



A Year in Review

# Our Shared Stories



National Library Board  
Annual Report 2017/2018





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# 01



The National Library Board (NLB) nurtures readers for life, learning communities and a knowledgeable nation through our network of 26 public libraries, the National Library and the National Archives of Singapore. We also build awareness and promote greater discovery of Singapore's history and heritage through strategic partnerships and our rich collections.



PUBLIC  
LIBRARIES



NATIONAL  
LIBRARY



NATIONAL ARCHIVES  
OF SINGAPORE



02

# What have we achieved over the past year?

Joint Message from Our Chairman & CEO

Key Statistics  
Key Highlights





# Joint Message from Our Chairman & CEO

In this year's joint message, our Chairman, Mr Chan Heng Kee, and Chief Executive Officer, Mrs Elaine Ng, look back at 2017 and some of its most memorable events.

They also talk about how NLB is continuously innovating in a world where trends and needs are ever-changing.



## Our Story

### What was the biggest highlight for NLB in 2017?

**Heng Kee:** In 2017, we took another big step towards fulfilling our vision to create readers for life, learning communities and a knowledgeable nation.

**Elaine:** We had many key happenings, including the reopening of four libraries in Bukit Panjang, Tampines, Bedok and Yishun. These next-generation libraries have become social spaces for people of all ages to read, learn, and most importantly, to connect with one another.

**Heng Kee:** The role of libraries today goes beyond providing books. As Singapore gears up for the future economy, it is also important that we help people keep abreast of global trends and the developments in a fast-growing world.

**Elaine:** To connect people to emerging Asian economies, we launched the Eye on Asia resource centre. This will particularly benefit younger people who are interested in exploring opportunities in the region.

### Technology has opened up a new world of opportunities for many industries, and certainly the libraries. What has NLB been doing on this front?

**Heng Kee:** With technology and digital content, there is now a lot more that we can do to constantly engage people to read and learn. We have expanded our digital offerings so that people can connect with the library 24/7, and tap on our resources anytime, anywhere.

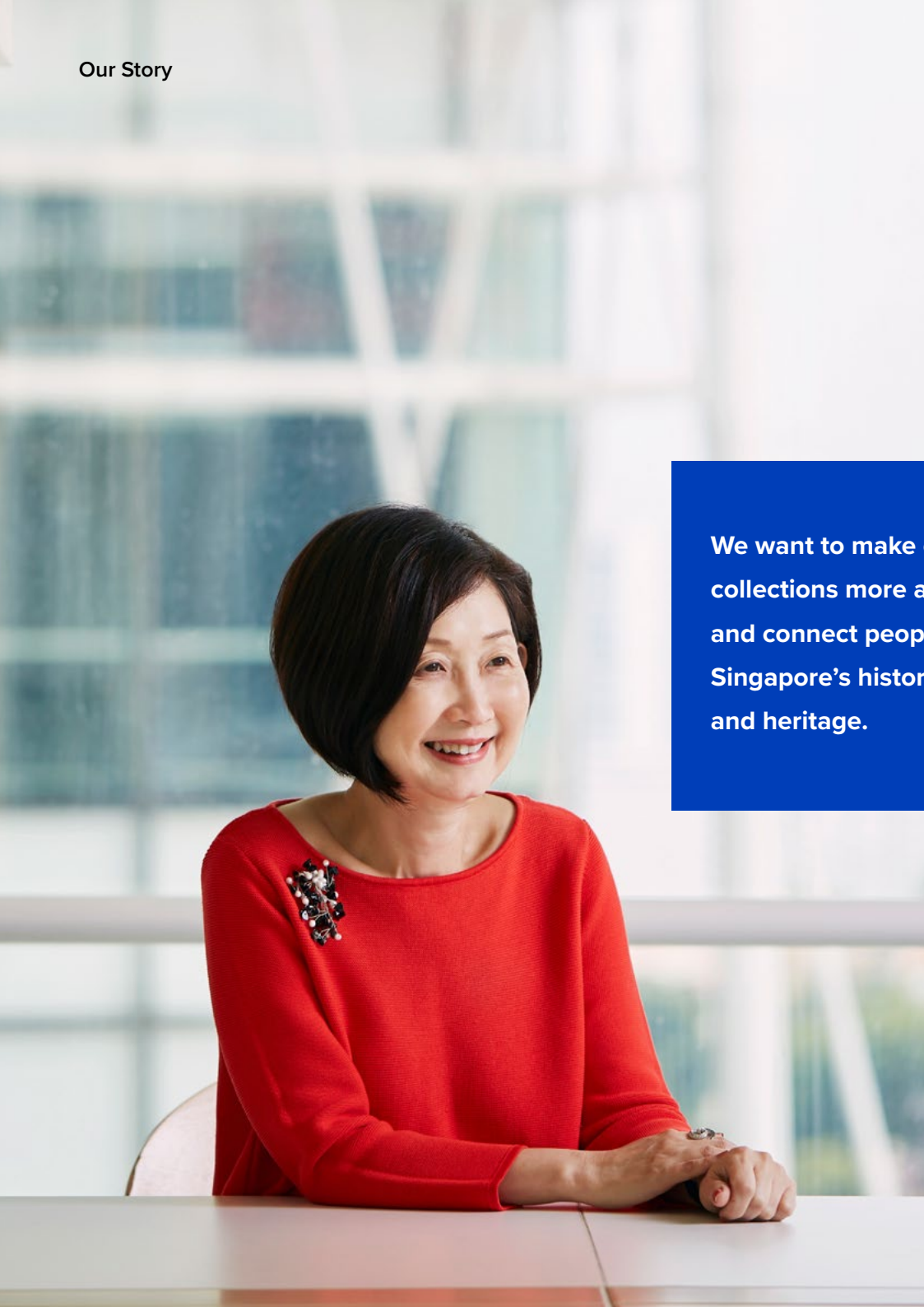
**Elaine:** Some of our key services include the enhanced NLB Mobile app and the Digital Business Library, which are targeted at adults. With these, our library members can access content on the go. They can read, learn and upskill themselves wherever they are and whenever it is convenient for them. These efforts to promote reading and learning are at the heart of what we do. Going into the second year of our National Reading Movement, it was really all about getting people to “Read More, Read Widely and Read Together”.



