

Newsletter 2011 No 1

Section on Library Buildings and Equipment

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Biblioteca de la Universidad del Turabo, Puerto Rico



Universidad de Puerto Rico. Biblioteca General



San Juan Community Library, Puerto Rico

Puerto Rico - August 2011

The World Library and Information Congress 2011, 77th IFLA General Conference and Assembly, will take place at the Puerto Rico Convention Center, in San Juan, Puerto Rico, from 13-18 August 2011 with the theme:

"Libraries beyond libraries: integration, innovation and information for all"

Our Section is holding its Open Session in San Juan, Puerto Rico 2011 on the theme:

"Sustainability issues in the design of libraries: the importance of creating environmentally responsible library facilities and spaces in the 21st century".

The Call for papers has been sent out, with a time limit for proposals before *January 7, 2011*.



The full text of the papers must be delivered before *April 15, 2011*.

Atlanta - Satellite Meeting

The Library Buildings and Equipment Section and the Information Technology Section is holding a satellite meeting in Atlanta, Georgia, USA, 10-11 August 2011 on the theme:

"The Effect of Technologies on Library Design: building the 21st century library."

Call for papers has been sent out, and abstracts should be received by *March 1, 2011*. Papers will be selected for presentation by *March 18, 2011*



Chairman's Editorial:

2011 promises to be a busy year for members of the Library Buildings and Equipment Section. In August, of course, we shall be holding our Open Session as part of the main congress in Puerto Rico and already papers are coming in as a result of our call for papers on sustainability issues in library design. Just before we all descend on San Juan we shall be holding a satellite meeting in Atlanta where we shall look at the effect of new technology on library design and the call for papers for that is due out at any moment.

In addition to a double helping of conference planning, the Standing Committee members are continuing to work on establishing guidelines on post-occupancy evaluation and developing the projects section on the website. It has also been a long-standing aim to provide useful links to library design resources from the Section's website and this is another area where members could help by sending in details of any particularly good sources they have used themselves which can be shared by all.

On the wider stage, there is still much activity in the field of library building design and for those of you out there embarking on, or completing, new projects please share your experience by sending information in to the Newsletter. In my last editorial I surmised that possibly in this period of comparative austerity, we would see

more work in the area of extensions to. or restoration of, existing buildings and in refurbishment and general upgrading of internal spaces. Certainly this seemed to be borne out in the recent UK Society of College, National and University Libraries (SCONUL) awards with the major winner being the David Wilson Library at Leicester University where an exciting new extension doubled the size of the original (also award-winning) building built in the 1970s. The project also involved extensive remodelling of the old building. That is not to say that there are not still many entirely new buildings on the drawing boards or nearing completion. In the UK the University of Aberdeen will soon be completed and the massive new Central Library in Birmingham by Dutch architects, Mecanoo, is already well under way.

So keep us informed of what is going on in your part of the world and best wishes for a very happy and design-filled New Year. I hope to see as many of you as possible in either or both Puerto Rico and Atlanta in August.

Karen Latimer

Chair

Library Buildings & Equipment SC

The Library facilities of Barcelona: 10 years + .

From the Libraries Plan of 1998 to the new challenges of the future

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The Libraries of Barcelona and the Libraries Plan 1998-2010

In 2010 the period planned for the deployment of the Libraries Plan of Barcelona comes to a close.

For the last four years, the Libraries of Barcelona have been rated as the best municipal service in the Survey of Satisfaction carried out annually by the City Council of Barcelona. This evaluation, which in itself is good news, takes on special value if we think about the history of the public libraries of the city.

We don't need to go very far back in time: Barcelona didn't have an effective Libraries Plan until in 1998 the Plan, which is currently in force, was approved, and that as we said at the

beginning completes its trajectory in 2010.

When the first democratic city councils were elected in 1979, there was a lot of work to be done in the Catalan towns and cities to reach smilar levels of provision of public services to those of western Europe, and not only in the field of libraries. In the case of Barcelona work done intensively to provide the city with adequate urban infrastructures in all the neighbourhoods, sports facilities and museums were developed, and a commitment was made towards civic centres as places for participation.

