

# **Bodhi Eco Project**

## **Interim Business Development Plan**

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## ***Introduction***

This plan outlines the aims, objectives and activities of the Bodhi Eco project for the next phase of its development.

The scope of this plan is from the present - where the organisation is operating with limited staffing and a large input from volunteers - to the point where the organisation has the funding (and the capacity) to purchase a suitable site for building and operating an eco-village as the basis for an extensive educational program. This plan outlines the tasks necessary during this interim phase – Phase III - to make the journey to the next phase.

Once land has been purchased, the next phase will include a five-year site-specific business plan for the development of the ground and the building of the eco-village. However, the development plan for this interim phase includes the tasks and activities which will allow the organisation to grow and develop sufficiently to enable the next phase to take place. There are four key areas which need to be developed during this phase:

- Organisational Capacity Building
- External Links and Partnerships
- Finances and Funding
- Preparation for Land Acquisition

## **Development of Plan**

This Development Plan has been drafted with input from all active Bodhi members, via ongoing inclusive talks and workshops. A previous Feasibility Study (copies available on request) outlined some of the issues which are explored further in this plan.

## Summary

The Development Plan is divided into three main sections:

- Background to the Bodhi Eco Project, its history to date, and further information about its ethos and values.
- Key Objectives for this interim stage and the tasks which need to be completed before the next stage.
- The Resources needed to undertake the Key Objectives.

Further details of the timescale of the tasks and the costs involved are included in the appendices.

## ***Section 1 - Background to Bodhi Eco Project***

### **Aim and Vision**

In partnership with an existing local community, Bodhi Eco Project aims to work to develop sustainable and inspiring solutions to ecological and social problems, through creating a dynamic role model which other communities and individuals can learn from and follow.

The building of the village is by necessity a slow process, involving many meetings, much research, fundraising, and a gradual expansion of a group of committed individuals who get to know each other on 'Bodhi Building' (community building) events. A great deal has been achieved in the first five years since the original vision was conceived, and it is now a tangible reality, with architectural drawings and documents, and a committed team to give voice and shape to the Bodhi Eco Project. It is a challenging, inspiring and growth-promoting task, and it is greatly supported by the very positive responses from the many people who share the vision for the Project and who are willing to become committed to seeing such a vision become a living reality.

### **History**

The original vision for Bodhi Eco Project was created in 2000 by Larry Butler and Luise Holtbernd. At the heart of this vision lay a concept for socially and ecologically 'mindful living', drawing on the creative and meditative arts. This has developed into concrete plans for an ecologically orientated community in Scotland, one which can demonstrate innovative, sustainable and creative approaches to solving ecological and social problems through developing sustainable livelihoods.

A core team of committed individuals set about realising this vision, a vision that includes generating minimum waste and carbon emissions, and instead sees waste as a resource to be 'reduced, reused, and recycled'. It also involves sustainable land use and conservation, developing renewable energy systems, growing the community's own organic food, vegetarian or 'mindful' consumption, and a variety of different eco-homes, both owned and rented affordably. It also includes the desire to combine the practice of ethics with aesthetics, encouraging enjoyment of the arts and crafts, including studio, exhibition and performance spaces.

## ***Phase I***

A constituted, not-for-profit organisation was established with a management committee, and funds were secured in 2003 from Awards for All, Forward Scotland and Schiehallian (Network for Social Change) to carry out Phase I of the project: a feasibility study to test the viability of the Bodhi Eco Project. The study researched several aspects of developing an eco-village, and was followed by a residential weekend for members to discuss the outcomes. It was clear that there was great interest in developing this project within the broader ecological and social movements in Scotland

## ***Phase II***

Bodhi now has active support from over 60 people, and a further 100 people on its mailing list from across Scotland and the UK. They employ a part-time administrator, and Phase II of the project's development is now nearing completion. This has been a capacity building phase to develop the organisation's resources, by (1) broadening the current skill base through training events, (2) increasing the potential membership of the eco-village and (3) securing funds to enable the development work to continue.

During Phase II the management committee has:

- Established a legal structure and is seeking charitable status.
- Developed draft proposals for Local Authorities, Planners and Housing Associations.
- Prepared a draft Social Contract.
- Worked with consultants to create a Business Development Plan.
- Organised several training workshops and community building events.

Phase II was funded by Awards for All, Schiehallian, and contributions from individuals.

