



**Wilton
Park**

Annual report and accounts 2023/24

**An executive agency of the Foreign,
Commonwealth & Development Office**

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Wilton Park

**An executive agency of the Foreign,
Commonwealth & Development Office**

Annual Report and Accounts 2023/24

For the period 1 April 2023 to 31 March 2024

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ANNUAL REPORT

Performance report

Overview

This section provides an overview of Wilton Park and its activities.

Chair's foreword

The UK faces strategic challenges at home and abroad. War and famine are raging across more and more parts of the world. The international order is more contested and chaotic than it has been for some time. Threats are as likely to manifest themselves on our high streets as on the high seas. Only by advancing our international influence can we preserve our prosperity and security.

The job of policymakers is to anticipate problems and find ways to overcome them. This requires patience and persistence. At Wilton Park, we can, and do, support those who grapple with these daunting challenges. We achieve this by welcoming the widest ranges of views and opinions and inviting our participants to assess all options against realistic goals. We're always optimistic about the power and impact that bringing people together can have. At its core, Wilton Park is a place of hope and optimism.

Wilton Park is the UK government's key convener of international policy dialogue. Over the last twelve months we have played a key role in supporting departments across Whitehall who had to address major policy challenges.

We've facilitated dialogues on themes as diverse as reconstruction and recovery in Ukraine, to supporting the UK's international women and girls strategy with a major programme of events. We tailor our work and engagement programme to best support the international policy priorities of His Majesty's government. Our ability to build links between departments and policymaking and practitioner communities as well as improving the coordination and delivery of policy is a key benefit we bring to government partners.

Wilton Park's value was confirmed by the Public Body Review in 2023. It acknowledged our ability to convene and facilitate extended, in-person dialogue. Ministers concluded that this makes us a 'key strategic asset in the FCDO's portfolio.'

The review made a range of practical recommendations which we are working to action and in many cases have already implemented. We remain committed to provide maximum value and benefit for our sponsor department and wider government. We view success in terms of policy impact as well as commercial performance.

Our Board has been strengthened by the addition of Julia Prescott as a non-executive director. We will be recruiting another non-executive director in the coming year. We have deepened our connections across Whitehall Departments, by first welcoming

John Edwards from the Department for Business and Trade, and later David Hogan-Hern from the Ministry of Defence as observers to the Board.

By bringing in a wealth of talent and new ideas, we have revitalised the Wilton Park Advisory Council. Individually and collectively, they support our intellectual output and deepen our business engagement.

Following the Public Body Review recommendations, we've made new hires to bolster our fundraising efforts and our impact analysis. Focused fundraising and stakeholder engagement will enable Wilton Park to broaden its revenue base. The ability to track the impact of policy events through time will be vital.

Wilton Park is based at Wiston House and our lease of the house expires in 2027. Wilton Park's biggest organisational challenge is finding a resolution to the question of where we will operate from when our current lease expires. Whatever the outcome of the negotiations, I am confident that Wilton Park will continue to make a significant contribution to international peace and security. Our location, whilst important, does not define the work that we do. Our value is in bringing together partners and creating a discreet space for people to have open, honest and frank conversations. We will continue to play this critical convening role beyond 2027, regardless of where we call home.

We are likely to see extensive political change following the change of government, and we are ready to navigate this. Our skills, knowledge and networks will always be available to the government of the day.

Wilton Park will continue to be a beacon of tough, but respectful policy dialogue. We are determined to support our partners at home and abroad in the pursuit of prosperity and security.

Rt Hon Gisela Stuart, Baroness Stuart of Edgbaston PC

Chair

Chief Executive's foreword

I'm delighted to have started my second 3-year appointment as Chief Executive of Wilton Park in far more favourable immediate circumstances than my first. My first visit to Wiston House was to a building that had been shuttered and empty for many months due to the pandemic, its furniture under dust sheets. Despite the sterling efforts of all our staff, Wilton Park seemed vulnerable – a potential anachronism in a world where there were doubts as to whether the age of in-person meetings was over.

The high, and growing, demand for Wilton Park, and the defiantly human-centric approach we take to building relationships and consensus, belies that earlier uncertainty. Virtual and hybrid continue to play a role in our work, but it is the physical space and time we ask of and provide to our participants, and which in turn allows relationships and understanding to flourish, which is actually proving more precious and in demand. This is particularly true in a world where time, space and relationships are in ever shorter supply.

Over the past year we have demonstrated the value of this repeatedly, hosting events to continue to support Ukraine, to identify and unlock the global financing Ukraine needs. We have also continued to support interfaith dialogue, including wherever possible on the Middle East, built global consensus on migration, promoted faster and more effective action to achieve the Sustainable Development Goals and mobilise the finance required to do so, as well as championed the rights of women and girls. We have also worked to improve access to green climate finance, particularly for smaller and Commonwealth countries. Finally, we have been doing more to support global trade, and identify specific opportunities for the UK as well as the world.

The UK is sometimes accused of being casual in its appreciation of the institutions and expertise it has accrued over decades or even centuries, but I am glad to say Wilton Park is one institution which seems to be finding ever more of a role and a recognition as a strategic diplomatic asset for both UK and global benefit. Indeed, Wilton Park finds itself a peculiarly contemporary organisation in an ever more fluid and deformalizing international environment, where the ability to influence through a wide spectrum of settings and fora can make all the difference in the growing contest over the values and principles which will define global norms in coming decades.

Because of this, the coming year will offer growing tests of our potential to make real impact, alongside significant corporate challenges such as securing the right decision

on our future location, navigating a challenging fiscal environment in and out of government, and preparing for the potential implications of a general election. Amidst all this uncertainty, one strength I am increasingly confident and reliant upon is the hard work, determination and collaborative spirit of all of the team at Wilton Park, who seem ever more united and focused on our mission to address the most complex global challenges through genuine dialogue. In partnership with our colleagues across the FCDO and beyond, Wilton Park is in a stronger position than we have been for many years, and committed to make the most of that opportunity.

Tom Cargill

Chief Executive

Purpose and activities

Who we are

We are the UK government's experts in convening international policy dialogue.

An Executive Agency of the UK Foreign, Commonwealth & Development Office, we're proud to support UK foreign policy development and the international strategic priorities of His Majesty's Government, bringing together experts, policy-makers and decision-takers to solve complex global issues. We're also privileged to be a trusted partner for a range of foreign governments, international organisations, and other actors keen to explore and resolve pressing global challenges.

Positioned within, yet not constrained by, government policy, we offer a broad view of emerging themes to inform our work with partners across diverse policy-making areas. Our value is in creating a space for partners to have the open, honest, and frank conversations that they are rarely able to have, away from day-to-day pressures and in a discreet setting.

Governments and partners return to and trust us to support them in pursuing their policy objectives, because we offer a combination of skills, discretion, and hospitality that no other organisation provides.

What we do

We provide a discreet think-space for experts and policy-makers to engage in genuine dialogue with a network of diverse voices, to address the most pressing challenges of our time. Each year we bring together thousands of leading thinkers, business leaders, and practitioners from around the world to share their expertise, perspectives, and develop policy.

Our dedicated team of experts help to design, convene, and facilitate world-class policy events. We provide a space where ideas are tested and accelerated, and new projects and policies are born. We foster an atmosphere for genuine dialogue, active participation and understanding, which nurtures meaningful connections. We enrich and enhance policy processes by challenging existing approaches and fostering creative and inclusive policy development.

Located at the iconic Wiston House, our secure, tranquil setting, free from the disruptions of everyday life, is an ideal space to conduct diplomatically sensitive dialogue. We provide a secure space to talk, safeguarding discussions with privacy and the utmost respect for confidentiality. Our partnerships are built on the shared values of mutual trust, genuine support, and a commitment to success.

How we are structured

Our dedicated team of experts help to design, convene, and facilitate world-class policy events. Our Policy Team combine breadth of international relations experience with a capacity to identify and develop emerging themes and policy trends at their very earliest stages. Our Policy Team convenes experts, practitioners, policy-makers and decision-takers for genuine dialogue on some of the world's most pressing issues. They provide policy guidance to ensure topics are framed effectively and that dialogues unlock and accelerate ideas. Their expert facilitation ensures contributors engage in the honest, frank and creative discussion required to advance policy-making and to challenge established thinking.

Underpinning our ability to deliver policy impact through dialogue, are our operational and corporate teams which bring subject specific expertise to the delivery of events and running of the organisation.

Our operational teams work closely with our policy team to handle the complex event logistics required to convene guests from around the world, so that the right people can come together in the UK, overseas or online. Our guests are expertly cared for by our colleagues, ensuring that they can focus on networking and engaging in meaningful policy discussion.

Our corporate teams are the bedrock of work across the organisation, making sure teams are supported and that we are secure, efficient, inclusive, and sustainable. They make sure that we maintain high standards across our work with effective governance and management.

We will continue to provide outstanding services across all our operations to ensure our participants and partners receive the best possible experience. We will draw on expert knowledge across our corporate and operational teams to ensure we are well placed to achieve both policy and commercial outcomes.

Our funding

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

Performance summary

In 2023/24, Wilton Park delivered a gain of £36k (£3k gain in 2022/23), excluding adjustments for IFRS16 and non-cash charges, of revenue over expenditure. IFRS16 adjustments total £2k (£241k in 2022/23) and other non-cash charges total £1,136k (£717k in 2022/23). This results in gain as a percentage of income being 0.43% (0.03% in 2022/23) which is within the financial target of +3% to -1%. Income continued to grow to meet the demands of increased energy costs and increased staff costs with a shift to more Wiston House based in person events.

The financial year was a slower than usual start, however, the second half of the year was very strong following focused engagement with departments across His Majesty's Government, and for the year we successfully delivered 69 policy events overall (76 2022/23). 57 policy events at Wiston House, 10 policy events externally (6 at overseas locations and 4 in the UK), and 2 virtual events. This demonstrates our flexibility and adaptability to operate across the UK and internationally; from our iconic base at Wiston House, to events in London and selected premium sites across the UK, to overseas events in countries as diverse as Chile and Thailand. We continued to deliver a small number of virtual dialogues, with 2 such events during the financial year. In addition to the 69 policy events, 9 other events were delivered from commercial events (21 in 2022/23).

Gross operating income increased by 9% to £8,347k (£7,648k in 2022/23). The breakdown of which was; revenue from customers of £6,199k (£5,355k in 2022/23); commercial and other revenue of £248k (£393k in 2022/23); £500k core allocation (£500k in 2022/23); and ODA funding of £1,400k (£1,400k in 2022/23).

We were allocated FCDO core revenue of £500k (£500k in 2022/23) alongside ODA of up to £1,400k (£1,400k in 2022/23), which is ring fenced to spend in compliance with ODA regulations. We have been able to utilise all £1,400k (£1,400k in 2022/23) of the ODA allocation for the year.

In 2023/24, we delivered 69 (76 in 2022/23) policy events at an average net revenue of £110k (£89k in 2022/23). The higher average net revenue is a result of more in person meetings and increased prices to cover the increased cost base.

We received an £800k (£350k in 2022/23) capital budget from the FCDO. The actual capital expenditure for the year was £755k (£379k in 2022/23). The increased expenditure was to enable security improvements and to improve the building

infrastructure.

Income from the FCDO is seen as an important measure of our active engagement with our sponsoring department.

Future delivery plans are to continue to deliver a full programme of events in line with the Foreign Secretary's priorities, continuing to breakeven financially. The 2024/25 business plan has been produced and predicts an expenditure of £10,071k for which Wilton Park will generate revenue of £8,171k and receive £1,900k in core allocation and ODA income.

Key risks and issues

Following a slower than usual start to the year, Wilton Park's business gathered pace during the second half of the year, culminating in a strong finish. We hosted 66 in-person events at Wiston House and overseas, 2 virtual events and 1 hybrid event, and finished the year within our financial targets as set out in our Framework Document with the Foreign, Commonwealth and Development Office (FCDO).

An executive agency of the FCDO, Wilton Park currently operates out of Wiston House, a privately owned Grade 1 listed 16th century house in West Sussex. The lease on Wiston House expires in 2027 and consideration will be given by Ministers as to its renewal. A strategic project is now underway to consider options for the future operating location for Wilton Park, acknowledging any decision taken has associated risks in respect of our reputation, our people, our future strategy and financing.

Our current financial model works on an annual basis with operating costs covered by a combination of funding, sponsorship and revenue generating activities. Additionally, Wilton Park receives an annual capital sum from FCDO for technology and property improvements for Wiston House whose upkeep requirements are split between Landlord and Tenant. The property has deteriorated over a number of years due to a lack of investment by both sides. The viability for Wilton Park to remain at Wiston House over the long term without significant investment is a key risk. An additional capital sum was made available to Wilton Park by FCDO in May 2023, enabling us to undertake a major improvements programme. This represents a significant investment in the property and allows for a wide range of projects to take place that address the safety of the workforce and visiting participants, compliance with legislation and the fulfilment of Wilton Park's obligations as tenants.

Wilton Park has a minimal risk appetite for security and, as an Arm's Length Body (ALB) of FCDO and by association, the likelihood of a cyber or physical security incident remains a key risk. During 2023/24, we continued to invest in infrastructure improvements to our security and IT networks where possible, prioritising enhancements that will harden our security posture. In an everchanging cyber security environment that requires us to continuously review and adapt to new threats and technologies, funding remains an ongoing risk. There were no cyber incidents reported during 2023/24.

A review of the current physical security provision at Wiston House was undertaken in August 2023. The report concluded that the site is a low-risk target because of its location, activities, and circumstances but falls short of conforming to HMG standards required for a secure low risk categorised government site. In response to the report's recommendations, Wilton Park has already invested in additional security personnel, tightened access control measures, increased training programmes and engagement with expert stakeholders. Future mitigation will include enhancements to physical barriers, safeguards and surveillance camera systems.

Performance analysis

Financial planning

The Wilton Park Senior Management Team (SMT) prepares an annual financial plan where income is forecast for both Wilton Park events and commercial revenue. Costs relating to that income is forecast using the resourcing models in place. Risks to the forecast are also identified and reported on during this process. The financial plan is reforecast monthly. The reforecasts are prepared using the latest information on actual and conceptual events from Xen, Wilton Park's data, knowledge and information system. The year end results have come in within the tolerance level of -1% / +3% of revenue for the second year in a row, which is an incredible achievement considering the inflationary increases that need to be covered off.

Monthly management accounts and board papers

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

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

The monthly financial reports highlight any risks to the financial outcomes and include a forecast for the rest of the financial year.

Monitoring and evaluation (M&E)

We are continuously developing and improving. We monitor and evaluate the outcomes of our events to understand our performance and impact in the world.

We capture statistical data and qualitative impact data. Statistical data includes:

- our events – giving us insight into our capacity and delivery;
- our participants – helping us to analyse diversity and our reach. Fresh thinking comes from diverse participation and
- feedback – providing insight into our performance.

We assess scores against performance targets and monitor them for trends. These results are vital for our ongoing learning. Through measuring our impact, we understand how we are advancing practical solutions to critical global issues.

We survey partners and participants and learn how our events impact their work, their networks and hear about the change they bring. This reveals our impact and brings it to the centre of our story. We discover how impact materialises and use this to maximise future opportunities.

M&E has Wilton Park Board and Management oversight.

Key performance targets to 2025/2026

The Wilton Park strategy from 2023 has set the following key performance targets to 2026.

Performance target	2023/24 actual	Target by 2025/2026
Revenue	£8.3m	£9.0m
Revenue from non-government sources	35%	35%
Gain/deficit (of revenue)	+0.43%	-1% to +3%
Policy Events	57 at Wiston House 10 at external locations	60 at Wiston House 20 at external locations
Partners confirm event achieved policy impact, six months after event	Not currently measured	50%
Diversify offering with virtual events	2	2
House occupancy (based on 365 days)	45%	55%
Eliminate reliance on core funding	6% of revenue being 1% lower than prior year	Year on year reduction

Performance of staff

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

Wilton Park has due regard to the three aims of the public sector equality duty under the Equality Act 2010 of:

- Eliminating unlawful discrimination, harassment, victimisation and any other conduct prohibited by the Act;
- Advancement of equality of opportunity between people who share a protected characteristic and those who do not share it;
- Foster good relations between people who share a protected characteristic and those who do not share it.

Our staff report shows how we implement these aims for our employees and the monitoring and evaluation section as well as the events sections of this report shows we are promoting this with our services.

Countering fraud, bribery and corruption

Wilton Park has countering fraud, bribery and corruption policy and processes in place and a policy relating to whistleblowing. Concerns can be escalated to the Chair of the Wilton Park Board, the dedicated FCDO reporting concerns team, FCDO Internal Audit or the National Audit Office.

Wilton Park adheres to the Government Functional Standard GovS013: Counter Fraud.

There have been no incidents of fraud in the financial year.

Going concern

Following a full year of trading seeing Wilton Park achieve a second year of positive results gives the confidence that Wilton Park has a stable financial future and the controls and processes in place to ensure it maintains financial security.

We have prepared a financial plan for 2024/25 with a breakeven outcome. Our ODA allocation has been set at £1,400k and core allocation confirmed as £500k, these figures are included in the financial plan and as with the 2023/24 financial year we aim to utilise both these allocations fully. Risks continue to remain with high inflation and energy prices, increased requirements to maintain secure cyber protection and a number of general elections around the world, including here in the United Kingdom. We are working with the FCDO to mitigate concerns where possible.

We do not expect to have any significant impact on our ability to meet our liabilities due to the financial support provided by the FCDO.

Our assessment based on the information available to date does not indicate there is a material uncertainty that would cast doubt on our ability to continue as a going concern.

Financial review

Wilton Park reports on key performance indicators (KPIs) monthly to the SMT, ARAC and Board. The KPIs are designed to ensure that adverse movements against key measures are identified in good time to ensure mitigating action can be taken.

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

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

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

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

The financial target is to achieve a margin of +3% to -1% on operating costs over income excluding non-cash items. For 2023/24, this target has been met with the delivery of a 0.43% gain (+0.03% gain in 2022/23).

	2023/24 £000	2022/23 £000	Reference
Net operating expenditure	(1,102)	(714)	Statement of Comprehensive Net Expenditure
Add back non-cash costs	1,138	717	Note 3 and Note 7
Cash based gain/ (deficit)	36	3	

Income from other funders and support from the FCDO

	2023/24 £000	2022/23 £'000	2021/22 £'000
FCDO discretionary income	2,862	1,843	1,189
Wilton Park other funders	3,378	3,517	2,645
Commercial and other income	248	393	231
Total discretionary income	6,488	5,753	4,065
FCDO as percentage of total discretionary income	44%	32%	29%
ODA	1,400	1,400	804
Core allocation	500	500	500
Total FCDO allocation	1,900	1,900	1,304
Total income	8,388	7,653	5,369

Other Wilton Park funders include foreign governments, charities, other HM Government departments and private companies.

In addition to the funding noted above, the FCDO had allocated Wilton Park a capital budget of £800k of which committed spend has come to £755k (£379k in 2022/23).

The FCDO accounts can be found on the FCDO's website:

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

Creditor payment

Our policy is to pay our creditors within 30 days from the invoice date or receipt of the month end statement, or within otherwise agreed trading terms. The average number of days taken to pay suppliers was 17 (18 in 2022/23).

Commercial activities

When Wilton Park events are not taking place, the facilities at Wiston House are used to generate income from commercial sources. We generate interest from government departments and from the private sector to use the facilities for conference, training and banqueting events.

During 2023/24, income from commercial activities was £248k (£393k in 2022/23). This income was generated from 9 (21 in 2022/23) commercial functions. The decrease in income generated by commercial activities was due to the focus of aligning commercial activities to our strategic objectives.

Monitoring and evaluation (M&E)

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

Event data

In the financial year 2023/24, we brought together 3,233 participants from 137 countries at 69 policy events.

Financial year	Total number of participants	Number of events	Average participants per event
2023/24	3,233	69	47
2022/23	3,477	76	46
2021/22	4,858	124	39
2020/21	4,780	128	37
2019/20	3,165	76	42

Financial years 2020/21 and 2021/22 were throughout the COVID-19 pandemic where events were virtual which enabled a higher volume of events with more participation.