Despite the fact that between 1979 and 1997 eight libraries were inaugurated (three of which being district libraries) the public libraries had to wait even longer to receive a definitive boost so as to be given a position of priority on the political agenda. It didn't help the fact that a certain sector of culture believed that the public library in its traditional format was in crisis, and that the arrival of digital formats would push them into the background and turn them into obsolete facilities. Fortunately those who believed this were in a minority would be unable to influence in the decision of the city to produce a plan that would allow the city to have a network of libraries that would become the basic and priority cultural facility throughout the territory.

To give an idea of what the siutaion was like, it is only necessary to imagine the 10 public libraries that there were in 1979: all together they made up 2,747 m² (an average of 275 m² per facility).

In September 1996, to face this absolutely negative situation, the City Council started the process of producing its Libraries Plan.

In a document agreed by the cultural sector, and specifically by the library sector, as well as by the territory through the city districts, on the 22nd April 1998, this document was presented to the Plenary of the City Council of Barcelona, which unanimously approved the Libraries Plan of Barcelona 1998-2010: The Libraries of the 21st Century: from information to knowledge.

The main results of the Plan as a balance of these 12 years

First of all we should speak about the specific development of the map of libraries. From the initial situation in 1998 of 18 facilities functioning (with a total area of 11,087 m² and an average of 616 m² per per library) we have passed to the 36 current libraries (with a total area of 49,367 m², and an average of 1,371 m² per library).

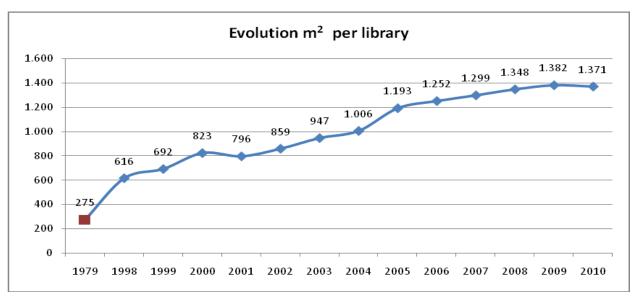


Chart 1. Evolution of m² per library. Source: Libraries of Barcelona

Here we should stop for a moment, as the number of facilities doesn't respond to a simple mathematical calculation that at first sight would give us a total of 18 new facilities. The reality is that 28 interventions have been carried out: of 19 new libraries (one of those that existed in 1998 became a school library), 6 of the facilities existing before 1998 moved to new buildings, and three more were either enlarged or totally

renovated, thus improving the quality of the services offered. The most spectacular example is surely that of a library of the district of Gràcia, with an area of 208 m², that in 2005 was transformed into the *Jaume Fuster* library, with an area of 5,636 m², the largest public library in the city.



Image 1. Jaume Fuster Library. (Photo: Jordi Casañas)

In the following evolution chart, the overall effect of these actions can be

appreciated showing a more accelerated growth of the area than the number of facilities.

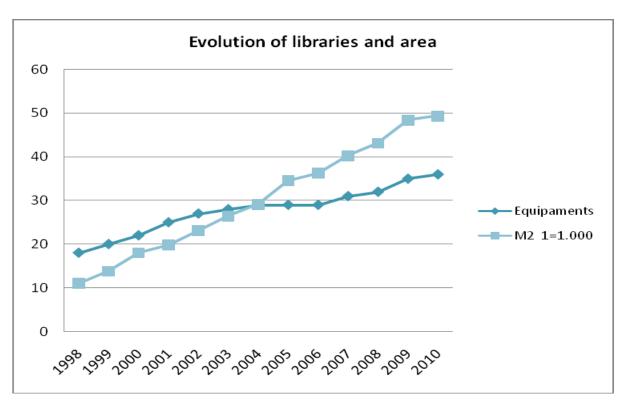


Chart 2. Evolution of libraries and areas. Source: Libraries of Barcelona

This evident transformation of the Libraries Map of Barcelona required an important investment by the City Council of Barcelona, valued at around 103 million Euros (the calculations are made in accordance with municipal mandates, and therefore include 1996 and 2011).

This amount of investment would probably not have been possible without political consensus which already marked the approval of the Libraries plan, and has been maintained until today, and neither would it have been possible without the response of the citizens who have made intensive use of this service throughout the city.

