



Wilton Park

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An Executive Agency of the
Foreign and Commonwealth
Office

Annual Report and Accounts
2018-19

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Annual Report and Accounts 2018-19

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ANNUAL REPORT

Performance report

Overview

Chair's foreword

Wilton Park's overall strategic purpose is to convene international dialogues of policy experts and practitioners on issues of global importance. In doing so it strives to support the international priorities of our sponsoring department, the Foreign and Commonwealth Office (FCO), as well as the United Kingdom and its allies.

At a time when we can no longer take it for granted that all global players strive to become liberal democracies and where the centres of power and economic decision making are shifting, the strategic work of Wilton Park has become more important and more urgent.

This was recognised in the Tailored Review of 2018 and it finds expression in the FCO's continued core and capital funding of our work. The review set Wilton Park some challenges, such as looking at the effectiveness of our board, the advisory council and how we work away from our base in Wiston House. This work is in hand.

Identifying emerging policy areas and evaluating the impact of Wilton Park's work is a constant challenge. We have brought the Monitoring and Evaluation function into the work of the main board and aim to become more strategic in our dealings with government departments across Whitehall. Wiston House is an iconic location but Wilton Park's expertise and skill is increasingly used in locations further afield. The policy work on marine litter in Vanuatu being a prime example of working in emerging policy areas and reaching out to global partners.

In October last year I had the honour of succeeding Iain Ferguson CBE as Chair of the Board of Wilton Park. My predecessor gave strong leadership, as has the new Chief Executive Sharmila Nebhrajani OBE.

We are a non-profit making, revenue generating organisation and the political uncertainties of the recent past have been challenging. The team at Wilton Park and in the FCO has shown resilience, determination and good humour ensuring that we delivered a full programme of conferences and events, identified new funding streams and met our performance targets.

Together with other members of the Board I look forward to ensuring that Wilton Park continues as a trusted and reliable partner for international dialogue and policy development.

Rt Hon Gisela Stuart

Chair

Chief Executive's foreword

2018/19 saw my first full year as Chief Executive of Wilton Park, and it was another good year for the organisation where we continued our 70 year history of facilitating and convening high level international policy dialogues and discussions and met our financial target for the ninth consecutive year.

Wilton Park, as an Executive Agency of the Foreign and Commonwealth Office (FCO), delivered 68 foreign policy events. These took place at our home at Wiston House, elsewhere in the UK and in a number of locations overseas. This enabled Wilton Park to broaden its reach and extend UK diplomacy.

Wilton Park's overall strategic purpose remains unchanged - to convene international dialogues of policy experts and practitioners on issues of global importance - and in so doing, to support the international priorities of the FCO, the UK and its allies. Each year we map the broad themes of our work to the FCO's priority outcomes and use those as a guide in setting our portfolio of work for the coming year.

FCO priority outcomes are clearly reflected in our strategic priorities using our core grant of Official Development Assistance (ODA) to support the UK Aid Strategy, with 39 of our 68 conferences addressing issues affecting the social and economic welfare of developing countries.

We continued to develop our range of topics including Sexual Violence in Conflict, Digital Health, Democratic Participation, Climate Change, Inclusive Citizenship, Religious Dialogue as well as Tackling Marine Litter, Nuclear Deterrence, Peace and Reconciliation. And once again we focused hard on ensuring the broadest set of participants and speakers came to our dialogues from royalty, diplomats and politicians to business leaders, policy makers and civil society.

In 2018/19 we have had increasing success at building series of events including longstanding events on Nuclear Disarmament, Digital Health and Inclusive Citizenship, as well as new partnerships on tackling Marine Litter with Centre for Environment, Fisheries and Aquaculture Science (Cefas) and abating the harmful use of alcohol with the International Alliance for Responsible Drinking.

Our aim continues to be to ensure that those charged with developing, implementing and communicating policy have the opportunity to hear and share the broadest possible exchange of thinking, views and experience enabling them to do their jobs as well as they can.

This twelve months saw 3,218 people from 154 countries attend our events. We continued to expand our global reach, with one fifth of our events now overseas in countries such as South Africa, the United Arab Emirates, Singapore, Turkey, Italy, the Pacific as well as London and at our home in West Sussex.

A Tailored Review of Wilton Park, part of the government's public bodies reform programme, took place over the summer of 2018. It was carried out by a team of FCO officials working with officials in Wilton Park. The Tailored Review report produced by the team was a positive document and its successful implementation highlights Wilton Park's willingness to enact a change programme.

We are privileged to have as our headquarters the 16th Century Wiston House, based in the beautiful Sussex countryside. Here, our dedicated staff continue to welcome guests and participants from around the world. To cover our costs, we generate commercial revenue from conferences when the house is not used for Wilton Park events. This combination of activities helps to preserve the financial stability of the organisation as well as ensuring value for money for the UK taxpayer.

This year once again our financial performance has been strong as we met all our financial targets and delivered a small cash based surplus of £22k.

We aim, through our meetings, to make the world a safer, fairer place. Geopolitical uncertainty and global challenges continue to grow and so does our resolve to bring together in dialogue those people who can most make a difference.

Sharmila Nebhrajani OBE

Chief Executive

Purpose and activities

Wilton Park is an executive agency of the Foreign and Commonwealth Office and in 2018/19 convened 68 events in the UK and overseas, bringing together policy makers, opinion formers and other stakeholders from the worlds of politics, diplomacy, academia, business, civil society, the military and the media. Our dialogues provide a neutral and discreet environment for 'off the record' discussions on issues of shared global concern. They enable the creation and strengthening of links between ideas, policy, and delivery of practical solutions. We facilitate the building and extending of networks and provide a platform for the exchange of views, sometimes conflicting, expressed and debated openly and calmly, facilitating compromise and resolutions. Our priorities include:

- Conflict resolution and peacemaking
- Counter-terrorism, home affairs and the rule of law
- Defence and security
- Global prosperity
- Human rights, democracy and faith
- Sustainable development, energy and the environment
- Global health
- Climate change

There is a strategic report on page 31 of this Annual Report which includes strategies and objectives.

Wilton Park covers its operating costs through a combination of core funding and Official Development Assistance funding (ODA) from the Foreign and Commonwealth Office (FCO), other UK government department funding, other UK and overseas stakeholder sponsorship, charges from events and additional revenue generating activities. A breakdown of funding partners by organisation type can be found on page 28 of this report.

Wilton Park is managed by a small senior management team headed up by the Chief Executive. Our policy team works with funding and intellectual partners setting the policy objectives for each event whether they take place in Wiston House, elsewhere in the UK, or overseas, with our delivery team overseeing the logistics. The operations team provides hospitality and guest services for events at our Wiston House home. Supporting these front line teams, our corporate services teams provide all back office support including communications, accounts, human resources, information communication technology, facilities management and compliance.

Performance summary

In 2018/19 Wilton Park delivered on the financial target of +1% to -1% income over expenditure. We reported a small cash based surplus of £22k (£11k surplus in 2017/18) of revenue over expenditure when excluding non-cash costs was +0.3%. The financial statements show net expenditure of £351k which includes non-cash items relating to depreciation, nominal costs and provisions of £373k.

Gross revenue increased by 11% to £6,618k (£5,981k in 2017/18), which included FCO discretionary funding of £1,036k and ODA and core funding amounts detailed in the paragraph below. Wilton Park delivered 68 events.

FCO core funding remained at £700k, with £200k ring-fenced to be used on ODA compliant spend. In addition to this, £1.2m ODA funding was allocated to Wilton Park. Wilton Park raised £4,718k from other sources including FCO discretionary funding. This equates to a leveraging of core funding plus ODA of 248% (218% in 2017/18). Wilton Park strategy is to increase revenue from external sources, ensuring less reliance on the ODA allocation in future. Wilton Park also received a £384k capital budget from the FCO which included a discretionary additional allocation of £134k.

In addition to the above, the FCO contributed £1,036k of funding commissioning individual events (£1,043k in 2017/18) which is 22% of gross funding minus core funding and ODA (25% in 2017/18). FCO discretionary funding remained at the same high level as in 2017/18 but reduced as a proportion of external funding due to a significant increase in funding from other sources.

In our 2018/19 conference feedback, surveys show that 70% of participants evaluated Wilton Park events as excellent, a 2% increase from our 2017/18 results.

Key issues and risks

Throughout the year, Wilton Park has continued to manage a number of risks, including those related to, and exacerbated by, uncertainty around the timing and terms of the UK's exit from the European Union, alongside financial risks around securing sufficient funding for our work and managing the phasing of events evenly through the year.

As an organisation which relies on discretionary funding for 71% of its revenue there are always risks around ensuring adequate funding is secured to cover our costs, in particular as we work mainly with government bodies both in the UK and overseas.

Building effective partner relationships to support our dialogues and events remains a key focus, given that a substantial part of Wilton Park's costs are fixed with little room for flex. Ongoing financial pressure on our partners and funders, continued global uncertainty and international conflicts means the work of Wilton Park with the FCO, other UK government departments and our overseas partners remains crucial.

The Resource Allocation Group ensured that Wilton Park fulfilled the requirement to spend 85% of the £1.4m FCO ODA funding the end of December 2018.

Our reliance on ODA funding remains a risk, however it is a valuable source of leverage when applying for funding from other UK Government departments. As an unpredictable source of income there remains a risk of over-reliance on ODA which can supplant external funding. We are alive to this risk and turning the position around. Before Wilton Park was awarded ODA 85% of funding came from external sources. This dropped off in the first year ODA was awarded but has since increased year-on-year again. This year external funding increased 15% to £4,718k (71% of total funding). The business and financial plan target for 2019/20 is for 74% of gross income to come from external sources.

Careful attention was paid during 2018/19 to the financial risk associated with partner distraction as a result of uncertainty surrounding the UK's exit from the EU, leading to the postponement, cancellation and/or withdrawal of funding and/or support from the FCO, other UK government departments and external partners. Wilton Park managed these risks through a programme of liaison with our sponsor department the FCO and other partners.

Wilton Park has avoided the risk of a cyber-attack breaching our systems despite the high prevailing risk being high during the year. We avoided any breaches and constantly monitor the current risk climate. Total network protection has been implemented including on-site and external access via firewalls, Domain Name System protection and encryption of data. Our servers are on a total management scheme with a third-party supplier thereby providing physical assurance of hardware (and software/firmware, via updates). We use a co-located data centre as backup. There are robust policies in place which are regularly updated, supported by staff awareness training and we continue to monitor the risk to minimise our exposure as far as we are able. Wilton Park has recently been awarded the Cyber Essentials certificate.

Performance analysis

Measuring performance

Financial planning

The Wilton Park Senior Management Team (SMT) prepare an annual financial plan where income is forecast for both Wilton Park events and commercial revenue. Costs relating to that income are forecast using the resourcing models in place. Risks to the forecast are also identified and reported on during this process. The financial plan is re-forecast in June, September and again in January. The re-forecasts are prepared using latest forecasts of income and costs and ensure that Wilton Park achieves the target set of +1% to -1% income over expenditure.

Monthly management accounts

Management Accounts are produced on a monthly basis for distribution and discussion at monthly SMT meetings and Board meetings held five times per year.

The Monthly Management Accounts analyse actuals against financial plan and explain variances. The Management Accounts are an integral tool to ensure the re-forecasting process produces realistic forecasts of final outcome.

Balanced scorecard

Wilton Park has developed a balanced scorecard which includes both financial and non-financial targets. It is prepared every month and distributed to the SMT and Board members and discussed at each Board meeting. The measures on the balanced scorecard have been selected to ensure that the SMT and Board members are able to gauge performance effectively by reference to a relatively small number of targets.

The Resource Allocation Group

The Resource Allocation Group (RAG) (made up of SMT members and operational and policy staff) standardises the decision making process for the allocation of Wilton Park funding, the allocation of dates and other resources, and for the delivery of Wilton Park conferences.

In order to influence the current seasonal trend of funding, the RAG makes strategic use of the FCO core funding by allocating it to events which have not secured full funding to use Wiston House capacity in the first six months of the year.

Monitoring and Evaluation

The Monitoring and Evaluation (M&E) process contributes to an understanding of the impact of Wilton Park events and to the improvement and development of future work. Detailed statistics are compiled for **all** participants on gender, profession and region. Comments from eQuestionnaires provide feedback on objectives, quality of programme, impact and facilities and administration.

Feedback is requested from participants, intellectual partners, funders and speakers, and a variety of key indicators are used to measure success. Lessons learned from performance analysis inform the design and delivery of future events, enabling improvements in the quality of discussions and facilities.

Until early 2019, Wilton Park's M&E process was run under the guidance of a committee of the Wilton Park Advisory Council (WPAC). Following the 2018 Tailored Review of Wilton Park, the WPAC M&E Committee has been disbanded with responsibility now sitting with an internal M&E Committee, led by our Finance Director. This Committee continues to benefit from the expert guidance of Rob van den Berg who remains a WPAC member.

The internal M&E Committee works to identify significant trends and performance issues which are reported on biannually to the Wilton Park Board and WPAC. The Committee is also working to further improve and refine the M&E process, including monitoring participation and policy area trends, as well as event impacts. It also ensures lessons learned are captured in Wilton Park's overarching approach to our work.

Performance of staff

Wilton Park follows FCO Performance Management guidelines and ensures that all members of staff undergo annual appraisals where they are measured against SMART objectives. In addition to this, sickness is closely monitored and the sickness management process applied when triggers are reached.

Countering fraud, bribery and corruption

Wilton Park has a countering fraud, bribery and corruption policy and process in place.

Going concern

Wilton Park has been audited on a going concern basis as FCO and ODA funding for 2019/20 has been confirmed, there is a healthy pipeline of events and the next lease break clause is not until 2022.

For 2019/20 Wilton Park has been awarded £700k core allocation (£200k ring fenced for ODA), £1.2m ODA, £300k capital funding and has already secured £2.36m of funding from external partners (51% of total planned for the year).

Financial review

Wilton Park reports on Key Performance Indicators (KPIs) monthly to the SMT and Board. The KPIs are designed to ensure that adverse movements against key measures are identified in good time to ensure mitigating action can be taken in a timely fashion.

Wilton Park's financial target, as outlined in the framework document, relies on sufficient funding being secured to cover costs. Sources of funding, and the balance between categories of funding, are monitored to ensure risk mitigation can be implemented if a particular funding source is unexpectedly withdrawn. Funding from the FCO is seen as an important measure of Wilton Park's relevance to our sponsoring department, while at the same time ensuring external funding streams are kept at healthy levels.

Commercial income raised by Wiston House ensures the asset is used efficiently and effectively and helps subsidise Wilton Park events.

The financial target for Wilton Park as set out in the Framework Document is as follows:

Wilton Park will cover its operating costs through a combination of core grant from the FCO, UK and overseas stakeholder sponsorship, charges raised from events and additional revenue-generating activity.

The financial target is to achieve a margin of +1% to -1% on operating costs over income excluding non-cash items. For 2018/19 this target was met with 0.3% surplus.

	2018/19	2017/18	
	£000	£000	
Net Operating Expenditure	(351)	(382)	from Statement of Comprehensive Net Expenditure
Add back non-cash Costs	373	393	Note 3
Cash-based Surplus/(Deficit)	22	11	

Sponsorship and participation fees

Wilton Park events are funded by income raised almost exclusively through sponsorship and participation fees.

A breakdown of gross income by funder type, excluding core funding and ODA, is shown in the table below:

	2018-19	2017/18	2016/17
	£000s	£000s	£000s
FCO	1,036	1,043	778
Other Gov't Ministry	623	397	361
Foreign Ministry	596	322	455
NGO	402	256	146
Business	264	310	374
International Organisation	264	101	247
Foundations	200	305	204
Academic/Research	164	254	82
Fees	163	176	154
Defence Ministry/Military	111	162	146
Media	0	7	0
Parliament/Political	0	0	15
Total	3,823	3,333	2,962

Support from the FCO

The FCO plays a key role in supporting the work of Wilton Park. In addition to core funding, the FCO provided conference sponsorship of £1,036k in 2018/19 (£1,043k in 2017/18). This amounts to 16% gross income (17% in 2017/18). Gross income increased by 11% in 2018/19, leading to a drop in the relative proportion of discretionary funding awarded by the FCO.

	2018/19 £000	2017/18 £000	2016/17 £000
FCO income	1,036	1,043	778
Other external income	2,787	2,290	2,184
Total external income	3,823	3,333	2,962
ODA	1,400	1,378	1,400
FCO Core Allocation	500	500	500
Commercial Income	891	769	899
Total Income	6,614	5,980	5,761
FCO income as percentage of total	16%	17%	14%

Additionally, the FCO provides Wilton Park with capital expenditure resources. During 2018/19 capital expenditure amounted to £366k (£256k in 2017/18). The total of non-cash resource costs amounted to £373k (£393k in 2017/18). The FCO accounts can be found on the FCO website:

<https://www.gov.uk/government/organisations/foreign-commonwealth-office>.

