

Associated Clan MacLeod Societies



BUSINESS HANDBOOK

And

Annual Activities

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FORWARD

1. This Business handbook is designed to answer one question, “How can ACMS achieve its objects?” It takes the Constitution as its start point; describes the infrastructure in place to achieve the objects; signposts ACMS’s strategic intent; and sets out its desired annual activities.

2. The Plan is set out in three parts:

Part 1 – Background and Strategic Framework. (Subject to three year review but unlikely to change significantly).

Part 2 - Function Strategies, Committee and Office Terms of Reference. (Subject to annual review but unlikely to change significantly).

Part 3 – Annual Activities and Illustrative Budgets. (Subject to annual review and likely to change).

3. It is intended that the Handbook should be used as follows:

- To inform the work of National Societies, Management Council and ACMS Committees,
- To form the basis of new initiatives; and
- To facilitate potential funders’ understanding of ACMS’s work and their scrutiny of proposals from ACMS.

4. The Handbook is reviewed annually, updated and rolled forward.

Malcolm Macleod, OBE
President of ACMS

0.0. Executive Summary. The plan is set out in the following Parts, Sections and Annexes.

Part 1 – Background and Strategic Framework. (Subject to three year review but unlikely to change significantly).

0.1. *Section 1.* This section sets the background to the Business Handbook by describing the four contexts in which ACMS operates – Historical, Fellowship, Resources, and Governance. It begins by stating that ACMS comprises the National Clan MacLeod Societies of Australia, Canada, England, France, Germany, New Zealand, Scotland, South Africa and the United States of America, whose National Society Presidents represent them, together with the four ACMS office holders, President, Executive Vice-President, Treasurer and Secretary. The section also describes ACMS's values and tabulates a shortened SCOT analysis of ACMS.

0.2. *Section 2.* This section lays out the Objects of ACMS and links them to the Powers of ACMS; says what ACMS needs to do to achieve its Objects; outlines the structure that enables that to happen; and describes what we have in place already.

0.3. *Section 3.* Having taken into consideration the Objects and Powers together with the Values and the SCOT analysis, Section 4 identifies one cross-cutting issue as a priority for everyone in ACMS, together with four strategic priorities relating to how ACMS can achieve its Objects. The cross-cutting issue is engagement: engaging with CMSs, individual members of CMSs and with clansfolk generally; and engaging with young clansfolk. The four strategic priorities are Communications (to further the interests and influence of the Clan; and to represent the views of ACMS to a wide audience); Operations (to further the historical, literary and educational purposes; to encourage tradition, interests and cultural matters related to the Clan; and to look ahead); Support (to do all such lawful things as are necessary to further ACMS's Objects); and Governance, Leadership and Management (to exercise ACMS's Powers in furtherance of its Objects).

Annex A. ACMS Funding – Background Information

Part 2 - Function Strategies, Committee and Office Terms of Reference. (Subject to annual review but unlikely to change significantly).

0.4. *Section 4.* Communications: Strategy and Terms of Reference for the Dame Flora Committee and key posts.

0.5. *Section 5.* Operations: Strategy and Terms of Reference for the Alasdair Crotach & Rory Mor Committees, Parliament and key posts.

0.6. *Section 6.* Support: Strategy and Terms of Reference for key posts.

0.7. *Section 7.* Governance: Strategy and Terms of Reference for key posts.

Part 3 – Annual Activities and Illustrative Budgets. (Subject to annual review and may change).

0.8. *Section 8.* This tabulates the Annual Activities, developing the cross-cutting and strategic priorities, ensuring they are aligned to the Objects and Powers. It contains the illustrative budgets for ACMS.

Part 1 - Background and Strategic Framework

1.0. Context in which The Associated Clan MacLeod Societies (ACMS) Operates

This section sets the background to the Business Handbook by describing the four contexts in which ACMS operates – Historical, Fellowship, Resources and Governance; the Values that underpin them; and analyses ACMS's strengths and weaknesses.

ACMS comprises the National Clan MacLeod Societies of Australia, Canada, England, France, Germany, New Zealand, Scotland, South Africa and the United States of America, whose National Society Presidents represent them, together with the four ACMS office holders, President, Executive Vice-President, Treasurer and Secretary.

1.1. Historical context

- 1.1.1. The first Clan MacLeod Society was inaugurated in Scotland in 1891, with societies in Glengarry, Canada, and London, England, forming in 1936 and 1937 respectively.
- 1.1.2. It was at that time that Dame Flora MacLeod of MacLeod, the 28th Chief of MacLeod, had her dream that the Clan MacLeod could have some meaning in the modern world: the open invitation in 1937 to three garden parties at Dunvegan to which over 300 came; the visits to Dunvegan Castle during WWII by servicemen named MacLeod; her correspondence with prisoners of war. Then after the war Dame Flora began a series of world tours, visiting countries known to have Clansfolk whose ancestors, relatives or themselves had emigrated from the UK.
- 1.1.3. By 1959 Dame Flora's visits had led to the formation of Clan MacLeod Societies in USA, Canada, New Zealand and Australia, resulting in the establishment of ACMS. Each country maintained its own independent Clan MacLeod Society (CMS) within ACMS. Subsequently, societies established in France and South Africa joined ACMS, whilst countries with very small membership remained within CMS Scotland. Most recently, Germany established a CMS in its own right, leaving CMS Scotland, and its membership of ACMS was ratified at the 2006 Parliament.
- 1.1.4. In 1993 ACMS matriculated its Coat of Arms with Lord Lyon. The Arms are used on all official ACMS documents and correspondence. They combine the houses of MacLeod and Lewes in the motto "We shall hold a light" derived respectively from "Hold Fast" and "Luceo non Uro (I Shine not Burn)" symbolising the purpose of ACMS to preserve our cultural history by maintaining the Clan family world-wide.

1.2. Fellowship context

- 1.2.1. The National Societies. The National CMSs are independent, autonomous and self-funding. It is the National CMSs that are members of ACMS, not individual Clansfolk. Whilst formed by and for the National CMSs, though, ACMS has a responsibility to MacLeods throughout the world who are not members of a CMS, and encourages interchange with such Clansfolk in the hope that they will join a CMS.
- 1.2.2. The Clan MacLeod Parliament was first held in 1956, when Her Majesty the Queen honoured the occasion with her presence at lunch on 13th August and Chief John was acclaimed as heir to Macleod of Macleod. True to her vision of fellowship and unity Dame Flora invited Torquil Macleod XVI of Raasay to attend the second Parliament and to lead

the members to Lewis. He felt unable to make the journey and was represented by his nephew, Loudoun Macleod.

- 1.2.3. Parliament is held in Dunvegan, where ACMS members (the national CMS) and individual CMS members from all over the world meet to discuss issues of interest to Clansfolk. The programme includes visits around Skye and to Raasay. Workshops are held on genealogy, literature, history and culture of the Clan, as well as on social and craft skills. Social events take place mainly in the evenings and include guest speakers, dance, ceillidh, film shows and quizzes.
- 1.2.4. Parliament was held every three years until 1974 since when it has occurred at four yearly intervals. In the intervening years there is a North American Gathering every four years alternating between Canada and USA. In 2004 it was held in Chicago, celebrating the 50th anniversary of the formation of UMS USA (Inc). In 1999 the first International Gathering was held in Bendigo, Australia, at which it was decided to hold a meeting of ACMS Council for only the second time outside UK. A second International Gathering was held in Christchurch, New Zealand, in 2003, at which ACMS Council Meetings also occurred.

1.3 Resources context

- 1.3.1. ACMS is an entirely voluntary international organisation that is rich in the quality of the people who are attracted to work in it. Those people are ACMS's most important and precious resource.
- 1.3.2. At the present time ACMS has no capital assets. It derives its revenue income from sales of goods and a levy on the National Clan Macleod Societies. A paper on ACMS Funding is at Annex A.

1.4. Governance Context

- 1.4.1. *The Constitution.* This is the foundation, framework document that says what ACMS is; what its Objects are; what Powers it has in furtherance of those Objects; and how it is to govern itself in achieving them. The revised Constitution was ratified at Parliament on 30th July 2006. The rationale for a Constitution is contained in ACMS policy documents.
- 1.4.2. *Collective responsibility.* The Powers of ACMS in the Constitution are "in furtherance of the Objects but not otherwise". The individuals who attend ACMS meetings have a collective responsibility to further the Objects of ACMS as set out in the Constitution using the Powers therein and a duty to act in accordance with the Constitution and Bye Laws objectively, impartially and without personal prejudice.
- 1.4.3. *Role of National Society Presidents.* National CMS Presidents are elected by and are accountable to their National CMS membership. Whilst being responsible for running their own CMS, encouraging communications with other CMS and co-ordinating ACMS plans and activities within their CMS, they also have a responsibility for taking major ACMS decisions for which they are accountable to ACMS. Votes of NSPs must be applied "in any manner that reflects the opinion of (their) Society", ensuring that proxies have proper written instructions to vote. Thus, when NSPs speak they do so with a mind to what their Societies want them to say, and when they decide they do so in the light of the issues not personalities. The selection, election and role of the National CMS Presidents is thus absolutely fundamental to the success of ACMS.

1.5. Our Values. The following **Values** underpin the four contexts and support the achievement of our Objects:

- Enjoying the fellowship inherent in a Clan setting.
- Supporting, encouraging and continuously developing the National CMSs, Council and Committees to be committed, motivated and self-improving, working in a team.
- Developing a shared understanding of how the work of the National CMSs, Council and Committees contributes to the achievement of our Objects.
- Being an organisation that welcomes the opportunities created by change.
- Providing excellent “customer care”, focussing primarily on the National CMSs, but recognising that we serve a wide range of internal and external Clansfolk.
- Attention to detail, maintenance of a professional appearance and good housekeeping.
- SMART (Specific, Measurable, Attainable, Relevant, Timely) planning and goal-orientation through target setting and close monitoring of progress.
- Effective management and communications at all levels that is evidenced by sound and well-communicated policies and procedures and effective risk management.
- Maintaining appropriate resources, supported by continued sound financial management.
- Observing a code of conduct embracing selflessness, integrity, objectivity, accountability, openness, honesty and equality of opportunity.

1.6 Strengths, Challenges, Opportunities and Threats (SCOT) Analysis

1.6.1. Strengths:

- Traditions and history.
- A broad remit with the ability to be innovative and flexible.
- Committed voluntary National CMS Presidents.
- Enterprising and businesslike voluntary ACMS Officers, Management Council and Committee members.
- Contacts and networking from grassroots to local, regional and national level.
- A track record of reliability and successful delivery.
- Ability to respond to change.
- Independence.

1.6.2..Challenges:

- Membership and communications
- Fundraising, funding uncertainties and resources generally.
- Lack of young people in positions of responsibility in ACMS.

1.6.3. Opportunities:

- Collaboration and Regional delivery.
- International Government policies relating to tax-efficient giving.

1.6.4 Threats:

- Competition.
- Government bureaucracy.
- Landowner resistance to project delivery.
- Partnership politics and personal agenda.
- Inertia.

