

CHAIR'S LETTER

Dear members

Welcome to the latest ASPA Bulletin. I write this at the end of a quite extraordinary week that saw global leaders gather in Davos for the 2026 World Economic Forum and effectively ctrl+alt+del geopolitics.

The Forum was held in the context of President Trump threatening to annex Greenland; one NATO member threatening another's sovereign territory and refusing, before the conference, to rule out the use of force.

While NATO weighed up the consequences of this for the Alliance, other leaders spoke to a wider view of the global international system. Prime Minister Carney warned that the old world order is "in the midst of a rupture, not a transition" and that "the middle powers must act together, because if we're not at the table, we're on the menu." President Zelenskyy, against a backdrop of deep frustration about international inaction, similarly implored small and middle powers to "act now, on land, in the air, at sea, to build a new global order."

Both leaders presented cogent and impassioned arguments for their positions, and their message was pretty clear: we need something new. Time will tell what emerges when the system reboots, but I think it is fair to suggest that the threat of wider conflict remains worryingly real and change is afoot.

What might this all mean for air and space power? Greg unpicks this in his article, 'A year in review and what 2026 might bring' on page 2, where he highlights, among other matters, the deterrent effect of credible air power and the critically important role of control of the air. For the association, none

of the changing strategic context lessens the requirement for trustworthy air and space power advocacy, quite the opposite.

As many of you know, the Association Committee spent some time during 2025 reflecting on how we could best stimulate and support the air and space power debate going forward. We alighted on two core areas of focus: advocacy and convening.

In terms of advocacy, we plan to grow the network, opportunities and audiences for messaging. This includes broadening our events, enhancing our engagement with the Palace of Westminster, and, following the success of our booklet last year, you can expect another publication during 2026. Additionally, our regular High Ground podcast will continue, aiming to bring readily digestible air and space power issues into the open. We welcome your feedback and if you are keen to participate then please do get in touch!

We have already begun to increase our convening activities, for example, bringing together the various public-facing stakeholders with direct links to the RAF, with the aim of cohering messaging. We will seek further opportunities to bring air and space power communities together. Ultimately our raison d'être remains unchanged: to improve and deepen a wider understanding of air and space power.

You will find details of the events and conferences in this Bulletin, along with a welcome to new members of our ever-growing Association.

Before closing I would like to extend our congratulations to Air Chief Marshal Sir Johnny Stringer on his recently announced appointment to NATO as Deputy Supreme Allied Commander Europe. Sir Johnny has been a fantastic and supportive friend to the Association over many years, and we wish him the very best for his forthcoming tour.

I would also like to offer our congratulations to another stalwart of the ASPA, Dr Sophy Antrobus, Research Fellow at our Affiliate Member organisation, the Freeman Air & Space Institute. Sophy's appointment as a Labour peer in the House of Lords ensures that a strong and informed voice on air and space power will continue to be represented in the Upper House of Parliament. Well done Baroness Sophy.

Lastly, 2025 was a busy and brilliant year for your Association and 2026 promises to be busier than ever. Thank you all for your continued support and we look forward to seeing you at our forthcoming events. I hope you enjoy this Bulletin.

Yours

Roberto

Air Commodore (Ret'd) Mark Roberts
Chair, The Air & Space Power Association





A YEAR IN REVIEW AND WHAT 2026 MIGHT BRING

Sometimes, one year feels very much like another, 2025 did not. It has been dominated by a shift in our political landscape that seems at least as seismic as the end of the Cold war and the collapse of the Warsaw Pact & Soviet Union that followed. And, nothing in the first few weeks of 2026 has done anything to convince us otherwise.

