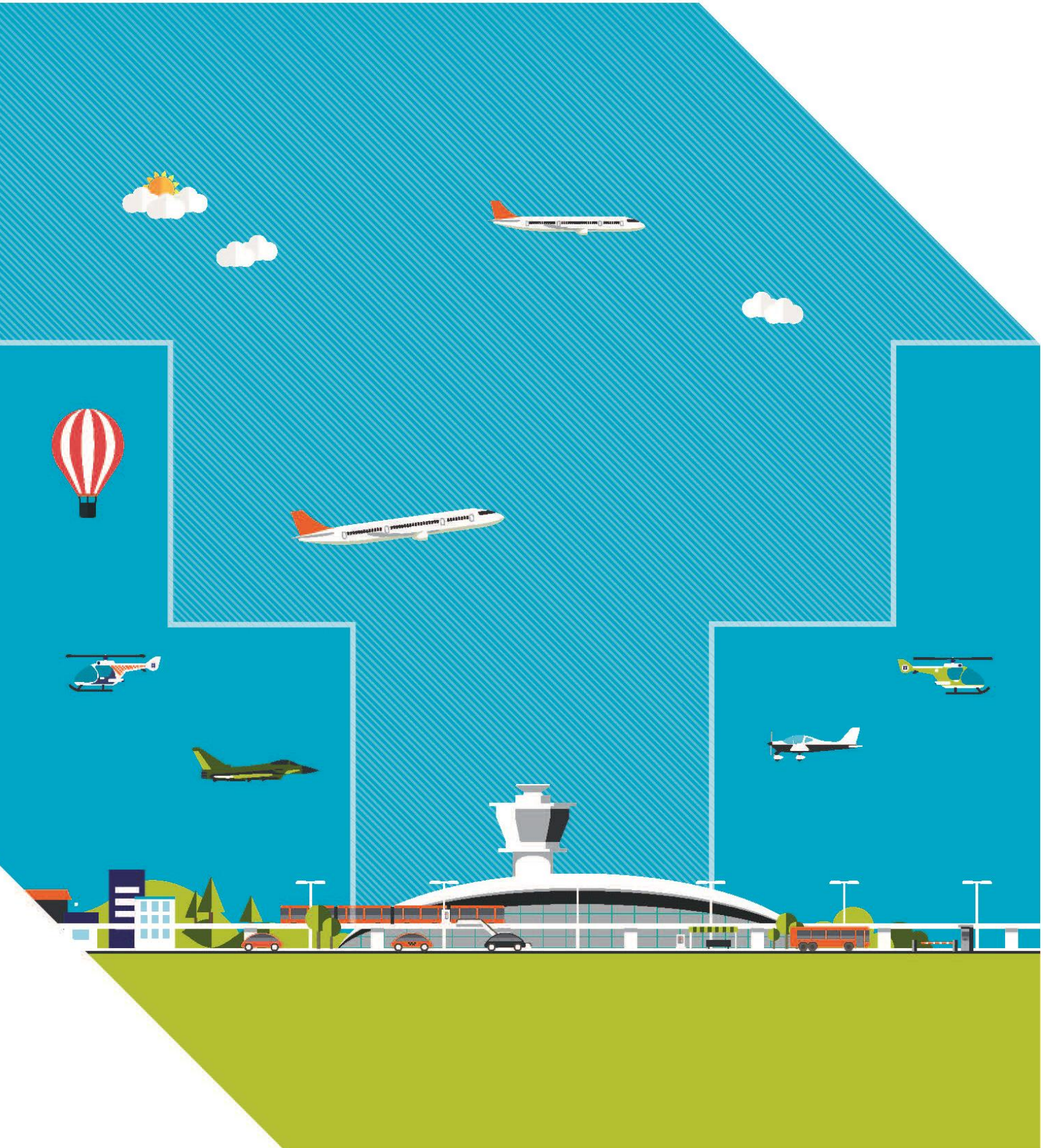


# Airspace Modernisation Strategy Review

## 2021 Stakeholder Engagement Plan and Process

CAP 2175



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# Background

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1. The Air Navigation Directions 2017 require the CAA to “prepare and maintain a coordinated strategy and plan for the use of all UK airspace for air navigation up to 2040, including for the modernisation of the use of such airspace.”
2. The Department for Transport (DfT) and Civil Aviation Authority (CAA), as joint Co-Sponsors of Airspace Modernisation Strategy (AMS) made a commitment in July 2020 by publishing a statement and within the CAP2016 AMS Progress Report 2020 , to review and revise the AMS.
3. Before any revisions are made by the CAA to the AMS, engagement with industry, stakeholders and the public is needed. The Air Navigation Directions also require the CAA to consult the Secretary of State in developing and maintaining the AMS.
4. We have three objectives in reviewing the AMS which are to:
  - respond to the changing context for aviation;
  - achieve an appropriate balance between upper, terminal and uncontrolled airspace;
  - achieve an appropriate balance between long-term strategy and short-term plans.
5. To revise the AMS, and taking on board feedback received from the listening sessions we held at the end of 2020 and the playback sessions held in March 2021, the CAA proposes to:
  - Work with the Department for Transport to revisit the key assumptions in the AMS, including the objective, the policy, and the context for airspace modernisation.
  - Complete the task started by the 2018 AMS by looking ahead beyond 2025 to set a vision for 2040, the timeframe given to us by the Air Navigation Directions 2017. This will include a lower airspace vision, to be integrated with the established AMS activities, and a roadmap to improve focus and delivery of relevant initiatives.
  - Confirm where initiatives set out in the AMS are still relevant, and whether any new approaches could innovate and improve delivery. We will also consider whether any new initiatives should be added and review how the CAA’s resources are organised, to improve coordination and delivery of policy and regulatory workstreams.

