



Wilton Park



Wilton Park

An Executive Agency of the
Foreign, Commonwealth & Development Office

ANNUAL REPORT AND ACCOUNTS 2020/21

HC 542

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An Executive Agency of the Foreign, Commonwealth & Development Office

Annual Report and Accounts 2020/21

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CONTENTS

ANNUAL REPORT

Performance report	8
Overview	
Chair's foreword	9
Chief Executive's foreword	11
Purpose and activities	12
Performance summary	14
Key risks and issues	16
Performance analysis	18
Monitoring and Evaluation (M&E)	22
Wilton Park activities 2019/20	28
Schedule of events	38
Schedule of partners	42
Sustainability reporting	43
Accountability report	44
Corporate governance report	45
Directors' report	46
Statement of Accounting Officer's responsibilities	48
Governance statement	49
Remuneration and staff report	58
Remuneration report	58
Staff report	61
Parliamentary accountability and audit report	67
Parliamentary accountability and audit report overview	67
The Certificate and Report of the Comptroller and Auditor General to the House of Commons	68
ACCOUNTS	72
Financial statements	73
Notes to the financial statements	78



ANNUAL REPORT

Performance report



The Rt Hon Gisela Stuart,
Baroness Stuart of Edgbaston PC
Chair



Tom Cargill
Chief Executive

Chair's foreword

Last year we could not yet say for how long COVID-19 would affect everything we do. That uncertainty continues, and few anticipated the magnitude of COVID's impact. But at long last, the outlines of the world to come are taking shape.

Wilton Park has an important role in ensuring that our future is a sustainable, secure, prosperous and equitable one.

The team of Wilton Park have continued to display the resilience and ingenuity so apparent last year when we moved from hosting events in person to online in a matter of weeks. Gradually we are taking small and incremental steps towards events in person. We have been forced to do things differently, and in some instances, this has been for the better. We have also been fortunate in benefitting from additional support from the Foreign, Commonwealth & Development Office to support the operations of Wilton Park through the pandemic. We are, of course, incredibly grateful for this and all their ongoing collaboration.

International travel is unlikely to return at a scale we were once familiar with for some time at least. For many small and more transactional meetings, virtual may remain a useful, even preferred, mode for engagement.

Yet the core value of Wilton Park events remains. It is the ability to meet face to face in a secure space to allow for honest dialogue, robust but friendly disagreement, and discovery of perhaps unexpected points of shared interest that is so important to building long term relationships and networks of influence.

Physical, secure, focused dialogue over a number of days has a value that is becoming ever more important in an age of a growing reliance on technology as a medium of engagement.

We know there is no return to an imagined golden past for Wilton Park. That is why we will continue to evolve: sharpening our focus on flexibility, security, communications and aligning with the UK's global priorities.

We were sorry to bid farewell to our Chief Executive Sharmila Nebhrajani last year as she took up the Chairmanship of the National Institute for Health and Care Excellence (NICE). Wilton Park was fortunate to have Colin Smith step in from the Foreign Commonwealth & Development Office (FCDO¹) as Interim Chief Executive. Colin provided stability, confidence and strong connectivity with government when it was most needed. This was a challenging period and I want to extend my thanks to him personally and to the FCDO for making this possible, as well as the Board and the Wilton Park Advisory Council for their unwavering support.

In January this year we appointed Tom Cargill as our new Chief Executive. He has a remarkable track record of foreign policy engagement, interaction with government, and familiarity with commercial and trade issues that will do much to help us deliver a revitalised Wilton Park.

In our 75th year, and as the world enters a new, dynamic and increasingly competitive era, the challenge of reshaping global rules and realigning shared interests and values is taking on an increasing urgency.

Wilton Park will continue to play a key role in shaping those vital global networks, from playing our part in preparing for the United Nations Climate Change Conference of the Parties (COP26), to giving shape to the conclusions of the Integrated Review.

**The Rt Hon Gisela Stuart,
Baroness Stuart of Edgbaston PC**
Chair

1. During 2020/21 Wilton Park was an Arm's Length Body of the Foreign, Commonwealth & Development Office (FCDO), previously The Foreign and Commonwealth Office (FCO). The FCO merged with the Department for International Development (DFID) on 2 September 2020 to create the FCDO. The FCDO is now the parent department for Wilton Park. All references in this 2020/21 Annual Report refer to the FCDO.



