

BATTLESPACE ADVANTAGE SYMPOSIUM

Achieving Battlespace Advantage
Across and Through All Domains

25-26 March 2026

IET, Savoy Place, London



Cyber & Specialist
Operations Command



THE AIR & SPACE
POWER ASSOCIATION

EUROPEAN DEFENCE



BATTLESPACE ADVANTAGE SYMPOSIUM 2026



Welcome to the inaugural Battlespace Advantage Symposium 2026.

Across today's operating environment, the character of conflict is changing at pace. Domains are converging, threats are increasingly sophisticated, and the margin for decision advantage is narrowing. In this environment, success is no longer achieved through excellence in isolation, but through an integrated force that is enabled to decide and act faster, smarter more effectively and more efficiently than those we face.

This Symposium has been designed to focus on that challenge. Over the next two days, we will examine how joint and multi-domain integration is being delivered today, where frictions remain, and what must change if we are to prevail in congested and contested environments. The programme brings together senior leaders, operators and thinkers to examine real operational experience, confront emerging threats and consider how integration is delivering advantage on the battlefield in practice, not just in concept.

The Integrated Warfare Centre is proud to host this event on behalf of Cyber & Specialist Operations Command (CSOC). This event provides a unique opportunity to connect people, ideas, and capability across Defence and with our partners in industry, academia, and allied nations. My hope is that these discussions provoke challenge, generate insight and, above all, help us sharpen our collective ability to understand, decide, and prevail in the battlespace of tomorrow.

I would also like to acknowledge and thank the team whose dedication and professionalism have made the Battlespace Advantage Symposium possible, The Air & Space Power Association for their partnership and support, and our sponsors whose commitment underpins this event.

Air Vice-Marshal Simon Strasdin CBE MA
Director, Integrated Warfare Centre



Advantage on the battlefield has always been about making better and quicker decisions than your enemy - that hasn't changed since the first weapon was picked up.

But what has changed dramatically is the nature of the battlefield: the speed and complexity of its components, and the fact that it now encompasses air, land, sea, space and cyberspace - with an increasing focus on the latter in terms of its use, but also its utility.

The digital tools that are becoming increasingly commonplace in our daily lives have obvious potential in helping the warfighter make those better and quicker decisions, which maximise military effect and stay inside the decision cycle of an enemy.

We have known this day would dawn for a long time now, and its arrival has been written into our doctrine for quite some time. Network Enabled Capability, Combat Clouds and Information Superiority were in the lexicon when I had less grey hair. We now have the tools to make these a reality, this conference provides the perfect opportunity to bring it all to life.

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

CONTENTS

VENUE INFORMATION	3
DELEGATE INFORMATION	5
INTRODUCTION TO THE THEMES	7
AIR-MARITIME INTEGRATION (AMI)	9
AIR-LAND INTEGRATION (ALI)	11
AIR-SPACE INTEGRATION (ASI)	13
FULL-SPECTRUM (ELECTROMAGNETIC SPECTRUM, POSITIONING, NAVIGATION AND TIMING)	15
ADVERSARY FOCUS	17
AGENDA	19-22
KEYNOTE SPEAKERS	25
SPEAKERS	26-27
FOUNDING PARTNERS	29
SPONSORS	31



Ready, when intelligence matters

When threats emerge, defense teams need military-grade encryption and zero downtime. Ericsson's next-generation Mission Critical Networks deliver both.

