

How to get £22 million (US\$43.5m) project funding using NovaMind.

Hi, I'm Gideon King, founder of NovaMind software, and today I have for you a very interesting story about how Stephen Feber's company used NovaMind to out-bid 312 competitors to be one of only 3 to receive funding from the National Lottery for a large regeneration project, Heartlands in Cornwall, UK.

Have you ever been in a situation where you needed to have your proposal accepted over the competition - even when the competition is really strong? Sometimes the odds seem as if they are really against you, but you still need to win.

This is a fascinating story because of the use of Mind Mapping in a very complex real world situation with a lot of people involved. It amply demonstrates the massive advantage you have when using NovaMind within your business.

Heartlands is a multifaceted project with social, cultural, scientific, artistic, engineering, environmental and architectural dimensions.

We will show you how Stephen and his team were able to effectively break down the entire project into its component parts and deal with the requirements of each of them without losing track of the overall design goals, or how the parts of the project need to work together.

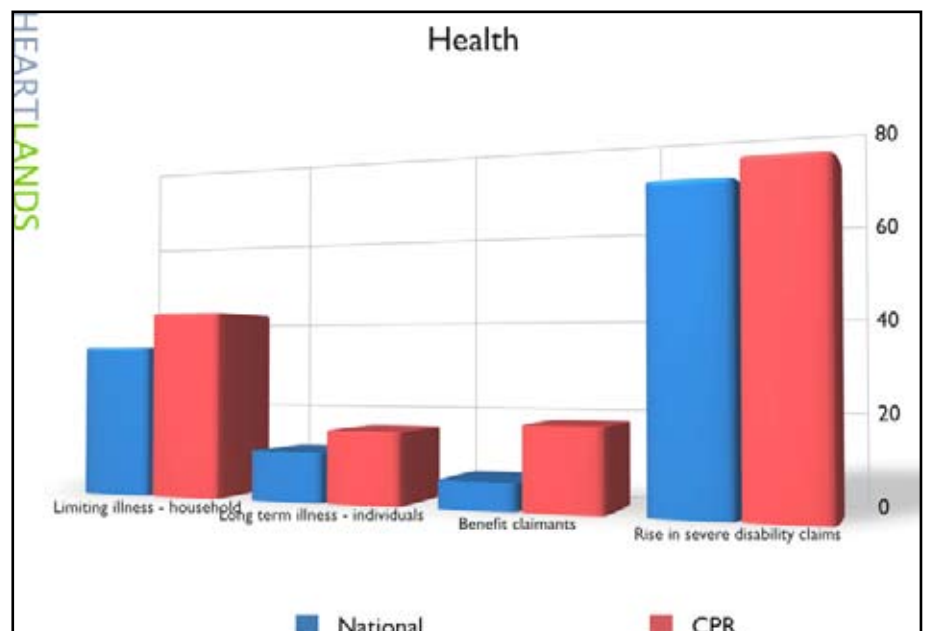
We will illustrate this by showing you through the Mind Maps that were created, as well as photos taken during the design process, sketches of the designs, and computer models of the finished project.



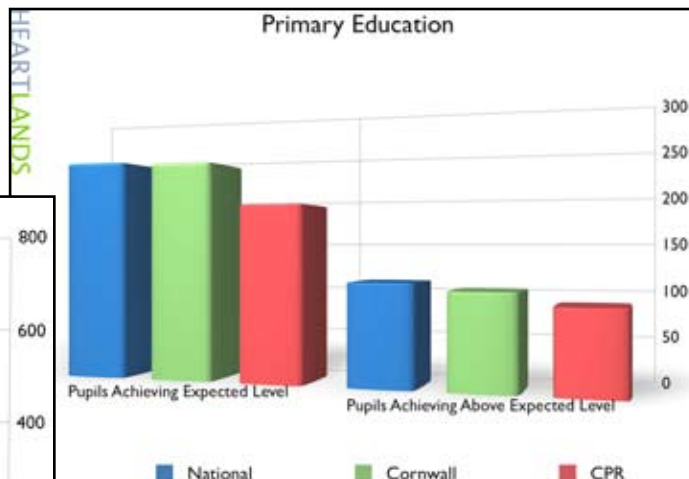
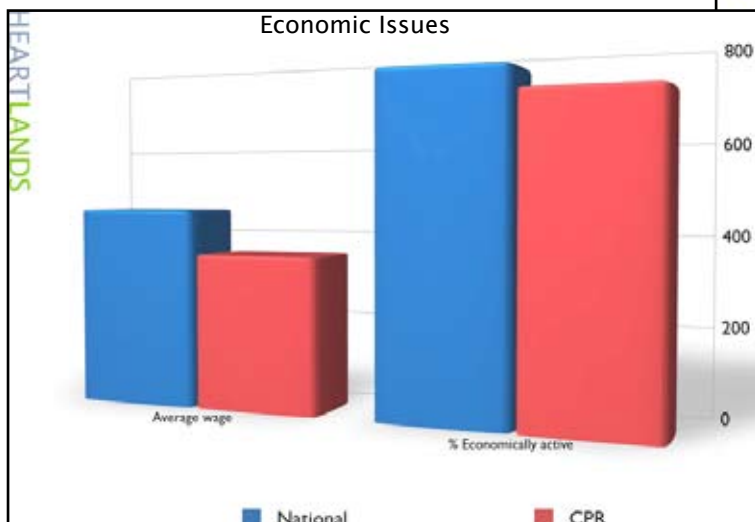
Remember that over 300 other organisations bid for the Lottery funding, but only 3 of the bidders had their proposals accepted and funding awarded. This means that Stephen's team, working for the client, Kerrier Council, is within the top 1% of organisations bidding on these projects. Surely this says that it is well worth our time to examine their approach and answer the question - "would they have won the bidding if they had not used NovaMind for their organisation and planning?"