The role of libraries today goes beyond providing books. As Singapore gears up for the future economy, it is also important that we help people keep abreast of global trends and the developments in a fast growing world.

**NLB also played a key role in preserving and sharing Singapore's history and heritage.**

**Can you tell us more?**



**We want to make our collections more accessible and connect people to Singapore's history and heritage.**

**Elaine:** We shared history and heritage about our nation through collections like Sounds of Yesteryear, which includes rare audio recordings. Other programmes like the Tales of the Malay World exhibition also featured rare manuscripts and early books in traditional Malay literature. We are working with the communities – the Malay, Chinese, Indian and Eurasian Community Oral History Committees, for example – to collect more of such precious historical memories.

**Heng Kee:** This is where we are also tapping on technology to make valuable resources and stories easily accessible to the public. A major undertaking was digitising our archival materials, including the Sounds of Yesteryear collection, and making them available on our Archives Online website. This brings the archives and its collections closer to the public.

**Elaine:** Another interesting project we have started is to recreate some of our exhibitions, such as From the Stacks and Script & Stage, in digital format. With these virtual exhibitions, people can take a digital tour and view the displayed artefacts from their home. Through these efforts, we want to make our collections more accessible and connect people to Singapore's history and heritage.



# So, what's next for NLB?

**Elaine:** We have exciting initiatives coming up, especially as we mark the 50<sup>th</sup> anniversary of the National Archives of Singapore. We are also playing an active role in promoting lifelong learning, by working with partners to deliver more programmes in the libraries, and by providing a comprehensive collection of learning resources.

**Heng Kee:** A big part of this involves us helping Singaporeans pick up new skills so that they can benefit from technology and get ready for the future economy. We want to tap on digital platforms to reach out to more people, and to provide different learning experiences with technology.

**Heng Kee and Elaine:** Our hope is for more people to join us in reading, learning, and to promote a lifelong love for knowledge. All of our successes in the past year would not have been possible without the contributions of our donors, sponsors, partners, volunteers, patrons and staff. We look forward to their continued support!



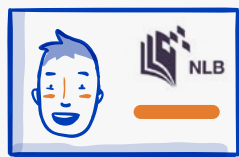
Friends of the Library and Archives volunteers



# Key Statistics

## 2017 in figures

### Patrons



Library membership  
for public libraries

**2.4** million



Library loans

**30.9** million

Refers to loans of physical books and eBooks borrowed at public libraries, NLB's websites and mobile app.

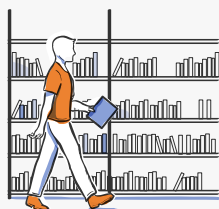


Customer  
Satisfaction Index

**4.40** out of 5

Derived from an annual survey conducted to gauge the customer satisfaction of NLB patrons, with a maximum score of 5.

### Visitorship



Library

**26** million



Former Ford Factory

**105,409**



Digital

**78.7** million

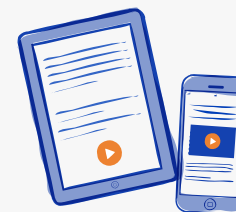
Refers to the number of downloads from NLB's websites, subscribed databases and eBooks.

### Collections



Books, magazines and  
audio-visual items

**7.5** million



eBooks

**0.7** million



Singapore  
materials deposited

**1.28** million

# Key Highlights

## Readers for Life

*Cultivating good reading habits for all age groups.*



## Enhanced NLB Mobile app

*We made it easier to read on the go.*

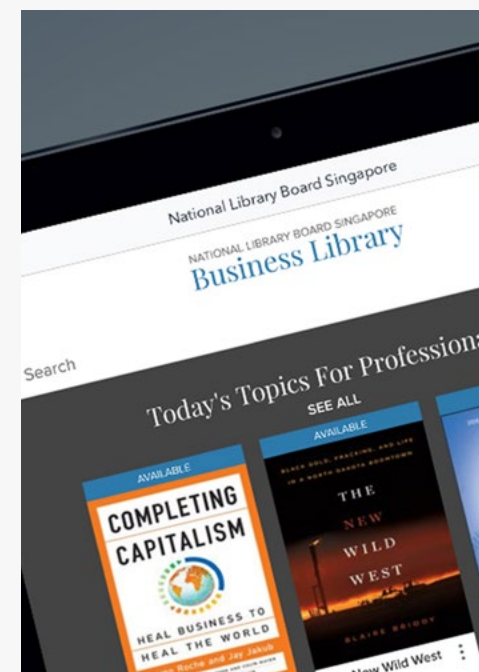
Our enhanced app was rolled out on 25 October 2017 with new features such as access to eMagazines and eNewspapers, and a better eBook search function. From November 2017, the virtual library card was also introduced to the app. This enables patrons to perform transactions – from retrieving items from reservation lockers, to borrowing books – without having to use their physical cards.



