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Integrated Country Strategy

United Kingdom

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1. Chief of Mission Priorities

The United States and the United Kingdom have a uniquely close relationship dating back over 200 years and based on core values that undergird our mutual goals of shared prosperity and shared security. And now, the U.S. and the UK have an opportunity not seen since World War II to deepen our relationship and advance our shared agenda. After withdrawing from the EU on January 31, 2020, the UK is charting a new course. The restoration of many of the UK's sovereign powers allows it to pursue new trade, economic, and security relationships. Together, the U.S. and the UK can seize this moment to deepen bilateral economic engagement and broaden foreign policy collaboration in an era of great power competition. The critical next few years will require us to embrace this new strategic context by upgrading the U.S.-UK special relationship to reflect shared strategic priorities impacting all areas of our national interest.

As a first step, the President is championing an ambitious and comprehensive Free Trade Agreement (FTA) with the UK. Mission UK is helping ensure on-going negotiations run quickly and smoothly. The FTA promises to dramatically increase an already robust relationship and reestablish the UK on the global stage as a capable, market-oriented leader that shares our values, outlook, and business practices. Bilateral trade and investment support vital sectors in both countries, including energy, finance, manufacturing, agriculture, and technology. We must act quickly to preserve our existing economic and business ties and expand them in the face of increased global competition from China and other actors seeking strategic advantage. We must seize this opportunity for the U.S. and the UK to provide strong, coordinated leadership on global economic issues. Working together, we can ensure that multilateral economic rulemaking and priority-setting reflect our time-honored shared principles, rather than the self-serving goals of malign actors. We will expand on what is already the largest bilateral investment relationship in the world and enhance collaboration in science, innovation, engineering, and technology. The UK closely aligns with the U.S. in valuing research integrity and shares our goal of protecting and enforcing intellectual property rights and security while promoting sound science, including in public health. We must work with the UK and other like-minded partners to combat market-distorting forced technology transfer and theft of intellectual property that threatens American and UK innovation in critical sectors.

Security cooperation – defense, intelligence, and law enforcement -- is critical to our relationship and must remain among our highest priorities. The UK is an indispensable partner as we confront new and growing threats from China and Russia, rogue states such as North Korea and Iran, and transnational terrorist and criminal organizations. The U.S. and UK deploy together, exercise together, have joint bases, build capabilities together, fight terrorism side by side, but we can do even more. Together we can address emerging threats – including cyber, hybrid and disinformation – that are aimed at changing the global order. We can deepen our traditional bilateral defense cooperation and encourage the UK to maintain and fully fund its

defense ambitions as a global power. We can strengthen NATO as a bulwark against Russian aggression and together encourage Allies to shoulder more of the burden of collective defense. Intelligence, law enforcement, military, and border cooperation with the UK are pivotal foreign policy objectives, protecting the lives and interests of Americans at home and abroad. The Mission will focus on countering terrorism, cybercrime, trafficking in persons, wildlife trafficking, and other organized crime to increase safety and prosperity. We will work with the UK to boost environmental conservation efforts, and ensure transatlantic energy security through diversification and improved infrastructure resilience.

No other foreign mission has a stronger interagency team than Mission UK. Forty-six U.S. agencies have representatives in the Mission, the best and brightest of each agency's career staff, working with our UK partners every day. We will apply a unified strategy across agencies to advance U.S. security and prosperity —including with our consulates in Edinburgh, Hamilton, and Belfast. We will advance our critical trade and investment relationship and work to facilitate safe 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, such as voter registration and passport issuance, as well as when emergencies require our support. We will be here for our citizens. The UK's departure from the EU presents new opportunities to pursue and challenges to mitigate. U.S. support for the UK in this critical transition period will help ensure the UK is the strongest ally possible, emerging 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: Increase UK Support for U.S. Foreign and Security Policy Objectives Post-Brexit.

Mission Objective 1.1: Preserve and enhance cooperation with the UK on defense, law enforcement, security, and foreign policy both bilaterally and in multilateral fora.

Mission Goal 2: Promote U.S. prosperity by improving the long-term economic and commercial relationship with the UK.

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

Mission Objective 2.2: Partner with the UK to provide enhanced leadership in global rulemaking fora.

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: Assist U.S. citizens in the UK.

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 and long term goals in the UK. Conclude real estate agreements that reflect long term historical and cultural ties.

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: Increase UK Support for U.S. Foreign and Security Policy Objectives Post-Brexit.

Description and Linkages: The UK's departure from the EU is an opportunity to increase UK support for our global foreign policy and security agenda. While the UK's departure from the EU will adjust our influence in the bloc, we will continue to cooperate on the same issues with the UK from outside the EU. It is vital that we reinforce our foreign policy, defense, and security cooperation with the UK and seek opportunities to work together to address global issues. 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 UK on defense, security, and foreign policy both bilaterally and in multilateral fora.

Justification: The UK continues to exert important hard and soft power following its departure from the EU. The UK's support for our foreign and security policy objectives

serves as a force multiplier and the UK enjoys significant influence with other key allies within NATO, the G7, the UN Security Council, and the Commonwealth. The UK is a highly capable partner both in defense and law enforcement. If the evolution of the UK-EU relationship results in weakened 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 continue to advance our shared security and defense.

The UK remains committed to a two percent of GDP spending level for defense, and some members of government are asking whether this should be a floor instead of a ceiling. We are encouraged by Ministry of Defense's (MoD) aspirations to invest in expanding organic defense capability to meet our collective global threats. Competing domestic priorities will have a major impact on the defense funding required to deliver capabilities that may be identified in the UK Integrated Security Defense and Foreign Policy Review (ISDFPR) expected sometime in mid-2020.

A key part of National Security falls to border security. As the UK looks to re-establish an external border with the EU, opportunities exist to enhance relationships, identify international threats (to include international organized crime groups), and secure trans-Atlantic travel. We will look to expand upon existing cooperation to keep both our nations safe.

Mission Goal 2: Enhance U.S. prosperity by supporting the long-term economic and commercial relationship with the United Kingdom.

Description and Linkages: The UK's historic departure from the EU creates opportunities and challenges for U.S. business and our economic interests. We will move quickly to conclude a comprehensive FTA. The United States must ensure existing economic and business relationships continue to thrive in the face of change. This goal reinforces Goal 2 and 3 of the EUR JRS.

Mission Objective 2.1: Enhance the economic and commercial relationship with the UK and capitalize on new opportunities stemming from the UK's departure from the EU.

Justification: The United States's economic relationship with the UK is one of our most important with over 270 billion dollars in total bilateral trade and over one trillion dollars in bilateral investment. We must act quickly to secure this special economic and commercial relationship in the face of increased global competition.

Mission Objective 2.2: Partner with the United Kingdom to provide enhanced leadership in global economic rulemaking and policy.

Justification: After the UK leaves the EU, the UK will be able to take policy positions on international economic issues that diverge from those of the EU. In particular, the UK will again be an independent member of the WTO and its associated organizations. Moreover, it will no longer be constrained to adhere to EU-determined positions in organizations where the UK is already a member in its own right, such as the UN Security Council and other UN organizations, the G7, and the G20. The UK could therefore be a powerful ally in U.S. efforts both to ensure that the rules and policies adopted in these fora reflect our shared principles, and to resist the efforts of China and other self-interested powers to gain dominance in them.

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 UK. We will continue to develop a positive impression of the United States. 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 UK leaves the EU. 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 and secure travel to the United States.

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 UK.

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 and long term goals in the United Kingdom. Conclude real estate agreements that reflect long term historical and cultural ties.

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 Embassy building 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 ensuring the health of existing pension schemes and 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.