



Wilton Park

Wilton Park

**An Executive Agency of the
Foreign and
Commonwealth Office**

**Annual Report and
Accounts 2019/20**

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Foreign and
Commonwealth Office**

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Accounts 2019/20**

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ANNUAL REPORT

Performance report

Overview

Chair's foreword

The 2020 Wilton Park Annual Report covers a period of significant and profound changes. Some of the changes were welcomed and indeed planned for. Others took all of us by surprise and were not wished for.

We took a fresh look at Wilton Park's purpose, how we could work better and whether we had set ourselves the right priorities. Our model of creating the conditions for constructive dialogue between groups of people who may not normally have the chance to explore ideas and resolve differences has been and continues to be successful. The number of events taking place away from our Wiston House base are increasing as are the subject areas and range of global partners. We have become more agile in responding to the changes around us by using virtual conferencing and the way we put together programmes and events. Much of the credit has to go to the team at Wilton Park. All members of the Board, the Wilton Park Advisory Council and our sponsoring department the Foreign & Commonwealth Office ¹ have never wavered in their commitment and support.

The uncertainty over our future relationship with the European Union is almost resolved. The general election in December 2019 resulted in a governing majority and the legislative framework put in place provides a clear timetable. The need for dialogue with international partners on a bilateral or multilateral basis has, if anything, increased.

However, everything has been overtaken in significance and impact by the outbreak of the COVID-19 pandemic. Over a period of just a few months, country after country went into lockdown, international travel came to a standstill and every one of us had to make changes to the way we live and work.

Wilton Park's model of dialogues will for the time being be conducted virtually. Geography will matter less but asking the right questions and bringing together the best people to find answers will be ever more important. My thanks to everyone at Wiston House for adjusting so quickly to the necessary changes. This could not have happened without clear leadership from the Senior Management Team.

This is the final year for Sharmila Nebhrajani, our Chief Executive. She is taking up the Chairmanship of the National Institute for Health and Care Excellence (NICE) at a time when the evaluation of clinical excellence is of profound importance to the wellbeing of the nation. The greatest tribute we can pay Shar is to ensure that the momentum for the changes and innovations she has brought to Wilton Park continues to be at the core of our workings.

We cannot yet say for how long COVID-19 will affect everything we do. Some things will turn out to have been temporary, whilst others will be lasting. At Wilton Park we meet every challenge with an open mind and strive to adapt to circumstances, however adverse they may be.

Next year we will be marking 75 years of Wilton Park. We are representative of Global Britain and we have and will continue to play our part in making the world a safer and fairer place.

Rt Hon Gisela Stuart

Chair

¹ During 2019/20 Wilton Park was an Arm's Length Body of the Foreign & Commonwealth Office (FCO). FCO merged on 2 September 2020 with the Department for International Development (DFID) to create the Foreign, Commonwealth & Development Office (FCDO) which is now the parent department for Wilton Park. All references in this 2019/20 Annual Report refer to the FCO.

Chief Executive's foreword

I took over as Interim Chief Executive on 26 May 2020, pending the appointment of a permanent successor to Sharmila Nebhrajanji, whose Chief Executive overview for 2019/20 is below.

As a member of the Diplomatic Service, I have worked with Wilton Park throughout my career. In my previous role, I oversaw the 2018 Tailored Review of Wilton Park (and Reviews of the Foreign and Commonwealth Office's (FCO's) other arm's-length bodies).

I agree with Sharmila's assessment of Wilton Park's work in 2019/2020. We have achieved much and have much to be proud of.

The COVID-19 epidemic has, however, cast a long shadow. On a personal level, it has had tragic and terrible consequences for many people around the world. In terms of Wilton Park's operations, it has challenged our business model.

I am proud of the Wilton Park team's response. Unable to deliver face-to-face events, we have instead run a number of innovative virtual dialogues with more in the pipeline. Through these virtual dialogues we have continued to create networks of influence and communities of interest for the FCO and the wider UK government.

I am confident that Wilton Park will continue to play a crucial role supporting delivery of the UK's foreign policy goals. I am sure too that we will continue to provide the FCO, and other partners, with good value for money. I firmly believe that Wilton Park is on a trajectory from good, to great.

Colin Smith
Interim Chief Executive

Sharmila Nebhrajanji OBE foreword

This is my final year as Chief Executive before I step down in May 2020 to take on the Chairmanship of the National Institute for Health and Care Excellence (NICE). I have found my time at Wilton Park incredibly rewarding – it is truly a privilege to choreograph dialogues addressing the most pressing issues in the world – and I am immensely proud of my team and our achievements over the last three years. Despite the global challenges that COVID-19 has placed on our work and that of our partners, I believe I leave the organisation in a stronger position, with a new strategy for the period to 2023/24 in its final stages of development, a radical plan of digital transformation that has taken root and a deepening body of experience of convening virtual conversations across the globe.

2019/20 performance

2019/20 was most definitely an unusual year. The first three quarters indicated we would likely achieve another very strong financial and operational performance with our highest ever number of events planned for delivery and a busy fourth quarter with reprogrammed events postponed from the General Election period last December.

However, COVID-19 restrictions on global travel and the introduction of social distancing measures preventing face to face meetings resulted in the postponement and cancellation of almost all Q4 activity. Despite this constraint, we still delivered 76 events in 2019/20 - up from 68 last year and almost 90% of the stretching plan we had set for ourselves.

The impact of these cancellations was an exceptional financial pressure for the organisation. A business case was presented to the FCO outlining actions taken to mitigate the forecast deficit (such as charging cancellation charges) requesting £250k of additional funding which would enable us to cover income lost due

to COVID-19 cancellations. This request was approved by the Finance Director at the FCO and we were therefore able to cover our costs.

An increasing proportion of our work takes place outside the UK. This year almost one in three events took place away from our Wiston House home – compared to one in four in the previous year. We hosted events in South Africa, Belize, USA, UAE, Mexico, Mozambique, Singapore, Kenya, Poland, Qatar, and Ethiopia. This worldwide focus importantly helps us to continue to deepen, strengthen and extend our reach, underscoring our purpose as a key UK soft power tool for the FCO, for wider UK Government and its international network.

Our overall strategic purpose and goal remain unchanged. We bring together policy experts and practitioners from a broad range of partners in the UK and internationally in discussion to help them to solve issues of global importance. Key to the success of this work is ensuring we have a wide and often unusual selection of expert participants, so that we capture real insight in our dialogues, challenge orthodoxies and avoid the risk of becoming an echo chamber.

I was delighted that this year we were able to welcome 3,165 people from 152 countries to our events. Participants ranged in age from 21 to 85, with an average age of 45; female participants accounted for 41% of attendees and 28% of our participants were from the Global South.

Alignment of our work with FCO priorities

As with previous years, we continued to map the broad themes of our work to the FCO's Foreign Policy Priority Outcomes (FPPOs), supporting eight of the eleven FPPOs. We will continue to use these as a guide in setting our own priorities for 2020/21 and beyond. In addition, we also used our Official Development Assistance (ODA) funding to support the wider UK Aid Strategy with over half of our events promoting the economic development and welfare of developing countries as the main objective.

Our draft three-year strategic framework

During 2019/20 we also drafted our three-year strategic framework: setting priorities for new formats of events including digital and virtual convenings, identifying new policy themes and continuing our drive to develop our work in series rather than as single events to maximise impact. The draft strategy also recognises our key role in establishing, sustaining, and refreshing networks of individuals worldwide who we can draw together for our events as an effective soft power constituency for the UK and its global allies. Finalisation of this work will of necessity await the completion of the UK Government Integrated Review and the next Comprehensive Spending Round, delayed by the COVID-19 pandemic, but I am confident that the central tenets of our proposed strategy are robust. We will implement those elements when we can, whilst waiting for wider Government priorities to become clear.

A core element of this strategy, formed before travel restrictions were imposed, was a strong focus on developing innovative virtual and technology mediated meetings. We held our first such event in Singapore in October 2019 on the topic of vaccine hesitancy, using virtual technology to involve participants across five continents. We have now accelerated this trend, working with partners in the UK and overseas to convene substantive virtual dialogues, replacing postponed in-person events. We are researching new facilitation tools and techniques that can lend themselves more readily to virtual meetings whilst always seeking to maintain our well-deserved reputation for expert chairing and discussion facilitation.

The challenges created by the pandemic this year will have ramifications for Wilton Park, our partners and indeed the world, lasting into the next financial year and beyond, and our strategy work will be reviewed to reflect this. As a business whose mainstay is the convening of face to face dialogue meetings of international delegates, the restrictions and changed working practices of this period pose significant financial and operational challenges for us. In response we have accelerated our work to convene dialogues through digital means. However, we know that even when face to face meetings become possible again, restrictions on international travel and limits on the numbers of people that may meet will fundamentally alter the shape of our business in the longer term, perhaps for ever. We will continue to develop our plans in response to these challenges, but there is no doubt that financial conditions for the coming year will be tough and some

difficult decisions will need to be taken. I know that the Senior Management Team remain absolutely focused on ensuring Wilton Park remains fit for those challenges ahead

I would like to conclude by taking this opportunity in my last Annual Report to thank our Board and Advisory Council for their wise counsel, support, and challenge. I am also grateful to our colleagues in the FCO for their valued ongoing support, both throughout my time as Chief Executive and during this uncertain period.

Most of all though, I want to thank my colleagues in Wilton Park for their continuing commitment to, and enthusiasm for, our work. It is because of them that the Wilton Park ‘magic’ is possible.

**Sharmila Nebhrajan OBE
Chief Executive to May 2020**

Purpose and activities

Who we are

Wilton Park has been convening off-the-record international policy discussions for over 70 years. We create neutral, safe spaces for discussion and debate on the pressing issues of our time, making the world a safer, fairer place.

Established in 1946 we became an Executive Agency of the UK Foreign and Commonwealth Office (FCO) in 1991 and are an important UK Government soft power asset working to support the FCO's foreign policy priorities.

The work we do

As a major soft power asset of the UK Government, we bring the right people together in dialogue to tackle the most challenging policy issues of our time. Conversations unlock ideas, tap into potential and shape solutions.

We work around the UK, across the world and virtually, leveraging our global networks to convene the brightest and best minds in safe, welcoming, and impartial environments. Today's policy formers mix with tomorrow's leaders and new voices challenge opinion, bringing fresh perspectives. Our dialogues create the space for debate, consensus and the networks to drive forward change on issues of global importance, making the world a safer, fairer place.

As a frontline resource, we support the strategic priorities of the FCO, the wider UK Government. Our networks give access to expertise from sectors including academia, global health, the military, civil society, business, politicians and diplomats. This shared experience and ongoing collaboration create a sense of connection and advocacy to Wilton Park, the UK and its allies.

We are also a trusted resource for a wide range of international partners and actors keen to explore issues of international importance.

Our work creates positive outcomes across a broad range of themes, including:

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

You can read more about our impact on page 20. Some of our highlights include:

- the drafting of a new code of practice to pioneer a global safeguarding movement in tertiary education, protecting young people from bullying, violence and sexual exploitation
- bringing the international nuclear non-proliferation community together to review the UK's Non-Proliferation Treaty implementation paper. Our dialogue was described as a "model of transparency" for creating openness between nuclear and non-nuclear weapon states
- building momentum with next generation African leaders with the creation of the #Resilient40 network. The group focus on climate resilience across the continent and a call to the UN to focus more on climate resilience in developing nations.

Our policy expertise and event logistics are flexible, scalable and responsive to our partners' needs in a changing world.

How we are structured

Our people are our greatest asset, a committed team providing our partners with the expertise, support and flexibility needed to deliver events wherever they are needed. Our Policy team works with funding and intellectual partners to set event objectives while our Delivery team handles complex global event logistics.

Our Communications team creates engaging content to amplify events and topics across networks. The Information Technology team support both face to face and virtual events. Guests for events at our West Sussex home are expertly cared for by our Operations team. Accounts, Human Resources, Facilities Management and Compliance teams ensure our business is efficient, inclusive and sustainable.

Our funding

Operating costs to run our programmes are covered through a combination of core funding, Official Development Assistance (ODA) from the FCO, other UK government department funding, other UK and overseas partner sponsorship, event charges and additional revenue generating activities.

Performance summary

In 2019/20, Wilton Park delivered a deficit of £192k (£22k surplus in 2018/19) of revenue over expenditure excluding non cash costs, which equated to -2.8% and therefore did not meet our financial target of +3% to -1%. Income was adversely impacted in February and March 2020 due to COVID-19 and the forecast outcome quickly moved to a deficit position well outside of the financial target. As an extraordinary measure, we approached our sponsor department, the Foreign and Commonwealth Office (FCO) for additional funding in order to ensure we covered lost income. We estimated a shortfall of £250k and this was awarded. This funding is recognised in the Statement of Changes in Taxpayers' Equity (SoCTE) in the financial statements

The financial statements show net expenditure of £734k, which includes non cash items relating to depreciation, nominal costs and provisions of £542k.

Gross income including bank interest increased to £6,833k (£6,618k in 2018/19), which included FCO discretionary funding of £1,342k, Official Development Assistance (ODA) and core funding amounts detailed in the paragraph below.

Allocation of FCO core funding remained at £500k.

We were also allocated £1,400k ODA funding, which is ring fenced to spend in compliance with ODA regulations. Due to COVID-19 and the postponement of 13 events in February to March 2020, £156k of the total of £1,400k ODA allocation was unused.

In 2019/20, we delivered 76 events. This equates to 65 full equivalent events where a full equivalent event is a standard two day and two night event. Before COVID-19 cancellations and postponements we were on target to deliver 75 full equivalent events and meet our income target. £296k in postponement and cancellation charges was received in relation to events affected by COVID-19.

We raised £3,080k from other sources, excluding £1,342k FCO discretionary funding, and £662k relating to our commercial events. Our strategy is to increase income from external sources, ensuring less reliance on the ODA allocation in future. ODA made up 18% of gross income in 2019/20 (21% in 2018/19).

We also received a £428k capital budget from the FCO which included a discretionary additional allocation of £128k for enhancement of our security gates and CCTV. Due to COVID-19 delaying works on the building this budget was underspent by £40k

Funding from the FCO is seen as an important measure of our active engagement with our sponsoring department. In 2019/20 the FCO contributed £1,342k of discretionary funding commissioning individual events (£1,036k in 2018/19), which is 26% of gross funding minus core funding and ODA (22% in 2018/19).

Key risks and issues

In 2019/20 there were significant additional issues generated by the COVID-19 pandemic. Wilton Park managed the financial risks in 2019/20 by seeking extraordinary financial support from the FCO when COVID-19 led to ten events being cancelled or postponed in February and March 2020. The improved phasing of events through the year, as a result of funders commissioning series of events, has helped with the issues peaks and troughs can cause.

The impact of COVID-19 led to the postponement and cancellation of ten policy dialogues and one commercial event in Q4, resulting in a significant decrease in income. In mid February, when it became clear that the effect of COVID-19 on our financial result would be significant, we approached our sponsor department, the Foreign and Commonwealth Office (FCO), for assistance. We presented a business case to the FCO outlining actions taken to mitigate the deficit (such as charging cancellation charges) and requested £250k of additional core funding to enable us to cover our costs. This request was approved by the Finance Director at the FCO.