2.0. Achieving ACMS's Objects

This section lays out the Objects of ACMS and links them to the Powers of ACMS and to an appropriate function; outlines the structure that enables the Objects to be achieved; and describes what we have in place.

2.1. *Objects and Powers.* (Using the same numbering as in the Constitution). This table lays out the Objects in the Constitution and links them to the relevant Powers and to an appropriate function. Objects 2.1 and 2.2 taken together provide a mission statement for ACMS. The remaining Objects and all the Powers essentially enable them to be achieved.

Objects. ACMS is established:	Powers. In furtherance of the Objects but not otherwise ACMS may: (paraphrased and linked)	Function
2.1. To strengthen and consolidate the bond of fellowship among Clan MacLeod Societies throughout the world and among individuals who are members of, or associated with, such Clan MacLeod Societies and among Clansfolk generally.	Apply some or all Powers as required. 4.1. Elect new Clan MacLeod Societies as members of ACMS.	All functions Governance and Management
2.2. To enlist and maintain the interest of all and particularly young Clansfolk in Clan matters.	Apply some or all Powers as required.	All functions
2.3. To further the interests and sphere of influence of Clan MacLeod throughout the world.	4.3. Consult or co-operate with any authority, institution or other body.	Communications
2.4. To consider matters affecting the Clan MacLeod Societies and to represent the views of ACMS to those and other Societies connected with Clan or Scottish Highland matters.	4.2. Collect and disseminate information on all matters affecting the Objects and exchange such information with other bodies having similar Objects whether in the country or overseas.	Communications
2.5. For literary purposes – including the publication of any literature, particularly dealing with MacLeods or their Septs or Adherents which, in the opinion of ACMS may be desirable.	4.4. Commission and circulate papers, books, periodicals, pamphlets or other documents or films or recorded tapes and discs.	Operations
2.6. For historical purposes – including the repair, restoration and preservation of places and objects of Clan interest.	4.5. Acquire and hold property. 4.6. Purchase or lease property. 4.7. Sell, let, charge, exchange or otherwise deal with ACMS property. 4.8. Accept and hold in Trust any ACMS property. 4.9. Make regulations for the management and preservation of ACMS property. 4.10. Execute such documents and deeds as may be required for the above Powers 4.5-4.9.	Operations Governance Management
2.7. For educational purposes – including the encouragement of the study of historical and other matters having particular relation to the	4.11. Promote and carry out research, surveys and investigations and publish the results for the benefit of the public.	Operations

Clan.		
2.8. To take such other action as may be practicable to encourage the traditions, interests and cultural matters related to the Clan, and any such other matters that ACMS may decide from time to time to be desirable.	4.12. Raise funds and receive subscriptions. 4.13. Borrow and raise money and accept gifts. 4.14. Carry on trade. 4.15. Invest, lend and otherwise deal with ACMS monies not immediately required. 4.16. Deliver projects short of acquiring land or property. 4.17. Do all such other lawful things as are necessary to further the Objects.	Operations/Plans Governance Leadership Management Support

2.2. How has ACMS structured itself to do all that? The structure covers the functions of Communications; Operations (including Plans); Support; and Governance, Leadership and Management, the latter being corporate functions undertaken collectively by the member societies, as represented by their National Society Presidents, and the ACMS office holders.

2.2.1. One key factor to be borne in mind is the voluntary nature of this international organisation and the practicalities of attending meetings. Much can be achieved electronically, of course, but there is no substitute for face-to-face communication between nine different National Societies.

2.2.2. Another factor is the findings of the Clan Centre Study. In 1999 ACMS engaged the services of a consultant to evaluate the feasibility of developing a Clan Centre on Skye, the culmination of years of discussion in Clan circles. His report concluded that the project was not feasible at that time. Another of the study's conclusion was that ACMS's ability to communicate with the Clan worldwide was severely restricted, with the Clan MacLeod Magazine being the only reliable source. Since then the Clan MacLeod website has grown from strength to strength, effecting better communications between ACMS and the CMSs as well as clansfolk who are not yet members of a CMS, and ACMS communications have been given much wider circulation.

2.2.3. Three putative ACMS committees were formed in 1959. The Organisation Committee effectively established ACMS, which at the time was envisaged as a Federated body to consist of Clan MacLeod Societies throughout the world. MacLeod of MacLeod was to be Grand President; ACMS would have powers to levy subscriptions from member societies; and they resolved to meet in Parliament in three years time. The other two committees oversaw the Magazine and Projects respectively. The inaugural meeting of the Organisation Committee was in Edinburgh on 18th January 1961, whilst the first full meeting of ACMS took place during the third Clan Parliament in 1962.

2.2.4. These committees evolved as follows:

- Organisation is now Management Council as it has been since 1994. Council meets twice a year to discuss Clan matters and issues from the other committees.
- Magazine is now the Dame Flora Communications Committee (DFCC). In 1974 the Clan MacLeod Magazine, first published in 1935 by The Clan MacLeod Society, was edited and published by ACMS, and there are now two editions each year.
- Projects, now the Alasdair Crotach Project Development Committee (ACC).
- The Rory Mor Fund Development Committee was formed in 2001 to raise funds for projects identified by the Alasdair Crotach Project Development Committee (RMC).

2.2.5. How do these relate to the functions?

- *Communications.* The DFCC (named in recognition of Dame Flora's commitment to engaging with the wider MacLeod community) covers the Magazine, web site, media and publicity. The Communications Strategy together with Committee Terms of Reference and Guidelines for Key Posts are in Part 2 Section 4
- *Operations.* The ACC and RMC cover project identification, funding, implementation and management together with literature, heritage and culture, and plans. The Operations Strategy, Committee Terms of Reference and Guidelines for Key Posts are in Part 2 Section 5.
- *Support and Governance.* The Support and Governance Strategies together with Terms of Reference for key post are in Part 2 Sections 6 and 7.

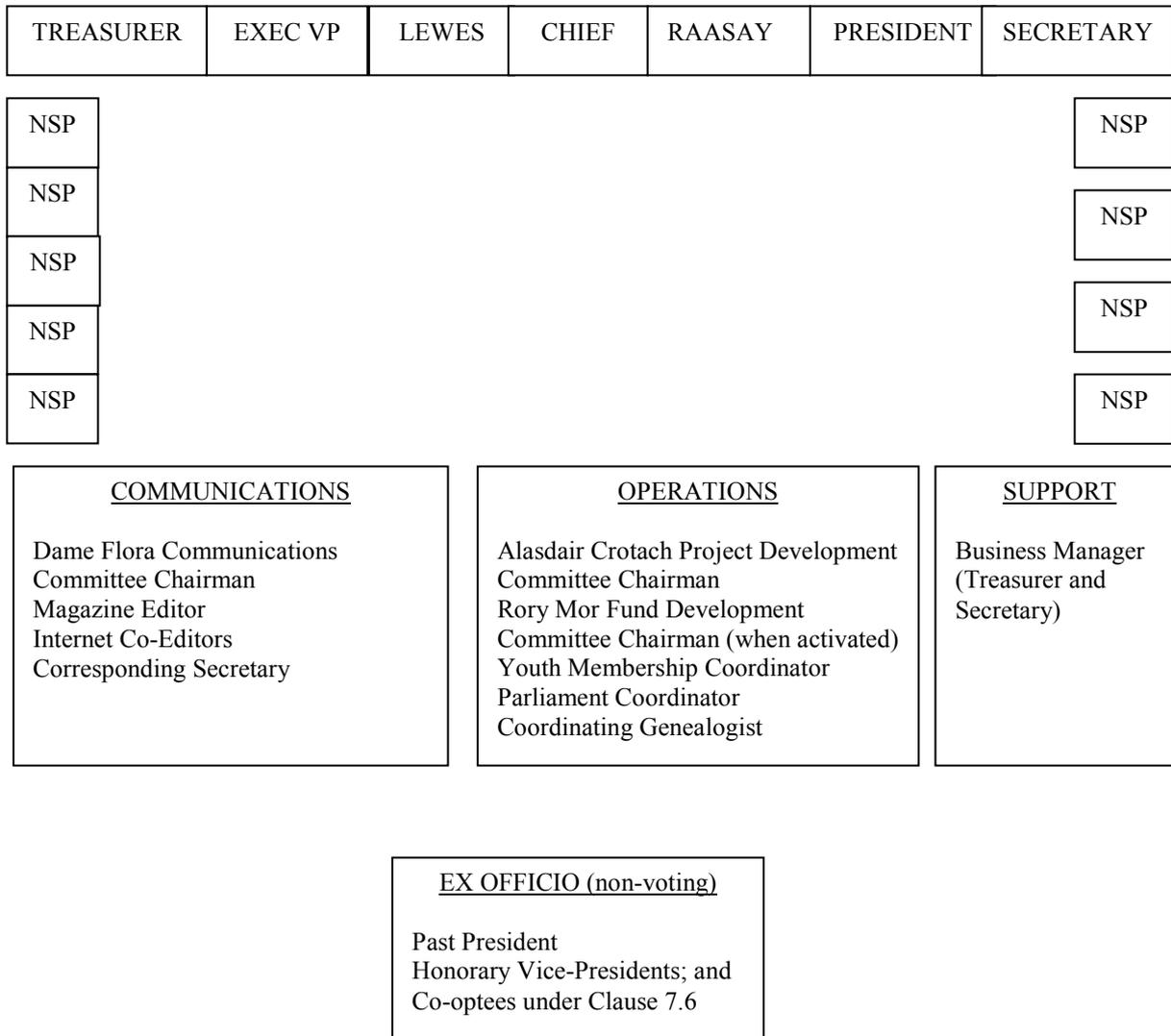
2.3. Projects. Projects play a key part in furthering ACMS's Objects.

2.3.1. Clan Macleod Parliament (World Gathering) and International Gatherings. The World Gatherings that take place every two years play a crucial role in delivering the cultural, heritage and social objects.

2.3.2. To illustrate the role that projects play, the following is a list of projects that have been commissioned by ACMS:

- In 1968 the first volume of *The MacLeods, the Genealogy of a Clan* was published, and now all five are in circulation.
- In 1999 ACMS commissioned Jim Hunter to write the third volume of the trilogy *The MacLeods: The Migration of a Clan*, which was published in 2005. All three components – History, Genealogy and Migration – have been written by non-MacLeods, which at least ensures objectivity.
- Repairs to various cairns and stones of Chiefs' graves. The gravestone of Chief Norman MacLeod of MacLeod, "The General" has been repaired and was visited by Clansfolk during ACMS 40th Anniversary celebrations in Edinburgh.
- Following Dame Flora's death in 1976, the Clan raised money, which, together with public donations and government grants, funded enlarging the Village Hall in Dunvegan in particular the Dame Flora Memorial Room.
- Helping finance the cataloguing of the Muniments in Dunvegan Castle, which are the property of the Chief. Copies of the catalogue can be viewed in Register House, Edinburgh, and Somerset House, London.
- The institution of a Music Fund, named after a Cadet family, the Clann Alasdair Ruadh, at Durinish Parish Church.
- The building of cairns at three ancient battle sites at Waternish on Skye.
- The Clan Centre Study mentioned earlier.
- The painting of a portrait of the late Chief John Macleod of MacLeod by a noted British artist.
- The recording of Clan stories as told by Norman MacLeod of Suardal.
- The Genetics Study.
- Projects under consideration include the renovation of the Memorial at Borroraig, the Kilmuir Church and the Genealogy Section VI.

