

National Library Board Singapore

**Annual Report**  
FY2010/2011

more than



National Library Board  
Singapore

## OUR VISION

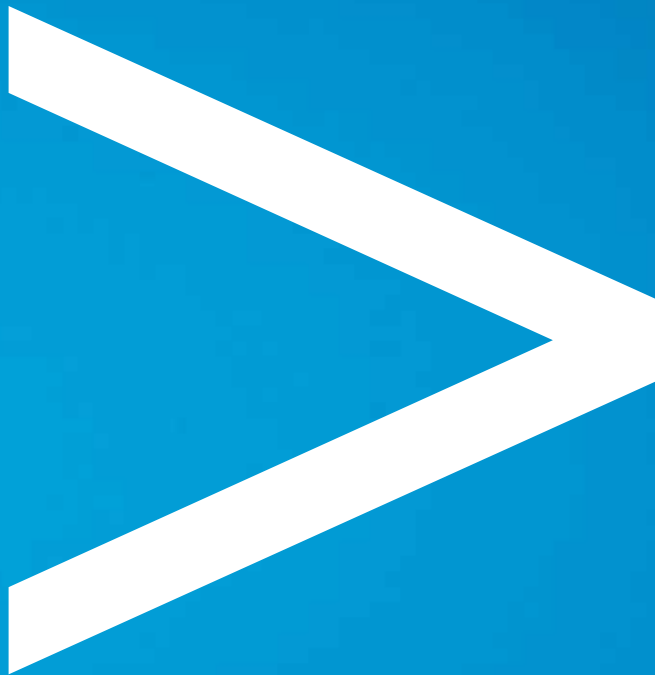
Readers for Life, Learning Communities,  
Knowledgeable Nation.

## OUR MISSION

Through our libraries, we make knowledge come  
alive, spark imagination and create possibilities.

### CONTENTS

Message from Chairman and Chief Executive Officer	10
Board of Directors	12
Senior Management	13
Organisation Chart	14
Outlook	15
Corporate Governance	16
National Library Board Highlights	17
National Library Singapore Highlights	33
Public Libraries Singapore Highlights	40
Statistical Summary	48
Financial Statements	63
Library Listing	107
Acknowledgements	110
Community Contributions	116



## more than

Here at the National Library Board (NLB), we do not just promote reading. We want to nurture readers for life, develop learning communities and promote a knowledgeable nation. And because we do so, we are reinventing our services to enable convenient access to the information you need.

With exciting programmes as well as innovative initiatives preserving our national heritage, NLB offers Singaporeans a wide range of opportunities to discover knowledge that is found in books and more.

Indeed, Libraries are for Life.

# + Adding

Saturday visits to the public library have become regular outings for Wong Yew Kong and his grandson, Aaron Wong. Reading a book together in their favourite nook in the Children's Section makes for wonderful bonding. With the tips gleaned from the 10,000 & More Fathers Reading! storytelling workshop, Mr Wong turns the story into an exciting one for his grandson!

NLB's reading initiative 10,000 & More Fathers Reading! encourages father figures and their charges to spend quality time over books while discovering the pleasure of reading and lifelong learning together.



# + Adding

Every time she opens a book, Mariya Yusuf is all set to let her imagination take flight. Adding further pleasure to this enjoyable activity for Mariya is knowing that she will have another new exciting tale, another spellbinding adventure to share with her best friend.

What happens when children see their friends reading? They want to join in and check out the fun too. NLB collaborates with the Ministry of Education on the Whole School Reading Programme to nurture lifelong reading habits among students. Fun activities held in schools further bring children together to inspire one another to read.



# Equalising

Tay Bee Lian looks forward to every Wednesday. That's when she receives her weekly dose of books and audiovisual materials from the library, delivered to her doorstep by Friends of the Library volunteers such as Ching Yoke Yin and Sucan Sutanto. For her, nothing can equal the joy of being able to read her favourite novels and magazines regularly!

Through Project Deliver Me, NLB strives to meet the learning and knowledge needs of the socially disadvantaged who are homebound. By providing them with access to knowledge, NLB helps them meet their learning and reading needs.



# Equalising

Make every minute count. Time spent commuting to work can now be productive, as history teacher Prasanth Jacob discovers. Tapping into NLB's NewspaperSG, he is well equipped with the information he needs to make history alive for his students.

NewspaperSG, the National Library's digital archive of Singapore and Malayan newspapers dating back to 1831, has become an invaluable source of Singapore and Southeast Asian history for researchers and the public alike. Through NewspaperSG and other digitisation initiatives, NLB creates equal access to a wealth of knowledge for Singaporeans.



# Multiplying

You have to know the past to understand the present, John Ng often tells his grandchildren. On visits to the Donors' Gallery at the National Library, he regales his family with famous episodes from history, peppered with plenty of anecdotes inspired by the exhibits on display.

The National Library collects and preserves artefacts that offer interesting insights into Singapore's history and heritage. To help connect Singaporeans to their heritage, NLB enhances the awareness and appreciation of these materials through curated exhibitions and thematic displays.



# Multiplying

To score well for their project work, Nuraliza Osman and her friends know that it is important to obtain as much information as available, across all formats. That is why the libraries, with their vast reference collections in different formats, will always be their first research stop.

As the trusted source of information for Singaporeans, NLB regularly updates and expands its collections, from books to audiovisual materials, on a wide range of topics. In its synergistic library environments, researchers and students alike are able to multiply their research outcomes with all these knowledge resources at their fingertips.



## Message from Chairman and Chief Executive Officer



*Ms Yeoh Chee Yan, Chairman, NLB (left), and Mrs Elaine Ng, Chief Executive Officer, NLB (right).*

In 2010, the National Library Board (NLB) reached a significant milestone with the celebration of its 15<sup>th</sup> anniversary. In 1995, we began humbly with only a National Library, a regional library and 12 community libraries. Today, we have become a wellspring of social capital and a much-loved institution with a comprehensive network that includes the National Library, three regional libraries and 20 public libraries.

In terms of library usage, we have come a long way too. Last year, NLB received about 36 million visitors and book and audiovisual loans registered a new record of close to 33 million transactions. NLB also organised over 6,300 programmes and exhibitions which attracted over 9 million participants. Library membership has also steadily increased over the years to over 2 million.

While we strive to meet the demands of the general public, researchers and enterprises, we also remain conscious of the learning needs of the underserved. To date, we have brought our books and services to over 58,000 students with special needs, underprivileged children and the physically disabled to ensure their access to knowledge and learning opportunities.

### Highlights of the Year

These achievements affirm the impact that our libraries, resources and services have made in the lives of our users. Fifteen years on, Singaporeans have come to depend on NLB and our libraries for reliable print and digital content, insights into their shared heritage and lifelong learning opportunities through our programmes.

In FY2010/2011, our libraries continued to serve as the gateways to Singaporeans' learning journeys. We recognise that reading is a cornerstone of learning and knowledge acquisition. One core function that has not changed over the years is our promotion of a national reading and learning culture. In this aspect, we have introduced a diverse range of

reading programmes that are targeted at different segments of the community.

The Whole School Reading Programme, for example, is aimed at helping students build their literacy foundation and discover the joy of reading. A collaboration with the Ministry of Education (MOE), this year-long programme seeks to permeate school campuses with a reading culture and expose students to reading through fun activities. We believe as more students pick up reading, they will also inspire and influence their friends to do so.

One of our most well-received reading initiatives is READ! Singapore, designed to promote fiction reading among Singaporeans aged 15 and above. Over 45,000 people participated in more than 370 book discussions and reading-related activities in last year's campaign. READ! Singapore's enduring popularity can be attributed to its innovative programming. In 2010, the campaign broke new ground, with programmes such as READ! IT, which saw six simultaneous reading events streamed live online, and Game2Read, featuring book discussions and a gaming competition to motivate gamers to read books related to games.

Other examples include the National kidsREAD Programme, which is aimed at cultivating the reading habit in children from lower-income families, the 10,000 & More Fathers Reading! initiative to encourage fathers to read to their children, and the well-received Quest II for children aged 7 to 12. The library also leveraged the Singapore 2010 Youth Olympic Games to promote reading and learning amongst the youth through sports and sports-related activities.

For residents in Singapore's northeast region, we opened the Serangoon Public Library (SRPL) at nex mall. Besides having an excellent collection of books, magazines and

audiovisual materials, SRPL is the first public library to have an area dedicated to gaming and an extensive accompanying collection of game-related titles.

As a custodian of the country's literary heritage, NLB continued to educate the public about Singapore's national history and culture. Two noteworthy exhibitions held last year were 'Rihlah – Arabs in Southeast Asia', which offered glimpses into the journeys of Hadhrami Arabs between the Middle East and Southeast Asia from the late 18<sup>th</sup> to early 20<sup>th</sup> century, and 'William Farquhar, Singapore's First Resident and Commandant (1819–1823)', which examined various aspects of Farquhar's life and his contributions to the development of early Singapore. These exhibitions were curated from materials donated by and loaned from NLB's donors and partners.

In FY2010/2011, over 27,000 items were received for our Donors' Collection. Among the major donations were two photograph albums from the family of the late Dr Wu Lien-teh which vividly capture the extent of the 1910–1911 major disease outbreak in Manchuria. NLB's long-standing supporter, Mr Koh Seow Chuan, again donated about 2,000 items, comprising legal documents, prints, photographs and a rare map dated 1605.

To further promote the National Library's collections on Singapore, NLB collaborated with MOE to introduce the Information for Educators' Service, which offers tailored information and reference services to aid educators in the areas of National Education and Singapore content.

### People and Organisational Excellence

We continue to place emphasis on service innovation, people development and operational efficiency. In FY2010/2011, library programmes and initiatives aside, NLB also performed outstandingly on the corporate front.

Last year, we were recognised with several awards in these areas. In recognition of our excellence in talent management and development, NLB was conferred the People's Excellence Award from SPRING Singapore, Asia's Best Employer Brand Awards from the Employer Branding Institute, and two awards at the Singapore Human Resource Awards organised by the Singapore Human Resources Institute. In addition, the NLB-spearheaded human resource, finance and administrative enterprise system, CREST, received the 2010 MICA Merit Award (Team) and the SAP Award for Most Innovative Project (Public Sector).

### The Way Forward

During the past five years, we were guided by the Library 2010 roadmap, which charted the strategies for our journey towards a seamless 24/7 library infrastructure that delivers services and resources to all segments of the community through a wide range of digital and physical platforms.

With our society continuing to evolve and emergent technological trends shaping knowledge acquisition and information consumption in new ways, we will need more nimble and innovative responses to cater to changing needs, preferences and lifestyles.

Hence, we have embarked on the next phase of library development with Libraries for Life, our strategic agenda for NLB's next phase of growth. Envisioning readers for life, learning communities and a knowledgeable nation, the Libraries for Life blueprint seeks to ensure that no one in society is left behind in this digital age and that libraries continue to be physical touch-points in the community.

In the years to come, NLB will focus its programmes and initiatives to fulfil four strategic objectives. We will champion reading, learning and information literacy by promoting the reading habit among Singaporeans and helping them develop the skills needed to navigate the ever-changing information landscape. We will build next generation libraries that will serve as well-loved community spaces offering equal access to knowledge for all in society.

In addition, we will develop the National Library as a peak of excellence for Singapore and regional content and enable Singaporeans to discover, appreciate and co-create such content. Lastly, we will strive to deliver a digital library that is available anytime and anywhere, engaging library users in reading and learning in the digital spaces that they prefer.

### Acknowledgements


We are grateful to the NLB Board of Directors for their guidance over the year. In addition, we would like to put on record our deep appreciation for the leadership of our former Chief Executives, Dr N Varaprasad and Mrs Phoon Chew Ping.

Many of our accomplishments could not have been achieved without the generosity of our partners, donors and external stakeholders. We also wish to commend the NLB staff for their dedication and hard work.

We will continue to strive for excellence and remain committed to achieving our vision of enabling readers for life, learning communities and a knowledgeable nation.



**Ms Yeoh Chee Yan**  
Chairman



**Mrs Elaine Ng**  
Chief Executive Officer

## Board of Directors



**01. Ms Yeoh Chee Yan**  
Chairman,  
National Library Board;  
Second Permanent  
Secretary,  
Ministry of Education

**02. Mr William Liu Wei Hai**  
Chairman,  
Stream Global Pte Ltd

**03. Mr Yee Ping Yi**  
Chief Executive Officer,  
Central Provident Fund  
Board

**04. Mr Martin Tan Beng Chong**  
Executive Director,  
Halogen Foundation  
Singapore

**05. Mr Timothy Teo Lai Wah**  
Independent Director,  
Guocoland Ltd and  
Lexicon Group Ltd



**01. Ms Wu Choy Peng**  
Group Chief Information  
Officer,  
Neptune Orient Lines  
Limited

**02. Mr Desmond Lum Siew Khuen**  
Senior Fund Manager,  
Lion Capital  
Management Ltd

**03. Assoc Prof Christopher Khoo Soo Guan**  
Division Head,  
(Information Studies)  
Wee Kim Wee School  
of Communication  
and Information,  
Nanyang Technological  
University

**04. Mr Manogaran Suppiah**  
Executive Director,  
Academy of Singapore  
Teachers,  
Ministry of Education



**01. Ms Goh Ann Nee**  
Chief Financial Officer,  
City Developments Limited

**02. Mr Dharendra Shantilal**  
Senior Vice President,  
Asia Pacific  
Kelly Services  
(Singapore) Pte Ltd

**03. Mr Kwa Chong Guan**  
Head,  
(External Programmes)  
S. Rajaratnam School  
of International Studies,  
Nanyang Technological  
University

### Absent

**Prof Schubert Foo Shou Boon**  
Associate Dean (Graduate Studies), College of Humanities,  
Arts and Social Sciences, Nanyang Technological University

**Mrs Rosina Howe-Teo Joo Lin**  
Group Director & Chief Innovation Officer, Land Transport Authority

**Ms Lim Suat Jien**  
Executive Vice-President, TV Programming and Production,  
Channel 5 and okto, MediaCorp TV Singapore Pte Ltd

**Mr Tan Hang Cheong**  
Principal, Singapore Polytechnic

**Mr Zahidi Abdul Rahman**  
Architect, Zahidi A R Arkitek

## Senior Management



- 01. Mrs Elaine Ng**  
Chief Executive Officer,  
National Library Board
- 02. Ms Ngian Lek Choh**  
Deputy Chief Executive;  
Director,  
National Library
- 03. Mr Chan Ping Wah**  
Assistant Chief Executive,  
Technology & Innovation;  
Chief Information Officer

- 04. Dr Winston Ong**  
Assistant Chief Executive,  
Corporate Development  
& Relations;  
Quality Service Manager
- 05. Mr Lim Theam Siew**  
Assistant Chief Executive,  
Organisational Resources  
& Resilience



- 01. Mr Cheong Fu Yan**  
Director,  
Corporate Planning &  
Services
- 02. Mr Beh Chew Leng**  
Senior Director,  
Library & Professional  
Services
- 03. Mr Lee Kee Siang**  
Director,  
InfoComm

- 04. Mr William Tan**  
Director,  
Finance & Administration
- 05. Ms Tay Ai Cheng**  
Senior Director,  
Public Library Services;  
Chief Librarian,  
Public Library
- 06. Mr Teo Wee Seng**  
Director,  
People Management &  
Development



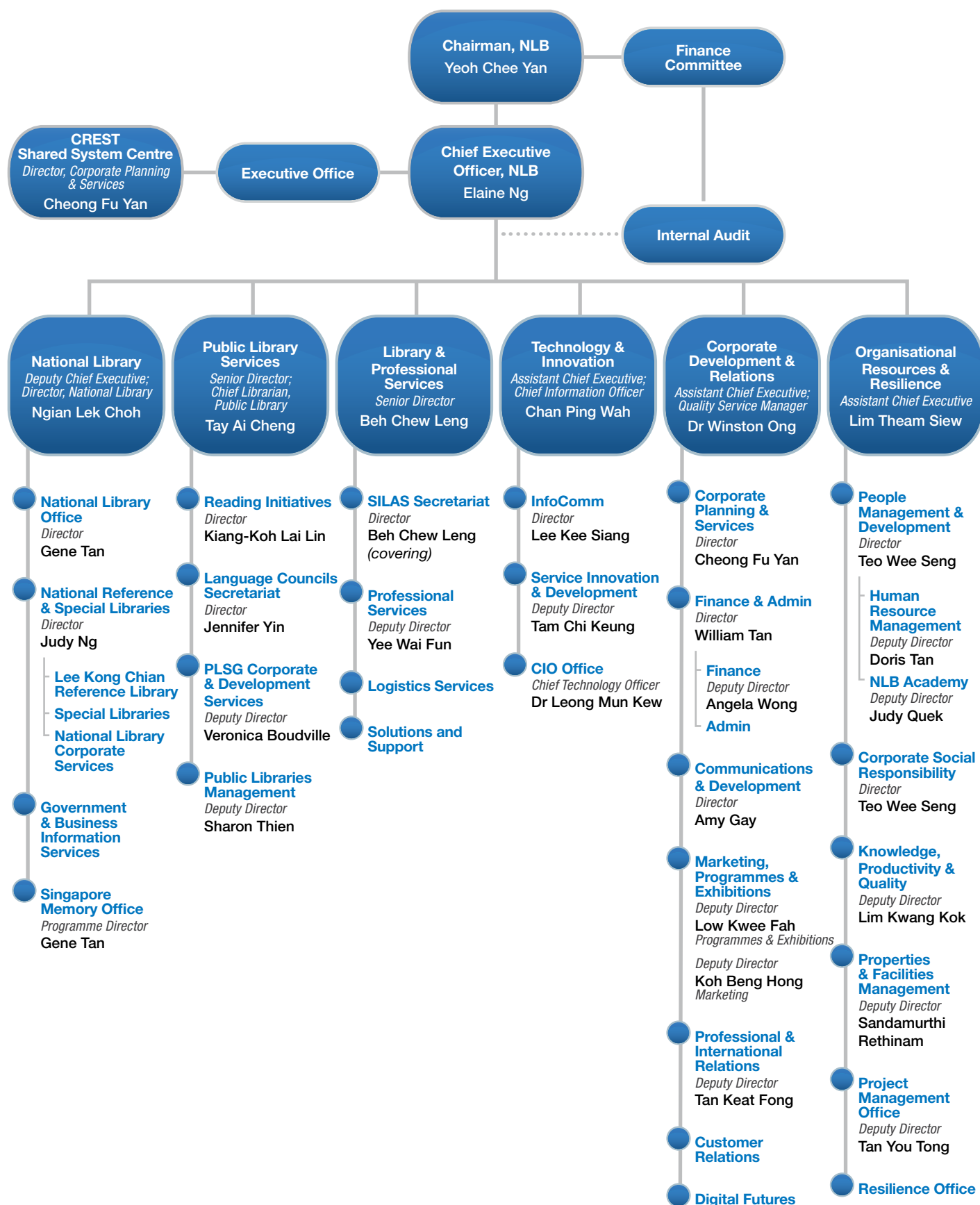
- 01. Mrs Judy Ng**  
Director,  
National Reference &  
Special Libraries
- 02. Mrs Kiang-Koh Lai Lin**  
Director,  
Reading Initiatives
- 03. Ms Amy Gay**  
Director,  
Communications &  
Development;  
NLB Board Secretary

- 04. Mr Gene Tan**  
Director,  
National Library Office;  
Programme Director,  
Singapore Memory  
Project
- 05. Ms Jennifer Yin**  
Director,  
Language Councils  
Secretariat

Mrs Elaine Ng joined as Chief Executive Officer on 15 April 2011.

Dr Leong Mun Kew served as Chief Technology Officer, CIO Office, until 13 May 2011.

# Organisation Chart (as of 15 April 2011)



# Outlook

## A New Vision and Roadmap

To continue to support Singapore's growth as a knowledge economy, the National Library Board (NLB) has begun its next phase of library development as outlined in its new strategic agenda, Libraries for Life.

This roadmap charts our strategic priorities towards fulfilling our new vision – Readers for Life, Learning Communities, Knowledgeable Nation.

Our strategic objectives are:

- Reading, learning and information literacy
- Next generation libraries
- Excellence in Singapore and regional content
- Digital library, anytime anywhere

## Reading, Learning and Information Literacy

Reading and literacy are the foundation of learning and knowledge acquisition. NLB will promote its reading and literacy initiatives even further to empower Singaporeans in all stages of life with the necessary literacy skills for the 21<sup>st</sup> century.

For preschoolers and families with young children, we aim to lay a strong foundation for a lifelong reading culture. We will engage youth in schools so as to sustain their interest in reading and learning, and we will engage seniors through initiatives that facilitate active lifestyles and community engagement. In addition, we will help all Singaporeans become more information-literate by raising their competencies in finding, interpreting and using information.

We will press on to ensure all Singaporeans enjoy equal and fair access to knowledge resources to support them in their reading and learning endeavours. To this end, we will continue to acquire and provide a good mix of up-to-date print and digital collections that reflect and respond to trends in Singapore and internationally. We will also collaborate with publishers and global library networks to ensure that a diverse range of content is available to Singaporeans.

## Next Generation Libraries

Libraries are well-loved community spaces for people from all walks of life and backgrounds to come together to learn, exchange ideas and build networks. Besides enhancing the physical infrastructure of our libraries to facilitate community engagement and social interaction, we will also develop thematic library spaces and collections to cater to diverse interests.

In our next generation libraries, self-sustaining learning programmes and interest groups will flourish. The underserved will not be left behind – more mobile libraries to bring library content and services to them will be developed. Additionally, our libraries will serve as bridges between Singaporeans and the arts, culture and heritage, especially in the heartlands.

## Excellence in Singapore and Regional Content

As the nation's key legal depository for publications and literary heritage, the National Library seeks to educate Singaporeans about our shared history and culture.

The National Library will tap into its expertise in collecting, organising, preserving and making available Singapore content for use, as well as providing reference and research services about Singapore. Looking ahead, the National Library will be developed as a peak of excellence for Singapore content. The goal is to provide Singaporeans with a better understanding of the nation's past and heritage, and our role as part of Asia.

As part of our efforts to promote knowledge about Singapore's shared heritage, we will tell the Singapore Story through various approaches. We will curate Singapore content into compelling exhibitions for diverse audiences, develop National Education learning packages with schools for students and foster interest groups to deepen the appreciation for and broaden interest in Singapore and regional content within the community.

The National Library also intends to play a more active role in highlighting Singapore content and promoting it through local and international networks. It will promote awareness and community appreciation of our national history and culture by compiling and organising useful info-packages and programmes.

## Digital Library, Anytime Anywhere

Digital devices, spaces and platforms are proliferating by the day. We aim to build a digital library that keeps pace with Singaporeans' changing lifestyles and information needs. As such, we must be nimble in adapting emerging technologies to ensure that our users are able to access content and knowledge services through their preferred delivery channels.

We will also collaborate with partners in the private and public sectors to develop knowledge services that continue to be relevant. We will also ensure that our digital resources are easily accessible through user-friendly interfaces. Our digital infrastructure will be continuously refined so as to widen the variety of digital library resources and services. One area of focus will be the delivery of rich-media content, especially Singapore content, in multiple formats.

## Corporate Governance

The National Library Board (NLB) is governed by a Board comprising the Chairman, an observer from the Ministry of Information, Communications and the Arts, and 16 non-executive members from sectors such as academia, the finance and social sectors and public institutions. With their diverse backgrounds and experience, the Board of Directors are well placed to provide NLB with strategic leadership and direction.

The Board's principal responsibilities are manifold. Among other responsibilities, the Board reviews and oversees NLB's plans, performance and policies; ensures accountability in its operations and develops mechanisms for gathering and responding to stakeholders' feedback.

Five committees, namely the Establishment Committee, Finance Committee, National Library Advisory Committee, Public Library Advisory Committee and Infocomms Technology Advisory Committee, support the Board in carrying out its duties.

NLB's Internal Audit Unit further strengthens NLB's corporate governance. Reporting directly to the Chairman of the Finance Committee and administratively to the Chief Executive Officer, the Internal Audit Unit determines that NLB's risk management, control and governance processes are adequate and effective. This includes evaluating policies, procedures and systems to ensure the integrity of financial and operating information, compliance with laws and regulations, and economical and efficient use of resources.

All NLB staff must also uphold public trust by complying with a Code of Ethics and Conduct. NLB staff are empowered to report potential ethical breaches confidentially through an Ethics hotline. The Board's Establishment Committee investigates every report.

## Corporate Social Responsibility

NLB has a sustained focus on corporate social responsibility (CSR) and integrates CSR initiatives into its operations. About 60 percent of NLB staff participated in 15 corporate volunteerism projects over the year in review. The highlights included:

### Blood Donation Drives

Jointly organised by the Singapore Red Cross and NLB, a monthly blood donation drive was held in 10 public libraries from April 2010 to March 2011. A total of 1,680 units of blood were collected from the drives.

### Book Donation

NLB organises a number of book donations for the local and overseas communities every year. These initiatives help extend NLB's reading resources to the less privileged, who may not be able to gain access to knowledge and information easily.

During the Charity Book Donation 2010, held on 9 July 2010, NLB donated more than 51,000 used library books and magazines to 86 voluntary welfare and non-profit organisations. More than 200 staff volunteers assisted in the selection and packing of books and magazines during the event.

NLB also donated 600 books to the Wadah Foundation in response to the Ministry of Foreign Affairs' (MFA) referral of a book donation request from Mrs Gouri Mirpuri, the spouse of the Indonesian Ambassador to Singapore, Mr Ashok Mirpuri. The donated books were contributed to a library that the Foundation was setting up for underprivileged children living in slums.

The 'ASEAN' Exhibition, held at Brunei's National Library, also received NLB's contribution of 20 titles. Donated in response to MFA's referral, the books covered a range of Singapore-related topics, such as architectural heritage, street scenes, people, places and food.

### NTUC FairPrice – Walk for Rice @ South East

A total of 290 NLB staff participated in the NTUC FairPrice – Walk for Rice @ South East, organised by the South East Community Development Council on 22 November 2010. In all, 13,050 bowls of rice were raised to benefit 87 needy families.



Blood donation drives were held every month at 10 public libraries.



NLB donated more than 51,000 used books and magazines to 86 voluntary welfare and non-profit organisations during the Charity Book Donation 2010.



NLB staff walked for a good cause at the NTUC FairPrice – Walk for Rice @ South East.

### Flea Market

On 22 November 2010, NLB staff organised a flea market sale at the National Library Building to raise funds for the Handicaps Welfare Association.

### Friends of the Library

In the year in review, 30,000 Friends of the Library (FOLs) continued to lend their support to NLB. Among other services, the FOLs conducted regular storytelling sessions for children and assisted in user education and community and social outreach. In addition, NLB and the National Volunteer and Philanthropy Centre organised a field trip, themed 'The Gifts by Friends of the Library', to the 21<sup>st</sup> International Association for Volunteer Effort World (IAVE) Volunteer Conference, held in Singapore from 24 to 27 January 2011. FOL storytellers, including Junior Reading Ambassadors, regaled the overseas conference delegates with stories and spread the joy of storytelling.

The FOLs also played an important part in initiatives such as Project Deliver Me, which delivers library materials to physically challenged patrons who are unable to visit the libraries. Their contributions have made a difference to library patrons' learning journeys and helped promote the libraries as social learning spaces.



Friends of the Library regularly conduct storytelling sessions for children.

## Corporate Initiatives

In FY2010/2011, NLB reached out to its customers through its 15<sup>th</sup> anniversary celebrations and Customer Appreciation Day. It also further reinforced its library resources and services through new partnerships.

### NLB's 15<sup>th</sup> Anniversary Celebrations

On 1 September 2010, NLB celebrated the 15<sup>th</sup> anniversary of its establishment as a statutory board in 1995. The theme for the celebrations, *Celebrating 15 years with You: Transforming Lives through Knowledge*, reflected the impact of libraries on the community over the years. A series of programmes was held from 1 September to 2 October 2010 to highlight NLB's range of resources and services to the public. These programmes included exclusive guided tours of the National Library's 15 Treasures from its Rare Materials Collection and NLB's 15-Year Milestones Display at all libraries. The celebrations were held in conjunction with Customer Appreciation Day to thank library patrons for their support of the libraries.



Exclusive guided tours of the National Library's 15 Treasures, such as a photograph of the National Museum (top left), *Hikayat Abdullah* (top right) and rare postal cards (bottom row), were conducted as part of NLB's 15<sup>th</sup> Anniversary celebrations.



### Collaboration with Local Partners

In FY2010/2011, NLB forged a number of new partnerships with public and private institutions through Memorandums of Understanding (MOUs) and Service Level Agreements.

#### DP Bureau Pte Ltd

Under an MOU signed with NLB on 16 June 2010, DP Bureau Pte Ltd will provide business information services for start-ups and small- and medium-sized enterprises (SMEs) via the National Library's Government and Business Information Services (GBIS). The services include free seminars on topics related to business enterprise operations.

#### Credit Bureau Singapore Pte Ltd

An MOU between NLB and Credit Bureau Singapore Pte Ltd was inked on 5 August 2010. As part of the MOU, Credit Bureau Singapore Pte Ltd will organise free seminars for the business sector as well as provide financial advice at the National Library.

#### The Youth Book Company (青年书局)

The Youth Book Company, one of NLB's key donors in the year in review, signed an MOU with NLB on 26 September 2010, granting the latter permission to digitise all of its past, current and future publications and access to their Optical Character Recognition versions via the NLB website. This is a significant collaboration as it marks the first time in Singapore that a major publisher has granted perpetual digital access rights to library users. To date, 40 of the publishers' authors have given NLB permission to digitise their works and to allow readers to view their works anytime, anywhere.



#### Nanyang Technological University

NLB and the Nanyang Technological University renewed their MOU for the e-journal *Courtyard* for a two-year period from October 2010. Under the MOU, academic and professional library communities in the Asia-Pacific region will share information relating to new research, innovation and developments in the library and information industry.

NLB will digitise The Youth Book Company's past, current and future publications and provide access to their Optical Character Recognition (OCR) versions via the NLB website.

## SPRING Singapore

On 26 November 2010, NLB and SPRING Singapore signed a Service Level Agreement to promote industry standards. Under the agreement, NLB will provide access to the Standards Collection, which includes the SPRING Singapore Standards, International Organization for Standardization, International Electrotechnical Commission and British Standards in electronic format. Both parties will also collaborate to conduct standards literacy programmes and organise related exhibitions to educate the public.

## Marriage Central Resource Point @ Woodlands Regional Library

Marriage Central is a one-stop resource point established by the National Family Council with the support of the Ministry of Community Development, Youth and Sports to promote healthier and happier relationships. In December 2009, NLB and Marriage Central signed an MOU to set up resource points in three regional libraries by 2012. These points will serve as resource hubs for couples to pick up marriage-related resources or sign up for marriage preparation and enrichment programmes. Marriage Central staff are also on hand to answer queries and make referrals to marriage counsellors. Following the opening of the first Marriage Central Resource Point at the Jurong Regional Library in December 2009, the second opened at the Woodlands Regional Library in December 2010.



The Marriage Central Resource Point at the Woodlands Regional Library.

## Popular Holdings Limited Singapore

NLB signed an MOU with Popular Holdings Limited Singapore on 9 December 2010. The MOU grants NLB permission to put the digitised and Optical Character Recognition versions of The Chou Sing Chu Collection in any media format on the NLB website for public viewing. The collection comprises more than 4,000 items published by the Popular Group from its founding in 1924 to 1989. About 60 percent of the collections are textbooks used in Chinese schools in Singapore and Malaya/Malaysia between the 1940s and 1980s. The remaining titles include folktales, fiction and non-fiction works such as the then very popular *Good Children Pictorials* 《好儿童画报》, *Nanyang Literature* 《南洋文艺》, *Nanyang Digest* 《南洋文摘》, and *National Language Magazine* (Majallah Bahasa Kebangsaan).



*Good Children Pictorials* 《好儿童画报》 is one of the titles in Popular Holdings' The Chou Sing Chu Collection, which will be digitised by NLB.

## Institution of Engineers, Singapore

NLB and the Institution of Engineers, Singapore (IES) renewed their MOU on 24 March 2011 to promote the engineering industry and develop greater understanding of the industry among engineers and aspiring ones. The two parties will collaborate to enhance the Engineering Collection and the Science and Technology Collection at the National Library. NLB will also extend information services for industry standards to IES members. An Engineering Corner to engage and educate visitors about engineering projects was also set up in the Lee Kong Chian Reference Library. Other areas of collaboration include the organising of seminars, educational talks and programmes to raise awareness of career opportunities in the engineering sector.



Mr Lee Yi Shyan, then Minister of State for Trade & Industry and Manpower (left), looking on as Professor Dava Newman, Professor of Aeronautics and Astronautics, Massachusetts Institute of Technology (right), demonstrated the performance of the BioSuit™ System, after the signing of the Memorandum of Understanding between NLB and the Institution of Engineers, Singapore.

## Service Initiatives

NLB upholds an uncompromising standard in its service offerings. It keeps in step with its patrons' evolving needs and demands by incorporating their feedback as well as the latest technologies to upgrade and diversify its service initiatives.

### WorldCat.org

The Singapore Integrated Library Automation Services (SILAS) was set up to promote cooperative online cataloguing services among its 50 member libraries. As of last year, member libraries have linked their library catalogues to Worldcat.org, a public catalogue of the largest bibliographic database in the world.

### NLB SearchPlus

NLB SearchPlus is a sophisticated information discovery system that enables library users to search all of NLB's catalogues for resources in various forms. In July 2010, the NLB SearchPlus system was installed at 26 public stations at all libraries.

### ReadOn

ReadOn is a new title-recommending website that enables library patrons to search for new arrivals as well as related titles that have been searched by other patrons. Launched in July 2010, ReadOn includes book covers, annotations, librarians' recommendations as well as similar titles that other library patrons have borrowed. In addition, this service incorporates reviews from non-commercial book clubs, such as Good Reads, the world's largest social networking site for readers.