For 2020/21 Going Concern is a significant risk as the effect of COVID-19 continues to impact face-to-face events. After presenting financial plans for both 2020/21 and our view of 2021/22, the FCO agreed to provide cover for our projected deficit in 2020/21 on the proviso that options to reduce the forecast deficit for 2021/22 to within target levels are presented to the FCO in late summer 2020.

The UK Government's COVID-19 direction on 16 March led to the temporary closure of our UK home at Wiston House. As an organisation, our robust business continuity planning – including the implementation of Microsoft Office365 and Teams – ensured all non-hospitality colleagues were able to work from home immediately, enabling us to continue working with partners to re-schedule events and develop new and existing areas of work. The continued closure of Wiston House and severely reduced international travel will continue to significantly impact business well into 2020-21 and possibly beyond.

Building effective partner relationships to support our events remains an important focus, given that a substantial part of our costs are fixed with little room for flex. There is risk around partner organisations changing priorities due to the COVID-19 crisis and the reluctance for partners and participants to undertake international travel. Despite this, continued global uncertainty and international conflicts mean our work with the FCO, other UK government departments and our overseas partners remains vital.

We rely on discretionary funding for 74% of our revenue, much of that from government bodies both in the UK and overseas who are subject to changes in their own spending priorities. This creates risk in securing adequate funding to cover our costs. By regularly reviewing costs and re-forecasting year end outcomes this risk is mitigated.

We also rely on Official Development Assistance (ODA) as a valuable source of leverage when applying for funding from other UK Government departments. However, ODA is unpredictable as a source of income, creating a risk of over reliance which we are working to mitigate by engaging with new partners and working on new themes.

We constantly monitor the changing risks around cyber security and our systems have remained secure despite the high risk of cyber attack to our information technology networks. Total network protection is in place including on site and external access via firewalls, and Domain Name System protection and encryption of data. Our servers are on a 'total management' scheme with a third party supplier providing physical assurance of hardware, and software/firmware via updates.

An Information Communication Technology security audit was commissioned during the year, and the few audit points identified were resolved. Regular cyber security training is in place with all staff completing an online training module every two weeks and fake phishing emails sent to all staff weekly, to raise awareness of the risks posed by phishing attacks. During the year we achieved Cyber Essentials certification and are working towards Cyber Essentials Plus.

Performance analysis

Financial planning

The Wilton Park Senior Management Team (SMT) prepares an annual financial plan where income is forecast for both Wilton Park events and commercial revenue. Cost relating to that income is forecast using the resourcing models in place. Risks to the forecast are also identified and reported on during this process. The financial plan is reforecast in June, September and January. The reforecasts are prepared using latest forecasts of income and costs and ensure that we achieve the target set of +3% to -1% income over expenditure.

Monthly management accounts and board papers

Management accounts are produced on a monthly basis for distribution and discussion at monthly SMT meetings. A finance report is produced for the Wilton Park Board meetings held four times per year.

The monthly management accounts analyse actuals against financial plan and explains variances. The management accounts are an integral tool to ensure the reforecasting process produces realistic forecasts of final outcome.

Balanced scorecard

We have developed a balanced scorecard which includes both financial and nonfinancial targets. It is prepared every month and distributed to the SMT, the Audit and Risk Assurance Committee (ARAC) and members of the Board. The measures on the balanced scorecard have been selected to ensure that the SMT, ARAC and Board members are able to gauge performance effectively by reference to a relatively small number of targets.

The Monthly Policy Planning meeting (MPP)

The MPP reviews the pipeline of ideas, concepts and events and, where required, recommends adjustments. This helps ensure activities are on track and will deliver on our strategic goals as set out in the Strategic Plan. The MPP enables us to better assess and respond to changing priorities, new initiatives and risks.

These meetings are also used to explore and consider opportunities for business development and track lost or turned away business opportunities.

The Weekly Resource Allocation meeting (WRA)

The WRA meeting oversees and manages the conversion of concepts to Wilton Park events and resource allocation to Wilton Park events. It actively manages the pipeline, monitoring the progress of all concepts and ideas. Through managing the calendar, this meeting maximises the take up of dates in the calendar, balancing the requirements of Wilton Park events, commercial events and overseas events.

The WRA meeting aims to maximise human and financial resources, while conducting ongoing resource risk analysis.

Monitoring and Evaluation

The Monitoring and Evaluation (M&E) process contributes to an understanding of performance, our knowledge of the outcomes and impact of events and to the continuous improvement of future work.

Statistics are compiled on participant demographics, including age, gender, region and organisation type. This data gives us an insight into the broad mix of participants that attend Wilton Park events and ensure we are bringing together as diverse a selection as possible. Additionally, post event surveys provide quantitative and qualitative data on the event objectives, the quality of the programme, the impact of the event and facilities and administration.

Feedback is requested from all participants, intellectual partners, funders and speakers via an electronic survey and the results are compared against key indicators. Statistical trends, combined with qualitative feedback, are monitored and reported back into the organisation. The performance analysis plays a role in improving the design and delivery of future events.

Feedback on the impact of the event is requested from participants at a later date. Our strategy is to reveal our impact, bring it to the centre of our organisational narrative, use the information to create opportunities for further impact and embed it into the early stages of event creation.

Non-Executive Director (NED) Andy Townend cochairs an internal M&E subcommittee alongside the Impact and Evidence Manager. The subcommittee benefits from the expert guidance of Rob van den Berg who is a Wilton Park Advisory Council member. Additionally, the subcommittee is attended by the Chief Operating Officer, the Head of Communications, a Programme Director, a Programme and Policy Officer and a Policy Officer.

The subcommittee reviews events on a monthly basis, monitors data trends and impacts and assesses M&E products and process loop. The latter ensures that the feedback loop is closed and that all information gathered is being used constructively to understand or improve the organisation.

Since June 2019, the Impact and Evidence Manager has overseen M&E at Wilton Park. This is a new role responsible for designing and maintaining robust systems for measuring the impact of our events, establishing a better evidence base and overseeing impact reporting.

Performance of staff

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

Countering fraud, bribery and corruption

Wilton Park has countering fraud, bribery and corruption policy and processes in place. Wilton Park has a policy relating to whistleblowing. Concerns can be escalated to the Chair of the Wilton Park board, the FCO Director of Communication, FCO Internal Audit or the National Audit Office.

Going concern

COVID-19 has had a major impact on our ability to deliver events. The global lockdown and restrictions on international travel meant we were unable to deliver any face to face events from mid February 2020.

The financial plan for 2020/21 was reviewed in April 2020 and, considering new assumptions of significantly reduced income, forecasts a deficit of up to £4.2m. In these extraordinary circumstances, the FCO provided a letter of comfort committing to cover a deficit up to £4.2m, enabling Wilton Park to continue on a going concern basis. The letter of comfort provides cover for at least twelve months from the date of certification of the Annual Report and Accounts by the Comptroller and Auditor General (C&AG).

The main conditions of the letter of comfort are that Wilton Park:

- Provides monthly financial information with actual and forecast income and expenditure broken down to an agreed level. This will include both qualitative and quantitative information.
- Presents options on a timely basis on how Wilton Park will reduce the gap of £4.2m in their finances by matching their overheads to income generation in preparation of the 2021/22 financial year. This includes developing a sustainable business plan that takes account of the potential longer-term impact of COVID-19.

We are working on generating new income streams and reducing costs in order to reduce the 2020/21 deficit

as much as possible. We are also evaluating and discussing options for increasing revenue and reducing costs with the FCO. Wilton Park will produce a credible financial forecast for 2021/22 to present to the FCO by October 2020, ensuring breakeven is achieved.

Due to the funding arrangements in place with the FCO Wilton Park has enough cash to cover expenditure until January 2021, after which a mechanism for the FCO to transfer funds to Wilton Park will be put in place.

Financial review

Wilton Park reports on key performance indicators (KPIs) monthly to the SMT, ARAC 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.

Meeting our 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 the Wiston House brand ensures that Wiston House 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 +3% to -1% on operating costs over income excluding noncash items. For 2019/20, this target was not met with a deficit of -2.8%. The contribution received from the FCO in March is recognised in the Statement of Changes in Taxpayers' Equity ((SoCTE) in the financial statements and enabled Wilton Park to cover lost income as a result of the COVID-19 pandemic.

| | 2019/20s | 2018/19 | |
|------------------------------|----------------|-------------|---|
| | £000 | £000 | |
| Net Operating Expenditure | (734) | (351) | from Statement of Comprehensive Net Expenditure |
| Add back noncash Costs | 542 | 373 | Note 3 |
| Cash based Surplus/(Deficit) | <hr/> (192) | <hr/> 22 | |

Sponsorship and participation fees

In addition to the £500k FCO core allocation from our sponsor department at the FCO and £1,400k ODA allocation (of which £1,244k was utilised in 2019/20), Wilton Park events are funded by income raised through sponsorship and participation fees.

A breakdown of gross income by funder type, is shown in the table below:

| | 2019/20 £'000 | 2018/19 £'000 | 2017/18 £'000 |
|--|------------------|------------------|---------------|
| Academic/research | 159 | 164 | 195 |
| Business | 175 | 263 | 310 |
| FCO | 1,342 | 1,036 | 1,043 |
| Fees | 135 | 164 | 176 |
| Foundation | 221 | 201 | 369 |
| International - defence/military | 130 | 171 | 120 |
| International - foreign government | 837 | 533 | 320 |
| International organisation | 168 | 265 | 101 |
| Non-governmental organisations | 392 | 402 | 256 |
| UK government - defence/military | 214 | 36 | 88 |
| UK government - Department for International Development | 133 | 156 | 120 |
| UK government - other | 516 | 432 | 235 |
| FCO core allocation | 500 | 500 | 500 |
| ODA | 1,244 | 1,400 | 1,378 |
| Total | 6,166 | 5,723 | 5,211 |

Support from the FCO

We are an Executive Agency of the FCO. In addition to core funding, the FCO provided conference sponsorship of £1,342k in 2019/20 (£1,036k in 2018/19).

| | 2019/20 £'000 | 2018/19 £'000 | 2017/18 £'000 |
|---|------------------|------------------|------------------|
| FCO discretionary income | 1,342 | 1,036 | 1,043 |
| Wilton Park other funders | 3,080 | 2,787 | 2,290 |
| Commercial income | 662 | 891 | 769 |
| Total discretionary income | 5,084 | 4,714 | 4,102 |
| FCO as percentage of total discretionary income | 26% | 22% | 25% |
| ODA | 1,244 | 1,400 | 1,378 |
| FCO core allocation | 500 | 500 | 500 |
| Total FCO allocation | 1,744 | 1,900 | 1,878 |
| Bank interest | 5 | 4 | 1 |
| Total income | 6,833 | 6,618 | 5,981 |

Additionally, the FCO provides Wilton Park with capital expenditure resources. During 2019/20 capital budget allocated amounted to £428k (£384k in 2018/19) of which only £388k was spent due to closure of Wiston House stalling building enhancement projects. The total of noncash resource costs amounted to £542k (£373k in 2018/19). 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 average number of days taken to pay suppliers was 9 (26 in 2018/19).

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 from government departments and from the private sector to use the facilities for conference, training and banqueting events.

During 2019/20, income from Wiston House commercial activities was £662k (£891k in 2018/19). This income was generated from 44 commercial functions (58 in 2018/19). The strategy around selling commercial events now emphasises high income, high quality events (which impacts less on our Grade 1 listed building). High occupancy of Wiston House by Wilton Park events in Q1 and Q2 led to less availability of dates for commercial events in the first six months of the financial year. This impacted the number of events the commercial team were able to deliver.

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 information on hiring the facilities at Wiston House. Alternatively, these can be accessed from our commercial website <https://wistonhouse.co.uk>.

Monitoring and Evaluation (M&E)

Examining the outcome of events helps us to understand our impact in the world. Our Monitoring and Evaluation (M&E) process informs the understanding of our performance and, through an M&E feedback loop, contributes to the continuous development and improvement of our output.

Our new approach to M&E is of vital importance as our programmes rely less on the ‘place’ that is Wilton Park and more on the ‘space’ that we create on a global stage.

M&E is evolving as part of our wider transformation programme, contributing to our requirements for a future knowledge information management infrastructure.

Data

The raw statistical data we collect falls into three categories:

- **Event data** (such as dates, location, policy themes and number of participants) gives us insight into our capacity and technical delivery of our programmes.
- **Participant data** (such as gender, sector, age and nationality) helps us analyse the reach of our programmes and the diversity of participants. The collection of this data set helps us ensure our programmes are designed to attract a broad set of participants and speakers, from royalty, diplomats and politicians to business leaders, policy makers and civil society. We aim to bring together unexpected combinations of actors to help enhance dialogue and networking opportunities.
- **Event survey data** combines quantitative and qualitative feedback from post programme surveys to provide insight into our performance. Scores are assessed against performance targets and monitored for trends. Information from the survey is fed back into the organisation through an evaluation loop and contributes to our ongoing learning.

Our electronic post event surveys ask all participants, intellectual partners, funders and speakers to rate each programme using five categories: overall impression, objectives, programme design and delivery, impact and facilities and administration. Partners are asked additional questions about their experience of working with us.

Event data, participant demographics and survey responses are combined to produce a Standard Evaluation Report, which assesses our performance, generates actions for relevant departments and is shared with partners.

Impact data

The outcomes of our programmes in the short, medium and long term are increasingly used to inform longitudinal impact studies. In order to identify outcomes and developing impact, we send a second survey to partners and participants several months after the programme. We ask how their participation has impacted their work, their networks and what has changed as a result of the Wilton Park programme. This information is used to identify and better understand our impact, bring it to the centre of our story and help us plan to deliver sustainable and long lasting impact. Through the identification of strong developing narratives that can be tracked over long periods of time, we are increasingly able to apply lessons learned when planning future programmes.

Event data

In the financial year 2019/20, we brought together 3,165 people at 76 events. This averaged 42 participants per event, which is a little below the average of 46 per event recorded over the last four years. However, this is likely to be because several smaller, non-standard events did not record participant data. The 2017/18 higher number of 54 in the table below is an outlier due to several unusually large events (90 or more participants). Our events are usually designed to have small selective groups to maintain an atmosphere conducive to frank, open dialogue in a secure and intimate space.