Chief Executive's foreword

Having known and loved Wilton Park back as far as 2005, I was very excited to be chosen to be Chief Executive. The reason has been typified by the incredible professionalism, endurance and ingenuity displayed by the team here over the past year. Significant credit for this must go to my predecessors, Shar and Colin, both of whom I have been fortunate enough to know and learn much from, as well as the oversight and support provided by our Chair Baroness Stuart, the Board and the Wilton Park Advisory Council. Significantly, help and support also came from staff at many levels across the Foreign, Commonwealth & Development Office who, at the same time as dealing with the pandemic AND a departmental merger, provided Wilton Park confidence and advice at a really challenging time for us. My thanks go to all of them. The FCDO also provided us with the additional financial support required to see Wilton Park through a period when COVID-19 curtailed our physical events and forced a move to completely virtual events, for which we are extremely grateful.

Yet it is the team at Wilton Park itself who must claim a lion's share of the credit. Staff at all levels and in every position adopted unprecedented flexibility and imagination to ensure our move to virtual events was smooth and our operational support continued in challenging circumstances.

As we cautiously look to a return to hosting face to face events, we aim to maintain and build on this flexibility. Indeed, it will be essential as we reinvent Wilton Park in its 75th year in order to meet the needs of a fast changing world over the next generation.

This reinvention takes the form of a new strategic vision, and an accompanying transformation programme to support it, consisting of ten

change programmes including the development of a new three year strategy and business plan, as well as reformed cultures, processes and organisational arrangements. When complete, this transformation will kickstart delivery of a Wilton Park 'fit for the future' ever more focused on shaping global networks to address common challenges.

The coming years will undoubtedly be challenging, with reduced global travel and limited budgets. Wilton Park will have to become ever more imaginative and entrepreneurial in such circumstances, identifying new ways to pursue dialogue and build the influential global networks of the future. However, I am ever more confident that the core strength of Wilton Park, the provision of a safe space for sustained face to face dialogue and focused relationship building, will actually increase in value and demand.

There is only so much that virtual engagement can do. The complex global challenges facing us demand the kind of united purpose and common action that can only be conjured from relationships given physical time and space to develop over a table, over a meal and over sustained conversation flowing around both the professional and personal. The discreet professionalism and adroit diplomacy required for maximising the value of such encounters is what Wilton Park at its best delivers more effectively than any other organisation I know. The UK is fortunate to possess such a rare capability, and regardless of the challenges and reforms ahead we will continue to ensure Wilton Park delivers this timeless service for both British and global benefit.

Tom Cargill
Chief Executive

Purpose and activities

WHO WE ARE

Wilton Park is the UK agency shaping global networks to address common challenges. We have been convening off the record international policy discussions for 75 years, and create neutral, safe spaces for action orientated debate on the pressing issues of our time, making the world a safer, fairer place.

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

THE WORK WE DO

Wilton Park is the UK's principal docking point between governmental and non-governmental actors on international issues. As a major soft power asset of the UK government, acting as a force for good, we bring the right people together in dialogue to tackle the most challenging policy issues of our time and shape the global agenda. Conversations unlock ideas, tap into potential and shape solutions.

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

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

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

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

- Global health
- Conflict prevention, resolution and state building
- Defence and security
- Human rights, good governance and faith
- Global economy
- Multilateral institutions, key countries and regions
- Sustainable development and the environment

You can read more about our impact on page 28. Some of our highlights include:

- Playing a leading role in the establishment of the Adaptation Without Borders Initiative, a new global partnership working to strengthen resilience to cross-border climate impacts. We plan to continue the collaboration by bringing this crucial work to the attention of negotiators and policymakers at COP26 and beyond.
- Our work on vaccine hesitancy has led to the launch of the CONVINCENCE Initiative: a global communication and education initiative to promote vaccine acceptance through employers.
- We are supporting a significant step towards defeating meningitis. A global roadmap to defeat meningitis by 2030, initiated through two Wilton Park dialogues, was endorsed by the World Health Assembly in November 2020.

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

HOW WE ARE STRUCTURED

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

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

OUR FUNDING

Operating costs to run our programmes are covered through a combination of core funding, Official Development Assistance (ODA) from the FCDO, other UK government department funding, other UK and overseas partner sponsorship, event charges and additional revenue generating activities. In 2020/21, Wilton Park received £3.4 million grant in aid to allow it to continue as a going concern due to the adverse effects of COVID-19.



