



Wilton Park

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An Executive Agency of the Foreign, Commonwealth & Development Office

Annual Report and Accounts 2021/22

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Annual Report and Accounts 2021/22

For the period 1 April 2021 to 31 March 2022

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ANNUAL REPORT

Performance report

Overview

Chair's foreword

Forward thinking organisations have used the pandemic to reform and plan, and Wilton Park is no exception. Whilst the world continues to open up and allow a return to in person events, it is ever clearer that there is no return to an imagined past. Russian aggression against Ukraine is just the latest example of the growing list of interconnected challenges we face. There is a need to be sharper in our thinking and more imaginative in our responses if policy makers have a hope of getting out ahead of the changes sweeping the world.

Over the course of the first full year of Chief Executive Tom Cargill, Wilton Park has undertaken some important steps to ensure we remain fit for the future. Over the past year we have undertaken a major transformation programme to develop greater strategic prioritisation and improve our communications and technology functions. This includes the design and implementation of a new information management system to help us more effectively understand and engage with our global networks of influence. We have also launched our Friends of Wilton Park initiative to stay engaged with past participants and established a Youth Ambassador Network to reach out to and support influencers of tomorrow. This is all supported by more effective monitoring and evaluation. Finally, this past year saw the launch of an All Party Parliamentary Group for Wilton Park to better engage parliamentarians in our work and provide a space for briefings on key international issues in Parliament. Our staff are key to the delivery of this reform, as are our partners and friends, including the Wilton Park Advisory Council. Our Board, which comprises independent members as well as colleagues from our sponsor department, the Foreign, Commonwealth & Development Office (FCDO), and the Department for International Trade, are key to maintaining our ability to create space for challenging discussions whilst supporting the policy priorities of the government.

The need to reform has not ended with the return to in person events. Online and hybrid have remained important tools in our growing range of engagement mechanisms, but we are also exploring greater diversification of location, structure, format and approach to our work. The key objective is to become ever more widely recognised as the 'go to' convenors for discrete, outcome orientated dialogue with the right people brought together in the right way at the right time to make real impact – wherever that may be.

Considerable uncertainty remains, but as the short term outlook and ability to deliver financially returns; our focus at Wilton Park is turning ever more to securing the long term success and resilience of the organisation, including the development of a strategic plan to take us up to and beyond the end of the current lease on Wiston House in 2027. Alongside delivery of our programme objectives, this longer term work will become a priority over coming months. As we come to the end of our 75th anniversary, our task is to ensure we remain vital and relevant for the next 75 years. Wiston House of course remains deeply important to us, but for Wilton Park to be sustainable it needs to be about what we do far more than where we do it, including the skills, networks and convening power we bring to bear in tackling the UK and world's major international challenges. This is a skill-set we increasingly apply anywhere around the UK & the world, and one which, on current trends, we expect to be ever more in demand in an increasable complex and contested global marketplace.

The Rt Hon Gisela Stuart, Baroness Stuart of Edgbaston PC

Chair

Chief Executive's foreword

Diplomacy is a contact sport, and a return to in-person events at Wilton Park has highlighted our increasingly central role inspiring and mobilising networks of influence to tackle the big global challenges. Whether related to diplomacy, development, security and defence, or trade, Wilton Park is a critical UK and global resource for discrete and open policy dialogue.

Virtual and hybrid events have and will remain a core part of our work. Indeed, for much of the past year we have, through necessity, remained a largely virtual organisation. Despite this, the team at Wilton Park continued to innovate, shape and deliver relationships and practical insights to help policy makers anticipate and respond to the fast changing world around us.

During the year of COP26, climate change inevitably dominated much of our attention, with significant initiatives catalysed and driven forward by Wilton Park. These included our work on Zero Emissions Vehicles (ZEV) culminating in the COP26 Declaration on Accelerating the Transition to 100% Zero Emission Cars and Vans; and 'Faith and Science: towards COP26' where almost 40 faith leaders representing the world's major religions signed a joint Appeal to call on the international community to raise their ambition and climate action. The Appeal was presented by Pope Francis to COP26 President-Designate, the Rt Hon Alok Sharma, and the Italian Minister for Foreign Affairs, Hon. Luigi Di Maio.

Public health too, remained key and Wilton Park was a key global resource for health experts and policy makers to exchange perspectives and anticipate requirements to address COVID-19 and its implications.

Naturally, Russian aggression against Ukraine has led to a major refocusing of our work, not only in helping colleagues across government meet the immediate challenges, but also in generating practical understanding of the implications for global affairs as events play out over coming months and years.

At the same time, our vital, if discrete role, as a trusted convenor of track 2 diplomacy continues in relation to specific diplomatic and security challenges around the world, including, for example, Libya and South Sudan.

Through all of this, Wilton Park has continued to evolve and advance plans to build resilience and ever more effectively support our colleagues across government, both in the UK and among key partners and allies.

Following the UK Government's Integrated Review, Wilton Park has undertaken a strategic re-prioritisation, which will over coming years lead to an ever greater focus on deepening links and support to key UK allies and partners around the world. We will also be bolstering our tradition role advancing the values and freedoms underpinning the rules based international system. This includes informing and supporting emerging governance of the new frontiers of global regulation in relation to technology, space and other areas. Finally, Wilton Park will be ever more focused on trade and prosperity, contributing to the advancement of free, fair and sustainable trade, including the relationships, values and consent required to underpin all of this.

To achieve all of this, Wilton Park needs to be ever more flexible, mobile and effective. Prior to the emergence of COVID, our events and networks were increasingly global and diverse. This trend now needs to be accelerated, entrenching our reputation around what we do, as much as where we do it.

None of this is possible without the tremendous efforts of our team; who have continued to demonstrate resilience through another very challenging year, both personally and professionally. We were sad to say goodbye our longest standing Programme Director, Robin Hart after 25 years, and it

was fitting that Robin was also awarded an OBE for services to Wilton Park as she left. I would like to pay tribute to Robin for the enormous contribution she made over the years. I would also like to offer my thanks to colleagues across Wilton Park, and indeed the FCDO and beyond, for continuing to excel under highly challenging and unusual circumstances. I am confident the resilience and adaptability they have shown will bear fruit and serve us well in an increasingly fluid and unpredictable world, where the role and contribution of Wilton Park is ever more important.

Tom Cargill
Chief Executive

Purpose and activities

Who we are

Wilton Park brings fresh thinking to complex problems. For over 75 years we have been at the forefront of global policy development, building and curating trusted global networks and bringing people together from around the world to discuss and develop solutions for critical global issues.

Established in 1946, we became an executive agency of the UK Foreign, Commonwealth & Development Office (FCDO) in 1991 and are an important UK government soft power asset working to support the UK's global priorities.

We work with governments, international organisations, civil society groups and individuals to find practical solutions to problems such as climate change, conflict, trade, and security.

Our work has helped shape domestic and international policies on everything from nuclear security to sustainable development goals.

What we do

We are one of the world's leading forums for open and secure dialogue on international affairs, with an unrivalled track record in convening heads of state, government ministers, business leaders and civil society.

As a part of the UK's Foreign, Commonwealth & Development Office (FCDO), we support British foreign policy priorities and are core to the UK's public diplomacy work.

Our networks endure long after events end – through conversation, collaboration and impact that continue to shape how we live together in this increasingly interconnected world. We are rightly proud of the networks we build and nurture which create a lasting sense of connection to both Wilton Park and the UK.

We continue to be a trusted resource for a wide range of international partners and actors keen to explore – and resolve - issues of international importance.

How we are structured

Our team of specialists delivers tailored and timely events to support the UK's foreign policy priorities, and drive dialogue on critical global issues.

The Policy team convenes experts, policy makers and business leaders to tackle the most challenging policy issues of our time and shape the global agenda. They provide policy guidance to ensure topics are framed effectively and that conversations unlock ideas, provide strategic foresight and influence policy outcomes. Their expert facilitation ensures contributors engage in honest, respectful, and results-focused dialogue.

Policy Delivery handles complex global event logistics, so that the right people can come together in the UK, overseas or online. They ensure that events are well executed and prepared to support policy outcomes. The Communications team promotes and protects the reputation of Wilton Park, so that its purpose and offer is well understood. They work with partners to shape policy discussion and highlight vital issues.

Our guests are expertly cared for by our Operations team, ensuring that they can focus on networking and engaging in meaningful policy debate. Technology is core to Wilton Park's work; our Technology Services team makes sure that Wilton Park is effectively using technology to improve our offer and that our systems are secure. Finance, Human Resources, Facilities Management and Compliance

underpin work across the organisation, making sure teams are supported and that we are secure, efficient, inclusive, and sustainable.

Our funding

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

Performance summary

In 2021/22, Wilton Park delivered a deficit of £1,229k (£3,517k deficit in 2020/21) of revenue over expenditure, excluding non-cash charges of £374k (£380k in 2020/21). This results in deficit as a percentage of income being -23% (-131% in 2020/21) and therefore not within the financial target of +3% to -1%. Income continued to be adversely affected as we started the 2021/22 financial year due to COVID-19. We received a letter of comfort from the FCDO to cover an expected income gap of up to £1 million in 2021/22, however the deficit has come out greater than this and the FCDO were informed early in accordance with the letter of comfort.

The pandemic continued into 2021/22, with various lockdowns and work from home guidance all creating uncertainties and the inability to deliver events face to face. First face to face events commenced in October 2021, however, in December 2021 new work from home guidance issued by the UK government resulted in a pause in face to face activities until end January 2022. Overall, in the financial year we managed to deliver 26 events at Wiston House and 11 events externally in the four available months October 2021, November 2021, February 2022 and March 2022. We continued to deliver virtual dialogue throughout the year delivering 87 virtual events in the financial year. Income from virtual events is significantly lower and can not replace the income normally generated from face to face events. In addition to the 124 policy events, 29 other events were delivered from commercial events (26 in 2020/21).

Due to the resumption of face to face events, gross income increased to £5,369k (£2,683k in 2020/21). The breakdown of which was: increased revenue from customers of £3,834k (£1,621k in 2020/21); increased commercial revenue of £200k (£17k in 2020/21); increased bar takings and sundry revenue of £31k (Nil in 2020/21) and increased ODA funding of £804k (£544k in 2020/21).

We were allocated FCDO core funding of £500k (£500k in 2020/21) alongside ODA funding of up to £1,400k (£550k in 2020/21), which is ring fenced to spend in compliance with ODA regulations. We have been able to utilise £804k (£544k in 2020/21) of the ODA funding allocation for the year, unfortunately a large proportion of ODA funding had been allocated to events in Q3 and Q4 which were cancelled following government guidance to work from home.

In 2021/22, we delivered 124 (128 in 2020/21) policy events at average net revenue of £37k (£13k in 2020/21). The lower average net revenue last year was due to the reduced income generated from virtual events compared to that generated by face to face events in 2021/22. Virtual events are shorter, generally lasting half a day, compared to face to face events which are generally for two nights.

We received a £800k (£350k in 2020/21) capital budget from the FCDO which included £450k to replace our CRM system. The actual capital expenditure for the year was £744k (£349k in 2020/21).

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

Key risks and issues

In 2021/22, the COVID-19 pandemic remained a key risk for Wilton Park and continued to have a significant impact on its operations and revenue streams. Ongoing travel restrictions and government imposed working from home throughout the year meant Wilton Park was unable to host as many in-person events as planned and, whilst continuing to diversify its offer and deliver an increased number of virtual events, this had a direct impact on the end of year financial outcome.

Wilton Park managed this risk with additional financial support from the FCDO. A letter of comfort, confirming financial support of up to £1m, was issued to cover the income gap anticipated in 2021/22. The relaxation of restrictions in February 2022 saw a pent-up demand for in-person events and Wilton Park swiftly returned to in-person events. Whilst the pandemic remains a key risk for Wilton Park during 2022/23, the financial plan has been set and forecasts a break-even outcome.

Wiston House occupancy continued to be impacted by the pandemic during 2021/22. We managed this by introducing a hybrid working model - all non-hospitality colleagues were able to continue working from home, supported by our robust business continuity planning and technology, delivering a number of virtual policy events and working with partners to develop new relationships and areas of work. Hospitality teams worked flexibly and took every opportunity to undertake essential repairs and maintenance projects where possible. When restrictions eased, staff were encouraged to return to the office and in-person events reintroduced under COVID-19 government guidelines.

Wilton Park relies on discretionary funding for 75% of our policy event revenue, much of that from government bodies both in the UK and overseas who are subject to changes in their own spending priorities. This creates risk in securing adequate funding to cover our costs. Supplier price increases including energy, food and cyber security are a large cost of running Wiston House. Supply chain uncertainty and inflation affect the budgeting process leading to a risk in achieving our desired breakeven outcome. Our current financial model works on an annual basis and, by regularly reviewing costs, reforecasting year end outcomes and reviewing our pricing structure, this risk is mitigated.

Official Development Assistance (ODA) is part of the annual core funding allocation from FCDO and acts as a valuable source of leverage when applying for funding from other UK Government departments. However, sums allocated can be unpredictable and confirmation delayed. Wilton Park continues to engage with new partners and develop new streams or programmes of work that do not rely on ODA for funding.

Wilton Park has a low risk tolerance for security and, as an executive agency of FCDO, the likelihood of cyber incidents and data security threats remain a significant key risk. During 2021/22, to mitigate against these risks and reduce our vulnerability, Wilton Park invested heavily in its cyber security systems and infrastructure, including testing, deterrence, threat intelligence and incident response support systems. Cyber threats are ever emerging and, in cooperation with FCDO and following guidance from The National Cyber Security Centre (NCSC), Wilton Park is developing a cyber security strategy to keep pace with developing technology and to prepare for additional, rising costs.

Performance analysis

Financial planning

The Wilton Park Senior Management Team (SMT) prepares an annual financial plan where income is forecast for both Wilton Park events and commercial revenue. Cost relating to that income is forecast using the resourcing models in place. Risks to the forecast are also identified and reported on during this process. The financial plan is reforecast monthly. The reforecasts are prepared using the latest information on actual and conceptual events from Xen, Wilton Park's data, knowledge and information system. Due to the pandemic, energy prices and inflationary increases, the financial results have not achieved the financial plan within the target set of +3% to -1% income over expenditure so financial support from the FCDO has been required in the form of a letter of comfort.

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.

Performance of staff

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

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 FCDO Director of Communication, FCDO Internal Audit or the National Audit Office.

Going concern

COVID-19 has continued to have a major impact on our ability to deliver events. Changes in guidance continued to change until February 2022, causing in person events to only be delivered in four months of the year. In these extraordinary circumstances, the FCDO provided assurance to cover the year-end deficit of income over expenditure in 2021/22, enabling Wilton Park to continue on a going concern basis.

With lockdown, social distancing and work from home restrictions now lifted and the commencement of learning to live with COVID-19 alongside the successful vaccine roll out, we have seen face to face events resume and have a good forward order book. Whilst we are planning to break even in the next financial year, there remain many risks not only in relation to COVID-19 but also in relation to energy prices, staff sickness and inflationary increases.

We have prepared a financial plan for 2022/23 with a breakeven outcome, this financial plan was presented to the Board in the April board meeting and approved. Our ODA allocation has been set at £1,400k and core allocation confirmed as £500k, these figures are included in the financial plan.

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 2021/22, this target was not met with the delivery of a -23% (-131% in 2020/21) deficit. Due to COVID-19 and the various restrictions during the year, the actual performance was greatly below target.

| | 2021/22 | 2020/21 | Reference |
|---------------------------|----------------|----------------|--|
| | £000 | £000 | |
| Net operating expenditure | (1,603) | (3,897) | Statement of Comprehensive Net Expenditure |
| Add back non-cash costs | 374 | 380 | Note 3 |
| Cash based deficit | <u>(1,229)</u> | <u>(3,517)</u> | |

Income from other funders and support from the FCDO

| | 2021/22 £000 | 2020/21 £'000 | 2019/20 £'000 |
|--|-----------------|------------------|------------------|
| FCDO discretionary income | 1,189 | 609 | 1,342 |
| Wilton Park other funders | 2,645 | 1,012 | 3,080 |
| Commercial income | 231 | 17 | 662 |
| Total discretionary income | 4,065 | 1,638 | 5,084 |
| | | | |
| FCDO as percentage of total discretionary income | 29% | 37% | 26% |
| | | | |
| ODA | 804 | 544 | 1,244 |
| Core allocation | 500 | 500 | 500 |
| Total FCDO allocation | 1,304 | 1,044 | 1,744 |
| | | | |
| Total income | 5,369 | 2,682 | 6,828 |

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 £744k (£350k in 2020/21). 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 15 (17 in 2020/21).