2.4.. The following chart shows the organisation and management of ACMS. There is no hierarchy intended in this chart. Rather it depicts the full ACMS Management Council as it might sit around a table.



The voting arrangements are, from top to bottom of the chart: Chiefs 0; Office holders (1 each) 4; NSPs (– Management Council meetings 3 each; Business and General meetings 1 each) 27/9; Members of Council (1 each) 10; Ex-Officio/non-voting 0; Total 41 at Council meetings; 23 at Business and general meetings. (NB shared posts have a shared vote).

3.0. Strategic Objectives. *This section translates the linked Objects, Powers and Functions in the previous section into strategic objectives. The table illustrates this.*

Object	Activity	Function
2.1, 2.2	ACMS needs to engage with Clan MacLeod Societies, individuals who are members of or associated with such CMSs, clansfolk generally and young clansfolk.	Communications and Operations
2.3	It needs to further the interests and influence of the Clan throughout the world.	Communications
2.4	It needs to represent the views of ACMS to a wide audience.	
2.5, 2.6, 2.7, 2.8	ACMS needs to: Further the literary, historical and educational purposes and: Encourage tradition, interests and cultural matters related to the Clan.	Operations
2.8	ACMS needs to look ahead to other matters that it may decide from time to time to be desirable. That is Development or Forward Planning, which is an operational task rather than a stand-alone function, which can be shortened to Plans.	Operations
All	ACMS needs to exercise its Powers in furtherance of its Objects and “do all such other lawful things as are necessary to further the said Objects”.	Governance Leadership Management Support

Having taken into consideration the Objects and Powers together with the Values and the SCOT analysis, one cross-cutting issue emerges as a priority for everyone in ACMS, together with a number of strategic priorities relating to how ACMS can achieve its Objects.

3.1 Cross-cutting issue – Engagement.

3.1.1. Engage with CMSs, individual members of CMSs and with clansfolk generally. Encourage vibrant and sustainable CMSs where clansfolk actively participate in decision-making and CMS activities. Build capacity, share and increase opportunities through joint working and collaboration.

3.1.2. Engage with young clansfolk. Ensure that young clansfolk are valued and as they mature are encouraged to remain part of the clan community.

3.2. Strategic Priorities.

3.2.1. Communications.

- Further the interests and influence of the Clan throughout the world.
- Represent the views of ACMS to a wide audience and obtain feedback.
- Further the literary purposes.

3.2.2. Operations.

- Encourage active participation in and provision of cultural activities that are enjoyable, educational, inspiring and challenging.
- Further the literary, historical and educational purposes.
- Encourage tradition, interests and cultural matters related to the Clan; and
- Look ahead to other matters that ACMS may decide from time to time to be desirable.

3.2.3. Support. Do all such lawful things as are necessary to further ACMS’s Objects.

3.2.4. Governance, leadership and management. Exercise ACMS’s Powers in furtherance of its Objects.

3.3. Risk management. ACMS’s risk management strategy is held separately in ACMS policy documents.

The Associated Clan MacLeod Societies – Funding – Background Information

1. Introduction.

1.1. There has been much speculation over the years about how the Associated Clan MacLeod Societies (ACMS) as an organization is funded and how ACMS achieves funding of the projects it commissions. There has also been uncertainty, misunderstanding and some confusion over the Dunvegan Foundation, the other “Clan” and CMS Foundations and Trusts, the Clan Macleod Heritage Trust and the Clan Macleod Heritage Trust Endowment Fund, and how they inter-relate.

1.2. The purpose of this paper is to set out the position over ACMS funding, the Dunvegan Foundation, the other “Clan” and CMS Foundations and Trusts, the CMHT and the CMHT Endowment Fund, and how they inter-relate. (On a point of clarity, an endowment is a sum of money that is invested as principal or capital from which regular revenue or income can be drawn). This is an update of the paper first circulated in July 2007.

2. ACMS

2.1. ACMS is a self-governing voluntary association of member Clan MacLeod Societies (CMS), a membership association. Its Constitution is similar in status to a Deed of Trust in relation to a charity only insofar as it is ACMS’s “Rulebook” but there is no requirement to have the Constitution registered with any Government body nor for ACMS to report formally to any body outside its members. Thus ACMS is not a regulated or legally constituted entity such as a charity. Nor is it a grant-making trust or a Foundation and there are risks associated with it operating as if it was.

2.2. ACMS funds its routine activities from:

- what is collected through the Levy on CMSs to cover the costs of administering ACMS;
- what is collected through CMSs to cover the costs of the Magazine;
- profits from the Business Manager’s activities, which cover, for example, insurance premiums, small grants to NRG, small grants to Parliament etc; and
- interest from CMHT funds (see section 5 & 6 below).

2.3. ACMS is established by its Constitution to strengthen the bond of fellowship among Clan MacLeod Societies throughout the world for literary, historical and educational purposes. In furtherance of this ACMS has commissioned a number of projects over the years, ranging in scale from the Migration Volume to the Suardel Tapes.

2.4. Within the ACMS structure the ACMS Management Council scrutinizes, agrees and commissions projects. It is the role of the Alasdair Crotach Project Development Committee (ACC) to identify likely projects; it is the role of the Rory Mor Fund Development Committee (RMC) when activated to identify and source funding for projects; and it is then the ACC that project manages them.

2.5. ACMS has managed to directly fund a few small projects over the years, e.g. the Borreraig Cairn. The revenue or income funding mentioned above, however, is not enough for larger projects, so money for projects like the Chief’s Portrait, the Migration Volume, the genetics study etc has to be found from elsewhere.

2.6. To date ACMS has sought funds for such larger projects from the Dunvegan Foundation of CMS USA Inc and the CMHT each of which has a Board of Trustees to approve such projects and a bank account from which to pay the money. ACMS also gratefully acknowledges the number of

private, usually more or less anonymous, contributions to these and other projects from individual CMS members, usually leaders.

3. The Dunvegan Foundation

3.1. The Dunvegan Foundation (DF) was created in 1960 and registered in New York State as a Private Charitable Foundation of and by CMS USA Inc. The trustees of the DF are accountable to the membership of CMS USA Inc through being appointed for six years (in annual batches of three) by the Council of CMS USA Inc at the Society's Annual General Meeting. The President of CMS USA Inc also serves as a trustee ex-officio. The Foundation is answerable to CMS USA Inc and must submit detailed tax information to the Internal Revenue Service annually.

3.2. The DF was granted Recognition of Exemption Under Section 501(c)(3) of the US Internal Revenue Code. In October 1985 the Internal Revenue Service ruled that the DF may distribute funds to the CMHT as a non-exempt organization but must "establish adequate procedures to see that the grant is spent solely for the purpose for which made, to obtain full and complete reports from the grantee on how the funds are spent, and to make full and detailed reports with respect to such expenditures to the Secretary". To avoid jeopardizing its exemption the DF is obliged to "retain control and discretion over the use of funds for 501(c)(3) purposes". In other words, a complete audit trail and complete traceability.

3.3. The DF has played and continues to play an absolutely crucial role in supporting eligible projects commissioned by ACMS through the CMHT. The DF has been enormously generous in its support of, for example, the Migration Volume, the Chief's Portrait and the Clan Centre Study to name but three of a great many examples. It is hard to imagine ACMS being able to fulfill its objects without the DF.

3.4. The Chairman of the DF has stated many times that the DF has and always will support worthy projects put up through the CMHT.

3.5. CMS USA Inc has itself recently been granted Section 501(c)(3) exemption, notwithstanding which the DF remains the only charitable arm of CMS USA Inc.

4. Other "Clan" and CMS charities.

4.1. The MacLeod Stewardship Foundation is a private US Foundation that has been a long term supporter of nearly all the DF's major funding projects including the Migration Volume and the Chief's Portrait to name but two. And of course it was the MacLeod Stewardship Foundation that issued the Stewardship Challenge to initiate the development of an Endowment Fund for CMHT, which is covered in more detail below. It is understood that future funding will be directed at projects with a specific religious i.e. Christian purpose and is unlikely to play any part in future fundraising efforts. ACMS is immensely grateful to the Stewardship Foundation for its support.

4.2. There are three other CMS charities besides the DF. CMS Canada established the Clan MacLeod Foundation of Canada as an incorporated charity registered under the Income Tax Act with similar objects to the DF and the CMHT. CMS New Zealand has funded an internal scholarship from endowed funds in memory of the late Chief Dame Flora MacLeod of MacLeod. The Agnes MacLeod Memorial Fund is a registered Scottish Charity administered by the officers of CMS Scotland which provides grants to women resident in Scotland who were born MacLeod (or whose mothers were born MacLeod) and who are in need of assistance through sickness, advanced age or limited means. None of these can transfer tax advantaged funds to the CMHT and none has the resources to do so. None of these three have been or are considered to be part of the wider ACMS funding picture.

5. Development of the Clan MacLeod Heritage Trust

5.1. As ACMS developed over its first 25 years the lack of a tax advantaged means of funding ACMS projects became increasingly obvious. In 1983/84 the Dunvegan Foundation suggested forming an ACMS Trust, hence the Clan MacLeod Heritage Trust (CMHT). There have been three distinct stages in the development of the CMHT: its establishment; the Challenge Grant and establishment of the CMHT Endowment Fund; and achieving further growth of the CMHT Endowment Fund by means of an Appeal.

5.2. First, establishing the Trust. The CMHT was set up by Deed of Trust by John Macleod of MacLeod and Others dated 21st January 1985 and Registered in the Books of Council and Session in Edinburgh on 20th February 1985. The Trust is recognized in Scotland as a Charity (Registered Scottish Charity Number SC 000853) which carries tax benefits. It is a requirement of the Inland Revenue that a majority of trustees are resident in Scotland.

5.3. The original trustees were John MacLeod of Macleod, 29th Chief; Major Loudoun Macleod in his capacity as the President of ACMS; Donald Alasdair MacLeod as President of CMS Scotland; and Angus MacLeod as President of CMS England. John MacLeod of MacLeod's position as an individual was changed by Supplemental Deed of Trust on 6th June 2002 so that all four trustees were then ex-officio. The role of each as trustee forms part of their Office in the same way as the President of CMS USA Inc serves as a trustee ex-officio of the DF.

5.4. Responding to a feeling that the trustees of CMHT were not wholly representative of the international nature of the Trust the trustees sought legal advice in 2001, which confirmed that the Trust Deed gave them powers to create an Advisory Council provided always that ultimate power and responsibility lay with the trustees. In February 2002 they created an Advisory Council comprising the other National Society Presidents, the Treasurer and Secretary of ACMS, the Chairman of the RMC and Chief Donald of the Lewes. The President of CMS Germany and the Executive Vice President of ACMS were added later, but Chief Donald's name was removed so his position on the Advisory Council is uncertain and unconfirmed. From that time on meetings of the CMHT have been held in conjunction with meetings of ACMS Management Council, but minuted separately. The CMHT could thus be considered to be "controlled" by ACMS.