Number of events by format:

Event format	2023/24 events	2022/23 events
Policy hybrid	1	5
Policy in person	66	64
Policy virtual	2	7
Total policy events	69	76
Total Commercial events	9	21
Total	78	97

Events by location

	%
Wiston House	82%
External - UK	6%
External - overseas	9%
Virtual	3%

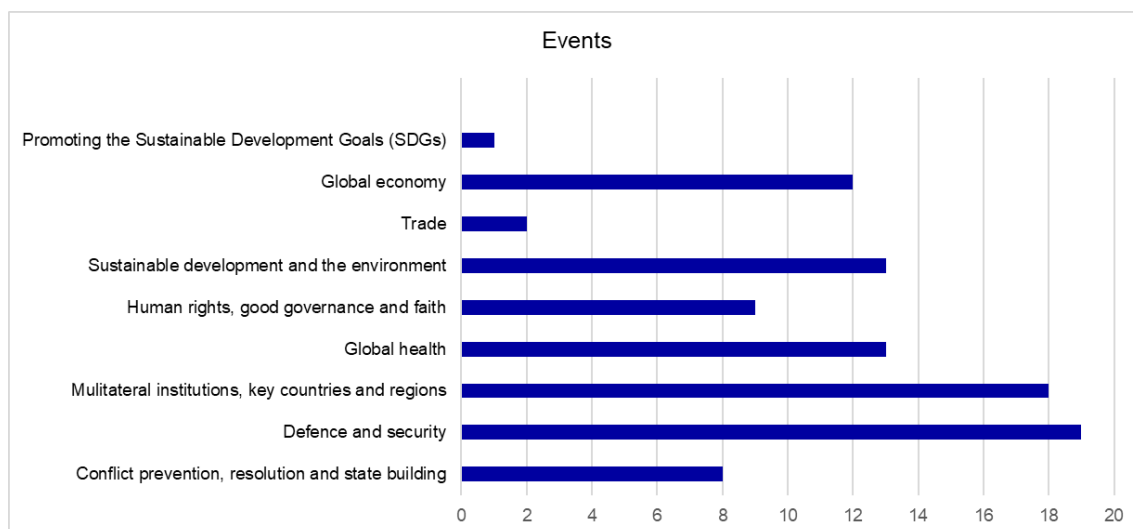
Number of participants by policy event format

	2023/24 participants	2022/23 participants
Hybrid	32	182
In person	3,145	3,108
Virtual	56	187
Total	3,233	3,477

Number of events by type

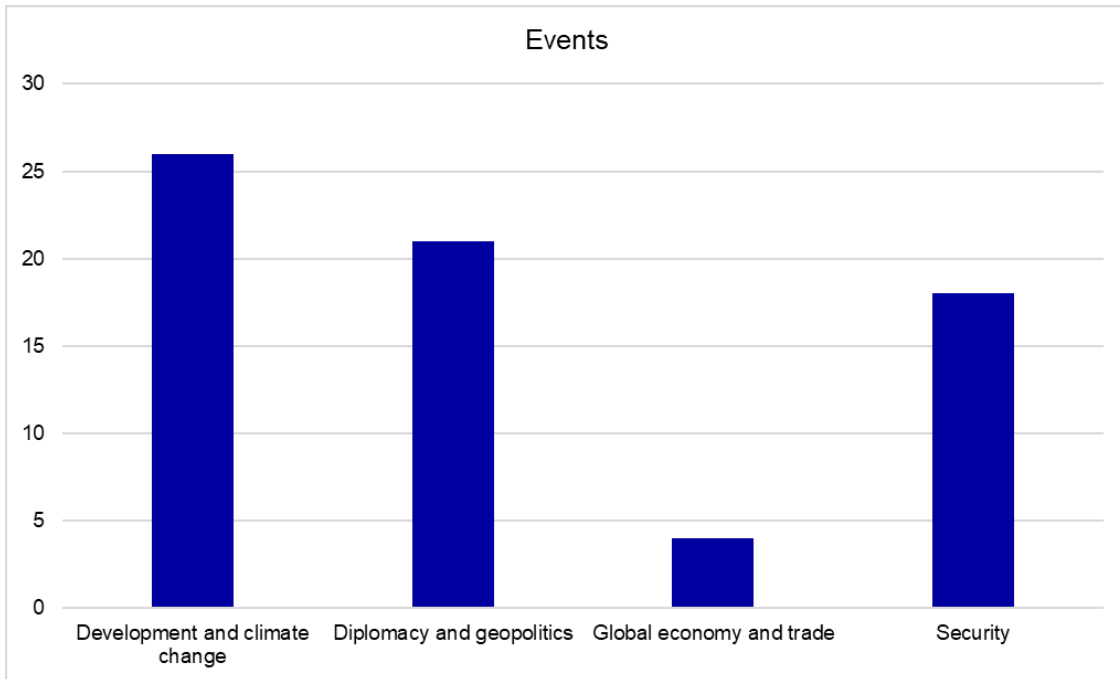
Event type	2023/24 events	2022/23 events
Commercial	8	20
Other	1	1
Policy	69	76
Total	78	97

Policy events by policy theme

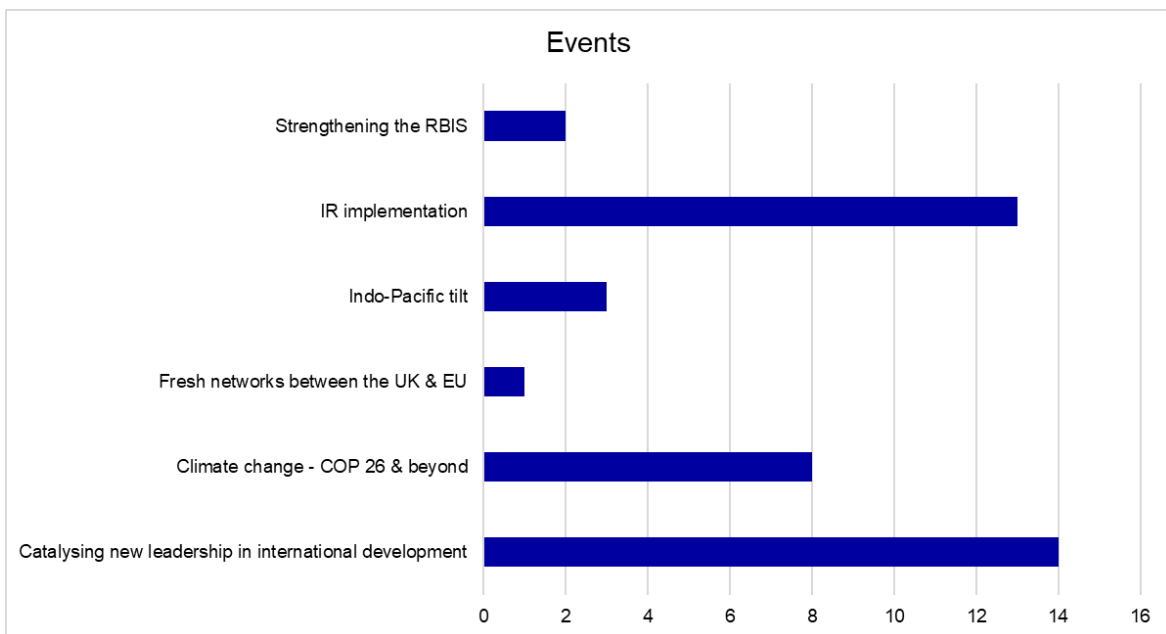


Some policy events cover more than one theme, so the total shown in this chart is greater than the number of events.

Policy events by sector



Policy events by priority

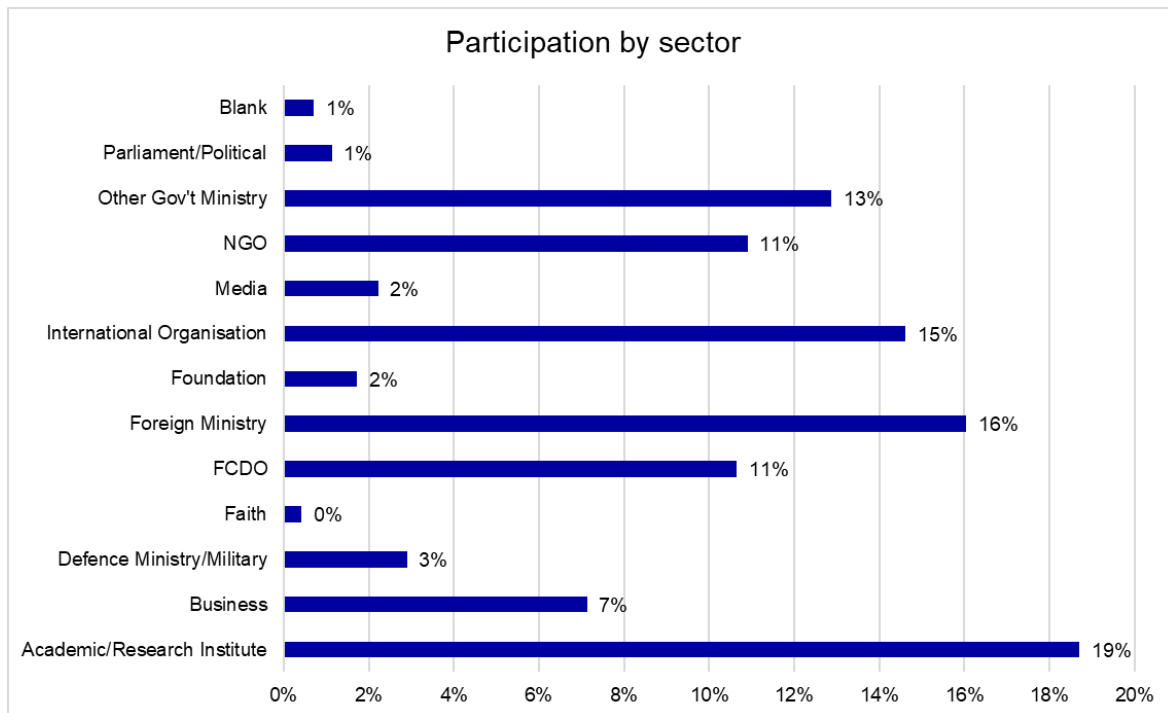


The events included here are those that directly support the Foreign Secretary's priorities.

Participant data

Most participants came from academic or research institutes, foreign ministries, other government ministries or international organisations. We registered participants from 137 countries (131 2022/23). 39% of the participants were female (37% 2022/23) and the average age band of all participants was 45-54 years old (45-54 years old 2022/23).

Participation by sector

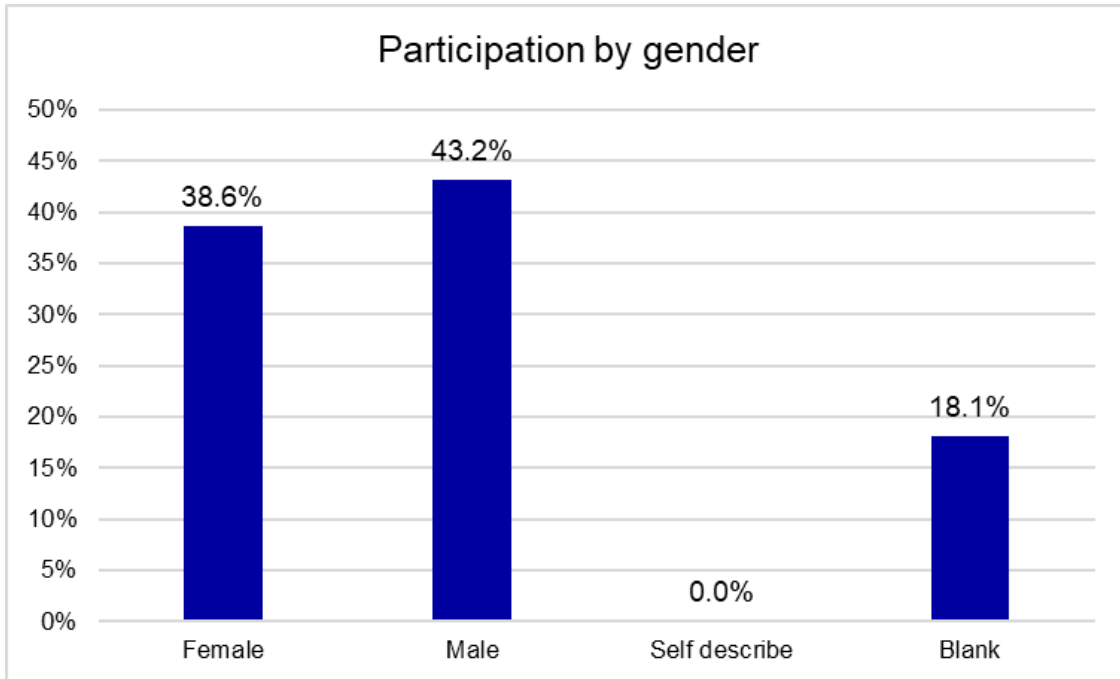


Participation by gender

At Wilton Park, we aim to create an environment in which all participants, visitors and colleagues will feel included, have a voice, and can be their authentic selves.

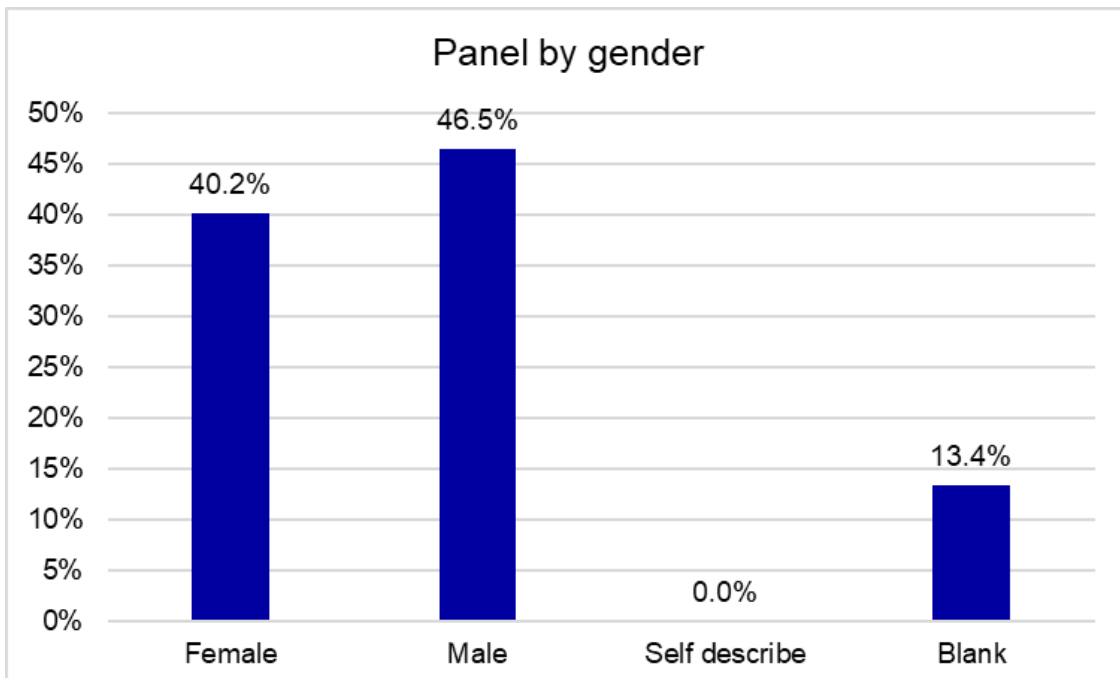
This aligns with our values where we commit ourselves and our organisation to be ambitious, ethical, respectful, collaborative and creative.

Our goals are to have 50% male and female participation at each event and to host gender balanced discussion panels.



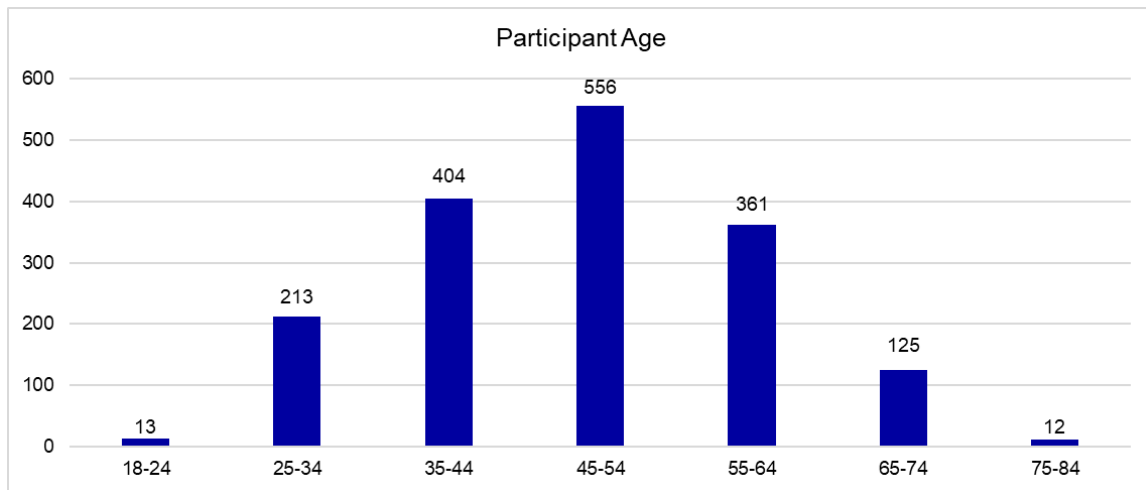
Panel by gender

We monitor the gender of our panels, with a goal of providing balanced panels wherever possible.



Participants by age

The age band 45-54 remains consistent with last year's average.



This data is representative of those participants who responded to the survey.

Survey data

The following survey data is from April 2023 – March 2024 and, as not all events are surveyed, the following shows responses from 63 out of the 69 events (91%) in that date range.

These scores show how well Wilton Park deliver events. The average score has dropped slightly to 4.60 out of 5.00 from 4.61 in 2022/23 which demonstrates how Wilton Park continues to deliver outstanding conferences.

	In person at Wiston House attendance (policy events)	In person at external venue attendance (policy events)	Average
Overall score	4.61	4.53	4.60
Response rate	61%	51%	60%
Pre-event communication	4.63	4.56	4.63
Event materials	4.34	4.37	4.34
Facilitation	4.80	4.74	4.79
Selection of participants	4.43	4.52	4.44

	In person at Wiston House attendance (policy events)	In person at external venue attendance (policy events)	Average
Bedrooms at Wilton Park	4.29	N/A	4.29
Meeting rooms at Wilton Park	4.78	N/A	4.78
Service at Wilton Park	4.90	N/A	4.90
Food at Wilton Park	4.64	N/A	4.64
Technology at Wilton Park	4.49	N/A	4.49
COVID precautions	4.40	N/A	4.40
Average	4.57	4.55	4.57

There were also two virtual events during 2023/24 which were not surveyed.

We ask our participants for feedback on the content and outcomes of the event, the scores below show the percentage who responded “yes” to the questions.

	% Responded ‘yes’ 2023/24	% Responded ‘yes’ 2022/23
New knowledge was shared	84%	86%
New approaches / perspectives were introduced	76%	78%
It helped inform policy or programmatic change	60%	61%
A report / proposals were produced	45%	40%
It fostered intimate, frank and open exchanges	88%	87%
It encouraged networking and strengthening collaboration	95%	90%
It provided foundations for further events in this or related subjects	84%	83%

Testimonials

“Wilton Park is the most remarkable centre for strategic discussions and debates. It is intellectually stimulating, strategically important, personally enjoyable. It is a British and global treasure.

The international rules based order of conduct and diplomacy emerged from Wilton Park after WWII and continues today. It is an invaluable platform for dialogue and diplomacy, as the world addresses increasingly complex global challenges. It provides a neutral and inclusive space for policymakers and stakeholders to collaborate, build relationships, and develop strategies to tackle pressing issues such as international security, conflict resolution, and sustainable development.

Beyond Wilton Park's thought-provoking experiences, critical significance, and individual satisfaction, its ability to bring together participants from diverse backgrounds, cultures, and perspectives, drives the enduring outcomes reached at Wilton Park which are the substance that ensures its place among the distinguished intellectual conclaves of the world.”

Honorary Group Captain Kevin W Billings OBE, 601 (County of London) Squadron,
Royal Auxiliary Air Force.

“I have attended countless conferences and sat through countless presentations over the years. What Wilton Park does is different, bringing people together as equals and building mutual trust so that what ensues is a genuine dialogue in which participants feel able to share their insight and experience openly and honestly. The degree of candour is, in my experience, unique. Everyone leaves having contributed and everyone leaves with fresh knowledge.”

Paul Aplin, Past President, Institute of Chartered Accountants in England and Wales

“In many decades of planning and putting on conferences I have never had such a positive, professional partnership.

Our meetings over many months of planning were efficiently managed and decision focused. And the event itself was perfectly staged from reception, to room set up, audiovisual, catering and housekeeping.

Because of the stress free hospitality and the smooth program flow, participants were able to focus on substance and relationship building, and to give their best to the dialogue.

Your excellent work contributes tangibly to the common good. It was a privilege to collaborate with you.”

Jean Duff, President, Partnership for Faith and Development

“After 3 days here at Wilton Park, I feel as if I can go back and change the world.”

Deborah Tayo Akakpo, Programmes Manager, Gender Studies and Human Rights Documentation Centre, Accra, Ghana

“[Wilton Park] is the ultimate place for intellectually stimulating discussions among amazingly interesting people in the most relaxed atmosphere. It represents the best and most civilised tradition of open debate, tolerance, and respect. For those of us from industry, it is simply the perfect opportunity to recharge our intellectual batteries.”

