

GLOBAL CIVIL-MILITARY AVIATION CONFERENCE – BRUSSELS – 22 JUNE 2023

GOOD MORNING EVERYONE. RAUL, KARSTEN - THANK YOU VERY MUCH FOR YOUR INTRODUCTION AND FOR INVITING ME TO DELIVER THE OPENING KEYNOTE ADDRESS AT THIS GLOBAL CIVIL-MILITARY AVIATION CONFERENCE – A TIMELY EVENT ON A VITAL ISSUE.

I'M DELIGHTED TO HAVE THE OPPORTUNITY THIS MORNING TO OFFER A UK CIVIL AVIATION AUTHORITY VIEW ON THE IMPLEMENTATION OF FLEXIBLE USE OF AIRSPACE. I'M EQUALLY DELIGHTED TO SEE THE BROAD ATTENDANCE AT THIS CONFERENCE, WHICH TO ME DEMONSTRATES THE COMBINED CIVIL AND MILITARY AND INTERNATIONAL COMMITMENT TO STEPPING UP TO THIS CHALLENGE.

AND FINALLY I'M DELIGHTED TO BE OFFERING A UK CIVIL AVIATION PERSPECTIVE, UNDERLINING THAT DESPITE SOME OTHER WELL-PUBLICISED RECENT MATTERS IN RELATION TO EUROPE, THE UK REMAINS AN INTEGRAL PART OF AEROSPACE IN EUROPE IN THE ROUND, AND SPECIFICALLY IN THE CONTEXT OF TODAY, A FULL PART OF EUROCONTROL – TODAY AND FROM THE START IN 1963, WITH THE LATEST EXAMPLE BEING THE TECHNICAL COOPERATION OFFICE WHICH WE ESTABLISHED AT EUROCONTROL LATE LAST YEAR, ALONG WITH OUR UK NATIONAL AIR TRAFFIC SERVICE.

THAT'S VITALLY IMPORTANT, BECAUSE THERE IS ULTIMATELY NO ENDURING SOLUTION TO ANY AVIATION CHALLENGE, PERHAPS ESPECIALLY AIRSPACE, WHICH IS NOT INTERNATIONAL IN NATURE – BE THAT IN EUROPE OR WIDER THROUGH ICAO – AND THAT INCLUDES FROM BOTH A CIVIL AND MILITARY PERSPECTIVE.

YOU KNOW MY BACKGROUND: INDEED, THE REASON THAT I WAS ASKED LAST YEAR BY EUROCONTROL TO SPEAK AT THIS CONFERENCE IS THAT MY CAREER BRIDGES ACROSS CIVIL AND MILITARY AVIATION. I STARTED MY FLYING CAREER 44 YEARS AGO AS A PRIVATE PILOT LICENSED BY THE CAA; THEN FOR 39 YEARS I WAS A PILOT AND COMMANDER IN THE ROYAL AIR FORCE, ENDING UP AS HEAD OF THE SERVICE; AND NOW I HEAD THE UK CIVIL AVIATION AUTHORITY.

I HAVE FLOWN MILITARY AIRCRAFT IN MOST CORNERS OF THE WORLD, BUT MOST ESPECIALLY IN EUROPE. SO I THINK THAT I KNOW THE CHALLENGES OF SECURING SUFFICIENT AIRSPACE FOR MILITARY TRAINING NEEDS; AND HOW THOSE NEEDS CHANGE AS WE ADAPT TO THE REQUIREMENTS OF NEW MILITARY CAPABILITIES, SUCH AS 5TH AND 6TH GENERATION COMBAT AIRCRAFT, LIVE AND VIRTUAL TRAINING CONSTRUCTS, AND THE INTEGRATION OF UNCREWED SYSTEMS INTO TRAINING SCENARIOS.

I DO RECOGNISE THOUGH THAT IT'S NOW FOUR YEARS SINCE I FINISHED FLYING MILITARY AIRCRAFT AND SINCE I LEFT THE ROYAL AIR FORCE. MY KNOWLEDGE OF CURRENT MILITARY THINKING MAY THEREFORE BE MORE LIMITED AND I'M SURE THAT THERE HAS BEEN PROGRESS IN THE AREAS WHICH I'M GOING TO DISCUSS. ALTHOUGH I DO SUSPECT THAT THE GENERAL PRINCIPLES WILL HAVE REMAINED CONSTANT – I'M SURE THAT MAJOR

GENERAL THIERRY DUPONT AND LIEUTENANT LANCE LANDRUM, SPEAKING SHORTLY, WILL UPDATE YOU.