The foundations have been laid for a model eco-village, with legal and social structures that allow a process of organic growth on the basis of shared ethical principles. The favoured legal model at the time of writing is that of a community trust that owns the land, with individuals either owning or renting their own accommodation.

## **Section 2 - Key Objectives**

The key objectives and tasks necessary during this next phase – Phase III - can be grouped under four key areas. These are:

- **Organisational Capacity Building** – building the internal capacity of the organisation to enable it to take on the work ahead. This will include increasing the membership and developing management skills, experience and self-confidence within members to take forward this large scale and long-term project. It will also include finalising the organisations' legal agreements and documents.
- **External Links and Partnerships** – This will include linking and networking with agencies and organisations which are potential allies and supporters, working with organisations which have successfully pursued similar projects, working with the broader network of organisations involved in sustainable development in Scotland, and raising awareness of the organisation among potential partners, supporters and members.
- **Finances and Funding** – this includes all aspects of financial activity – setting up financial administrative systems to ensure accountability and transparency, providing financial reporting mechanisms for all stakeholders, identifying and securing the funding needed for land acquisition and building, identifying and securing funding needed for any additional organisational activity, and developing an organisational investment policy to ensure that funding raised is well stewarded.
- **Land Acquisition** – This includes a range of activities with the final aim of identifying and purchasing an appropriate site for the eco-village. Preparation for this will include clarifying and finalising the criteria for the site, ongoing research with similar projects to identify best practice and, in the latter stages of the plan, research to identify potential sites in the chosen areas, and becoming involved in the surveying and purchasing process.

These four activity themes are expanded in this section. There are further details about the tasks in each of the key themes in Appendix 1, which identifies timescales and responsibilities.

## Timescale

The scope of this plan is to take the project to the point where land has been acquired for the development of the Eco-village. Because this outcome is subject to many external variables – availability of suitable sites in appropriate locations, the success of the fundraising activities, the planning process etc. - it is not a straightforward task to set timescales for the completion of the overall process. However, to give a timed framework for this plan, the tasks and activities have been allocated across three stages.

**1<sup>st</sup> stage** – This covers the first 6 to 9 months which will start when funding has been secured for carrying out the activities in this plan, and will continue through the ‘setting-up’ tasks needed – recruiting staff, organising the office, finalising the legal structures of the organisations etc. It is expected that this 1<sup>st</sup> stage will be from September 2006 to December 2006/March 2007.

**2<sup>nd</sup> stage** – This stage gives time for the further growth and development of the organisation – in membership, skills, capacity, funding and increased clarification of the vision for the eco-village. Building partnerships, carrying out research, and identifying potential sites will all happen during this phase. It is expected that this phase will take place from January/April 2007 to 6/9 months before the land is bought, estimated at from 18 to 24 months.

**3<sup>rd</sup> stage** – This final stage will focus on the build-up to the purchase of the eco-village site. This will require pulling together all the funding required, all the stakeholders for ongoing consultation, and all the research and specialist advice available to the project. Specific sites will be identified, surveyed and offers for the land will be made. This process may not be successful immediately and may need to be repeated several times during this period. The final target date for the purchase of land, though dependent on a range of other factors, will be March 2009. It is hoped that this can take place earlier than this date.

## **Organisational Capacity Building**

The organisational capacity building which is needed for Bodhi includes:

- Building the membership of the organisation.
- A programme of training and development for the management committee, key volunteers and all members of the organisation.
- The finalisation of legal agreements and documents.

### **Membership**

Bodhi will work to increase the membership of the organisation. This will include developing and producing 100 membership forms in the initial stages, updating the current membership, and establishing renewal mail-outs. Bodhi aims to interest more young people in the project and will attempt to recruit 25 members under the age of 30 by the end of 2006. Bodhi will have a maximum membership of 200.

### **Training and Development**

In order to increase the skills, experience and self-confidence of the Management Committee and the members, Bodhi will carry out the following:

- A capacity-building training programme for the management committee and key volunteers. Included in the programme will be chairing meetings, supervision & management of staff, Equal Opportunities, consensus decision making, fundraising, and budget management.
- A programme of training on the key issues affecting eco-villages, e.g. permaculture, eco-architecture, new technology, organic food production, alternative energy generation, waste management, communication skills, and conflict resolution.
- A series of community-building events which will be open to all members and will include ceilidhs, work parties, visits and joint work with other eco-projects, and building relationships with the local community

The elements of this capacity-building programme will be delivered through a combination of in-house training by qualified staff and current members sharing their skills, as well as the purchase of training from external organisations which provide specialist support, e.g. Findhorn. In addition, some capacity building support may also be available at low or no cost from voluntary sector support agencies, e.g. GCVS, SCVO etc.