5.5. Notwithstanding the establishment of the Advisory Council, some still believe that the CMHT is a UK-only charity. It is hard to understand that view. The CMHT is not controlled by one of the CMSs, or even two, and is not named after a CMS. It is the Clan MacLeod HT and was set up by ACMS at the suggestion of the DF and is responsive to ACMS (through the Advisory Council). It is clearly an ACMS charity in the same way that the DF is a CMS USA Inc charity; the CMS New Zealand Trust is a CMS New Zealand charity; and the Clan MacLeod Foundation of Canada is a CMS Canada charity. The common factor is that each attracts tax advantages under national tax laws, which, in the case of the CMHT is Scotland by virtue of being registered there.

5.6. The Trust is established for the preservation of Clan MacLeod's history and culture, amongst other things. Projects funded wholly or in part by the CMHT include the Borreraig Cairn Refurbishment, the Panel in St Mary's Church, Kilmuir and the Suardel Tapes, but more often than not the CMHT has acted in concert with and as a conduit for eligible funding from the DF.

5.7. The CMHT capital is held in an interest-bearing account in the Royal Bank of Scotland.

5.8. The second stage of development of the CMHT began in February 2001 when the then President of ACMS announced that he had brokered a deal with the Macleod Stewardship Foundation to offer a Challenge Grant of US\$20,000 to the CMHT to initiate the development of an Endowment Fund for the CMHT.

5.9. The challenge was that if an equal amount i.e. \$20,000 was raised by a certain deadline, later set at 31st December 2003, they would donate the stated amount. A condition of grant was that the principal would remain intact whilst 70% of the income would be available to the CMHT annually to fund eligible projects with the remaining 30% of income being added to the principal annually.

5.10. The DF agreed to provide \$5,000 of the required matched funds and a further \$5,000 was pledged by a member of CMS USA Inc, both pledges and the Challenge Grant being dependent upon the CMHT raising the remaining \$10,000 exclusively from the other eight National CMSs.

5.11. The RMC was formed by ACMS in April 2001 to co-ordinate the Challenge and, indeed, lead on all fundraising activities. In the event, the other eight National CMSs rose to the challenge and exceeded the target; the MacLeod Stewardship Foundation delivered on its challenge; the two pledges were honoured; and the CMHT Endowment Fund was established in 2004.

5.12. The CMHT Endowment Fund is part of the capital assets of the CMHT, as its name suggests. It is deposited in two locations.

- The sterling (GBP) Challenge money that was raised by the other eight National CMSs is in an interest bearing account at the Royal Bank of Scotland, a separate account from the account that contains the original CMHT capital.
- The US dollar Challenge and match funding of \$30,000 is being held in trust by the DF. The CMHT applied in 2004 to obtain exemption under section 501(c)(3) of the US Internal Revenue Code, with the intention subsequently to ask the DF to transfer the money in three annual increments to the CMHT. The application encountered technical difficulties and was withdrawn so the money remains held in trust by the DF.

5.13. The third stage in the development of the CMHT is to achieve further growth of the CMHT Endowment Fund. Although the Challenge realized a significant sum, there is nothing like enough invested as an endowment to provide a regular, sustainable and largish amount of income for ACMS-wide projects. ACMS Management Council decided in February 2007 that the CMHT needed an endowment of £50,000 by 2014 in order to provide that income to enable ACMS to begin to share at least some of its project funding needs with the DF. Hence the Endowment Fund Appeal.

5.14. The Appeal plan was issued in July 2007. Although 2014 was the planned target date, it was believed that money would gradually build up and income might become available for projects before then. The RMC would oversee the fundraising for the Endowment.

5.15. In spite of early optimism and enthusiasm, the Appeal has failed to raise any but a small but generous donation from one of the Australian CMSs. This experience reinforces the conventional wisdom that fundraising for specific projects, schemes or items is more productive than for endowment funds. More creative action is needed.

6. CMHT Technical Issues

6.1. A technical clause in the Trust Deed of the CMHT limited to 21 years from its incorporation in 1985 the time allowed for income generated from trust capital to be accumulated and added to existing capital. After 11th February 2006, therefore, it was no longer possible to do this and all income earned from capital after that date remains as income and has to be distributed. The reason behind this was to prevent income rolling up with capital indefinitely and not being paid out under the terms of the Trust.

6.2. The trustees of the CMHT took legal advice in 2002 which confirmed that the “21 year rule” did not apply to the termination of the Trust but merely to accumulated income being added to capital within the Trust. The advice was that the way to circumvent the rule was to create a new Trust with a further 21 year period. This was discussed and agreed by the trustees of the CMHT in February 2003. Trustees and the Advisory Council reviewed that decision in February 2008 and decided not to proceed with forming a new Trust, so the project was shelved.

6.3. In February 2004, in anticipation of a new Trust being formed, CMHT trustees had taken two other important decisions about the newly created Endowment Fund:

- “To restrict the use of accruing interest in the Endowment Fund held in the UK to be added back to the principal until 2006, at which time the new secondary trust will have been formed.
- To leave the accruing interest in the Endowment Fund as held by the DF in the US open for determination as to usage during that same period”.

6.4. Since 2006 interest from CMHT has been applied to ACMS projects e.g the memorial garden benches at Dunvegan Castle, whilst interest from the capital held in trust by the DF has been applied to the website under the agreed US Internal Revenue 501 (c)(3) exemption.

7. Summary

- ACMS is an un-regulated self-governing membership association with very limited revenue funding and no capital. It commissions projects in furtherance of its goals and seeks funding of those projects primarily from the DF through the CMHT. ACMS also acknowledges the private contributions to these projects by individual CMS members.
- The DF has exemption under Section 501(c)(3) of the US Internal Revenue Code and may distribute funds to CMHT under strict protocols. The DF has been enormously generous in its support of eligible projects put up through the CMHT and has indicated through its Chairman that it will continue to do so.
- The MacLeod Stewardship Foundation has supported eligible projects through the DF and it also issued the Challenge that initiated development of the CMHT Endowment Fund. It is understood that future funding will be directed at projects with a religious i.e. Christian purpose and is unlikely to play any part in future fundraising efforts.
- The CMS Canada, CMS New Zealand and CMS Scotland charities cannot transfer tax advantaged funds to the CMHT.
- The CMHT is an ACMS charity registered in Scotland, which carries tax advantages. It acts as the conduit for funding of eligible projects by the DF. In 2002 the trustees created an Advisory Council comprising the ACMS Officers and CMS National Presidents so as to reflect the international nature of the Trust. Under the “21 year rule” in its Trust Deed income accruing from capital cannot be added to capital. The Stewardship Challenge Grant initiated development of the CMHT Endowment Fund in 2004. The US dollar element of the Fund is held in trust by the DF. The sterling element of the Fund is held in the Royal Bank of Scotland. The next step is to achieve further growth of the CMHT Endowment Fund.

Part 2 - Function Strategies. Committee and Office Terms of Reference

4.0. Communications Strategy

4.1. Framework

4.1.1. An effective communications strategy is crucial to the success of ACMS. Such a strategy will further the Objects in the Constitution, support the aims of the Business Handbook and provide focus and structure for our communications activities and how we implement them.

4.1.2. A successful strategy will allow CMSs and the wider clan to appreciate our values, understand our strengths and limitations and acknowledge their partnership. The Communications Strategy derives from Sections 2 and 3 of the Business Handbook and is implemented by the Dame Flora Committee whose Terms of Reference are at Appendix 1.

4.2. **Aims.** The aims of the Communications Strategy are:

4.2.1. To further the interests and sphere of influence of Clan MacLeod throughout the world.

4.2.2. To consider matters affecting the Clan MacLeod Societies and to represent the views of ACMS to those and to other Societies connected with Clan or Scottish Highland matters.

4.3. **Objectives.** The objectives:

4.3.1. Collect and disseminate information on all matters affecting the said objects and exchange such information with other bodies having similar objects whether in the country or overseas.

4.3.2. Consult or co-operate with any authority, institution or other body.

4.3.3. Cause to be written and printed or otherwise reproduced and circulate, gratuitously or otherwise, such papers, books, periodicals, pamphlets or other documents or films or recorded tapes and discs (whether audio or visual or both) as shall further the said objects.

4.4. **Tasks.** See the Annual Activities section.

4.5. **Key messages.**

- ACMS's primary Object is to strengthen and consolidate the bond of fellowship among Clan MacLeod Societies throughout the world and among individuals who are members of, or associated with, such Clan MacLeod Societies and among Clansfolk generally.
- ACMS must enlist and maintain the interest of all and particularly young Clansfolk in Clan matters.
- ACMS works to the benefit of CMSs and the clan at large.
- How well do you know ACMS and what it does?

4.6. **Key audiences.**

- National Society Presidents, ACMS Officers and members of Management Council
- CMSs.
- The clan at large.

- Young clansfolk.
- Other clan organisations worldwide.
- Media.

4.7. **Delivery Channels.**

- Internal communication.
- The Clan Magazine.
- The ACMS web site
- Newsletters.
- Direct marketing.
- Media.

4.8. **Measuring performance.** When judging the effectiveness of the communications strategy we should consider:

- How well are we getting our message across?
- Are we achieving our objectives?
- Are we reaching the target audience?
- What tangible results can be seen e.g. more members?
- What resources are we using?
- Are we getting best value for money from them?
- Could we be doing better?

Appendices:

1. Dame Flora Communications Committee – Terms of Reference
2. Magazine Editor – Terms of Reference
3. Web site Co-Editors – Terms of Reference
4. Corresponding Secretary – Terms of Reference

Dame Flora Communications Committee – Terms of Reference

Purpose.

The Dame Flora Communications Committee (DFCC) is established to implement ACMS's Communications Strategy in order to further the interests and sphere of influence of Clan MacLeod throughout the world and ensure that ACMS, CMS members and the clan at large know everything they need to know about ACMS when they need to know it and in a format that is useful.

Objectives.

- To advise ACMS Management Council on ACMS-related communications and PR policies and procedures.
- To help sustain, coordinate and improve ACMS's several communications means.
- To lead on cross cutting engagement issues.

Membership

The DFCC shall consist of the Chairman, the Vice Chairman, the ACMS Executive Vice President, the Editor of the Clan MacLeod Magazine, the Co-Editors of the ACMS Web site, and the Corresponding Secretary with the ACMS Business Manager as a co-opted member and such other co-opted individuals as might be needed from time to time.