Performance summary

In 2020/21, Wilton Park delivered a deficit of £3,517k (£192k deficit in 2019/20) of revenue over expenditure, excluding non-cash charges of £380k (£542k in 2019/20). This results in surplus as a percentage of income being -131% (-2.8% in 2019/20) and therefore not within the financial target of +3% to -1%. Income continued to be adversely affected as we started the 2020/21 financial year due to COVID-19. In July 2020, we obtained a letter of comfort from our sponsor department, the Foreign, Commonwealth & Development Office (FCDO) to cover a gap of £4.2 million in our finances for a period of twelve months to enable us to continue as a going concern. The grant in aid provided by the FCDO in 2020/21 was £3.4 million (£250k in 2019/20). We received another letter of comfort from the FCDO to cover an expected income gap of up to £1 million in 2021/22.

As the pandemic continued, the resulting prolonged national lockdowns created uncertainties. Face to face events at Wiston House were not allowed and staff were required to work from home, where possible, in line with government guidelines issued at the time. As a result, we expanded our ability and method of fostering virtual dialogue and ran all events during the year virtually. Income from virtual events is significantly lower and could not replace the income normally generated from face to face events.

As a condition of the letter of comfort, we were required to look at options of matching our overheads with the income generated, taking into account the longer-term impact of COVID-19. In response to this, we offered a Voluntary Exit Scheme (VES) to our colleagues at a cost of £432k (nil in 2019/20). Ten members of staff applied and were accepted for the VES giving an annual saving of £467k (nil in 2019/20).

The financial statements show net expenditure of £3,897k, (£734k in 2019/20) which includes non-cash items relating to depreciation, nominal costs and provisions of £380k (£542k in 2019/20).

Gross income reduced by £4,150k to £2,683k (£6,833k in 2019/20). This is mainly due to reduction in revenue from our customers by £2,801k to £1,621k (£4,422k in 2019/20), reduction in commercial revenue by £645k to £17k (£662k in 2019/20), and reduction in ODA funding by £700k to £544k (£1,244k in 2019/20).

We were allocated FCDO core funding of £500k (£500k in 2019/20) alongside ODA funding of up to £550k (£1,400k in 2019/20), which is ring fenced to spend in compliance with ODA regulations. The reduction in ODA funding was due to a reduction in our income and the government budget for ODA in general. We have been able to utilise £544k (£1,244k in 2019/20) of the ODA funding allocation for the year.

In 2020/21, we delivered 128 (76 in 2019/20) events at average net revenue of £13k (£54k in 2019/20). The lower average net revenue this year was due to the reduced income generated from virtual events compared to that generated by face to face events in 2019/20. Virtual events are shorter, generally lasting half a day, compared to face to face events which are generally for two nights.

We raised £1,621k (£4,422k in 2019/20) from other sources including FCDO discretionary funding and £17k (£662k in 2019/20) relating to our commercial events. Our strategy is to broaden our funding base by increasing our income from non-FCDO sources, ensuring less reliance on the ODA allocation in the future. ODA made up 20% of gross income in 2020/21 (18% in 2019/20). However, due to COVID-19 it was difficult to increase our funding from outside the FCDO during the year.

We received a £350k (£428k in 2019/20) capital budget from the FCDO which included a discretionary additional allocation of £50k for replacing our servers following a cyber incident. The actual capital expenditure for the year was £349k (£388k in 2019/20).

Details of the cyber incident can be found on this report under Key risks and issues on page 17. The FCDO Estates Directory is supporting us by funding the replacement of our security gates in 2021/22.

Funding from the FCDO is seen as an important measure of our active engagement with our sponsoring department. In 2020/21 the FCDO contributed £609k (£1,342k in 2019/20) of discretionary funding commissioning individual events (£1,342k in 2019/20), which is 37% (26% in 2019/20) of total discretionary income.



Key risks and issues

COVID-19

In 2020/21 Wilton Park continued to experience the severe impact of the COVID-19 pandemic. Throughout this period, management sought to mitigate this significant risk by diversifying the delivery of events to include a much greater proportion of virtual meetings and conferences.