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 2021/22, income from commercial activities was £200k (£17k in 2020/21). This income was generated from 29 (26 in 2020/21) commercial functions. The increase in income generated by commercial activities was due to the COVID-19 restrictions imposed by the government being stricter in the previous year. Many functions were deferred from 2020/21 to 2021/22.

Selling available days around the Wilton Park programme of events is core to maximising this commercial income stream and diary management continues to be the key factor that leads to success in this area. The main Wilton Park website provides information on hiring the facilities at Wiston House and the new Xen system enables clearer diary management and control of events. We no longer offer weddings as part of our commercial activities as they do not form part of our core branding.

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 2021/22, we brought together 4,858 participants from 144 countries at 124 policy events.

| Financial year | Total number of participants | Number of events | Average participants per event |
|----------------|------------------------------|------------------|--------------------------------|
| 2021/22 | 4,858 | 124 | 39 |
| 2020/21 | 4,780 | 128 | 37 |
| 2019/20 | 3,165 | 76 | 42 |
| 2018/19 | 3,218 | 68 | 47 |
| 2017/18 | 3,234 | 60 | 54 |

Number of events by format:

| Event format | 2021/22 events | 2020/21 events |
|----------------------------|----------------|----------------|
| Policy hybrid | 13 | - |
| Policy in person | 24 | - |
| Policy virtual | 87 | 128 |
| Total policy events | 124 | 128 |
| Total Commercial events | 29 | 26 |
| Total | 153 | 154 |

Number of participants by policy event format

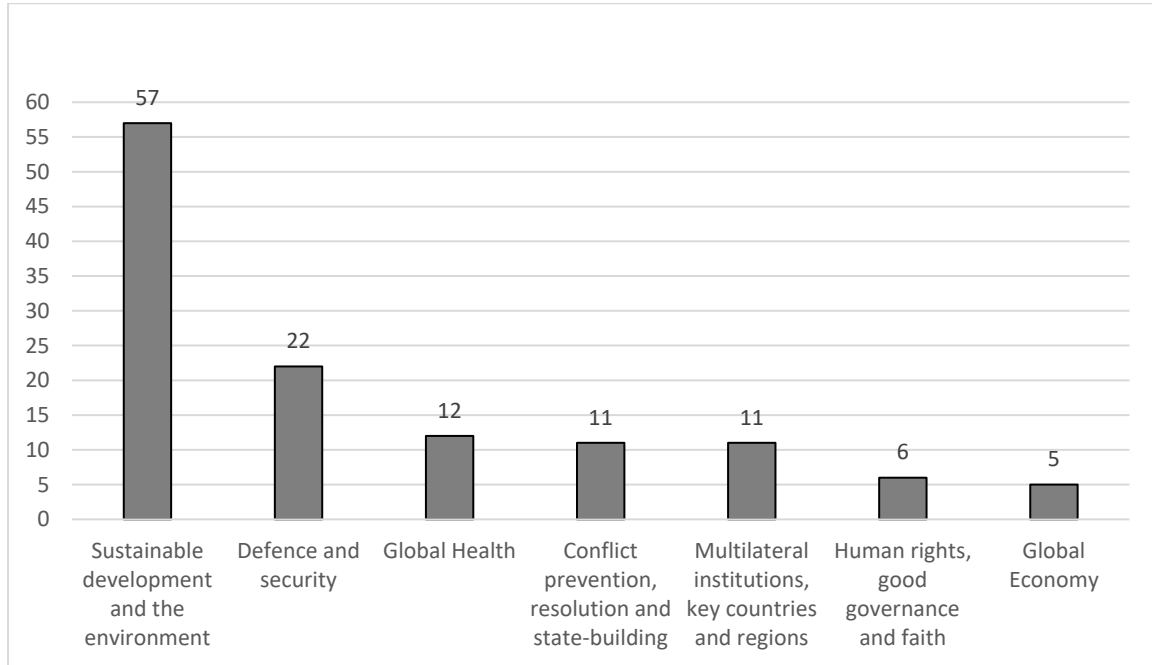
| Event format | 2021/22 participants | 2020/21 participants |
|--------------|----------------------|----------------------|
| Hybrid | 665 | - |
| In person | 1061 | - |
| Virtual | 3132 | 4,780 |
| Total | 4,858 | 4,780 |

Number of events by type:

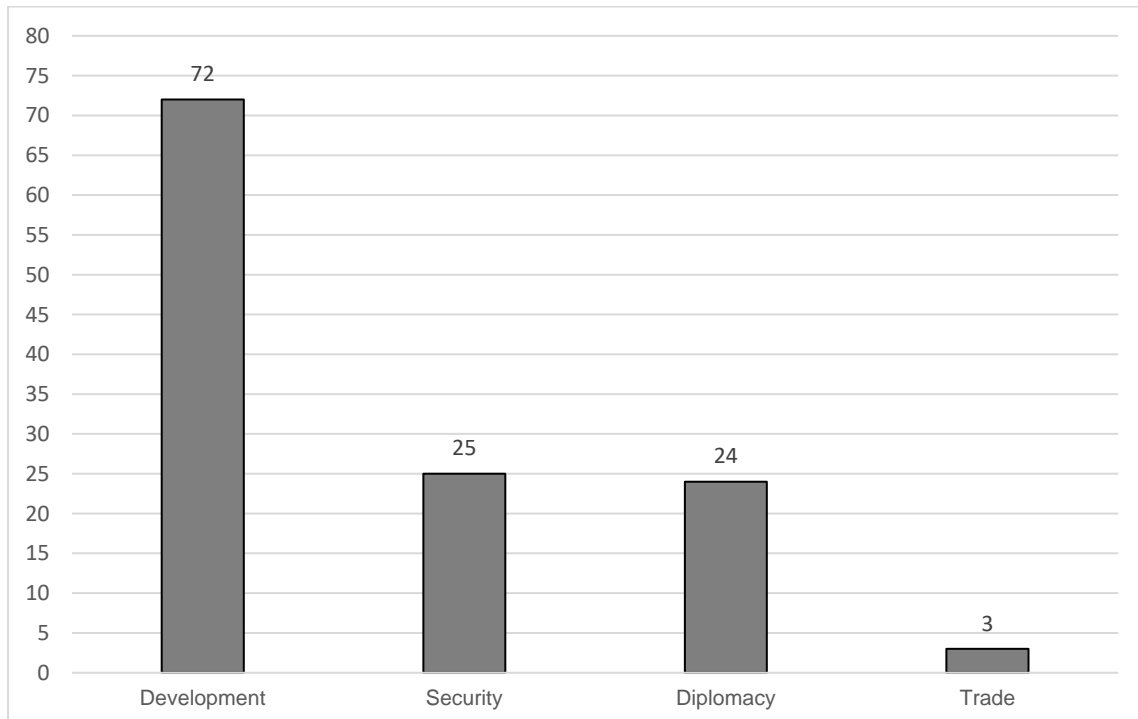
| Event type | 2021/22 events | 2020/21 events |
|--------------|----------------|----------------|
| Commercial | 28 | 26 |
| Other | 1 | - |
| Policy | 124 | 128 |
| Total | 153 | 154 |

In 2020/21 we delivered exclusively virtual events due to the COVID-19 pandemic. In 2021/22, we welcomed the return of in-person events and the introduction of hybrid events (part in-person, part virtual).

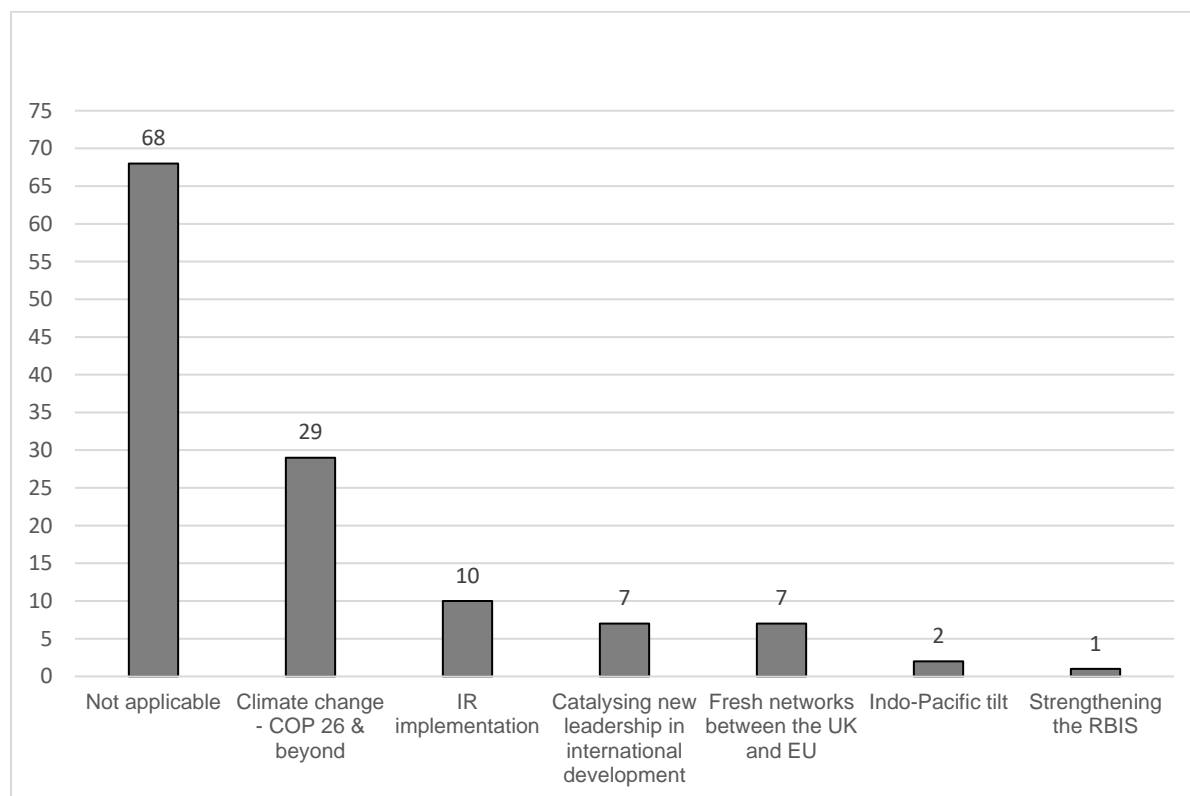
Policy events by policy theme



Policy events by sector



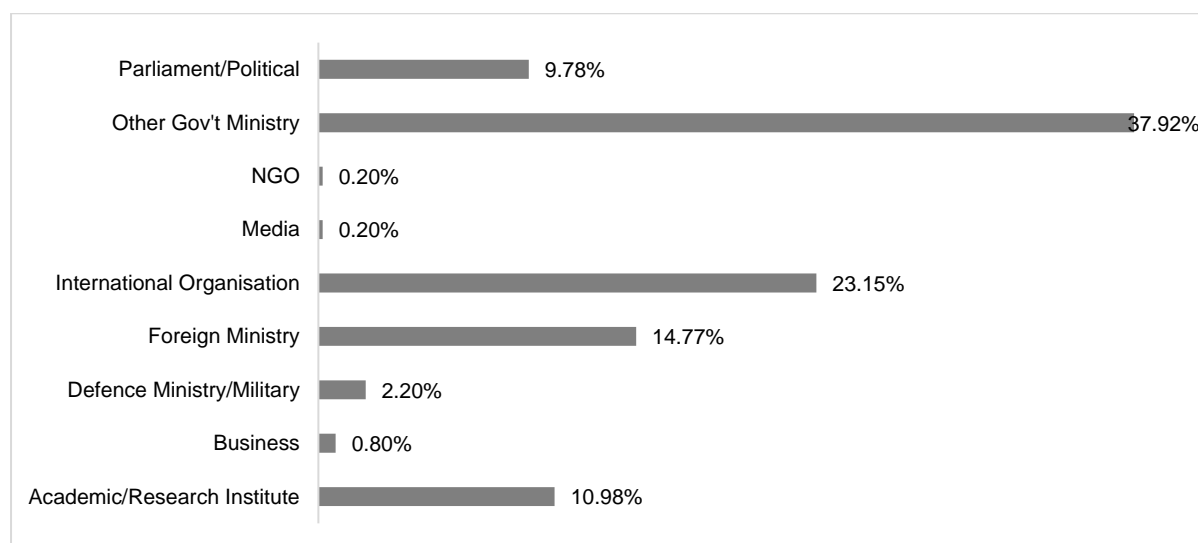
Policy events by priority



Participant data

Most participants came from academic or research institutes, foreign ministries, other government ministries or international organisations. We registered participants from 144 countries. 43% of the participants were female and the average age band of all participants was 45-54 years old.

Participation by sector

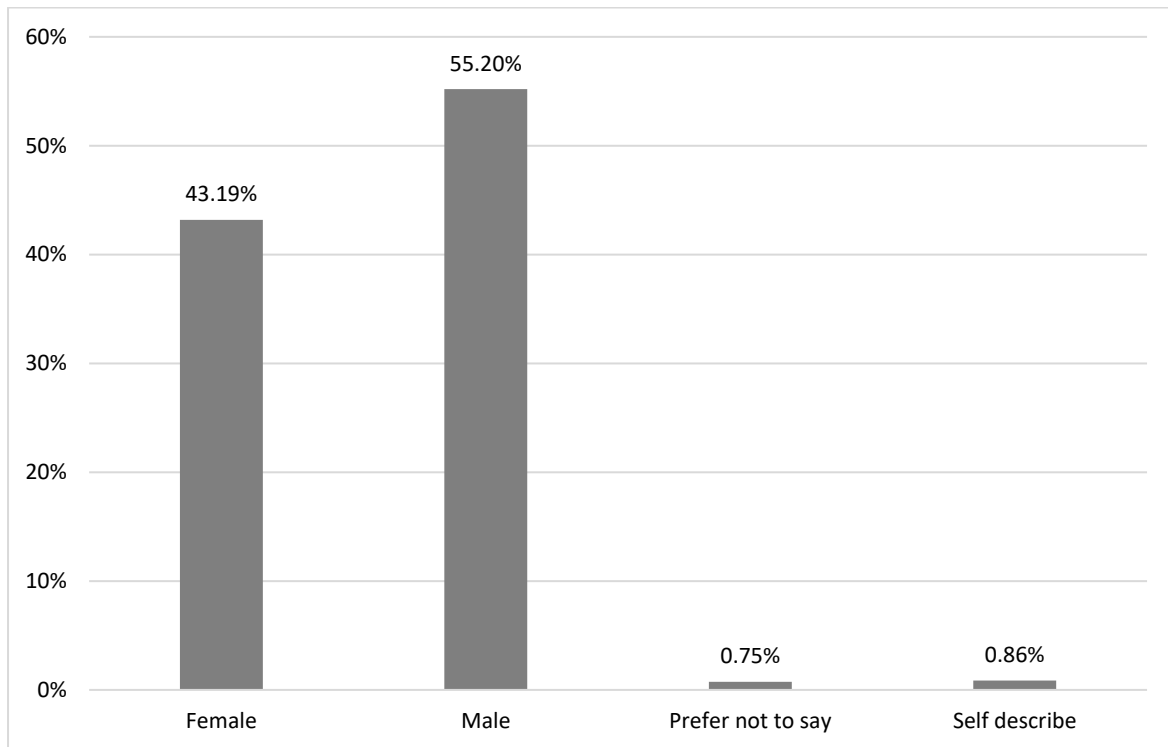


Participation by gender

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.