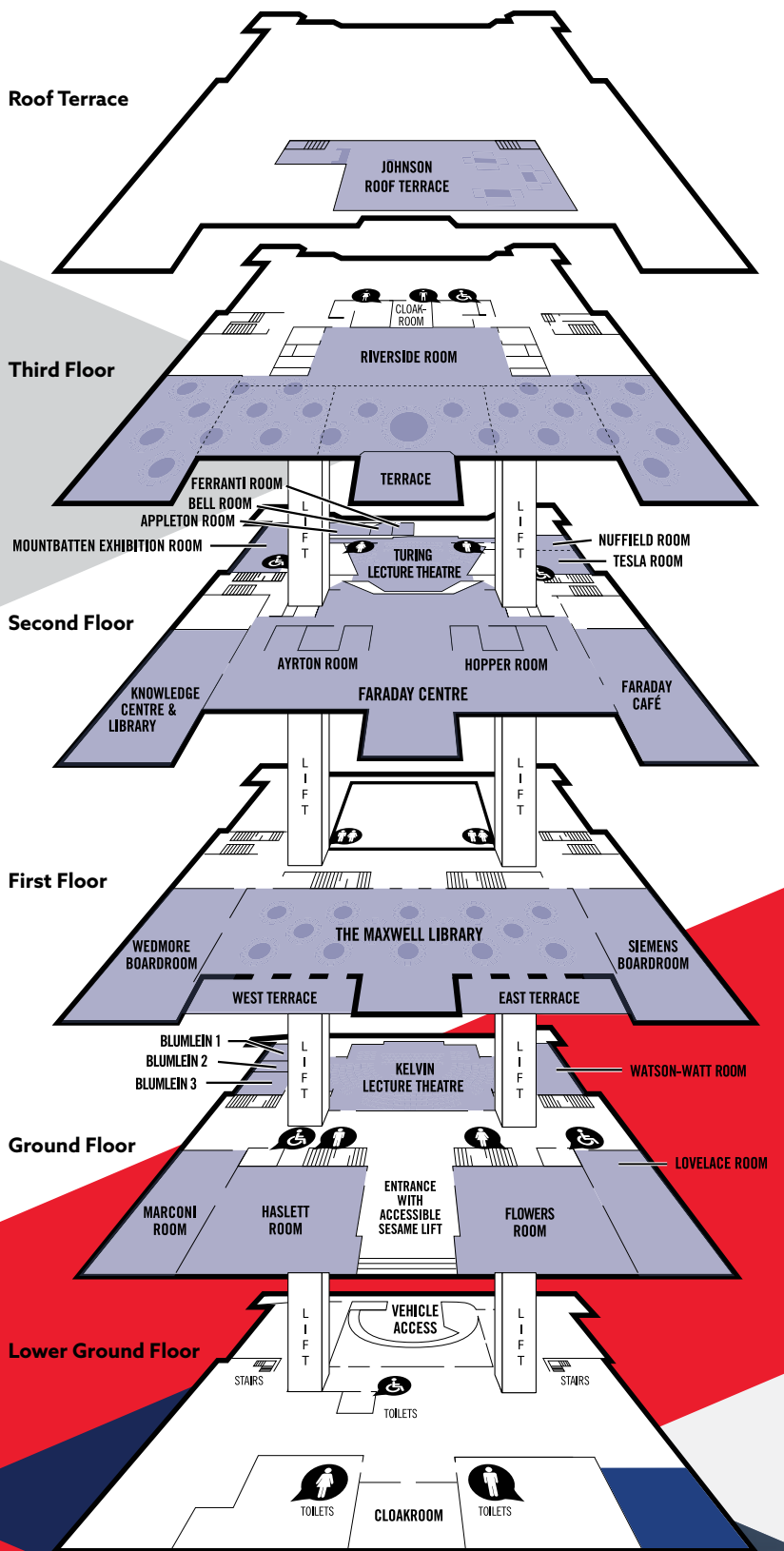
Ready, no matter what

ericsson.com/defense



ERICSSON

VENUE INFORMATION



INFORMATION

Please read the following carefully as it contains important information regarding the conference.

POINTS OF CONTACT

Clive Elliott, Event Director ASPA

Telephone: + 44 (0) 7702 265336

E-mail: clive@airspacepower.com

Catherine Elliott, ASPA

Telephone: + 44 (0) 7739 207299

Email: catherine@airspacepower.com

WIFI

Connect to BAS26 and click 'I agree' on the browser page to get online.
Password: Battlespace1!
or scan here.



CONFERENCE SAFETY AND SECURITY

Our security team are operating a comprehensive search policy. Please do co-operate with their requests; it is in everyone's interest.

Safety and evacuation procedures will be set out at the start of the conference. Please ensure safe keeping of valuables. The organisers are not responsible for lost or stolen property.

RECORDING

Recordings of all presentations will be made available to delegates on demand via the ASPA web portal after the conference.

Speed defines success

From HQ to the digital edge

The modern multi-threat environment is defined by speed. It's why we equip today's warfighter with the real-world training, secure digital infrastructure, and CyberEM dominance needed to stay ahead.

Visit our stand at
Battlespace Advantage
Symposium 2026

mass.co.uk

MASS 

A COHORT PLC COMPANY

DELEGATE INFORMATION

ATTRIBUTION

The keynote addresses and opening remarks by the Director, Integrated Warfare Centre, Air Vice-Marshal Strasdin, and address by Dr Monaghan, are 'on the record'. The remainder, including the panel discussions, will follow the Chatham House Rule: you may use the information received, but must not disclose the identity or affiliation of speakers. If a member of the media wishes to quote any remark that is unattributable by these rules, they should seek the permission of the speaker.



SCAN THIS CODE OR
[CLICK HERE](#) FOR THE
BAS26 APP

BAS26 APP

Please scan the QR code which will take you to the BAS26 online app. This provides all information on the event including agenda, speakers, sponsors and digital brochure.

SUBMITTING QUESTIONS TO THE PANELS

We are keen to encourage discussion at this event, and session Chairs will aim to make the Q&A periods as vibrant as possible.

There will be two roving microphones in the auditorium for you to submit questions. Alternatively to use the online Q&A function please scan the event QR code which appears throughout the venue and at the foot of this page.

DOCUMENTATION

Presentations which we have the permission to release will be available on the ASPA website after the conference.

DISCLAIMER

Speakers alone are responsible for the content of their respective presentations and remarks. It is the organiser's policy to give freedom to contributors and speakers to express their opinions.

COPYRIGHT

The conference documentation is under copyright of the ASPA and the speakers, and as such all documentation may only be reproduced with permission of the ASPA and the speaker.

CATERING ARRANGEMENTS

Your catering arrangements are outlined on the card provided at registration.

SUSTAINABILITY

In line with general ambitions to reduce carbon emissions, this brochure is now digital, and, the registration lanyards and the delegate bags have all been produced using recycled and recyclable materials. We encourage all delegates to responsibly recycle these items after use.



MC: MARK URBAN

BROADCASTER AND AUTHOR

Mark Urban is a British journalist, historian, and broadcaster. He is a writer and commentator for The Sunday Times, specialising in defence and foreign affairs. Until May 2024 he was Diplomatic Editor and occasional presenter for BBC Two's Newsnight. He is also the author of 14 books, mainly on military history and recent conflict themes.

baesystems.com

Innovation beyond boundaries



BAE SYSTEMS

I INTRODUCTION TO THE THEMES

The Battlespace Advantage Symposium will explore how UK Defence can generate and sustain advantage in an increasingly complex, contested, and adaptive warfighting environment.



While emerging technology is a critical enabler, true battlespace advantage is achieved through the effective integration of people, systems, processes, doctrine, and culture – supported, but not defined, by technology.

The symposium will explore the seams between domains as key areas of opportunity and shared challenges. By focusing on Air-Maritime, Air-Land, and Air-Space Integration (AMI, ALI, ASI), discussions will address shared challenges across domains while recognising the specific demands of integrating forces within each. Central to this is how Defence develops integrated command and control



arrangements, achieves shared situational awareness, and enables effective decision-making, at pace, across joint and multinational forces.

Rather than looking only to distant futures, the symposium will deliberately span three horizons:

- identifying capability gaps and problems that may require new or emerging technologies;
 - examining near-term (0-3 year) warfare development solutions, including capabilities and technologies that are coming into service; and
 - challenging how Defence can achieve greater effect with the capabilities it already has, through better integration, training, processes, and exploitation of lessons.
- Where gaps persist, the symposium will highlight the need for Defence to recognise and capture these as operational risks, informing future force development and investment decisions.