## Digital Business Library

*A one-stop portal for readers seeking self-improvement.*

Accessible via the Overdrive mobile app and website, the Digital Business Library is a one-stop portal with resources on career advancement, skills, technology, management and entrepreneurship, to support lifelong learning. For busy readers, summarised versions of books condense key points into 10-minute reads. Our NLB portal on Overdrive was also updated with a Kids' eReading Room offering eBooks for kids; a showcase of award-winning reads; and collections by partners such as SkillsFuture Singapore.





## Promoting lifelong learning

*Helping our seniors go digital.*

In October 2017, we piloted the Seniors Tech and Read (S.T.A.R.) programme at Bedok Public Library. It comprises Tech Assist, where we help seniors access our e-Resources, and Read Assist, where we support them in reading library materials. With 18 sessions conducted by 62 volunteers for 152 participants so far, we are planning to expand this to other libraries.

We also partnered SkillsFuture Singapore to run programmes at our libraries. SkillsFuture Advice workshops raise awareness on skills upgrading and career planning, while the two-day SkillsFuture for Digital Workplace programme teaches basic digital skills.



Digital clinics for seniors



AskST@NLB talk



POSB-NLB Kids' Lit Quiz™ 2017 National Finals



Myth Masters

## AskST@NLB and ZB Happy Read@NLB talks

*Working closely with our media partners to get more adults and seniors reading.*

Following the success of the AskST@NLB talks by The Straits Times' journalists, we have extended the collaboration for another five years from July 2017. We also partnered with Lianhe Zaobao to start the 早报悦读@NLB or ZB Happy Read@NLB talk series in August 2017, to promote reading in mother tongue languages. Both programmes are well-received with full-house sessions.

## POSB-NLB Kids' Lit Quiz™ 2017 National Finals

*Reading is fun.*

Teams of young readers battled it out in the national finals of the POSB-NLB Kids' Lit Quiz™ on 22 April 2017, with the winning team from St. Joseph's Institution Junior going on to the World Finals in Canada in June. It was the fourth local edition of the quiz, organised by NLB and supported by POSB and Marshall Cavendish. 22 of our libraries across the island also held Book Out! quizzes prior to the finals, where members of the public could test their literary knowledge.

## Promoting reading in mother tongue languages

*Helping children discover joy of reading in their mother tongue language.*

In August 2017, we launched the bilingual card game Myth Masters, which was based on the Chinese classics Journey to the West and Classic of Mountain and Sea. Some 2,000 young readers redeemed cards by borrowing mother tongue language books – generating 200,000 loans – and participated in reading activities. We also expanded our mother tongue language reading clubs since their pilot in 2015, reaching 4,800 children with the help of over 160 volunteers. As of March 2018, we have 21 reading clubs: eight in Chinese, five in Malay, and eight in Tamil.



# Learning Communities

*Creating opportunities for people to read and learn together.*



Bukit Panjang Public Library

## Four next-generation libraries reopened

*Our public libraries reopened in Bukit Panjang, Tampines, Bedok and Yishun.*

**Bukit Panjang Public Library** reopened on 1 July 2017 at almost double its previous size. In the Children Zone's new Stories Come Alive Room, tales leap off the page with the help of projections, lighting and sound effects, so that children can immerse themselves in the storytelling experience. Rising up in the Adults' Zone is the new Book Mountain, where the Adults' Non-Fiction collection is shelved along a gradual ramp, with cosy reading areas nestled amongst the books.

**Tampines Regional Library** reopened on 5 August 2017, spanning five floors with double the previous floor space. In the snazzy new #spaceout area, teens can hang out in the comfortable study lounge and check out trending topics on digital screens. There is also an exciting PIXEL Labs@NLB maker space – a collaboration with the Infocomm Media Development Authority – where patrons can use 3D printers and Arduino kits to create interactive gadgets.



Tampines Regional Library





Bedok Public Library

**Bedok Public Library** reopened at its new location in Heartbeat@Bedok on 28 October 2017, with a fresh green theme and new features such as cosy pods in the newspaper reading area. This library is the first to have a dedicated area and special programmes for seniors in our community. The Seniors' Corner's casual design is inspired by a living room, with services such as a large print collection, an electronic magnifier, and a keyboard with large letters for ease of typing. A dedicated Learning Zone also hosts Silver Infocomm Junction computer classes.

**Yishun Public Library** reopened on 3 February 2018 with a digital focus. The new library keeps up with readers' connected lifestyles with its digital shopfront that is accessible 24/7, and our first Digital Learning Zone. Our virtual bookshelves allow eBooks to be checked out simply by scanning a QR code, while dedicated Learning Pods give access to virtual resources such as TEDx talks. The space also invites those who prefer offline reading to settle down with a good book in cosy private nooks.