*ReadOn is a title-recommending website that enables library patrons to search for new arrivals and related titles.*

### #NLBmeetup: "I can't live without social media!"

Organised on 28 July 2010 to celebrate the launch of NLB's myLibrary Facebook application, the #NLBmeetup event saw NLB senior management and 37 social media enthusiasts gathering and sharing ideas about social media. Within two weeks following the event, the viewership of NLB's myLibrary Facebook application tripled.

### Free Reminder and Notification Service

On 26 November 2010, NLB introduced the improved version of its free reminder and notification service. Text messages and email alerts will be sent three days and seven days respectively after the due date, instead of the previous 10-day and 30-day intervals.

### Library in Your Pocket

In the year in review, several new features were added to the Library in Your Pocket application for both iPhones and Android smartphones. These included a new user interface; a wider array of content such as online newspapers, eBooks, photographs and videos that are available from GoLibrary and Singapore National Album of Pictures (SNAP). Users can also share about events and titles via SMS or email. With the addition of these features, the average monthly unique visitors via mobile platforms increased from 3,000 to 33,000 over the past year.

### MusicSG <<http://musicsg.pl.sg>>

MusicSG is Singapore's first digital archive housing a collection of music composed or published by Singaporeans, produced or published in Singapore and music related to Singapore. Launched on 11 November 2010 by Ms Irene Ng, Member of Parliament for Tampines GRC and Member, Government Parliamentary Committee for Information, Communications and the Arts, the archive is aimed at raising the awareness of Singapore music and providing resources for research and discovery. MusicSG is also part of the nationwide initiative to preserve Singapore's heritage.



*MusicSG is Singapore's first digital archive of music composed or published by Singaporeans or in Singapore.*

### Title Recommendation System

Launched in December 2010, the Title Recommendation System (TRS) enables NLB to recommend more titles to patrons. Book recommendations are based on patrons' loan records and borrowing patterns.



*Title recommendation is available via Check Your Account and NLB SearchPlus (above).*

## Open Data and Web Services

NLB has embarked on an initiative to provide digital platforms for external organisations to access and integrate NLB content and services into their applications for mobile and tablet devices. In the year in review, NLB worked with Creative Technologies and Samsung Asia to develop applications that enable readers to search NLB's eBook catalogue and download eBooks to their mobile and tablet devices. Creative Technologies released the application in March 2011, while Samsung's application was released in April 2011.

## Check Your Account

With effect from 3 March 2011, the 'Check Your Account' feature on the public library website, eKiosks, myLibrary Facebook application and the Library in Your Pocket application offers Tamil and Chinese language options.

## Media Literacy Programme for Schools

The NLB Academy was awarded a Ministry of Education contract to conduct a Media Literacy Programme for Primary 4 and 5 as well as Secondary 2 and 3 students, from August 2010 to July 2013. Through a combination of classroom sessions and e-learning, the programme enables students to critically evaluate media messages and use media to communicate effectively.



*The NLB Academy conducts a Media Literacy Programme for primary and secondary school students under a Ministry of Education contract.*

## Client Libraries

NLB is the trusted source for information and library services for a number of client libraries in Singapore. With a strong service culture and an emphasis on technological innovation, NLB continues to develop solutions for these client libraries.

### Assumption Pathway School

In May 2010, NLB provided Library Consultancy Services, including Needs Assessment and advisory on collection services, to Assumption Pathway School for the setting up of a new library at the school.

### Attorney-General's Chambers

The Attorney-General's Chambers (AGC) Library acquires, maintains and provides the legal resources and services necessary to support AGC's work. In addition to ongoing work, the AGC Library made final preparations for its partial relocation, which had been planned for mid-2010. The library also participated in the testing of a new database, the LEAP/VLDB system, which is a customised legislation database.

### Civil Defence Academy

The Civil Defence Academy Resource Library's (CDA RL) collection comprises 14,000 items, including print and non-print materials, covering subjects such as firefighting, urban search and rescue, and hazardous materials. In FY2010/2011, the CDA RL converted 220 videos that were produced in-house by the Singapore Civil Defence Force into DVDs. The library also participated in NLB's Charity Book Donation on 9 July 2010.

### Civil Service College

The Civil Service College Resource Centre (CSC RC) supports the information, research, programming and capability development needs of CSC and Public Service Division staff. Its core collection of about 7,000 items covers subjects such as governance, public policy, leadership and organisational development. CSC RC is also building up a repository of CSC-authored materials.

From 23 to 24 November 2010, the CSC RC held a two-day charity book sale, with proceeds going to the President's Challenge and the Salvation Army. CSC RC also successfully migrated to a new Library Management System (LMS) in July 2010. In addition, CSC RC worked with the Centre for Leadership Development (CLD) to extend and customise the LMS for the circulation of CLD's confidential materials.



*The Civil Defence Academy Research Library has an extensive collection covering subjects such as firefighting and hazardous materials.*



*The Civil Service College (CSC) Resource Centre meets the information and research needs of CSC and Public Service Division staff.*

### Home Team Academy

With a collection of over 13,000 titles, the Home Team Academy Resource Library (HTA RL) supports the research and learning needs of the Ministry of Home Affairs. It also collaborates with both Home Team Departments and academia to provide essential resources for various courses at the Home Team Academy. In FY2010/2011, the HTA RL added 220 titles to its leadership and training collections.

### Infocomm Development Authority of Singapore

Since 2004, NLB has provided Library Delivery Services to the Infocomm Development Authority of Singapore (IDA). Other services include the provision of weekly synopses of new titles via the online portal. NLB also provides monthly *Trend Alerts*, which highlights resources relevant to IDA.

### Legal Aid Bureau

The Legal Aid Bureau Resource Centre holds a collection of about 8,200 volumes, including law statutes, reports, serials and books as well as CD-ROMs, covering mainly family law and related subjects. The Resource Centre's services include loans, interlibrary loans, current awareness services and book enquiries.

### Ministry of Community Development, Youth and Sports

The Ministry of Community Development, Youth and Sports Resource Centre (MCYS RC) focuses on subjects related to social work, childcare, ageing, disability and juvenile delinquency. It also oversees the Central Repository, which tracks and collects policy and research papers within the Ministry, and sends informational alerts on social issues to MCYS staff.

In FY2010/2011, the MCYS RC began a three-year strategic planning cycle and also presented a paper on the cycle at the International Conference of Asian Special Libraries 2011 in Tokyo in February 2011.



The Ministry of Community Development, Youth and Sports Resource Centre focuses on subjects such as social work, childcare and ageing.

### Ministry of Foreign Affairs

The Ministry of Foreign Affairs (MFA) Library serves the information and research needs of staff at MFA Headquarters and over 40 overseas missions worldwide. It holds a 30,000-volume print collection comprising books and serials focusing on international relations, as well as academic databases and foreign-language learning media. It also oversees a digital library portal that enables officers to access the library's electronic collection and receive timely alerts on the library's new arrivals.

### Ministry of Home Affairs

The Ministry of Home Affairs (MHA) renewed its Leased Collection Service, which covers Machine Readable Cataloguing (MARC) records that are uploaded to its Library Management System for online searches. NLB also provides MHA with *Trend Alerts*, which summarises new developments in specific subject areas to keep MHA officers updated with timely information.

### Ministry of Information, Communications and the Arts

The Ministry of Information, Communications and the Arts (MICA) Reference Service focuses on core subjects such as history, heritage, arts, culture, information communication and media, with access to non-core titles provided by NLB and other libraries. Since 1999, NLB has provided MICA with *Trend Alerts*, which summarises new developments in specific subject areas related to MICA's needs.

### Ministry of Manpower

Since 1999, NLB has provided the Ministry of Manpower (MOM) with *Trend Alerts*, which summarises new developments in specific subject areas related to MOM's needs.

### Ministry of Trade and Industry

The Ministry of Trade and Industry (MTI) Resource Centre is a one-stop information source for all MTI officers. It handles reference and research enquiries and provides loans, interlibrary loans and document delivery services. Informational alerts on the various regions and industries as well as general alerts like *Spotlight* and *Journal Alerts* are also provided to meet MTI's information needs.



The information and research needs of officers at the Ministry of Trade and Industry are well met by its Resource Centre.

### Parliament

The Parliament Library provides efficient and effective reference and information services to Members of Parliament, legislative assistants and parliamentary staff. The library has over 20,000 volumes of books, journals, parliamentary publications and papers, legislation and a collection of press clippings. NLB has provided the Library Management System to the Parliament Library since 2000. This enables the Parliament to manage circulation and cataloguing and provides access to an online catalogue. In July 2010, the library launched a new monthly e-alert *Library Broadcast* to introduce new web articles and e-materials to its users.

### PUB

PUB enlisted NLB's professional librarianship services to start its library resources management through the Open Source Integrated Library System. The system allows PUB staff to browse and search for library materials online.

### Republic Polytechnic

NLB has provided full library services to Republic Polytechnic (RP) since 2002. The services include the provision of professional librarians to manage the library, the acquisition and cataloguing of library materials, the Library Management System, as well as a leased collection of 3,000 books. The RP Library has a collection of 91,000 items and online databases of over 73,000 e-journals and e-books. The library hosted visitors from the National Library of China, National Taichung Library (Taiwan), the State Library of Western Australia as well as delegates from Brunei under the Brunei-RP Immersion Programme. The library also supported the Polytechnic Forum 2010.

### Singapore Manufacturers' Federation

The Singapore Manufacturers' Federation (SMA) signed a contract covering the period from 1 March 2011 to 28 February 2014 for *Trend Alerts*, an information package that aggregates new developments in specific subject areas related to SMA's needs.

### Singapore Productivity Association

The Singapore Productivity Association (SPA) signed a contract covering the period from 1 September 2010 to 31 August 2014 for *Industry Digests*, an information package that tracks the latest market trends and updates on topics relevant to SPA.

### Singapore Tourism Board

The Singapore Tourism Board's (STB) Tourism Resource Centre (TRC) provides strategic tourism business information for STB staff, industry partners, students and the general public. It has over 5,000 resources, which include market studies, reports and statistical data that are published by authoritative sources.

On 19 November 2010, TRC hosted a visit for 32 Institute of Technical Education students as part of their school project. TRC staff also compiled and distributed two booklists for the students for their research topics.

### Subordinate Courts

The Subordinate Courts (SC) Research and Resource Centre (RRC) provides the courts with efficient and effective access to relevant information and resources and builds research capabilities in the area of justice administration. The SC RRC's core services include environmental scanning of the international legal landscape and judicial developments. From July 2010, members of the public can access legal resources available in SC RRC.

### Supreme Court

The Supreme Court Library serves a wide and varied group of users, including the Chief Justice, Judges of Appeal, Judges, Judicial officers, Justices' Law Clerks and staff of the Supreme Court. The current collection comprises more than 45,000 volumes covering major legal resources from Singapore and other countries.



The Parliament Library offers a diverse range of reference and information resources, from journals to legislation to parliamentary publications.



The Subordinate Courts Research and Resource Centre provides access to resources related to justice administration.



A large collection of legal resources at the Supreme Court Library serves a wide range of users, from judges to law clerks to staff.

## Human Resource Development

NLB creates continuous learning opportunities for its staff so that they are able to enhance their capabilities and maximise their potential through diverse experiences and knowledge discovery.

### Learning Festival

The Learning Festival 2010 was held from 30 September to 6 October 2010 and attracted a total of 587 staff. Themed 'Learning Festival 2010 Goes Green', the event covered a range of learning activities such as workshops on urban recycling and energy management as well as visits to the Tuas Incineration Plant and Senoko Waste-to-Energy Plant.

### Professional Diploma Programme

One of NLB's anchor professional development initiatives, the Professional Diploma in Library Management and Information Services (Foundation Level) began its second run in the year in review. Entry-level and junior librarians are required to complete 10 modules on subjects such as library promotion and marketing, information search skills and writing for social media, which are aimed at developing the foundation competencies necessary for the librarian profession.

### Renewal of Collective Agreement

NLB renewed its 5<sup>th</sup> Employees' Collective Agreement with the Amalgamated Union of Statutory Board Employees on 20 August 2010. The renewed agreement is valid from 1 August 2010 to 31 July 2013. In line with the Government's legislation to extend the retirement age to 65 years old in 2012, a new re-employment clause has also been included in the agreement.

## Awards and Accolades

NLB's innovative culture and continuous service improvements won it numerous awards in the year in review.

### CIO 100 Honorees 2010 Award

In April 2010, NLB won the CIO 100 Honorees 2010 Award, awarded by CIO Asia for making the best use of technology to derive strategic value and maximum returns for its business.

### 11<sup>th</sup> PRISM Awards

The Institute of Public Relations of Singapore awarded the Public Relations in the Service of Mankind (PRISM) 2010 Excellence Award to NLB for READ! Singapore 2009 in the Public Service Campaigns category. The award recognises and rewards organisations and achievements in public relations and communications in Singapore.

### Asia's Best Employer Brand Awards

NLB was awarded the Asia's Best Employer Brand Awards in the 'Innovation in Career Development' category. It also clinched the honour of being the only public sector institution to be nominated in the category. Organised by the Employer Branding Institute, this award is given to the best employers in terms of talent management, development and innovation.



READ! Singapore 2009 received the PRISM 2010 Excellence Awards for achievement in public relations.

### SAP Award for Most Innovative Project (Public Sector)

Corporate Resources System (CREST) is the first integrated human resource, finance and administration enterprise system to help Singapore statutory boards achieve economies of scale. The project was spearheaded by NLB and jointly developed with the Media Development Authority, Health Promotion Board, Health Sciences Authority and SPRING Singapore. In November 2010, CREST was awarded the SAP Award for Most Innovative Project (Public Sector) for its pioneering use of a central finance system for workflow routing and comprehensive finance self-service functionalities.

### Public Service 21 ExCEL Convention

NLB's NewspaperSG team was awarded the Best Innovation Team Gold Award at the MICA Innovation Fiesta 2010. The team subsequently represented the Ministry of Information, Communications and the Arts in the Public Service (PS) 21 ExCEL Convention 2010 and was awarded the Gold Award for Best PS21 Project on 2 November 2010.



NLB received the Asia's Best Employer Brand Awards from the Employer Branding Institute.



The CREST team was honoured with the SAP Award for the Most Innovative Project (Public Sector).



Representing the Ministry of Information, Communications and the Arts, NLB's NewspaperSG team clinched the Gold Award for Best PS21 Project at the PS21 ExCEL Convention.

### 2010 MICA Merit Award (Team)

NLB's CREST team received the 2010 MICA Merit Award (Team) for outstanding project management and displaying teamwork, cooperation and solidarity.

The 'Rihlah – Arabs in Southeast Asia' exhibition team was also awarded the 2010 MICA Merit Award (Team) for the virtual version of the exhibition. The online version featured selected photographs and artefacts from the physical exhibition, which was held at the National Library Building from 11 April to 31 December 2010.



The CREST team received the 2010 MICA Merit Award (Team) from then Minister for Information, Communications and the Arts, Mr Lui Tuck Yew.

### 2010 Singapore Human Resource Awards

The Singapore Human Resources Institute recognised NLB's achievement and effectiveness in its human resource (HR) and people management with two awards, namely the 'Leading HR Practices in Talent Management, Retention and Succession Planning' and 'Leading HR Practices (Special Mention) in Quality Work-Life, Physical and Mental Well-Being' awards.



*The Singapore Human Resources Institute recognised NLB's achievement and effectiveness in human resource and people management with two awards.*

### National Safety and Security Watch Group Award

The National Library Building was awarded the National Safety and Security Watch Group (NSSWG) Award in the Individual Buildings category for the second time. The NSSWG Award, jointly organised by the Singapore Police Force and the Singapore Civil Defence Force, aims to strengthen the partnership between the private and public sectors against crime and terrorism and raise the level of emergency preparedness. The award was presented to NLB by Mr Wong Kan Seng, then Singapore's Deputy Prime Minister, on 21 October 2010.

### People Excellence Award

NLB received the People Excellence Award, the highest accolade recognising organisations whose outstanding people management capability has contributed significantly to business excellence, on 9 November 2010. Awarded by SPRING Singapore, the award is conferred on those with a complete approach to managing people and achieving high performance through its people systems.

### Certification for Green Data Centres

NLB was certified by the Singapore Standard for Green Data Centres – Energy and Environmental Management Systems (SS564: 2010) on 31 March 2011. It is among the first seven organisations in Singapore to adopt this standard. The certification is part of NLB's environmental initiatives to reduce its energy consumption, greenhouse gas emissions and other significant environment impact in the operation of its data centre.



*Mr R Sandamurthi, Deputy Director, Properties and Facilities Management, NLB (right), received the National Safety and Security Watch Group Award from Mr Wong Kan Seng, then Deputy Prime Minister.*



*The People Excellence Award recognised NLB as an organisation whose outstanding people management capability has contributed significantly to business excellence.*

## International Relations

Recognised locally and internationally as a leading provider of trusted and accessible library services, NLB regularly hosts international delegates and library professionals. In FY2010/2011, NLB hosted 162 visits by 2,249 overseas visitors. At the same time, NLB staff were also invited to share their insights into library management and development through overseas attachments and speaking engagements.

### World Library and Information Congress 2013

As part of its bid to host the World Library and Information Congress (WLIC) in Singapore in August 2013, NLB hosted a five-member team from the International Federation of Library Associations and Institutions (IFLA) from 25 to 28 February 2011. The IFLA delegates were Mr Patrice Landry, Chair, Governing Board's Advisory Committee, IFLA; Ms Jennefer Nicholson, Secretary-General, IFLA; Ms Josche Ouwerkerk, Conference Officer, IFLA; Mrs Jocelyne Mülli, Co-Managing Director, K.I.T. Congress Incentives GmbH Dresden; and Ms Roberta Odebrecht, Head of Congress Logistics, K.I.T. Congress Incentives GmbH Dresden.

The team met with the members of the proposed national committee as well as officials and local library professionals who supported the bid. The committee also presented its proposals on conference logistics and programmes.

### Saudi Arabian Cultural Mission Symposium

Organised by the Saudi Arabian Cultural Mission in Singapore, the *Saudi Arabian Cultural Mission Symposium* was held on 27 May 2010 at The Pod, National Library Building, to welcome 30 Saudi Arabian scholars who were awarded the Kingdom of Saudi Arabia Ministry of Higher Education Scholarship for postgraduate studies in Singapore. Graced by Dr Jamil M. Merdad, Saudi's Ambassador to Singapore, and Professor Dr Abdulghaffar Saeed Bazuhair, Cultural Attaché, the event brought together lecturers and students from the Nanyang Technological University, Singapore Management University and officers from the Singapore Tourism Board to speak about the universities and tourist attractions in Singapore.

### 2<sup>nd</sup> ASEAN-Gulf Cooperation Council Ministerial Meeting Welcome Dinner

The 2<sup>nd</sup> ASEAN-Gulf Cooperation Council Ministerial Meeting Welcome Dinner, hosted by Singapore's Ministry of Foreign Affairs, was held on 31 May 2010 at The Pod, National Library Building. Seventeen delegates, along with Mr George Yeo, then Singapore's Minister for Foreign Affairs, and Professor Tommy Koh, Singapore's Ambassador-At-Large, toured the 'Rihlah – Arabs in Southeast Asia' exhibition before the dinner.

### Other Overseas Visitors

Other overseas visitors to the National Library in the year in review included:

- 16 delegates from the 18<sup>th</sup> Conference of Directors of National Libraries in Asia and Oceania (CDNLAO) 2010, 13 April 2010
- 21 staff members from various libraries in Taiwan, 4 May 2010
- Mr Claude Lanzmann, a renowned French filmmaker and journalist; Ms Juliette Simont, French philosopher and author; Mr Olivier Caron, Ambassador Extraordinary and Plenipotentiary of France; and three French Embassy staff, 15 June 2010
- 15 guests from the Library Association of Taiwan, 29 July 2010
- His Excellency Oh Joon, Ambassador of the Republic of Korea to Singapore, 6 August 2010
- Pehin Haji Hazair Abdullah, Bruneian Minister of Culture, Youth and Sports, and nine delegates, 18 August 2010

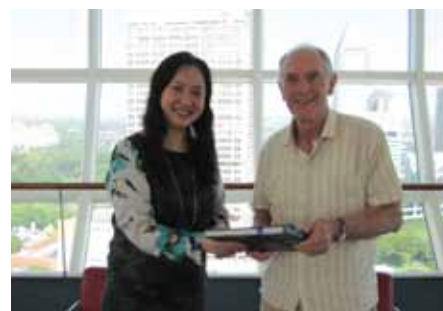


(From left) Ms Juliette Simont, French philosopher and author; Mr Olivier Caron, Ambassador Extraordinary and Plenipotentiary of France; Ms Ngian Lek Choh, Deputy Chief Executive, NLB, and Director, National Library; and Mr Claude Lanzmann, French filmmaker and journalist.



His Excellency Oh Joon, Ambassador of the Republic of Korea to Singapore (left), receiving a memento from Mrs Judy Ng, Director, National Reference and Special Libraries.

- Mr Alan Smith, Director, State Library of South Australia, 19 August 2010
- Her Excellency Amira Arnon, Ambassador of Israel to Singapore, 19 August 2010
- The Honourable John Cain, President, State Library of Victoria, 26 August 2010
- Dr Sarah Thomas, Director of the Bodleian Library, University of Oxford, 3 September 2010
- Ms Margaret Allen, Chief Executive Officer and State Librarian, State Library of Western Australia, and 17 delegates, 13–16 September 2010
- 10 international participants from the When Nations Remember Conference and information literacy training course by NLB Academy, 10–14 October 2010
- Ms Jennefer Nicholson, Secretary-General, IFLA, 11–12 October 2010
- Mr Holger Standertskjöld-Nordenstam, Ambassador and Head of the Delegation of European Union to Singapore, 21 October 2010
- Six delegates from the National Library of Malaysia, 8–10 November 2010
- Ms Zarina Abu Bakar, General Manager, Perdana Leadership Foundation, 3 December 2010
- 20 undergraduates and staff from the Al-Rawad Centre for Leadership Training in Kuwait, 15 February 2011



*The Honourable John Cain, President, State Library of Victoria (right), with Ms Yeoh Chee Yan, Chairman, NLB (left), during his visit to the National Library.*

### Congress of Southeast Asian Librarians

An NLB delegation, including Ms Tay Ai Cheng, Senior Director, Public Library Services and Chief Librarian, Public Library; Ms Puspa Yeow, President, Library Association of Singapore (LAS); and Ms Catherine Tan, Member, LAS, and Chair, Business Development, attended the 15<sup>th</sup> Congress of Southeast Asian Librarians (CONSAL) Executive Board Meeting held in Bandung, Indonesia, from 28 to 30 April 2010.

### 76<sup>th</sup> IFLA General Conference and Council

Twelve NLB staff attended the 76<sup>th</sup> IFLA General Conference and Council in Gothenburg, Sweden, from 10 to 15 August 2010. They participated in meetings, presented papers, visited libraries and attended conference sessions and networking events. Mrs Tan Keat Fong, Deputy Director, Professional and International Relations, and Ms Petrina Ang, Associate II, Professional and International Relations, were NLB's representatives at the IFLA Regional Office for Asia and Oceania. They also represented NLB at the IFLA Regional Standing Committee for Asia and Oceania annual Mid-Term Meeting in Hong Kong from 21 to 22 February 2011.

### Visits to Overseas Libraries

An NLB delegation, comprising Mrs Judy Ng, Director, National Reference and Special Libraries; Ms Law Lin Mui, Assistant Director, National Reference and Special Libraries; Mr Yit Chin Chuan, Senior Librarian, Reference and Research Services (Government and Business Information Services); and Mrs Tan Keat Fong, Deputy Director, Professional and International Relations, visited the National Central Library of Taiwan and eight other libraries in Taipei from 27 September to 1 October 2010. The trip further strengthened NLB's working ties with the Taiwanese libraries and provided opportunities to explore future exchange programmes.

### MOU Staff Attachment Programme

As part of an MOU signed with the National Library of China (NLC), NLB and NLC periodically attached staff to both libraries. The exchange provides a platform for NLB staff to learn about the latest developments and practices in NLC and explore collaboration opportunities for both. From 13 to 27 October 2010, three NLB staff members were attached to NLC.

In return, NLC's two staff members, namely Ms He Yan, Professor of Library Science, Division of Library Services and Operations, and Ms Liao Yongxia, Section Chief, Chinese Acquisitions and Cataloguing Department, Office of Online Library Cataloguing Centre, were attached to NLB from 10 November to 8 December 2010.

## Speaking Engagements

Senior NLB staff members were invited to speak at conferences and events held in Singapore and around the world. The invited speakers included:

- Dr Leong Mun Kew, then Chief Technology Officer, CIO Office, on *Thinking Twice Before Going on the Internet – Should I or Should I Not*, at the SME Internet Summit 2011, organised by Terrapinn Pte Ltd, Singapore, 21 and 22 April 2010
- Dr N Varaprasad, then Chief Executive, NLB, on *Public Libraries: Opportunities and Challenges*, at the 21<sup>st</sup> Centuries Libraries Seminar, organised by State Library of Western Australia, Perth, Australia, 27 April 2010
- Dr N Varaprasad, then Chief Executive, NLB, on *Towards Service Excellence: NLB Singapore Story*, at the Digital Futures Seminar, organised by State Library of South Australia, Adelaide, Australia, 29 April 2010
- Mr Ramachandran Narayanan, Deputy Director (Infocomm), on *Secured and Sustainable IT Environment for PoC projects*, at the Asia Data Security Forum, organised by Bridge Knowledge Events (M) Sdn Bhd, Kuala Lumpur, Malaysia, 3 May 2010
- Mr Raju Buddhharaju, then Director, Digital Resources & Services, on *Briefing on WAS Case Study*, at the Cloud Asia Conference, organised by Infocomm Development Authority of Singapore, Singapore, 4 May 2010
- Dr N Varaprasad, then Chief Executive, NLB, on *Towards Service Excellence: NLB Singapore Story*, at NLB's Service Excellence Journey, organised by HSBC, Singapore, 5 May 2010
- Mr Lee Kee Siang, Director (Infocomm), on *NLB ICT Projects for FY2010*, at The Industry Briefing 2010, organised by the Infocomm Development Authority of Singapore, Singapore, 11 May 2010
- Dr N Varaprasad, then Chief Executive, NLB, on *The Nexus between Creativity and Innovation*, at the Executive Leadership Programme, organised by the National Trades Union Congress (NTUC), Singapore, 12 May 2010
- Mr Ramachandran Narayanan, Deputy Director (Infocomm), on *The Business Case for Data Centre Consolidation*, at the Effective Data Centre Management 2010, organised by Euro Events Management (S) Pte Ltd, Singapore, 25 May 2010
- Dr N Varaprasad, then Chief Executive, NLB, on *Re-engineering Search and Research from Discovery to Collaboration*, at the Emerging Trends and Technologies in Libraries and Information Services 2010, organised by Jaypee Institute of Information Technology, Delhi, India, 3 June 2010
- Ms Fatimah Sulaiman, Assistant Director (Public Library Services), on *Towards Singapore Excellence: NLB Singapore Story*, at the Malaysian Public Library Seminar, organised by Johor Public Library Corporation, Johor Bahru, Malaysia, 4 June 2010
- Dr N Varaprasad, then Chief Executive, NLB, on *The National Library of Singapore's Leadership Role for Better Information in a Knowledge Society*, at the International Conference of Digital Library, organised by National Library of Korea, Korea, 14 June 2010
- Mr Ian Yap, Senior Manager (Public Libraries Management), on *Step Out and Step Up: Secret Steps to a More Professional You*, at the 4<sup>th</sup> International Symposium on Library Services for Children and Young Adults, organised by National Library of Korea, Korea, 16 June 2010
- Mr Hussain Bacheek, Senior Librarian, on *My Child Can Read*, at the 4PM Mega Carnival 2010, organised by 4PM (Malay Youth Literary Association), Singapore, 18 July 2010
- Dr Leong Mun Kew, then Chief Technology Officer, CIO Office, on *Connected Government*, at the FutureGov Forum Malaysia 2011, organised by Alphabet Media Pte Ltd, Kuala Lumpur, Malaysia, 26 and 27 July 2010
- Mr Ramachandran Narayanan, Deputy Director (Infocomm), on *Understanding the Impact of Virtualisation and Cloud Computing on Existing Network Infrastructure and Data Centre*, at the Convergence in the Next Generation Data Centre, organised by Questex Asia, Singapore, 4 August 2010

- Dr N Varaprasad, then Chief Executive, NLB, on *Unleashing the Power of QUEST: Two Innovative Projects to Reap the Rewards of Reading*, at the World Library and Information Congress 2010, organised by International Federation of Library Associations and Institutions (IFLA), Gothenburg, Sweden, 12 August 2010
- Ms Ngian Lek Choh, Deputy Chief Executive, NLB, on *Statistics from Database Vendors and from the Library's Microsites: The Singapore Experience*, at the World Library and Information Congress 2010, organised by IFLA, Gothenburg, Sweden, 14 August 2010
- Mr Ramachandran Narayanan Deputy Director (Infocomm), on *How Does Virtualisation Affect the Infrastructure Strategy, Architecture and Solutions of Data Centres?*, at the Data Center Summit, organised by Questex Asia, Singapore, 14 September 2010
- Dr Leong Mun Kew, then Chief Technology Officer, CIO Office, on *What to Look for in a Cloud Computing Service Level Agreement*, at the 2<sup>nd</sup> Annual Government Cloud Forum 2010, organised by Alphabet Media Pte Ltd, Singapore, 15 September 2010
- Ms Ngian Lek Choh, Deputy Chief Executive, NLB, on *The Info Industry Practitioner's World: One Perspective*, at the Nanyang Technological University (NTU) Executive Seminar, organised by NTU, Singapore, 9 April and 21 September 2010
- Dr Leong Mun Kew, then Chief Technology Officer, CIO Office, on *Innovation on a Budget: Thinking Out of the Box and Enabling Breakthrough on Limited Resources*, at the 5<sup>th</sup> Annual CIO Forum Asia, organised by Euro Events Management (S) Pte Ltd, Singapore, 28 September 2010

## Professional Talk Series

NLB provides opportunities for its staff to learn from the industry's best minds through the Professional Talk Series (PTS). In doing so, NLB also contributes its part to the development of library science.

In FY2010/2011, the PTS covered subjects ranging from marketing strategies to technological applications. A total of 177 NLB staff and 122 Library Association of Singapore (LAS) members attended the PTS. Prominent speakers included:

- Mr Dady Rachmananta, Librarian, National Library of Indonesia
- Dr Shin Yong-Eon, Director, National Digital Library of Korea
- Dato' Raslin Abu Bakar, Director General, National Library of Malaysia
- Mr Syed Ghyour Hussain Sabazwari, Deputy Director, International Relations and Collections, National Library of Pakistan
- Ms Ruth Pagell, University Librarian, Li Ka Shing Library, Singapore Management University
- Dr Oh Dong-Geun, Professor, Department of Library & Information Science, Graduate School, Keimyung University, South Korea
- Ms Margaret Allen, Chief Executive Officer and State Librarian, State Library of Western Australia
- Ms Barbara Lison, Director, Bremen Public Library, Germany

## Cybrarian Ventures Private Limited

As NLB's wholly owned international arm, Cybrarian Ventures Pte Ltd (CVPL) extends the organisation's expertise, products and services in library development and management to institutions and resource centres worldwide. Offering customised solutions from library design and planning to capability development and consultation, CVPL aims to enhance its clients' library systems to meet their strategic goals.

CVPL has to date established business networks in China, the Middle East, North America and Southeast Asia. In the past year, it continued to expand its global presence through new partnerships and participation in major events.

### International Exhibition and Conference on Higher Education in Saudi Arabia

At the invitation of the Saudi Arabian Cultural Office in Singapore, CVPL participated in the International Exhibition and Conference on Higher Education for the first time. The event was held from 19 to 22 April 2011 at the Riyadh International Convention and Exhibition Centre.

### Chinese Academic Librarians Executive Programme

In June 2010, a second delegation of China Academic Librarians attended the Library Executive Programme conducted by the National Library Board Academy. This programme was first launched in 2009 and had received positive feedback from its participants.

### Science Centre Holdings' Letter of Intent

CVPL has been appointed the exclusive business development, sales and marketing agent for Science Centre Holdings' businesses worldwide, following the signing of a Letter of Intent on 22 November 2010.

### Sino-Singapore Guangzhou Knowledge City MOU

On 21 January 2011, CVPL signed a Memorandum of Understanding (MOU) with Guangzhou Knowledge City Investment and Development Co Ltd as well as Knowledge City Pte Ltd. Under the MOU, the three parties will collaborate in the areas of library consultancy and library capability development.

### MOU with Lok Resources

CVPL and Lok Resources Pte Ltd signed an MOU on 25 January 2011, to collaborate on the development of library services.

### MOU with DP Architects

CVPL and DP Architects signed an MOU on 25 January 2011. The two parties will collaborate on the development of library services.

### Overseas Visitors

During the year, CVPL also hosted visitors from overseas organisations, including:

- Divine Word University, Papua New Guinea, June 2010
- Tianjin City Binhai New Area District cum Tianjin Eco-city Administrative Committee, China, June 2010
- Tanah Sutera Mall, Johor Bahru, Malaysia, July 2010
- Jining City Urban Planning & Consulting Centre and Urban Planning & Design Institute, Shandong, China, August 2010
- Sultan Qaboos University, Muscat, Oman, September 2010
- Guangzhou Development District, Guangdong, China, October 2010

## Heritage Initiatives

The National Library, as a key custodian of the publishing and literary heritage of Singapore and Asia, collects and preserves artefacts and documentary materials for posterity. At the same time, it also connects Singaporeans to their shared legacies through curated exhibitions.

