



Wilton Park

Wilton Park

An Executive Agency of the Foreign and Commonwealth Office

Annual reports and accounts

2013/14

Presented to the House of Commons pursuant to section 7
of the Government Resources and Accounts Act 2000

Ordered by the House of Commons to be printed 16 July 2014



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This publication is available at www.gov.uk/government/publications and www.wiltonpark.org.uk

Any enquiries regarding this publication should be sent to us at Wilton Park, Wiston House, Steyning BN44 3DZ

Print ISBN 9781474105538

Web ISBN 9781474105545

Printed in the UK by the Williams Lea Group on behalf of the Controller of Her Majesty's Stationery Office

ID P002648607 41708 06/14

Printed on paper containing 75% recycled fibre content minimum

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Chairman's foreword

It is pleasing to be able to report that the year ending March 2014 has been a further period of achievement and progress at Wilton Park; it has also been a very busy and productive year.

Wilton Park has again fulfilled its primary role as a front line resource for the FCO (Foreign and Commonwealth Office), in another turbulent and challenging year for foreign policy. This has been achieved by a relentless focus on deploying our skills, expertise, reputation and convening power in support of the FCO strategic priorities and outcomes. Strategically, we focus on building capabilities in line with longer term directions and tactically we maintain sufficient flexibility to respond rapidly and effectively to urgent needs. The conference world we live in is ever more sophisticated with ever more demanding participants and sponsors. In order to remain competitive we have started a programme of work to update our facilitation and relationship building skills focussed on participants and on sponsors.

Financially, Wilton Park has achieved a result within 1% of the agreed target for the fourth consecutive year; this required very tight management control given the volatility in conference commitment experienced throughout the year. Year-on-year our total revenue increased by 2% and within this our commercial revenue at Wiston House increased by 5%, exceeding £1 million for the first time; a very creditable performance in a tough and volatile market. Participation fees and commercial sponsorship of conferences were stable in aggregate, but remain well below levels achieved prior to the current economic crisis. Operational cost efficiency remains a high priority as does ensuring that we achieve the forecast benefits from our IT investment in the new Wilton Park operations system (WPos).

During the year 3,092 people from 130 nations attended 65 Wilton Park conferences and events, 42 at Wiston House, 12 in London and 11 in other countries. Attendance included 53 ministerial (or equivalent) visits from 19 countries; all of our conferences had attendance from the FCO (King Charles Street or posts), Whitehall Departments or Agencies. Our participant satisfaction scores maintained their excellent rating and our Monitoring and Evaluation (M&E) process is now integrated into our normal way of working; the M&E process will be extended to include conference sponsors during year ending March 2015.

The team at Wilton Park and Wiston House are dedicated and committed, we are fortunate to have them and I would like to thank them for all they have contributed throughout the year. During the year we have been refining and modifying our new operational model (introduced in early 2013) as we gain experience. However, there is more still to be done and the new WPos will be a major enabler in this process. It is pleasing to note that the annual staff survey was again positive in all significant areas.

After the significant rotation of membership last year the Wilton Park Advisory Council has had a stable membership this year. We benefit greatly from the input, interest and wise counsel we receive and are very appreciative of the time and support they provide to us. We are also grateful for the continuing support from the senior team in the FCO both in King Charles Street and in posts.

Looking ahead, given our role as a front line resource for the FCO, we inevitably face another challenging and volatile year. We are very mindful of the continuing need to seek new ways of operating in order to respond to future budgetary pressures and to ensure the long term sustainability of Wilton Park.

All of us at Wilton Park share a strong belief in the value of the work that we do, we look forward to making our contribution to delivering the FCO priorities and to playing our part in creating a fairer and a safer world.

Iain Ferguson CBE

Chairman

Chief Executive's overview

The world continues to pass through turbulent times, and one consequence has been an extremely busy and productive year for Wilton Park. We are proud that we are often seen as the place to unlock intractable problems and to enable constructive dialogue to take place in the face of fear, suspicion or confusion. This report records those hard figures but it also reflects on the qualitative indicators of our performance. It tells us that Wilton Park is perceived as a uniquely useful and cost-effective tool in the armoury of foreign policy makers in the UK, and amongst our allies and friends overseas and within the international organisations supported by the British government.

Performance and efficiency

For the fourth year in succession, we have delivered a performance within the required 1% margin. This year was a loss rather than a surplus. Strong policy reasons resulted in events worth £220,000 (just under 5% of revenue) being cancelled after the end of November – a period far too short to replace with new activity. It is a testament to the flexibility of our staff that we were able to reduce the end of year loss to within the threshold when such a high proportion of our costs are fixed. Even so, our revenue is £4,878k, a 2% annual increase and the highest in our history.

The three crucial performance measures on which we reported last year have remained robust. The leverage we generate from our core FCO allocation has further increased from 377% in 2012-13 to 381% this year. Our measure of staff efficiency (the ratio of staff cost to income) has slightly deteriorated from 53% in 2012-13 to 55% this year. This has already been addressed and will return to 53% in 2014-15. Staff numbers have stayed static, but the number of senior posts (D6 and above) has been reduced by 2 (17%).

In the coming year, our FCO allocation will be reduced by 6% to £750,000. This is fair and is less than the proportionate cut in the FCO's overall budgets. Over the past four years, the commitment made in 2009 by the FCO to Wilton Park has been fulfilled, despite extreme economic pressure. But this latest cut means that the core support of the FCO has been reduced by 33% in five years. During that period, our overall revenue (excluding the FCO allocation) has risen 13.2%.

We rely on earning our own revenue (persuading institutions in the UK and across the world to pay voluntarily for our services and products) for over 80% of our income. This is a good discipline. The 'market' demonstrates how important, relevant, and effective our work is. The FCO allocation gives us the ability to take risks in the development of new activity and new fields of engagement.

Our principal physical asset is Wiston House. Over the past four years, we have made a significant effort to 'sweat this asset' by ensuring that its use is accurately reflected in the cost of Wilton Park work, and by using downtime to sell commercial activity. The house is a popular wedding venue (so we bring happiness to Sussex as well as nurturing world peace!), and we have maintained a sizeable conference income despite the highly competitive regional market. For the first time, our commercial earnings went above £1 million.

Outputs

Our output has continued to improve. We welcomed 3,092 participants from 130 nations to 65 events held in the UK and 9 other countries. In terms of overall financial and activity performance, this is arguably the best performance since we were founded in 1946.

It is important that central government institutions contribute to the local economy and society. Our localisation policy on purchasing, especially in food and services from local suppliers, retailers and specialists are examples of that. I am particularly pleased with our collaboration with the biennial Steyning Literary and Arts Festival where we host a short story competition (now open to Chevening, Commonwealth and Marshall Scholars) and talks given by distinguished observers and participants in foreign affairs. We have also launched a sixth form international affairs seminar programme with our local state secondary Steyning Grammar School. Our intern programme continues to flourish – so far 24 interns have been through our 6 - 12 month programme and have entered new careers in government, civil society, and academia in the UK and abroad.

Purpose and relevance

Our purpose is to identify, convene and facilitate discreet and effective dialogues on the UK's strategic foreign policy priorities, and the priorities of its friends and allies. This year our events were relevant to every one of the Wilton Park priorities, which were directly linked to all of the 15 published strategic priorities of the FCO. They also predicted 12 of the 13 strategic outcomes that have been published for 2014-15.

We take monitoring and evaluation very seriously. We have developed a sophisticated system that is now able to show trends over time in the views of our participants. It is reported in detail later. In all five of our principal categories, our satisfaction ratings have increased. I am particularly pleased that the proportion of women participants continues to increase, although at 32% we still have some way to go.

I have the privilege of attending the vast majority of our events. I meet with participants over email, I attend and sometimes chair sessions. They work hard and sometimes bear the consequences of speaking frankly and openly, of being prepared to listen to criticism as well as deliver it. They strive to find reconciliation and agreement on some of the most pressing and intractable problems of our age, or they stand watchful and vigilant against the corruption, intimidation and fear. I am also proud of the esteem in which they hold Wilton Park; the respect they have for our ability to convene, our skills at facilitating their discussion, and our historic commitment to and reflection of the values of Britain. In the end our purpose and relevance as an institution must be a reflection of the qualities of our nation.

Richard Burge

Chief Executive

Activity in 2013-14

Wilton Park conferences

Conflict prevention, resolution and state building

Wilton Park's conflict work over the past year has helped to develop approaches for conflict resolution in South East Asia, aimed to create an effective and complementary humanitarian system, and considered the role of the media and European programmes in state building.

Organised with the Emerging Powers Team, East Asia and Pacific Department and relevant Foreign Office Embassies, 'Conflict resolution in South East Asia: sharing experiences and best practice' (WP1299, 25-27 November) aimed to share lessons learned and good practice on domestic responses to conflict, including the UK experience, to promote sustainable approaches to conflict focusing on Burma, Indonesia, the Philippines and Thailand.

'Advancing humanitarian action: engaging with rising global actors to develop new strategic dialogue and partnerships' (WP1269, 20-23 October, Istanbul) aimed to broaden common understanding in relation to the creation of an effective and complementary humanitarian system to feed into preparations for the World Humanitarian Summit in 2015. Both partners agreed to follow up the meeting by organising a smaller workshop in the coming months, with participation from BRICs in particular.

Wilton Park's work on fragile states looked at the role of the media and the effectiveness of EU programmes. 'Media and fragile states' (WP1278, 9-11 October) identified how media issues can be better embedded into international donors' strategies towards fragile states and the media can be better supported. Speakers came from BBC Media Action, DFID and the European Commission DG Development and Cooperation. 'EU programmes and action in fragile and conflict states' (WP1318, 18-20 February) created a framework for dealing with the policy to practice implementation gap regarding the EU comprehensive approach – the third Wilton Park conference looking at these issues over the course of the past four years.