- Reinforce the environmental benefits and consider opportunities that may arise from contextual changes.
  - Aim to ensure that the AMS is more understandable and accessible for different stakeholder groups.
  - Run a public consultation exercise, which will include consulting the Secretary of State before confirming any revision to the AMS publicly.
6. Within this document, we propose a communications and engagement plan, to improve how we keep all stakeholders updated on relevant progress in the future, and set out how stakeholders will be engaged in developing elements of the AMS, before we consult more widely.
  7. This document has been created to provide engagement context and reference for those who have an interest in the work on revising the AMS, those who volunteered to contribute their time and expertise, and those who may not be involved in the revision process regularly.
  8. The CAA may update and modify this document, following stakeholder feedback and changes may be made to the proposed engagement method, timings or resources where appropriate.

## AMS Review Engagement Plan

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9. The CAA has committed to reviewing and revising the AMS, to reflect impacts of the COVID-19 pandemic on the aviation industry, outcomes of the UK-EU Transition and to capture requirements of emerging new stakeholders, whose needs may not have been fully developed and/or understood in the 2018 version of the Strategy.
10. Acting on stakeholder feedback, the CAA aims to ensure the revision of AMS is conducted collaboratively with regular engagement, communication and updates on the progress of work, through the means of regular updates posted on the CAA's website.
11. Before considering any changes, the CAA has held five stakeholder engagement sessions in November and December of 2020, with representation from all airspace users and community groups, to seek their feedback on existing gaps within the strategy.
12. In March this year, the CAA then held three Stakeholder Playback Sessions, to engage further and measure interest in active involvement in the redrafting of the AMS.
13. The revision plan has been set out with an aim of engaging with stakeholders ahead of the public consultation, to provide an opportunity for the stakeholders to help shape the 2040 strategic vision and technology roadmap of a modernised UK airspace.
14. The plan initially focuses on an immediate engagement with the stakeholders in May and finalising the engagement plan itself. The CAA will seek feedback from a targeted stakeholder group via email, on the appropriateness of the proposed plan and process, set out within this document.
15. The initial engagement will provide the stakeholders with an opportunity to share with the CAA any lessons learned, in the context of best practice - fit for purpose engagement, communication and strategy development processes, which can then be built into the AMS revision plan and ensure stakeholder buy-in for its outcomes.
16. For the AMS to address requirement gaps, specifically from newly emerging airspace stakeholder groups and any changing priorities of all airspace users, in light of the COVID-19 pandemic, the CAA is proposing an iterative process of co-creation and drafting of the 2040 vision, supported by technology roadmap, ahead of public consultation.

17. The vision and roadmap will include new areas of focus, for example, the lower airspace outside Controlled Airspace and benefits identification to the environment from modernisation. Content will be developed taking into account feedback from the stakeholder engagement.

## Requirements Gathering Sessions

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18. The creation of a vision will commence with the Requirements Gathering Sessions. The workshops will be designed with an aim of better understanding the stakeholders' existing needs, which may be addressed through modernisation efforts deliverable in the short term. Those will be complemented by exploring stakeholders' wants and future needs and aspirations long term, offering an opportunity throughout June and July, to help shape the future strategy in the most efficient and balanced way.

## Co-creation Workshops

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19. The Co-creation Workshops will be held as a next step, to bring all stakeholder groups together and analyse the results of the Requirements Gathering Sessions. Outputs will be presented and discussed in themes, focusing on addressing gaps within the existing version of the strategy and creating a 2040 vision.

## AMS Review Panel

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20. To further enhance the aspect of strategy co-creation, the CAA will seek to establish a panel of expert representatives, derived from all stakeholder groups. The AMS Review Panel (ARP) will assist in reviewing outputs that inform the revision of the AMS, gathered from the Requirements Sessions and Co-Creation Workshops. In addition, the ARP will have an active role in the iterative development of the AMS, by providing periodical advice, guidance and feedback to the CAA on the elements of the draft strategy at its development stages, before public consultation.

## Public consultation

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21. Engagement through public consultation on the revised AMS is planned for September, with the new strategy to come into effect in the early months of 2022.

