**Vision**

Clan MacEwen’s heritage, traditions, and values remain strong for future generations.

**Mission Statement**

To preserve and promote the ancient heritage, traditions, and values of Clan MacEwen, foster unity and collaboration among Society members, and contribute to local communities through cultural events, education, and charitable work.

**Situational Analysis**

* **Strengths-** Good Promotion globally through Highland Games, social media and Website, good relationships with other Clans and Societies. Increased relevance for younger members through the Clan that Plants Trees Initiative and Planned events
* **Weaknesses-** Administration, Internal Communication
* **Opportunities-** Expansion of presence globally, Sponsorship of Highland Games, expansion of younger member engagement, major events in other countries, preservation of our historic sites, reestablishment of our heritage centre
* **Threats-** internal friction, lack of unity, losing membership through lack of engagement.

**Goals**

1. Access to our ancestral homeland will be preserved.
2. Clan MacEwen heritage and traditions are preserved and accessible for kindred across the globe.
3. Clan MacEwen has a strong profile across the globe.
4. Clan MacEwen governance and leadership aligns with best practice.

**Goals and Objectives**

1. **Access to our ancestral homeland will be preserved**

Accessibility to Castle MacEwen and MacEwen motte and other heritage sites is improved.

A heritage centre in the Chiefly Seat is established and maintained.

A land &/or building purchase for a permanent homeland heritage base is considered.

A Clan Museum or heritage and cultural centre is re-established in Kilfinan.

1. **Clan MacEwen heritage and traditions are preserved and accessible for kindred across the globe.**

A “heritage committee’ is established that among other things can work on identifying the “traditions” and “values” we have made the focus of our mission statement.

A work that includes recent research into our clan’s ancient history and tells our story right up to the re-establishment of the Chiefship is prepared for publication. *NB: This could provide the basis of our dynamic heritage and values that we can uphold into the future.*

Our historical records, genealogies, and artifacts are compiled and digitised for preservation and informational purposes.

Programmes to inform members about the Clan’s origins and heritage are created through mediums such as workshops, online courses and newsletters.

Our communication platforms are used to inform/promote clan history, and clan members and their endeavours.

A Bruidhinn Gaidhlig / Gaelic speaking community is established within the Society

An Argyll Gaelic Language Learning Platform is created.

The environmental sustainability project continues to expand.

1. **Clan MacEwen has a strong profile across the globe**

Clan MacEwan projects/activities that promote Heraldry and the Highland Arts strengthen our profile and relationships across the globe.

1. **Clan governance and leadership aligns with best practice.**

The Society’s capacity and capability are enhanced.

Governance and leadership are strengthened.

Sense of belonging and engagement amongst members are strengthened.

 Financial sustainability is ensured.

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| **Work Plan/Action Plan*****Achievable, measurable and measured actions, that contribute to achieving the Strategic Goals and Objectives.*** |
| **Strategic Goal** | **Strategic Objectives** | **Actions prioritised to be started in 6,12,18, 36 months …**  |
| **Access to our ancestral homeland will be preserved and protected** | Accessibility to Castle MacEwen and MacEwen motte and other heritage sites is improved. | Maintain accessibility of the pathway to the cairn and the motte.Develop a plan to increase accessibility of other heritage sites on Cowal. |
| A heritage centre in the chiefly seat is established and maintained. | Develop a proposal together with Sir John and Lady Rachel.Establish a heritage centre near Polwarth. |
| A land &/or building purchase for a permanent homeland heritage base is considered. | Be alert to property becoming available on the market.Bring identified opportunities to the Committee. |
| A Clan Museum or heritage and cultural centre is re-established in Kilfinan. | Heritage committee (see below) develops a proposal for the executive committee.Identify a suitable space to house the heritage centre.Establish the heritage centre. |
| **Clan MacEwen heritage and traditions are preserved and accessible for kindred across the globe** | A “heritage committee’ is established that among other things can work on identifying the “traditions” and “values” we have made the focus of our mission statement. | Establish a clan heritage sub-committee.A glossary of terms is established and kept updated. |
| A work that includes recent research into our clan’s ancient history and tells our story right up to the re-establishment of the Chiefship is prepared for publication. *(NB: This could provide the basis of our dynamic heritage story and values that we can uphold into the future).* | Identify a librarian and an archive space.Librarian gathers materials and artefacts. |
| Our historical records, genealogies, and artifacts are compiled and digitised for preservation and informational purposes. | Identify costs for this work, and request/seek funding. Commission the digitisation work. |
| Programmes to inform members about the Clan’s origins and heritage are created through mediums such as newsletters, workshops, online courses.  | Heritage committee develops an information dissemination plan.Implement the information dissemination plan. |
| Our communication platforms are used to inform/promote the clan and its history, and clan members and their endeavours. | A communication strategy, including social media, is developed (see also below).New website content is uploaded as availableNew website content is uploaded |
| A Bruidhinn Gaidhlig / Gaelic speaking community within the Society is established. | Identify a competent Bruidhinn Gaidhlig / Gaelic speaking lead to manage this as a project. |
| An Argyll Bruidhinn Gaidhlig / Gaelic speaking Language Learning Platform is created. | Establish, or work in partnership to identify, an online Argyll Bruidhinn Gaidhlig / Gaelic speaking course. |
| The environmental sustainability project continues to expand.  | Plant a tree upon each membership renewal. Set firm tree planting / rewilding targets with a 10-year view in mind.Increase the number of trees planted year on year. |
| **Clan MacEwen has a strong profile across the globe.**  | Clan MacEwen projects/activities that promote Heraldry and the Highland Arts strengthen our profile and relationships across the globe.  | Establish scholarship(s) for Highland Arts.Maintain or increase presence at Highland Games and Clan Gatherings.Strengthen connections with organisations that share our interest in Scottish culture and clan Societies.Provide support for other Clan organisations and take the lead where appropriate. |
| **Clan MacEwen governance and leadership aligns with best practice** | The Society’s internal capacity and capability are enhanced. | Establish a project structure and delegate lead roles. Introduce technology supported improvements for financial management, meetings, and other communications.Simplify administrative processes. |
| Governance and leadership are strengthened.  | Ensure governance and operational policies are updated.Improve communication within the executive committee and wider membership.Establish a legal entity and Board - investigate structural options for including sub-units for international member clusters (e.g. as ‘franchises’, while maintaining the ‘one Society’ model).Safeguard unity and collaboration amongst the Clan, Society and its members; communicate what we stand for. |
| Financial sustainability is ensured. | *Develop a* ***financial*** *sustainability strategy*Establish sound financial management systems and processes.Diversify income streams. |
| Sense of belonging and engagement amongst members is strengthened. | *Develop a* ***communication*** *strategy.*Increase Society membership and member retention. Gather and report statistical data.Encourage inclusion for MacEwen membership with global rotation of major events.Review effectiveness of the website and social media platforms.Specifically increase recruitment of members who reside in Scotland. |