The Problem

The area of Camborne, Pool and Redruth (CPR) in Cornwall, UK, is already recognised as a derelict urban area. They have a worse health record than the national averages in just about every area, including limiting illnesses, long term illnesses and rise in severe disability claims. Their number of benefit claimants is 3 times the national average.



Their education levels are poor with, for example, their maths scores being 24% worse than the national average, and overall primary education results being about 17% worse than the national average.



As a consequence, the average wage for the area is 22% lower than the national average, leading to a lower standard of living and economic activity.

Pool is Cornwall's most derelict urban area.

In the middle of this neglected area, there is a blot on the landscape.



This blot on the landscape is a disused and abandoned Cornish tin mine (Robinson's Shaft) and surrounding wastelands, which are colorfully referred to as "brownfield" land - land that may be contaminated by hazardous substances - in this case mainly as a result of the tin mining that had gone on there from 1901 to 1998.



Development has sprung up around the area over the years, and now on one side of the site, there is the Cornwall College Camborne campus which teaches many subjects including arts and media, business, teaching, leisure tourism and sport.

On another side there are a lot of houses, and on another side, opposite the college, is the Carn Brea Leisure Centre, with



swimming, indoor and outdoor sports and fitness facilities. The local community was tired of the eyesore of the wasteland in the middle of their community, blocking direct access from the college to the leisure centre. And whilst they wanted to respect their mining heritage, they were also very keen to move on to create something for the future, for young people.



They asked:
“How can we revive the creative, innovative, and inventive heritage of the area and clean the place up? How can build something new that is great to live, work, and play in?”

The Goals

With the costs of developing the area expected to run to many millions of pounds, they could not afford to develop the site themselves, so put a proposal for funding to the “Big Lottery”.



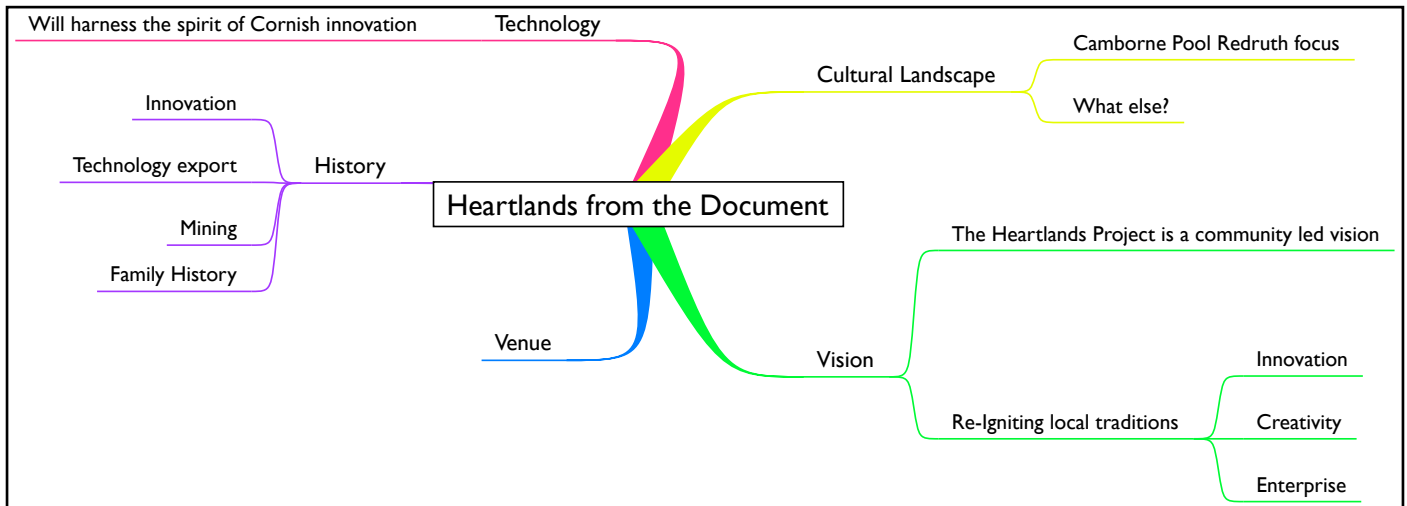
- The proposal covered a wide range of goals including:
- Regeneration of the former mine workings, including display rooms to cover world heritage themes
 - Space for local artists, for creating large sculptural works, including space to display the works
 - Flexible spaces which can be rented out, and used for community events
 - A shop, cafe, bike hire, car parking and servicing

The expected number of visitors is 185,000 per annum, and the space needs to be able to hold events with up to 4,000 people attending.

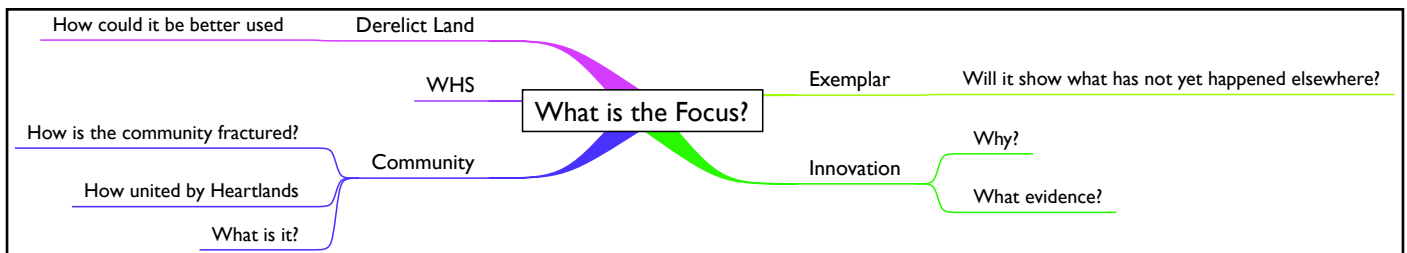
The Solution

When Stephen saw the requirements, he was excited by the possibilities of the project. But more than that, he saw that he could go way beyond the specified requirements to create something that was even better, and would have a bigger positive impact on the whole community.