Functions

The DFCC is the principal agent for ACMS in matters of editorial and business activities of ACMS communications media. It has a duty to protect and promote the editorial independence of the Magazine and Web site and its Editors. Members of the committee have no right of access to copy prior to publication unless the Editors request their assistance. In particular it is responsible for:

- Developing and implementing communications media and marketing plans that further ACMS's Objects.
- Ensuring that ACMS communications media are financially sound and that effective measures are used to increase revenue.
- The development of the Magazine, Web site and other communications media to the benefit of ACMS, Clan MacLeod Societies and the Clan at large;
- Assisting the Editor with forward planning for articles and other material;
- Assisting the Editor with soliciting and writing articles for publication;
- Providing advice and guidance on matters of complaint about content;
- Budgetary and commercial matters;
- Quality;
- Timeliness
- Pricing
- Distribution;
- Advertising and marketing;
- Circulation.

ACMS Communications Media.

For the time being these are the Magazine, the ACMS Web site and other communications media, as agreed by ACMS Management Council.

Budgeting

The DFCC is responsible for providing the Executive Vice President with recommended budgets for all ACMS communications media in time for papers being sent out for the October meeting of ACMS Council i.e. by the end of August each year.

The Business Manager in conjunction with the EVP and Treasurer should provide the DFCC and the Editors half-yearly reports of each communications medium's actual expenditure vice budgeted expenditure and actual pages vice budgeted pages. See also Reporting below.

Appointment of Co-Editors

The DFCC will advise Management Council when there is a need to seek a new Editor or Co-Editors and will recommend whether this should be by a search committee or whether a suitable candidate has already been identified.

Reporting

The Editors will report to each DFCC meeting on:

- the status of the Magazine and Web site;
- any new initiatives;
- a summary of articles and web pages submitted and accepted;
- the Editors' assessment of the Magazine and Web site in general;
- proposed changes in the Magazine and Web site role, goals and publication policy.

The Editors will report to each meeting of Management Council a summary of the above.

The DFCC will report to each meeting of Management Council on the full range of its activities.

Meetings

The DFCC should meet as needed but at least once prior to each meeting of Management Council. These meetings need not be face-to-face. A record of each meeting in the form of minutes or a summary letter should be submitted to the Secretary for inclusion with papers being sent out for the next following meeting of Management Council.

Magazine Editor – Terms of Reference

The Clan MacLeod Magazine

The functions of the Magazine are to:

- Engage with Clan MacLeod Societies, individuals who are members of or associated with such CMSs, clansfolk generally and young clansfolk;
- Keep the above informed about ACMS and Clan activities;
- Provide a forum for debate about matters of concern to the above;
- Inform readers about other issues and developments relevant to the Clan including, but not restricted to, literary and international matters;
- Uphold the highest standards of journalism.

Central to its function is the Magazine's status as an independent publication that is free from proprietary control.

The Editor

The Editor must be willing and able to commit the time required, approximately one day per week, to fulfil the responsibilities outlined here. The Editor is responsible for:

- Efficient twice-yearly production of the Magazine to deadlines;
- Quality control, exercising editorial judgement to ensure that editorial standards are in line with ACMS's Constitution, and maintaining house style;
- Ensuring that adequate coverage is given to all sectors of the Clan and all shades of opinion.
- Planning current and future issues to ensure balance;
- Deciding which articles are suitable for publication;
- Deciding which manuscripts will be published;
- Reading manuscripts to ensure fairness;
- Editing accepted manuscripts as necessary for substance, accuracy and clarity;
- Arranging the table of contents;
- Developing the issue cover;
- Selecting cover and other photos and writing associated legends;
- Writing editorial decision letters or e mails;
- Dealing with phone calls, letters, e mails and other communications from authors;
- Communicating regularly with relevant individuals to discuss publication and other issues;
- Informing the Executive Vice President (pending formation of a communications committee) of noteworthy articles that might rate media coverage.
- Producing and publishing a complete index of the Magazine every three years.

Web Site Co-Editors – Terms of Reference

The ACMS Web site

The functions of the ACMS web site are similar to those of the Magazine.

The Co-Editors

The Co-Editors must be willing and able to commit the time required, approximately one day per week, to fulfil the responsibilities outlined here. The Co-Editors are responsible for:

- Information management: correlating information from a wide range of sources into a coherent whole; ensuring this information provides the desired view of ACMS; providing an effective means of locating specific information; commissioning material where there is an information deficiency.
- Quality control: ensuring accuracy, maintaining house style; advising (if not determining) on editorial policy and implementing that policy; determining appropriate metrics and supplying evaluative data to Management Council.
- Author support: provision of tools, training, advice to facilitate HTML authoring.
- Web Design: creation and implementation of the corporate Web look-and-feel.
- Software skills: HTML, Perl, CGI etc. – i.e. the technical ability to carry out the above.
- System management: care and feeding of servers.

The Co-Editors will need the following skills, in the order given:

- formal training in information management/science/librarianship is invaluable.
- good people skills.
- people/resource management skills.
- writing ability.
- graphic design – the web is primarily a visual medium.
- technical skills (programming, etc.) – this is quite important, but perhaps more quickly and easily acquired than the above.

Corresponding Secretary – Terms of Reference

Overall Responsibility

To stay in touch with Clan MacLeod Societies.

Specific duties:

- Receive newsletters from CMSs.
- Develop network of CMS newsletter editors and advise them on their responsibilities
- Precis/summarise them for the Clan Magazine.
- Process information from clansfolk.
- Pass news to the Editors in the form of Corresponding Secretary's Notes.
- Send Christmas Cards to CMSs on behalf of ACMS.
- Field questions from clansfolk, respond where possible and pass others to the appropriate person e.g. genealogist etc.
- Pass letters to the appropriate person if unable to answer them.

5.0. Operations Strategy

5.1. Framework

5.1.1. An effective operations strategy will underpin the delivery of appropriate projects that further the Objects of ACMS.

5.2.2. The Operations strategy derives from Sections 2 and 3 of the Business Handbook and is implemented by:

- The Alasdair Crotach Project Development Committee that evaluates projects, whose Terms of Reference are at Appendix 5.
- The Rory Mor Fund Development Committee that raises funds for projects, whose Terms of Reference are at Appendix 6. This a task-and-finish committee that is dormant until activated for specific purposes.
- The Clan MacLeod Parliament (World Gathering) that supports the cultural, heritage and social objects of ACMS, the Framework of which is at Appendix 7 and Terms of Reference for the Parliament Coordinator at Appendix 8.
- The Youth of the Clan, whose Medium Term Plan is at Appendix 9 and Terms of Reference for the Youth Coordinator at Appendix 10.
- The Coordinating Genealogist, whose Terms of Reference are at Appendix 11.

5.2. **Aims.** The Aim of the Operations Strategy is to encourage active participation in and provision of cultural activities that are enjoyable, educational, inspiring and challenging so as to:

5.2.1. Further the literary, historical and educational purposes.

5.2.2. Encourage tradition, interests and cultural matters related to the Clan.

5.2.3. Look ahead to other matters that ACMS may decide from time to time to be desirable.

5.2.4. For literary purposes – including the publication of any literature, particularly that dealing with MacLeods or their Septs or Adherents which, in the opinion of ACMS, may be desirable.

5.3. **Objectives.** The objectives:

5.3.1. Promote and carry out research, surveys and investigations and publish the results for the benefit of the public.

5.3.2. Develop and implement projects.

5.3.3. Raise funds for approved projects.

5.3.4. Plan ahead.

5.4. **Tasks.** See the Annual Activities section.

Appendices.

5. Alasdair Crotach Project Development Committee - Terms of Reference
6. Rory Mor Fund Development Committee - Terms of Reference
7. Clan Parliament (World Gathering)
8. Parliament Coordinator – Terms of Reference
9. Youth – Medium Term Plan
10. Youth Membership Coordinator – Terms of Reference to be developed
11. Coordinating Genealogist – Terms of Reference to be developed

Alasdair Crotach Project Development Committee – Terms of Reference

Purpose

The Alasdair Crotach Project Development Committee (ACC) is established to implement the Operations Strategy by encouraging active participation in and provision of cultural activities that are enjoyable, educational, inspiring and challenging.

Objectives

- Identify, develop and cost appropriate projects in furtherance of ACMS's Objects.
- Develop proposals for projects that could attract new funding.
- Lead on cross cutting youth issues.

Membership

The ACC shall consist of the Chairman, the ACMS Executive Vice President and Business Manager with such other co-opted individuals as may be needed from time to time.

Functions

The ACC is the principal agent for ACMS in matters to do with projects. In particular it is responsible for:

- Seeking Management Council approval for suitable projects.
- Passing approved projects to the Rory Mor Committee for funding.
- Liaising with the Dame Flora Committee for profile-raising events
- Managing approved projects to conclusion

Budgeting

The ACC is responsible for providing the Executive Vice President with recommended budgets for all ACMS projects in time for papers being sent out for the October meeting of ACMS Council i.e. by the end of August each year.

The EVP and Treasurer should provide the ACC half-yearly reports of each project's actual expenditure vice budgeted expenditure. See also Reporting below.

Reporting

The ACC will report to each meeting of Management Council on the full range of its activities.

Meetings

The ACC should meet as needed but at least once prior to each meeting of Management Council. These meetings need not be face-to-face. A record of each meeting in the form of minutes or a summary letter should be submitted to the Secretary for inclusion with papers being sent out for the next following meeting of Management Council.

Rory Mor Fund Development Committee – Terms of Reference

Purpose

The Rory Mor Fund Development Committee (RMC) is established to support the implementation ACMS's operations strategy by maximising the generation of funds for approved ACMS projects. The RMC supports and complements the Alasdair Crotach Committee. It is a task-and-finish committee that is formed for specific fundraising requirements when needed. Otherwise it is dormant.

Objectives

- Access funds for approved ACMS projects.
- Conduct all fundraising activities on behalf of ACMS.

Membership

The RMC shall consist of the Co-Chairmen, the ACMS Executive Vice President and Business Manager, a representative (e mail capable) of each of the National Societies with such other co-opted individuals as might be needed from time to time.

Functions

The RMFDC is the principal agent of ACMS in matters of fundraising. In particular it is responsible for:

- Determining the financial feasibility of projects and make recommendations to Management Council.
- Raising the required funds for approved projects.
- Implement the Endowment Fund Fundraising Plan.
- Keep proper accounts for each project and report to the Treasurer prior to each meeting of Management Council.
- Generating increased income from existing sources.
- Identifying and researching potential funding opportunities.
- Establishing links with similar voluntary and appropriate statutory bodies.
- Developing a three-year fundraising strategy in conjunction with the EVP and AC Committee.

Budgeting

The RMC is responsible for providing the Executive Vice President with recommended budgets for all ACMS fundraising activities in time for papers being sent out for the October meeting of ACMS Council i.e. by the end of August each year.

The EVP and Treasurer should provide the RMC half-yearly reports of each project's actual expenditure vice budgeted expenditure. See also Reporting below.

Reporting

The RMC will report to each meeting of Management Council on the full range of its activities.

Meetings

The RMC should meet as needed but at least once prior to each meeting of Management Council. These meetings need not be face-to-face. A record of each meeting in the form of minutes or a summary letter should be submitted to the Secretary for inclusion with papers being sent out for the next following meeting of Management Council.