## Stakeholder Engagement Process

22. This section provides a summary of how the AMS Review Engagement Process will be undertaken.
23. Targeted involvement in the AMS review process of entities enlisted within **Annex 1** of this document has been designed, to complement and expand on the existing AMS governance scope. That is to address stakeholder input gaps, including the Innovation and Space sector, whilst widening the breadth of engagement with entities from the existing governance structure<sup>1</sup>.
24. With stakeholder volunteers putting themselves forward at the March playback sessions held by the CAA, to participate in targeted small group workshops, to support AMS revision going forward, the CAA has therefore designed an iterative process for developing the AMS. Representatives of groups suggested for targeted involvement will be actively engaged in the revision of AMS through the process outlined under **Figure 1**. The process is further explained in more detail within the following sections of this document.

Figure 1. AMS Review – Iterative Engagement and Communications Process

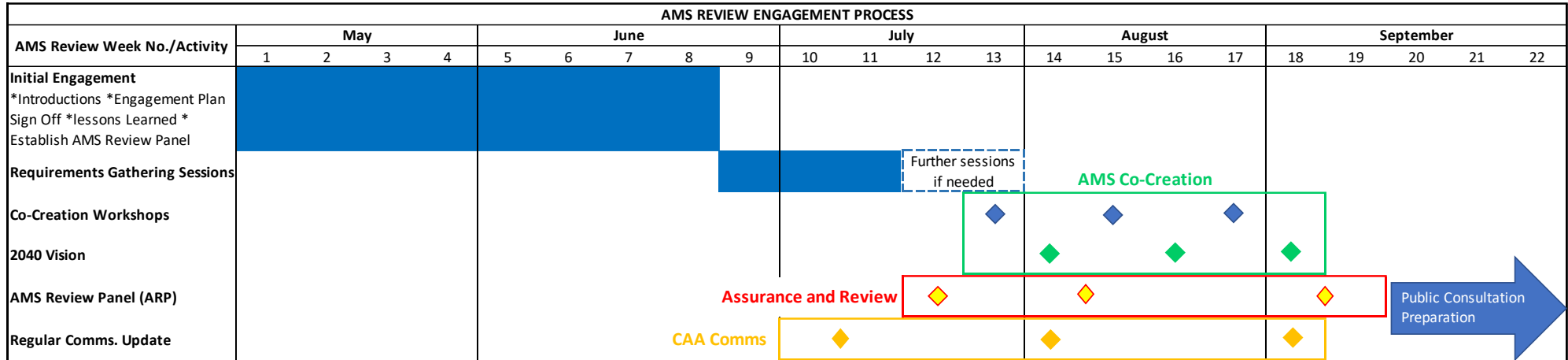


<sup>1</sup> [CAP1711b AMS Governance Annex](#) updated within [CAP1862 AMS Progress Report 2019](#)



25. The process has been designed to allow the stakeholder groups to articulate their requirements, whilst creating a space of co-creation of a common vision, balanced by the stakeholders themselves. The ongoing progress of the work will be reported to the AMS Review Panel, for advice and guidance on the elements of the new strategy draft, ahead of it being published ahead of the public consultation.
26. Regular communications on the work progress will be provided on the CAA's website, to ensure transparency and flow of information to all interested parties. An indicative engagement timeline has been presented in **Figure 2**.

Figure 2. AMS Review – Engagement Process Timeline



## Requirements Gathering Sessions

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27. The Requirements Gathering Sessions are designed to provide each airspace stakeholder group with an opportunity to articulate both its short-term requirements and future needs, expanding on the existing strategy beyond 2025 and up to 2040.
28. With fifteen modernisation initiatives existing within the current AMS, the requirements gathering work will build upon the existing AMS structure, any relevant content already presented to the CAA at the Listening and Playback Sessions to date, or any comments provided as part of AMS-relevant consultations, for example, the CAP1887 Consultation.
29. The Sessions are not designed to start the strategy definition process from the beginning. They will aim to identify and reflect stakeholder needs and goals, which can be addressed short term and most likely within the parameters of existing and tested technology, delivering on immediate benefits, in addition to longer-term, strategic requirements, spanning up to 2040.
30. Building upon any work achieved under the AMS to date, the sessions will also provide a platform not only for the existing airspace users and their changing priorities following the COVID-19 pandemic but also for the communities, new airspace users/entrants, such as Remotely Piloted Aircraft Systems (RPAS), other users from within the Innovation sector and Space. The sessions will form an enabler to define an initial baseline of those user needs, aiding in their future growth objectives and safe operations alongside all other groups of airspace stakeholders.
31. The sessions will be held with individual stakeholder groups, outlined within **Annex 1**, and their nominated subject matter experts (SMEs) in the fields of Operations, Technology & Innovation, Engineering, Commercial/Business Development, Noise/Environment and others, as appropriate. SMART Requirements outputs, specifically high-level Long Term Strategic and Short Term Operational needs will be gathered in line with standard good practice, i.e. (Specific, Measurable, Achievable, Relevant and Testable).
32. The SMEs will be required to provide the CAA with outputs, collected on behalf of the stakeholder group they represent, at the scheduled session, in a clear, concise and consistent manner. The SMEs will be asked to consider the content, completeness, quality, alignment with marketplace

and deliverability of requirements in the context of AMS Revision and its short-term and long-term goals.

33. The requirements definition process is presented in **Figure 3** with an example of the appropriate level of detail for the strategic requirements to be developed shown in **Figure 4**.