Stephen and his team broke the requirements down into their component parts using NovaMind, firstly creating a general Mind Map that picked keywords out of the requirements document and represented the relationships between them, and started the mental exploration of how these ideas could both be extended and work together harmoniously.



Stephen ran a series of workshops, firstly for the client group and then with the team of consultants. These workshops were cross disciplinary and involved engineers, planners, architects, artists and project managers. Mind Maps were used to structure this process and to explore the focus of the project from a number of different perspectives. This process runs with what Stephen calls the “*tight loose*” system - tight enough to have structure and loose enough to be creative.



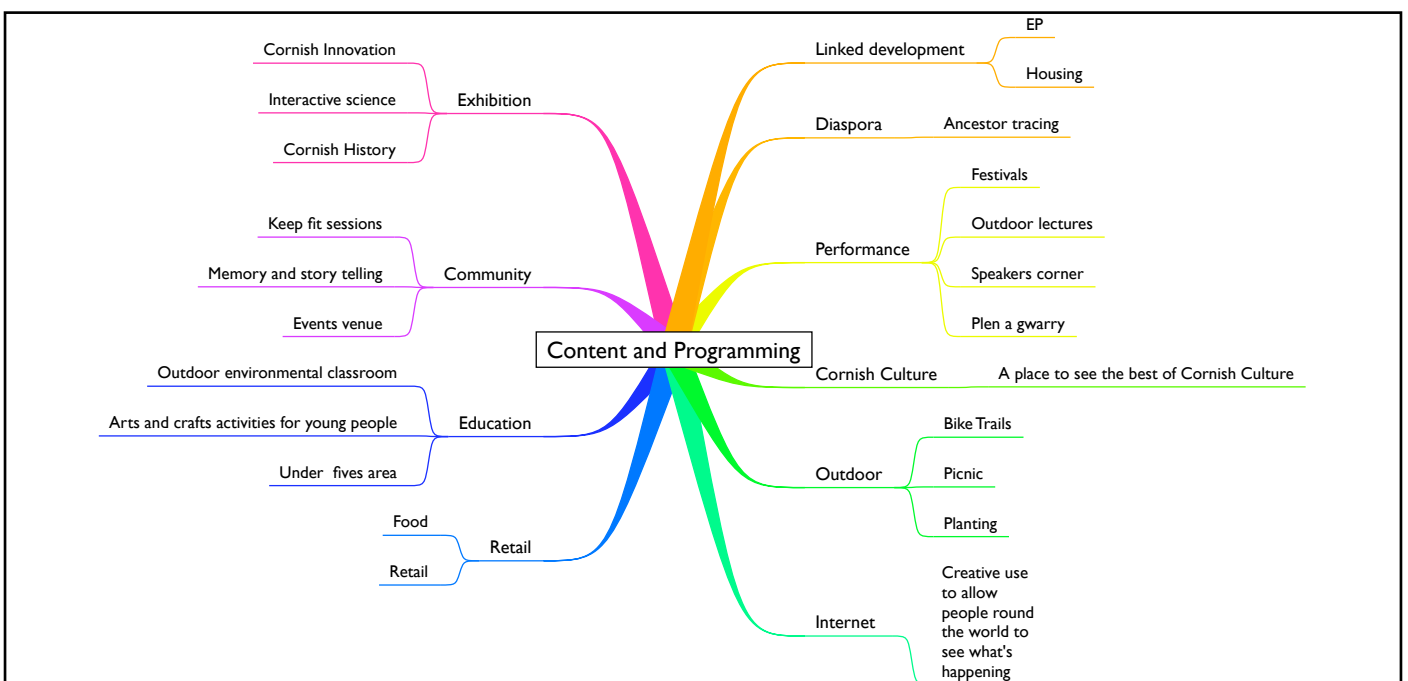
Stephen says “*NovaMind is the best on the market for Mind Mapping... we love the way the company has developed the product in dialogue with us, the customers. Mind Mapping is essential for moving between the creative and the structured and back again, which is the heart of the system we use*”.



The client, Kerrier District Council, got the community involved, including the local school children and students from Cornwall college. A number of consultation meetings were held.

