



The Hub Siracusa/Ortigia Experts' report capacity-building visit of 16-18 June 2011

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Tatiana combines experience in business, public sector and civil society; she is co-founder and director of The Hub Amsterdam and has been involved in internationalising the Hub network since 2006. She has a MSc in Responsibility & Business Practice and a dual degree in International Business & Entrepreneurship. Tatiana is also co-founder of social enterprise Waterlution and is a partner of Engage! InterAct where she designs programmes for collaborative leadership, multistakeholder engagement and societal change. Tatiana is experienced in action research and is affiliated with the Association of Sustainability Practitioners, is an accredited sustainability assurance practitioner, and a steward of the Art of Hosting. She designs and delivers capacity-building programmes that support co-creation, multi-stakeholder engagement and participatory leadership.

Oliver Marlow

Oliver Marlow is an interdisciplinary designer and co-founder of TILT. With his unique skill-set as a designer, craftsman, academic and facilitator, he works on all levels of the design process. As Head of Design at the Hub he collaborated on over 20 Hubs all over the world. He was part of the founding team of Hub Islington, co-founder of the Forest Café in Edinburgh, and has designed with amongst others, the Young Vic Theatre, the Battersea Arts Centre, Aldeburgh Music, Edinburgh Film Festival and NPI, Shanghai, the first social innovation centre in China. He has lectured and led co-design workshops all over the world, recently in Sao Paulo and Zurich. As an artist he has shown widely, including The Sundance Film Festival, UkinNY, New York, ICA London and Vide00, Barcelona. A strong interest in social agency and change has led him to use these many forms of expression, each imbued with particular structures and approaches to foster and create social innovation. He holds an MA in English Literature from Edinburgh University and an MA in Design from Goldsmiths, London.

Alberto Masetti-Zannini

Alberto is a social entrepreneur, a network developer and facilitator (host), and a writer, with 12-years experience in the INGO and social enterprise field, both in the UK and internationally. He is an expert communicator, both online and in person, with a strong ability to liaise with people from all kind of backgrounds and with a natural propensity for creating connections between them. He spent 3 years in Italy, as founder and director of The Hub Milan, Italy's first centre for social innovation and social entrepreneurship, part of The Hub global network. He has a BA in History from Bologna University and an MSc from the London School of Economics and Political Science in Global Politics. He is fluent in English and Italian, his mother-languages, and in Spanish.

3. What happens inside a Hub? Dynamics, services, management

The Hub is a global network of 25 stunning spaces, hosting inside them some 4000 social entrepreneurs and innovators who are trying to address some of today's most pressing social and environmental challenges, from social inclusion to climate change, from energy dependency to poverty reduction. Born in London in 2005, the network now spans over 5 continents, although most of its centres (15) are based in Europe, including in cities like Madrid, Milan, Brussels, Prague, Stockholm, Bergen and Vienna. The Hub works closely in many of its locations with major universities, research centres, policy think tanks, private companies and public sector representatives to highlight how social innovation - innovation that serves people and the planet's needs - can dramatically improve our future.

Each Hub is created to provide those with an idea to make the world a better place and an entrepreneurial attitude to turn it into reality with the tools, resources, connections and inspiration they need to succeed. It does so by offering shared workspaces with time-based membership access and a wide network of experts in multiple fields to tap into, whatever the need. Most importantly, it does so offering a team of hosts ready to help in the arduous start-up and scaling up journeys. With over 4000 social entrepreneurs and innovators globally (over 2000 in Europe) who have chosen the Hub as their home, the Hub is the largest connected network devoted to social innovation and social entrepreneurship in the world.

Each Hub is born responding to a local context, which is why each Hub is different in its own right, reflecting local cultures, perceptions and ideas about what social entrepreneurship and social innovation are. Some of them are for-profit companies with a social mission; others are cooperatives; others are not-for-profit enterprises. Whichever their legal status, they share a set of working practices and methodologies in pursuit of a common goal. Most of all, they work together at the global scale to connect people, ideas and resources within and across borders and to enhance the chances of potentially ground-breaking ideas taking off.

The core services revolve around the space. Some people purchase time-based membership tariffs to use the shared workspaces as their full-time or part-time office. Others rely on the Hub to hold meetings, workshops and events, thus enriching the community with a flurry of new ideas and perspectives that can trigger innovation within this carefully-designed environment. Most importantly, members of the Hub are attracted by the sharing and collaborative philosophy that brings people to the space and to the network. By being part of a Hub, they accept the fact that collaborating with other people can not only be beneficial to their own ideas, but can create a far more conducive environment to new ideas emerging through dialogue.