Creditor payment

Our policy is to pay our creditors within 30 days from the invoice date or receipt of the month-end statement, or within otherwise agreed trading terms. The aggregate number of days taken to pay suppliers was 26 (10 in 2017/18).

Commercial activities

When Wilton Park events are not taking place, the facilities at Wiston House are used to generate income from commercial sources. This business takes place under different branding and profits are ploughed back into the core mission. We generate interest internally from government departments and externally from the private sector to use the facilities for conference, training and banqueting events.

During 2018/19, income from Wiston House commercial activities was £891k (£769k in 2017/18). This income was generated from 58 commercial functions (61 in 2017/18). The strategy around selling commercial events now emphasises larger, higher quality events (which impact less on our Grade 1 listed building).

Selling available days around the Wilton Park programme of events is core to maximising this commercial income stream, and diary management continues to be the key factor that leads to success in this area. The main Wilton Park website provides links to online information on hiring the facilities at Wiston House. Alternatively, these can be directly accessed from our commercial website <https://wistonhouse.co.uk>.

Monitoring and Evaluation (M&E)

Wilton Park's M&E system is intended to capture and highlight the impact of our events and provide evidence of the strengths of Wilton Park; to inform, develop and improve the quality of our events; enhance our ability to deliver value for money; and help ensure our strategies are aligned with, and deliver on, stakeholders' interests.

We consider a variety of indicators when measuring the success of each of our events. To create an accurate picture of the composition of our events and identify themes over time, we collect data on the quality of our events, participation trends and our impact.

We analyse the scope and reach of our events by examining data relating to overall participation trends, participation by sector, participation by nationality, and participation by gender. This information is used to assess our ability to

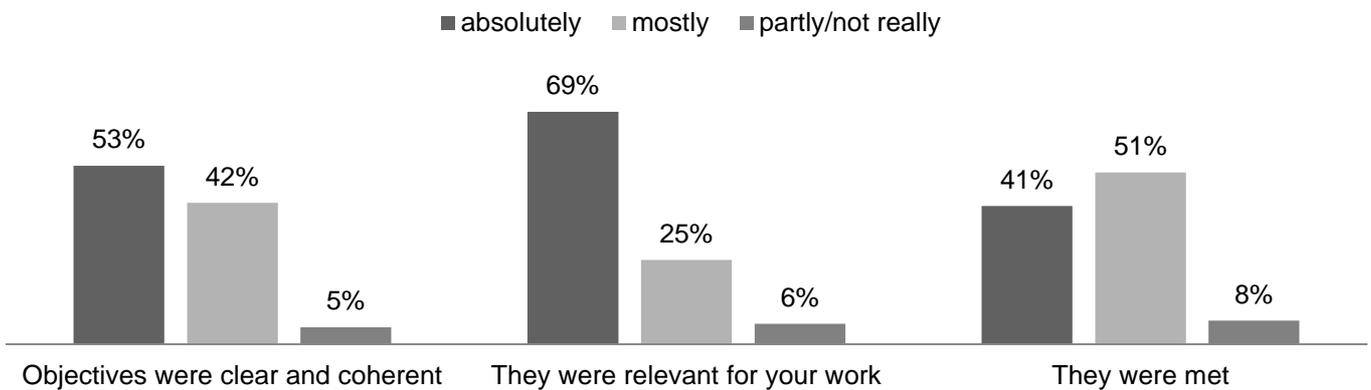
deliver on our participation goals and to ensure a balanced representation at our events.

Using eQuestionnaires, we ask participants to rate each event using five categories: overall impression, objectives, programme design and delivery, impact, and facilities and administration. These scores are then collated to give an overall score for the five different categories for each conference.

Additionally, six months after the event, we send impact surveys to partners and participants to capture actions taken as a result of the event they attended. These are used to inform future thinking of both Wilton Park and our partners.

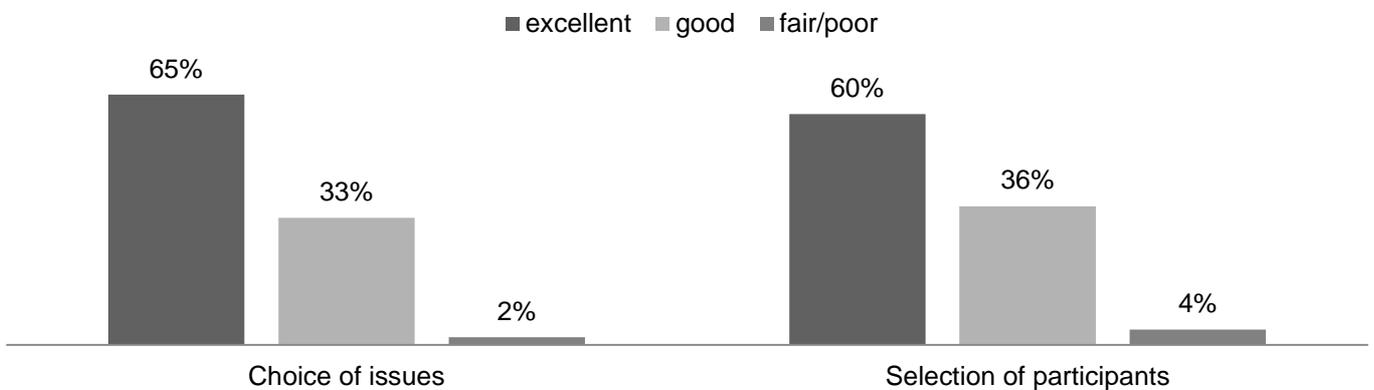
Over the last twelve months we brought together 3,218 people from 154 countries to attend 68 events, including 47 ministerial (or equivalent) attendees.

Objectives (clarity and relevance)



We continue to score highly in this area, with 95% of participants agreeing that the objectives of the event were absolutely or mostly clear and coherent. 69% of respondents indicated that the conference objectives were relevant for their work; up 2% from the 2017/18 value.

Quality of programme and participation



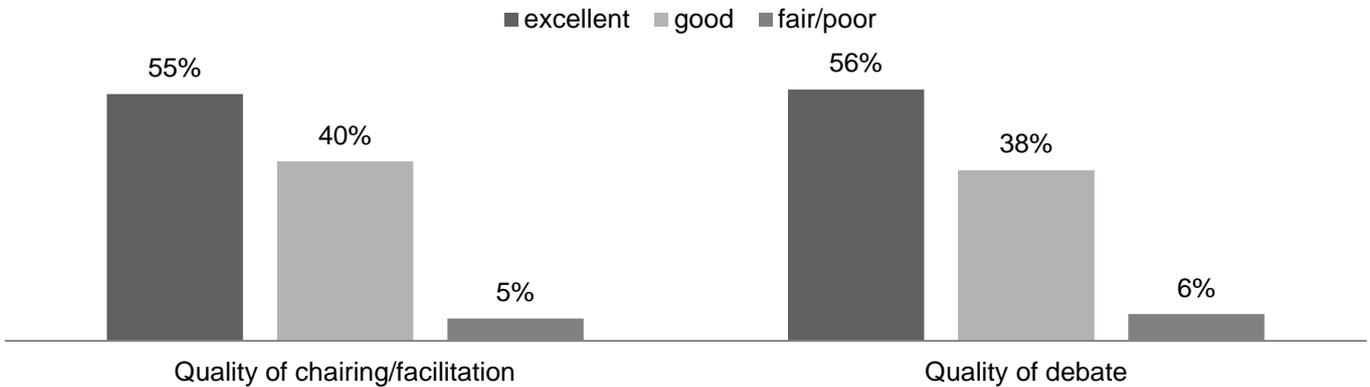
98% of respondents indicated that the choice of issues on the programme were excellent or good, with the number of participants ranking the programme as excellent, a slight increase from last year's results. We also saw an increase in the number of respondents ranking the selection of participants as excellent.

Quality of plenary sessions



Participants continued to rank the quality of our plenary sessions highly, with the proportion of respondents ranking the quality of speaker presentations, quality of chairing/facilitation and quality of debate improving year on year.

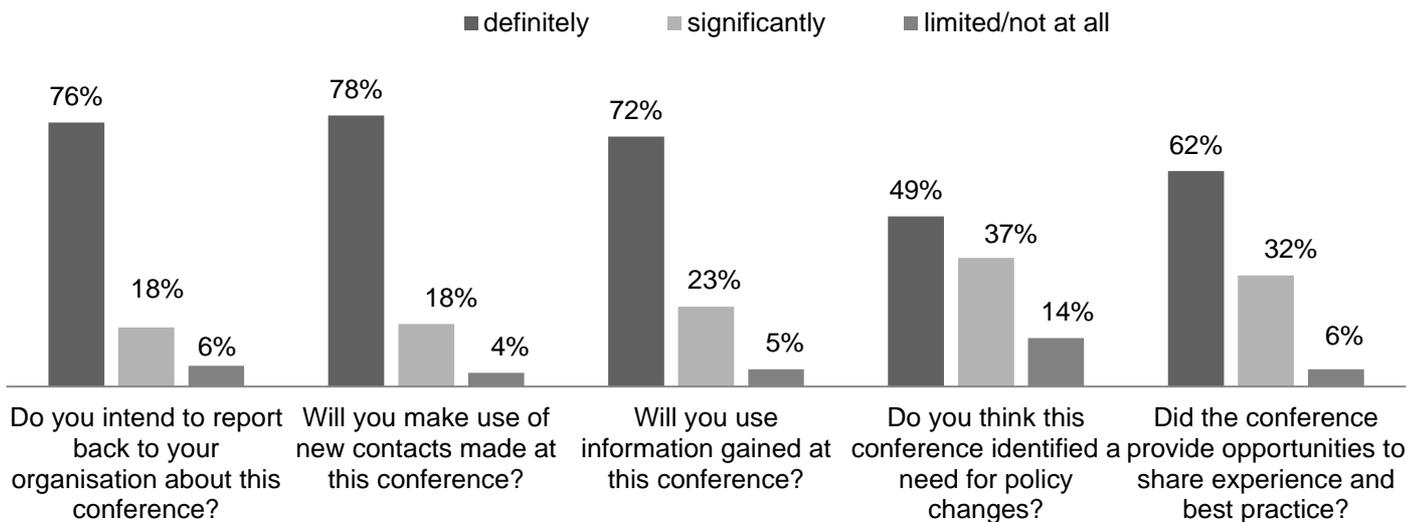
Quality of non-plenary sessions (e.g. discussion groups, world café, Pinpoint)



The quality of our non-plenary sessions also rose, with the number of participants ranking the quality of debate in these sessions as excellent increasing by 5% from 2017-18. Additionally, 95% of respondents indicated that the quality of chairing and facilitation in our non-plenary sessions was excellent or good.

Impact

Much like the activities of any organisation engaged with policy change, the impacts from Wilton Park events are difficult to capture, often taking place months or years after the original event. The following graph captures the immediate thoughts of participants at the end of Wilton Park events.



Evidence of Wilton Park Event Impacts

Events in the *Inclusive Citizenship Series*, WP1638 and WP1646, culminated in the **commitment to create a Charter for Inclusive Citizenship**, to be launched under the patronage of Crown Prince Mohammed bin Zayed Al Nahyan of the United Arab Emirates. A **consortium of the major faith based and inter-religious dialogue organisations** in the region has also been created to **draw up and endorse the Charter**.

Turbocharging youth employment in Africa: a new approach WP1658, created a **new coalition**: the **Wilton Park Friends of Youth Employment in Africa**. This is the **first coalition of international actors on youth employment** in Africa and includes: the African Development Bank, the African Union, the International Labour Organisation, the Commonwealth Secretariat, DFID, the World Bank, and Mastercard Foundation. The Commonwealth Secretariat has appointed a coordinator to implement the outcomes of the meeting.

Shaping the conditions for a political settlement in Afghanistan, WP1596, **gathered a range of participants** who wouldn't ordinarily meet to discuss how to move towards a **more inclusive political settlement in Afghanistan**. This event built on and complemented the work of HMG and other regional partners by bringing together a broader range of participants than the ongoing Doha talks. We continue to discuss further events to facilitate meetings between the Taliban and the Afghan Government; something that until now has proved difficult.

Diplomacy to mobilise momentum for girls' education, WP1628, put together a **roadmap for how the FCO could run its girls' education campaign**. The event brought specific recommendations to the table that have subsequently been **integrated into the FCO's campaign**.

The *Women MPs of the World Conference*, WP1648, sparked **global attention** with several countries offering to **host the next in the series**. It brought together women MPs from around the world to strengthen visibility and further empower women parliamentarians to continue to drive change at both a national and international level. The MPs participating compiled an **open letter to Facebook** calling for social media companies to do more to protect women from online harassment.

Sexual violence in conflict: delivering justice for survivors and holding perpetrators to account, WP1651, brought together a range of stakeholders including survivors, Lord Ahmad and HRH The Countess of Wessex for discussions on tackling stigma. The event **built on work done by Lord Ahmad in preparation for the upcoming international meeting in London**, which will discuss the attainment of current commitments and look towards what can be done in the future.

The *Global compact on migration* event, WP1634, was a **unique opportunity for the private sector** to be included in discussions on this topic. The event **fed directly into the December 2018 Marrakech Summit**, providing an early opportunity for key players to explore practical ways in which to move from political deliberation to implementation and there has been interest in Wilton Park hosting further events in this series.

The event on *Gender dynamics in violent extremism*, WP1630, has led to discussions between Wilton Park and UN Women on a potential 2020 follow up meeting to draw up a **‘Wilton Park statement’ on principles of approach for country engagement to ensure the inclusion of a gender perspective into all efforts to prevent and counter violent extremism**. The discussions have also **informed an April 2019 high-level event in Washington DC on Youth, Peace and Security and Countering Violent Extremism**, involving the US Department of State and UN representatives.

As is noted above, impacts from events can take some time to emerge; the following are examples of recent impacts from pre 2018/19 events

Following our dialogue on *Genomic Medicine*, WP1463, in March 2016, three South African participants (from the Department of Science and Technology, Centre for Proteomic and Genetic Research and the Medical Research Council) **established a think tank to develop a strategy for precision medicine in South Africa**. This has led to an expert panel looking at the barriers to genomic medicine in South Africa.

The May 2017 conference on *Clearance of Improvised Explosive Devices in the Middle East*, WP1548, was described by the Mines Advisory Group as “**a turning point in discussions on the Improvised Explosive Device and mine action issues** while also prompting consultation on the IEDD standards”. This event also helped establish the UK’s thought leadership on de-mining issues.

Our *Digital Health Series*, launched in October 2017, first focused on rebuilding health systems in West Africa, post-Ebola. The first event led to the **creation of training videos** on mobile devices used to train **1,000 health workers in 300 health facilities**, with a further **1,000 health facilities** in Nigeria subsequently gaining access. The event ignited significant interest in its potential to build digital health capacity across the region, and enabled DFID and other interested parties to ‘get in front of’ ministries of health from across the region.

The March 2017 Wilton Park conference on *The Colombia peace process*, WP1533, took place several months after the signing of the landmark peace agreement between the government of Colombia and the FARC. **The conference report, its key conclusions and recommendations have been widely shared within Colombian government implementing authorities, the FARC, the private sector, and members of the political opposition**. In addition, officials from UN agencies and NGOs e.g. the [Folke Bernadotte Academy](#) are **using the conference discussions in their forward planning**.

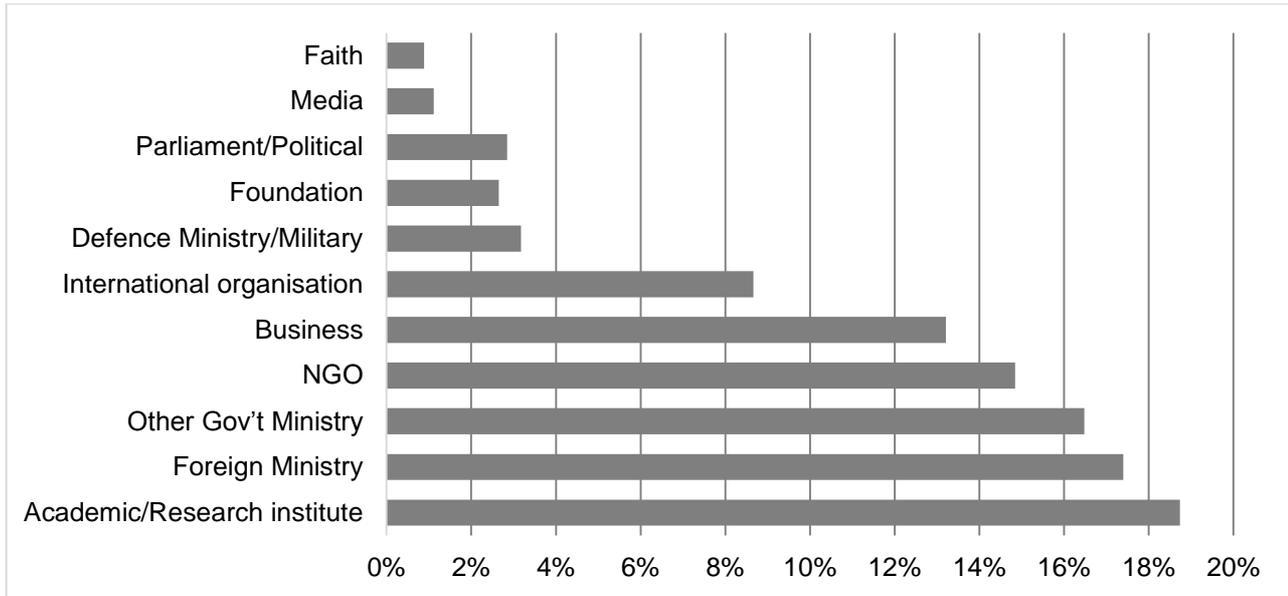
Overall participation trends

Data is collected internally on general participation trends.

