



# Integrated Country Strategy

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**UNITED KINGDOM**

**FOR PUBLIC RELEASE**

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## 1. Chief of Mission Priorities

The famously “special” relationship between the United States and the United Kingdom is without parallel. Our economic ties, our shared values, our strong security partnership, and our deep people-to-people connections bind us closely together in pursuit of shared goals across a broad range of interests. We cooperate well and closely with our UK partners in combatting terrorism, fighting international organized crime, and preventing nuclear proliferation as well as in protecting human rights, advancing the rule of law, and supporting food and energy security around the world.

The United Kingdom’s exit from the European Union in 2020 together with the COVID pandemic, which hit this country especially hard, are at the center of a period of political and economic uncertainty. Under the mantra of “Global Britain,” London is committed to maintaining a leadership position on the international stage, bolstered by its permanent seat on the UN Security Council, a credible nuclear deterrent, and an enduring partnership with us. The UK has been a leader in galvanizing the Western response to Russian aggression in Ukraine and HMG is pursuing ambitious policy goals in the Indo-Pacific. The so-called “Golden Era” in Sino-British relations is a thing of the past, and London is increasingly strong in defending human rights in China, in particular with respect to Hong Kong, Tibet, and Xinjiang. The AUKUS partnership with the United States and Australia is central to the UK’s Indo-Pacific strategy.

Residual friction from Brexit, complicates London’s relationship with the European Union, especially as regards trade policy. UK officials have been actively pursuing Free Trade Agreements with key partners, including Australia, New Zealand, Japan, South Korea and Canada. London is pressing for the United States to open negotiations on an FTA. We continue to negotiate for expanded access to the UK market for American agricultural products.

The United Kingdom is a leader on climate issues and served as host for the UN Climate Change Conference (COP26) in Glasgow in 2021. UK firms are leaders in renewable energy, including offshore wind, and partner closely with U.S. industry. Economic and trade ties are fundamental to our strategic partnership. Bilateral trade and investment supports vital sectors in both

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countries, including energy, finance, manufacturing, agriculture, and technology. The U.S.-UK bilateral investment relationship is the largest in the world. We will work to build on our existing economic and business ties in the face of increased global competition from China and other actors seeking strategic advantage. In particular, we will partner with the UK and like-minded allies to combat market-distorting forced technology transfer and the theft of intellectual property that threatens American and British innovation in critical sectors.

Security cooperation – defense, intelligence, law enforcement, counterterrorism, and scientific and technological – is at the core of our relationship and will continue to be among our highest priorities. The United Kingdom remains an indispensable partner as we confront evolving and growing threats from China and Russia, rogue states such as North Korea and Iran, and transnational terrorist and criminal organizations. Our overall security relationship remains strong – the United States and United Kingdom deploy together, exercise together, share joint bases, develop joint capabilities, and fight side by side. Even so, there is still room to grow. Together we will address emerging threats – including cyber, hybrid warfare, and disinformation – aimed at upending the global order. We can deepen our traditional bilateral defense cooperation and encourage the United Kingdom to maintain and fully fund its defense ambitions. We can strengthen NATO together as a bulwark against Russian aggression. Intelligence, law enforcement, military, and border cooperation with the United Kingdom are pivotal foreign policy tools, protecting the security and prosperity of Americans at home and abroad. The Mission will focus on countering terrorism, cybercrime, trafficking in persons, wildlife trafficking, and other organized crime, areas in which the United States and the United Kingdom have shared interests and complementary capabilities. We will work with the United Kingdom to address the global challenge of climate change, enhance scientific and technological cooperation supporting diverse mission areas, boost environmental conservation efforts, and ensure transatlantic energy security through diversification and improved infrastructure resilience.

The interagency team at Mission UK is strong and growing. 46 U.S. agencies have Mission representatives, who typically bring decades of experience to their positions. They have built seamless partnerships with their UK opposite numbers across the full range of government

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activity and responsibility. Our active consulates in Belfast, Edinburgh, and Hamilton offer another important tool for advancing U.S. strategic interests. We will strengthen our critical trade and investment relationship and work to facilitate safe, secure, and sustainable travel for legitimate businesspeople, students, and tourists. In Bermuda, we will leverage our strategic location 640 miles east of North Carolina to expand security and law enforcement partnerships, further U.S. economic interests, and prioritize consular services for residents and American visitors. In Scotland we will continue to advance U.S. policy interests, deepen cultural and historic connections, and promote expanding commercial links as the question of Scottish independence is actively debated. As an honest broker in Northern Ireland for over two decades, we will work to protect and further the political and economic gains of the 1998 Belfast/Good Friday Agreement, advancing peace and prosperity in a region uniquely affected by the UK's withdrawal from the EU. To that end, we will promote the United States as a great place to visit and invest. To support American citizens in the United Kingdom, we will ensure excellent consular services, including support in emergencies, citizenship documentation, and voter support and information. We will seek to provide to all American citizens in the UK top-drawer service, from assistance in emergencies, to citizenship documentation, to voter information.

