

DIRECTOR OF INFRASTRUCTURE & OPERATIONS

June 2026



A MESSAGE FROM OUR CHIEF EXECUTIVE, MAGGIE APPLETON MBE



Thank you for considering the role of Director of Infrastructure & Operations at the Royal Air Force Museum. This new Senior Leadership Team post is responsible for the Museum's estate, IT and operations, from capital projects to day-to-day efficiency challenges, leading our warm welcome for visitors through our brilliant people and fabulous spaces.

The Museum's aim is to welcome **every** visitor for a great day out, deepening our immersive storytelling across our spaces and programmes. We are committed to engaging more people and, equally important, a more diverse range of people by ensuring that our governance, our teams, our collection and our content are better reflective of the changing population.

The Museum's priorities include progressing the Master Plans for our two public sites in the Midlands and north London. Our current focus is the transformation of our Midlands site, with a new research centre the next step for London.

Meanwhile, we continue to build and sustain firm foundations in collections care and management, our estate, and our IT and digital infrastructure. Our team is vital to this, and the Museum's leadership and development programmes will help ensure our committed people are the best they can be in order to deliver our vision and purpose with and for our visitors.

Every member of our team is important to our success and this role will be critical to ensuring we deliver our ambitions. If you are keen to contribute to a charity that expects high performance achieved through hard work, kindness and a dose of fun, we'd very much like to hear from you.

All best wishes,

A handwritten signature in blue ink, which appears to read "Maggie Appleton".

Maggie Appleton MBE
Chief Executive Officer
Royal Air Force Museum

BACKGROUND AND HISTORY

The Royal Air Force (RAF) Museum is a National Museum, a Government non departmental public body (NDPB) and a registered charity. Our purpose is to share the story of the Royal Air Force, past, present and future – using the stories of its people and our collections to engage, inspire, entertain and encourage learning.

Conceived as a legacy of the RAF's fiftieth anniversary, the Royal Air Force Museum opened its London site in 1972. Our Midlands site began as the Aerospace Museum at RAF Cosford in the spring of 1974 and joined the family in 1979.

During the course of our last strategic plan, the Museum concentrated its efforts on being outward focused and people centred, exploring the history of the RAF over its hundred-year history through its incredible people and ensuring that our collection is relevant, shared and well cared for.

2018 marked the Centenary of the Royal Air Force and, in June of that year, we completed a major redevelopment of our London site. Across both sites the Museum had its most successful year yet, welcoming almost 990,000 people, a 39% increase.



We are a values-led organisation guided by clear strategic priorities. These are outlined in our Strategy 2030, which guides the Museum during this complex period of our history, with

an unstable international environment and climate change ever-present challenges.



The Museum's reach has broadened and diversified significantly, and our partnerships and friendships, locally, nationally and internationally, give us a firm and inspiring foundation to build on for this next chapter.

See Strategy 2030 at [About Us - RAF Museum](#)



OUR AUDIENCES

The Museum welcomed almost 800,000 visitors in 2025-26, including 74,600 children on school visits and complemented by almost half a million social media engagements (likes, shares and comments across our platforms).

Our Midlands site: 351,000 visits

Our London site: 436,000 visits

Over the past five years the Museum has focused on growing our family audiences, which now comprise over 70% of our visitors. As a National Museum we are delighted to offer a great day out free of charge, while continuing to develop new income streams critical to our present work and for our future.

The Museum also remains committed to our audience of former and serving RAF personnel and maintains a strong following from visitors with an interest in military aviation and history in general. Around 20% of our audiences visit from all over the world to deepen their understanding of the RAF story and see the unique context in which we tell it.

Events and outreach programmes continue to attract new audiences and partnerships and engage with a broader and deeper range of communities on our doorstep.

Among other accolades, both sites were awarded coveted TripAdvisor Travellers' Choice Awards for the third year running in 2025, putting us in the top 10% of global listings. This was followed by the outstanding news that a Which? Guide survey voted our Midlands site the joint best museum in the UK, with our London site the joint best in the capital.

The Museum's active research programme continues with lectures, seminars and conferences designed to further our academic reach. These are supported through partnerships with a number of universities, the Royal Aeronautical Society, the RAF Centre for Air Power Studies and the British Commission for Military History. The Museum also participates in the Collaborative Doctoral Awards (CDA) programme and awards academic prizes at Doctoral, Masters and Undergraduate levels.