Prof. Dr. Holger H. Mey, Vice President, Advanced Concepts, Airbus Defence and Space, and Honorary Professor for Foreign Policy, University of Cologne

“Wilton Park is a simply unique setting to bring policy makers and stakeholders together to bring solutions to global challenges. A real asset to the U.K.”

Tim Ash, Bluebay Asset Management

Wilton Park activities 2023/24

During 2023-4, Wilton Park delivered 69 policy events, many of which reflected what has been described as an era of ‘polycrisis’ or ‘permacrisis’. From climate change to human rights, international security and conflict, our dialogues tackled complex current challenges; pooling analysis, convening those at the cutting edge of responses and charting new approaches and solutions. Time is of the essence in addressing many of these crises and their impacts on those affected by them, and our Policy department aims to be agile and strategic, proactive and innovative.

Events fell into the four thematic categories that reflect Wilton Park’s alignment with the policy priorities of the FCDO and other UK Government departments, including the Department for Business and Trade and the Ministry of Defence:

- Diplomacy and geopolitics
- Development and climate change
- Security
- Global economy and trade

The sub-sectors are listed under each heading below. In some cases, events straddled more than one sector; for example, our continued work on the **Green Grids Initiative** supported both our climate and our trade focus.

The majority of events were demand-driven by our partners, with some stimulated by a cross-Whitehall invitation for conference proposals. This enables us to respond to needs identified by partners and can assure sustained engagement and follow-up by them. In some cases, it leads to series of events exploring different facets of an issue (for example, the rights of women and girls) or to annual stocktakes, such as our flagship work on nuclear disarmament. However, horizon-scanning by our reinforced Policy department, which saw several recruitments during the year, has also generated events on emerging topics and then stimulated demand and funding. Our successful dialogue on **East Africa Strategic Horizons** illustrated the value the subject experts on our team can bring to defining and setting international policies.

In all categories, we seek to be agile in responding to evolving world events. This is particularly the case in the bilateral and regional activities we support in the area of **Diplomacy and geopolitics**, including successive events on the reconstruction of Ukraine and our strong record in supporting peacebuilding efforts in the Middle East. Our event on **Collaborative Conflict Resolution** included discussion of how the

international community can apply lessons from elsewhere to efforts aimed at resolving the Israel/Gaza conflict. Many of our events generated soft power through deepening collaboration with one or a small group of other countries, such as the UK-South Korean event on Technology. In addition to supporting developments in specific technical areas, such events can generate dividends for the Government's wider bilateral relationships.

Thematic focus

Diplomacy and geopolitics

[Conflict prevention, resolution & support for peace processes](#)

[Global Governance](#)

[Bilateral and regional cooperation](#)

Late April saw the culmination of the long-running, annual Wilton Park series on peacebuilding in Africa that started in 2015. **Peacebuilding in Africa: Transitions, Complexities and Responses**, held in Nairobi, took stock of the evolution of peacebuilding in Africa since the first five dialogues, exploring the continuities and complex changes that have occurred. It focused on the indispensable role of youth and inter-generational engagement in developing lasting peace. The event was preceded by a lively, public town hall discussion on **Youth, protest, and peacebuilding: conversation and negotiation with the state in Africa** held at the University of Nairobi. This provided a platform for youth speakers to unpack elements of the complex relationship between youth and the state in Africa, specifically around inclusion, justice, accountability and fairness.

In May, government representatives from the US, UK, Netherlands, Ireland, Mexico, Germany and Switzerland gathered at Wilton Park alongside international sanctions and humanitarian experts to consider **A new Code of Conduct: Taking Sanctions Reform Further to Advance Humanitarianism**. Participants discussed a newly drafted set of non-binding principles, or Code of Conduct, to guide actors designing and implementing sanctions, and a checklist to help sanctions units design, implement and monitor sanctions in a way that minimises unintended humanitarian impacts. This was a significant opportunity to lay down foundations for guiding the future use of sanctions, and consultation on this new Code of Conduct has continued since.

Wilton Park hosted its inaugural **Ambassadorial Summit** at the end of June, welcoming senior foreign diplomats serving in the UK from countries across Europe, Asia, Africa, Oceania and Latin America. Participants were joined by Minister David Rutley, the Parliamentary Under-Secretary of State for the Americas and the Caribbean at the FCDO. His keynote speech outlined the most pressing global challenges, the UK's response in terms of foreign policy, and the need for multilateralism and more modern and synergistic partnerships with other countries. Alongside leading experts on topics ranging from new thinking on UK foreign policy to the perspectives of devolved nations, Ambassadors and High Commissioners shared their views on the UK's role in the world and identified key opportunities, which generated frank and honest discussions.

The **British German Forum** in July 2023 brought together a diverse group of future leaders from both nations to foster stronger German-British relations. Following a reception in the German Embassy, participants convened at Wiston House to focus on three key areas: future security strategies, energy security and information environments and challenges. The event provided a dynamic space for networking and idea sharing among peers, with the aim of building strong relations between influential young Britons and Germans.

In October 2023, a Wilton Park dialogue held in Seoul drew together experts from South Korea and the UK to discuss areas of mutual concern, benefit and cooperation around the subject of technological innovation and security. Academics, practitioners and experts shared their views on the current state of economic and technology security strategies in the two countries. They focused on an implementation mechanism for the areas of cooperation identified in the 2022 dialogue at Wiston House and identified new areas for the future. Specifically, the dialogue focused on bilateral cooperation initiatives in semiconductors, AI, 5G/6G, quantum technology and biotechnology.

The development of new and emerging technologies, including Artificial Intelligence, biometrics and neuro-technologies, have profound implications for the enjoyment of human rights. Our November 2023 conference, **Human Rights and New and Emerging Technology**, explored the implications and significance of these developments, underscored by initiatives undertaken through multilateral mechanisms including the UN Human Rights Council, the UN General Assembly, UNESCO, the Council of Europe, the OECD and the UN Internet Governance Forum. Participants concluded that education is key to address the growing digital divide and that

protection of individual rights should be underpinned by clear principles of informed consent regarding the use and application of digital tools. Rather than replicating existing human rights structures, we need to strengthen and invest in established international human rights frameworks and bodies.

In late November 2023, Wilton Park hosted a bilateral policy exchange between the UK and Thailand to strengthen ties between both countries and explore promising areas for future cooperation. The bilateral relationship has a strong foundation with extensive trade and investment ties, expanding tourism and education links, and long-standing Royal connections. However, changing geopolitical and geoeconomic circumstances have given new urgency on both sides towards deepening the relationship. Delegations included government officials, parliamentarians, foreign policy experts and representatives from industry, civil society and academia. They discussed geopolitics, security cooperation, regional architecture, the climate crisis and economic development.

In the aftermath of World War II, the Universal Declaration of Human Rights set out clear foundational principles for an international human rights system. Despite many notable achievements, human rights violations persist 75 years on from the Declaration and the human rights system is under pressure. In this context, a dialogue held in January 2024 on **Overcoming challenges to universal human rights: developing prospects for new alliances?** explored tactics and strategies deployed by those seeking to recast their obligations in multilateral fora, across different sectors. The event also aimed to re-energise, broaden and deepen alliances amongst key actors engaged in defending, promoting and safeguarding human rights and to identify commonalities, share successful strategies and develop prospects for new alliances. This meeting was the eighteenth in the annual human rights series developed in partnership with the Federal Department of Foreign Affairs of Switzerland and the Ministry for Foreign Affairs of Finland.

In partnership with the FCDO, February 2024's event on **Collaborative conflict resolution in a competitive age** brought together mediation actors to reflect on opportunities for new forms of collaboration and innovative approaches to conflict resolution. Conflicts globally are increasing in scale, intensity and duration, placing international resolution efforts under intense pressure to end violence and address the root causes. This is giving rise to a range of conflict mediation approaches, led by traditional and emerging state actors, regional bodies and NGOs, in addition to the UN. There was consensus on the need to build a better international conflict resolution

system, and to urgently explore new ways of working together at a time when there is little agreement around international norms and little respect for international law and human rights. As one participant said: “Peace making needs to be a priority for politicians: the price of peace processes is cheap. War is not.”

Ahead of the third Summit for Democracy taking place in the Republic of Korea, Wilton Park hosted a high-level retreat **Summit for Democracy - the future: how to sustain international support** in February 2024 in partnership with the FCDO and Westminster Foundation for Democracy (WFD). In the context of the current threats and challenges to many democracies, participants representing over twenty countries and many different organisations in the global democratic architecture took stock of recent trends and risks to global democracy and considered the most effective ways to support and strengthen democracy and the global democracy architecture for future generations.

Our work on Africa focuses on building partnerships and trust, fostering exchanges among African stakeholders and with international partners on critical global and African issues, and on Africa’s role in multilateralism. In March 2024 we hosted two events focusing on the region. The first of these, **East Africa Strategic Horizons: Partnerships and Priorities**, examined the regional outlook for East Africa to 2030, with participants sharing assessments of the key trends, risks and opportunities, and how we can collectively respond in the interests of the region. The objectives included strengthening our collective understanding of the likely context ahead, to support future strategy, planning and delivery towards crisis prevention and resolution. The event culminated with recommendations for regional and international partners on prioritising efforts and resources and addressing gaps.

A conference on **Africa’s Regional Actors and Democratic Governance: what role for international partners?** sought perspectives from African stakeholders on the role of and pressures on Africa’s regional institutions tasked with upholding constitutional rule and democratic norms, and the future role of international actors. It sought to build trust and relationships with regional actors, identifying options for efficient and streamlined future engagement in support of strengthening institutions. Participants included representatives from African regional institutions, member states, civil society and like-minded international partners. Wilton Park will pursue the scope for more focused, regionally situated and co-hosted events (in West, East, and Southern Africa).

Development and climate change

Promoting the Sustainable Development Goals

Women and Girls

Climate change and the environment

Global health

Human rights and faith

In April 2023, Wilton Park convened **Small Island Developing States – Improving Finance for Resilience by 2024**. Small Island Developing States (SIDS) face unique economic problems which constrain their ability to adapt to climate change – indeed, two of them are likely to disappear under rising oceans this century. The dialogue brought together SIDS, development partners and multilateral leaders to discuss options for improved support. It helped build consensus on improved access to finance for the most vulnerable states as part of the journey towards the 2024 SIDS Summit.

In May 2023, we hosted the **Energy Council Ministerial for the Energy Transition Council (ETC)**, continuing the highly impactful work of an initiative launched during the UK's Presidency of the UN climate process. Leaders from ETC partner countries, including Egypt, Indonesia, Laos, Morocco, Nigeria and the US, articulated their efforts and ambitions to transform their power sectors, including through increasing and continuing collaboration with ETC. ETC members – governments and institutions – outlined their offer of finance, expertise and assistance contributing to a step-change in the coordination, availability and effectiveness of finance in the power sector and enabling a faster transition to a low-carbon economy in key markets.

FCDO Women and Girls series

On International Women's Day in March 2023, The Foreign, Commonwealth and Development Office launched an International Women and Girls Strategy which set out principles and goals alongside priorities of the 3 Es – Educating girls, Empowering women and girls and championing their health and rights, and Ending gender-based violence.

Wilton Park supported this important initiative and the FCDO's new global campaign, Rights, Freedom, Potential, with a series of five thematic events over the course of the year. The series aimed to help deliver progress on the empowerment and rights of

women and girls around the world, in the context of growing global threats and the disproportionate impact on women and girls of COVID, conflict and the climate crisis.

The first event, **Women's Economic Empowerment: Stimulating Renewed Global Momentum and Driving Long-Lasting Change**, in March 2023, focused on stimulating renewed global momentum to drive long-lasting improvement to women's economic empowerment.

In April 2023 we held the second event, **Working together to promote comprehensive, universal sexual and reproductive health and rights**. The dialogue convened key partners from UN member states, civil society, UN agencies and grassroots organisations to discuss the global rollback on progress on SRHR, gender equality and women's rights in general. This rollback on rights has a real impact on the lives of women and girls, and discussion included ways in which to strengthen alliances to protect and advance SRHR and gender equality.

In June 2023 we held **Ending sex for education, fees, grades and first jobs** which focused on the overlooked global issue of young women being forced into exchanging sex for advancement in education and early careers. As many as 50 percent of young women in higher education in Africa are forced to seek older male 'sponsors' to cover their education expenses. Even more – up to 90% – report being affected by 'sexually transmitted grades' – in which teachers require sexual favours for the grades given. We heard from survivors about the devastating impact this unacceptable abuse of power has had on their lives and the lives of their families. The social, psychological and financial costs are an untold story, affecting the potential of girls and women throughout their lives.

November 2023's event **What will it take to end gender-based violence? Rethinking pathways to preventing violence at scale** was held in partnership with the Ford Foundation and Wellspring Philanthropic Fund. The dialogue took stock of progress and remaining challenges and discussed concrete opportunities and strategies to drive a step change in ending gender-based violence (GBV). It sought to build consensus around how to advance GBV prevention, and concrete actions that can be taken to accelerate progress in the 12 months ahead, as well as laying the foundations for a longer-term collaborative agenda.

In January 2024, Wilton Park held the fifth event, **Addressing violence in and through education**. School violence is a global challenge, but prevalence is highest in low and middle-income countries where nearly a third of children are regularly exposed

to physical or sexual violence at school. Such violence is a major obstacle to human and economic development and can have devastating effects on brain development and health outcomes as well as harming children's potential. Yet school violence does not receive sufficient political attention or financial resources from domestic governments and the global education community. The dialogue aimed to produce a set of goals for ongoing action on the elimination of violence in schools. It sought consensus on the evidence and a commitment to use this evidence to drive system-wide reform.

The final event in the series, **Women's rights organisations and movements in crises: pathways to progress** took place in February 2024. Women-led organisations (WLO) and Women's rights organisations (WRO) and movements play a critical role in crises, with an increasing number of studies affirming that they have consistently applied innovative ways of working and responding to widespread humanitarian needs, whilst pursuing collective action and intersectional approaches.

In June 2023 we convened an event on **A new Global Framework on protection from sexual exploitation, abuse, and harassment**. The 2018 London Safeguarding Summit brought together a wide range of groups to agree actions to prevent and respond to sexual exploitation, abuse and sexual harassment (SEAH) in the aid sector. Five years on, there is a clear need for all groups involved in the delivery of humanitarian, development and peacekeeping to agree and work towards a refreshed collective vision on protection from SEAH (PSEAH). Drawing on the experience and expertise of technical experts across the humanitarian, development and peacekeeping sectors, this Wilton Park dialogue discussed a draft Global Framework on PSEAH and explored promotion, implementation and monitoring as well as the resources needed.

June 2023 also saw the event **Pathways to Safe Medicines**, exactly ten years after the first Wilton Park dialogue on this issue. The event built on the work of the World Bank's Global Steering Committee for Quality Assurance, and reinvigorated coordination in the fight against illicit medicines with a particular focus on sub-Saharan Africa. It critically examined impediments to progress and focused on building consensus on practical solutions at national, regional, and international levels. The dialogue discussed the importance of health commodity traceability for addressing health supply chain integrity as well as multifaceted approaches to combatting illicit medicines, including strengthening cooperation among key stakeholders. The dialogue

was a testament to Wilton Park's commitment to facilitate dialogue over decades on critical issues.

In July 2023, Wilton Park hosted **Addressing humanitarian needs and famine risk: the role of climate adaptation finance**. The event brought together representatives from international financial institutions, global climate funds, government donors, humanitarian agencies and recipient country governments. Participants focused on improving access to, and use of, climate adaptation finance for fragile and conflict-affected states. Ministerial and senior representatives from Somalia and Niger shared their insights and highlighted the challenges their countries face in addressing these underlying climate-related drivers of famine and food insecurity. The meeting culminated in a high-level roundtable, at which participants representing key stakeholders in the discussion proposed a broad set of recommendations to be taken forward in the lead up to COP28 and beyond.

Also in July, we convened **Climate transition plans as an emerging international regulatory norm**. As companies and organisations across the globe grapple with a climate crisis of increasing intensity and urgency, a disparity is emerging between entities that are developing credible net zero plans and those which are further behind in building their capacity for meaningful responses to climate change. Governments are now moving towards integrating the most successful elements of the various voluntary schemes for carbon disclosure and transition planning into mandatory reporting requirements applied across the whole economy. Key decision-makers from central banks and financial regulators met at Wilton Park to discuss next steps for these private sector climate transition plans.

The Global Compact on Refugees, affirmed by the United Nations General Assembly in 2019, put in place a comprehensive refugee response model. This takes the form of a framework for more predictable and equitable responsibility-sharing, recognising that a sustainable solution to refugee situations cannot be achieved without international cooperation. It provides a blueprint for governments, international organisations and other stakeholders, to ensure that host communities get the support they need and that refugees can lead productive lives.

A central part of the Compact is the Global Refugee Forum, which brings together States and other actors every four years to share good practices and contribute with financial support, technical expertise and policy changes to help reach the goals of the Global Compact. These contributions are key to transforming the aspirations of the

compact into positive changes in the lives of refugees. In advance of the second Global Refugee Forum in December 2023, our July conference **Towards the Global Refugee Forum 2023** provided an opportunity for states, multilateral and regional bodies, civil society, private sector, refugee leaders, and other expert stakeholders to build on previous pledges and initiatives, take stock of current challenges and future opportunities and ensure the international community delivers on the vision and ambition of the Global Compact on Refugees in a challenging humanitarian landscape.

Our event **Women, Religion and Climate Change: Working together to move faster on climate change**, held in September 2023, recognised the significant role that women play as agents in combatting climate change. It explored how increasing women's leadership and influence can contribute to the development and implementation of efficient and long-lasting climate resilient policies and accelerate the achievement of climate goals. Mary Robinson, the Former UN Special Envoy on Climate, and founder of new women-led initiative Project Dandelion, spearheaded the discussion with an inspiring call for women to act and lead locally and globally to achieve a world of clean energy and a safe climate. A new women-led, faith-inspired framework of radical collaboration on climate action was proposed to harness the energy and activism of women of faith worldwide.

Antimicrobial Resistance (AMR) series

In April 2023, Wilton Park launched a series focused on reinvigorating the response to antimicrobial resistance (AMR). In 2014, the UK's O'Neill Review estimated that AMR would cost the world over \$100 trillion by 2050 and that up to 10 million people would die each year from diseases that could not be treated by antibiotics. The series provided space for a diverse group of stakeholders to reflect on the current response to AMR, identify what is needed from different sectoral actors and contribute to fresh thinking on how to reinvigorate the response in the years ahead.

The first event, held in April 2023 in London, convened a small group to explore the focus of future dialogues in this series, leveraging the opportunity in the build-up to the high-level meeting on AMR at UNGA 2024. This was followed by a virtual event in July 2023 at which participants aligned around the need to focus on engaging parliamentarians and decision-makers to reposition AMR as a political priority, and the importance of leveraging evidence-based, high-level actions to present clear and compelling asks across both the public and private sector.

The third event, **The Road to UNGA 2024: reinvigorating the response to antimicrobial resistance (AMR)**, held at Wiston House in December 2023, brought together a broad group of stakeholders to refine and align around high-level targets and consider how these can be communicated to political leaders and decision makers, including through advocacy efforts ahead of the UNGA 2024 High-Level Meeting.

The lack of inclusive citizenship and Freedom of Religion and Belief (FoRB) are pressing issues affecting millions: they can cause socioeconomic discrimination and segregation, increasing inequality, resentment and unrest globally. Following our March 2023 event which gathered 40 faith leaders and policy experts in Frascati, Italy, Wilton Park hosted the second meeting of this new interreligious initiative in September. In partnership with the British and Italian Governments, the Adyan Foundation and Globethics, **A Euro-MENA Dialogue on Inclusive Citizenship and Freedom of Religion and Belief: Bridging and advancing the two agendas** engaged faith leaders from Europe and the MENA region. The aim was to develop an inter-religious Common Document that would outline a shared understanding of and religious engagement with both agendas, and that would include recommendations on advancing FoRB and Inclusive Citizenship in ways that reflect local realities and challenges. The final meeting in the initiative was postponed due to the Israel-Gaza conflict.

In October 2023, Wilton Park hosted an event on the **Future of Global Health Initiatives**. Changes in demographics and disease burden, climate change, the impact of the COVID-19 pandemic, and funding challenges created by political and economic shifts all underscore the need for changes in how the global health financing system supports low and middle-income countries and their progress to universal health coverage (UHC). The event, which convened global, regional and national health stakeholders, was an inflection point in the process to chart the future of Global Health Initiatives. Participants aligned on five strategic shifts to 2030 and beyond and made progress in identifying and prioritising short-term actions to achieve them, ahead of a dialogue on 26 November in Lusaka in the margins of the Conference on Public Health in Africa, and UHC Day in December.