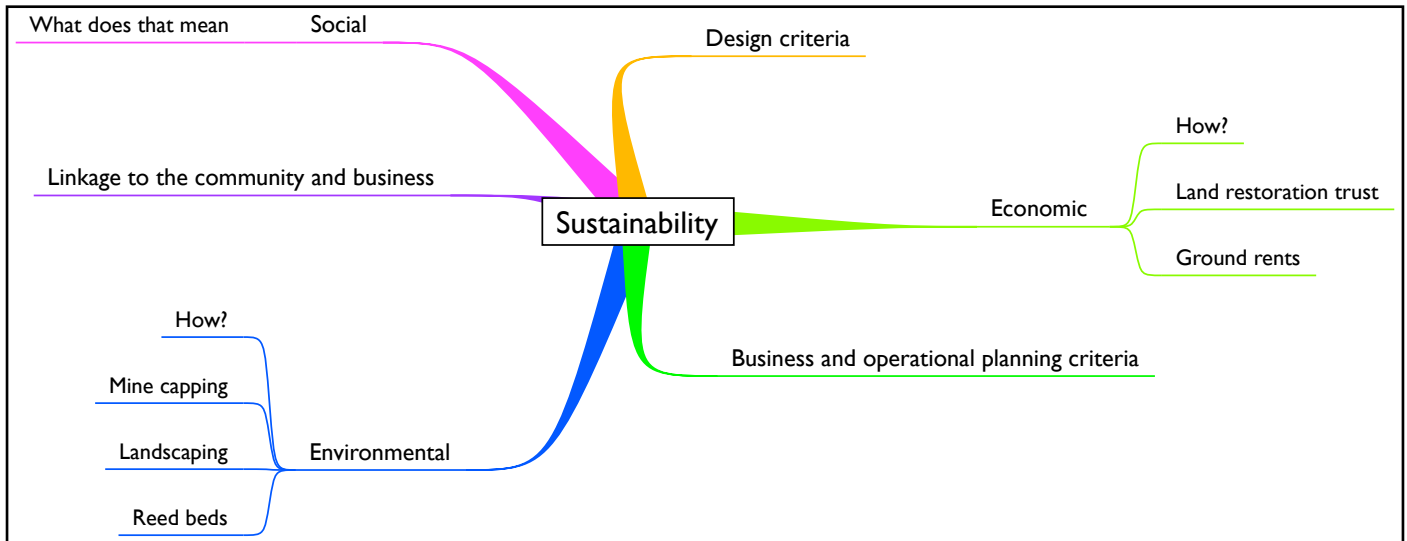
In the process, they developed the scope of the project beyond what was specified in the documents, involving elements such as:

- Tracing ancestors from the area
- Support for multiple types of performances, festivals, outdoor lectures, and a speakers corner
- Showcasing of the local Cornish culture
- Use of the Internet to extend the reach of the centre beyond just the physical area
- Educational facilities for arts and crafts, under 5's and outdoor environmental studies
- Community keep fit sessions, story telling, bike trails, and picnic areas
- An extensive display area of Cornish innovation and history with interactive displays



Energy use and Sustainability

The team created a Mind Map to examine all aspects of sustainability of the development, including business and economic factors and environmental and social factors.



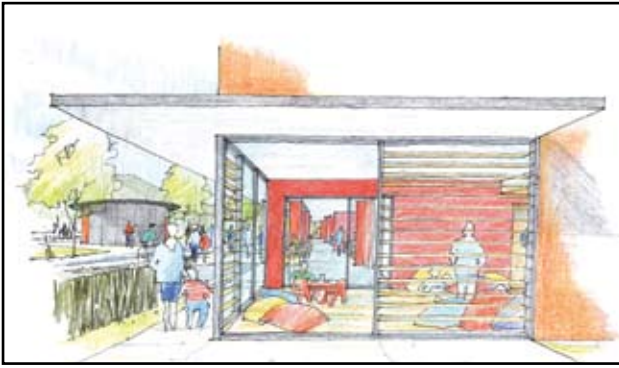
The team particularly looked at long term sustainability. Energy is obviously a key factor in this and they were not satisfied to provide a design that was just energy efficient and “carbon neutral”. Instead, they set about designing a system that is a net energy generator.

Normally in a project like this you would expect the energy consumption to cost between £70-£100,000 per annum for the core development alone.

By using a specially designed combination of ground source heat pumps, photo voltaic panels, a wood chip boiler and wind mills, they have turned this around so that the project as a whole is a generator of electricity which can then be sold to the power grid and used in the local housing development at an attractive rate.



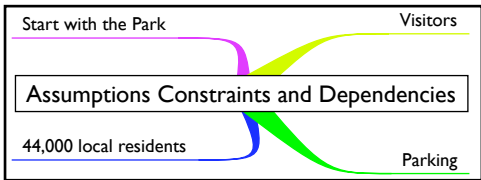
Overall view of proposed development



Examination of the Solution

An important part of the process was creating Mind Maps to examine all the benefits and drawbacks of the solution that they were proposing.