Recognising that technology alone is not enough, the symposium places emphasis on the human dimension – developing the skills, behaviours, and

understanding of our people. Training, exercising, and professional military education in realistic and contested conditions remain essential to sustaining operations, adapting under pressure, and turning capability into advantage.

Beyond these key seams, the symposium will address how we can achieve full-spectrum integration, enabling precise, coordinated, and adaptive operations across all domains. Control and exploitation of the electromagnetic spectrum will be a key focus, alongside resilience in environments where Position, Navigation, and Timing (PNT) is contested or denied. Lessons starkly reinforced by recent conflicts, including Ukraine.

Finally, an Adversary-focused theme will deliberately shift perspective, examining the battlespace through the lens of our competitors and potential adversaries. This presents a unique opportunity to consider our vulnerabilities, as well as those of the enemy, helping Defence prioritise mitigation, target adversary weaknesses, and make more informed choices.

Panel discussions, throughout the symposium, will draw on lessons from recent conflicts, major Defence exercises, and adversary developments, grounding debate in real-world experience and ensuring outcomes are practical, credible, and relevant to today's and tomorrow's fight.

**YOUR MISSION IS TO CREATE
A SAFER AND SECURE WORLD.
IT IS OUR JOB TO MAKE IT HAPPEN.**



LOCKHEED MARTIN 

THEME:

AIR-MARITIME INTEGRATION (AMI)

This theme seeks to address the key questions and challenges that must be overcome to achieve seamless coordination of air and maritime assets in the joint battlespace.

AMI is a critical enabler of modern joint operations, ensuring that forces can operate cohesively across the domains to achieve strategic and operational objectives.

In an increasingly challenging and competitive operating environment, where adversaries use advanced technologies to restrict access and limit freedom of manoeuvre, the ability to effectively coordinate and synchronise air and maritime forces is essential to maintaining operational advantage.

The conference aims to challenge participants to consider what comes next for air-maritime integration. Over the next 0-3 years, Defence must move beyond aspiration to delivery. Integrated command and control (C2) arrangements must enable faster decision-making, real-time coordination,



and mission-level synchronisation across air and maritime forces. Interoperability must be improved not only through technology, but through common frameworks, standards, and ways of working that connect platforms, systems, and people. How can air and maritime forces establish mutual C2 structures that enable real-time communication, decision making, and coordination? What tools and frameworks are required to ensure interoperability between platforms, systems, and personnel?

Shared understanding of the operating environment must be transformed into actionable advantage, integrating intelligence, surveillance, and reconnaissance, to support timely and informed decisions at all levels. Emerging capabilities such as uncrewed systems, artificial intelligence, and advanced sensing must be applied pragmatically to enhance coordination, resilience, and effectiveness using capabilities coming into service now, not just those on the horizon.

How can air and maritime forces integrate ISR data to create a common operating picture (COP)? How can uncrewed systems, artificial intelligence, and advanced sensors be optimised to enhance coordination and effectiveness in AMI?

The focus is on delivering measurable improvement in operational effectiveness, doing more with what we have, identifying where gaps remain, and turning learning into advantage at pace.





Over
70
countries

across the globe protect
their populations with
Thales's technologies



[thalesgroup.com](https://www.thalesgroup.com)



THALES
Building a future we can all trust

THEME: AIR-LAND INTEGRATION (ALI)

The integration of air and land capabilities is fundamental to achieving operational success in modern warfare.



The theme seeks to explore the key questions and challenges that must be addressed to optimise Joint Battlespace Management (JBM) and enhance the effectiveness of combined operations with air and land assets.

This theme seeks to address the key challenges and opportunities in air-land integration, examining how Defence can deliver a cohesive operational framework that effectively connects air and land forces, bridges gaps and enables integrated, mission-focused operations.



Defence must strengthen air-land integration to deliver credible effect in demanding and degraded operating environments. Air and land forces must be better aligned to counter adaptive threats, with capabilities integrated to enable timely fires, manoeuvre, protection, and sustainment across domains.

What capabilities are required to ensure seamless ALI in contested and degraded environments?

Clear identification of capability gaps between air and land forces is essential to prioritise near-term warfare development, reduce operational risk, and focus effort on capabilities already in service or entering service shortly. Emerging technologies including autonomous systems and artificial intelligence must be applied pragmatically to improve coordination, targeting, and tempo, enhancing effectiveness without increasing complexity.

Where are our key gaps in current air and land force capabilities? How can we exploit emerging technologies e.g. autonomous systems and artificial intelligence to enhance coordination and effectiveness?

Command and control arrangements must evolve to support real-time communication, faster decision-making, and shared understanding across air and land components, underpinned by common standards, protocols, and ways of working. How can C2 structures be designed to enable real time communication and decision making across these domains, and what standards and protocols are required to assure this?

Training is central to turning integration into operational effect. The conference will explore how better use of existing capabilities, NATO and multinational exercising, and improved exploitation of lessons can enhance how air and land forces plan, train, and operate together.



Deloitte.

Defence | | | |

Together. In the mission.

Mission-focused, globally connected.

The threat landscape is evolving fast, demanding mission partners who think globally and act with purpose. Deloitte combines deep defence expertise with the ability to make things happen - shaping industrial capability, embedding future-focused technologies, and enabling the militaries of the future.

Our role is to help Defence build modernised, resilient and ready forces. For over 20 years, Deloitte has proudly worked with the UK MoD and defence industry on the most important transformations in the sector. In the UK we employ over 350 veterans, have 3,000 security cleared staff and over 1,000 people working daily in support of the Defence mission.



Scan here to read our
thinking on defence
trends and challenges

A member of
ADS



THEME: AIR-SPACE INTEGRATION (ASI)

The theme of Air-Space Integration (ASI) will explore how the coordination and synchronisation of air and space power can best be conducted to achieve superiority across the modern battlespace.



The integration of air and space capabilities is essential in this era of rapid technological advancement and evolving threats.

Today's battlespace is not confined to traditional domains but is a complex, multi-dimensional environment where the employment of air and space assets plays a pivotal role in achieving operational superiority. The UK's defence strategy recognises that air and space are intrinsically linked, with space-based assets providing the foundation for many air operations, including intelligence, surveillance, reconnaissance (ISR), precision navigation, and communication.