The backdrop for us in Europe has very much been in the shadow of the continued Russian War against Ukraine, but the policy shifts in the USA are no less acute. We are all trying to make sense of what has happened in a relatively short period of time. There are lessons to learn from Ukraine (and some we should not), which could have significant impact on what and how we procure in the future; and there are hard to accept lessons about sovereignty or trust in supply chains. And all of that is in the context of an increasing rumble and threat of deeper war in Europe. In the UK, in particular, there is a mis-match between the rhetoric around war footings & preparedness, and the modest and rather slow injection of both cash and energy into procurement activity.

I do not intend to make any grand predictions of what might happen in 2026, because if the last few weeks are anything to go by, those predictions would be short lived. However, you can listen to our increasingly popular podcast "The High Ground" to hear our more up to date take on events as they unfold. But, I will add my thoughts here of what some common themes might be, and what we might do to prepare for whatever comes.

The UK has some tough decisions to make; the relatively sage and welcomed siren call of the SDR is now well over six months old. It was supposed to herald a dramatic defence transformation that spent our defence money more wisely and more quickly. Nobody could argue with

that aim, but we have hit a bump in the road at the very time we should have been pressing down on the accelerator. The late appointment of the National Armament Director (although, it was more important to get the right person) was not ideal, but the significant delay in the Defence Investment Plan (DIP) heralds a more worrying concern.

What is clear now is that there is a huge gap between ambition/expectation and reality. I can sense the Government's frustration over what they see as a major injection of investment, yet are seeing little return on that investment in the near term. Indeed, there may yet be some painful reductions. The press and opposition will paint them as "cuts", whereas the Government will

try to portray them as a shift to a new way of fighting that harnesses greater digital integration and emerging technologies - not least AI and autonomous systems. Personally, I was ready to accept the latter argument and see some sacred cows get retired early, but the

Autumn 2025 release is now long overdue, and the long delay suggests that this is proving far more challenging than they thought.

Because the truth that is dawning is that the previous black hole; the welcome increased investment in pay, housing and stockpiles; coupled with the continued costs of supporting Ukraine, will act as a significant drag on expanding current capability. It's going to be a bitter pill to swallow for the Government, but swallow it they must if they

are to fix the foundations of defence after decades of decline and under investment.

But to delay any further will be as harmful as the malaise it seeks to fix. So, the DIP must be released soonest, so that industry can respond - it will mean poor headlines of "cuts" but these should have been better signposted and argued as a necessary pain. As our Chief of Defence Staff ACM Sir Rich Knighton made clear recently, there is not enough investment, delivered fast enough, to right all the wrongs of the last few decades, so it is vital that the MoD prioritises on building back those elements of defence capability that are most immediately critical to deterring and, if necessary, defeating a Russian threat. What would be refreshing now as well would be some honesty as to what defence should be capable of, and by when.

The recent release of the US National Defense (sic) Strategy makes it quite clear (in case we missed it previously), that the security of Europe is for the Europeans to manage and pay for; and to a large extent that goes for Ukraine too. We must then focus first and foremost on the European theatre, building back what has been allowed to atrophy, and focussing on deterring the Russian threat.

So, 2026 is the year to rebuild the foundations of our defence and our resilience, re-establish our ability to control our air and space, and maintain the readiness and capability to deter our enemies now. If we can fix the way we plan and procure for the future that will be good too, but waiting for perfect will be the enemy of the good and we have run out of time.

**Air Marshal (Ret'd) Greg Bagwell
President,
The Air & Space Power Association**

MEMBER EVENTS CALENDAR

We have an exciting line-up for this year. So book early to avoid disappointment! We will send updates on email but please do contact us directly or via the website here: <https://airspacepower.com/events/>

Don't forget that you can keep track of all leading events, conferences, exhibitions, dinners/receptions and other primary engagement opportunities using our comprehensive [Defence Diary](#). This has been compiled with over 30 partners and so do visit the website and register and you can submit your own relevant events if not listed. We hope you will find this a useful tool for your diary planning.