Hosting - as a methodology and as a practice - is at the heart of the Hub system. Whether it's designing and updating a space that responds to the needs of its members, or whether it's connecting people and facilitating collaboration between them, hosting permeates the way people related to the space and to each other, with a growing sense of ownership towards the project that blurs the boundaries between service providers and consumers. More about hosting is explained above.

Finally, the Hub as a global network is structured in a democratic manner, through an Association made up of each Hub and governed by a board of directors, who are elected from within the network itself. The Association takes all major decisions concerning the network, from which new Hubs to welcome into the system, to what Hub working practices need further research and development. Each Hub can put forward motions, make suggestions and invite the network to consider ideas that might increase its impact in the world. The Association meets in person once a year, when each member Hub sends at least 1 representative to the Assembly hosted by one of the Hubs in the world, and 3 times virtually. These Assemblies are the key governance mechanism of the network.

The Association (registered in Austria) controls a non-profit Company (Hub GmbH), also registered in Austria, which is responsible for implementing some of the decisions taken by the Assembly. The company is also in charge of managing some core areas of concern for the entire network: from the accompaniment of new Hubs entering the system, to the ICT infrastructure that the Hubs share to connect members from all over the world to each other. The Company is the de facto implementing body of the Hub Network's governance system, and has operating staff based in different countries. The Company is also responsible for organising every year the Annual General Assembly. Altogether Hub members, Hub Hosts, Hub Founders and Hub

Association/Company Directors represent the entire complexity of the Hub Network, now in its 7th year of life.

4. Possible relationship between Hub Sicily and the international network: scenarios

As the widest global network focusing on social entrepreneurship and social innovation, Hub Sicily (and Hub Siracusa/Ortigia in particular) will become part of a rich and diverse community of thinkers and practitioners, with a diverse set of communication tools to share knowledge, build international partnerships and develop new initiatives, projects and enterprises with the potential to have a strong social, environmental and cultural impact on the local context. These communication tools include online fora and social networking tools; global and theme-specific mailing lists for clusters (see below); and personal contacts to draw upon across the network.

The linkages with the international network develop at two different levels: between Hub Hosts and between Hub Members. The two levels are of course interconnected, but it's important to highlight them separately because they have different implications for the Hub Siracusa/Ortigia initiative. At the Hosts' level, the Hub Siracusa/Ortigia will benefit from the constantly-developing communities of practices that are focusing on the Hubs' core mission: hosting and supporting enterprising ideas for a radically better world. In practice, different groups of Hosts and Hub Practitioners around the world come together spontaneously to form knowledge clusters and communities of practice, and to constantly explore how to improve their work. These clusters can focus on anything, from how to improve advocacy efforts as intermediary organisation that can voice the needs of thousands of individuals at the EU policy level, to how to better the way we understand the relationship between physical spaces and collaborative practices. The Hub is an ever-evolving system, and each new Hub that joins the network can bring new ideas and suggestions to the other Hubs. This not only maximises learning, but also pushes forward entire fields of innovative and experimental work that each Hub can then implement in its own community. Hub Siracusa/Ortigia will therefore be able to join this global conversation and to voice its ideas, concerns, suggestions and proposals, which will be picked up by those Hubs that feel particularly interested in furthering a relationship with it.

At the members' level, Hub Siracusa/Ortigia members will also be members of the global network, which means they will have the same opportunities and communication channels as all the other members across the world. Each Hub strives to connect people, ideas and resources across the system, and thanks to this many members find a conducive environment where to further their activities and projects. Members can connect spontaneously, using online tools that are available to them when they join a Hub, finding potential partners, ideas and resources in other Italian, European and world cities. At the same time, members can rely on their Hosts to help them connect and seek support in different locations. They can look for partners, identify services or promote a particularly interesting product by simply sending messages to specific Hubs who will then pass them on to their local mailing lists. They can also, when they travel, use other Hubs as their working and meeting space, which in itself becomes a valuable logistical bonus, but also an opportunity to grow their personal networks abroad.