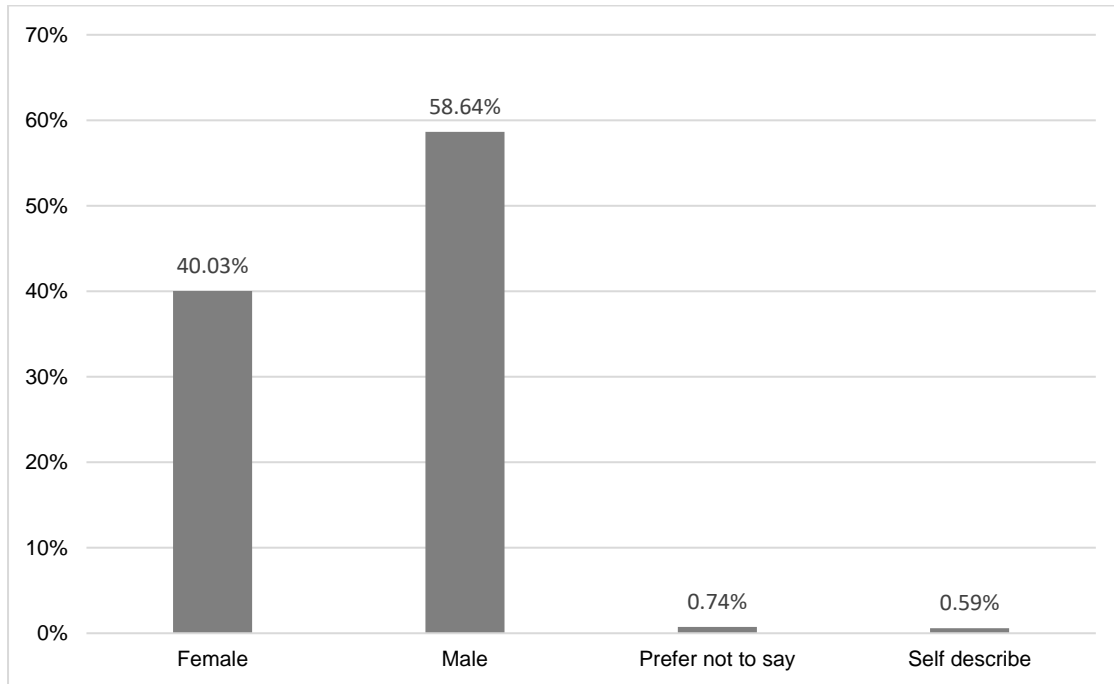


Female participation

| Financial year | Total number of female participants | Percentage of participants |
|----------------|-------------------------------------|----------------------------|
| 2021/22 | 1262 | 43% |
| 2020/21 | 1954 | 45% |
| 2019/20 | 1301 | 41% |
| 2018/19 | 1326 | 41% |
| 2017/18 | 1043 | 37% |

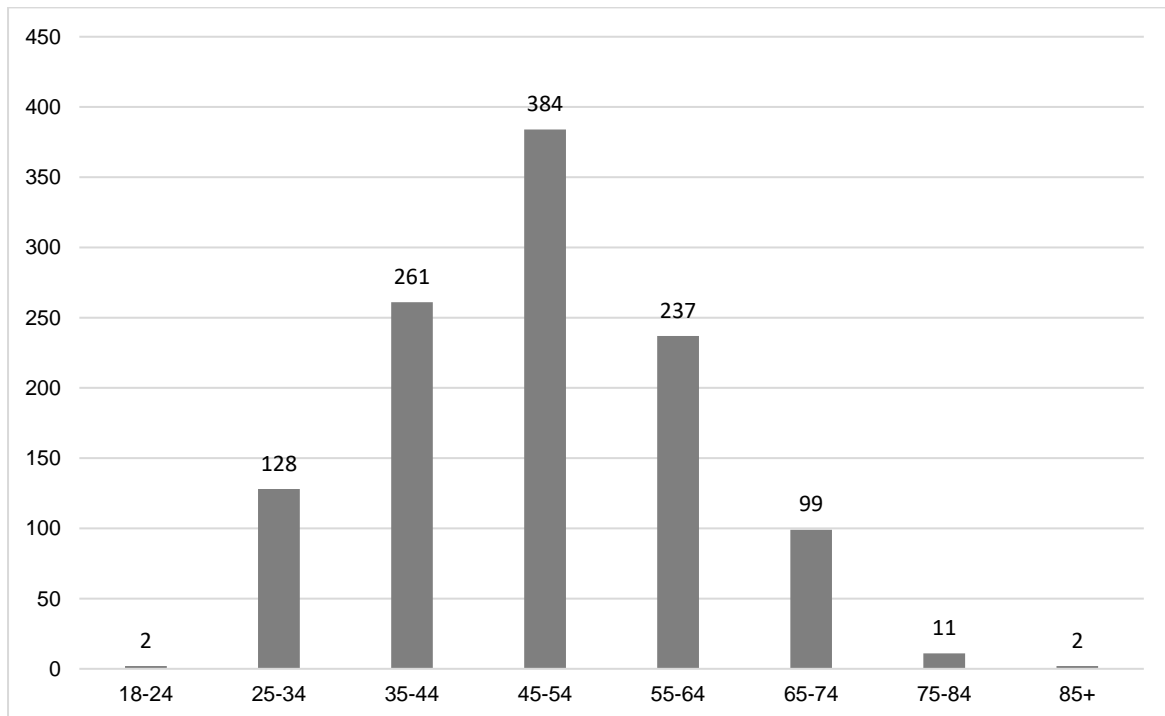
Panel by gender

We have recently started monitoring the gender of our panels, with a goal of providing balanced panels wherever possible to do so.



Participants by age

We have recently changed the way in which we store and report on participants' age data, replacing 'year of birth' with 'age band'. The age band 45-54 remains consistent with last year's average age of 47 years old.



Survey data

The surveying process was adapted to accommodate changes to the way in which events were delivered in 2020/21. It provided an opportunity to trial new methodologies and questions in tandem with the evolution of virtual and hybrid models. Therefore, survey data for 2021/22 differs from previous financial years.

The following survey data is from December 2021 – February 2022 and, as not all events are surveyed, the following shows responses from 12 out of the 25 events in that date range.

| | In-person attendance (policy events) | Virtual attendance (policy events) | In-person attendance (commercial events) | Average |
|------------------------------|---|---|---|----------------|
| Overall score | 4.4 | 4 | 4.8 | 4.4 |
| Pre-event communication | 4.6 | 4.5 | 4.9 | 4.7 |
| Event materials | 4.0 | 4.3 | N/A | 4.1 |
| Facilitation | 4.6 | 4.7 | N/A | 4.6 |
| Selection of participants | 4.2 | 4.6 | N/A | 4.4 |
| Bedrooms at Wilton Park | 4.2 | N/A | 4.4 | 4.3 |
| Meeting Rooms at Wilton Park | 4.7 | N/A | 4.8 | 4.7 |
| Service at Wilton Park | 4.9 | N/A | 4.8 | 4.9 |
| Food at Wilton Park | 4.8 | N/A | 4.6 | 4.7 |
| Technology at Wilton Park | 4.6 | N/A | 4.3 | 4.4 |
| COVID precautions | 4.1 | N/A | 4.8 | 4.4 |
| Average | 4.5 | 4.4 | 4.7 | |
| Key | | | | |
| 5 = excellent | | | | |
| 1 = very poor | | | | |

For virtual participants:

| | Easy | A little challenging but possible | Very challenging | Impossible | Not applicable |
|----------------------------------|-------------|--|-------------------------|-------------------|-----------------------|
| Contributing to the discussion | 67% | 33% | 0% | 0% | 0% |
| Listening to other participants | 87% | 10% | 0% | 0% | 3% |
| Problem-solving technical issues | 59% | 33% | 0% | 0% | 8% |
| Contributing in breakout groups | 54% | 13% | 0% | 0% | 34% |
| Reading the chat feature | 82% | 13% | 0% | 0% | 5% |
| Average | 70% | 20% | 0% | 0% | 10% |

Testimonials

“Throughout my career, and I was with the FCO for 38 years, Wilton Park featured. It was a place where young diplomats were oriented. It was a place where middle career diplomats were assessed and promoted. It was a place throughout for conferences, honest, open, international conversations. It fulfilled a unique niche in Britain’s diplomatic armoury.”

- Sir Simon McDonald GCMG KCMG KCVO, Member of the House of Lords. Former Permanent Under Secretary and Head of the Diplomatic Service at the Foreign & Commonwealth Office, August 2015 to August 2020.

“Wilton Park is the place where people can come, they can discuss, you can talk with people in a safe place and above all, they can find a measure of agreement even when life is very difficult. So, I value Wilton Park and everything that it means, both to diplomacy and to the United Kingdom’s global reach.”

- The Rt Hon Alistair Burt, Former Minister of State for the Middle East at the Foreign and Commonwealth Office and Minister of State at the Department for International Development, June 2017 to March 2019

“The hosting was just excellent - everything ran so smoothly, and it was a huge pleasure to meet face to face again after the pandemic, with all the richness that it brought.”

"I loved the energy of the group that was brought together by Wilton Park. I would like to thank [the event team] for all the hard work that went into put together this excellent event. I would also like to commend [Wilton Park’s Programme Director] for his excellent moderation in all the sessions that he

chaired. He made it a point to accommodate all viewpoints without judgement or favour on which voices were more relevant to be heard, a lesson that session chairs everywhere would gain from."

"The sourcing of individuals with relevant and complementary views and experience was really impactful. [The Programme Director's] facilitation and time-keeping were first class. This was a really important and timely topic dealt with in a responsible and expert manner."

"The conference is only as good as the participants engaged. The number of the participants was optimal and the calibre was superb.... Every presentation and intervention was substantive and constructive. It really felt useful and productive, as opposed to a multitude of similar events that are not. To note, the gender, regional, and conceptual diversity of participants was excellent."

"You have a wonderfully friendly team, who feel rightly as though they are guardians of this amazing place, much more than simply staff."

"The staff at WP are notoriously professional: helpful, efficient, and very kind."

"As one of the participants with a dietary restriction, I would like to particularly thank the amazing staff for making my visit so lovely. They clearly went out of their way to prepare special dishes as well as to recognise me personally throughout the event. It was wonderful and very unique!"

Wilton Park activities 2021/22

Overview

Wilton Park continues to tackle the most challenging policy issues of our time, to help foster and enable the creation and strengthening of networks.

We delivered 124 Wilton Park policy events in 2021/22, the majority of which were held virtually in the continuing environment of the COVID-19 pandemic. We were, however, able to recommence in-person events in the second half of the year, as well as introduce a new hybrid model, with a notable increase in Q4. All these events brought together an eclectic and innovative range of partners, speakers and participants, including policy makers from the UK and international governments as well as the worlds of politics, the private sector, diplomacy, academia, civil society, the military and the media.

The continuing challenge of responding to COVID-19 saw us consolidating our position as convenors of high quality virtual dialogue, to the extent that the majority of our events, 87 in total, were run virtually. We remained able to finesse our use of virtual tools to convene national and international conversations, enabling partners and participants, who may have previously been unable to join and contribute to our events, to participate virtually. We also consolidated our approach towards delivering 'hybrid' events where a body of the participants are co-located in one place (primarily Wiston House) with others joining virtually. We identified a production company to assist with the delivery of these events, and our plan for the future is to be able to offer events across the three main types – virtual, hybrid and fully in-person. We also returned to the delivery of fully 'in-person' events at Wiston House, delivering 24 during the year.

We explored options for different modes of partnering with other organisations. Two examples of this were partnering with the British Council on 'The UK in the World: the future of UK ideas, innovation and influence overseas' and bringing to fruition our collaborative venture with Sunnylands in California and Ditchley Park in Oxfordshire on the theme of Revitalising Democracy, with each organisation convening an individual event as part of a series and delivering a combined report as a key output.

We continued to work as a project partner of SPRITE+ (The Security, Privacy, Identity, and Trust Engagement Network) whose members consist of academic and non-academic experts involved in research, practice and policy with a focus on digital contexts and with whom we partnered on a dialogue on 'Trusted Research – Foreign Interference In Academia'.

We have continued to develop more of our work in series rather than single events to deliver sustained impact. An example of this was the 'UK-Netherlands: learning key lessons on COVID', in partnership with the British Embassy in The Hague, featuring individual dialogues on the subjects of Health and Education, as well as the continuing series on vaccine literacy and transformational climate change.

We continued to focus on increasing our overseas footprint with discussions on creating a Wilton Park presence in Indonesia, India and the US. With regard to the latter, the Chief Executive and Head of Policy visited Washington DC and New York in late 2021 for discussions with FCDO posts and a range of US think tanks to identify joint working options. A number of concepts are currently in development in response to these discussions. With regard to India, we delivered with the British High Commission in New Delhi the first of a planned portfolio of themes and concepts, on the subject of 'UK-India: Towards a Digital Future', with 20 participants travelling from India to Wiston House for the event.

A key focus for the year was our work on climate change, including in support of the UN Climate Change Conference (COP26). As planned, this formed a significant proportion of our portfolio for the year up until COP26 in November 2021, and included sessions run at the Conference itself. This

included a number of sessions relating to the COP26 Catalyst for Action initiative across four Action Groups on Adaptation Action, Access to Finance, Carbon Markets Participation, and Transparency and Reporting, and through wider consultation at the UN Regional Climate Weeks.

FCDO priority outcomes

For 2021/22 The Foreign, Commonwealth & Development Office's (FCDO) priority outcomes were:

1. Shape the international order and ensure the UK is a force for good in the world by supporting sustainable development and humanitarian needs, promoting human rights and democracy, and establishing common international standards.
2. Make the UK safer and more resilient to global threats
3. Extend and amplify the UK's influence in the world, including through successful application for ASEAN dialogue partner status

We continue to ensure Wilton Park's events and activities support these priority outcomes. In 2021/22 our key areas of focus for the year were:

- Fresh networks between the UK and the European Union
- Climate change – COP26 and beyond
- Strengthening the Rules Based International System (trade and defence)
- Catalysing new leadership in international development
- COVID and public global health
- Building back better
- Global focus on technology, cyber, digital and data

Official Development Assistance

We used our Official Development Assistance (ODA) funding to support 32 events, using the funding to leverage external finance and to promote the economic development and welfare of developing countries as the main objective. In relation to our themes, ODA funding was spread as follows: Sustainable development 40%, global economy/health 28%, Conflict prevention and resolution 14%, defence and security 7%, human rights 7% and multilateralism 4%.

Thematic focus

The event descriptions below offer a flavour of the range of key areas and themes that we addressed in the past year.

On behalf of the UK government and other partners, we continue to deliver events across the issues set out in the Integrated Review, and across our four core themes of Development, Diplomacy, Trade and Security. We remain positioned to continue to support and add value to priority areas emanating from the Review.

We also developed a regional strategy - focused on four key areas: Indo-Pacific, US, Europe and Africa - to help us to focus discussion on key priority areas and underpin our portfolio of events. We also developed and launched our Youth Ambassador Network (YAN) with a pilot programme including students from five UK universities – the University of Sussex's Institute of Development Studies, King's College London, Manchester Metropolitan University, Cardiff University and The University of Edinburgh. As part of this pilot, the chosen ambassadors will run their own Wilton Park style events on campus – promoting and practicing open dialogue and strategic conversations around the

challenges we face today – and write blogs, social media posts and reports to inform colleagues at university as well as their broader network.

We also introduced a programme to develop a cadre of Associate Programme Directors (APDs), individuals with particular subject expertise to work alongside full-time Programme Directors to identify and deliver funded Wilton Park events. Four initial APDs have been appointed in time for FY 2022-2023 and have commenced working on key themes including climate change, cybersecurity and trade/development.

Sustainable development and the environment

46% of our events fell into this category, making it our largest theme in 2021/22.

With the UK hosting the United Nations Climate Change Conference (COP26) in Glasgow in November 2021, Wilton Park played a crucial role, convening large scale virtual activities, many on behalf of the UK government, across the full range of COP26 campaigns and partnerships. The strong relationships we have forged over the previous 20 years of working on climate change allowed us to form a bridge between the UK presidency of the UN climate process, and stakeholders from partner governments, civil society, youth, academia, the private sector and beyond, ensuring a broad spectrum of voices were heard in realising the objectives of the Paris Agreement. After a launch event with COP President-Designate, Alok Sharma, we hosted over 100 online sessions in support of the whole range of priority issues.

Wilton Park hosted the Secretariat of the COP26 Catalyst for Climate Action - the UK COP26 Presidency's major initiative on capacity building to support climate action worldwide. At COP26, we launched a Call to Action to meet the urgency and ambition of the Paris Agreement, as well as a set of thematic Action Recommendations, which were formally welcomed in the Glasgow Climate Pact. This work included convening regular meetings of four Action Groups, composed of leading countries and supporting technical partners tasked with developing action recommendations for enhanced capacity building on each theme. We have held open consultation sessions during the UN Regional Climate Weeks covering Latin America and the Caribbean; Asia-Pacific, and Africa (with MENA).