Which?



OUR ESTATE AND COLLECTION

The RAF Museum comprises two sister public sites, in London at our historic airfield site in Colindale, and in the West Midlands next to RAF Cosford. We also have storage facilities in Stafford and at RAF Cosford. This total estate comprises more than 40 acres with 55,000 m² of indoor space and forms an important part of the Museum's heritage.

The RAF Museum is one of the UK's National Museums with a Designated collection.

Among our 180 aircraft are the iconic Lancaster bomber and the fragile 1909 Bleriot monoplane at our London site, and the oldest surviving Spitfire, mighty Vulcan Cold War bomber, and legendary Bravo November Chinook helicopter at our Midlands site.

80,000 objects, ranging from Victoria Crosses and Distinguished Flying Crosses, to lucky mascots, to missile guidance computers, take up the equivalent of two football pitches of storage. Our archive of over half a million documents is complemented by 340,000 photographs and more than 7,000 works of art.

As part of our Collections Development Strategy, the Museum is focused on contemporary collecting to address gaps, and a transfer programme to ensure it is relevant and fit for purpose.

Our London site, owned by the Museum, benefited from the move of the historic First World War Watch Office onto the site in partnership with English Heritage and developer St George. This was the catalyst for our First World War in the Air Gallery which formed the first phase of the Museum's 2018 RAF Centenary Programme. New permanent displays exploring the Battle of Britain and Bomber Command have since opened at both sites, along with Interwar displays in London.

This year, an RAF-themed indoor soft play area opened in London to complement the Museum's family offering and support our commercial plan.

Iconic at our Midlands site, leased from the MOD, is the National Cold War Exhibition. This landmark building powerfully shares the Cold War story illustrated by the Museum's fabulous collection including examples of the three V-Force strategic bombers: the Valiant, Victor and Vulcan.

The Museum's Midlands Development Programme will renovate and decarbonise a 1937 hangar to house the new exhibitions. In addition, it will move our stored collections onsite, enabling us to share them with visitors for the first time.



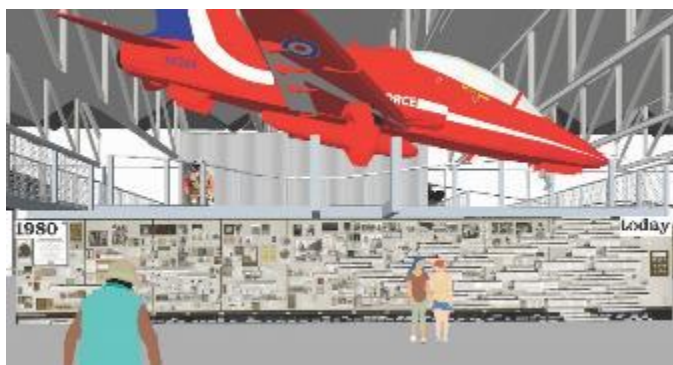
THE RAF MUSEUM MIDLANDS DEVELOPMENT PROGRAMME

The Royal Air Force Museum is in the midst of an extensive £30M development programme to transform our Midlands site.

Developed hand-in-hand with our communities and wider partners, it comprises:

- Immersive exhibitions focusing on the critical role of the RAF over the past 45 years, and looking into the future
- A state-of-the-art learning centre enabling us to deepen and extend both our formal and informal learning programmes
- A new-build Collections Hub sharing our stored collections with the public, both onsite and as a springboard into our communities
- Beautiful outdoor spaces for discovery, socialising and contemplation.

Enabling works are currently completing onsite as we plan the procurement for the delivery stage of the programme. £29.1M has been successfully raised to date with support from the National Lottery Heritage Fund, trusts and foundations, companies and individual supporters.



STRUCTURE AND FINANCES

The Museum employs 245 people supported by 450 volunteers

In 2025-26, the Museum received £16.5M of Grant in Aid via the Ministry of Defence. RAF Museum Enterprises Ltd generated £4M, with c£1.6M profit before recharges from retail, corporate hire, catering, experiences, talks and events. Other income included funds generated through the charity, notably through our learning service, and our fundraising activity.