Figure 3. Strategic Requirements Gathering – Definition Stages

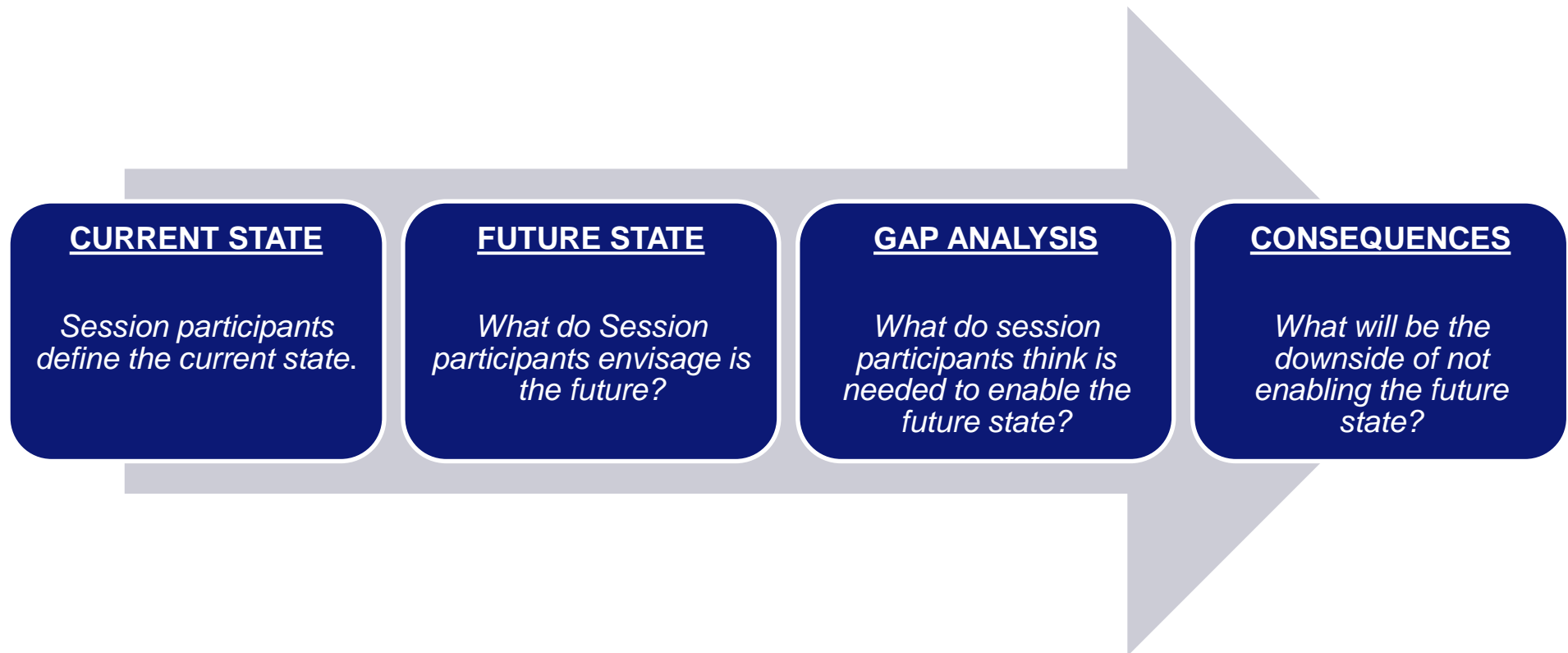
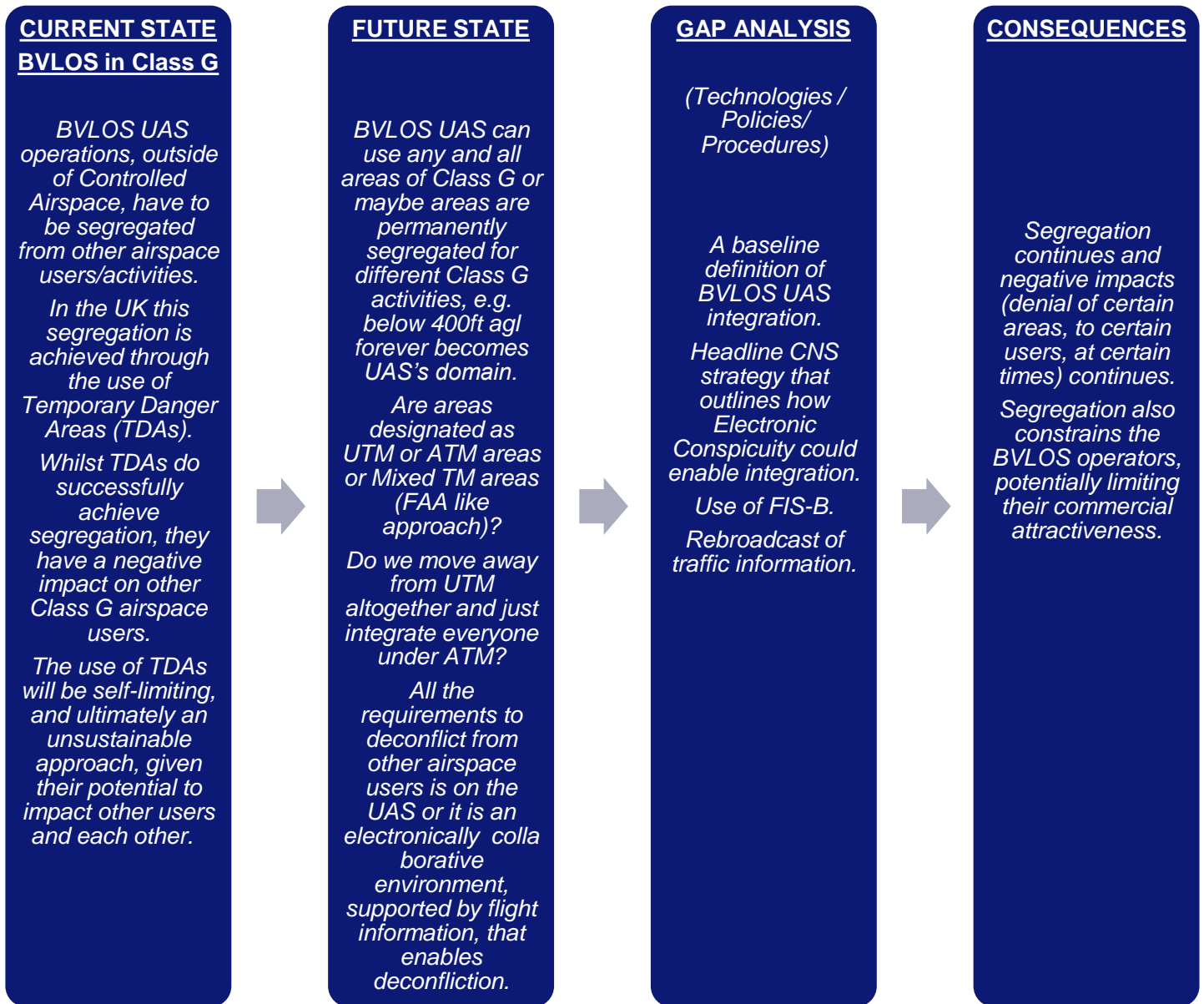


