



Integrated Country Strategy

United Kingdom

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1. Chief of Mission Priorities

In June 2016, the people of the United Kingdom, one of our oldest and closest allies, took a brave but unexpected decision to withdraw from the European Union in order to reassert their full sovereignty. We support the right of the United Kingdom to make this choice, and we will do all we can to help make it a success. We have to recognize, however, that we will have to change how we work with the United Kingdom. There will be new opportunities to pursue and threats to existing interests that we have to mitigate. As we produce this strategy document, we are aware that the future relationship between the United Kingdom and the European Union is still uncertain. This strategy, therefore, will have to be a living document, able to adjust as the ground firms beneath us, and we seek to build in new directions from the stable foundation of our long and very special relationship.

As always, our focus is on enhancing the special relationship, ensuring security, and promoting prosperity and close cultural ties. The closest bilateral military and security relationship in our history will continue, but we recognize that to achieve the gains possible from Brexit some aspects of this will have to change. When the United Kingdom leaves the EU, the United States will need to seek new partnerships with other EU member states to enhance cooperation on sanctions, law enforcement, and counter-terrorism efforts. We will need to refocus our efforts in our bilateral relationship with the UK on how we can work jointly with the EU and through international organizations like the UN Security Council to meet our security goals. Our defense cooperation, both bilaterally and through the NATO alliance, will continue, and we hope, expand. Proper funding and support for military and security cooperation will ensure that we can meet this goal.

We will work with the UK, both bilaterally and together with the EU, on joint defense in both traditional and emerging methods. We will focus on countering cybercrime and security risks in order to preserve both safety and prosperity. Part of this is cooperation in science, engineering and technology, through security services, business and academia. With Brexit, we will have to adjust the way we cooperate on non-military security issues. It will be important to protect data sharing on immigration and international movements of money and goods to combat terrorism, organized crime, and human trafficking.

The decision to leave the EU creates both opportunities and risks for U.S. business and our economic interests. The possibility of a new trade relationship with the UK is historic, and we hope it will be the beginning of a new era of more open and prosperous global trade. We will pursue this goal with vigor at the earliest opportunity. However, the United States must also seek to preserve existing economic and business relationships, even though they will change.

We cannot afford to accept the idea that change just means loss. We need to be a strong advocate for our business interests and a resource as they adjust to the new reality. When the UK officially leaves the EU, there will be a new UK customs regime, although the timing and specifics are unknown as yet. It will be important to strengthen Embassy efforts to support business and maintain our strong economic relationship with the UK as it enters this new era.

The next four years will be a particularly critical time, both for the UK and for our relationship. Among our most urgent concerns is ensuring continuity in areas currently covered by U.S.-EU agreements, like the Open Skies Agreement and the air safety agreement. We must have authorities in place to replicate agreements on data sharing, tax and investment. In addition, we will need to ensure that agreements on issues including counterterror data sharing, port security and counternarcotics are replicated on a bilateral basis as soon as possible.

The United States and her people have a powerful affinity for the United Kingdom. We are a nation bound together by a creed, and that creed with its focus on the rule of law, democracy and individual rights has deep roots in the UK. We know this will not change. The UK will remain a strong ally and our close ties of culture and friendship will remain. We will maintain the reputation of the United States as the best place to do business in the world. Combining the efforts of our interagency team, we will continue to maintain and advance our critical trade and investment relationship and facilitate travel for legitimate businesspeople, students, and tourists. To that end, we will promote the United States as a great place to visit and invest. To support American citizens in the UK, we will ensure excellent consular services for routine services such as voter registration and passport issuance as well as when emergencies require our support. We will be here for our citizens.

The next few years will be among the most consequential for our close relationship since World War II. The UK is on a new path, one that promises new risks and opportunities. Now is the time to deepen cooperation with our closest ally and ensure that, in the long run, the UK emerges from Brexit stronger and more capable of joining with the United States to secure a just and prosperous world.

2. Mission Strategic Framework

Mission Goal 1: Protect U.S. security by working with the United Kingdom as it withdraws from the EU.

Mission Objective 1.1: Preserve and enhance cooperation with the United Kingdom on defense and security.

Mission Goal 2: Promote U.S. prosperity by supporting the long-term economic and commercial relationship with United Kingdom as it withdraws from the EU.

Mission Objective 2.1: Sustain the economic and commercial relationship with the United Kingdom and seek new opportunities as the UK leaves the EU.

Mission Goal 3: Advance American influence by promoting shared values and interests and building the people-to-people ties that form the backbone of the U.S.-UK Special Relationship.

Mission Objective 3.1: Increase cultural ties and build public support for U.S. priorities and continued U.S.-UK cooperation.