Wilton Park has been convening dialogues on the Green Grids Initiative since 2018. In November 2021, Prime Ministers Modi and Johnson formally launched the Green Grids Initiative – One Sun One World One Grid (GGI-OSOWOG) collaboration - the biggest ever global political coalition for clean energy. It has now been endorsed by 90 countries worldwide and Wilton Park will play a major global convening role for GGI-OSOWOG: we ran an inaugural online forum to be followed by a series of both virtual and in-person events in 2022-2023., starting with a gathering of leading country partners in 2022.

We prepared a webinar and facilitated closed sessions at Race for Our Planet which ran in parallel to Italy's pre-COP in Milan (1-3 October) and promoted the UN-led Race to Zero and Race to Resilience campaigns, picking up on the goals of the Paris Agreement and the aim to reach net zero by 2050. The UN-led Race to Zero and Race to Resilience campaigns offer a platform for non-state actors to rally together, moving the global economy to net zero and protecting the most vulnerable from climate impacts.

On behalf of the UK Government and COP26 President-Designate, we convened a series of regional events promoting the transition to Zero-Emission Vehicles (ZEVs). By bringing people together and supporting the conversation we played a part in helping to realise the COP26 declaration on accelerating the transition to 100% zero emission cars and vans and other emissions-related outcomes of COP26.

Wilton Park has played a key role in supporting the Forest, Agriculture and Commodity Trade (FACT) dialogue, including enabling its launch in February 2021 and convening and hosting Ministerial and

senior officials' dialogues throughout 2021, in conjunction with the Department for Business, Energy and Industrial Strategy (BEIS).

Our work on 'Delivering COP26: The Role of Faith' – an ambitious dialogue series alongside the Holy See which brought together senior faith leaders and leading climate scientists – culminated in the launch of The Joint Appeal Faith and Science: Towards COP26 at the Vatican on 4 October 2021 and called on world leaders to raise their ambition and reach net zero carbon emissions as soon as possible.

To support and protect the world's most vulnerable people and ecosystems from the impacts of climate change, we continue our work in support of the Resilient40 group of youth leaders building climate resilience in Africa, focused on building momentum to COP27. We also ran further events in support of the Risk-informed Early Action Partnership's (REAP) Framework for Action.

We continued our work in support of the Energy Transition Council, a major COP26 initiative offering support to transform the power sector in key countries, convening a range of ministerial and regional dialogues, as well as running three regional roundtable meetings in support of the COP26 Zero Emission Vehicles Council.

Adaptation Without Borders, a global partnership formed through a Wilton Park dialogue, launched a collaboration with the European Commission at COP26. With significant EU investment, the collaboration puts into practice the vision of the EU Strategy on Adaptation to Climate Change, shining a spotlight on the implications of cross-border and cascading risks for climate diplomacy, and making the case for a new era of adaptation defined by global cooperation.

Our impact:

There has been considerable impact from this large body of work. A few examples are given here:

Our presence at COP26 included a full day of events hosted by Wilton Park as the Catalyst Secretariat and concluded with the launch of the COP26 Catalyst Call to Action, a celebration of the transformative impact that effective capacity building can have - but also an impassioned plea to urgently ramp up the pace and scale of capacity building efforts. The Catalyst outcomes were formally welcomed in the Glasgow Climate Pact agreed at the summit's conclusion.

Our work on the Green Grids Initiative-One Sun One World One Grid, facilitating a multi-layered dialogue between the OSOWOG initiative and the experience in Northwest Europe of developing cross-border trading of renewable electricity generation, demonstrated a leading and early example of the wider approach under the GGI-OSOWOG in promoting international political cooperation, technical collaboration, and knowledge exchange. High-level speakers included ministers from partner countries – including Kwasi Kwarteng, Secretary of State for Business, Energy and Industrial Strategy, UK - as well as senior representatives from governments, the private sector and international institutions.

Our work on Zero Emissions Vehicles (ZEVs) helped the ZEV Transition Council achieve several outcomes at COP26. These included the COP26 Declaration on Accelerating the Transition to 100% Zero Emission Cars and Vans which brought together over 35 countries, 6 major carmakers, 43 cities, states and regions, 28 fleet owners and 15 financial institutions and investors, all committing to work together to achieve this goal. Vehicle manufacturers representing more than 30% of the global market now have commitments to phase out fossil fuelled vehicles, up from almost zero two years ago, and more than 110 companies have signed up to the EV100 pledge, committing to fully zero-emission vehicle fleets by 2030.

Wilton Park's key role in supporting the Forest, Agriculture and Commodity Trade (FACT) dialogue led to the development of the FACT Roadmap for Action, which was introduced at a headline session

at COP26 and puts countries on a path to ending deforestation whilst promoting sustainable development and trade of agricultural commodities.

Adaptation Without Borders, a global partnership formed as a result of a Wilton Park dialogue in 2019, launched a collaboration with the European Commission at COP26. With significant EU investment, the collaboration puts into practice the vision of the EU Strategy on Adaptation to Climate Change, shining a spotlight on the implications of cross-border and cascading risks for climate diplomacy, and making the case for a new era of adaptation defined by global cooperation. The 2019 Wilton Park dialogue on transboundary climate risks resulted in the Wilton Park Agenda on Adapting to Transboundary Climate Risk and paved the way for the formation of Adaptation Without Borders, a new global partnership working to strengthen resilience to crossborder impacts. Wilton Park has been invited to convene further meetings of the partnership during 2022.

'Faith and Science: towards COP26' reached its climax with almost 40 faith leaders representing the world's major religions signing a joint Appeal to call on the international community to raise their ambition and step up their climate action ahead of COP26. The signed joint Appeal was presented by Pope Francis to COP26 President-Designate, the Rt Hon Alok Sharma, and the Italian Minister for Foreign Affairs, Hon. Luigi Di Maio. Signatories include high-profile representatives from across the Christian denominations, both Sunni and Shi'a Islam, Judaism, Hinduism, Sikhism, Buddhism, Confucianism, Taoism, Zoroastrianism and Jainism – representing a broad range of faith leaders. This was the culmination of the series of virtual meetings Wilton Park facilitated throughout 2021 for the British and Italian Embassies to the Holy See, along with the Vatican.

COP26 President-Designate, Alok Sharma, said: "I am honoured to receive this historic joint appeal as we press for progress towards limiting global temperature rises to 1.5C at COP26 in just a few weeks' time."

Human rights, good governance and faith

In partnership with a range of actors, including human rights defenders, rights-based groups, multi-lateral bodies and like-minded countries, we work to promote the human rights of individuals and secure the protection needs of the most vulnerable, as enshrined in international law. Freedom of religion or belief, protection of ethnic and religious minorities, indigenous populations, LGBTI+ persons and other marginalised communities are at the core of our discussions.

We hosted 'Human Rights 2022', the 16th meeting in the Wilton Park annual series, focused on highlighting the strategies being deployed to undermine human rights and human rights mechanisms and discuss their impact.

We hosted 'Fit for Purpose: Rethinking Mediation and Peace Process Support in a Changing Conflict Landscape', to challenge the orthodoxy on mediation thinking and practice in the donor and practitioner community with the recognition that the changing nature of conflict requires an innovative approach to mediation and peace processes. Key stakeholders from across the donor, policy and practitioner community came together to discuss these new ideas, and how they might contribute to more effective innovation and coherence in mediation and peace process support globally.

Our event on 'Tackling Online Gendered Harms', in association with the UK Foreign, Commonwealth & Development Office, the Department for Digital, Culture, Media and Sport, and the Home Office, brought together a cross section of up to 25 stakeholders including industry, policy makers and subject experts from selected countries, alongside international and regional bodies, to explore the issue of online gendered abuse.

We continued our series on 'Responsible Data Sharing with Donors: Accountability, Transparency and Data Protection in Principled Humanitarian Action' with the Government of Switzerland, United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA) and The International

Committee of the Red Cross (ICRC). Following the launch of their joint project, The Humanitarian Data and Trust Initiative (aimed at offering a platform for shaping commonly agreed principles for data sharing in the context of humanitarian reporting), we convened two sessions to agree a set of principles in advance of the 2021 UN World Data Forum.

Our impact:

The US government incorporated findings from ‘Tackling Online Gendered Harms’ into their December Summit for Democracy and are keen to engage Wilton Park/FCDO in their Year of Action under the Global Partnership for Action on Gender-Based Online Harassment and Abuse.

Wilton Park’s ongoing work on responsible data sharing resulted in the Humanitarian Data and Trust Initiative (HDTI). The overall output – the set of principles agreed between donor countries, international organisations and CSOs - were presented as the result of the Wilton Park Dialogues at the October 2021 UN World Data Forum.

Defence and security

Our defence and security programme has a global network of partners, beginning with the FCDO, Ministry of Defence (MOD) and other UK government departments, and extending to governments in Canada, Germany, The Netherlands, Norway, Switzerland, and partners in the United States of America. We explore a diverse range of international security issues, including such threats as illicit finance, artificial intelligence and its implications for governance, the development of cyber-security post-COVID, the security threats driven by climate change, and security in space. Our programme of work, focusing on non-proliferation, arms control and disarmament issues, is well-established and comprehensive.

We ran two linked events on ‘Enhancing security to support international collaboration in the Higher Education sector (‘trusted research’)’ in conjunction with the FCDO, UK Research and Innovation (UKRI) and Universities UK, the second with a focus on UK-Nordic partnerships.

‘Tackling Climate Security – exploring practical next steps from Defence which complement diplomatic and development approaches’ was the third of the adelphi and Wilton Park Climate Security series of dialogues ‘Tackling Climate Security Across Diplomacy, Development and Defence’. Linked to COP26, this third dialogue explored how the defence and security community can complement diplomatic and development approaches to climate security.

We ran an ‘invitation only’ event for the Foreign, Commonwealth & Development Office (FCDO) and Ministry of Defence (MoD), exploring thinking and approaches to achieve strategic advantage through science and technology.

We also ran an event on greyzone security, exploring what is meant by the term – state behaviour that is aggressive but often covert, or at least deniable, and falls short of acts of war – and considering examples of this activity in Europe and the UK, including foreign interference and cyber intrusions.

We completed a suite of hybrid and virtual meetings designed to inform and support the Nuclear Non-Proliferation Treaty’s forthcoming 10th Review Conference to be held at United Nations Headquarters in New York City in August 2022.

In partnership with the FCDO and the governments of Finland, the Netherlands, Norway, Switzerland and the US, we assessed how to reduce the risks posed by nuclear weapons, the work of a UN Group of Governmental Experts, the opportunities for peaceful nuclear technology to advance the Sustainable Development Goals (SDGs), and also a smaller hybrid version of our annual nuclear non-proliferation conference.

Peaceful Nuclear Use: We convened a suite of meetings on increasing access to the peaceful uses of nuclear technologies on behalf of the UK government, US State Dept and Argonne National Lab, and in partnership with Vienna Center for Disarmament and Non-Proliferation (VCDNP).

Our impact:

The discussion and outcomes of the events were key to drafting a new working paper to be tabled at the upcoming Review Conference (RevCon) of the Parties to the Treaty on the Non-Proliferation of Nuclear Weapons (NPT) (NPT/CONF.2020/WP.46). This paper sets out a proposal for a sustained dialogue on peaceful uses to drive global awareness and identify new opportunities for to support development challenges.

Conflict prevention, resolution and state-building

We support efforts to reduce conflict, pursue successful peace processes and peacebuilding, and counter violent extremism. We also examine how the increase in participation and influence of marginalised groups, in particular women and youth, constitutes a key element of many Wilton Park discussions on conflict, peace and violent extremism.

Our event on ‘Conflict and Peacebuilding in Sahel & North Africa’ (in association with the African Peacebuilding Network of the Social Science Research Council, New York, and the African Leadership Centre with support from the Carnegie Corporation of New York) reviewed the conflict networks and insecurity challenges that have permeated the North Africa and the Sahel region (NASAH) over the past decade, to examine and map the way forward regarding the situation in this interconnected region. The Wilton Park Africa Peacebuilding Series brought together academics, policy makers, and practitioners in a convening of ideas and voices, to identify strategies that will ensure long-term political stability and promote the need for coordinated regional approaches and place-based policies.

‘The Movement to Halve Global Violence’ was the first meeting of the Halving Global Violence Task Force, following an expert-level workshop in July 2020 between the Pathfinders and Wilton Park - with the support of the UK’s Foreign, Commonwealth & Development Office (FCDO), Swiss Development Cooperation (SDC), and the German Federal Foreign Office (GFFO) - to identify a common goal and share strategies to make progress in reducing violence worldwide. The meeting focused on sharing perspectives and priorities for global violence reduction and agreeing on the strategy, work methods and themes which will guide the Task Force’s efforts and approve the direction for Halving Global Violence’s research strategy from 2021-2023.

We also prepared a Wilton Park roundtable on ‘Preparing the children and armed conflict agenda for the future’ following the launch earlier this year of a comprehensive study by the United Nations Special Representative of the Secretary General (SRSG) on Children and Armed Conflict (CAAC) which analysed the evolution of the 25-year CAAC mandate, how it has been implemented and suggested ways forward. The meeting (to be held in early April 2022) will bring together representatives from supportive member states, the United Nations, regional organizations, civil society organisations, young representatives affected by conflict, legal and child right advisors and academics to discuss how actors can come together to help support, build momentum and make tangible progress in preparing the Children in Armed Conflict agenda for the future including building effective prevention practices.

Our impact:

Halving Global Violence by 2030: Following the Wilton Park meeting the Task Force was publicly introduced at the Peace One Day’s 2021 annual flagship event and issued a joint political statement on the International Day of Peace

Emerging from discussions held at Wilton Park on 'Youth and State' in 2019, our partners USAID have developed the Global LEAD Initiative to support the capacity and commitment of emerging young leaders to become partners in building self-reliant communities.

Multilateral institutions, key countries and regions

We provide a platform for the discussion of multilateral institution and global governance approaches to support international peace and prosperity. We work closely with UN departments and agencies across its three pillars of peace and security, human rights and development. Climate change-related discussions have become one of the most important elements of Wilton Park's work in the global governance space. Our scope is global, but we also convene dialogues with a regional or national focus, often bringing people together from the same country or region who otherwise had not met previously. Our engaged youth networks included the British-German Forum (organised since 1986), the Resilient40 network of younger African leaders, and the Caribbean 2030 Leaders Network (C2LN).

'UK & India : Towards a Digital Future', in partnership with the British High Commission in New Delhi, the Alan Turing Institute and Infosys, brought together relevant stakeholders from UK and Indian government departments, stakeholders, private sector business and technology companies, educationalists, NGOs and think-tanks to share experience and best practice in creating a thriving national and international AI eco-system for the future, with a specific focus on the work undertaken within the healthcare sector.

'Learning Key Lessons on COVID' was a two-part UK/Netherlands discussion focused on the areas of Health and Education, run in conjunction with the British Embassy in The Hague, bringing together key stakeholders from the UK and the Netherlands to build on the strength of ongoing bilateral relations to forge a key partnership for cooperation on COVID-19 response, building on both countries' commitment to the UN Sustainable Development Goals and the concept of Building Back Better.

The 2021 British German Forum looked to the future, addressing the common challenges driving British Germany relations as well as common goals, exploring critical issues such as climate ambitions, how to build resilience and inclusivity in both nations' societies and the compromises of dealing with Russia and China. It did so in the context of the German elections, which would see new personalities and potentially younger generations entering government.

Our impact:

The Abu Dhabi Declaration on Inclusive Citizenship was launched in the UAE in December 2021. The Declaration was presented as 'the crowning achievement' of our Wilton Park series of Dialogues on Inclusive Citizenship which we hosted over the last three years, in partnership with The Forum for Promoting Peace in Muslim Societies and the Adyan Foundation in Lebanon. The Dialogues set out to explore the concept of Inclusive Citizenship in the Arab world to promote peace and co-existence in the region and help address the root causes of violent extremism. Major local and international faith-based organizations, as well as senior experts from different religious and cultural backgrounds in the Middle East, formed a unique Consortium over the course of our six Dialogues, working together to develop a vision of Inclusive Citizenship as a new framework for citizens and members of different religious groups to live together as equal citizens, respecting each other's rights and existence.

The UK-India: Towards A Digital Future event and report contributed directly to negotiations between the two countries on a new collaboration on Artificial Intelligence, announced by the Prime Minister during his visit to India in April 2022.