Defence and security

Wilton Park held events on a wide spectrum of issues under this theme from a continuation of the flagship series on nuclear security to military education and capacity building.

Wilton Park's renowned non-proliferation programme, led by Programme Director Dr Mark Smith, continued this year with 'Meeting the challenge of illicit nuclear procurement' (WP1261, 19-22 September) which examined how to develop wider and stronger implementation on export controls and interdiction of dual-use proliferation-sensitive nuclear materials. 'Dual-use biology: how to balance open science with security?' (WP1260, 15-18 September) held in partnership with the UK MoD; German, Dutch and US governments and the Sandia National Laboratory was an invitation-only meeting for experts to build a coherent, evidence-based case for security concerns surrounding real world examples of past dual-use research. 'Towards the 2015 NPT Review Conference' (WP1265, 16-20 December) convened participants from all the principal negotiating groups with the Secretary General for the forthcoming Review Conference to share concerns and aspirations. Now in its 18th year, the annual NPT conference is a staple in the global WMD calendar and a key example of how Wilton Park dialogues feed into international policy processes.

Meanwhile, Dr Robert Grant has run a series of conferences in the defence and security field covering a wide range of relevant and timely topics. 'Connected forces, educated minds: transformation and professional military education' (WP1225, 13-15 May), organised in partnership with Allied Command Transformation, NATO Defence College and UK Defence Academy, highlighted the diversity in practice of professional military education (PME) and the likely cultural, political and ethical barriers to imposing a PME 'standard' or 'template' across NATO members and key partners. 'Assisting host country militaries: assessing lessons from NATO, EU, and member state experience' (WP1296, 4-6 December) further sought to assess lessons from NATO, EU and member state training, advisory and mentoring missions looking at how to improve delivery of assistance to host country militaries and how Western militaries should organise and prepare for such missions.

Ahead of the NATO Summit, Wilton Park's March conference on 'NATO's post 2014 strategic narrative' (WP1319) focused on the need for NATO to prioritise more between the three core tasks of the 2010 Strategic Concept with a greater emphasis on Article 5 and emphasised capability over capacity vis-à-vis military force in addition to increased US-European force planning.

Global economy

Led by Programme Director Kathryn Hingston, Wilton Park's Global Economy programme has focused on innovation and growth in the UK and beyond and has aimed to relate lessons learned to future international trade agreements.

In April Wilton Park went to Geneva to convene a discussion on 'Realising the potential of the internet to deliver global development and prosperity' (WP1255). Developed in collaboration with the UK Mission in Geneva, the meeting brought together senior representatives from Geneva based Missions, alongside a range of experts to discuss ways in which the internet can support global development and prosperity. The conference was well regarded with some describing it as one of the most refreshing and engaged meetings they had attended. Back in the UK, Wilton Park ran a roundtable in London, drawing together Minister for State Hugo Swire MP with ten UK business leaders for a dinner debate on 'Opportunities for growth: UK business perspectives of emerging markets' (WP1250).

Later on in the financial year Wilton Park looked at the 'Transatlantic Trade and Investment Partnership (TTIP)' (WP1307, 17-18 February) with the objective of enhancing understanding of challenges with the agreement and to assist in negotiations at the EU/US level. Key speakers included Steve Biegun, Vice President for International Governmental Affairs, Ford Motor Company and Rachel Shub, EU Regulatory Affairs, Office of the United States Trade Representative, Washington DC. This was followed by a meeting in March on 'Extractive sector transparency' (WP1268) in partnership with Shell, BG Group and Rio Tinto. Continuing a dialogue that began a year earlier at Wilton Park, participants assessed what good governance in the global extractive sector looks like at the national level and how resource-rich developing countries are using mineral wealth to improve livelihoods.

Linking the Global Economy with Sustainable Development, Wilton Park ran an October conference on 'Trade facilitation for African economies' (WP1259) which debated the benefits, challenges and potential pitfalls for African economies of removing barriers to trade in the region. Later on in the year we partnered with the OECD and THE International Institute for Environment and Development to convene a meeting on 'Real green economies' (WP1272, 24-26 February) examining governance models that encourage green economic outcomes to enable sustainable transformation in developing countries. Key speakers included, Erik Solheim, Chair of the Development Assistance Committee, OECD and Mulugeta Mengist Ayalew, Associate Adviser, Office of the Prime Minister of Ethiopia.

Finally, Wilton Park ended the year with a successful event held in Cordoba to discuss 'Women in the private sector in the Middle East and North Africa' (WP1321). Participants at the forum resolved to make a positive difference in regional women's welfare and economic empowerment and heralded the establishment of the Positive Voices Network (PVN), a not-for-profit, non-political group of MENA men and women with a mission to promote solidarity and cooperation. Positive Voices' first action has been to draw international attention to the situation of Syrian women and girls in the Zaatari refugee camp, and those in Jordan, and will progress to other issues following the publication of a 'Cordoba declaration.'

Human rights, good governance and faith

Led by Programme Director Isobelle Jaques, Wilton Park's Human rights programme this year looked at a range of issues including consideration of legal interpretations in the use of drones as well as the potential role of businesses in supporting human rights.

'Drone strikes under international law' (WP1249, 17-19 April) was developed in partnership with the Geneva Academy of International Humanitarian Law and Human Rights, and with support from the Office of the UN High Commissioner for Human Rights. It was a lively and thought-provoking debate, including Yemeni, Pakistani and Afghan officials, as well as the former US State Department Legal Adviser. Ben Emmerson QC, the UN's Special Rapporteur on the promotion and protection of human rights and fundamental freedoms when countering terrorism, was present throughout and discussions helped inform the report he is preparing on armed drones for the UN General Assembly this autumn. 'Combating human trafficking: business and human rights' (WP1270, 10 October, FCO) aimed to build on HMG's recently launched business and human rights strategy, focusing on multinationals with a strong ethical trading/clean supply chain policy, and businesses wishing or needing to improve global supply chain operations. This conference was preceded by an evening reception to launch the OSCE's report on Trafficking in Human Beings amounting to torture and other forms of ill-treatment.

The 10th in a series of annual human rights conferences sponsored by the Norwegian and Swiss Governments, 'Addressing implementation gaps: improving cooperation between global and regional human rights mechanisms' (WP1291, 23-25 January) drew on experience and good human rights practice across Europe to improve human rights implementation across the region.

Programme Director Julia Purcell led a range of innovative conferences focused on global governance, power and leadership. Noted as being "the first of its kind," 'Consular Forum: Contemporary consular practice – trends and challenges' (WP1258, 3-5 September 2013) was organised in collaboration with the Canadian Secretariat and a steering group of seven countries, including the UK. Senior consular officials and academics from a range of selected countries shared views on contemporary issues and emerging opportunities in the delivery of consular services, including expectations and responsibilities of citizens; impact of rapid technological change including social networking; emergency management and crisis response; family and children issues; and the application of state and international frameworks.

Wilton Park also examined the concept and policy implications of 'power' in the latter part of the year with the annual 'Futures' conference held in January in partnership with the National Intelligence Council which considered global trends, challenges and opportunities over the next 15-20 years, and 'Soft power in action' (WP1300, 3-5 February), which identified how to be credible and authentic through a series of case studies and inter-active discussions on soft power strategies.

Wilton Park's Faith programme has included the third Jubilee Dialogue drawing together a small group of faith leaders, theologians, and experts in religious affairs to explore likely trends in foreign policy over the next decade and how they will be influenced by religion. Held at Carlton Gardens and led by Baroness Warsi, the dialogue (WP1274) included panellists such as Ed Husain, Council on Foreign Relations; Bharti Tailor, President of the Hindu Forum of Europe and Ed Stourton, Radio 4 presenter. In February, Visiting Programme Director Reverend Canon Dr Gary Wilton ran a conference on 'Religion, foreign policy and development' (WP1311) to facilitate discussion on the best interface between religion, policy and development. The meeting was supported by DFID and will likely see a follow up event in the African region in 2015.

Sustainable development and the environment

Conferences included two instalments of the Wilton Park food series, and covered a range of issues including demographics, climate change, health, disaster risk reduction, and the post-2015 development agenda.

'How to create resilient agricultural systems in a world of increasing resource scarcity and climate change' (WP1229, 15-17 April) was the fifth in the series on Global Food, Agriculture and Land Use, developed with Exeter University and part sponsored by Associated British Foods and Syngenta Foundation. Speakers and participants came from a wide range of countries, including Brazil, India, China, Nigeria, Kenya, and Tanzania. Valuable case studies were shared which provided examples of adapting to climate change and increasing yields overall. 'Empowering people and shaping policies for resilient agriculture and food systems' (WP1237, 7-9 October) was the sixth and final in the series, and aimed to draw conclusions by establishing a set of policies which promote development of robust and resilient food production systems. Wilton Park has disseminated lessons learned from the series through a Whitehall meeting convened in January to discuss policy in the light of the series and identify next steps for HMG.

'Demographic ageing: policy implications and strategies' (WP1239, 30 May, Berlin) was a bilateral one day meeting in partnership with Bertelsmann Foundation and with support from the FCO. It concluded that the UK and Germany will benefit from learning from each other's experience with public policy in the context of population ageing, regarding both pensions and health and long-term care. Key speaker, Lord Filkin noted that he would author a green paper on the themes discussed at the meeting and would use the contacts he had gained through his attendance to help him in this process.