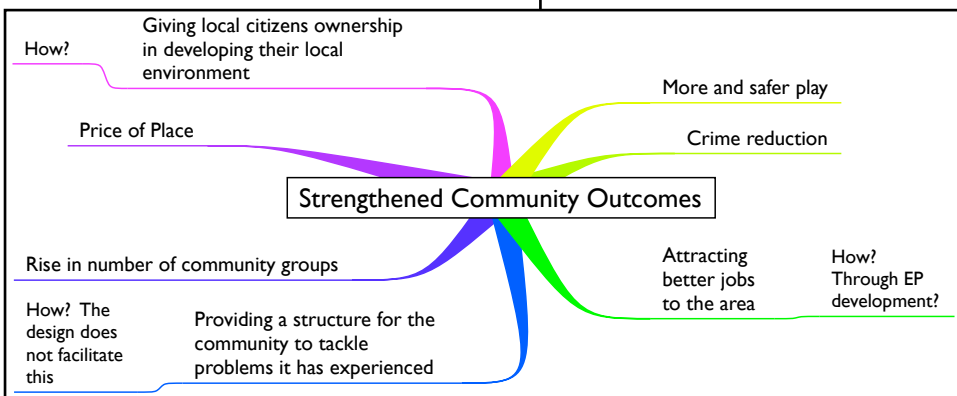
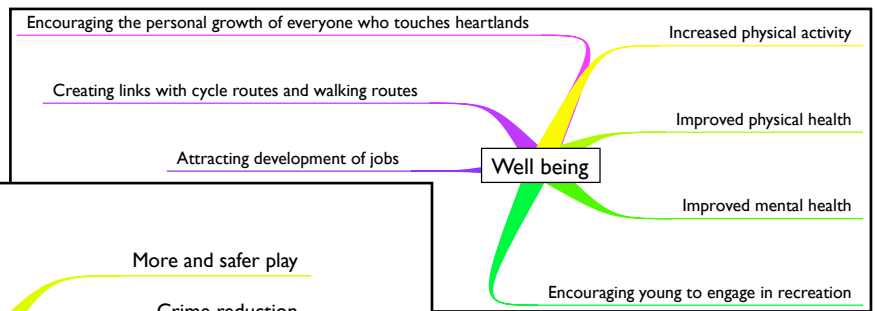
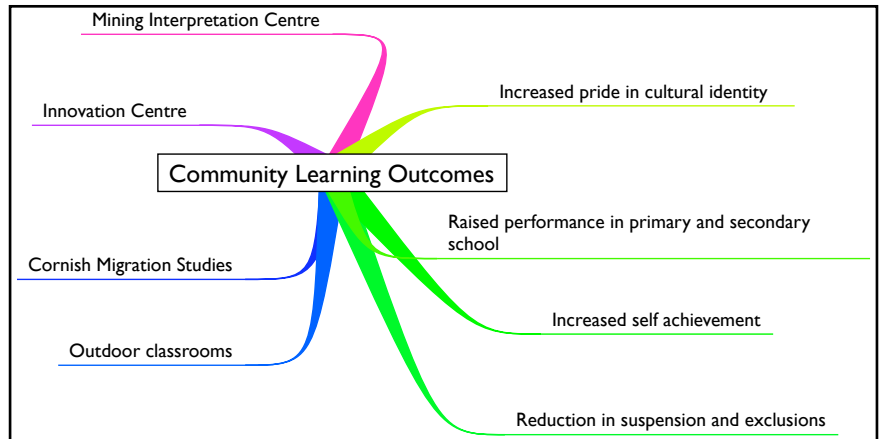
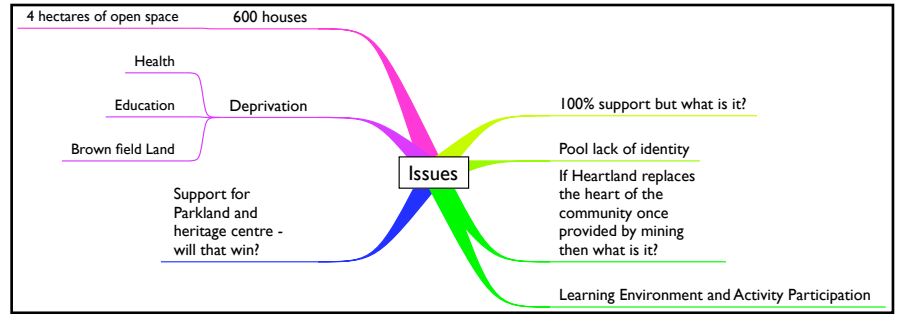
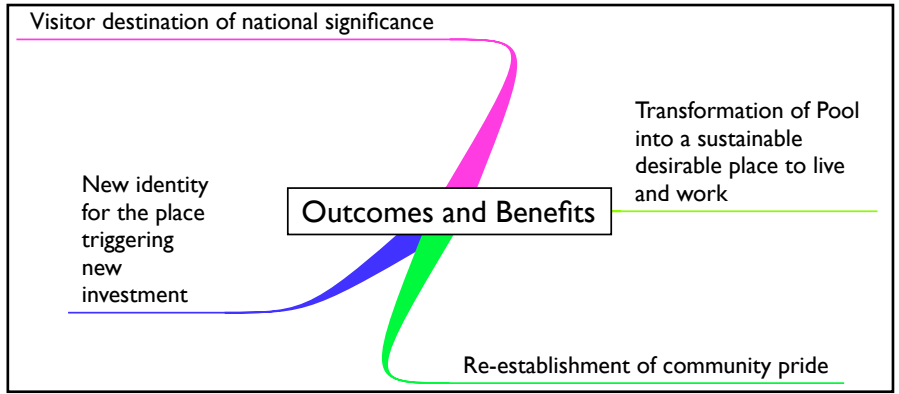
Stephen created Mind Maps to examine the assumptions and constraints they were working under to make sure they were valid and real.



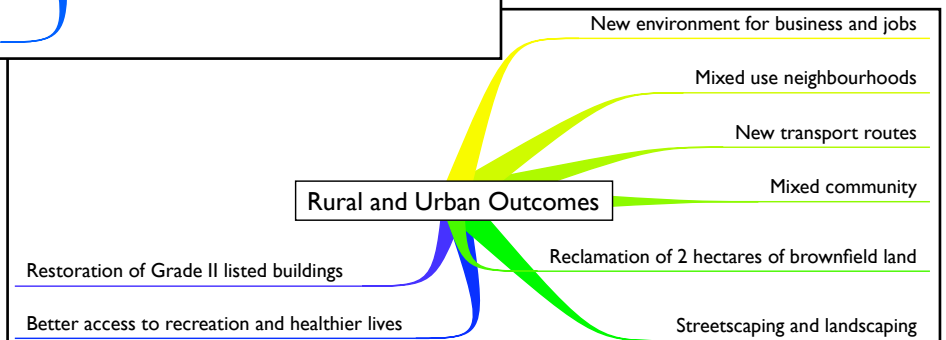
The team examined the issues with the project itself and the community that it is being built in to make sure that it would fit well with the community and address the real needs.