The ASPA has again had the good fortune to be allocated a number of seats on the forthcoming Air Combat Power Visit at RAF Brize Norton. An admin order will be provided nearer the time, but the day will start early, finish late, and lunch will be provided. This is an outstanding day, if a little hectic. Members who have attended in previous years have always provided very positive reviews. If you would like to reserve a place, please email Catherine@airspacepower.com with your request. This is a free event and is open to all on a first come first served basis.

| DATE | ACTIVITY | VENUE | TIMING | SPEAKER | TOPIC |
|-----------------|---|---------------------------------------|-----------|--|---|
| 10 February | An Audience With | Online | 1900-2000 | AVM Mark Jackson AOC 1Gp | Update on front line |
| 12 March | Air & Space Combat Power Visit | RAF Brize Norton | 0900-1600 | | 10 places only |
| 17 March | Spring Dinner | RAF Club Sovereign's Room | 1830-2300 | AVM Simon Strasdin Director Integrated Warfare Centre, Cyber & Specialist Operations Command | Cyber and Special Ops – set the scene for conference later in the month? |
| 25-26 March | Battlespace Advantage Symposium | IET, Savoy Place, London | All day | Ticket only event | https://airspacepower.com/conference/battlespace-advantage-symposium-2026/ |
| 14 April | Fireside Chat | RAF Club President's Room | 1830-2100 | ACM Sir Harvey Smyth Chief of the Air Staff | |
| May | An Audience With | Online | 1900-2000 | TBC | TBC |
| 25-26 March | Battlespace Advantage Symposium | IET, Savoy Place, London | All day | Ticket only event | https://airspacepower.com/conference/battlespace-advantage-symposium-2026/ |
| 16 June | Summer Dinner | RAF Club Sovereign's Room | 1830-2300 | Air Marshal Paul Lloyd DCAS | |
| July | Fireside Chat | RAF Club President's Room | 1830-2100 | ACAS | |
| 15-16 July | GASCC | IET, Savoy Place and Online | All day | Ticket only event | https://airspacepower.com/gascc26-preview/ |
| September | Fireside Chat | RAF Club President's Room | 1830-2100 | TBC | |
| 23-24 September | UK Space Power Conference | IET, Savoy Place and Online | All day | Ticket holders only | https://airspacepower.com/ukspc26-preview/ |
| October | An Audience With | Online | 1900-2000 | TBC | |
| October | ASPA AGM | Online | 1900-2000 | | All members welcome! |
| November | Fireside Chat | RAF Club Presidents' Room | 1830-2100 | TBC | |
| 18 November | Industry Dinner With ASPA Awards presentation | IET, Savoy Place, London Black Tie | 1830-2300 | Speaker TBC | |

FORMATS

An Audience With – Online talk via the ASPA Teams account. A 20 min talk followed by 40 mins of questions. Open to all members and guests.

Fireside Chat – Informal and off the record chat from members of the SLT with our corporate members. 20 min talk then open discussion. Canapés & Drinks

Dinner – Reception drinks, formal sit-down dinner followed by guest speaker. Questions at speaker's discretion.

INDUSTRY DINNER AND ASPA AWARDS NIGHT

We look forward to seeing many of you at our Annual Air & Space Power Association Industry Dinner when we will be announcing the winners of our Annual Award for 2026.

As a reminder for the criteria, The Air & Space Power Association Award is given annually to the RAF, Fleet Air Arm, or Army Air Corps individual, team, unit or formation (this applies to the Whole Force including regulars and reserves, civil servants, contractors, and appropriate elements' cadet forces) that has, in the opinion of the Executive Committee of the ASPA, made a significant and demonstrable contribution to improving the understanding of the importance, relevance and utility of air and space power to the



United Kingdom. We look forward to hearing your nominations!

Hearty congratulations once again to the Protect and Defend Team of Number 1 Space Operations Squadron, UK Space Command, who won our Award at last year's dinner.