The impact of the development of the Libraries Plan 1998-2010 on the physical city

The evolution and expansion of the public libraries that we have explained so far, also had an impact on the city which has extended beyond the library service itself.

The deployment of the new facilities has also been notable on a physical dimension, both in terms of urban planning and architecturally, as well as in terms of the conservation of heritage.

In terms of urban planning, some of the urban transformations of the city respond to the municipal policies that prioritised proximity and the fostering of

social cohesion, based on the reality that in Barcelona the streets and squares are authentic collective spaces. Special care was taken with regard to the quality of these public spaces and in the life that they generate, in such a way that we can speak of squares that have become meeting spaces, of relations, places to be, and that furthermore function as spaces for the transition between the public space and the constructed space.

Undoubtedly, the most emblematic case with regard to the libraries is the project for the transformation of the Plaça Lesseps, the result of a participative process which included the intervention of representatives of the neighbours of the districts affected, technical staff proposed by the neighbours and the City Council, and representatives from the municipal groups.

The main criteria governing the project were to reduce private transport, to recuperate the natural slope of the square, to improve the connectivity between the neighbourhoods, and to enlarge the space dedicated to pedestrians, especially in front of **the area of** the library. In this setting the square acts as a vestibule for the *Jaume Fuster* library, passing from the exterior

public space to the inside of the libary without breaking the continuity, a characteristic that favours the architecture itself of the building.

The reality is that the library has become the motor for the life of this new space, that with its aim of becoming a nexus for joining inhabited space, didn't have its own pole of attraction that boosted the fluxes of mobility and use.

We can also talk about the role of the libraries in the recuperation of the interior courtyards. This strategic aim establishes that one in nine of the blocks of the district of the Eixample (that has an urban structure of square blocks of houses that have almost identical dimension) will have an interior space open to the public, and that the neighbours will have a green area less than 200 metres from their home. The paradigmatic example here is the Sant *Antoni – Joan Oliver* library, where in the same location an old people's home, the library and a green space have been constructed. The library, situated on the façade of the block, act as the entrance to the interior courtyard that occupies the space of an old factory of which the main chimney has been maintained.



Image 2. Sant Antoni – Joan Oliver Library. (Photo: Jordi Casañas)

In terms of mobility, the definition of the map of public libraries already took into account the impact that the libraries could have on the mobility of the citizens. The planning included movements on foot from their homes to the library, in trips which wouldn't take longer than 15 to 20 minutes, an average that seemed to have been fixed as recommendable. If however the first map didn't cover the whole of the territory, it is though true that the distance between facilities did take this characteristic into account.

This has generated new fluxes around the new facilities, and in this way we can talk about the revitalisation of new spaces, as is the case, for example, of the *Gòtic-Andreu Nin* library, that in spite of its recent inauguration has already changed the flow of people of the small square at its entrance, or for example the *Francesc Candel* library, that has given life to an area of a neighbourhood that has been transformed from an industrial area into a residential one in a short time.

In terms of architecture and heritage,
Barcelona is also committed to
reconverting obsolete industrial areas.
In these areas, industrial architectural
heritage has been recuperated and the
uses have been transformed by means
of the creation of new housing, with the
improvement or introduction of services,
the improvement of accessibility, etc.

If we think about the recuperation of the industrial heritage, we can talk about, in chronological order in terms of their inauguration, the libraries of *Vapor Vell*, *Ignasi Iglésias – Can Fabra*, *Francesc Candel*, *Poblenou – Manuel Arranz*, all of which are located in old industrial buildings; moreover, some of them have

contributed to the urban and social transformation of their settings.

A farmhouse has also been recuperated, that of *Can Mariner* in *Horta* (the *Horta-Can Mariner* library), a way of remembering the agricultural past of some spaces that have been absorbed by the city.