AS AN AIR FORCE COMMANDER, I WOULD NATURALLY HAVE BEEN CLEAR THAT MILITARY TRAINING WAS SEGREGATED FOR GOOD SAFETY REASONS, WITH THE RISK OF MID-AIR COLLISION BETWEEN MILITARY AND CIVIL AIR TRAFFIC ALWAYS AT THE TOP OF MY SAFETY CONCERNS. IT'S ALSO HIGH UP MY RISK REGISTER IN THE CAA TOO.

HOWEVER, I WAS ALSO WELL AWARE OF THE IMPACT OF MY MILITARY TRAINING NEEDS ON CIVIL AIR TRAFFIC: I COULD UNDERSTAND THE IMPACT OF RESERVING, PERMANENTLY OR TEMPORARILY, LARGE VOLUMES OF AIRSPACE. I COULD SEE THAT SPECIAL USE AIRSPACE HAD GROWN IN RECENT YEARS, LARGELY INCREMENTALLY, FROM PREVIOUSLY ESTABLISHED AIRSPACE DESIGNS.

I KNEW THAT THE MILITARY WAS NOT UNIVERSALLY GOOD AT PLANNING, USING AND, ESPECIALLY, DEACTIVATING AIRSPACE WHEN IT WAS NO LONGER NEEDED. AND THAT EVEN IF IT WAS NOT THE INTENTION, WE OFTEN GAVE TO CIVILIAN OPERATORS AT LEAST THE APPEARANCE OF INFLEXIBILITY IN OUR REQUIREMENTS.

ON THE FLIP SIDE, I COULD ALSO SEE THAT EVEN WHEN MILITARY AIRSPACE WAS DEACTIVATED, AIR TRAFFIC MANAGEMENT SYSTEMS DID NOT ALWAYS SEEM GOOD AT THEN USING IT. THE CONCEPT OF THE FLEXIBLE USE OF AIRSPACE WAS THERE, BUT IT SEEMED TO HAVE LIMITATIONS IN PRACTICE.

PERHAPS NOT ALL AIRLINES HAD SUFFICIENTLY SOPHISTICATED AND RESPONSIVE FLIGHT PLANNING OPERATIONS, MEANING THAT, BY DEFAULT, THEY WOULD FLY LONGER THAN NECESSARY ROUTES. PERHAPS IT WAS THE LACK OF APPROPRIATE HIGHER-LEVEL OPERATIONAL MANAGEMENT SYSTEMS; OR A LACK OF COMMUNICATION; OR A LACK OF CONFIDENCE; OR A COMBINATION OF ALL THOSE THINGS.

MY SENSE ALSO WAS THAT THE MILITARY HAD ALWAYS RATHER FELT ON THE BACK FOOT ON AIRSPACE: THAT THE PRESSURE WAS ALWAYS TO REDUCE MILITARY AIRSPACE IN FAVOUR OF CIVIL NEEDS, LEADING TO A SENSE OF PROTECTION.

IT CERTAINLY DIDN'T ALWAYS SEEM TO BE AS MUCH A PART OF THE NARRATIVE AS IT ARGUABLY COULD HAVE BEEN THAT PROMOTING THE FLEXIBLE AND MOST EFFICIENT USE OF AIRSPACE COULD BE OF EQUAL VALUE TO BOTH PARTIES: IN OTHER WORDS THAT LARGER VOLUMES OF AIRSPACE COULD BE DESIGNED AND USED MORE PURPOSEFULLY FOR BOTH MILITARY AND CIVIL BENEFIT.

THAT WOULD BE MY PERSPECTIVE IN MY FORMER LIFE. NOW THAT I'M ON THE OTHER SIDE OF THE BRIDGE, HOW DOES IT FEEL? WELL, MY UNDERSTANDING OF ALL OF THOSE MILITARY NEEDS AND CHALLENGES HAS NOT CHANGED AS A RESULT OF NOW HEADING UP THE UK CIVIL AVIATION AUTHORITY.