Another October 2023 event was **OECD-DAC and AOSIS Taskforce - A New Partnership for 2024**. This brought together members of the AOSIS-DAC Taskforce

on Small Island Developing States (SIDS) to promote open, collaborative and supportive engagement on high priority issues for future partnership. The meeting delivered a critically important part of the overall work of the Taskforce; developing the detail of the proposal that will be shared with parent bodies on future areas for collaboration.

Also in October, as delegates arrived in Marrakech for World Bank and IMF Annual meetings, we convened the latest in our series of meetings on reform of the Multilateral Development Banks (MDBs), this time asking **How can the MDBs evolve to drive a rapid climate transition?** Representatives of client and donor countries, including several of the World Bank's Executive Directors and senior advisers, discussed practical strategies that would enable the banks to mobilise far larger investments in the global public goods required to transition the global economy from fossil fuel dependency to a clean-energy future – all without diluting the banks' core focus on poverty reduction.

Our February 2024 event **Children displaced in a changing climate: preparing for a future already under way** shone a light on the growing number of children displaced by weather-related events that are expanding in intensity and frequency. The recent UNICEF report 'Children Displaced in a Changing Climate' identifies those most at risk, based on analysis of past child displacements linked to weather-related disasters. Millions of children are already being driven from their homes by weather-related events, exacerbated by climate change. Decisions to move can be forced and abrupt in the face of disaster, or as the result of pre-emptive evacuation. They often occur in a context of constrained life choices and eroding livelihoods. Children and young people can find themselves trapped between aspirations and hopes, a duty of care to their families and communities, and pressures to leave home. This dialogue provided a unique opportunity to bring together key players to explore some of the challenging questions raised.

Achieving healthier, more resilient societies is key to promoting global peace and security. The latest neuroscientific research on the development of the adolescent brain is a crucial and often overlooked piece of the jigsaw in ensuring young people thrive and become constructive citizens in society and peacemakers in their communities. This is particularly true in areas of conflict where the impact and implications of adversity, violence and trauma can be acute and affect the development of the adolescent brain and young people's mental health and

psychosocial development. Our conference **Building resilient societies: the impact of adversity, violence or traumatic experiences on adolescent brain, mental health and psychosocial development**, also held in February 2024, brought together experts, practitioners, and policymakers to discuss how to translate the latest neuroscientific research into policy making and into the most effective interventions for rehabilitation, recovery and reintegration of young people caught up in conflict.

At half time on Agenda 2030, we know that the Sustainable Development Goals (SDGs) are off track, a message re-emphasised at the SDG Summit hosted by the UN in New York in September 2023. Intelligent and targeted policy making is required to maximise our chances of meeting them. Multiple actors across different domains have sought to identify policies that could have a significant multiplier effect in delivering across SDGs, whilst minimising trade-offs between them. Our dialogue in March 2024, **Towards 2030: Transformative actions and partnerships to deliver the SDGs**, mapped and explored policies that have the potential to turbo charge SDG delivery. It developed conclusions and recommendations for policy makers and will serve as a stepping stone for other high-level discussions scheduled in 2024, including the Hamburg Sustainability Conference and the Summit of the Future.

Communities affected by fragility, conflict and violence face overlapping risks, including greater disaster and climate risks and food insecurity. There is growing agreement that humanitarian assistance programmes need to better integrate climate change considerations and conflict sensitivity to succeed. However, what successful integration looks like on the ground is still an evolving practice. **Working together to build climate resilience in fragile and conflict-affected situations**, also held in March, brought together humanitarian responders, climate change experts, security practitioners and development actors in the NGO and government sectors to identify gaps, discuss lessons learned, and identify best practices for bridging silos between these communities going forward.

Security

[Defence and security](#)

[Science and technology](#)

In June 2023 we convened our fourth dialogue in support of the effective operationalisation and maintenance of the UN Secretary-General's mechanism for

investigating allegations of deliberate use of biological weapons. The COVID-19 pandemic has underlined the catastrophic impact of biological threats, while the possibility of non-state actors accessing biological weapons remains a risk. Recent events such as Russian misinformation over alleged Ukrainian “non-compliance” with the biological weapons treaty also emphasises that a readily deployable mechanism for investigating suspected deliberate biological attacks is more important than ever.

In July 2023 we hosted our annual event on the future for extended nuclear deterrence and assurance, entitled **NATO’s new ‘deterrence baseline’ and the future of extended nuclear deterrence**, in partnership with the UK Ministry of Defence and the US national laboratories of Lawrence Livermore and Sandia. This event supported the agreement set out by the Alliance at NATO’s 2022 Summit on ‘a new baseline for our deterrence and defence posture’ in response to the evolving nuclear challenges following the invasion of Ukraine. The 2023 dialogue covered the ongoing challenges to NATO strategy, how they were covered in the 2023 NATO Summit, and how they can be expected to evolve. Another key consideration was the potential threat of China, which one participant called ‘the slow-motion shock’ alongside the more fast-moving one of Russia in Ukraine.

In October 2023, Wilton Park organised a three-day invitation only dialogue on **Future War Deterrence and Resilience**. This event brought together leaders, commanders, institutions, experts and industry from across the democratic world to take part in an immersive research engagement on future war, strategy and technology. The dialogue considered the fact that NATO and other liberal democratic allies must tackle a set of critical questions related to future war, strategy and technology, including identifying the emerging and disruptive technologies (EDT) that will have the most offensive and defensive military utility, and the impact such technologies will have on military strategy, doctrine, concepts, tactics, training, education, and personnel.

As events over the past two years have demonstrated, the stakes could not be higher in identifying the most effective combination of capabilities for deterring and defending against potential adversaries. A core conclusion from the discussions is that NATO needs a high-level, holistic ‘grand strategy’ for technological innovation and EDT adoption. In taking forward the development and exploitation of EDT, critical new relationships must be forged between the private sector (industry and academia), government and the military, for optimum improvements in security and defence.

By 2035, the planning horizon for the conference deliberations, high technology is likely to constitute a distinct element of deterrence and defence rather than just an enabler as it is now considered. AI and other new technologies may change the balance of power, becoming an element in and of itself that influences adversaries and providing multifaceted ways to attack their will and capabilities.

At the same time, technology development and adoption must proceed hand in hand with many other elements of defence, including manufacturing, materials, people, and resilience. It is critical to recognise that strategic shock often arises from incorrect intelligence assessments.

Also in October 2023, Wilton Park convened a dialogue entitled **Maximising benefits of peaceful nuclear uses: aligning nuclear security and development priorities**.

Over the last four years, Wilton Park and the Vienna Center for Disarmament and Non-Proliferation (VCDNP) have explored how nuclear applications for energy, health, industry and food security can be expanded in a safe, secure and responsible manner to contribute to United Nations (UN) Sustainable Development Goals (SDGs). In partnership with the VCDNP, Wilton Park organised this year's two-day workshop to reflect on the progress and remaining challenges in this area, focusing on the role of nuclear security to maximise the contribution of peaceful uses to nuclear energy, science and technology (PNU) to SDGs. Participants discussed international treaties, conventions, voluntary arrangements and events that support the global nuclear security architecture. They considered the socio-economic benefits of these treaties and arrangements, and how to overcome barriers to their universalisation.

In November 2023, an event on **The Grand Challenge: planning for sustainable biocontainment diagnostic laboratories** was held at Wiston House. This dialogue centred on a Grand Challenge for Sustainable Laboratories identified by the World Organisation for Animal Health (WOAH), Canada's Weapons Threat Reduction Program and the UK Ministry of Defence. Such laboratories safeguard biological materials, equipment, and methodologies and play a critical role in the global campaign to prevent, detect and respond to infectious disease outbreaks, whether they be naturally occurring, accidental or deliberate (i.e. bioterrorism).

These laboratory facilities, however, were pioneered in and designed for developed countries with ample resources, and are therefore often too expensive, too complex and too 'western' in design to be built and sustained in low- and middle-income

countries. The Grand Challenge seeks to reimagine the physical laboratory infrastructure in order to reduce ongoing operational costs and ensure safe and secure handling of high consequence pathogenic materials, whilst maintaining core functions of a diagnostic lab in low- and middle-income countries. Participants across the sector collaborated to identify ways and means to address this persistent challenge and strengthen global health security.

In December 2023, we held our annual conference in support of the Treaty on the Non-Proliferation of Nuclear Weapons (NPT) **NPT Diplomacy toward the 2026 Review Conference**. This is now our longest-running event, with 2023 marking its 28th iteration. Eighty participants gathered during a challenging time for the regime and nuclear governance. The Review Conference of the NPT, which includes 190 State Parties and is the keystone agreement governing nuclear weapons, is scheduled for May 2026.

In January 2024, we convened our space series event, **Future Space Threats**, in partnership with the FCDO and the UK Ministry of Defence. Participants at this event discussed how competition in space might develop in the future and considered the new race to secure the economic and strategic benefits of space. The event proved very topical due to the current race by national and commercial operators to exploit the potential of the moon, and the recent news of a Russian nuclear-powered satellite. While recognising that nuclear satellites are not new, the news underlines the significance of space as an area of political and commercial competition. Discussions also covered the potential offensive and defensive uses of future space capabilities, as well as how to manage and reduce strategic competition in space and increase strategic cooperation.

At the end of January 2024 we convened a dialogue on **The role of industry in the Arms Trade Treaty (ATT): advancing the outcomes of the 2023 Conference of State Parties**, in partnership with the FCDO and the foreign ministries of Mexico and South Korea. This drew together key ATT states parties, civil society, and private sector industry to explore how to implement recommendations for greater engagement of industry in the ATT. South Korea, which held the Presidency of the ATT in 2023, has placed the issue at the front of its diplomatic work and partnered with the FCDO and the Mexican Ministry of Foreign Affairs (MFA) on the conference. Using the President's own Working Paper, plus one prepared by Austria, Ireland, and Mexico as a

starting point, options were explored for future practical steps to effectively engage industry in the ATT process and implementation of the ATT's provisions.

In March 2024, we convened the third iteration of what is now an established convening point for the burgeoning international government and non-government strands of work on **Irreversibility in Nuclear Disarmament (IND)**. This dialogue brought together an invitation-only group of policy makers from key NPT governments with non-government experts, for a two-day conference assessing different aspects of irreversibility and considering how to take the work forward.

Discussions involved further developing a shared understanding of what IND will require and the technical, legal and political parameters and criteria for irreversibility, both during a process of disarmament, and after disarmament has been achieved. The work conducted in diplomatic and academic fields since the previous Wilton Park conference in 2022 was acknowledged, along with assessments of implications and exploring avenues for taking IND work forward. These conversations helped inform and develop a programme of work that includes next steps and fora for collaboration, with a framing vision of a submission to the 2026 NPT Review Conference. Funding permitting, we are planning a fourth iteration in March 2025.

Global economy and trade

Driving dirty money out of the UK: beyond the Economic Crime Plan 2 in May 2023 brought together senior decision makers from across the key sectors involved in tackling economic crime and intercepting the flow of the proceeds of kleptocracy and corruption through the UK. The event identified practical ways of maximising the impact of two new Economic Crime Bills and looked ahead to the next generation of reforms, using predictions and hopes for the year 2033 to drive creative thinking. International Development Minister Andrew Mitchell identified bearing down on dirty money as a key priority in his speech at Chatham House in April, and we are pleased to support this aim.

At the start of June 2023, Wilton Park and Equal International convened the first of their 2-year series of events to launch their political cocreation initiative to take **Global Public Investment (GPI)** from concept to reality. First introduced in a previous Wilton Park series to support the development and implementation of a GCGA, GPI has fast gained traction across governments, think tanks and Civil Society Organizations as a

fair approach to addressing global public needs like climate stability, pandemic preparedness and biodiversity.

In outlining the need for GPI, the event shaped discourse around global commons, sustainable finance, and international development. Focused on partnership, collaboration and advocacy in defining the political landscape for GPI adoption, the group identified the tools, networks and collaborations necessary to secure GPI's place as a discussion topic across inter-governmental fora.

In July 2023, Wilton Park hosted a dialogue bringing together tax officials from the UK, India and seven Commonwealth countries in **The use of Information Technology to drive efficiency and efficacy in tax administration**. We partnered with the British High Commission in India, HM Revenue & Customs, the Commonwealth Association of Tax Administrators and the Central Board of Direct Taxes, Government of India. Roundtable discussions focused on using IT as a tool to improve tax administration.

Many low-income (LICs) and middle-income countries (MICs) are facing high debt vulnerabilities. The IMF estimates that 60% of LICs are already in (15%) or at high risk of (45%) debt distress and that 25% of middle-income countries (MICs) are also at high risk. Sustainable debt levels are vital for economic development, as well as poverty reduction. The public and private sectors agree that there is scope for – and opportunities and benefits attached to – more innovative approaches to restructuring debt for countries in debt distress. Our September 2023 dialogue **Emerging markets in debt distress: exploring options for debt restructuring** highlighted the need for greater transparency and other reforms in the restructuring process. A core group of participants have since formed a working group to take forward the event recommendations and have been working on revisions to the Common Framework processes. An upcoming virtual Wilton Park event will provide all participants with the opportunity to provide feedback on this document.

Energy transmission infrastructure in most of the world is woefully underprepared for the transition away from fossil fuels. In many places the lack of interconnection between grid systems threatens to create a bottleneck that will slow down the transition. Grids will need to be connected over much larger areas in order to run efficiently in future, due to the decentralised nature of renewable energy and variability of wind and solar power. Wilton Park was instrumental in the establishment in 2020 of the global Green Grids Initiative (GGI), which was set up to address these challenges.

In early February 2024, Wilton Park hosted a **Green Grids Initiative** gathering in Bangkok, which gathered government officials and representatives of finance institutions, the private sector, civil society and academia from two subregions – Southeast Asia (especially the Mekong region) and South Asia (particularly Southern India and Sri Lanka) – to discuss how to build integrated cross-border energy markets in each of these regions. Various new workstreams were launched as a result of the dialogue, including knowledge products, guidelines for regulatory alignment and electricity pricing and a detailed roadmap laying out how green grids projects in the region could aim to qualify for international climate finance through bodies like the Green Climate Fund.

Ensuring that Ukraine emerges from Russia’s invasion with a modernised, reformed, and inclusive economy that’s resilient to Russian threats, is as important as tanks on the front line. Winning the peace is a long-term project that cannot wait until the end of the conflict. Reform is therefore essential to Ukraine’s successful recovery and reconstruction: it is primarily through tangible reform that the country will secure the investment required to rebuild, as well as improving its prospects of EU and NATO accession. It is critical for its long-term economic growth and resilience.

Our event **Building the enabling environment for Ukraine’s Economic Growth: the role of its reform agenda**, held at the end of February 2024, was designed to support the delivery of Ukraine’s economic growth and reform agenda. It convened stakeholders from the Government of Ukraine along with its G7, EU and other key international partners, international financial institutions, the private sector, civil society and think tank experts in a closed forum for consensus building. The dialogue aimed to help identify a prioritised, sequenced, and coordinated approach to support Ukraine in progressing key reforms.

Programmes, reports, videos, blogs and podcasts are available on our website: www.wiltonpark.org.uk.

A summary list of online events in 2023/24 can be found in the Schedule of Events section of this Annual Report.

Schedule of events

Event name	Date	Location / format	Policy theme
Reinvigorating the response to antimicrobial resistance (AMR)	April 2023	Hybrid, London	Global health
Peacebuilding in Africa: Transitions, Complexities and Responses	April 2023	Nairobi	Conflict prevention, resolution and support for peace processes
Small Island Developing States – Improving Finance for Resilience by 2024	April 2023	Wiston House	Climate change and the environment
Working together to promote comprehensive, universal sexual and reproductive health and rights	April 2023	Wiston House	Human rights and faith
A new Code of Conduct: Taking Sanctions Reform Further to Advance Humanitarianism	May 2023	Wiston House	Defence and security; Global governance; Human rights and faith; Global economy
Driving Dirty Money out of the UK: Beyond Economic Crime Plan 2	May 2023	Wiston House	Global economy
Energy Council Ministerial for the Energy Transition Council (ETC)	May 2023	Wiston House	Climate change and the environment
Advancing Global Public Investment (GPI)	June 2023	Wiston House	Global health
Pathways to Safe Medicines	June 2023	Wiston House	Global health
Ending Sex for Education, Fees, Grades and First Jobs	June 2023	Wiston House	Global health; Climate change and the environment; Human rights and faith
A new Global Framework on protection from sexual exploitation, abuse, and harassment	June 2023	Wiston House	Human rights and faith
Supporting the effective operationalisation and	June 2023	Wiston House	Defence and security

Event name	Date	Location / format	Policy theme
maintenance of the United Nations Secretary General's Mechanism			
Ambassadorial Summit	June 2023	Wiston House	Global governance
British German Forum: working together at home and abroad post Covid	July 2023	Wiston House	Global governance
Towards the Global Refugee Forum 2023	July 2023	Wiston House	Human rights and faith
Reinvigorating the response to AMR: Priming for political action and multistakeholder engagement	July 2023	Virtual	Global health
Climate transition plans as an emerging international regulatory norm	July 2023	Wiston House	Climate change and the environment; Global economy
Addressing humanitarian needs and famine risk: the role of climate adaptation finance	July 2023	Wiston House	Global health; Climate change and the environment
NATO'S new 'deterrence baseline' and the future of extended nuclear deterrence	July 2023	Wiston House	Defence and security
The use of Information Technology to drive efficiency and efficacy in Tax Administration	July 2023	Wiston House	Global governance
Friends of Wilton Park Networking Reception	July 2023	London	Global governance
Women, Religion and Climate Change: Working together to move faster on climate change	September 2023	Wiston House	Climate change and the environment
Emerging markets in debt distress: exploring options for debt restructuring	September 2023	Wiston House	Climate change and the environment; Global economy
A Euro-MENA Dialogue on Inclusive Citizenship and Freedom of Religion and Belief: Bridging and Advancing the two agendas	September 2023	Wiston House	Conflict prevention, resolution and support for peace processes; Human rights and faith

Event name	Date	Location / format	Policy theme
OECD-DAC and AOSIS Taskforce - A New Partnership for 2024	October 2023	Wiston House	Climate change and the environment
Future of Global Health Initiatives	October 2023	Wiston House	Global Health
How can Multilateral Development Banks evolve to drive a rapid climate transition?	October 2023	Morocco	Climate change and the environment; Global economy
The Future War, Strategy and Technology Conference	October 2023	Wiston House	Defence and security
Maximising benefits of peaceful nuclear uses: aligning nuclear security and development priorities	October 2023	Wiston House	Defence and security
From Intent to Implementation - Towards comprehensive South Korea-U.K. economic and technology security and international cooperation	October 2023	South Korea	Defence and security; Global economy
What will it take to end gender based violence? Rethinking pathways to preventing violence at scale	November 2023	Wiston House	Global health; Global economy
Friends of Wilton Park in conversation: How a billion people see the world	November 2023	London	Key countries and regions
The Grand Challenge: planning for sustainable biocontainment diagnostic laboratories	November 2023	Wiston House	Global health; Defence and security
Thailand-UK Policy Retreat	November 2023	Wiston House	Climate change and the environment; Global governance; Global economy
Human Rights and New and Emerging Technology	December 2023	Wiston House	Human rights and faith
The Road to UNGA 2024: reinvigorating the response to antimicrobial resistance (AMR)	December 2023	Wiston House	Global health

Event name	Date	Location / format	Policy theme
NPT Diplomacy Towards the 2026 Review Conference	December 2023	Wiston House	Defence and security
Overcoming challenges to universal human rights: developing prospects for new alliances?	January 2024	Wiston House	Human rights and faith
Addressing violence in and through education	January 2024	Wiston House	Global health
Future space threats	January 2024	Wiston House	Defence and security
The role of industry in the ATT: advancing the outcomes of the 2023 CSP	January 2024	Wiston House	Defence and security
Women's rights organisations and movements in crises: pathways to progress	February 2024	Wiston House	Human rights and faith
Green Grids Initiative (GGI): Asia-Pacific 2024 workshop	February 2024	Thailand	Climate change and the environment
Summit for Democracy - the future: how to sustain international support	February 2024	Wiston House	Global governance
Collaborative conflict resolution in a competitive age	February 2024	Wiston House	Conflict prevention, resolution and support for peace processes; Global governance
Children displaced in a changing climate: preparing for a future already underway	February 2024	Wiston House	Climate change and the environment
Building resilient societies: the impact of adversity, violence or traumatic experiences on adolescent brain, mental health and psychosocial development	February 2024	Wiston House	Conflict prevention, resolution and support for peace processes; Global health
Building the enabling environment for Ukraine's Economic Growth: the role of its reform agenda	February 2024	Wiston House	Conflict prevention, resolution and support for peace processes; Trade; Global economy

Event name	Date	Location / format	Policy theme
Irreversibility in nuclear disarmament	March 2024	Wiston House	Defence and security
Towards 2030: Transformative actions and partnerships to deliver the SDGs	March 2024	Wiston House	Promoting the Sustainable Development Goals (SDGs)
Working together to build climate resilience in fragile and conflict-affected situations	March 2024	Wiston House	Conflict prevention, resolution and support for peace processes; Climate change and the environment
East Africa Strategic Horizons: Partnerships and Priorities	March 2024	Wiston House	Key countries and regions
Building Women's Economic Empowerment into Climate Transitions	March 2024	Wiston House	Global economy

Wilton Park convened 69 policy events in 2023/24. Not all events are listed above as some were closed or offline events. Closed or offline events are those which were by invitation only or where participants, partners and/or themes require extra sensitivity; meaning the title and details are not made publicly available. They include support for work to address sensitive security, diplomatic or other global issues.