Finally, as the Hub grows and newer Hubs gain experience and expertise, they become mentors and supporting structures for new Hubs entering the system. This peer-to-peer support system is part of the admission procedure into the network. Hub Siracusa/Ortigia will, over time, become a beacon not just for the rest of Sicily or Southern Italy, but also and more importantly for the Mediterranean Region. This is important to highlight here, because at present most of the network's expansion has been organic, but in the future - particularly as institutional funding

towards the Hub system increases as donors understand the value of supporting enabling infrastructures like the Hub - certain areas of socio-economic and political interest might see a rise in Hub presence. This is particularly the case for Northern Africa and the Middle East, where recent political changes are creating a more conducive environment for cross-border cooperation and sustainable economic development. Hub Siracusa/Ortigia will most certainly become an important partner in the Mediterranean region, not just supporting new start-up Hubs, but developing in partnership with other regional Hubs projects and initiatives in support of the diffusion of social entrepreneurship and social innovation locally.

5. Knowledge transfer relating to the Art of Hosting: brief report on the methodologies discussed/adopted and on the simulations implemented with the Hub Siracusa/Ortigia project team

The Art of Hosting is an emerging group of methodologies for facilitating conversation in groups of all sizes, supported by principles that help maximise collective intelligence, integrate and utilise diversity and minimise/transform conflict. Processes facilitated in this way tend to result in collective clarity and wise action - sustainable, workable solutions to the most complex problems. The approach ensures that stake holders buy into the process (because they participate in the design and the process is by definition transparent) and make ongoing feedback, learning and course correction a natural and efficient part of life. The Art of Hosting is a fundamental practice within the Hub - bringing an approach to host relationship and catalyse connection within a community and a space.

Please see the appendix AOH mini-journal Sicilia.pdf which documents the mental models, facilitation techniques and community-design tools that were covered in this visit, as well as additional resources available to the local team.

The simulations took place as such:

- Thursday 16 June - leadership team co-design day
- Friday 17 June - leadership team training in the Art of Hosting, including a World Cafe experience
- Friday 17 June - Catania community workshop, including an Open Space technology experience
- Saturday 18 June - Siracusa/Ortigia community workshop, focus on collaborative design of the Hub Siracusa/Ortigia, including a World Cafe experience

6. The Open Space Technology workshop: methodology, activities, results

The Methodology: Open Space Technology

Open Space Technology (OST) is an approach for hosting meetings, conferences, community meetings and events, focused on a specific and important purpose or task—but beginning without any formal agenda, beyond the overall purpose or theme. Highly scalable and adaptable, OST has been used in meetings of 5 to 2,100 people. The approach is characterised by few basic mechanisms: a broad, open invitation that articulates the purpose of the meeting; participant chairs arranged in a circle; a "bulletin board" of issues and opportunities posted by participants; a "marketplace" with many breakout spaces that participants move freely between, learning and contributing as they "shop" for information and ideas; and 'convergence', a change for the outcomes of the parallel sessions to be reported back to the whole group.

The approach is most distinctive for its initial lack of an agenda, which sets the stage for the meeting's participants to create the agenda for themselves. Typically, an Open Space meeting will begin with short introductions by the champion (the official or acknowledged leader of the group) and a facilitator. The purpose is introduced, and the process outlined. Then the group creates the working agenda, as individuals post their issues in bulletin board style. Each individual "convener" or "host" of a breakout session takes responsibility for naming the issue, posting it on the bulletin board, assigning it a space and time to meet, and then later, showing up at that space and time, kicking off the conversation, and taking notes.

This approach works best when these conditions are present, namely high levels of (1) complexity, in term of the tasks to be done or over-arching question posed; (2) diversity, in terms of the people involved and/or needed to make any solution work; (3) real care about the central issue or purpose; and (4) urgency, meaning that the time to act was "yesterday".

According to Harrison Owen, originator of the term and the approach, Open Space works because it harnesses and acknowledges the power of self-organization.

The Application and Results: Catania

45 people gathered in Catania on the afternoon of 17 June and were hosted in an Open Space experience to explore the question: What do we need to do today to make Sicily a better place? Six conversations were posted:

- How do we socially innovate our urban governance system?
- How do we build the new?
- What are the strengths of this island? climate, nature, culture...
- How do we have confidence in our sense of ethics?
- How can we integrate immigrants better?
- What is our orientation to the future? What is emerging?

What resulted were some answers and more questions, but a definite underlying sense of community in continuing the exploration of this big questions together. Several ideas and new connections between people/organisations emerged; this demonstrated the benefit of creating the conditions for self-organisation and trusting the wisdom in the group. With this first experience of meeting each other and of experiencing Open Space, there is a stronger interest in how a Hub can play a role to create the ongoing social and facilitation infrastructure to continue conversations that matter locally and globally. It was valuable to see what questions were raised, as this creates direct input into topics to be considered for ongoing community programming.