Meanwhile, Wilton Park addressed various aspects of climate change through three very different conferences. 'European low carbon infrastructure projects: aligning policy, investment and development priorities' (WP1282, 1 November, London) was designed to discuss how to promote investment, create innovative financing frameworks and meet policy targets on low carbon projects. Alternatively, 'Challenges in flood risk management in urban areas of river deltas in South and South East Asia' (WP1257, 5-7 November, Bangkok) aimed to share best practice on water management in urban flood-prone delta regions and encourage cross-border collaboration across Asia. The meeting ended with the signing of an informal memorandum of understanding among the nations represented (Thailand, Vietnam, Myanmar and Bangladesh) committing to increased collaboration. Finally, 'Climate change: implications for international resilience and for security' (WP1260, July 2013) was organised as part of the UK's G8 agenda and resulted in an Outcomes paper drafted by the FCO team during the meeting, the key points from which were presented at the final session and then amended following roundtable discussion.

In June, Wilton Park convened 53 participants representing pharmaceuticals, regulators, governments and civil society for 'Accessing safe medicines: protecting patients through unified global action' (WP1185) to debate how to tackle the growing global threat of counterfeit and substandard medicines through collaboration on regulation, law enforcement and better transparency. Funded by GlaxoSmithKline, Merck, Eli Lilly and Orange Healthcare, the meeting was the first of its kind at Wilton Park and was praised for "tackling an important emerging issue". In December, Wilton Park's health work, led by Director of Programmes Robin Hart, took the team to Cape Town to discuss 'Scaling up HIV/AIDS Treatment as Prevention' (WP1254). The meeting followed a previous conference in June 2012 on the new era in HIV/AIDS treatment and prevention and concluded that universal treatment is critical for those with HIV and focus should be on 'find and treat'.

In addition to the aforementioned conference on flood risk management, Wilton Park also visited Nairobi to discuss 'Strengthening technological capacities and information access for improving disaster risk reduction in the Horn of Africa' (WP1283). This meeting formed part of Wilton Park's programme of work on humanitarian and disaster preparedness with the Norwegian MFA and was run in cooperation with the Intergovernmental Authority on Development, the UN Institute for Training and Research-Operational Satellite Applications Programme (UNITAR/UNOSAT). A November workshop run in Vietnam in November covering 'Disaster preparedness in Vietnam media: getting the story out before the disaster hits' (WP1310) provided training for Vietnamese journalists in how to get disaster preparedness into the national news, how to improve reporting of scientific meteorological information and how to raise public awareness of disaster preparedness. This meeting also formed part of Wilton Park's work with the Norwegian MFA and was run in partnership with the Asian Disaster Preparedness Center.

Finally, Wilton Park began a series of conferences that are set to run over the next year on various aspects of the post-2015 development agenda. The first conference assessed the 'Post-2015 development framework: priorities for least developed countries' (WP1309, 29-31 January) and aimed to provide negotiators from the LDCs, national representatives, development partners and experts the opportunity to draw out new ideas to take the post-2015 negotiations.

Multilateral institutions, key countries and regions

Wilton Park has run a range of regionally focused events over the past year focusing on Europe, the Middle East, Africa, and Asia.

Wilton Park's work on Europe included convening the annual 'British German Forum' (WP1231, 14-18 July), now in its 28th year. Bringing together 43 young highflyers from the UK and Germany, Wilton Park facilitated a week-long programme focused on the future of Europe and its relevance and effectiveness in the 21st Century. This included a visit to the FCO and the House of Commons in addition to a lunch hosted by the German Embassy. The second Jubilee Dialogue in the series further looked at 'Europe and the world in 2023' (WP1264, 26 June, Carlton Gardens) and brought together a small group of international experts to explore political, economic, social and environmental trends over the next ten years and consider what they mean for Britain and Europe. FCO Minister of State for Europe David Lidington led the discussion and was joined by Lord Hurd, former Foreign Secretary; Sir Robert Cooper, Special Adviser to EU High Representative Catherine Ashton and Almut Möller from the German Council on Foreign Relations in Berlin.

'Eastern Partnerships' (WP1238, 14-15 October) focused on the ways and means to foster effective implementation of initiatives agreed by European leaders at the Vilnius Summit and aimed to generate specific recommendations for the way forward. Key speakers included David Lidington, the Minister of Foreign Affairs of the Republic of Lithuania and the Foreign Minister of Poland.

Schedule of conferences and events 2013/14

Conf ID	Conference title	Dates
WP1229	How to create resilient agricultural systems in a world of increasing resource scarcity and climate change	15-17 Apr 2013
WP1249	Drone strikes under international law	17-19 Apr 2013
WP1255	Realising the potential of the internet to deliver global development and prosperity	30 Apr-2 May 2013
WP1252	Diplomatic Excellence Panel	13 May 2013
WP1225	Connected forces, educated minds: transformation and professional military education	13-15 May 2013
WP1239	Demographic ageing: policy implications and strategies	29-30 May 2013
WP1185	Pathways to safe medicines: protecting patients through unified global action	26-28 Jun 2013
WP1264	Jubilee Dialogue: Europe and the world in 2023	26 Jun 2013
WP1262	Climate change: implications for international resilience and for security	2-3 Jul 2013
WP1250	Opportunities for growth: UK business perspectives of emerging markets	3 Jul 2013
WP1274	Jubilee Dialogue: how will religion shape foreign policy in the next ten years?	10 Jul 2013
WP1211	Towards global nuclear order: deterrence, assurance and reductions	10-12 Jul 2013
WP1231	British German Forum 2013 The future of Europe: relevance and effectiveness in the 21st century?	14-18 Jul 2013
WP1245	School of International Futures	12-16 Aug 2013
WP1258	Consular Forum Contemporary consular practice – trends and challenges	3-5 Sep 2013
WP1260	Dual-use biology: how to balance open science with security?	15-18 Sep 2013
WP1261	Meeting the emerging challenge of illicit nuclear procurement	19-22 Sep 2013
WP1237	Empowering people and shaping policies for resilient agriculture and food systems	7-9 Oct 2013
WP1278	Media and fragile states	9-11 Oct 2013
WP1298	OSCE paper launch - evening drinks reception	9 Oct 2013
WP1270	Combating human trafficking: business and human rights	10 Oct 2013
WP1284	The Eastern Partnership: moving ahead	14-15 Oct 2013
WP1302	Future International Leaders Programme (FILP) The UK in 2013, what; so what; what's next?	20-21 Oct 2013

WP1269	Advancing humanitarian action: engaging with rising global actors to develop new strategic dialogue and partnerships	20-23 Oct 2013
WP1267	New media and a digital age: the opportunities for public service delivery	21-23 Oct 2013
WP1259	Trade facilitation for African economies	24-25 Oct 2013
WP1282	European low carbon infrastructure projects: aligning policy, investment and development priorities	31 Oct-1 Nov 2013
WP1257	Challenges in flood risk management in urban areas of river deltas in South and South East Asia	6-7 Nov 2013
WP1293	FCO Directors Seminar	6-7 Nov 2013
WP1310	Disaster preparedness in Vietnam media: getting the story out before the disaster hits	14-15 Nov 2013
WP1286	Association of Chief Executives Conference	21-22 Nov 2013
WP1304	International Leaders Programme (ILP) The UK in 2013, what; so what; what's next?	24-25 Nov 2013
WP1299	Conflict resolution in South East Asia: sharing experiences and best practice	25-27 Nov 2013
WP1263	Working together to improve human security in the South Caucasus	2-4 Dec 2013
WP1296	Assisting host country militaries: assessing lessons from NATO, EU, and member state experience	4-6 Dec 2013
WP1254	Scaling up HIV/AIDS treatment as prevention: Southern Africa and beyond	11-13 Dec 2013
WP1265	Towards the 2015 NPT Review Conference	16-20 Dec 2013
WP1294	The future of power: implications for global actors by 2040	13-15 Jan 2014
WP1283	Strengthening technological capacities and information access for improving disaster risk reduction in the Horn of Africa	22-23 Jan 2014
WP1291	Addressing implementation gaps: improving cooperation between global and regional human rights mechanisms	23-25 Jan 2014
WP1309	The post-2015 development framework: priorities for the least developed countries	29-31 Jan 2014
WP1317	International Leaders Programme (ILP)	2-3 Feb 2014
WP1300	Soft power in action	3-5 Feb 2014
WP1311	Religion, foreign policy and development: making better policy to make a bigger difference	5-7 Feb 2014
WP1307	Transatlantic trade and investment partnership (TTIP): creating regulatory coherence	17-18 Feb 2014
WP1318	EU programmes and action in fragile and conflict states: next steps for the comprehensive approach	18-20 Feb 2014

WP1272	Real green economies	24-26 Feb 2014
WP1338	Global Communications Conference	5-6 Mar 2014
WP1319	NATO's post 2014 strategic narrative	17-19 Mar 2014
WP1321	Women in the private sector in the Middle East and North Africa	24-27 Mar 2014
WP1268	Beyond extractive sector transparency: driving prosperity and stability through good governance	26-28 Mar 2014

Wilton Park was involved in 65 conferences and events over the year. Those not listed (14) were closed events under the Wilton Park Protocol.