Schedule of partners

This schedule details the organisations who commissioned Wilton Park's work during 2023/24. Participants from 137 countries joined our events, mixing experience with new voices and connecting today's policy leaders, decision makers and influencers with those of tomorrow.

Foreign, Commonwealth & Development Office

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

UK government departments, agencies and centres

Commission for Countering Extremism
Counter Proliferation and Arms Control Centre* (CPACC)
Defence Science and Technology Laboratory (DSTL)
Department for Business and Trade
Department for Energy Security and Net Zero
Department of Health and Social Care
His Majesty's Revenue and Customs (HMRC)
Ministry of Defence
Transition Plan Taskforce*

Other UK organisations

Bridge International Dialogue
Global One 2015
International Learning Movement*
The Commonwealth Associations of Tax Administrators*
Third Generation Environmentalism (E3G)
UK Centre for Greening Finance and Investment* (CGFI)
Westminster Foundation for Democracy

Foundations

Adyan Foundation
Asia Foundation*
Carnegie Corporation of New York
Ford Foundation
Open Society Foundation

The Joffe Charitable Trust
Wellspring Philanthropic Fund*

Think tanks and research centres

African Leadership Centre (ALC)*
Centre for Global Development (CGD)
Partnership for Faith and Development*
Social Science Research Council (SSRC)*
The Alphen Group*
The Center for Climate and Security*
ODI*
Vienna Center for Disarmament and Non-Proliferation* (VCDNP)

International organisations

Coalition for Good Schools*
GAVI The Vaccine Alliance
Global Partnership for Education (GPE)
Globethics
International Alliance for Responsible Drinking (IARD)
International Science and Technology Center (ISTC)
North Atlantic Treaty Organization (NATO) HQ
North Atlantic Treaty Organization (NATO) Defense College*
The Global Fund to Fight AIDS, Tuberculosis and Malaria
The International Federation of Pharmaceutical Manufacturers and Associations (IFPMA)
The Stirling Foundation*
The United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP)*
The United Nations International Children's Emergency Fund (UNICEF)
The United Nations Office on Drugs and Crime (UNODC)*
The World Bank
World Organisation for Animal Health (WOAH)

Overseas governments and organisations

Canada

Equality Fund*
Global Affairs Canada
Grand Challenges Canada

Denmark

Save the Children, Denmark

Finland

Ministry of Foreign Affairs, Finland

Germany

The International Climate Initiative* (IKI)

Italy

Embassy of Italy to the Holy See, Rome*
Ministry of Foreign Affairs and International Cooperation

Kazakhstan

International Science & Technology Center, Kazakhstan

Korea

Center for Economic Security and Foreign Affairs* (CESFA)

Korean Association of World Politics of Information* (KAWPI)

Ministry of Foreign Affairs of the Republic of Korea

Mexico

Ministry of Foreign Affairs, Mexico

The Netherlands

Ministry for Foreign Affairs of the Netherlands

Norway

Ministry of Foreign Affairs, Norway

Qatar

Doha International Center for Interfaith Dialogue*

Ministry of Environment and Climate Change, Doha, Qatar*

South Africa

The Presidency of the Republic of South Africa*

Switzerland

Federal Department of Foreign Affairs

United States of America

Fourth Freedom Forum
Lawrence Livermore National Laboratory (LLNL)
Los Alamos National Laboratory (LANL)
Sandia National Laboratories
United States Pharmacopeial Convention
United States Agency for International Development (USAID)

Private sector

Anduril Industries UK Ltd
Alvarez & Marsal, Sovereign Advisory Services
Area9 Lyceum
Becton, Dickinson and Company (BD)*
Chemonics International Inc.
Equal International
GBCHealth
Girls First Finance
JP Morgan
Merck Sharp & Dohme*

PGIM Inc.
RBC BlueBay Asset Management
Syniad Innovations
Teledyne
White & Case

*Intellectual partner providing no financial contribution

Sustainability reporting

This report is produced in line with public sector reporting requirements. Sustainability performance is monitored regularly and, as an Arm's Length Body of the Foreign, Commonwealth & Development Office (FCDO), Wilton Park reports key information as part of the Greening Government Commitment (GGC) targets and mitigating climate change working towards Net Zero by 2050. We are also working with consideration to the UN Sustainable Development Goals.

The 17 UN Sustainable Development Goals



Mitigating climate change: working towards Net Zero by 2050

Wilton Park is committed to improving environmental performance. We recognise that our operational activities directly affect the environment and continually endeavour to reduce our impact in a number of ways. Running a hospitality venue within a Grade I listed building, there are constraints as to how easily we can mitigate our climate impact when development of the property is limited and numbers of guests continue to grow, but all decisions are taken with consideration to the environmental impact.

During 2023/24 Wilton Park has continued with the Environmental, Social and Governance (ESG) framework. These pillars of Environmental, Social and Governance are being embedded into our overall governance, decision making and assurance processes. Sustainability is at the heart of the Environmental pillar which feeds into Social and Governance. The creation of the ESG framework illustrates our commitment to these core issues.

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

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

In order to uphold the Social statement, Wilton Park is improving the building facilities to accommodate the provisions under the Equality Act 2010. We put our people at the forefront of our business and look after their wellbeing through actions such as monthly massages, breathing exercises after the all-staff weekly briefing and the provision of an Employee Assistance Programme.

We continue to deliver events within our programme which help mitigate climate change and events to maintain focus on the Sustainable Development Goals (SDGs), these events are highlighted in the **Thematic Focus – Development and climate change** section of this annual report.

Projects and performance

We continue to make steady progress in meeting our contribution to mitigating climate change; working towards Net Zero by 2050:

- We monitor and segregate all waste according to available recycling waste streams, with comprehensive reporting data of all waste.
- We divert all waste from landfill.

- We have undergone a bathroom refurbishment moving from baths to showers which reduces water usage.
- We continue to improve the performance and efficiency of plant and machinery.
- We continue to engage our staff in our commitments to recycling and environmental awareness.
- We have a Building Management System, enabling control over different zones and allowing us to intelligently manage our energy usage around the main building, and to allow us to operate the biomass as our primary boiler.
- We source woodchip for our biomass boiler from the local estate.
- We procure sustainable products and services where possible.
- We have removed all general waste bins from offices.
- We have a clear desk policy to support security and discourage waste production.
- We operate a hybrid working model for our employees which reduces domestic travel.
- We continue to restore and refurbish all the windows across the site to improve insulation and reduce drafts.
- We continue to move our technology infrastructure to the cloud to remove the need for hardware and subsequent disposal of such hardware.
- We re-build laptops to ensure longevity of life and reduce the disposal of such equipment.
- We successfully reduced the number of overseas events reducing flight travel.

Data report

Wilton Park operates from Wiston House, within Wiston Estate in West Sussex. Wiston House is a Grade 1 listed building which can generate challenges for energy usage. However, Wilton Park is committed to reducing overall greenhouse gas emissions (GHG) in line with the FCDO GCG target to reduce overall greenhouse gas emissions by 56% by 2025 from 2017/18 baseline.

Summary of performance

	2023/24	2017/18 baseline
Year end staff FTE	83	80
Greenhouse gas emissions	3 tonnes of CO ₂ e per FTE	2.83 tonnes of CO ₂ e per FTE
Waste arising	All recycled	All recycled
Paper consumption	0.31 reams per FTE	3.11 reams per FTE
Water consumption	11.3 m ³ per FTE	45.2 m ³ per FTE

The greenhouse gas emissions per FTE reduced in the year bringing us close to the baseline target, all other targets above have been achieved.

Greenhouse Gas Emissions by category for 2023/24 compared to baseline 2017/18

	Emission Sources		2023/2024			2017/2018	
			kWh/km	tonnes CO ₂ e	GBP (£)	kWh/km	tonnes CO ₂ e
Purchased energy	Electricity	Scope 2	261,267	58.2	13,315	271,132	63.0
	Natural gas	Scope 1	317,644	58.1	14,606	321,494	59.0
	Gas oil	Scope 1	471,816	121.0	80,445	395,240	101.0
	Solid fuels	Scope 1	67,305	0.7	5,427	921	0.2
Transport	Fleet car	Scope 1	1,864	0.4	217	2,000	0.3
	Employee owned car	Scope 3	1,878	0.3	2,095	4,303	0.9
	UK rail	Scope 3	33,993	1.2	9,970	44,275	1.6
	Taxi	Scope 3	1,874	0.4	5,580	261	0.0
	International flights	Other travel	275,578	51.0	50,041	435,556	34.1

	Emission Sources		2023/2024			2022/2023			2021/2022		
			kWh/km	tonnes CO ₂ e	GBP (£)	kWh/km	tonnes CO ₂ e	GBP (£)	kWh/km	tonnes CO ₂ e	GBP (£)
Purchased energy	Electricity	Scope 2	261,267	58.2	113,315	253,902	58.7	78,285	149,635	34.6	41,950
	Natural gas	Scope 1	317,644	58.1	14,606	460,536	84.4	17,436	199,178	36.5	60,095
	Gas oil	Scope 1	471,816	121.0	80,445	661,962	170.0	75,072	180,840	46.4	12,089
	Solid fuels	Scope 1	67,305	0.7	5,427	3,448	-	8,483	2,480	-	1,008
Transport	Fleet car	Scope 1	1,864	0.4	217	980	0.2	368	719	0.1	302
	Employee owned car	Scope 3	1,878	0.3	2,095	5,347	0.9	1,855	1,483	0.1	667
	UK rail	Scope 3	33,993	1.2	9,970	18,892	0.1	7,197	1,656	0.1	2,973
	Taxi	Scope 3	1,874	0.4	5,580	2,219	0.3	5,598	461	0.1	1,577
	International flights	Other travel	275,578	51.0	50,041	250,392	1.8	52,565	95,248	7.5	10,900

	2023/24 tonnes CO ₂ e	2022/23 tonnes CO ₂ e	2021/22 tonnes CO ₂ e	2017/18 tonnes CO ₂ e
Scope 1 - energy direct	180.22	254.55	83.09	160.56
Scope 2 - energy indirect	58.18	58.7	34.58	63.00
Scope 3 - other indirect	1.88	1.39	0.21	2.50
Total	240.28	314.62	117.88	226.06
FTE at FY end	80.15	79.25	77	80.00
Per FTE emissions	3.00	3.97	1.53	2.83

International flights are reported as per GCG requirements but not included in total Scope 3 footprint.

Wilton Park’s fleet is made up of two vehicles, a van and a car which is used as a pool car for employees to use on local business trips. Neither vehicle is hybrid or full electric, as they have not been replaced since purchase in 2011 and 2019, when replaced ultra-low and zero emission vehicles will be acquired. The same number of vehicles were in use in 2017/18. We note that this does not meet the Government Fleet Commitment to have 25% of car fleet to be ULEV by 31 December 2022, however it was concluded that due to the very minimal use of the vehicles it would be less sustainable to dispose of the vehicles unnecessarily. Wilton Park does have two electric car charging points which we encourage guests to use.

International flights consisted of 49 flights (42 in 2017/18) – 30 long-haul (250,284km/33.66 tonnes CO2e) and 19 short-haul flights (25,294km/19.65 tonnes CO2e). The average distance per flight was 5,624km (10,370km in 2017/18). Flights are taken for employees to attend conferences that are held abroad. This is an increase of 8 flights compared to 2017/18. Flight travel in the year significantly reduced due to fewer overseas events, six overseas events in the year compared to twelve last year. There were no other options than to fly to the destinations that were travelled to, all overseas travel related to the running of conferences in the overseas destination so that fewer people overall travelled to the event thus reducing the overall impact to the climate by all participant travel.

No domestic flights were taken in the year, domestic travel is taken by train in accordance with the FCDO travel policy which was also the case in 2017/18. During 2023/24 train travel continued to increase due to the return of more face-to-face meetings.

Minimising waste and promoting resource efficiency

Minimal waste is generated by employees, being a conference centre, a large volume waste is food related. 24% of food was wasted, with all food produced being made on site and all ingredients brought in raw. Wastepaper baskets have been removed from all office spaces and paper recycling is undertaken.

	2023/24 tonnes	% of total	2017/18 tonnes
Waste recycled externally	8	33%	12
Waste composted or sent to anaerobic digestion	8	38%	18
Waste incinerated with energy recovery	6	29%	13

Total waste recycled	15	71%	30
Total waste not to landfill	21	100%	43
Total waste sent to landfill	0	0%	0
Total landfill waste deemed hazardous	0	0%	0
Reduction against 2017/18 baseline	51%		

£36,348 was spent in the year on waste and environmental services (£34,651 2022/23).

Consumer single-use plastic usage and reuse schemes

In line with the Government’s 25 Year Environment Plan, Wilton Park will continue to work to remove consumer single-use plastic and achieve zero avoidable plastic waste by the end of 2042. Wilton Park is actively reducing the use of single use of plastic packaging materials, using suppliers who remove, reuse and recycle waste material. The biggest use of single-use plastics is the packing of food that is supplied to Wilton Park, no single-use plastics are used within the delivery of our food. Consumables in our rooms are constantly under revision and progress is being explored for this area.

Reuse schemes

As well as working with suppliers who reuse and recycle waste materials, during the refurbishment works that have been undertaken this financial year at Wiston House, Wilton Park have upcycled furniture through redecoration or revarnishing where otherwise new furniture would have been acquired.

Paper consumption

During the COVID-19 pandemic, working from home was introduced and Wilton Park has now returned to 40% in office working. As a result, processes changed, and employees became less dependent on printing and are using software as a solution. During 2021/22 we introduced a new system to remove the need to print many of the documents that had previously been printed. One of the biggest changes was no longer printing out participant lists and programmes for attendees at our conferences as default. As a result of these changes to working practices, 25 reams of paper were purchased in 2023/24, a reduction from the 249 reams purchased in 2017/18, a reduction of 90%. We aim to continue to keep paper usage at a minimum.

Water consumption

Wilton Park is a conference centre where guests stay overnight and utilise water, 2023/24 held 57 events at Wiston House compared to 49 in 2022/23. We are continuously thinking of ways to reduce consumption, however we are very dependent on our guests' usage. This year we commenced refurbishment of the bathrooms, removing baths and installing showers – this seems to have resulted in a reduction in water usage combined with a higher awareness of water scarcity amongst our guests.

Indirect water consumption is from our employees working from home, in the growing of the food that we purchase and in the production of tangible purchases made. We aim to work with sustainable suppliers where possible to mitigate water consumption impacts.

	2023/24	2017/18
Consumption m ³	907	3,616
Staff FTE	80	80
Performance per FTE	11.32	45.2
Performance per residential delegate and FTE	0.32	Not measured

The number of FTE is not increasing in line with the volume of residential guests so we have included a performance measure to evidence the actual usage of people.

Sustainable procurement

Wilton Park encourages all suppliers to consider their impact on the environment and when making purchases we aim to use those with minimum plastic usage, use of recycled materials in manufacturing and use of local suppliers.

Wilton Park purchases its food from local suppliers (within a 15 mile radius) – our main suppliers being Adams Foodservice, Bidfood and Swandean Fresh Meats.

The ESG will be setting standards on procurement in conjunction with Government Buying Standards within the new Procurement Bill, scheduled for adoption from October 2024, encompassing sustainable procurement. The lease at Wiston House ends in 2027 and criteria for future proposals all include environmental considerations.

Nature recovery and biodiversity action planning

Wilton Park holds the lease of a Grade 1 listed building but is not responsible for the land around it, this is managed by the Wiston Estate. We have a close relationship with Wiston Estate and where we can work together on nature recovery and biodiversity actions we do, for example the turnover of new plants being planted into borders has reduced allowing for nature recovery. We purchase all our woodchip for our biomass boiler from Wiston Estate keeping it local and ensures no wastage.

Adapting to climate change

As part of the refurbishment works being undertaken all changes are made in line with Grade I Building acceptable practice, where possible future resilience to climate change is included in these plans. Areas include water run off from the building, working with the Landlord on biodiversity and considering climate change in end of lease negotiations. The Landlord is very focussed on climate change adaptation and we work in conjunction with them to implement their strategies.

A Climate Change Risk Assessment has been created to enable improved understanding and resilience in this area. With the lease end date nearing in 2027 this has an impact on work that can be undertaken with a longer term impact. During next financial year a Climate Change Adaptation Action Plan will be implemented in order to respond to the risks identified.

Sustainable construction

Wilton Park is based at Wiston House, a Grade 1 listed building, refurbishment and repair works are constantly undergoing by both Wilton Park and the landlord. Due to the listed status of the building, there are strict rules on the usage of materials to be used and specialists must undertake the work. This can make keeping sustainability at the heart of refurbishment difficult but can also be a positive move as historical building materials tend to be more sustainable than modern equivalents.

ICT and Digital

Wilton Park recycles all ICT hardware in accordance with WEEE regulations and, where physically possible, will rebuild laptops to give a longer life. We are in the process of

moving systems onto cloud based solutions where appropriate, in order to reduce the hardware impact to the environment at production and end of life.

Climate-related Financial Disclosure (TCFD)

Wilton Park has reported on climate-related financial disclosures consistent with HM Treasury's TCFD-aligned disclosure application guidance which interprets and adapts the framework for the UK public sector. Wilton Park has complied with the TCFD recommendations and recommendations disclosures around governance and metrics and targets (b). This is in line with the central government's TCFD-aligned disclosure implementation timetable. Wilton Park plans to make disclosures for Strategy, Risk Management and Metrics and Targets disclosures (a) and (c) in future reporting periods in line with the central government implementation timetable.

The Wilton Park board's oversight of climate-related issues is through the organisations Audit Risk and Assurance Committee. This is where risks are discussed that impact Wilton Park as a whole and where appropriate management would escalate any climate-related risks to the board. No climate related risks have been identified as a principle risk to the organisation. Climate related goals and targets are monitored annually by the board. As Wilton Park progresses through the TCFD requirements increased engagement and reporting will be implemented.

The Wilton Park management's role in assessing and managing climate-related issues is through the ESG group, through the conferences we organise addressing climate-related issues and through the sustainability working group. Due to the size of Wilton Park, there are no dedicated departments and climate-related issues are embedded in decision making.

Risks of climate-related issues are within the risk register with the key risks being funding and rain, however for Wilton Park there are also opportunities for conferences that we can host to help the world tackle climate change.

Reportable environmental incidents

There were no reportable environmental incidents in the period.

Future measures

We continuously review opportunities to improve efficiencies and implement a more sustainable and smarter working environment for both colleagues and participants. This includes a move to more flexible working with staff members working from home regularly, delivery of online events or part inhouse and online events to reduce carbon emissions and the improvement of processes through new system adoption. The work of the ESG continues to be key to ensuring our development of a climate change adaption strategy alongside the decision-making process around the end of lease requirements.

Signed Tom Cargill, Chief Executive as Accounting Officer

26 July 2024

Accountability report

Corporate governance report

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

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

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

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

Directors' report

Principal activities

Who we are

We're the UK government's experts in convening international policy dialogue.

An Executive Agency of the UK Foreign, Commonwealth & Development Office, we're proud to support UK foreign policy development and the international strategic priorities of His Majesty's Government, bringing together experts, policy-makers and decision-takers to solve complex global issues. We're also privileged to be a trusted partner for a range of foreign governments, international organisations, and other actors keen to explore and resolve pressing global challenges.

Positioned within, yet not constrained by, government policy, we offer a broad view of emerging themes to inform our work with partners across diverse policy-making areas. Our value is in creating a space for partners to have the open, honest, and frank conversations that they are rarely able to have, away from day-to-day pressures and in a discreet setting.

Governments and partners return to and trust us to support them in pursuing their policy objectives, because we offer a combination of skills, discretion, and hospitality that no other organisation provides.

What we do

We provide a discreet think-space for experts and policy-makers to engage in genuine dialogue with a network of diverse voices, to address the most pressing challenges of our time. Each year we bring together thousands of leading thinkers, business leaders, and practitioners from around the world to share their expertise, perspectives, and develop policy.

Our dedicated team of experts help to design, convene, and facilitate world-class policy events. We provide a space where ideas are tested and accelerated, and new projects and policies are born. We foster an atmosphere for genuine dialogue, active participation and understanding, which nurtures meaningful connections. We enrich

and enhance policy processes by challenging existing approaches and fostering creative and inclusive policy development.