7. The Hub Siracusa/Ortigia Co-design workshop: methodology, activities, results

Methodology

Social innovation is by its very definition about people, and about transforming their relationships with one another. So any space wishing to encourage social innovation would have people at the heart of its design methodology. Sadly, this is rarely the case.

Most space design still relies on the inspiration of one or more design 'experts', combined with the inputs of a client, often represented by only one or two people. Together they articulate the brief, and define the needs of the wider users often without meaningful consultation. Consultation with users, or through Steering Groups, does happen but is tempered by language barriers [the

‘expert’ and the ‘layman’ not understanding one another, for example] or simply because it is seen as periphery, not at the heart of the design process.

The inclusive design approach embraces the social, challenging this ‘top down’ thinking and replacing it with a multi-stakeholder, non-linear, interactive ‘action based’ co-design process.[i] Co-design focuses on mutual learning, placing the users at the centre of the process, transferring their wishes and needs into a physical space that fulfils those needs cohesively, while they develop an affinity with space and objects. So the resulting spaces have a deeper connection with the co-designers and better enable creativity and innovation.

The key notion is a re-evaluation of space and spatial relationships. Rather than a container into which we place things, the activities and processes prompt the idea that space is an ever unfolding conversation, and this communication, whether between need, intent, power, ethics, value, or aesthetics is both pliable and unending, so by being a part of that conversation one can be empowered to transform spaces. A ‘finished’ space in some respects is simply a pause in this conversation.

We can understand space design, or architecture, as an organising of parts and a whole, understood through experience, movement and use. One focus of the co-design approach is to explore and understand the tacit and experiential aspect of this need in respect of a community of users, to create and foster a culture from which the space design emanates, rather than the other way around. This is the conversation that is captured to best design an enabling space for social innovation.

Co-Design Process and examples of Tools or Activities

The Co-design approach is separated into three phases: Listening, Creating and Making. The tools required for an effective inclusive design approach are geared towards inspiring participation and engagement while delivering practical results.

The contrast between the Listening and Making phases reflects a key aspect of how the inclusive design approach works in practice: always tightly facilitated, the rhythm of the processes goes from open to defined, a wide-ranging and exploratory path that ends up in a very focused and defined brief, design package and finished space.

The key challenge for the designer is to manage this opening up and closing rhythm: While the overall project converges, firstly to a very specific brief and then further to a particular interior and finished space, the process is opened up at key points, and after required insight, closed down. So like breathing rhythm through the project the designer manages these moments to best engage and communicate with the user group in order to foster and maintain a genuine feeling of inclusion and agency. It is a responsibility that requires integrity and commitment from the designer; otherwise he/she will lose the honest attention and expression of the community.

Phase I: Listening

This is perhaps the most important phase, and the Phase that took place recently in Ortigia, encouraging the participants to take ownership of the design process by engaging them in ‘action based’ co-design. This phase involves activity-based workshops and participant led data collection, with the intention of co-delivering a design brief for the space. The following activities were used in the recent Design Day in Sicilly:



“Object Call” and “Blind lead” Activities based around spatial legibility and flow. “Object Call” asks users to identify and position an object they associate with the developing space, then talk through its relationship to others objects and positions.

While in Blind Lead a team directs a blindfolded user through a scenario in the space via walkie talkie, leaving a ‘trace’ of coloured string. Through activities like these users develop an understanding of spatial inter-connectedness and the need to develop macro and micro perspectives in design.

“Rapid Prototyping” Users create plans and layouts to test and explore their developing designs. Using the idea of Single Minded and Open Minded spaces the participants plot the thresholds of privacy and activity to better understand the space and its flows and narrative.



The following two phases use the work of the Listening Phase and are ongoing in Ortigia.

Phase 2: Creating

In response to the brief, the design team starts the process of ideation and prototyping, while continuing workshop scenarios. The culmination is a technical specification for the space: consolidating the wide-ranging data and experience from Phase I. The Design Principles of the Hub give a framework to this phase. Note the inclusion of Co-design as Principle I.