Clan MacLeod Parliament (World Gathering)

Framework

1. The Clan MacLeod Parliament (World Gathering) is one of the defining activities of ACMS. No other Clan society operates a programme on this scale, nor has any other society operated a programme for as many years as we have. Parliament is a major underpinning to the fellowship context of ACMS.
2. The Parliament strategy derives from the objectives of the ACMS, and is operated consistent with our values. Parliament is supported by the Management Council (especially the EVP), Parliament Manager, Youth Membership Coordinator, and volunteers from the various National societies worldwide.
3. Parliament is an approved activity of the ACMS and is not a separate organizational entity. As such, the ACMS incurs all liability and responsibility for Parliament activities and finances.
4. The ACMS Constitution lays out the general expectations of Parliament itself.

Aims

1. The aim of Parliament is to create an opportunity every four years for Clan members to meet face to face in the ancestral lands of the Clan MacLeod, to discuss Clan affairs. While at Parliament, delegates may:
 - 1.1. Conduct the business of the ACMS.
 - 1.2. Participate in educational, cultural, and social activities that develop relationships among Clanspersons and between Clanspersons and the communities in which these activities take place.
 - 1.3. Engage in other activities that ACMS may decide from time to time to be desirable.

Objectives

2. The objectives of Parliament are:
 - 2.1. To provide everyone who participates in Parliament with an engaging, and enriching experience of being part of the Clan MacLeod.
 - 2.2. To build and sustain both the ACMS and national CMS organizations worldwide.
 - 2.3. To make events as inclusive for all CMS members as possible.
 - 2.4. Consistent with other ACMS objectives, it is important to provide activities that engage the youth of the Clan.
 - 2.5. To further publicize externally the objectives, context, history, and projects of the ACMS and its national CMS societies.
 - 2.6. To achieve other objectives that ACMS may decide from time to time to be desirable.

Tasks that must be performed for each Parliament

3. Parliament tasks include:
 - 3.1. Creation of a Parliament programme and budget, which must be approved by the Management Council.
 - 3.2. Creation and execution of a plan for running the Parliament programme as well as performing required tasks before and after Parliament.

- 3.3. Assembly of a team of volunteers to execute the Parliament plan.
- 3.4. Work with the Youth Membership coordinator to identify an NRG service project associated with Parliament and to specify what work the NRG will do in support of Parliament.
- 3.5. Creation and maintenance of good relationships with local vendors, Dunvegan community organizations, and the Dunvegan Castle Estate Office.
- 3.6. Communication of the Parliament programme to the members of the CMSs worldwide, including information that is specifically relevant to delegates from individual countries.
- 3.7. Registration of Parliament delegates and collection of all fees.
- 3.8. A reasonable effort to make sure that all the events described in the Parliament programme take place in the manner in which they were planned and at the cost budgeted.
- 3.9. A flexible and fair response, in concert with Parliament volunteers and vendors, if it is necessary to adjust the Parliament programme and/or budget to respond to unplanned circumstances.
- 3.10. Prompt payment to all vendors for goods and services.
- 3.11. A final report on Parliament for the Management Council.
- 3.12. Communication of the experiences of Parliament to members of the CMSs worldwide
- 3.13. Training of the next Parliament Manager.
- 3.14. Other tasks that ACMS may decide from time to time to be desirable.

Roles

4. Persons who perform the following roles are appointed by the Management Council:
 - 4.1. ACMS Liaison is typically the President or Executive Vice President, but may be another ACMS officer. This person maintains the oversight of Parliament for the Management Council in-between Council meetings; can make day-to-day decisions outwith the approved Parliament programme or budget; and may refer issues to fellow officers at his discretion.
 - 4.2. (Current) Parliament Coordinator has overall responsibility for creating the Parliament programme and budget, recruiting and managing volunteers, and making sure that all events take place. The Parliament Coordinator has decision making authority within the context of the approved Parliament programme and budget. Ideally, the Parliament Coordinator should have attended and participated in previous Parliaments.
 - 4.3. (Next) Parliament Coordinator generally shadows and assists the current Parliament Coordinator, to provide support for the current Parliament, as well as being trained to run the next Parliament.
 - 4.4. Parliament Treasurer is responsible for collecting and depositing all fees and donations, and for writing checks to pay all vendors and other creditors. The checks must be co-signed by the Parliament Treasurer and the ACMS Liaison. Parliament Treasurer should have experience working with financial accounts and relevant financial and tax legislation.
 - 4.5. The Parliament Account Auditor is the ACMS Honorary Treasurer. The audit is reported to the Management Council and should take place in the Parliament year. It should begin after the Management Council meeting in October and be complete by the end of December.
 - 4.4. Other roles that ACMS may decide from time to time to be desirable.

Parliament Coordinator – Terms of Reference

1. Constitution

1.1. The ACMS Constitution lays out the general expectations of Parliament itself.

1.2. The Parliament Coordinator is a voting member of the Management Council. The Parliament Coordinator takes office beginning at the end of the previous Parliament to which he is assigned, when he first meets with the newly elected ACMS officers. The Parliament Coordinator continues to hold the office until the next set of officers is seated at the following Parliament. Note that the responsibilities of Parliament Coordinator include tasks that must be performed before and after the Parliament Coordinator is a member of the Management Council.

2. Terms of reference

2.1. *Qualifications*

- In order to facilitate relationships with local vendors and service providers, the Parliament Coordinator should be someone who is presently living in UK, or who has lived there long enough to understand the logistical and communications challenges of Parliament.
- Over the course of the four years, the Parliament Coordinator must be able to commit the equivalent of about 6 months of “labour” to working on Parliament.
- The Parliament Coordinator should be familiar with the typical activities of Parliament, the structure and operations of ACMS, and the officers or leaders of each National Society.
- Other practical skills:
 - Some experience managing large events or projects is essential.
 - Good communications and negotiation skills.
 - Computing skills, including document creation, e-mail, and some knowledge of websites is also needed, as well as access to equipment to use the tools required.
 - Nearly one in four people who participate in Parliament make a donation of their time to facilitating one or more events, so the Parliament Coordinator must possess the ability to motivate people to volunteer and to make them feel good about volunteering.

2.2. ***Overall responsibilities.*** In concert with other volunteers and the ACMS Management Council, the Parliament Coordinator is responsible for planning and executing Parliament activities every four years, and supporting other international gatherings sanctioned by the ACMS.

2.3. ***General responsibilities.*** The Parliament Coordinator has the general governance responsibilities set out in Appendix 15, Management Council – Terms of Reference.

2.4. *Specific duties*

- The ACMS and its member societies are truly international organizations. The Parliament Coordinator must engage members of CMSs world-wide in planning and operating Parliament.
- Ensure that there is a Parliament plan in place, and that the plan is executed on time and within the approved budget.
- Ensure that Parliament activities meet all legal and safety requirements.
- Through the ACMS Liaison, keep the Management Council informed of Parliament progress or problems, and ensure that Parliament meets ACMS objectives.
- Use the resources and processes of the Dame Flora Communications Committee for Parliament communications with Society members and the general public.
- Maintain good communications and develop good will among parliament volunteers.

- Select vendors and service providers for goods and services, and maintain good will and a satisfactory business relationship with them.
- Provide the Parliament Treasurer with appropriate documentation for Parliament expenditures and support the Parliament Treasurer during the audit process.
- Assign volunteers to key positions not under the control of the Management Council. These roles may include but are not limited to:
 - Parliament coordinators within each National society,
 - Parliament registrars,
 - Music director,
 - Catering manager,
 - Transportation coordinator (including the recruitment of minibus drivers as well as sourcing motorcoach and ferry services)
 - MacLeod Mhor, MacLeod Bheag, or Nellie Club sub-programme leader, including meeting the legal and training requirements for the protection of children and vulnerable adults,
 - A nominal adult presence within the NRG,
 - other subprogram leaders, and
 - other positions that the Parliament Organizer determines are necessary
- The Parliament plan will include a description of each role and its delegated responsibilities

Youth – Medium Term Plan

Framework

1. An effective medium term plan for the youth of the Clan will assure the future of ACMS and Clan MacLeod Societies worldwide.

2. The medium term plan for our youth derives in part from the Business Handbook, in part from the workshop held at the North American Gathering in Chicago in 2004 and in part from the Memorandum “Expanding and Enhancing Youth Involvement in Clan MacLeod Activities” circulated by Ian MacLeod (President CMS Canada) for discussion at the February 2005 meeting of ACMS Management Council. It will be implemented by the youth membership coordinator.

Aim

3. The aim of the Youth Medium Term Plan is to enlist and maintain the interest of young clansfolk in Clan matters.

Objectives

4. In the medium term, evaluate responses to the youth questionnaire in order to determine:
 - 4.1. What is our existing youth membership.
 - 4.2. Why have existing members joined.
 - 4.3. Why are more not joining.

Tasks

5. See the Annual Activities section.

Youth Membership Coordinator – Terms of Reference

Coordinating Genealogist – Terms of Reference

6.0. Support Strategy

6.1. Framework

6.1.1. An effective support strategy will ensure that the communications and operations strategies can be properly implemented.

6.1.2. The support strategy derives from Sections 2 and 3 of the Business Handbook and is implemented by the Treasurer, Secretary and Business Manager, whose Terms of Reference are at Appendices 15, 16 and 17 respectively, under the broad direction and benevolent supervision of the Executive Vice President.

6.2. **Aims.** The aims of the Support Strategy are:

6.2.1. To do all such lawful things as are necessary to further ACMS's Objects.

6.2.2. To provide the supporting infrastructure within which ACMS operates.

6.3. **Objectives.** The support objectives are:

6.3.1. To acquire, hold, purchase, lease, sell, let, charge, accept and hold in Trust, exchange or otherwise deal with, and make regulation for the management and preservation of any ACMS property; and execute such documents and deeds as may be required for these.

6.3.2. To raise funds and receive subscriptions.

6.3.3. To borrow and raise money and accept gifts.

6.3.4. To carry on trade.

6.3.5. To invest, lend and otherwise deal with ACMS monies not immediately required.

6.4. **Tasks.** See the Annual Activities.

Appendices:

12. Treasurer – Terms of Reference.

13. Secretary – Terms of Reference.

14. Business Manager – Terms of Reference.

ACMS Treasurer – Terms of Reference

Constitution. The Constitution sets out the duties of Treasurer as:

- To take custody of the documents and other moveable or immoveable property of ACMS and keep an inventory thereof.
- To collect all contributions to ACMS and to pay all accounts due from ACMS.
- To keep regular Accounts of ACMS and report thereon when so required at Parliament or by Council.
- To prepare a Statement of Accounts for each financial year, to have it audited by an Auditor appointed by Council and to submit the audited statement annually to Council at the next Council meeting following the audit.
- To circulate annually the audited Statement of Accounts to all National Societies and to submit Statement of Accounts and Abstract at Parliament.

Terms of Reference. The above gives rise to the following:

Overall responsibilities:

- Maintaining an overview of ACMS's financial affairs
- Ensuring ACMS's financial viability
- Ensuring that proper financial records and procedures are maintained.