Financial year	Total number of participants	Number of events	Average participation
2018/19	3,218	68	47
2017/18	3,234	60	54*
2016/17	2,789	62	45
2015/16	2,659	62	43

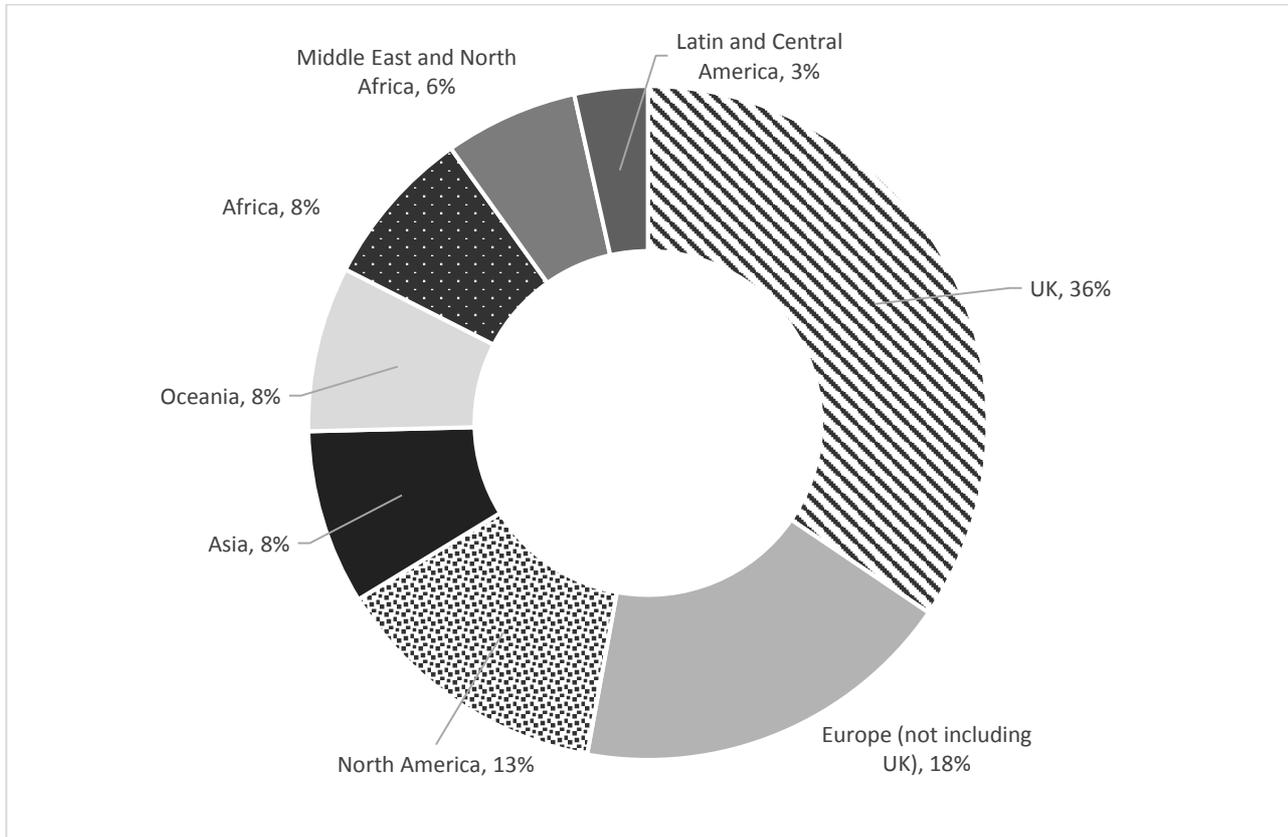
* In 2017/18 Wilton Park held several unusually large events (defined as events with 90 or more participants). This increased the average participation per event in this period. Once outlier statistics were removed, the average number of participants for 2017/18 fell to 51; which was higher than our long run average.

Participation by sector 2018/19



We have continued to diversify the reach of Wilton Park events, engaging more with the business community and Foreign Ministries compared with the 2017/18 period.

Participation by region 2018/19



We also increased the diversity of our participants, with a more balanced spread of participants from across the globe.

Participation by gender 2018/19

Financial year	Total number of female participants	As a percentage of total number of participants
2018/19	1,326	41%*
2017/18	1,323	41%
2016/17	1,043	37%
2015/16	929	35%

* In 2018/19 Wilton Park supported the FCO and other UK government and non-government partners on a flagship event in the Palace of Westminster for 'Women MPs of the World' to celebrate 100 years of women's suffrage in the UK (WP1648). Wilton Park's contribution was to shape the programme and manage the programme's delivery. Wilton Park did not lead this event nor were we responsible for invitations. This event has not been included in the above statistics but has been included in the schedule of events on pages 25-27.

Wilton Park activities 2018/19

Our global reach

Wilton Park events brought together policy makers, opinion formers and other stakeholders from the worlds of politics, diplomacy, academia, business, civil society, the military and the media. Our dialogues provided a neutral and discreet environment for 'off the record' discussions on issues of shared global concern. These dialogues enabled the creation and strengthening of links between ideas, policy, and delivery of practical solutions. We facilitated the building and extending of networks and provided a platform for the exchange of views, sometimes conflicting, expressed and debated openly and calmly, facilitating compromise and resolutions.

As the UK and Europe continued to work towards the UK's exit from the European Union, we have worked closely with colleagues from across UK Government to explore related issues.

For the majority of our events held in the public domain, our Communications Team helps broaden the reach of our global dialogues beyond the conference room. Visits to the Wilton Park website went up by 11%, breaking the 110,000 sessions mark for the first time, while the reach of Wilton Park's social media has continued to grow.

This year's focus has been on targeting policy content more effectively and efficiently to audiences, mostly through the production of videos distributed on social media but also through podcasts and the Wilton Park website. These efforts have been rewarded with a 297% increase in the average number of views of each video produced by Wilton Park. In 2018/19 Wilton Park produced 51 videos which received average views of 1,036 per video contrasted with 92 videos in 2017/18 which received an average of 261 views per video. The expansion of our audience reach is also reflected in our Twitter presence, which has seen an increase of 20% in the number of followers and a 50% increase in the number of mentions of Wilton Park by other Twitter users.

FCO Strategic Objectives

FCO priority outcomes are clearly reflected in our strategic priorities using our core grant of Official Development Assistance (ODA) to support the UK Aid Strategy, with 39 (57%) of our 68 conferences addressing issues affecting the social and economic welfare of developing countries.

We have continued to take our conferences 'on the road' to facilitate dialogue between those whose voices need to be heard wherever there is a policy need. Across the year, we held 16 events overseas - in the USA, Europe, Africa, the Pacific, the Middle East and Asia.

To help us support continued bilateral links between the UK Government and its Commonwealth partners, Wilton Park initiated a partnership with Cefas who are delivering the UK Government's Commonwealth Litter Programme (CLiP).

Wilton Park has continued to support UK diplomacy outreach through its contribution to the FCO 'International Leaders Programme' (ILP).

In addition, we have launched a new partnership with the International Alliance for Responsible Drinking which aims to reduce the harmful use of alcohol.

Thematic focus

The brief event descriptions below offer a flavour of the range of themes that we have addressed in the past year. Programmes, reports, podcasts, videos and social media links are available on our website: wiltonpark.org.uk

A summary list of all online events in 2018/19 can be found on page 25-27.

Conflict prevention, resolution and state building

Our work continues to cover a range of conflict prevention, resolution and state building issues related to global security threats.

Our event on **Shaping the conditions for a political settlement in Afghanistan**, held in Istanbul in association with the FCO and the Turkish Ministry of Foreign Affairs, brought together stakeholders from Afghanistan and its key international partners to assess modalities and objectives for peace processes during conflict and consider those that have potential merit in the Afghan context.

Prevention of mass atrocities looked at what can be done before mass atrocities such as genocide, war crimes, crimes against humanity and ethnic cleansing are carried out. This event focused on what can and needs to be done so governments can focus on prevention rather than response.

Defence and security

Deterrence

Our event **Adapting deterrence strategies to a changing security environment** focused on how the US and its allies are adapting their deterrence strategies to the evolving security environment. It examined the balance of strategic influence and what can be done to accelerate deterrence transformation and improve strategic competitiveness.

The latest in our longstanding series on nuclear deterrence, our event, **The nuclear non-proliferation regime towards the 2020 NPT Review Conference** addressed diplomatic, political and strategic challenges for the NPT regime, and ways to meet them, as we approach the **2020 Review Conference** of the Parties to the Treaty on the Non-Proliferation of Nuclear Weapons.

Arms control

Our **Commonwealth Dialogue: countering diversion of SALW and their ammunition**, in association with the Commonwealth and the Small Arms Survey, brought together government representatives, regional organisations, civil society and industry representatives from across the Commonwealth to share experiences on measures to tackle the diversion of small arms and light weapons (SALW) and their ammunition.

Space

Our event on **Operating in space: towards developing protocols** developed and deepened international collaboration to protect the use of space for legitimate national and international activities.

Global economy

Convened in partnership with Transparency International UK, our event on **Tackling corruption: making progress, learning lessons and building capacity** reviewed progress on commitments from the UK's 2016 Anti-Corruption Summit.

The second in our series of events on the topic, **Together for nutrition: applying principles for public-private engagement**, focused on how to practically apply the Principles of Engagement to public-private partnerships, in pursuit of the global nutrition goals.

In the run-up to the international summit hosted by the UK in October 2018, our event on **Tackling illegal wildlife trade (IWT): strengthening transnational cooperation** built on existing frameworks and identified innovative approaches to tackling IWT as a serious organised crime, including steps to tackle associated corruption.

Financing South East Asia's energy transition, convened in partnership with HM Government Prosperity Fund, provided a forum for stakeholders to discuss building capacity and providing capital for clean energy initiatives in South East Asia.

Human rights, good governance and faith

Youth

We held several events tackling youth unemployment including: **Boosting youth employment in Sub-Saharan Africa: creating opportunities and building skills**; **Turbocharging youth employment in Africa: a new approach** and **Youth employment in the Levant: opportunities and challenges**. These events examined how to build jobs and tackle the crisis of youth employment across Africa and the Levant.

The latest event in our longest running series, our event **British German Forum 2018: the future of power, influence and networks**, brought together leaders ages 20-35 from the UK and Germany to discuss the shift of power in society, governance and business, as well as how globalisation can be made to work for all.

Human rights

Our event **Sharing experiences and building capacity in the Caribbean: The Fair Administration of Justice and the UN Convention against Torture** brought together stakeholders to discuss how to support Caribbean States in overcoming some of the technical and capacity constraints that can prevent full engagement with the international human rights system.

Held in partnership with the Swiss Federal Department of Foreign Affairs (FDFA) and the Overseas Development Institute, our event **Global compact for migration: from political to practical**, provided an early opportunity for key players to explore practical ways in which to move from political deliberation to the implementation phase of the Global Compact for Safe, Orderly and Regular Migration.

Gender dynamics in violent extremism explored how radicalisation affected women and girls specifically, and how violent extremism may be better prevented when viewed through a gendered lens.

Sexual violence in conflict: delivering justice for survivors and holding perpetrators to account was a milestone event in the lead up to the UK-hosted international meeting in November 2019 on Preventing Sexual Violence in Conflict.

Multilateral institutions, key countries and regions

Our Caribbean Leaders Network series continued with two events: **Caribbean 2030 New Leaders Network** and **Caribbean 2030 Leaders Network 4: Influencing change for good governance and resilience**. These events brought together this growing network of new and younger leaders from across the region to discuss progress on their actions to support open data/open government and green growth in the region. The second event shared the discussions from the Caribbean meeting with members of the Caribbean diaspora in London.

Held in South Africa in partnership with the FCO and the African Climate Reality Project, our event **The Alternative Africa Climate Week: 40 under 40 to build resilience** focussed on the UK's new strategic relationships with Africa as an opportunity for younger leaders to engage on a key issue of importance to Africa.

Our event **The European community in the UK and the UK's relationship with Europe** facilitated a discussion with members of the European community living in the UK on their ideas and aspirations for the future of the relationship between the UK and European countries as the UK prepares to leave the EU.

Sustainable development and the environment

Education

Diplomacy to mobilise momentum for girls' education facilitated dialogue about practical ways that appropriate soft power instruments can be deployed by a range of actors in support of girls' education in low and middle income countries.

Global Health

The second event in our 'Technology, Innovation and Global Health' series, **Innovative financing for accelerating and strengthening the scale up of digital health systems** focused on the opportunities of innovation and technology to improve the health of populations across the globe.

Our event **Digital health investments: how to put donor alignment principles into practice** continued previous Wilton Park discussions where donors recognised the need to align their support for IT platforms to support LMICs lead their digital health innovations.

The first in our global series, our event **Reducing the harmful use of alcohol: a roadmap for a whole of society approach** focused on the responsible consumption of alcohol to improve health and reduce harmful misuse, bringing together drinks producers and key policy and health stakeholders.

Climate Change

We launched our new global series in partnership with Cefas and the Commonwealth Litter Programme (CLiP), looking at how to tackle the issue of marine litter. The first three events in this series: **Commonwealth Litter Programme: National policy workshop on marine litter**, **Commonwealth Litter Programme: Policy and action workshop on marine litter** and **Pacific regional conference on marine litter** focused on the Pacific Islands and took place in Vanuatu and the Solomon Islands. These events focused on supporting the development of potential marine litter approaches for the Pacific region and shared lessons from the CLiP research programme.

Held in partnership with the FCO, the New Zealand Ministry of Foreign Affairs and the Pacific Islands Forum Secretariat, our event **Navigating Pacific futures: climate change and resilience** placed an international spotlight on the urgent challenges facing a region that is uniquely affected by climate impacts, drawing international lessons from creative local responses.

Green grids: connecting Asia brought together high-level representatives from across Asia and neighbouring regions to discuss how to ramp up investment in energy grids investment, which is key to make the transition away from fossil fuels towards renewable energy.