Post-Brexit Britain will continue to be a strong partner for the United States as we work together to support the rules-based international system essential to justice, peace, and prosperity.

## 2. Mission Strategic Framework

### **Mission Goal 1:** Increase UK Support for U.S. Foreign and Security Policy

Objectives.

- **Mission Objective 1.1:** Preserve and enhance cooperation with the UK on defense, law enforcement, security, counterterrorism, emerging technology, irregular migration, and foreign policy both bilaterally and in multilateral fora.

### **Mission Goal 2:** Promote U.S. prosperity, sustainable green growth, and shared global priorities by deepening our bilateral commercial relationship and partnering with the UK to promote our international economic policy goals.

- **Mission Objective 2.1:** Strengthen the U.S. economic and commercial relationship with the United Kingdom and seek new opportunities to promote a shared economic policy agenda that delivers for our citizens through free and fair trade.
- **Mission Objective 2.2:** Promote cooperation with the UK on climate priorities -- from clean energy to emerging technologies to green finance and nature-based solutions -- and partner with the UK to drive an ambitious agenda bilaterally and in multilateral fora that works to keep the 1.5°C global warming threshold within reach. Support the Administration's whole-of-government approach to simultaneously combating climate change and creating good-paying jobs and economic growth in the United States.
- **Mission Objective 2.3:** Enhance cooperation on science and technology (S&T) and health innovation. Support the Administration's priority to boost collaboration on quantum information science and technology, artificial intelligence, green technology innovation, pandemic preparedness, and tech policy.
- **Mission Objective 2.4:** Partner with the UK to respond to emerging challenges and provide enhanced leadership in global rulemaking fora, standard-setting organizations, and international initiatives to ensure responses to global challenges that reinforce the market-oriented rules-based international order.

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**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 public support for U.S. foreign policy priorities and continued U.S.-UK cooperation across all sectors and levels of society.
- **Mission Objective 3.2:** Promote and facilitate legitimate, safe, secure, and sustainable 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, transparency, efficiency, equity, inclusiveness, 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. Ensure that all sections and agencies promote inclusiveness by providing managers and employees with the tools they need to build a productive community. Mission UK's greatest asset is our staff; without a team of dynamic, diverse, and well-supported employees all Mission priorities may suffer. Risks include increased turn-over, increased disciplinary and morale issues, increased training costs along with increased costs for temporary staff coverage and recruitment.

### 3. Mission Goals and Objectives

**Mission Goal 1 | Increase UK Support for U.S. Foreign and Security Policy Objectives.**

**Description |** The UK's Global Britain aspirations largely align with our global foreign policy, defense, and security agenda. With the UK's cementing an independent trajectory outside the EU, it is vital that we seek opportunities to work together to address global issues. This goal reinforces Goals 1, 3, and 4 of the EUR Joint Regional Strategy (JRS).

**Objective 1.1 |** Preserve and enhance cooperation with the UK on defense, law enforcement, security, counterterrorism, emerging technology, irregular migration, and foreign policy both bilaterally and in multilateral fora.

- **Justification |** The UK's alignment with our foreign, defense, and security policy objectives serves as a force multiplier and the UK enjoys significant influence with others in NATO, the G7, the UN Security Council, and the Commonwealth. The UK is a highly capable partner in defense, counterterrorism, and law enforcement. We must support continued 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.

We are encouraged by the Ministry of Defense's (MoD) investments in expanding defense capabilities to meet our collective global threats. The 2021 Integrated Review of Security, Defense, Development, and Foreign Policy (IR) set out an ambitious agenda for strengthening and adapting UK institutions to the threats of the future. Capability gaps may emerge as some defense assets are divested.

- **Linkages |** JSP Objectives 1.4, 2.4; NDS Priorities 1, 2; JRS Objectives 1.1, 1.4, 3.1, 3.2, 3.3, and 4.4
- **Risks |** A risk associated with the UK's departure from the European Union is that the country becomes more inwardly focused and less inclined to partner with the United

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States globally. The Mission has targeted its strategic engagements to ensure that the UK remains actively engaged as the United States' closest ally. An associated risk is that the combined economic consequences of Brexit and the pandemic on UK resources will undercut its ambitious visions to be a global U.S. partner. The Mission has focused its work with British counterparts to understand opportunities for synergies, mitigate duplication of effort, and partner on strategic priorities.