Support for Wilton Park events

UK government departments

Department for Business, Innovation and Skills* (BIS)
Department for International Development* (DfID)
Foreign and Commonwealth Office*
Ministry of Defence*

UK foundations, thinktanks and NGOs

BBC World Services*
BBC Media Action*
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Overseas governments and other organisations

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Ireland

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Lithuania

Ministry of Foreign Affairs*

Mexico

Ministry of Foreign Affairs*

Netherlands

Free Media Unlimited*
Humanist Institute for Cooperation with Developing Countries* (Hivos)
Ministry of Economic Affairs*
Ministry of Foreign Affairs*

Norway

Ministry of Foreign Affairs*

Spain

Casa Árabe, Córdoba**

Sweden

Swedish Institute in Alexandria*

Switzerland

Geneva Academy of International Humanitarian Law and Human Rights*
Ministry of Foreign Affairs*
Swiss Agency for Development and Cooperation*
Swiss Embassy, Georgia*
Syngenta Foundation*

Thailand

Asian Disaster Preparedness Centre* (ADPC)

Turkey

Ministry of Foreign Affairs*

United Arab Emirates

Ministry of Foreign Affairs*

USA

The Global Health Group, University of California
Lawrence Livermore National Laboratory*
Los Alamos National Laboratory*
National Intelligence Council* Sandia National Laboratories*
The German Marshall Fund of the United States*
United States Institute of Peace*
US Department of Defense*
US Department of State *

*financial partner

**external venue

Monitoring and Evaluation

The monitoring and evaluation (M&E) process contributes to an understanding of the impact of Wilton Park conferences as well as to the development of future work. Detailed statistics are compiled for **all** participants on gender, profession, and region. Comments from questionnaires provide feedback on objectives, quality of programme, impact and facilities and administration.

Feedback is requested from participants, intellectual partners, sponsors and speakers and a variety of key indicators are used to measure success. Lessons learned from performance analysis informs the way new conferences are designed and delivered, enabling improvements in the quality of discussions and facilities.

Wilton Park’s M&E process is run under the guidance of a subcommittee of the Wilton Park Advisory Council (WPAC) chaired by Myles Wickstead CBE, and which includes Professor Robert Picciotto (former Director General of Evaluation at the World Bank) plus two other WPAC members. The subcommittee assesses Wilton Park’s overall performance and reports this to WPAC biannually, improves and refines the process, and ensures lessons learned are built back into Wilton Park’s approach and work.

Processes are being developed to collect feedback on longer term impact and outcomes post-conference and the findings of the M&E process are increasingly related to the work of Wilton Park’s Communications and Finance teams.

The M&E system is intended to highlight the impact of our conferences and provide evidence of the strengths of Wilton Park and our ability to deliver value for money. It is also used to assist in ensuring that our strategies are aligned with stakeholders’ interests.

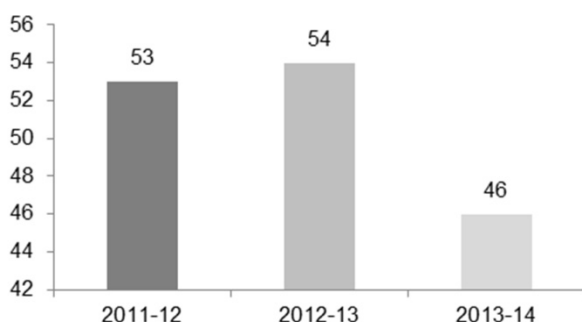
We look at a variety of indicators to measure the success of each of our conferences. In order to create an accurate picture of the composition of our conferences and identify themes over time we collect data on: overall participation trends, participation by sector, participation by nationality, and participation by gender.

Below is a summary of trends from the last three years. There were 61 events for which full Monitoring and Evaluation was conducted and does not include data from four events for which it was more appropriate for the Monitoring and Evaluation to be conducted by the partner, for instance Global Communications Conference (WP1338). Including these, the total number of events is therefore 65; with 3,092 participants.

Overall Participation Trends from Monitoring and Evaluation

Financial year	Total number of participants	Number of conferences	Average participation
2013/14	2,811	61	46
2012/13	2,985	55	54
2011/12	2,866	54	53

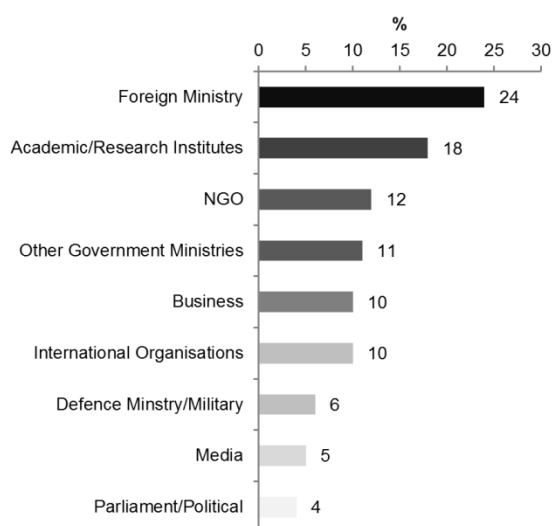
Average participation per event:



Wilton Park delivered a number of smaller scale events leading to the average participation reducing, however it should be noted that average participants at core events remained stable.

	% 2013/14	% 2012/13	% 2011/12
Foreign Ministry	24	24	27
Academic/Research Institutes	18	19	17
NGO	12	12	9
Other Government Ministries	11	12	14
Business	10	11	11
International Organisations	10	10	9
Defence Ministry/Military	6	6	6
Media	5	4	3
Parliament/Political	4	2	4
Total	100	100	100

Participation by sector, 2013/14:

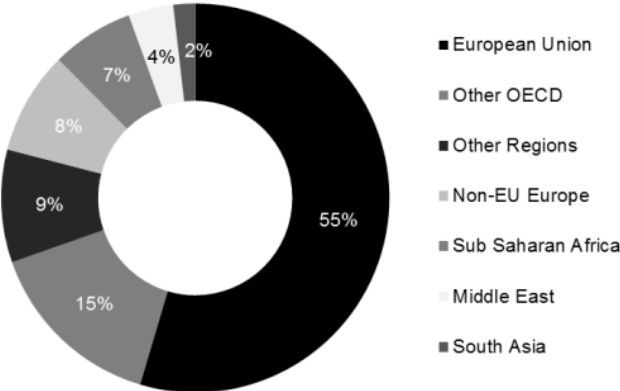


Participation by nationality

	% 2013/14	% 2012/13	% 2011/12
European Union	55	52	56
Other OECD	15	17	15
Other Regions	9	12	9
Non-EU Europe	8	9	10
Sub-Saharan Africa	7	4	5
Middle East	4	3	2
South Asia	2	3	3
Total	100	100	100

Nationality of people regardless of the domicile of the international institutions they represent.

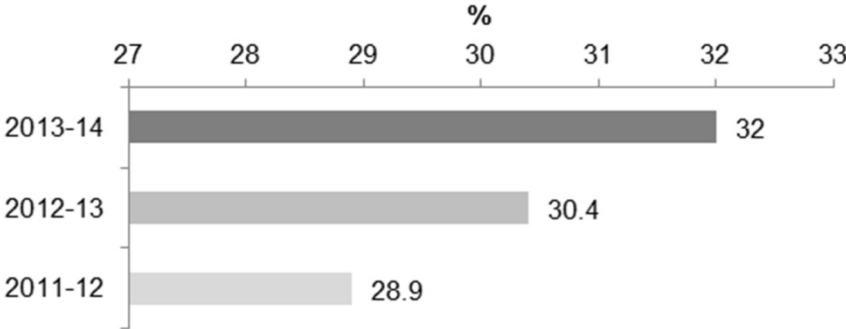
Participation by nationality, 2013/14:



Participation by gender

Financial year	Total number of female participants of monitored events	As a percentage of total number of participants of monitored events
2013/14	876	32.0%
2012/13	907	30.4%
2011/12	827	28.9%

Average number of women per event:



Our aspiration is to continue to increase this proportion over time.

The Monitoring and Evaluation system also provides an overall score from constituent ratings regarding overall impression, relevance, effectiveness, impact, and facilities and administration.

Questionnaires are completed at the end of each event and ask participants to rate the sections within these five categories, eg 'What was your overall impression of the conference?'. These scores are then collated to give an overall score for the five different categories for each conference.

The table below gives this year's overall results for each section within the five categories.

Conference results	2013/14		
Total questionnaires issued	2,160		
Questionnaires returned	1,271		
Return percentage	58.8		
A Conference	% Excellent	% Good	Total
Overall impression	68.0	30.5	98.5
B Objectives	% Absolutely	% Almost	Total
Clear and Coherent	51.7	43.9	
Relevant to your work	62.6	30.3	
They were met	35.5	54.2	
Relevance rating	49.9	42.80	92.7
C Programme design and delivery	% Excellent	% Good	Total
Choice of issues	60.4	37.4	
Selection of participants	56.4	37.9	
Quality of presentation	47.2	48.9	
Quality of facilitation	73.9	23.3	
Quality of debates	60.5	36.3	
Effectiveness rating	59.7	36.8	96.5
D Impact	% Definitely	% Significantly	
Broader and deeper understanding	49.0	37.4	
Attitude changed	16.2	37.8	
Use new contacts	70.3	24.3	
Consider returning to WP	80.1	17.8	
Worth my time	79.5	17.7	
Impact rating	55.2	27.0	82.2
E Facilities and administration	% Excellent	% Good	Total
Rooms	65.1	30.7	
Meals	73.4	25.0	
Service	90.8	8.7	
Administration	90.2	9.4	
Facilities and administration rating	79.9	18.4	98.3

Wilton Park uses a four point system for Monitoring and Evaluation.

Strategic Report

Business Overview

The purpose of Wilton Park is to provide unique opportunities for policy makers to discuss directly and frankly, foreign policy issues where there is uncertainty, disagreement and conflict. We are able to undertake this because we have a strong and historic reputation for convening and leading, in a neutral manner, difficult discussion on sensitive issues.

Our role is to demonstrate the UK Government's commitment to the pursuit of global peace and prosperity, and to be a unique soft power asset for Britain focused exclusively on the strategic foreign policy priorities of the UK government and her allies.