Interoperability between air and space capabilities within UK Defence, and with allied and partner nations, remains essential to supporting assured access, freedom of action, and coherent operational activity.

How can interoperability between air and space assets be maximised within UK Defence and with allied and partner nations?

Effective integration of legacy systems with emerging space technologies will support Defence in exploiting new capabilities while maintaining resilience and reliability. Enhanced space domain awareness remains important to providing timely and trusted situational understanding in increasingly congested and competitive environments, supporting informed decision-making. How do we ensure compatibility between legacy systems and emerging technologies?

Commercial space capabilities are expected to play a growing role in

complementing military capacity, resilience, and responsiveness. Integrating these assets in a secure and coherent manner in the near term can deliver practical operational benefit while informing longer-term force development and policy. What role should commercial space assets play in augmenting military space capabilities?

As the space domain continues to evolve, closer coordination between air and space capabilities will support the UK and its allies in sustaining effective operations across a range of military activities. What role should commercial space assets play in augmenting military space capabilities?





In today's dynamic and constantly evolving battlespace, ensuring operational readiness is critical.

At **BAE Systems Digital Intelligence**, we give governments and armed forces the power of perspective they need to respond to the latest threats with **speed, efficiency and effectiveness**.

Find out more >>

baesystems.com/battlespace-integration

Digital
Intelligence

BAE SYSTEMS

THEME:

FULL-SPECTRUM

(ELECTROMAGNETIC SPECTRUM, POSITIONING, NAVIGATION AND TIMING)

The theme 'Full-Spectrum' will explore how full-spectrum integration enables precise, coordinated, and adaptive operations across all domains – land, air, maritime, space, and cyber & electromagnetic.

As adversaries continue to exploit technological advancements and blur the boundaries between traditional and non-traditional domains, the need for a cohesive, multi-domain approach to Joint Battlespace Management (JBM) has never been more urgent.

Full-spectrum integration is not merely about the coordination and synchronisation of capabilities; it is about creating a seamless, resilient, and adaptive force that can operate effectively in contested environments.

This requires maximising the use of cutting-edge technologies, enhancing interoperability, and fostering a culture of innovation and collaboration across the UK Armed Forces, allies, and partners. It also demands a focus on critical enablers such as the electromagnetic spectrum (EMS), Positioning, Navigation, and Timing (PNT), and data-driven decision-making.

Defence will continue to enhance its ability to operate effectively across the electromagnetic spectrum to support force protection, freedom of action, and operational effectiveness. Effective management of the spectrum underpins command and control, sensing, fires, and manoeuvre across all domains. How can the UK achieve superiority across the electromagnetic spectrum to protect our forces and degrade adversary capabilities?

Operational resilience is supported by strengthening PNT in environments where disruption or degradation may occur. Near-term efforts will focus on improving robustness, redundancy, and operator confidence, making best use of both existing and emerging capabilities. What advances can be made to secure and protect PNT systems, ensuring operational resilience in the face of jamming, spoofing, and other threats?



Interoperability with allies and partners remains a key enabler of integrated operations. Common standards, shared understanding, and coordinated approaches support collective resilience and effectiveness. What role does interoperability with allies and partners play in achieving full-spectrum dominance, and how can it be improved?

Across all domains, continued emphasis on learning, adaptation, and the effective exploitation of lessons will help ensure Defence remains responsive to evolving operational demands, while informing future capability development. How can UK Defence ensure resilience and adaptability in the face of rapidly evolving threats across all domains?





Integrated advantage

Delivering assured command, control and decision advantage from concept to operations.

Founded in 1976, we deliver mission-critical systems for defence and intelligence communities across the UK and allied nations.

In contested environments, battlespace advantage comes from integration. We connect data, systems and decisions across domains to support secure, mission-ready operations. Our sovereign expertise in cloud, cyber, data, engineering and AI enables resilient architectures and trusted information sharing.

Learn more at cgi.com/space-defence-intelligence



TOPIC: ADVERSARY FOCUS



UNPACKING RUSSIA'S WARFIGHTING STRATEGY: ACHIEVING ADVANTAGE IN THE MODERN BATTLESPACE

This topic delves into the complexities of Russia's evolving warfighting strategy, exploring how it seeks to achieve dominance in the modern battlespace.

We have the privilege of being joined by Dr Andrew Monaghan for this interactive thinking session which will have audience involvement throughout.

With a focus on hybrid warfare, information operations, and an advancing military capability, the session will provide critical insights

into the strategic, operational, and tactical approaches employed by Russia. Attendees will gain a deeper understanding of the integration of conventional and unconventional methods, used to shape the operational environment at every level. By unpacking these strategies, the session aims to provoke thought leadership among defence professionals to explore what is needed to counter emerging threats and maintain a competitive edge in an increasingly contested global security landscape.



THE CHIEF OF THE AIR STAFF'S GLOBAL AIR & SPACE CHIEFS' CONFERENCE

15 & 16 JULY 2026

IET LONDON AND ONLINE

www.airspacepower.com X@airpowerassn

Join the Debate #GlobalAirSpaceChiefs



AGENDA: 25 MARCH 2026

DAY 1: MORNING

TIME	EVENT	SPEAKERS
0830	Conference Registration Opens	
0830-1030	Coffee & Networking	
1030-1040	Welcome & Conference Introductions	<p>Mark Urban Broadcaster and Author</p> <p>Air Marshal (Ret'd) Greg Bagwell President, The Air & Space Power Association</p>
1040-1100	Opening Remarks	<p>Air Vice-Marshal Simon Strasdin Director, Integrated Warfare Centre, Cyber and Specialist Operations Command</p>
1100-1130	Session 1: Air-Maritime Integration Introductory Address	<p>Brigadier Simon M Rogers Director, Operational Advantage Centre (OAC)</p>
1130-1230	<p>Session 1: Panel 1: Air-Maritime Integration How can the UK strengthen integration between air and maritime forces? Drawing on lessons from recent operations, from carrier strike and maritime patrol to shared intelligence and coordinated strike capability, this theme explores how unified air / sea power can deliver decisive effect across the battlespace.</p>	<p>Commander George Ridley SO1 Air Maritime Integration Lead, UK Joint Air Liaison Organisation (JALO)</p> <p>Dr Emma Salisbury Senior Fellow, National Security Program, Foreign Policy Research Institute</p> <p>Group Captain Jim Calvert Commander, Lightning Air Wing, Royal Air Force</p> <p>Philip Dennis Head of Strategic Engagement (Maritime), Lockheed Martin (UK)</p>
1230-1330	Lunch & Networking	

