



Alison Milne MBE, MA, ARAgS

PROFILE

I am passionate about rugby's unique ability to bring people together, develop character, and strengthen communities. I bring proven experience of reshaping strategy in complex stakeholder environments, with a track record of balancing commercial success and social purpose.

Recognised with an MBE for services to rural Scotland and agriculture, I have built a strong reputation for engagement, collaboration, and delivering results - always ensuring that ambition is matched by integrity and community impact.

EDUCATION & AWARDS

MA Management Studies -
University of Glasgow

MBE - Services to Rural Scotland
and Agriculture

ARAgS - Associate of Royal
Agricultural Societies, in
recognition of distinguished
achievement within the
Agricultural industry.

KEY SKILLS

- Board Governance & Oversight
- Financial & Strategic Management
- Stakeholder Engagement
- Leadership coaching
- Change Leadership
- Team & Organisational Development

KEY AREAS OF EXPERTISE

- **Board Governance & Oversight** – including fiduciary duties, strategic challenge, and representation.
- **Strategic Management** – experience in budget approval, commercial planning, and risk oversight.
- **Stakeholder Engagement** – working with government, industry, and membership bodies in high-pressure contexts.
- **Community & Sport Development** – current rugby board experience, design and delivery of cultural change programmes, leadership in sport and community settings.
- **Change Leadership** – leading strategic reviews, team development, and long-term growth initiatives.

EXECUTIVE ROLES - CURRENT

A.A MILNE CONSULTING

- Led the strategic review process for Quality Meat Scotland - (2023–2028) - balancing commercial imperatives with stakeholder values.
- Designed and delivered a cultural change programme for Edinburgh University Hockey Club, embedding values-driven leadership in a sporting context.
- Facilitated multiple board-level strategy workshops (including Ringlink and Scottish Bakers), strengthening governance and decision-making practices.
- Scottish Enterprise Rural Leadership Programme delivery.
- Project Management for Scotbio, an innovative biotechnology firm.

PARTNER - A MILNE & SON FARMING

Responsible for financial and business management of a multi-site business, including diversification, governance, and long-term investment planning.

NON EXECUTIVE ROLES - CURRENT

CUSTODIAN DIRECTOR SCOTTISH RUGBY UNION (2023 - PRESENT)

Appointed in 2023 as a Director of the Scottish Rugby Union (SRU) Board, who act as custodians of the brand, assets and wellbeing of Scottish rugby. Oversight of organisational strategy and budget approval. Contributing to board debate on financial sustainability, grassroots development, and safeguarding the long-term health of the game. Championing the development opportunity rugby offers people and communities.

DIRECTOR SCOTLAND FOOD AND DRINK (2019 - PRESENT)

- Member of the industry leadership board for a £15bn sector.
- Responsible for strategy, governance, and stakeholder engagement across government and industry.

NFU MUTUAL REGIONAL ADVISORY BOARD (2024 - PRESENT)

Provide governance input to a mutual organisation, ensuring decisions reflect long-term interests of members and rural communities.

CAREER HIGHLIGHTS

- SRU Custodian Director (2023)
- MBE (2020) – Services to Rural Scotland and Agriculture
- Crafty Maltsters Founder and Director (2018-2025)
- Member, Scottish Government Enterprise & Skills Strategic Board (2019–2022) – shaping national economic strategy
- Co-chair, Scottish Government National Council of Rural Advisors (2017–2019) – advising on policy at cabinet level
- Commercial & Operations Director, NFU Scotland (2009–2013) – senior executive responsibility for strategy, operations, and stakeholder management.