Figure 4. Strategic Requirements Gathering – Level of Detail Definition (Example)



34. The CAA will be responsible for capturing, cohering and managing the requirements at the targeted scheduled meetings, as per the proposed schedule in **Table 1**.

Table 1. Requirements Gathering Sessions – Proposed Schedule

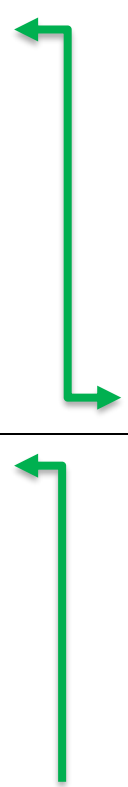
| Requirements Gathering Meeting # | Stakeholder Group<br>(alphabetical order) | Date                  |
|----------------------------------|---|-----------------------|
| Session 1                        | Airlines                                  | 28 <sup>th</sup> June |
| Session 2                        | Airports                                  | 29 <sup>th</sup> June |
| Session 3                        | ATC and MET                               | 1 <sup>st</sup> July  |
| Session 4                        | Communities, Environment & Noise          | 1 <sup>st</sup> July  |
| Session 5                        | GA  | 7 <sup>th</sup> July  |
| Session 6                        | Innovation (UAS and UAM)                  | 8 <sup>th</sup> July  |
| Session 7                        | MoD                                       | 8 <sup>th</sup> July  |
| Session 8                        | Innovation (Space)                        | 12 <sup>th</sup> July |

35. The proposed number of workshops may vary and will depend on the availability of required stakeholder resource and the level and consistency of requirements information presented by different SMEs. The CAA will seek to accommodate additional meetings where appropriate, for example should new SMEs be identified during the Requirements Gathering stage of the engagement process, aiming at stage completion in June.
36. The presented SME requirements will be grouped using the MoSCoW analysis principle (Must / Should / Could / Would/ Won't) and will be captured by the CAA during the sessions and managed throughout the requirements gathering process. Once recorded, all requirements will be given a unique reference number, so they can be tracked to the owners and linked with the final AMS objectives, once defined in the revision.

## 2040 Vision: Co-Creation Workshops

- 37. Co-creation workshops will be planned to supplement the Requirements Gathering sessions. Individual group outputs, gathered at the initial stages of the engagement process, will be presented to a wider audience of all stakeholder groups. Outputs will be set out to highlight similar and opposing requirement wants and needs of the various stakeholder groups, in order to gain stakeholder consensus on decisions as to the direction of AMS change and its subsequent 2040 vision.
- 38. Each co-creation workshop will have an assigned theme, derived appropriately following analysis conducted post Requirements Gathering sessions and will be based around addressing existing AMS strategy gaps.
- 39. An indicative workshop schedule and proposed agenda has been set out in **Table 2**, highlighting the iterative process of building upon the existing AMS vision, expanding it beyond 2025 and in line with stakeholder requirements.

