ROYAL AIR FORCE MUSEUM ENTERPRISES LIMITED (RAFMEL) BOARD
NON EXECUTIVE DIRECTOR ROLE DESCRIPTION

1. Summary

1.1 Background

RAFMEL is the trading subsidiary of The Royal Air Force Museum, a National Museum, Government Executive Non-Departmental Public Body (NDPB) sponsored by the Ministry of Defence, and a registered charity. The Museum welcomes around 800,000 visitors per annum to our two public sites in London and the Midlands and our creative programmes engage with the public onsite, online and in our communities.

RAFMEL leads the development of the Museum's commercial activities (and any activities that are 'non-primary purpose trading') for the benefit of the charity. All profits are gift-aided to the Museum on an annual basis and are generated through retail, catering, corporate and public events, commercial experiences, such as flight simulators, and car parking.

1.2 Time commitment

RAFMEL Directors are appointed by the RAFMEL Board with ratification by the Museum Board of Trustees. Candidates should be able to devote (on average) one day per month to the role.

There are four full RAFMEL Board meetings per year with additional time required for preparation. Board meetings are in person and split between our London and Midlands sites, with online attendance by exception. RAFMEL Board members are key to supporting the Museum's Strategy 2030 (see https://www.rafmuseum.org.uk/about-us/) through their commercial expertise and are invited to attend Museum events and to represent the Museum elsewhere.

1.3 Remuneration

RAFMEL Non Executive Director Board members give their services on an honorary basis, but are eligible to claim expenses reasonably incurred in performance of their duties.

2. The Royal Air Force Museum

The Royal Air Force (RAF) Museum was established as a legacy of the RAF's fiftieth anniversary, opening our London (Hendon) site in 1972. From 1979, the Museum also managed the Cosford Aerospace Museum for the MOD, which had also been in operation since 1972. This was renamed the RAF Museum Cosford in 1998 when it formally joined the Museum portfolio. The Museum also has two external stores, one in Stafford and another within RAF Cosford.

The Museum is outward focused and people centred, guided by its Strategy 2030 (see About Us - RAF Museum). The Museum's vision is to inspire **everyone** with the RAF story – the people who shape it and its place in our lives, ensuring that the national collection is relevant, shared and well cared for. 2018 marked the Centenary of the Royal Air Force and, in June 2018, the Museum opened the major transformation of its London site and had its most successful year across both

sites since the Museum's formation, welcoming almost a million visitors. Equally importantly, its visitor profile has broadened and diversified significantly, and the partnerships – and friendships – that have developed over the period have laid a firm and inspiring foundation to build on for this next chapter of the Museum's history.

3. RAF Museum Enterprises Ltd (RAFMEL) Non-Executive Director vacancy

The purpose of the RAFMEL Board is to govern and lend expertise in order to drive income from the RAF Museum brand, visitors, assets and sales channels to generate sustainable long-term growth. The Board of Directors comprises individuals that provide significant and diverse commercial and visitor experience expertise.

Person Specification

We are looking for Non-Executive Directors with commercial business acumen, creativity and expertise in one of the following areas to join the Board:

- Experience of running a successful commercial visitor attraction, including the specific experience in visitor experience development and assessment.
- Experience in brand and visual identity development.
- Experience of building a successful e-commerce business, including CRM, website development, Search Engine Marketing, digital marketing and online retail.
- Corporate hospitality / catering.
- Finance.

RAFMEL Board members are responsible for:

- The development and oversight of all RAFMEL areas of business.
- Financial sustainability.
- Commercial input and advice for all major Museum developments, including those that are not within the direct control of RAFMEL.
- Overseeing the development of our physical and digital sales channels.
- Brand monetisation – translating the RAFM brand into commercial benefit. This will include the development of new commercial initiatives in a wide range of areas.
- Commercial optimisation of the visitor experience – e.g. merchandising, tours, shop, Virtual and Augmented Reality Experiences.
- Capitalising on assets – e.g. spaces, objects, stories and signature items.

RAFMEL Board members will be forward looking and focus on the delivery of the Commercial Strategy. They are responsible for approving all RAFMEL financial budgets and reforecasts on a quarterly basis and for reviewing and approving the profit and loss accounts of RAFMEL.

RAFMEL Board members act as an advisory group to the Board of Trustees on all commercial matters.

To apply, please send:

- A CV of no more than two sides of A4.
- A supporting letter setting out how you meet the above criteria.

Contact
For further information or to arrange an informal conversation about the role, please email Vanessa.white@rafmuseum.org

Reasonable adjustments
If you would like a confidential discussion regarding any reasonable adjustments during the process, please also indicate this in the covering email or letter.

Eligibility Criteria
You cannot be considered for the appointment if:

- You become bankrupt or make an arrangement with a creditor.
- Your estate has been sequestrated in Scotland or you enter into a debt arrangement programme under Part 1 of the Debt Arrangement and Attachment (Scotland) Act 2002 (asp 17) as the debtor or have, under Scots law, granted a trust deed for creditors.
- You are disqualified from acting as a company director under the Company Directors Disqualification Act 1986.
- You have been convicted of a criminal offence, the conviction not being spent for the purposes of the Rehabilitation of Offenders Act 1974 (c. 53).
- You become subject to a debt relief order or a bankruptcy restrictions order.
- You fail to declare any conflict of interest.
- You have posted or responded to posts on social media or other public platforms comments that might give reputational cause for concern.

Conflicts of Interest and Due Diligence

If you have any interests that might be relevant, and which could lead to a real or perceived conflict of interest if you were to be appointed, please provide details in your application.

As part of our due diligence checks we will consider anything in the public domain related to your conduct or professional capacity. This may include us undertaking searches of previous public statements and social media, blogs or any other publicly available information.

Closing Date	25 November 2026
Interviews	11 December 2026