



AGCC Board

Non-executive Director role guidelines

February 2026





Role Guidelines

Title	Non-executive Director
Date Reviewed	February 2026

The purpose of the Board is to provide strategic direction to the activities of the Chamber and ensure independent oversight of the organisation as a whole. Ensuring the Chamber meets necessary levels of compliance and delivers financial performance which enables re-investment in activities that support members and the wider region while ensuring the long-term viability of the Chamber.

The formal role of Chamber Board members:

- To attend quarterly Board **meetings**
- Review AGCC **strategic and financial plans**
- Approve **annual audited accounts**
- Monitor **business performance** against budget and other KPIs
- Provide other governance and **business development** input as required
- Appointment of Chief Executive. Input to role and **support in delivery of key tasks**
- Assist with the identifying relevant **talent** to join our Board & Policy Chamber
- Help make members and staff feel **engaged** and that our Board is accessible to them

The *real* 'ask' of Board Members:

- Have a good knowledge of AGCC services and benefits and act as **ambassadors and advocates**
- Bring your sector knowledge, functional expertise and business acumen to the table to assist AGCC to **achieve its aims**
- **Challenge** our objectives and modus operandi to ensure activities are leading-edge and that our processes represent best practice
- Use your **networks** to 'open doors' and make key introductions
- Keep your ears to the ground to help us with our **intelligence** gathering
- Take part in **Policy** Chamber activities to ensure that our policy, lobbying and campaign activity reflects the key challenges, issues and opportunities facing the business community of the region
- **Represent** the views and best interests of the Chamber in relevant forums, policy groups, at external meetings and, occasionally, in the media



Frequently Asked Questions

Q: Do I have to be a member of the Chamber?

A: No but we hope you would see the value in doing so!

Q: What is the time commitment?

A: The Chamber Board meets four times a year usually in January, April, August and October/November, from 12.00pm to 2.00pm.

Additionally, the Board meets periodically for a strategy Away Day. Board members may also volunteer to sit on any Board sub-groups formed to tackle specific business challenges or opportunities.

Our *Policy Chamber* usually meets 3-4 times each year and helps the Chamber ensure that our policy, lobbying and campaign activity reflects the key challenges, issues and opportunities facing the business community of the region. It should both inform our focus and act as validation for our chosen priorities and positions. In line with the Chamber's brand DNA, it is action oriented and focused on achieving positive outputs.

Board members are invited to attend *Policy Chamber* meetings and invitation-only roundtables with Government ministers and officials, take part in policy surveys, support the activities of the Chamber and promote Chamber membership to their contact network.

Board members may also choose to participate in any Chamber events and be invited to a range of other meetings with politicians, visiting dignitaries, Premier Partners, key opinion-formers and decision-makers.

Q: How long am I committing for?

A: There is no limit to the overall term which a director may serve, subject to their ongoing ability to perform the role and the requirements of the Board. Non-executive directors may, from time to time, be required to re-apply for their positions as part of this process to ensure the Board is regularly refreshed and new perspectives, skills and energy are introduced. This will be overseen by the Chair and Chief Executive.

Q: Do I get paid as a Board Member and are my expenses reimbursed?

A: As a privately funded, not-for-profit organisation these roles are, of course, unpaid but offer the opportunity to make a real difference, enhance personal development and provide great networking opportunities. Board members give their time freely to the Chamber. Any member asked to represent the Chamber outside of the region will have any expenses fully reimbursed.

Q: How many people sit on the Board?

A: The Board will operate with the number of non-executive directors and executive directors deemed appropriate by the Board in line with the company articles of association.



Chamber Aims & Objectives

We're here for two simple reasons. To support our members to do better business today while helping create the vibrant economy that will underpin the future success of our region.

Aberdeen & Grampian Chamber of Commerce **exists to** create connections **so that** the economy of the north-east can prosper. We provide:

Research to *connect* businesses with the answers to their problems

Trade documentation to seamlessly *connect* goods to market

Bulletins to *connect* our members with their audiences and news they need to know

Events to *connect like-minded people* to develop and do business

Training to *connect* our member's people with the skills they need to thrive

Lobbying to *connect* business with the decision makers who matter

Our Values:

- We are **proactive** in seeking the views of key stakeholders and acting as a strong collective voice for business
- We are **visible** and high profile in the business community
- We are regarded as thought leaders but with a reputation for **doing** rather than just talking
- We are fully engaged in **shaping and influencing** the key regional economic development and diversification agendas
- We seek to **stimulate business**, solve problems and open doors through collaboration with partners in mutually beneficial activities
- We aim to introduce **pace** by cutting through red tape and inertia
- We act as a **critical friend**
- We have our **members** at the heart of everything we do; creating a powerful and cohesive force, enabling us to achieve together what we could not individually

Our Culture:

- We aim to be an organisation that the **best people** aspire to work for, operating in an **inclusive, open** and transparent way with a culture of **continuous improvement**
 - We aim to provide the **working environment** and equipment that enables staff to enjoy and excel in their roles
 - We are committed to the **personal development** of our people
 - We operate a '**one team**' ethos; working cross functionally to deliver our goals
 - We are **focused** on the things that matter
 - We operate as an **extension to our members' teams**
 - We promote **innovative** and **creative** behaviours while remaining fanatical about the **detail**
 - We work **hard**, have **fun** and **celebrate success**
 - We think and act like **winners**
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How we'll know if we are succeeding:

- Being the 'go to' organisation for members and key stakeholders, when **positive action** is needed
- Establishing an even higher **profile** for AGCC with government, business and media
- **Setting the business news agenda**, not just commentating on it. When we speak, people listen... and act
- Bringing **perceptions of AGCC in line with reality**; stakeholders having a clearer understanding of what we do and the direct value we add to business and the regional economy
- The Chamber is viewed as being the **catalyst** for deals being done and good things happening
- Achieving greater breadth and depth of **engagement** with staff in member companies
- AGCC recognised as being representative of the whole **North-east of Scotland** and the key sectors driving its diverse economy
- **Delivering growth** in target membership categories and income from key services through our refreshed strategy and resultant activities; remaining among the most successful and **influential** Chambers in the UK and the largest in Scotland
- Increased productivity and **competitive advantage** through ensuring the current and future workforce has the necessary skills and motivation to succeed
- Maintaining the position where an annual operating surplus is delivered to add to reserves, ensuring the **long-term viability** of the Chamber and enabling further re-investment in member services