Image 3. Horta - Can Mariner Library. (Photo: Jordi Casañas)

In terms of architecture, there has also been an important commitment to visible spaces, for architecturally singular and identifiable buildings as new urban icons. Some of the buildings of the Libraries of Barcelona have been among the nominees and those recognised for arcitectural awards as important as the FAD awards (The Awards for Promoting Arts and Design), as for example the

libraries of Jaume Fuster and Vila de Gràcia, both by the architect Josep I linàs

If we look at it from a social point of view, we find two types of interventions: we can talk first about the libraries strategically located in areas of the city with concentrations of population at risk of social exclusion, and secondly about

libraries situated in neighbourhoods that have become isolated from the city due to their own orographical situation, and that are now in the process of joining up with the urban fabric. These are libraries such as *El Carmel–Juan Marsé*, *Zona Nord* or *Bon Pastor*, that have become a focus for generating activities in their areas.

Regarding everything we have explained so far, and with the aim of being objective, it can be concluded that the emergence of the public libraries in the city has been a success.

The convergence of good planning, a clear concensus at a political and social level, a favourable economic context and the ambitious commitment for visible spaces, but one that has not imposed architecture over functionality, have been the keys.

And after the balance of the execution of the Plan and the analysis of its imapct, it is now necessary to take a look at the libraries of the city in terms of their future. We think it is important to plan and to try and be one step ahead of the changes, and this is particularly necessary in a field as that of the public library, that acts at a level of proximity and within an environment of information and knowledge.

With the aim of identifying the priorities that will guide the Libraries of Barcelona over the next 10 yeers, we organised the conference The Futures of the Public Library and we are in the process of producing a new document about the

main challenges and opportunities for the public libraries of the city. Libraries of Barcelona: 10 years +. New challenges, new commitments.

The field of Spaces in the conference : The Futures of the Public Library

The Conference was structured around three major thematic fields: *Users and services Digital contents and Spaces,* which were carried out in this order; understanding in this way, as a principle, that the spaces of the library have to be adapted to the needs of the users and the new uses of the library.

It was necessary to identify the main aspects of change and we did this process with the collaboration of a commission of professionals, librarians and architects, and with the support of a group of European experts.

In terms of the field of Spaces, the topics identified to be most relevant, and that formed the basis for the contents, were

- Planning and programming in times of change
- New spaces for new uses
- The values of sustainability.

In the first instance we were interested in being able to contrast with other experiences the opportunity and the possibility of continuing with processes of standardised planning and programming, in moments of such profound social change and a global environment of economic difficulties. We were also very interested in knowing different models of structuring of urban networks, now that Barcelona has its city network practically deployed, and a central library of more than 15,000 square metres at the planning stage of the project. In this section we counted on the realities of The Hague, with Charles Noordam, and of Helsinki, with Maija Bernston, that could be examples of two different ways for assigning roles to the central libraries in relation to the rest of the network of the city.

Aware that the new uses of the public library are modifying the spaces, we invited Brian Gambles, from the Library of Birmingham, and Borge Sondergaard, from the library of Hjorring (Denmark), to be responsible for the processes of programming of new library facilities from points of view which although not exactly opposed, were at least different visions.

In terms of the buildings, both new facilities as well as libraries already functioning, we are especially concerned about aspects related to maintenance and sustainability, from the social, economic, and environmental point of view.

For this reason, one of the three fields focused on the values of sustainability, with the contributions of two experts on the topic, Aleksandar Ivancic and Joan Sabaté, both from Barcelona.

The whole session was led by Helen Niegard, from the Danish Librarians Association, who at the same time acted as a member of the committee of experts throughout the process of organisation.

The Conference, which was structued in the format of dialogue between the speakers invited for each topic, placed many ideas on the table. With regard to the contributions from the conference attendees, it is worth highlighting the importance given to the need to programme and construct the spaces of the libraries based on the knowledge of the uses, which are undergoing a process of radical change, and by counting on the opinions of the users themselves. It is necessary to think about flexible spaces, and with a capacity for adapting to the changes.

The value of the library as a public space of the community was also present as a central element. The library facility shouldn't be thought of as a container of documents. It should be a space for people. The importance of "leaving space" available for unforeseen uses was valued. It is necessary to give more importance to the interiors of the facilities, with specific work on interior design.

Another relevant aspect was to highlight the need to incorporate the concept of flexibility in terms of the technical installations of the facility, closely linked to the flexibility of the uses. The values of sustainability took up a good part of the Conference. The library building is not an island, it forms part of a system, of an urban system. And this is especially important when deciding on the location of a library, above all with regard to questions of mobility.