### **'William Farquhar, Singapore's First Resident and Commandant (1819–1823)' Exhibition**

The 'William Farquhar, Singapore's First Resident and Commandant (1819–1823)' exhibition was opened by Mr Sam Tan, then Parliamentary Secretary for the Ministry of Trade and Industry; and the Ministry of Information, Communication and the Arts, on 3 April 2010. Held at the National Library Building, the exhibition showcased Farquhar's military career, his role in the history of Malacca, his interests in the flora and fauna of the Malay Peninsula, and his contributions towards the development of early Singapore.



Mr Sam Tan, then Parliamentary Secretary for the Ministry of Trade and Industry; and the Ministry of Information, Communication and the Arts (centre), touring the 'William Farquhar' exhibition with Ms Yeoh Chee Yan, Chairman, NLB (right).

### **'Rihlah – Arabs in Southeast Asia' Exhibition and Publications**

The 'Rihlah – Arabs in Southeast Asia' exhibition was officially launched by Mr George Yeo, then Minister for Foreign Affairs on 10 April 2010. Curated and researched by staff from the Lee Kong Chian Reference Library, the exhibition highlighted the travels of the Arabs between the Middle East and Southeast Asia, from the late 18<sup>th</sup> to early 20<sup>th</sup> century, and introduced visitors to Hadhramaut and Arab history and culture in Southeast Asia.

In conjunction with the launch of 'Rihlah', three publications were released: a commemorative book, *Hadhrami Arabs Across the Indian Ocean: Contributions to Southeast Asian Economy and Society* edited by Prof Farid Alatas; *The Hadhrami Arabs in Southeast Asia with Special Reference to Singapore: An Annotated Bibliography* edited by Noryati A. Samad; and *Gallery Guide to Rihlah Exhibition* conceptualised and designed by Juffri Supa'at and Suhaimi Ali. A virtual version of the 'Rihlah' exhibition of selected photographs and artefacts was launched in October 2010.



Mr George Yeo, then Minister for Foreign Affairs (far right), touring the 'Rihlah' exhibition with Mr Zainul Abidin Rasheed, then Senior Minister of State for Foreign Affairs (third from left), Imam Syed Hassan bin Muhammad Al-Attas of Ba'alwle Mosque (far left) and other guests.

## Donations and Acquisitions

The National Library increases the breadth and depth of its heritage collection by judiciously pursuing donations and acquisitions.

### Gifts and Exchange

Between April 2010 and January 2011, the National Library received 68,297 items, which included 19,754 books, 29,604 serials, 1,187 audio visual items and 17,752 special-format items such as slides.

The National Library also sent 2,268 items, including Singapore National Bibliography (SNB) DVD-ROMs, *BiblioAsia* and other NLB publications such as bibliographies and catalogues, to local and overseas partners as gifts and exchange. In FY2010/2011, Xiamen University Library and the Center for Asia-Pacific Studies at the Academia Sinica of Taiwan became NLB's overseas partners for gifts and exchange of library materials.

### Donors' Collection

Between April 2010 and January 2011, the National Library's Donors' Collection received 31,761 items from supporters and donors. In the past year, a total of 5,942 items in the Donors' Collection were processed and catalogued for the Lee Kong Chian Reference Library, the Repository Used Book Collection and library@esplanade.

New donations were received from Mr Koh Seow Chuan, Mr Li Jian (李建), Mr Lin Qiu (林秋), Mr Herbert Teo, Mrs Ting Meng Hong (沈孟虹), The Youth Book Company, Popular Holdings Limited, the Malay Language Council and Puan Amanah Mustafi, as well as the families of the late Mr Lee Kip Lin, Mr Wang Tso (王佐), Dr Wu Lien-teh and Mr Ye Guan Fu (叶冠复).

### Other Donations

Other donations in the year included the following:

- 170 items relating to Singapore's performing arts, including souvenir magazines, programme booklets and ephemera, with the earliest items dating to the 1950s, from Mr Yeo Oi Sang
- 128 items from the Dance Ensemble Singapore, including a comprehensive set of DVDs and programme booklets of its performances since the 1990s
- 13 items from the Metro Philharmonic Society, which was founded by 1982 Cultural Medallion Recipient Mr Leong Yoon Pin. The donation also included the rights to digitise and make accessible the programme booklets and pamphlets of its performances since its inception in 1959
- 230 items from Mr Yap Kwang Hong, a prominent Malayan Chinese literary pioneer, including books, letters, photos and manuscripts relating to Singapore and Southeast Asia
- Two albums illustrating the late bacteriologist Dr Wu Lien-teh's stay in Manchuria and China from 1910 to 1937. His family also donated 100 monographs, some of which were authored by Dr Wu
- 154 literary magazines published in Singapore and Malaya from the 1950s to the 1960s, from the Singapore Hainan Hwee Kuan Reading Club
- 126 books exhibited at the Singapore Book Fair 2010, including award-winning titles presented by the Taiwan Golden Tripod Awards, from the Taipei Representative Office in Singapore



A map and some legal documents from Mr Koh Seow Chuan's donations to the Donors' Collection. This map dated 1605 was bought from an antique shop in London in 1990 by Mr Koh Seow Chuan.



WLT and Pollitzer in the Harbin Lab, 1920.



Two photographs on Dr Wu Lien-teh's life in Manchuria and China, donated by his family.



A parchment donated by Mr Herbert Teo, who also donated the book *20th Century Impressions of British Malaya*.



Mr Lee Kip Lin's donation of the Blue Book and pictures of Singapore in the early 1900s.

### Donors' Dinner 2011

NLB hosted the National Library Donors' Dinner 2011 on 31 March 2011 to honour and acknowledge 17 donors who made significant loans or donations from 1 January 2009 to 31 December 2010. The dinner was attended by 107 guests.



Ms Yeoh Chee Yan, Chairman, NLB, presenting tokens of appreciation to donors Mr Koh Seow Chuan (picture on the left) and Mr Li Jian (李健) (picture on the right).

### Acquisitions of Rare Materials

In the year in review, a total of 166 rare titles, comprising 200 volumes of works, were acquired for the Rare Materials Collection in the Lee Kong Chian Reference Library.

Significant titles acquired included:

#### *Japanese Overwinningen (Japanese Victories)*

A 16-page picture book, presumably produced in early 1942, on Japanese victories in Southeast Asia. The full-page colour illustrations show Japanese soldiers mingling freely with the locals with accompanying captions in Japanese. The book was recently bound in modern cloth with a batik design and a gilt title in Dutch.

#### *Cinquante jours de traversée de Toulon à Saigon, 1873*

A handwritten travelogue in the form of a letter written by Adrien Abrieux, a young Frenchman working in the postal and telegraph services in Indochina, to his parents. After a period of leave in France, the writer returned to Indochina on a ship. In his letter, the writer described his return trip to French Saigon, via Egypt, Ceylon and Singapore, including a vivid account of Singapore and its colourful New Year festivities in 1873.

#### *The First Report of the Singapore Christian Union*

Published in Singapore in 1830, this is one of the earliest known local imprints in the National Library's Rare Materials Collection. The Singapore Christian Union (originally known as the Singapore Committee) was formed in 1827 to educate locals in Singapore and the Malayan Archipelago about Christianity. The report contains missionary accounts of travels to Malacca, Siam, Java and Bali, including the *Journal of a Tour Along the Coast of Java and Bali*. The latter account was reproduced by Mission Press in 1830. The Union Report also contains a breakdown of the Singapore population by various races for that year.

#### *Album with 233 Photographs (Vintages) of Singapore and Malay Archipelago*

An oblong, quarto album containing panoramic scenes of Singapore and Malaya, including photographs taken by L.C.M. van Eendenburg, who was the director of the Koninklijke Paketvaart-Maatschappij (KPM) between 1926 and 1931. KPM was a major Dutch shipping company that had trade connections to Indonesia.

The photographs were mostly taken around 1919, on subjects such as buildings, festivities, labourers, local people as well as the landing of the Vickers Vimy by Captain Ross Macpherson Smith with his brother and two other men. Captain Smith was the first pilot to fly from England to Australia in 1919. The airplane stopped in Singapore en route to Australia, landing on the Old Race Course Road, now known as Farrer Park.

#### *My Journal Round the World 1869, 1870, 1871*

A late 19<sup>th</sup>-century travel journal kept by a young man, Pandeli Thomas Ralli. This handwritten manuscript offers an interesting glimpse into life in several parts of British Asia at that time. The journal, contained in a custom-built clamshell box, is accompanied by two coloured maps and several original photographs of Kashmir, Malaya, Java and San Francisco in the 1870s.

#### *Ilmu sarfu dan nahu, deri Bhasa Jawi, atau Malayu (Cours théorique et pratique de la langue commerciale de l'archipel d'Asie dits Malaise)*

Published in 1872 in Paris, this book on linguistics for use during commercial activities contains practical and theoretical lessons on grammar, pronunciation and vocabulary of the Malay language spoken in the Malay Archipelago, including Singapore, Siam, Borneo and Java.

### SING Heritage Collection

In the past year, the National Library acquired 1,042 Singapore-related titles comprising 1,392 volumes of works; as well as 1,247 Southeast Asian titles comprising 1,264 volumes of works for the Heritage Collection in the Lee Kong Chian Reference Library. Key Singapore titles are compiled monthly and highlighted in NLB's Resource Guides website <<http://libguides.nl.sg/focusing>>

## Reference and Research

As the national knowledge institution, the National Library seeks to provide individuals and businesses with trusted reference collections and services. The National Library supports their research endeavours with innovative tools, rich resources and user education initiatives.

### NewspaperSG <<http://newspapers.nl.sg>>

NewspaperSG, a digital archive of Singapore and Malayan English newspapers dating back to 1831, was rolled out in January 2010. NewspaperSG aims to collect, preserve and provide access to newspaper content which is a vital source of Singapore and Southeast Asian history. As of January 2011, there were 22 newspaper titles available on NewspaperSG, including newly added newspapers such as *TODAY*, *The Business Times* and *Singapore Free Press*. This service can be accessed via multimedia stations in the libraries as well as remotely from homes, offices and cafes.

The NewspaperSG website is viewable on the iPad and iPhone and includes services like 'Faceted Search' by newspaper title, content type, word count and year. Users can also now save article citations to their personal spaces on NLB's myLibrary Facebook application.



The NewspaperSG digital archive provides an important source of Singapore and Southeast Asian history.

### Outreach to MOE Social Studies Teachers

As part of the National Library's collaboration with the Ministry of Education's (MOE) Curriculum Planning and Development Division (CPDD), Lim Yan Hong, Librarian, NLB, conducted an outreach and user education session for 60 MOE Social Studies teachers on 3 September 2010. The teachers picked up tips on enhancing classroom teaching and increasing their students' subject knowledge by using various NLB resources such as eResources and Singapore Resources. Together with CPDD, the Lee Kong Chian Reference Library also launched a series of five Social Studies resource guides, which were well received by the teachers.

### The Library: Art Research and Methodologies

*The Library: Art Research and Methodologies* was a series of forums where curators, artists, art researchers and writers were invited to share their personal research approaches in art-making and conceptualisation of exhibitions. The initiative also highlighted the library's importance as a resource centre facilitating cultural production, research and discourse. One of the key highlights was the 'Reading Room', a book exhibition of Southeast Asian art publications co-organised with curators Jason Wee and June Yap from 10 March to 10 April 2011. The Reading Room collaborative project is aimed at deepening the understanding of Southeast Asian contemporary art practices and enhancing access to Southeast Asian art publications.

### Diverse Languages, One Identity: A Guide to Conversations in the Chinese, Malay and Tamil Languages Book Launch

Co-published by NLB and the National Institute of Education (NIE), *Diverse Languages, One Identity: A Guide to Conversations in the Chinese, Malay and Tamil Languages* was launched at the National Library Building on 20 April 2010. The guide, consisting of a booklet and a CD of audio recordings, enables the learning of spoken Mandarin, Malay and Tamil through the English language. Created by NIE student teachers and language advisors, it is aimed at raising inter-ethnic linguistic awareness and developing cross-cultural understanding among the three ethnic communities in Singapore. The guide is also expected to be an important teaching resource for the subject heads and heads of departments for mother tongue languages at NIE.



Panel discussion during the launch of the book *Diverse Languages, One Identity*.

### Lee Kong Chian Research Fellowship

NLB aims to establish the National Library as the preferred institution for Asian content scholarship. Through the Lee Kong Chian Research Fellowship, NLB promotes scholarly research and encourages the use of the knowledge assets in its collections. In FY2010/2011, awards were granted to:

- Ms Phyllis Chew, Singapore, for research on *Multiculturalism in Pre- and Colonial Singapore: the Sociolinguistics of Early Singapore*, from 6 May 2010 to 5 September 2010
- Mr Ross Laird, Australia, for research on *The Historical and Cultural Significance of the Records Industry in Singapore 1900–1975*, from 16 July 2010 to 15 January 2011
- Ms Zou Lu, Singapore, for research on *Chinese Books Merchandize Industry in Singapore*, from 16 July 2010 to 15 January 2011

- Mdm Low Siew Tin, Singapore, for research on *The Literature Language of Yao Zi's works*, from 2 September 2010 to 1 March 2011
- Ms Sin Yee Theng, Malaysia, for research on *Aw Boon Haw and His Patent Medicine Newspaper Advertisements in Singapore 1929–1954* from 15 February 2011 to 14 August 2011
- Mr Lim Poh Teck, Singapore, for research on *Singapore Art – The Nanyang Style (1937–1965)*, from 16 March 2011 to 15 September 2011
- Mr Kamaludeen Bin Mohamed Nasir, Singapore, for research on *Cultural Globalisation and Muslim Youth in Singapore* from 31 March 2011 to 30 September 2011

### Ideapolis

Ideapolis is a prototype online platform that empowers communities to share ideas and collaborate on research projects through a suite of resources, tools and services. In FY2010/2011, 104 workshops on this online collaborative tool were conducted for 1,658 students, researchers and academics. As at 31 March 2011, Ideapolis had 1,307 registered members.

### Partnership with Intellectual Property Office of Singapore

In partnership with the Intellectual Property Office of Singapore (IPOS), the National Library hosted nine monthly IPOS IP Consult Series sessions attended by 100 participants. At these sessions, the intellectual property professionals were on hand to address intellectual property-related queries.

## Conferences

The National Library facilitates the sharing and exchange of knowledge by hosting conferences and seminars on a variety of topics throughout the year.

### Design Thinking Symposium

Design-thinking methodology can be applied in industries other than design. This was what the *Design Thinking Symposium*, held from 11 to 12 November 2010 and themed 'Think Design for Change', highlighted to over 600 participants. Speakers from organisations such as The Design Academy, McKinsey & Company, Nokia Research Centre (Bangalore), IDEO Shanghai and Procter & Gamble Pte Ltd as well as Singapore's Ministry of Manpower, OCBC Bank, Singapore Police Force and UNION Experience shared on how the design-thinking methodology was used to effect organisational change and transformation. To reach out to more professionals, selected speakers' presentations were published on the Design Thinking Symposium website. The symposium was co-organised with UNION Experience.



Alex Kazaks, Expert Principal Associate, McKinsey & Company, one of the speakers at the Design Thinking Symposium.

### When Nations Remember Conference

*When Nations Remember* (WNR), an inaugural summit focusing on memory initiatives worldwide, was held on 11 and 12 October 2010 in conjunction with the Singapore Memory Project. Organised by NLB, the conference was attended by about 300 local and overseas delegates who discussed memory-building initiatives. Renowned international keynote speakers present included Mr John van Oudenaren, Director, World Digital Library; Ms Penny Carnaby, then Chief Executive/National Librarian, National Library of New Zealand; and Dr J.S.M. (Bas) Savenije, Director General, National Library of the Netherlands. The virtual WNR was launched on popular social network platforms, creating a web presence for the conference to enhance the participants' experience.



Ms Penny Carnaby, then Chief Executive/National Librarian, National Library of New Zealand, was a keynote speaker at the *When Nations Remember* Conference.

### Seminar on Literary Pioneer Yao Zi (姚紫)

Well-known writers Luo Ming (骆明), Jun Yinglü (君盈绿) and Chen Xuefeng (陈雪风) were among the speakers at the seminar on the works and contributions of literary pioneer Yao Zi (姚紫) held on 20 February 2011. Attended by 150 participants, the seminar was a prelude to an exhibition and bibliography of Yao Zi's works. It was also in line with the National Library's initiatives to document the works of Singapore writers and the nation's literary history.

### NLB Copyright Information Seminar

Fifty-eight participants attended the *NLB Copyright Information Seminar* on 16 November 2010. Mr Giorgos Cheliotis, Public Lead, and Mr Lam Chung Nian, Legal Lead, from Creative Commons Singapore; and Mr Jeffrey Wong, Senior Assistant Director, Legal Policy and International Affairs Department, Intellectual Property Office of Singapore, shared their insights into copyright mechanisms and the definition of copyright to content owners.

### Taiwan-Singapore-Thailand Workshop

NLB jointly organised the 3<sup>rd</sup> Taiwan-Singapore-Thailand Workshop on Library and Information Research with the Wee Kim Wee School of Communication and Information at the Nanyang Technological University (NTU) on 17 and 18 January 2011.

Held at the National Library Building, the workshop attracted more than 60 participants, including NLB librarians as well as library science students and academics from established institutions such as the National Taiwan Normal University, Khon Kaen University, Mahasarakham University, Sukhothai Thammathirat Open University and NTU. The participants presented 26 research projects on a range of topics from reading and knowledge management to heritage informatics and digital literacy.

## EBIS Seminars and Workshops

In partnership with NLB, EnterpriseOne Business Information Services (EBIS) collaborated with external partners to organise forums and workshops for the benefit of enterprises. These sessions not only provided members of the business community with opportunities for networking but also promoted EBIS resources and research support.

The sessions included:

- Seminar on *Microfinance: A Cambodia Case Study*, jointly organised with World Vision, 6 May 2010. It was attended by 50 EBIS members
- Seminar on *UK Elections: Today's Intelligence or Tomorrow's News?*, jointly presented with Dow Jones, 14 May 2010. It was attended by 57 participants
- Seminar on *Indonesia Now: Business Opportunities*, on 20 May 2010, jointly conducted with the Singapore Business Federation. It was attended by 78 EBIS members
- A knowledge transfer workshop, organised on 24 June 2010 at the Singapore Business Federation, presented an overview on the *Political, Economic, Social, Technological, Legal, Environmental (PESTLE) Information on Malaysia*. The workshop resources were made available on NLB's eResources

## Community Outreach

NLB engages different segments of the community, from children and working adults to senior citizens and the underserved, with targeted initiatives that cater to their various needs and interests.

### Queenstown Public Library's 40<sup>th</sup> Anniversary

Queenstown Public Library (QUPL), Singapore's first public library, celebrated its 40<sup>th</sup> anniversary on 30 April 2010. The event welcomed members of the Queenstown community, to relive their memories of QUPL through a photo exhibition. Mr Lui Tuck Yew, then Minister for Information, Communications and the Arts, was the Guest of Honour. Other celebrations included a showcase of artworks and an interactive exhibition by students from schools in Queenstown.

### Revamp of Meet-The-Customer Sessions

As part of NLB's continual efforts to improve service excellence, the Meet-the-Customer sessions underwent a review in April 2010. With the objective of achieving more targeted feedback, four new models were implemented, namely: by invitation only; segmented approach; high loyalty groups; and partner organisations and community groups.

### Disability Sports Showcase

The Disability Sports Showcase was held on 3 July 2010 at the Woodlands Regional Library. Co-organised by NLB, the Special Olympics Singapore and the Handicaps Welfare Association, the event was hosted by Mr Martin Tan, a Director of the NLB Board and Chairman of the Public Library Advisory Committee.

Some 900 volunteers and participants from organisations such as Special Olympics Singapore and the Movement for the Intellectually Disabled of Singapore (MINDS) attended the event. One highlight was the demonstration of sports competed at the Special Olympics, such as floor hockey and bocce. The participants also enjoyed a sharing session by Special Olympics Singapore athletes, their family members and Ms Hanako Sawayama, an athlete who has participated in the Special Olympics for 17 years. They shared their passion for sports as well as the positive impact of reading on their lives.

### Sports@Public Libraries

In celebration of the inaugural Singapore 2010 Youth Olympic Games (YOG), NLB launched a series of activities collectively called Sports@Public Libraries in January 2010, to promote reading and learning related to sports. The initiative aimed to inspire sporting values such as excellence, friendship and respect among the community. Some of the activities included thematic displays at the public libraries, featuring one or two of the 26 YOG sports and showcasing related books, and 'Stories Next Door', which encouraged the public to nominate community champions or submit photographs that displayed the sporting values. Sports@Public Libraries also reached out to youths and children through a nationwide 'Design a Card Game' contest and Sport Fiction Map respectively.

It also featured two photography exhibitions, namely 'Inspiring Sporting Singapore' and 'Team Singapore@YOG', held between May and August 2010. Set up in collaboration with the Singapore Sports Council, these exhibitions attracted about 1.6 million visitors and 465,000 visitors respectively.

### Active Ageing Celebrations

As part of extending its outreach to senior citizens, NLB organised two road shows in celebration of the 50 Plus Active Ageing Festival, which was funded by the Council for Third Age, an independent body that promotes active ageing. Held at Jurong Point and Century Square shopping malls on 30 October 2010 and 13 November 2010 respectively, the road shows reached out to some 6,500 senior citizens and their families with activities like manga drawing, arts and craft and demonstrations on the use of NLB's eResources. A total of 22 talks, on topics such as health and fall prevention, as well as guided library tours for seniors were also held at various libraries in November 2010.



Students from schools in the community participated in the 40<sup>th</sup> anniversary celebrations of the Queenstown Public Library. Mr Lui Tuck Yew, then Minister for Information, Communications and the Arts, was the Guest of Honour.



The Disability Sports Showcase featured demonstrations of sports competed in the Special Olympics, including floor hockey (pictured above).



Thematic displays at the libraries highlighted the sports competed during the Singapore 2010 Youth Olympic Games.

### Heritage on the Move@Public Libraries

NLB and the National Heritage Board have collaborated on a year-long series of exhibitions and programmes aimed at extending community participation in heritage activities held at the libraries. To be held from November 2010 to December 2011, the exhibitions cover a diverse range of themes, from local ethnic wedding costumes and traditional games to Singapore's myths and legends.

### Reading for Success

On 29 January 2010, the Woodlands Regional Library hosted Reading for Success, a collaboration between NLB and NTUC Women's Development Secretariat under the latter's WeCare for U Project, which aimed to help single mothers build greater resilience and independence. Some 200 single mothers and their children learnt about the range of resources and services that the libraries have to offer through presentations by speakers from NLB. Participants also picked up tips on cyber wellness and great reads for children.

### Opening of Serangoon Public Library



The Serangoon Public Library is the first public library in Singapore to have a dedicated area for gaming.

The Serangoon Public Library (SRPL) was officially opened on 11 March 2011 by Mrs Lim Hwee Hua, then Minister in the Prime Minister's Office, Second Minister for Finance and Transport; and Member of Parliament for Aljunied GRC. Located at nex mall, the library provides Serangoon residents and commuters convenient access to library resources. SRPL has a start-up collection of approximately 150,000 items, which include books, magazines and audiovisual materials in the four official languages.

SRPL is the first public library in Singapore to have a dedicated area for gaming and will serve as a learning hub for the community.

In conjunction with SRPL's opening, the exhibition 'Serangoon: A Place Like No Other' was organised with the support of the National Heritage Board, National Archives of

Singapore and National Museum of Singapore. It featured Serangoon's history, diverse cultures and strong *kampung* (village) spirit while tracing the area's transformation over the last two centuries.

### Mega Community Outreach Events

In the year in review, NLB participated in a range of large-scale community events and road shows with the aim of reaching out to existing library members as well as customer segments that do not usually use library services, such as working adults and children up to four years old. Through the organising of over 800 activities, NLB successfully reached out to over 400,000 children, teens and adults as of January 2011.

Some of the key events include the License to Play gaming convention (28–30 May 2010), National Association of Travel Agents Singapore (NATAS) Holidays Travel Fair (27–29 August 2010), the Istana Art Event (8 August 2010) held in conjunction with the Istana National Day Open House, 'Baby's Day Out' programme by NTUC's U Family (26 August 2010), and the Singapore Toy, Game and Comic Convention (10–12 December 2010). Visitors to the booths at these events made good use of the onsite borrowing and enquiry services, registered as library members or reactivated their memberships, and signed up for NLB's e-newsletters and reminder and notification services.

### With My Grandpa & Grandma

The With My Grandpa & Grandma initiative aims to encourage inter-generational bonding between grandparents and grandchildren with the sharing of personal experiences through video stories, photographs and thematic sharing sessions. The initiative, which took place from April 2010 to March 2011, was funded by the Council for Third Age.



Heritage on the Move@Public Libraries gave library patrons the chance to participate in heritage activities, such as trying out traditional games (pictured above).



NLB reached out to new and existing library members at the Singapore Toy, Game and Comic Convention.

### Sustaining Learning Communities

NLB has brought together like-minded individuals in 221 learning communities which serve as self-sustaining, collaborative learning communities. Popular communities include the Seniors Reading Club, Artist Trading Cards Club, Taxi Sifu Reading Club, Travel-Log Book Club, Pseudo Book Club and Cultural Activity Club. In FY2010/2011, NLB continued to actively engage existing reading club members and recruit new ones. A total of 6,484 learning community sessions were organised, attended by 84,813 people.

In partnership with the Bishan East Zone 1 Residents' Committee, the Bishan Public Library also set up a new reading club for youth to promote reading among teens. Over at the Bukit Batok Public Library, the Heartlands Book Club celebrated its fifth anniversary in August 2010 with a special sharing session by author Daren Shiao, whose book *Heartland* partly inspired the book club's name. At the Ang Mo Kio Public Library, the Taxi Sifu Reading Club marked its fifth anniversary with the launch of a commemorative book during the closing ceremony of READ! Singapore 2010 on 31 August 2010. The book chronicles key highlights of the reading club with photographs and quotes from participants.



*The Heartlands Book Club celebrated its fifth anniversary in 2010.*

### Share-A-Story Clubs

For the second year running, the multilingual Share-A-Story Clubs (English, Mandarin, Malay, Tamil) continued to attract new storytelling enthusiasts. In FY2010/2011, a twofold increase brought the total club membership to 365 members, who shared storytelling tips and techniques during bimonthly sessions facilitated by professional storytellers and early childhood consultants. About 100 members have been deployed as volunteer storytellers for NLB's reading initiatives, such as the National kidsREAD Programme, 10,000 & More Fathers Reading! campaign and Story Time organised at the libraries.

## Reading Campaigns and Activities

NLB's reading campaigns and activities celebrate reading and languages. Creatively conceptualised, they range from a children's festival and mass book exchange to reading and language promotion programmes.

### Asian Children's Festival

The month-long 11<sup>th</sup> Asian Children's Festival (ACF) was launched on 5 January 2011 with activities held at all libraries. Gaming was used as an alternative medium to get kids interested in Southeast Asian literary content. More than 5,800 children participated in a range of infotainment activities, which included storytelling, performances and cosplay workshops. In conjunction with ACF, limited-edition Quest cards incorporating eight new Asian characters and stories were also launched.

### World Book and Copyright Day

In celebration of World Book and Copyright Day, NLB collaborated with the Committee for the Promotion of Chinese Language Learning (CPCLL) to organise 21 book-sharing programmes from 8 April to 6 May 2010. For the first time ever, book-sharing sessions in English, Malay and Tamil were held and facilitated by personalities to celebrate the joy of reading.

The 'Spot the Reader' programme was another highlight of World Book and Copyright Day. NLB collaborated with SMRT, community reading clubs, grassroots constituencies and secondary schools to organise the event, which took place on 23 April 2010. More than 500 volunteers served as marshals to seek out members of the public who were reading books. They spotted a total of 5,411 readers who were presented with a token each.



*Children enjoying a craft session during Asian Children's Festival.*

### Book Exchange

Book Exchange is an initiative aimed at promoting a reading culture in Singapore and reinforcing the concept of sharing and 'recycling' reading materials. The second Book Exchange was held in April 2010 in conjunction with World Book and Copyright Day 2010. The depositing of books took place over a period of two weeks from 10 to 23 April 2010, culminating in Book Exchange Day held at The Plaza on 24 April 2010. The event attracted a total of 5,560 participants who exchanged 73,162 books.

### Tamil Language Festival 2010

Tamil Language Festival 2010 was launched in April 2010 by Mr S Iswaran, then Senior Minister of State for Education and Trade and Industry. The festival, themed 'Love the Language. Speak the Language', was telecast live on MediaCorp's Vasantham channel. A total of 20 cultural, social and educational programmes were organised to reach out to all segments of the community.



*Book lovers got together to 'recycle' their reads during Book Exchange.*

## READ! Singapore 2010

READ! Singapore, a nationwide reading initiative, promotes a culture of reading fiction among Singaporeans. Launched on 26 May 2010 by Mr Gan Kim Yong, then Minister for Manpower, the 2010 campaign was themed 'Roads Less Travelled' and encouraged Singaporeans to share their perspectives on making unconventional choices. The recommended reading selection, comprising eight novels, eight short stories and five poems in the four official languages, explored different scenarios where the characters took the roads less travelled. For the first time, poetry was included to provide a greater variety of literary works. The selection also included the most number of literary works written by Singaporean and Singapore-based authors, such as well-known local pop singer Stefanie Sun and educator Nurfaizah Tubi.

READ! Singapore 2010 also featured two unique events: READ! IT, Singapore's first-ever infocomm-enabled reading event, was jointly organised by NLB and the Infocomm Development Authority of Singapore. READ! IT brought together reading events happening at six different venues simultaneously over a two-hour period with live videos streamed online. The event received more than 800 website hits over the two-hour period.

Game2Read, a collaboration with the Singapore Cybersports and Online Gaming Association (SCOGA), enabled gamers, youth and the community at large to discover the joy of reading through games. Gaming and reading activities held over the two-day event attracted about 2,000 participants. Books related to gaming and sports were also showcased and made available for borrowing.

In 2010, READ! Singapore won the Excellence Award under the public service campaigns category of the Public Relations in the Service of Mankind (PRISM) Awards 2010. READ! Singapore 2010 reached out to over 45,000 participants through more than 370 book discussions and reading-related activities.



Local pop star Stefanie Sun was one of the authors who contributed a literary work to READ! Singapore's recommended reading selection.

## Bulan Bahasa 2010

Bulan Bahasa 2010 (Malay Language Month 2010), the key initiative of the Malay Language Council of Singapore, was launched by Deputy Prime Minister Teo Chee Hean at the National Library Building on 26 June 2010. Fifty-two activities themed 'Bahasa Kita, Gunakanlah' (Our Language, Use it.) were organised to promote the use and appreciation of the language. Eight adult ambassadors and over 200 student ambassadors were appointed to encourage proper and frequent use of Malay.

## Speak Mandarin Campaign 2010

Speak Mandarin Campaign 2010 and its key initiative, The Chinese Challenge 《华文? 谁怕谁!》, were launched by Mr Gan Kim Yong, then Minister for Manpower, on 6 July 2010. In its second year, The Chinese Challenge encouraged Chinese Singaporeans to improve their Mandarin and deepen their knowledge of Chinese culture and language. Held over six weeks, it began with an online contest, which attracted 14,810 registered participants, and culminated in a televised finale watched by more than 422,000 viewers.

The campaign also promoted the Chinese language and culture through programmes such as Xin Feng Xiang Sheng Society: China Cross Talk Superstars Show 2010, which featured *xiangsheng*, a performing art form that showcases the beauty of Mandarin with wit and humour.



Students from selected schools were appointed as Language Ambassadors for Bulan Bahasa 2010.



Mr Gan Kim Yong, then Minister for Manpower (centre), participating in The Chinese Challenge Quiz during the Speak Mandarin Campaign 2010 launch.

### Speak Good English Movement 2010

The Speak Good English Movement (SGEM) encourages Singaporeans to speak Standard English that is universally understood. The 2010 campaign was launched by Dr Vivian Balakrishnan, then Minister for Community Development, Youth and Sports, on 7 September 2010.

One creative initiative of SGEM was *Say It Right!*, a pronunciation resource providing the correct pronunciation of 300 commonly mispronounced words that is available on the SGEM website and as an iPhone application. As of January 2011, the application had been downloaded 38,000 times.

The campaign also included well-received workshops that provided tips and resources for parents and children to improve their English; the Inspiring Teacher of English Award, which recognised teachers who had been effective in sparking their students' love for the English language; and school programmes such as the Story Challenge, which encouraged imagination and spontaneity in storytelling. Food courts and hawker centres also lent their support by displaying campaign posters and collaterals, and 20,000 notebooks with interesting English quotes were distributed.



*SGEM Guerrilla Marketing 2010 – Having fun with the SGEM Sticky Notes and the SGEMobile at Cineleisure Orchard.*

## Outreach Programmes for Children

It is never too early to get children started on their journeys of reading and lifelong learning. That is why NLB reaches out to children even as young as newborns. In the year in review, it rolled out new editions of highly successful programmes and introduced new, innovative ones to help children discover the joy of books.

### 10,000 & More Fathers Reading!

The 10,000 & More Fathers Reading! campaign encourages fathers, as well as father figures including grandfathers and male guardians who play important roles in the lives of children, to bond with their charges through reading together. The 2010 instalment, themed 'Dads Raise Little Booklovers', attracted more than 20,000 participants, the highest number in the history of the campaign.