Average number of participants per event

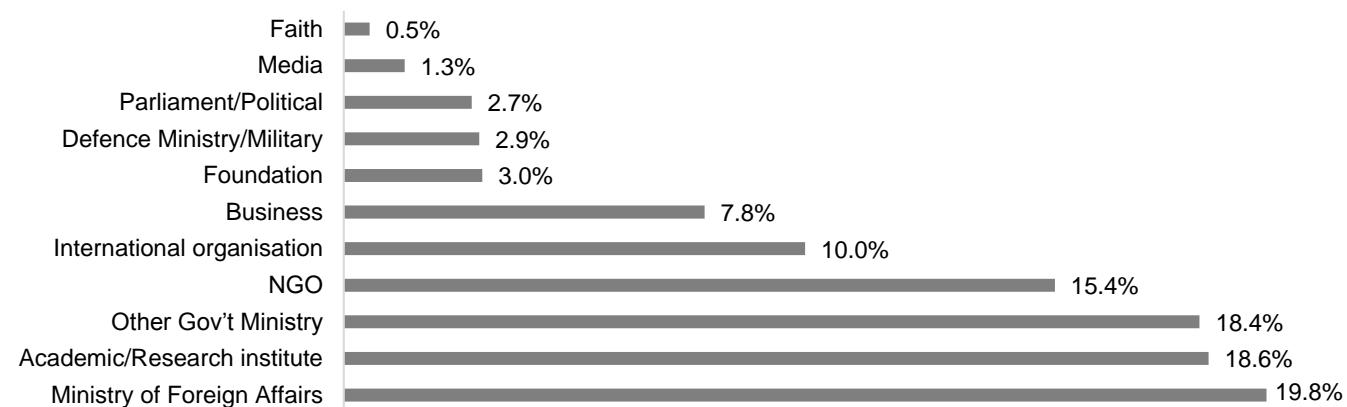
| Financial year | Total number of participants | Number of events | Average participants per event |
|----------------|------------------------------|------------------|--------------------------------|
| 2019/20 | 3,165 | 76 | 42 |
| 2018/19 | 3,218 | 68 | 47 |
| 2017/18 | 3,234 | 60 | 54 |
| 2016/17 | 2,789 | 62 | 45 |
| 2015/16 | 2,853 | 62 | 46 |

Around two thirds of events (67%) in 2019/20 were held in the UK, while the rest took place in 15 overseas locations. A small number of events employed virtual conferencing.

Participant data

Most of those who participated came from ministries of foreign affairs, academic or research institutes or other government ministries. Participants came from 152 countries and, outside of the UK, the most represented regions were Europe, Africa and North America. The average age was 45 years old and 41% of participants were female.

Participation by sector



This data is consistent with last year except for a decrease in participants from the business sector, down from 13% in financial year 2018/19 to 7.8% in this financial year. Increased participation from this sector is a priority set out in our 2020-23 strategy. Ministry of Foreign Affairs' representation slightly increased from 17% last year to 19.8% this financial year.

Participation by region

| | UK | Europe | Africa | North America | Latin and Central America | Asia | Middle East and North Africa | Oceania |
|---------|-----|--------|--------|---------------|---------------------------|------|------------------------------|---------|
| 2019/20 | 32% | 20% | 16% | 13% | 8% | 7% | 3% | 1% |
| 2018/19 | 36% | 18% | 8% | 13% | 3% | 8% | 6% | 8% |

After the UK, most of our participants came from Europe (20%), Africa (16%) and North America (13%). Compared to last year, there were double the number of participants from Africa and nearly three times more for those from Latin and Central America. Participation by region is often influenced by the themes of the events taking place; this year's larger number of events focussing on Africa explains the increase in the number of African participants at our events.

Participation by gender

| Financial year | Total number of female participants | Percentage of total participants |
|----------------|-------------------------------------|----------------------------------|
| 2019/20 | 1,301 | 41% |
| 2018/19 | 1,326 | 41% |
| 2017/18 | 1,323 | 41% |
| 2016/17 | 1,043 | 37% |
| 2015/16 | 970 | 34% |

41% of participants in 2019/20 were female, a percentage that has remained consistent for the last three years. We continue to work towards our aim of equal representation.

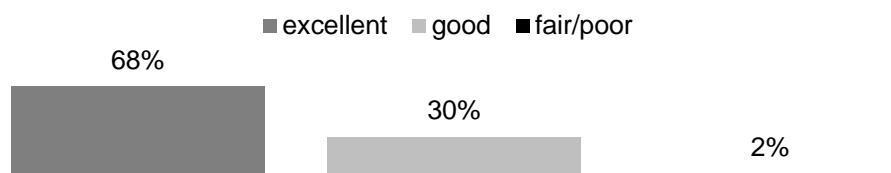
Participation by age

Participants' ages ranged from 21 to 85 years old, with an average age of 45 years old. The average age continues to decrease and is indicative of our goal of bringing together the broadest possible voices through diversity of experience.

| Average age of participants at the time of conference | 2019/20 | 2018/19 | 2017/18 | 2016/17 | 2015/16 | 2014/15 | 2013/14 | 2012/13 |
|---|---------|---------|---------|---------|---------|---------|---------|---------|
| | 45 | 45 | 46 | 46 | 47 | 47 | 48 | 49 |

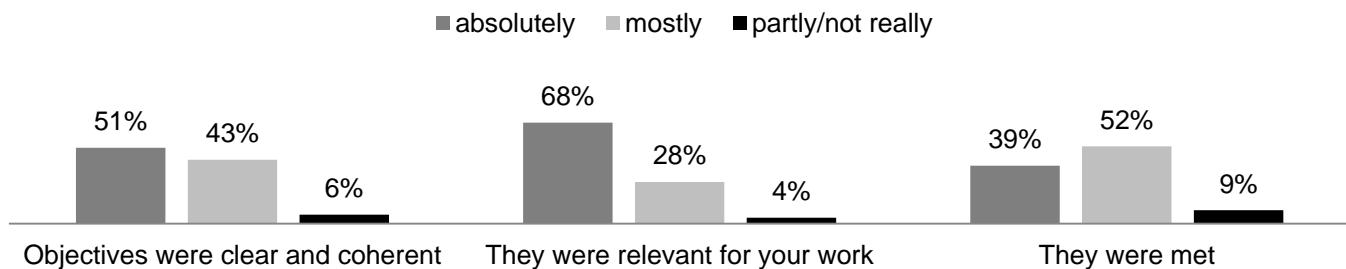
Event survey data

Overall impression of the event



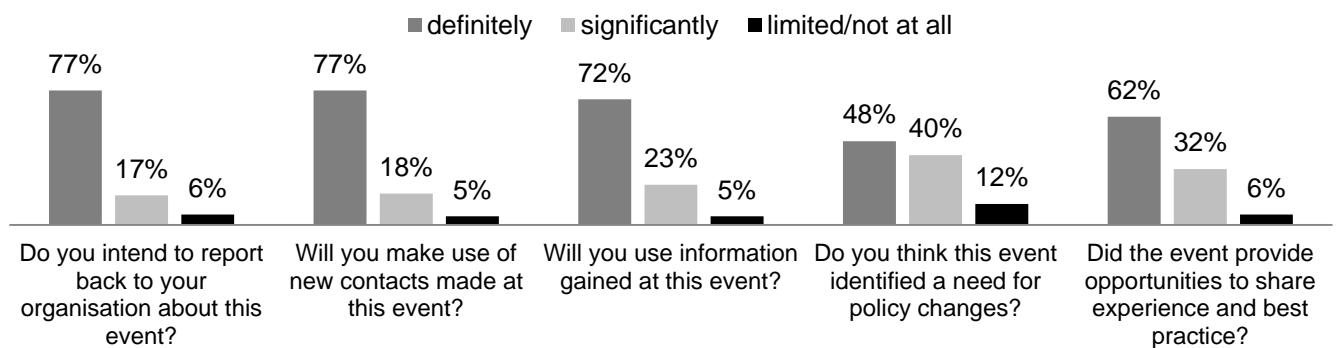
We continue to score highly for overall impression of the event, with 98% of participants rating the event as either 'excellent' or 'good'.

Event objectives



94% of participants felt the objectives were 'absolutely' or 'mostly' clear and coherent. 96% felt the objectives were relevant for their work, an increase of 2% from the 2018/19 value.

Impact



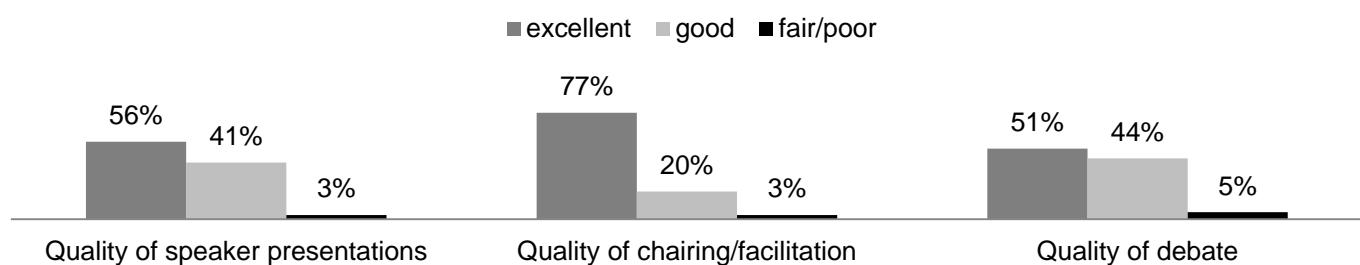
More qualitative details of impacts are captured below. These questions are designed to provide a more quantitative measure of the immediate responses of participants at the end of the event. 77% of participants indicated that they would ‘definitely’ use new contacts they had made at the event, making this one of our most impactful areas, alongside 77% of participants indicating they would report back to their organisation and 72% indicating they would use the information gained.

Quality of programme and participation



These scores are consistent with the previous year, with 97% rating the choice of issues ‘excellent’ or ‘good’ with 96% rating the selection of participants as ‘excellent’ or ‘good’. In 2018/19 these recorded 98% and 96% respectively.

Quality of plenary sessions



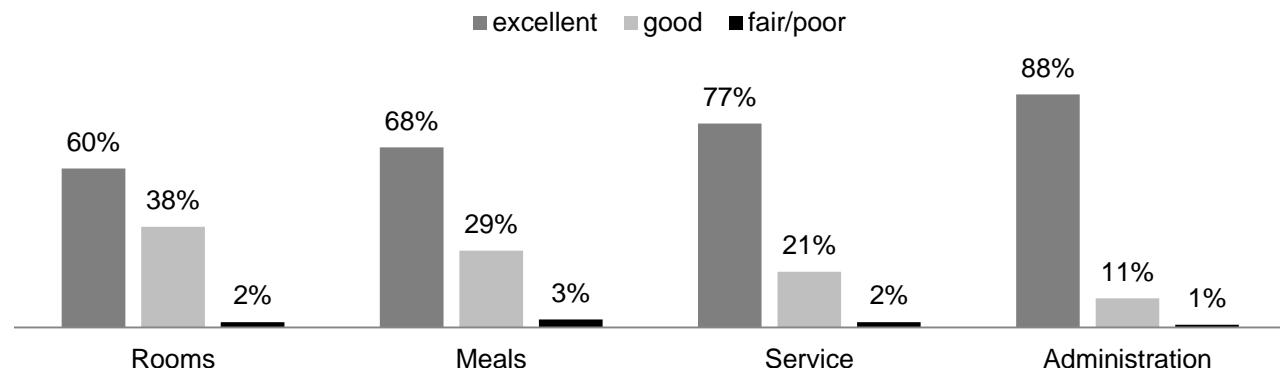
Participants continue to rate the quality of the plenary sessions highly, particularly the quality of chairing and facilitation, with 77% scoring it as ‘excellent’ and 97% ‘excellent’ or ‘good’ overall.

Quality of non-plenary sessions



These sessions are a valued addition to our programmes and allow participants to meet and discuss in smaller groups. 94% of participants rated the quality of chairing and facilitation as 'excellent' or 'good' and 93% rated the quality of debate as 'excellent' or 'good'.

Facilities



Our scores in this area are consistently high, scoring 98% 'excellent' or 'good' on average. Administration is scored particularly highly at 88% 'excellent'.

Our impact in 2019/20

We continue to track the outcomes of a programme after it has been delivered, as well as the ongoing work of the networks and communities that we have brought together through our programmes. Below are some examples of impact from events held in 2019/20.

Human rights, good governance and faith

Amongst a broad range of topics within this theme, we discussed issues such as inclusive citizenship, internally displaced persons, sport integrity, digital interferences in democratic processes and data responsibility in humanitarian action.

These events address the Foreign and Commonwealth Office's (FCO) Foreign Policy Priority Outcomes (FPPOs), particularly FPPO4: to project the UK's Diplomatic Leadership and FPPO7: to prevent or resolve conflict.

WP1716 Consortium Working Group for Charter of Inclusive Citizenship

The Inclusive Citizenship series reflects how we can successfully bring together key stakeholders in the Middle East to promote peace.

The first event of the series, held in Italy in 2018, identified the need for a new framework for members of different religious groups to live together as equal citizens to ensure peace in the region.

Following two events in 2019, the Charter for Inclusive Citizenship in the Arab World is being finalised, having been drawn up by a consortium of major faith-based and interreligious organisations at a dialogue facilitated and partially funded by Wilton Park.

The Charter of Inclusive Citizenship in Arab countries has been drawn up by a Consortium of the region's major faith based and interreligious dialogue organisations. It outlines a new model for peace and co-existence in the Middle East where citizens and members of different religious groups live together as equal citizens, respecting each other's rights and existence.

"As a British citizen living in the Middle East, it actually makes me proud to see a British governmental agency thriving and being able to contribute to the stabilisation of the MENA region and I think this is down solely to Alison (Hilliard, Programme Director) and the support she has had from Wilton Park." – Participant

WP1657 Building a shared agenda on prevention of violence against women and girls

In May 2019, we hosted a dialogue designed to build a shared agenda on the prevention of violence against women and girls. The dialogue focused on the presentation of a successful pilot programme led by the Department for International Development (DFID): What Works to Prevent Violence, which successfully halved the levels of physical and sexual violence committed by men against their partners in the pilot communities.

The expertise gathered at the conference was used to inform the next stage of the programme: What Works to Prevent Violence: Impact at Scale. This programme was launched in November 2019 and aims to stop violence against one million of the world's poorest women and girls across Africa, the Middle East and Asia. The conference also influenced the discussions at Women Deliver 2019 Global Conference, the world's largest gathering of world leaders on the health, rights and wellbeing of women and girls.

"The institutional and individual commitments shared during the meeting will keep us all on task in the next couple of years for tangible outcomes. It was a wonderful opportunity for collaboration and networking with multiple stakeholders and to present and learn." – Participant.

Defence and security

This year, we examined peaceful uses of nuclear technology in addition to our annual work on nuclear non-proliferation in the build up to the now postponed 2020 Review Conference for the Treaty on the Non-Proliferation of Nuclear Weapons.

Additionally, we worked on building capacity to meet Angola's aspiration to be landmine free by 2025 and the use of communications to facilitate the sustainable use of space.

Most of our events addressed FPPO3: safeguarding our national security in cooperation with allies and partners. They also addressed the UN's Sustainable Development Goal (SDG) 16: to promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. The 17 SDGs were adopted by all UN member states in 2015 as a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity by 2030.

WP1711 The UK's NPT Implementation Paper

The Treaty on the Non-Proliferation of Nuclear Weapons (NPT) is the main international treaty on nuclear non-proliferation and a vital pillar of global security. Agreed in 1968, the treaty seeks to prevent the spread of nuclear weapons and weapons technology, promote cooperation in the peaceful uses of nuclear technology and further the goal of achieving nuclear disarmament.

Our work in this field focuses on creating a space to enable the difficult, often contentious, conversations that need to happen. These conversations strengthen the system and support the principles of multilateralism that underpin the treaty.