They looked at the outcomes and benefits that would help the community to see the wider impact of the development. They took into account the low educational results in the area and found ways to maximise the benefits to education and the community.

They addressed many of the identified health issues and assessed their solution to make sure that it maximises the health benefits to the community.

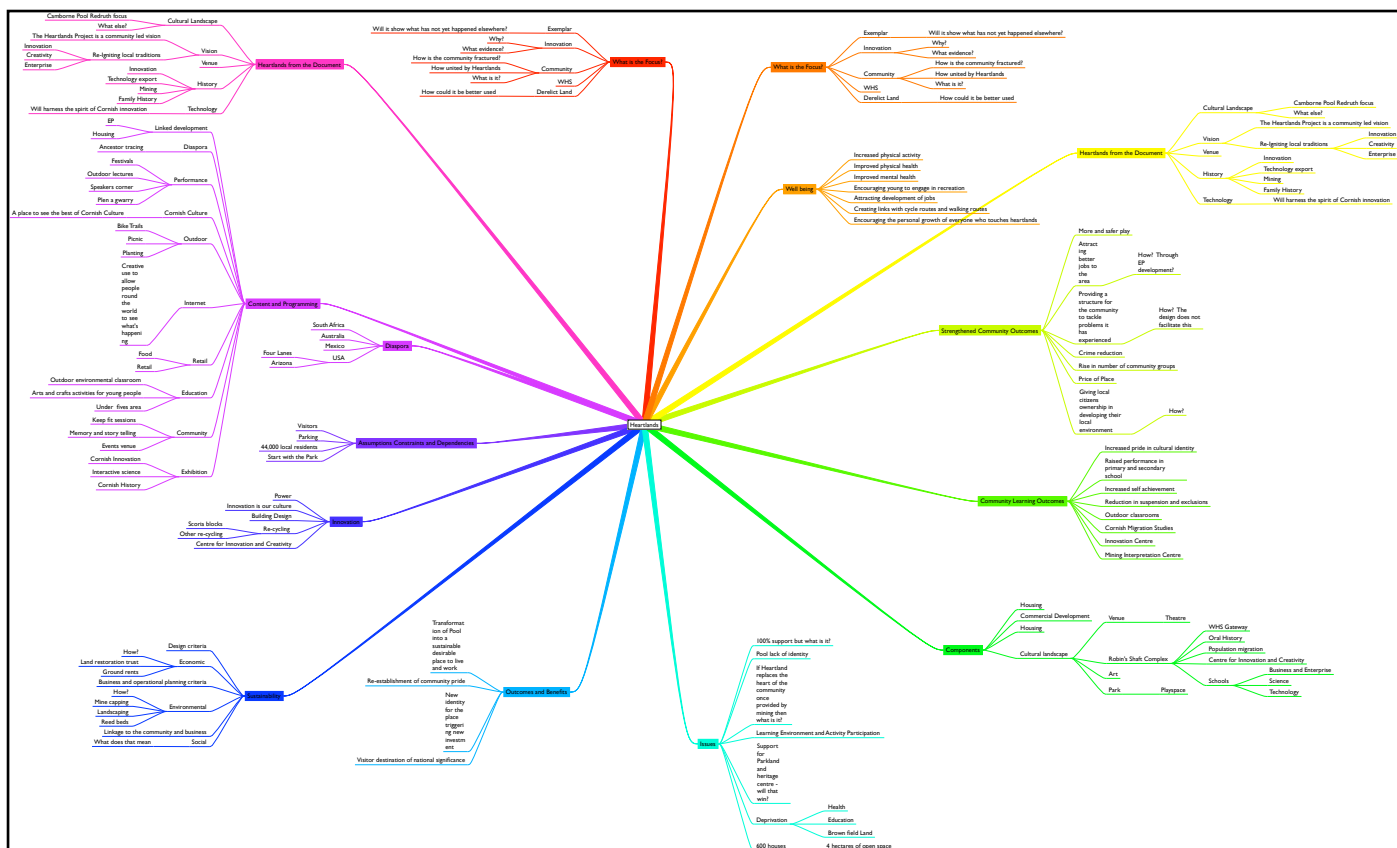


Note that all the Mind Maps used in this document were put together purely for planning purposes, and therefore no work was done to beautify them at all. With Nova-Mind it is very easy to add graph-