At the launch ceremony on 5 June 2010 at Compass Point Atrium, a record for the most number of fathers reading with their children at the same time was set. NLB also published *Tales & Reading Tips by Fathers for Fathers*, a first-of-its-kind handbook with resources on literacy-related matters and reading tips. The handbook also consists of stories by the campaign ambassadors, Mr Inderjit Singh, Member of Parliament for Ang Mo Kio GRC, and Mr Mok Loi Wong, Higher Technical Officer, Housing and Development Board. Other new initiatives included the hour-long father-child storytelling sessions onboard MRT trains on the North-East Line and workshops aimed at equipping fathers with techniques to cultivate the love of reading in their children.



*Fathers and their children sharing an intimate bond through reading at the 10,000 & More Fathers Reading! launch.*

### Quest II – Quest for the Rain Dragon

Quest is an innovative initiative that is aimed at cultivating the love of reading among young readers, particularly boys, with the use of collectible cards. Quest fans can redeem the cards through the exchange of library loan receipts. FY2010/2011 saw the launch of *Quest of the Rain Dragon*, the second instalment of the three-part fantasy adventure story written by Children's Librarian Felicia Chan. The launch event on 19 June 2010 at the Woodlands Regional Library attracted about 1,000 participants and also gaming communities and artists who expressed their interest in contributing to future editions.

Within the first week of its launch, Quest fans redeemed 100,000 cards with about 135,000 book loans. The initiative enjoyed wide media coverage and was also a semi-finalist in the Commonwealth Association for Public Administration & Management (CAPAM) 2010 International Innovation Awards. Quest fans enjoyed a series of road shows held at the libraries, participating in activities like cosplay, graffiti painting, card exchange and a meet-the-Quest-team session.

Since its launch in June 2009, over 130,000 children have read Quest and redeemed 2.72 million cards through about 3.63 million loans. It has succeeded in increasing book loans among 7- to 12-year-old library users by 30 percent.



*Quest is a hit with its target audience – 7- to 12-year-old boys.*

### Storytelling at Sentosa Underwater World

Children's Librarians donned scuba diving gear and read stories in the company of sea creatures at the Sentosa Underwater World. These storytelling sessions, which drew a total of about 120 participants, were held over four Saturdays in June 2010.



*Donning scuba-diving gear, Children's Librarians told stories at the Sentosa Underwater World.*

### Whole School Reading Programme

The Whole School Reading Programme (WSRP) is a year-long programme aimed at raising reading levels among students. A collaboration between NLB and the Ministry of Education, the initiative was rolled out in January 2011 with participation from about 15,200 primary and secondary school students from 15 schools. It involves entire schools – including students, teachers, administrators and school libraries – and promotes good reading habits through a combination of exposure, peer-to-peer encouragement and reading activities.

### National kidsREAD Programme

The National kidsREAD Programme promotes the love of reading and the cultivation of good reading habits among children from lower-income families. Since its launch in 2004, the programme has successfully established 121 reading clubs islandwide and reached out to over 12,500 children. As of March 2011, about 4,500 volunteers had been trained in storytelling. A volunteer appreciation ceremony was held on 30 July 2010, with 30 volunteers receiving the Platinum award for 100 hours of service. On Storytelling Night organised by the kidsREAD secretariat on 19 November 2010, local and international storytellers enthralled over 80 volunteers with interesting tales and imparted their storytelling skills.



*The Whole School Reading Programme aims to raise reading interest among students.*



*During Storytelling Night, volunteers and children enjoyed tales told by local and international storytellers.*

# Statistical Summary

**NATIONAL LIBRARY BOARD**  
Annual Report FY2010/2011

## Loan Statistical Report for FY2009 to FY2010

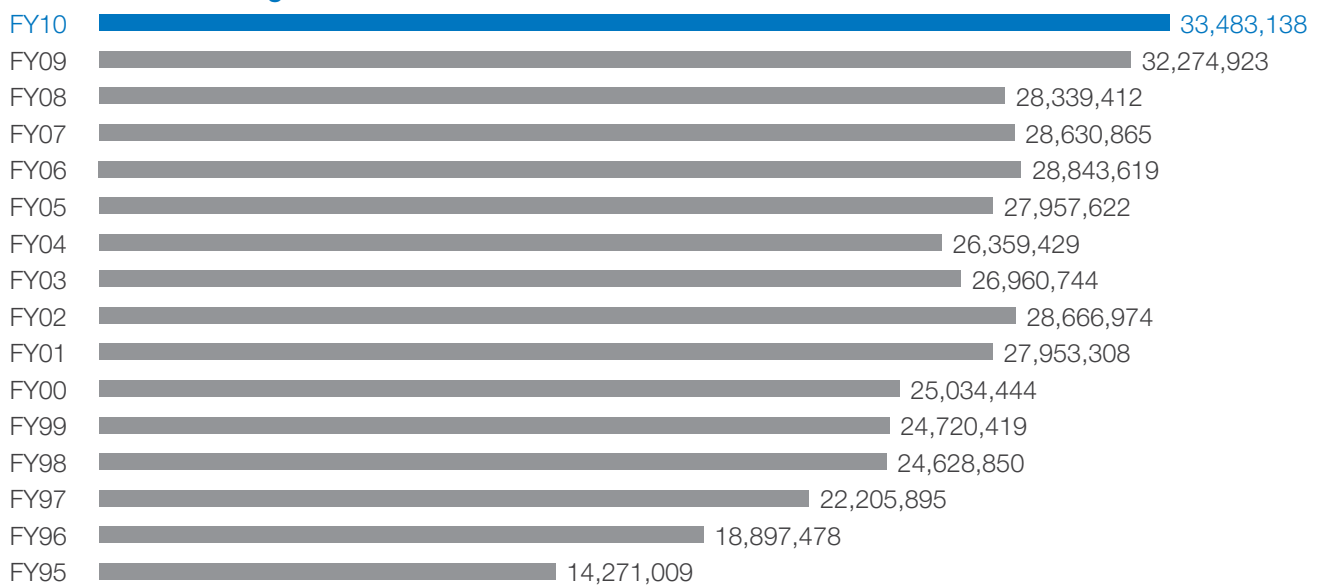
Name of Library	Notes	FY2009	FY2010
Ang Mo Kio Public Library		1,358,370	1,380,286
Bishan Public Library		2,031,009	2,022,073
Bedok Public Library		1,370,198	1,344,703
Bukit Batok Public Library		1,163,423	1,205,167
Bukit Merah Public Library		1,084,974	1,077,062
Bukit Panjang Public Library		1,109,649	1,169,198
Central Public Library		1,570,453	1,534,405
Cheng San Public Library		1,425,617	1,401,683
Choa Chu Kang Public Library		1,797,723	1,690,996
Geylang East Public Library		1,118,278	1,082,498
Jurong Regional Library		2,002,769	1,973,641
Jurong West Public Library		1,388,230	1,429,516
Lee Kong Chian Reference Library	1	-	-
library@esplanade		342,583	377,942
Marine Parade Public Library		1,096,402	1,200,658
Pasir Ris Public Library		1,081,251	1,089,571
Queenstown Public Library		1,161,436	1,230,150
Sembawang Public Library		1,098,802	1,173,649
Sengkang Public Library		1,464,296	1,533,727
Serangoon Public Library	2	-	172,962
Tampines Regional Library		1,629,628	1,611,943
Toa Payoh Public Library		1,580,547	1,591,831
Woodlands Regional Library		2,263,394	2,166,608
Yishun Public Library		1,642,094	1,602,867
<b>Total</b>		<b>30,781,126</b>	<b>31,063,136</b>
Community Children's Library		35,080	38,648
Others	3	1,359,206	2,161,313
Mobile Bus	4	99,511	170,733
E-Loans	5	-	49,308
<b>Grand Total</b>		<b>32,274,923</b>	<b>33,483,138</b>
Materials consulted at the libraries	6	11,109,056	11,361,499

### Notes:

1. Lee Kong Chian Reference Library (LKCRIL) reference collection is not applicable for loan.
2. Serangoon Public Library was opened on 11 March 2011.
3. Others refer to renewals done via Phone-in Circ, Digital Library and VISTA Web.
4. Mobile Bus (Molly) service was launched on 3 April 2008.
5. In FY2010, overall loans include e-loans.
6. Figures consist of materials consulted at Public Library Services and Lee Kong Chian Reference Library.

## Cumulative Loan Statistics

### Financial Year Ending



## Membership Statistical Report for FY2009 to FY2010

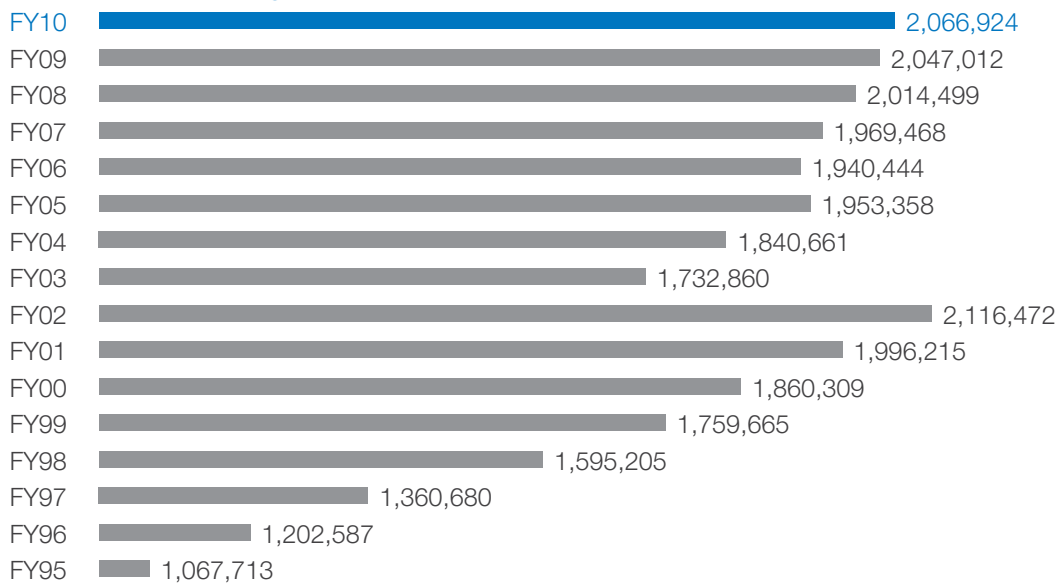
Name of Library	Notes	FY2009	FY2010
Ang Mo Kio Public Library		207,495	205,242
Bishan Public Library		18,756	22,091
Bedok Public Library		183,895	182,821
Bukit Batok Public Library		48,612	49,880
Bukit Merah Public Library		93,416	93,409
Bukit Panjang Public Library		42,216	43,221
Central Public Library		147,443	150,058
Cheng San Public Library		72,266	72,863
Choa Chu Kang Public Library		80,018	80,945
Geylang East Public Library		68,037	68,345
Jurong Regional Library		210,182	209,015
Jurong West Public Library		74,305	76,102
library@esplanade		5,439	5,990
library@orchard	1	22,562	21,611
Marine Parade Public Library		84,487	85,134
Pasir Ris Public Library		39,029	40,407
Queenstown Public Library		110,187	110,132
Sembawang Public Library		33,222	34,166
Sengkang Public Library		43,896	46,766
Serangoon Public Library	2	-	965
Tampines Regional Library		133,541	133,919
Toa Payoh Public Library		179,579	179,191
Woodlands Regional Library		92,439	95,057
Yishun Public Library		49,495	51,667
<b>Total</b>		<b>2,040,517</b>	<b>2,058,997</b>
Community Children's Library		2,672	2,723
Portal		1,724	1,839
Mobile Bus	3	2,099	3,365
<b>Grand Total</b>		<b>2,047,012</b>	<b>2,066,924</b>
Premium Members		29,820	23,059

### Notes:

1. library@orchard was closed with effect from 1 December 2007.
2. Serangoon Public Library was opened on 11 March 2011.
3. Mobile Bus (Molly) service was launched on 3 April 2008.

## Cumulative Membership Statistics

### Financial Year Ending



## Visitorship Statistical Report for FY2009 to FY2010

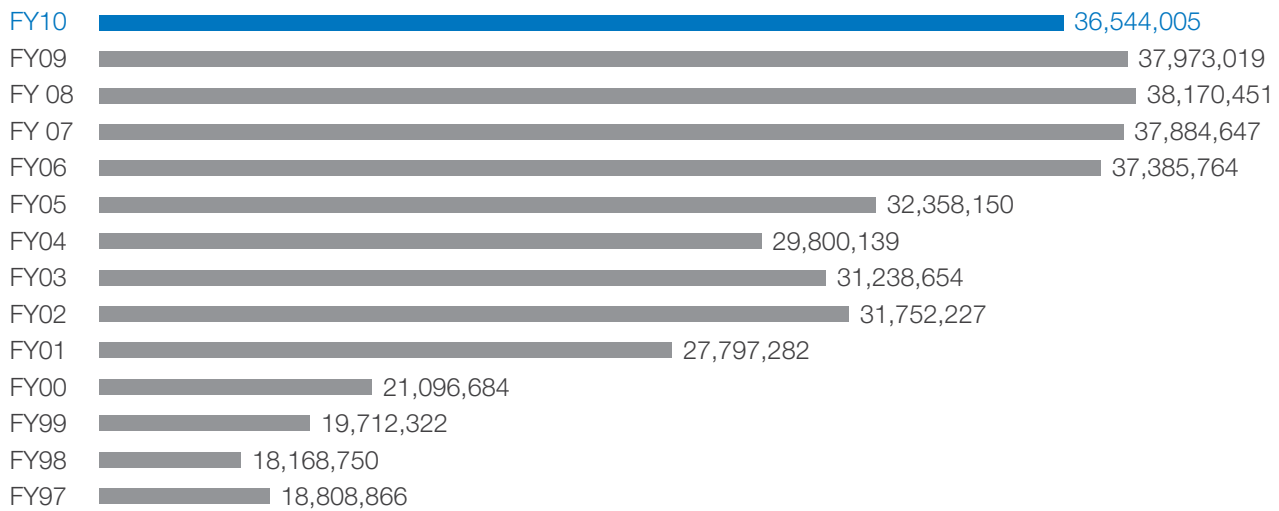
Name of Library	Notes	FY2009	FY2010
Ang Mo Kio Public Library		1,428,132	1,308,939
Bishan Public Library		2,097,912	2,133,587
Bedok Public Library		2,281,356	2,097,573
Bukit Batok Public Library		1,150,550	1,122,371
Bukit Merah Public Library		874,836	829,236
Bukit Panjang Public Library		1,216,707	1,213,891
Central Public Library		1,884,529	1,645,149
Cheng San Public Library		1,505,878	1,425,207
Choa Chu Kang Public Library		2,139,432	2,043,547
Geylang East Public Library		1,142,025	1,069,713
Jurong Regional Library		2,300,986	2,199,986
Jurong West Public Library		2,541,079	2,530,026
Lee Kong Chian Reference Library		1,906,515	1,675,086
library@esplanade		685,894	624,372
Marine Parade Public Library		1,066,605	1,016,378
Pasir Ris Public Library		1,207,899	1,123,361
Queenstown Public Library		1,023,240	974,060
Sembawang Public Library		1,139,009	1,086,840
Sengkang Public Library		1,730,138	1,698,582
Serangoon Public Library	1	-	183,230
Tampines Regional Library		1,393,904	1,310,814
Toa Payoh Public Library		2,245,301	2,458,966
Woodlands Regional Library		3,123,187	2,979,288
Yishun Public Library		1,791,964	1,686,746
<b>Total</b>		<b>37,877,078</b>	<b>36,436,948</b>
Community Children's Library		39,911	34,727
Mobile Bus	2	56,030	72,330
<b>Grand Total</b>		<b>37,973,019</b>	<b>36,544,005</b>

### Notes:

1. Serangoon Public Library was opened on 11 March 2011.
2. Mobile Bus (Molly) service was launched on 3 April 2008.

## Cumulative Visitorship Statistics

### Financial Year Ending



## Enquiries Statistical Report for FY2009 to FY2010

Name of Library	Notes	FY2009	FY2010
Ang Mo Kio Public Library		124,022	122,088
Bishan Public Library		125,352	124,041
Bedok Public Library		112,088	108,797
Bukit Batok Public Library		123,120	130,591
Bukit Merah Public Library		60,287	56,856
Bukit Panjang Public Library		104,297	127,369
Central Public Library		128,283	102,511
Cheng San Public Library		120,515	115,457
Choa Chu Kang Public Library		81,606	71,043
Geylang East Public Library		97,928	108,502
Jurong Regional Library		130,079	125,874
Jurong West Public Library		80,521	80,815
Lee Kong Chian Reference Library		91,140	60,722
library@esplanade		130,621	82,631
Marine Parade Public Library		100,401	123,364
Pasir Ris Public Library		97,572	106,774
Queenstown Public Library		76,828	99,895
Sembawang Public Library		97,818	94,720
Sengkang Public Library		120,533	120,417
Serangoon Public Library	1	-	4,033
Tampines Regional Library		154,365	178,557
Toa Payoh Public Library		190,249	155,847
Woodlands Regional Library		171,663	164,516
Yishun Public Library		112,201	116,103
<b>Total</b>		<b>2,631,489</b>	<b>2,581,523</b>
Community Children's Library		9,204	8,152
Contact Centre		130,113	-
ASK Service		5,888	7,256
Mobile Bus	2	9,509	14,632
Publishing & Research Services/EBIS	3	4,960	-
<b>Grand Total</b>		<b>2,791,163</b>	<b>2,611,563</b>

### Notes:

1. Serangoon Public Library was opened on 11 March 2011.
2. Mobile Bus (Molly) service was launched on 3 April 2008.
3. Enquiries from Publishing & Research Services/EBIS were subsumed under Lee Kong Chian Reference Library with effect from August 2010.

## Statistical Report for Other Usage Indicators FY2009 to FY2010

### *Digital User Visits*

e-services	Notes	FY2009	FY2010
Digital User Visits	1	6,115,602	8,178,096

### *Electronic Retrievals*

e-services	Notes	FY2009	FY2010
Digital Library		34,408,857	36,013,348
MM@Libraries		1,902,603	1,922,043
e-Content		9,493,893	8,270,124
Blogs	2	2,039,000	1,218,640
<b>Total</b>	<b>3</b>	<b>47,844,353</b>	<b>47,424,155</b>

#### Notes:

1. Digital User Visits replace Electronic Logons thus renamed to Digital User Visits from FY2009. It is defined as the number of visit made by all online visitors with each visit's having a time span of 30 minutes.
2. Blogs were included from FY2009.
3. The definition for electronic retrievals was amended in FY2008 to exclude "searches".

## Collection by Languages, Materials and Age Group FY2010

Language	Books		Serials	
	No. of Titles	No. of Items	No. of Titles	No. of Items
Malay	93,096	496,943	3,120	33,914
Chinese	256,961	1,583,206	10,500	106,121
Tamil	45,741	292,839	2,052	34,632
English	894,344	4,960,662	108,994	666,473
<b>Total</b>	<b>1,290,142</b>	<b>7,333,650</b>	<b>124,666</b>	<b>841,140</b>

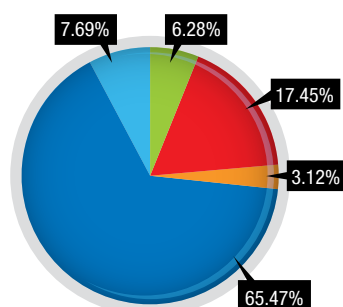
Special Materials* Format	No. of Titles	No. of Items
Art print	212	329
Compact disc + Compact disc interactive	23,843	36,744
Computer File + CD-ROMs	11,705	69,449
DVD	18,270	98,872
VCD	6,652	29,966
Filmstrip	70	73
Kit	30	90
Map	3,298	5,165
Microfiche	1,343	5,768
Microfilm	3,215	3,544
Music score	18,704	33,501
Recorded disc	2,120	2,577
Talking books	10,504	53,405
Tape recording	1,133	2,001
Tape slide	89	110
Videocassette	13,212	24,321
Videodisc + Laserdisc	568	2,695
Others **	2,830	3,079
<b>Total</b>	<b>117,798</b>	<b>371,689</b>
<b>Grand Total (Books, Serials + Special Materials)</b>	<b>1,532,606</b>	<b>8,546,479</b>

\* excludes items not bar-coded

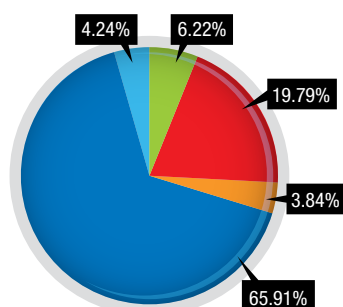
\*\* includes braille, game, motion picture, wall chart, flash card, picture collection, ephemera, manuscript

A total of 162 databases were subscribed

**No. of Titles**  
(Books, Serials, Special Materials)



**No. of Items**  
(Books, Serials, Special Materials)



● Malay  
 ● Chinese  
 ● Tamil  
 ● English  
 ● Special Materials

## Collection by Languages, Materials and Age Group FY2010 (cont'd)

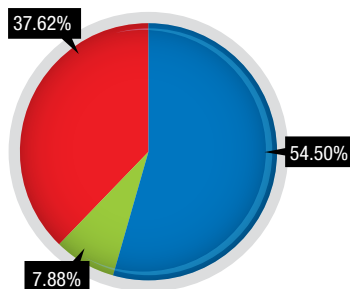
### Age Group

Adults	Books		Serials	
	No. of Titles	No. of Items	No. of Titles	No. of Items
Malay	49,716	223,120	2,719	29,098
Chinese	202,987	1,031,588	9,428	97,387
Tamil	31,840	137,375	1,869	32,009
English	678,933	2,685,157	106,696	649,454
<b>Total</b>	<b>963,476</b>	<b>4,077,240</b>	<b>120,712</b>	<b>807,948</b>

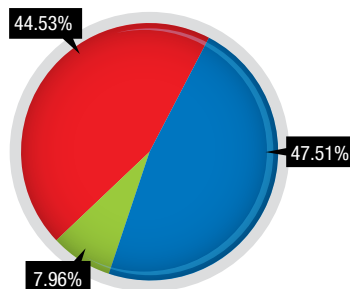
Young People	Books		Serials	
	No. of Titles	No. of Items	No. of Titles	No. of Items
Malay	7,469	40,423	115	1,840
Chinese	13,720	74,429	570	3,262
Tamil	5,146	35,836	82	1,071
English	57,279	362,042	1,215	7,275
<b>Total</b>	<b>83,614</b>	<b>512,730</b>	<b>1,982</b>	<b>13,448</b>

Children	Books		Serials	
	No. of Titles	No. of Items	No. of Titles	No. of Items
Malay	35,911	233,400	286	2,976
Chinese	40,254	477,189	502	5,472
Tamil	8,755	119,628	101	1,552
English	158,132	1,913,463	1,083	9,744
<b>Total</b>	<b>243,052</b>	<b>2,743,680</b>	<b>1,972</b>	<b>19,744</b>

**No. of Malay Titles  
By Age Group**

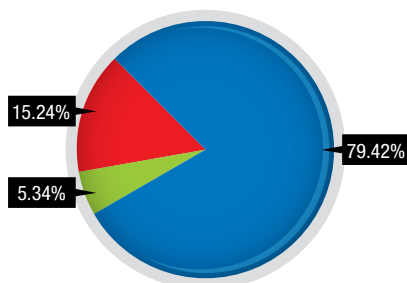


**No. of Malay Items  
By Age Group**

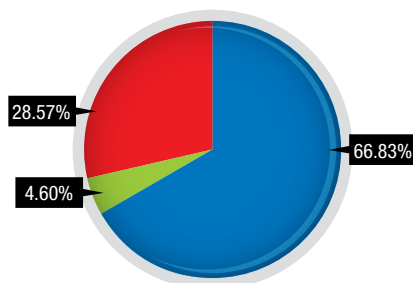


- Adults
- Young People
- Children

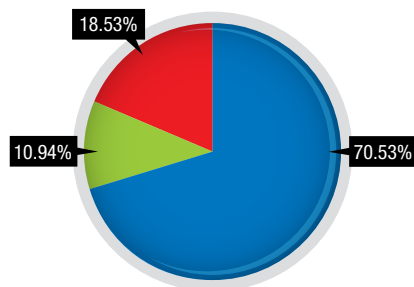
**No. of Chinese Titles  
By Age Group**



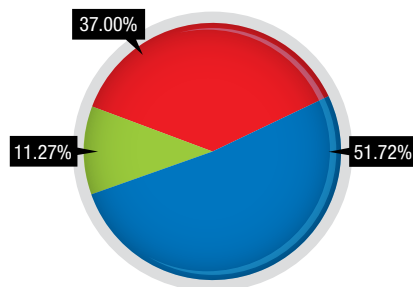
**No. of Chinese Items  
By Age Group**



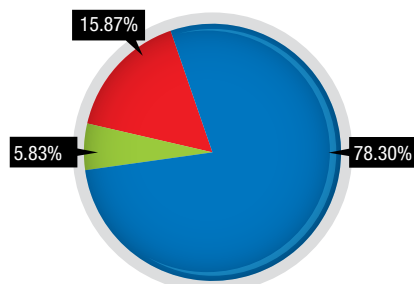
**No. of Tamil Titles  
By Age Group**



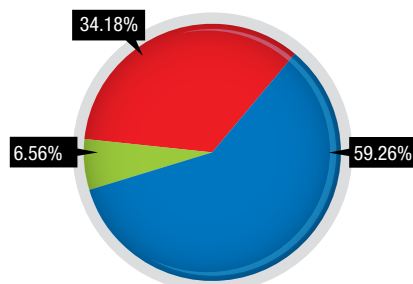
**No. of Tamil Items  
By Age Group**



**No. of English Titles  
By Age Group**



**No. of English Items  
By Age Group**



<b>Total Malay Titles</b>	96,216
<b>Total Malay Items</b>	530,857
<hr/>	
<b>Total Chinese Titles</b>	267,461
<b>Total Chinese Items</b>	1,689,327
<hr/>	
<b>Total Tamil Titles</b>	47,793
<b>Total Tamil Items</b>	327,471
<hr/>	
<b>Total English Titles</b>	1,003,338
<b>Total English Items</b>	5,627,135

## Summary of Books Acquired (Volumes)

### FY2010

Language	Purchase	Gift	Legal Deposit	Total
Malay	64,835	424	140	65,399
Chinese	205,119	9,080	1,814	216,013
Tamil	41,702	68	120	41,890
English	839,466	11,985	7,558	859,009
<b>Total</b>	<b>1,151,122</b>	<b>21,557</b>	<b>9,632</b>	<b>1,182,311</b>

### FY2009

Language	Purchase	Gift	Legal Deposit	Total
Malay	48,622	298	286	49,206
Chinese	91,494	3,354	2,662	97,510
Tamil	39,365	1,380	242	40,987
English	516,966	12,019	8,528	537,513
Other Language	-	842	236	1,078
<b>Total</b>	<b>696,447</b>	<b>17,893</b>	<b>11,954</b>	<b>726,294</b>

### FY2008

Language	Purchase	Gift	Legal Deposit	Total
Malay	43,991	307	299	44,597
Chinese	155,230	4,557	2,460	162,247
Tamil	53,388	158	210	53,756
English	543,559	13,802	9,243	566,604
<b>Total</b>	<b>796,168</b>	<b>18,824</b>	<b>12,212</b>	<b>827,204</b>

### FY2007

Language	Purchase	Gift	Legal Deposit	Total
Malay	43,848	1,242	195	45,285
Chinese	148,751	3,679	2,745	155,175
Tamil	46,083	709	170	46,962
English	538,246	10,014	9,066	557,326
<b>Total</b>	<b>776,928</b>	<b>15,644</b>	<b>12,176</b>	<b>804,748</b>

### FY2006

Language	Purchase	Gift	Legal Deposit	Total
Malay	41,034	87	154	41,275
Chinese	165,442	4,039	2,018	171,499
Tamil	32,570	921	116	33,607
English	552,777	14,278	7,118	574,173
<b>Total</b>	<b>791,823</b>	<b>19,325</b>	<b>9,406</b>	<b>820,554</b>

### FY2005

Language	Purchase	Gift	Legal Deposit	Total
Malay	38,304	344	172	38,820
Chinese	100,355	3,767	2,465	106,587
Tamil	23,890	113	106	24,109
English	475,804	18,303	5,243	499,350
<b>Total</b>	<b>638,353</b>	<b>22,527</b>	<b>7,986</b>	<b>668,866</b>

### FY2004

Language	Purchase	Gift	Legal Deposit	Total
Malay	27,115	167	287	27,569
Chinese	120,879	2,955	2,174	126,008
Tamil	26,297	1	108	26,406
English	404,785	3,804	6,275	414,864
<b>Total</b>	<b>579,076</b>	<b>6,927</b>	<b>8,844</b>	<b>594,847</b>

### FY2003

Language	Purchase	Gift	Legal Deposit	Total
Malay	29,132	251	280	29,663
Chinese	151,421	12,188	2,820	166,429
Tamil	21,172	131	192	21,495
English	352,399	6,279	6,967	365,645
<b>Total</b>	<b>554,124</b>	<b>18,849</b>	<b>10,259</b>	<b>583,232</b>

## Summary of New Titles Catalogued

### FY2010

#### Language

	Adult	Children	Total
Malay	2,487	3,075	5,562
Chinese	13,968	3,774	17,742
Tamil	2,076	584	2,660
English	40,053	13,021	53,074
Other Language	17	-	17
<b>Total</b>	<b>58,601</b>	<b>20,454</b>	<b>79,055</b>

### FY2009

#### Language

	Adult	Children	Total
Malay	2,497	2,849	5,346
Chinese	11,337	1,718	13,055
Tamil	2,410	518	2,928
English	39,313	9,308	48,621
Other Language	-	-	-
<b>Total</b>	<b>55,557</b>	<b>14,393</b>	<b>69,950</b>

### FY2008

#### Language

	Adult	Children	Total
Malay	2,687	2,357	5,044
Chinese	13,841	1,885	15,726
Tamil	3,366	808	4,174
English	40,446	9,567	50,013
Other Language	160	-	160
<b>Total</b>	<b>60,500</b>	<b>14,617</b>	<b>75,117</b>

### FY2007

#### Language

	Adult	Children	Total
Malay	2,809	2,830	5,639
Chinese	14,674	1,943	16,617
Tamil	3,389	780	4,169
English	38,364	10,168	48,532
Other Language	173	-	173
<b>Total</b>	<b>59,409</b>	<b>15,721</b>	<b>75,130</b>

### FY2006

#### Language

	Adult	Children	Total
Malay	3,152	1,807	4,959
Chinese	14,442	2,623	17,065
Tamil	2,586	703	3,289
English	48,642	13,732	62,374
<b>Total</b>	<b>68,822</b>	<b>18,865</b>	<b>87,687</b>

### FY2005

#### Language

	Adult	Children	Total
Malay	3,103	1,649	4,752
Chinese	15,918	1,579	17,497
Tamil	2,729	287	3,016
English	41,223	7,527	48,750
<b>Total</b>	<b>62,973</b>	<b>11,042</b>	<b>74,015</b>

### FY2004

#### Language

	Adult	Children	Total
Malay	2,714	981	3,695
Chinese	12,178	1,989	14,167
Tamil	1,374	301	1,675
English	35,202	6,368	41,570
<b>Total</b>	<b>51,468</b>	<b>9,639</b>	<b>61,107</b>

### FY2003

#### Language

	Adult	Children	Total
Malay	2,817	962	3,779
Chinese	9,386	1,597	10,983
Tamil	2,885	450	3,335
English	31,869	5,648	37,517
<b>Total</b>	<b>46,957</b>	<b>8,657</b>	<b>55,614</b>

## Summary of Metadata Records Created\*

### Financial Year Ending



\* Figures consist of metadata records for library resources only (excludes NLB resources tagged in DRMS).

\*\* From FY2009, figures include ebooks metadata records enhanced from the vendors' records.

# Financial statements

Year Ended 31 March 2011

## **CONTENTS**

Statement by the National Library Board	64
Independent Auditors' Report	65
Statements of Financial Position	66
Consolidated Statement of Comprehensive Income	67
Statement of Comprehensive Income	68
Consolidated Statement of Changes in Equity and Reserves	69
Statement of Changes in Equity and Reserves	70
Consolidated Cash Flow Statement	71
Notes to the Financial Statements	72

## Statement by the National Library Board

In our opinion:

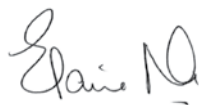
- (a) the accompanying financial statements of the National Library Board (the Board) and its subsidiaries (the Group) as set out on pages 66 to 106 are drawn up so as to give a true and fair view of the state of affairs of the Group and of the Board as at 31 March 2011 and the statements of comprehensive income and statement of changes in equity and reserves of the Group and the Board and cash flows for the Group for the year ended on that date in accordance with the provisions of the National Library Board Act (Cap. 197, 1996 Revised Edition) and Statutory Board Financial Reporting Standards; and
- (b) at the date of this statement, there are reasonable grounds to believe that the Board will be able to pay its debts as and when they fall due.

The Members of the Board have, on the date of this statement, authorised these financial statements for issue.

On behalf of the Board



**Ms Yeoh Chee Yan**  
Chairman



**Mrs Elaine Ng**  
Chief Executive Officer

22 June 2011

## Independent auditors' report

Members of the Board  
National Library Board

### Report on the financial statements

We have audited the financial statements of National Library Board (the Board) and its subsidiaries (the Group), which comprise the statements of financial position of the Group and the Board as at 31 March 2011, the statements of comprehensive income, statements of changes in equity and reserves of the Group and the Board and cash flow statement of the Group for the year then ended, and a summary of significant accounting policies and other explanatory notes, as set out on pages 66 to 106.