General responsibilities:

The Treasurer has the general governance responsibilities set out in Appendix 18 (NSPs and ACMS Officers – Terms of Reference).

Specific duties:

- Overseeing, approving and presenting ACMS and CMHT accounts and financial statements
- Being assured that ACMS's financial resources meet its present and future needs
- Ensuring that ACMS has an appropriate reserves policy
- The preparation and presentation of financial reports to Management Council
- Ensuring that appropriate accounting procedures and controls are in place
- Liaising with other ACMS officers about financial matters
- Advising on the financial implications of ACMS's strategic plans
- Agreeing with the President/EVP the annual ACMS and other budgets
- Ensuring that ACMS has an appropriate investment policy, ensuring that there is no conflict between any investment held and ACMS's objects and legal responsibilities
- Ensuring ACMS's compliance with financial legislation
- Ensuring equipment and assets are adequately maintained and insured
- Ensuring that the accounts are prepared and disclosed in the appropriate form
- Ensuring that the accounts are audited and any recommendations are implemented
- Keeping NSPs and ACMS officers informed about their financial duties and responsibilities in their ACMS governance role
- Contributing to ACMS's fundraising strategy
- Making a formal presentation of the accounts annually to Management Council and at the general meeting at Parliament and drawing attention to important points in a coherent and easily understandable way

ACMS Secretary – Terms of Reference

Constitution. The Constitution sets out the duties of the Secretary as:

- To submit agenda for, and attend meetings of, Parliament and Council. To keep Minutes of these meetings and to report at Parliament on the activities of ACMS since the immediately preceding Parliament.
- To administer the election process as set out in Clause 5 of the Constitution Bye Laws.
- To attend meetings of Council.
- To keep the Roll of Clan MacLeod Societies.
- To deal with the day-to-day correspondence of ACMS.
- To do such other work as may be assigned at Parliament or by Council or other Committee and generally to conduct the business of ACMS.

Terms of Reference. The above gives rise to the following:

Overall responsibility:

The role of the secretary is to support the President and ACMS Officers as above.

General responsibilities:

The Secretary has the general governance responsibilities set out in Appendix 18 (NSPs and ACMS Officers – Terms of Reference).

Specific duties:

- Receive agenda items
- Prepare agenda in consultation with the President
- Circulate agenda and supporting papers in good time. In the case of routine Council meetings this is two months in advance to allow for international mailing. In the case of Business, Council and the General Meeting at Parliament send out draft agenda at least eight months before Parliament so that any changes may be included in the final agenda to be issued at least four months before Parliament
- Make arrangements for ACMS meetings, including booking the room, equipment, refreshments, facilities for those with special needs
- Check that a quorum is present
- Prepare appropriate Resolutions as required
- Prepare minutes of meetings and circulate the draft minutes
- Ensure that the minutes are signed by the President once they have been approved
- Check that actions agreed at a previous meeting have been carried out
- Maintain a list of proxies for National Society Presidents and Members of Council
- Circulate agenda and minutes of any discretionary Special General Meeting called under Clause 9.3.2 of the Constitution.

ACMS Business Manager – Terms of Reference

Overall responsibility

To manage ACMS's business resources, ensuring that they are applied effectively to ACMS's objects, and support ACMS's projects.

Specific duties:

- Assist in implementing the Business Handbook.
- Sell Clan merchandise.
- Oversee outside Clan merchandise (e.g. internet).
- Develop and maintain effective and efficient systems for accounting for, monitoring and evaluating the ACMS's business activities.
- Keep accounts current.
- Submit the business accounts for audit and provide the Treasurer with required reports and accounts in a timely fashion.
- Support the Dame Flora Committee in developing promotional tools including literature, advertising and conferences.
- Exploit opportunities for growth through partnership working.
- Respond to enquiries.
- Support ACMS projects to ensure best practice; monitor performance and assist with project development.
- Source most cost effective suppliers.
- Administration including correspondence, telephone inquiries, maintenance of IT databases, creation of literature etc within budgets.
- Liaison with Partners, Suppliers and supporters.

7.0. Governance Strategy

7.1. **Framework.** Governance underpins every facet of ACMS life. The strategy derives from the Constitution itself and from the Business Handbook.

7.2. **Aim.** The aim of the Governance Strategy is to exercise ACMS's powers in furtherance of its Objects.

7.3. **Objectives.** The objectives are:

7.3.1. To take action on any matter that ACMS may decide from time to time to be desirable.

7.3.2. To do all such lawful things as are necessary to further the Objects.

7.4. **Roles.** The following roles are essential to the governance of ACMS:

7.4.1. **NSPs:** Collectively in conjunction with ACMS Officers exercise the Powers of ACMS so as to fulfil its Objects as set out in the Constitution, and:

- Represent their membership in ACMS meetings.
- Communicate ACMS matters to their membership.
- Raise their members' awareness of ACMS matters.
- Take decisions for ACMS in conjunction with other NSPs taking into consideration the wishes of their members.

7.4.2. **ACMS Officers:** Together execute the day to day operations of ACMS, and:

- Conduct ACMS meetings.
- Oversee finances.
- Record Minutes.
- Ensure adherence to the Constitution.
- Encourage communications among NSPs.
- Encourage NSPs to communicate ACMS matters to their members.

7.4.3. **Management Council:** Collectively in conjunction with NSPs and ACMS Officers direct the policy and general management of the affairs of ACMS in accordance with the Constitution, and:

- Facilitate development and implementation of projects.
- Support sales of Clan items and Magazine advertising space and underwrite publications expenses with profits from the same.
- Develop and support youth membership and activities.
- Oversee official communications (Magazine, Web site, publications) and facilitate general communications.
- Organise Parliament.
- Coordinate genealogical efforts.

7.5. **Tasks.** See the Annual Operational Plan for the year's specific activities.

Appendices.

15. ACMS Management Council – Terms of Reference

16. ACMS President – Terms of Reference

17. ACMS Executive Vice President – Terms of Reference

18. National Society Presidents and ACMS Officers – Terms of Reference

Management Council – Terms of Reference

Purpose

Management Council is established to direct the policy and general management of the affairs of ACMS.

Objectives

To exercise all such powers and do all such acts as can be exercised by ACMS that are not required to be exercised or done by ACMS in General Meeting in order to carry out ACMS's Objects.

Membership

Management Council shall consist of, without duplication, the members of Council described in Bye-Law 2.1 of the Constitution.

All are voting members as prescribed in Bye-Law 4.6 of the Constitution.

Functions

Management Council is the principal agent of ACMS in all matters affecting the policy and general management of ACMS. It has a duty to act collectively in furtherance of ACMS's Objects.

Meetings

Management Council should meet normally no fewer than two times a year, one of which should be in Canada or USA if practicable. Council meetings are convened by the President.

ACMS President – Terms of Reference

Constitution. The Constitution sets out the duties of President as:

- To advise the Chief on Clan matters.
- To provide leadership and direction to ACMS and to Clan MacLeod Societies worldwide.
- To provide a focal point of inspiration to Clansfolk in the various Societies.
- To convene and preside at meetings of ACMS and also, at the behest of the Chief, to preside at Parliament.
- To do such other works as may be assigned to him at Parliament or by ACMS.

Terms of Reference. The above gives rise to the following:

Overall responsibility:

To provide leadership and focus to ACMS and to Clan MacLeod Societies worldwide. The President is effectively “Chairman” of ACMS.

General Responsibilities:

The President has the general governance responsibilities set out in Appendix 18.

Specific duties:

- Planning the annual cycle of ACMS meetings
- Setting agendas for ACMS meetings
- Chairing and facilitating ACMS meetings
- Giving direction to ACMS policy-making
- Monitoring that decisions taken at meetings are implemented
- Representing the organisation at functions, meetings
- Acting as a spokesperson as appropriate
- Bringing impartiality and objectivity to decision-making
- Keeping an overview of ACMS's affairs and providing support as appropriate
- Liaising with NSPs and ACMS Officers to develop Management Council
- Facilitating change and addressing conflict, liaising with NSPs and ACMS Officers to achieve this.

The Executive Vice President acts for the President when the President is not available and undertakes assignments at the request of the President.

ACMS Executive Vice President – Terms of Reference

Constitution. The Constitution sets out the duties of the Executive Vice-President as:

- In the absence or incapacity of the President, to act for the President until he returns or until the next following Parliament whichever is sooner and to preside at meetings of Parliament at the behest of the Chief, or of ACMS.
- To do such other work as may be assigned at Parliament or by the President.

Terms of Reference. The above gives rise to the following:

Overall responsibilities: To facilitate the policies, programmes and resources of ACMS. The Executive Vice President is effectively “Chief Executive” of ACMS.

General responsibilities:

The Executive Vice President has the general governance responsibilities set out in Appendix 4.

Specific duties:

- In conjunction with the President, the management and administration of ACMS within the strategic framework agreed by Council.
 - Maintain the Business Handbook for ACMS, incorporating ACMS’s annual operational plan, with objectives that can be monitored and reviewed regularly.
 - Present a draft annual budget to Council with the annual work programme in February.
 - Together with the Treasurer, manage the annual budget, monitor income and expenditure and present quarterly management accounts to Council.
 - Provide leadership and direct ACMS’s activities including delivery of the annual operational plan within budget.
 - Ensure the effective promotion of ACMS’s activities through the Dame Flora Committee.
 - Act as a spokesman for ACMS’s activities.
 - Direct and manage marketing and fundraising programmes through the appropriate ACMS Committees.
- Together with the President, ACMS Officers and NSPs enable Council to fulfil its functions and ensure that Council receives appropriate and timely information and advice on all relevant matters.
 - Advise Council on all matters relating to ACMS’s work.
 - Advise Council in the setting of overall policy and strategy objectives.
 - Supervise the formulation of policy proposals for consideration by Council.
 - Keep under review the structure of ACMS and make proposals for change as necessary.
 - Propose an annual calendar of ACMS meetings and of other important meetings and events.
 - Provide clear and concise information to Council through carefully constructed agenda, briefing papers and progress reports focussing on the achievement of strategic goals and performance against budget.

National Society Presidents and ACMS Officers – Terms of Reference

The role of NSPs is collectively in conjunction with ACMS Officers to exercise the powers of ACMS so as to fulfil its Objects as set out in the Constitution.

General responsibilities:

- To ensure that ACMS complies with its governing document, charity law, company law and any other relevant legislation or regulations
- To ensure that ACMS pursues its objects as defined in its Constitution
- To ensure that ACMS uses its resources exclusively in pursuance of its objects: ACMS must not spend money on activities which are not included in its own objects, no matter how worthwhile those activities are
- To contribute actively and collectively in giving firm strategic direction to ACMS, setting overall policy, defining goals and setting targets and evaluating performance against agreed targets
- To safeguard the good name and values of ACMS.
- To ensure the effective and efficient administration of ACMS
- To ensure the financial stability of ACMS
- To protect and manage the property of ACMS and to ensure the proper investment of ACMS's funds

Other duties:

In addition to the above duties, each NSP and ACMS Officer should use any specific skills, knowledge or experience they have to help Council reach sound decisions. This may involve:

- Scrutinising Council papers
- Leading discussions
- Focusing on key issues
- Providing guidance on new initiatives
- Other issues in which the individual has special expertise

Generic person specification:

- Commitment to ACMS
- Willingness to devote the necessary time and effort
- Strategic vision
- Good, independent judgement
- Ability to think creatively
- Willingness to speak their mind
- Understanding and acceptance of their duties and collective responsibilities
- Ability to work effectively as a member of a team
- Commitment to the principles of selflessness, integrity, objectivity, accountability, openness, honesty and leadership.