The future of the facilities of the Libraries of Barcelona

In the preparartory stage of the new document, the contributions of the Conference have been very valuable in confirming or reorienting some of the proposals we had initially made.

In terms of the spaces of the libraries, in our vision of the future, we have incorporated the topic of the importance of sustainability criteria in the planning and at the moment of projecting new facilities.

We want to have sustainable buildings and libaries that are educating instruments of the aspects linked to sustainability. Therefore, the technical requirements in this direction and the environmental evaluations of the projects should play a central role. And we would like to continue implementing this criteria in the libraries that are already functioning. It is basic to include the exploitation and maintenance as part of the investment and to have just one interpretation. In terms of the future of the public libraries of Barcelona, we would like maintenance and the incorporation of environmental

measures to take on the importance required in questions of comfort and the better use of resources.

In the new projects we aim to incorporate in a habitual way, specific work on interior design. Making the buildings and spaces more comprhensible, and making the treatment of the interiors an element of accessibility.

We also want to work with the criteria of "more space in the different spaces", thinking that the focus of the library is the user and not the collection: more space for people to be than for shelves, and to try out, with this aim in mind, different solutions for locating the physical collection of the library.

The importance of the library as a space, as a public space, patrimony of the citizens, will take on more and more weight in spite of the digital society, or maybe just for this reason. In the Conference we compared the experience of different European cities with processes of construction of large scale central libraries.

All the information about the Conference, of the contents and and the speakers, can be consulted in the blog "Elsfutursdelabibliotecapublica.com"

Central Library of Hamm

By: Olaf Eigenbrodt, Universität Hamburg, Fachbereiche Sprache Literatur Medien Leiter der Fachbereichsbibliothek

Total floor space: 12,500 sqm

Effective area: 10,000 sqm

Floor space library: 4,000 sqm

Total construction costs: 28.7 m. Euro

Interior library: 1.4 m. Euro

Inhabitants of the community: 178,000

Building contractor: Municipality of Hamm

Architect: ap'plan architects, Stuttgart, Berlin, Germany

Head librarian: Volker Pirsich



Heinrich-von-Kleist-Forum. (Photo: Olaf Eigenbrodt)

The city of Hamm is located at the eastern periphery of Ruhrgebiet, Europe's capital of culture 2010, halfway between Cologne and Hannover. Like many other cities in this area Hamm was hardly hit by deindustrialisation and is still in a process of structural transformation. The new central city library is an indication that this process may turn out well. It is part of the Heinrichvon-Kleist-Forum, a building located at the station square replacing a run down department store building. This square had a scruffy atmosphere before it became revitalised by an architectonic ambitious bus

terminal and Heinrich-von-Kleist-Forum. There are two partner institutions situated in the complex, the communitie's adult education centre and a private college for logistics and energy economy. A spacious entrance hall with a café, an auditorium and the information office of the adult education centre makes the multifunctional character of the building visible. The main entrance of the library is located in this area as well. It is a high atrium with a glass roof. The visitor gets aware of all four floors of the library at first view.



Shelf and armchair. (Photo: Olaf Eigenbrodt)

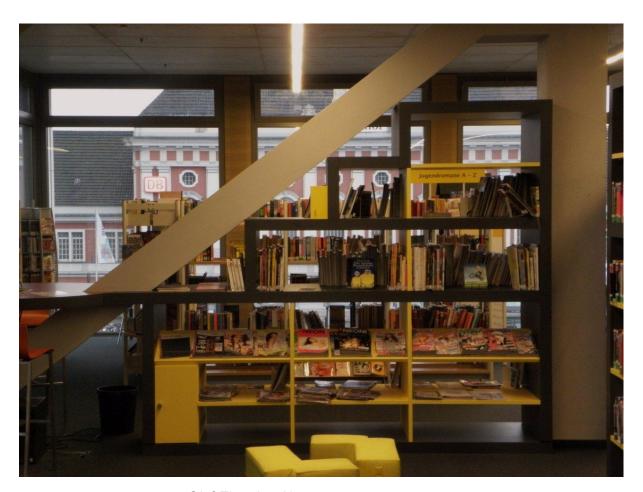
The first obvious quality of the library is its clear structure. The ground floor houses the main service facilities and some quick access media like magazines and newspapers, guidebooks and brochures

about city and region. Special display racks are placed here for new books and bestsellers. The cluttered atmosphere of many entrance areas in libraries has been avoided. A special highlight is the circulation

desk merging aesthetical qualities with functional design. If a public library decides to have a circulation desk in addition to self service facilities, this one may be a sample.