#### *Management's responsibility for the financial statements*

The Board's management is responsible for the preparation of financial statements that give a true and fair view in accordance with the provisions of the National Library Board Act (Cap. 197, 1996 Revised Edition) (the Act) and Statutory Board Financial Reporting Standards, and for devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition; and transactions are properly authorised and that they are recorded as necessary to permit the preparation of true and fair profit and loss accounts and balance sheet and to maintain accountability of assets.

#### *Auditors' responsibility*

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Singapore Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of the financial statements that give a true and fair view in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

#### *Opinion*

In our opinion, the consolidated financial statements of the Group and the statement of financial position, statement of comprehensive income and statement of changes in equity and reserves of the Board are properly drawn up in accordance with the provisions of the Act and Statutory Board Financial Reporting Standards to give a true and fair view of the state of affairs of the Group and the Board as at 31 March 2011 and the results and changes in equity and reserves of the Group and of the Board and cash flows of the Group for the year ended on that date.

### Report on other legal and regulatory requirements

In our opinion:

- (a) the accounting and other records, including records of all assets of the Board, whether purchased, donated or otherwise, required by the Act to be kept by the Board have been properly kept in accordance with the provisions of the Act; and
- (b) the accounting and other records of those subsidiaries incorporated in Singapore of which we are the auditors have been properly kept in accordance with the Singapore Companies Act, Chapter 50.

During the course of our audit, nothing came to our notice that caused us to believe that the receipt, expenditure and investment of monies and the acquisition and disposal of assets by the Board during the financial year have not been in accordance with the provisions of the Act.

**KPMG LLP**

**KPMG LLP**  
Public Accountants and  
Certified Public Accountants

Singapore  
22 June 2011

## Statements of financial position as at 31 March 2011

	Note	Group		Board	
		2010/2011 \$	2009/2010 \$ Restated	2010/2011 \$	2009/2010 \$ Restated
Capital account	4	82,911,026	77,055,585	82,911,026	77,055,585
Heritage reserves	6	6,914,115	6,745,989	6,914,115	6,745,989
Accumulated surplus	7				
- General funds		46,614,244	50,162,062	43,578,793	46,910,968
- Restricted funds		62,236,962	39,767,583	62,236,962	39,767,583
<b>Total equity</b>		<b>198,676,347</b>	<b>173,731,219</b>	<b>195,640,896</b>	<b>170,480,125</b>
Represented by:					
<b>Non-current assets</b>					
Property, plant and equipment	9	284,807,085	295,667,422	284,804,525	295,658,648
Heritage assets	6	10,662,371	10,385,986	10,662,371	10,385,986
Investment in subsidiaries	10	-	-	1	1
		295,469,456	306,053,408	295,466,897	306,044,635
<b>Current assets</b>					
Financial assets at fair value through profit and loss	11	40,817,309	41,375,527	40,817,309	41,375,527
Trade and other receivables	12	31,996,004	36,141,053	32,446,259	35,364,158
Cash and cash equivalents	15	128,078,539	91,873,096	124,534,607	88,558,217
		200,891,852	169,389,676	197,798,175	165,297,902
<b>Current liabilities</b>					
Trade and other payables	16	45,170,420	39,747,070	45,109,635	38,897,617
Provision for retirement benefits	17	2,273,000	224,893	2,273,000	224,893
Development grants received in advance	18	3,138,139	991,474	3,138,139	991,474
Deferred capital grants	19	12,503,208	14,857,061	12,503,208	14,857,061
		63,084,767	55,820,498	63,023,982	54,971,045
<b>Net current assets</b>		<b>137,807,085</b>	<b>113,569,178</b>	<b>134,774,193</b>	<b>110,326,857</b>
<b>Non-current liabilities</b>					
Provision for retirement benefits	17	7,249,001	11,076,257	7,249,001	11,076,257
Deferred capital grants	19	227,351,193	234,815,110	227,351,193	234,815,110
		234,600,194	245,891,367	234,600,194	245,891,367
		198,676,347	173,731,219	195,640,896	170,480,125
Net assets of trust funds	8	1,643,012	59,760	1,643,012	59,760

## Consolidated statement of comprehensive income Year ended 31 March 2011

Group	Note	General funds		Restricted funds		Total	
		2010/2011 \$	2009/2010 \$ Restated	2010/2011 \$	2009/2010 \$	2010/2011 \$	2009/2010 \$ Restated
<b>Income</b>							
Consultancy and other services		4,577,742	5,238,967	-	-	4,577,742	5,238,967
Professional library services		4,345,868	4,114,161	-	-	4,345,868	4,114,161
Rental income		6,579,709	6,588,897	-	-	6,579,709	6,588,897
Book fines and lost book charges		3,844,968	3,586,438	-	-	3,844,968	3,586,438
Interest income	22	397,786	244,092	36,286	31,147	434,072	275,239
Library services and programmes		2,298,157	2,782,323	-	-	2,298,157	2,782,323
Membership fees		1,084,800	1,238,484	-	-	1,084,800	1,238,484
Investment income	22	1,294,882	2,747,191	1,378,720	2,544,099	2,673,602	5,291,290
Other income		833,298	837,868	-	-	833,298	837,868
Donations		102,082	1,711,365	87,338	247,550	189,420	1,958,915
		25,359,292	29,089,786	1,502,344	2,822,796	26,861,636	31,912,582
<b>Expenditure</b>							
Manpower and staff welfare	20	73,740,711	68,691,836	35,668	93,768	73,776,379	68,785,604
Depreciation of property, plant and equipment	9	25,195,570	21,641,768	815,252	2,517,153	26,010,822	24,158,921
Books, periodicals and serials		33,771,431	30,613,962	14,316	2,492	33,785,747	30,616,454
General and administrative expenses		32,951,119	29,135,910	340,095	359,656	33,291,214	29,495,566
Maintenance and other property expenses		13,340,690	15,599,506	209,016	2,353	13,549,706	15,601,859
Rental expenses		17,344,861	17,169,195	-	-	17,344,861	17,169,195
Agency and other professional fees		15,960,193	17,282,779	658,480	591,246	16,618,673	17,874,025
Other expenses		6,784,720	6,266,455	39,801	44,137	6,824,521	6,310,592
Allowance made for doubtful book fines receivables	14	674,103	87,770	-	-	674,103	87,770
Allowance for doubtful receivables		289,264	-	-	-	289,264	-
Write back of bad debts		(162,335)	-	-	-	(162,335)	-
Expenses-financial assets at fair value through profit and loss	22	-	27,296	441,192	84,999	441,192	112,295
		219,890,327	206,516,477	2,553,820	3,695,804	222,444,147	210,212,281
		(194,531,035)	(177,426,691)	(1,051,476)	(873,008)	(195,582,511)	(178,299,699)
<b>Deficit before grants</b>							
<b>Grants</b>							
Operating grants	21	170,505,313	159,083,834	23,520,855	-	194,026,168	159,083,834
Development grants	18	7,040,815	8,892,992	-	-	7,040,815	8,892,992
Deferred capital grants amortised	19	14,807,433	16,527,408	-	-	14,807,433	16,527,408
		192,353,561	184,504,234	23,520,855	-	215,874,416	184,504,234
<b>(Deficit)/Surplus for the year before tax</b>	22	(2,177,474)	7,077,543	22,469,379	(873,008)	20,291,905	6,204,535
Income tax (expense)/credit	23	(15,617)	40,000	-	-	(15,617)	40,000
<b>Net (deficit)/surplus for the year</b>		(2,193,091)	7,117,543	22,469,379	(873,008)	20,276,288	6,244,535
<b>Other comprehensive income</b>							
Acquisition of heritage assets recognised in heritage reserves	8	147,425	37,245	-	-	147,425	37,245
Transfer from General funds to Trust funds		(1,334,026)	-	-	-	(1,334,026)	-
<b>Total other comprehensive income</b>		(1,186,601)	37,245	-	-	(1,186,601)	37,245
<b>Total comprehensive income for the year</b>		(3,379,692)	7,154,788	22,469,379	(873,008)	19,089,687	6,281,780

The accompanying notes form an integral part of these financial statements.

Note		General funds		Restricted funds		Total	
		2010/2011 \$	2009/2010 \$ Restated	2010/2011 \$	2009/2010 \$	2010/2011 \$	2009/2010 \$ Restated
	<b>Board</b>						
	<b>Income</b>						
	Consultancy and other services	4,641,512	3,246,940	-	-	4,641,512	3,246,940
	Professional library services	4,697,367	4,373,481	-	-	4,697,367	4,373,481
	Rental income	6,608,055	6,614,888	-	-	6,608,055	6,614,888
	Book fines and lost book charges	3,844,968	3,586,438	-	-	3,844,968	3,586,438
22	Interest income	384,592	236,438	36,286	31,147	420,878	267,585
	Library services and programmes	2,298,157	2,782,323	-	-	2,298,157	2,782,323
	Membership fees	1,084,800	1,238,485	-	-	1,084,800	1,238,485
22	Investment income	1,294,882	2,747,191	1,378,720	2,544,099	2,673,602	5,291,290
	Other income	840,898	1,390,409	-	-	840,898	1,390,409
	Donations	102,082	1,711,365	87,338	247,550	189,420	1,958,915
		25,797,313	27,927,958	1,502,344	2,822,796	27,299,657	30,750,754
	<b>Expenditure</b>						
20	Manpower and staff welfare	73,820,599	68,647,911	35,668	93,768	73,856,267	68,741,679
9	Depreciation of property, plant and equipment	25,189,356	21,635,596	815,252	2,517,153	26,004,608	24,152,749
	Books, periodicals and serials	33,771,431	30,613,962	14,316	2,492	33,785,747	30,616,454
	General and administrative expenses	33,472,760	28,049,794	340,095	359,656	33,812,855	28,409,450
	Maintenance and other property expenses	13,330,871	15,586,113	209,016	2,353	13,539,887	15,588,466
	Rental expenses	17,344,861	17,169,195	-	-	17,344,861	17,169,195
	Agency and other professional fees	15,901,956	17,223,246	658,480	591,246	16,560,436	17,814,492
	Other expenses	6,784,720	6,266,454	39,801	44,137	6,824,521	6,310,591
14	Allowance made for doubtful book fines receivables	674,103	87,770	-	-	674,103	87,770
	Write back of bad debts	(162,335)	-	-	-	(162,335)	-
22	Expenses-financial assets at fair value through profit and loss	-	27,296	441,192	84,999	441,192	112,295
10	Impairment loss - subsidiary	-	2,000,002	-	-	-	2,000,002
		220,128,322	207,307,339	2,553,820	3,695,804	222,682,142	211,003,143
	<b>Deficit before grants</b>	(194,331,009)	(179,379,381)	(1,051,476)	(873,008)	(195,382,485)	(180,252,389)
	<b>Grants</b>						
21	Operating grants	170,505,313	159,083,834	23,520,855	-	194,026,168	159,083,834
18	Development grants	7,040,815	8,892,992	-	-	7,040,815	8,892,992
19	Deferred capital grants amortised	14,807,433	16,527,408	-	-	14,807,433	16,527,408
		192,353,561	184,504,234	23,520,855	-	215,874,416	184,504,234
22	<b>(Deficit)/Surplus for the year before tax</b>	(1,977,448)	5,124,853	22,469,379	(873,008)	20,491,931	4,251,845
	Income tax	-	-	-	-	-	-
23		(1,977,448)	5,124,853	22,469,379	(873,008)	20,491,931	4,251,845
	<b>Net (deficit)/surplus for the year</b>						
	<b>Other comprehensive income</b>						
	Acquisition/(Disposal) of heritage assets recognised in heritage reserve	147,425	(4,254)	-	41,499	147,425	37,245
8	Transfer from General funds to Trust funds	(1,334,026)	-	-	-	(1,334,026)	-
		(1,186,601)	(4,254)	-	41,499	(1,186,601)	37,245
	<b>Total other comprehensive income</b>						
	<b>Total comprehensive income for the year</b>	(3,164,049)	5,120,599	22,469,379	(831,509)	19,305,330	4,289,090

The accompanying notes form an integral part of these financial statements.

**Consolidated statement of changes in equity and reserves Year ended 31 March 2011**

Group	Note	Capital account \$	Equity account \$	Heritage reserves \$	Accumulated surplus			Total \$
					General funds \$	Restricted funds (see note 7) \$	Restated	
At 1 April 2009		10,334,137	59,906,401	6,694,647	43,058,616	40,640,591		160,634,392
Net surplus/(deficit) for the year		-	-	-	7,117,543	(873,008)		6,244,535
<b>Other comprehensive income</b>								
Acquisition of heritage assets recognised in heritage reserves, representing total other comprehensive income (restated)	6	-	-	51,342	(14,097)	-		37,245
<b>Total comprehensive income for the year (restated)</b>								
<b>Transaction with owner recorded directly in equity</b>								
<b>Contributions by and distributions to owner</b>								
Issue of shares	5	-	6,815,047	-	-	-		6,815,047
<b>Total contributions by and distributions to owners, representing total transactions with owners</b>								
At 31 March 2010		10,334,137	66,721,448	6,745,989	50,162,062	39,767,583		173,731,219
At 1 April 2010, as previously stated		10,334,137	66,721,448	7,253,254	49,654,797	39,767,583		173,731,219
Effect of restatement	30	-	-	(507,265)	507,265	-		-
At 1 April 2010, as restated		10,334,137	66,721,448	6,745,989	50,162,062	39,767,583		173,731,219
Net (deficit)/surplus for the year		-	-	-	(2,193,091)	22,469,379		20,276,288
<b>Other comprehensive income</b>								
Acquisition of heritage assets recognised in heritage reserves	6	-	-	168,126	(20,701)	-		147,425
Transfer from General funds to Trust Fund	8	-	-	-	(1,334,026)	-		(1,334,026)
Total other comprehensive income		-	-	168,126	(1,354,727)	-		(1,186,601)
<b>Total comprehensive income for the year</b>								
<b>Transaction with owner recorded directly in equity</b>								
<b>Contributions by and distributions to owner</b>								
Issue of shares	5	-	5,855,441	-	-	-		5,855,441
<b>Total contributions by and distributions to owners, representing total transactions with owners</b>								
At 31 March 2011		10,334,137	72,576,889	6,914,115	46,614,244	62,236,962		198,676,347

The accompanying notes form an integral part of these financial statements.

	Note	Capital account \$	Equity account \$	Heritage reserves \$	Accumulated surplus			Total \$
					General funds \$	Restricted funds (see note 7) \$	Restated	
<b>Board</b>								
At 1 April 2009		10,334,137	59,906,401	6,694,647	41,841,711	14,266,514		133,043,410
Net surplus/(deficit) for the year		-	-	-	5,124,853	(873,008)		4,251,845
<b>Other comprehensive income</b>								
Acquisition of heritage assets recognised in heritage reserves, representing total other comprehensive income (restated)	6	-	-	51,342	(55,596)	41,499		37,245
<b>Total comprehensive income for the year (restated)</b>								
<b>Transaction with owner recorded directly in equity</b>								
<b>Contributions by and distributed to owner</b>								
Issue of shares		-	-	51,342	5,069,257	(831,509)		4,289,090
Consolidation of TLF's accumulated surplus	5	-	6,815,047	-	-	-		6,815,047
<b>Total contributions by and distributions to owners, representing total transactions with owners</b>	7b	-	-	-	-	26,332,578		26,332,578
At 31 March 2010		10,334,137	66,721,448	6,745,989	46,910,968	39,767,583		170,480,125
<b>Board</b>								
At 1 April 2010, as previously stated		10,334,137	66,721,448	7,253,254	46,403,703	39,767,583		170,480,125
Effect of restatement	30	-	-	(507,265)	507,265	-		-
At 1 April 2010, as restated		10,334,137	66,721,448	6,745,989	46,910,968	39,767,583		170,480,125
Net (deficit)/surplus for the year		-	-	-	(1,977,448)	22,469,379		20,491,931
<b>Other comprehensive income</b>								
Acquisition of heritage assets recognised in heritage reserves	6	-	-	168,126	(20,701)	-		147,425
Transfer from General funds to Trust Fund	8	-	-	-	(1,334,026)	-		(1,334,026)
<b>Total comprehensive income for the year</b>								
<b>Transaction with owner recorded directly in equity</b>								
<b>Contributions by and distributed to owner</b>								
Issue of shares		-	-	168,126	(1,354,727)	-		(1,186,601)
<b>Total contributions by and distributions to owners, representing total transactions with owners</b>	5	-	-	168,126	(3,332,175)	22,469,379		19,305,330
At 31 March 2011		-	5,855,441	-	-	-		5,855,441
<b>Total contributions by and distributions to owners, representing total transactions with owners</b>								
At 31 March 2011		10,334,137	72,576,889	6,914,115	43,578,793	62,236,962		195,640,896

The accompanying notes form an integral part of these financial statements.

**Consolidated cash flow statement Year ended 31 March 2011**

		<b>Group</b>	
	<b>Note</b>	<b>2010/2011</b>	<b>2009/2010</b>
		<b>\$</b>	<b>\$</b>
<b>Operating activities</b>			
Deficit before grants		(195,582,511)	(178,299,699)
Adjustments for:			
Depreciation of property, plant and equipment	9	26,010,822	24,158,921
Interest income from bank fixed deposit	22	(434,072)	(275,239)
Net gain from funds with fund managers	22	(2,232,410)	(5,178,995)
Fund management fees		242,316	245,836
(Reversal of)/Provision for retirement benefits	22	(731,736)	34,165
Allowance for doubtful receivables	12	289,264	-
Gain on disposal of property, plant and equipment	22	(11,982)	(88,786)
Property, plant and equipment written off	22	12,442	17,521
Donation-in-kind received and processing fees		(128,960)	(1,098,522)
Income tax (paid)/refunded		(15,617)	40,000
Deficit before working capital changes		(172,582,444)	(160,444,798)
Changes in working capital:			
Trade and other receivables		1,594,480	371,153
Trade and other payables		6,403,160	4,249,792
Cash utilised in operations		(164,584,804)	(155,823,853)
Pension paid		(1,047,413)	(864,701)
<b>Cash flows used in operating activities</b>		(165,632,217)	(156,688,554)
<b>Investing activities</b>			
Cash managed under Centralised liquidity management		(35,930,266)	(81,690,434)
Purchase of property, plant and equipment		(16,051,969)	(26,617,538)
Purchase of heritage assets		(147,425)	(37,245)
Proceeds from disposal of plant and equipment		11,982	88,786
Interest income received		283,646	239,772
<b>Cash flows used in investing activities</b>		(51,834,032)	(108,016,659)
<b>Financing activities</b>			
Government grants received		210,762,466	145,913,309
Proceeds from equity financing received		5,855,441	6,815,047
Amount transferred to Trust Fund		(1,334,026)	-
<b>Cash flows from financing activities</b>		215,283,881	152,728,356
<b>Net decrease in cash and cash equivalents</b>		(2,182,368)	(111,976,857)
Cash and cash equivalents at beginning of the year		5,966,200	117,943,057
<b>Cash and cash equivalents at end of the year</b>	15	3,783,832	5,966,200

## Notes to the financial statements

These notes form an integral part of the financial statements.

The financial statements were authorised for issue by the Members of the Board on 22 June 2011.

### 1. Domicile and activities

National Library Board (the Board) was established on 1 September 1995 under the National Library Board Act (Cap. 197, 1996 Revised Edition). The Board's registered office and principal place of operations is at 100 Victoria Street #14-01, Singapore 188064.

The Board is subjected to the control of its supervisory ministry, Ministry of Information, Communications and the Arts (MICA), and is required to follow the policies and instructions issued from time to time by MICA and other government ministries and departments such as the Ministry of Finance (MOF).

The Board is also registered as a charity (Registration No: 001608) under the Charities Act (Cap. 37, 1995 Revised Edition) since 16 September 2002.

The Board's primary functions are to:

- (a) establish and maintain libraries, and provide library information services;
- (b) promote reading and encourage learning through the use of libraries and their services;
- (c) provide a repository for library materials published in Singapore;
- (d) acquire and maintain a comprehensive collection of library materials relating to Singapore and its people;
- (e) establish standards for the training of library personnel;
- (f) provide advisory and consultancy services concerning libraries and library information services;
- (g) compile and maintain a national union catalogue and a national bibliography; and
- (h) advise the Government on national needs and policies in respect of matters relating to publicly-funded libraries and library information services in Singapore.

The consolidated financial statements relate to the Board and its subsidiaries (together referred to as the Group). The principal activities of the subsidiaries are disclosed in note 10 of the financial statements.

### 2. Basis of preparation

#### 2.1 Statement of compliance

The financial statements have been prepared in accordance with Statutory Board Financial Reporting Standards (SB-FRS) and provisions of the National Library Board Act (Cap. 197, 1996 Revised Edition). SB-FRS includes Statutory Board Financial Reporting Standards, Interpretations of SB-FRS and SB-FRS Guidance Notes as promulgated by the Accountant-General.

#### 2.2 Basis of measurement

The financial statements have been prepared on the historical cost basis except for certain financial assets and financial liabilities which are measured at fair value and/or amortised cost.

#### 2.3 Functional and presentation currency

The financial statements are presented in Singapore dollars which is the Board's functional currency.

## 2. Basis of preparation (cont'd)

### 2.4 Use of estimates and judgements

The preparation of financial statements in conformity with SB-FRS requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in any future periods affected.

In particular, information about significant areas of estimation uncertainties and critical judgements in applying accounting policies that have the most significant effect on the amount recognised in the financial statements are described in the following notes:

- Note 12 – Allowance for trade receivables
- Note 14 – Allowance for book fines receivables
- Note 17 – Actuarial assumptions in relation to pension plans

### 2.5 Adoption of new and revised FRSs

In the current financial year, the Group has adopted all the new and revised FRSs and Interpretations of FRSs (INT FRSs) that are relevant to its operations and effective for the annual periods beginning 1 April 2010. The adoption of these new and revised FRSs and INT FRSs does not result in substantial changes to the Group's accounting policies and has no material effect on the amounts reported for the current year.

## 3. Summary of significant accounting policies

The accounting policies set out below have been applied consistently by the Group to all periods presented in these financial statements.

### 3.1 Basis of consolidation

#### ***Business combinations***

#### ***Subsidiaries***

Subsidiaries are entities controlled by the Group. Control exists when the Group has the power to govern the financial and operating policies of an entity so as to obtain benefits from its activities. In assessing control, potential voting rights presently exercisable are taken into account. The financial statements of subsidiaries are included in the consolidated financial statements from the date that control commences until the date that control ceases.

Investments in subsidiaries are stated in the Board's statement of financial position at cost less accumulated impairment losses.

#### ***Transactions eliminated on consolidation***

Intra-group balances and transactions, and any unrealised income or expenses arising from intra-group transactions, are eliminated in preparing the consolidated financial statements.

#### ***Acquisition from entities under common control***

Business combinations arising from transfers of interests in entities that are under the control of the shareholder that controls the Group are accounted for as if the acquisition had occurred at the beginning of the earliest comparative year presented or, if later, at the date that common control was established; for this purpose comparatives are restated. The assets and liabilities acquired are recognised at the carrying amounts recognised previously in the Group controlling shareholder's consolidated financial statements. The components of equity of the acquired entities are added to the same components within Group equity and any gain/loss arising is recognised directly in equity.

### 3. Summary of significant accounting policies (cont'd)

#### 3.2 Foreign currency

##### *Foreign currency transactions*

Transactions in foreign currencies are translated to the respective functional currencies of Group entities at exchange rates at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies at the end of the reporting period are retranslated to the functional currency at the exchange rate at that date. The foreign currency gain or loss on monetary items is the difference between amortised cost in the functional currency at the beginning of the year, adjusted for effective interest and payments during the year, and the amortised cost in foreign currency translated at the exchange rate at the end of the year.

Non-monetary assets and liabilities denominated in foreign currencies that are measured at fair value are retranslated to the functional currency at the exchange rate at the date that the fair value was determined. Non-monetary items in a foreign currency that are measured in terms of historical cost are translated using the exchange rate at the date of the transaction. Foreign currency differences arising on retranslation are recognised in the statement of comprehensive income.

#### 3.3 Grants

Government grants and contributions from other organisations are recognised initially at their fair value where there is reasonable assurance that the grant will be received and the Group will comply with all required conditions associated with the grant.

Government grants received by the Group to meet the current year's operating expenses are recognised by the Group as income in the year these operating expenses are incurred. Grants received in advance are recorded on the statement of financial position of the Group.

Government grants and contributions from other organisations utilised for the purchase/ construction of depreciable assets are initially recorded as "deferred capital grants" on the statement of financial position of the Group. Deferred capital grants are then recognised in the statement of comprehensive income over the periods necessary to match the depreciation of the assets purchased/constructed, with the related grants. Upon the disposal of the property, plant and equipment, the balance of the related deferred capital grants is recognised in the statement of comprehensive income to match the net book value of the assets written off.

#### 3.4 Property, plant and equipment

##### *Recognition and measurement*

Items of property, plant and equipment are stated at cost less accumulated depreciation and impairment losses.

Cost includes expenditure that is directly attributable to the acquisition of the asset. The cost of self-constructed assets includes the cost of materials and direct labour, any other costs directly attributable to bringing the assets to a working condition for its intended use, and the cost of dismantling and removing the items and restoring the site on which they are located. Purchased software that is integral to the functionality of the related equipment is capitalised as part of that equipment.

When parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

The cost of replacing part of an item of property, plant and equipment is recognised in the carrying amount of the item if it is probable that the future economic benefits embodied within the part will flow to the Group and its cost can be measured reliably. The carrying amount of the replaced part is derecognised. The costs of the day-to-day servicing of property, plant and equipment are recognised in the statement of comprehensive income as incurred.

The gain or loss on disposal of an item of property, plant and equipment is determined by comparing the proceeds from disposal with the carrying amount of property, plant and equipment, and is recognised net within other income/other expense in the statement of comprehensive income.

### 3. Summary of significant accounting policies (cont'd)

#### *Depreciation*

Depreciation is based on the cost of an asset less its residual value. Depreciation is recognised in the statement of comprehensive income on a straight-line basis over the estimated useful lives of each item of property, plant and equipment. Leased assets are depreciated over the shorter of the lease term and their useful lives unless it is reasonably certain that the Group will obtain ownership by the end of the lease term. Projects-in-progress and works-of-art are not depreciated.

The estimated useful lives are as follows:

Leasehold premises	30 to 60 years
Building improvements and renovation	5 years or lease period whichever is shorter
Furniture, fittings and office equipment	5 years
Motor vehicles	5 years
Computer hardware and software	4 years

Depreciation methods, useful lives and residual values are reviewed at the end of each reporting period and adjusted as appropriate.

#### 3.5 Heritage assets

The heritage assets relate to rare books and other rare materials. Heritage assets purchased by the Group (funded by development grants) are measured at cost, less impairment losses, if any. Heritage assets received by the Group as donations are recognised initially at the valuation determined by the Group's panel of valuers consisting of an external expert and other professional staff at the time of receipt of the assets.

The heritage assets are held in perpetuity with an indefinite economic lifespan and are not depreciated.

All additions through grants received from government are recognised in the heritage reserve as and when received.

#### 3.6 Financial instruments

##### *Non-derivative financial assets*

The Group initially recognises loans and receivables and deposits on the date that they are originated. All other financial assets (including assets designated at fair value through profit or loss) are recognised initially on the trade date at which the Group becomes a party to the contractual provisions of the instrument.

The Group derecognises a financial asset when the contractual rights to the cash flows from the asset expire, or it transfers the rights to receive the contractual cash flows on the financial asset in a transaction, in which substantially all the risks and rewards of ownership of the financial asset are transferred. Any interest in transferred financial assets that is created or retained by the Group is recognised as a separate asset or liability.

Financial assets and liabilities are offset and the net amount presented in the statement of financial position when, and only when, the Group has a legal right to offset the amounts and intends to settle on a net basis or to realise the asset and settle the liability simultaneously.

The Group has the following non-derivative financial assets: financial assets at fair value through profit and loss and loans and receivables.

##### *Financial assets at fair value through profit or loss*

The Group's investments in marketable securities managed by professional fund managers are classified as "financial assets at fair value through profit or loss". Financial assets are designated as fair value through profit or loss as the fund managers manage such investments based on their fair value in accordance with the Group's documented investment strategies.

Financial assets at fair value through profit or loss are initially recognised at fair value. Changes in fair value thereafter are recognised in the statement of comprehensive income. The fair value is determined by the quoted bid price or fair value estimates provided by the professional fund managers at the reporting date. Transaction costs for financial assets at fair value through profit or loss are recognised in the statement of comprehensive income, when incurred.

### 3. Summary of significant accounting policies (cont'd)

#### *Loans and receivables*

Loans and receivables are financial assets with fixed or determinable payments that are not quoted in an active market. Such assets are recognised initially at fair value plus any directly attributable transaction costs. Subsequent to initial recognition, loans and receivables are measured at amortised cost using the effective interest method, less any impairment losses.

Loans and receivables comprise trade and other receivables (see note 12).

Cash and cash equivalents comprise cash balances and bank deposits which have a short maturity period and are highly liquid.

#### *Non-derivative financial liabilities*

Financial liabilities (including liabilities designated at fair value through profit or loss) are recognised initially on the trade date at which the Group becomes a party to the contractual provisions of the instrument.

The Group derecognises a financial liability when its contractual obligations are discharged or cancelled or expire.

Financial assets and liabilities are offset and the net amount presented in the statement of financial position when, and only when, the Group has a legal right to offset the amounts and intends either to settle on a net basis or to realise the asset and settle the liability simultaneously.

The Group's non-derivative financial liabilities comprise trade and other payables.

Such financial liabilities are recognised initially at fair value plus any directly attributable transaction costs. Subsequent to initial recognition, these financial liabilities are measured at amortised cost using the effective interest method.

#### *Derivative financial instruments*

The Group is exposed primarily to the financial risk of foreign exchange fluctuations on debt and equity securities and cash and cash equivalents placed with fund managers. These fund managers hold forward foreign exchange contracts to hedge the risk.

Forward foreign exchange contracts for hedging purposes are recognised initially at fair value; attributable transaction costs are recognised in the statement of comprehensive income. Subsequent to initial recognition, forward foreign exchange contracts are measured at fair value.

Hedge accounting is not applied to derivative instruments that economically hedge financial assets denominated in foreign currencies.

All gains or losses from changes in the fair value of forward exchange contracts used for hedging purposes by the fund managers as described above are recognised in the statement of comprehensive income.

#### *Share capital*

Ordinary shares are classified as equity.

### 3.7 Impairment

#### *Non-derivative financial assets*

A financial asset not carried at fair value through profit or loss is assessed at each reporting date to determine whether there is any objective evidence that it is impaired. A financial asset is considered to be impaired if objective evidence indicates that a loss event has occurred after the initial recognition of the asset, and that the loss event had a negative effect on the estimated future cash flows of that asset that can be estimated reliably.

Objective evidence that financial assets (including equity securities) are impaired can include default or delinquency by a debtor, restructuring of an amount due to the Group on terms that the Group would not consider otherwise, indications that a debtor or issuer will enter bankruptcy or the disappearance of an active market for a security. In addition, for an investment in an equity security, a significant or prolonged decline in its fair value below its cost is objective evidence of impairment.

### 3. Summary of significant accounting policies (cont'd)

The Group considers evidence of impairment for receivables at both a specific asset and collective level. All individually significant receivables are assessed for specific impairment. All individually significant receivables found not to be specifically impaired are then collectively assessed for any impairment that has been incurred but not yet identified. Receivables that are not individually significant are collectively assessed for impairment by grouping together receivables with similar risk characteristics.

In assessing collective impairment, the Group uses historical trends of the probability of default, timing of recoveries and the amount of loss incurred, adjusted for management's judgement as to whether current economic and credit conditions are such that the actual losses are likely to be greater or less than suggested by historical trends.

An impairment loss in respect of a financial asset measured at amortised cost is calculated as the difference between its carrying amount and the present value of the estimated future cash flows discounted at the asset's original effective interest rate. Losses are recognised in the statement of comprehensive income and reflected in an allowance account against receivables. Interest on the impaired asset continues to be recognised through the unwinding of the discount. When a subsequent event causes the amount of impairment loss to decrease, the decrease in impairment loss is reversed through the statement of comprehensive income.

#### **Non-financial assets**

The carrying amounts of the Group's non-financial assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, the assets' recoverable amounts are estimated.

The recoverable amount of an asset or cash-generating unit is the greater of its value in use and its fair value less costs to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset or groups of assets (the cash-generating unit, or CGU). For the purpose of impairment testing, assets that cannot be tested individually are grouped together into the smallest group of assets that generate cash inflows from continuing use that are largely independent of the cash inflows of other assets or CGU.

An impairment loss is recognised if the carrying amount of an asset or its CGU exceeds its estimated recoverable amount. Impairment losses are recognised in the statement of comprehensive income. Impairment losses recognised in respect of CGUs are allocated to reduce the carrying amounts of the other assets in the CGU (group of CGUs) on a *pro rata* basis.

Impairment losses recognised in prior periods are assessed at each reporting date for any indications that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation, if no impairment loss had been recognised.

### 3.8 Employee benefits

#### **Defined contribution plans**

A defined contribution plan is a post-employment plan under which an entity pays fixed contributions into a separate entity and will have no legal or constructive obligation to pay further amounts. Obligations for contributions to defined contribution pension plans are recognised as an employee benefit expense in the statement of comprehensive income in the periods during which services are rendered by employees.

#### **Defined benefit plan**

The Board operates unfunded defined benefit schemes for certain employees under the provisions of the Pension Act, (Cap. 225, 2004 Revised Edition).

The Group's net obligation in respect of defined benefit pension plans is calculated separately for each plan by estimating the amount of future benefit that employees have earned in return for their service in the current and prior periods; that benefit is discounted to determine the present value and any unrecognised past service costs is deducted. The discount rate is the yield on 5-year government bonds at the reporting date. The calculation is performed by a qualified actuary once every two years using the projected unit credit method.