Schedule of events

Event name	Date	Location	Policy theme
Innovations to reduce the use of antimicrobials in food-producing animals in LMICs	April 2018	Wiston House	Sustainable development & the environment
Revisiting independence, objectivity, and the critically reflective role of evaluation for the SDG era	April 2018	Wiston House	Sustainable development & the environment
The neurobiology of PTSD: a challenge to be met	April 2018	Wiston House	Human rights, good governance & faith
A mine free world: challenges and opportunities in realising the 2025 aspiration	May 2018	Wiston House	Defence & security
Caribbean2030 Leaders Network 4: Influencing change for good governance and resilience	May 2018	Port of Spain	Multilateral institutions, key countries & regions
Sharing experiences and building capacity in the Caribbean: The Fair Administration of Justice and the UN Convention against Torture	June 2018	St Lucia	Human rights, good governance & faith
Innovative financing for accelerating and strengthening the scale up of digital health systems	June 2018	Washington DC	Sustainable development & the environment
Tackling illegal wildlife trade (IWT): strengthening transnational cooperation	June 2018	Wiston House	Global economy
Adapting deterrence strategies to a changing security environment	June 2018	Wiston House	Defence & security
Artificial intelligence and global health	June 2018	Wiston House	Sustainable development & the environment
Addressing the needs of adolescent girls in humanitarian settings	July 2018	Wiston House	Sustainable development & the environment
Diplomacy to mobilise momentum for girls' education	July 2018	Wiston House	Sustainable development & the environment
British German Forum 2018: the future of power, influence and networks	July 2018	Wiston House	Human rights, good governance & faith
Boosting youth employment in Sub-Saharan Africa: creating opportunities and building skills	July 2018	Pretoria	Human rights, good governance & faith
The European community in the UK and the UK's relationship with Europe	July 2018	London	Multilateral institutions, key countries & regions
International Leaders Programme (ILP)	July 2018	London	Multilateral institutions, key countries & regions
Financing South East Asia's energy transition	July 2018	Wiston House	Global economy
Military operations in cyberspace	September 2018	Wiston House	Defence & security
International Leaders Programme (ILP)	September 2018	London Hotel	Multilateral institutions, key countries & regions
Reimagining global health: self-care interventions and implications for healthcare	September 2018	Wiston House	Sustainable development & the environment
Cyber Resilience Leaders' Summit	October 2018	Wiston House	Global economy
Youth employment in the Levant: opportunities and challenges	October 2018	Ma'in, Jordan	Human rights, good governance & faith

Global skills for prosperity	October 2018	Wiston House	Global economy
Global compact for migration: from political to practical	October 2018	Wiston House	Human rights, good governance & faith
Prevention of mass atrocities	October 2018	Wiston House	Conflict prevention, resolution & state building
Women MPs of the World Conference	November 2018	Palace of Westminster	Human rights, good governance & faith
Powerful actor, high impact bio-threats	November 2018	Wiston House	Defence & security
Together for nutrition: applying principles for public-private engagement	November 2018	Rome	Global economy
Protecting vulnerable religious minorities in conflict and crisis settings	November 2018	Wiston House	Human rights, good governance & faith
Caribbean 2030 New Leaders Network (C2LN) - follow up to WP1601	November 2018	London	Multilateral institutions, key countries & regions
Gender dynamics in violent extremism	November 2018	Wiston House	Human rights, good governance & faith
Digital health investments: how to put donor alignment principles into practice	December 2018	Wiston House	Sustainable development & the environment
Promoting freedom of religion or belief: what is the role of education?	December 2018	Wiston House	Human rights, good governance & faith
The nuclear non-proliferation regime towards the 2020 NPT Review Conference	December 2018	Wiston House	Defence & security
Navigating Pacific futures: climate change and resilience	December 2018	Wiston House	Sustainable development & the environment
Shaping the conditions for a political settlement in Afghanistan	January 2019	Istanbul	Conflict prevention, resolution & state building
Re-energising the narrative: human rights in the digital age	January 2019	Wiston House	Human rights, good governance & faith
Tackling corruption: making progress, learning lessons and building capacity	January 2019	Wiston House	Global economy
Turbocharging youth employment in Africa: a new approach	January 2019	Wiston House	Human rights, good governance & faith
Vanuatu - Commonwealth Litter Programme: National policy workshop on marine litter	January 2019	Vanuatu	Sustainable development & the environment
Addressing illicit trafficking and access to firearms in the context of organised crime and terrorism: towards a new paradigm	January 2019	Wiston House	Defence & security
Nuclear disarmament verification	January 2019	Wiston House	Defence & security
Solomon Islands - Commonwealth Litter Programme: Policy and action workshop on marine litter	January 2019	Solomon Islands	Sustainable development & the environment
Commonwealth Dialogue: countering diversion of SALW and their ammunition	February 2019	Wiston House	Defence & security
Managing future global challenges: the role of emerging powers	February 2019	Wiston House	Multilateral institutions, key countries & regions

Pacific regional conference on marine litter	February 2019	Vanuatu	Sustainable development & the environment
Reducing the harmful use of alcohol: a roadmap for a whole of society approach	February 2019	Wiston House	Sustainable development & the environment
Sexual violence in conflict: delivering justice for survivors and holding perpetrators to account	February 2019	Wiston House	Human rights, good governance & faith
Defeating meningitis by 2030 – developing a global roadmap	February 2019	Wiston House	Sustainable development & the environment
Building a stronger HIV prevention movement in Asia	March 2019	Singapore	Sustainable development & the environment
Transboundary climate risks	March 2019	Wiston House	Sustainable development & the environment
The Alternative Africa Climate Week: 40 under 40 to build resilience	March 2019	Pretoria	Multilateral institutions, key countries & regions
Green grids: connecting Asia	March 2019	Wiston House	Sustainable development & the environment
Operating in space: towards developing protocols	March 2019	Wiston House	Defence & security

Wilton Park convened 68 events in 2018/19, 14 of which were closed, so are not listed above.

Closed or offline events are those which were invitation only or where participants, partners and/or the themes require extra sensitivity; meaning the title and details are not made publicly available.

Schedule of organisations worked with

†contributed venue

* intellectual input providing no financial contribution

Foreign and Commonwealth Office

The Foreign and Commonwealth Office provide core funding as well as commissioning individual events

UK Government/Parliament

British Council

Centre for Environment, Fisheries and Aquaculture Science

Department for Environment, Food and Rural Affairs

Department for International Development

Department of Health and Social Care

Home Office

Ministry of Defence

Ministry of Housing, Communities and Local Government

Other UK organisations

Asfari Foundation

Atomic Weapons Establishment

Bridge International Dialogue

Children's Investment Fund Foundation

Climate Parliament (UK)

Future of Humanity Institute

Institute of Development Studies

Lambeth Palace†

Overseas Development Institute

Restless Development*

Russo-British Chamber of Commerce*

SOAS, University of London

The Caribbean Council*

The Sir Heinz Koeppler Trust

The Stanley Foundation

Transparency International UK

UK Finance

Vitol Foundation

Multinational/private sector

Gabriel Abed

GoRoot Ltd

Green Grid Initiative*

International Alliance for Responsible Drinking

International Solar Alliance*

KPMG International

Trent Restaurants Ltd†

International organisations

Commonwealth Secretariat

Convention against Torture Initiative

European Climate Foundation

Global Alliance for Improved Nutrition*

Mercy Corps

NATO Defense College

United Nations Development Programme

United Nations Population Fund

UN Women

World Health Organisation

Overseas governments and organisations

Australia

Department of Foreign Affairs and Trade

Canada

Global Affairs Canada

International Development Research Centre

Denmark

Ministry of Foreign Affairs of Denmark

Finland

Ministry for Foreign Affairs

France

Institute for Sustainable Development and International Relations

Germany

Federal Foreign Office

Japan

Embassy of Japan in London

Jordan

WANA Institute*

Lebanon

Adyan Foundation*

Netherlands

Global Center on Adaptation

Ministry of Foreign Affairs

New Zealand

Ministry of Foreign Affairs and Trade

Norway

Norwegian Ministry of Foreign Affairs

Sweden

Stockholm Environment Institute

Switzerland

Federal Department of Foreign Affairs

Foundation Botnar

Turkey

Ministry of Foreign Affairs

United Arab Emirates

Forum for Promoting Peace in Muslim Societies

United States of America

American Bar Association Standing Committee on Law and National Security

Bill and Melinda Gates Foundation

Exedec

Gilead Foundation, Inc

Growald Family Fund

Johns Hopkins Center for Health Security

Lawrence Livermore National Laboratory

Los Alamos National Laboratory

Microsoft

Nuclear Threat Initiative

PATH

Patrick J McGovern Foundation

Sandia National Laboratories

The MITRE Corporation

United States Council for International Business*

University of Maryland

United States Department of State

Wilton Park USA

Official Development Assistance (ODA)

Background

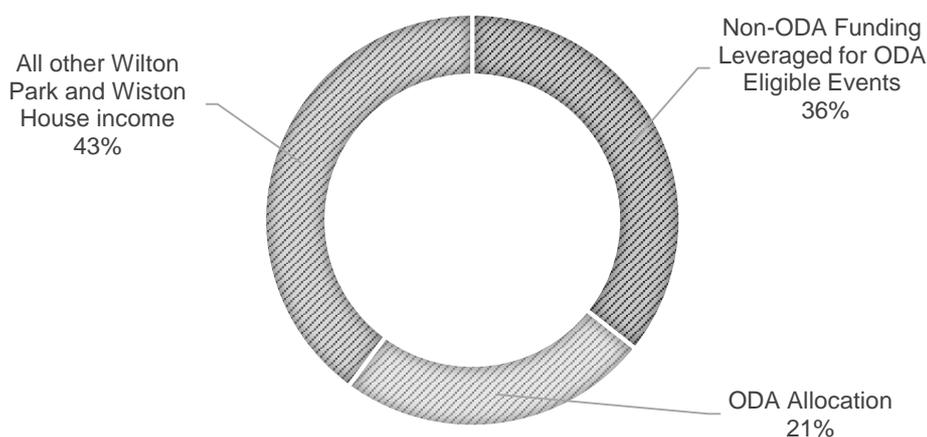
Wilton Park received £1.4m from the Foreign and Commonwealth Office which was allocated as Official Development Assistance (ODA) eligible funding with spending as set out below.

Summary of Wilton Park's ODA Programme

Wilton Park has used the FCO ODA funding to convene policy dialogues on issues that directly affect OECD-Development Assistance Committee (DAC) eligible countries and individuals and supports their long term development. Wilton Park has continued to improve its internal bidding process for ODA funding through a robust system for demonstrating eligibility, with committee approval and transparent reporting to FCO and DFID.

Wilton Park is increasingly successful at using our allocation of ODA as seed funding for eligible events. In 2018/19 our allocation of £1.4m of ODA was spent supporting 39 events.

ODA Funding as a Proportion of Wilton Park Activities 2018/19



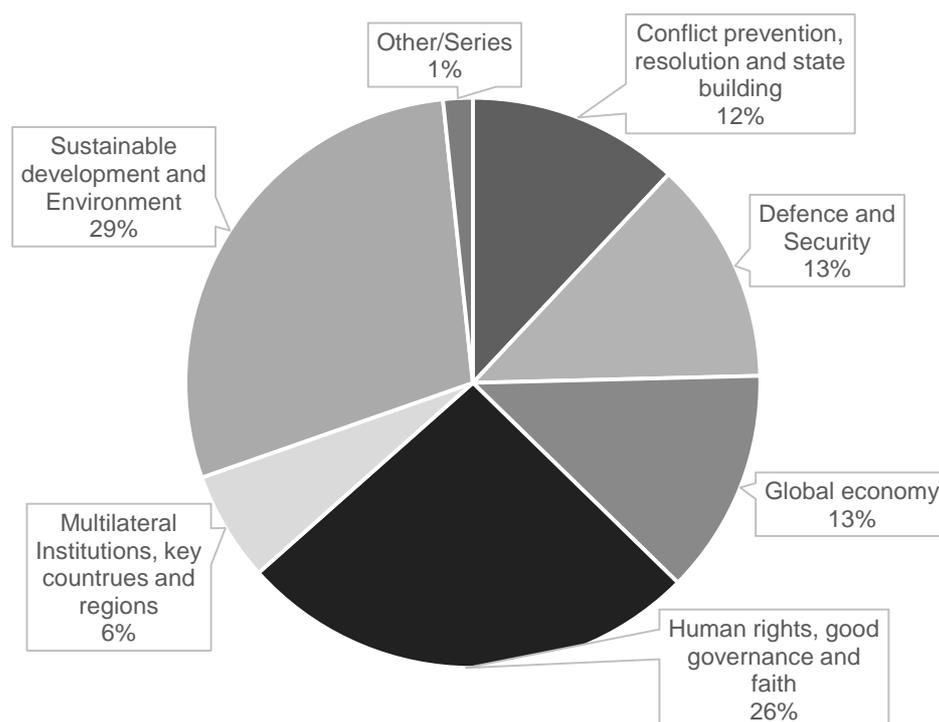
57% of Wilton Park's 2018/19 income was spent on events eligible for ODA funding. 21% of funding for these events came from Wilton Park's ODA allocation, with the remaining 36% came from partner funding. While the 43% balance of Wilton Park's 2018/19 income was generated by events which did not receive ODA funding, these events may have been ODA eligible but were fully funded by partners.

ODA supported events and their impacts

Wilton Park creates dialogues that build capacity, share best practice, support the wider building of evidence bases, the discovery phases for new policy approaches and the better implementation of national and international policy and practice. We use our ODA allocation to address different causes of poverty and ways of addressing them through the lens of the Sustainable Development Goals. The dialogues bring together new international networks of specialists working on issues defined within the DAC guidelines, and involve countries and territories on the DAC list, with experts and stakeholders from OECD countries. These conferences also support the UK's reputation as a leading development actor.

ODA was used to support discussions on a wide range of issues, with conferences addressing sustainable development and environmental challenges and human rights governance and faith issues making up nearly a third of those funded.

ODA Spend by Theme



Examples of the impacts of ODA supported Wilton Park programming

Turbocharging youth employment in Africa: a new approach, WP1658, created a **new coalition**: the **Wilton Park Friends of Youth Employment in Africa**. This is the **first coalition of international actors on youth employment** in Africa and includes: the African Development Bank, the African Union, the International Labour Organisation, the Commonwealth Secretariat, DFID, the World Bank and Mastercard Foundation. The Commonwealth Secretariat has appointed a coordinator to implement the outcomes of the meeting.

Events in the *Inclusive Citizenship Series, WP1638 and WP1646*, culminated in the **commitment to create a Charter for Inclusive Citizenship**, to be launched under the patronage of Crown Prince Mohammed bin Zayed Al Nahyan of the UAE. A **consortium of the major faith based and inter-religious dialogue organisations** in the region has also been created to **draw up and endorse the Charter**

Shaping the conditions for a political settlement in Afghanistan, WP1596, **gathered a range of participants** who wouldn't ordinarily meet to discuss how to move towards a **more inclusive political settlement in Afghanistan**. This event built on and complemented the work of HMG and other regional partners by bringing together a broader range of participants than the ongoing Doha talks.

The *Women MPs of the world conference, WP1648*, sparked **global attention** with several countries offering to **host the next in the series**. It brought together Women MPs from around the world to strengthen visibility and further empower women parliamentarians to continue to drive change at both a national and international level. The MPs participating compiled an **open letter to Facebook** calling for social media companies to do more to protect women from online harassment.

Sexual violence in conflict: delivering justice for survivors and holding perpetrators to account, WP1651, brought together a range of stakeholders including survivors, Lord Ahmad and HRH The Countess of Wessex for discussions on tackling stigma. The event **built on work done by Lord Ahmad in preparation for the upcoming international meeting in London**, which will discuss the attainment of current commitments and look towards what can be done in the future.

Our March 2019 event *The Alternative Africa Climate Week, WP1686*, brought together a group of young leaders from eleven African countries and young Brits from various UK soft power assets to discuss how to build greater resilience to cope with climate change. The British High Commissioner to Namibia highlighted that the event **contributed to and demonstrated the way that soft-power can be used as part of the new UK-Africa strategy**.

The *Global compact on migration* event, *WP1634*, was a **unique opportunity for the private sector** to be included in discussions on this topic. The event **fed directly into the December 2018 Marrakech Summit**, providing an early opportunity for key players to explore practical ways in which to move from political deliberation to implementation and there has been interest in Wilton Park hosting further events in this series.

The event on *Gender Dynamics in violent extremism, WP1630*, has led to discussions between Wilton Park and UN Women on a potential 2020 follow-up meeting to draw up a **'Wilton Park statement' on principles of approach for country engagement to ensure the inclusion of a gender perspective into all efforts to prevent and counter violent extremism**. The discussions have also **informed an April 2019 high-level event in Washington DC** on youth, Peace and Security and CVE involving the US Department of State and UN representatives.

At *WP1668, Caribbean 2030 New Leaders Network (C2LN)* (part of a series), members of the diaspora shared their impacts from previous C2LN meetings, including the **creation of a Caribbean Diaspora Skills Directory** after *WP1513*. The database will capture the skills, talent, investment opportunities and philanthropic potential of the Caribbean Diaspora, with the aim of reversing the Caribbean 'brain drain'.

Co-funders for Wilton Park events include; Department for Environment, Food and Rural Affairs (DEFRA), Foreign and Commonwealth Office, Atomic Weapons Establishment (AWE), Department for International Development (DFID), Bridge International Dialogue, British Embassy (Germany), PATH, Children's Investment Fund Foundation (CIFF), SOAS University of London, Commonwealth Secretariat, Netherlands Ministry of Foreign Affairs, KPMG International, The Stanley Foundation, Forum for Promoting Peace in Muslim Societies, Federal Department of Foreign Affairs (FDFA), Global Affairs Canada, Embassy of Japan, Ministry for Foreign Affairs Finland, Ministry of Defence, Overseas Development Institute (ODI), Norwegian Ministry of Foreign Affairs, Asfari Foundation and Mercy Corps.

Wilton Park does not track how much external funding is ODA. However, programme teams ensure partners are aware when Wilton Park's ODA funding is being used to co-fund events to ensure it is not double counted.

Wilton Park will continue to monitor its use of ODA funding, ensuring that co-funded events are aligned to government ODA priorities.

Strategic report

Wilton Park's overall strategic purpose remains unchanged - to convene international dialogues of policy experts and practitioners on issues of global importance - and in so doing, to support the international priorities of the FCO, the UK and its allies. Each year we map the broad themes of our work to the FCO's priority outcomes and use those as a guide in setting our portfolio of work for the coming year.

