfil our mission to collect and represent SG life and experience.

The new challenge will be documenting SG online, collecting born-digital as well as expanding & diversifying our collection of stories.

KEEPER

We will continue to build on our strengths in technology by enhancing our capabilities in digital preservation and creating a new focal point for thought leadership.

CONNECTOR

Unlocking our collections and connecting people with our collection to enable them to develop new insights and innovation.

What we will be doing differently from today:

- Capturing SG stories online – **social media collecting**
- Expanding and diversifying our stories through **crowdsourcing**
- Increased and sustained collecting of SG stories through **oral history**

- Taking the role of WOG lead on **Digital preservation**

- Use of **technology** for discoverability
- Enhance our NLB Labs to a **service** which encourages and assists in **the innovative use of NLB's digital collections.**

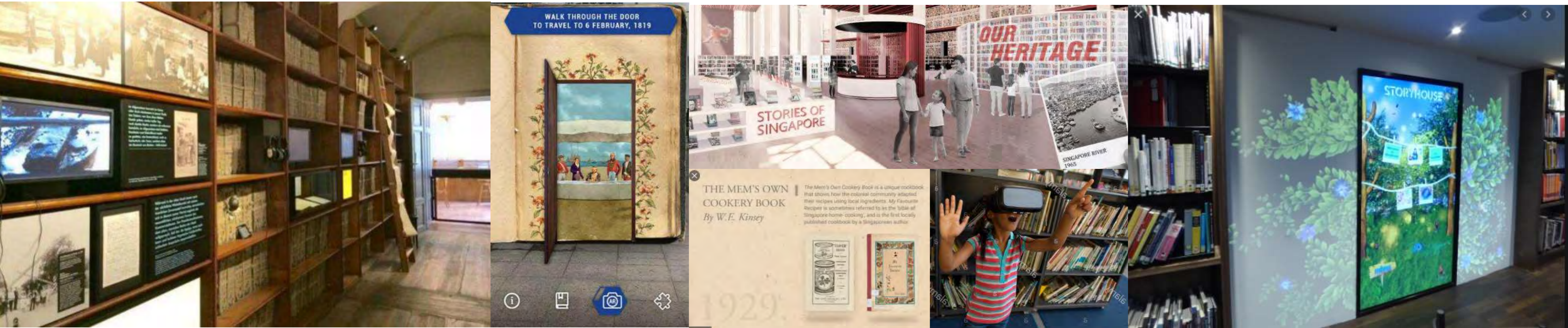
CURIOCITY



Within the digital Learning Superstore, a platform for geo-based resources from partners and our collection, using the 3-D framing of time, space, and narrative.

- Geo-based content will include not only those from geo-based websites e.g. NHB's Heritage Trails but also those with any content about places. For instance, content under SPH and Mediacorp related to places will also be included under Curiosity. Similarly, content from NLB's Singapore Memory Project, PictureSG and HistorySG related to places are also included.
- At the heart of each item though is a **3-D framing of Curiosity**:
 - **Time**. A vertical axis where a user can go from say 1860 to 2021 in one location with related content like pictures, newspaper articles, memories showing by years)
 - **Space**. A horizontal axis where a user can go from one location to its site to its district to region.
 - **Narrative**. A layer to flesh out the thematic context. Eg a person can see the entry in relation to the WWII layer, Arts layer, Independence layer, etc)

EVERY LIBRARY A SINGAPORE LIBRARY



Integrated SG experiences within the libraries

- Increase SG Storytellers Experiences through Public Library network.
 - First prototype: *Singapore Alcove at CTPL*, a semi-permanent display integrated with the collections to highlight Singapore literature and heritage
- Leverage the use of technology, e.g. AR or Extended Reality to create engaging encounters

SINGAPORE STORYTELLER CHANNEL



A series of original content (podcasts, videos, articles)

- Development of content creation function for: **AV channel, podcast channel, written channel e.g. BiblioAsia**
- Development of **new and engaging video formats** to learn about SG history that entertain, educate and inspire
 - *Docu-dramas, animated series, stories told by other storytellers like curators, writers, students, etc.*
- **Development of partnerships** to host their content on our channel, i.e. we are not the only SG Storyteller, but we provide the platform that enables SG Storytellers to come together
- **Online proliferation via a Digital Learning Superstore** and on other platforms with wide reach