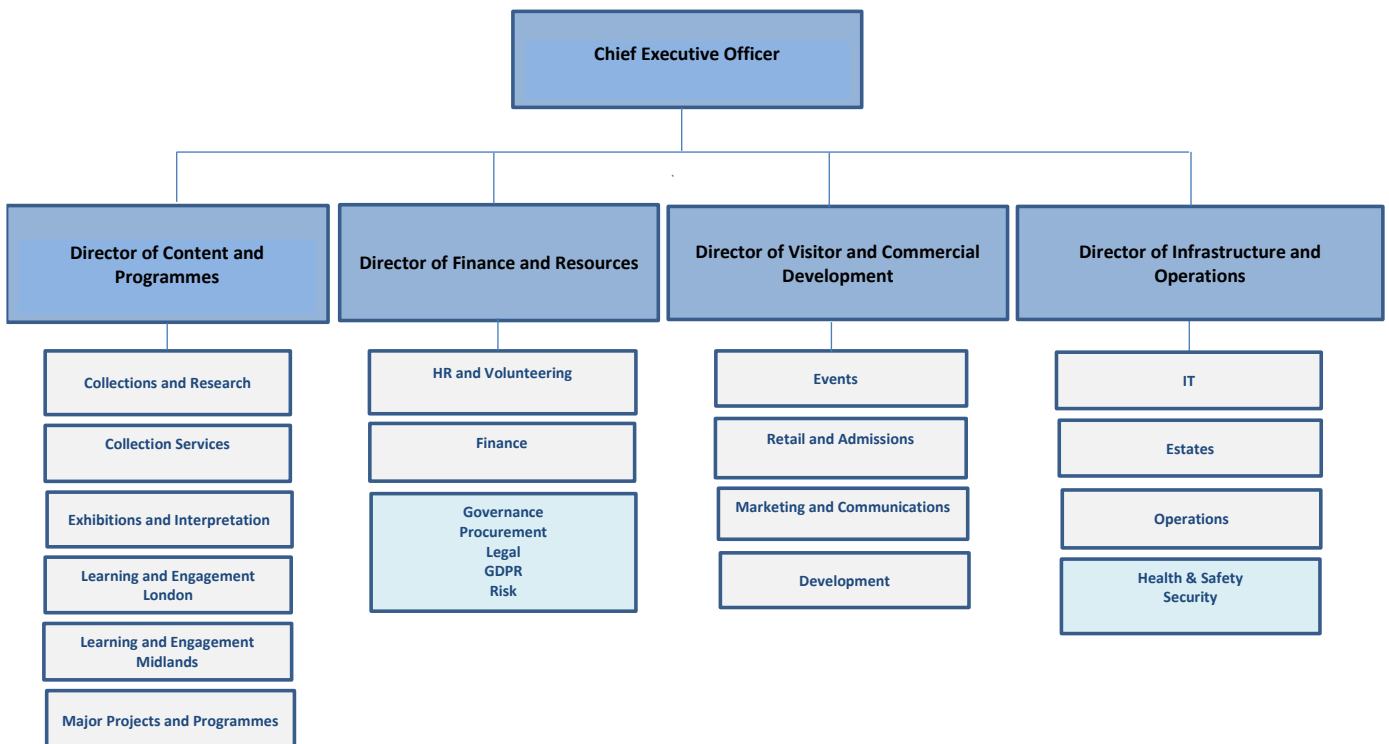
The Museum’s Financial Statements are audited by the National Audit Office and laid before Parliament. A full copy can be downloaded at: [RAFM full annual report2024 25 CAG amended certified 150725.pdf](#)

Our last annual review can be found at: [Annual Review 2023-24 - RAF Museum](#)

SENIOR LEADERSHIP TEAM STRUCTURE

The Museum has a one-team philosophy. It is organised within four Groups under our Directors, with a team of specialist Heads, our Senior Management Group, leading each area within their remit.

(The pale blue boxes indicate additional compliance responsibilities.)



Our fabulous volunteers support a range of activities across all areas of the Museum, including welcoming visitors and leading guided tours, caring for our collection and raising funds.

ROLE DESCRIPTION

Job Title: Director of Infrastructure & Operations

Employer: Trustees of the Royal Air Force Museum

Responsible to: Chief Executive Officer

ACCOUNTABILITIES

A senior strategic role working at Board level and across all the Museum's estate.