**Mission Goal 2 |** Promote U.S. prosperity, sustainable green growth, and shared global priorities by deepening our bilateral commercial relationship and partnering with the UK to promote our international economic policy goals.

**Description |** The UK is the top commercial partner of the United States as measured by combined trade and direct investment. Our mutual efforts to recover from the shocks of the COVID-19 pandemic and to improve resiliency of supply chains provide an opportunity to strengthen that relationship. In the wake of its departure from the European Union, the UK is emerging as a major independent partner of the United States in promoting a shared global economic policy agenda that will effectively address the climate crisis and emerging challenges to the rules-based international order.

**Objective 2.1 |** Strengthen the U.S. economic and commercial relationship with the United Kingdom and seek new opportunities to promote a shared economic policy agenda that delivers for our citizens through free and fair trade.

- **Justification |** The United States' economic relationship with the UK is one of our most important, with over 220 billion dollars in total bilateral trade and nearly 1.4 trillion dollars in cumulative bilateral investment. We must act quickly to secure this special economic and commercial relationship in the face of increased global competition, to ensure fair competition, and to address challenges posed by non-market economies.
- **Linkages |** JSP Objective 2.1, 2.2, 2.3, 2.4; JRS 2.2, 2.3, 2.5, 4.2, 4.3, 4.4, and 4.5
- **Risks |** The Administration's focus on domestic economic priorities before negotiating new trade deals risks the UK forging stronger trading relationships with new countries

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that disadvantage American workers and businesses. Another risk to prompting a shared economic policy agenda is continued friction between the UK and the EU over implementation of the Northern Ireland protocol. The Mission has sought every opportunity to underscore the importance for both parties to seek pragmatic solutions to obstacles to implementation in order to safeguard the gains made through the Belfast/Good Friday Agreement.

**Objective 2.2** | Promote cooperation with the UK on climate priorities -- from clean energy to emerging technologies to green finance and nature-based solutions -- and partner with the UK to drive an ambitious agenda bilaterally and in multilateral fora that works to keep the 1.5°C global warming threshold within reach. Support the Administration's whole-of-government approach to simultaneously combating climate change and creating good-paying jobs and economic growth in the United States.

- **Justification** | Under the G7 Carbis Bay Communiqué, the United States and the United Kingdom agreed that coordinated global action and concerted leadership is needed to respond to and mitigate the climate change crisis. Our shared commitment to tackling climate change, coupled with our diplomatic and economic strength, will make for a powerful alliance that furthers the United States goal of achieving a net-zero world while simultaneously stimulating inclusive, sustainable economic growth in the United States.
- **Linkages** | JSP Objectives 1.2, 2.2, 2.3, 2.4; JRS Objectives 2.4, and 2.5
- **Risks** | The combined impacts of Brexit, the pandemic, and the disruption of energy supplies associated with Putin's war in Ukraine underscore the need for enhanced energy security in conjunction with the transition to sustainable, clean, affordable energy supplies. To mitigate these risks the Mission is strongly promoting green investment as well as collaboration to enhance supply optionality and reduce the UK's dependence on energy supplies and infrastructure investments from autocratic governments.

**Objective 2.3** | Enhance cooperation on science and technology (S&T) and health innovation. Support the Administration’s priority to boost collaboration on quantum information science and technology, artificial intelligence, green technology innovation, pandemic preparedness, and tech policy.

- **Justification** | Under the New Atlantic Charter agreed on the margins of the G7 Leader’s summit in June 2021, the United States and UK agreed to identify specific streams of science and technology cooperation, including telecoms diversification; resilience and security of our critical supply chains; enabling our industries and research institutions to develop and apply existing and emerging technologies, such as artificial intelligence and quantum science and technology.
- **Linkages** | JSP Objectives 1.1, 2.3, and 2.4
- **Risks** | The UK has set highly ambition goals to become a “science superpower” with focus on areas like space, artificial intelligence, quantum science and information technology, but it is reliant on private sector investment and international partnership to advance these goals. The UK naturally looks to the United States for these partnerships but is also vulnerable to becoming susceptible to investment from malign actors. The Mission has sought to mitigate this risk by identifying long-term partnership opportunities and strategic synergies across academic, policy, and commercial arenas, while also building awareness of risks and approaches to mitigate these risks.