As a nuclear weapon state, the UK is required to submit a report to the NPT Review Conference, outlining how the UK is fulfilling its obligations. We convened a dialogue in September 2019 which enabled the UK to present a draft of its report to the non-proliferation community and non-nuclear weapon states. The dialogue allowed for comments to be made which were fed into the final report. Participants commented on how well the process had made them think about their own national reports, what audiences these reports are really intended for and why we place value on transparency. This workshop did not just make the UK report more accessible and useful, it led to improvements in the NPT review process.

"One of the best meetings I've been to. Our objective was to improve the report. The outcomes were more successful and were met in more ways than we thought possible before we started. ... There is no question that this event has improved UK standing within the NPT community, has affected how people engage, and is hugely appreciated by those who came." – Event partner.

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.

With over 1.8 billion young people between the ages of 10 and 24 in the world we are living with the largest youth population in history. Wilton Park's Youth Dialogues focus on young people in the Middle East, Africa and Europe, examining issues that specifically affect this historically high youth population. Additional work in this area includes Youth and State, which examined the role of youth in countering violent extremism and we brought together next generation African leaders to discuss peacebuilding in the continent.

Work in this field addressed FPPO7: to prevent or resolve conflict and FPPO5: to deliver shared action on the world's most pressing challenges.

WP1715 Youth and the State: addressing the violence of exclusion

Supporting and empowering young people is a rising priority for decision makers. At the same time, many continue to fear that large youth populations may ignite political unrest and violence. Our event, 'Youth and the State: addressing the violence of exclusion', resulted in positive commitments, such as 100,000 community mediators to be trained as peace ambassadors in the next three years in Cameroon, improving dialogue between youth and state in the country.

We are exploring hosting a dialogue on changing the narrative on mental health and young people in the Global South, especially the impact of conflict on young people. We will also explore hosting an event on youth protest movements.

Multilateral institutions, key countries and regions

Many of our programmes addressing this theme focus on building sustainable networks. This included the Foreign and Commonwealth Office's (FCO) International Leaders Programme, which seeks to connect and engage with future leaders from the Emerging Powers, our long running annual British German Forum, which aims to facilitate strong relationships between influential young Britons and Germans and our work with young African change makers in the #Resilient40 network.

WP1749 The #Resilient40: responding to climate change in Africa

The African continent is especially vulnerable to the extreme weather events and climate change, threatening economic growth, infrastructure and livelihoods across the continent.

In 2019, we brought together 40 young African change-makers with the intention of empowering an emerging generation of leaders. Nominated by FCO posts in six African nations, the participants were identified as young people with influence over climate issues in their communities. The event did not set out to create a network, but participants were so inspired that they organised themselves into the #Resilient40, a platform to build momentum to improve climate resilience across the continent.

Now representing 29 African countries, the #Resilient40 were reunited in January 2020 at a follow-up Wilton Park event in Ethiopia, with the support of the FCO and DFID. Collaboration with the British Embassy in Ethiopia resulted in the group creating crucial links with the African Union and the African Union Youth Envoy.

The #Resilient40 continue to work with the UK in the run up to the United Nations Climate Change Conference (COP26) to ensure that African youth voices are represented on the international platform.

"I want to extend my gratitude and that of other R40 members in general for taking us under your wings and supporting us. I don't suppose as of now any one of us fully grasp what the magnitude of bringing us together means and the positive impact we can attain together." – Participant.

Sustainable development and the environment

One of the most pressing issues for our time is how countries work together to respond to climate change. In the context of the now postponed United Nations Climate Change Conference (COP26), we have contributed to our portfolio of work to support the UK government's investment in climate action measures. We have delivered events on green grids, clean energy, marine litter and discussed the climate emergency with Chevening Scholars. Our event 'COP26: delivering a successful conference' enabled the Secretary of State for Business, Energy and Industrial Strategy and COP26 President Rt Hon Alok Sharma, to enter into dialogue with climate change negotiators and former COP hosts.

We also discussed sustainable development, included reducing the harmful effects of alcohol in Sub-Saharan Africa, the Caribbean and Central and South America, sport as a vehicle to achieve the UN's SDGs and the creation of the first global Digital Health Leadership capacity building programme.

WP1640 Enhancing effective development cooperation between the UK, Brazil and African partners

Working with partners across the African continent is critical to successful and inclusive sustainable development. Both the UK and Brazil have been providing development support in the African continent for decades in different sectors and regions. Through closer cooperation between African partners, the UK and Brazil, there are new opportunities to advance the sustainable development agenda across the continent.

In November 2019, we convened a dialogue in Maputo, Mozambique, bringing together representatives from the African Union Development Agency, DFID and the Brazilian Cooperation Agency. This dialogue offered the opportunity for representatives to combine their collective knowledge and experience in development work to help advance sustainable development national plans and international agendas' goals. It helped to ensure that future UK Brazil Africa trilateral cooperation is African led and can be African wide.

WP1707 Scaling up sport's contribution to the SDGs: partnerships for impact

With widespread appeal and cultural value, sport has the potential to act as a vehicle to achieve the United Nations' SDGs.

In July 2019, we hosted a dialogue bringing together those working in sports for development, representatives of UN agencies, other international organisations, donors, officials and leading grassroots organisations to explore the potential for partnerships.

Through this dialogue, a new network and opportunities for collaboration were created. The network addressed both the opportunities that a sports development programme offers but also the challenges of establishing one. Through sharing updates on their individual commitments, participants showed that the event was successful in scaling up the sports development programmes and highlighting the potential of sport to development organisations to achieve the SDGs.

Global Economy

Health and the economy are inextricably linked, as has been made apparent by the impact of COVID-19. Our focus this year was on the link between the health of society and the health of the economy.

In emerging economies, noncommunicable diseases such as cardiovascular disease, cancer and diabetes are becoming a significant barrier to improving health outcomes and, as such, a barrier to productivity and economic growth. Noncommunicable diseases are now the leading cause of death in all regions except for Africa and their impact on working aged people has a clear economic cost. We examined the enormous potential of digital health care to facilitate the prevention, treatment and management of noncommunicable diseases.

WP1692 Global action on patient safety

Across the world, \$42 billion alone are spent annually on medication errors. In a six month period in the UK, there were 488,242 incidents of preventable medical harm. To address the challenge of ensuring patient safety, we convened a high level dialogue in May 2019. This sought to build momentum ahead of the World Health Assembly, where a Global Resolution on Patient Safety was subsequently and unanimously approved.

The dialogue, supporting the then Foreign Secretary's priority on patient safety, was designed to ensure greater international focus and collaboration on addressing preventable medical errors. It also offered an opportunity for best practice and policies to be shared to support patient safety challenges both nationally and internationally. This included setting out an agenda for change that clarified the burden of harm and explored opportunities to build a movement globally to increase patient safety.

WP1699 Fitter and faster: better health and growth in emerging economies

Although each country has its own unique needs and requirements, there are many common obstacles to addressing noncommunicable diseases globally, such as inconsistent health care delivery and health system fragmentation.

We hosted a dialogue in June 2019 in the context of launching the UK government's Prosperity Fund Better Health Programme. It offered a critical opportunity for participants to share experiences, build partnerships and assess approaches for health strategies from the UK and eight emerging economies. These opportunities to share expertise have already led to changes – Brazil's Federal Ministry of Health has approached the UK National Institute for Clinical Excellence (NICE) to establish a joint project to create a NICE like body in Brazil following this dialogue.

"For the first time those of us involved with the Better Health programme were able to be in the room together and discuss not only the issues at a macro level, but through the smaller groups (especially the country groups) demonstrable actions to take forward." – Participant.

From previous years

Impact can sometimes take a long time to reveal itself and this underscores the importance of our increased focus on taking a more strategic and longitudinal approach to tracking outcomes and impact. We are learning about what our participants have gone on to achieve, sometimes years after the event. The following case studies are some examples of impact we have learnt about from previous years' events.

Innovations to reduce the use of antimicrobials in food-producing animals in LMICs, April 2018

The high volume of antibiotics in food producing animals contributes to the development of antimicrobial resistant (AMR) bacteria, particularly in settings of intensive animal production.

These bacteria can be transmitted from animals to humans via direct contact, or through the food chain and the environment. Antimicrobial resistant infections in humans can cause longer illnesses, increased frequency of hospitalisation and treatment failures that can result in death.

Our dialogue held in April 2018 helped identify the research gap and shape the proposal behind 'InnoVet-AMR', a £16 million partnership between the UK Department of Health and Social Care and the Canadian government's International Development Research Centre. 'InnoVet-AMR' funds new research to generate innovative veterinary solutions for antimicrobial resistance.

Since April 2018, InnoVet-AMR has funded 11 new research projects to generate innovative veterinary solutions for antimicrobial resistance. In the poultry industry, this has included tackling salmonella and E. coli through developing vaccines and antibiotic alternatives in Pakistan, Kenya, Brazil and Tunisia. In the swine industry, this has included developing innovative probiotic interventions and vaccines in developing countries including Thailand and Vietnam.

Research funded by InnoVet-AMR in aquaculture has included funding technological developments that impact shrimp production in Malaysia and shellfish in Vietnam and Thailand. It has also funded research into developing antimicrobial treatments for Cuban species, including tilapia, claria, and shrimp and vaccines for freshwater catfish farmers in Vietnam.

Our work has helped InnoVet-AMR address the emerging global threat of antimicrobial resistance through minimising the excessive use of antibiotics in animal production in the Global South.

WP1671 Addressing illicit trafficking and access to firearms in the context of organised crime and terrorism: towards a new paradigm, January 2019

Estimates indicate that the African continent alone has one hundred million uncontrolled small arms and light weapons concentrated in crises zones and security challenged environments. As Vladimir Voronkov, the UN Under-Secretary-General for Counter-Terrorism observed, such numbers mean that "with an estimated population of 1.2 billion in Africa, this is an unfortunate and significant ratio of one to 12." The illicit trafficking in firearms, their parts and ammunition poses a serious threat to global peace and security. Without a strong international response, terrorists and criminals can easily move illicit weapons from one country or region to another.

In January 2019, we brought together target countries that are particularly affected by or exposed to the threats; representatives of regional and international organisations; UN agencies and offices; and other leading experts. This dialogue sought to explore options to promote more coherent approaches to tackling firearms trafficking and its nexus with organised crime and terrorism.

The expert discussions and recommendations generated at Wiston House fed into a UN tailored project launched in February 2020. The United Nations Counter-Terrorism Centre (UNCCT) of the United Nations Office of Counter-Terrorism (UNOCT) and the United Nations Office on Drugs and Crime (UNODC) jointly launched the project to address the connection between terrorism, organised crime and the illicit trafficking of small arms and light weapons (SALW) in Central Asia.

The Chief of the UN Office on Drugs and Crime noted that he "will be eagerly following the project's advancement and I hope that its outcomes and learnings can inform the international community's efforts, feeding into the next reviews of the UN Global Counter-Terrorism Strategy, this year and in 2022."

Meanwhile, the Deputy Executive Director of the Counter-Terrorism Committee Executive Directorate pointed out that the new initiative is one of the important requirements of several relevant Security Council resolutions.

Wilton Park activities 2019/20

Our global reach

Wilton Park delivered 76 events this year in our home in West Sussex, elsewhere in the UK, in 15 locations overseas and through a number of virtual events. These events brought together an eclectic and innovative range of partners, speakers and participants, including policy makers from the UK and international governments as well as the worlds of politics, the private sector, diplomacy, academia, civil society, the military and the media.

Our events, which are increasingly diverse in terms of formats and timings, bring the right people together in dialogue to tackle the most challenging policy issues of our time, in a safe and constructive environment.

Our events continue to help foster and enable the creation and strengthening of networks, which are owned and led by participants, bridging ideas, policy, and delivery of practical solutions.

We are increasingly developing our work in series rather than single events to deliver sustained impact. An example of this is the Commonwealth Litter Programme (CLiP), funded by the UK government's Department for the Environment, Fisheries and Rural Affairs (Defra) and led by the UK through the Centre for Environment Fisheries and Aquaculture Science (Cefas).

Working with our partners, we have continued to expand the range of themes and topics addressed by our events. Over the last year, this has included events looking at 'Global and Digital Health', 'Next Generation Africa Peacebuilding', nuclear security and deterrence, climate change and energy. We have also hosted events focussed on COP26, 'Data and Digital Responsibility', human rights, youth, and the 'Future of Aid'.

To build strategic relationships within our global health portfolio, we signed two Memorandums of Understanding (MoU) this year. One with the United Nations University² and the Malaysia-based International Institute for Global Health (UNU-IIGH)³ to co-develop and sponsor dialogues of mutual interest in Global Health. The second with the African Centre for the Constructive Resolution of Disputes (ACCORD)⁴ to jointly convene a meeting in South Africa on 'Public Health Crisis in Africa'. The original intention was to focus on Ebola, however COVID-19 has delayed these plans and it is likely the dialogue will cover a broader range of public health crisis and impact on peace and conflict in Africa. Partners we have worked with for the first time this year have included the Novartis Foundation,⁵ the George Institute⁶ and the Wellcome Trust.⁷

As is noted elsewhere, the challenge of responding to coronavirus (COVID-19) has resulted in us developing and deploying an expanded ability and method of fostering virtual dialogue. We convened a small number of events using virtual technology in 2019/20, including one on vaccine hesitancy, which took place in Singapore in October 2019 and which brought together participants from across five continents, and one on the Future of Aid. As 2020 progresses, we will continue to finesse our use of virtual tools to convene national and international conversations. This greater use of videoconferencing will enable partners and participants who may have hitherto been unable to join and contribute to our events to participate virtually.

We have been working this year to consolidate our communication tools, exploring and adopting new techniques to expand our reach. Highlights included growth in our Twitter profile @WiltonPark by 10%. We

² United Nations University: <https://unu.edu/>

³ International Institute for Global Health: <https://iigh.unu.edu/>

⁴ African Centre for the Constructive Resolution of Disputes: <https://www.accord.org.za/>

⁵ The Novartis Foundation: <https://www.novartisfoundation.org/>

⁶ The George Institute: <https://www.georgeinstitute.org/>

⁷ Wellcome Trust: <https://wellcome.ac.uk/>

have also put out social media content in other languages, including German for our annual ‘British-German Forum’ event and Brazilian Portuguese for our conference on ‘Enhancing effective development cooperation between the UK, Brazil and African partners’ where the main partner was the Brazilian Cooperation Agency. The use, where appropriate, of other languages highlights the international nature of our work and enables our communication activities to reach new audiences who may have otherwise not engaged with English language content. In addition to producing our traditional video content, we have also been experimenting with shorter videos. This new emphasis has been reflected in the statistics, with the percentage of viewers watching videos to the end increasing dramatically from 2.6% in 2018/19 to 8.7% in 2019/20, reflecting the more engaging content we are producing.

FCO Strategic Objectives

As with previous years, we continued to ensure the Foreign and Commonwealth Office’s (FCO) Foreign Policy Priority Outcomes (FPPOs) were supported by our events and activities. Our 76 events this year supported eight of the FCO’s 11 FPPOs: FPPO2: Euro-Atlantic Security; FPPO3: Security Challenges; FPPO4: Diplomatic Leadership; FPPO5: Multilateralism; FPPO6: Europe; Conflict and Stability; FPPO7: Conflict and Stability; FPPO10: Economic Diplomacy; and FPPO11: Climate Change.⁸ Going forward, with FCO partners, we will look to identify possible activities which support all of the FCO’s 2020-21 FPPOs.