Yishun Public Library

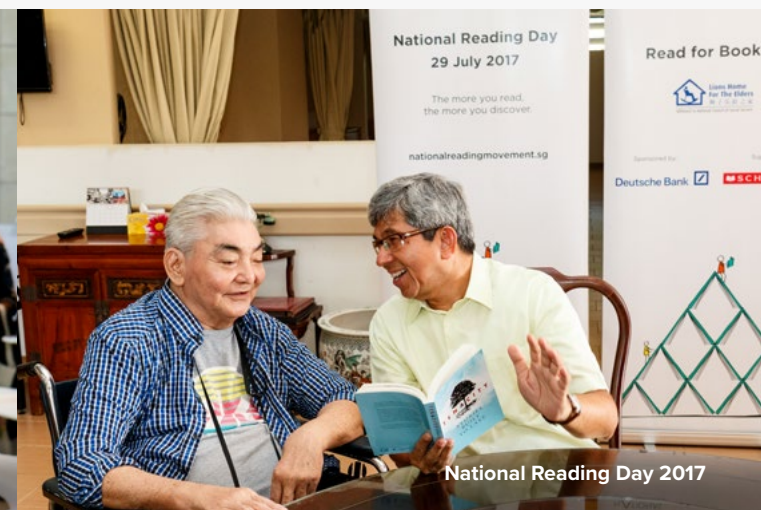




Professor Robert Root-Bernstein at Four Conversations



Read! Fest 2017



National Reading Day 2017

## Four Conversations

*A gathering of thought leaders to share insights on being future-ready.*

On 3 and 4 June 2017, four thought leaders shared insights on how Singaporeans can be future-ready in today's rapidly changing world. Topics ranged from the importance of creativity, to the skills needed to stay ahead of a knowledge-based economy.

Four Conversations: New Thinking For A New World featured physiology expert Professor Robert Root-Bernstein of Michigan State University; A\*STAR's chief scientist Professor Sir David Lane; Dr Ismail Serageldin, founding director of the Bibliotheca Alexandrina; and The Straits Times' associate opinion editor Lydia Lim.

## Read! Fest 2017

*150 programmes were brought to readers island-wide during our annual reading festival.*

Our annual Read! Fest 2017 brought 150 programmes to readers island-wide from 9 June to 29 July 2017. With 88 local authors featured, our Flavours of Singapore spotlight series provided a literary buffet of panels, book launches and meet-the-author talks. We offered events in all four official languages. Our Print & Stage series showcased theatre and interactive storytelling, while workshops provided a range of hands-on experiences, from flash fiction and poetry, to food sketching and even making bunga rampai (Peranakan potpourri). Other events took readers Beyond the Page – on a literary tour of Keong Saik, for example.

## National Reading Day 2017

*A day for everyone to read more, read widely and read together.*

National Reading Day on 29 July 2017 brought together Singaporeans across the island in celebration of reading, with more than 60 reading activities held at our libraries and community spaces. It was also the culmination of our week-long Read for Books charity drive, where one book was donated for every 10 people who read for 15 minutes.

The event also featured the second edition of our Big Book Giveaway, where members of the public could bring home up to three preloved library books.





## Read@Work

*Dr Yaacob Ibrahim met our Read@Work partners.*

Dr Yaacob met our partners to hear about their organisations' reading journeys. Held on 27 October 2017, the event started with sharing sessions on DBS/POSB and DP Architects' Read@Work experiences and their collaborations with us. This was followed by a presentation on our Digital Business Library. Dr Yaacob also viewed an exhibition on the Read@Work programme and mingled with our partners over breakfast.

## eReads @ Ulu Pandan

*Mini digital library caters to the growing popularity of e-reading.*



eReads @ Ulu Pandan



Taxi Shifu and Friends Reading Club

## Taxi Shifu and Friends Reading Club

*Our Chinese language reading club received a visit from our Senior Minister of State.*

We launched eReads @ Ulu Pandan, a mini digital library in Ulu Pandan Community Club, on 20 January 2018. The pilot project includes a Digital Library Kiosk featuring our full collection of over 150,000 eBook and audiobook titles. Readers can browse eBooks and borrow them on the spot with the NLB Mobile app. At the eNewspaper Station, patrons can read digital versions of local newspapers. eReads @ Ulu Pandan is just the beginning, and we hope to bring these digital libraries to malls, hospitals and schools.

Senior Minister of State Mr Chee Hong Tat dropped by to meet our book-loving taxi drivers on 20 January 2018, at the first Taxi Shifu and Friends Reading Club sharing session of the year. Mr Low Lip, author of *The Singapore HDB Flats Story*, which the reading club discussed, was also present. Established in 2005, the Chinese-language book club now has 70 members and conducts bi-monthly book discussions at Ang Mo Kio Public Library.



# Knowledgeable Nation

*Expanding knowledge and discovery.*



## Eye on Asia

*Bringing the region closer to readers and helping them discover it.*

Our new Eye on Asia resource centre comprises a dedicated online portal and a physical space on Level 7 of the Lee Kong Chian Reference Library, offering a broad selection of books and digital resources on emerging Asian economies. Through these curated resources and our monthly programmes, we hope to encourage everyone to be more aware of regional developments and explore opportunities in these countries. Eye on Asia is a collaboration with Enterprise Singapore, Business China and the International Trading Institute @ Singapore Management University.



## Giving voice to Singapore's history

*Getting more Singaporeans to lend their voices to the Singapore story.*

The National Archives of Singapore's Oral History Centre formed the Malay, Chinese, Indian and Eurasian Community Oral History Committees to work with communities and develop our oral history collection. The committees aim to preserve Singapore's collective memories to ensure it is comprehensive, multi-focal in scope, and representative of Singapore's society.



## Sounds of Yesteryear

*Tracks of Singapore's oldest songs were released.*

The sounds of our past now resound through cyberspace, thanks to the National Archives of Singapore's Sounds of Yesteryear initiative. Ranging from early Malay songs to performances by Singapore's oldest Chinese opera troupes, these 52 Singapore-related pre-war musical recordings were released weekly on the [Archives Online](#) website. Dating from 1903 to 1941, the recordings were selected from over 3,500 shellac and vinyl records preserved by the National Archives of Singapore.