Table 2. Creating AMS 2040 Vision: Co-Creation Workshops – Proposed Schedule

| Co-Creation Workshop # | 2040 Vision   | Themes  | Stakeholder Group | Date                 |
|------------------------|---|---|-------------------|----------------------|
| Session 1              |  | <ul style="list-style-type: none"> <li>• Requirements Matrix: Relationships, Dependencies and Trade-Offs</li> <li>• VFR Environment / Class G Airspace</li> <li>• UTM Integration</li> </ul>                      |                   | 29 <sup>th</sup> Jul |
|                        |   | ➤ New Context for Aviation  |                   | 2 <sup>nd</sup> Aug  |
| Session 2              |   | <ul style="list-style-type: none"> <li>• Network enablers: addressing operational short-term needs and shaping future innovation.</li> <li>• CNS Strategy</li> <li>• Business &amp; Technology Roadmap</li> </ul> |                   | 5 <sup>th</sup> Aug  |



| Co-Creation Workshop # | 2040 Vision | Themes  | Stakeholder Group | Date                 |
|------------------------|-------------|---|-------------------|----------------------|
|                        |             | <ul style="list-style-type: none"> <li>• Market Research</li> <li>• Further Research &amp; Development</li> </ul>   | ALL               |                      |
|                        |             | <ul style="list-style-type: none"> <li>➤ Balancing Upper/Terminal &amp; Uncontrolled Airspace</li> </ul>  |                   | 9 <sup>th</sup> Aug  |
| Session 3              |             | <ul style="list-style-type: none"> <li>• Safety</li> <li>• Noise &amp; Environment</li> <li>• Delivery Mechanisms, Timescales &amp; Leads</li> <li>• Alignment with NERL SIP</li> </ul> |                   | 10 <sup>th</sup> Aug |
|                        |             | <ul style="list-style-type: none"> <li>➤ 2040 Vision: Stakeholder Validation</li> </ul>   |                   | 12 <sup>th</sup> Aug |


40. The CAA recognises it may be necessary to schedule and take account for further iterations of the above process and that more detailed requirements might need to be developed in parallel, to complement the Co-creation Workshops.
41. It may also be appropriate that the themes of the Co-creation Workshops are varied from the above proposed plan, subject to stakeholder agreement and as a result of undertaken requirements analysis, post initial engagement.

# AMS Review Panel

- 42. To further enhance stakeholder involvement in the strategy co-creation, an AMS Review Panel (ARP) will be established.
- 43. The primary purpose of this meeting will be to provide the CAA with stakeholder advice and guidance on developing elements of the strategy, in line with the outputs gathered at the Requirements Gathering and Co-Creation stages.
- 44. The Panel will meet periodically, as per the proposed schedule outlined in **Table 3**, to discuss strategy revision progress and to offer advice as to the content of the draft elements being produced. The Panel will also guide the CAA, in the event of any stakeholder requirements or co-created elements of the 2040 vision being misunderstood, misrepresented or misinterpreted in the developed draft of the revised AMS.

**Table 3. AMS Review Panel – Named Representatives and Proposed Schedule**

|   |                                      |
|---|--------------------------------------|
| <b>AMS Review Panel</b>                     |                                      |
|   | <b>Proposed Named Representative</b> |
| <b>Airlines</b>                             | Airlines UK<br>IATA                  |
| <b>Airports</b>                             | AOA                                  |
| <b>ANSPs and MET</b>                        | GATCO<br>NERL                        |
| <b>Communities, Environment &amp; Noise</b> | AEF                                  |
| <b>GA</b>                                   | GA Partnership                       |
| <b>Innovation (UAS and UAM)</b>             | ARPAS                                |

|                                     |  |
|-------------------------------------|--|
| <b>AMS Review Panel</b>             |  |
|                                     | <b>Proposed Named Representative</b>   |
| <b>MoD</b>                          | MoD  |
| <b>Innovation (Space)</b>           | UK Space Agency  |
| <b>UK Government Representative</b> | DfT  |

- 45. The ARP will have an active role in the iterative development process of a revised AMS. The Panel will be offered regular updates on the progress of AMS revision work in order to verify (*Are we developing the Strategy correctly?*) and validate (*Are we developing the correct Strategy?*) that draft AMS is produced, in line with stakeholder requirements collated at the workshops.
- 46. ARP’s involvement in the co-creation of the AMS may be extended beyond the public consultation stages and will be decided upon, following consultation response analysis, planned for Q4 2021.

## Ongoing Communications Plan

47. The CAA recognises the importance of consistent and clear communication with all interested parties and stakeholders, invested in the AMS, its revision process, benefits and impacts. For that reason, we have designed our communication plan around the objective of keeping all stakeholders satisfied.
48. Interested parties and stakeholders within Annex 1 will have an opportunity to hear from us and influence the AMS Revision. In addition to any communications received as part of the Engagement Plan above, the CAA aims to make full use of its public web pages for monthly updates on the work progress.
49. Ongoing communication with stakeholders will also be continued, in line with AMS Governance from both the AMS Co-Sponsorship and Oversight representatives, with periodic updates through presentations at stakeholder meetings, as per their regular schedule.
50. The summary of the Communications Plan has been captured in **Table 4**.