Wilton Park is a revenue generating organisation – the ability to secure income is a strong indicator of its continuing relevance and significance. Consequently, its business plan looks more like that of a commercial operation than a government department.

High Level Objectives

Enhance the relevance of Wilton Park to the priorities of the FCO and the international position of the UK. Increase our relevance and engagement with other government departments on their international agendas with particular emphasis on the MOD, DFID, BIS, Home Office and DEFRA/DECC.

Review and expand our engagement with the “Track 1.5” (policy makers with very closely connected and influential individuals and organisations) environment, and in training and facilitation work for others.

Expand our overseas operations in the (as defined by the FCO) 21st Century bilateral partner countries and fastest growing economies, and in a manner which increases engagement with participants from conflict-affected areas.

Increase our overall financial effectiveness, with increased earnings, increased efficiency in our activity, and monitoring the continued cost effectiveness of Wiston House against credible external benchmarks. Increase the number of events, overall attendance; maintain our range of participant nationalities but with increased participation by key countries.

Maximise the contribution made by the commercial use of our assets in a manner that does not distract from Wilton Park activity but reduces the net operating cost of the agency.

Strategic Performance Indicators

Nature of Indicator	Achievement Date	Target or optimal range	Progress during 2013-14
Effect	March 2016	<ul style="list-style-type: none"> 3,200 participants (70% non-British) 110+ nations 70 events 	<ul style="list-style-type: none"> 3,092 participants (56% non-British) 130 nations 65 events
Finance	Every year March 2016	<ul style="list-style-type: none"> Between -1% and +1% of income over costs 25% revenue from WH commercial operations Benchmark equivalency with Travelodge rack rate Turnover £6m UK/US charitable earning £300k 	<ul style="list-style-type: none"> 1% deficit this year. £220k of cancellations for policy reason from December onwards made generation of substitute revenue impossible 21% (from 101 events) To be replaced by quantifiable benchmark £4.87m 2014/15 is to be the year for the major drive
Relevance	2013-2016	<ul style="list-style-type: none"> FCO allocations level in cash terms FCO acknowledge 80% of output related directly to its in-year priorities FCO in annual report describes WP as a front line diplomatic asset 	<ul style="list-style-type: none"> Despite increased relevance, FCO allocation to be cut by 6% in 2014/15 New comparison chart issued for 2014/15 which will enable measurement of this target Phrase is used in internal document and by FCO PUS
Efficiency	2017	<ul style="list-style-type: none"> Leverage of FCO allocation to reach 400% 12 events per PD or equivalent Staff cost to income ratio to drop to 50% Staff headcount at 70 (or 65 FTE) 	<ul style="list-style-type: none"> 381% in 2013/14 10 events per PD in 2013/14 55% in 2013/14 74 (or 70 FTE) in 2013/14

Key Risks

Throughout the year, the principal two risks have been securing sufficient funding for our work and business continuity during extreme weather events. As an organisation which relies on discretionary funding for 80% of its revenue, the current global environment of austerity in public funding bodies (both governmental and civil society) increases risk. Wilton Park's costs are largely fixed and have little room for flexing within year, so the effective marketing of our events is critical. Global uncertainty and conflict has intensified the use of Wilton Park by the FCO, other UK government departments and our overseas partners. Consequently the overall downturn in public finance in the UK and elsewhere has had minimal impact on Wilton Park. We expect, however, this situation to change. We will further reduce our operating costs to reflect fiscal restraint in Europe and further public expenditure reductions in the UK, including a 6% reduction in the FCO core allocation for 2014-15.

The business continuity risk from adverse weather has two sources; problems which prevent participants arriving at Wiston House or leaving it because of local conditions, or international conditions that prevent arrival in or departure from the UK. We have monitored the suitability of equipment and staff training to ensure that local conditions have at most only a temporary effect lasting a few hours. For the international dimension, we rely on constant monitoring and the use of VCT when appropriate.

Financial Review

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

Target – Wilton Park should meet the costs of its operations (with a 1% margin) through raising income from conferences and other commercial activities (before deducting non-cash items).

This target was met

	2013/14 £000	2012/13 £000	
Total Operating Costs	362	215	from Statement Comprehensive Net Expenditure
Less non-cash Costs	312	327	Note 4
Provisions Written Back		(74)	Note 4
Cash-based (Surplus)/Deficit	50	(38)	

Sponsorship and Participation Fees

Wilton Park conferences raise income almost exclusively through sponsorship and participation fees.

Up until March 2009, sponsorship for conferences was secured on a conference-by-conference basis.

In March 2009, following the results of the FCO Review, the FCO committed to providing core funding for our conferences commencing in 2009/10. In 2013/14 this core funding amounted to £800k (£800k in 2012/13).

Support from the FCO

As mentioned above, the FCO plays a key role in supporting the work of Wilton Park. In addition to core funding, FCO provided conference sponsorship of £1,050k (£1,100k in 2012/13). This amounts to 53% of net sponsorship funding (58% in 2012/13). Additionally, the FCO provides Wilton Park with capital investment resources. During 2013/14 capital investments amounted to £250k (£250k in 2012/13). The total of non-cash resource costs amounted to £312k (£253k in 2012/13). The FCO accounts can be found on the FCO website www.fco.gov.uk.

Creditor Payment

Our policy is to pay our creditors within 30 days from the invoice date or receipt of the month-end statement, or within otherwise agreed trading terms. The aggregate number of days taken to pay suppliers was 9 (30 in 2012/13).

Commercial activities

When Wilton Park conferences are not being held, the facilities at Wiston House are used to generate income which provides a contribution towards our overheads. We generate interest internally from government departments and externally from the private sector to use the facilities for conference, training and banqueting events.

During 2013/14, income from Wiston House commercial activities was £1,026k (£953k in 2012/13). This income was generated from 101 commercial functions (104 in 2012/13), of which 44 were weddings (49 in 2012/13).

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

Staff

The Agency's success is founded on high quality staffing at all levels and high priority is given to the management and training of staff. The Wilton Park employee engagement index in the civil service annual employee survey was 68% in 2013 compared to 72% in 2012. The staff engagement figures for the FCO were 68% for both years and 58% in the civil service as a whole.

We recognise that making best use of the talents and skills of all our staff makes us more effective and productive; we aim to create and sustain a culture that values and actively supports and promotes diversity. We continue to seek every opportunity to develop the potential of all staff at Wilton Park. We continue to provide staff with the training necessary for improving their performance, closing any skill gaps and for their personal development.

This year, staffing levels increased to 74, including 13 part-time staff (the equivalent of 70 full time staff at 31st March 2013, (66 in 2012/13)).

Staff turnover decreased to 7%, with 5 people leaving (7 in 2012/13). Of the five leavers, two had been on loan and returned to their parent department.

Recruitment is carried out in accordance with the Civil Service Commissioners' Guidance. Six people were recruited. The recruitment figures are shown in the table below:

Grade/Level	Total Recruited	% Female	% Ethnic Minority	% Disabled
SMS	0	0	0	0
D	0	0	0	0
C	1	100	0	0
B	1	100	0	0
A	4	50	0	0

There were 3 exceptions to The Civil Service Commission's Recruitment Principles; all from our pool of interns appointed as Research Associates on one year fixed term contracts. These positions will be made permanent in 2014-15 and Civil Service Commission's Recruitment Principles will be applied.

Sustainable Operations

Wilton Park is committed to the Government's international policy for prioritisation of sustainable development. As one of the world's leading centres for the discussion of key international policy challenges, Wilton Park contributes strongly to the sustainable development agenda by running conferences on this theme.

In seeking to manage operations on a sustainable basis, Wilton Park recognises that its operational activities directly impact upon the environment and has endeavoured over the last decade to minimise its impact on the environment in a number of ways and we are committed to improving our environmental performance by minimising negative impacts and enhancing positive impacts on the environment.

We recognise that the use of transport by our staff and conference speakers and participants uses energy and produces CO2 emissions. We are actively trying to avoid or reduce emissions as much as possible by encouraging staff to share transportation and coordinating conference and local travel. Air travel is however, largely unavoidable in the pursuit of our core business.

Our key environmental commitments include:

- minimising our use of resources by producing less waste, and reusing and recycling more;
- actively managing our energy use to reduce our carbon footprint;
- actively managing our water consumption;
- employing sound environmental practices for the selection, procurement, use and disposal of materials, goods, and services;
- using environmentally-sensitive products and services;
- recognising the significant contribution that Wilton Park staff, suppliers and customers can make in minimising the organisation's environmental footprint.

We will fulfil these commitments through our Environmental Policy which include a range of measures:

- complying with all relevant environmental laws and regulations;
- setting clear environmental objectives which are prioritised in line with the nature, scale and environmental impacts of our activities;
- actively monitoring performance against objectives and targets;
- implementing best practice in our use of resources;
- influencing and managing our suppliers and contractors to ensure that goods procured and services undertaken comply with our environmental policy;

This year has seen the re-establishment of a voluntary staff environmental group who meet regularly to take forward ideas and projects for both the organisation and individuals.

As part of the FCO UK operations, Wilton Park has been awarded the Carbon Trust and Carbon Trust Waste Standards.