AGENDA: 25 MARCH 2026

DAY 1: AFTERNOON

TIME	EVENT	SPEAKERS
1330-1400	Keynote Address	Air Marshal Suraya Marshall Deputy Commander, Cyber & Specialist Operations Command
1400-1430	Session 2: Air-Land Integration Introductory Address	Major General Ollie Kingsbury Director, Land Warfare Centre
1430-1530	Session 2: Panel 2: Air-Land Integration How can the UK optimise coordination between air and land forces to achieve decisive operational advantage? From joint targeting and manoeuvre to integrated command and control, this theme explores how synchronised airland operations can deliver agility, precision, and dominance on the modern battlefield.	Sir David Capewell Distinguished Fellow at RUSI and DSTL Air Commodore Philip Marr Assistant Chief of Staff Plans 11 Gp, Royal Air Force Arun Dawson PhD Candidate, Freeman Air & Space Institute, Kings College London Max Kroyer C4I Information Advantage Campaign Lead, Integrated Airspace-protection Systems, Thales
1530-1600	Afternoon Tea & Networking	
1600-1700	Adversary Focus Unpacking Russia's Warfighting Strategy: Achieving Advantage in the Modern Battlespace.	Dr Andrew Monaghan Senior Fellow Associate, Royal United Services Institute (RUSI)
1700-1715	Conference Day One Reflections	Air Marshal (Ret'd) Greg Bagwell President, The Air & Space Power Association
1715-2000	VIP Drinks Reception (Gold Tickets Only)	

AGENDA: 26 MARCH 2026

DAY 2: MORNING

TIME	EVENT	SPEAKERS
0800	Venue registration opens	
0800-0845	Coffee & Networking	
0845-0900	Welcome & Conference Day Two Introductions	Mark Urban Broadcaster and Author Air Commodore (Ret'd) Mark Roberts Chair, The Air & Space Power Association
0900-0930	Keynote Address The Defence Cyber & Electromagnetic Force's Contribution to Battlespace Spectrum Superiority	Brigadier Mike Morton Head Force Development, Defence Cyber & Electromagnetic Force
0930-1000	Session 3: Air-Space Integration Introductory Address	Air Vice-Marshal (Ret'd) Justin "Reuts" Reuter Defence, National Security and Business Consultant
1000-1100	Session 3: Panel 3: Air-Space Integration How can the UK achieve cohesive integration between air and space capabilities to enhance operational effectiveness? From shared intelligence and surveillance to resilient command and control, this theme explores how synchronising air and space power can deliver superiority across the modern battlespace.	Brigadier Chris Fogarty Deputy Commander, UK Space Command Kev Jones Director Secure Space Systems, CGI Dr Aleix Nadal Analyst, RAND Europe Space Hub Lieutenant General (ret) Chris "Wedge" Weggeman Managing Director, Cyber and Strategic Risk, Deloitte's Government and Public Services Practice
1100-1130	Morning Coffee & Networking	

AGENDA: 26 MARCH 2026

DAY 2: AFTERNOON

TIME	EVENT	SPEAKERS
1130-1200	Session 4: Full-Spectrum - Electromagnetic Spectrum / Positioning Navigation & Timing Introductory Address	Air Commodore Steve "Raz" Berry Commandant, Air & Space Warfare Centre
1200-1300	Session 4: Panel 4: Full-Spectrum - Electromagnetic Spectrum / Positioning Navigation & Timing How can the UK achieve advantage across the invisible battlespace and what advances can be made to ensure resilience and adaptability in the face of rapidly evolving threats across all domains?	Brigadier Matt Baker Head Warfare Development, Integrated Warfare Centre Alistair Harris Assistant Head Space Capability Planning Group, Cyber & Specialist Operations Command Lieutenant Colonel Dan Mitchell SO1 Space, Army Headquarters Mark Todd Innovation & Technology Director (Defence), BAE Systems Digital Intelligence
1300-1310	Closing Remarks	Air Vice-Marshal Simon Strasdin Director, Integrated Warfare Centre, Cyber and Specialist Operations Command
1310-1315	Conference Day Two Reflections	Air Commodore (Ret'd) Mark Roberts Chair, The Air & Space Power Association
1315-1415	Lunch & Networking	
1415	Conference Closes	



UK AIR & SPACE POWER IN A MORE DANGEROUS WORLD

10 PERSPECTIVES

This short, practical and candid book is the product of a series of ideas and workshops from a diverse and experienced group that initially just wanted to make air and space power more accessible to all, and help those that needed to understand it better.

We trust that this easy-to-read book will help the UK and her allies and the public at large to better understand the key concepts and considerations behind the essential and critical air and space power the Nation needs now more than ever.

This free download is available at www.airspacepower.com/dangerousworld or on the link below.