Formed just a year ago and led by Squadron Leader Michael Lambert, the Defend and Protect Team transformed the UK's operational space power, delivering a step-change in Defensive Space Control and Space Domain Awareness. Their pioneering 'ELLIPTICAL' exercise series and integration of commercial data through Joint Commercial Operations have enhanced UK and Allied capabilities in space, demonstrating exceptional innovation, professionalism and Whole Force collaboration.

It was a close contest with 8 outstanding nominations from across industry, the Royal Air Force, Fleet Air Arm, Army Air Corps and UK Space Command. Together,

they reflected the magnificent, but often unsung, achievements of Service personnel and the Whole Force that supports them, spanning fields as diverse as Army Apache attack helicopter capability development, air command and control enablement, F-35 operational training and leadership on Operation HIGHMAST, Royal Navy counter-UAS innovation, and RAF professional military education and training.

Each nomination embodied the ingenuity, dedication and teamwork that underpin the United Kingdom's air and space power today. The ASPA Committee is very grateful to all those who took the time and effort to recognise the nominees and look forward to an equally strong set of nominations in 2026. Our deadline for submissions is 30 September! I would be delighted to hear your nominations over the course of the year.

Jim Beldon
ASPA Secretary

RAF FAMILY WORKSHOP

We were delighted to host over 40 guests representing 30 organisations in November as part of an initiative to support engagement and communications with the wider RAF family.

The purpose of this meeting is to bring together communicators from the RAF and key RAF-affiliated partners and organisations, recognising the vital role we all play in amplifying our shared mission. This forum provides an opportunity to share campaign plans, discuss forthcoming events, and identify areas where collaboration can strengthen our collective impact throughout the year. We look forward to bringing the group together and collaborating throughout the course of 2026. Stay tuned!





The ASPA has expanded its conference offering for 2026 with a number of additional events planned in support of NATO.

NATO JOINT CAPABILITY GROUP UNMANNED AIRCRAFT SYSTEMS SPRING PLENARY 2026

Kicking off the year we have the Joint Capability Group Unmanned Aircraft Systems Spring Plenary 2026 9-12 March in Amsterdam working with the Royal Netherlands Air Force. The overall aim of the group is to improve the operational effectiveness of UAS in NATO and coalition environments by ensuring availability, interoperability, utility and operational integrity of UAS.

There has been a healthy response to our call for corporate partnerships for this Plenary series, which we have now been delivering since 2023. For industry partners, the Plenary is a 'Capability Group' that sits above 13 specialist teams that work beneath. At the Plenary the Heads of Delegation of respective allies and partners are a mixture of procurement executives, programme managers and requirements managers across all domains.

The meeting has evolved into a far more strategic focus in line with the Group's key priority areas balanced with collaborative industry engagement. This coheres with the wider NATO objective to ensure support for the Group from the Defence Industry, Innovation and Armaments Directorate.

If you are keen to find out more or support in the future please talk with Clive (clive@airspacepower.com).



NEW NATO NAVAL MINE WARFARE CONFERENCE

Also new for 2026 is the NATO Naval Mine Warfare Conference being held on 20-21 May 2026 at the Belgium Navy Academy Campus Ostend. The purpose of the NATO Naval Mine Warfare Conference is to establish and maintain a naval mine warfare-focused relationship between NATO nations, NATO Commands, as well as Partnership for Peace (PfP), Mediterranean Dialogue (MD) and Istanbul Cooperation Initiative (ICI) nations.

In addition, the conference will provide a forum to exchange information and knowledge, as well as further the integration of Naval Mine Warfare (NMW) in the complete warfare spectrum. This is a two-day conference, with a Gala Dinner on the evening of 20th May. While supporting industry are invited to participate, there may be certain sessions limited to military delegates only.

The conference theme is 'Airborne Mine Warfare - Air Assets Contribution to Minelaying and Mine Countermeasures.' The organiser welcomes offers for briefings associated with the conference theme from corporate partners. Again, please get in touch with Clive to discuss partnership opportunities.