The postholder leads our warm welcome to visitors through our front of house teams and is involved in all aspects of the Museum's business, from large capital projects to day-to-day operational efficiency, ensuring beautiful and inspiring spaces that are safe, secure and compliant.

Key responsibilities

- Work closely with the CEO and SLT to develop and deliver the Museum's long-term strategic plan.
- Lead the development and delivery of the Museum's Estates strategy, supporting the Head of Estates to plan and deliver long term plans to ensure the sustainability of the estate and ensuring well maintained and welcoming spaces for all visitors.
- Lead the Museum's IT development, ensuring it is fit for purpose to support the Museum's core business and its aspirations, both commercially and in terms of creative digital experience content and communications.
- Lead the Museum's front of house team, ensuring an exceptional experience for every visitor. Help to embed a 'one museum' ethos where care for our visitors, sharing our collections and commercial growth to support our work are complementary and interdependent.
- Lead on major Museum projects and contracts relevant to the postholder's areas of responsibility.
- Lead, co-ordinate and monitor all health and safety aspects of the Museum across the Museum estate. Ensure a joined up, proactive and pragmatic approach with appropriate support and training in place, and every individual understanding their responsibilities.
- Lead on all aspects of Museum security, both physical and cyber, ensuring buy-in and readiness across all sites and teams.
- Represent the Museum with a wide range of external stakeholders nationally and with regional and local partners at both public sites. Attend the RAF Museum's quarterly Board and relevant committee meetings to report and update Trustees on their strategic areas of responsibility.
- Lead on sustainability across the Museum and with sector partners.
- Uphold both the spirit and letter of the Museums Association's Code of Ethics.

Location and our working culture

The postholder will be based at either the Museum's London or Midlands site.

The Museum offers and supports hybrid working. Equally, our visitors, collections and spaces are our priority, and the Senior Leadership Team is expected to be engaged with and visible at both public sites, as well as supporting the team based at the Museum's Stafford store.

Everyone in our team is expected to demonstrate the Museum's values, both internally with colleagues and externally. The postholder will be a positive influence and role model, acting with warmth, integrity and professionalism.

PERSON SPECIFICATION

Essential

- Significant expertise at senior level leading estates, operations and / or IT departments
- Demonstrable project and contract management expertise
- Experience setting and monitoring significant budgets
- Significant experience or knowledge of health, safety and security.
- Pragmatically balances risk to ensure processes are effective, streamlined and proportionate
- Puts the Museum's warm welcome to visitors first across all planning and delivery, always acting as their advocate
- High-level people leadership experience with a track record in tackling challenges in a collaborative manner to bring people along with them. Delegates responsibility and creates opportunities which help others to develop their potential and accountability
- Experience positively influencing a diverse range of stakeholders, internally and externally at Board and senior leadership level
- Delivers effectively even in difficult and challenging circumstances, encouraging and motivating others to do the same
- Reviews, challenges and manages performance levels to ensure priorities are relevant, and delivered on time and to budget
- Challenges the status quo in their own and related areas to achieve improvements and change
- Strives to create a culture and environment that responds positively to change
- Creates an environment where mistakes are used as learning opportunities, constructive feedback is given and expertise is shared among others.

Desirable

- Experience leading environmental sustainability across an organisation
- Is an active member of a relevant professional body.

HOW TO APPLY

Timetable	
Closing date for application	Wednesday 1 July 2026
Shortlisting	Monday 6 July 2026
Selection and interview day, in person at the Museum's London site	Monday 20 July 2026

Application information

Please provide your current CV with a two-page covering letter outlining the reason for your interest in the post and include specific examples that demonstrate how you meet the competencies in the role description. The shortlisting process will give greater weighting to the essential competencies as detailed in the person specification section.

Please click on the following link to apply for this role:

<https://royalairforcemuseum.peoplehr.net/Pages/JobBoard/Opening.aspx?v=034773a6-6e41-425c-9125-eee22457d255>



Diversity and Equal Opportunities

Recruitment decisions are based on an applicant's relevant experience, qualifications, skills and abilities. We welcome applications from all who are able to meet the essential requirements of the role.

If you have a disability and require any adjustment to either the application or interview process to enable you to participate fully, please contact the Royal Air Force Museum (details below).

Further information

If you would like an informal and confidential conversation before submitting your application, please contact Vanessa White at vanessa.white@rafmuseum.org