READ MORE →



RAeS Membership



ROYAL
AERONAUTICAL
SOCIETY

Recognising your professionalism and expertise



Information and knowledge

- Monthly AEROSPACE magazine
- Online resources including podcasts, news and blogs
- National Aerospace Library with over 100,000 books, e-books, journals and articles
- 20 Specialist Groups providing information, stimulating debate & influencing

Events and networking

- Full events, conference and lecture programme
- Online conference platform and webinars
- 70 Branches worldwide
- Discounted member rates at conferences and events

Development and recognition

- Use of RAeS post-nominals
- Aeroversity, our online Continuing Professional Development platform
- Free careers guidance and access to scholarships
- Professional registration with the Engineering Council
- Peer recognition via the Honours, Medals and Awards Scheme

Find out more: www.aerosociety.com/membership

Get in touch: membership@aerosociety.com / +44 (0)20 7670 4457



KEYNOTE SPEAKERS



Air Marshal Suraya Marshall CBE **Deputy Commander, Cyber & Specialist Operations Command**

Air Marshal Suraya Marshall CBE joined the Royal Air Force as a Navigator in 1994. She completed three tours on the Tornado F3, qualifying as a Weapon's Instructor and participating in numerous operational deployments in the Middle East, and in defence of the UK and Falkland Islands. She has commanded No. 92(R) and No.55(R) Squadron, was the Deputy Commander of the Royal Air Force's Intelligence, Surveillance, Target Acquisition and Reconnaissance Force, Commandant of the Royal Air Force College Cranwell, Air Officer Commanding of No. 2 Group and Assistant Chief of the Air Staff. She was Director of Coalition of Air Operations in the Middle East in 2019; has completed staff appointments in defence procurement, the Military Strategic HQ and as Military Assistant to Vice Chief of the Defence Staff. A graduate of Higher Command and Staff Course, she holds a Masters' Degree in Defence Studies. Suraya is married to Air Marshal Al Marshall, the Royal Air Force's Air and Space Commander, and they have two grown-up children. She was appointed Deputy Commander, Cyber & Specialist Operations (CSOC), on 28th November 2025.



Air Vice-Marshal Simon Strasdin CBE MA **Director, Integrated Warfare Centre, Cyber and Specialist Operations Command**

AVM Strasdin joined the RAF in March 1992 as a Navigator and has flown over 3700 hours on Tornado GR1 / GR4 and the F-15E Strike Eagle. He has completed 13 operational tours of duty throughout the Middle East and Afghanistan. Staff assignments have included: Equipment Capability; MOD Joint Capability; Defence Reform; Assistant to Chief of Defence Staff's Liaison Officer to the Chairman of the Joint Chiefs of Staff (Pentagon); MAA Oversight and Assurance; Programme Director for the Lossiemouth Development Programme; and Warfare Development. Simon fulfilled the Director Strategy role within Strategic Command leading Project SOLARIUM; Strategic Plans; international liaison; and the Defence Targeting Enterprise. In November 24 Simon took Command of the Integrated Warfare Centre, as part of CSOC. The Directorate includes four 1* areas focused on Warfare Development of the current force, drawing together Analysis and Insights, Doctrine, Innovation, Experimentation and Wargaming, Collective Training, Integration and Force Development.



Brigadier Mike Morton MSc CEng MIET **Head Force Development, Defence Cyber and Electromagnetic Force**

Mike commissioned from the Royal Military Academy Sandhurst into the R SIGNALS in 1997. He has commanded at Troop, Squadron and Regimental level and deployed into Bosnia, Afghanistan, Iraq, and Sierra Leone. In 2015 he commanded the Headquarters Joint Force Command and Information Systems (Middle East) in support of several operations in the joint environment, including Op SHADER and Op KIPION. Following promotion to Brigadier in 2023 he served in Defence Digital as Head of Digital Strategy before moving to assume the role of Force Development in the Defence Cyber and EM Force in 2025. He attended both Intermediate Command and Staff College, and Advanced Command and Staff College, was awarded an Information Capability Management MSc from Cranfield University, and earned Chartered status with the Institute of Engineering and Technology in 2020.



Dr Andrew Monaghan **Senior Associate Fellow, Royal United Services Institute**

Dr Andrew Monaghan is a specialist on Russia's evolving grand strategy and way in war, as well as Moscow's thinking about the future in the new age of Great Power competition. He has led research on Russia at the NATO Defense College in Rome, and at Oxford University's Changing Character of War Centre. He has also held positions at the UK's Defence Academy and as a Senior Research Fellow at Chatham House. Retaining his connection with the NATO Defense College as a Senior Associate Fellow, he is now also a Senior Associate Fellow at the Royal United Services Institute in London and a Fellow at the Kennan Institute in Washington, D.C. He is widely published. His books include *Power in Modern Russia: Strategy and Mobilisation* (2017), *Russian Grand Strategy in the Era of Global Power Competition* (2022) and *The Sea in Russian Strategy* (2023). His latest book, *Blitzkrieg and the Russian Art of War* was published in 2025.

I SPEAKERS



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



Brigadier Matt Baker
Head Warfare Development, Integrated Warfare Centre



Air Commodore Steve "Raz" Berry MBE MEng
Commandant, Air & Space Warfare Centre



Group Captain Jim Calvert OBE
Commander, Lightning Air Wing, Royal Air Force



Sir David Capewell KCB OBE FRSA
Distinguished Fellow at RUSI and visiting senior Fellow at DSTL



Arun Dawson
PhD Candidate, Freeman Air & Space Institute, Kings College London



Philip Dennis MBE
Head of Strategic Engagement (Maritime), Lockheed Martin (UK)



Brigadier Chris Fogarty MBE
Deputy Commander, UK Space Command



Al Harris
Assistant Head, Space Capability Planning Group, Cyber & Specialist Operations Command



Kev Jones MBA MSc
Director Secure Space Systems, CGI



Major General Ollie Kingsbury OBE
Director, Land Warfare Centre



Max Kroyer MA
C4I Information Advantage Campaign Lead, Integrated Airspace-protection Systems, Thales



Air Commodore Philip Marr MMDS BEng FRAeS RAF
Assistant Chief of Plans 11 Gp, Royal Air Force



Lieutenant Colonel Dan Mitchell
SO1 Space, Army Headquarters



Dr Aleix Nadal
Analyst, RAND Europe Space Hub



Air Vice-Marshal (Ret'd) Justin "Reuts" Reuter CBE MA
Defence, National Security and Business Consultant



Commander George Ridley
SO1 Air Maritime Integration Lead, UK Joint Air Liaison Organisation