Table 4. AMS Review Communications Plan

| <b>Audience</b><br>(Who) | <b>Message</b><br>(What)  | <b>Medium</b><br>(How)                  | <b>Schedule</b><br>(When) |
|--------------------------|---|---|---------------------------|
|                          | <ul style="list-style-type: none"> <li>Status update on AMS review work progress</li> <li>Final outputs of the revision process</li> <li>Links to articles / documents</li> </ul> | Public Web Pages                        | Monthly                   |
|                          | <ul style="list-style-type: none"> <li>General updates</li> </ul>   | Meeting Participation and Presentations | As per meeting frequency  |
|                          | <ul style="list-style-type: none"> <li>Planned AMS Review Consultation</li> </ul>   | Document Review via Public Consultation | As required               |

| <b>Audience</b><br>(Who)              | <b>Message</b><br>(What)  | <b>Medium</b><br>(How)          | <b>Schedule</b><br>(When)                            |
|---------------------------------------|---|---------------------------------|--|
| <b>AMS Review Stakeholders as per</b> | <ul style="list-style-type: none"> <li>• Future public consultations on AMS related matters</li> </ul>  |                                 |  |
|                                       | <ul style="list-style-type: none"> <li>• Workshop Outputs</li> <li>• Summary reports and next steps</li> </ul>  | AMS Review Engagement Workshops | As per proposed schedule in this document Tables 1-3 |
|                                       | <ul style="list-style-type: none"> <li>• Elements co-creation of a draft AMS with challenge from the Stakeholder Panel</li> <li>• Status Updates</li> </ul> | Document Co-authoring           | As per ARP Schedule                                  |
|                                       | <ul style="list-style-type: none"> <li>• Requests for Input and sharing Agenda, Outputs, Slides and Notes from the AMS Review Workshops</li> </ul>          | Task Assignment / Emails        | Ongoing throughout the engagement process            |

# Annex 1: AMS Review – Stakeholder Resource Requirement and Key Areas of Interest

|  |   |
|--|---|
|  | Key Area of Interest  |
|  | Group not listed within the AMS Governance as updated by CAP 2016 |

| Organisation                                | Representation         | 2018 AMS Initiatives - Key Interest                | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 |
|---|------------------------|--|---|---|---|---|---|---|---|---|---|----|----|----|----|----|----|
| ADS Advanced Air Mobility Group             | Advanced Air Mobility  | Integration<br>Space                               |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |
| Aerospace Technology Institute              | Innovation             | Integration  |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |
| Airbus                                      | Aerospace Corporation  | Integration  |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |
| Aircraft Owners & Pilots Association (AOPA) | UK General Aviation    | Integration  |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |
| Airspace4All                                | UK General Aviation    | Integration  |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |
| Airlines UK                                 | UK Registered Airlines | Efficiency<br>Integration                          |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |
| Airlines for Europe                         | UK Registered Airlines | Efficiency<br>Integration                          |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |
| AGS Airports                                | UK Airports Group      | Safety<br>Efficiency<br>Integration<br>Environment |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |

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|---|---|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| <p>Airport Consultative Committees</p>            | <p>Local communities, authorities, business groups, airport users and other interested parties</p>  | <p>Environment<br/>Efficiency<br/>Integration</p>            |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| <p>Airport Operators Association (AOA)</p>        | <p>UK Airports</p>  | <p>Safety<br/>Efficiency<br/>Integration<br/>Environment</p> |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| <p>Airspace and Noise Engagement Group (ANEG)</p> | <p>ANEG members include representatives from each of:</p> <ul style="list-style-type: none"> <li>• Air navigation service providers</li> <li>• Airlines</li> <li>• Airports</li> <li>• Aviation Environment Federation</li> <li>• Civil Aviation Authority</li> <li>• Community groups</li> <li>• Express delivery industry</li> <li>• Airspace4all (general aviation)</li> <li>• Independent Commission on Civil Aviation Noise</li> <li>• Local authorities (SASIG)</li> <li>• Aerospace manufacturers</li> </ul> | <p>Safety<br/>Efficiency<br/>Integration<br/>Environment</p> |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

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|  | <ul style="list-style-type: none"> <li>• Passenger organisations</li> <li>• Sustainable Aviation</li> <li>• UK airport consultative committees</li> </ul>  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Airspace Strategy Board <b>(ASB)</b>         | The Airspace Strategy Board is chaired by the Department for Transport Aviation Minister and brings together a wide range of interested aviation stakeholders to discuss national airspace policy and the strategic objectives of modernisation. | Safety<br>Efficiency<br>Integration<br>Environment |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| All Part Parliamentary Group – GA            | Parliamentarians from across the Commons and the Lords that advocate on GA issues.   | Integration  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Altitude Angel                               | Drone and UAV Services UTM Platform  | Intergration                                       |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Aviation Environment Federation <b>(AEF)</b> | Aviation environment and community membership body   | Environment  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| <b>(ARPAS)</b>                               |  | Integration  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Aviation Systems Group <b>(ASG)</b>          | National Qualified Entity for commercial pilot drone training  | Integration  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| London Biggin Hill                           | UK Airport   | Safety<br>Efficiency<br>Integration<br>Environment |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |



|  |  |                           |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|--|--|---------------------------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| Blue Bear Systems Research Ltd             | Supplier of innovative research and product-based solutions in the field of unmanned systems, mission systems, avionics, sensor payloads and data exploitation.  | Integration               |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Boeing                                     | Aerospace Corporation  | Integration               |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| British Airways                            | UK Registered Airline  | Efficiency<br>Integration |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| British Airline Pilots Association (BALPA) | UK Pilots  | Integration<br>Safety     |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| British Gliding Association                | UK General Aviation  | Integration               |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| British Model Flying Association (BMFA)    | Responsible for all aspects of <b>model flying</b> in Great Britain.   | Integration               |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Community Discussion Forum (CDF)           | Members of the CDF include Aviation Environment Federation (AEF), Airport Community Forum, Heathrow Association for the Control of Aircraft Noise (HACAN), Strategic Aviation Special Interest Group (SASIG), Local Authorities Aircraft Noise Council (LAANC), UK Airport Consultative Committees | Environment               |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

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| Callen-Lenz   | Innovative technology solutions and complementary technical consultancy across all aspects of manned and unmanned aviation development | Integration  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Connected Places Catapult                             | UK's innovation accelerator  | Integration  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Edinburgh Airport                                     | UK Airport   | Safety<br>Efficiency<br>Integration<br>Environment |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Exeter Airport  | UK Airport   | Safety<br>Efficiency<br>Integration<br>Environment |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Future Flight   | UK Government's challenge programme to help revolutionise aviation   | Integration  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Guild of Air Traffic Control Officers (GATCO)         | UK Air Traffic Controllers   | Integration<br>Safety                              |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| General and Business Aviation Strategic Forum (GBASF) | UK General Aviation  | Integration  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| General Aviation Partnership Forum (GAP)              | UK General Aviation  | Integration  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| HIAL  | UK Airport Group   | Safety<br>Efficiency<br>Integration<br>Environment |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

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| The Honourable Company of Air Pilots                                    | UK and International Registered Pilots   | Efficiency<br>Integration<br>Safety                  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Humberside Airport  | UK Airport   | Safety<br>Efficiency<br>Integration<br>Environment   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| International Air Transport Association (IATA)                          | International Airlines   | Efficiency<br>Integration<br>International Alignment |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Industry Communications for the Airspace Modernisation Strategy (ICAMS) | Broad mix of stakeholders including Airspace4All, Airlines UK, Airport Operators Association (AOA), The General and Business Aviation Strategic Forum (GBASF), IATA, MoD | Safety<br>Efficiency<br>Integration<br>Environment   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Independent Commission on Civil Aviation Noise (ICCAN)                  | Independent, impartial voice on civil aviation noise and how it affects communities  | Environment  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Large Model Association   | Members are interested in the designing, building, and flying of <b>large model</b> aircraft   | Integration  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| MAG Airports  | UK Airports Group  | Safety<br>Efficiency<br>Integration<br>Environment   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| MET Office  | UK's National Weather Service Provider   | Efficiency   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Ministry of Defence (MoD)   | National Defence and Security  | Efficiency<br>Integration<br>Alignment               |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

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| National Air Traffic Management Advisory Committee (NATMAC) | Includes a wide range of airspace users, airport operators, air navigation service providers and the UK Airprox Board                           | Integration<br>Efficiency<br>Safety                |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| NATS En Route plc (NERL)                                    | Provision of En Route air traffic services in the UK  | Efficiency<br>Safety                               |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Norwich Airport   | UK airport  | Safety<br>Efficiency<br>Integration<br>Environment |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| PPL-IR  | UK General Aviation   | Integration  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Quinetiq  | UK Space Industry   | Space<br>Integration                               |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| RPAS Key Stakeholders Group                                 | UK Drone Industry   | Integration<br>Safety                              |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Scottish Space Leadership Council                           | UK Space Industry   | Space<br>Integration                               |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Spaceport Cornwall  | UK Space Industry   | Space<br>Integration                               |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Spaceport Llanbedr Airfield                                 | UK Space Industry   | Space<br>Integration                               |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Strategic Aviation Special Interest Group (SASIG)           | Forum for Local Authorities and other regional representatives to come together to share information and resources on regional aviation issues. | Environment  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

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| Sustainable Aviation | Brings together major UK airlines, airports, manufacturers, air navigation service providers and key business partners, to ensure a cleaner, quieter, smarter future for the industry | Environment           |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| UAS forum            | Members made up of innovative operators, representative organisations, service providers and cross cutting stakeholders including the Police and MoD.                                 | Integration<br>Safety |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| UK Space Agency      | Strategic decisions on the UK civil space programme and providing a clear, single voice for UK space ambitions  | Space<br>Integration  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Ukspace              | UK Space Industry   | Space<br>Integration  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Vertical Aerospace   | British aerospace manufacturer  | Integration           |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Volocopter           | German aircraft manufacturer  | Integration           |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