The Group recognises all actuarial gains and losses arising from defined benefit plans in net surplus/(deficit).

### 3. Summary of significant accounting policies (cont'd)

#### ***Short-term benefits***

Short-term employee benefit obligations are measured on an undiscounted basis and are expensed as the related service is provided.

A liability is recognised for the amount expected to be paid under short-term cash bonus if the Group has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee, and the obligation can be estimated reliably.

### 3.9 Income recognition

Income is recognised when persuasive evidence exists that it is probable that the economic benefits will flow to the Group and the revenue can be reliably measured.

#### ***Professional library services***

Professional library services are rendered to government ministries, statutory boards and other commercial entities and the fees charged are recognised when services are rendered. Fees are charged based on a fixed formula approved by the supervisory ministry for library services rendered to government ministries and statutory boards.

#### ***Consultancy and other services***

Income from the provision of library consultancy services as well as library solutions including collection acquisition and library operation management is recognised upon service delivery based on rates specified in the respective service contracts.

#### ***Library services and programmes***

Income from library services and programme include the use of multi-media, programme delivery, reservation fee and renewal fee and are accounted on an accrual basis.

#### ***Rental income***

Rental income attributable to leasing of premises is accounted for on a straight-line basis over the tenure of the leases.

Income from the rental of library facilities is recognised on an accrual basis using rates approved by the supervisory ministry.

#### ***Membership fees***

Membership fees include premium membership fees, one-time registration fee for permanent resident and annual foreign membership fees and are accounted for on a receipt basis.

#### ***Interest income***

Interest income from bank deposits is recognised on an accrual basis, using the effective interest method.

#### ***Donations***

Donations (cash or donations in kind) received are recognised as income upon receipt. Donations in kind received by the Group are recognised at the valuation determined by the Group's panel of valuers consisting of an external expert and other professional staff at the time of receipt of the donations in kind.

### 3. Summary of significant accounting policies (cont'd)

#### *Book fines and lost book charges*

Income from book fines and lost book charges is recognised based on an accrual basis with provision for impairment loss based on the age of outstanding debts.

### 3.10 Leases

#### *Operating lease*

*When entities within the Group are lessees of an operating lease*

Where the Group has the use of assets under operating leases, payments made under the leases are recognised in the statement of comprehensive income on a straight-line basis over the term of the lease. Lease incentives received are recognised in the statement of comprehensive income as an integral part of the total lease payments made.

Leased assets are not recognised in the Group's statement of financial position.

*When entities within the Group are lessors of an operating lease*

Assets subject to operating leases are included in property, plant and equipment and are stated at cost less accumulated depreciation and impairment losses. Rental income is recognised on a straight-line basis over the lease term.

*Determining whether an arrangement contains a lease*

At inception of an arrangement, the Group determines whether such an arrangement is or contains a lease. A specific asset is the subject of a lease if fulfilment of the arrangement is dependent on the use of that specified asset. An arrangement conveys the right to use the asset if the arrangement conveys to the Group the right to control the use of the underlying asset.

At inception or upon reassessment of the arrangement, the Group separates payments and other consideration required by such an arrangement into those for the lease and those for other elements on the basis of their relative fair values. If the Group concludes for a finance lease that it is impracticable to separate the payments reliably, then an asset and a liability are recognised at an amount equal to the fair value of the underlying asset. Subsequently, the liability is reduced as payments are made and an imputed finance charge on the liability is recognised using the Group's incremental borrowing rate.

### 3.11 Income tax

The National Library Board is a tax-exempted institution under the provisions of the Income Tax Act (Cap. 134, 2004 Revised Edition). The subsidiaries of the Board are subject to local income tax legislation.

Income tax expense comprises current and deferred tax and is recognised in the statement of comprehensive income.

Current tax is the expected tax payable on the taxable income for the year, using tax rates enacted or substantively enacted at the reporting date, and any adjustment to tax payable in respect of previous years.

Deferred tax is recognised in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred tax is not recognised for temporary differences that affects neither accounting nor taxable profit, and differences relating to investments in subsidiaries to the extent that they will probably not reverse in the foreseeable future. Deferred tax is measured at the tax rates that are expected to be applied to the temporary differences when they reverse, based on the laws that have been enacted or substantively enacted by the reporting date. Deferred tax assets and liabilities are offset if there is a legally enforceable right to offset current tax liabilities and assets and they relate to income taxes levied by the same tax authority on the same taxable entity, or on different tax entities, but they intend to settle current tax liabilities and assets on a net basis or their tax assets and liabilities will be realised simultaneously.

A deferred tax asset is recognised to the extent that it is probable that future taxable profits will be available against which the temporary differences can be utilised. Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realised.

### 3. Summary of significant accounting policies (cont'd)

#### 3.12 Expenditure on book, periodicals and serials

Expenditure on books, periodicals and serials are charged to the statement of comprehensive income in the year of purchase, except where the items purchased are rare books or other rare materials that will be accounted for as heritage assets.

#### 3.13 Trust funds

Trust funds are funds which the Board acts as custodian, trustee manager or agent but does not exercise control over.

Trust funds are not included in the primary statements, but at the bottom of the statements of financial position with disclosures in note 8.

#### 3.14 Funds

##### *General fund*

Income and expenditure relating to the main activities of the Group and Board are accounted for in the "General Fund" column of the statement of comprehensive income.

##### *Restricted fund*

Income and expenditure relating to funds received for specific purposes and for which separate disclosure is necessary as these funds are material and there are legal and other restrictions on the ability of the Board to distribute or otherwise apply these funds. They are accounted for in the "Restricted Fund" column in the statement of comprehensive income and disclosed separately in note 7 to the financial statements.

#### 3.15 New accounting standards and interpretations not yet adopted

A number of new standards, amendments to standards and interpretations are effective for annual periods beginning after 1 April 2010, and have not been applied in preparing these consolidated financial statements. None of these are expected to have a significant effect on the consolidated financial statements of the Group.

### 4. Capital account

	Note	Group and Board	
		2010/2011	2009/2010
		\$	\$
Establishment account		10,334,137	10,334,137
Equity financing account	5	72,576,889	66,721,448
		<u>82,911,026</u>	<u>77,055,585</u>

The Capital Account comprises the net book value of the assets held by the former National Library, which were transferred to the Board on its establishment on 1 September 1995 (Establishment account) and "Equity Financing" received from the Ministry of Finance, (MOF) subsequently (Equity Financing account).

The term "Equity Financing" refers to equity injections by the MOF in its capacity as shareholder, under the debt-equity framework for statutory boards, implemented with effect from 1 September 2004. Under this framework, capital projects will be partially funded by the MOF as equity injection, and the remaining through loans or general funds of the Board.

##### *Capital management*

Capital consists of capital account, equity account, heritage reserves and accumulated surplus of the Group. The Board proactively manages its capital structure to achieve efficiency in its cost of capital. The quantum of minimum and maximum cash reserve, taking into account working capital needs and long-term commitments, is reviewed and approved annually by the Finance Committee of the Board.

#### 4. Capital account (cont'd)

There were no changes to the Group's approach to capital management during the year.

Neither the Company nor any of its subsidiaries are subject to externally imposed capital requirements.

#### 5. Equity financing account

	Note	Group and Board		
		2010/2011 Number of shares	2009/2010 2010/2011 \$	2009/2010 \$
Issued and paid up:				
At 1 April		66,721,448	59,906,401	66,721,448
Issuable as at 31 March 2011/Issued during the year		5,855,441	6,815,047	5,855,441
At 31 March	4	72,576,889	66,721,448	72,576,889
				66,721,448

During the financial year, the Board received proceeds from equity financing of \$5,855,441 (2009/2010: \$6,815,047), which is represented by 5,855,441 (2009/2010: 6,815,047) ordinary shares at \$1 each. These shares have been issued subsequent to 31 March 2011. The shares are held by the Minister for Finance, a body incorporated by the Minister for Finance (Incorporation) Act (Chapter 183, 1985 Revised Edition).

The holders of ordinary shares, Minister for Finance, a body corporate incorporated by the Minister for Finance (Incorporation) Act (Cap. 183), is entitled to returns on equity as declared from time to time if the Board makes an accounting surplus.

#### 6. Heritage reserves and assets

	Note	Group and Board	
		2010/2011 \$	2009/2010 \$ Restated
<b>Heritage reserves</b>			
At 1 April		6,745,989	6,694,647
Movements during the year			
- Acquisition of heritage assets (transferred from development grants)	18	147,425	37,245
- Processing fees		20,701	14,097
		168,126	51,342
At 31 March		6,914,115	6,745,989
<b>Heritage assets</b>			
At 1 April		10,385,986	9,250,219
Movements during the year			
- Donation in kind		97,083	1,042,134
- Transferred from development grants	18	147,425	37,245
- Processing fees		31,877	56,388
		276,385	1,135,767
At 31 March		10,662,371	10,385,986

The heritage reserve comprises grants from the government for purchase of heritage assets.

#### 7. Accumulated surplus

##### (a) General fund

Income and expenditure relating to the main activities of the Group and Board are accounted for through the general fund in the statement of comprehensive income.

## 7. Accumulated surplus (cont'd)

### (b) Restricted funds

The Group's restricted funds comprised the undisbursed balance of donations in the Library Fund and other donations and funds received for specific purposes for which there are restrictions on the Board in relation to the application of those funds. The basis of accounting in relation to these funds are as stipulated in Note 3.

The Library Fund is a trust, which was separately registered as a charity (Registration No: 01744) on 26 November 2003. The Library Fund has been conferred the status of an Institution of a Public Character (IPC No: 000069) to receive tax-exempt donations for the Board and other beneficiaries.

As the Board of Trustees of the Library Fund (TLF) comprise mainly the members of the Board of the National Library Board, and the Board of Trustees has the discretion/control over the application of the donations for the Board's projects (i.e. TLF is operated and managed by NLB), the Board is deemed to have control over TLF and in accordance with SB-FRS Guidance Note 1, TLF has been included in the financial statements of the Board with effect from 1 April 2009.

The use of the monies in the Library Fund is restricted to purposes specified in the trust deed and requires the approval of the trustees of the Library Fund.

The Board of Trustees of the Library Fund comprise the Board's Chairman, Board members and staff trustees. The objects of the Library Fund are:

- (i) to support library services, facilities, collections and programmes which will promote reading and literacy and encourage learning through the use of libraries and their services;
- (ii) to support and promote equal access to reading, literacy and learning in libraries, thereby creating social good for the community, in particular, for special needs groups, the under privileged and under served; and
- (iii) to support and promote research, study programmes and scholarships in the fields of reading, literacy, learning and libraries and information sciences.

The Library Endowment Fund was established under The Library Fund's trust deed on 1 December 2010 to ensure financial sustainability in the furtherance of its strategic objectives. An initial capital sum of \$12 million carved out from The Library Fund was further augmented by a sum of \$24 million government grant from Ministry of Information, Communications and the Arts (MICA) at the end of the financial year.

The initial capital sum of \$12 million was reflected as a transfer of reserves from the existing Library Fund to The Library Endowment Fund, a sub-fund created under The Library Fund.

The government grant from MICA was approved before 31 March 2011. However, the grant has not been disbursed to The Library Endowment Fund as at 31 March 2011.

The key projects funded under The Library Fund comprise mainly the following:

Name of projects	Purpose
Construction of the new National Library Building	This fund is established for the purpose of payment for the construction of the new National Library Building. Expenditures of the year relate mainly to depreciation of the building.
Lee Kong Chian Research Fellowship (Phase II)	This research fellowship enables distinguished scholars, practitioners and librarians to undertake collection related research and publication on LKC's prized collection.
10,000 & More Fathers Reading! (2009 to 2011)	The initiative involves an annual reading programme with the aim to draw attention to the key role that fathers play in their children's lives.
Commemorative Publication for "The Legacy of Tan Kah Kee and Lee Kong Chian" Exhibition	This project researches on the lives and contributions of Tan Kah Kee and Lee Kong Chian to Singapore.
National Online Repository of the Arts	This project researches, documents and showcases the works by Senior Cultural Medallion Recipients. It serves to create awareness to the development of arts history in Singapore and preserves the Singapore's cultural objects for future generation.
Arts Alive	This project archives, preserves and provides access to Singapore's performing arts heritage.
READ! Singapore	This initiative aims to cultivate the joy of reading, enhance community bonding and spark imagination and creativity among Singaporean. It comprises a local publication and a series of campaigns to encourage communal reading.
Rihlah – Arabs in Southeast Asia	This initiative comprises an exhibition, a conference, seminars, talks and publications that focus on the culture and contributions of the Arabs in Singapore.
Singapore Literary Heritage Series (2010)	The project comprises seminars, exhibitions at Lee Kong Chian Reference Library and 7 other library sites and publishing monographs of the pioneer writers.

## 7. Accumulated surplus (cont'd)

The breakdown of the income, expenditure, assets and liabilities of the restricted funds for the Group are as follows:

Group	The Library Fund			Other Funds			Total
	Endowment Fund		Other funds				
	2010/2011	2009/2010	2010/2011	2010/2011	2009/2010	2010/2011	2009/2010
	\$	\$	\$	\$	\$	\$	\$
<b>Income</b>							
Interest income	-	-	36,286	-	-	36,286	31,147
Donation received <sup>1</sup>	-	-	87,338	-	-	87,338	247,550
Other income	218,534	-	1,160,186	-	-	1,378,720	2,544,099
	218,534	-	1,283,810	-	-	1,502,344	2,822,796
<b>Expenditures</b>							
Manpower and staff welfare	-	-	35,668	-	-	35,668	93,768
Depreciation of property, plant and equipment	-	-	815,252	-	-	815,252	2,517,153
Books, periodicals and serials	-	-	14,316	-	-	14,316	2,492
General and administrative expenses	-	-	340,095	-	-	340,095	359,656
Maintenance and other property expenses	-	-	209,016	-	-	209,016	2,353
IT consultancy and other professional fees	22,097	-	636,383	-	-	658,480	591,246
Other expenses	-	-	39,801	-	-	39,801	44,137
Investment loss from funds with fund managers	226,809	-	214,383	-	-	441,192	84,999
	248,906	-	2,304,914	-	-	2,553,820	3,695,804
<b>Deficit before grants</b>	(30,372)	-	(1,021,104)	-	-	(1,051,476)	(873,008)
<b>Operating Grants</b>	23,520,855	-	-	-	-	23,520,855	-
<b>Surplus/(Deficit) for the year</b>	23,490,483	-	(1,021,104)	-	-	22,469,379	(873,008)
Accumulated surplus at 1 April	-	-	39,767,583	-	14,266,514	39,767,583	40,640,591
Amount transferred	12,000,000	-	(12,000,000)	-	(14,266,514)	-	-
Accumulated surplus at 31 March	35,490,483	-	26,746,479	-	-	62,236,962	39,767,583
<b>Represented by:</b>							
Property, plant and equipment	-	-	10,195,789	-	-	10,195,789	11,065,668
Financial assets	9,414,879	-	9,549,528	-	-	18,964,407	19,167,285
Cash and cash equivalents	2,473,957	-	7,193,309	-	-	9,667,266	9,658,626
Trade and other receivables	23,601,647	-	(76,407)	-	-	23,525,240	95,294
Trade and other payables	-	-	(115,740)	-	-	(115,740)	(219,290)
	35,490,483	-	26,746,479	-	-	62,236,962	39,767,583

<sup>1</sup> Donation received relates to tax-exempt donations for The Library Fund.

## 7. Accumulated surplus (cont'd)

The breakdown of the income, expenditure, assets and liabilities of the restricted funds for the Board are as follows:

Board	The Library Fund				Other Funds				Total	
	Endowment Fund		Other funds							
	2010/2011	2009/2010	2010/2011	2009/2010	2010/2011	2009/2010	2010/2011	2009/2010	2010/2011	2009/2010
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income</b>										
Interest income	-	-	36,286	31,147	-	-	-	-	36,286	31,147
Donation received <sup>1</sup>	-	-	87,338	247,550	-	-	-	-	87,338	247,550
Other income	218,534	-	1,160,186	2,544,099	-	-	-	-	1,378,720	2,544,099
	218,534	-	1,283,810	2,822,796	-	-	-	-	1,502,344	2,822,796
<b>Expenditures</b>										
Manpower and staff welfare	-	-	35,668	93,768	-	-	-	-	35,668	93,768
Depreciation of property, plant and equipment	-	-	815,252	2,517,153	-	-	-	-	815,252	2,517,153
Books, periodicals and serials	-	-	14,316	2,492	-	-	-	-	14,316	2,492
General and administrative expenses	-	-	340,095	359,656	-	-	-	-	340,095	359,656
Maintenance and other property expenses	-	-	209,016	2,353	-	-	-	-	209,016	2,353
IT consultancy and other professional fees	22,097	-	636,383	591,246	-	-	-	-	658,480	591,246
Other expenses	-	-	39,801	44,137	-	-	-	-	39,801	44,137
Investment loss from funds with fund managers	226,809	-	214,383	84,999	-	-	-	-	441,192	84,999
	248,906	-	2,304,914	3,695,804	-	-	-	-	2,553,820	3,695,804
<b>Deficit before grants</b>	(30,372)	-	(1,021,104)	(873,008)	-	-	-	-	(1,051,476)	(873,008)
<b>Operating Grants</b>	23,520,855	-	-	-	-	-	-	-	23,520,855	-
<b>Surplus/(Deficit) for the year</b>	23,490,483	-	(1,021,104)	(873,008)	-	-	-	-	22,469,379	(873,008)
Acquisition of heritage assets recognised in heritage reserve	-	-	-	41,499	-	-	-	-	-	41,499
<b>Total comprehensive income for the year</b>	23,490,483	-	(1,021,104)	(831,509)	-	-	-	-	22,469,379	(831,509)
Accumulated surplus at 1 April	-	-	39,767,583	-	-	14,266,514	-	14,266,514	39,767,583	14,266,514
Consolidation of TLF's accumulated surplus	-	-	-	26,332,578	-	-	-	-	-	26,332,578
Amount transferred	12,000,000	-	(12,000,000)	14,266,514	-	-	-	(14,266,514)	-	-
Accumulated surplus at 31 March	35,490,483	-	26,746,479	39,767,583	-	-	-	-	62,236,962	39,767,583
<b>Represented by:</b>										
Property, plant and equipment	-	-	10,195,789	11,065,668	-	-	-	-	10,195,789	11,065,668
Financial assets	9,414,879	-	9,549,528	19,167,285	-	-	-	-	18,964,407	19,167,285
Cash and cash equivalents	2,473,957	-	7,193,309	9,658,626	-	-	-	-	9,667,266	9,658,626
Trade and other receivables	23,601,647	-	(76,407)	95,294	-	-	-	-	23,525,240	95,294
Trade and other payables	-	-	(115,740)	(219,290)	-	-	-	-	(115,740)	(219,290)
	35,490,483	-	26,746,479	39,767,583	-	-	-	-	62,236,962	39,767,583

<sup>1</sup> Donation received relates to tax-exempt donations for The Library Fund.

## 8. Net assets of trust funds

The trust funds comprise four local and three international funds (2009/2010: three international funds) managed by the Board on behalf of other agencies. The nature of the trust funds are as follows:

**a. The International Association of Metropolitan Libraries (INTAMEL)**

Intamel is formed by a group of metropolitan libraries and established outside of Singapore. It aims to be a platform to encourage international cooperation between public libraries serving various cities and/or countries.

**b. The International Federation of Library Associations and Institutions (IFLA-RASCAO)**

IFLA-RASCAO is the leading international body representing the interests of library and information services and their users. The expenditure for IFLA Regional Office of Asia and Oceania is kept under this project fund.

**c. IFLA-ALP Actions for Development Through Libraries Programme (ALP)**

ALP sponsors librarians for Training Attachments in Asia and Oceania countries. IFLA Regional Office for Asia and Oceania was appointed to oversee and manage the Training Attachment Programme according to the Award Recipient's training requirements.

**d. Speak Good English Movement (SGEM)**

The Speak Good English Movement is a nationwide movement to encourage Singaporeans to speak Standard English that is universally understood. The Movement and its partners provide programmes to help people learn to speak good English in fun and interesting ways.

**e. Promote Mandarin Council (PMC)**

The Promote Mandarin Council organises the Speak Mandarin Campaign which aims to build a community of Singaporeans who have a strong command of Mandarin as well as an appreciation and understanding of Chinese culture, tradition and history.

**f. Malay Language Council of Singapore (MLCS)**

The Malay Language Council of Singapore promotes the use and relevancy of the Malay language through programmes and activities in the community. It also develops intellectual discourse on language development via providing regional exposure to members of academia.

**g. Tamil Language Council (TLC)**

The Tamil Language Council (TLC) - 'Valar Tamil Eyakam' promotes the usage and development of Tamil in Singapore and encourages spoken Tamil amongst the masses, especially youth.

The basis of accounting in relation to these trust funds are as stipulated in Note 3.

Details of the trust funds are set out below and have been prepared from the records of the trust funds and reflect only transactions handled by the Group and the Board:

	<b>Group and Board</b>	
	<b>2010/2011</b>	<b>2009/2010</b>
	<b>\$</b>	<b>\$</b>
<b>Statement of comprehensive income of trust funds</b>		
<b>Income</b>		
Grant income	1,876,236	237,185
Donation income	60,000	-
Interest income	-	-
	<u>1,936,236</u>	<u>237,185</u>
<b>Expenditure</b>		
Manpower expenses	(60,791)	(64,318)
Other expenses	(1,626,219)	(186,450)
	<u>(1,687,010)</u>	<u>(250,768)</u>
Net surplus/(deficit) for the year	249,226	(13,583)
Transfer from general funds to Trust Funds <sup>1</sup>	1,334,026	-
Total comprehensive income for the year	<u>1,583,252</u>	<u>(13,583)</u>
<b>Statement of financial position of trust funds</b>		
<b>Equity</b>		
Accumulated surplus	<u>1,643,012</u>	<u>59,760</u>
Represented by:		
<b>Assets</b>		
Cash and cash equivalents	1,467,952	59,760
Other receivables	180,933	-
	<u>1,648,885</u>	<u>59,760</u>
<b>Liabilities</b>		
Accruals	5,873	-
Trade Payables	-	-
	<u>5,873</u>	<u>-</u>
<b>Net assets</b>	<u>1,643,012</u>	<u>59,760</u>

<sup>1</sup> The transferred amount relates to funds managed by the Board on behalf of the Speak Good English Movement and Promote Mandarin Council.

## 9. Property, plant and equipment

Group	Leasehold premises	Motor vehicles	Building improvements and renovation	Furniture and fittings	Office equipment	Computer hardware and software	Works-of-art	Projects-in-progress	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cost</b>									
At 1 April 2009	248,547,074	72,160	141,770,559	15,962,523	14,295,221	54,544,770	3,158,629	6,972,847	485,323,783
Additions	-	-	2,066,955	556,277	326,174	9,517,808	507,600	14,077,441	27,052,255
Disposals/Write-offs	-	(20,800)	(117,974)	(6,600)	(744,038)	(1,183,104)	-	-	(2,072,516)
Transfer/reclassification	-	-	-	202,900	61,113	11,840,609	-	(12,104,622)	-
At 31 March 2010	248,547,074	51,360	143,719,540	16,715,100	13,938,470	74,720,083	3,666,229	8,945,666	510,303,522
Additions	-	-	812,990	337,746	65,394	3,590,160	3,000	10,353,637	15,162,927
Disposals/Write-offs	-	-	(47,281)	(16,439)	(39,935)	(967,474)	-	-	(1,071,129)
Transfer/reclassification	-	-	2,131,563	66,233	-	8,723,308	-	(10,921,104)	-
At 31 March 2011	248,547,074	51,360	146,616,812	17,102,640	13,963,929	86,066,077	3,669,229	8,378,199	524,395,320
<b>Accumulated depreciation</b>									
At 1 April 2009	30,416,082	36,208	104,497,303	9,334,130	8,683,684	39,564,767	-	-	192,532,174
Depreciation for the year	4,986,228	10,272	6,413,300	2,097,155	1,728,564	8,923,402	-	-	24,158,921
Disposals/Write-offs	-	(20,800)	(117,974)	(6,600)	(742,743)	(1,166,878)	-	-	(2,054,995)
At 31 March 2010	35,402,310	25,680	110,792,629	11,424,685	9,669,505	47,321,291	-	-	214,636,100
Depreciation for the year	5,157,257	10,272	6,029,795	1,295,625	1,475,237	12,042,636	-	-	26,010,822
Disposals/Write-offs	-	-	(34,839)	(16,439)	(39,935)	(967,474)	-	-	(1,058,687)
Transfer/reclassification	-	-	-	-	-	-	-	-	-
At 31 March 2011	40,559,567	35,952	116,787,585	12,703,871	11,104,807	58,396,453	-	-	239,588,235
<b>Carrying amount</b>									
At 1 April 2009	218,130,992	35,952	37,273,256	6,628,393	5,611,537	14,980,003	3,158,629	6,972,847	292,791,609
At 31 March 2010	213,144,764	25,680	32,926,911	5,290,415	4,268,965	27,398,792	3,666,229	8,945,666	295,667,422
At 31 March 2011	207,987,507	15,408	29,829,227	4,398,769	2,859,122	27,669,624	3,669,229	8,378,199	284,807,085

## 9. Property, plant and equipment (cont'd)

<b>Board</b>		<b>Leasehold premises</b>	<b>Motor vehicles</b>	<b>Building improvements and renovation</b>	<b>Furniture and fittings</b>	<b>Office equipment</b>	<b>Computer hardware and software</b>	<b>Works-of-art</b>	<b>Projects-in-progress</b>	<b>Total</b>
		\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cost</b>										
At 1 April 2009		248,547,074	72,160	141,770,559	15,962,523	14,293,827	54,409,627	3,158,629	6,972,848	485,187,247
Additions		-	-	2,066,955	556,277	326,174	9,516,308	507,600	14,077,441	27,050,755
Disposals/Write-offs		-	(20,800)	(117,974)	(6,600)	(744,038)	(1,178,080)	-	-	(2,067,492)
Transfer/reclassification		-	-	-	202,900	61,113	11,840,609	-	(12,104,622)	-
At 31 March 2010		248,547,074	51,360	143,719,540	16,715,100	13,937,076	74,588,464	3,666,229	8,945,667	510,170,510
Additions		-	-	812,990	337,746	65,394	3,590,160	3,000	10,353,637	15,162,927
Disposals/Write-offs		-	-	(47,281)	(16,439)	(39,935)	(967,474)	-	-	(1,071,129)
Transfer/reclassification		-	-	2,131,563	66,233	-	8,723,308	-	(10,921,104)	-
At 31 March 2011		248,547,074	51,360	146,616,812	17,102,640	13,962,535	85,934,458	3,669,229	8,378,200	524,262,308
<b>Accumulated depreciation</b>										
At 1 April 2009		30,416,082	36,208	104,527,440	9,334,130	8,682,288	39,412,936	-	-	192,409,084
Depreciation for the year		4,986,228	10,272	6,413,300	2,097,155	1,728,564	8,917,230	-	-	24,152,749
Disposals/Write-offs		-	(20,800)	(117,974)	(6,600)	(742,743)	(1,161,854)	-	-	(2,049,971)
At 31 March 2010		35,402,310	25,680	110,822,766	11,424,685	9,668,109	47,168,312	-	-	214,511,862
Depreciation for the year		5,157,257	10,272	6,029,795	1,295,625	1,475,237	12,036,422	-	-	26,004,608
Disposals/Write-offs		-	-	(34,839)	(16,439)	(39,935)	(967,474)	-	-	(1,058,687)
Transfer/reclassification		-	-	-	-	-	-	-	-	-
At 31 March 2011		40,559,567	35,952	116,817,722	12,703,871	11,103,411	58,237,260	-	-	239,457,783
<b>Carrying amount</b>										
At 1 April 2009		218,130,992	35,952	37,243,119	6,628,393	5,611,539	14,996,691	3,158,629	6,972,848	292,778,163
At 31 March 2010		213,144,764	25,680	32,896,774	5,290,415	4,268,967	27,420,152	3,666,229	8,945,667	295,658,648
At 31 March 2011		207,987,507	15,408	29,799,090	4,398,769	2,859,124	27,697,198	3,669,229	8,378,200	284,804,525

## 10. Investment in subsidiaries

	Board	
	2010/2011	2009/2010
	\$	\$
Unquoted ordinary shares, at cost	1	2,000,003
Impairment losses	-	(2,000,002)
	1	1

Details of the subsidiaries are as follows:

Name of Group	Principal Activities	Place of incorporation	Effective equity interest held		Cost of investment	
			2010/2011	2009/2010	2010/2011	2009/2010
			%	%	\$	\$
<b>Held by National Library Board</b>						
Cybrarian Holdings Private Ltd <sup>[2]</sup>	Investment holding	Singapore	-	100	-	2,000,002
Cybrarian Ventures Pte Ltd <sup>[1]</sup>	Investment holding and provision of library consultancy services	Singapore	100	100	1	1

<sup>[1]</sup> Audited by KPMG LLP Singapore

<sup>[2]</sup> In a bid to streamline the group structure, Cybrarian Holdings Private Ltd underwent voluntary liquidation and accordingly was delisted from the Register of the Accounting and Corporate Regulatory Authority on 12 Jan 2011.

## 11. Financial assets at fair value through profit and loss

	Note	Group		Board	
		2010/2011 \$	2009/2010 \$	2010/2011 \$	2009/2010 \$
Quoted debt securities managed by fund managers	24	21,782,529	24,388,025	21,782,529	24,388,025
Quoted equity securities managed by fund managers	24	9,485,251	6,930,930	9,485,251	6,930,930
Quoted unit trusts managed by fund managers	24	9,549,529	10,056,572	9,549,529	10,056,572
		40,817,309	41,375,527	40,817,309	41,375,527

The quoted debt securities managed by fund managers earn fixed interest rates ranging from 0.83% to 6.75% (2009/2010: 1.00% to 6.00%) per annum as at the reporting date. Interest is receivable on a semi-annual basis. The maturity dates range from April 2011 to December 2049 (2009/2010: June 2010 to December 2049).

## 12. Trade and other receivables

	Note	Group		Board	
		2010/2011	2009/2010	2010/2011	2009/2010
		\$	\$	\$	\$
Trade receivables (gross)		1,075,747	3,247,035	785,563	1,667,352
Impairment losses		(289,264)	-	-	-
Trade receivables (net)		786,483	3,247,035	785,563	1,667,352
Amounts due from a subsidiary (trade)		-	-	499,066	311,565
		786,483	3,247,035	1,284,629	1,978,917
Grant receivables		23,587,904	25,999,634	23,587,904	25,999,634
Deposits		964,697	888,696	957,768	881,766
Book fines and lost book charges	14	548,314	591,015	548,314	591,015
Accrued receivables		404,261	456,528	366,898	956,531
Other receivables		22,332	-	22,332	-
Loans and receivables		26,313,991	31,182,908	26,767,845	30,407,863
Prepayments and interest receivable	13	5,682,013	4,958,145	5,678,414	4,956,295
		31,996,004	36,141,053	32,446,259	35,364,158

Transactions with subsidiary are unsecured and priced on terms agreed between the parties. There is no allowance for doubtful debts arising from the outstanding balances.

**Impairment losses**

The ageing of trade loans and receivables (excluding book fines and lost book charges) at the reporting date is:

	<----- 2010/2011 ----->			<----- 2009/2010 ----->		
	Gross	Impairment	Net	Gross	Impairment	Net
	\$	losses	\$	\$	losses	\$
<b>Group</b>						
Not past due	25,376,068	-	25,376,068	29,747,620	-	29,747,620
Past due 0 – 30 days	255,075	-	255,075	311,987	-	311,987
Past due 31 – 120 days	131,329	-	131,329	470,588	-	470,588
More than 120 days	292,469	(289,264)	3,205	61,698	-	61,698
	26,054,941	(289,264)	25,765,677	30,591,893	-	30,591,893
<b>Board</b>						
Not past due	25,734,889	-	25,734,889	28,958,982	-	28,958,982
Past due 0 – 30 days	347,922	-	347,922	388,945	-	388,945
Past due 31 – 120 days	131,338	-	131,338	468,571	-	468,571
More than 120 days	5,382	-	5,382	350	-	350
	26,219,531	-	26,219,531	29,816,848	-	29,816,848

The change in impairment loss in respect of trade receivables during the year is as follows:

	Group		Board	
	2010/2011	2009/2010	2010/2011	2009/2010
	\$	\$	\$	\$
At 1 April	-	27,183	-	-
Allowance made	289,264	-	-	-
Allowance utilised	-	(27,183)	-	-
At 31 March	289,264	-	-	-

Based on historical default rates, the Group believes that no impairment allowance is necessary in respect of receivables not past due or not provided for. These receivables are mainly attributable to debtors that have a good payment record with the Group.

Concentration of credit risk relating to trade receivables is limited due to the Group's many varied customers. These customers mainly consist of government statutory boards. The Group's historical experience in the collection of accounts receivable falls within the recorded allowances. Due to these factors, management believes that no additional credit risk beyond amounts provided for collection losses is inherent in the Group's trade receivables.

**12. Trade and other receivables (cont'd)***Source of estimation uncertainty*

The Group maintains an allowance for doubtful receivables at a level considered adequate to provide for potential uncollectible receivables. The level of this allowance is evaluated by the Group on the basis of factors that affect the collectibility of the receivables. These factors include, but are not limited to, the length of the Group's relationship with debtors, their payment behaviour and known market factors. The Group reviews the age and status of receivables, and identifies accounts which require allowance to be made on a continuous basis. The amount and timing of recorded expenses for any period would differ if the Group made different judgement or utilised different estimates. An increase in the Group's allowance for doubtful receivables would increase the Group's recorded operating expenses and decrease trade receivables.