BUT UNDOUBTEDLY I NOW HAVE FAR GREATER KNOWLEDGE AND UNDERSTANDING OF THE NEEDS OF CIVIL AVIATION. INDEED, JUST AS THE MILITARY FELT THAT THEIR NEEDS WERE SECONDARY, I FIND NOW THAT CIVIL AVIATION CAN OFTEN FEEL PRETTY MUCH THE REVERSE

IN TERMS OF PRIORITIES, AND THAT OPPORTUNITIES FOR THE BEST USE OF AIRSPACE ARE BEING MISSED.

WHAT SEEMS CLEAR THEREFORE IS THE VITAL IMPORTANCE OF ENSURING THAT, WE WORK TOGETHER TO PUT IN PLACE THE COOPERATIVE GOVERNANCE, PROCESSES, PROCEDURES AND TECHNOLOGIES WHICH WILL ENSURE THAT WE CAN USE AIRSPACE IN THE MOST EFFECTIVE AND EFFICIENT WAY: WE SHARE A COMMON INTEREST.

MY FUNDAMENTAL APPROACH TO THE CHALLENGE IS THEREFORE TO SEE CIVIL AND MILITARY NOT AS COMPETITORS FOR THE VALUABLE RESOURCE WHICH IS AIRSPACE, BUT AS PARTNERS, WORKING TOGETHER TO DELIVER THE BEST COLLECTIVE OUTCOMES IN A COMPLEX AND DEMANDING ENVIRONMENT.

I THEREFORE APPLAUD RAUL AS DIRECTOR GENERAL EUROCONTROL FOR INCLUDING AS PART OF HIS 'RAISING THE BAR' INITIATIVE THE EMPHASIS ON MEMBER STATES WORKING TOGETHER AS CIVIL AND MILITARY. WE ARE THE PROFESSIONAL EXPERTS ON AIRSPACE IN THIS ROOM – IF WE CAN'T FIND A SOLUTION TO OUR CHALLENGES, THEN NO ONE ELSE IS GOING TO. AND EVEN IF THOSE OTHERS DID, WE ALMOST CERTAINLY WOULDN'T LIKE THE OUTCOME.

IF THE ECONOMIC ARGUMENTS FOR THAT CO-OPERATION HAVE ALWAYS BEEN THERE, ON THE CIVIL SIDE ESPECIALLY, OUR AMBITIONS IN RELATION TO OUR GREATEST STRATEGIC CHALLENGE - AVIATION SUSTAINABILITY – NOW MAKE THE CASE COMPELLING. THOSE AMBITIONS ARE VERY CLEARLY A CHALLENGE FOR BOTH CIVIL AND MILITARY AEROSPACE AND WE SIMPLY MUST ENSURE THAT THE FUEL WHICH WE BURN IS NOT USED WASTED BY FLYING INEFFICIENTLY ROUND AIRSPACE WHICH COULD OTHERWISE BE AVAILABLE.

LET ME OFFER THEN SOME REFLECTIONS FROM THE UK ON HOW WE'RE GETTING ON WITH THAT COOPERATIVE APPROACH AND THE FLEXIBLE USE OF AIRSPACE. STARTING AT THE STRATEGIC LEVEL, ONE OF THE UK GOVERNMENT'S HIGHEST AVIATION PRIORITIES IS PROGRESS WITH OUR AIRSPACE MODERNISATION STRATEGY.

DEMANDS FOR THE USE OF AIRSPACE ARE GROWING, NOT LEAST WITH NEW TECHNOLOGIES SUCH AS ADVANCED AIR MOBILITY AND REMOTELY PILOTED AIR SYSTEMS. DEMANDS ARE EQUALLY GROWING TO MOVE FROM AN AIRSPACE DESIGN BASED ON REQUIREMENTS AND CAPABILITIES OF MANY DECADES AGO, TO ONE THAT IS BASED ON TODAY'S AIRCRAFT AND TRAFFIC MANAGEMENT TECHNOLOGIES. AND, CRITICALLY, A DESIGN WHICH ENSURES THAT AIRSPACE IS USED IN A WAY WHICH MINIMISES AVIATION'S ENVIRONMENTAL IMPACT – BOTH SUSTAINABILITY AND NOISE.

I HAVE TO SAY THAT THE DEVELOPMENT OF THE STRATEGY IS ALSO THE PRODUCT OF MANY YEARS OF US SUFFERING A DISJOINTED, MULTI-TRACK, AND DIFFUSED RESPONSIBILITY APPROACH – WE NEED A SINGLE INTEGRATED PLAN.