Signed Richard Burge Chief Executive

20 June 2014

Director's Report

Principal Activities

Wilton Park organises over sixty events a year in the UK and overseas, bringing together leading representatives from the worlds of politics, diplomacy, academia, business, civil society, the military and the media. We focus on issues of international security, prosperity and justice. Our meetings provide a neutral environment where conflicting views can be expressed and debated openly and calmly, allowing acceptable compromise and resolution to be achieved. Our priorities include:

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

Wilton Park Board

During the period April 2013 to March 2014 the directors below held office for the full period:

Iain Ferguson CBE	Chair of the Wilton Park Board (NED)
Richard Burge	Chief Executive Wilton Park
Iain Morgan	Former Financial Controller to HM Forces Surgeon-General (NED)
Simon Turl (until April 2014)	Chief Executive of Roadchef (NED)
Alex Jablonowski	Director High Performance Leadership Ltd (NED)
Hugh Elliott	Head Communications and Engagement FCO (senior responsible officer for Wilton Park)
Peter Hill	Director Strategy FCO
Sarah Macintosh	Director Defence and International Security FCO

Iain Morgan was appointed to the board in April 2013 and in May 2014 Sarah Macintosh resigned as a consequence of promotion within the FCO.

In the case of each of the directors above there is no relevant audit information of which the National Audit Office is unaware. The directors have taken all steps to make themselves aware of any relevant audit information and to establish that the National Audit Office is aware of that information.

Pension Liabilities

There are no pension liabilities in the Wilton Park Financial Statement as these are within the accounts of the FCO. The FCO accounts can be found on the FCO website www.fco.gov.uk.

Staff Sickness

During the year 543 days were lost through sickness absence. This equates to an average of 7.3 days per employee, a slight improvement on last year with an average of 7.4 days per employee. There will be a change to the sickness measure used in next year's Annual Report when the Bradford Factor will be used.

Personal Data

There were no personal data related incidents.

Signed Richard Burge Chief Executive**20 June 2014**

Governance Statement

Wilton Park's aim and terms of reference are laid down in a Framework document that is revised every three years. The latest version came into force on 31 March 2013, and can be found at www.wiltonpark.org.uk/wp-content/uploads/Framework-Document.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 system of the FCO and the NAO.

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

The Wilton Park Board meetings are also usually attended by:

- Members of the Wilton Park Senior Management Team (including Elise Maddocks (Director of Finance) who fills the role of Secretary to the Board)
- Key members of FCO Communications and Engagement Directorate; Sara Everett, Tim Willows and Elizabeth Evans

The Wilton Park Board carried out an effectiveness review in March 2012, and repeated the exercise in March 2014.

Board attendance has been as follows

	Jun 2013	Sep 2013	Nov 2013	Jan 2014	Mar 2014
Iain Ferguson	✓	✓	✓	✓	✓
Richard Burge	✓	✓	✓	✓	✓
Alex Jablonowski	✓	✓	✓	✓	✓
Simon Turl	X	✓	X	X	✓
Iain Morgan	✓	✓	✓	✓	✓
Hugh Elliott	✓	✓	X	✓	X
Sarah Macintosh	X	✓	X	X	X
Peter Hill	X	X	X	X	X

The Chair of the Wilton Park Board writes to the PUS at the end of every financial year outlining the major events and performance indicators. This acts as the basis for a meeting between the PUS, the SRO, the Chair and the Chief Executive. Additionally, the Chief Executive meets three to four times a month with the SRO, and attends the weekly FCO Directors meeting with the PUS.

Every month, the Chief Executive sends an update on all ongoing and planned activity to Heads of Mission, the FCO Executive Board and all FCO directors. Every week, a short summary of planned activity is sent to SRO, the Director of Strategy, and key members of FCO Communications and Engagement Department.

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

Richard Burge	Chief Executive
Mark Bellone	Director of Operations
Jo Childs	Director of Delivery and Communications
Shirley Ellis	Head of Personnel (Until March 2014)
Robin Hart	Director of Programmes
Elise Maddocks	Director of Finance

Wilton Park Advisory Council (WPAC)

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

As of 31 March 2014, the membership of the Advisory Council is:

- Mr Peter Apps, Political Risk Correspondent, Thomson Reuters
- Professor Colin Blakemore, Professor of Neuroscience, University of Oxford
- Ms Rachel Briggs, Director, Hostage UK and Freelance Researcher
- Mr Nicholas Colloff, Director of Strategy and Innovation, Oxfam GB
- Mr Iain Ferguson CBE, Chairman, Wilton Park
- Sir John Holmes, Director, The Ditchley Foundation
- Dame Denise Holt CMG, DCMG, Former UK Ambassador to Spain
- Ms Mary Jo Jacobi, Chair, Sir Heinz Koeppler Trust
- Ms Bridget Kendall, Diplomatic Correspondent, BBC
- Sir Michael Leigh, KCMG, Senior Adviser, German Marshall Fund
- Sir Tom Phillips KCMG, Former Ambassador to Tel Aviv and Saudi Arabia
- Professor Robert Picciotto, Visiting Professor, King's College London
- Mr Victor Sebestyen, historian and journalist
- Dr Paola Subacchi, Research Director, International Economics Programme, Chatham House
- Mr Owen Tudor, Head, TUC European Union and International Relations Department
- Prof Myles Wickstead CBE, Visiting Professor, Open University

Associates

- Mr Simon Harris, Adviser, Associated British Foods plc
- Mr Paul Wilson, Director, Government Relations, De La Rue plc

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 is detailed in the Framework document. The membership is:

Alex Jablonowski	Chair of the Audit Committee (NED)
Iain Ferguson	Chair Wilton Park Board (NED)
Simon Turl (until April 2014)	Member Wilton Park Board (NED)
Iain Morgan	Former Financial Controller to HM Forces Surgeon-General (NED)

The Chief Executive attends the Board and the Director of Finance acts as Secretary. Other Wilton Park senior managers are often invited to attend as are other members of the main board and key members of staff from the FCO.

The Audit Committee consider the management accounts in detail, reviews the delivery of internal Audit reports and self-audits, reviews the Operational Risk Register, and undertake the detailed review of the annual accounts on behalf of the main Board.

During the year, the Committee reviewed internal audit reports on:

1. Strategic and Financial Planning
2. Receipts and Payments
3. Accommodation
4. Self-audits
 - a. Procurement
 - b. Information Technology
 - c. Conferences and Programmes

All issues are dealt with as soon as audits are received and within acceptable timelines.

The Audit Committee has also maintained a detailed oversight of progress on the new database project for Wilton Park which will be launched in summer 2014.

Wilton Park maintains an Operational Risk Register modelled on the format used by the FCO. A sub-group of the SMT chaired by the Chief Executive is responsible for maintaining the Operational Risk Register and for preparing its submission to the Audit Committee and the Board, who both review the document at every meeting.

A new format to the Operational Risk Register was approved by ARAC and introduced during 2013-14 reflecting best practice in the public service.

The Head of Internal Audit has given an overall opinion of Moderate Assurance. That is, internal controls provide a moderate level of assurance that objectives will be achieved. Some weaknesses in the operation of controls could impair the achievement of the objectives. However, either their impact would be less than critical or they would be unlikely to occur. The Audit & Risk Assurance Committee concurs with this opinion.

Key risks are detailed in the Strategic Report.

No ministerial directions were given during the year.

Signed Richard Burge Chief Executive

20 June 2014

Remuneration report

Service Contracts

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

Richard Burge was appointed as Chief Executive of Wilton Park on a three year contract commencing 7 September 2009, with a three year extension granted in September 2012. All other officials covered by this report hold appointments which are open ended. Early termination, other than for misconduct, would result in the individual receiving compensation as set out in the Civil Service Compensation Scheme. Further information about the work of the Civil Service Commissioners can be found at <http://civilservicecommission.independent.gov.uk/>

Salary and Pension Entitlements

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

Name, Title	Salary 2013/14 £000	Bonus 2013/14 £000	Pension Benefit as at 31/3/14 £000	Salary 2012/13 £000	Bonus 2012/13 £000	Pension Benefit as at 31/3/13 £000
Richard Burge, Chief Executive	115-120	nil	176	115-120	nil	132
Iain Ferguson, Chairman	20-25	nil	nil	20-25	nil	nil
Alex Jablonowski NED	5-10	nil	nil	5-10	nil	nil
Simon Turl NED	nil	nil	nil	nil	nil	nil

	2013/14	2012/13
Band of Highest Paid Director's Total Remuneration (£ '000)	115-120	115-120
Median - Total Remuneration	24,042	25,809
Ratio	5.1	4.3

Richard Burge and Alex Jablonowski are remunerated by Wilton Park. Iain Ferguson is remunerated by the FCO.

'Salary' includes gross salary, performance pay or bonuses, 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. The pay and conditions are set by the FCO and are normal Civil Services conditions. This report is based on payments made by the Agency and thus recorded in these accounts. The members of the Wilton Park Board held no other posts during the year.

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 2013/14 was £115-£120k (£115-£120k in 2012/13). This was 5.1 times (4.3 in 2012/13) the median remuneration of the workforce, which was £24,042 (£25,089 in 2012/13). In 2013/14, no employees received remuneration in excess of the highest paid director (none in 2012/13). Remuneration of employees, excluding the highest paid director, ranged from £18,156 to £59,869 (£16,635 to £59,099 in 2012/13).

The Chief Executive was provided with a rent free cottage in the grounds of Wiston House. The cash benefit is calculated as £4,600 for the full year. The Class 1 NICs due are declared on the P11d of the Chief Executive.

Pension Benefits

The table below has been subject to audit.

Name Title	Accrued pension at age 60 as at 31/3/14 and related lump sum £000	Real increase in pension and related lump sum at age 60 £000	CETV at 31/3/14 £000	CETV at 31/3/13 £000	Real increase in CETV £000
Richard Burge Chief Executive	13	3	176	132	28

Richard Burge is a member of the Nuvos scheme.

