



Trustee recruitment pack

Supporting trustees and strengthening Squadron Boards

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Just a few hours a year can make a lasting difference to young people in your community.

Thank you for your interest in becoming a trustee for your local RAF Air Cadets squadron.

The Royal Air Force Air Cadets is a national youth organisation primarily delivered by volunteers and trustees. Operating across six regions and thirty-four wings, it offers young people aged 12–19 life-changing opportunities. From flying and gliding to leadership, adventure training, and community projects, cadets build skills and confidence that last a lifetime.

West Mercian is one of the thirty-four wings and we support 27 squadrons across Shropshire, Telford & Wrekin, Herefordshire, Worcestershire, the Black Country, and Cyprus.

West Mercian Wing is powered entirely by volunteers. From running parade nights to managing our charitable funds, everything we do for young people relies on people giving their time.

County	Squadrons		
Shropshire	24 (Market Drayton)	28 (Shawbury)	63 (Bridgnorth)
	79 (Whitchurch)	83 (St Georges)	265 (Chetwynd)
	333 (Ludlow)	1130 (Wrekin)	1165 (Oswestry)
	1119 (Shrewsbury)	2379 (Dawley)	2497 (Cosford)
Herefordshire	124 (Hereford City)	151 (Leominster)	1002 (Ross-on-Wye)
Worcestershire	156 (Kidderminster)	187 (City of Worcester)	216 (Redditch)
	233 (Persore)	1017 (Malvern)	2516 (Droitwich)
Black Country	223 (Halesowen)	347 (Dudley)	451 (Stourbridge)
	2488 (Kingswinford)		
Overseas	105 (Akrotiri)	10SDF (Ayios Nikolaos)	

Why trustees matter

The vast majority of the RAF Air Cadets is funded through public money, which covers the core organisation and many national activities. However, the additional opportunities that make each squadron unique – from extra equipment and specialist skills to local activities and experiences – are funded locally through non-public squadron funds.

Every cadet activity you see, whether it's a music session, Duke of Edinburgh's Award training, or a summer camp, relies on a squadron having a strong trustee committee in place.

Each squadron in West Mercian Wing operates as an Excepted Charity, and trustees are responsible for:

- Managing non-public squadron funds and fundraising
- Building community and business partnerships
- Supporting the volunteer Squadron Commander and their volunteer team

Put simply, trustees make these additional cadet opportunities possible. Without them, squadrons cannot operate fully. By volunteering your time and skills, you'll directly impact the lives of young people in your community.

Who can be a trustee?

Trustees come from all walks of life. While some skills are useful, what matters most is a willingness to get involved and contribute to discussions. If you can commit the time and are happy to take part in conversations, you already have what it takes to make a difference.

Eligibility:

- Must be 20 years or older.
- Must have lived in the UK for 3 or more years.

Experience and skills (optional, not required):

- Finance, budgeting, or business management
- Fundraising or grant writing
- Event planning or project management
- Governance, committee, or leadership experience
- Local networks or community connections

We particularly welcome:

- Applicants from under-represented communities.
- Younger adults. Only 1% of trustees in the UK are under 30*, and we particularly encourage applications from people wanting to grow their skills while making a real impact.
- People who are motivated to learn and contribute, not just bring experience.

*[Charity Commission, 2025](#)

What's involved?

Being a trustee is one of the simplest but most impactful ways to support the RAF Air Cadets.

The core responsibility is to attend evening meetings:

- Most squadrons meet every three months for around 2 hours in the evening.
- Hear from the Squadron Chair, Squadron Treasurer, and Squadron Commander.
- Ensure responsible stewardship of funds.
- Contribute positively, listen well, and help make informed decisions.
- Discuss finances, fundraising, and planning for the squadron's future.

Some trustees choose to get involved in fundraising, local networking, or supporting events. These extra activities are entirely optional – what matters most is attending meetings and contributing to discussions.

Time commitment – just 12 hours a year

One of the best things about being a trustee with the RAF Air Cadets is how little time it takes to make a real difference. On average, it's just 8–12 hours per year – typically four 2-hour evening meetings.

Meetings:

- Most squadrons meet quarterly (every three months) for around 2 hours.
- Some hold monthly meetings, while others run smaller sub-committees for fundraising or events.

Flexibility:

- Beyond meetings, your involvement is entirely flexible. Some trustees simply attend meetings, while others choose to support fundraising, local networking, or events.
- Anything you do beyond meetings is a bonus, not an expectation.

Compared to many charities where trustees meet monthly, our model is designed to be realistic, accessible, and flexible.

Trustee voices

Hear from some of our trustees about what being a trustee means to them:

I've met some amazing people and made great friends along the way. It's rewarding to know that I'm playing a positive part in my community.

[What makes being a trustee so rewarding is] helping find new opportunities for the cadets and making sure they are getting the best experience.

Being a trustee has been hugely rewarding. Modernising our finances and ensuring proper governance has given me invaluable skills that I apply in my day job. It's a privilege to support the squadron's growth and make a real impact behind the scenes.

What you'll gain

Volunteering as a trustee means you'll:

- Gain valuable experience in leadership, governance, and fundraising
- Expand your professional and personal networks
- Learn new skills, with training and support available
- Be part of one of the UK's largest uniformed youth organisations
- Know that you've made a real difference in your community

The support you'll receive

We won't throw you in at the deep end. Trustees are supported from day one.

- Practical reassurance: all squadron committees are required to hold Trustee Indemnity Insurance, which is paid for by the squadron fund. This protects trustees against personal liability when acting properly and in good faith.
- Locally: you'll work alongside your squadron's Chair, Treasurer, and Squadron Commander.
- At Wing level: you'll be supported by the Wing Chair, Treasurer, and Secretary, who provide training, templates, and ongoing advice.
- Nationally: RAF Air Cadets trustees are part of a network across the UK, with guidance and resources available.

We've also developed a Wing Trustee Hub – an online resource centre with policies, training, and practical tools to make your role easier.

Opportunities for progression

Many trustees start by supporting their local squadron, but opportunities exist to:

- Take on leadership roles within your committee
- Support squadrons at a local or Wing level
- Get involved in regional or even national RAF Air Cadets governance
- Transition into volunteer roles within the squadron if you'd like to work directly with cadets

See where your journey could go

The joining process

We've made joining simple:

- Submit an expression of interest.
- Attend an informal virtual meeting with the Wing Chair and Wing Treasurer.
- Visit your chosen squadron to meet the team and learn more.
- Apply to join online if invited.
- Undergo safeguarding checks (DBS and background check).

This process normally takes a few weeks, depending on availability and checks.

Frequently asked questions

What training and induction will I receive?

Every new trustee can work through a self-paced induction in our internal Trustee Hub, which also contains guidance, templates, and resources for any questions you might have. You can also raise anything with the Wing Chair or other trustees if you need extra support or context.

Do I need military experience?

Not at all – most of our trustees don't. We're looking for people with enthusiasm, reliability, and a passion for helping young people.

How much time is involved?

Meetings are typically once a quarter for about two hours. Beyond that, any extra involvement is flexible.

Do I need to fundraise personally?

No – though you may support fundraising events or grant applications, you're not expected to donate personally.

What if I don't live in West Mercian Wing?

Get in touch with us [here](#) and we'll connect you with the right people in your area.