## **Legal Agreements and Documents**

During this interim phase, Bodhi will set up a Community Land Trust.

The Social Contract / Membership Agreement will be finalised and published in booklet form for all members and potential members. It is recognised that as the membership of the project grows, there will be a need to develop and refine the Social Contract/ Membership Agreement further. This will be done in consultation with existing and new members.

During this phase, Bodhi will also consider whether a housing association or housing co-op would be a suitable legal structure for the eco-village. This will be explored and, if appropriate, pursued further.

## ***External Links and Partnerships***

### **Local Authorities and Housing Associations**

Bodhi aims to make presentations of their vision for an eco-village both to five chosen local authorities (or more if necessary) with the objective of receiving planning permission, and also the relevant number of housing associations in order to establish a partnership, if appropriate. Prior to this, research will be carried out to ascertain which local authorities within the preferred areas would be most likely to be helpful. Planning staff and other relevant officers (e.g. environmental staff) within the local authorities will be contacted at an early stage in order to build positive relationships.

### **Other Links and Partnerships**

Other groups wishing to build eco villages in Scotland will be contacted with the aim of developing support networks and learning exchanges.

Bodhi will also carry out research visits to five well-established eco-villages in the UK and Europe in order to identify and replicate best practice. Research will also be carried out on other eco-villages/committees that have succeeded/failed in order to identify potential pitfalls and learn helpful lessons.

### **Promotion and Publicity**

To promote and publicise the project amongst potential allies and supporters, Bodhi will carry out the following tasks:

- The present website will be redesigned in order to update it and make it more attractive and accessible.
- Articles will be written and sent to appropriate publications in order to engender support for the project.
- To help answer the question “What will the village look like?” appropriate images will be produced. These images will consist of plans and artistic impressions of the village. They will be used in presentations to the local authorities and housing associations. They may also be used on leaflets distributed to potential members, and for presentations to funding organisations.

## ***Finances and Funding***

In order to generate capital and revenue funds, fundraising strategies for running costs and buying the land will be developed and implemented. This will include:

- Preparing a fundraising leaflet and distributing it to supporters and potential donors.
- Developing a document to attract potential residents to invest in land. This could be in the form of a brochure and/or CD Rom.
- Holding fundraising events to raise awareness and increase membership.
- Investigating the possibility of securing a large loan.

The organisation will also develop a financial model to ensure accountability and transparency, and provide financial reporting systems.

## ***Land Acquisition***

In order to identify and purchase a site for the eco-village, Bodhi will:

- Formulate a definitive brief for the land and buildings, in consultation with members and with advice from appropriate professionals.
- Identify possible sites for the eco-village which will be visited and evaluated. Up to five site-specific feasibility studies will be carried out and a cost scenario report written for each of them.
- Consult the membership at all stages of the process through:
  - Running strategic planning days which will be held every six months to develop the strategy and vision further.
  - Developing a consultative decision-making process, agreed by all members, for deciding to go ahead with the purchase of land – a decision which may need to be made quickly.

## **Section 3 - Resources**

To date, the Bodhi Eco Project has developed mainly with the voluntary input of the management committee and key volunteers from its membership. Small amounts of funding have been awarded and this has allowed the project to hire staff on part-time, short-term contracts for specific pieces of work – for example the development of the Feasibility Study and a small amount of administration time (two hours per week). All the development work has been done from the homes of the management committee members.

Because of the work involved in the interim stage as outlined, the project will now need to fund resources to push forward the development, to deliver the capacity building programme, and to help set up and maintain the systems that will be needed for the long term operation of the eco-village (e.g. finances, membership etc). At certain points during the development, professional input will also be needed from surveyors, lawyers etc.

The resources needed will include revenue funding over three years for staff, premises, promotional material, training, and a small amount of capital for setting up a modest office. A project budget has been included in the plan – Appendix 2 – which includes the following budget headings:

### **Project Staff and Office Space.**

The staff team will consist of a part-time team, consisting of a Project Co-ordinator, an Education Officer, an Administrator and a Financial Administrator. In addition to the staff team, there will also be some hours of sessional work to allow specific skills to be brought in.

With the recruitment of staff, the project will need to establish an office, which it hopes to share with a similar small organisation.