We work with our partners and participants to facilitate dialogue wherever the policy need is and bring in different voices. This saw us convene 22 events in 16 different locations overseas in 2019/20.

This year our work under the Global Health umbrella expanded, with new events and partnerships looking at, amongst others, better health and growth in emerging economies; digital health leadership and capacity; digital health to address non-communicable diseases; achieving healthy societies, financing for health and other events aimed at specific health related Sustainable Development Goals (SDGs).

We also expanded our climate change work, including in support of COP26. We will continue to focus on this during 2020/21, following the postponement of COP26 to 2021.⁹

Official Development Assistance

We used our Official Development Assistance (ODA) funding to support 39 of our 76 events using the funding to leverage external finance and to promote the economic development and welfare of developing countries as the main objective.

Our ODA funding enhanced our activities and supported six of the FCO’s FPPOs: FPPO3: Security Challenges; FPPO4: Diplomatic Leadership; FPPO5: Multilateralism; FPPO7: Conflict and Stability; FPPO10: Economic Diplomacy; and FPPO11: Climate Change; alongside aspects of the FCO’s Single Departmental Plan, UK Aid Strategy goals, Public Health England’s Global Health Strategic Priorities and the Sustainable Development Goals.¹⁰

⁸ Foreign Policy Priority Objectives: <https://www.gov.uk/government/publications/foreign-and-commonwealth-office-single-departmental-plan/foreign-and-commonwealth-office-single-departmental-plan-2019-20>

⁹ COP26: <https://www.ukcop26.org/>

¹⁰ FCO’s Single Departmental Plan: Objectives 2.2: Deliver shared action on the world’s most pressing challenges and 3.2: Work around the world to strengthen our prosperity. The UK Aid Strategy goals: 3.12 Strengthening the resilience of poor and fragile countries; 3.18: Attainment of the Millennium Development Goals and 3.19: Avoiding needless deaths, reducing sickness and building opportunities. Public Health England’s Global Health Strategic Priorities SP3: Public health capacity building and SP4: Strengthening the approach to international aspects of health and wellbeing, and non-communicable diseases. The Sustainable Development Goals: SDG3: Good health and well-being; SDG3.5: Strengthening the prevention and treatment of substance abuse; SDG4.5: Eliminate gender disparities in education and ensure equal access to all levels of education; and SDG16: Peace, justice and strong institutions.

Our ODA funding enabled us to welcome 1,595 participants from 119 ODA recipient countries this year. This enabled them to join our dialogues, delivering on our commitment to increase the scope and diversity of perspectives at our events.

Thematic focus

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

A summary list of all online events in 2019/20 can be found on pages 32 - 35.

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 the relations between 'Youth and state: addressing the violence of exclusion' explored how to improve relations between young people and their respective governments to address the violence of exclusion experienced by many young people. Through our event, a framework for action was proposed by participants, focussing on the importance of creating enabling environments to support meaningful youth and government engagement.

Building on the Commonwealth Heads of Government establishment of a Countering Violent Extremism Cadre of Experts in 2018, the 'Managing, preventing and countering violent extremism across the Commonwealth' meeting brought together the new Cadre. They were joined by representatives of Commonwealth member countries directly involved in national efforts to prevent and counter violent extremism. As a result, recommendations were submitted by participants to the Commonwealth Secretariat to ensure member countries and stakeholders concerns are being addressed.

We worked in partnership with the Office of the UN Resident Coordinator Bogotá and, with support from the German Federal Foreign Office, convened the meeting 'Colombian and international stabilisation experience: sharing lessons and shaping the way forward'. This provided a forum for Colombians, international partners and experts to discuss the lessons learned from stabilisation experience around the world and consider how Colombia should take forward its stabilisation planning. Conclusions were that this planning needed to focus on targeted priorities; urgently address the security needs of local communities; bring legitimate governance and public services to the population; and ensure that aggressive counter-narcotics measures do not destabilise local support for the peace process.

Defence and Security

Non-proliferation, arms control and disarmament

We convened our 24th annual nuclear non-proliferation conference, 'Nuclear non-proliferation: preparing for the 2020 NPT review conference.' It addressed the challenges to the nuclear non-proliferation regime and prospects for Nuclear Non-Proliferation Treaty (NPT) diplomacy as we approach the 2020 Review Conference of the Parties to the Treaty on the Non-Proliferation of Nuclear Weapons. The conference was preceded by a highly successful meeting to engage other NPT states as part of the drafting process for the 'UK's NPT Implementation Paper'.

Our event in South Africa, 'Landmine clearance in Angola: experiences, challenges and implications for national development and international reputation', brought together international stakeholders and experts with their local and regional counterparts. This dialogue was hosted in association with the British Embassy in Luanda, Angola, and the Mines Advisory Group. It focused conversations on ways to further develop Angolan capacity, education and awareness raising of mines and their dangers and the reintegration of victims into society.

Deterrence

Our annual nuclear deterrence and assurance conference, 'Deterrence strategies and European security', facilitated dialogues concerning contemporary Western deterrence strategies. It also explored how NATO can adapt in a new security environment and how alternative security orders might emerge in the future.

Space

Building on the engagement of last year's event on multilateral space policy issues, we hosted a dialogue on 'Operating in space: current multilateral policy issues and challenges' in Singapore. This provided a forum for participants to discuss the sustainable use of space, identifying improved forms of communication and recommending next steps. We are in discussion about conducting two further events in partnership with the US State Department, discussing the same issues with different regional groups of participants.

Technology

Considering the challenges and opportunities that new technologies present is a central theme in our defence and security work. 'The interface between nuclear security and peaceful uses of nuclear technology – how to achieve mutual reinforcement?' assessed the opportunities for closer cooperation between security and peaceful uses of technology. Discussions helped to inform the agenda for the International Conference on Nuclear Security, the International Atomic Energy Agency's annual General Conference resolution and the 2021 Convention on the Physical Protection of Nuclear Material Review Conference.

Global economy

'Fitter and faster: better health and growth in emerging economies' discussed how to create a healthier population and workforce in a number of fast developing economies, contributing towards Sustainable Development Goal (SDG) 3: Ensuring healthy lives and promoting well-being for all at all ages. The meeting aimed to identify how to develop successful health strategies to improve health outcomes. This included improving access to safe, quality care, developing strategies to prevent and manage non communicable diseases, the use of digital health and the provision of education and training.

'Higher Education: global engagement to deliver the Sustainable Development Goals 2030' was hosted in partnership with the Association of Commonwealth Universities. This dialogue discussed how to maximise the ways in which the higher education sector is contributing to the delivery of the SDGs through research partnerships, teaching and globally engaged citizens.

Human rights, good governance and faith

The ‘Consortium Working Group for Charter of Inclusive Citizenship’ hosted the working group of Consortium members in Abu Dhabi to finalise the Charter of Inclusive Citizenship in the Arab countries and to prepare for the launch of the Charter. It is being drawn up by a new consortium of the major faith based and interreligious dialogue organisations in the region. This comes as a result of an MOU signed by Wilton Park and The Forum for Promoting Peace in Muslim Societies in March 2019.

Our event ‘Building a shared agenda on prevention of violence against women and girls (VAWG)’ continues our work on ending VAWG. We brought together stakeholders seeking to increase awareness, knowledge and understanding of what works and does not work to prevent VAWG. The meeting was acknowledged as capitalising on an important moment in the evolution of the field and a follow up event was proposed.

Current questions on data ethics including the handling of personal data, were explored in two complementary conferences. We convened the first meeting, ‘Data responsibility in humanitarian action’ in partnership with the United Nations Office for the Coordination of Humanitarian Affairs Centre for Humanitarian Data. The event considered management and handling of high-risk data in crisis situations, identifying ways of applying sound principles and good practice into the fast moving and complex reality of front-line responses. We hosted the second meeting, ‘Digital Dignity in armed conflict’ with the International Committee of the Red Cross, Swiss Federal Department of Foreign Affairs and the Norwegian Ministry of Foreign Affairs. It recognised that misused, mishandled or misappropriated information could further damage the dignity and privacy of already vulnerable people. It was agreed that a culture of responsible data handling needs to be embedded amongst humanitarian agencies, governments and other donors and that they need to consider the particular risks of ‘sub-contracting’ across agencies, local actors and the private sector.

Building on our countering crime and corruption portfolio we hosted a dialogue on ‘Tackling organised crime and corruption in the Western Balkans’. This dialogue utilised the recent availability of research in this region to create a platform for information exchange. This exchange will help identify new collaborative initiatives between governments and civil society organisations and generate strategies for exposing serious and organised crime and corruption.

Multilateral institutions, key countries and regions

Held in Maputo, Mozambique, the ‘Enhancing effective development cooperation between the UK, Brazil and African partners’ dialogue followed on from a November 2016 meeting in Brazil. The 2019 dialogue brought together a range of participants from multiple sectors to exchange views on maximising development cooperation between the UK, Brazilian and African partners. This development cooperation will promote sustainable development in Africa, working towards the Sustainable Development Goals and Agenda 2063. It formed an ongoing partnership between the Brazilian Cooperation Agency and the UK Department for International Development in Brazil and introduced them to the African Union Development Agency – New Partnership for Africa’s Development. Through this dialogue, we helped solidify partnerships between these institutions. Maximising coordination on trilateral cooperation and identifying new opportunities will help advance the sustainable development agenda across the continent.

The latest event in our longest running series, the ‘British German Forum 2019: can globalisation still work for all?’, brought together leaders aged 20-35 from the UK and Germany to look at how to respond to the challenges and opportunities presented by globalisation. It also explored the shift of power in society, governance, and business and how globalisation can be made to work for all.

Our '#Resilient40' series has demonstrated our convening power and ability to encourage network-forming. The 2019 event in South Africa brought together an inspiring group of next generation leaders, with the aim of building momentum to face climate change in the region. The network we have helped create has expanded to represent 29 African nations. Discussions from the second meeting in the series held in Ethiopia focused on establishing the #Resilient40's governance structure. The dialogue also established their planned advocacy activities on national and international levels. Collaboration with the British Embassy

in Addis Ababa resulted in the group creating crucial links with the African Union and the African Union Youth Envoy. The #Resilient40 continue to work with the UK in the run up to COP26 to ensure that African youth voices are represented on the international platform.

Our work on the FCO's 'International Leadership Programme' (ILP) has continued through three events, one hosted in Accra, Ghana, and two hosted in London. Our input to ILP supports alumni members to develop links for future activities and maximise relationships forged through the FCO led network. The intention of ILP is to build positive relations between these potential global leaders of the future and the UK.

Sustainable development, the environment and climate change

With its universal appeal and cultural value, sport has the potential to act as a catalyst for sustainable development and peace. 'Scaling up sport's contribution to the SDG's: partnerships for impact' brought together a variety of stakeholders from across the sporting world with the aim of maximising this potential.

In preparation for COP26, now postponed to 2021, we increased our focus and delivered more events supporting the UK Government's increased ambition and investment in climate change mitigation. This includes 'Clean, reliable, affordable energy for all: partnering for the energy transition', which focused on how government to government cooperation can support the transition to a secure, affordable and low carbon energy supply that is accessible to all. 'COP26: delivering a successful conference', a high level dialogue between former COP Presidents and a group of senior experts was hosted by the Secretary of State for Business, Energy and Industrial Strategy and COP26 President Alok Sharma, focussing on how to ensure a successful outcome from COP26.

Following on from the 2019 dialogue on 'Green Grids: Connecting Asia', in partnership with the Climate Parliament, we held an event on 'Energy Futures: Green Grids, Electric Cooking and the Global Energy Transition' in Abu Dhabi. This parliamentary roundtable meeting, also in partnership with the Climate Parliament, focused on two key parts of the global energy transition. At the local level, the dialogue examined the potential for clean cooking with electricity from solar mini-grids. At the international level, participants discussed cross-border transmission corridors for trading renewable energy within different regions of Africa and Asia. The meeting concluded with commitments from the parliamentarians which identified next steps for implementing green grids and bringing issues of clean cooking and rural electrification through mini-grids into policy.

Global Health

Ahead of the World Health Assembly, we convened a high level forum on 'Global action on patient safety.' This forum sought to improve the safety of patients during the provision of healthcare by supporting international efforts through health diplomacy. Improving patient safety was a key priority of Jeremy Hunt, then UK Foreign Secretary.

'Healthy societies and healthy populations' convened high level experts from a wide range of stakeholders to provide thought leadership and suggest policies that could be adopted globally, to identify ways to build healthier societies and populations. Participants agreed to take forward a specific set of actions to support the goal of building healthier societies. These included initiatives to best communicate the vision, develop activities for cross sectoral approaches and develop a research agenda to inform activities. Participants also agreed to build networked communities of practice to support community engagement to facilitate the design of people centred solutions for healthy societies.

Our global health portfolio also extended to discussions surrounding non-communicable diseases (NCDs). Following on from the United Nations High Level Meeting on Universal Health Coverage, 'The promise of digital health to address non-communicable disease in low and middle income countries' brought together stakeholders from government, healthcare providers, the private sector and other organisations. This dialogue sought to create recommendations and models to unlock the potential of digital healthcare to facilitate the prevention, treatment and management of NCDs.