By doing this, we and our events help project British values and influence whilst always ensuring that Wilton Park offers an actively neutral place for debate and discussion. Our strategic plan for 2016-2020 sets out our objectives and ensures we align our activities and strategic priorities to the FCO's priority outcomes. This ensures Wilton Park makes clear how we aim to support the UK's wider strategic foreign policy objectives and related national objectives – through provision of a neutral, discreet and professional forum for opinion formers and policy makers from around the world to come together to listen, discuss and debate issues of shared and global concern.

Our Wilton Park Business and Financial Plan for 2019/20 sets out priority actions to respond to changing market conditions and organisational needs. To deliver on this, we will pursue a product strategy which aims to:

- Continue to extend the range of themes on which we work to areas of contemporary global importance;
- Continue to extend the range of partners we work with;
- Develop and adapt new formats;
- Continue to extend Wilton Park's reach - by continuing to develop our overseas events; and
- Continue to be able to support the aims of the FCO and HMG with our work.

In support of our product strategy, we will take forward an organisational strategy which aims to:

- Create a business development plan which leverages our contacts, partners, participants and alumni in a more effective way;
- Develop systems and processes to better monitor and report on our impact;
- Strengthen post event communications and integrate these into the life cycle of an event;
- Use our business development resource and Programme Directors to continue to build series of events;
- Upgrade the way in which we communicate with the interested public, participants and partners; and
- Continue our digital transformation journey to further improve our 'offer'.

Wilton Park's 2019/20 Financial Plan includes continuing to meet our financial target, facilitating a more evenly phased work plan, increasing policy resources and expanding the use of alternative UK and overseas venues.

For 2019/20, we plan to streamline our commercial offer whilst ensuring we maximise the revenue generated from non Wilton Park activities based at Wiston House.

In addition, during 2019/20, Wilton Park will work to develop a new strategic plan covering the period 2020/2023, including a resource plan that reflects the upcoming comprehensive spending review.

Wilton Park is a non-profit making, revenue generating organisation. Our reputation and long experience of working with a wide range of international partners helps us secure financial income and intellectual input. As was noted in the [2018 Tailored Review](#) Wilton Park remains as relevant as it did when it was first established over 70 years ago.

Business objectives

Our 2018/19 Business and Financial Plan sought to build on previous success to secure the medium term financial stability for Wilton Park and to address some of the longer term changes needed to tackle future strategic challenges.

We delivered on our 2018/19 business objectives in the following ways:

- **Developed new themes for Wilton Park dialogues** aligned to FCO policy objectives, UK national, political and economic objectives and those of other partners and stakeholders. Our events addressed several new topics including climate change, environmental issues, eg marine litter, science and innovation, youth unemployment, tolerance and faith, among others.
- **Developed new and multi-year partnerships**, for example with the Turkish Ministry of Foreign Affairs, the New Zealand Ministry of Foreign Affairs and Trade, the UK's Department for Environment, Food and Rural Affairs, the UK Home Office, the International Alliance for Responsible Drinking; and the Climate Parliament, among others. These have helped build our relationships with key institutions and individuals who influence the global agenda, broadening our network of core funders and the array of issues we address.
- **Deepened partnerships with private sector** companies and brought together public sector and state actors with businesses and entrepreneurs to discuss key elements of policy implementation, develop further understanding of international markets and expanded links between academics and governments both in the UK and overseas.
- **Explored different models of Wilton Park dialogue delivery**, demonstrating our convening power in different settings and formats. This allowed us to reach more and new audiences and reinforce our ability to facilitate high level debate, in response to partner needs.
- **Expanded the Wilton Park footprint**, increasing the number of events we convened and broadening our range of dialogues, partners and themes. In addition, we held one in five of our events away from Wiston House in the UK and overseas, extending our global reach and increasing participation from key global partners.
- **Boosted commercial income** at Wiston House and supported our sales activity.

Organisational plan to deliver our business objectives

We have a highly committed and expert workforce working in the commercial and policy teams within our business, providing a strong foundation for delivering our business objectives. Our organisational model is both resilient and agile enough to deal with future financial and ongoing geopolitical challenges.

We delivered the following in line with our 2018/19 business objectives:

- **Began a process of digital transformation** by starting to roll out and adopt new technologies eg Office 365, expanding and adapting the ways in which we facilitate dialogue and capture insights.
- **Extended and developed the Programme Director team**, bringing in staff with new policy specialisms to support and develop even more creative ways of delivering dialogues on new priority themes. This has enabled us to facilitate dialogues on new topics and build long term relationships with new partners and policy experts.
- **Continued to diversify our revenue and policy streams** entering into new partnerships with UK and international governments, private sector, and philanthropists. In addition, we streamlined our commercial activities delivering fewer events whilst increasing overall revenue.
- **Developed a streamlined graduate entry programme**, with the first cohort joining in quarters two and three. This scheme gives our graduates one to two years of work experience across Wilton Park's entire operation, offering the next generation of experts in international foreign policy dialogues a well rounded start to their working lives and bringing us fresh perspectives on how we work.

2018 Tailored Review of Wilton Park

A Tailored Review of Wilton Park, part of the government's public bodies reform programme, took place over the summer of 2018. It was carried out by a team of FCO officials working with officials in Wilton Park.

In line with Cabinet Office guidelines, the review process was informed by a Critical Friends Group, consisting of four senior members of the FCO. In addition, over 80 individuals from stakeholders and key partners were interviewed and a further 69 individuals responded to an online stakeholder survey.

The Tailored Review Report confirmed Wilton Park remains a relevant, important soft power asset for HMG, is a vehicle through which the Government is able to deliver on its Global Britain agenda; makes a valuable contribution to important issues in key foreign and public policy; that Executive Agency status remains the most appropriate model for Wilton Park and that Wiston House should remain its home.

The report noted Wilton Park's work is closely aligned to the UK's foreign policy priorities and that we are performing strongly against our strategy. The report made a number of suggestions which could further enhance our effectiveness:

- broadening engagement with partners in different sectors;
- expanding our product range, including overseas;
- broadening our funding base;
- identifying further efficiencies;
- exploring further opportunities for digital transformation;
- delivering more events outside of Wiston House;
- increasing risk tolerance and the ceiling for income generation targets; and
- increasing engagement to heighten Wilton Park's profile and utilisation across and by the FCO and across international Whitehall.

Wilton Park's FCO Senior Departmental Officer commented that the production and implementation of the Tailored Review and the related Implementation Plan has been a significant workstream this year for both Wilton Park and the FCO. The Tailored Review report was a positive document and its successful implementation highlights Wilton Park's willingness to enact a change programme.

Wilton Park Values

Wilton Park values were created by our staff to guide how we behave with our colleagues, our guests and with our partners. These values, aligned to the values of the Civil Service Code, were developed with and by all teams across the business.



We are:

Ambitious: we strive for improvement in the way we work and we are confident of what we can achieve.

Ethical: we demonstrate integrity and expertise in all we do. We are proud to work for Wilton Park.

Respectful: we value the diversity and experience of our colleagues and of our guests. We are understanding of each other and harness potential through thoughtfulness, empathy and trust.

Collaborative: we nurture supportive relationships within our organisation and between participants, building long-term partnerships and networks.

Creative: we welcome new ideas and innovation in the way that we work as a team and with others. We are willing to take risks, learn lessons and to do things differently.

Financial context

In 2018/19 Wilton Park again met its annual budget target and grew revenues from £5,981k to £6,618k while keeping key performance ratios within target. For the ninth consecutive year we reached our target of +/-1% of income over expenditure.

Sustainability reporting

This report is produced in line with public sector reporting requirements: Sustainability performance is monitored regularly and, as an Arm's Length Body of the Foreign and Commonwealth Office (FCO), Wilton Park reports key information as part of the Greening Government Commitment (GGC) targets.

Strategy

Wilton Park recognises that its operational activities directly impact upon the environment and continually endeavors to reduce its impact in a number of ways and is committed to improving environmental performance.

In order to uphold the Environment Policy Statement, the Strategic Sustainability Group continues to focus on projects aimed at reducing waste and energy consumption and, working with staff members involved in key strategic frontline areas, looking at ways to:

- Minimise waste streams and controlling processes
- Improve our sustainability efforts

- Utilise and working towards Government Buying Standards for sustainable procurement, and
- Communicate this to key stakeholders across all areas of the business

Projects and performance

We continue to make steady progress in meeting its contributory share to the FCO's GGC targets, although certain areas continue to be a challenge:

- Water consumption was reduced by 14% compared with FY 2017/18
- New waste collection service provider to allow for: segregation of waste streams, monitoring and reporting of actual waste data, all waste to be diverted from landfill.
- Insulation of plant rooms
- Participating in #Beyond Plastic initiative to remove avoidable single-use plastic from operations by undertaking plastic audit in all areas of operations and engaging with suppliers
- Heating optimisation and options appraisal study undertaken to review total heating supply throughout the site
- Environmental management system with gap analysis report undertaken.

Future measures

We are continuously reviewing opportunities to improve efficiencies and implementing a more sustainable and smarter working environment for both staff and participants, to meet the GGC 2020 targets.

Signed Sharmila Nebhrajani OBE, Chief Executive as Accounting Officer

27 June 2019

Accountability report

Corporate governance report

The corporate governance report comprises the Directors' report, statement of Accounting Officer's responsibilities and the governance statement. These reports detail the governance arrangements in place at Wilton Park.

The Directors' report gives a brief overview of Wilton Park activities and Board members.

The statement of Accounting Officer's responsibilities lays out the responsibilities of the Accounting Officer to comply with Managing Public Money and ensuring compliance with applicable accounting standards as set out in the Government Financial Reporting Manual during preparation of the Annual Report and Accounts. The Accounting Officer is directly accountable to Parliament for the performance and management of the Agency.

The governance statement details the governance arrangements at Wilton Park. These include the Board who are collectively responsible for supporting the Chief Executive in effectively running the Agency, and the Audit and Risk Assurance Committee, which provides the assurance function for the performance and success of the Agency. As an Executive Agency, Wilton Park complies with the Framework Document signed by the director of the sponsoring department at the FCO and the Chief Executive of Wilton Park. The Framework Document uses the HM Treasury approved template and complies with Cabinet Office guidance.

Directors' report

Principal activities

Wilton Park convened 68 events in the UK and overseas in 2018/19, bringing together policy makers, opinion formers and other stakeholders from the worlds of politics, diplomacy, academia, business, civil society, the military and the media. Our dialogues provide a neutral and discreet environment for 'off the record' discussions on issues of shared global concern. Wilton Park dialogues enable the creation and strengthening of links between ideas, policy and delivery of practical solutions. We facilitate the building and extending of networks and provide a platform for the exchange of views, sometimes conflicting, expressed and debated openly and calmly, facilitating compromise and resolutions. Our priorities include:

- Conflict resolution and peacemaking
- Counter terrorism, home affairs and the rule of law
- Defence and security
- Global prosperity
- Human rights, democracy and faith
- Sustainable development, energy and the environment
- Global health
- Climate change

Wilton Park Board

During the period April 2018 to March 2019 the directors below held office for the full period unless otherwise specified:

Iain Ferguson CBE	Chair of the Wilton Park Board (NED) (to September 2018)
Rt Hon. Gisela Stuart	Chair of the Wilton Park Board (NED) (from September 2018)
Sharmila Nebhrajani OBE	Chief Executive Wilton Park and Accounting Officer
Iain Morgan	Former Financial Controller to HM Forces Surgeon-General (NED)
Victoria Rae	Consultant and Executive Coach (NED)
Andy Townend	Managing Director, Consulting, Inview Technology Limited (NED)
Helen Bower-Easton	Director of Communication, FCO (Senior Responsible Officer for Wilton Park). Maternity leave from April 2018 to November 2018
Simon Wren	Interim Director of Communication, FCO (from April 2018 to September 2018)
Hugo Shorter	Interim Director of Communication, FCO (from October 2018 to November 2018)

Liane Saunders Director of Strategy, FCO
Peter Jones Chief Operating Officer, FCO

No members of the Board held company directorships or other significant interests which could conflict with their responsibilities.

Personal data

There was one minor incident involving loss of personal data which was reported to the Information Commissioners Office who stated that no further action was required.

Statement of Accounting Officer's responsibilities

Under the Government Resources and Accounts Act 2000, HM Treasury has directed Wilton Park to prepare accounts for each financial year, detailing the resources acquired, held or disposed of during the year and the use of resources by Wilton Park during the year. The accounts are prepared on an accruals basis and must give a true and fair view of the state of affairs of Wilton Park and of its income and expenditure, Statement of Financial Position and cash flows for the financial year.

In preparing the accounts, the Accounting Officer is required to comply with the requirements of the *Government Financial Reporting Manual* and in particular to:

- observe the Accounts Direction issued by HM Treasury, including the relevant accounting and disclosure requirements and apply suitable accounting policies on a consistent basis;
- make judgements and estimates on a reasonable basis;
- state whether applicable accounting standards as set out in the *Government Financial Reporting Manual* have been followed, and disclose and explain any material departures in the accounts;
- and prepare the accounts on a going concern basis; and
- confirm that the Annual Report and Accounts as a whole is fair, balanced and understandable and take personal responsibility for the Annual Report and Accounts and the judgements required for determining that it is fair, balanced and understandable.

The Accounting Officer for the FCO has appointed the Chief Executive as the Accounting Officer for Wilton Park.

The responsibilities of an Accounting Officer, including responsibility for the propriety and regularity of the public finances, for which an Accounting Officer is answerable, for keeping proper records and for safeguarding Wilton Park's assets, are set out in *Managing Public Money* published by HM Treasury.

As the Accounting Officer, I have taken all the steps that I ought to have taken to make myself aware of any relevant audit information and to establish that the National Audit Office are aware of that information.

Governance statement

Wilton Park's objectives, purpose and terms of reference are laid down in a Framework Document that is revised every three years. The latest version came into force on 3 April 2017, and can be found at <https://www.wiltonpark.org.uk/wp-content/uploads/Wilton-Park-framework-2017.pdf>. This document also specifies the processes and procedures used by Wilton Park in governance, management and audit, including our relationship with the Internal Audit department of the FCO and the National Audit Office (NAO).

The **Wilton Park Board** agrees the strategy and objectives including the financial and other performance targets; it monitors and evaluates progress and advises on the allocation of resources. Its membership is appointed in accordance with the provisions of the Framework, which results in some turnover associated with transfers within the FCO senior staff ranks. Membership of the board is detailed in the Director's Report.

The Wilton Park Board meetings are also usually attended by:

- Members of the Wilton Park Senior Management Team (SMT) and Executive Assistant to the Chair and Chief Executive who acts as Secretary to the Board
- Key members of FCO Communication Directorate.

The Wilton Park Board carried out an effectiveness review in March 2016. The next review is currently in progress.

The March 2016 review reported that the Board focuses on the right issues, has an open culture, both supports and challenges the Executive Team and provides sound governance. The Board review identified a small number of areas where improvements could be made which were subsequently implemented including succession planning for two Non Executive Directors (NED), developing a strong ODA capability and developing a robust business plan, reflecting the new ODA scenario.

Key discussions at Board meetings during 2018/19 have included: the new strategy around commercial revenue for fewer but higher quality and therefore more profitable events, the phasing of events through the year and the risks associated with the high number of events delivered in Quarter 4; the shifting mix of funding sources; the issues surrounding EU Exit and other shifts in the world of politics and environment; possible solutions to postponement of events and risk to achieving target; and the results of the staff survey.

Board attendance has been as follows

	Jun 2018	Sep 2018	Nov 2018	Jan 2019
Iain Ferguson CBE (to Sep 18)	✓	✓	X	X
Rt Hon Gisela Stuart (from Sep 18)	X	✓	✓	✓
Sharmila Nebhrajani OBE	✓	✓	✓	✓
Iain Morgan	✓	✓	✓	✓
Victoria Rae	✓	✓	✓	X
Andy Townend	✓	✓	✓	✓
Simon Wren (from Apr 18 to Sep 18)	X	✓	X	X
Hugo Shorter (from Oct 2018 to Nov 2018)	X	X	✓	X
Helen Bower-Easton (from Dec 18)	X	X	X	✓
Liane Saunders	✓	✓	✓	✓
Peter Jones	✓	✓	✓	✓

The Board use Management Information provided by the Senior Management Team such as management accounts, financial plans, and monitoring and evaluation data. This data is reviewed by the SMT before submission to the Board to ensure it is of consistently high quality.