## Tales of the Malay World

*We curated an immersive exhibition from the Malay literary world.*

From 18 August 2017 to 25 February 2018, we brought rare manuscripts from the Malay literary world to our library patrons in the Tales of the Malay World: Manuscripts and Early Books exhibition. This showcase was a partnership with the British Library (UK), Royal Asiatic Society of Great Britain and Ireland (UK), and Leiden University Library (Netherlands). This marked the exhibition's Southeast Asia debut with collections from these important holdings being brought together. More than 140 items were on display, charting the transition from handwritten manuscripts to early printed works in the 19th century. Free programmes such as curator's tours, lectures and film screenings complemented the exhibition.





## State of Motion 2018

*Sejarah-ku — third edition of Asian Film Archive's annual flagship series.*

State of Motion 2018: Sejarah-ku (My History) – the third edition of Asian Film Archive's annual flagship series – revisited the golden age of Malay cinema in the last decade of pre-independence Singapore. Held from 12 January to 11 February 2018, the series presented 10 seminal films produced mainly by the now-defunct Shaw Malay Film Productions Ltd, performances, talks, and an exhibition. Part of the Singapore Art Week 2018, the event also featured guided film location tours – including, for the first time, an offshore tour to Pulau Ubin – with artworks inspired by the films and their locations.



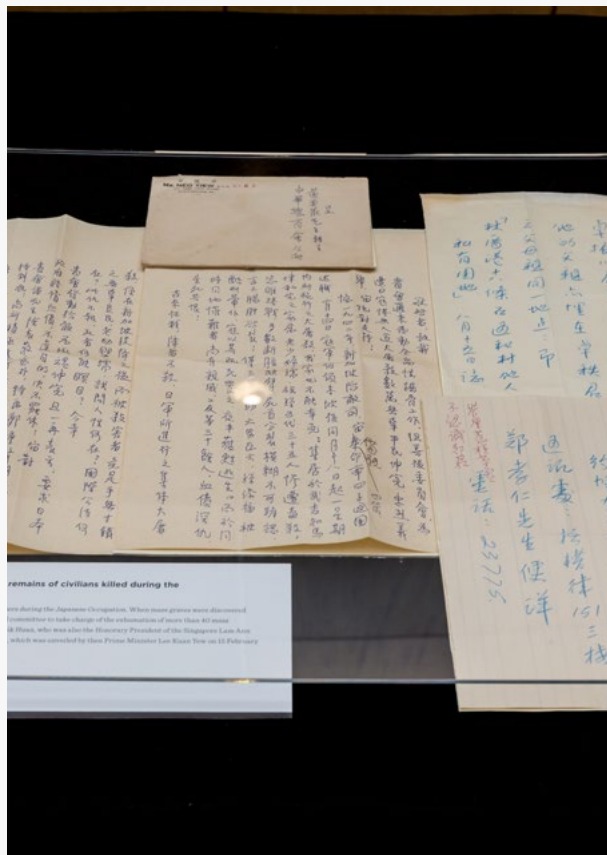
## Research publication on the Koh Seow Chuan collection

*Book uncovers the riches behind one of our donated collections.*

Three researchers delved into the riches of an important donor collection and wrote a new book, Singapore's Social & Business History Through Paper Ephemera in the Koh Seow Chuan Collection. Launched on 21 November 2017, the book uncovers stories from Singapore's migrant history through items such as business receipts, legal documents and remittance letters, from the history of family-owned medical hall Eu Yan Sang, to the business practices of Chettiar moneylenders from India.

The Koh Seow Chuan collection donated to us covers more than 9,000 legal and business documents, maps, hand-delivered letters, paintings, books and photographs from Asia, dating back to before the 1900s. Mr Koh Seow Chuan, a prominent architect, philatelist and heritage philanthropist, made his first donation to the National Library in 2007 and has added to the collection over the years.





## Donation by the Singapore Lam Ann Association

*The donated rare materials added to our rich collection on Singapore's history and heritage.*

We received a donation of rare primary documents from the Singapore Lam Ann Association on 2 March 2018. This included minutes of meetings from the founding committee, which were dated 1924-1935, and a set of seven rare account books on the construction of the Hong San See temple, one of the oldest temples in Singapore. The donation, made up of more than 100 items, will help Singaporeans understand the history of Chinese clan associations and the early building and construction sector in Singapore. It will also contribute to our goal of supporting research and encouraging a deeper understanding of Singapore's rich history and heritage. The materials will be made accessible to researchers and members of the public at the Lee Kong Chian Reference Library. A selection will also be digitised and made available for public access on our [BookSG](#) website.

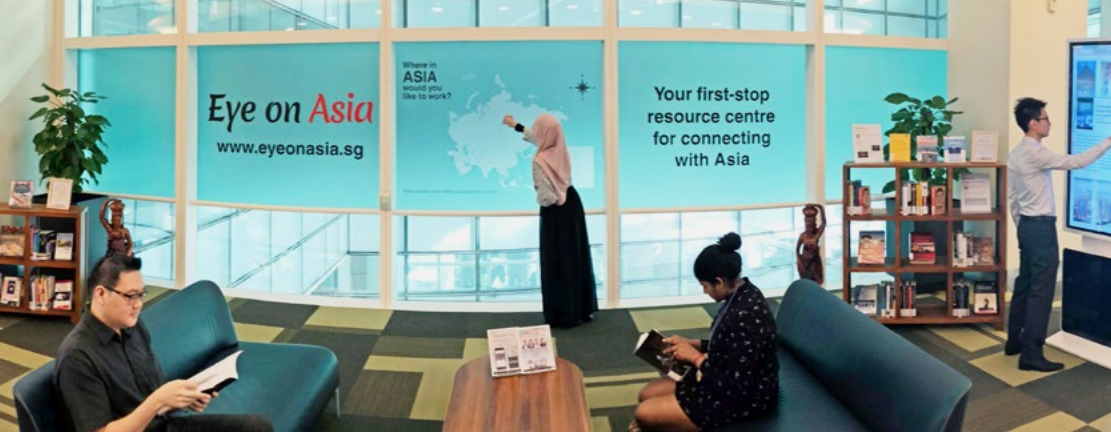
## Chapters on Asia

*Singapore's history captured in nine essays by Lee Kong Chian Research Fellows.*

From the works of local Tamil writers to the lives of cabaret "lancing" girls, lesser-known aspects of our history were explored in nine separate essays by the recipients of our Lee Kong Chian Research Fellowship for 2014 to 2016. Written with the help of resources from our collections, these research papers were collated into the third volume of our Chapters on Asia series, and launched on 27 February 2018.