Global economy

In the aftermath of COVID-19 the global economic outlook is challenging. We are focusing on the issues that will enable the rebuilding of global economic prosperity, and the changes needed to ensure the future global economy is green, just, and fair. We are working on cutting edge policy issues that seek to transform economies in the face of climate change and inequalities, recognising the revolutions happening in science, technology, digital, robotics and Artificial Intelligence (AI), among others. Looking ahead, we will be ever more focused on trade and prosperity, contributing to the advancement of free, fair and sustainable trade.

As the UK forges new relationships with our global economic partners, we are convening policy dialogues contributing to the UK's new trade policy including our role as a champion of the Rules Based International System.

“Post 2020 wildlife trade: current challenges and opportunities” explored the need to protect our environment and biodiversity into the future by tackling the demand for illegal wildlife trade products. It was held in partnership with the Foreign, Commonwealth & Development Office (FCDO) and the Department for Environment, Food and Rural Affairs (DEFRA)

‘SussExport – Success in the global marketplace’ was a one-day event to provide an opportunity for invitees to engage with ministers, business leaders and trade ambassadors and to share experiences of the challenges and opportunities for delivering Sussex-made products into the global marketplace. The event brought together businesses from across Sussex to showcase the range of quality exportable products, produce and expertise on offer, and incorporated workshops hosted by the Department for International Trade and others on potential market opportunities.

‘Is the current multilateral trading system equipped to deal with 21st century challenges?’ was organised in partnership with the UK Department for International Trade (DIT). It considered both the substantive and institutional gaps in the global trading system, as well as exploring potential solutions to these challenges, and focused on trade and environment and digital trade and innovation, two case studies of 21st century challenges requiring attention.

Our impact:

The Post 2020 wildlife trade event laid the groundwork for longer-term partnerships to develop species-specific strategies with key countries and provided framework to shape cross-government illegal wildlife trade strategy and deliver on the UK's International Nature Strategy.

Global health

During the COVID-19 pandemic we have been convening dialogues on health responses, including building vaccine confidence for COVID-19 vaccines, the training of community health workers, and the governance needed around global health as it becomes increasingly shaped by digital health applications and Artificial Intelligence.

We ran a three-part series on ‘Private capital to achieve public health goals in Africa’ in conjunction with the Global Business Coalition for Health (GBCHealth) and The Health Finance Coalition (HFC). These were interactive dialogues to mobilise private capital and private enterprise to help achieve and accelerate public health goals for Africa. The series included a hybrid dialogue run from Nairobi.

We held ‘Reinvigorating the response to HIV: lessons and actions from COVID-19’ in partnership with ISGlobal. We brought together a diverse group of health experts and patients to help inform the development of policy and care provision recommendations intended to transform current models of care into patient-centred HIV models, optimising the promise of digital health based on various studies to date.

'Healthy societies and healthy populations': In partnership with the Government of Sweden and the Alliance for Health Policy and Systems Research (WHO), we hosted a series of follow-up dialogues to an earlier dialogue in 2020 focused on the World Health Organization's goal of improving the health and well-being of one billion people around the globe by 2023. The series provided space and opportunities for groups and individuals with common interests to come together and explore what is needed to advance the healthy societies agenda, how this can be achieved, and the structures, networks and communities needed to lead the agenda in the years ahead.

'Shifting Power In Global Health' was the first in a series of dialogues to be convened by the United Nations University, Development Reimagined and Wilton Park to bring together diverse groups of stakeholders, especially under-represented voices. The discussion focused on shifting the power in global health, in the wake of COVID-19 having exacerbated and entrenched health inequities throughout the world, thereby highlighting the failures of the current global health architecture.

Our impact:

'Reinvigorating the response to HIV: lessons and actions from COVID-19' marked the start of the development of a roadmap to achieve an integrated/patient-centred HIV digital health consensus statement, with which we will continue to be involved.

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

A summary list of online events in 2021/22 can be found in the Schedule of Events section of this Annual Report.

Schedule of events

| Event name | Date | Location / Format | Policy Theme |
|--|------------|-------------------|--|
| Faith and Science: Towards COP26 | April 2021 | Virtual | Sustainable development and the environment |
| Resilient40 - African young leaders - two years on | April 2021 | Virtual | Sustainable development and the environment |
| Zero Emissions Vehicles ZEVTC2 | April 2021 | Virtual | Sustainable development and the environment |
| Healthy societies and healthy populations: urgent actions for healthy futures - learning from COVID-19 | April 2021 | Virtual | Sustainable development and the environment |
| Maximising the impact of UK development diplomacy: policy into practice in the Indo-Pacific region | April 2021 | Virtual | Multilateral institutions, key countries and regions |
| Energy Transition Council - Ministerial 2 | April 2021 | Virtual | Sustainable development and the environment |
| Is the current multilateral trading system equipped to deal with 21st century challenges? | April 2021 | Virtual | Global economy |
| African peacebuilding | May 2021 | Virtual | Conflict prevention, resolution and state building |
| Faith and Science: Towards COP26 | May 2021 | Virtual | Sustainable development and the environment |
| International Leaders Programme alumni meeting: Empowering women and girls through education | May 2021 | Virtual | Sustainable development and the environment |
| Sustaining progress in the fight to end malaria | May 2021 | Virtual | Sustainable development and the environment |
| COP26 Catalyst for Climate Action Assembly at the UN Regional Climate Week for Latin America and Caribbean | May 2021 | Virtual | Sustainable development and the environment |
| Risk-informed Early Action Partnership: from commitment to action | May 2021 | Virtual | Sustainable development and the environment |

| Event name | Date | Location / Format | Policy Theme |
|---|----------------|--------------------------|--|
| Healthy societies and healthy populations: Visions for Collective Action | June 2021 | Virtual | Sustainable development and the environment |
| Faith and Science: Towards COP26 | June 2021 | Virtual | Sustainable development and the environment |
| The future of international diplomacy in an online world | June 2021 | Wiston House | Multilateral institutions, key countries and regions |
| VCMI Initiative Launch Event | July 2021 | Virtual | Sustainable development and the environment |
| How COVID-19 has undermined global democracy by fostering distrust in democratic institutions | July 2021 | Virtual | Multilateral institutions, key countries and regions |
| SussExport | July 2021 | Wiston House | Global economy |
| Faith and Science: Towards COP26 | July 2021 | Virtual | Sustainable development and the environment |
| Governing health futures: youth consultation on the principles of health data governance | July 2021 | Virtual | Sustainable development and the environment |
| Energy Transition Council 3rd ministerial | July 2021 | Virtual | Sustainable development and the environment |
| UK/Pacific High Level Climate Dialogue | July 2021 | Virtual | Sustainable development and the environment |
| Governing health futures: joint consultation on health data governance principles | July 2021 | Virtual | Multilateral institutions, key countries and regions |
| COP26 Catalyst regional climate week Africa and MENA | September 2021 | Virtual | Sustainable development and the environment |
| COP26 Zero Emission Vehicles Campaign: Regional Roundtable Meeting for Southeast Asia and the Pacific | September 2021 | Virtual | Sustainable development and the environment |
| Conflict and Peacebuilding in Mozambique | September 2021 | Virtual | Conflict prevention, resolution and state building |
| Reimagining UK development assistance to 2030 and beyond | September 2021 | Wiston House | Sustainable development and the environment |

| Event name | Date | Location / Format | Policy Theme |
|---|----------------|--------------------------|--|
| COP26 Zero Emission Vehicles Campaign: Regional Roundtable Meeting for Europe and Central Asia | September 2021 | Virtual | Sustainable development and the environment |
| COP26 Zero Emission Vehicles Campaign: Regional Roundtable Meeting for the Americas | September 2021 | Virtual | Sustainable development and the environment |
| COP26 Zero Emission Vehicles Campaign: Regional Roundtable Meeting for Africa | September 2021 | Virtual | Sustainable development and the environment |
| Pathways towards transformational climate action: connecting the worlds of research, evaluation and policy for action | September 2021 | Virtual | Sustainable development and the environment |
| Germany and the UK: facing the future | October 2021 | Hybrid, Wiston House | Multilateral institutions, key countries and regions |
| Race for our Planet | October 2021 | Virtual | Sustainable development and the environment |
| Best Practice Principles for communicating: Vaccine Confidence | November 2021 | Virtual | Global health |
| Wilton Park dialogue on supporting NPT diplomacy | November 2021 | Hybrid, Wiston House | Defence and security |
| Private capital to achieve public health goals in Africa | November 2021 | Virtual | Global health |
| COP26 Catalyst - Glasgow 2 (UK Pavilion) | November 2021 | Glasgow | Sustainable development and the environment |
| COP26 Catalyst - Glasgow 1 (PCCB hub) | November 2021 | Glasgow | Sustainable development and the environment |
| Shifting power in global health | November 2021 | Virtual | Sustainable development and the environment |
| A public health and policy roadmap for NAFLD | December 2021 | Virtual | Global health |
| Lethal autonomous weapon systems: understanding the human role throughout the weapon lifecycle | December 2021 | Virtual | Defence and security |
| Reinvigorating the response to HIV: lessons and actions from COVID-19 | December 2021 | Virtual | Global health |

| Event name | Date | Location / Format | Policy Theme |
|---|---------------|--------------------------|--|
| The nexus of international development and climate action | January 2022 | Hybrid, Wiston House | Sustainable development and the environment |
| Resilient40: outcomes and opportunities post COP26 | January 2022 | Virtual | Sustainable development and the environment |
| Learning key lessons on COVID: a UK/Netherlands discussion on education | February 2022 | Virtual | Multilateral institutions, key countries and regions |
| Learning key lessons on COVID: a UK/Netherlands discussion on health | February 2022 | Virtual | Multilateral institutions, key countries and regions |
| Human Rights 2022 | February 2022 | Wiston House | Human rights, good governance and faith |
| Conflict and Peacebuilding in Sahel & North Africa | February 2022 | Virtual | Conflict prevention, resolution and state building |
| Lancet and Financial Times Commission on Governing Health Futures 2030: Growing up in a digital world - Report Recommendations and Next Steps | February 2022 | Virtual | Global health |
| Making transformational change for climate action post COP26 – How? | February 2022 | Virtual | Sustainable development and the environment |
| MENA regional climate week - COP26 Catalyst | March 2022 | Dubai | Sustainable development and the environment |
| Private Capital to Achieve Public Health Goals in Africa | March 2022 | Virtual | Global health |
| Private Capital to Achieve Public Health Goals in Africa - Lagos | March 2022 | Hybrid, Lagos, Nigeria | Global health |
| Fit For Purpose: Rethinking Mediation and Peace Process Support in a Changing Conflict Landscape | March 2022 | Wiston House | Conflict prevention, resolution and state building |
| Ending COVID-19 as a public health threat: consensus statement | March 2022 | Virtual | Global health |
| Collaborating on lessons from the pandemic | March 2022 | Virtual | Multilateral institutions, key countries and regions |
| Faith and Science: Delivering on COP26 | March 2022 | Virtual | Sustainable development and the environment |

| Event name | Date | Location / Format | Policy Theme |
|--|-------------|---------------------------|---------------------|
| Private Capital to Achieve Public Health Goals in Africa - Kenya | March 2022 | Hybrid, Nairobi, Kenya | Global health |

Wilton Park convened 124 events in 2021/22. 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 2021/22. Together, we worked closely to bring together an innovative range of participants from 170 countries, mixing experience with new voices so that today's policy leaders, decision makers and influencers connect with those of tomorrow.

Foreign, Commonwealth & Development Office (FCDO)

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

Cabinet Office
Department for Business, Energy and Industrial Strategy (BEIS)
Department for Digital, Culture, Media and Sport
Department for Environment, Food and Rural Affairs (DEFRA)
Department for International Trade (DIT)
Home Office
Ministry of Defence

Other UK organisations

African Leadership Centre, London
Alan Turing Institute *
British Council
Commonwealth Secretariat
Kaleidoscope Trust*
Rebellion Defence
SPRITE+ *
Stonewall*
UKRI
Universities UK

Foundations

Children's Investment Fund Foundation (CIFF)
EASL International Liver Foundation

International organisations

AFDA*
Alliance for Health Policy and Systems Research (WHO)*
Argonne National Laboratory*
Corporate Alliance on Malaria in Africa (CAMA)
Development Reimagined
Friends of the Global Fights Against AIDS, Tuberculosis and Malaria
Forum for Promoting Peace in Muslim Societies
Health Finance Coalition (HFC)
iGem Foundation
International Federation of Red Cross and Red Crescent Societies (IFRC)
International Alliance for Responsible Drinking (IARD)
Malaria No More
Office of the African Union Youth Envoy
PATH
Pathfinders for Peaceful, Just and Inclusive Societies
Sandia National Laboratory
The Barcelona Institute for Global Health (ISGlobal)
The Elders
United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA)

United Nations University International Institute for Global Health (UNU-IIGH)
UN Women
Vestergaard
Vienna Center for Disarmament and Non-Proliferation (VCDNP)

Overseas governments and organisations

Argentina

Government of Argentina*

Canada

Global Affairs Canada

Finland

Ministry for Foreign Affairs

Germany

Embassy of the Federal Republic of Germany, London

India

Infosys

Kenya

African Leadership Centre, Nairobi
Amref Health Africa

Lebanon

Adyan Foundation in Lebanon*

Norway

Ministry of Foreign Affairs

Sweden

Government of Sweden
Ministry for Foreign Affairs

Switzerland

Federal Department of Foreign Affairs (FDFA)
Graduate Institute, Geneva

United States of America

African Peacebuilding Network of the Social Science Research Council, New York*
Carnegie Corporation of New York
GBCHHealth
Los Alamos National Laboratory (LANL)
US State Department

Private sector

Airbus

*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.

In line with the decision of the GGC Exemption Panel, the data for 2021/22 is the first year that this has been reported within Wilton Park's annual report.

Strategy

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

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

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

Projects and performance

We continue to make steady progress in meeting our contributory share to the FCDO's GGC targets through the following projects:

- We now monitor and segregate all waste according to available recycling waste streams, with comprehensive reporting data of all waste.
- We now divert all waste from landfill.
- Our waste collection service provider has undertaken a site waste audit and produced recommendations for further improvements.
- We have commenced a project on remedial recommendations, following a previous review of the site's total heating supply, to improve the performance and efficiency of plant and machinery.
- We continue to engage our staff in the work towards our commitments with the introduction of voluntary sustainability champions and recycling and environmental awareness training.
- We have successfully installed 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 have removed all general waste bins from offices.
- We have introduced and promoted a clear desk policy to support security, flexible working and discourage waste production.
- We have begun a project to restore and refurbish all the windows across the site to improve insulation and reduce drafts.

Data Report

This is the first year that Wilton Park has been required to report on data.

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 GGC target to reduce overall greenhouse gas emissions by 56% by 2025 from 2017/18 baseline.

Summary of performance

| | 2021/22 | 2017/18 baseline |
|--------------------------|--|--|
| Year end staff FTE | 77 | 80 |
| Greenhouse gas emissions | 1.53 tonnes of CO ₂ e per FTE | 2.83 tonnes of CO ₂ e per FTE |
| Waste arising | All recycled | All recycled |
| Paper consumption | 0.05 reams per FTE | 3.11 reams per FTE |
| Water consumption | 12.4 m ³ per FTE | 45.2 m ³ per FTE |

Greenhouse Gas Emissions by category for 2021/22 compared to baseline 2017/18

| | | | 2021/2022 | | | 2017/2018 | |
|------------------|-----------------------|--------------|-----------|--------------------------|---------|-----------|--------------------------|
| | Emission Sources | | kWh/km | tonnes CO ₂ e | GBP (£) | kWh/km | tonnes CO ₂ e |
| Purchased energy | Electricity | Scope 2 | 149,635 | 34.6 | 41,950 | 271,132 | 63.0 |
| | Natural gas | Scope 1 | 199,178 | 36.5 | 60,095 | 321,494 | 59.0 |
| | Gas oil | Scope 1 | 180,840 | 46.4 | 12,089 | 395,240 | 101.0 |
| | Solid fuels | Scope 1 | 2,480 | 0.0 | 1,008 | 921 | 0.2 |
| Transport | Fleet car | Scope 1 | 719 | 0.1 | 302 | 2,000 | 0.3 |
| | Employee owned car | Scope 3 | 1,483 | 0.1 | 667 | 4,303 | 0.9 |
| | UK rail | Scope 3 | 1,656 | 0.1 | 2,973 | 44,275 | 1.6 |
| | Taxi | Scope 3 | 461 | 0.1 | 1,577 | 261 | 0.0 |
| | International flights | Other travel | 95,248 | 7.5 | 10,900 | 435,556 | 34.1 |

| | 2021/22 tonnes CO ₂ e | 2017/18 tonnes CO ₂ e |
|---------------------------|----------------------------------|----------------------------------|
| Scope 1 - energy direct | 83.09 | 160.56 |
| Scope 2 - energy indirect | 34.58 | 63.00 |
| Scope 3 - other indirect | 0.21 | 2.50 |
| Total | 117.88 | 226.06 |
| FTE at FY end | 77.00 | 80.00 |
| Per FTE emissions | 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. The same number of vehicles were in use in 2017/18.