MUCH GOOD WORK HAS BEEN DONE TO DEVELOP OUR AIRSPACE MODERNISATION STRATEGY OVER THE LAST FEW YEARS: THE UK GOVERNMENT IS CLEAR THAT THEY EXPECT US TO MOVE TOWARDS IMPLEMENTATION, AT PACE. THAT COVERS BOTH TRADITIONAL AIRSPACE USERS AND ADAPTING OUR POLICIES, PROCESSES AND, POTENTIALLY, RISK

ASSESSMENTS IN RELATION TO THE SORT OF NEW TECHNOLOGIES WHICH I MENTIONED EARLIER, FOR EXAMPLE BVLOS OPERATION BY UNCREWED SYSTEMS AND ELECTRONIC CONSPICUITY.

IT ALSO TOUCHES INTO AREAS SUCH AS OUR ENABLEMENT OF SPACE LAUNCHES FROM THE UK – THE CAA HAS ALSO BEEN THE UK’S SPACE REGULATOR SINCE JULY 2021 AND HAS ALREADY ISSUED OVER 300 SATELLITE LICENCES AND LICENSED THE UK’S FIRST SPACEPORT. I KNOW THAT SECURING AIRSPACE FOR SPACE LAUNCHES IS AN INCREASINGLY SIGNIFICANT ISSUE ACROSS EUROPE, AS SPACE ACTIVITIES CONTINUE THEIR RAPID GROWTH.

WHAT THEN IS THE CAA’S ROLE? WE ARE AN AUTHORITY AND WE WORK WITHIN THE LEGAL AND POLICY FRAMEWORK SET BY PARLIAMENT AND THE SECRETARY OF STATE FOR TRANSPORT. AT THE MOMENT, THAT MEANS OUR RESPONSIBILITIES ARE TO DEVELOP LONG-TERM STRATEGIES FOR UK AIRSPACE; AND TO CONSIDER REQUESTS BY AIRPORTS AND AIR TRAFFIC CONTROL ORGANISATIONS FOR AIRSPACE CHANGE PROPOSALS.

IN DOING SO, WE ARE REQUIRED TO CONSIDER SAFETY, EFFICIENCY AND ENVIRONMENTAL DUTIES. THESE AUTHORITIES DO PLACE CERTAIN LIMITATIONS ON WHAT WE ARE CURRENTLY ABLE TO DO – SOMETIMES THE EXPECTATIONS OF US RUN AHEAD OF WHAT WE CURRENTLY HAVE THE AUTHORITY TO DELIVER. SO THAT’S SOMETHING WE NEED TO CONSIDER FURTHER, IF WE ARE TO BE ABLE PROPERLY TO CONSIDER THE SYSTEM AS A WHOLE; MAKE CHANGES WHICH BALANCE NEEDS ACROSS EVER-WIDENING RANGE OF AIRSPACE USERS; AND MOVE FASTER.

I SHOULD EMPHASISE TO THIS AUDIENCE IN PARTICULAR THAT WHILST OUR AIRSPACE MODERNISATION STRATEGY FOCUSES ON PROVIDING THE UK WITH OPEN, EFFICIENT, AND EQUITABLE AIRSPACE USE WITHIN THE UK FLIGHT INFORMATION REGION, THE CHANGES WHICH IT WILL DELIVER ALSO OFFER A SIGNIFICANT BENEFIT BY THE UK TO EUROPEAN AIR TRAFFIC MANAGEMENT IN TERMS OF CONTINENTAL AND OCEANIC PERFORMANCE.

THE STRATEGY SITS ALONGSIDE THE PRINCIPLES OF THE FLEXIBLE USE OF AIRSPACE AND WITHIN THE CONTEXT OF THE UK’S FUNDAMENTAL APPROACH TO AIRSPACE DESIGN, UTILISATION AND REGULATION – WHICH IS A JOINT AND INTEGRATED CIVIL/MILITARY APPROACH WHICH BRINGS SIGNIFICANT BENEFIT TO BOTH CIVIL AND MILITARY AIRSPACE USERS AND OFFERS ENVIRONMENTALLY AND COST-EFFECTIVE AVIATION BENEFITS.