On the first floor are the departments for fiction books, the arts, music and intercultural learning. The latter hosts an impressive collection of language learning material, dictionaries and didactical text

editions completed by books on applied geography and travel information. Language learning and service for the multicultural population of Hamm is accompanied by cross-cultural education. Some areas on this floor like the section for audio books 'HörBar' and the shelves for large-sized art books are equipped with special furniture characterising the special appearance of this storey.



Shelf young adults. (Photo: Olaf Eigenbrodt)

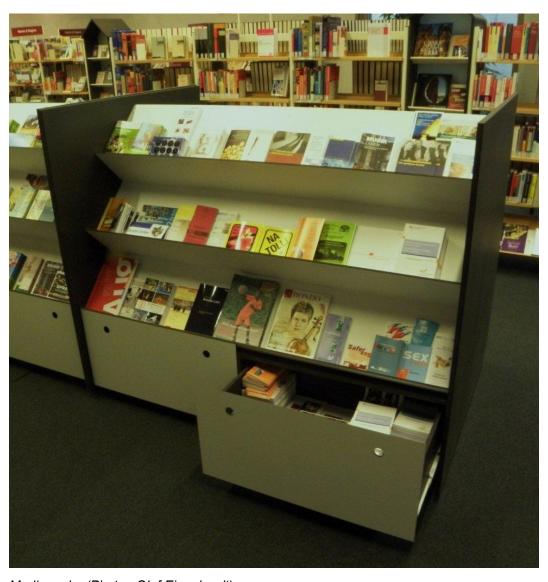
There are two sections on the second floor, one for children and one for teenagers and young adults. Both of them offer special facilities and furniture. Here again the combination of customized readymade furniture and cabinet work is a distinctive feature of the equipment. The children's

library is designed as scenery with comfortable and animating areas. The layout is child-oriented without being infantile. Teenagers find their area at the opposite side of this floor furnished in an attic room style.

Two of the three group study rooms and a number of reading places are on the third floor offering a great view over the station square. The non-fiction department is located in neighbourhood of the group study rooms which can also be used for advanced education programs, seminars and other events.

The convincing concept, an open layout and the coherent design with an unobtrusive

colour scheme make the central library a successful information, communication and meeting place for the community of Hamm. Automation of services and logistics is offered by the library without leaving the patrons alone. An integrated return, sorting and material handling system, the first of its kind in a German public library by the way, solves the logistic problems of a four storey library building. All in all the Heinrich-von-Kleist-Forum is not only a centre for the community but a new gateway to the city.



Media rack. (Photo: Olaf Eigenbrodt)

Recent publication of the Library Building and Equipment Section:

Key Issues in Building Design. How to get started in a planning project

by Anders C. Dahlgren, Olaf Eigenbrodt, Karen Latimer and Santi Romero, 2009. (http://www.ifla.org/en/publications/key-issues-in-building-design)



Four authors of the IFLA Library Buildings and Equipment Section's Guidelines¹, which were published in 2007, have produced with Key Issues a summary of the publication which should help librarians to organize their thoughts on how to get started when they are faced with the challenge of taking part in the process of creating a new library building. We all know how sometimes mundane, yet key matters such as finance, planning laws, property issues, politics and economics mount up before the realization of a building, not to mention considerations as to what makes the new library a beautiful, perhaps even a unique, building. The authors of *Key Issues* therefore stress - as they do in the Guidelines - that designing and constructing a new library is

an art that most library directors and professional librarians experience once or only very occasionally in their professional lives. The allusion to art indicates that ambience and aesthetics have successfully reclaimed their roles in library design, yet nonetheless there is a lot of skill - indeed practical knowledge - involved as well, the key elements of which should be familiar to library staff involved in projects and can be acquired by them. Whereas the guest for the beauty of a building is often seen rather as the task of the architect - indeed the famous German architect Karl Friedrich Schinkel asserted that it is the aim of architecture to transform the useful, practical and purposeful into beauty - it is the librarians' role to identify and communicate requirements and to ensure that the new or refurbished building will function properly. Nevertheless, the authors stress that librarians should neither accept buildings that are aesthetically pleasing but don't work well nor those that are ugly but functional.