International flights consisted of 11 flights – 8 long-haul (91,015km/7.12 tonnes CO₂e) and 3 short-haul flights (4,233km/0.34 tonnes CO₂e). The average distance per flight was 8,659km (10,370km in 2017/18). Flights are taken for employees to attend conferences that are held abroad. This is a reduction of 31 flights since 2017/18 and an emission reduction of 78%, however this was an unusual year due to the pandemic.

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.

Waste Services Management 2021/22

Minimal waste is generated by employees, being a conference centre, the majority of waste is food related. Waste paper baskets have been removed from all office spaces. Additional recycling is encouraged with employees able to bring in items from home to be recycled.

Due to the pandemic the house was only open four months in the year meaning the results are lower than normal.

| | 2021/22 tonnes | % of total | 2017/18 tonnes |
|--|-----------------------|-------------------|-----------------------|
| Waste recycled externally | 4 | 52% | 12 |
| Waste composted or sent to anaerobic digestion | 1 | 19% | 18 |
| Waste incinerated with energy recovery | 2 | 29% | 13 |
| Total waste recycled | 5 | 71% | 30 |
| Total waste not to landfill | 7 | 100% | 43 |
| Total waste sent to landfill | 0 | 0% | 0 |
| Total landfill waste deemed hazardous | 0 | 0% | 0 |
| Reduction against 2017/18 baseline | 83% | | |

£24,295 was spent in the year on waste and environmental services.

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, finding suppliers using re-used and recyclable materials. 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 product.

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 a new system was introduced to remove the need to print a lot of 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 a result of reduced in person events this year only 4 reams of paper were purchased in 2021/22 this is a reduction of 249 reams in 2017/18 which is a 98% reduction. The aim going forward is to continue to keep paper usage at a minimum, however the pandemic years are likely to be particularly low.

Water consumption

Wilton Park is a conference centre where guests stay overnight and utilise water, 2021/22 was a quiet year for in-person events so water consumption would have been lower as a result.

| | 2021/22 | 2017/18 |
|----------------------------|---------|---------|
| Consumption m ³ | 954 | 3,616 |
| Staff FTE | 77 | 80 |
| Performance per FTE | 12.4 | 45.2 |

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, the move to online events or part inhouse and online events to reduce carbon emissions and the improvement of processes through new system adoption. We are preparing to meet the proposed GGC 2020-25 targets through a formal Sustainability Strategy and improved monitoring.

COP26 International Climate Change Conference

During 2021/22 the UK hosted the COP-26 Climate Conference in Glasgow. Wilton Park played a large role in organising a number of events over this time. 46% of our events fell into the sustainable development and the environment category, making it our largest theme in 2021/22. This is covered in the Wilton Park activities section of this annual report. This theme will continue to be a key focus in future years.

Signed Tom Cargill, Chief Executive as Accounting Officer

8 December 2022

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

Wilton Park brings fresh thinking to complex problems. For over 75 years we have been at the forefront of global policy development, building and curating trusted global networks and bringing people together from around the world to discuss and develop solutions for critical global issues.

Established in 1946, we became an executive agency of the UK Foreign, Commonwealth & Development Office (FCDO) in 1991 and are an important UK government soft power asset working to support the UK's global priorities.

We work with governments, international organisations, civil society groups and individuals to find practical solutions to problems such as climate change, conflict, trade, and security.

Our work has helped shape domestic and international policies on everything from nuclear security to sustainable development goals.

What we do

We are one of the world's leading forums for open and secure dialogue on international affairs, with an unrivalled track record in convening heads of state, government ministers, business leaders and civil society.

As a part of the UK's Foreign, Commonwealth & Development Office (FCDO), we support British foreign policy priorities and are core to the UK's public diplomacy work.

Our networks endure long after events end – through conversation, collaboration and impact that continue to shape how we live together in this increasingly interconnected world. We are rightly proud of the networks we build and nurture which create a lasting sense of connection to both Wilton Park and the UK.

We continue to be a trusted resource for a wide range of international partners and actors keen to explore – and resolve - issues of international importance.

How we are structured

Our team of specialists delivers tailored and timely events to support the UK's foreign policy priorities, and drive dialogue on critical global issues.

The Policy team convenes experts, policy makers and business leaders to tackle the most challenging policy issues of our time and shape the global agenda. They provide policy guidance to ensure topics are framed effectively and that conversations unlock ideas, provide strategic foresight and influence policy outcomes. Their expert facilitation ensures contributors engage in honest, respectful, and results-focused dialogue.

Policy Delivery handles complex global event logistics, so that the right people can come together in the UK, overseas or online. They ensure that events are well executed and prepared to support policy outcomes. The Communications team promotes and protects the reputation of Wilton Park, so that its purpose and offer is well understood. They work with partners to shape policy discussion and highlight vital issues.

Our guests are expertly cared for by our Operations team, ensuring that they can focus on networking and engaging in meaningful policy debate. Technology is core to Wilton Park's work; our Technology

Services team makes sure that Wilton Park is effectively using technology to improve our offer and that our systems are secure. Finance, Human Resources, Facilities Management and Compliance underpin work across the organisation, making sure teams are supported and that we are secure, efficient, inclusive, and sustainable.

Our funding

Operating costs to run our programmes are covered through a combination of core funding, Official Development Assistance (ODA) from the FCDO, other UK government department funding, other UK and overseas partner sponsorship, event charges and additional revenue generating activities. In 2021/22, Wilton Park received £1.5 million to allow it to continue as a going concern due to the adverse effects of COVID-19.

Wilton Park Board

During the financial year 2021/22, the directors below held office for the full period unless otherwise specified:

| | |
|--|---|
| The Rt Hon Gisela Stuart, Baroness Stuart of Edgbaston PC | Chair of the Wilton Park Board, Non-Executive Director (NED) |
| Tom Cargill | Chief Executive and Accounting Officer |
| James Rawlingson | Chair, The Risk and Audit Committee, Citibank UK (NED) |
| Victoria Rae | Consultant and Executive Coach (NED) |
| Andy Townend | Chief Executive Townend Consulting Group S.L.(NED) |
| Ruth Crowell | LBMA 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) |
| Chris Allan | Director Global Strategy, Department for International Trade |
| Helen Bower-Easton | Director of Communication, Foreign, Commonwealth & Development Office (FCDO) (Senior Responsible Officer for Wilton Park) stepped down June 2021 after a handover from Communications Directorate to Strategy Directorate |
| Melinda Bohannon | Director Strategy, Foreign, Commonwealth & Development Office (FCDO) |

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

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

8 December 2022

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-Documents-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.

Wilton Park did not commission an externally assessed effectiveness review during the year. The last review was conducted in 2019 and the one prior to that was in 2016. The next externally assessed effectiveness review is expected to be carried out in 2022.

Board attendance has been as follows:

| Name | April 2021 | Jun 2021 | Nov 2021 | Jan 2022 |
|---|------------|----------|---|---|
| Rt Hon Gisela Stuart, Chair | ✓ | ✓ | ✓ | ✓ |
| Tom Cargill, Chief Executive | ✓ | ✓ | ✓ | ✓ |
| James Rawlingson, NED | ✓ | ✓ | ✓ | ✓ |
| Victoria Rae, NED | ✓ | ✓ | ✓ | ✓ |
| Andy Townend, NED | ✓ | ✓ | ✓ | x |
| Ruth Crowell, NED | ✓ | ✓ | ✓ | ✓ |
| Helen Bower-Easton, FCDO Communications Directorate | ✓ | ✓ | No longer attends due to change of responsible FCDO Directorate | No longer attends due to change of responsible FCDO Directorate |
| Melinda Bohannon, FCDO Strategy Directorate | ✓ | ✓ | x | ✓ |
| Chris Allan, Department of Trade | ✓ | ✓ | ✓ | ✓ |

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 2021/22 have included:

- COVID -19 response and re opening to in person events
- Risk – review of Risk Management Policy, formation of new Risk Committee and Risk Register
- 3 year commercial strategy
- Transformation plan – 10 workstreams
- New Customer Relationship Management System (CRM) – KIM II to XEN
- Staff welfare

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 Lawrance | Chief Operating Officer (COO) |
| Helen Moore | Director of Finance since January 2022 |

The previous Director of Finance, Elise Maddocks, left Wilton Park in April 2021. In the interim period from April 2021 to January 2022 the position of Director of Finance was fulfilled by an interim until August 2022 when an existing senior member of the finance team, Kathryn McLennan, stepped up to cover key aspects of the role until January 2022. Kathryn was supported closely by the CEO and COO.

Wilton Park has a whistle blowing policy which staff are made aware of. No concerns were raised by staff during 2021/22.

Wilton Park Advisory Council (WPAC)

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

As of 31 March 2022, the membership of the Advisory Council is as set out below.

- The Rt Hon Gisela Stuart, Baroness Stuart of Edgbaston PC, Chair, Wilton Park
- Louise Harvey OBE, MVO, Non-Executive Chair, Strategic Communications, FTI Consulting, Brussels
- Marcus Lenzen FRSA, Senior Adviser, Peacebuilding Support Office, United Nations Department for Political and Peacebuilding Affairs
- Lesley-Anne Long, President and Chief Executive Officer, GBCHealth
- The Rt Hon the Baroness Northover, MA, PhD, PC, Member, House of Lords Select Committee on the Environment and Climate Change, former DFID Minister, spokesperson on Foreign Affairs for the Liberal Democrats and the Prime Minister's Trade Envoy to Angola and Zambia
- Emma Sky OBE, Director of Yale World Fellows and Senior Fellow at Yale University's Jackson Institute
- Rob D. van den Berg, Visiting Professor, King's College London and Honorary Associate, Institute of Development Studies

- Tom Woods, Chairman, President, Woods International, LLC and Chair of the Wilton Park US Foundation
- General Sir Richard Barrons KCB CBE, Managing Partner of Wychwood Partners and Co-Chairman of Universal Defence and Security Solutions, Vice President with CAE
- 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.
- Andrew Griffith (Ex officio member), Conservative MP for Arundel and South Down, Parliamentary Secretary (Minister for Policy and Head of the Prime Minister's Policy Unit)
- David Porter, Chief of Staff and Strategy for the Archbishop of Canterbury
- Catherine Royle, Political Advisor to the Commander at Joint Force Command Brunssum, NATO
- 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
- Shanker Singham, CEO of Competere Ltd
- 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 |
| Victoria Rae | (NED) |
| Andy Townend | (NED) |
| Ruth Crowell | (NED) |

| | June 2021 | Nov 2021 | Jan 2022 | March 2022 |
|----------------------|-----------|----------|----------|------------|
| Rt Hon Gisela Stuart | ✓ | ✓ | ✓ | ✓ |
| James Rawlingson | ✓ | ✓ | ✓ | ✓ |
| Andy Townend | ✓ | x | x | ✓ |
| Victoria Rae | ✓ | ✓ | x | ✓ |
| Ruth Crowell | ✓ | ✓ | x | ✓ |

The Chief Executive, Director of Finance and Chief Operating Officer 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 Reports and Accounts in detail, reviews the delivery of Internal Audit reports, the Annual Consolidated Certificate of Assurance (ACCA), the Operational Risk Register and undertakes a detailed review of the annual accounts on behalf of the Board.

Key discussions at ARAC during 2021/22 have included:

- Audit completion reports
- Annual report
- Risk: review of Risk Management Policy, formation of new Risk Committee and Risk Register
- Letter of comfort
- Staff work pressures
- In person/hybrid and virtual events
- Financial and operational reports
- New Customer Relationship Management System (CRM) – KIM II to XEN

Risk management

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

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

Our risks are divided and owned in the following way:

| Risk category | Risk owner |
|---------------------|--|
| Strategy | Chief Executive |
| People | Head of HR |
| Finance and Funding | Director of Finance and Head of Policy |
| Technology | Head of Technology Services |
| Security | Head of Estates and Security and Head of Technology Services |
| Operational | Head of Estates and Security |
| Reputation | Chief Operating Officer |

How is risk managed?

Wilton Park seeks to identify, assess and effectively manage all risks. The aim of our risk management is to actively support the achievement of Wilton Park's agreed objectives and not simply to avoid risk. Wilton Park uses a risk register system to help identify, quantify, record and manage risk. The risk register identifies and defines each key risk; assigns associated risk scores, controls and actions; and sets a target risk score for each key risk.

| Risk category | Risk description | Mitigation strategy |
|---------------|--|---|
| People | COVID-19 pandemic continuing to impact resources, affecting sickness absence rates, staff resilience and capability to deliver events in the wider global context. | <ul style="list-style-type: none"> Increased focus on staff wellbeing and resilience Health and Safety training provided on workplace and occupational stress awareness Organisational structure review to realign workloads Introduced steps to address low morale |
| Security | Rising threat of a major cyber incident, possibly global, exposing customer data, putting individuals and our reputation at risk. | A new Security Group formed to have oversight of all security including physical, personnel and information security; steps taken to further protect our operating environment including additional relevant security solutions. |
| Strategy | Following merger, ambitious change programme to deliver <i>One FCDO</i> affecting relationship or approach to Arm's Length Bodies (ALBs). | Build stronger relationships with other ALBs with shared interests; demonstrate and maintain our relevance and value; develop diverse and stable financial resilience. |
| Finance | Rising supplier cost increases and supply chain instability particularly around oil, gas and food. | <ul style="list-style-type: none"> Resilience built into annual financial plan Pricing strategy reflects increased costs Heads of Departments to monitor resilience of supply chains and create agility in supply base A revised business continuity plan delivered |

Internal Audit

During the year, Internal Audits were carried out on:

1. Cyber security (limited assurance)
2. Risk Management (limited assurance)
3. GDPR (moderate assurance)

Progress on Cyber security recommendations is underway but has been impacted by resourcing challenges and the implementation of a major security improvement project. Internal Audit will conduct a follow up exercise before the end of March 2023. All recommendations related to Risk Management are ready to be implemented during the first half of 2022/23 financial year.

The SMT completed the Annual Consolidated Certificate of Assurance (ACCA), an annual report which Wilton Park completes to assure internal audit of the existence of key controls and processes, this was reviewed by the ARAC with the outcome that Wilton Park has sufficient controls in place.

All prior year internal audit recommendations have been implemented where possible. Outstanding items relate to longer term resolutions such as system improvements or areas that require financial investment.

The Head of Internal Audit has given an overall opinion of Moderate Assurance this year. That is, the framework of governance, risk management and control provides moderate assurance over the achievement of Wilton Park's objectives. Objectives are defined and there is a good evidence base to support their delivery. Net risks to objectives are moderate in relation Wilton Park's activities, processes and objectives.

The ARAC concurs with this opinion.

No ministerial directions were given during the year.

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

Signed Tom Cargill, Chief Executive as Accounting Officer

8 December 2022

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, on a three-year contract.

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 | | Bonus payments | | Pension benefits | | Total | |
|--|-----------|---------------------------|----------------|-----------|----------------------------------|-----------|-----------|-----------|
| | (£'000) | | (£'000) | | (to nearest £1,000) ¹ | | (£'000) | |
| | 2021 / 22 | 2020 / 21 | 2021 / 22 | 2020 / 21 | 2021 / 22 | 2020 / 21 | 2021 / 22 | 2020 / 21 |
| Sharmila Nebhrajani OBE, Chief Executive until May 2020 | - | 15-20 (FYE 100-105) | - | 5-10 | - | 6,000 | - | 30-35 |
| Colin Smith, Interim Chief Executive between May 2020 – Jan 2021 | - | 50-55 (FYE 90-95) | - | 5-10 | - | 113,000 | - | 165-170 |
| Tom Cargill, Chief Executive from Jan 2021 | 110-115 | 20-25 (FYE 110-115) | - | - | 43,000 | 9,000 | 150-155 | 30-35 |
| Rt Hon Gisela Stuart, Chair | - | - | - | - | - | - | - | - |
| Iain Morgan, NED until Sep 2020 | - | 0-5 (FYE 5-10) | - | - | - | - | - | 0-5 |
| James Rawlingson, NED from Sep 2020 | 5-10 | 0-5 (FYE 5-10) | - | - | - | - | 5-10 | 0-5 |
| Ruth Crowell, NED from Sep 2020 | - | - | - | - | - | - | - | - |
| Victoria Rae, NED | - | - | - | - | - | - | - | - |
| Andy Townend, NED | - | - | - | - | - | - | - | - |

There were no benefits in kind provided to any employee during the reporting period (nil in 2020/21).