# Our Board and Management



# Board Members



**Mr Chan Heng Kee**

*Board Chairman and  
Chair of Establishment Committee*

*Permanent Secretary,  
Ministry of Health*



**Mr John Koh**

*Chair of National Library  
Advisory Committee*

*Independent Director,  
NSL Limited*



**Mr Derrick Goh**

*Chair of Audit and Risk Committee*

*Managing Director &  
Head of Group Audit,  
DBS Bank Ltd*



**Mdm Zuraidah Binte Abdullah**

*Domain Commander (Air),  
Integrated Checkpoints Command (Air),  
Immigration & Checkpoints Authority*



**Ms Neo Gim Huay**

*Managing Director,  
Enterprise Development Group,  
Temasek International Pte Ltd*



**Dr Lee Shiang Long**

*Chair of Innovation & Technology  
Advisory Committee*

*President,  
Singapore Technologies Kinetics Ltd*



**Mr Michael Koh**

*Chair of Public Library  
Advisory Committee*

*Fellow,  
Centre for Liveable Cities,  
Ministry of National Development*



**Ms Sia Aik Kor**

*Deputy Chief Counsel  
(Transactions & Administration),  
Civil Division, Attorney-General's Chambers*



**Assoc Prof Albert Lau**

*Associate Professor,  
Department of History,  
National University of Singapore*





**Dr Shashi Jayakumar**

*Chair of National Archives  
Advisory Committee*

*Head,  
Centre of Excellence for National Security,  
S Rajaratnam School of  
International Studies*



**Mr Chan Cheow Hoe**

*Deputy Chief Executive and  
Government Chief Information Officer,  
Government Technology Agency (GovTech)*



**Mr Sajjad Akhtar**

*Chair of Finance Committee*

*Managing Partner,  
PKF-CAP LLP*

*Chairman,  
Board of PKF International*

*Chairman,  
Asia Pacific PKF-CAP LLP*



**Mr Ling Tok Hong**

*Partner,  
PricewaterhouseCoopers Singapore*



**Mr Khor Un-Hun**

*Director,  
The Loft Hotel Company Pte Ltd*



**Dr Eugene Tan**

*Director,  
National Gallery Singapore*



**Dr Elmie Nekmat**

*Assistant Professor,  
Communications and New Media,  
National University of Singapore*



**Ms Lim Wan Yong**

*Deputy Secretary (Planning),  
Ministry of National Development*

# Senior Management Committee



**Mrs Elaine Ng**  
*Chief Executive Officer*



**Ms Tay Ai Cheng**  
*Deputy Chief Executive*  
*Chief Librarian*



**Mr William Tan**  
*Assistant Chief Executive,*  
*Corporate*  
  
*Director,*  
*Finance & Administration*



**Ms Catherine Lau**  
*Assistant Chief Executive,*  
*Public Library Services*



**Mr Eric Chin**  
*General Counsel,*  
*Executive Office*



**Ms Sabitri Devi**  
*Director,*  
*Communications, Relations &*  
*Development*



**Mr Patrick Yee**  
*Director,*  
*People Management & Development*



**Ms Wendy Ang**  
*Director,*  
*National Archives of Singapore*



**Ms Wai Yin Pryke**  
*Director,*  
*National Library*





**Mr Lee Kee Siang**

*Director,  
Resource Discovery & Management*



**Mr Siow Shong Seng**

*Chief Information Officer*



**Mr Ramachandran Narayanan**

*Deputy Chief Information Officer*



**Mr Chua Kim Pau**

*Director,  
Properties & Facilities Management*



**Mr Kevin Cheah**

*Director,  
Strategic Planning & Research*



**Ms Valerie Cheng**

*Director,  
Content & Services*



**Mr Stanley Tan**

*Director,  
Library Planning & Development*



**Mr Ian Yap**

*Acting Director,  
Public Library Operations*

04

No story is complete  
without the support of  
our donors, sponsors  
and partners.



Acknowledgement



# Donors

*who enriched our collections & archives*

## National Library's Rare Collection

### Individuals

Family of Ang Kay Tiong  
Family of the late D.W. Devaraja  
Mr John Koh  
Dr Kenneth Lim Yang Teck  
Mrs Lee Li-Ming  
Mr Lim Shao Bin  
Family of Liu Kang  
Anonymous Donor

### Organisation/Group

Singapore Lam Ann Association  
The Stage Club

## National Library's Singapore & Southeast Asia Collections

### Individuals

Ms Amanda Ngiam  
Mr Basiron Bin Bonoh  
Dr Chua Soo Pong  
Mr Finn Andersen  
Mr and Mrs George Hicks