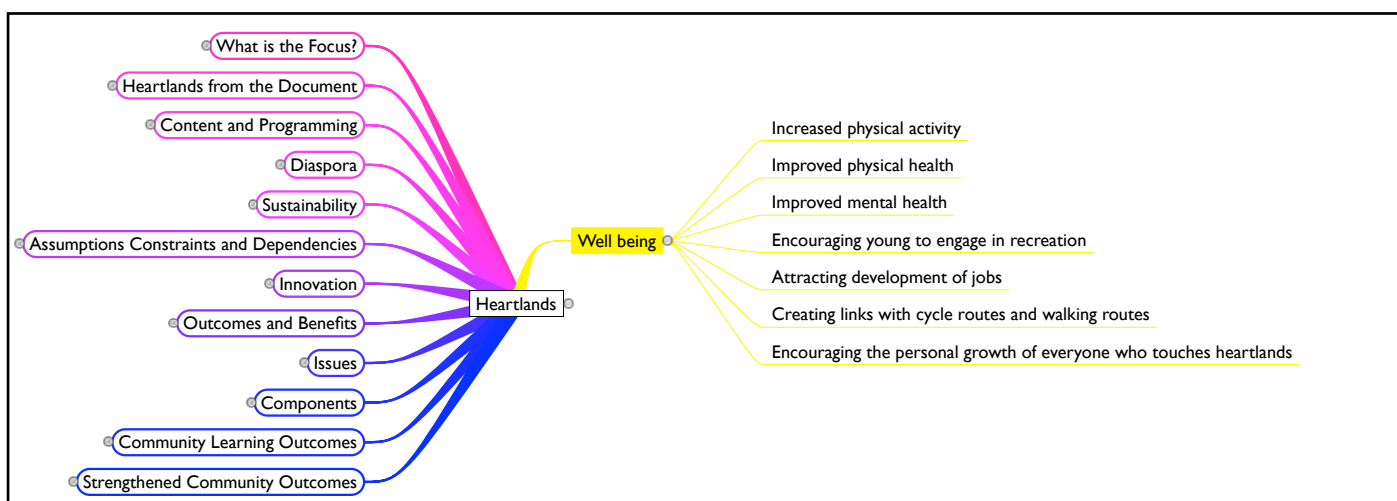


ics and use different branch types and colors to make the Mind Maps more visually interesting and memorable.

At the end of the process, they put together all the different aspects of the project on one master Mind Map to see that all the bases had been covered, and that all the parts fit together well.



They then went through each of the branches, hiding the ones they were not considering in detail at the time, and making sure that each aspect had been addressed fully, making sure that the plan was complete, holistic, and went way beyond the original requirements.

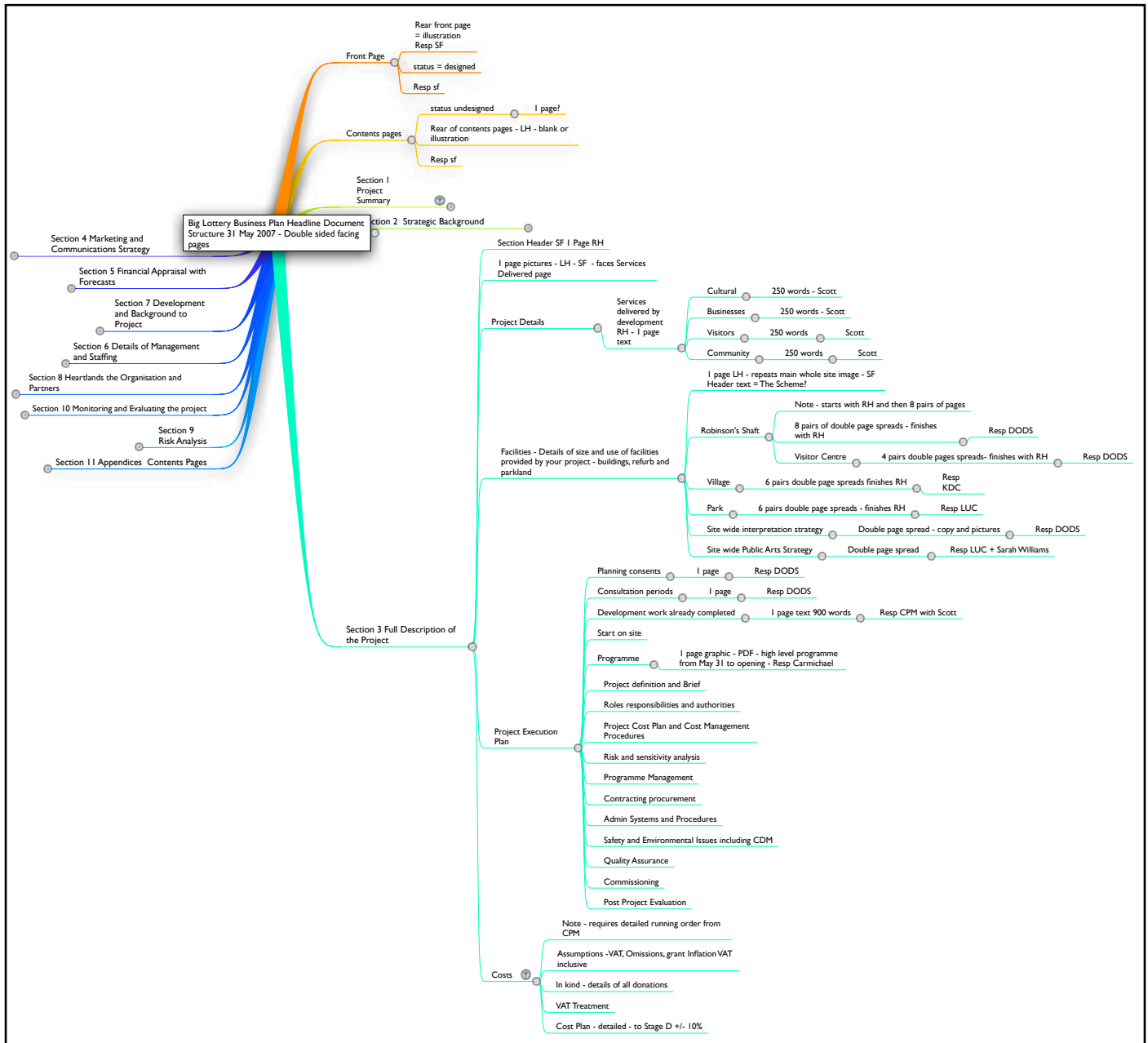


Partnerships

In the process of involving all the stakeholders in the project, Stephen and his team have brought on board many people and organisations who are committed to ensuring that the project is successful. Many of these partners have already committed to leasing space in the commercial development. These include 6 health and well being partners, 20 primary schools, 3 secondary schools, and 6 other educational institutions, four arts and theatre partners and 7 pre-let business spaces.