Part 3 – Annual Activities and Illustrative Budgets

8.0. Annual Activities

- The detailed plan that follows is designed to ensure that ACMS delivers programmes within the strategic objectives previously identified. It breaks down the strategic objectives into activities that will be necessary to achieve the objectives.
- The format also indicates whether resources have been adequately considered and then identifies who is responsible for leading each activity.
- Timescales are mostly ongoing but will be used to monitor progress periodically. As with all plans the targets and timescales may be subject to revision in the light of experience and/or changing circumstances.
- The performance indicators are essential to evaluate our progress in meeting the strategic objectives and will be used to report progress to Council and ACMS in General Meeting.

Appendices:

19. Illustrative ACMS Budget.
20. Illustrative Magazine Budget.
21. Illustrative Web Site Budget.

8.1. Cross cutting issue - Engagement

<p>Strategic Objectives: Engage with CMSs, individual members of CMSs and with clansfolk generally. Encourage vibrant and sustainable CMSs where clansfolk actively participate in decision-making and CMS activities. Build capacity, share and increase opportunities through joint working and collaboration. Engage with young clansfolk. Ensure that young clansfolk are valued and as they mature are encouraged to remain part of the clan community.</p>	<p>Objects and Powers addressed: Objects: 2.1, 2.2. Powers: All.</p>	
<p>Activity</p>	<p>Timescale</p>	
<p>[Resource Implication]</p>	<p>Performance Indicators</p>	
<p>Engage with CMSs, individual members of CMSs and with Clansfolk generally. LEAD FUNCTION - COMMUNICATIONS 1. Encourage CMSs to identify and articulate their needs and aspirations by increasing capacity for involvement, encouraging local democracy and decision-making. [Officer time]</p>	<p>Ongoing</p>	<p>Increased involvement of CMSs in ACMS</p>
<p>2. Develop and work within strong and productive partnerships by coordinating and facilitating increased connections between individual CMSs where need identified. [Committee and officer time]</p>	<p>Ongoing</p>	<p>CMSs agree and set targets (Workshop held in Feb 07)</p>
<p>3. Discuss with and set realistic and achievable individual member recruitment targets with CMSs. [Officer time]</p> <p>Engage with young Clansfolk. LEAD FUNCTION – OPERATIONS (Alasdair Crotach Committee) 1. Review the structure, role and function of the North Room Group. [Sub-committee time]</p>	<p>Ongoing</p>	<p>Views of young clansfolk influence future decision-making.</p>
<p>2. Determine the barriers young clansfolk face in participating in clan activities. [Sub-committee time]</p>	<p>As above</p>	
<p>3. Seek innovative ways in which the cultural expectations of young</p>	<p>As above</p>	

<p>clansfolk can be met without adversely impacting upon the more traditional qualities of clan culture. [Sub-committee time]</p> <p>4. Develop a collaborative approach to delivering information to young clansfolk. [Sub-committee time]</p> <p>5. Co-ordinate the participation and involvement of young clansfolk in cultural and wider clan community development. [NRG and Youth Member time]</p>	<p>As above</p> <p>NRG/Youth Member</p>	<p>Ongoing</p>	
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8.2. Communications

Strategic Objectives: Further the interests and sphere of influence of Clan MacLeod throughout the world. Represent the views of ACMS to a wide audience.		Objects and powers addressed: Objects 2.3, 2.4. Powers 4.2, 4.3, 4.17.	
Activity [Resource Implication]	Led by whom	Timescale	Performance Indicators
1. Produce the Clan MacLeod Magazine. [Committee/officer time and budgeted expenditure]	Dame Flora Communications Committee	Twice yearly	Magazine produced
2. Manage and update the Clan MacLeod website. [Committee/officer time and budgeted expenditure]	Dame Flora Communications Committee	Ongoing	Website updated. Ongoing improvements to the website completed, and views sought from CMSs etc.
3. Develop promotional tools including literature, advertising, and workshops. [Officer time and budgeted expenditure]	Dame Flora Committee	Ongoing	ACMS leaflet produced; Opportunities and costs of other paper based promotions reviewed.
4. Provision of information. [officer time]	Dame Flora Committee	Ongoing	Regular communication through newsletter, meetings, email, website and conferences. Regular information and updates on ACMS developments.

8.3 Operations

Strategic Objective: Encourage active participation in and provision of cultural activities that are enjoyable, educational, inspiring and challenging. Further the literary, historical and educational purposes. Encourage tradition, interests and cultural matters related to the Clan. Look ahead to other matters that ACMS may decide form time to time to be desirable.		Objects and Powers addressed: Objects 2.5, 2.6, 2.7, 2.8. Powers 4.4, 4.8, 4.11, 4.12, 4.13, 4.16, 4.17.	
Activity [Resource Implication]	Led by whom	Timescale	Performance Indicators
1. Support existing projects. [Alasdair Crotach]	Alasdair Crotach (ACC) and Rory Mor (RMC).	Ongoing	
2. Implement and manage the Endowment Fund Fundraising Campaign.	RMC	New work	Amount of money raised per month.
2. Introduce new projects. Promote and support activities that stimulate awareness, understanding and appreciation of the cultural aspects of the clan. In particular deliver actions that recognise the diaspora of the clan and that embrace arts, culture, local heritage, outdoor and indoor sporting activity. [Officer and Committee time]	ACC, RMC	New work	Number of new projects implemented.
3. Respond to CMS needs, by tailoring projects to local priorities that further the Objects. [Committee/officer time]	AC/RM	Ongoing	Increased involvement in local projects.

<p>4. Facilitate Parliament (World Gathering) as venue for participating in cultural and social activities, and to accelerate other ACMS project work.</p> <p>5. Assist the Coordinating Genealogist with Volume VI [Genealogist/ACC/RMC]</p> <p>6. Develop and promote a clan MacLeod brand for culture and seek new and innovative opportunities to promote events and activities within CMSs and more widely. [Officer and Committee time]</p> <p>7. Look ahead. [Officer/committee time]</p>	<p>Parliament Coordinator, Youth Membership Coordinator, EVP</p> <p>Coordinating Genealogist</p> <p>ACC/RMC</p> <p>AC/RM/EVP</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Attendance at gathering is at or slightly above planned capacity. Final budget for events fall within +/- 10% of plan. Information collected from delegates (surveys, etc.) indicates that expectations were fully met or exceeded.</p> <p>Publication of Vol VI</p> <p>Business Handbook updated</p>
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8.4. Support

Strategic Objective: Do all such lawful things as are necessary to further ACMS' s Objects.		Objects and powers addressed: Objects: All. Powers: All, particularly 4.5, 4.8, 4.9, 4.10.	
Activity [Resource Implications]	Led by whom	Timescale	Performance Indicators
1. Identify opportunities for improved operational efficiency through the use of integrated management information systems. [officer time and budgeted expenditure]	EVP/Business Manager	Ongoing	System for reporting of performance against funding targets in place; Systems for periodic analysis and reporting of information in place.
2. Minimise Tax liability arising from trading, and maximise tax efficiency from charitable giving. [Officer time]	Treasurer/Business Manager/Auditors	Ongoing	Tax liabilities analysed and evaluated.
3. Continue to pursue income generating business activities. [officer time]	Business Manager	Ongoing	Core revenue income covered. Profitability of each activity reported on within 3 months. Analysis of performance of income generating activities.

8.5 Governance, Leadership and Management

Strategic Objective: Exercise ACMS's Powers in furtherance of its Objects.		Objects and Powers addressed: Objects: All Powers: All, particularly 4.1.
Activity [Resource Implication]	Led by whom	Timescale
1. Continue to encourage emerging CMSs to seek membership of ACMS. [All]	Council	Ongoing
2. Oversee planning for Parliament.	Pres/EVP/Council	Ongoing
3. Review and update ACMS Business Handbook [Officer time]	Pres/EVP	By February
4. Maintain the structures needed to identify and deliver actions that will achieve the Objects of ACMS. [Officer and Committee time]	Pres/EVP	Ongoing
5. Review Terms of Reference for all ACMS committees. [officer time]	Pres/EVP	Ongoing
6. Review Job Descriptions and Person Specifications for all ACMS Officers, Council Members and Committee posts. [Officer time]	Pres/EVP Tbd	Ongoing
		Performance Indicators New members elected.

<p>7. Identify the resources needed to deliver the actions contained within this Business Handbook. [Officer and Committee time]</p> <p>8. Revise risk management strategy Sections reviewed at Council meetings. annually and sections at Council meetings. [officer time]</p>	<p>Pres/EVP/Council</p> <p>EVP/Council</p>	<p>Ongoing</p> <p>Ongoing</p>	
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ACMS Illustrative Budget**RECEIPTS:****Business Manager:**

Magazine Sales	12,900.00
Sales of Publications	600.00
Web site	900.00
Sales of Goods	2,750.00
Magazine Advertising	1,000.00
Sundries	120.00
Fund Transfer	500.00
Deposit Supplement	500.00
ACMS Levies	3,500.00
Bank interest BM	135.00
Bank interest Treasurer	40.00
Sub total	22,945.00

PAYMENTS:**Business Manager**

Magazine Costs	12,500.00
Web Site	900.00
Purchase of Stock	3,000.00
US Audit Fee	465.00
Sundries	20.00

Treasurer

UK Income Tax	300.00
UK Audit Fee	350.00
UK Insurance	475.00
Document Storage Rental	320.00
Meeting Expenses	350.00
Transfer to Secretary's Account	250.00
Youth	350.00
Parliament account	350.00
Reserve	300.00

Officials Expenses

Business Manager	2,255.00
Treasurer	10.00
Secretary	280.00
Corresponding Secretary	100.00
Sub total	<u>22,575.00</u>

ACMS Budgeted Surplus/(deficit)**370.00**

Illustrative Magazine Budget

RECEIPTS

Magazine Sales	12,900.00	
Magazine Advertising	<u>1,000.00</u>	
Total		13,900.00

PAYMENTS

Printing	6,500.00	
Postage	2,500.00	
Editors' honorarium	2,000.00	
Editors' expenses	700.00	
Advertising commission	400.00	
Advertising costs	400.00	
Total		<u>12,500.00</u>
Budgeted surplus/(deficit)		1,400.00

Illustrative Web site Budget

RECEIPTS

From ACMS

900.00

Total

900.00

PAYMENTS

Web rental

Web costs

Co-Editors' expenses

Total

900.00