Schedule of events

| Event Name | Date | Location | Policy Theme |
|---|------------|----------------------------|--|
| Reducing the harmful use of alcohol: towards a whole of society approach in Sub-Saharan Africa | April 2019 | Magaliesburg, South Africa | Sustainable development and the environment |
| Digital interference in democratic processes: use and misuse of personal data | April 2019 | Wiston House, UK | Human rights, good governance and faith |
| Youth, peace, security and countering violent extremism: A Wilton Park USA dialogue | April 2019 | Washington DC, USA | Conflict prevention, resolution and state building |
| Next generation African peacebuilding: new voices, perspectives and approaches | April 2019 | Wiston House, UK | Conflict prevention, resolution and state building |
| Financing for health: the road ahead | April 2019 | Wiston House, UK | Sustainable development and the environment |
| Global action on patient safety | May 2019 | Wiston House, UK | Global economy |
| Building a shared agenda on prevention of violence against women and girls | May 2019 | Wiston House, UK | Human rights, good governance and faith |
| The interface between nuclear security and peaceful uses of nuclear technology – how to achieve mutual reinforcement? | May 2019 | Wiston House, UK | Defence and security |
| Data responsibility in humanitarian action: from principle to practice | May 2019 | Wiston House, UK | Human rights, good governance and faith |
| Business and human rights defenders: exploring best practice and finding common ground | June 2019 | Wiston House, UK | Human rights, good governance and faith |
| Deterrence strategies and European security | June 2019 | Wiston House, UK | Defence and security |
| Managing, preventing and countering violent extremism across the Commonwealth | June 2019 | Wiston House, UK | Conflict prevention, resolution and state building |
| Colombian and international stabilisation experience: sharing lessons and shaping the way ahead | June 2019 | Wiston House, UK | Conflict prevention, resolution and state building |
| Fitter and faster: better health and growth in emerging economies | June 2019 | Wiston House, UK | Global economy |

| Event Name | Date | Location | Policy Theme |
|---|----------------|---------------------|--|
| British German Forum 2019: can globalisation still work for all? | July 2019 | Wiston House, UK | Multilateral institutions, key countries and regions |
| Commonwealth Litter Programme: national workshop for the development of the marine litter and waste management policy and action plan | July 2019 | Belize City, Belize | Sustainable development and the environment |
| Scaling up sport's contribution to the SDGs: partnerships for impact | July 2019 | Wiston House, UK | Sustainable development and the environment |
| International Leaders Programme (ILP) regional alumni | July 2019 | Accra, Ghana | Multilateral institutions, key countries and regions |
| Internally displaced persons: towards more effective international protection and durable solutions | September 2019 | Wiston House, UK | Human rights, good governance and faith |
| Launching of the marine litter action plan and award ceremony (CLiP) | September 2019 | Belize City, Belize | Sustainable development and the environment |
| Commonwealth Litter Programme: high level dialogue on marine litter and waste management in the Caribbean region | September 2019 | Belize City, Belize | Sustainable development and the environment |
| International Leaders Programme (ILP) | September 2019 | London, UK | Multilateral institutions, key countries and regions |
| Policy engagement on the Wilton Park agenda on transboundary climate risk | September 2019 | New York, USA | Sustainable development and the environment |
| The UK's NPT implementation paper | September 2019 | Wiston House, UK | Defence and security |
| Reducing the harmful use of alcohol: towards a whole of society approach in the Caribbean, Central and South America | September 2019 | Cuernavaca, Mexico | Sustainable development and the environment |
| Sport integrity and diplomacy: policy into action | September 2019 | Wiston House, UK | Human rights, good governance and faith |
| Improving UN transitions | October 2019 | Wiston House, UK | Conflict prevention, resolution and state building |
| Digital dignity in armed conflict: a roadmap for principled humanitarian action in the age of digital transformation | October 2019 | Wiston House, UK | Human rights, good governance and faith |
| Digital health leadership capacity building: a global approach | November 2019 | Wiston House, UK | Sustainable development and the environment |

| Event Name | Date | Location | Policy Theme |
|---|---------------|----------------------------|--|
| Landmine clearance in Angola: experiences, challenges and implications for national development and international reputation. | November 2019 | Magaliesburg, South Africa | Defence and security |
| Making tertiary education #safetolearn | November 2019 | Wiston House, UK | Human rights, good governance and faith |
| Enhancing effective development cooperation between the UK, Brazil and African partners | November 2019 | Maputo, Mozambique | Sustainable development and the environment |
| The promise of digital health to address non-communicable diseases in low and middle income countries | November 2019 | Wiston House, UK | Global economy |
| African peace and security | November 2019 | New York, USA | Conflict prevention, resolution and state building |
| Accountability and reconciliation: what do they look like in the 21st century? | December 2019 | Wiston House, UK | Human rights, good governance and faith |
| The climate emergency: sharing perspectives to facilitate global climate action | December 2019 | Wiston House, UK | Sustainable development and the environment |
| Youth and the State: addressing the violence of exclusion | December 2019 | Wiston House, UK | Conflict prevention, resolution and state building |
| Doha Forum | December 2019 | Doha, Qatar | Sustainable development and the environment |
| Nuclear non-proliferation: preparing for the 2020 NPT Review Conference | December 2019 | Wiston House, UK | Defence and security |
| Energy futures: green grids, electric cooking and the global energy transition | January 2020 | Abu Dhabi, UAE | Sustainable development and the environment |
| Operating in space: current multilateral policy issues and challenges | January 2020 | Singapore | Defence and security |
| The #Resilient40: responding to climate change in Africa | January 2020 | Addis Ababa, Ethiopia | Multilateral institutions, key countries and regions |
| Human rights, peace and security: strengthening the links | January 2020 | Wiston House, UK | Human rights, good governance and faith |
| International Leaders Programme (ILP) | January 2020 | London, UK | Multilateral institutions, key countries and regions |

| Event Name | Date | Location | Policy Theme |
|---|---------------|----------------------------|---|
| Higher education: global engagement to deliver the Sustainable Development Goals 2030 | January 2020 | Wiston House, UK | Global economy |
| Healthy societies for healthy populations | February 2020 | Wiston House, UK | Sustainable development and the environment |
| COP26: delivering a successful conference | February 2020 | Wiston House, UK | Sustainable development and the environment |
| In support of Africa's Agenda 2063: pathways for expanding peaceful uses of nuclear energy and nuclear technology in Africa | February 2020 | Magaliesburg, South Africa | Sustainable development and the environment |
| Fostering social cohesion in Nigeria | February 2020 | Wiston House, UK | Human rights, good governance and faith |
| Clean, reliable, affordable energy for all: partnering for the energy transition | March 2020 | Wiston House, UK | Sustainable development and the environment |
| The future of aid: towards global public investment? | March 2020 | Wiston House, UK | Sustainable development and the environment |

Wilton Park convened 76 events in 2019/20, 25 of which were closed or offline, so are not listed above.

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

Schedule of partners

Foreign and Commonwealth Office (FCO)

The Communication Directorate of the FCO is our sponsoring department and provides core funding. In addition, we received discretionary funding from a number of FCO departments and Posts for individual events.

Partners are listed in ascending order of sponsorship received.

UK Government departments, agencies and centres

Cabinet Office
Centre for Environment, Fisheries and Aquaculture Science (CEFAS)
Counter Proliferation and Arms Control Centre (CPACC)
Department for International Development
Ministry of Defence and its agencies
Home Office

United Purpose (UP)
Last Mile Health
Development Initiatives (DI)
FHI 360
Search for Common Ground (SFCG)
Doha Forum**
Institute for Sustainable Development and International Relations (IDDRI)**
International Committee of the Red Cross*
Overseas Development Institute (ODI)**
Restless Development*
Tactical Technology Collective*

Other UK organisations

Climate Parliament
Institute for Human Rights and Business
UK Anti-Doping
Wellcome Trust
Coalition for Global Prosperity
Comic Relief
Coventry University
University of Sussex

Overseas governments and organisations

Foundations

Carnegie Corporation of New York
Open Society Foundations (OSF)
Wellspring Philanthropic Fund
Bill and Melinda Gates Foundation
The Novartis Foundation
Laureus Sport for Good Foundation
Secure World Foundation (SWF)
Patrick J McGovern Foundation
The Sir Heinz Koeppler Trust
Rafto Foundation

Australia
Department of Foreign Affairs and Trade
The George Institute for Global Health

Brazil
Brazilian Cooperation Agency (ABC)*

Canada
Global Affairs Canada

Finland
Ministry for Foreign Affairs

Germany
Federal Foreign Office

The Netherlands
Ministry of Foreign Affairs

New Zealand
New Zealand Space Agency

Norway
Ministry of Foreign Affairs

Sweden
Ministry for Foreign Affairs

Switzerland
Federal Department of Foreign Affairs (FDFA)
Swiss Federal Administration
Federal Department of Defence, Civil Protection and Sport (DPPS)

United States of America
US Department of State
National Nuclear Security Administration (NNSA)
Lawrence Livermore National Laboratory (LLNL)
Los Alamos National Laboratory (LANL)
Sandia National Laboratories

USAID
President's Emergency Plan for AIDS Relief (PEPFAR)

***Intellectual partner providing no financial contribution**

****In kind partner providing non-monetary contributions, eg goods or services, offered free or at less than the usual charge.**

Private sector

Gilead Sciences, Inc
Lockheed Martin
The Sensible Code Company
Amazon Web Services
Mastercard
Promondo Publishers**

International organisations

International Alliance for Responsible Drinking (IARD)
WHO Framework Convention on Tobacco Control (FCTC)
Secretariat
Commonwealth Secretariat
The Association of Commonwealth Universities (ACU)
United Nations Office of the Resident Coordinator
United Nations Office for the Coordination of Humanitarian Affairs (UN OCHA)
PATH
Joep Lange Institute
United Nations University (UNU)
NATO Defense College
Mercy Corps

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 is committed to improving environmental performance. We recognise that our operational activities directly affect the environment and continually endeavour to reduce our impact in a number of ways.

In order to uphold the Environment Policy statement, the Strategic Sustainability Group continues to focus on projects aimed at reducing waste and energy consumption. By involving colleagues in key strategic frontline areas, we are looking at ways to:

- improve our sustainability efforts
- minimise waste streams and controlling processes
- utilise and work towards Government Buying Standards for sustainable procurement
- communicate these strategies to key stakeholders across all areas of the business.

Projects and performance

Wilton Park continues to make steady progress in meeting our contributory share to the FCO's GGC targets through the following projects:

- all waste is now monitored and segregated according to available recycling waste streams, with comprehensive reporting data of all waste
- all waste is now diverted from landfill
- a site waste audit has been undertaken by our waste collection service provider with recommendations for further improvements
- a project on remedial recommendations, following a previous review of the site's total heating supply, is underway to improve the performance and efficiency of plant and machinery
- we have continued to engage our staff in the work towards our commitments with the introduction of voluntary sustainability champions and recycling and environmental awareness training

Future measures

Wilton Park is continuously reviewing opportunities to improve efficiencies and implement a more sustainable and smarter working environment for both colleagues and participants. We are preparing to meet the proposed GGC 2020-25 targets through a formal Sustainability Strategy.

Signed Colin Smith, Interim Chief Executive as Accounting Officer

8 September 2020

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 has been convening off-the-record international policy dialogues for over 70 years. We create neutral, safe spaces to bring the right people together to discuss and debate the pressing issues of our time, making the world a safer, fairer place.

Established in 1946 we became an Executive Agency of the UK Foreign and Commonwealth Office (FCO) in 1991 and are an important UK Government soft power asset.

The work we do

Working with international partners we bring together the brightest minds in politics, diplomacy, academia, business, civil society, the military and media to focus on issues of global importance. Our dialogues provide an actively neutral environment where conflicting views can be expressed and debated openly and calmly. They give participants the intellectual space to develop their thinking and share ideas, allowing acceptable compromise and resolution to be achieved. This openness creates the strong, long lasting networks that deliver global impact.

We work around the UK, across the world and virtually, leveraging our global network to bring the right people together in dialogue, and to introduce important new voices with fresh perspectives to challenge opinion.

How we are structured

Our people are our greatest asset, a committed team providing our partners with the expertise, support and flexibility needed to deliver dialogues wherever they are needed. Our Policy team works with funding and intellectual partners to set event objectives while our Delivery team handles complex global event logistics.

Our Communications team creates engaging content to amplify events and topics across networks. The Information Technology team support both face to face and virtual events. Guests for events at our West Sussex home are expertly cared for by our Operations team. Accounts, Human Resources, Facilities Management and Compliance teams ensure our business is efficient, inclusive and sustainable.

Our funding

Operating costs to run our programmes are covered through a combination of core funding, Official Development Assistance (ODA) from the FCO, other UK government department funding, other UK and overseas partner sponsorship, event charges and additional revenue generating activities. A breakdown of funding partners can be found on page 36.

Wilton Park Board

During the financial year 2019/20, the directors below held office for the full period unless otherwise specified:

| | |
|-------------------------|--|
| Rt Hon Gisela Stuart | Chair of the Wilton Park Board, Non-Executive Director (NED) |
| 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 | Chief Executive, Townend Consulting Group S.L. (NED) |
| Helen Bower-Easton | Director of Communication, Foreign and Commonwealth Office (FCO) (Senior Responsible Officer for Wilton Park) |
| Liane Saunders | Strategy Director and Strategic Programmes Coordinator, FCO |

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

Personal data

There were two minor incidents involving loss of personal data, which were 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 Wilton Park's use of resources 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;
- 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 is aware of that information.

Signed Colin Smith, Interim Chief Executive as Accounting Officer

8 September 2020

Governance statement

Our objectives, purpose and terms of reference are laid down in Wilton Park's Framework Document. This is revised every three years; the latest version came into force on 28 March 2019 and can be found at <https://www.wiltonpark.org.uk/wp-content/uploads/Wilton-Park-Framework-Document-2019.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 strategy and objectives including 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 Directors' 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 Chief Executive resigned her position in February 2020 with her last day of work being on 22 May 2020. The FCO appointed an interim Chief Executive, Colin Smith, formerly head of Projects Task Force at the FCO. He took up his position on 18 May 2020 to enable a week of handover. Colin Smith was appointed as Accounting Officer by the Permanent Under Secretary at the FCO on 26 May 2020.

During the handover week the interim Chief Executive was introduced to the controls in place at Wilton Park, both regarding financial controls and planning and matters such as senior management meetings, policy planning, resource allocation and IT and Business Systems. The Senior Management Team worked with the interim Chief Executive to update the Risk Register to ensure all COVID-19 risks were included and he approved the current Risk Register. The interim Chief Executive attended many of the meetings held at Wilton Park in order to familiarise himself with internal decision making processes.

The Wilton Park Board commissioned an externally assessed effectiveness review in April 2019. This reported that:

- Wilton Park is in good shape and continues to thrive more than 70 years after being established
- organisational performance is well managed through an efficient secretariat, regular structured debate at Board meetings and the measurement of key performance indicators
- strategy and longer-term thinking are part of the DNA of the organisation
- as an Executive Agency of the FCO, there are few organisations with comparable structures and relationships to Wilton Park. There are, however, some organisations against which we are able to benchmark
- Wilton Park has an enviable Board structure which gives it power, reach, influence and direct interaction with its main stakeholders.

Recommendations included:

- A plan for upcoming decisions and issues to be added to Board minutes (up to a year ahead). This would bring the Board's future work into clear focus.
- A formal induction process and continuous development plan should be put in place for new and existing Board members.
- The view of the organisation should be reviewed and externally benchmarked on a regular basis and included as part of the annual report of the organisation.

- The Chair should liaise individually with Board members to ensure they feel the correct balance of operational focus is retained while at the same time making sure this does not take over the bigger strategic deliberations of the Board.
- The number of Board meetings held at Wiston House across a working year should be agreed to ensure continuity.
- Future planning horizon timelines of one, five and ten years, combined with risk appraisals, should be considered for organisational development and securing key services (including lease, staff, capital purchases, programme development, property and overseas relationships).

Key discussions at Board meetings during 2019/20 have included:

- Issues surrounding EU Exit and other shifts in the world of politics and environment
- Results of the staff survey
- Structure of WPAC and recruitment of new members
- Wilton Park's digital transformation programme
- The Board effectiveness review and actions taken
- COVID-19 risk to Wilton Park especially considering Going Concern status

Board attendance has been as follows

| | Jun 2019 (special*) | Jul 2019 | Sep 2019 | Nov 2019 | Jan 2020 |
|-------------------------|------------------------|----------|----------|----------|----------|
| Rt Hon Gisela Stuart | ✓ | ✓ | ✓ | ✓ | ✓ |
| Sharmila Nebhrajani OBE | ✓ | ✓ | ✓ | ✓ | ✓ |
| Iain Morgan | ✓ | ✓ | ✓ | ✓ | x |
| Victoria Rae | ✓ | ✓ | ✓ | ✓ | ✓ |
| Andy Townend | ✓ | x | ✓ | ✓ | ✓ |
| Helen Bower-Easton | ✓ | ✓ | x | ✓ | ✓ |
| Liane Saunders | x | x | ✓ | ✓ | ✓ |

*special meeting in June to approve and sign Annual Report and Accounts 2018/19

The Board uses 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 its consistent 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 ARAC. The SMT consists of:

- Sharmila Nebhrajani OBE Chief Executive
- Jo Lawrence (formerly Childs) Chief Operations Officer
- Elise Maddocks Director of Finance and Corporate Services
- Richard Roberts Head of Transformation and Programme Director
- Robin Hart Senior Programme Director
- Mark Smith Senior Programme Director

Wilton Park has a whistle blowing policy which staff are made aware of. No concerns were raised by staff during 2019/20

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 which are of strategic relevance to UK foreign policy objectives. Members meet formally twice a year.