Wilton Park is managed on a day-to-day basis by the Chief Executive as Accounting Officer and by the SMT. The SMT meets informally each week and conducts a formal meeting every month. The team also meets to review the issues and papers going to Board and Audit and Risk Assurance Committee meetings. The SMT consists of:

Sharmila Nebhrajani OBE	Chief Executive
Jo Lawrance (formerly Childs)	Chief Operations Officer
Elise Maddocks	Director of Finance and Corporate Services

Kirsty Cockburn (to September 18)	Director of Policy and Programmes
Robin Hart (from September 18)	Senior Programme Director
Mark Smith (from September 18)	Senior Programme Director

Wilton Park has a whistle blowing policy which staff are made aware of. No concerns were raised by staff during 2018/19.

Wilton Park Advisory Council (WPAC)

Wilton Park has an Advisory Council (enshrined in the Framework) which provides advice, critique and oversight of the content and policy work of Wilton Park. Collectively and individually, its members advise on conference and event content, participants and structure. They also advise on themes in order to ensure that Wilton Park continues to address issues which will benefit from its approach and methodology, and which are of strategic relevance to the UK foreign policy objectives. Members meet formally twice a year.

As of 31 March 2019, the membership of the Advisory Council is:

- Rt Hon. Gisela Stuart, Chair, Wilton Park
- Louise Harvey OBE, MVO, Non-Executive Chair, Strategic Communications, FTI Consulting
- Sir John Holmes GCVO KBE CMG, Chair of the Electoral Commission
- Sir Michael Leigh KCMG, Senior Fellow, German Marshall Fund of the United States
- Marcus Lenzen FRSA, Peacebuilding Policy and Programme Advisor, United Nations Peacebuilding Support Office
- Lesley-Anne Long, Global Strategist (International Development)
- Rt Hon Baroness Northover MA, PhD, PC, Liberal Democrats House of Lords Spokesperson on Foreign and Commonwealth Affairs
- Emma Sky OBE, Director of Yale World Fellows and Senior Fellow at Yale University's Jackson Institute
- Rob van den Berg, President, International Development Evaluation Association (IDEAS)
- Tom Woods, Chairman, President, Woods International, LLC and Chair of the Wilton Park US Foundation

Audit and Risk Assurance Committee report

Wilton Park has an **Audit and Risk Assurance Committee (ARAC)** of the main Board. Its terms of reference and purpose are detailed in the Framework document. The membership is:

Iain Morgan	Chair of the ARAC (NED)
Iain Ferguson CBE	Chair Wilton Park Board (NED) (to September 2018)
Rt Hon. Gisela Stuart	Chair Wilton Park Board (NED) (from September 2018)
Victoria Rae	(NED)
Andy Townend	(NED)

The Chief Executive and the Director of Finance and Corporate Services attend the Committee, and the Executive Assistant to the Chairman and Chief Executive acts as Secretary. Members of the National Audit Office audit team and FCO Internal Audit attend all meetings. Other members of the Board, Wilton Park senior managers, and key staff from the FCO are invited to attend as required.

The ARAC considers the management accounts in detail, reviews the delivery of Internal Audit reports, the Annual Consolidated Certificate of Assurance (ACCA), the Operational Risk Register and undertakes a detailed review of the annual accounts on behalf of the Board.

Key discussions at ARAC during 2018/19 have included: a review of the Annual Report 2017/18, the level of resources allocated to risks in the Risk Register, progress against implementation of Internal Audit management action points on the audits carried out during the year and the new Internal Audit Strategic Plan.

Risk management

Wilton Park maintains an Operational Risk Register modelled on the format used by the FCO. A subgroup of the SMT chaired by the Chief Executive is responsible for maintaining the Operational Risk Register and for preparing its submission to the ARAC and the Board, who both review the document at every meeting. Risks are split into top risks and lower risks. Top risks are scrutinised and updated at every Risk Register Meeting. Both the top risk and lower risk register are assessed during each meeting to determine whether a risk should be moved up or down the register. Wilton Park's top four risks are:

Strategic aims and objectives. The major risk in this area is the potential effect on Wilton Park of changes to foreign policy priorities leading to funders delaying commissioning of Wilton Park events, with the potential effect of EU Exit adding to this risk. Wilton Park mitigates this risk by ensuring that it maintains a high profile and close ties with its sponsoring department, the FCO, and continues to strengthen links with other government departments. It also ensures that it makes full use of the FCO Directors who are members of the Wilton Park Board.

Brand and reputation. The major risk here relates to ensuring that Wilton Park events maintain their high quality of content and participants. This risk is mitigated, in part, by ensuring Monitoring and Evaluation is carried out on every event and the results analysed and actions taken to correct adverse feedback.

Sponsorship and funding. As Wilton Park raises the majority of its revenue it needs to ensure that there is a healthy pipeline of funding in order to deliver the forecast revenue targets. The Resource Allocation Group regularly reviews the pipeline of funding against a monthly target and can therefore quickly identify if there is a risk of missing the revenue target from the business and financial plan and take mitigating action.

Utilising ODA funding. Wilton Park needs to utilise the full annual allocation of £1.4m with 85% spent by December of each financial year. In addition to this it needs to ensure compliance with all ODA regulations. There is a robust process in place for allocating ODA and ensuring compliance which is administered through the Resource Allocation Group at its biweekly meetings.

Internal Audit

During the year, Internal Audits were carried out on:

1. Payments and Receipts (moderate assurance)
2. Risk Management (moderate assurance)
3. Knowledge and Technology (strong assurance)
4. The SMT completed the Annual Consolidated Certificate of Assurance (ACCA), an annual report which Wilton Park complete to assure internal audit of the existence of key controls and processes

All prior year internal audit recommendations have been implemented.

The Head of Internal Audit has given an overall opinion of Moderate Assurance with the framework of governance, risk management and internal control found to be adequate and effective. Only minor improvements were proposed and the follow-up by Wilton Park management of prior year internal audit recommendations was particularly strong.

The ARAC concurs with this opinion.

No ministerial directions were given during the year.

I confirm that Wilton Park complies with the Corporate Governance Code for central government departments in so far as the code is relevant to an organisation of Wilton Park's size and circumstances.

Signed Sharmila Nebhrajani OBE, Chief Executive as Accounting Officer

27 June 2019

Remuneration and staff report

Remuneration and staff report overview

The remuneration and staff report sets out Wilton Park's remuneration policy for directors, reports on how that policy has been implemented and sets out the amounts awarded to directors and where relevant the link between performance and remuneration. In addition, the report provides details on remuneration and staff that Parliament and other users see as key to accountability.

Remuneration report

Service Contracts

Civil Service appointments are made in accordance with the Civil Service Commissioners' Guidance.

Sharmila Nebhrajani OBE was appointed on a three-year contract on 20 November 2017. Early termination, other than for misconduct, would result in the individual receiving compensation as set out in the Civil Service Compensation Scheme. The remuneration of senior civil servants that are executive members of Wilton Park is determined across government within the pay policies agreed by the Cabinet Office. Within these policies, remuneration is set in accordance with the FCO's agreed pay structure.

Further information about the work of the Civil Service Commissioners can be found at:

<http://civilservicecommission.independent.gov.uk>.

Single total figure of remuneration for each director – subject to audit

The following sections provide details of the remuneration and pension interests of the senior officials of the Agency. The tables below have been subject to audit.

Benefits in kind

The monetary value of benefits in kind covers any benefits provided by Wilton Park and treated by HM Revenue and Customs as a taxable emolument. The Chief Executive received living accommodation provided at public expense and chargeable to tax under s163 of the Income and Corporation Taxes Act 1988.

Officials	Salary (£'000)		Bonus payments (£'000)		Benefits in kind (to nearest £100)		Pension benefits (to nearest £1000) ¹		Total (£'000)	
	2018 / 2019	2017 / 2018	2018 / 2019	2017 / 2018	2018 / 2019	2017 / 2018	2018 / 2019	2017 / 2018	2018 / 2019	2017 / 2018
Sharmila Nebhrajani OBE Chief Executive	100-105	35-40 ²	-	-	3,300	1,700	47,000	18,000	150-200	55-60
Myles Wickstead interim Chief Executive from 01/04/17 to 03/12/17	-	65-70 ³	-	-	-	-	-	-	-	65-70
Rt Hon Gisela Stuart Chair from 01/09/18	10-15 ⁴	-	-	-	-	-	-	-	10-15	-
Iain Ferguson CBE Chairman to 30/09/18	10-15 ⁵	20-25	-	-	-	-	-	-	10-15	20-25
Iain Morgan NED ⁶	5-10	5-10	-	-	-	-	-	-	5-10	5-10
Victoria Rae ⁶	-	-	-	-	-	-	-	-	-	-
NED Andy Townend ⁶	-	-	-	-	-	-	-	-	-	-
NED										

'Salary' includes gross salary; overtime; reserved rights to London weighting or London allowances; recruitment and retention allowances; private office allowances and any other allowance to the extent that it is subject to UK taxation. This report is based on accrued payments made by Wilton Park and thus recorded in these accounts. This total remuneration, as well as the allowances to which they are entitled, is paid by the Wilton Park and is therefore shown in full in the figures above.

The monetary value of benefits in kind covers any benefits provided by Wilton Park and treated by HM Revenue and Customs as a taxable emolument. The Chief Executive was provided with living accommodation provided at the public expense and chargeable to tax under s163 of the Income and Corporation Taxes Act 1988. The cash benefit for 2018/19 was calculated as £3,333 as she vacated the premises on 30 November 2018, this would equate to £5,000 for the full year. The Class 1 NICs due are declared on the P11d of the Chief Executive.

¹ The value of pension benefits accrued during the year is calculated as (the real increase in pension multiplied by 20) plus (the real increase in any lump sum) less (the contributions made by the individual). The real increases exclude increases due to inflation or any increase or decreases due to a transfer of pension rights.

² Sharmila Nebhrajani OBE full year equivalent salary was £100-£105k in 2017/18

³ Myles Wickstead full year equivalent salary was £90-£95k in 2017/18

⁴ Rt Hon Gisela Stuart full year equivalent salary was £20-£25k in 2018/19

⁵ Iain Ferguson CBE full year equivalent salary was £20-£25k in 2018/19

⁶ The Wilton Park non-executive directors have elected to not be remunerated for their work on the Wilton Park Management Board. Iain Morgan receives remuneration in respect of his role as Chair of the ARAC.

No pay or pension costs are included in Wilton Park's accounts in respect of the FCO Directors who sit on the Wilton Park Board. As civil servants employed by the Foreign and Commonwealth Office, they receive no separate remuneration from Wilton Park for their membership on the Board as this membership is in an ex officio capacity. Details of their remuneration and pension entitlements are disclosed in the Remuneration Report of the 2018/19 FCO Annual Report and Accounts.

Sharmila Nebhrajani OBE and Iain Morgan are remunerated by Wilton Park. Iain Ferguson CBE and Rt Hon Gisela Stuart are remunerated by the FCO.

Pension entitlements for each director – subject to audit

The table below has been subject to audit.

Name Title	Accrued pension at age 65 as at 31/3/19 and related lump sum £000	Real increase in pension and related sum at age 65 £000	CETV at 31/3/19 £000	CETV at 31/3/18 £000	Real increase in CETV £000
Sharmila Nebhrajani OBE Chief Executive	0-5	2.5-5	55	13	23

Sharmila Nebhrajani OBE is a member of the Principal Civil Service Pension alpha scheme.

Fair pay disclosure – subject to audit

	2018/19	2017/18
Band of Highest Paid Director's Total Remuneration (£000)	100-105	100-105
Median - Total Remuneration	24,133	23,547
Ratio	4.2	4.3

Reporting bodies are required to disclose the relationship between the remuneration of the highest paid director in their organisation and the median remuneration of the organisation's workforce.

The banded remuneration of the highest paid director in Wilton Park in the financial year 2018/19 was £100k-£105k (£100-£105k in 2017/18). This was 4.2 times (4.3 in 2017/18) the median remuneration of the workforce, which was £24,133 (£23,547 in 2017/18). In 2018/19, no employees received remuneration in excess of the highest paid director (none in 2017/18). Remuneration of employees, excluding the highest paid director, ranged from £19,041 to £69,021 (£14,700 to £67,850 in 2017/18).

Total remuneration includes salary, non consolidated performance related pay and benefits in kind. It does not include severance payments, employer pension contributions and the cash equivalent transfer value of pensions.

The Chief Executive was provided with a rent free cottage in the grounds of Wiston House which was used until 30 November 2018. The cash benefit is calculated as £3,333 for the apportioned year. This would equate to £5,000 for the full year. The Class 1 NICs due are declared on the P11d of the Chief Executive.

Staff report

Wilton Park's success is founded on high quality staffing at all levels and high priority is given to the management and training of staff. We recognise that making best use of the talents and skills of all our staff makes us more effective and productive; we aim to create and sustain a culture that values and actively supports and promotes diversity and gender equality. We continue to seek every opportunity to develop the potential of all staff at Wilton Park by providing them with the training necessary to improve their performance, close any skill gaps and for their personal development. As Wilton Park is a small organisation, we recognise that there are limited opportunities for progression and so encourage staff to identify training opportunities which will develop their skills for use in their future career.

The Wilton Park employee engagement index in the civil service annual employee survey exceeded our target of 70% and was 75% in 2018 compared to 77% in 2017. The staff engagement figures for the FCO was 72% in 2018 (70% in 2017) and 62% in the civil service as a whole.

We are proud to be accredited with the Investors in People award and were assessed in November 2017 and again awarded the Bronze award. One of our strategic targets is to ensure that we maintain this accreditation.

This year, due to increase in events delivered, headcount increased to 92 (91 in 2017/18), including 17 part time staff, relating to a full time equivalent of 81.9 full time staff at 31 March 2019 (80.5 in 2017/18). Staff turnover was 19%, with 17 people leaving (nine in 2017/18). Average length of service is just under eight years.

Recruitment is carried out in accordance with the Civil Service Commissioners' Guidance. Wilton Park policy provides that there shall be no discrimination on the grounds of the protected characteristics set out in The Equality Act 2010

23 people were recruited. The recruitment figures are shown in the table below:

Grade/Level	Total Recruited	% Female	%Ethnic Minority	% Disabled
SMS	0	0	0	0
D	0	0	0	0
C	5	80	0	0
B	4	100	0	0
A	14	50	7	0

There were no exceptions to The Civil Service Commission's Recruitment Principles.

Apprentices

The Government is committed to creating three million apprenticeships during this parliament as part of its wider diversity and social mobility strategy.

The Civil Service has been asked to lead the way by delivering annual apprenticeships equivalent to 2.3% of the workforce. The 2.3% target applies to all public bodies with a workforce of 250 or more employees.

Wilton Park is enthusiastic about committing to the Government Apprentice Scheme and has already employed three apprentices. We are currently recruiting for two apprentices. Although Wilton Park employs fewer than 250 employees and does not need to comply, we are committed to the apprenticeship scheme.

Staff costs – subject to audit	2018/19			2017/18
	Permanently Employed Staff	Others	Total	£000
	£000	£000	£000	
Salaries and wages	2,605	24	2,629	2,340
Social Security	254	1	255	237
Superannuation	508	-	508	437
Other Employee Related Costs	73	163*	236	285
Total	3,440	188	3,628	3,299

Average number of persons employed – subject to audit

The average number of whole-time equivalent persons employed during the year was as follows

	2018/19			2017/18
	Permanently Employed Staff	Others	Total	Total
Directly employed staff	78.2	1.7	79.9	80.5
	78.2	1.7	79.9	80.5

Number of Staff (average during year)

	Male	Female	Total
Directors	0	1	1
Employees	22	64	86
Total	22	65	87

* Includes £140k costs re outsourced security contract

The Principal Civil Service Pension Scheme (PCSPS) and the Civil Servant and Other Pension Scheme (CSOPS) – known as “alpha” – are unfunded multi-employer defined benefit schemes but Wilton Park Executive Agency is unable to identify its share of the underlying assets and liabilities.

The scheme actuary valued the PCSPS as at 31 March 2016. You can find details in the resource accounts of the Cabinet Office: Civil Superannuation [here](#)

For 2018/19, employers’ contributions of £508k were payable to the PCSPS (2017/18 £437k) at one of four rates in the range 20.0% to 24.5% of pensionable earnings, based on salary bands.

The Scheme Actuary reviews employer contributions usually every four years following a full scheme valuation. The contribution rates are set to meet the cost of the benefits accruing during 2018-19 to be paid when the member retires and not the benefits paid during this period to existing pensioners.

Employees can opt to open a **partnership** pension account, a stakeholder pension with an employer contribution. No employees opted for a partnership or stakeholder pension.

Staff sickness

The target for absence rate is 4.0%. At the end of 2018/19 the overall absence rate at Wilton Park was 1.7% compared to 2.8% at the end of 2017/18 and therefore well within target. This is due to active management of sickness strictly in line with procedures.

Other employee matters

Wilton Park is committed to equal treatment in employment and occupation. Wilton Park is legally required to follow the Civil Service Commission Recruitment Principles of merit, fairness and openness when recruiting staff. Adherence to these principles is audited by an external auditor and the most recent audit carried out in January 2017 reported that Wilton Park was compliant with Civil Service Recruitment Principles.