When describing how to get started when designing a new or refurbished library building, the authors identified four basic issues: preliminary work and research, vision, space needs and communication. They focus very much on the start of the process, although vision and communication are also elements that are central to all stages of the design process.

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¹ IFLA-Library building guidelines: developments and reflections. Edited on behalf of IFLA by Karen Latimer and Hellen Niegaard – München: Saur, 2007.- ISBN 978-3-598-11768-8

Because issues such as service and user requirements have been addressed in numerous other studies, they are not the main focus of the Key Issues publication. Also other topics such as library design from a marketing perspective, configuring internal staff areas and elements in the planning process such as the choice of an architect, interior design considerations, green building management, reading plans, reflections on renovating historic buildings and site and location can be found in more extensive and detailed chapters in the Guidelines themselves. To get an idea of national figures and standards the Guidelines also provide two examples from France and Spain².

But back to the summary document on how to get started in planning a building project: the document delivers an all important message, and that is to concentrate as early as possible on the planning stage which means the identification and development of a vision for the intended type of library building. Depending on whether an institution wants to erect an iconic and/or welcoming building or a more discreet one. librarians are advised to look for examples that best fit their own project and to study them; this includes – among other things - doing research work, developing checklists and looking at layouts both from a user and a staff point of view.

The clarification of the vision for the library building should also take into account technical innovations and developments that may have an effect on the future of the physical library itself. Libraries have always been focal points of public space. The transformation of that space in industrial societies leads to a reorganization and reallocation of certain functionalities to certain types of spaces. In relation to the quality of library space, Key Issues refers to Andrew MacDonald's Top Ten Qualities of Good Library Space and raises a number of other questions dealing with the kind of community to be served, the kind of media to be stored, potential sponsors and stakeholders to which attention has to be paid as well. The authors once again stress a central paradigm, which has been coined by Rem Koolhaas and serves as the leitmotif to the Guidelines: "The library is no longer exclusively dedicated to the book and must change. From a book-fortress to a local community centre with lots of activities - all giving access to information and culture."3

Key Issues provides further information about the various stages of the planning process and devotes a special chapter to space needs – information which is crucial for all negotiations with financing bodies, potential sponsors and political stakeholders. Besides providing basic estimates that are related to the contents to be stored and the services to be offered, it states "the library with the larger, more generous resource will need a larger, more expansive space", which is an insight obvious and familiar to librarians, but sometimes needs to be defended in

²

² Since the publication of the Guidelines there has a new German Standard developed as well, the 2nd DIN-Fachbericht: 2. DIN-Fachbericht 13: 2009-2011. Bau- und Nutzungsplanung von wissenschaftlichen Bibliotheken, erarbeitet im NA Bibliotheks- und Dokumentationswesen unter Mitwirkung einer Expertengruppe des Deutschen Bibliotheksinstituts (DBI). Hrsg.: DIN, Deutschen Institut für Normung.- Berlin: Beuth, 2009.

³ Rem Koolhaas OMA – Office of Metropolitan Architecture when designing Seattle Central Library. (Guidelines, p. 7)

discussions with political stakeholders and financing bodies. Facts as well as precise and resilient figures are the tools which librarians should be able to provide and to use in their negotiations with various parent bodies. This publication provides rough estimates. Existing national and other specific methods for defining and estimating space needs should be consulted as well.

It becomes clear both from reading the Guidelines and the Key Issues that the design process for a library is a complex and interdisciplinary venture that demands active participation from all partners involved. Librarians have to demonstrate they have the skills to act competently in that process as an informed and accepted partner who actively contributes professional knowledge about the functions, the needs and the users of the library to the design and building process. Only thus will it be possible to establish libraries as sophisticated and identifiable spaces in modern society with all the technological implications. Key Issues provides you with the essentials for reflection and working practice.

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