**Objective 2.4** | Partner with the UK to respond to emerging challenges and provide enhanced leadership in global rulemaking fora, standard-setting organizations, and international initiatives to ensure responses to global challenges that reinforce the market-oriented rules-based international order.

- **Justification** | The UK now has an independent vote in international fora and has demonstrated its global leadership in the 2021 G7 and COP26 summits. The embassy will work to ensure that the UK is aligned with U.S. policy goals that actively address emerging challenges to the rules-based international order.
- **Linkages** | JSP Objectives 1.1, 1.4, 3.3; JRS Objectives 2.3, 2.4, 2.5, 3.2, 4.1, and 4.4

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- **Risks** | As the UK dissociates itself from the EU, it has moved quickly to put in place a wide range of new economic and trade relationships, but at times has shown itself reluctant to publicly call out countries that contravene international norms. The Mission is fully engaged with UK counterparts in partnering within international fora to build coalitions that can stand together in support of the rules-based international order.

**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** | Engagement in the educational, cultural, and media environments in the UK and reaching UK thought leaders and emerging voices deepens the U.S.-UK partnership allows the United States and UK to address challenges and support our shared values globally, supporting U.S. foreign policy priorities.

**Objective 3.1** | Increase public support for U.S. foreign policy priorities and continued U.S.-UK cooperation across all sectors and levels of society.

- **Justification** | Reinforcing strong cultural ties and support for U.S. priorities with traditional audiences while building new connections with younger generations will advance our shared agenda on the global stage.
- **Linkages** | JSP Objectives 1.5, 2.1, 2.2, 3.1, 3.2, 3.5; JRS Objectives 4.1, 4.3, 4.4, and 5.1
- **Risks** | The exclusive and longstanding reliance on traditional media outlets whose demographic reach may be limited among younger and more diverse audiences presents challenges in building broad-based public support for U.S. foreign policy priorities in the UK. The Mission is seeking to mitigate these challenges by diversifying our programming, expanding outreach to new media outlets, and leveraging existing and new platforms to reach target audiences.

**Objective 3.2** | Promote and facilitate legitimate, safe, secure, and sustainable travel to the United States.

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- **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.
- **Linkages** | JSP Objectives 1.5, 2.1, 2.2, 3.2, 3.4, 5.1, 5.2; JRS Objectives 2.3, 4.2, 5.1, 5.2, and 5.5
- **Risks** | Both the public health restrictions and economic impacts of the pandemic have severely constrained international travel and deeply cut into consular budgets and human resource pools. The Mission is processing workload numbers higher than pre-COVID, strategizing to reduce backlogs, and partnering with UK counterparts to ensure safe, sustainable travel between the U.S. and UK.

**Objective 3.3** | Assist 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.
- **Linkages** | JSP Objective 5.1
- **Risks** | Consular budget and human resources have been severely impacted by pandemic related restrictions on travel to the United States. The Mission continues to maximize resources to prioritize the well-being and safety of U.S. citizens in the UK.

## 4. Management Objectives

**Management Objective 1** | Deliver superior, forward-leaning administrative services that reflect best practices and emphasize customer satisfaction, transparency, efficiency, equity, inclusiveness, 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.

- **Justification** | Mission UK supports more than 1,000 employees and direct-hire family members across 47 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.
- **Linkages** | JSP Objectives 1.5, 2.1, 2.2, 4.1, 4.2, 4.3, 5.1, 5.2; JRS Objectives 4.2, 4.3, 4.4, 5.1, 5.3, and 5.5
- **Risks** | Post is reversing course from pandemic-related restrictions; on-site staffing has returned to pre-pandemic levels but post has implemented flexible teleworking and alternative work schedule policies that satisfy some demand for teleworking but ensure a robust on-site presence to address routine and unanticipated staffing needs.

**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. Ensure that all sections and agencies promote inclusiveness by providing managers and employees with the tools they need to build a productive community. Mission UK's greatest asset is our staff; without a team of dynamic, diverse, and well-supported employees all Mission priorities may suffer. Risks include increased turn-over, increased disciplinary and morale issues, increased

training costs along with increased costs for temporary staff coverage and recruitment.

- **Justification** | Paying close attention to the morale and needs of employees and family members are important elements for overall mission success.
- **Linkages** | JSP Objectives 4.1, 4.3, 5.1; JRS Objectives 5.1, 5.3, and 5.5
- **Risks** | The disruption to the lives of workers during the pandemic has been far-reaching with potentially serious consequences to our effectiveness. To mitigate this risk, the Mission has worked diligently to enhance community resilience, to provide mentoring and training opportunities, and to involve the entire Mission in an effort to address potential challenges to diversity and inclusiveness.