**13. Prepayments and interest receivable**

	<b>Group</b>		<b>Board</b>	
	<b>2010/2011</b>	<b>2009/2010</b>	<b>2010/2011</b>	<b>2009/2010</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
Prepayments	5,422,929	4,875,791	5,420,319	4,875,490
Interest receivable and unrealised gains arising on outstanding forward foreign exchange contracts managed by fund managers	259,084	82,354	258,095	80,805
	<u>5,682,013</u>	<u>4,958,145</u>	<u>5,678,414</u>	<u>4,956,295</u>

**14. Book fines and lost book charges**

	<b>Group and Board</b>	
	<b>2010/2011</b>	<b>2009/2010</b>
	<b>\$</b>	<b>\$</b>
Book fines and lost book charges	6,627,502	5,996,100
Less: allowance for doubtful receivables	(6,079,188)	(5,405,085)
	<u>548,314</u>	<u>591,015</u>

The movement in allowance for doubtful book fines and charges during the year is as follows:

	<b>Note</b>	<b>Group and Board</b>	
		<b>2010/2011</b>	<b>2009/2010</b>
		<b>\$</b>	<b>\$</b>
At 1 April		(5,405,085)	(6,258,188)
Allowance made for doubtful receivables during the year	22	(674,103)	(87,770)
Allowance utilised during the year		-	940,873
At 31 March		<u>(6,079,188)</u>	<u>(5,405,085)</u>

## 14. Book fines and lost book charges (cont'd)

### *Allowance for doubtful book fines*

The ageing of book fines and lost book charges at the reporting date is:

	Group and Board	
	2010/2011 \$	2009/2010 \$
<b>Group and Board (Gross)</b>		
Past due 1 – 90 days	357,264	352,770
Past due 91 – 180 days	246,771	281,591
Past due 181 – 270 days	181,994	163,197
Past due 271 – 365 days	159,294	143,037
More than one year	5,682,179	5,055,505
	6,627,502	5,996,100
Less: Collective impairment	(6,079,188)	(5,405,085)
	548,314	591,015

The allowance for doubtful book fines is computed based on the historical trend of the probability on the default payment pattern. The Group believes that no impairment allowance is necessary in respect of book fines not impaired.

Concentration of credit risk relating to book fines is limited due to the Group's many varied customers. These customers mainly consist of individual library patrons. The Group's historical experience in the collection of book fines falls within the recorded allowances. Due to these factors, management believes that no additional credit risk beyond amounts provided for the impairment losses is inherent in the Group's book fines receivables.

### *Source of estimation uncertainty*

The Group and Board maintain an allowance for doubtful book fines and charges at a level considered adequate to provide for potential uncollectible receivables. The level of this allowance is evaluated by the Group and Board on the basis of factors that affect the collectibility of the accounts. These factors include, but are not limited to ageing of the outstanding arrears and the payment patterns of the patrons. The amount and timing of recorded expenses for any period would differ if the Group and Board made different judgement or utilised different estimates. An increase in the Group's and Board's allowance for doubtful book fines and charges would increase the Group's and Board's recorded operating expenses and decrease current assets.

## 15. Cash and cash equivalents

	Note	Group		Board	
		2010/2011 \$	2009/2010 \$	2010/2011 \$	2009/2010 \$
Cash and bank balances		122,610,527	82,895,907	122,033,979	82,535,287
Fixed deposits		5,468,012	8,977,189	2,500,628	6,022,930
		128,078,539	91,873,096	124,534,607	88,558,217
Less: Cash managed by AGD through centralised liquidity management		(117,620,700)	(81,690,434)		
Less: Cash managed by fund managers	24	(4,173,379)	(1,916,363)		
Less: Fixed deposits managed by fund managers	24	(2,500,628)	(2,300,099)		
Cash and cash equivalents in the consolidated cash flow statement		3,783,832	5,966,200		

## 16. Trade and other payables

		Group		Board	
	Note	2010/2011	2009/2010	2010/2011	2009/2010
		\$	\$	\$	\$
Trade payables		11,014,167	11,300,742	11,004,806	11,275,624
Accrued operating expenses		31,471,554	25,111,117	31,420,130	24,289,805
Construction costs payable		687,531	1,576,573	687,531	1,576,573
Receipts-in-advance		763,570	541,131	763,570	541,131
Security and other deposits		1,233,598	1,173,382	1,233,598	1,173,382
Other payables		-	13,069	-	9,573
Amount due to subsidiary (trade)		-	-	-	473
Other payables relating to investment transactions	24	-	31,056	-	31,056
		<u>45,170,420</u>	<u>39,747,070</u>	<u>45,109,635</u>	<u>38,897,617</u>

Transactions with subsidiary are unsecured and priced on terms agreed between the parties.

The expected contractual undiscounted cash outflows of trade and other payables, are expected to occur within one year and to be equivalent to their carrying amounts.

## 17. Provision for retirement benefits

The Board operates an unfunded defined retirement benefit plan for certain employees under the provisions of the Pension Act (Cap. 225, 2004 Revised Edition). Benefits are payable based on the last drawn salaries of the respective employees and the employees' cumulative service period with the Board at the time of retirement.

The Board performed an actuarial valuation to determine the liability of the Board in respect of its defined retirement benefit plans. Based on the actuarial valuation performed by Towers Watson Singapore Pte Ltd on 31 March 2011, the present value of unfunded obligations is recognised.

The amounts recognised in the statement of financial position are as follows:

	Group and Board	
	2010/2011	2009/2010
	\$	\$
Present value of unfunded obligations	<u>9,522,001</u>	<u>11,301,150</u>
Represented by:		
- Current	2,273,000	224,893
- Non-current	<u>7,249,001</u>	<u>11,076,257</u>
	<u>9,522,001</u>	<u>11,301,150</u>

(a) Movements in the present value of the defined benefit obligations:

	Group and Board	
	2010/2011	2009/2010
	\$	\$
At 1 April	11,301,150	12,131,686
Current service costs and interest	<u>(1,779,149)</u>	<u>(830,536)</u>
At 31 March	<u>9,522,001</u>	<u>11,301,150</u>

## 17. Provision for retirement benefits (cont'd)

(b) Movement in the liability recognised in the statement of financial position are as follows:

	Note	Group and Board	
		2010/2011	2009/2010
		\$	\$
At 1 April		11,301,150	12,131,686
Amounts (credited)/charged to statement of comprehensive income	22	(731,736)	34,165
Retirement benefits paid		(1,047,413)	(864,701)
At 31 March		9,522,001	11,301,150

(c) The amounts (credited)/charged to the statement of comprehensive income are as follows:

	Group and Board	
	2010/2011	2009/2010
	\$	\$
Current service cost	232,000	225,128
Interest cost	336,000	342,971
Actuarial gain	(1,299,736)	(533,934)
	(731,736)	34,165

(d) Principal actuarial assumptions used are as follows:

	Group and Board	
	2010/2011	2009/2010
	%	%
Discount rate	1.2	3.0
Future salary increases	1	2 - 3

(e) Historical information are as follows:

	Group and Board				
	2010/2011	2009/2010	2008/2009	2007/2008	2006/2007
	\$	\$	\$	\$	\$
Present value of the defined benefit obligation	9,522,001	11,301,150	12,131,686	11,951,628	11,822,069

### Source of estimation uncertainty

Pension expense is determined using certain actuarial estimates and assumptions relating to the discount rate used in valuing the defined benefit obligation and future expectations such as future salary increases, retirement date or age, and mortality and turnover rate of covered employees. These estimates and assumptions directly influence the amount of the pension expense recognised in the financial statements.

The annual contribution to the pension plan consists of payments covering the current service cost for the year plus payments towards funding the actuarial accrued liability.

**18. Development grants received in advance**

	Note	Group and Board	
		2010/2011 \$	2009/2010 \$ Restated
At 1 April		991,474	1,005,141
Development grants received during the year		10,556,245	9,710,966
Amount transferred to deferred capital grants	19	(1,221,340)	(794,396)
		10,326,379	9,921,711
Less:			
Development grants utilised during the year		(7,040,815)	(8,892,992)
Amount transferred to heritage reserves	6	(147,425)	(37,245)
At 31 March		3,138,139	991,474
Development grants utilised comprises:			
Books and periodicals		3,336,815	5,161,218
Computer and other professional services		744,060	1,700,782
Salaries		1,898,670	1,588,818
Others		1,061,270	442,174
		7,040,815	8,892,992

**19. Deferred capital grants**

	Note	Group and Board	
		2010/2011 \$	2009/2010 \$
At 1 April		249,672,171	262,316,156
Transfer from development grants	18	1,221,340	794,396
Transfer from operating grants	21	3,768,323	3,089,027
		254,661,834	266,199,579
Less:			
Deferred capital grants amortised		(14,807,433)	(16,527,408)
At 31 March		239,854,401	249,672,171
Comprising:			
Current		12,503,208	14,857,061
Non-current		227,351,193	234,815,110
		239,854,401	249,672,171

**20. Manpower and staff welfare**

	Group		Board	
	2010/2011 \$	2009/2010 \$	2010/2011 \$	2009/2010 \$
Board members' allowances	116,250	119,375	116,250	119,375
Wages and salaries	64,271,022	58,592,623	64,356,999	58,553,444
Employer's contribution to Central Provident Fund	6,840,374	6,742,063	6,834,285	6,737,317
Retirement benefits	(731,736)	34,165	(731,736)	34,165
Other employee benefits	1,980,733	2,763,444	1,980,733	2,763,444
Defined benefit plan actuarial gain	1,299,736	533,934	1,299,736	533,934
	73,776,379	68,785,604	73,856,267	68,741,679

## 21. Operating grants

		Group and Board	
	Note	2010/2011 \$	2009/2010 \$
Operating grants received during the year		174,206,587	136,173,227
Operating grant receivables as at 31 March		23,587,904	25,999,634
Less: Amount transferred to deferred capital grants	19	(3,768,323)	(3,089,027)
Operating grants utilised during the year		194,026,168	159,083,834

## 22. (Deficit)/Surplus for the year before tax

The following items have been included in arriving at (deficit)/surplus for the year before tax:

	Group		Board	
	2010/2011 \$	2009/2010 \$	2010/2011 \$	2009/2010 \$
<b>(a) Income</b>				
Interest income from fund manager's fixed deposits/bank deposits	2,206	20,008	2,206	20,008
Interest income from quoted debt securities	830,051	750,177	830,051	750,177
Dividend income from quoted equity securities	249,611	188,001	249,611	188,001
Gain from sale of investments in quoted equity securities	553,014	1,279,937	553,014	1,279,937
Gain from sale of investments in quoted debt securities	438,892	123,782	438,892	123,782
Gain from sale of investments in quoted unit trusts	-	156,564	-	156,564
Net gain from financial assets through profit and loss	98,630	2,734,635	98,630	2,734,635
Realised exchange gain on sale of quoted equity, quoted debt quoted securities and unit trusts	474,666	38,186	474,666	38,186
Unrealised exchange gain on quoted equity and quoted debt securities	26,532	-	26,532	-
	2,673,602	5,291,290	2,673,602	5,291,290
Income brought forward	2,673,602	5,291,290	2,673,602	5,291,290
<b>(b) Expenses – financial assets at fair value through profit and loss</b>				
Unrealised exchange loss on quoted equity, quoted debt securities and quoted unit trusts	(441,192)	(112,295)	(441,192)	(112,295)
	(441,192)	(112,295)	(441,192)	(112,295)
Net gain	2,232,410	5,178,995	2,232,410	5,178,995
Less: Interest income on fixed deposits/bank deposits	(2,206)	(20,008)	(2,206)	(20,008)
Net gain from financial assets through profit and loss	2,230,204	5,158,987	2,230,204	5,158,987

**22. (Deficit)/Surplus for the year before tax (cont'd)**

	Group		Board	
	2010/2011	2009/2010	2010/2011	2009/2010
	\$	\$	\$	\$
<b>(c) Other operating income/ (expenses)</b>				
Interest income from bank fixed deposit	434,072	275,239	420,878	267,585
Allowance made for doubtful book fines receivables	(674,103)	(87,770)	(674,103)	(87,770)
Allowance made for doubtful receivables	(289,264)	-	-	-
Write back of bad debts	162,335	-	162,335	-
Depreciation of property, plant and equipment	(26,010,822)	(24,158,921)	(26,004,608)	(24,152,749)
Gain on disposal of property, plant and equipment	11,982	88,786	11,982	88,786
(Reversal of)/Provision for retirement benefits	731,736	(34,165)	731,736	(34,165)
Operating lease expenses	(17,092,955)	(17,012,135)	(17,064,614)	(16,984,074)
Property, plant and equipment written off	(12,442)	(17,521)	(12,442)	(17,521)
Fund management expenses	(242,316)	(245,836)	(242,316)	(245,836)

**23. Income tax**

The Board is a tax exempted institution under the provision of the Income Tax Act (Cap.134, 2004 Revised Edition). The subsidiaries of the Board are subject to tax under Singapore income tax legislation.

	Group		Board	
	2010/2011	2009/2010	2010/2011	2009/2010
	\$	\$	\$	\$
Current taxation – under/(over) provision in prior years	15,617	(40,000)	-	-
<b>Reconciliation of effective tax rate</b>				
Surplus before tax	20,291,905	6,204,535	20,491,931	4,251,845
Income tax at 17%	3,449,624	1,054,771	3,483,628	722,814
Non-deductible expenses	9,550	193	-	-
Surplus of the Board exempted from tax	(3,483,628)	(976,856)	(3,483,628)	(722,814)
Under/(Over) provision in prior years	15,617	(40,000)	-	-
Income not subject to tax	-	(19,333)	-	-
Utilisation of previously unrecognised tax losses	-	(45,831)	-	-
Others	24,454	(12,944)	-	-
	15,617	(40,000)	-	-

The Library Fund is exempted from income tax under Section 13 (1)(zm) of the Income Tax Act (Cap. 134, 2007 Revised Edition).

## 24. Investments with fund managers

The Board and Group placed its surplus funds with fund managers. The fund managers are given discretion in managing their respective portfolios, subject to the investment guidelines and the mandate set out in the external fund management agreements.

As part of its risk management activities, the fund managers use forward exchange contracts for hedging purposes. They are not used for trading purposes.

As at the reporting date, the funds managed by fund managers comprise the following assets and liabilities:

		Group		Board	
	Note	2010/2011 \$	2009/2010 \$	2010/2011 \$	2009/2010 \$
Quoted debt securities	11	21,782,529	24,388,025	21,782,529	24,388,025
Quoted equity securities	11	9,485,251	6,930,930	9,485,251	6,930,930
Quoted unit trusts	11	9,549,529	10,056,572	9,549,529	10,056,572
Fixed deposits	15	2,500,628	2,300,099	2,500,628	2,300,099
Cash balances	15	4,173,379	1,916,363	4,173,379	1,916,363
Other receivable/(payable) relating to investment transactions		26,302	(31,056)	26,302	(31,056)
		47,517,618	45,560,933	47,517,618	45,560,933

The investments with fund managers that are designated at fair value through profit or loss are investments that the Group intends to hold for the medium term. These investments are designated at fair value through profit or loss as the Group manages such investments based on their fair value in accordance with the Group's documented investment strategy.

## 25. Collection holdings

The Board's total collection of 8,594,803 (2009/2010: 7,959,637) items comprise books, audio-visual materials, microfilm items, serials, and other library materials as follows:

	Public Libraries	Lee Kong Chian Reference Library	Rare Materials	Total
At 1 April 2009	8,557,367	625,226	10,135	9,192,728
Additions	933,793	48,782	474	983,049
Disposals	(2,190,786)	(25,354)	-	(2,216,140)
At 31 March 2010	7,300,374	648,654	10,609	7,959,637
At 1 April 2010	7,300,374	648,654	10,609	7,959,637
Additions	1,370,897	32,290	284	1,403,471
Disposals	(590,444)	(177,861)	-	(768,305)
At 31 March 2011	8,080,827	503,083	10,893	8,594,803

## 26. Donated materials

The Board receives the following quantity of donated materials comprising books, serials and audio-visual materials during the year, that was not recognised in the Group's financial statements due to the unreliability of the value of the donated items:

	2010/2011	2009/2010
Number of donated items	74,016	67,308

## 27. Commitments

### *Operating lease commitments – as lessee*

The Board leases certain properties under lease arrangements that are non-cancellable. These leases have no purchase options. These leases, most of which have renewal options, expire at various dates up to the year 2030 and contain provisions for rental adjustments and provisions to restrict the Board to the usage of the premises.

Future minimum lease payments payable under non-cancellable operating leases as at 31 March are as follows:

	Group and Board	
	2010/2011	2009/2010
	\$	\$
Less than one year	8,989,283	9,045,918
More than one year but less than five years	18,087,946	18,875,799
More than five years	19,256,506	23,215,755
	<u>46,333,735</u>	<u>51,137,472</u>

### *Operating lease commitments – as lessor*

The Board has entered into cancellable and non-cancellable commercial property leases. The cancellable commercial property leases can be cancelled by way of the lessees giving notice in advance to the Board and vice versa. The non-cancellable leases have remaining non-cancellable lease terms of between 1 to 13 years.

Future minimum lease payments receivable under non-cancellable operating leases as at 31 March are as follows:

	Group and Board	
	2010/2011	2009/2010
	\$	\$
Less than one year	4,265,048	4,358,424
More than one year but less than five years	2,382,958	3,073,367
	<u>6,648,006</u>	<u>7,431,791</u>

### *Collection commitment*

Purchase order on book collections approved by the Board during the year but not provided for in the Group's financial statements is as follows:

	Group and Board	
	2010/2011	2009/2010
	\$	\$
Amount approved and contracted	<u>2,405,334</u>	<u>1,826,556</u>

### *Capital commitment*

Capital expenditure approved by the Board during the year but not provided for in the financial statements is as follows:

	Group and Board	
	2010/2011	2009/2010
	\$	\$
Amount approved and contracted	17,735,277	11,818,785
Amount approved but not contracted	1,188,204	26,156,597
	<u>18,923,481</u>	<u>37,975,382</u>

## 28. Related party disclosures

For the purpose of these financial statements, parties are considered to be related to the Board if the Board has the ability, directly or indirectly, to control the party or exercise significant influence over the party in making financial and operating decisions, or vice versa, or where the Board and the party are subject to common control or common significant influence. Related parties may be individuals or other entities. With the adoption of SB-FRS by the Board, the Board need not comply with the requirements of paragraphs 17 to 22 of SB-FRS 24 with respect to the disclosures of transactions and balances with parent Ministry and other state-controlled entities.

### *Key management personnel compensation*

Key management personnel are those persons having the authority and responsibility for planning, directing and controlling the activities of the Group. The Board of directors, chief executive officer and the group heads are considered by the Group to be key management personnel.

Key management personnel compensation comprise:

	<b>Group and Board</b>	
	<b>2010/2011</b>	<b>2009/2010</b>
	<b>\$</b>	<b>\$</b>
Salaries, bonuses and other short-term benefits	2,080,199	1,595,769
Defined benefit plan	52,330	39,412
	<u>2,132,529</u>	<u>1,635,181</u>

During the financial year, other than as disclosed elsewhere in the financial statements, the significant transactions with related parties which were carried out in the normal course of business are as follows:

### **(a) Transactions with subsidiaries**

	<b>Board</b>	
	<b>2010/2011</b>	<b>2009/2010</b>
	<b>\$</b>	<b>\$</b>
<b>Revenue collected</b>		
Consultancy and other services	471,468	156,495
Professional library services	428,098	262,076
Rental income	30,776	25,992
Other income	7,735	51,475
	<u>938,077</u>	<u>496,038</u>

### **(b) Transactions with The Library Fund**

	<b>Board</b>	
	<b>2010/2011</b>	<b>2009/2010</b>
	<b>\$</b>	<b>\$</b>
Accounting and Secretariat fees	-	25,200

## 29. Financial instruments

The Group's principal financial instruments comprise cash and short-term deposits as well as debt securities, equity securities and unit trusts managed by fund managers. The Group has various other financial assets and liabilities such as trade receivables and trade payables, which are directly attributable to its operations. The Group does not hold or issue derivative financial instruments for trading purposes. The Group's exposure to risk predominantly arises from its fund placed with fund managers.

## 29. Financial instruments (cont'd)

### *Funds with fund managers*

The Group established an investment policy which governs the overall investment guidelines including the overarching investment objectives as well as asset allocations and restrictions with an appropriate risk management framework. The investment contracts with the fund managers were established based on approved policies and guidelines. Regular investment performance reports are sent to the members of the National Library Board for monitoring purposes. Review sessions with the fund managers are held once in every six months.

The fund managers appointed under the global fixed income mandate and the global equities mandate are held responsible in achieving the investment objectives set forth in their respective fund manager agreements entered into with the Group. All income and realised capital gains are to be reinvested by the fund managers unless otherwise instructed by the Group.

The fund managers' overall risk management program seeks to maximise the returns derived for the level of risk to which they are exposed and seeks to minimise the potential adverse effects on the fund manager's financial performance.

The management of these risks carried out by the fund managers is governed by the mandate set forth in the fund manager agreement approved by the Group's Finance Committee. The mandate provides written principles for overall risk management, as well as written policies covering specific areas, such as foreign exchange risk, interest rate risk and credit risk, the use of derivative and non-derivative financial instruments which are stipulated below.

The Finance Committee has reviewed and agreed on policies for managing each of these risks in relation to the funds with fund managers.

### *Credit risk*

Credit risk is the risk that a counterparty to a financial instrument will fail to discharge an obligation or commitment that it has entered into with the Group. The fund managers have credit policies in place and the exposure to credit risk is monitored on an on-going basis.

At 31 March 2011, the following financial assets are exposed to credit risk/settlement risk: investment in debt securities, receivables on settlement of financial instruments, derivative receivables, cash and cash equivalents and trade and other receivables.

At the reporting date, there is no significant concentration of credit risk. The maximum exposure to credit risk is represented by the carrying amount of each financial asset in the statement of financial position. Management regularly monitors the recoverability of its financial assets and believes that it has adequately provided for any exposure to potential losses.

Surplus cash and fixed deposits are placed with banks and financial institutions, which are regulated. Investments are managed by professional fund managers, which are regulated. In a bid to manage its credit/settlement risk exposure, the Group has imposed certain limits in respect of investments in debt and equity securities, namely industry limit, geographical limits and investments must be of a minimum credit rating of "BBB" (Standard and Poor) or equivalent.

### *Liquidity risk*

The Board has minimal exposure to liquidity risk as its operations are funded by government grants. The Group has ensured sufficient liquidity through the holding of highly liquid assets in the form of cash and cash equivalents at all times to meet its financial obligations.

Fixed deposits are placed with reputable financial institutions, which yield better returns than cash at bank. The fixed deposits generally have short-term maturities so as to provide the Group with flexibility to meet working capital needs. All fixed deposits mature within one year.

## 29. Financial instruments (cont'd)

### Market risk

#### Price risk

The Group is exposed to equity securities price risk. This arises from investments held by the Group for which prices in the future are uncertain. Where non-monetary financial instruments such as equity securities are denominated in currencies other than the functional currency of the Group, the price initially expressed in foreign currency and then converted into the functional currency will also fluctuate because of changes in foreign exchange rates.

The Group's policy to manage price risk is via diversification and selection of securities and other financial instruments within specified limits set under the investment policy approved by the Finance Committee. The Group's equity investments are publicly traded. The overall market position of these equity investments is monitored on a daily basis by the fund managers and is reviewed on a semi-annual basis by the Finance Committee. Compliance with the Group's fund management mandate is reported to the Finance Committee on a monthly basis.

#### Sensitivity analysis-equity price risk

A 10% increase in the underlying equity prices at the reporting date would increase portfolio gains and the fair value of the equity securities in the statement of comprehensive income by the following amounts:

	Group and Board	
	Net surplus for the year	
	2010/2011	2009/2010
	\$	\$
Quoted equity securities at fair value through profit and loss	948,525	693,093

This analysis assumes that all other variables remain constant.

A 10% general decrease in underlying equity prices would have the equal but opposite effect on the basis that all variable remain constant.

#### Sensitivity analysis-unit trust price risk

A 10% increase in the underlying unit trust prices at the reporting date would increase portfolio gains and the fair value of the unit trusts in the statement of comprehensive income by the following amounts:

	Group and Board	
	Net surplus for the year	
	2010/2011	2009/2010
	\$	\$
Quoted unit trust at fair value through profit and loss	954,953	1,005,657

This analysis assumes that all other variables remain constant.

A 10% general decrease in underlying unit trust prices would have the equal but opposite effect on the basis that all variable remain constant.

### Interest rate risk

Exposure to interest rate risk relate primarily to the Group's investment portfolio managed by external professional fund managers and the fixed deposits placed with banks.

The Group relies on professional fund managers to monitor and mitigate the adverse effects of interest rate changes on its investment portfolios. The fund managers have absolute discretion in managing the funds within the Group's investment guidelines. A portfolio diversification approach is adopted.

## 29. Financial instruments (cont'd)

At the reporting date, the interest rate profile of the interest-earning financial instruments was:

	Group		Board	
	Carrying amount		Carrying amount	
	2010/2011	2009/2010	2010/2011	2009/2010
	\$	\$	\$	\$
<b>Fixed rate instruments</b>				
Fixed deposits managed by fund managers	2,500,628	2,300,099	2,500,628	2,300,099
Fixed deposits at bank	2,967,384	6,677,090	-	3,722,831
Debt securities	21,782,529	24,388,025	21,782,529	24,388,025
	<u>27,250,541</u>	<u>33,365,214</u>	<u>24,283,157</u>	<u>30,410,955</u>

### *Fair value sensitivity analysis for fixed rate instruments*

Changes in interest rates would not affect fixed rate instruments measured at amortised costs. Debt securities are the only fixed rate instrument which is accounted for at fair value through profit or loss by the Group. Therefore, an increase of 100 basis points in interest rates would have decreased the fair value of debt securities and net surplus in the statement of comprehensive income by \$217,825 (2009/2010: \$243,880). This analysis assumes that all other variables remain constant and there is an inverse linear relationship between interest rates and bond prices.

### *Foreign currency risk*

The Group's income and expenditure are primarily incurred in Singapore dollars, except for the debt and equity securities and unit trusts denominated in foreign currencies. Consequently, the Group is exposed to risks that the exchange rate of its currency relative to other foreign currencies may change in a manner that has an adverse effect on the value of that portion of the Group's assets or liabilities denominated in currencies other than the functional currency.

Fund managers use forward exchange contracts to hedge foreign currency exposure as and when required.

As at reporting date, the notional amounts of these financial derivatives (predominantly sell US dollars and buy Singapore dollars) held by the fund managers are as follows and mature in 2011.

	Group		Board	
	2010/2011	2009/2010	2010/2011	2009/2010
	\$	\$	\$	\$
<b>Notional amounts</b>				
Forward foreign exchange sales	(3,510,300)	(7,692,129)	(3,510,300)	(7,692,129)
Forward foreign exchange purchases	<u>3,590,744</u>	<u>7,702,727</u>	<u>3,590,744</u>	<u>7,702,727</u>

## 29. Financial instruments (cont'd)

The Group's and Board's exposures to foreign currencies are as follows:

	<----- 2010/2011 ----->				<----- 2009/2010 ----->			
	US dollar	Malaysia ringgit	Hong Kong dollar	Others	US dollar	Malaysia ringgit	Hong Kong dollar	Others
	\$	\$	\$	\$	\$	\$	\$	\$
<b>Group</b>								
Quoted equity securities managed by fund managers	44,773	504,791	671,564	4,777,754	135,865	242,319	438,412	3,241,309
Unit Trust managed by fund managers	6,675,576	-	-	-	6,645,286	-	460,805	-
Quoted debt securities managed by fund managers	1,439,752	-	-	183,502	1,691,899	-	-	471,968
Trade and other receivables	806,322	-	2,070	103,915	1,649,981	-	5,293	42,652
Cash and fixed deposits managed by fund managers	493,725	734	93,575	161,560	308,968	475	3,505	30,082
Trade and other payables	(2,164,148)	(25,189)	(151,051)	(281,634)	(7,261,191)	-	(11,929)	(1,973,566)
	7,296,000	480,336	616,158	4,945,097	3,170,808	242,794	896,086	1,812,445
<b>Board</b>								
Quoted equity securities managed by fund managers	44,773	504,791	671,564	4,777,754	135,865	242,319	438,412	3,241,309
Unit Trust managed by fund managers	6,675,576	-	-	-	6,645,286	-	460,805	-
Quoted debt securities managed by fund managers	1,439,752	-	-	183,502	1,691,899	-	-	471,968
Trade and other receivables	806,322	-	2,070	103,915	1,305,561	54,432	5,293	42,652
Cash and fixed deposits managed by fund managers	119,396	734	93,575	161,560	40,741	475	3,505	30,082
Trade and other payables	(2,164,148)	(25,189)	(151,051)	(281,634)	(7,261,191)	-	(11,929)	(1,957,898)
	6,921,671	480,336	616,158	4,945,097	1,383,161	297,226	896,086	1,828,113

## 29. Financial instruments (cont'd)

### *Sensitivity analysis*

A strengthening of the US dollar, Malaysia ringgit and Hong Kong dollar, as indicated below, against the Singapore dollar at 31 December would have increased/(decreased) surplus or deficit by the amounts shown below. This analysis is based on foreign currency exchange rate variances that the Group considered to be reasonably possible at the end of the reporting period. The analysis assumes that all other variables, in particular interest rates, remain constant. The analysis is performed on the same basis for 2010/2011, albeit that the reasonably possible foreign exchange rate variances may have been different.

	<b>Surplus/(Deficit) before tax</b>	
	<b>Group</b>	<b>Board</b>
	<b>\$</b>	<b>\$</b>
<b>31 March 2011</b>		
US dollar (10% strengthening)	729,600	692,167
Malaysia ringgit (10% strengthening)	48,034	48,034
Hong Kong dollar (10% strengthening)	61,616	61,616
Others (10% strengthening)	494,510	494,510
<b>31 March 2010</b>		
US dollar (10% strengthening)	317,081	138,316
Malaysia ringgit (10% strengthening)	24,279	29,723
Hong Kong dollar (10% strengthening)	89,609	89,609
Others (10% strengthening)	181,245	182,811

A weakening of the above currencies against the Singapore dollar would have had the equal but opposite effect on the above currencies to the amounts shown above, on the basis that all other variables remain constant.

### ***Estimation of the fair values***

#### *Investments in quoted equity, debt securities and unit trusts*

Fair value is based on quoted bid prices at the reporting date without any deduction for transaction costs.

#### *Forward foreign exchange contracts used by fund managers for hedging purposes*

The fair value of forward foreign exchange contracts is based on their listed market price, if available. If a listed market price is not available, fair value is estimated by discounting the difference between the contractual forward price and the current forward price for the residual period to maturity of the contract using a risk-free interest rate (based on Government bonds).

#### *Other financial assets and liabilities*

The carrying amounts of financial assets and liabilities with a maturity of less than one year (including trade and other receivables, cash and cash equivalents, and trade and other payables) are assumed to approximate their fair values because of the short period to maturity.

## 29. Financial instruments (cont'd)

*Fair values versus carrying amounts*

The fair values of financial assets and liabilities, together with the carrying amounts shown in the statement of financial position, are as follows:

	Note	Designated at fair value \$	Loans and receivables \$	Other financial liabilities \$	Total carrying amount \$	Fair value \$
<b>31 March 2011</b>						
<b>Group</b>						
Cash and cash equivalents	15	-	128,078,539	-	128,078,539	128,078,539
Loans and receivables	12	-	26,313,991	-	26,313,991	26,313,991
Financial assets at fair value through profit or loss	11	40,817,309	-	-	40,817,309	40,817,309
Interest receivable and unrealised gains arising on outstanding forward foreign exchange contracts managed by fund managers	13	259,084	-	-	259,084	259,084
Trade and other payables	16	-	-	(45,170,420)	(45,170,420)	(45,170,420)
		41,076,393	154,392,530	(45,170,420)	150,298,503	150,298,503
<b>Board</b>						
Cash and cash equivalents	15	-	124,534,607	-	124,534,607	124,534,607
Loans and receivables	12	-	26,767,845	-	26,767,845	26,767,845
Financial assets at fair value through profit or loss	11	40,817,309	-	-	40,817,309	40,817,309
Interest receivable and unrealised gains arising on outstanding forward foreign exchange contracts managed by fund managers	13	258,095	-	-	258,095	258,095
Trade and other payables	16	-	-	(45,109,635)	(45,109,635)	(45,109,635)
		41,075,404	151,302,452	(45,109,635)	147,268,221	147,268,221
<b>31 March 2010</b>						
<b>Group</b>						
Cash and cash equivalents	15	-	91,873,096	-	91,873,096	91,873,096
Loans and receivables	12	-	31,182,908	-	31,182,908	31,182,908
Financial assets at fair value through profit or loss	11	41,375,527	-	-	41,375,527	41,375,527
Interest receivable and unrealised gains arising on outstanding forward foreign exchange contracts managed by fund managers	13	82,354	-	-	82,354	82,354
Trade and other payables	16	-	-	(39,747,070)	(39,747,070)	(39,747,070)
		41,457,881	123,056,004	(39,747,070)	124,766,815	124,766,815
<b>Board</b>						
Cash and cash equivalents	15	-	88,558,217	-	88,558,217	88,558,217
Loans and receivables	12	-	30,407,863	-	30,407,863	30,407,863
Financial assets at fair value through profit or loss	11	41,375,527	-	-	41,375,527	41,375,527
Interest receivable and unrealised gains arising on outstanding forward foreign exchange contracts managed by fund managers	13	80,805	-	-	80,805	80,805
Trade and other payables	16	-	-	(38,897,617)	(38,897,617)	(38,897,617)
		41,456,332	118,966,080	(38,897,617)	121,524,795	121,524,795

## 29. Financial instruments (cont'd)

### Fair value hierarchy

The table below analyses financial instruments carried at fair values, by valuation method. The different levels have been defined as follows:

- Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities
- Level 2: valuation inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices)
- Level 3: valuation inputs for the asset or liability that are not based on observable market data (unobservable inputs)

	Fair value measurement at the end of the reporting date using			
	Level 1	Level 2	Level 3	Total
<b>31 March 2011</b>				
<b>Group and Board</b>				
<i>Financial assets at fair value through profit or loss</i>				
Managed by fund managers	40,817,309	-	-	40,817,309
<b>31 March 2010</b>				
<b>Group and Board</b>				
<i>Financial assets at fair value through profit or loss</i>				
Managed by fund managers	41,375,527	-	-	41,375,527

There were no transfers of financial assets between Levels 1, 2 or 3 during financial years ended 31 March 2011 and 2010.