EQUALISER

To bridge gaps, include more and empower all in this digital age



Digital Mastery



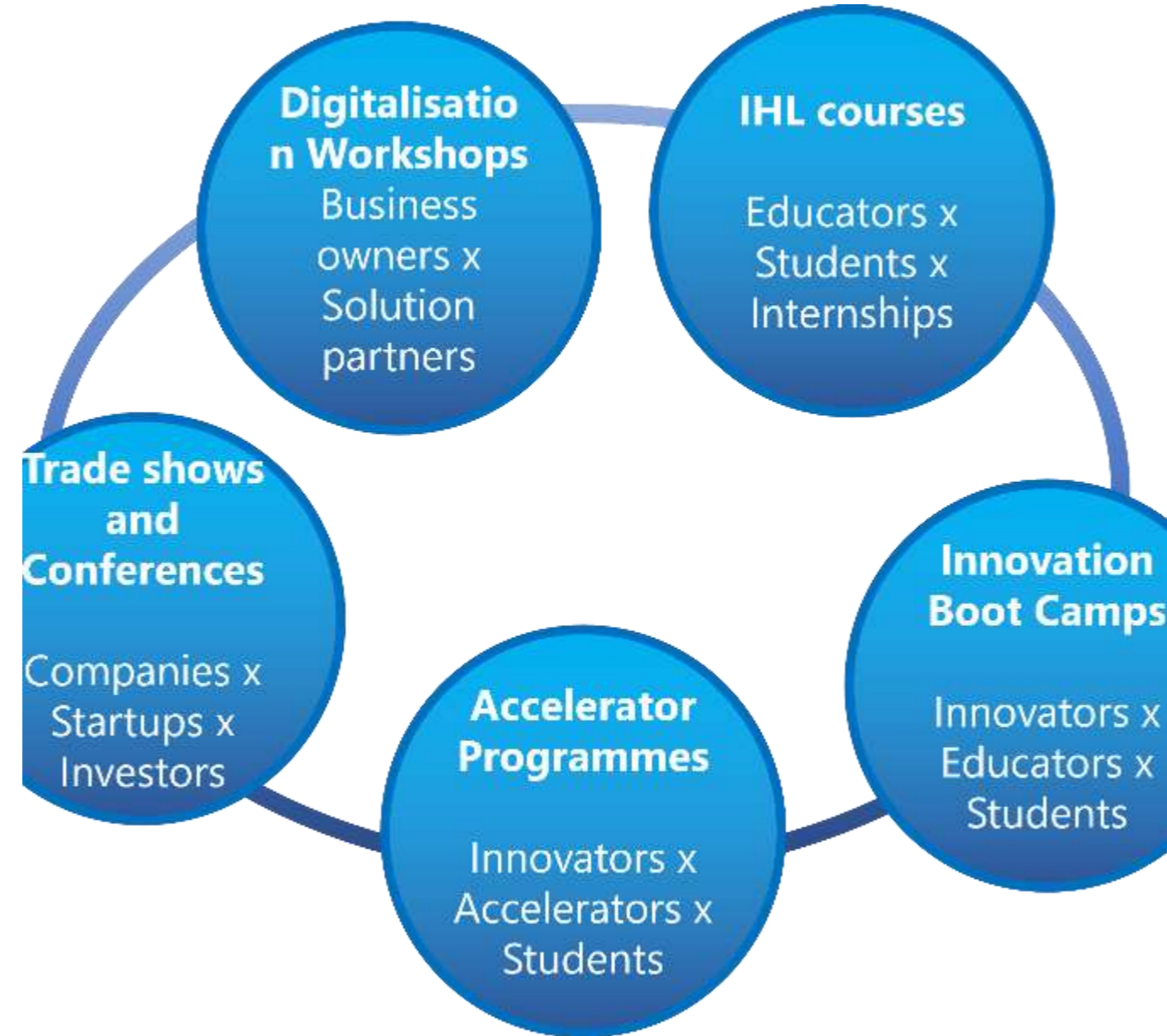
Inclusion

READYING COMMUNITIES FOR SMART NATION



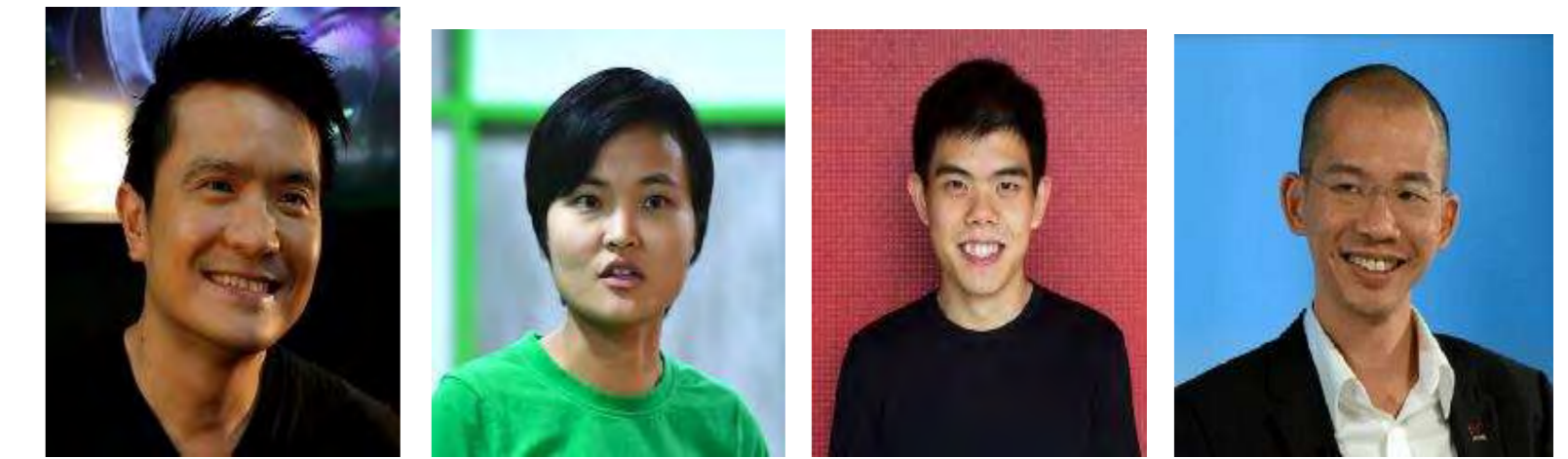
Experience

Increase the savviness of the tech-aware by exposing them to emerging technologies and trends. Forge partnerships with tech giants/start-ups for tasters of cutting-edge tech at the hubs & nodes.



Connect

Become a recognised hub for the general public and players in the tech and innovation ecosystem to connect in a public place.



Advocate

Advocate the tech mythos: Cultivate public familiarity with tech narratives, tech trends and mindsets associated with success in the tech and innovation industry.

BUILDING DIGITAL WELLNESS



Highlight

Name it in order to tame it. Increase awareness and conversations on digital harms including various forms of addictions, and the impact on the individual, community and society.



Empower

Develop and curate content on digital health and wellness. Propagate through learning marketplace and learning communities.



Support

Galvanise meaningful action on digital wellness and addictions, and collaborate with community partners to build and/or adopt support for digital wellness causes.

DIGITAL INCLUSION WITH A FOCUS ON VULNERABLE



Basic Skills

A safe environment to acquire Basic Digital Skills and Basic Workplace Skills. NLB adds value by promoting digital reading and learning e.g. via the NLB Mobile App, conducting Library Learning Journeys.