INTEGRATED WARFARE CENTRE BATTLESPACE ADVANTAGE SYMPOSIUM 25 - 26 MARCH 2026

We are excited to be delivering the inaugural Battlefield Advantage Symposium on behalf of the Integrated Warfare Centre, part of the Ministry of Defence's Cyber & Specialist Operations Command. The symposium is the UK's premier event dedicated to advancing integrated warfighting capability and achieving superiority across all operational domains – Land, Maritime, Air, Space, Cyber and the Electro-Magnetic Spectrum.

Taking place at the IET, Savoy Place, on 25-26 March this in-person only event will bring together senior military leaders, government officials, international partners, practitioners and innovators from defence, industry, and academia to explore how technology, integration, and operational excellence combine to deliver decisive advantage in the battlespace. Over two days, the Battlespace Advantage Symposium will facilitate deep discussion on the challenges,

opportunities, and technologies shaping all-domain operations and is intended to generate actionable outputs to guide integrated capability development, inform joint experimentation, and reinforce Defence's approach to multi-domain operations.

All stages of the event will focus on the seams between the domains:

- Full-Spectrum – Electromagnetic Spectrum / Positioning Navigation & Timing
- Air Maritime Integration – Lessons from recent operations
- Air Land Integration
- Air Space Integration

Speakers span the entire integrated force and include senior leaders and commanders from Cyber & Specialist Operations Command, Air & Space Warfare Centre, Land Warfare Centre, Joint Air Liaison Organisation, UK Ministry of Defence, UK Commando Force, UK



Lightning Force, UK Space Command, British Army, Royal Air Force and the Royal Navy. You can find out more and register for tickets on our website here: <https://airspacepower.com/conference/battlespace-advantage-symposium-2026/>



Cyber & Specialist
Operations Command



CORPORATE PARTNERSHIP OPPORTUNITIES

- Unique opportunity to get involved
- Reach all-domain audience
- Brand visibility in a trusted environment
- Public Relations exposure
- Relationship building with key Defence stakeholders.

Please contact: clive@airspacepower.com

GASCC 26! 15-16 JULY 2026

'In 2026, the rate of change in the global strategic environment shows no signs of abating, if anything, the tempo is increasing. However, there is a constant - the need for air and space power to dominate the skies and beyond. Mastering our domain is what we do; to provide the joint and coalition force with the freedom of action it needs to secure the battlespace, our nations, our interests, and our way of life. This is the ultimate team game; we cannot do this alone. GASCC26 will explore the challenge and stimulate debate amongst the team who are responsible for delivering agility, integration, and readiness to global air and space power today, tomorrow and together. I look forward to seeing you at the merge!'

This year's Chief of the Air Staff's Global Air & Space Chiefs' Conference will explore the theme 'Dominating the Skies and Beyond – Agile, Integrated and Ready' and tackle three key capability areas: space, nuclear air power and integrated air and missile defence. These focus areas are now deemed critical to the UK and to the global community of air and space chiefs allied with us as we develop and deliver domination of the skies. Day one will culminate with a panel with the UK's single Service chiefs to look at how the UK intends to deliver an integrated force. In addition to keynotes from a senior UK minister, the Chief of the Air Staff and his US counterpart,

Day two reviews the air and space power lessons in recent conflicts that will enable us to improve our ability to be Agile, Integrated and Ready for the next conflict.

Other key speakers include:

- General Sir Gwyn Jenkins, First Sea Lord and Chief of the Naval Staff, Royal Navy
- General Sir Roly Walker, Chief of the General Staff, British Army
- General Sir Rob Magowan, Commander, Cyber & Specialist Operations Command
- Air Marshal Al Marshall, Air & Space Commander, Royal Air Force
- Major General Paul Tedman, Commander, UK Space Command



- Air Vice-Marshal Jim Beck, Director Capability Royal Air Force
- Air Vice-Marshal Andy Martin, Director IAMD, Royal Air Force

A number of international chiefs are also billed to speak including from France, Norway and Canada.