## 30. Comparative information

In 2009/2010, certain donations in kind amounting to \$507,265 (inclusive of processing fees) have been recognised as heritage assets purchased using the development grants. Consequently, books, periodicals and serials expenses in relation to the purchase were reduced upon utilisation of the funding from the development grant.

As a result, the following restatement of comparative figures as at 31 March 2010 has been made:

	Group		Board	
	\$ (restated)	\$ (as previously reported)	\$ (restated)	\$ (as previously reported)
<b>Statement of financial position</b>				
Heritage reserves	6,745,989	7,253,254	6,745,989	7,253,254
Accumulated surplus				
- General funds	50,162,062	49,654,797	46,910,968	46,403,703
<b>Statement of comprehensive income</b>				
Donations	1,958,915	1,463,080	1,958,915	1,463,080
Books, periodicals and serials expenses	30,616,454	30,120,619	30,616,454	30,120,619
Development grants	8,892,992	8,397,157	8,892,992	8,397,157
Acquisition of heritage assets recognised in heritage reserves	37,245	533,080	37,245	533,080

# Library Listing

Year Ended 1 May 2011

## Library Listing (as of 1 May 2011)

National  
Library  
BuildingRegional  
LibraryPublic  
Library**1. National Library Building**

100 Victoria Street  
Singapore 188064

**Corporate Office**

#14-01  
Fax: 6332 3233

**National Library**

Levels 7 – 13  
Fax: 6332 3248

**Central Public Library (CTPL)**

#B1-01  
Fax: 6332 3642

**2. Ang Mo Kio Public Library (AMPL)**

4300 Ang Mo Kio Avenue 6  
Singapore 569842  
Fax: 6553 5519

**3. Bedok Public Library (BEPL)**

21 Bedok North Street 1  
Singapore 469659  
Fax: 6244 4917

**4. Bishan Public Library (BIPL)**

5 Bishan Place  
#01-01  
Singapore 579841  
Fax: 6478 4969

**5. Bukit Batok Public Library (BBPL)**

1 Bukit Batok Central Link  
#03-01 West Mall  
Singapore 658713  
Fax: 6794 6291

**6. Bukit Merah Public Library (BMPL)**

3779 Jalan Bukit Merah  
Singapore 159462  
Fax: 6375 5128

**7. Bukit Panjang Public Library (BPPL)**

1 Jelebu Road  
#04-16/17 Bukit Panjang Plaza  
Singapore 677743  
Fax: 6767 1030

**8. Cheng San Public Library (CSPL)**

90 Hougang Avenue 10  
#03-11 Hougang Mall  
Singapore 538766  
Fax: 6488 4109

**9. Choa Chu Kang Public Library (CCKPL)**

21 Choa Chu Kang Avenue 4  
#04-01/02 Lot One Shoppers' Mall  
Singapore 689812  
Fax: 6765 8617

**10. Clementi Public Library (CMPL)**

3155 Commonwealth Avenue West  
#05-13/14/15 The Clementi Mall  
Singapore 129588  
Fax: 6570 5786

**11. Geylang East Public Library (GEPL)**

50 Geylang East Avenue 1  
Singapore 389777  
Fax: 6842 8081

**12. Jurong Regional Library (JRL)**

21 Jurong East Central 1  
Singapore 609732  
Fax: 6665 0312

**13. Jurong West Public Library (JWPL)**

60 Jurong West Central 3  
#01-03  
Singapore 648346  
Fax: 6793 6906

**14. library@esplanade (EPPL)**

8 Raffles Avenue  
#03-01  
Singapore 039802  
Fax: 6837 8587

**15. Marine Parade Public Library (MPPL)**

278 Marine Parade Road  
#01-02 Marine Parade Community Building  
Singapore 449282  
Fax: 6346 2130

**16. Pasir Ris Public Library (PRPL)**

1 Pasir Ris Central Street 3  
#04-01/06 White Sands  
Singapore 518457  
Fax: 6585 5314

**17. Queenstown Public Library (QUPL)**

53 Margaret Drive  
Singapore 149297  
Fax: 6471 9973

**18. Sembawang Public Library (SBPL)**

30 Sembawang Drive  
#03-01 Sun Plaza  
Singapore 757713  
Fax: 6852 8180

**19. Sengkang Public Library (SKPL)**

1 Sengkang Square  
#04-26/27 Compass Point  
Singapore 545078  
Fax: 6315 8022

**20. Serangoon Public Library (SRPL)**

23 Serangoon Central  
#04-82/83 nex  
Singapore 556083  
Fax: 6634 5790

**21. Tampines Regional Library (TRL)**

31 Tampines Avenue 7  
Singapore 529620  
Fax: 6788 8269

**22. Toa Payoh Public Library (TPPL)**

6 Toa Payoh Central  
Singapore 319191  
Fax: 6354 5067

**23. Woodlands Regional Library (WRL)**

900 South Woodlands Drive  
#01-03 Woodlands Civic Centre  
Singapore 730900  
Fax: 6767 3936

**24. Yishun Public Library (YIPL)**

930 Yishun Avenue 2  
#04-01 Northpoint Shopping Centre  
Singapore 769098  
Fax: 6756 9290

## Acknowledgements

We would like to express our heartfelt appreciation for the generosity of our donors, supporters and Friends of the Library. Your support has enabled us to develop collections and programmes that enrich our patrons' library experience.

### 10,000 & More Fathers Reading!

- Centre for Fathering Ltd
- ComfortDelgro Corporation Ltd
- Compass Point Shopping Centre
- Marshall Cavendish International (Asia) Pte Ltd
- McDonald's Singapore
- Ministry of Community Development, Youth and Sports – Fathers Action Network "Dads for Life"
- Ministry of Community Development, Youth and Sports – National Family Council
- Oxygen Studio Designs
- PAP Community Foundation
- People's Association – Family Life Champion
- Regional Language Centre
- Singapore Post Ltd
- WINGS

### Advisory Panel for Seniors

- Mr Phua Kok Tee, Chairperson
- Ms Pearl Goh, Deputy Chairperson
- Mrs Susan Chan, Member
- Ms Alice Chin, Member
- Mr Chow Teng Lam, BBM, Member
- Mr Alex Eow, Member
- Mr Goh Chim Khim, Member
- Dr Lee Ngak Siang, Member
- Ms Nancy Fobrogo, Member
- Ms Normala Manap, Member
- Mrs Sarojini Padmanathan, Member
- Late Mr Sivakant Tiwari, Member

### Bibliography of Singapore Chinese Literature (新加坡华文文学编年书目)

- Chew Wee Kai (周维杰)
- Lee Seng Chan (怀鹰)
- Lin Kang (林康)
- Prof Ow Ching Tee (欧清池博士)
- Xu Meng Feng (许梦丰)
- Nanyang Technological University Singapore Chinese Library
- National University of Singapore Chinese Library

### Gifts and Exchange; Book Donation

- 驻新加坡台北代表处
- 中国国家汉办
- 新加坡张氏会馆
- Embassy of the United States in Singapore
- Media Development Authority
- Ministry of Information, Communications and the Arts Library

- Ministry of Trade and Industry Library
- SPRING Singapore
- Taipei Representative Office in Singapore
- Tourism Resource Centre

### Lee Kong Chian Research Fellowship Selection Committee

- Dr N Varaprasad, Chairperson
- Dr Ernest Chew, Member
- Prof Lily Kong, Member
- Ms Ngian Lek Choh, Member
- Prof Tan Tai Yong, Member

### Malay Language Council of Singapore

- Mr Hawazi Daipi, Chairman
- Mr Masagos Zulkifli, Deputy Chairman
- Dr Hadijah Rahmat, Assistant Chairman
- Mr Tajudin Jaffar, Secretary
- Mr Juffri Supaat, Deputy Secretary
- Ms Raihanah Md Said, Assistant Secretary
- Drs Masran Sabran, Treasurer
- Mr Ibrahim Hassan, Member
- Mr Mohd Anuar Yusop, Member
- Mr Mohd Ma'amun HMF Suheimi, Member
- Mr Mohd Naim Daipi, Member
- Mr Mohd Saat Abdul Rahman, Member
- Mr Thahirrudin Shadat Kadarisman, Member
- Mr Wan Imran Woojdy, Member
- Ms Zakiah Halim, Member
- Mr Zaqy Mohamad, Member

### Malay Language Month Organising Committee

- Mr Hawazi Daipi, Chairman
- Ms Zakiah Halim, Deputy Chairman
- Mr Tajudin Jaffar, Secretary
- Mr Juffri Supaat, Deputy Secretary
- Drs Masran Sabran, Treasurer
- Mr Abdul Malek Ahmad, Member
- Ms Haryani Ismail, Member
- Ms Hasyimah Harith, Member
- Ms Isadhora Mohamed, Member
- Mr Mohd Azmil, Member
- Mr Muhammad Nabil, Member
- Mr Muhammad Rafi Abu Bakar, Member
- Mr Yahya Hamid, Member

### Malay Language Ambassadors

- Mdm Asmah Laili
- Mr Dyn Norahim

- Mr Hisham Hasim
- Ms Rahayu Mahzam
- Mr Riz Sunawan
- Mr Suhaimi Salleh
- Mr Taufik Batisah
- Ms Zaza Majid

### Malay Language Month Donors

- Prestige Marine Services Pte Ltd
- The MES Group

### Malay Language Month Partners

- Admiralty Primary School
- Association of Malay Singers, Composers & Professional Musicians (PERKAMUS)
- Berita Harian
- Bukit Panjang Government High School
- Innova Junior College
- Kampung Siglap Mosque
- Malay Youth Literary Association (4PM)
- MediaCorp Radio Ria 89.7FM
- MediaCorp Radio Suria
- MediaCorp Radio Warna 94.2FM
- Ministry of Education
- Muse Pte Ltd
- Nanyang Technological University/National Institute of Education Malay Language Cultural Society (PERBAYU)
- National University of Singapore Malay Language Society (PBMUKS)
- People's Association Malay Activity Executive Committees Council (MESRA)
- Perkumpulan Seni
- Republic Polytechnic Malay Cultural Group
- Singapore Institute of Management Malay Cultural Society
- Singapore Malay Teachers' Union (KGMS)
- Singapore Management University Malay Language & Cultural Club
- Singapore Polytechnic Malay Language Society
- Sri Warisan-Som Said Performing Arts Ltd
- Tampines Junior College
- The Malay Language Learning and Promotion Committee

### National kidsREAD Programme

- American Embassy
- Chinese Development Assistance Council
- Cicada Tree Eco-Place
- McDonald's Singapore
- Ministry of Community Development, Youth and Sports
- PAP Community Foundation
- People's Association
- Singapore Discovery Centre
- Singapore Pools Pte Ltd
- Tote Board

### NLB Editorial Board

- Dr N Varaprasad, Chairperson

- Ms Meira Chand, Member
- Ms Amy Gay, Member
- Mr Lim Kwang Kok, Member
- Ms Ngian Lek Choh, Member
- Mr Johnson Paul, Member
- Mr R Ramachandran, Member
- Ms Shaan Sathy, Member
- Mrs Lily Tan, Member
- Ms Tay Ai Cheng, Member
- Ms Jennifer Yin, Member

### National Library Advisory Committee

- Prof Schubert Foo Shou Boon, Chairperson
- Mr Kwa Chong Guan, Covering Chairperson
- Ms Chng Kim See, Member
- Assoc Prof Hadijah Rahmat, Member
- Assoc Prof Christopher Khoo Soo Guan, Member
- Mrs Sarogenei K, Member
- Dr Sim Chuin Peng, Member

### Professional Talk Series

- Ms Barbara Lison, Director of Bremen Public Library, Germany
- Mr Dady Rachmananta, Librarian, National Library of Indonesia
- Ms Margaret Allen, Chief Executive Officer and State Librarian, State Library of Western Australia
- Dr Oh Dong-Geun, Professor, Department of Library & Information Science, Graduate School, Keimyung University, South Korea
- Dato Raslin Abu Bakar, Director General, National Library of Malaysia
- Ms Ruth Pagell, University Librarian, Li Ka Shing Library, Singapore Management University
- Dr Shin Yong-Eon, Director, National Digital Library of Korea
- Mr Syed Ghyour Hussain Sabazwari, Deputy Director, International Relations and Collections, National Library of Pakistan

### Public Library Advisory Committee

- Mr Martin Tan, Chairperson
- Mr Daud Yusof, Member
- Mr Desmond Lum Siew Khuen, Member
- Mr Manogaran Suppiah, Member
- Ms Pathmasunthari Priyasamy, Member
- Mr Puah Kok Tee, Member
- Mr Danny Yeo, Member
- Mr Zahidi Abdul Rahman, Member

### READ! Singapore 2010 Steering Committee

- Prof Tommy Koh, Patron
- Ms Meira Chand, Chairperson, English Book Selection Sub-Committee
- Dr Chua Chee Lay, Chairperson, Chinese Book Selection Sub-Committee
- Mr Mohamed Pitchay Ghani B Mohamed Abdul Aziz, Chairperson, Malay Book Selection Sub-Committee

- Mr R Rajaram, Chairperson, Tamil Book Selection Sub-Committee
- Mr Ang Pow Chew, Member
- Ms Dora Cheok, Member
- Assoc Prof Kirpal Singh, Member
- Ms Nalini Naidu, Member
- Ms Adeline Ooi, Member
- Ms Rosemarie Somaiah, Member
- Mr S P Panneerselvam, Member
- Ms Serene Wee, Member
- Ms Shoba Tsering, Member
- Ms Stephanie Yap, Member

### READ! Singapore 2010

- Conrad Centennial Singapore
- Cybersports & Online Gaming Association Singapore (SCOGA)
- Infocomm Development Authority of Singapore
- M1
- Maya Dance Theatre
- MediaCorp Radio 938 LIVE
- MediaCorp Radio Capital 95.8FM
- MediaCorp Radio Oli 96.8FM
- MediaCorp Radio Warna 94.2FM
- Monsters Under the Bed
- MPH Bookstores
- Nano Equipment
- Nanyang Polytechnic
- National Arts Council
- Reader's Digest
- SilkAir Singapore
- Society for Reading and Literacy

### Rihlah – Arabs in Southeast Asia

- Sultan Ghalib Al-Qu'aiti
- Mr Abdullah Assegaff
- Mr Ali Abubakar Shahab
- Dr Ameen Talib
- Ms Anisah Aidid
- Ms Fatimah binte Mohammed Alkaff
- Mr Habib Abdullah bin Mohsen Alsaggaf
- Mr Hamed bin Omar Talib
- Mr Helmi Talib
- Dr Larry Francis Hilarian
- Dr Hussien A. Al-Gunied
- Dr Hussien Zein Al-Haddad
- Mr Iskander Mydin
- Mr Khalid Saleh Basharahil
- Mr Koh Seow Chuan
- Mrs Pamela Lee
- Ms Leila Ingrams
- Ustazah Maimunah binti Ahmad
- Mr Nabil Abdul Karim Hayaze
- Mr Omar bin Abdullah Alshatrie
- Mr Osman Abdur Rahim Bagharib

- Ms Raguan binte Mansoor Alkathiri
- Ms Sharifah Alawiyah Alsaggaf
- Ms Sharifah Alawiyah Junied Aljunied
- Ms Sharifah Fatmah binte Abu Bakar Aljunied
- Ms Sharifah Mariam Hussain Aljunied
- Ms Sharifah Salmah binte Shaikh Alhabshi
- Ms Sharifah Salwa binte Zain Alsaggaf
- Mr Syed Abbas bin Mohamad Alsagoff
- Mr Syed Abdul Rahman Aljunied
- Mr Syed Abdullah bin Haroon Aljunied
- Mr Syed Abdullah Mohamad Aljunied
- Mr Syed Abu Bakar Adni Hussain Aljunied
- Ustaz Syed Agil bin Othman bin Yahya
- Mr Syed Ali bin Mohamed Alattas
- Mr Syed Alwee bin Mohammad Alkaff
- Mr Syed Alwi Aidid
- Mr Syed Alwi bin Sheikh Alkaff
- Assoc Prof Syed Farid Alatas
- Mr Syed Haroon bin Omar Alshatrie
- Mr Syed Hassan bin Muhammad Al-Attas
- Mr Syed Junied bin Haroon Aljunied
- Mr Syed Mohammad bin Junied Aljunied
- Mr Syed Mahmood bin Hassan Aljunied
- Mr Syed Mohd Shaiful
- Dr N Varaprasad
- Al-Rehman Trading Pte Ltd
- Aljunied Brothers
- Arab Association of Singapore
- Arrabitah al Alawiyah
- Daarul Aitam
- Etihad Airways
- Galeri DiRaja Perlis
- Institute of Southeast Asian Studies
- International Enterprise Singapore
- Madrasah Aljunied Al-Islamiah
- Madrasah Alsagoff Al-Arabiah
- Majilis Ugama Islam Singapura
- Masjid Ba'alwi
- Middle East Institute
- Ministry of Culture, Yemen
- Ministry of Foreign Affairs
- Ministry of Foreign Affairs, Oman
- National Institute of Education
- National Museum of Singapore
- National University of Singapore
- Pustaka Nasional Pte Ltd
- Royal Embassy of Saudi Arabia, Singapore
- Singapore Business Federation
- Singapore Press Holdings Ltd
- Singapore Tourism Board
- The Esplanade Co. Pte Ltd
- Yayasan Ali Alattas
- Yemen Tourism Promotion Board

**Singapore 101**

- ExxonMobil Asia Pacific Pte Ltd
- National University of Centre, Centre for the Arts
- Singapore Heritage Society

**Singapore Memory Project Partners**

- Anglo-Chinese School (Independent)
- Army Museum of Singapore
- Asia Pacific Breweries Limited
- Asian Film Archive
- Attorney-General's Chambers Library
- AWARE
- Bhaskar's Arts Academy
- Central Singapore District
- Centre for Liveable Cities
- Civil Service College
- Economic Development Board
- Football Association of Singapore
- Fullerton Heritage
- Genealogy Society of Singapore
- Haw Par Healthcare Limited
- Health Promotion Board
- Hindu Advisory Board
- Home Team Academy
- Housing and Development Board
- Infocomm Development Authority of Singapore
- Institute of Southeast Asian Studies Library
- Laborans Pte Ltd
- Library Association of Singapore
- Management Development Institute of Singapore
- Media Development Authority
- MediaCorp (TODAY)
- Ministry of Community Development, Youth and Sports
- Ministry of Education Heritage Centre
- Ministry of Trade and Industry
- Nanyang Polytechnic
- Nanyang Technological University Library
- National Archives of Singapore
- National Arts Council
- National Council of Social Services
- National Heritage Board
- National Institute of Education
- National Junior College
- National University of Singapore
- NEXUS
- Ngee Ann Polytechnic, Lien Ying Chow Library
- One Motoring
- Parliament Library
- People's Association
- PlasticSoldierFactory
- Professional Photographers Association (Singapore)
- PUB
- Scrawl Studios
- Singapore Federation of Chinese Clans Association
- Singapore General Hospital, The SGH Museum

- Singapore Girl Guides
- Singapore Hainan Hwee Kuan
- Singapore Heritage Society
- Singapore Hokkien Huay Kuan
- Singapore Institute of Architects
- Singapore Institute of Management
- Singapore Management University
- Singapore Polytechnic
- Singapore Press Holdings Ltd
- Singapore Tourism Board
- Singapore Youth Olympics Games 2010
- SPRING Singapore
- Supreme Court Library
- Temasek Polytechnic
- The Art Fission Company
- The Arts House
- The Chinese Opera Institute
- Urban Redevelopment Authority
- Woh Hup (Private) Limited
- Ya Kun International Pte Ltd

**Speak Good English Movement Steering Committee**

- Mr Goh Eck Kheng, Chairperson
- Ms Judith d'Silva, Deputy Chairperson
- Mr Ang Pow Chew, Member
- Dr Christine Chen, Member
- Ms Lina Chong, Member
- Dr Melinda Eng Wah Yound, Member
- Dr Hee Soo Yin, Member
- Ms Lau Chuen Wei, Member
- Mr Lim Fong Wei, Member
- Assoc Prof Low Ee Ling, Member
- Mr V Maheantharan, Member
- Mdm Sharifah Sakinah Ali Alkaff, Member
- Ms Gerardine Tan, Member
- Ms Jessie Tan, Member
- Mr Bernard Toh, Member
- Mr Yeow Kai Chai, Member

**Speak Good English Movement Partners**

- Ms Inch Chua
- Mr Hri Kumar Nair
- Ms Ruby Pan
- Ascend Education Centre
- Banquet
- British Council
- Central Singapore Community Development Council
- Chesterton Suntec International
- Housing and Development Board HDB Hub
- ITE College Central (Bishan Campus)
- Jan & Elly English Language School
- Janus Education
- Kopitiam
- Land Transport Authority
- Ministry of Education

- National Environment Agency
- National Library Board
- Republic Polytechnic
- School Invasion Tour
- Sparky Animation
- The Theatre Practice
- West Grand Boulevard
- Xin Food Court
- Ya Kun Kaya Toast
- YMCA

#### **Speak Good English Movement Media Partners**

- Little Red Dot / IN
- MediaCorp Radio 938LIVE
- mypaper
- RazorTV
- Singapore Press Holdings
- STOMP

#### **Speak Good English Movement Sponsors**

- JCDecaux Singapore Pte Ltd
- SMRT Corporation Pte Ltd

#### **Speak Mandarin Campaign Promote Mandarin Council**

- Ms Lim Sau Hoong, Chairperson
- Mr Chang Long Jong, Member
- Mr Choo Thiam Siew, Member
- Mr Chua Chim Kang, Member
- Mr Chung Ting Fai, Member
- Dr Hee Soo Yin, Member
- Mr Billy Koh, Member
- Assoc Prof Koh Hock Kiat, Member
- Ms Lee Huay Leng, Member
- Mr Lee Peng Shu, Member
- Prof Leo Suryadinata, Member
- Col Darius Lim, Member
- Mr Lim Fong Wei, Member
- Mr Roger Low Tiate Eng, Member
- Mr Man Shu Sum, Member
- Mr Perng Peck Seng, Member
- Mr Francis Phun, Member
- Assoc Prof Quah Sy Ren, Member
- Mr Jeffrey Seah, Member
- Mr Seow Choke Meng, Member
- Mr Jackson Tan, Member
- Mr Jeremy Tay, Member
- Mr Danny Yeo, Member
- Mr Yue Lip Sin, Member

#### **Speak Mandarin Campaign – The Chinese Challenge Partners**

- Asian Civilisations Museum
- Business China
- CapitaLand Limited
- Chinese Language and Culture Fund

- Eu Yan Sang Singapore Pte Ltd
- gistXL Technology Pte Ltd
- Jetstar.com
- mypaper
- Omy.sg
- Tote Board
- wotif.com

#### **Speak Mandarin Campaign Community Partners**

- Andy C and the New Horizons
- EduPlus Learning Centre Pte Ltd
- Hwa Chong Institution
- MLCappella
- Sin Feng Xiang Sheng Society
- The Theatre Practice
- YMCA

#### **Tamil Language Council**

- Mr V P Jothi, President
- Mr Naseer Ghani, Vice President
- Mr R Rajaram, Vice President
- Mr Narayana Mohan, Treasurer
- Mr M Thilagaraja, Secretary
- Dr G Balasubramaniam, Deputy Secretary
- Mrs Vijayalakshmi Jagadeesh, Deputy Secretary
- Mr A Palaniappan, Member
- Mr J Manikavachagam
- Mr JK Saravana
- Mr M Hari Krishnan
- Mr Nantha Kumar Chandran
- Mr Narayanan Velayutham
- Mr P Thirunal Karasu
- Ms Pushpalatha Devi Naidu
- Mr Raj Kumar Chandra
- Mr S Samikannu
- Mr T Venugobal
- Mr V Pandiyan

#### **Tamil Language Council Donors**

- Singapore Indian Development Association
- Tamil Language Learning and Promotion Committee

#### **Tamil Language Festival Partners**

- Association of Singapore Tamil Writers
- Hindu Endowment Board
- Indian Restaurant Association of Singapore
- Ivann Productions
- Little India Shopkeepers and Heritage Association
- Mathavi Literary Society
- MediaCorp Radio Oli 96.8FM
- MediaCorp TV Vasantham
- Ministry of Education
- People's Association, Narpani Pearavai
- Raffles Institution Indian Cultural Society
- Ravindran Drama Group

- Singai Tamil Sangam
- Singapore Indian Chamber of Commerce and Industry
- Singapore Institute of Management
- Singapore Kadayannallur Muslim League
- Singapore Tamil Teachers Union
- Tamil Language and Cultural Society
- Tamil Murasu
- Tamils Representative Council
- Tantra Incorporated Pte Ltd
- Yishun Junior College, Indian Cultural Society

### The Entrepreneur Series

- Ms Kelly Teoh
- Spirit of Enterprise

### William Farquhar: Singapore's First Resident and Commandant (1819 – 1823)

- Mr Guy Atkins
- Mr Derek Bernard
- Mr Jean-Claude Fuchs
- Mr Jen Shek Voon
- Dr Heather Lumsden
- Mrs Wendy Lumsden
- Mr David Sangster
- Dr Kevin Tan
- Dr Yeoh Swee Choo
- E1 Entertainment – Television Division, Canadian Broadcasting Corporation
- Heritage Conservation Centre
- National Museum of Singapore
- National University of Singapore, Central Library
- Singapore Heritage Society
- Singapore Press Holdings Ltd

### Partners

- Assoc Prof Adrian David Cheok
- Dr Koh Noi Keng
- Anglo-Chinese School (Independent)
- Congress of Southeast Asian Librarians (CONSAL)
- Credit Bureau (Singapore) Pte Ltd
- DP Bureau Pte Ltd
- Eduwealth Private Limited
- French Chamber of Commerce in Singapore
- French Embassy
- Intellectual Property Office of Singapore
- Jorg Dietzel Brand Consultants Pte Ltd
- Kuala Lumpur Library, Malaysia
- Library Association of Singapore
- Ministry of Foreign Affairs
- Ministry of Higher Education, Kingdom of Saudi Arabia
- National Council of Social Service, Research and Strategy Division
- National Book Development Council of Singapore
- National Library of Australia
- National Library of China

- National Library of Indonesia
- National Library of New Zealand
- National Library of Vietnam
- National Parks Board
- Oriel Management Consulting Pte Ltd
- Royal Embassy of Saudi Arabia
- Shanghai Library, People's Republic of China
- Singapore Business Federation
- Singapore Literature Society
- Singapore Manufacturers' Federation
- Singapore Tourism Board
- Soundview Executive Book Summaries
- SPRING Singapore
- State Library of Victoria, Australia
- The Institution of Engineers, Singapore
- The International Federation of Library Associations and Institutions (IFLA)
- The International Federation of Library Associations and Institutions (IFLA) Regional Standing Committee Members for Asia and Oceania Section
- Xiamen Library, People's Republic of China

### Donors

- Mr David Sangster
- Mr Goh Tock Cheng (吴忠正)
- Mr Ho Phang Phow (何炳彪)
- Mr Koh Seow Chuan
- Mr Li Jian (李建)
- Mr Lin Qiu (林秋)
- Mr Mei Phei Sitt (梅培实)
- Mr Mo He (莫河)
- Mr P. Krishnan
- Mr Herbert Teo
- Mrs Ting Meng Hong (沈孟虹)
- Mr Yang Qi Can (杨启灿)
- Mr Yeo Oi Sang (杨善才)
- Family of the late Chen Bo Ping (陈伯萍)
- Family of the late Lee Kip Lin
- Family of the late Wang Tso (王佐)
- Family of the late Wu Lien-teh
- Family of the late Ye Guan Fu (叶冠复)
- Musical Theatre Limited
- Paper Monkey Theatre Ltd
- Popular Holdings Limited Singapore (大众控股有限公司)
- Puan Amanah Mustafi
- Singapore Hainan Hwee Kuan Reading Club (新加坡海南会馆读书会)
- Teater Ekamatra
- TheatreWorks (Singapore) Ltd
- The Arts Fission Company Ltd
- The Malay Language Council
- The Necessary Stage
- The Youth Book Company (青年书局)
- We Colour People Theatre and Company

## Community Contributions

The National Library Board contributes back to the community through its Corporate Volunteerism programmes. Thanks to the partners who have given us support, we have been able to extend our library services and resources to the less privileged and thus spread the joy of reading and learning.

### NLB Adopted Welfare Organisations

- Handicaps Welfare Association
- Singapore Red Cross
- Spastic Children's Association of Singapore

### Beneficiaries of NLB Charity Book Donation 2010

- Alzheimer's Disease Association
- Angsana Home @ Pelangi Village
- Association of Muslim Professionals
- Assumption Pathway School
- Banyan Home @ Pelangi Village
- Bethesda C.A.R.E. Centre
- Bishan Home for the Intellectually Disabled
- Cahaya Bangsa Classical School
- Central Sikh Gurdwara Board
- Centre for Family Harmony
- Chee Hoon Kog Child Care Centre
- Chee Hoon Kog Moral Child Development Centre
- Ci You Child Care Centre
- Ci You Infant and Toddler Care Centre
- Clubilya
- Darul Makmur Mosque
- Daybreak Family Service Centre
- D'Joy Children's Centre
- Dover Community Club
- Dyslexia Association of Singapore
- Eden School
- ESCO Kapuso
- Hearty Care Centre
- Hougang Sheng Hong Student Care Centre
- Institute of Mental Health
- Jamiyah Nursing Home
- kits4Kids Special School
- Life Student Care (Sengkang)
- MacPherson Moral Family Service Centre
- Madrasah Al-Maarif Al-Islamiah
- Madrasah Aljunied Al-Islamiah
- Madrasah Wak Tanjong Al-Islamiah
- Marine Parade Family Service Centre
- MCYC Community Services Society
- Metropolitan YMCA Singapore
- Metta PreSchool
- MINDS – Fernvale Gardens School
- MINDS – Towner Gardens School
- MINDSville
- Moral EIPIC Centre
- Moral Home for Disabled
- Moral Student Care Centre (Bukit Panjang)
- Muhammadiyah Welfare Home
- Muslim Missionary Society
- National kidsREAD Programme
- Nee Soon South Community Club
- PAP Community Foundation (PCF)
- PAP Women's Wing @ Toa Payoh East
- Pathlight School
- Pertapis
- PPIS Early Childhood Education
- PPIS Jurong Student Care Centre
- Presbyterian Community Service
- Ramakrishna Mission
- SAF Detention Barracks
- SAF Infantry Training Institute
- Sembawang Family Service Centre
- Singapore Anti-Narcotics Association
- Singapore Association for Mental Health
- Singapore Boys' Home
- Singapore Civil Defence Force
- Singapore Indian Development Association (SINDA)
- Singapore International Foundation – Myanmar Early Childhood Education Project
- Singapore Prison Service
- Society for the Physically Disabled
- Sonshine Child Care Centre
- Soteria Care Centre
- Spastic Children's Association School
- St Andrew's Cathedral Child Development Centre
- Tampines Family Service Centre

- The Salvation Army Ang Mo Kio Child Care Centre
- The Salvation Army Bukit Batok East Child Care Centre
- The Salvation Army Bukit Panjang Child Care Centre
- The Salvation Army Tampines Child Care Centre
- Thong Kheng Student Care Centre
- T-Net Club @ Bukit Merah
- TOUCH Family Services
- Wie Hwee Temple Ho Si Association
- Yayasan Esco
- Yayasan Mendaki
- Yishun Student Care Centre
- YMCA School
- Young Women's Christian Association of Singapore

#### **Beneficiaries of Special Book Donation Projects**

- Al-Mawaddah Mosque
- Anglo-Chinese Junior College
- Bukit Batok Secondary School
- Deutsche Bank AG
- East Spring Secondary School
- Greenridge Secondary School
- ITE College West
- Kidsville Student Care Centre
- Madrasah Al-Arabiah
- Madrasah Al-Irsyad Al-Islamiah
- Madrasah Irsyad Satya, Indonesia
- Nanyang Junior College
- Nanyang Technological University
- National University of Singapore
- New Life Language Centre
- PCF Aljunied-Hougang Education Centre

- Raffles Interact Club
- River Valley High School
- Robert Bosch (SEA) Pte Ltd
- Rotaract Club of Queenstown
- Rotary Club of Singapore West
- Rotary Family Service Centre
- Serangoon Garden Secondary School
- Singapore Management University
- Singapore Medical Society
- St Andrew's Secondary School
- St Stephen's Primary School
- United Indian Muslim Association
- West View Primary School
- Woodgrove Secondary School
- Xin Zhi Reading Club

#### **Beneficiaries of Project Deliver Me 2010**

- Asian Women Welfare Association
- Disabled People's Association
- Handicaps Welfare Association
- Muscular Dystrophy Association (Singapore)
- Parkinson Society
- Singapore Association of the Visually Handicapped
- Singapore Cheshire Home
- Society of the Physically Disabled

#### **Partners in Community Projects**

- Handicaps Welfare Association
- Singapore Red Cross
- South East Community Development Council