Located at the iconic Wiston House, our secure, tranquil setting, free from the disruptions of everyday life, is an ideal space to conduct diplomatically sensitive dialogue. We provide a secure space to talk, safeguarding discussions with privacy and the utmost respect for confidentiality. Our partnerships are built on the shared values of mutual trust, genuine support, and a commitment to success.

How we are structured

Our dedicated team of experts help to design, convene, and facilitate world-class policy events. Our Policy Team combine breadth of international relations experience with a capacity to identify and develop emerging themes and policy trends at their very earliest stages. Our Policy Team convenes experts, practitioners, policy-makers and decision-takers for genuine dialogue on some of the world's most pressing issues. They provide policy guidance to ensure topics are framed effectively and that dialogues unlock and accelerate ideas. Their expert facilitation ensures contributors engage in the honest, frank and creative discussion required to advance policy-making and to challenge established thinking.

Underpinning our ability to deliver policy impact through dialogue, are our operational and corporate teams which bring subject specific expertise to the delivery of events and running of the organisation.

Our operational teams work closely with our policy team to handle the complex event logistics required to convene guests from around the world, so that the right people can come together in the UK, overseas or online. Our guests are expertly cared for by our colleagues, ensuring that they can focus on networking and engaging in meaningful policy discussion.

Our corporate teams are the bedrock of work across the organisation, making sure teams are supported and that we are secure, efficient, inclusive, and sustainable. They make sure that we maintain high standards across our work with effective governance and management.

We will continue to provide outstanding services across all our operations to ensure our participants and partners receive the best possible experience. We will draw on

expert knowledge across our corporate and operational teams to ensure we are well placed to achieve both policy and commercial outcomes.

Our funding

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

Wilton Park Board

During the financial year 2023/24, the directors below held office for the full period unless otherwise specified:

<p>The Rt Hon Gisela Stuart, Baroness Stuart of Edgbaston PC</p>	<p>Chair of the Wilton Park Board, Non Executive Director (NED) Member of the House of Lords First Civil Service Commissioner Member, Parliamentary Advisory Board, The House magazine, Dods Group plc Chair, Royal Mint Advisory Committee on Design of Coins, Medals, Seals and Decorations. Member, Advisory Committee, Royal Navy Strategic Studies Centre Board President, Birmingham Bach Choir Member, Advisory Board, Global Strategy Forum Honorary Captain, Royal Naval Reserve Trustee, The Sir Heinz Koeppler Trust</p>
<p>Tom Cargill</p>	<p>Chief Executive and Accounting Officer</p>
<p>James Rawlingson, NED</p>	<p>Chair, Wilton Park Audit and Risk Assurance Committee Chair, The Risk and Audit Committee, Citibank UK Chair of Audit Committee, Brooks Macdonald plc (NED)</p>
<p>Ruth Crowell, NED</p>	<p>Chief Executive, London Bullion Market Association (LBMA) Vice Chair of the OECD Multi-Stakeholder Governance Group for Responsible Minerals Trustee for Human Rights at Sea, (NED)</p>
<p>Julia Prescott, NED From 1 October 2023</p>	<p>Co-Founder at Meridiam, Deputy Chair at National Infrastructure Commission, Deputy Chair Port of Tyne Chair Global Infrastructure Facility (a G20 sponsored undertaking), Chair Neuconnect (interconnector between UK and Germany) Chair Fulcrum (41 small health facilities)</p>

	NED Allego BV (Europe’s leading electric car charging company) Honorary Professor, UCL Bartlett School Director, Pallingham Limited (family investments) and Pallingham Two Limited (consultancy activities) Trustee, Heinz Koepler Trust (NED)
Melinda Bohannan Until October 2023	Director Strategy, Foreign, Commonwealth & Development Office (FCDO)
Will Hines From November 2023	Interim Director for Strategy, Foreign, Commonwealth & Development Office (FCDO)
Chris Allan Until June 2023	Director, International Strategy and Engagement, Department for Business and Trade

No members of the Board held company directorships or other significant interests which could conflict with their responsibilities. The register of interests can be found at <https://www.wiltonpark.org.uk/app/uploads/2024/05/Wilton-Park-Register-of-Interests-January-2024.pdf>.

The Wilton Park Board aspires to include and promote genuine diversity of composition, recognising that there are limits imposed by the size of the board, and specific requirements stemming from its purpose and status as a government agency. Within these constraints the board aims to include a spread of age, gender, ethnic, cultural, socio-economic and geographical diversity. This diversity will be monitored and recorded, and specific aspirations may be included in considerations of future composition, whether by recruitment or co-option.

Statement of Accounting Officer's responsibilities

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

In preparing the accounts, the principal 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;
- prepare the accounts on a going concern basis; and
- confirm that the Annual Report and Accounts as a whole is fair, balanced and understandable and take personal responsibility for the Annual Report and Accounts and the judgements required for determining that it is fair, balanced and understandable.

The Accounting Officer for the FCDO 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 HM Treasury.

As the Accounting Officer, I have taken all the steps that I ought to have taken to make myself aware of any relevant audit information and to establish that the National Audit Office is aware of that information. So far as I am aware, there is no relevant audit information of which the auditors are unaware.

Signed Tom Cargill, Chief Executive as Accounting Officer

26 July 2024

Governance statement

Our objectives, purpose and terms of reference are laid down in Wilton Park's Framework Document. This is revised every three years; the latest version came into force on 28 March 2019 and can be found at <https://www.wiltonpark.org.uk/wp-content/uploads/Wilton-Park-Framework-Document-2019.pdf>. An update to this version is currently being finalised with the Foreign, Commonwealth & Development Office (FCDO).

This document also specifies the processes and procedures used by Wilton Park in governance, management and audit, including our relationship with the Internal Audit department of the FCDO and the National Audit Office (NAO).

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

The Wilton Park Board meetings are also usually attended by:

- members of the Wilton Park Senior Management Team (SMT) and Chief of Staff who acts as Secretary to the Board;
- key members of FCDO Strategy Directorate.

The Public Bodies Review of Wilton Park took place this year, following on from the 2018 Tailored Review. This review was part of the Public Bodies Review programme which delivers against the commitments made in the Declaration on Government Reform to increase the effectiveness of public bodies and departmental sponsorship. The review found that Wilton Park continues to make valued contributions as a convenor and facilitator of international policy discussions, and its recommendations were accepted. There were 36 recommendations coming out of the public body review, the majority of which have been implemented with the remainder being worked on by colleagues at both Wilton Park and FCDO as appropriate. There were 13 recommendations relating to accountability and governance including improvements within the framework document, action plan following the board effectiveness review, publishing register of interests and diversity of the Board and Advisory Council.

Board attendance has been as follows:

Name	April 2023	Jun 2023	Nov 2023	Jan 2024
Rt Hon Gisela Stuart, Chair	✓	✓	✓	✓
Tom Cargill, Chief Executive	✓	✓	✓	✓
James Rawlingson, NED	✓	✓	✓	✓
Ruth Crowell, NED	✓	✓	✓	✓
Julia Prescott, NED from October 2023			✓	✓
Melinda Bohannon, FCDO Strategy Directorate until October 2023	x	✓		
Chris Allan, Department of Business and Trade until June 2023	x			
Will Hines, FCDO Strategy Directorate from November 2023			✓	✓
John Edwards, Department of Business and Trade, Observer from November 2023			✓	✓
David Hogan-Hern, Ministry of Defence, Observer from January 2024				✓

The Board uses management information provided by the Senior Management Team such as management accounts, financial plans, and monitoring and evaluation data. This data is reviewed by the SMT before submission to the Board to ensure its consistent high quality. Key discussions at Board meetings during 2023/24 have included:

- Three year strategic plan
- Future of Wilton Park at Wiston House
- Cyber security
- Public Bodies Review
- Financial target
- Refresh of Wilton Park Advisory Council
- Recruitment of new Non Executive Directors
- Risk – movements on the Principal Risk Register
- Staff welfare
- Brand refresh

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

Tom Cargill	Chief Executive (CEO)
Jo Lawrence	Chief Operating Officer (COO)
Helen Moore	Director of Finance (DoF)
Neil Briscoe	Head of Policy (HoP), seconded to FCDO for 3 months, November 2023-January 2024
Chigo Mtegha-Gelders	Strategy Directorate, FCDO. Stepped in as Head of Policy in Neil Briscoe's absence.

Wilton Park has a whistle blowing policy which staff are made aware of. No concerns were raised by staff during 2023/24.

All Board and Committee members are required to declare any conflict of interests and all Wilton Park Board meetings and committees dedicate an item on the agenda to allow the opportunity for such declarations.

In compliance with Business Appointment rules, Wilton Park is transparent in the advice given to individual applications for senior staff and appointments of Senior Staff are conducted in accordance with the Framework Agreement between FCDO and Wilton Park.

Wilton Park Advisory Council (WPAC)

The Wilton Park Advisory Council (WPAC) is led by the Chair of the main Wilton Park Board. Its task is to support Wilton Park programme development and to ensure it meets the highest intellectual standards and maintains its reputation as a global centre of excellence. The Council consists of a wide range of experienced individuals drawn from members of parliament, the academic world, the media, trade unions, business, non-governmental organisations and institutions concerned with international relations. Their responsibility is to advise the Chair and the Chief Executive on the strategic direction of the Wilton Park programme, provide practical experience, contacts and advice on partnerships with other organisations, including potential sources of intellectual support and revenue generation; and provide advice and challenge to the FCDO as necessary.

As of 31 March 2024, the membership of the Advisory Council is as set out below.

- The Rt Hon Gisela Stuart, Baroness Stuart of Edgbaston PC, Chair, Wilton Park
- Lesley-Anne Long, self-employed consultant
- The Rt Hon the Lord Boateng, Chair, Water and Sanitation for the Urban Poor, Chancellor of the University of Greenwich, Trustee of The Duke of Edinburgh's International Award Foundation, Member of the International Relations and Defence Committee of the House of Lords.
- David Porter, Peacebuilding, Conflict, Faith and Leadership Consultant; Strategy Consultant to the Archbishop of Canterbury. Previously Chief of Staff to the Archbishop of Canterbury.
- Catherine Royle, Political Advisor to the Commander at Joint Force Command Brunssum, NATO
- Shanker Singham, CEO of Competere Ltd
- Andrew Griffith (Ex officio member), Conservative MP for Arundel and South Downs, Minister of State for Science, Research and Innovation
- Tom Woods, Chairman, (Ex officio member) President, Woods International, LLC and Chair of the Wilton Park US Foundation

The following new members joined in June 2023:

- Andy Burwell, Global Head of Government Relations, Worley
- Andreas Busch, Professor of Political Science and Political Economy, University of Göttingen and Fellow, Göttingen Academy of Sciences and Humanities
- James Deane, James Deane, Co-Founder, International Fund for Public Interest Media and former Director of Policy and Research, BBC Media Action
- Professor Alexander Evans OBE, London School of Economics and Political Science
- Gail Kent, Policy Director at Meta
- Jane Kinnimont, Policy and Impact Director at the European Leadership Network
- Anne McElvoy, Executive editor/head of podcasting at Politico. Broadcaster and columnist
- Amy Schenk, Head of Stakeholder Engagement, British Embassy Washington
- Ian Wiggins, Director of International Affairs for the Royal Society

The following members either resigned or came to the end of their term with WPAC during 2023/24.

- Rob D. van den Berg, Visiting Professor, King’s College London and Honorary Associate, Institute of Development Studies
- General Sir Richard Barrons KCB CBE, Co-Chairman of Universal Defence and Security Solutions, Vice President for Global Strategy with CAE Defence & Security
- Mona Siddiqui OBE, Professor of Islamic and Interreligious Studies, Assistant Principal for Religion and Society and Dean international for the Middle East at the University of Edinburgh
- Sir Rob Wainwright KCMG, Senior Partner, Deloitte
- Sue Middleton MBE, Vice President, Communications and Government Affairs, Vaccines
- Dr Heather Williams, Lecturer, Centre for Science and Security Studies (CSSS), Kings College London

Audit and Risk Assurance Committee report

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

James Rawlingson	Chair of the ARAC (NED)
Ruth Crowell	(NED)
Julia Prescott	(NED) from 1st October 2023

Rt Hon Gisela Stuart became a member of ARAC between April and October 2023 whilst a new NED was being recruited.

ARAC attendance has been as follows:

	June 2023	October 2023	January 2024	March 2024
Rt Hon Gisela Stuart (by invitation)	✓	✓	x	x
James Rawlingson	✓	✓	✓	✓
Ruth Crowell	x	x	✓	x
Julia Prescott	x	✓	✓	✓

The Chief Executive, Director of Finance, Chief Operating Officer and Head of Policy attend the Committee, and the Chief of Staff acts as Secretary. Members of the National Audit Office audit team and FCDO Internal Audit attend all meetings. Other members of the Board, Wilton Park senior managers, and key staff from the FCDO are invited to attend as required.

The ARAC considers the management accounts and Annual Report and Accounts in detail. It also reviews the delivery of Internal Audit reports, the Annual Assurance Report (AAR) introduced in 2024, (previously the Annual Consolidated Certificate of Assurance (ACCA)), the Principal Risk Register, and undertakes a detailed review of the annual accounts on behalf of the Board.

Key discussions at ARAC during 2023/24 have included:

- Audit completion reports
- Annual report
- Public Bodies Review
- Risk: review of the principal risk register
- Financial and operational reports
- Cyber security
- The Future of Wilton Park at Wiston House

Risk governance

The Accounting Officer has overall responsibility for all risks associated with the work of Wilton Park. Together with the Chief Operating Officer, Director of Finance and Head of Policy, they represent the Senior Management Team (SMT) and are responsible for the maintenance of the Principal Risk Register.

The Risk Committee meets regularly and is made up of risk owners from across the business and a representative from the FCDO. It considers any risk issues brought to it by the risk owners, as well as risks referred to it by the Wilton Park Board, ARAC, or any risk directly referred to it by any members of staff.

An Internal Control Framework has been put in place which describes the system of internal control, including the relationship between risk, control, and assurance. It covers all Wilton Park activities and is designed to support the Accounting Officer, by providing reasonable assurance that risks are being managed at an acceptable level.

Risk management

Wilton Park continues to build upon and develop its risk management capability and maturity. Its risk management policy, aligned to HMG standards, helps it deliver its objectives, and focuses on ensuring that effective risk management is integrated in the way it leads, directs, manages and de-livers. Risk-based decision making and thinking is embedded into the organisation and integrated into day-to-day activities using a risk register system and risk assessments.

Wilton Park uses eight risk categories to support a consistent approach to identifying and assessing risk. Risks are categorised and owned in the following way:

Risk category	Risk owner
Strategy	Chief Executive
People	Head of HR
Finance and funding	Director of Finance, Head of Policy and Head of Partnership Development
Technology	Head of Technology Services
Security	Head of Technology Services and Chief Operating Officer
Operational	Head of Estates and Facilities
Reputation	Head of Communications
Event delivery	Chief Operating Officer

Top three risks raised during 2023/24

Risk category	Risk description	Mitigation strategy
Security – physical and cyber	Continuing threat of a cyber or physical security incident, exposing customer data and/or putting individuals and our reputation at risk.	Wilton Park’s Security Group oversees the continual improvement of physical, personnel and information security; taking the necessary steps to pro-actively respond to the evolving security environment.

Risk category	Risk description	Mitigation strategy
Strategy	Securing the right outcome for Wilton Park as a result of the lease arrangement for Wiston House due to expire March 2027.	Early consideration of options and discussion with key parties
Operational	Maintenance of Wiston House to the required standards and to meet lease obligations. Deteriorating decoration and functionality of Wiston House potentially impacts on client experience.	First stage completed, work ongoing.

These systems have been in place for the year under review and up to the date of approval of the annual report and accounts.

Internal Audit

During the year, Internal Audits were carried out on:

- 1 Second Line of Defence (limited assurance)
- 2 Recruitment (limited assurance)
- 3 Estates Management (moderate assurance)

The purpose of the Second Line of Defence review was to assess Wilton Park's Internal Control Framework to ensure it has been designed in a way that provides a proportionate and reasonable level of assurance that risks are being managed to an acceptable level. The review assessed the implementation of the Government Functional Standards (GFS) in the respective areas of delivery, effectiveness of the current Annual Consolidated Certificate of Assurance (ACCA), and how together these processes provide assurance over Wilton Park's ability to meet objectives.

A risk-based review of Recruitment was undertaken as part of the Internal Audit and Investigations Directorate (IAID's) work programme for 2023/24. The review aimed to provide assurance over compliance with recruitment processes and Civil Service Commission Recruitment Principles. This review was undertaken through interviews with key staff, sample testing of recruitment and pay to confirm compliance with policy and analysis of key documentation and paperwork. A survey of hiring managers was also conducted to understand their perspective and determine any concerns around recruitment.

The Estates Management audit reviewed the governance and management of a Grade I listed building within the limitations of annual capital expenditure allocations. Health and Safety policies and operational risks were considered as well as checking if licenses and insurances were in place along with fire safety and health and safety training for staff.

Following the Management Assurance Process, the SMT completed the Annual Assurance Report (AAR) which provides assurance on the effectiveness of Wilton Park's key controls. This was reviewed by the ARAC with the outcome that Wilton Park has sufficient controls in place.

The Head of Internal Audit has given a moderate overall assurance opinion for the period 1 April 2023 to 31 March 2024. The framework of governance, risk management and control provides moderate assurance over the achievement of objectives.

The ARAC concurs with this opinion.

No ministerial directions were given during the year.

In conclusion, I am satisfied that the assurance assessments undertaken across Wilton Park addressing, system of internal control; audit arrangements; and risk management practices, have provided me with confidence as to their present level of maturity, evidencing the pursuit of ongoing development.

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

Signed Tom Cargill, Chief Executive as Accounting Officer

26 July 2024

Remuneration and staff report

Remuneration report

Service Contracts

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

Tom Cargill has been Chief Executive since 18 January 2021, initially on a three-year contract, this was renewed for a further three-years in January 2024.

Early termination, other than for misconduct, would result in the individual receiving compensation as set out in the Civil Service Compensation Scheme. The remuneration of senior civil servants that are executive members of Wilton Park is determined across government within the pay policies agreed by the Cabinet Office. Within these policies, remuneration is set in accordance with the Foreign, Commonwealth & Development Office (FCDO)'s agreed pay structure.

Further information about the work of the Civil Service Commission can be found at:
<http://civilservicecommission.independent.gov.uk>

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

The following sections provide details of the remuneration and pension interests of Board members of the Agency.

Officials	Salary (£'000)		Bonus payments (£'000)		Pension benefits (to nearest £1,000) ¹		Total (£'000)	
	2023/24	2022/23	2023/24	2022/23	2023/24	2022/23	2023/24	2022/23
Tom Cargill Chief Executive	115-120	110-115	0-5	-	46,000	44,000	165-170	155-160
Rt Hon Gisela Stuart Chair ²	-	-	-	-	-	-	-	-
Melinda Bohannon FCDO Director (resigned October 2023)	-	-	-	-	-	-	-	-
Will Hines FCDO Director (from November 2023)	-	-	-	-	-	-	-	-
Chris Allen DBT Director (resigned June 2023)	-	-	-	-	-	-	-	-
James Rawlingson NED	5-10	5-10	-	-	-	-	5-10	5-10
Ruth Crowell NED	-	-	-	-	-	-	-	-
Julia Prescott NED (from October 2023)	-	-	-	-	-	-	-	-
Victoria Rae NED (resigned March 23)	-	-	-	-	-	-	-	-
Andy Townend NED (resigned March 23)	-	-	-	-	-	-	-	-

No pay or pension costs are included in Wilton Park's accounts in respect of the FCDO and DBT Directors who sit on the Wilton Park Board. As civil servants employed by the FCDO and DBT, they receive no separate remuneration from Wilton Park for their membership on the Board as this membership is in an ex officio capacity. The Chair, Rt Hon Gisela Stuart, is remunerated for the role but paid from elsewhere within HMG, no pay costs are included in Wilton Park's accounts as a result. Details of their remuneration and pension entitlements are disclosed in the Remuneration Report of the 2023/24 FCDO and DBT Annual Report and Accounts. James Rawlingson and Tom Cargill were remunerated by Wilton Park.

There were no benefits in kind provided to any employee during the reporting period (nil)

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

² The Chair, Rt Hon Gisela Stuart, is remunerated for the role but paid from elsewhere within HMG, no pay costs are included in Wilton Park's accounts as a result.

in 2022/23).

No performance related bonus payments were made during the year to any Board members (nil in 2022/23). A one-off non-consolidated payment was made during the year to the Chief Executive as part of the civil service pay award of £3,366 (nil in 2022/23).

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

The monetary value of benefits in kind covers any benefits provided by Wilton Park and treated by HM Revenue and Customs as a taxable emolument.

There were no payments to past directors in the financial year (nil in 2022/23).

There was no compensation on early retirement or for loss of office in the financial year (nil in 2022/23).