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



Brigadier Simon Rogers OBE
Director, Operational Advantage Centre and an Assistant Commandant General Royal Marines



Dr Emma Salisbury
Senior Fellow, National Security Program, Foreign Policy Research Institute



Mark Todd
Innovation & Technology Director (Defence), BAE Systems Digital Intelligence



Mark Urban
Broadcaster and author



Lieutenant General (Ret'd) Chris "Wedge" Weggeman
Managing Director, Cyber and Strategic Risk, Deloitte's Government and Public Services Practice

UK SPACE POWER CONFERENCE 2026

SECURE IN SPACE, PROSPEROUS AT HOME

BECOMING A COMPETITIVE SPACE POWER

23 & 24 SEPTEMBER

IET, SAVOY PLACE, LONDON & ONLINE

Register now at www.airspacepower.com #UKSpacePower

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

A UK Space Command
conference brought to you by
The Air & Space Power Association



IN PARTNERSHIP WITH



FOUNDING PARTNERS

BAE SYSTEMS

At BAE Systems, we serve, supply and protect those who serve and protect us. For decades, our government customers have trusted us to develop the next generation of defence and security capabilities. We are a skilled workforce of around 107,000 people in more than 40 countries, providing some of the world's most advanced, technology-led defence, aerospace and security solutions. Working with customers and local partners, we develop, engineer, manufacture and support products and systems to deliver military capability, protect national security and keep critical information and infrastructure secure. We support our customers so that they can stay ahead of evolving threats across land, sea, air, cyber and space.

Deloitte.

Mission-focused, globally connected. The threat landscape is evolving fast, demanding mission partners who think globally and act with purpose. Deloitte combines deep defence expertise with the ability to make things happen - shaping industrial capability, embedding future-focused technologies, and enabling the militaries of the future. Our role is to help Defence build modernised, resilient and ready forces. For over 20 years, Deloitte has proudly worked with the UK MoD and defence industry on the most important transformations in the sector. In the UK we employ over 350 veterans, have 3,000 security cleared staff and over 1,000 people working daily in support of the Defence mission.



Lockheed Martin is a global defense technology company driving innovation and advancing scientific discovery. Our all-domain mission solutions and 21st Century Security vision accelerate the delivery of transformative technologies to ensure those we serve always stay ahead of ready. More information at [lockheedmartin.com](https://www.lockheedmartin.com)

CGI

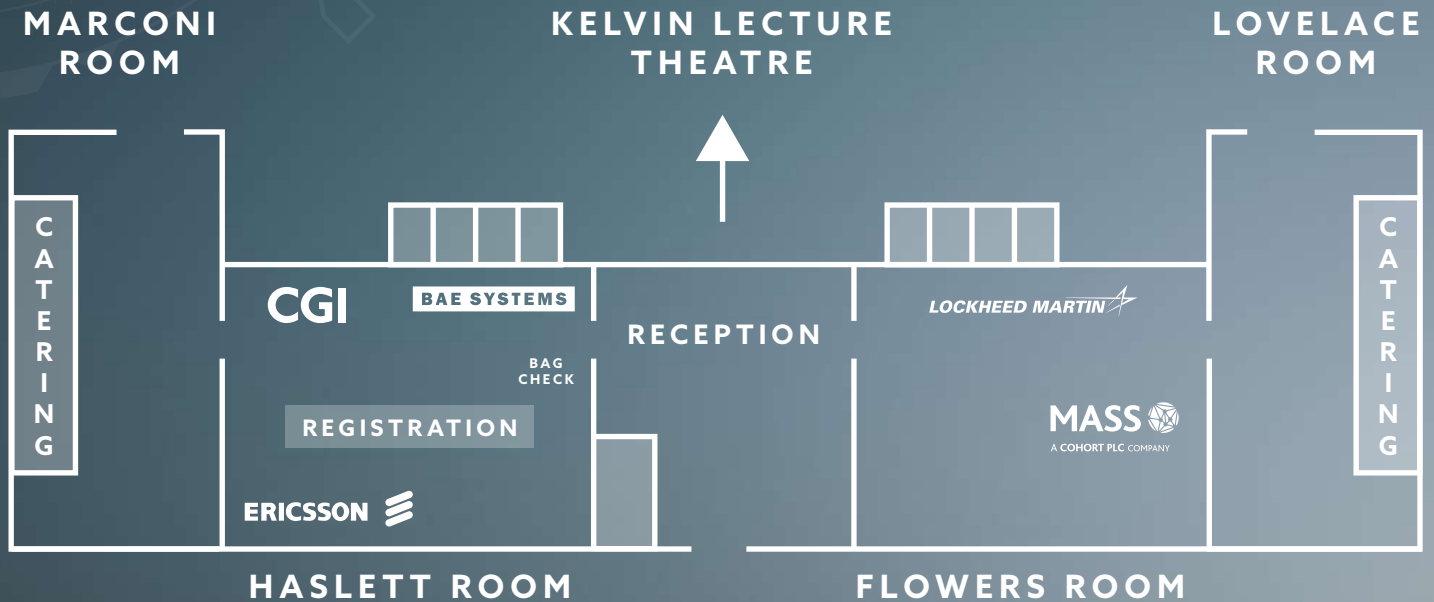
Founded in 1976, CGI is among the largest independent IT and business consulting services firms in the world. In today's contested and fast-evolving defence landscape, secure and reliable integrated information systems are mission-critical. We work tirelessly to advise, build, and operate bespoke, technically complex information systems that support defence and intelligence communities across the UK and allied nations. Our sovereign capability, combined with expertise in cloud, cyber, data, systems engineering, AI, and emerging technologies, enables us to design and operate systems that are resilient, scalable, and ready for tomorrow's threats. www.cgi.com/uk

THALES

Building a future we can all trust

Thales is a global leader in advanced technologies for the Defence, Aerospace, and Cyber & Digital sectors. The Group invests more than €4 billion per year in Research & Development in key areas, particularly for critical environments, such as Artificial Intelligence, cybersecurity, quantum and cloud technologies, developing products and solutions that help make the world safer, greener and more inclusive. In 2025, the company generated revenues of €22.1 billion with >80,000 employees in 68 countries. Thales in the UK is a strategic partner to UK MOD with a team of over 7,000 experts, including 4,500 highly skilled engineers, located across 16 sites.