### **Professional and Consultant Fees**

As the project develops during this phase, there will be the need for a range of professional support.

- Lawyers – in the initial stages to help finalise the legal aspects of the organisation – charitable status, articles of association, etc, and in the final stages for the purchase of land.

- Accountants – for setting up the financial systems needed and for completing accounts for annual audits. There may also be a need for financial advice relating to investment.
- Surveyors – when potential sites for the eco-village are identified, surveys will be needed to assess their suitability for the eco-village project. There may be a need for more than one survey.
- Architects – during this phase, architects will be involved in developing the vision of the eco-village. Proposals, even at the early, theoretical phase, will allow the project to share its vision with members and potential partners.

Although there is a range of expertise within the current membership, external professional advice will be sought to ensure accountability and transparency.

## **Promotion and Publicity**

A range of promotion and publicity to different audiences is planned during this stage. This includes developing and maintaining a website, producing a fundraising leaflet, and a booklet/CD outlining the vision and goals of the project, to recruit potential residents.

Promotion will also be important in building links with external organisations, including local authorities and potential funding bodies. Presentations, including draft drawings, will be prepared for this audience.

## **Training and Capacity Building**

A full programme of capacity building and issue-based training is planned to take place during this period, as outlined in the previous section.

The recruitment and management of staff also has implications for the capacity of the organisation and the management committee in particular. Training in Equal Opportunities, management and staff support will also be an essential part of the Capacity Building programme.

The costs for training vary, with some available at low or no cost from local support organisations, some available internally from Bodhi members, and some available from external providers. The programme will be organised and delivered with the aim of getting best value from the training budget.

## Appendix 1 - Break-down of key objectives

<b>Key objective – Organisational Capacity Building</b>			
<b>Task</b>	<b>Timescale</b>	<b>Target / finishing point</b>	<b>Responsibility of ...</b>
<b>Membership Development</b>			
Design and produce membership forms.	1 <sup>st</sup> stage	When 100 membership forms are ready for distribution.	Management Committee (MC) and Project Co-ordinator (PC)
Update current membership and establish membership renewal mail-outs.	1 <sup>st</sup> , 2 <sup>nd</sup> and 3 <sup>rd</sup> stages	Ongoing.	PC
Produce and carry out action plan to recruit new members.	1 <sup>st</sup> , 2 <sup>nd</sup> and 3 <sup>rd</sup> stages	When Bodhi has 200 members.	MC and Staff Team (ST)
Interest more young people.	1 <sup>st</sup> stage	When 50 members under the age of 30 are recruited.	Sessional workers
<b>Training and Development</b>			
Organise and run a capacity-building training programme for the management committee and key volunteers. Included in the programme will be chairing meetings, supervision & management of staff, Equal Opportunities, consensus decision making, fundraising and budget management.	Throughout project	When all of the committee and key volunteers have completed their training.	Training will be provided by members sharing their skills, and by external organisations – GCVS, SCVO, Findhorn, etc.  Planning training programme – MC Arranging – PC
Organise and run a programme of training on the key issues affecting eco-villages, e.g. waste management, permaculture, eco-architecture, alternative energy generation, etc	Throughout project	Before buying land, the majority of members will have benefited from some or all of the eco-village training programme.	As above, but using a range of specialists in different fields to provide the training.  MC to plan programme PC to arrange
Organise community-building events which will be	Throughout	Ongoing.	MC and Key Volunteers (KV)

<b>Key objective – Organisational Capacity Building</b>			
<b>Task</b>	<b>Timescale</b>	<b>Target / finishing point</b>	<b>Responsibility of ...</b>
open to all members and will include ceilidhs, work parties, visits and joint work with other eco-projects.	project – events quarterly or bi-annually		
A programme of training available to all members in Non Violent Communication (NVC).	Mainly 1 <sup>st</sup> stage, but arranged for new members at later stages	All members to have received NVC training (or equivalent training in communication skills and conflict resolution).	PC to organise
<b>Legal Agreements and Documents</b>			
Finalise legal structures. (i.e. registered charity, registered with Companies House, registered as Community Land Trust).	1 <sup>st</sup> and 2 <sup>nd</sup> stages	When legal status confirmed.	MC with support of solicitor
Agree draft social contract/membership agreement and publish in booklet format.	1 <sup>st</sup> stage	When booklet is available.	MC
Develop and refine social contract/membership agreement through consultation with growing membership.	2 <sup>nd</sup> and 3 <sup>rd</sup> stages	Ongoing.	MC/all members