Wilton Park is committed to the Health and Safety of its staff and a Health and Safety committee ensures any issues are promptly dealt with. Regular training appropriate for the job role is delivered and external audits on our Health and Safety processes and training are commissioned.

Appraisals identify learning and development opportunities for our staff and identify staff ready for career progression.

Pay policy is in line with the FCO pay policy and job roles are graded independently.

Wilton Park has a Staff Engagement Group who work throughout the year on feedback received through the staff survey to ensure staff concerns are addressed. There is also a Staff Committee who organise social occasions and raise money for designated charities.

Employment of people with a disability

Wilton Park follows the Civil Service Code of Practice on the employment of people with a disability, which aims to ensure no unfair discrimination on the grounds of disability and provides access to employment and career advancement based solely on ability, qualifications and suitability for the work.

Wilton Park does not currently employ anyone with a disability, but should a member of staff develop a disability during their employment, Wilton Park commits to continuing their employment and ensuring appropriate training and support.

Expenditure on consultancy

In 2018/19 there was no spend on consultancy. New proposals for consultancy projects are subject to business case clearance procedures in line with Cabinet Office guidelines.

Off-payroll engagements

During 2018/19 there were no off-payroll engagements for more than £245 per day and which lasted longer than six months (one in 2017/18).

There were no off-payroll engagements as of 31 March 2019, for more than £245 per day and that lasted longer than six months (none in 2017/18).

Exit packages – subject to audit

There were no exit packages for any Wilton Park staff during 2018/19 (none in 2017/18).

Civil Service pensions

Pension benefits are provided through the Civil Service pension arrangements. From 1 April 2015 a new pension scheme for civil servants was introduced – the Civil Servants and Others Pension Scheme or alpha, which provides benefits on a career average basis with a normal pension age equal to the member's State Pension Age (or 65 if higher). From that date all newly appointed civil servants and the majority of those already in service joined alpha. Prior to that date, civil servants participated in the Principal Civil Service Pension Scheme (PCSPS). The PCSPS has four sections: 3 providing benefits on a final salary basis (classic, premium or classic plus) with a normal pension age of 60; and one providing benefits on a whole career basis (nuvos) with a normal pension age of 65.

These statutory arrangements are unfunded with the cost of benefits met by monies voted by Parliament each year. Pensions payable under classic, premium, classic plus, nuvos and alpha are increased annually in line with Pensions Increase legislation. Existing members of the PCSPS who were within 10 years of their normal pension age on 1 April 2012 remained in the PCSPS after 1 April 2015. Those who were between 10 years and 13 years and 5 months from their normal pension age on 1 April 2012 will switch into alpha sometime between 1 June 2015 and 1 February 2022. All members who switch to alpha have their PCSPS benefits 'banked', with those with earlier benefits in one of the final salary sections of the PCSPS having those benefits based on their final salary when they leave alpha. (The pension figures quoted for officials show pension earned in PCSPS or alpha – as appropriate. Where the official has benefits in both the PCSPS and alpha the figure quoted is the combined value of their benefits in the two schemes.) Members joining from October 2002 may opt for either the appropriate defined benefit arrangement or a 'money purchase' stakeholder pension with an employer contribution (partnership pension account).

Employee contributions are salary-related and range between 4.6% and 8.05% for members of **classic, premium, classic plus, nuvos** and **alpha**. Benefits in **classic** accrue at the rate of 1/80th of final pensionable earnings for each year of service. In addition, a lump sum equivalent to three years initial pension is payable on retirement. For **premium**, benefits accrue at the rate of 1/60th of final pensionable earnings for each year of service. Unlike **classic**, there is no automatic lump sum. **classic plus** is essentially a hybrid with benefits for service before 1 October 2002 calculated broadly as per **classic** and benefits for service from October 2002 worked out as in **premium**. In **nuvos** a member builds up a pension based on his pensionable earnings during their period of scheme membership. At the end of the scheme year (31 March) the member's earned pension account is credited with 2.3% of their pensionable earnings in that scheme year and the accrued pension is uprated in line with Pensions Increase legislation. Benefits in **alpha** build up in a similar way to **nuvos**, except that the accrual rate is 2.32%. In all cases members may opt to give up (commute) pension for a lump sum up to the limits set by the Finance Act 2004.

The **partnership** pension account is a stakeholder pension arrangement. The employer makes a basic contribution of between 8% and 14.75% (depending on the age of the member) into a stakeholder pension product chosen by the employee from a panel of providers. The employee does not have to contribute, but where they do make contributions, the employer will match these up to a limit of 3% of pensionable salary (in addition to the employer's basic contribution). Employers also contribute a further 0.5% of pensionable salary to cover the cost of centrally-provided risk benefit cover (death in service and ill health retirement).

The accrued pension quoted is the pension the member is entitled to receive when they reach pension age, or immediately on ceasing to be an active member of the scheme if they are already at or over pension age. Pension age is 60 for members of **classic, premium** and **classic plus**, 65 for members of **nuvos**, and the higher of 65 or State Pension Age for members of **alpha**. (The pension figures quoted for officials show pension earned in PCSPS or alpha – as appropriate. Where the official has benefits in both the PCSPS and alpha the figure quoted is the combined value of their benefits in the two schemes but note that part of that pension may be payable from different ages.)

Further details about the Civil Service pension arrangements can be found at the website www.civilservicepensionscheme.org.uk

Cash Equivalent Transfer Values

A Cash Equivalent Transfer Value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies.

The figures include the value of any pension benefit in another scheme or arrangement which the member has transferred to the Civil Service pension arrangements. They also include any additional pension benefit accrued to the member as a result of their buying additional pension benefits at their own cost. CETVs are worked out in accordance with The Occupational Pension Schemes (Transfer Values) (Amendment) Regulations 2008 and do not take account of any actual or potential reduction to benefits resulting from Lifetime Allowance Tax which may be due when pension benefits are taken.

Real increase in CETV

This reflects the increase in CETV that is funded by the employer. It does not include the increase in accrued pension due to inflation, contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement) and uses common market valuation factors for the start and end of the period.

Parliamentary accountability and audit report

Parliamentary accountability and audit report overview

The Parliamentary accountability and audit report brings together the key Parliamentary accountability documents within the annual report and accounts. This section is subject to audit.

Regularity of expenditure

Losses

Wilton Park has no losses to report in the financial year.

Special payment

Wilton Park made no special payments in the financial year.

Gifts

Wilton Park maintains a gift and hospitality register and can report that gifts received in 2018/19 were not of reportable value.

Contingent liabilities

Wilton Park has no liabilities for which the likelihood of a transfer of economic benefit in settlement is too remote to meet the definition of a contingent liability.

Signed Sharmila Nebhrajani OBE, Chief Executive as Accounting Officer

27 June 2019

The certificate and report of the Comptroller and Auditor General to the House of Commons

Opinion on financial statements

I certify that I have audited the financial statements of Wilton Park for the year ended 31 March 2019 under the Government Resources and Accounts Act 2000. The financial statements comprise: the Statements of Comprehensive Net Expenditure, Financial Position, Cash Flows, Changes in Taxpayers' Equity; and the related notes, including the significant accounting policies. These financial statements have been prepared under the accounting policies set out within them. I have also audited the information in the Accountability Report that is described in that report as having been audited.

In my opinion:

- the financial statements give a true and fair view of the state of Wilton Park's affairs as at 31 March 2019 and of the net operating expenditure for the year then ended; and
- the financial statements have been properly prepared in accordance with the Government Resources and Accounts Act 2000 and HM Treasury directions issued thereunder.

Opinion on regularity

In my opinion, in all material respects the income and expenditure recorded in the financial statements have been applied to the purposes intended by Parliament and the financial transactions recorded in the financial statements conform to the authorities which govern them.

Basis of opinions

I conducted my audit in accordance with International Standards on Auditing (ISAs) (UK) and Practice Note 10 'Audit of Financial Statements of Public Sector Entities in the United Kingdom'. My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of my certificate. Those standards require me and my staff to comply with the Financial Reporting Council's Revised Ethical Standard 2016. I am independent of Wilton Park in accordance with the ethical requirements that are relevant to my audit and the financial statements in the UK. My staff and I have fulfilled our other ethical responsibilities in accordance with these requirements. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Conclusions relating to going concern

I am required to conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on Wilton Park's ability to continue as a going concern for a period of at least twelve months from the date of approval of the financial statements. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the entity to cease to continue as a going concern. I have nothing to report in these respects.

Responsibilities of the Accounting Officer for the financial statements

As explained more fully in the Statement of Accounting Officer's Responsibilities, the Chief Executive as Accounting Officer is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

Auditor's responsibilities for the audit of the financial statements

My responsibility is to audit, certify and report on the financial statements in accordance with the Government Resources and Accounts Act 2000.

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK), I exercise professional judgment and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Wilton Park's internal control.
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I am required to obtain evidence sufficient to give reasonable assurance that the expenditure and income recorded in the financial statements have been applied to the purposes intended by Parliament and the financial transactions recorded in the financial statements conform to the authorities which govern them.

Other Information

The Accounting Officer is responsible for the other information. The other information comprises information included in the annual report, other than the parts of the Accountability Report described in that report as having been audited, the financial statements and my auditor's report thereon. My opinion on the financial statements does not cover the other information and I do not express any form of assurance conclusion thereon. In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.

Opinion on other matters

In my opinion:

- the parts of the Accountability Report to be audited have been properly prepared in accordance with HM Treasury directions made under the Government Resources and Accounts Act 2000;
- in the light of the knowledge and understanding of the entity and its environment obtained in the course of the audit, I have not identified any material misstatements in the Performance Report and Accountability Report; and
- the information given in the Performance Report and Accountability Report for the financial year for which the financial statements are prepared is consistent with the financial statements and have been prepared in accordance with the applicable legal requirements.

Matters on which I report by exception

I have nothing to report in respect of the following matters which I report to you if, in my opinion:

- adequate accounting records have not been kept or returns adequate for my audit have not been received from branches not visited by my staff; or
- the financial statements and the parts of the Accountability Report to be audited are not in agreement with the accounting records and returns; or
- I have not received all of the information and explanations I require for my audit; or
- the Governance Statement does not reflect compliance with HM Treasury's guidance.

Report

I have no observations to make on these financial statements.

Gareth Davies

4 July 2019

Comptroller and Auditor General

National Audit Office
157-197 Buckingham Palace Road
Victoria
London
SW1W 9SP

ACCOUNTS

Financial statements

**Statement of Comprehensive Net Expenditure - Continuous Operations
for year ended 31 March 2019**

	Note	2018/19 £000	2017/18 £000
Income from sales of goods and services	4	(6,614)	(5,980)
Bank interest received	4	(4)	(1)
Total operating income		(6,618)	(5,981)
Staff costs	3	3,628	3,299
Purchase of goods and services	3	1,962	1,812
Depreciation and amortisation charges	3	298	323
Provision expense	3	22	13
Other operating expenditure	3	1,059	916
Total operating expenditure		6,969	6,363
Net operating expenditure		351	382
Finance income		-	-
Finance expense		-	-
Net expenditure for the year		351	382

The notes on pages 61 to 72 form part of these accounts

STATEMENT OF FINANCIAL POSITION
for year ended 31 March 2019

	Note	31st March 2019		31st March 2018	
		£000	£000	£000	£000
Non-current assets					
Property, plant and equipment	5	841		720	
Intangible assets	6	<u>77</u>		<u>132</u>	
Total non-current assets		918		852	
Current assets					
Inventories	8	27		21	
Trade and other receivables	9	690		699	
Cash and cash equivalents	10	<u>1,273</u>		<u>558</u>	
Total current assets		1,990		1,278	
Total assets			<u>2,908</u>		<u>2,130</u>
Current liabilities					
Trade and other payables	11	(1,377)		(795)	
Provisions	12	<u>-</u>		<u>-</u>	
Total current liabilities		(1,377)		(795)	
Total assets less current liabilities			<u>1,531</u>		<u>1,335</u>
Non-current liabilities					
Provisions	12		(526)		(504)
ASSETS LESS LIABILITIES			<u>1,005</u>		<u>831</u>
Taxpayers' equity					
General Fund	SoCTE		1,005		831
Total equity			<u>1,005</u>		<u>831</u>

The notes on pages 61 to 72 form part of these accounts

Signed Sharmila Nebhrajani OBE, Chief Executive as Accounting Officer
27 June 2019

STATEMENT OF CASH FLOWS
for year ended 31 March 2019

	Note	2018/19 £000	2017/18 £000
Cash flows from operating activities			
Net operating expenditure		(351)	(382)
Adjustments for non-cash transactions	3	373	393
Increase/(decrease) in trade payables	11	582	39
(Increase)/decrease in inventories	8	(6)	(1)
(Increase)/decrease in trade and other receivables	9	9	(61)
Net cash inflow from operating activities		607	(12)
Cash flows from investing activities			
Purchase of property plant and equipment	5	(359)	(210)
Purchase of intangible assets	6	(7)	(46)
Net cash outflow from investing activities		(366)	(256)
Cash flows from financing activities			
Net FCO Funding	SoCTE	474	220
Net financing		474	220
Net increase/(decrease) in cash and cash equivalents in the period before adjustment for receipts and payments to the Consolidated Fund	10	715	(48)
Cash and cash equivalents at the beginning of the period	10	558	606
Cash and cash equivalents at the end of the period	10	1,273	558

The notes on pages 61 to 72 form part of these accounts

STATEMENT OF CHANGES IN TAX PAYERS' EQUITY
for year ended 31 March
2019

	Note	Total Funds
		£000
Balance at 1st April 2017		943
Changes in taxpayers' equity for 2017/18		
Non-cash charges:		
External auditor's fees	3	26
Internal auditor's fees	3	19
Pay section costs	3	5
Net operating expenditure	SoCNE	(382)
FCO capital funding		250
FCO net balance		(30)
Balance at 1 April 2018		831
Changes in taxpayers' equity for 2018/19		
Non-cash charges:		
External auditor's fees	3	27
Internal auditor's fees	3	19
Pay section costs	3	5
Net operating expenditure	SoCNE	(351)
FCO capital funding		384
FCO net balance		90
Balance at 31 March 2019		1,005

The FCO net balance is the residual funding balance between the FCO and Wilton Park including costs incurred by the FCO on behalf of Wilton Park, such as staff costs.

The notes on pages 61 to 72 form part of these accounts

Notes to the financial statements

1 Statement of Accounting Policies

The accounts have been prepared under a direction issued by HM Treasury in accordance with section 7(2) of the Government Resources and Accounts Act 2000. The accounting policies contained in the FReM apply International Financial Reporting Standards (IFRS) as adapted or interpreted for the public sector context.

Where FReM permits a choice of accounting policy, the accounting policy which is judged to be most appropriate to the particular circumstances of Wilton Park Executive Agency for the purpose of giving a true and fair view has been selected. The particular policies adopted are described below. They have been applied consistently in dealing with items considered material in relation to the accounts.

Accounting Convention

These accounts have been prepared under the historical cost convention modified to account for the revaluation of property, plant and equipment and inventories, where material, at their value to the business by reference to their current costs.

Property, Plant and Equipment

Property, plant and equipment in excess of £1,000 are stated at current value. Individual assets purchased for less than this amount are written off in the year of purchase. The capitalisation threshold has increased from £500 in 2017/18 to £1,000 this year which has had the effect of approximately £30k items expensed rather than capitalised.

Depreciated cost is used as a suitable proxy for current value in existing use where non property assets have a short useful economic life or are of low value.

Depreciation

Property, plant and equipment are depreciated at rates calculated to write them down to their estimated residual values on a straight line basis over their estimated useful lives. Asset lives have been set in the following ranges:

	Estimated useful life in years
Plant and machinery	5 to 20
Fixtures and fittings	3 to 10
Building enhancement	Remaining period of current lease to 10 years
Computers and equipment	2 to 10
Motor vehicles	5

In-year capital acquisitions and disposals are depreciated on a monthly pro-rata basis.

Intangible Assets

Website and operations system costs in excess of £1,000 are stated at current value. Amortised cost is used as a suitable proxy for current value where intangible assets have a short useful economic life or are of low value. Intangible Assets are amortised at rates calculated to write them down to their estimated residual values on a straight-line basis over their estimated useful lives.

	Estimated useful life in years
Intangible assets	3 to 5

Provisions

Wilton Park accounts for provisions in line with IAS 37 and these will be recognised when there is a present obligation as a result of a past event and a reliable estimate can be made for the provision. The provision relates to obligations that Wilton Park has undertaken when it entered the Wiston House lease with respect to clauses under which Wilton Park must make good dilapidations or other damage which occurs to the Wiston House property during the course of the lease and to restore the property to a specified condition. The lease terminates in March 2027.