Mr Ian Robert Lander  
Dr Jan Van der Putten  
Mrs Jean Marshall  
Mr Kua Bak Lim  
Mr Kwa Chong Guan  
Mr Lau Kin Hang  
Family of the late Dr Liaw Yock Fang  
Mr Nadiputra (Almahdi Al-Haj Ibrahim)  
Mr Ng Khee Choong  
Mr Ng Kim Eng  
Mr P Krishnan  
Mdm Patimah Jaludin  
Datin Patricia Lim  
Mr Richard Hale  
Dr S P Thinnappan  
Mr Shi Ying  
Mrs Shirley Soliano and Mrs Kathleen Francisco  
Family of Siti Aisyah  
Mr Sonny Lim  
Mr Tan Swie Hian  
Mr Teoh Ong Tuck  
Mr Wee Chwee Heng  
Mr & Mrs William and Judith Bollinger  
Mr Yeo Oi Sang

### Organisation/Group

Association of Singapore Marine Industries  
Lembaga Biasiswa Kenangan Maulud

Mar Thoma Syrian Church in Singapore  
Ministry of Education Heritage Centre  
National Trades Union Congress  
Nature Society (Singapore)  
Peh Clan Association  
Peirce Secondary School  
PSA Corporation Ltd  
Sembcorp Marine Ltd  
Singapore Futsing Association  
Singapore Institute of Architects  
Singapore Kadayannallur Muslim League  
Singapore Kong Chow Wui Koon  
Singapore Maritime Foundation  
Singapore Shipping Association  
The Singapore Buddhist Lodge  
WILD RICE Ltd

## Archival Collections

### Individuals

Mr Andrew Lee  
Ms Angela Silagy  
Mr Christopher Ong  
Ms Dolly Cheung  
Ms Dorothy Chan  
Mrs Elizabeth Gregory  
Mr Gary Chow

Mr Goh Thiam Chuan  
Ms Hedy Tripp  
Mr Ian Johnson  
Mr Jimmy F. Pyeatt  
Mr Joseph George Wallace  
Mr Kuet Ee Yoon  
Mr Laurence W. Tunnacliffe  
Mr Lim Chin Leong  
Mr Lim Kheng Chye  
Ms Linda Georgina Locke  
Mr Mun Chor Seng  
Mr Ng Boon Cheong  
Mr Peh Chon Seang  
Mr Peter D Waddington  
Mr Raymond Lee Chen Chian  
Mr Ross Stuart Laird  
Mr Sim Lian Huat  
Mr Singaporewalla Moiz Fazlehusein  
Ms Suzanna Aziz  
Ms Sylvia Lim  
Mr Tan Yong Joo  
Mr Wong Kim Thoo  
Mr Wong Liang Keen  
Mr Yoong Fah Kong

### Organisation/Group

Singapore Thong Chai Medical Institution

## Acknowledgement

# Sponsors

*of libraries & archives*

## library@chinatown

CP1 Pte Ltd  
Kwan Im Thong Hood Cho Temple

## “My Tree House”, The World’s First Green Library for Kids

City Developments Limited

## Chinese Children’s Collection in Tampines Regional Library

Chou Sing Chu Foundation

## Mobile Libraries

Kwan Im Thong Hood Cho Temple

## POSB – NLB Kids’ Lit Quiz™

POSB

# Partners

*who brought our books to the less privileged at home & abroad*

## Charity Book Donation

360 Education Pte Ltd  
Acacia Home  
Alzheimer’s Disease Association – New Horizon Centre  
Ang Mo Kio Family Service Centre (AMKFSC)  
Community Services Ltd  
AP Ventures (Bhutan)  
Association For Persons With Special Needs (APSN) Delta Senior School  
Association Of Muslim Professionals - MERCU Learning  
Baguio City Library – Philippines  
Brahm Centre  
Calvary Community Care  
CampusImpact  
Canossville Community and Children Services  
Circle of Friends Limited  
Clarity Singapore Ltd  
Disabled People’s Association  
EFATA Christian School – Batam, Indonesia  
Embassy of the Arab Republic of Egypt in Singapore (Egypt)  
Global Shapers Community – Laos  
Hearty Care Centre  
HOPE Worldwide (Singapore)  
Hougang Sheng Hong Student Care Centre

Institute of Mental Health  
Jamiyah Kindergarten  
JOY Connection Student Care Centre  
Kits4Kids Special School  
Kuensel Corporation Ltd - Bhutan  
Life Community Services Society (Student Care) – Hougang  
Life Community Services Society (Student Care) – Park View Primary School  
Life Community Services Society (Student Care) – Pasir Ris  
Life Community Services Society (Student Care) – Yishun  
Ling Kwang Home for Senior Citizens  
Madrasah Alsagoff Al-Arabiah  
MCYC Community Services Society  
Ministry of Foreign Affairs – Batam Mission  
Ministry of Home Affairs - CT Outreach  
Ministry of Social & Family Development – Juvenile Homes  
Morning Star Community Services Ltd  
Muhammadiyah Welfare Home  
MY World Preschool Ltd  
Nanyang Technological University Material Science & Engineering Community Involvement Project (NTU MSE CIP)  
Nanyang Technological University Perbayu  
Overseas Expedition  
National University of Singapore Students’ Community Service Club (NUSSCSC)  
National University of Singapore Science Club – Project Angel XXI  
New Life Stories Limited  
NTUC Afterschool Care – Alexandra Primary School  
NTUC Afterschool Care – Farrer Park Primary School  
NTUC Afterschool Care – Maha Bodhi School  
NTUC Afterschool Care – Queenstown Primary School  
PAVE Child Protection Specialist Centre – Safe Space