To register your interest in attending or to support as a corporate partner please visit our website here:

<https://airspacepower.com/gascc26-preview/>



UK SPACE POWER CONFERENCE

23 & 24 SEPTEMBER 2026

SECURE IN SPACE, PROSPEROUS AT HOME BECOMING A COMPETITIVE SPACE POWER



In December we welcomed a number of partners for the launch of the new UK Space Power Conference with UK Space Command's Commander, Major General Paul Tedman.

This inaugural conference will be held on 23-24 September and is exclusively owned and delivered by UK Space Command working in partnership with the Freeman Air & Space Institute, the National Armaments Director Group, UK military commands, UK Space Agency, and leading cross-government and industry partners.

- **Day one** offers a rare inside view of space activity across the Ministry of Defence. Delegates will hear first-hand updates on defence reform, current operations, international partnerships, and the future Defence Space Portfolio – outlining how the UK will become a globally competitive space power, working hand-in-hand with industry.

- **Day two** broadens the lens to a cross-government perspective, exploring how the themes from day one can translate into action. Expect exclusive insights into 'One Space' collaboration initiatives and new governance frameworks that are redefining how government works together in space.

Across both days, the conference will showcase bold, innovative, and disruptive thinking from across the space sector – while creating a unique environment for meaningful dialogue between government, industry, international partners, and academia.

UK Space Power Conference 2026 will follow pivotal moments in the Strategic Defence Review, the Defence Investment Plan, and Defence Reform and consider the UK's route to becoming a competitive space power.

This isn't just another space conference. It's an opportunity to engage directly with the architects of UK space power – at an event only UK Space Command can deliver.

Register your interest in attending the event here: <https://airspacepower.com/ukspc26-preview>



IN PARTNERSHIP WITH



CORPORATE PARTNERSHIP OPPORTUNITIES

- Unique opportunity to get involved
- Brand visibility in a trusted environment
- Public Relations exposure
- Relationship building with key Defence stakeholders.

Please contact: clive@airspacepower.com

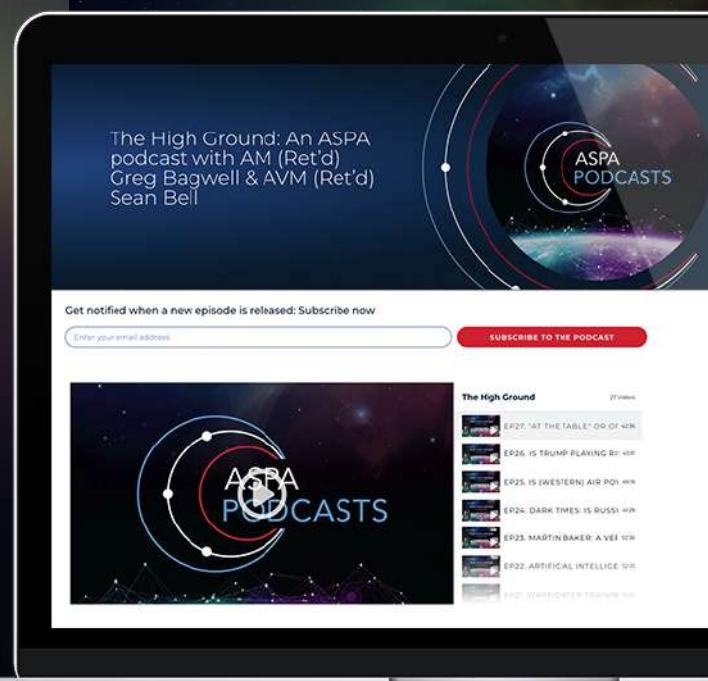


THE HIGH GROUND AN ASPA PODCAST

Our 'The High Ground' podcast series with ASPA President Air Marshal (Ret'd) Greg Bagwell & Air Vice-Marshal (Ret'd) Sean Bell shares our insights on current air and space power issues.

