

LINK's Services

With the aim of ensuring that LINK's services are sustainably resourced in the medium to long term, the Board, with unanimous endorsement by the membership, is implementing a system of division of LINK's 'services':

A – 'must dos' to keep going as an organisation, or to comply with core grant conditions

B – discretionary activities that are desirable and add value to the As.

C – projects for which additional resources are needed.

We aim to generate 50% of income for all type A activities from membership subscriptions by the year 2011, year on year at an even pace. This list of activities is reviewed by the Forward Planning and Review meetings twice annually, and the implications of increasing LINK activities for membership subscriptions are thus transparent.

LINK staff time is the single most significant cost and resource. Staff gauge the amount of time spent on A and B activities over the year, and how time is allocated across the strategic themes in LINK's Corporate Strategy, which informs the annual budget.

LINK fundraising time is primarily spent on raising income and reporting on grants for A and B activities. In good years, surpluses can be allocated to the C projects.

A - Essential Services and mandatory activities - current	B - discretionary services beyond mandatory core requirements that are desirable - current	C - Projects Any other work requirement additional resources
Core 4 annual meetings: AGM, Forward Planning meetings, operational workshops	LINK seminars	Task force projects, for example: Marine (lead Calum Duncan Marine TF); report on LINK's Vision for the CAP (lead Katrina Marsden Agri TF).
Information circulation and reporting (QN, AR, Bulletin) and marketing of LINK	Networking (SCVO etc)	Scottish Environment Week
Coordination of members and Task Forces, cross TF support, negotiation/mediation	Membership of Umbrellas (EEB, IUCN) & sifting/reporting of their information	Other internal cross-cutting projects, for example: regular updates to LINK's Corporate Strategy; the development of a Sustainable Land Use strategy; the creation of lobby document on SOAs.
Board/company/legal requirements	Display stand, maintenance, updates, manning at venues	
Office costs/utilities/upkeep	Supervision of 'policy' contracts (eg commissioned work)	
Financial Administration (ledger, accounts, forward budgetting,	Fundraising for new project work	

reporting)		
Fundraising for core and established projects and reporting	Elements of Parliamentary service - site visits, party confs, training for members	
Limited Parliamentary evidence/Inquiries/Bills	Liaison beyond funders	
Limited strategic liaison with funders such as SNH and SGov	Receptions, dinners.	
Staff support/management, team meetings, 1-1s, internal comms	AGM and associated activity	
Meeting room upkeep for TFs and members	Campaign review and development (2020) permanent staff time for support & management	
Annual festive reception.	LINK seminars	
Training for staff	review of year CD	
Support for LINK President	website development	
Delegates - selection, induction, reporting		
Website routine maintenance		
Management of LINK; Board meetings, sub-groups ,development of guidance, implementation of corporate strategy, CEO/chairs liaison & Networking.		
Human resources, recruitment		
Meeting room upkeep for TFs, members (free) and other users (paying).		
Induction of new members & officers		
Limited outreach - staff to members		
Links liaison (twice a year)		
Monitoring relationship with Government		