As of 31 March 2020, the membership of the Advisory Council is as set out below:

- 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, Academic Director, European Public Policy, Johns Hopkins University, SAIS Europe; Senior Fellow, Bruegel Institute, Brussels
 - Marcus Lenzen FRSA, Senior Adviser, Peacebuilding Support Office, United Nations Department for Political and Peacebuilding Affairs
 - 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 D. van den Berg, Visiting Professor, King's College London and Honorary Associate, Institute of Development Studies
 - 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)
 - Victoria Rae (NED)
 - Andy Townend (NED)

The Chief Executive, Director of Finance and Corporate Services and Chief Operating Officer 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 2019/20 have included:

- a review of the Annual Report and Accounts
 - the re-structure of ARAC and Board meetings so that ARAC includes an operational report and the Board discusses strategic matters

- Risk Register Workshop and the resulting new look Risk Register
- Financials including capital allocation from the FCO
- Audit Completion Report submitted by the National Audit Office
- The findings and conclusions from all new Internal Audit reports
- Progress against the implementation of Internal Audit management action points on audits carried out during the year
- The COVID-19 risk to Wilton Park considering Going Concern status

Risk management

Wilton Park maintains a 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 Risk Register and for preparing its submission to the ARAC and the Board, who both review the document at every meeting.

In September 2019 a Risk Workshop, organised by Internal Audit and attended by all Wilton Park line managers, took place. This workshop led to a redesign of the Risk Register to include seven main risks and no lower risks. A dashboard was created to easily identify changes in these risks. Risks are now assessed as to whether they are within tolerance levels once mitigating actions have been taken.

The COVID-19 crisis was discussed at the ARAC meeting in March 2020. This issue affects most of the Wilton Park risks and a separate section was added at the beginning of each risk in the risk register relating specifically to COVID-19.

Wilton Park's risk register is made up of the risks in the table below:

| Risk title | Risks | Mitigating actions |
|-------------------------------|---|--|
| Strategic aims and objectives | The cancellation / postponement of events due to COVID-19 may prevent us from delivering our strategic aims, objectives and financial goals | Strategic use of ODA Close monitoring will enable us to identify new events to fill vacated slots Design new event models such as virtual events |
| | Failure to evidence our relevance to UK foreign policy will impact our ability to demonstrate our strategic worth to the FCO | Remain relevant to UK foreign policy by expanding thematic focus and extending footprint. Provide supporting evidence through impact reports |
| | The changing international environment may affect our relationships with international bodies | Establish partnerships with other (European) Ministries of Foreign Affairs and the private sector |
| Brand and reputation | How we manage and communicate COVID-19 related change could impact our reputation and brand | Ensure decisions and announcements are communicated clearly in a timely way with partners and participants |
| | The high quality of our events must be maintained otherwise our brand will be compromised | Continue our Monitoring & Evaluation (M&E) process. Identify and react to opportunities, ensuring high quality and timely delivery of outputs |

| Risk title | Risks | Mitigating actions |
|------------------------|---|--|
| Financial planning | Events cancelled and postponed due to COVID-19 may prevent us from reaching our financial target for 2020-21 | Deliver virtual and hybrid events, recognising that income for these will be significantly lower. Scenario planning to forecast a range of possible outcomes and mitigating actions |
| Estates and security | Site visitors with COVID-19 (asymptomatic or with symptoms) could transmit the virus further | Robust processes and controls are in place for the on-site management of all visitors (including staff) and are reviewed on a regular basis |
| | A physical security breach | Close and regular liaison with our local police force Maintain physical security barriers and CCTV |
| | Environmental breakdown (e.g. legionella, asbestos) | Remedial works planned and undertaken |
| ICT | A lack of resilience of ICT systems could lead to periodic outages on internet and network | Servers established on total management scheme with data centre backup. |
| | A cyber-attack could breach our systems | Annual Cyber Essentials certification gained. We are now working towards Cyber Essentials Plus. |
| | A compromise of on-site physical servers could lead to loss of access | We have a managed services provider on standby for emergencies |
| Human Resources | COVID-19 and the subsequent lockdown of Wiston House has required all staff to work remotely. | We have a crisis business continuity team in place to oversee supervision of remote working requirements, a planned phased return to Wiston House and management of staff issues |
| | Resource planning and a surge in risk could create unpredictable pressure points | Our transformational 'Evolve' programme is looking at ways of working differently |
| Finance and Compliance | Inadequate financial controls could lead to the misstatement of financial statements and/or loss of cash | Strong financial controls and processes are in place with appropriate segregation of duties |
| | A data breach, compromise of information security could lead to non-compliance with Data Protection Act 2018. | Data protection policies and procedures in place |
| | Non-compliance with health and safety, fire and environmental issues could result in serious injuries or fatalities or environmental impact | We have regular health and safety audits, fire risk assessments and environmental health inspections. |

Internal Audit

During the year, Internal Audits were carried out on:

1. Procurement (moderate assurance)
2. Strategic and financial planning (substantial assurance)
3. Estates management (moderate assurance)
4. Conferences and events (moderate assurance)
5. The SMT completed the Annual Consolidated Certificate of Assurance (ACCA), an annual report which Wilton Park completes to assure the Accounting Officer 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, that is the framework of governance, risk management and internal control was found to be satisfactory, though some improvements are required to enhance its adequacy and effectiveness. 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 Colin Smith, Interim Chief Executive as Accounting Officer

8 September 2020

Remuneration and staff report

Remuneration report

Service Contracts

Civil Service appointments are made in accordance with the Civil Service Commission's 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 Commission 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 Board members 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. There were no benefits in kind in 2019/20 as the Chief Executive vacated the cottage she occupied on Wiston Estate in December 2018.

| Officials | Salary (£'000) | | Bonus payment s (£'000) | | Benefits in kind (to nearest £100) | | Pension benefits (to nearest £1000) ¹¹ | | Total (£'000) | |
|--|----------------|---------------------|-------------------------|-------------|---------------------------------------|-------------|--|-------------|---------------|-------------|
| | 2019 / 2020 | 2018 / 2019 | 2019 / 2020 | 2018 / 2019 | 2019 / 2020 | 2018 / 2019 | 2019 / 2020 | 2018 / 2019 | 2019 / 2020 | 2018 / 2019 |
| Sharmila Nebhrajani OBE, Chief Executive | 100-105 | 100-105 | 5-10 | - | - | 3,300 | 40,000 | 47,000 | 145-150 | 145-150 |
| Rt Hon Gisela Stuart, Chair | 20-25 | 10-15 ¹² | - | - | - | - | - | - | 20-25 | 10-15 |
| Iain Ferguson CBE, Chairman ¹³ | - | 10-15 | - | - | - | - | - | - | - | 10-15 |
| Iain Morgan, NED | 5-10 | 5-10 | - | - | - | - | - | - | 5-10 | 5-10 |
| Victoria Rae ¹⁴ , NED | - | - | - | - | - | - | - | - | - | - |
| Andy Townend ¹⁴ , NED | - | - | - | - | - | - | - | - | - | - |

¹¹ 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.

¹² Rt Hon Gisela Stuart full year equivalent salary was £20-£25k in 2018/19. Start date 1 September 2018

¹³ Iain Ferguson CBE full year equivalent salary was £20-£25k in 2018/19. Finish date 30 September 2018

¹⁴ 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.

'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. There were no benefits in kind in 2019/20

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 2019/20 FCO Annual Report and Accounts.

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

Pension entitlements for each director – subject to audit

The table below has been subject to audit.

Wilton Park does not contribute towards the pension arrangements of the NEDs.

| Name Title | Accrued pension at age 65 as at 31/3/20 and related lump sum | Real increase in pension and related lump sum at age 65 | CETV at 31/3/20 | CETV at 31/3/19 | Real increase in CETV |
|---|--|--|-----------------|-----------------|--------------------------|
| | £000 | £000 | £000 | £000 | £000 |
| Sharmila Nebhrajani OBE, Chief Executive | 5-10 | 2-2.5 | 89 | 55 | 23 |

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

Fair pay disclosure – subject to audit

| | 2019/20 | 2018/19 |
|---|---------|---------|
| Band of highest paid director's total remuneration (£000) | 100-105 | 100-105 |
| Median - total remuneration | 27,000 | 24,133 |
| Ratio | 3.8 | 4.2 |

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 2019/20 was £100k-£105k (£100-£105k in 2018/19). This was 3.8 times (4.2 in 2018/19) the median remuneration of the workforce, which was £27,000 (£24,133 in 2018/19). In 2019/20, no employees received remuneration in excess of the highest paid director (none in 2018/19). Remuneration of employees, excluding the highest paid director, ranged from £19,800 to £72,003 (£19,041 to £69,021 in 2018/19).

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.

Staff report

We want Wilton Park to be a great place to work where everyone is encouraged to achieve their potential. We want our people to feel proud of their work and valued for their contribution to our success.

As part of the recommendations from the Tailored Review, we have developed a People Strategy which will aim to achieve results in all key areas of Human Resources (HR). This will also play a critical role in delivering a business support service and developing the organisation to ensure that the Strategic Business Plan is delivered.

The objectives outlined in our People Strategy will help drive the changes needed to ensure Wilton Park achieves its strategic goals and our customers receive an exceptional experience. Our strategy focuses on the areas of culture, leadership, talent management, performance, reward and recognition, personal development, ways of working and organisational design.

It remains fundamental that managers are responsible for the performance and welfare of their reporting staff. The HR team adds value by supporting managers in the areas outlined in our strategy.

In this year's Civil Service employee survey, we exceeded our engagement target of 70% by achieving 74%, seven points higher than the Civil Service high performer benchmark. This compares to 75% in 2018. The staff engagement figures for the FCO were 72% in 2019 (72% in 2018) and 63% in the Civil Service as a whole.

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

This year, due to an increase in the planned number of events delivered, headcount increased to 94 (92 in 2018/19) including 22 part time staff. This relates to a full time equivalent of 85 full time staff at 31 March 2020 (81.9 in 2018/19). Staff turnover was 11%, with 11 people leaving (17 in 2018/19). Average length of service is just under eight years.

16 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 | 3 | 33 | 33 | 0 |
| C | 4 | 50 | 0 | 0 |
| B | 5 | 100 | 0 | 0 |
| A | 4 | 50 | 0 | 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.

Although we employ fewer than 250 employees, we enthusiastically support the Government Apprentice Scheme. We currently employ one apprentice chef and a former apprentice who has now progressed to a fully qualified chef.

| Staff costs – subject to audit | 2019/20 | | | 2018/19 |
|---------------------------------------|----------------------------------|------------|--------------|----------------|
| | Permanently Employed Staff | Others | Total | £000 |
| | £000 | £000 | £000 | £000 |
| Salaries and wages | 2,742 | 4 | 2,746 | 2,629 |
| Social Security | 267 | - | 267 | 255 |
| Superannuation | 699 | - | 699 | 508 |
| Other Employee Related Costs | 94 | 181* | 275 | 236 |
| Total | 3,802 | 185 | 3,987 | 3,628 |

Average number of persons employed – subject to audit

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

| | 2019/20 | | | 2018/19 |
|--|----------------------------------|---------------|--------------|----------------|
| | Permanently Employed Staff | Others | Total | Total |
| | 80.9 | 0.3 | 81.2 | 79.9 |
| Directly employed staff | 80.9 | 0.3 | 81.2 | 79.9 |
| Number of Staff (average during year) | Male | Female | Total | |
| Directors | 0 | 1 | 1 | |
| Employees | 23 | 64 | 87 | |
| Total | 23 | 65 | 88 | |

* Includes £167k costs re outsourced security contract

Staff sickness

The target for absence rate is 4.0%. At the end of 2019/20, the overall absence rate at Wilton Park was 1.8% compared to 1.7% at the end of 2018/19 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 2019 reported that Wilton Park was compliant with Civil Service Recruitment Principles.

We are committed to the Health and Safety of our staff and a Health and Safety committee ensures any issues are promptly dealt with. We deliver regular training appropriate for each job role and commission external audits on our Health and Safety processes and training.

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 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 2019/20 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 2019/20 there were no off-payroll engagements for more than £245 per day and which lasted longer than six months (none in 2018/19).

There were no off-payroll engagements as of 31 March 2020, for more than £245 per day and that lasted longer than six months (none in 2018/19).

Exit packages – subject to audit

There were no exit packages for any Wilton Park staff during 2019/20 (none in 2018/19).

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 the appointed provider - Legal & General. 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 2019/20 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 Colin Smith, Interim Chief Executive as Accounting Officer

8 September 2020

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 2020 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 2020 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 the 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 have nothing to report in respect of the following matters in relation to which the ISAs (UK) require me to report to you where:

- Wilton Park's use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- Wilton Park have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the Wilton Park's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

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 financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Conclude on the appropriateness of the Wilton Park'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. If I conclude that a material uncertainty exists, I am required to draw attention in my 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 report. However, future events or conditions may cause Wilton Park to cease to continue as a going concern.

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 Chief Executive as Accounting Officer is responsible for the other information. The other information comprises information included in the annual report, but does not include 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
Comptroller and Auditor General**

11 September 2020

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 2020**

| | Note | 2019/20 £000 | 2018/19 £000 |
|---------------------------------------|------|-----------------|-----------------|
| Revenue from contracts with customers | 4 | (5,084) | (4,714) |
| Other operating income | 4 | (1,749) | (1,904) |
| Total operating Income | | (6,833) | (6,618) |
| | | | |
| Staff costs | 3 | 3,987 | 3,628 |
| Purchase of goods and services | 3 | 2,022 | 1,962 |
| Depreciation and amortisation charges | 3 | 289 | 298 |
| Provision expense | 3 | 187 | 22 |
| Other operating expenditure | 3 | 1,082 | 1,059 |
| Total operating expenditure | | 7,567 | 6,969 |
| | | | |
| Net operating expenditure | | 734 | 351 |
| | | | |
| Net expenditure for the year | | 734 | 351 |

The notes on pages 65 to 76 form part of these accounts.