PLEASE VISIT OUR CORPORATE PARTNERS STANDS ARE LOCATED THROUGHOUT THE GROUND FLOOR



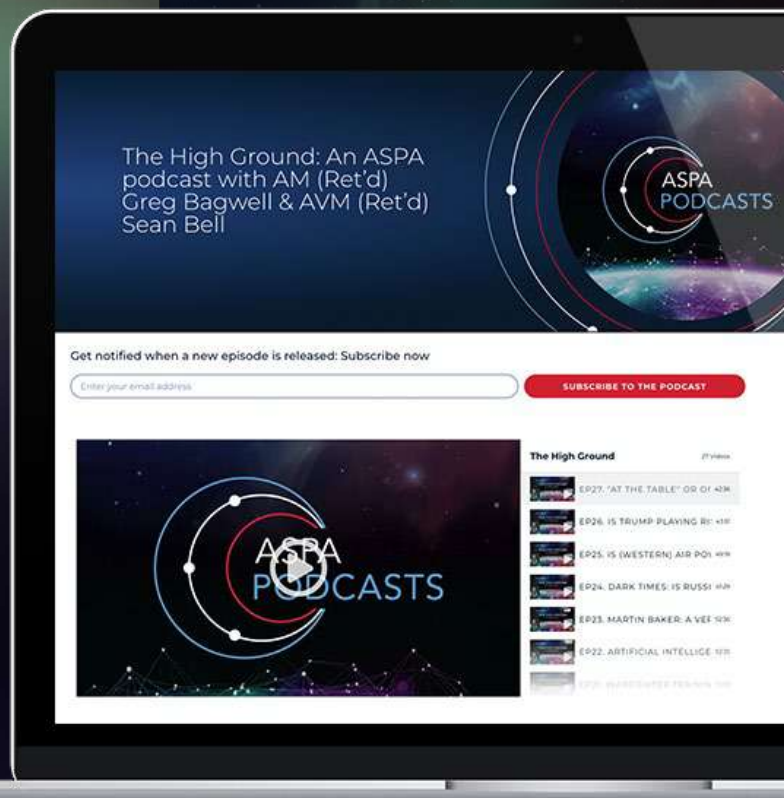
THE HIGH GROUND

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 share 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 ↗



CORPORATE SPONSORS



A COHORT PLC COMPANY

MASS is a global, independent technology company trusted by governments and the defence sector to deliver highly secure digital services that protect data and safeguard critical information. With decades of experience working with the UK and its allies, we deliver advanced technology, services and training that support operational readiness. Our innovative approach enables us to create agile, resilient and customised solutions that deliver operational advantage.



The Royal Aeronautical Society, founded in 1866, is the leading professional organisation for the aerospace, aviation and space sectors. We provide our global network of members with professional recognition for their accomplishments and expertise, along with opportunities for learning and development through sharing knowledge resources and events.



Helsing

Helsing is a new type of defence company, providing cutting-edge software and Artificial Intelligence to protect our democracies. The world-leading team of European engineers achieves significant capability gains from in-service platforms and new systems, using edge data-processing to enhance combat functions and decision-making. Helsing is Europe's largest new defence company. First established in Munich and London before opening further sovereign entities in France and the Baltics and providing ongoing support to Ukraine. We partner with industry leaders and governments, while funding our own research, enabling capability development at the speed and scale of software development cycles.

INDIVIDUAL SPONSORS



Ericsson, a global leader in mobile connectivity, is leveraging its unrivalled expertise in communication networks to transform defense communications and strengthen national security at a time of profound change. Ericsson's high-performing networks connects billions of people every day. For 150 years, the company has been a pioneer in communications technology, delivering mobile connectivity solutions for service providers and enterprises alike. We offer mobile communication and connectivity solutions for service providers and enterprises. Working closely with customers and partners, Ericsson is helping to shape the digital world of tomorrow. ericsson.com/defense



SHAPING THE FUTURE OF AIR AND SPACE POWER

The Air and Space Power Association (ASPA) is an authoritative independent voice and platform for discussion and debate on how air and space power influences today's world and its relevance to the future.

Our mission is to advocate for UK Air & Space Power and convene those who secure and shape it.

The Air & Space Power Association's aim is to provide an air and space power focus for stakeholders across all domains. Our membership comprises professionals with a wealth of experience in the air and space power domains and is open to individuals, businesses, military units, embassy and government personnel, the aviation, defence and space technology community, academics and the media. Indeed, anyone who has an interest in air and space power.

We hold a series of events throughout the year that create a platform for our members and guests to listen and contribute to the latest developments and trends in air and space power as well as multi-domain and joint operations, helping to define today's environment and shape the future.

We also deliver world-class conferences such as The Chief of the Air Staff's Global Air & Space Chiefs' Conference on behalf of the Royal Air Force, the UK Space Power Conference on behalf of UK Space Command, the Battlespace Advantage Symposium for the Cyber & Specialist Operations Command and a series of NATO technical and operational working group events. These conferences provide a strategic global focus on collective security concerns faced by UK and international partners and global allies as well as providing a platform to discuss emerging thinking and strategy on a wide variety of operational capability and technology across all domains.

Join us. Join the air and space power debate.

For further details on corporate or individual membership of the ASPA please contact us on:
📞 +44 (0)1285 711457 | ✉ membership@airspacepower.com | 🌐 www.airspacepower.com

NATO NAVAL MINE WARFARE CONFERENCE

AIR ASSETS CONTRIBUTION TO MINELAYING AND MINE COUNTERMEASURES

20-21 MAY 2026, OSTEND, BELGIUM

For access and corporate opportunities contact clive@airspacepower.com



SUPPORTED BY





BATTLESPACE ADVANTAGE SYMPOSIUM
THANK YOU TO OUR PARTNERS

FOUNDING PARTNERS



SPONSORS