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.

No performance related bonus payments were made during the year to any Board members.

'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.

No pay or pension costs are included in Wilton Park's accounts in respect of Gisela Stuart, the Chair, who is remunerated directly by the FCDO and is not included in Wilton Park's accounts. Details of the remuneration and pension entitlements are disclosed in the Remuneration Report of the 2021/22 FCDO Annual Report and Accounts. Victoria Rae, Ruth Crowell and Andy Townend are not remunerated for their membership on the board of Wilton Park. James Rawlingson and Tom Cargill were remunerated by Wilton Park.

There were no payments to past directors in the financial year (nil in 2020/21).

There was no compensation on early retirement or for loss of office in the financial year (nil in 2020/21).

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 31/3/22 and related lump sum | Real increase in pension and related lump sum at pension age | CETV at 31/3/22 | CETV at 31/3/21 | Real increase in CETV |
|--|--|---|------------------------|------------------------|------------------------------|
| | £000 | £000 | £000 | £000 | £000 |
| Tom Cargill Chief Executive, from January 2021 | 0-5 | 2.5-5 | 33 | 6 | 20 |

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

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.

| | 2021/22 | 2020/21 (restated) |
|---|---------|-----------------------|
| Band of highest paid director's total remuneration (£000) | 110-115 | 110-115 |
| Median salary only £ (note 1) | 30,700 | 28,684 |
| Median total pay & benefits £ (note 1) | 30,700 | 28,792 |
| Lower quartile salary £ (note 1) | 25,300 | 25,149 |
| Lower quartile total pay & benefits £ (note 1) | 25,460 | 25,149 |
| Upper quartile salary £ (note 1) | 34,354 | 34,453 |
| Upper quartile total pay & benefits £ (note 1) | 34,898 | 34,453 |
| | 2021/22 | 2020/21 |
| Median Ratio (note 2) | 3.7 | 3.9 |
| Ratio Lower Quartile (note 2) | 4.4 | 4.5 |
| Ratio Upper Quartile (note 2) | 3.2 | 3.3 |

The banded remuneration of the highest paid director in Wilton Park in the financial year 2021/22 was £110k-£115k (£110-£115k in 2020/21). This was 3.7 times (3.9 in 2020/21) the median remuneration of the workforce, which was £30,700 (£28,792* restated in 2020/21). In 2021/22, no employees received remuneration in excess of the highest paid director (none in 2020/21). Remuneration of employees, excluding the highest paid director, ranged from £20,450 to £74,782 (£20,200 to £102,100 in 2020/21). *Restatement due to the exclusion of performance related pay and bonuses in the prior year numbers.

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 2020/21 to 2021/22.

| | Total salary and allowances | Bonus payments |
|-----------------------|-----------------------------|----------------|
| Staff average | 0.18% | 106% |
| Highest paid director | 0.00% | 0.00% |

Staff report

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

As we enter the post pandemic era, we are embracing new ways of working and ways to support staff as we return to business as usual. We have an updated People Strategy which will help to define and achieve results in all key areas of Human Resources (HR). The objectives outlined in our People Strategy will help drive the changes needed to ensure Wilton Park achieves its strategic goals and our customers receive an exceptional experience. Our strategy focuses on the areas of wellbeing and culture, leadership, talent management, performance, reward and recognition, personal development, ways of working and organisational design. We have a revised structure within HR which will help us meet those aims and to ensure we are delivering a business support service and developing the organisation to ensure that the Strategic Business Plan is delivered. It remains fundamental that managers are responsible for the performance and welfare of their reporting staff.

In the 2021 Civil Service employee survey, the Wilton Park employee engagement index decreased to 71% compared to 76% in 2020. The staff engagement figures for the FCDO were 63% in 2021 (67% in 2020) and 62% in the Civil Service as a whole (66% in 2020).

This year, due to the ongoing COVID-19 pandemic, we delivered a mix of virtual, hybrid and face to face events with staff returning to Wiston House to deliver events.

As at 31st March 2022, the headcount was 84 (87 at March 2021 - restated) or 76.75 Full Time Equivalent (FTE) (78.83 at March 2021 - restated). The prior year figures have been restated by following review of prior year reports, the FTE figures are subject to audit.

Staff turnover was 9%, with seven people leaving (21 in 2020/21). Average length of service is just under eight years.

Wilton Park has one senior civil servant employee at SMS2 grade (1 in 2020/21) who is male (prior year was female replaced with male).

14 new hires (four in 2020/21) were made during the year. The recruitment figures are shown in the table below:

| Grade/Level | Total Recruited | % Female | % Ethnic minority | % with a disability |
|-------------|-----------------|----------|-------------------|---------------------|
| SMS | 0 | 0 | 0 | 0 |
| D | 2 | 50% | 0 | 0 |
| C | 2 | 100% | 50% | 0 |
| B | 4 | 50% | 0 | 0 |
| A | 6 | 83% | 33% | 50% |

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 employ a former apprentice who has now progressed to a fully qualified chef. We are looking to employ an additional apprentice over the coming year.

Staff costs (subject to audit)

| | Permanently Employed Staff | Others | 2021/22 Total | 2020/21 Total |
|------------------------------|----------------------------------|------------|------------------|------------------|
| | £000 | £000 | £000 | £000 |
| Salaries and wages | 2,684 | 21 | 2,705 | 3,275 |
| Social Security | 277 | - | 277 | 301 |
| Superannuation | 714 | - | 714 | 757 |
| Other Employee Related Costs | 92 | 97 | 189 | 219 |
| Total | 3,767 | 118 | 3,885 | 4,552 |

Other employee related costs include £97k re outsourced security contract (£151k 2020/21)

Staff costs in 2021/22 includes cost of Voluntary Exit Scheme (VES) of £38k (£336k 2020/21)

Average number of persons employed (subject to audit)

The average number of FTE staff employed during the year was as following:

| | Permanently employed | Others | 2021/22 Total | 2020/21 Total |
|-------------------|-------------------------|------------|------------------|------------------|
| Directly employed | 80.7 | 1.1 | 81.8 | 84.2 |
| Total | 80.7 | 1.1 | 81.8 | 84.2 |

Staff numbers and composition

The FTE of staff by gender as at 31 March 2022 was:

| | 2021/22 | | | 2020/21 restated | | |
|--------------|-----------|-----------|-----------|------------------|-----------|-----------|
| | Male | Female | Total | Male | Female | Total |
| Directors | 1 | 0 | 1 | 1 | 0 | 1 |
| Employees | 22 | 54 | 76 | 23 | 55 | 78 |
| Total | 23 | 54 | 77 | 24 | 55 | 79 |

The prior year figures have been restated by an increase of 2 following review of prior year reports.

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 2016. Details of which can be found in the [resource accounts of the Cabinet Office: Civil Superannuation](#).

For 2021/22, employers' contributions (subject to audit) of £714k (£757k in 2020/21) 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 2020/21 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 2021/22 no employees opted for a partnership account.

Staff sickness

The target for absence rate is 4.0%. At the end of 2021/22, the overall absence rate at Wilton Park was 1% compared to 0.9% at the end of 2020/21 and therefore well 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 January 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.

Appraisals 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. There is also a Staff Committee who organise social occasions and raise money for designated charities.

Employment of people with a disability

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

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

Expenditure on consultancy

In 2021/22 there was £17k spend on consultancy (£20k in 2020/21). New proposals for consultancy projects are subject to business case clearance procedures in line with Cabinet Office guidelines.

Off-payroll engagements

During 2021/22 there were no off-payroll engagements for more than £245 per day and which lasted longer than six months (none in 2020/21).

There were no off-payroll engagements as of 31 March 2022, for more than £245 per day and that lasted longer than six months (none in 2020/21).

Exit packages (subject to audit)

Redundancy and other departure costs have been paid in accordance with the provisions of the Civil Service Compensation Scheme, a statutory scheme made under the Superannuation Act 1972. Exit costs are accounted for in full in the year that departure was agreed. Where the department has agreed early retirements, the additional costs are met by the department and not by the Civil Service Pension Scheme. Ill-health retirement costs are met by the pension scheme and are not included in the table.

| Cost band | Number of compulsory redundancies | Number of other departures agreed | Total number of exit packages by cost band | Number of compulsory redundancies | Number of other departures agreed | Total number of exit packages by cost band |
|--|-----------------------------------|-----------------------------------|--|-----------------------------------|-------------------------------------|--|
| | Year ended 31 March 2022 | Year ended 31 March 2022 | Year ended 31 March 2022 | Year ended 31 March 2021 | Year ended 31 March 2021 (restated) | Year ended 31 March 2021 (restated) |
| ≤ £10,000 | - | - | - | - | - | - |
| £10,001 – £25,000 | - | - | - | - | 4 | 4 |
| £25,001 - £50,000 | - | 1 | 1 | - | 2 | 2 |
| £50,001 - £100,000 | - | - | - | - | 4 | 4 |
| Total number of exit packages by type | - | 1 | 1 | - | 10 | 10 |
| Total resource cost (£'000) | - | 38 | 38 | - | 336 | 336 |

The total payment received from FCDO in relation to the VES scheme amounted to £46k (£432k in 2020/21), made up of £38k (£336k 2020/21) VES payment and £8k (£96k 2020/21) other payments such as notice and holiday pay.

Prior year figures have been restated in the table to remove the £96k of other payments made in addition to the VES payment.

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.

Regularity of expenditure

Losses and special payment (subject to audit)

This table represents exchanges losses on ten transactions during the year.

| Losses Statement | 2021/22 | 2020/21 |
|---------------------------|---------|---------|
| Total number of losses | 10 | - |
| Loss on currency exchange | £25k | - |

Gifts (subject to audit)

Wilton Park maintains a gift and hospitality register. There were no gifts of significant value received during the year (nil in 2020/21).

Fees and Charges (subject to audit)

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 2021/22 and Note 4 of the Notes to the Accounts for Wilton Park which provides details of operating income for 2021/22.

Remote contingent liabilities (subject to audit)

Wilton Park has no liabilities for which the likelihood of a transfer of economic benefit in settlement is too remote to meet the definition of a contingent liability (nil in 2020/21).

Signed Tom Cargill, Chief Executive as Accounting Officer

8 December 2022

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 2022 under the Government Resources and Accounts Act 2000.

The financial statements comprise: Wilton Park's

- Statement of Financial Position as at 31 March 2022;
- 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 2022 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 of Public Sector Entities in the United Kingdom. My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of my certificate.

Those standards require me and my staff to comply with the Financial Reporting Council's Revised Ethical Standard 2019. I have also elected to apply the ethical standards relevant to listed entities. 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 Chief Executive as Accounting Officer with respect to going concern are described in the relevant sections of this certificate.

The going concern basis of accounting for Wilton Park is adopted in consideration of the requirements set out in HM Treasury's Government Financial Reporting Manual, which require entities to adopt the going concern basis of accounting in the preparation of the financial statements where it anticipated that the services which they provide will continue into the future.

Other information

The other information comprises information included in the Annual Report, but does not include the financial statements nor my auditor's certificate and report. 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.

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

If 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 made 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 made under the Government Resources and Accounts Act 2000; and
- 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 Report.

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

- I have not received all of the information and explanations I require for my audit; or
- 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
- 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;
- the preparation of the financial statements and Annual Report in accordance with the applicable financial reporting framework and for being satisfied that they give a true and fair view;
- ensuring that the Annual Report and accounts as a whole is fair, balanced and understandable;
- internal controls as the Chief Executive as Accounting Officer determines is necessary to enable the preparation of financial statement to be free from material misstatement, whether due to fraud or error; 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 Chief Executive as Accounting Officer anticipates that the services provided by Wilton Park will not continue to be provided in the future.

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, we considered the following:

- the nature of the sector, control environment and operational performance including the design of Wilton Park's accounting policies, key performance indicators and performance incentives.
- Inquiring 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 relating to:
 - identifying, evaluating and complying with laws and regulations and whether they were aware of any instances of non-compliance;

- detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged 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.
- discussing among 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 review of the provisions to assess whether they have been appropriately recognised in the accounts. In common with all audits under ISAs (UK), I am also required to perform specific procedures to respond to the risk of management override of controls.

I also obtained an understanding of Wilton Park's framework of authority as well as other legal and regulatory frameworks in which Wilton Park operates, focusing 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, Wilton Park Framework Document 2019, employment law and tax Legislation.

Audit response to identified risk

As a result of performing the above, the procedures I implemented to respond to identified risks included the following:

- reviewing 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;
- enquiring of management, the Audit and Risk Assurance Committee concerning actual and potential litigation and claims;
- reading and reviewing minutes of meetings of those charged with governance and the Board and internal audit reports; and
- in addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments; assessing whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business.

I also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members including internal specialists 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 evidence sufficient to give reasonable assurance that the income and expenditure reported in the financial statements have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them

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

Report

I have no observations to make on these financial statements.

Gareth Davies

9 December 2022

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 2022**

| | Note | 2021-22 £000 | 2020-21 £000 |
|---------------------------------------|------|-----------------|-----------------|
| Revenue from contracts with customers | 4 | (4,065) | (1,638) |
| Other operating income | 4 | (1,304) | (1,045) |
| Total operating Income | | (5,369) | (2,683) |
| Staff costs | 3 | 3,885 | 4,552 |
| Purchase of goods and services | 3 | 1,530 | 566 |
| Depreciation and amortisation charges | 3 | 320 | 290 |
| Provision expense | 3 | (37) | 25 |
| Other operating expenditure | 3 | 1,274 | 1,147 |
| Total operating expenditure | | 6,972 | 6,580 |
| Net operating expenditure | | 1,603 | 3,897 |
| Net expenditure for the year | | 1,603 | 3,897 |

The notes on pages 74 to 86 form part of these accounts.

Statement of Financial Position
As at 31 March 2022

| | Note | At 31 March 2022 | | At 31 March 2021 | |
|--|-------|-------------------------|---------------------|-------------------------|---------------------|
| | | £000 | £000 | £000 | £000 |
| Non-current assets | | | | | |
| Property, plant and equipment | 5 | 933 | | 971 | |
| Intangible assets | 6 | 550 | | 89 | |
| Total non-current assets | | <u>1,483</u> | | <u>1,060</u> | |
| Current assets | | | | | |
| Inventories | 8 | 14 | | 21 | |
| Trade and other receivables | 9 | 1,097 | | 444 | |
| Cash and cash equivalents | 10 | 1,427 | | 534 | |
| Total current assets | | <u>2,538</u> | | <u>999</u> | |
| Total assets | | | <u>4,021</u> | | <u>2,059</u> |
| Current liabilities | | | | | |
| Trade and other payables | 11 | (1,736) | | (1,492) | |
| Provisions | 12 | (10) | | - | |
| Total current liabilities | | <u>(1,746)</u> | | <u>(1,492)</u> | |
| Total assets less current liabilities | | | <u>2,275</u> | | <u>567</u> |
| Non-current liabilities | | | | | |
| Provisions | 12 | | (701) | | (738) |
| ASSETS LESS LIABILITIES | | | <u>1,574</u> | | <u>(171)</u> |
| Taxpayers' equity | | | | | |
| General Fund | SoCTE | | 1,574 | | (171) |
| Total equity | | | <u>1,574</u> | | <u>(171)</u> |

The notes on pages 74 to 86 form part of these accounts.

