

Written Evidence submitted by SC Strategy Limited (IRR0005)

[SC Strategy Limited](#) is a geopolitical risk and strategy consultancy, based in London. Our pedigree is in strategic thinking, policy planning and risk mitigation, bred through decades working at the heart of UK Government. By combining skills and experience from the legal, political, diplomatic, intelligence and defence worlds with the capability to understand, plan and manage responses at a strategic level we deliver judgement and assessment clearly, concisely and confidentially, giving leaders the confidence to take timely decisions.

The Foreign Affairs Committee (“FAC”) has issued a call for evidence to support its inquiry into the Review of the 2021 Integrated Review (“RIR”). We believe it is imperative that the Review consider and set out clearly:

- **Implications of the conflict in Ukraine.** The RIR should have a clear statement in what we are learning from the conflict in terms of Russian political and military strategy, and combat capability. It should clearly state our posture on Russia – does it remain our most acute threat? Are we seeking to contain it? Other questions the RIR should answer include what are the specific reasons for Ukraine success & RU failure (so far). What is the objective of British & NATO involvement in collaborating with Ukraine. What lessons can we draw on to combat China – what lessons are applicable and what is not? What does this mean for UK national security and planning. Public explanation supports public understanding and consensus for the increased investment that is required.
- **Our perception of and relationship with China.** In which areas do we see it as a global competitor, a threat, and a potential partner? What implications does this have for our strategy and Plans. The balance should be rationalised and the RIR should explain clearly the activities of concern that we are seeing in the UK, ally countries and strategic regions around the world. There should be public explanation of Chinese policy in Asia/Pacific and what implications military and nuclear expansion have for the rules based international order.
- **There needs to be a better public explanation of AUKUS and what it means in practice** for our relationship with Australia and the United States, and our engagement in Asia/Pacific. It should provide an overview of the priority programme areas under the new Pact and the way in which it could expand in the coming years. Within this context, there should be a clear message on strategic coordination with France.
- **Consider the implications of the RIR for the National Security Investment Act (“NSIA”).** The RIR will be the first major national security update published since the introduction of the NSIA. It provides an opportunity to give clearer guidance to business over the way in which Government interprets national security concerns from adversarial states, which sectors of the economy are considered strategically important and why, and what the Government’s is doing to assure their resilience now and in the future.
- **Prioritisation of national resilience.** The global pandemic and the conflict in Ukraine have shown the need to dramatically improve and invest in national resilience. The RIR will need to address how this is achieved including through a balance of strategic autonomy with international partnerships. There needs to be clarity on the future security relationships we envisage with key allies, partners and international security organisations. Some justification should be given as to why we will work with international partners that may not share exactly the same values as us, but never-the-less are actively supporting the rules-based international order. Will also need to justify to the public why spending resource on boosting national resilience is a priority, at a time when other public services are also competing for finite resources.

November 2022