Hub Design Principles

a. Co-Design Processes

The amalgamation of design approaches that place the Hub member at the centre of the spatial solutions, invoking key elements:

- Multiple stakeholder input and definition of problems and solutions
- Mutual learning between stakeholders
- Being an iterative, non-linear, interactive process
- Being 'action based' research
- Challenging 'top down' thinking
- Being useful for complex systems or problems
- Simulating the real world and being situation driven, especially by common human situations
- Creating pluralistic outcomes

b. Adaptability of Space

- A space that can quickly accommodate a huge variety of events and happenings
- A space that appeals to a diverse community of users
- A space in constant flux, a prototype space

c. Diversity of Spaces

Interactive, collaborative areas and quiet, focused areas, for example. The Hub Space is a topography of contrasts and comparisons. Further concerns include:

- Size: how big something is, the volume it occupies
- Dimension: what are the proportions of a space or object
- Scale: how does it compare to the scale of the human
- Function: what could happen there, what does it do
- 'Single minded' and 'open minded' spaces

d. The Meshwork

Linking the human and structural dimensions of the space, a meshwork is the part of a network that connects other networks together. The personal meshwork is mostly the subject and task of the Host, while identifying and articulating the networks of physical spaces and objects is the subject of Hub Design.

- Objects and locations that can facilitate encounters and interaction
- How the space can be navigated, freedom of movement or direction through the space
- The relationships between objects, space and movement
- The social dimension of the space, between the proximity and distance of members and objects
- Using objects to communicate ideas, stories beyond function and use

e. Overall Diversity

The resilience of all the Hubs, like any ecosystem, is predicated on variety and difference. This is reflected through the different manifestations of physical Hubs.

f. WOW!

Knocking people off their feet, jaws dropping to the floor, eyes popping from their heads:

- WOW! An Overall Visual Impact
- Architectural WOW!
- Object and furniture WOW!

g. Interplay of Form, Function and Material

Ways to turn upside some of the usual and expected aspects of a working environment.

If a space looks like an office space, people will respond in kind: in a library people will whisper. Challenge it with a new kind of space and furniture that invites people to act differently; an interplay of form and function that puzzles a user, invites an unqualified response.

h. Interplay of old and new

A physical and aesthetic “rawness”: transformation of old spaces, while communicating their identity and past. Allowing a space to breathe, to be itself.

- A ‘truth to materials’ approach, a paired down aesthetic, fronting only the essentials.
- If a space is in a sense unfinished, it invites people to experiment and change, to modify and prototype, test and paint over.

i. Sustainability Principles

A sustainable approach: recycled and reclaimed materials, new materials from accredited sources.

- The story has to be specific, incorporating materiality: what something is made of and the processes involved: how and where it is made.
- The story has to include notions of use, incorporating an overall idea of purpose.
- The story has a clear design consideration. We are challenging the notion that recycled/sustainable objects are ugly, bulky, poorly made, etc.
- The story has to be transparent. It is clearly communicable and can be challenged.
- We are Honest about decisions that fall short.

j. High Density Model

A physical and spatial architecture with furniture that meets the Hub business model to ensure that required occupancy levels are met.

k. ICT and Communications Infrastructure

- Exemplary Office Technologies, subsumed in designs
- The synergy of the physical and virtual Hub
- Community through communication
- Access to web, file servers, sharing of music, etc

l. Brand Identity

There are certain elements that identify Hub spaces, elements that make it a Hub for the visitor's eyes.

- Design autonomy through a framework creates a collective identity
- The Design Portfolio allows the proliferation of pieces across the Hubs that reverberate these shared principles and display a common approach.
- Use of logo and colour palettes

m. Atmosphere

Separate and overarching, this is an essential concern:

- There is more than the sum of these Principles. What is it?
- What emotional, intuitive, immediate responses do you have to a space?
- How does a space make one feel?

The brief itself is formatted and written up in a standard fashion. The data, analysis and insights from the co-design will appear written up in the brief also, while also being graphically represented. It is important to clarify and synthesise these elements in order to communicate with the necessary consultants, contractors and others who will need to work with them later on.

Phase 3: Making

It is crucial at this phase to get hands on involvement from the end users to really encourage affinity with the space and the objects that occupy it. The impact for people of having been involved can have a profound effect on their perception of the end result.

“Co-make” Participation can vary according to levels of skill and confidence but most tasks are relatively simple and tightly facilitated. For example, the sense of working at a table you have helped make is very powerful.