SkillsCraft



Grow Community

Play the role of a catalyst to grow communities of digital learners. NLB provides resources, access to its platforms, a conducive learning space and access to experts.



Makers

Curate opportunities for encounters with New and Emerging technology, and the application in daily life. Encourage digital making.

INCLUSIVE SERVICES FOR PERSONS WITH DISABILITIES (PWD)



Access

Design libraries to be inclusive spaces and services with Punggol Regional Library as the showpiece. PwD membership with longer loan periods and reservation fee waiver. Accessible collections and devices.



Socialisation

Expand the common space for PwDs to engage with others through inclusive programmes, volunteer opportunities and presence of social enterprises.



Externships @ NLB:
Sorting, shelving, shelfreading

Members of Addi(c)tive Builders IG partnered iC2 Prephouse to 3D print Braille Scrabble Tiles for children with visual impairment

Empowerment

Libraries offer platforms for PwDs to demonstrate their talents, give back to the community, and for partners to come together to create initiatives for social good.

Thank you



NLB'S DIGITAL AND PHYSICAL CHANNELS REACH OUT TO AND ARE CONSISTENTLY USED BY SINGAPOREANS

Our Reach




64.3%
Overall Reach
in 2021



50.2%
Digital Reach
in 2021

Usage of our Content



80.6 mil
No of pageviews to NLB's websites
and usage of e-books and e-
databases in 2021



1.42 mil
No of participants to NLB's
programmes & exhibitions in 2021