Civil Service Pensions

Pension benefits are provided through the Civil Service pension arrangements. From 30 July 2007, civil servants may be in one of four defined benefit schemes; either a final salary scheme (classic, premium or classic plus); or a whole career scheme (nuvos). 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 and nuvos are increased annually in line with Pensions Increase legislation. 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 1.5% and 6.25% of pensionable earnings for classic and 3.5% and 8.25% for premium, classic plus and nuvos. Increases to employee contributions will apply from 1 April 2014. 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. 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 3% and 12.5% (depending on the age of the member) into a stakeholder pension product chosen by the employee from a panel of three providers. The employee does not have to contribute, but where they do make contributions, the employer will match these up to a limit of 3% of pensionable salary (in addition to the employer's basic contribution). Employers also contribute a further 0.8% 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 and 65 for members of nuvos.

Further details about the Civil Service pension arrangements can be found at the website <http://www.civilservice.gov.uk/pensions>

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.

Signed Richard Burge Chief Executive

20 June 2014

Statement of Accounting Officer's responsibilities

Under the Government Resources and Accounts Act 2000, Wilton Park is required to prepare accounts for each financial year, in conformity with an HM Treasury Direction, detailing the resources acquired, held or disposed of during the year and the use of resources by Wilton Park during the year. The accounts are prepared on an accruals basis and must give a true and fair view of the state of affairs of Wilton Park and of its net resource outturn, change in taxpayers' equity 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 the Treasury, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis;
- make judgements and estimates on a reasonable basis;
- state whether applicable accounting standards as set out in the Government Financial Reporting Manual have been followed, and disclose and explain any material departures in the accounts and prepare the accounts on a going concern basis.

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 the Accounting Officer is answerable, for keeping proper records and for safeguarding Wilton Park's assets, are set out in Managing Public Money published by the HM Treasury.

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

I certify that I have audited the financial statements of Wilton Park Executive Agency for the year ended 31 March 2014 under the Government Resources and Accounts Act 2000. These comprise the Statement of Comprehensive Net Expenditure, the Statement of Financial Position, the Statement of Cash Flows, the Statement of Changes in Taxpayers' Equity, and the related notes. These financial statements have been prepared under the accounting policies set out within them. I have also audited the information in the Remuneration Report that is described in that report as having been audited.

Respective responsibilities of the Chief Executive and auditor

As explained more fully in the Statement of Accounting Officer's Responsibilities, the Chief Executive is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. My responsibility is to audit, certify and report on the financial statements in accordance with the Government Resources and Accounts Act 2000. I conducted my audit in accordance with International Standards on Auditing (UK and Ireland). Those standards require me and my staff to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

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. This includes an assessment of: whether the accounting policies are appropriate to the Agency's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the Agency; and the overall presentation of the financial statements. In addition I read all the financial and non-financial information in the annual report to identify material inconsistencies with the audited financial statements. If I become aware of any apparent material misstatements or inconsistencies I consider the implications for my certificate.

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

Opinion on Regularity

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

Opinion on the financial statements

In my opinion:

- The financial statements give a true and fair view, of the state of the Agency's affairs as at 31st March 2014, and of the net operating cost 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 other matters

In my opinion:

- The part of the Remuneration Report to be audited has been properly prepared in accordance with HM Treasury directions made under the Government Resources and Accounts Act 2000; and
- The information given in the Chief Executive's Overview and the Governance Statement, for the financial year for which the financial statements are prepared is consistent with the financial statements.

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
- The financial statements and the part of the Remuneration Report to be audited are not in agreement with the accounting records or returns; or
- I have not received all of the information and explanations I require for my audit.
- The Governance Statement does not reflect compliance with HM Treasury's guidance.

Report

I have no observations to make on these financial statements.

***Sir Amyas C E Morse Comptroller and Auditor General
National Audit Office
157-197 Buckingham Palace Road
Victoria
London
SW1W 9SP***

1 July 2014

Financial statements

Statement of Comprehensive Net Expenditure for year ended 31 March 2014

	Note	2013/14				2012/13
		£000	£000	£000	£000	£000
Administration Costs						
Staff Costs	3	365	-	-	-	390
Other Administration Costs	4	-	1,111	-	-	1,033
Operating Income	6&18	-	-	-	(1,026)	(953)
Programme Costs						
Staff Costs	3	2,565	-	-	-	2,424
Programme Costs	5	-	-	1,199	-	1,143
Operating Income	6&18	-	-	-	(3,852)	(3,822)
Totals		<u>2,930</u>	<u>1,111</u>	<u>1,199</u>	<u>(4,878)</u>	
NET OPERATING COST					<u>362</u>	<u>215</u>

The notes on pages 37 to 45 form part of these accounts

STATEMENT OF FINANCIAL POSITION
as at 31 March 2014

	Note	31st March 2014		31st March 2013	
		£000	£000	£000	£000
Non-current assets					
Property, plant and equipment	7	1,132		1,147	
Intangible assets	8	18		22	
Total non-current assets		1,150		1,169	
Current assets					
Inventories	11	26		28	
Trade and other receivables	12	451		439	
Cash and cash equivalents	13	518		507	
Total current assets		995		974	
Total assets			2,145		2,143
Current liabilities					
Trade and other payables	14	(717)		(885)	
Provisions	15	0		0	
Total current liabilities		(717)		(885)	
Non-current assets plus net current assets			1,428		1,258
Non-current liabilities					
Provisions			0		0
ASSETS LESS LIABILITIES			1,428		1,258
Taxpayers' equity					
General Fund	SCTE		1,428		1,258
Total taxpayers' equity			1,428		1,258

The notes on pages 37 to 45 form part of these accounts

Signed Richard Burge Chief Executive
Date 20 June 2014

STATEMENT OF CASH FLOWS
for year ended 31 March 2014

	Note	2013/14 £000	2012/13 £000
Cash flows from operating activities			
Net Operating Cost		(362)	(215)
Adjustments for non-cash transactions	4	312	327
Provisions written back	4 & 15		(74)
Increase/(decrease) in trade payables	9 & 14	(168)	116
(Increase)/decrease in inventories	9 & 11	2	1
(Increase)/decrease in trade and other receivables	9 & 12	(12)	237
Net cash inflow from operating activities		(228)	392
Cash flows from investing activities			
Purchase of property plant and equipment	7	(250)	(231)
Purchase of intangible assets	8		(19)
Net cash outflow from investing activities		(250)	(250)
Cash flows from financing activities			
Net FCO Funding	SCTE	489	(449)
Net financing		489	(449)
Net increase/(decrease) in cash and cash equivalents in the period before adjustment for receipts and payments to the Consolidated Fund		11	(307)
Cash and cash equivalents at the beginning of the period	13	507	814
Cash and cash equivalents at the end of the period		518	507

The notes on pages 37 to 45 form part of these accounts

STATEMENT OF CHANGES IN TAX PAYERS' EQUITY
for the year ended 31 March
2014

	General Fund	Total Reserves
	£000	£000
Balance at 1st April 2012	1,881	1,881
Changes in taxpayers' equity for 2012-13		
Non-cash charges:		
External Auditor's Fees	20	20
Internal Auditor's Fees	16	16
Pay Section Costs	5	5
Net operating cost for the year	(215)	(215)
FCO Capital Funding	(250)	(250)
FCO Funding	(199)	(199)
Balance at 1 April 2013	1,258	1,258
Changes in taxpayers' equity for 2013-14		
Non-cash charges:		
External Auditor's Fees	22	22
Internal Auditor's Fees	16	16
Pay Section Costs	5	5
Net operating cost for the year	(362)	(362)
FCO Capital Funding	(250)	(250)
Net FCO Funding	739	739
Balance at 31 March 2014	1,428	1,428

The notes on pages 37 to 45 form part of these accounts

Notes to the Financial Statements

1 Statement of Accounting Policies

The financial statements have been prepared in accordance with the Government Financial Reporting Manual (FReM) issued by HM Treasury. The accounting policies contained in the FReM apply International Financial Reporting Standards (IFRS) as adapted or interpreted for the public sector context.

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

Accounting convention

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

Property, plant and equipment

Plant and equipment in excess of £500 are stated at current value. Individual assets purchased for less than this amount are written off.

Depreciated cost is used as a suitable proxy for current value where non property assets have a short useful economic life or are of low value. Consequently Wilton Park do not revalue assets.

Depreciation

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

	Estimated useful life in years
Plant and machinery	5 to 20
Fixtures and fittings	5 to 10
Building enhancement	Remaining period of current lease to 10 years
Computers and equipment	3 to 10
Motor vehicles	4 to 10

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

Intangible assets

Website costs in excess of £500 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.

The websites costs are amortised at rates calculated to write them down to their estimated residual values on a straight-line basis over their estimated useful lives. The asset lives for the website have been set at 3 years. In year acquisitions and disposals are amortised on a monthly pro-rata basis.

Inventories

Inventories are valued at the lower of cost (or current replacement cost if materially different), and net realisable value.

Operating income

Operating income is income that relates directly to the operating activities of the Agency. It principally comprises fees and charges for services provided, on a full cost basis, to external customers and other Government bodies, but also includes other income from other assets.

Income is recognised in the month in which the first day of the conference or event occurs.

Administration and programme expenditure

The Statement of Comprehensive Net Expenditure is analysed between administration and programme costs.

Administration costs reflect the costs of running the Agency as defined under the administration cost control regime, together with associated operating income. Income is analysed in the notes between that which, under the regime, is allowed to be offset against gross administrative costs in determining the outturn against the administration cost limit, and that operating income which is not. Programme costs reflect non-administration costs including payments of grants and other disbursements by the Agency.

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, except where rates do not fluctuate significantly, in which case an average rate for a period is used. Balances held at the year-end are translated at the rate prevailing on 31st March.