Conclusion or Results

A key observation from this work is that despite the very diverse cultural contexts in which these spaces have been created, there is a consistent enthusiasm for the co-design approach. This was no different in Siracusa/Ortigia, there was an enthusiasm and commitment to the design day that was truly inspiring.

The extent to which this impacts on their willingness to collaborate and connect with others is also very evident. This sense of community created as being part of a shared process endures, and

is further embedded as the community grows, telling each other and newcomers their story. The design narratives of objects tell the story of a space and reflect the values of the people using it. Stories provide the opportunities to mobilise all aspects of our approach, and encourage positive behaviour change.

This relationship and affinity with the space and the objects within it helps to dissolve the social barriers that often curtail innovation, creating a relaxed interdependent atmosphere despite the high levels of activity, and one primed for connection and collaboration. The furniture can also be playful and transformative, fulfilling more than one sole function and adding another talking point for users to engage around. These tacit interventions and installations further the process of the co-design through the lived experience of a completed space.

The physical spaces themselves can be characterised in a number of ways, for example as zones, reflecting different states and activity, similar to Michael Walzer's two types of urban spaces, and noted above: "single minded" spaces that fulfil single functions (i.e. houses and car parks); and "open minded" spaces that are multi-functional and participative (i.e.: parks and cafes). In open-minded spaces, urgency is replaced by an inclination to engage with other people.

This flexibility creates the opportunity for people to find locations that suit their prevailing mood or activity, and leads them towards others who are in a state of like-mindedness. This sense of like-mindedness is an integral part of defining the founding sensibility for communication, collaboration and ultimately, social innovation. It is the inclusive design approach that takes heed of this tacit need and creates a physicality to enable it.

In the Siracusa/Ortigia context we are part way through the process. It is important that the local team lead on the design and implementation at their own pace, while if required the visiting consultants can offer further insight and expertise. This is outlined below.

8. Final recommendations by the experts to the project team of Hub Siracusa/Ortigia

Design

Phase I, the Listening phase was a great success. In regards to the following phases the consultant experts recommend a minimal, and cost effective process to help realise the Hub Space:

1. Assistance and insight with the processing of the design data and the brief creation in the current phase.
2. Follow up visit by expert consultants during Creating Phase to ensure maximum knowledge and learning transfer, holding design day with the community.
3. Hub Siracusa/Ortigia's Head designer to establish an collaboration with Oliver Marlow through Creating and Making phases via email and Skype.
4. Hub Siracusa's Head Designer to become founder member Design Community of Practice, Currently being developed by Hub Association.
5. Make day facilitated by Oliver Marlow during Making Phase. Organised around a particular piece of furniture, e.g LeafDesks, or a multi stationed activity day.

Capacity-building for Community-building and Engagement

1. Two internships in two up & running Hubs for a minimum of 2 weeks each are recommended for one of the Hub Siracusa/Ortigia Hosting leads. One should be done within Hub Milan, sister Hub of Hub Siracusa/Ortigia, to maximise the potential for cross-collaboration and connection

with the main Italian Hub and its membership. The other one should be done abroad, in an established location (Amsterdam?), to help the Hosting lead maximise learning in Art of Hosting practices.

2. It would be beneficial for one of the core team members to participate in an Art of Hosting 3 day training abroad, and then form part of a co-design team to adapt and deliver such a training within the Sicilian context. This serves to both equip the local team, and build capacity among a wider support community. This would be a 3 day residential training in Siracusa/Ortigia and should be a product of collaboration with the Art of Hosting community of practitioners. Perhaps spring 2012 is appropriate, to coincide with the lead-up to the Hub Siracusa/Ortigia opening - building team capacity and inviting key stakeholders to understand hosting as a means for social change and engagement and contextualising the practice in Sicily.
3. Put in place a community-building heartbeat of co-creation or collaboration days for Hub Siracusa/Ortigia - Converge with the design process when ready. It is possible to start hosting programming before and into the space as-is, as this will enable a community to grow into itself and into the space.

Hub know-how

1. Hosting internship experience in an up & running Hub (as above)
2. When designated an official Hub initiative, core team members are encouraged to join the most relevant communities of practice in the Hub network's Hub Practice Academy (peer-to-peer learning networks about key Hub processes) - especially the Hosting Community of Practice and the Design Community of Practice

Process effectiveness

Follow-up visit by expert consultants for mid-point design check, to ensure maximum knowledge and learning transfers during the final space and community design stages - perhaps to coincide with an Art of Hosting and/or Hub Make-day so to make best use of the talent and budget.

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