Persatuan Pemuda Pemudi Singapore (PPIS) Child Development Centre – Pasir Ris 2  
Persatuan Pemuda Pemudi Singapore (PPIS) Student Care Centre  
Presbyterian Community Services  
Prison Fellowship Singapore Limited  
Rainbow Centre – Margaret Drive  
SCDF Detention Barracks  
Singapore Prison Services (Cluster B)  
St. Andrew’s Autism Centre  
St. Luke Eldercare Ltd – Chong Pang Centre  
Sunlove Bukit Merah Student Care Centre  
Taabar (India)  
Tanoto Foundation  
The Learning Grid Pte Ltd  
The Salvation Army Bukit Batok East Childcare Centre  
The Singapore Cheshire Home  
Thong Kheng Student Care Centre  
Wheels for Hope - Philippines  
Yayasan Mendaki

## Project Deliver Me

Asian Women’s Welfare Association  
Disabled People’s Association  
Handicaps Welfare Association  
Muscular Dystrophy Association (Singapore)  
Singapore Association of the Visually Handicapped  
The Singapore Cheshire Home  
Society of the Physically Disabled



## Acknowledgement

### Community-Owned Libraries and Reading Spaces

Admiralty Medical Centre  
Alexandra Health Centre 1 at Yishun  
Alexandra Health Centre 2 at Yishun  
Alexandra Health Centre 3 at Yishun  
Asian Women's Welfare Association (AWWA)  
Readycare Centre  
Bukit Batok Community Club  
Bukit Merah Community Centre  
Basic Student Care, Sengkang  
Changi Airport Group  
Changi Simei Community Club  
Enabling Village  
Covenant Evangelical Church  
Hope Centre  
NTUC Health Active Ageing Hub (Kampung Admiralty)  
Leng Kee Community Club  
Nanyang Community Club  
Naval Base Primary School  
NTUC Health SilverACE Senior Activity Centre at Bukit Merah  
NTUC Health SilverACE Senior Activity Centre at Lengkok Bahru  
NTUC Health SilverACE Senior Activity Centre at Redhill  
NTUC Health SilverACE Senior Activity Centre at Telok Blangah  
NTUC Health SilverCOVE Senior Wellness Centre at Marsiling  
NUH Child Development Unit  
OUE Downtown Gallery  
Pearl's Hill Care Home  
Punggol West Citizens' Consultative Committee  
Raffles Student Care Learning Centre LLP

Sengkang West Zone K Residents' Committee  
Singapore Indian Development Association  
Singapore Boys Home  
Singapore Hokkien Huay Kuan Cultural Academy  
Singapore Prisons  
St Andrew Senior Care Centre  
St Andrew's Community Hospital  
Taman Jurong Community Club  
Thye Hua Kwan Senior Services Centre at Taman Jurong  
Thye Hua Kwan Social Service Hub at Bukit Batok East  
Toa Payoh East Zone 5 Residents' Committee  
Toa Payoh East Zone 6 Residents' Committee  
Ulu Pandan Community Club  
UOL Property Investments Pte Ltd  
Well Centre

### National Reading Movement

Deutsche Bank  
Scholastic Education International (Singapore) Pte Ltd

*We look forward to  
your continued support!*

# Corporate Governance

The National Library Board (NLB) is established under the National Library Board Act (Chapter 197) and is governed by the statutory functions and constitution set out in the NLB Act. A Board comprising the Chairman and 16 non-executive members from sectors such as academia, the finance and social sectors, and public institutions, guides NLB in the performance of its functions to the public. With their diverse backgrounds and experience, members of the Board are well placed to provide NLB with strategic leadership as well as to put in place effective controls to meet the highest standards of governance. There is also one observer from the Ministry of Communications and Information.

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. Board members helm seven committees. These are: the Audit and Risk Committee, the Establishment Committee, the Finance Committee, the National Library Advisory Committee, the Public Library Advisory Committee, the Innovation & Technology Advisory Committee and the National Archives Advisory Committee.

An Internal Audit Unit further strengthens NLB's corporate governance. Reporting directly to the Chairman of the Audit Committee and administratively to the Chief Executive Officer, the Internal Audit Unit reviews the adequacy and effectiveness of NLB's internal control system. This includes evaluating policies, procedures and systems to assess the integrity of financial and operating information, compliance with laws and regulations, and economical and efficient use of resources.

All NLB staff also uphold public trust by complying with a Code of Ethics and Conduct. NLB staff are empowered to report potential ethical breaches confidentially to the Board's Establishment Committee.

As a charity, NLB adheres to the recommended guidelines set out in the Code of Governance for Charities and Institutions of Public Character proposed



## Corporate Governance

by the Charity Council (the Code). NLB openly discloses its corporate governance practices covering board governance, conflict of interest policy and other relevant governance practices and controls on an annual basis. Any deviations from the Code are also explained as part of this annual submission. NLB continually seeks to improve governance to maintain the trust and confidence of our stakeholders.

The members of the Board are paid allowances based on a tiered structure, which takes into consideration the different workload and responsibilities held by the various members. Eight of our Board members receive an annual allowance of between \$10,000 and \$25,000, while nine members receive an annual allowance of less than \$10,000. The annual remuneration of our four highest paid executives is between \$300,000 and \$500,000. This comprises their salary, bonus, benefits and employers' CPF contribution.

NLB manages its reserves proactively to ensure funding sustainability for operating expenditure as well as long term commitments. 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. Our Board regularly reviews our financial results and position via quarterly management reports. The cash reserve as at the balance sheet date was below one year's annual expenditure.



**National Library Board**

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[www.nlb.gov.sg](http://www.nlb.gov.sg)

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National Library Board Singapore

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