Pulling it all together

The team had to produce a document for the Big Lottery assessment team, so once they had gone through the design process, Stephen put together a Mind Map which covered the whole structure of the document, and the outline of what was going to be where. Responsibilities and length of each section are defined on the Mind Map. In this way, the document that was produced for submission was logical and clear, with nothing missed out, even though there were teams working on it from 3 parts of the UK, with a number of different consultancy companies and specialist sub contractors.



Stephen told me “*this document is far more complex than a standard business plan because it has to satisfy a number of government agencies, including the Treasury. The way that we work with this is to use the flexibility of NovaMind to adjust the running order, the content, and the illustrations that go with each section of the plan - sometimes we attach files to the branches. This is something that certainly just does not work in Word or Excel. Only when we are satisfied with the whole thing is the Mind Map turned into an Outline - which then becomes the chapter and section structure for all the parts of the team to work with.*

It's the ability of NovaMind to move between structured linear documents and the graphical flexible form that's so fantastic. It's actually extremely difficult to structure and organise an 11 chapter document like this without the movement between the textual and graphical format, because it's like making a movie. Each act,

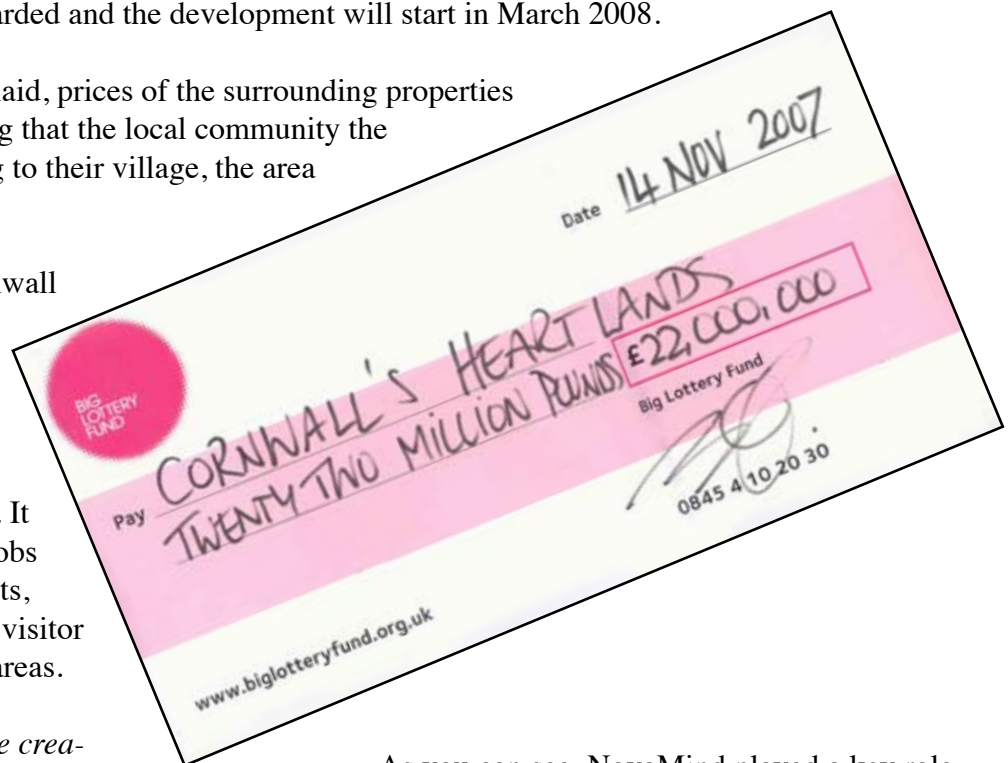
or section of the document needs to follow from the preceding one, and the themes that in the document or project need to be logically linked together.”

Happy Endings

Stephen’s team submitted the proposal with the client in May 2007 and in due course the £22 Million funding for the project was awarded and the development will start in March 2008.

Even without a new brick laid, prices of the surrounding properties have already risen, showing that the local community the value this project can bring to their village, the area and Cornwall.

Creative industries in Cornwall already run at 10 times the national rate, and this development will lend significant support to the arts and creative groups and individuals in the area. It will also provide over 50 jobs in the artists spaces, markets, events, community centre, visitor centre, retail and catering areas.



“We used NovaMind for the creative development of the project as a thinking tool, and we also used it, as we often do, to structure a submission document or a business plan, especially where we have a lot of different consultants working on the project. People often jump straight into the linear approach and this simply doesn’t work for complex projects with many different teams involved. NovaMind gives us flexibility and everyone can understand the Maps and literally see where they fit in” says Stephen.

And what was the outcome? Well, a £22 Million cheque, and being in the top performing 1% of organisations submitting proposals.

For further information about Stephen’s company, please see

<http://www.stephenfeber.com/>

If you don’t yet have your copy of NovaMind, you may be missing out on opportunities to stand out from the competition and close deals like this one. Download your copy of NovaMind today from

<http://www.novamind.com/>

Acknowledgements; illustrations have been provided by Land Use Consultants, Dransfield Owens DaSilva, Kerrier District Council and Stephen Feber Ltd.

As you can see, NovaMind played a key role throughout the process in the following areas:

- understanding the requirements documents,
- requirements examination,
- brainstorming new ideas and extension of the requirements,
- introducing innovation into the solution, especially in the area of energy consumption,
- making sure all the requirements were met,
- making sure the project is sustainable,
- formal examination of the assumptions, constraints and issues,
- making sure the community needs are met,
- making sure that the educational needs are met,
- making sure that the health and wellbeing needs of the community are met,
- creating a framework for the final submission, ensuring a clear, complete and logical document