**Statement of Financial Position
for year ended 31 March 2020**

| | Note | 31 March 2020 £000 | 31 March 2019 £000 | 31 March 2019 £000 |
|--|------|-----------------------|-----------------------|-----------------------|
| Non-current assets | | | | |
| Property, plant and equipment | 5 | 959 | 841 | |
| Intangible assets | 6 | 50 | 77 | |
| Total non-current assets | | 1,009 | 918 | |
| Current assets | | | | |
| Inventories | 8 | 23 | 27 | |
| Trade and other receivables | 9 | 1,027 | 690 | |
| Cash and cash equivalents | 10 | 642 | 1,273 | |
| Total current assets | | 1,692 | 1,990 | |
| Total assets | | 2,701 | 2,908 | |
| Current liabilities | | | | |
| Trade and other payables | 11 | (1,105) | (1,377) | |
| Provisions | 12 | - | - | |
| Total current liabilities | | (1,105) | (1,377) | |
| Total assets less current liabilities | | 1,596 | 1,531 | |
| Non-current liabilities | | | | |
| Provisions | 12 | (713) | (526) | |
| ASSETS LESS LIABILITIES | | 883 | 1,005 | |
| Taxpayers' equity | | | | |
| General Fund | | SoCTE | 883 | 1,005 |
| Total equity | | 883 | 1,005 | |

The notes on pages 65 to 76 form part of these accounts.

Signed Colin Smith, Interim Chief Executive as Accounting Officer

8 September 2020

Statement of Cash Flows
for year ended 31 March 2020

| | Note | 2019/20 £000 | 2018/19 £000 |
|---|-------|-----------------|-----------------|
| Cash flows from operating activities | | | |
| Net operating expenditure | SoCNE | (734) | (351) |
| Adjustments for non-cash transactions | 3 | 542 | 373 |
| Increase/(decrease) in trade payables | 11 | (272) | 582 |
| (Increase)/decrease in inventories | 8 | 4 | (6) |
| (Increase)/decrease in trade and other receivables | 9 | (337) | 9 |
| Net cash inflow/(outflow) from operating activities | | (797) | 607 |
| Cash flows from investing activities | | | |
| Purchase of property plant and equipment | 5 | (381) | (359) |
| Purchase of intangible assets | 6 | (7) | (7) |
| Net cash outflow from investing activities | | (388) | (366) |
| Cash flows from financing activities | | | |
| Net FCO Funding | SoCTE | 554 | 474 |
| Net financing | | 554 | 474 |
| Net increase/(decrease) in cash and cash equivalents in the period before adjustment for receipts and payments to the Consolidated Fund | 10 | (631) | 715 |
| Cash and cash equivalents at the beginning of the period | 10 | 1,273 | 558 |
| Cash and cash equivalents at the end of the period | 10 | 642 | 1,273 |

The notes on pages 65 to 76 form part of these accounts.

**Statement of Changes in Taxpayers' Equity
for year ended 31 March
2020**

| | Note | Total Funds |
|---|-------|--------------|
| | | £000 |
| 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 1 April 2019 | | 1,005 |
| Changes in taxpayers' equity for 2019/20 | | |
| Non-cash charges: | | |
| External auditor's fees | 3 | 29 |
| Internal auditor's fees | 3 | 24 |
| Pay section costs | 3 | 5 |
| Net operating expenditure | SoCNE | (734) |
| FCO capital funding | | 388 |
| FCO additional contribution | | 250 |
| FCO net balance | | (84) |
| Balance at 31 March 2020 | | 883 |

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. In 2019-20 the FCO awarded an additional £250k to Wilton Park to cover income lost as a result of the impact of COVID-19 in February and March 2020.

The notes on pages 65 to 76 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 as 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 expensed in the year of purchase.

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 straightline 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 undertaken by Wilton Park when it entered the Wiston House lease. This is in respect to clauses under which Wilton Park must make good dilapidations or other damage occurring 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. The latest report was commissioned in September 2019 and prepared by Stiles Harold Williams.

Operating Income

Income is recognised in accordance with IFRS 15. Income is recognised when a performance obligation included in 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 income from other assets. Operating income is made up of Wilton Park events and commercial events.

Revenue from contracts with customers in the SCNE is made up of £4,422k relating to delivery of Wilton Park foreign policy dialogues and £662k commercial revenue.

Other operating income in the SCNE is made up of: £1,244k of Official Development Assistance (ODA) funding, £500k core allocation from our sponsor department and £5k bank interest.

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. Income relating to work carried out during the series which cannot be related to one event is recognised on a quarterly basis.

The performance obligation relating to events planned for 2020/21 relates to time spent to the end of March which is owed to Wilton Park if the customer cancels the event. In the 2019/20 financial statements £32k of the total £4,422k Wilton Park revenue from contracts with customers in Note 4 was accrued revenue in accordance with IFRS15.

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 request a deposit of 15% of the contract value on signing of the contract and final payment when the event has been delivered. Where a contract contains a termination clause, Wilton Park has the right to that payment if a customer cancels an event. However, as no performance obligation has been met at this stage no income is recognised unless the customer has actually cancelled the event. There is therefore no accrued income in accordance with IFRS15 in the commercial revenue from contracts with customers in note 4.

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 so the contracts require payment to be received for the time and effort spent on progressing them in the event of the customer cancelling prior to completion for any reason other than our failure to perform our obligations under the contract.

On partially completed contracts, Wilton Park recognises income based on the project's stage of completion. This is estimated by comparing the number of hours actually spent on the project with the total number of hours expected to complete it (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 them 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.

Contract liability: the difference between the invoiced income and the latest achieved contracted milestone. An accompanying payable will be recognised if the customer has yet to pay the invoice.

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.

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 2021 and sets out the principles for the recognition, measurement, presentation and disclosure of leases. Applying IFRS16 to the 2019/20 financial statements would have resulted in a reduction of expenditure and an increase in non-cash costs in the SCNE. A right of use asset and lease liability would be reported in the SoFP.

IFRS17 'Insurance contracts' comes into effect for financial reporting periods beginning on or after 1 January 2023. Wilton Park does not operate insurance contracts and therefore this standard will have no effect on Wilton Park financial statements.

2. Segmental reporting

| | 2019/20 | | | 2018/19 | | |
|-------------------|--------------------|-------------------|-------|--------------------|-------------------|-------|
| | Wilton Park events | Commercial events | Total | Wilton Park events | Commercial events | Total |
| | £000 | £000 | £000 | £000 | £000 | £000 |
| Income | 6,166 | 667 | 6,833 | 5,723 | 891 | 6,614 |
| Expenditure | 6,711 | 856 | 7,567 | 5,887 | 1,082 | 6,969 |
| (Deficit)/Surplus | (545) | (189) | (734) | (164) | (191) | (355) |
| % Cost recovery | 91.9% | 77.9% | 90.3% | 97.2% | 82.3% | 94.9% |
| Total assets | 2,395 | 306 | 2,701 | 2,457 | 451 | 2,908 |

* 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 commercial income secured to fill calendar gaps during the week and at weekends relating 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 £500k core allocation, £1,400k ODA Allocation (of which £1,244k was utilised in 2019/20) and in 2019/20 £1,342k discretionary funding to run Wilton Park events commissioned by directorates within the FCO.

3. Other expenditure

| | Note | 2019/20 | 2018/19 |
|---|-------|---------|---------|
| | | £000 | £000 |
| Staff costs (further information in the Remuneration and Staff reports) | | | |
| Salaries and wages | | 2,746 | 2,629 |
| Social security | | 267 | 255 |
| Superannuation | | 699 | 508 |
| Other employee related costs | | 275 | 236 |
| | | 3,987 | 3,628 |
| Rentals under operating leases | | | |
| Property rentals | | 232 | 231 |
| | | 232 | 231 |
| Non cash items | | | |
| Depreciation & amortisation | 5 & 6 | 289 | 298 |
| External auditor's fees | | 29 | 27 |
| Internal auditor's fees | | 24 | 19 |
| Pay section charge | | 5 | 5 |
| Loss on disposal | 5 & 6 | 8 | 2 |
| | | 355 | 351 |
| Provision in year | 12 | 187 | 22 |
| | | 187 | 22 |
| Other expenditure | | | |
| Rates | | 81 | 82 |
| Maintenance, cleaning, heating & lighting | | 354 | 344 |
| Administrative expenses | | 353 | 349 |
| Net (gain)/loss on foreign exchange | | (4) | - |
| | | 784 | 775 |
| Purchase of goods and services | | | |
| Food and beverage | | 198 | 232 |
| Housekeeping and laundry | | 239 | 218 |
| Conference costs | | 1,585 | 1,512 |
| | | 2,022 | 1,962 |
| | | 7,567 | 6,969 |

4. Operating income

| | 2019/20 £000 | 2018/19 £000 |
|---|------------------------|------------------------|
| Wilton Park operations | | |
| Wilton Park revenue from contracts with customers | 4,422 | 3,823 |
| ODA funding | 1,244 | 1,400 |
| FCO core allocation funding for conferences | 500 | 500 |
| | 6,166 | 5,723 |
| Commercial operations | | |
| Commercial revenue from contracts with customers | 662 | 891 |
| Bank interest | 5 | 4 |
| | 667 | 895 |
| Total operating income | 6,833 | 6,618 |

5. Property, plant and equipment

| | Building Enh'ment £000 | Assets under Construction £000 | ICT £000 | Fixture and Fittings £000 | Motor Vehicles £000 | Plant and Machinery £000 | TOTAL £000 |
|----------------------------------|------------------------------|---|-------------|------------------------------------|---------------------------|--------------------------------|-----------------------|
| Cost or Valuation at 1/4/2019 | 594 | 69 | 447 | 738 | 39 | 639 | 2,526 |
| Additions | 220 | 49 | 20 | 36 | - | 56 | 381 |
| Disposals | (144) | - | (41) | (46) | - | (43) | (274) |
| Re-classification | 137 | (70) | - | - | - | (67) | - |
| Revaluation | - | - | - | - | - | - | - |
| Cost at 31/3/2020 | 807 | 48 | 426 | 728 | 39 | 585 | 2,633 |
| Depreciation at 1/4/2019 | 379 | - | 193 | 560 | 33 | 520 | 1,685 |
| Charge in year | 82 | - | 80 | 54 | 1 | 36 | 253 |
| Disposal | (144) | - | (33) | (46) | - | (43) | (266) |
| Re-classification | 82 | - | 2 | - | - | (82) | 2 |
| Revaluation | - | - | - | - | - | - | - |
| Depreciation at 31/3/2020 | 399 | - | 242 | 568 | 34 | 431 | 1,674 |
| Net Book Value | | | | | | | |
| at 31/2/2020 | 408 | 48 | 184 | 160 | 5 | 154 | 959 |
| at 31/3/2019 | 215 | 69 | 254 | 178 | 6 | 119 | 841 |

Assets with nil net book value which Wilton Park no longer own were identified during 2019/20 and £266k of assets were disposed of with a £8k 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 and Fittings £000 | Motor Vehicles £000 | Plant and 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 31/3/2019 | 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 31/3/2019 | 379 | - | 193 | 560 | 33 | 520 | 1,685 |
| Net Book Value | | | | | | | |
| at 31/3/2019 | 215 | 69 | 254 | 178 | 6 | 119 | 841 |
| at 31/3/2018 | 243 | | 197 | 139 | | 141 | 720 |

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 1/4/2019 | 392 |
| Additions | 7 |
| Disposals | (14) |
| Reclassification | - |
| Revaluation | - |
| Cost at 31/03/2020 | 385 |
| Amortisation at 1/4/2019 | 315 |
| Charge in year | 36 |
| Disposal | (14) |
| Reclassification | (2) |
| Revaluation | - |
| Amortisation at 31/03/2020 | 335 |
| Net Book Value | |
| at 31/03/2020 | 50 |
| at 31/3/2019 | 77 |
| | TOTAL £000 |
| Cost or Valuation at 1/4/2018 | 321 |
| Additions | 7 |
| Disposals | - |
| Reclassification | 64 |
| Revaluation | - |
| Cost at 31/03/2019 | 392 |
| Amortisation at 1/4/2018 | 189 |
| Charge in year | 73 |
| Disposal | - |
| Reclassification | 53 |
| Revaluation | - |
| Amortisation at 31/03/2019 | 315 |
| Net Book Value | |
| at 31/03/2019 | 77 |
| at 31/3/2018 | 132 |

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 we manage those risks.

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 recognised and when it is paid. Wilton Park's policy is to tolerate this risk. As at 31 March 2020 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 we have 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 organisations) and other receivables are simple trade receivables held for collecting cash in the normal course of business.

8. Inventories

| | 2019/20 £000 | 2018/19 £000 |
|-----------------|------------------------|------------------------|
| Liquor and food | 18 | 18 |
| Shop | 5 | 9 |
| | 23 | 27 |

9. Trade receivables and other current assets

| | 2019/20 £000 | 2018/19 £000 |
|-------------------------------------|------------------------|------------------------|
| Amounts falling due within one year | | |
| Trade receivables | 833 | 473 |
| Prepayments | 135 | 160 |
| Contract assets | 59 | 57 |
| | 1,027 | 690 |

10. Cash and cash equivalents

| | 2019/20 £000 | 2018/19 £000 |
|---|--|---|
| Balance at 1 April | 1,273 | 558 |
| Net change in cash and cash equivalent balances | (631) | 715 |
| Balance at 31 March | 642 | 1,273 |

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

| | 2019/20 £000 | 2018/19 £000 |
|------------------------------|---|---|
| Trade payables | 88 | 244 |
| Payments received on account | 263 | 377 |
| Other payables | 2 | 1 |
| Accruals and deferred income | 155 | 202 |
| VAT | 76 | 114 |
| Contract liabilities | 521 | 439 |
| | 1,105 | 1,377 |

12. Provisions for liabilities and charges

| | Total £000 |
|--------------------------------------|---------------------------------------|
| Balance as at 1 April 2019 | 526 |
| Provided in the year | 187 |
| Provisions not required written back | - |
| Provisions utilised in the year | - |
| Unwinding of discount | - |
| Balance at 31 March 2020 | 713 |

| | Total £000 |
|--|---------------|
| Not later than 1 year | - |
| Later than 1 year and not later than 5 years | 713 |
| Later than 5 years | - |

The provision relates to obligations undertaken by Wilton Park when it entered the Wiston House lease. This is in respect to clauses under which Wilton Park must make good dilapidations or other damage occurring to the Wiston House property during the course of the lease and to restore the property to a specified condition. The lease ends in March 2027 with a break clause in March 2022. The provision is adjusted for the time value of money where this is material.

13. Commitments under leases

Total future minimum lease payments under operating lease are given in the table below for each of the following periods:

| | 2019/20 £000 | 2018/19 £000 |
|--|------------------------|------------------------|
| Land and buildings | | |
| Not later than 1 year | 238 | 238 |
| Later than 1 year and not later than 5 years | 238 | 476 |
| 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 £500k core allocation, £1,200k ODA allocation plus £1,342k for conference specific funding. As a result of COVID-19 an additional £250k to cover lost income was awarded by the FCO which is recognised in the Statement of Changes in Taxpayers' Equity (SoCTE). In addition to this, £428k 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 the reporting date

On 16th June 2020, the Prime Minister announced that from 2 September 2020, the Department for International Development and the Foreign and Commonwealth Office would merge into a new department to be called the Foreign, Commonwealth and Development Office (FCDO), which would be led by the Foreign Secretary. All functions of the two existing departments have now transferred into the FCDO. It is not possible at this stage to make an accurate estimate of the financial effect of the creation of the FCDO.

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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