Signed Tom Cargill, Chief Executive as Accounting Officer

8 December 2022

Statement of Cash Flows
for year ended 31 March 2022

| | Note | 2021-22 £000 | 2020-21 £000 |
|---|-------|-----------------|-----------------|
| Cash flows from operating activities | | | |
| Net operating expenditure | SoCNE | (1,603) | (3,897) |
| (Increase)/decrease in inventories | 8 | 7 | 2 |
| (Increase)/decrease in trade and other receivables | 9 | (653) | 583 |
| Adjustments for non-cash transactions | 3 | 374 | 380 |
| Increase/(decrease) in trade and other payables | 11 | 244 | 387 |
| Net cash inflow/(outflow) from operating activities | | (1,631) | (2,545) |
| Cash flows from investing activities | | | |
| Purchase of property plant and equipment | | (281) | (289) |
| Purchase of intangible assets | | (478) | (59) |
| Net cash outflow from investing activities | | (759) | (348) |
| Cash flows from financing activities | | | |
| Net parliamentary funding | SoCTE | 3,283 | 2,785 |
| Net financing | | 3,283 | 2,785 |
| Net increase/(decrease) in cash and cash equivalents in the period before adjustment for receipts and payments to the Consolidated Fund | 10 | 893 | (108) |
| Cash and cash equivalents at the beginning of the period | 10 | 534 | 642 |
| Cash and cash equivalents at the end of the period | 10 | 1,427 | 534 |

The notes on pages 74 to 86 form part of these accounts.

Statement of Changes in Taxpayers' Equity
As at 31 March 2022

| | Note | Total Funds £000 |
|---|-------|---------------------|
| Balance at 1st April 2020 | | 883 |
| Changes in taxpayers' equity for 2020-21 | | |
| Non-cash charges: | | |
| External auditor's fees | 3 | 29 |
| Internal auditor's fees | 3 | 24 |
| Pay section costs | 3 | 5 |
| Net operating expenditure | SoCNE | (3,897) |
| Net parliamentary funding | | 2,785 |
| Balance at 1 April 2021 | | (171) |
| Changes in taxpayers' equity for 2021-22 | | |
| Non-cash charges: | | |
| External auditor's fees | 3 | 36 |
| Internal auditor's fees | 3 | 24 |
| Pay section costs | 3 | 5 |
| Net operating expenditure | SoCNE | (1,603) |
| Net parliamentary funding | | 3,283 |
| Balance at 31 March 2022 | | 1,574 |

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 74 to 86 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. Despite the adverse trading conditions presented by the COVID-19 pandemic during the financial year, the FCDO is committed to Wilton Park and shall provide financial support to enable it to continue with its operations. Trading conditions during the financial year 2022/23 have improved with the return of face to face events which have ensured a reliable income stream to cover the operating costs of Wilton Park. As a result, the directors are confident that Wilton Park continues to be a going concern.

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 residual values on a straightline basis over their estimated useful lives. Asset lives have been set in the following ranges:

| | Estimated useful life in years |
|-------------------------|-----------------------------------|
| Plant and machinery | 5 to 20 |
| Fixtures and fittings | 3 to 10 |
| Building enhancement | Remaining period of current lease |
| 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. 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, 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 September 2019 and prepared by Stiles Harold Williams.

Operating Income

Income is recognised in accordance with IFRS 15. Income is recognised when a performance obligation included in a contract with a customer is satisfied, at the transaction price allocated to that performance obligation. Operating income is income that relates directly to the operating activities of Wilton Park. It principally comprises participant fees and invoices to funders for services provided 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 estimated by multiplying the number of hours spent on the project by the hourly rate of the project managers working on the contract.

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 2022.

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 contribution 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.

Operating Leases

Leases are regarded as operating leases, unless substantially all risks and rewards of ownership of a lease are borne by Wilton Park. Lease payments under operating leases are recognised as an expense on a straight-line basis over the term of the lease.

Leases are regarded as finance leases, when substantially all risks and rewards of ownership of a lease are borne by Wilton Park. At the commencement of the lease term, finance leases are recognised as assets and liabilities at amounts equal to the fair value of the leased asset or, if lower, the present value of the minimum lease payments, each determined at the inception of the lease. The discount rate used is the higher of the real rate and rate intrinsic in the lease. Minimum lease payments are apportioned between the finance charge and the reduction of the outstanding liability.

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 7).

VAT Policy

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

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

Effects of Future Accounting Policies

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

IFRS 16 'Leases' is expected to be effective for financial reporting periods beginning on or after 1 January 2022 and sets out the principles for the recognition, measurement, presentation and disclosure of leases. Applying IFRS16 to the 2021/22 financial statements would have resulted in a reduction of expenditure and an increase in non-cash costs in the SCNE. A right of use asset and lease liability would be reported in the SoFP. An IFRS 16 opening position has been determined for the purposes for comparatives for the next financial period financial statements.

At the transition date of 1 April 2022 a right of use asset of £1,007k and corresponding lease liability would be recognised on the Statement of Financial Position. The net impact on the Statement of Comprehensive Income in 2022/23 would be £201k depreciation and £127k interest charges.

IFRS17 'Insurance contracts' comes into effect for financial reporting periods beginning on or after 1 January 2023. Wilton Park does not operate insurance contracts and therefore this standard 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) Accrued income – 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.

2. Segmental reporting

| | 2021/22 | | | 2020/21 | | |
|-------------------|--------------------|-------------------|----------------|--------------------|-------------------|----------------|
| | Wilton Park events | Commercial events | Total | Wilton Park events | Commercial events | Total |
| | £000 | £000 | £000 | £000 | £000 | £000 |
| Income | 5,138 | 231 | 5,369 | 2,665 | 18 | 2,683 |
| Expenditure | 6,741 | 231 | 6,972 | 6,580 | - | 6,580 |
| (Deficit)/Surplus | (1,603) | - | (1,603) | (3,915) | 18 | (3,897) |
| % Cost recovery | 76.2% | 100% | 77.0% | 40.5% | - | 40.8% |

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.

Due to COVID-19, Wilton Park events were delivered virtually for eight months of the year with face to face events being delivered in October 2021, November 2021, February 2022 and March 2022. Bookings for commercial events were cancelled in the eight months of closure.

Wilton Park receives substantial funding from the Foreign, Commonwealth & Development Office (FCDO) comprising £500k core allocation (£500k 2020-21), £1,400k ODA Allocation (£550k 2020-21), of which £804k was utilised in 2021-22 (£544k utilised in 2020-21) and in £1,189k discretionary funding to run Wilton Park events commissioned by directorates within the FCDO (£609k 2020-21).

3. Other expenditure

3 Other expenditure

| | Note | 2021-22 | | 2020-21 | |
|---|-------|---------|--------------|---------|--------------|
| | | £000 | £000 | £000 | £000 |
| Staff costs (further information in the Remuneration and Staff reports) | | | | | |
| Salaries and wages | | 2,705 | | 3,275 | |
| Social security | | 277 | | 301 | |
| Superannuation | | 714 | | 757 | |
| Other employee related costs | | 189 | | 219 | |
| | | | <u>3,885</u> | | <u>4,552</u> |
| Rentals under operating leases | | | | | |
| Property rentals | | 237 | | 232 | |
| | | | <u>237</u> | | <u>232</u> |
| Non cash items | | | | | |
| Depreciation & amortisation | 5 & 6 | 320 | | 290 | |
| External auditor's fees | | 36 | | 29 | |
| Internal auditor's fees | | 24 | | 24 | |
| Net (gain)/loss on foreign exchange | | 25 | | (20) | |
| Pay section charge | | 5 | | 5 | |
| Loss on disposal | 5 & 6 | 1 | | 7 | |
| | | | <u>411</u> | | <u>335</u> |
| Provision in year | 12 | (37) | | 25 | |
| | | | <u>(37)</u> | | <u>25</u> |
| Other expenditure | | | | | |
| Rates | | 84 | | 86 | |
| Maintenance, cleaning, heating & lighting | | 334 | | 258 | |
| Administrative expenses | | 528 | | 526 | |
| | | | <u>946</u> | | <u>870</u> |
| Purchase of goods and services | | | | | |
| Food and beverage | | 58 | | 3 | |
| Housekeeping and laundry | | 53 | | 39 | |
| Conference costs | | 1,419 | | 524 | |
| | | | <u>1,530</u> | | <u>566</u> |
| | | | <u>6,972</u> | | <u>6,580</u> |

4. Operating income

| | 2021/22 | 2020/21 |
|---|----------------|----------------|
| | £000 | £000 |
| Wilton Park operations | | |
| Wilton Park revenue from contracts with customers | 3,834 | 1,621 |
| ODA funding | 804 | 544 |
| FCDO core allocation funding for conferences | 500 | 500 |
| | 5,138 | 2,665 |
| Commercial operations | | |
| Commercial revenue from contracts with customers | 231 | 17 |
| Bank interest | - | 1 |
| | 231 | 18 |
| Total operating income | 5,369 | 2,683 |

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 1/4/2021 | 779 | 23 | 560 | 568 | 39 | 618 | 2,587 |
| Additions | 140 | 3 | 47 | 24 | - | 52 | 266 |
| Disposals | (59) | - | (7) | (54) | - | (3) | (123) |
| Re-classification | - | (24) | - | - | - | - | (24) |
| Cost at 31/3/2022 | 860 | 2 | 600 | 538 | 39 | 667 | 2,706 |
| Depreciation at 1/4/2021 | 367 | - | 327 | 449 | 35 | 438 | 1,616 |
| Charge in year | 100 | - | 91 | 42 | 1 | 45 | 279 |
| Disposal | (59) | - | (6) | (54) | - | (3) | (122) |
| Re-classification | - | - | - | - | - | - | - |
| Revaluation | - | - | - | - | - | - | - |
| Depreciation at 31/3/2022 | 408 | - | 412 | 437 | 36 | 480 | 1,773 |
| Net Book Value at 31/2/2022 | 452 | 2 | 188 | 101 | 3 | 187 | 933 |
| at 31/3/2021 | 412 | 23 | 233 | 119 | 4 | 180 | 971 |

Assets with nil net book value which Wilton Park no longer own were identified during 2021-22 and £123k of assets were disposed of with a £1k loss on disposal. Wilton Park owns all the above assets and none are leased. The £24k balance in reclassification relates to assets that were previously incorrectly held in Asset under Construction and now moved to Development Expenditure within Intangibles (Note 6).

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 1/4/2020 | 807 | 48 | 426 | 728 | 39 | 585 | 2,633 |
| Additions | 92 | - | 139 | 2 | - | 56 | 289 |
| Disposals | (120) | (6) | (5) | (162) | - | (34) | (327) |
| Re-classification | - | (19) | - | - | - | 11 | (8) |
| Cost at 31/3/2021 | 779 | 23 | 560 | 568 | 39 | 618 | 2,587 |
| Depreciation at 1/4/2020 | 399 | - | 242 | 568 | 34 | 431 | 1,674 |
| Charge in year | 88 | - | 90 | 43 | 1 | 41 | 263 |
| Disposal | (120) | - | (5) | (162) | - | (34) | (321) |
| Depreciation at 31/3/2021 | 367 | - | 327 | 449 | 35 | 438 | 1,616 |
| Net Book Value at 31/3/2021 | 412 | 23 | 233 | 119 | 4 | 180 | 971 |
| at 31/3/2020 | 408 | 48 | 184 | 160 | 5 | 154 | 959 |

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 1/4/2021 | 79 | 66 | 218 | 363 |
| Additions | - | 8 | 470 | 478 |
| Disposals | (1) | (22) | (184) | (207) |
| Reclassification | - | - | 24 | 24 |
| Cost at 31/3/2022 | 78 | 52 | 528 | 658 |
| Amortisation at 1/4/2021 | 9 | 54 | 211 | 274 |
| Charge in year | 16 | 10 | 15 | 41 |
| Disposal | (1) | (22) | (184) | (207) |
| Amortisation at 31/3/2022 | 24 | 42 | 42 | 108 |
| Net Book Value at 31/3/2022 | 54 | 10 | 486 | 550 |
| at 31/3/2021 | 70 | 12 | 7 | 89 |

Assets which Wilton Park no longer own were disposed of to a value of £207k with no gain or loss on disposal. The £24k balance in reclassification relates to assets that were previously incorrectly held in Asset under Construction and now moved to Development Expenditure within Intangibles (Note 5).

The additions in the year relate to a new customer relationship management software, Xen, which was designed and built during the financial year.

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 1/4/2020 | 25 | 66 | 294 | 385 |
| Additions | 59 | - | - | 59 |
| Disposals | (13) | - | (76) | (89) |
| Reclassification | 8 | - | - | 8 |
| Cost at 31/3/2021 | 79 | 66 | 218 | 363 |
| Amortisation at 1/4/2020 | 10 | 46 | 279 | 335 |
| Charge in year | 11 | 8 | 8 | 27 |
| Disposal | (12) | - | (76) | (88) |
| Amortisation at 31/3/2021 | 9 | 54 | 211 | 274 |
| Net Book Value at 31/3/2021 | 70 | 12 | 7 | 89 |
| at 31/3/2020 | 15 | 20 | 15 | 50 |

7. Financial Instruments

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

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

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

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

Currency Risk – Wilton Park Conference income includes sponsorships that are denominated in foreign currency. It is exposed to foreign exchange risk to the extent that the relevant foreign exchange rate fluctuates between the date the sponsorship debtor is recognised and when it is paid. Wilton Park's policy is to tolerate this risk. As at 31 March 2022 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.

8. Inventories

| | 2021/22 | 2020/21 |
|-----------------|----------------|----------------|
| | £000 | £000 |
| Liquor and food | 10 | 17 |
| Shop | 4 | 4 |
| | 14 | 21 |

9. Trade receivables and other current assets

| | 2021/22 | 2020/21 |
|-------------------------------------|----------------|----------------|
| | £000 | £000 |
| Amounts falling due within one year | | |
| Trade receivables | 692 | 223 |
| Prepayments | 169 | 167 |
| Contract assets | 236 | 54 |
| | 1,097 | 444 |

10. Cash and cash equivalents

| | 2021/22 | 2020/21 |
|---|--------------|------------|
| | £000 | £000 |
| Balance at 1 April | 534 | 642 |
| Net change in cash and cash equivalent balances | 893 | (108) |
| Balance at 31 March | <u>1,427</u> | <u>534</u> |

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

11. Trade payables and other current liabilities

| | 2021/22 | 2020/21 |
|------------------------------|--------------|--------------|
| | £000 | £000 |
| Trade payables | 157 | 61 |
| Payments received on account | 448 | 309 |
| Other payables | 1 | - |
| Accruals | 374 | 695 |
| VAT | 29 | 17 |
| Contract liabilities | 727 | 410 |
| | <u>1,736</u> | <u>1,492</u> |

12. Provisions for liabilities and charges

| | 2021-22 | 2020-21 |
|--------------------------------------|------------|------------|
| | £000 | £000 |
| Balance as at 1 April 2021 | 738 | 713 |
| Provided in the year | 10 | 25 |
| Provisions not required written back | (37) | - |
| Provisions utilised in the year | - | - |
| Unwinding of discount | - | - |
| Balance at 31 March 2022 | <u>711</u> | <u>738</u> |

Analysis of expected timing of discounted cash flows

| | Total | Total |
|--|-------|-------|
| | £000 | £000 |
| Not later than 1 year | 10 | - |
| Later than 1 year and not later than 5 years | 701 | - |
| Later than 5 years | - | 738 |

£701k of the provision relates to obligations undertaken by Wilton Park when it entered the Wiston House lease. This is in respect to clauses under which Wilton Park must make good dilapidations or other damage occurring to the Wiston House property during the course of the lease and to restore the property to a specified condition. The lease ends in March 2027 with a break clause in March 2022. The provision is adjusted for the time value of money where this is material. The remaining £10k of the provision relates to a provision for a payment made to an overseas supplier regarding a deferred event, this event may not now be taking place.

13. Commitments under leases

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

| | 2021/22 | 2020/21 |
|---|----------------|----------------|
| | £000 | £000 |
| Total future minimum lease payments under operating lease are given in the table below for each of the following periods: | | |
| Land and buildings | | |
| Not later than 1 year | 236 | 238 |
| Later than 1 year and not later than 5 years | 944 | 952 |
| Later than 5 years | - | 238 |

The lease on Wiston House runs to March 2027 with no break clause.

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, £804k ODA allocation plus £1,189k for conference specific funding. As a result of COVID-19 an additional £1,538k to cover lost income was awarded by the FCDO which is recognised in the Statement of Changes in Taxpayers' Equity (SoCTE). In addition to this, £743k was allocated for capital expenditure and £1,002k relates to the net balance with the FCDO (SoCTE).

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

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

15. Events after the reporting date

After the reporting date there has been a change in Foreign Secretary, the Foreign Secretary sets the direction of focus for Wilton Park and the areas that are a priority for dialogue. This has no financial implication.

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