THIS APPROACH, TIGHTLY COUPLED TO AIR TRAFFIC MANAGEMENT AND AERODROME SAFETY REGULATORY PROCESSES AND OVERSIGHT, OFFERS THE VALUE OF A SYSTEMATIC, ONE-STOP SHOP APPROACH.

IT IS FURTHER ENHANCED BY OUR REGULATORY STATUS AS AN ARM’S LENGTH BODY TO GOVERNMENT, AND THE SEPARATION FROM OUR AIR NAVIGATION SERVICE PROVIDER COMMUNITY. THAT INDEPENDENCE ALLOWS US TO MAKE BALANCED AND EVIDENCE-BASED JUDGEMENTS AND DECISIONS WHICH AIM TO GIVE THE GREATEST BENEFIT IN AN UNBIASED WAY, HAVING CONSULTED WIDELY AND BEING FULLY TRANSPARENT IN OUR PROCESSES AND OUTCOMES.

TO GIVE CONFIRMATION OF WHAT OUR JOINT AND INTEGRATED APPROACH LOOKS LIKE IN PRACTICE, AT THE TOP LEVEL OF GOVERNANCE, THE ROYAL AIR FORCE'S ASSISTANT CHIEF OF THE AIR STAFF IS A NON-EXECUTIVE MEMBER OF THE CIVIL AVIATION AUTHORITY BOARD. SO THERE IS MILITARY INSIGHT AND COOPERATION OFFERED AT THE TOP LEVEL OF CIVIL AVIATION REGULATION AND OVERSIGHT.

AT THE PLANNING AND DELIVERY LEVEL, OPERATIONAL MILITARY SUBJECT MATTER EXPERTS - THE DEFENCE AIRSPACE & AIR TRAFFIC MANAGEMENT TEAM - LONG TIME BEEN EMBEDDED WITHIN THE CAA. MILITARY AND CIVIL PEOPLE WORK ALONGSIDE EACH OTHER DAY-TODAY, COORDINATING AND WORKING THROUGH NOT ONLY TACTICAL AND OPERATIONAL ISSUES, BUT ALSO STRATEGIC ONES. THIS IS OVERSEEN BY A JOINT AIR NAVIGATION SERVICE COMMITTEE, WORKING UNDER TERMS OF REFERENCE JOINTLY SPONSORED BY THE SECRETARY OF STATE FOR DEFENCE AND THE TRANSPORT SECRETARY, AND CHAIRED BY THE DIRECTOR GENERAL OF SAFETY AND AIRSPACE REGULATION AT THE CAA.

WE BELIEVE THIS CLOSE PARTNERSHIP TO BE ESSENTIAL FOR ENSURING THAT THERE IS TRANSPARENT, EQUITABLE AND EFFICIENT USE OF AIRSPACE AND ENABLING THE SUCCESS OF RESPECTIVE CIVIL AND MILITARY ENTERPRISES. THAT INCLUDES RESPONDING RAPIDLY AND FLEXIBLY TO OPERATIONALLY ESSENTIAL ACTIVITY – IT IS THE MATURE RELATIONSHIP THAT HAS DEVELOPED OVER MANY YEARS BETWEEN THE CAA, MINISTRY OF DEFENCE AND AIR NAVIGATION SERVICE PROVIDERS, COUPLED WITH EMBEDDED STAFFS, WHICH ALLOWS US TO REACH RAPID AGREEMENTS.

WHAT I DON'T WANT TO IMPLY THOUGH IS THAT THE UK HAS CRACKED THE PROBLEM IN EVERY RESPECT: THERE IS MUCH WORK STILL TO DO. IT REQUIRES AN ONGOING COMMITMENT OF SUPPORT AND ENGAGEMENT FROM NATIONAL CIVIL AND MILITARY AIR NAVIGATION SERVICE PROVIDERS TO INVEST AND DELIVER THE PERSONNEL, TOOLS, AND INFRASTRUCTURE NECESSARY TO SUPPORT THE FLEXIBLE USE OF AIRSPACE.

OPERATORS AND FLIGHT PLANNING ORGANISATIONS MUST ALSO INVEST IN THE TOOLS AND TRAINING NECESSARY TO TAKE FULL OPERATIONAL ADVANTAGE OF THE BENEFITS, AND A BREAK FROM TRADITIONAL OR LEGACY FLIGHT PLANNING AND ROUTINGS MUST BE TAKEN TO REALISE THE FULL FUTURE BENEFITS.