Pensions

Present and past employees are covered by the provisions of the Principal Civil Service Pension Schemes which are described at Note 3. The defined benefit elements of the schemes are un-funded and are non-contributory except in respect of dependants benefits. The Agency 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 Principal Civil Service Pension Schemes (PCSPS) of amounts calculated on an accruing basis. Liability for payment of future benefits is a charge on the PCSPS. In respect of the defined contribution elements of the schemes the Agency recognises the contribution payable for the year.

Operating Leases

Payments made under operating leases are charged to expenditure in equal 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.

2 Financial Targets

Our financial target is to break-even on a cash basis	2013/14	2012/13
Target	break-even	break-even
Achieved £000s (Surplus)/Deficit	50	(38)

Calculation shown in Strategic Report (p19)

3 Staff Numbers and Costs

	2013/14		2012/13	
	Permanently Employed Staff £000	Others £000	Total £000	Total £000
The payroll costs of these employees were as follows:				
Salaries and wages	2,251	51	2,302	2,186
Social Security	171	3	174	172
Others - Superannuation	358		358	335
- Employee Related Costs	22	74	96	121
Total net costs	2,802	128	2,930	2,814

The Principal Civil Service Pension Scheme (PCSPS) is an unfunded multi-employer defined benefit scheme. Wilton Park is unable to identify its share of the underlying assets and liabilities. A full actuarial valuation was carried out as at 31st March 2007 and an actuarial valuation is currently underway, with an effective date of 31 March 2012.

Details can be found in the resource accounts of the Cabinet Office: Civil Superannuation (www.civilservice.gov.uk/pensions)

For 2013/14 employer's contributions of £358k were payable to the PCSPS (£335k in 2012/13) at one of the four rates in the range 16.7 to 24.3 per cent (the rates in 2012/13 were between 17.1 and 25.5 per cent) of pensionable pay, based on salary bands. The scheme's Actuary reviews employer contributions every four years following a full scheme valuation. The contribution rates are set to meet the cost of the benefits accruing during 2013-14 to be paid when the member retires and not the benefits paid during this period to existing pensioners.

Employees can opt to open a partnership pension account, a stakeholder pension with an employer contribution.

No Employees have opted to open a partnership account.

The Chief Executive was provided with a rent free cottage in the grounds of Wiston House from 7th September 2009 (see remuneration report).

Casual workers costs are included in Salaries and Wages whilst Agency costs are included within Employee Related Costs.

Average number of persons employed

The average number of full-time equivalent persons employed during the period, including directors, was made up as follows:

	2013/14		2012/13	
	Permanently Employed Staff	Others	Total	Total
Directly Employed	70.0	4.5	74.5	71.7
	70.0	4.5	74.5	71.7

Other staff were interns, FTE calculations for the remaining casual staff are not practicable due to short working hours of these numerous staff.

4 Other Administration Costs

	Note	2013/14		2012/13	
		£000	£000	£000	£000
Rentals under operating leases					
Hire of Office Equipment		1		14	
Property Rentals		205		207	
			<u>206</u>		<u>221</u>
Non cash items					
Depreciation	7 & 8	269		286	
External Auditor's Fees		22		20	
Internal Auditor's Fees		16		16	
Pay Section Charge		5		5	
			<u>312</u>		<u>327</u>
Provisions: Written Back	15			(74)	
					<u>(74)</u>
Other expenditure					
Rates		70		82	
Maintenance, Cleaning, Heating & Lighting		311		304	
Administrative Expenses		205		174	
Net (gain)/loss on Foreign Exchange		7		(1)	
			<u>593</u>		<u>559</u>
			<u>1,111</u>		<u>1,033</u>

5 Programme Costs

	2013/14	2012/13
	£000	£000
Other current expenditure		
Purchases	312	303
Housekeeping	215	230
Conference Costs	672	610
	<u>1,199</u>	<u>1,143</u>

6 Operating Income

	2013/14	2012/13
Operating income is analysed as follows:	£000	£000
Bank Interest received		2
Other fees and charges	4,878	4,773
	4,878	4,775
Other fees and charges is analysed as follows:		
WP Conferences	3,052	3,003
FCO allocation funding for conferences	800	800
Commercial Operations	841	813
Bar Sales	71	104
Shop Sales	3	2
Miscellaneous	111	51
	4,878	4,773

In 2013/14 the FCO supported Wilton Park conferences with a base allocation of £800k (2012/13 £800k)

7 Property, Plant and Equipment

	Building enhancement	Assets under construction	ICT	Fixture & fittings	Motor vehicle	Plant & machinery	Office equipment	TOTAL
	£000	£000	£000	£000	£000	£000	£000	£000
Cost or Valuation								
at 1/4/2013	304	118	199	913	45	695	85	2,359
Additions	73	52	90	13		13	9	250
Disposals	-	-	-	-	-	-	-	-
Re-classification	-	-	-	-	-	-	-	-
Revaluation	-	-	-	-	-	-	-	-
Cost at 31/3/2014	377	170	289	926	45	708	94	2,609
Depreciation								
at 1/4/2013	112	-	120	569	20	348	43	1,212
Charge in year	43	-	43	92	8	63	16	265
Disposal	-	-	-	-	-	-	-	-
Re-classification	-	-	-	-	-	-	-	-
Revaluation	-	-	-	-	-	-	-	-
Depreciation at 31/3/2014	155	-	163	661	28	411	59	1,477
Net Book Value								
at 31/3/2014	222	170	126	265	17	297	35	1,132
at 31/3/2013	192	118	79	344	25	347	42	1,147

8 Intangible Assets

Intangible assets comprise the cost of building the website

	TOTAL Website £000
Cost or Valuation at 1/4/2013	22
Additions	
Disposals	
Re-classification	-
Revaluation	-
Cost at 31/3/2014	22
Amortisation at 1/4/2013	
Charge in year	4
Disposal	
Re-classification	-
Revaluation	-
Amortisation at 31/3/2014	4
Net Book Value at 31/3/2014	18
at 31/3/2013	22

9 Movements in Working Capital other than Cash

	Note	2013/14 £000	2012/13 £000
Decrease/(Increase) in Inventories	11	2	1
Decrease/(Increase) in Receivables	12	(12)	237
(Decrease)/Increase in Payables	14	(168)	116
(Decrease)/Increase in Provisions	15	-	(74)
		(178)	280

10 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 the Agency is exposed during the year and at the financial year end, and how those risks are being managed.

Due to the largely non trading nature of its activities and the way in which government agencies are financed, the Agency 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 the Agency in undertaking its activities, or for trading.

Interest Rate Risk - Wilton Park has two interest bearing bank accounts on which the interest disclosed in Note 6 was earned. It has no other financial assets and liabilities on which interest is earned or paid, and is not considered to be exposed to significant interest rate risk.

Currency Risk – Wilton Park Conference income includes sponsorships that are denominated in foreign currency. It is exposed to foreign exchange risk to the extent that the relevant foreign exchange rate fluctuates between the date the sponsorship debtor is recognized and when it is paid. Wilton Park's policy is to tolerate this risk. As at 31st March 2014, Wilton Park has negligible assets or liabilities in foreign currency.

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

11 Inventories

	2013/14	2012/13
	£000	£000
Liquor and Food	21	20
Shop	5	8
	26	28

12 Trade receivables and other current assets

	2013/14	2012/13
	£000	£000
Amounts falling due within one year		
Trade Receivables	351	395
Prepayments and Accrued Income	100	44
	451	439
An analysis of debtors is as follows:		
Balances with other central government bodies	170	117
Balances with bodies external to government	281	322
	451	439

13 Cash and cash equivalents

	2013/14	2012/13
	£000	£000
Balance at 1 April	507	814
Net change in cash and cash equivalent balances	11	(307)
Balance at 31 March	518	507

14 Trade payables and other current liabilities

	2013/14	2012/13
	£000	£000
Trade Payables	49	246
Payments Received on Account	268	341
Other Payables	2	6
Accruals and Deferred Income	237	148
VAT	161	144
	717	885

An analysis of creditors is as follows:

Balances with other central government bodies	266	288
Balances with bodies external to government	451	597
	717	885

15 Provisions for liabilities and charges

There were no provisions for liabilities and charges for 2013/14 (2012/13 £nil)

16 Commitments under Operating Leases

	2013/14	2012/13
	£000	£000

At 31 March 2014 Wilton Park minimum commitment under non-cancellable operating leases which expire was:

Land and Buildings

Not later than 1 year	-	-
Later than 1 year and not later than 5 years	621	828
Later than 5 years	-	-

The new lease on Wiston House extends to the year 2027 with 5 yearly break clauses. As notice was not given at the time for the break clause to be exercised in 2012 the commitment is now until March 2017.

Other Operating Leases

Not later than 1 year	-	-
Later than 1 year and not later than 5 years	-	-
Later than 5 years	-	-

17 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 £800k plus £1,050k for conference specific funding and £250k for capital expenditure.

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

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

18 Segmental Reporting

	Wilton Park Conference Activities £000	Commercial Activities £000	Total £000
Income	3,852	1,026	4,878
Expenditure	4,243	997	5,240
(Deficit)/Surplus	(391)	29	(362)
% Cost Recovery	90.8%	103.0%	93.1%
Surplus/(deficit) on the disposal of fixed assets	-	-	-
Interest receivable and similar income	-	-	-
Interest payable and similar charges	-	-	-
Total Assets	1,737	408	2,145

Commercial activities included weddings, meetings and corporate conferences.

19 Capital Commitments

	2013-14 £000	2012/13 £000
Contracted capital commitments at 31 March 2014 for which no provision has been made	-	-

20 Contingent Liabilities

There are no contingent liabilities for 2013/14 (2012/13 £nil)

ISBN 978-1-4741-0553-8



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