For free full access to these podcasts visit airspacepower.com/the-high-ground-an-aspa-podcast or click on the link below.

SUBSCRIBE →



RESEARCH UPDATE



DANCE AND FIGHT ON A MOONLIT STAGE: A CHOREOGRAPHIC MODEL FOR SPACE CONTROL

Wing Commander Cliff Fletcher-Jones argues that the UK Defence Space enterprise urgently requires a coherent space control strategy and proposes a novel framework by synthesising Basil Liddell Hart's theory of strategy with Rudolf Laban's Choreutics.

Read here: <https://www.kcl.ac.uk/warstudies/assets/kcl-fasi-paper33-choreographic-space-control-web.pdf>



'GOWNS FLYING': THE FIRST ONE HUNDRED YEARS OF UNIVERSITY AIR SQUADRONS

Dr Sophy Antrobus examines the development of the University Air Squadrons (UASs) over the past century, focusing particularly on Cambridge University Air Squadron (CUAS) as the first and longest-standing unit.

Read here: <https://www.kcl.ac.uk/warstudies/assets/kcl-fasi-paper32-university-air-squadrons-web.pdf>



WINGS STILL CLIPPED? RUSSIA'S AIRPOWER AFTER THREE YEARS OF CONFLICT AND EMBARGO

Dr Daniel Salisbury explores how the Russian Aerospace Forces (VKS) continues to operate despite the imposition of a Western embargo, in response to Russia's war in Ukraine. This study builds on the author's 2023 publication, which introduced a conceptual framework for analysing air force responses to embargoes.

Read here: <https://www.kcl.ac.uk/warstudies/assets/kcl-fasi-paper31-wings-still-clipped-web.pdf>

PARTNERSHIP NEWS

The ASPA continues to nurture its relationship with Affiliate Member the Royal College of Defence Studies (RCDS). On 12 November 2025, RCDS hosted ASPA Chairman Air Commodore Mark Roberts and Honorary Secretary Group Captain Jim Beldon at its Seaford House home in Belgravia, where Mark delivered a fireside chat focusing on the implications of the Strategic Defence Review for UK air and space power.

Around twenty members of the current year's cohort attended, including serving RAF, Royal Navy and British Army officers, senior Civil Servants and a diverse cross-section of foreign and Commonwealth officers from across the globe. Senior Directing Staff Air Vice-Marshal Hamish Cormack and current course member Group Captain John Edmondson hosted the event. This engagement marked the first in a planned series of annual events between

ASPA and the College, reinforcing a partnership that will further enhance ASPA's reach and reputation through sustained engagement with future international leaders in defence and security.

Further Affiliate Membership news is expected later in the Spring.

Jim Beldon
ASPA Secretary

A WARM WELCOME TO OUR NEW MEMBERS!

We are delighted to welcome some of our new members and we look forward to seeing you at our events over the year.

If you would like us to share with our membership new joiners by all means let us know and we can include in our forthcoming membership communications.

New members include former as well as serving personnel from the RAF and Royal Navy as well as a number of corporate entities, many of which are SME's.

These include:

- Applied Intuition UK
- Kepler Communications Ltd
- McKinsey
- Shield AI
- Spats Synergies Ltd
- UForce

Please get in touch if you wish to introduce or propose new members, both individual or corporate and our team will be delighted to talk to you.

JOIN US!

Membership of all categories goes from strength to strength and thank you to all for your continued support for the Association.

We have a busy defence engagement period this year where our members can mix freely with both domestic and international stakeholders.

Please do get in touch if you would like to make introductions within the ASPA membership base.

ASPA Membership Team

Ian Draper ian@airspacepower.com or
Lloyd Francis Lloyd lloyd@airspacepower.com



The Air & Space Power Association is a vital forum for encouraging and stimulating debate on important air power issues. We welcome feature letters from members on any air or space power-related subject.

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