Pension entitlements for each director – subject to audit

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

Officials	Accrued pension at pension age as at 31/3/24 and related lump sum	Real increase in pension and related lump sum at pension age	CETV at 31/3/24	CETV at 31/3/23	Real increase in CETV
	£000	£000	£000	£000	£000
Tom Cargill, Chief Executive, from January 2021	5-10	2.5-5	122	77	28

Tom Cargill is a member of the Principal Civil Service Pension alpha scheme.

CETV figures are calculated using the guidance on discount rates for calculating unfunded public service pension contribution rates that was extant at 31 March 2024. HM Treasury published updated guidance on 27 April 2023; this guidance will be used in the calculation of 2024-25 CETV figures.

Fair pay disclosure – subject to audit

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.

	2023/24	2022/23
Band of highest paid director’s salary only (£000)	115-120	110-115
Band of highest paid director’s total remuneration (£000)	120-125	110-115
Median salary only £ (note 1)	35,343	31,315
Median total pay & benefits £ (note 1)	35,343	31,315
Lower quartile salary £ (note 1)	30,276	26,287
Lower quartile total pay & benefits £ (note 1)	30,276	26,342
Upper quartile salary £ (note 1)	39,808	36,063
Upper quartile total pay & benefits £ (note 1)	39,808	36,595
Salary relationship with highest paid director	2023/24	2022/23
Median Ratio (note 2)	3.3	3.6
Ratio Lower Quartile (note 2)	3.9	4.3
Ratio Upper Quartile (note 2)	2.9	3.1
Total remuneration relationship with highest paid director	2023/24	2022/23
Median Ratio (note 2)	3.4	3.6
Ratio Lower Quartile (note 2)	4.0	4.3
Ratio Upper Quartile (note 2)	3.0	3.0

The banded remuneration of the highest paid director in Wilton Park in the financial year 2023/24 was £120-£125k (£110-£115k in 2022/23). This was 3.4 times (3.6 in 2022/23) the median remuneration of the workforce, which was £35,343 (£31,315 in 2022/23). In 2023/24, no employees received remuneration in excess of the highest paid director (none in 2022/23). Remuneration of employees, excluding the highest paid director, ranged from £26,500 to £84,031 (£20,858 to £80,045 in 2022/23).

Note 1. Salary only includes salary and allowances. Total pay and benefits includes salary

only definition plus performance related pay and bonus payments made during the year. No employee receives any benefits in kind. It does not include severance payments, employer pension contributions and the cash equivalent transfer value of pensions.

Note 2. Wilton Park is required to disclose the relationship between the remuneration of the highest paid director in the organisation and the median remuneration of the organisation’s workforce as well as earnings at the 25th and 75th quartile point. The basis for the median pay, 75th and 25th quartile calculations for both financial years is based on the requirements specified in the Hutton Review of Fair Pay – Implementation Guidance. The guidance requires the calculation to be based on the pay of full-time equivalent staff (including contractors in line positions and excluding the highest paid director) of Wilton Park, at the reporting end date, on an annualised basis.

Percentage change in total salary and bonuses for the highest paid director and the staff average from 2022/23 to 2023/24

	Total salary and allowances	Bonus payments
Staff average	14.05%	17.46%
Highest paid director	4.00%	100%

The pay award made to all employees in the year 2023/24 was a fixed value. Having a lower than average civil service pay base, this resulted in a higher percentage increase in salaries. All employees also received a one-off non-consolidated payment in relation to the cost-of-living crisis this has been included in the salary figures.

Staff report

The People Strategy plays a critical role in delivering a professional business service and developing the organisation to ensure that our Strategic Business Plan is delivered. We want Wilton Park to be a great place to work where everyone is encouraged to achieve their potential. We want our people to feel proud of their work and valued for their contribution to our success. It is through our people that an excellent customer experience and world-changing dialogues will be delivered. To succeed therefore, it is essential that we have the right people with the right skills and values in place at the right time and who are empowered and engaged through a collaborative, inclusive and supportive working environment.

Our People Strategy/Plan is allied to the Government HR functional standards and the CS People Strategy, and will ensure Wilton Park is fit for current and future challenges. Operating through the pandemic and emerging into a changed world of work and tackling the cost-of-living crisis has required increased connectivity and adaptability. We must equip ourselves to deliver in an emerging digital era, harnessing the benefits of new technologies and the flexibility presented from new ways of working. We must build resilience in our committed workforce and support them to deliver impact in various scenarios, both present and future promoting the sustainability of our practice.

To deliver the People Strategy we need exceptional leaders who champion our culture, live our values, and facilitate high performance. And we need a highly talented, agile, diverse, and motivated workforce that is well equipped to respond to the changing world in which we operate. The people priorities outlined in our People Strategy will help drive the changes needed to ensure Wilton Park achieves its strategic goals and our customers receive an exceptional experience. In everything, we will be guided by our organisational values – Ambitious, Ethical, Respectful, Collaborative and Creative.

In the 2023 Civil Service employee survey, the Wilton Park employee engagement index has increased to 75% from 71% in 2022. The staff engagement figures for the FCDO were 66% in 2023 (61% in 2022) and 64% in the Civil Service as a whole (65% in 2022).

As at 31 March 2024, the headcount was 90 (86 at March 2023) or 83 Full Time Equivalent (FTE) (79.25 at March 2023). The FTE figures are subject to audit.

Staff turnover was 9%, with 7 people leaving (15 in 2022/23). Average length of service is just above nine and a half years.

Declared **Diversity of Wilton Park Staff** as of 31 March 2024:

- 74% are women.
- 5.5% are from an ethnic minority background.
- 4.4 % declare themselves as having a disability.
- 5.5 % identify as being lesbian, gay, bisexual or recorded their sexual orientation as 'other' (LGBTQ+)

Wilton Park has four senior civil servant employees, one at SCS2 grade (one in 2022/23) who is male (2022/23 was male) and three at SCS1 grade (two in 2022/23) one male and two females.

12 new hires (19 in 2022/23) were made during the year. The recruitment figures are shown in the table below:

Grade/Level	Total Recruited	% Female	% Ethnic minority	% with a disability
G6	3	66%	0	0
G7	1	0	0	0
HEO	1	100%	0	0
EO	3	66%	0	0
AO	4	75%	50%	0

There were no breaches of The Civil Service Commission's Recruitment Principles.

Apprentices

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

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

Although we employ fewer than 250 employees, we enthusiastically support the Government Apprentice Scheme. We currently employ a former apprentice who has now progressed to a fully qualified chef, and we have recently recruited another apprentice chef. We have taken steps towards enabling some current employees to take part in the Apprenticeship Scheme during the 2024-25 year.

Staff costs (subject to audit)

	Permanently Employed Staff	Others	2023/24 Total	2022/23 Total
	£000	£000	£000	£000
Salaries and wages	3,426	93	3,519	2,806
Social Security	346	-	346	287
Superannuation	857	-	857	728
Other Employee Related Costs	119	149	268	218
Total	4,748	242	4,990	4,039

Other employee related costs include £149k re outsourced security contract (£133k 2022/23).

There was no Voluntary Exit Scheme in 2023/24

£93k of staff costs relate to direct conference costs (£71k 2022/23)

A flat rate pay increase was made to all employees during 2023/24 and a non-consolidated one-off payment was awarded to assist with the cost of living crisis.

Average number of persons employed (subject to audit)

The average number of full time equivalent (FTE) staff employed during the year was as following:

	Permanently employed	Others	2023/24 Total	2022/23 Total
Directly employed	80.4	3.3	83.7	78.0
Total	80.4	3.3	83.7	78.0

Staff numbers and composition

The FTE of staff by gender as at 31 March 2024 was:

	2023/24			2022/23		
	Male	Female	Total	Male	Female	Total
Directors	1	0	1	1	0	1
Employees	23	59	82	23	55	78
Total	24	59	83	24	55	79

Principal Civil Service Pension Scheme

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

The scheme actuary valued the PCSPS as at 31 March 2020. Details of which can be found at <https://www.civilservicepensionscheme.org.uk/about-us/scheme-valuations/>.

For 2023/24, employers’ contributions (subject to audit) of £857k (£728k in 2022/2) were payable to the PCSPS at one of four rates in the range 26.6% to 30.3% of pensionable earnings, based on salary bands.

The Scheme Actuary reviews employer contributions usually every four years following a full scheme valuation. The contribution rates are set to meet the cost of the benefits accruing during 2021/22 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. In 2023/24 no employees opted for a partnership account.

Staff sickness

The target for absence rate is 4.0%. At the end of 2023/24, the overall absence rate at Wilton Park was 3.1% compared to 3.7%% at the end of 2022/23 and therefore within target.

Staff policies applied during the financial year

Wilton Park gives full and fair consideration to applications for employment by disabled persons, having regard to their particular aptitudes and abilities.

Wilton Park continues the employment of and arranges appropriate training for employees of the company who have become disabled during the period when they were employed. If staff become disabled during the course of their employment, we will refer them to our Occupational Health provider who can provide assessment or advice on reasonable adjustments.

Other employee matters

Wilton Park is committed to equal treatment in employment and occupation. Wilton Park is legally required to follow the Civil Service Commission Recruitment Principles of merit, fairness and openness when recruiting staff. Adherence to these principles is audited by an external auditor and the most recent audit carried out in May 2022 reported that Wilton Park was compliant with Civil Service Recruitment Principles.

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

Performance and Development Reviews identify learning and development opportunities for our staff and identify staff ready for career progression.

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

Wilton Park has a Staff Engagement Group who work throughout the year on feedback received through the staff survey to ensure concerns are addressed. We acknowledge the Trade Union with an appointed Staff Union Representative.

Employment of people with a disability

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

Wilton Park currently employs four members of staff who have declared a disability.

Expenditure on consultancy

In 2023/24 there was £49k spend on consultancy (£23k in 2022/23). Consultancy spend related to business development, legal advice and professional services in relation to the property. New proposals for consultancy projects are subject to business case clearance procedures in line with Cabinet Office guidelines.

Off-payroll engagements

During 2023/24 there were no off-payroll engagements for more than £245 per day and which lasted longer than six months (none in 2022/23).

There were no off-payroll engagements as of 31 March 2024, for more than £245 per day and that lasted longer than six months (none in 2022/23).

Exit packages (subject to audit)

There were no departures in the year through redundancy or Voluntary Exit Schemes (nil in 2022/23).

Civil Service pensions

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

These statutory arrangements are unfunded with the cost of benefits met by monies voted by Parliament each year. Pensions payable under **classic**, **premium**, **classic plus**, **nuvos** and **alpha** are increased annually in line with Pensions Increase legislation.

Existing members of the PCSPS who were within 10 years of their normal pension age on 1 April 2012 remained in the PCSPS after 1 April 2015. Those who were between 10 years and 13 years and 5 months from their normal pension age on 1 April 2012 switched into **alpha** between 1 June 2015 and 1 February 2022. All members who switch to **alpha** have their PCSPS benefits 'banked', with those with earlier benefits in one of the final salary sections of the PCSPS having those benefits based on their final salary when they leave **alpha**. (The pension figures quoted for officials show pension earned in PCSPS or **alpha** – as appropriate. Where the official has benefits in both the PCSPS and **alpha** the figure quoted is the combined value of their benefits in the two schemes.) Members joining from October 2002 may opt for either the appropriate defined benefit arrangement or a 'money purchase' stakeholder pension with an employer contribution (**partnership** pension account).

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

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

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

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

Cash Equivalent Transfer Values

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

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

Real increase in CETV

This reflects the increase in CETV that is funded by the employer. It does not include the increase in accrued pension due to inflation, contributions paid by the employee

(including the value of any benefits transferred from another pension scheme or arrangement) and uses common market valuation factors for the start and end of the period.

Parliamentary accountability and audit report

Parliamentary accountability and audit report overview

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

Regularity of expenditure

Losses and special payment

There were no special payments that required disclosure in line with the Managing Public Money guidance (nil in 2022/23). Losses of £15k have been recognised in the financial statements relating to one unpaid invoice written off (nil in 2022/23).

Gifts

Wilton Park maintains a gift and hospitality register. There were no gifts of significant value received during the year (nil in 2022/23).

Fees and Charges

Wilton Park manages its operations so that the revenue generated is sufficient to cover the running costs of Wilton Park, which are chargeable to the Statement of Comprehensive Income. Charges are set to recover full costs over the financial period before non-cash items.

Refer to Note 2 of the Notes to the Accounts for Wilton Park Segmental Analysis, which provides details of fees and charges for 2023/24 and Note 4 of the Notes to the Accounts for Wilton Park which provides details of operating income for 2023/24.

Remote contingent liabilities

There are no liabilities for which the likelihood of a transfer of economic benefit in settlement is too remote to meet the definition of a contingent liability (nil in 2022/23).

Government Functional Standards (not subject to audit)

Wilton Park confirms it uses the Government Functional Standards as a control document to ensure policies and processes are aligned.

Signed Tom Cargill, Chief Executive as Accounting Officer

26 July 2024

The Certificate and Report of the Comptroller and Auditor General to the House of Commons

Opinion on financial statements

I certify that I have audited the financial statements of Wilton Park for the year ended 31 March 2024 under the Government Resources and Accounts Act 2000.

The financial statements comprise Wilton Park's

- Statement of Financial Position as at 31 March 2024;
- Statement of Comprehensive Net Expenditure, Statement of Cash Flows and Statement of Changes in Taxpayers' Equity for the year then ended; and
- the related notes including the significant accounting policies.

The financial reporting framework that has been applied in the preparation of the financial statements is applicable law and UK adopted international accounting standards.

In my opinion, the financial statements:

- give a true and fair view of the state of Wilton Park's affairs as at 31 March 2024 and its net operating expenditure for the year then ended; and
- have been properly prepared in accordance with the Government Resources and Accounts Act 2000 and HM Treasury directions issued thereunder.

Opinion on regularity

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

Basis for opinions

I conducted my audit in accordance with International Standards on Auditing (UK) (ISAs UK), applicable law and Practice Note 10 **Audit of Financial Statements and Regularity of Public Sector Bodies in the United Kingdom (2022)**. My

responsibilities under those standards are further described in the **Auditor's responsibilities for the audit of the financial statements** section of my certificate.

Those standards require me and my staff to comply with the Financial Reporting Council's **Revised Ethical Standard 2019**. I am independent of Wilton Park in accordance with the ethical requirements that are relevant to my audit of the financial statements in the UK. My staff and I have fulfilled our other ethical responsibilities in accordance with these requirements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Conclusions relating to going concern

In auditing the financial statements, I have concluded that Wilton Park's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work I have performed, I have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on Wilton Park's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

My responsibilities and the responsibilities of the Accounting Officer with respect to going concern are described in the relevant sections of this certificate.

Other information

The other information comprises information included in the Annual Report, but does not include the financial statements and my auditor's certificate and report thereon. The Chief Executive as Accounting Officer is responsible for the other information.

My opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in my certificate, I do not express any form of assurance conclusion thereon.

My responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If I identify such material inconsistencies or apparent material misstatements, I am required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact.

I have nothing to report in this regard.

Opinion on other matters

In my opinion the part of the Remuneration and Staff Report to be audited has been properly prepared in accordance with HM Treasury directions issued under the Government Resources and Accounts Act 2000.

In my opinion, based on the work undertaken in the course of the audit:

- the parts of the Accountability Report subject to audit have been properly prepared in accordance with HM Treasury directions issued under the Government Resources and Accounts Act 2000;
- the information given in the Performance and Accountability Reports for the financial year for which the financial statements are prepared is consistent with the financial statements and is in accordance with the applicable legal requirements.

Matters on which I report by exception

In the light of the knowledge and understanding of Wilton Park and its environment obtained in the course of the audit, I have not identified material misstatements in the Performance and Accountability Reports.

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 by Wilton Park or returns adequate for my audit have not been received from branches not visited by my staff; or
- I have not received all of the information and explanations I require for my audit;
or

- the financial statements and the parts of the Accountability Report subject to audit are not in agreement with the accounting records and returns; or
- certain disclosures of remuneration specified by HM Treasury's Government Financial Reporting Manual have not been made or parts of the Remuneration and Staff Report to be audited is not in agreement with the accounting records and returns; or
- the Governance Statement does not reflect compliance with HM Treasury's guidance.

Responsibilities of the Chief Executive as Accounting Officer for the financial statements

As explained more fully in the Statement of Accounting Officer's Responsibilities, the Chief Executive as Accounting Officer is responsible for:

- maintaining proper accounting records;
- providing the C&AG with access to all information of which management is aware that is relevant to the preparation of the financial statements such as records, documentation and other matters;
- providing the C&AG with additional information and explanations needed for his audit;
- providing the C&AG with unrestricted access to persons within Wilton Park from whom the auditor determines it necessary to obtain audit evidence;
- ensuring such internal controls are in place as deemed necessary to enable the preparation of financial statements to be free from material misstatement, whether due to fraud or error;
- preparing financial statements which give a true and fair view and are in accordance with HM Treasury directions issued under the Government Resources and Accounts Act 2000;
- preparing the annual report, which includes the Remuneration and Staff Report, in accordance with HM Treasury directions issued under the Government Resources and Accounts Act 2000; and
- assessing Wilton Park's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Accounting Officer either intends to liquidate the entity or to cease operations, or has no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a certificate that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Extent to which the audit was considered capable of detecting non-compliance with laws and regulations, including fraud

I design procedures in line with my responsibilities, outlined above, to detect material misstatements in respect of non-compliance with laws and regulations, including fraud. The extent to which my procedures are capable of detecting non-compliance with laws and regulations, including fraud is detailed below.

Identifying and assessing potential risks related to non-compliance with laws and regulations, including fraud

In identifying and assessing risks of material misstatement in respect of non-compliance with laws and regulations, including fraud, I:

- considered the nature of the sector, control environment and operational performance including the design of Wilton Park's accounting policies and key performance indicators.
- inquired of management, Wilton Park's head of internal audit and those charged with governance, including obtaining and reviewing supporting documentation relating to Wilton Park's policies and procedures on:
 - identifying, evaluating and complying with laws and regulations;
 - detecting and responding to the risks of fraud; and

- the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations including Wilton Park's controls relating to Wilton Park's compliance with the Government Resources and Accounts Act 2000 and Managing Public Money.
- inquired of management, Wilton Park's head of internal audit and those charged with governance whether:
 - they were aware of any instances of non-compliance with laws and regulations;
 - they had knowledge of any actual, suspected, or alleged fraud,
- discussed with the engagement team regarding how and where fraud might occur in the financial statements and any potential indicators of fraud.

As a result of these procedures, I considered the opportunities and incentives that may exist within Wilton Park for fraud and identified the greatest potential for fraud in the following areas: revenue recognition, posting of unusual journals, complex transactions, bias in management estimates and provisions. In common with all audits under ISAs (UK), I am required to perform specific procedures to respond to the risk of management override.

I obtained an understanding of Wilton Park's framework of authority and other legal and regulatory frameworks in which Wilton Park operates. I focused on those laws and regulations that had a direct effect on material amounts and disclosures in the financial statements or that had a fundamental effect on the operations of Wilton Park. The key laws and regulations I considered in this context included Government Resources and Accounts Act 2000, Managing Public Money, employment law, VAT and tax legislation and Wilton Park's framework document.

Audit response to identified risk

To respond to the identified risks resulting from the above procedures:

- I reviewed the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described above as having direct effect on the financial statements;
- I enquired of management, the Audit and Risk Assurance Committee concerning actual and potential litigation and claims;
- I reviewed minutes of meetings of those charged with governance and the Board; and internal audit reports; and

- I addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and other adjustments, assessing whether the judgements on estimates are indicative of potential bias; and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business.

I communicated relevant identified laws and regulations and potential risks of fraud to all engagement team members and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

A further description of my responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of my certificate.

Other auditor's responsibilities

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

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

Report

I have no observations to make on these financial statements.

Gareth Davies

29 July 2024

Comptroller and Auditor General

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

ACCOUNTS

Financial statements

**Statement of Comprehensive Net
Expenditure
for year ended 31 March 2024**

	Note	2023-24	2022-23
		£000	£000
Revenue from contracts with customers	4	(6,447)	(5,748)
Other operating income	4	(1,900)	(1,900)
Total operating income		(8,347)	(7,648)
Finance income		(41)	(5)
Staff costs	3	4,897	3,968
Purchase of goods and services	3	2,078	2,358
Finance costs	3 & 7	9	11
Depreciation and amortisation charges	3, 5, 6 & 7	649	610
Provision expense	3 & 13	636	231
Other operating expenditure	3	1,221	1,189
Total operating expenditure	3	9,490	8,367
Net operating expenditure		1,102	714
Net expenditure for the year		1,102	714

The notes on pages 115 to 132 form part of these accounts.