<b>Key objective – External Links and Partnerships</b>			
<b>Task</b>	<b>Timescale</b>	<b>Target / finishing point</b>	<b>Responsibility of ...</b>
<b>Local Authorities and Housing Associations</b>			
Research local authorities (LAs) which are likely to be supportive, and contact key staff with which to build relationships.	1 <sup>st</sup> and 2 <sup>nd</sup> stages	When LAs which may be supportive are identified (also those which may be best avoided).	KV/Sessional staff PC to supervise
Make presentations to five or more local authorities outlining the Bodhi Eco Project, with the aim of generating support and developing a productive working partnership.	1 <sup>st</sup> and 2 <sup>nd</sup> stages	When a local authority area is selected where Bodhi will look for land.	KV/Sessional staff & PC
Research housing associations (HAs) which may offer productive partnership opportunities, and contact key staff with which to build relationships.	1 <sup>st</sup> and 2 <sup>nd</sup> stages	When HAs are identified as potential partners/supporters.	KV/Sessional staff / PC
Make presentations to identified housing associations outlining the Bodhi Eco Project.	1 <sup>st</sup> and 2 <sup>nd</sup> stages	When presentations are made.	KV/Sessional staff & PC
Investigate local authority/housing association partnerships.	3 <sup>rd</sup> stage	Investigate whether formal partnership with LA or HA is appropriate. If yes, then negotiate terms.	PC/MC and solicitor if partnership being negotiated.

<b>Key objective – External Links and Partnerships</b>			
<b>Task</b>	<b>Timescale</b>	<b>Target / finishing point</b>	<b>Responsibility of ...</b>
<b>Other Links and Partnerships</b>			
Contact and visit other groups wishing to build eco-villages in Scotland for networking and sharing learning.	Throughout project	Visits completed.	MC/KV/Sessional Staff PC supervise
Visit five well-established eco villages in UK & Europe to assess best practice. Research benefits/pitfalls of other eco-villages/committees and why they have succeeded/failed.	1st & 2nd stage	When reports submitted to MC from the volunteers involved. At the end of 2nd stage – assess and continue contact with projects which have the best practice to learn from.	MC /KV/Sessional Staff PC supervise
<b>Promotion and Publicity</b>			
Redesign website and maintain website.	Redesign during stage 1	Ongoing - maintain and update regularly throughout project	KV/sessional staff
Write articles for appropriate magazines to engender support/membership for the project.	Throughout project	Publish 3 articles by end of 1st stage. Maintain and increase this level of publicity.	MC/PC/KV
Produce appropriate images to communicate vision including plans and artist's impressions of the village, as well as examples from existing eco-villages.	Throughout project	When portfolio of images set up – in format suitable for both print and digital reproduction.	PC/Admin/sessional staff

<b>Key objective – Finances and Funding</b>			
<b>Task</b>	<b>Timescale</b>	<b>Target / finishing point</b>	<b>Responsibility of ...</b>
Develop fundraising strategies for buying land.	2 <sup>nd</sup> and 3 <sup>rd</sup> stages	When sufficient money is raised.	MC/PC
Prepare and distribute fundraising leaflet.	1 <sup>st</sup> , 2 <sup>nd</sup> and 3 <sup>rd</sup> stages	Ongoing.	MC/PC
Create document to attract potential residents to invest in land – brochure and/or CD Rom.	2 <sup>nd</sup> and 3 <sup>rd</sup> stages	When brochure/CD Rom is available for distribution.	PC to draft from information/data already collected – with assistance from MC.
Hold at least six fundraising events (for running costs and buying land) to raise awareness/increase membership.	1 <sup>st</sup> , 2 <sup>nd</sup> and 3 <sup>rd</sup> stages	When sufficient money is raised.	PC & Admin plus KV
Investigate possibility of obtaining large loan, for example from Triados Bank	3 <sup>rd</sup> stage	When loan is in place.	PC/MC
Develop a financial model.	2 <sup>nd</sup> and 3 <sup>rd</sup> stages	When model is in place.	Financial Adviser