Mission Objective 3.2: Promote and facilitate legitimate travel to the United States.

Mission Objective 3.3: Support U.S. citizens in the United Kingdom.

Management Objective 1: Deliver superior, forward-leaning administrative services that reflect best practices and emphasize customer satisfaction, efficiency, cost effectiveness, innovation, stability, and support for U.S. strategic interests.

Management Objective 2: Invest in personnel to ensure they are properly equipped to do their jobs and achieve success, and enhance their ability to support mission goals and objectives by addressing family and quality of life issues.

3. Mission Goals and Objectives

Mission Goal 1: Protect U.S. security by working with the United Kingdom as it withdraws from the EU

Description and Linkages: With Brexit, the United States will no longer be able to rely on the UK to support U.S. positions from within the EU, although we anticipate we will cooperate on the same issues from outside the EU. It is vital that we reinforce our defense and security cooperation with the UK and seek opportunities to work together to address global security concerns. This goal reinforces Goals 1, 3, and 4 of the EUR Joint Regional Strategy (JRS).

Mission Objective 1.1 Preserve and enhance cooperation with the United Kingdom on defense and security.

Justification: The UK is a highly capable partner both in defense and law enforcement, but its resources are insufficient for the growing threats. The UK is struggling to maintain the status quo on its defense capabilities, and any further decline will affect the nation's ability to maintain its position as the United States' premier defense partner. If Brexit results in weaker economic growth, at least in the short term, domestic support for expensive security and defense operations worldwide could decrease. We must support meaningful British investment in security and defense infrastructure, and UK activity in Euro-Atlantic institutions, especially NATO, to ensure that our closest ally can still meaningfully contribute to our shared security and defense.

The UK remains committed to a 2% of GDP spending level for defense, and some members of government are asking whether this should be a floor instead of a ceiling. However, the impact Brexit will have on the defense funding is still unknown.

Mission Goal 2: Promote U.S. prosperity by supporting the long-term economic and commercial relationship with the United Kingdom as it withdraws from the EU.

Description and Linkages: The decision to leave the EU creates both opportunities and risks for U.S. business and our economic interests. The possibility of a new trade relationship with the UK is a historic opportunity. We should establish a comprehensive Free Trade Agreement at the earliest opportunity. However, the United States must

also seek to preserve existing economic and business relationships in the face of change. This goal reinforces Goal 2 and 3 of the EUR JRS.

Mission Objective 2.1: Sustain the economic and commercial relationship with the United Kingdom and seek new opportunities as the UK leaves the EU.

Justification: The United States' economic relationship with the UK is one of our most important with over 250 billion dollars in total bilateral trade and over one trillion dollars in investment. As the UK leaves the European Union, we will need to both protect this economic and commercial relationship and seek ways to make it grow.

Mission Goal 3: Advance American influence by promoting shared values and interests and building the people-to-people ties that form the backbone of the U.S.-UK Special Relationship.

Description and Linkages: The United States has an excellent foundation of strong cultural, political, economic and commercial cooperation with the United Kingdom. We will continue to develop a positive impression of the United States, especially among the younger generation. This reinforces Goals 1, 2, and 4 of the EUR JRS.

Mission Objective 3.1: Increase cultural ties and build public support for U.S. priorities and continued U.S.-UK cooperation.

Justification: Strengthening cultural ties and building public support for U.S. priorities will become increasingly important as the United Kingdom leaves the European Union. We will have the opportunity to reinforce long-standing sympathies and cultural ties among younger people who have grown up looking toward the continent.

Mission Objective 3.2 Promote and facilitate legitimate travel to the U.S.

Justification: Travel to the United States is the best way to reinforce positive attitudes toward the United States. It is also important for the U.S. tourism industry and promotes bilateral trade and continued U.S. economic growth.

Mission Objective 3.3: Support U.S. citizens in the United Kingdom.

Justification: Protecting the lives and serving the interests of the 500,000 U.S. citizens that are present in the UK at any given time is our highest priority.

4. Management Objectives

Management Objective 1 Deliver superior, forward-leaning administrative services that reflect best practices and emphasize customer satisfaction, efficiency, cost effectiveness, innovation, stability, and support for U.S. strategic interests.

Justification: Mission UK supports more than 1,000 employees and direct-hire family members across 46 ICASS-billed agencies, providing an array of management and administrative services. In addition, the Management Section operates the 520,000 square foot New London Embassy (NLE) and administers housing for almost 300 direct hire staff.

Management Objective 2 Invest in personnel to ensure they are properly equipped to do their jobs and achieve success, and enhance their ability to support mission goals and objectives by addressing family and quality of life issues.

Justification: Paying close attention to the morale and needs of employees and family members are important elements for overall mission success.