Wilton Park uses an externally calculated dilapidations report to calculate the provision on an annual basis and recognises the time value of money in so far as it is material.

Operating Income

Income is recognised in accordance with IFRS 15. Revenue is recognised when a performance obligation included within a contract with a customer is satisfied, at the transaction price allocated to that performance obligation. Operating income is income that relates directly to the operating activities of Wilton Park. It principally comprises participant fees and invoices to funders for services provided, on a full cost basis, to external customers and other government bodies but also includes other income from other assets. Operating income is made up of Wilton Park events and commercial events.

Operating income includes £1,400k of Official Development Assistance (ODA) funding. This funding has to be used in compliance with ODA regulations. Wilton Park has a robust internal process to ensure ODA spend meets the ODA spending requirements.

International Financial Reporting Standards (IFRS) issued that affect the 2018/19 Accounts **IFRS 15 Revenue from Contracts with Customers**

This standard, which is effective from 2018/19, provides a comprehensive standard for revenue recognition. Wilton Park recognises revenue primarily from Wilton Park events and commercial events. This standard has not changed the revenue recognition point or measurement of Wilton Park's operating income for 2018/19.

Due to the immaterial impact of IFRS 15 on Wilton Park's accounts, these accounts are not restated, nor do they show a cumulative catch up in the statement of taxpayers' equity, to reflect the change in accounting policy. Contract assets and liabilities (as defined below) have been recognised in replacement for accrued and deferred income.

Wilton Park delivers residential events on behalf of funding partners, usually British and Foreign government organisations, but also other organisations such as Foundations. We meet our performance obligation when we prepare and run the event and offer Wiston House facilities for the event. Wilton Park's event customers usually make payment after the event is finished. Income is recognised when the performance obligation has been met and is spread smoothly across the days of the event. Wilton Park strategy is to deliver more series of events spanning multiple financial years. Work carried out during the series which cannot be related to one event is recognised on a quarterly basis.

Wilton Park also runs commercial events such as weddings and conferences. The income on these events relates to provision of the facilities at Wiston House. Contract terms are for deposit of 15% of the contract value on signing of contract and final payment when the event has been delivered. Income is recognised on the basis that the booking contract includes charges in the case of an event being cancelled. Deposits are paid by the customer at the point of signing of a booking contract. Where a contract contains a termination clause, Wilton Park has the right to that payment if a customer cancels an event. Income is recognised at the point at which is non-refundable.

Identifying when the goods or services are supplied is straightforward for Wilton Park's income streams as they correspond to performance obligations satisfied at a point in time.

The work undertaken has no alternative use for Wilton Park and the contracts would require payment to be received for the time and effort spent on progressing the contracts in the event of the customer cancelling the contract prior to completion for any reason other than the Wilton Park's failure to perform its obligations under the contract.

On partially complete contracts, Wilton Park recognises revenue based on stage of completion of the project which is estimated by comparing the number of hours actually spent on the project with the total number of hours expected to complete the project (i.e. an input-based method).

This is considered to be a faithful depiction of the transfer of services as the contracts are initially priced on the basis of anticipated hours to complete the projects and therefore also represents the amount to which Wilton Park would be entitled based on its performance to date.

Within the Statement of Financial Position, a contract asset and contract liability have been recognised.

Contract asset: the difference between the amount invoiced to the customer and the latest milestone achieved. An accompanying receivable will be recognised if the customer has yet to pay the invoice. This balance will also include recognition of a receivable for costs which have been incurred to support milestones that have not yet been fully achieved. Any impairment relating to this balance will be measured, presented and disclosed in relation to IFRS 9.

IFRS 9 Financial Instruments

This standard, which is effective from 2018/19, includes requirements for classification, recognition and measurement, impairment, derecognition and general hedge accounting. Wilton Park's financial instruments are trade receivables and payables. Receivables are shown net of expected credit loss. These accounts do not include transition disclosures in respect of IFRS 9, due to the effect of IFRS 9 on Wilton Park's accounts not being significant. This is because Wilton Park holds receivables with customers with low credit risk (central government departments, overseas governments and organisations and other well respected organisation), and other receivables are simple trade receivables held for collecting cash in the normal course of business. Wilton Park does not operate hedge accounting, so the specific requirements of IFRS 9 for hedging instruments do not apply.

Foreign Exchange

Transactions which are denominated in a foreign currency are translated into sterling at the exchange rate ruling on the date of each transaction.

Balances held at the year-end are translated at the rate prevailing on 31 March.

Pensions

Present and past employees are covered by the provisions of the Principal Civil Service Pension Schemes (PCSPS) and Alpha Scheme which are described in the Remuneration and Staff Report.

The defined benefit elements of the schemes are unfunded and are non-contributory except in respect of dependants' benefits.

Wilton Park recognises the expected cost of these elements on a systematic and rational basis over the period during which it benefits from employees' services by payment to the PCSPS and Alpha scheme of amounts calculated on an accruing basis.

Liability for payment of future benefits is a charge on the PCSPS and Alpha scheme. In respect of the defined contribution elements of the schemes, Wilton Park recognises the contribution payable for the year.

Operating Leases

Payments made under operating leases are charged to expenditure in prorated amounts in accordance with the terms of the lease. This lease is subject to a break clause in March 2022 and the lease terminates in March 2027

VAT Policy

Output VAT is charged as appropriate on activities that fall within the scope of VAT. In broad terms, Wilton Park conference income is exempt from VAT whereas commercial income is standard rated. Input VAT is subject to partial exemption and to the extent it is irrecoverable is included in expenditure as shown in these accounts.

Effects of Future Accounting Policies

The following changes to IFRS that have been issued but which were not effective in the reporting period:

IFRS 16 'Leases' is expected to be effective for financial reporting periods beginning on or after 1 January 2020 and sets out the principles for the recognition, measurement, presentation and disclosure of leases. Wilton Park is currently assessing the impact of this Standard.

2 Segmental Reporting

	2018/19			2017/18		
	Wilton Park Events	Commercial Events	Total	Wilton Park Events	Commercial Events	Total
	£000	£000	£000	£000	£000	£000
Income	5,723	*891	6,614	5,211	769	5,980
Expenditure	5,887	1,082	6,969	5,528	835	6,363
(Deficit)/Surplus	(164)	(191)	(355)	(317)	(66)	(383)
% Cost recovery	97.2%	82.3%	94.9%	94.3%	92.1%	94.0%
Total Assets	2,457	451	2,908	1,850	280	2,130

*The segmental report is split on an income basis between Wilton Park events income and commercial activities and does not include bank interest.

There are two distinct revenue streams: funding for Wilton Park events as detailed in the activities report of the performance analysis section of the Annual Report and the commercial income secured to fill calendar gaps during the week and at weekends which relates to weddings, functions and commercial conferences.

Costs are split using an activity based costing model which splits costs either in relation to income proportion or headcount depending on the cost driver. Some costs such as certain salaries are 100% attributable to either Wilton Park events or commercial events and are therefore allocated wholly to one or other segment.

Wilton Park receives substantial funding from the Foreign and Commonwealth Office (FCO) comprising £700k Core Allocation (£200k ring fenced for ODA), £1,200k ODA Allocation and in 2018/19 £1,036k discretionary funding to run Wilton Park events commissioned by directorates within the FCO.

3 Other Expenditure

	Note	2018/19		2017/18	
		£000	£000	£000	£000
Staff costs (further information in the Remuneration and Staff Report)					
Salaries and wages		2,629		2,340	
Social security		255		237	
Superannuation		508		437	
Other employee related costs		236		285	
			3,628		3,299
Rentals under operating leases					
Property rentals		231		232	
			231		232
Non cash items					
Depreciation & amortisation	5 & 6	298		323	
External auditor's fees		27		26	
Internal auditor's fees		19		19	
Pay section charge		5		5	
Loss on disposal	5 & 6	2		7	
			351		380
Provided in year	12	22		13	
			22		13
Other expenditure					
Rates		82		81	
Maintenance, cleaning, heating & lighting		344		291	
Administrative expenses		349		248	
Net (gain)/loss on foreign exchange		-		7	
			775		627
Purchase of goods and services					
Food and beverage		232		228	
Housekeeping and laundry		218		218	
Conference costs		1,512		1,366	
			1,962		1,812
			6,969		6,363

4 Operating Income

	2018/19	2017/18
	£000	£000
Operating income is analysed as follows:		
Income from sale of goods and services	6,614	5,980
Bank Interest received	4	1
	6,618	5,981
Income from sale of goods and services analysed as follows		
Wilton Park conferences	3,823	3,333
ODA funding	1,400	1,378
FCO allocation funding for conferences	500	500
Commercial operations	854	714
Bar sales	37	55
	6,614	5,980

5 Property, Plant and Equipment

	Building Enh'ment £000	Assets Under Construction £000	ICT £000	Fixture & Fittings £000	Motor Vehicles £000	Plant & Machinery £000	TOTAL £000
Cost or Valuation at 1/4/2018	668	-	509	819	33	691	2,720
Additions	52	69	127	93	6	12	359
Disposals	(126)	-	(125)	(174)	-	(64)	(489)
Re-classification	-	-	(64)	-	-	-	(64)
Revaluation	-	-	-	-	-	-	-
Cost at 31/03/2019	594	69	447	738	39	639	2,526
Depreciation at 1/4/2018	425	-	312	680	33	550	2,000
Charge in year	80	-	59	53	-	33	225
Disposal	(126)	-	(125)	(173)	-	(63)	(487)
Re-classification	-	-	(53)	-	-	-	(53)
Revaluation	-	-	-	-	-	-	-
Depreciation at 31/03/2019	379	-	193	560	33	520	1,685
Net Book Value at 31/03/2019	215	69	254	178	6	119	841
at 31/3/2018	243	-	197	139	-	141	720

Assets with nil net book value which Wilton Park no longer own were identified during 2018-19 and £489k of assets were disposed of with a £2k loss on disposal.

Wilton Park owns all the above assets and none are leased.

	Building Enh'ment £000	Assets Under Construction £000	ICT £000	Fixture & Fittings £000	Motor Vehicles £000	Plant & Machinery £000	TOTAL £000
Cost or Valuation at 1/4/2017	615	-	495	897	34	697	2,738
Additions	82	-	54	54	-	20	210
Disposals	(29)	-	(40)	(132)	(1)	(26)	(228)
Re-classification	-	-	-	-	-	-	-
Revaluation	-	-	-	-	-	-	-
Cost at 31/03/2018	668	-	509	819	33	691	2,720
Depreciation at 1/4/2017	358	-	288	747	33	538	1,964
Charge in year	92	-	63	63	1	38	257
Disposal	(25)	-	(39)	(130)	(1)	(26)	(221)
Re-classification	-	-	-	-	-	-	-
Revaluation	-	-	-	-	-	-	-
Depreciation at 31/03/2018	425	-	312	680	33	550	2,000
Net Book Value at 31/03/2018	243	-	197	139	-	141	720
at 31/3/2017	257	-	207	150	1	159	774

6 Intangible Assets

Intangible assets comprise the cost of building the website and implementation and development of the Operations Systems.

	TOTAL £000
Cost or Valuation at 1/4/2018	321
Additions	7
Disposals	-
Reclassification	64
Revaluation	-
Cost at 31/03/2019	<u>392</u>
Amortisation at 1/4/2018	189
Charge in year	73
Disposal	-
Reclassification	53
Revaluation	-
Amortisation at 31/03/2019	<u>315</u>
Net Book Value at 31/03/2019	<u>77</u>
at 31/3/2018	<u>132</u>
	TOTAL £000
Cost or Valuation at 1/4/2017	296
Additions	46
Disposals	(21)
Reclassification	-
Revaluation	-
Cost at 31/03/2018	<u>321</u>
Amortisation at 1/4/2017	144
Charge in year	66
Disposal	(21)
Reclassification	-
Revaluation	-
Amortisation at 31/03/2018	<u>189</u>
Net Book Value at 31/03/2018	<u>132</u>
at 31/3/2017	<u>152</u>

7 Financial Instruments

International Financial Reporting Standard 7 (IFRS 7), Financial Instruments: Disclosures, requires disclosures in the financial statements that enable users to evaluate the significance of financial instruments to the financial position and performance, and the nature and extent of risks arising from financial instruments to which Wilton Park is exposed during the year and at the financial year end and how those risks are being managed.

Due to the nature of its activities and the way in which government agencies are financed, Wilton Park is not exposed to the degree of financial risk faced by many private sector business entities.

Financial assets and liabilities generated by day-to-day operational activities are not held to change the risks facing Wilton Park in undertaking its activities, or for trading.

Interest Rate Risk - Wilton Park has one interest bearing bank account on which the interest was negligible. It has no other financial assets and liabilities on which interest is earned or paid and is not considered to be exposed to significant interest rate risk.

Currency Risk – Wilton Park Conference income includes sponsorships that are denominated in foreign currency. It is exposed to foreign exchange risk to the extent that the relevant foreign exchange rate fluctuates between the date the sponsorship debtor is recognized and when it is paid. Wilton Park's policy is to tolerate this risk. As at 31 March 2019 assets or liabilities in foreign currency were not significant.

Liquidity Risk - Wilton Park is not exposed to significant liquidity risk, as the liquidity requirements are met by financing from the FCO, and it has no borrowing facilities. FCO resource requirements are voted annually by Parliament.

Impairment under IFRS 9 is based on expected credit losses. The loss being the difference between contracted cash flows due to Wilton Park, and what is expected to be received. Wilton Park is not exposed to significant credit risk because it holds receivables with customers with low credit risk (central government departments, overseas governments and organisations and other well-respected organisation), and other receivables are simple trade receivables held for collecting cash in the normal course of business.

8 Inventories

	2018/19	2017/18
	£000	£000
Liquor and food	18	17
Shop	9	4
	27	21

9 Trade receivables and other current assets

	2018/19	2017/18
	£000	£000
Amounts falling due within one year		
Trade receivables	473	435
Prepayments	160	264
Contract assets	57	-
	690	699

If the prior year was restated £120k would have been moved from accrued income to contract assets. In the year the full opening balance has been transferred to trade receivables. The closing contract asset is all new contract asset.

10 Cash and cash equivalents

	2018/19	2017/18
	£000	£000
Balance at 1 April	558	606
Net change in cash and cash equivalent balances	715	(48)
Balance at 31 March	1,273	558

All Wilton Park bank accounts are commercial and none are with the Government banking system. Cash and cash equivalents is made up of cash, currency converted using close of year exchange rates and cash in bank accounts

11 Trade payables and other current liabilities

	2018/19	2017/18
	£000	£000
Trade payables	244	78
Payments received on account	377	252
Other payables	1	5
Accruals and deferred income	202	361
VAT	114	99
Contract liabilities	439	-
	1,377	795

If the prior year was restated £130k would have been moved from deferred income to contract liabilities. In the year the full opening balance has been transferred to trade payables. The closing contract liability is all new contract liability.

12 Provisions for liabilities and charges

	Total
	£000
Balance as at 1 April 2018	504
Provided in the year	22
Provisions not required written back	-
Provisions utilised in the year	-
Unwinding of discount	-
Balance at 31 March 2019	526

Analysis of expected timing of discounted cash flows

	Total
	£000
Not later than 1 year	-
Later than 1 year and not later than 5 years	526
Later than 5 years	-

The provision relates to obligations that Wilton Park has undertaken when it entered the Wiston House lease with respect to clauses under which Wilton Park must make good dilapidations or other damage which occurs to the Wiston House property during the course of the lease and to restore the property to a specified condition. The lease terminates in March 2027. The provision is adjusted for the time value of money where this is material.

13 Commitments under Leases

	2018/19	2017/18
	£000	£000
Total future minimum lease payments under operating lease are given in the table below for each of the following periods:		
Land and buildings		
Not later than 1 year	238	238
Later than 1 year and not later than 5 years	476	714
Later than 5 years	-	-

The new lease on Wiston House extends to the year 2027 with 5 yearly break clauses.

14 Related Party Transactions

Wilton Park is an Executive Agency of the Foreign and Commonwealth Office. The Foreign and Commonwealth Office is regarded as a related party. During the year, Wilton Park has had a significant number of transactions with the Foreign and Commonwealth Office. The gross income from the FCO amounts to £700k core allocation of which £200k was ring-fenced for ODA, a further £1,200k ODA allocation plus £1,036k for conference specific funding. In addition to this, £384k was allocated for capital expenditure.

In addition, Wilton Park has had various transactions with other government departments. Most of these transactions have been with the Centre for Environment, Fisheries and Aquaculture Science, Ministry of Defence and the Department for International Development.

None of the Board members or their related parties have undertaken any material transactions with Wilton Park during the year.

15 Events After Reporting Date

There were no events after the reporting period. The Accounting Officer authorised these accounts for issue on the same date the Comptroller and Auditor General signed the audit certificate.

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