<b>Key objective – Land Acquisition</b>			
<b>Task</b>	<b>Timescale</b>	<b>Target / finishing point</b>	<b>Responsibility of ...</b>
Formulate architect's brief for land which includes essentials needs for site – e.g. access, transport, land fertility, etc - and revisit feasibility study to ensure that key objectives have not been missed.	1 <sup>st</sup> stage	When brief is agreed.	MC/all members
Develop and agree consultative process with members for both on-going development of project and for final decision making.	1st stage	When decision-making process is agreed with all members.	MC/all members
Hold strategic planning days every six months (open to all members) to develop strategy, design and vision further.	Throughout project	Ongoing.	MC/PC/all members & KV
Research into eco-buildings and settlements, to develop design proposals for the village.	1st & 2nd stages	When there is a series of adaptable designs for the village, suitable for a range of locations.	MC/KV/ Architects/surveyors/service engineers
Investigate potential sources of land – private donors/estates, Forestry Commission, local authorities, commercial agents, etc.	1st & 2nd stages	When there is network of potential sources which have a copy of the brief and are contacted regularly for updates.	PC/KV Surveyors
Identify potential sites for further investigation – full survey, assessment in relation to brief, and potential for development (e.g. costs, planning restrictions etc).	3rd stage	A full survey and assessment for each potential site (up to a maximum of 5).	MC/PC Surveyors/consultants
Circulate information and implement agreed decision-making process for final decision.	3rd stage	When decision is agreed on purchase of land.	MC/all members PC & Admin

<b>Resources</b>			
<b>Task</b>	<b>Timescale</b>	<b>Target / finishing point</b>	<b>Responsibility of ...</b>
Establish an office base.	1 <sup>st</sup> stage.	When office is up and running.	MC, with support from Admin
Recruit and appoint a Project Co-ordinator, Education officer, and Financial Administrator.	1 <sup>st</sup> stage.	When the posts are filled.	MC with support from Admin
Appoint a Financial Administrator.	1 <sup>st</sup> stage	When the post is filled	MC with support from Admin & KV

## Appendix 2 – Project Budget

Template budget for Bodhi Eco Project				
Phase III		y1	y2	y3
<b>Staff costs</b>				
Recruitment		1,500.00		
Project co-ordinator - 50% @£20,000 pa				
	salary	10,000.00	10,300.00	10,609.00
	NI & pension	2,500.00	2,575.00	2,652.25
	travel costs	500.00	500.00	500.00
	training costs	500.00	515.00	530.45
Financial administrator - 10% @ £20,000				
	salary	2,000.00	2,060.00	2,121.80
	NI & pension	500.00	515.00	530.45
	travel costs	0.00	0.00	0.00
	training costs	100.00	103.00	106.09
Admin staff - 50% @17000				
	salary	8,500.00	8,755.00	9,017.65
	NI & pension	2,125.00	2,188.75	2,254.41
	travel costs	0.00	0.00	0.00
	training costs	425.00	437.75	450.88
Education Officer - 30% @ 20,000				
	salary	6,000.00	6,180.00	6,365.40
	NI & pension	1,500.00	1,545.00	1,591.35
	travel costs	500.00	500.00	500.00
	training costs	300.00	309.00	318.27
Sessional hours	research & development	800	800	800
Payroll services	£125 per month	1,500.00	1,500.00	1,500.00
Volunteer expenses	est at £25 per week	1,300.00	1,300.00	1,300.00
<b>Office</b>				
Set-up	computers & software	1,500.00		
	furniture	300.00		
	phone & internet connections	150.00		
	printer/copier/other equipment	1,000.00		
Running costs	rent @ £200 per month	2,400.00	2,472.00	2,546.16
	heat/light/water	1,000.00	1,000.00	1,000.00
	phone & internet services	360.00	360.00	360.00
	repairs & renewals	250.00	250.00	250.00
	stationary & consumables	1,500.00	1,500.00	1,500.00
<b>Capacity building training</b>				
Bi-annually	strategy & planning events	870.00	670.00	770.00
Quarterly	community building events	2,500.00	1,600.00	1,900.00
<b>Promotion &amp; publicity</b>				
	web design & updates	3,000.00	1,500.00	1,500.00
	publicity design	1,500.00	1,500.00	1,500.00
	printing/CDs	1,500.00	1,500.00	1,500.00
	postage	250.00	250.00	250.00
<b>Professional Consultants fees</b>				
	Surveyors	2,000.00	1,500.00	1,000.00
	Accountant			
	Lawyer			
	Architect			
	<b>Total</b>	<b>60,630.00</b>	<b>54,185.50</b>	<b>55,224.17</b>
All these costs are approximations, and will be used to develop a more accurate budget.				