Statement of Financial Position
As at 31 March 2024

	Note	At 31 March 2024		At 31 March 2023	
		£000	£000	£000	£000
Non-current assets					
Property, plant and equipment	5	1,316		950	
Intangible assets	6	459		490	
Right of use assets	7	689		920	
Total non-current assets		<u>2,464</u>		<u>2,360</u>	
Current assets					
Inventories	9	13		11	
Trade and other receivables	10	950		1,114	
Cash and cash equivalents	11	3,029		2,085	
Total current assets		<u>3,992</u>		<u>3,210</u>	
Total assets			<u>6,456</u>		<u>5,570</u>
Current liabilities					
Trade and other payables	12	(1,392)		(935)	
Provisions	13	-		(8)	
Right of use liabilities	7	(230)		(228)	
Total current liabilities		<u>(1,622)</u>		<u>(1,171)</u>	
Total assets less current liabilities			<u>4,834</u>		<u>4,399</u>
Non-current liabilities					
Right of use liabilities	7		(466)		(696)
Provisions	13		(1,578)		(934)
ASSETS LESS LIABILITIES			<u>2,790</u>		<u>2,769</u>
Taxpayers' equity					
General Fund	SoCTE		2,790		2,769
Total equity			<u>2,790</u>		<u>2,769</u>

The notes on pages 115 to 132 form part of these accounts.

Signed Tom Cargill, Chief Executive as Accounting Officer
26 July 2024

**Statement of Cash Flows
for year ended 31 March 2024**

	Note	2023-24 £000	2022-23 £000
Cash flows from operating activities			
Net operating expenditure	SoCNE	(1,102)	(714)
(Increase)/decrease in inventories	9	(2)	3
(Increase)/decrease in trade and other receivables	10	164	(17)
Adjustments for non-cash transactions	3	1,375	958
Increase/(decrease) in trade and other payables	12	457	(801)
Net cash inflow/(outflow) from operating activities		892	(571)
Cash flows from investing activities			
Purchase of property plant and equipment	5	(721)	(326)
Purchase of intangible assets	6	(34)	(52)
Net cash outflow from investing activities		(755)	(378)
Cash flows from financing activities			
Lease liability	7	(236)	(236)
Net parliamentary Funding	SoCTE	1,043	1,843
Net financing		807	1,607
Net increase/(decrease) in cash and cash equivalents in the period before adjustment for receipts and payments to the Consolidated Fund	11	944	658
Cash and cash equivalents at the beginning of the period	11	2,085	1,427
Cash and cash equivalents at the end of the period	11	3,029	2,085

The notes on pages 115 to 132 form part of these accounts.

Statement of Changes in Taxpayers' Equity
As at 31 March 2024

	Note	Total Funds
		£000
Balance at 1st April 2022		1,574
Changes in taxpayers' equity for 2022-23		
Non-cash charges:		
External auditor's fees	3	41
Internal auditor's fees	3	25
Net operating expenditure	SoCNE	(714)
Net Parliamentary Funding		1,843
Balance at 1 April 2023		2,769
Changes in taxpayers' equity for 2023-24		
Non-cash charges:		
External auditor's fees	3	52
Internal auditor's fees	3	28
Net operating expenditure	SoCNE	(1,102)
Net Parliamentary Funding		1,043
Balance at 31 March 2024		2,790

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

The notes on pages 115 to 132 form part of these accounts.

Notes to the financial statements

1. Statement of Accounting Policies

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

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

Accounting convention

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

Going concern

The accounts have been prepared on a going concern basis. 2023-24 has seen the second year of a full calendar of events and a financial result within the tolerance levels determined in the framework agreement by FCDO. Going into the next financial year 2024-25 there is an agreed financial plan and a good forward order book in place, prices have been increased to reflect the increased operating costs and to ensure full coverage of all expenditure.

Property, plant and equipment

Property, plant and equipment in excess of £1,000 are stated at current value. Individual assets purchased for less than this amount are expensed in the year of purchase.

Depreciated cost is used as a suitable proxy for current value in existing use.

Depreciation

Property, plant and equipment are depreciated at rates calculated to write them down to their estimated fair values on a straightline basis over their estimated useful lives.

Asset lives have been set in the following ranges:

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

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

Wilton Park has adopted a depreciated historical cost basis as a proxy for current value in existing use or fair value for assets due to the short useful lives and low values of assets. We believe the estimated useful life of the assets and depreciation method provides a realistic reflection of the consumption of that asset, with three years remaining on the building lease the majority of assets will be fully depreciated within that timescale. Assets are not held for resale.

Intangible assets

Website and operations system costs in excess of £1,000 are stated at current value. Individual assets purchased for less than this amount are expensed in the year of purchase.

Amortised cost is used as a suitable proxy for current value where intangible assets have a short useful economic life or are of low value. Intangible assets are amortised at rates calculated to write them down to their estimated residual values on a straight-line basis over their estimated useful lives.

	Estimated useful life in years
Intangible assets	3 to 10

Inventories

Inventories are counted at the year end and relates to stock held in the kitchen, shop and bar, these are valued at the lower of cost and net realisable value.

Provisions

Wilton Park accounts for provisions in line with IAS 37 and these will be recognised when there is a present obligation as a result of a past event and a reliable estimate can be made for the provision.

The provision relates to obligations undertaken by Wilton Park when it entered the Wiston House lease. This is in respect to clauses under which Wilton Park must make good dilapidations or other damage occurring to the Wiston House property during the course of the lease and to restore the property to a specified condition. The lease terminates in March 2027.

Wilton Park uses an externally calculated dilapidations report to calculate the provision on an annual basis and recognises the time value of money in so far as it is material. The latest report was commissioned in February 2024 and prepared by Stiles Harold Williams, the full value of the report has been provided in the financial statements including associated fees with no inflation or indexation.

Leases

At inception Wilton Park assesses whether a contract is or contains a lease within the scope of IFRS16. A contract is a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

At the commencement of a lease (or the IFRS16 transition date, if later) Wilton Park recognises a right-of-use asset and a lease liability. The lease liability is measured as the payments for the remaining lease term, net of irrecoverable value added tax, excluding any provision for end of lease obligations, discounted by HM Treasury discount rates published for the financial year. The weighted average rate applied was 0.95%. The right-of-use asset is measured at the value of the liability, adjusted for any payments made or amounts accrued before the commencement date. Right-of-use assets are included within non-current assets and right-of-use liabilities are split between current and non-current liabilities.

The right-of-use asset is depreciated using the straight-line method from the commencement date to the end of the lease term.

The weighted average lessee's incremental borrowing rate applied to lease liabilities recognised in the statement of financial position at the date of initial application was 0.95%.

Operating Income

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

Wilton Park delivers residential events on behalf of funding partners, usually British and foreign government organisations, but also other organisations such as Foundations. We meet our performance obligation when we prepare and run the event and offer Wiston House facilities for the event. Wilton Park's event customers usually make payment after the event is finished. Income is recognised when the performance obligation has been met, being the first day of the conference. Wilton Park strategy is to deliver more series of events spanning multiple financial years. Income is accrued when an event has taken place without being invoiced, the value of the income accrual will be based on the quotation provided and the funding agreed with the partners, this is recorded in an agreement with the partnering organisation. Any income paid in advance of an event commencing, such as deposits or series of events the income is deferred until the date the event is delivered.

Wilton Park also runs commercial events such as conferences and networking events. The income on these events relates to provision of the facilities at Wiston House. Contract terms request a deposit of 15% of the contract value on signing of the contract and final payment when the event has been delivered. Where a contract contains a termination clause, Wilton Park has the right to that payment if a customer cancels an event. However, as no performance obligation has been met at this stage no income is recognised unless the customer has actually cancelled the event. There is therefore no accrued income in accordance with IFRS15 in the commercial revenue from contracts with customers in note 4. Deposits paid in advance will be deferred until the date of income recognition.

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

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

On partially completed contracts, Wilton Park recognises income based on the project's performance obligation and its agreed transaction price.

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

Impairment of Trade Receivables

Specific provision is made under IFRS 9 for the impairment of accounts receivable where there is an expected credit loss.

Foreign Exchange

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

Balances held at the year-end are translated at the rate prevailing on 31 March 2024.

Pensions

Present and past employees are covered by the provisions of the Principal Civil Service Pension Schemes (PCSPS) and Alpha Scheme which are described in the Remuneration and Staff Report. PCSPS and Alpha are unfunded multi-employer defined benefit schemes.

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

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

Wilton Park is not separately identifiable as it is a multi-employer scheme and therefore not included in the financial statements.

Financial Instruments

IFRS 9 specifies how an entity should classify and measure financial assets, financial liabilities, and some contracts to buy or sell non-financial items. Wilton Park only has financial instruments, as defined by IFRS 9, of cash, receivables and payables (see note 8).

VAT Policy

Output VAT is charged as appropriate on activities that fall within the scope of VAT. In broad terms, Wilton Park conference income is exempt from VAT whereas commercial income is standard rated.

Input VAT is subject to partial exemption and to the extent it is irrecoverable is included in expenditure as shown in these accounts.

Effects of Future Accounting Policies

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

IFRS17 'Insurance contracts' comes into effect for financial reporting periods beginning on or after 1 January 2023 with adoption by His Majesty's Treasury from 1st April 2025. Wilton Park does not operate insurance contracts and therefore this standard is unlikely to have an effect on Wilton Park financial statements.

Critical accounting judgements and estimates

Management, in preparing the accounts, is required to select suitable accounting policies, apply them consistently and make estimates and assumptions that are

reasonable and prudent. Critical accounting estimates are those which involve the most complex or subjective judgements or assessments.

The areas of Wilton Park that typically require such estimates in implementing the accounting policies set out above are explained in more detail below:

- a) Calculation of accruals – expenditure is recognised on the accruals basis. Accruals are made on the basis of the known value of the transaction wherever possible. Where estimates need to be made, they are based on appropriate methodology and consistently applied.
- b) Contract assets – in line with our revenue recognition policy, outlined above in operating income, management use their judgement based on the latest information available regarding activities that have taken place not yet invoiced.
- c) Depreciation – in line with our depreciation policy, outlined above, management use their judgement on the expected life of a group of assets.
- d) Provisions – in line with our provisions policy, outlined above, management use their judgement on the expected dilapidations required to be undertaken on the building at the end of the lease period.

2. Segmental reporting

	2023-24			2022-23		
	Wilton Park events	Commercial activities	Total	Wilton Park events	Commercial activities	Total
	£000	£000	£000	£000	£000	£000
Income	8,140	248	8,388	7,260	393	7,653
Expenditure	9,242	248	9,490	7,974	393	8,367
(Deficit)/Surplus	(1,102)	-	(1,102)	(714)	-	(714)
% Cost recovery	88.1%	100%	88.4%	91.0%	100%	91.5%

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

Costs are split using an activity based costing model which splits costs in relation to staff and other administration depending on income. Direct conference related costs are 100% attributable to Wilton Park events and are therefore allocated wholly to them.

Wilton Park receives substantial income from the Foreign, Commonwealth & Development Office (FCDO) comprising £500k core allocation (£500k 2022-23), £1,400k ODA Allocation (£1,400k 2022-23), of which all £1,400k was utilised in 2023-24 (£1,400k utilised in 2022-23) and £2,862k discretionary income to run Wilton Park events commissioned by directorates within the FCDO (£1,843k 2022-23).

Interest received of £41k (£5k 2022-23) is included in income.

3. Other expenditure

3 Other expenditure

	Note	2023-24		2022-23	
		£000	£000	£000	£000
Staff costs (further information in the Remuneration and Staff reports)					
Salaries and wages		3,426		2,735	
Social security		346		287	
Superannuation		857		728	
Other employee related costs		268		218	
			<u>4,897</u>		<u>3,968</u>
Non cash items					
Depreciation & amortisation	5, 6 & 7	649		610	
External auditor's fees		52		41	
Internal auditor's fees		28		25	
IFRS16 lease interest	7	9		11	
Loss on disposal	5 & 6	1		40	
			<u>739</u>		<u>727</u>
Provision in year	13	636		231	
			<u>636</u>		<u>231</u>
Other expenditure					
Property costs		95		129	
Maintenance, cleaning, heating & lighting		441		414	
Administrative expenses		617		540	
Net (gain)/loss on foreign exchange		(13)		-	
			<u>1,140</u>		<u>1,083</u>
Purchase of goods and services					
Food and beverage		133		119	
Housekeeping and laundry		99		84	
Conference costs		1,846		2,155	
			<u>2,078</u>		<u>2,358</u>
			<u>9,490</u>		<u>8,367</u>

4. Operating income

	2023-24	2022-23
	£000	£000
Wilton Park operations		
Wilton Park revenue from contracts with customers	6,199	5,355
Official Development Assistance	1,400	1,400
FCDO core allocation for conferences	500	500
	8,099	7,255
Commercial operations		
Commercial revenue from contracts with customers and other income	248	393
	248	393
Total operating income	8,347	7,648

5. Property, plant and equipment

	Building Enhancement £000	Assets under Construction £000	ICT £000	Fixture and Fittings £000	Motor Vehicles £000	Plant and Machinery £000	TOTAL £000
Cost or Valuation at 1/4/2023	879	-	373	196	32	596	2,076
Additions	302	28	231	129	-	31	721
Disposals	(31)	-	(115)	(43)	(1)	(13)	(203)
Re-classification	-	-	-	-	-	-	-
Cost at 31/3/2024	1,150	28	489	282	31	614	2,594
Depreciation at 1/4/2023	407	-	219	105	30	365	1,126
Charge in year	147	-	97	36	1	73	354
Disposal	(31)	-	(115)	(43)	-	(13)	(202)
Re-classification	-	-	-	-	-	-	-
Revaluation	-	-	-	-	-	-	-
Depreciation at 31/3/2024	523	-	201	98	31	425	1,278
Net Book Value at 31/3/2024	627	28	288	184	-	189	1,316
at 31/3/2023	472	-	154	91	2	231	950

Assets with nil net book value which Wilton Park no longer use were disposed during 2023-24 totalling £199k (£957k 2022-23) with a £1k loss on disposal (£1k loss in 2022-23). Wilton Park owns all the above assets and none are leased.

Wilton Park has adopted a depreciated historical cost basis as a proxy for current value in existing use or fair value for assets due to the short useful lives and low values of assets. We believe the estimated useful life of the assets and depreciation method provides a realistic reflection of the consumption of that asset. Assets are not held for resale.

	Building Enhancement £000	Assets under Construction £000	ICT £000	Fixture and Fittings £000	Motor Vehicles £000	Plant and Machinery £000	TOTAL £000
Cost or Valuation at 1/4/2022	860	2	600	538	39	667	2,706
Additions	136	-	58	30	-	103	327
Disposals	(117)	-	(285)	(372)	(7)	(176)	(957)
Re-classification	-	(2)	-	-	-	2	-
Cost at 31/3/2023	879	-	373	196	32	596	2,076
Depreciation at 1/4/2022	408	-	412	437	36	480	1,773
Charge in year	116	-	92	40	1	60	309
Disposal	(117)	-	(285)	(372)	(7)	(175)	(956)
Depreciation at 31/3/2023	407	-	219	105	30	365	1,126
Net Book Value at 31/3/2023	472	-	154	91	2	231	950
at 31/3/2022	452	2	188	101	3	187	933

6. Intangible Assets

Intangible assets comprise the cost of building the website and implementation and development of the operations systems.

	Website £000	Software Licences £000	Development Expenditure £000	TOTAL £000
Cost at 1/4/2023	48	50	498	596
Additions	18	-	16	34
Disposals	-	-	-	-
Reclassification	-	-	-	-
Cost at 31/3/2024	66	50	514	630
Amortisation at 1/4/2023	1	43	62	106
Charge in year	10	2	53	65
Disposal	-	-	-	-
Reclassification	-	-	-	-
Amortisation at 31/3/2024	11	45	115	171
Net Book Value at 31/3/2024	55	5	399	459
at 31/3/2023	47	7	436	490

No intangible assets were disposed of in the year (£114k disposed with £39k loss on disposal in 2022-23).

The additions in the year relate to enhancements to both the website and the internal custom-built customer relationship management system.

Development expenditure includes assets with a net book value of £391k for a custom-built customer relationship management system, Xen.

Wilton Park has adopted a depreciated historical cost basis as a proxy for current value in existing use or fair value for assets due to the short useful lives and low values of assets. We believe the estimated useful life of the assets and depreciation method provides a realistic reflection of the consumption of that asset. Assets are not held for resale.

	Website £000	Software Licences £000	Development Expenditure £000	TOTAL £000
Cost at 1/4/2022	78	52	528	658
Additions	48	-	4	52
Disposals	(78)	(2)	(34)	(114)
Reclassification	-	-	-	-
Cost at 31/3/2023	48	50	498	596
Amortisation at 1/4/2022	24	42	42	108
Charge in year	16	3	52	71
Disposal	(39)	(2)	(32)	(73)
Amortisation at 31/3/2023	1	43	62	106
Net Book Value at 31/3/2023	47	7	436	490
at 31/3/2022	54	10	486	550

7. Leases

Right of Use Lease Assets	2023-24 £000	2022-23 £000
Cost or valuation		
Net book value at 31 March	689	920
Depreciation		
Charged in the year	230	230

Wilton Park has adopted IFRS16 'Leases' from 1 April 2022. For Wilton Park the only lease contract is for the property Wiston House. Wilton Park is using depreciated cost proxy for fair value for the right of use asset.

Lease liabilities	2023-24 £000	2022-23 £000
Amounts falling due:		
Not later than one year	230	228
Later than one year and not later than five years	466	696
Balance as at 31 March	696	924
Unaccrued interest included in above lease liabilities	(13)	(22)

A maturity analysis of contractual undiscounted cash flows relating to lease liabilities is presented above. The cash flows and balances are presented net of irrecoverable VAT.

Amounts recognised in the Statement of Comprehensive Net Expenditure	2023-24 £000	2022-23 £000
Depreciation	230	230
Interest expense	9	11
	239	241
Amounts recognised in the Statement of Cash Flows	2023-24 £000	2022-23 £000
Rent payments	236	236
Interest expense	9	11
	245	247

8. Financial Instruments

International Financial Reporting Standard 7 (IFRS 7), Financial Instruments:

Disclosures requires disclosures in the financial statements that enable users to evaluate the significance of financial instruments to the financial position and performance, and the nature and extent of risks arising from financial instruments to which Wilton Park is exposed during the year and at the financial year end and how we manage those risks.

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

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

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

Currency Risk – Wilton Park Conference income includes sponsorships that are denominated in foreign currency. It is exposed to foreign exchange risk to the extent that the relevant foreign exchange rate fluctuates between the date the sponsorship debtor is recognised and when it is paid. Wilton Park's policy is to tolerate this risk. As at 31 March 2024 assets or liabilities in foreign currency were not significant.

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

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

9. Inventories

	2023-24	2022-23
	£000	£000
Liquor and food	9	8
Shop	4	3
	13	11

10. Trade receivables and other current assets

	2023-24	2022-23
	£000	£000
Amounts falling due within one year		
Trade receivables	493	764
Prepayments	292	189
Contract assets	165	161
	950	1,114

11. Cash and cash equivalents

	2023-24	2022-23
	£000	£000
Balance at 1 April	2,085	1,427
Net change in cash and cash equivalent balances	944	658
Balance at 31 March	3,029	2,085

12. Trade payables and other current liabilities

	2023-24	2022-23
	£000	£000
Trade payables	303	197
Payments received on account	31	155
Other payables	3	-
Accruals	584	257
VAT	24	30
Contract liabilities	447	296
	1,392	935

13. Provisions for liabilities and charges

	2023-24	2022-23
	£000	£000
Balance as at 1 April	942	711
Provided in the year	643	241
Provisions not required written back	(7)	(10)
Provisions utilised in the year	-	-
Unwinding of discount	-	-
Balance at 31 March	1,578	942

Analysis of expected timing of discounted cash flows

	Total	Total
	£000	£000
Not later than 1 year	-	8
Later than 1 year and not later than 5 years	1,578	934
Later than 5 years	-	-

The provision relates to obligations undertaken by Wilton Park when it entered the Wiston House lease. This is in respect to clauses under which Wilton Park must make good dilapidations or other damage occurring to the Wiston House property during the course of the lease and to restore the property to a specified condition. The lease ends in March 2027. The value is based on an updated assessment of the liability which was undertaken in February 2024. It represents current industry pricing as at the end of March 2024 and hence has not been adjusted. The provision is adjusted for the time value of money where this is material.

14. Related party transactions

Wilton Park is an Executive Agency of the Foreign and Commonwealth Office. The Foreign and Commonwealth Office is regarded as a related party. During the year, Wilton Park has had a significant number of transactions with the Foreign and Commonwealth Office. The gross income from the FCDO amounts to £500k core allocation, £1,400k ODA allocation plus £2,862k for conference specific funding. In addition to this, £755k was allocated for capital expenditure.

In addition, Wilton Park has had various transactions with other government departments. Most of these transactions have been with the Department for Energy Security and Net Zero, Ministry of Defence and the Department for Business and Trade.

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

15. Events after the reporting date

No events to report.

The Accounting Officer authorised these accounts for issue on the same date the Comptroller and Auditor General signed the audit certificate.