WE ALSO NEED TO GET BETTER AT UNDERSTANDING WHETHER DESIRED CIVIL AND MILITARY AIRSPACE DESIGN OBJECTIVES, OUTCOMES AND UTILISATION PERFORMANCE LEVELS ARE BEING DELIVERED IN PRACTICE. THIS IMPLIES FURTHER INVESTMENT – PERHAPS AT THE EUROPEAN NETWORK LEVEL - IN MODELLING AND MONITORING TOOLS TO DETERMINE AND ENSURE OPTIMUM EFFICIENCY AND THAT ENVIRONMENTAL PERFORMANCE TARGETS AND OUTCOMES ARE BEING MET.

AS A SPECIFIC POINT, CONSIDERATION SHOULD PERHAPS BE GIVEN TO INCLUDING MILITARY ACTIVITY INTO THE SCOPE, WORK, AND RESPONSIBILITIES OF THE EUROCONTROL PERFORMANCE REVIEW COMMISSION, WHICH COULD ADD SIGNIFICANT UNDERSTANDING AND VALUE TO DELIVERING A MODERN AND CARBON CONTROLLED EUROPEAN CONTINENTAL NETWORK.

ALLIED TO THAT, THE CIVIL MILITARY STAKEHOLDER COMMITTEE, ESTABLISHED AND COLLABORATING ALONG WITH THE CIVIL MILITARY COORDINATION OFFICES AND NETWORK MANAGER FUNCTION IN THE EUROCONTROL ORGANISATION, ALSO OFFERS GOOD PROMISE FOR EFFICIENT AND EQUITABLE ACCESS TO EUROPEAN AIRSPACE.

I'VE COVERED A FAIR AMOUNT OF GROUND HERE, SO AS I CONCLUDE LET ME SUMMARISE WHAT I THINK ARE THE MAIN AREAS OF WORK THAT I THINK WILL GET US CLOSER TO OUR ULTIMATE GOAL – THAT AIRSPACE IS NO LONGER CIVIL OR MILITARY, BUT TREATED AS A COMMON RESOURCE AND ALLOCATED ACCORDING TO USER REQUIREMENTS.

1. WE NEED MORE WORKING TOGETHER, WITH A COMMON SENSE OF OWNERSHIP AND A JOINTLY OWNED PLAN.
2. WE NEED PROPERLY CONSTITUTED AND EMPOWERED NATIONAL AND INTERNATIONAL GOVERNANCE BODIES WHICH CAN OWN THE PLAN AND OVERSEE DELIVERY.
3. WE NEED TO INVEST NOT ONLY IN THE TECHNOLOGY NEEDED TO ENABLE FLEXIBLE USE, BUT ALSO THE PEOPLE, TRAINING AND TOOLS NEEDED TO DELIVER INTEROPERABILITY.
4. WE NEED TO BE ABLE TO SET OBJECTIVES AGAINST WHICH WE CAN MEASURE WHETHER OUR PLAN IS WORKING IN PRACTICE; AND TO ENSURE THAT WE ARE RECORDING BENEFITS, MOST NOTABLY IN RELATION TO PROMOTING SUSTAINABLE AVIATION.

I'M SURE THAT THERE ARE MANY AREAS OF WORK AND THESE POINTS WON'T NECESSARILY DELIVER THE FULL SOLUTION. BUT I SUGGEST THAT WE WON'T GET TO THAT FULL SOLUTION WITHOUT THEM.

I VERY MUCH LOOK FORWARD NOW TO HEARING THE VIEWS OF OTHERS DURING THE CONFERENCE. THE HEADLINES I LEAVE YOU WITH IS THAT WE SHARE A COMMON INTEREST BETWEEN CIVIL AND MILITARY AVIATION. IT'S VITALLY IMPORTANT THEREFORE THAT WE WORK EVER MORE CLOSELY TOGETHER. IT IS IN OUR MUTUAL INTERESTS TO PUT IN PLACE THE COOPERATIVE GOVERNANCE, PROCESSES, PROCEDURES AND TECHNOLOGIES WHICH WILL ENSURE THAT WE CAN USE AIRSPACE IN THE MOST FLEXIBLE, EFFECTIVE AND EFFICIENT WAY.