The use of Wiston House was also significantly impacted as we were unable to host in-house events and meetings although we did use it to deliver virtual events which generated income during the lockdown. Consequently, we used the opportunity to carry out essential maintenance work and increase our capacity to provide more than one event at a time in Wiston House. Due to the uncertainty of the length of the pandemic restrictions and the second lockdown, we were not able to make plans for alternative uses of Wiston House. Therefore, revenues unavoidably fell well below plan as many face to face events were postponed, and although the number of virtual events were increased, they were unable to make up the revenue gap.

As financial support was successfully obtained from the FCDO in the form of a letter of comfort, Wilton Park was able to continue providing events throughout the year despite the revenue shortfall. The FCDO provided Wilton Park with a grant in aid to cover its deficit in 2020/21. Wilton Park has received another letter of comfort from the FCDO confirming financial support of up to £1m to cover the income gap we are expecting in 2021/22.

GOING CONCERN

This remains a key risk for 2021/22 as the effect of COVID-19 continues to impact the scope of business undertaken. International travel remains a challenge and the wider economy has still to return to any sense of normality.

We remain heavily dependent on discretionary funding for the majority of our revenue which is provided by government bodies both within the UK and overseas. The successful merger during the year of the Foreign and Commonwealth Office (FCO) with the Department for International Development (DFID) will allow the realisation of efficiencies and cost savings, and some impact from this merger may be seen in the increased level of financial support received by Wilton Park.

All of these financial dependencies continue to be further mitigated by our actions to grow additional sources of income and financial support from commercial sources of policy event sponsorships and the use of Wiston House for corporate activities, in addition to Wilton Park events.

The pandemic has provided a real life test of Business Continuity plans and the successful implementation of these plans has allowed the majority of colleagues to effectively work from home.

Management's assessment of going concern is referenced on page 19.

OFFICIAL DEVELOPMENT ASSISTANCE (ODA)

Official Development Assistance (ODA) is a material source of funding alongside funding from other UK government departments. However, ODA is unpredictable as a source of income. This risk of over reliance is being mitigated by engaging with new partners and by expanding work into new themes that do not involve work supported by ODA. These include funding from nuclear non-proliferation and cyber security projects.

CYBER SECURITY

In November 2020, a cyber security incident was identified in which unauthorised access had been gained remotely to Wilton Park's IT systems. Working closely with the Foreign, Commonwealth & Development Office (FCDO) and National Cyber Security Centre (NCSC), Wilton Park appointed a government approved critical incident response team to investigate the incident who confirmed access had occurred since November 2014. The Data Protection Team at FCDO, in line with its responsibilities and obligations under the General Data Protection Regulation (GDPR) and Data Protection Act (DPA) 2018, notified the Information Commissioner's Office (ICO) and Wilton Park worked swiftly to contact individuals and businesses who may have been affected. No evidence has been found that data was taken.

In response to the above issue, Wilton Park reviewed its IT systems with the support of an external firm. We have put in place a programme of specialist work to strengthen defence and ensure that vulnerability to future cyber incidents is minimised.

The Wilton Park Board recognises that, due to the nature of Wilton Park's work, there is higher than normal risk of attracting cyber-attacks; however, following the completion of the above review and program of work the Board believes this risk to be appropriately mitigated.



Performance analysis

FINANCIAL PLANNING

The Wilton Park Senior Management Team (SMT) prepares an annual financial plan where income is forecast for both Wilton Park events and commercial revenue. Cost relating to that income is forecast using the resourcing models in place. Risks to the forecast are also identified and reported on during this process. The financial plan is reforecast in June, September and January. The reforecasts are prepared using latest forecasts of income and costs and ensure that we achieve the target set of +3% to -1% income over expenditure. Due to the uncertainty created by the pandemic, three different financial plan scenarios were prepared to illustrate a best case, medium case and worst-case financial plan for 2021/22. The medium case and worst-case scenarios show deficits of £674k and £1.4m respectively. Therefore, the target will not be met and financial support from the FCDO will be required.

MONTHLY MANAGEMENT ACCOUNTS AND BOARD PAPERS

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

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

BALANCED SCORECARD

We have developed a balanced scorecard which includes both financial and non-financial targets. It is prepared every month and distributed to the SMT, the Audit and Risk Assurance Committee (ARAC) and members of the Board. The balanced scorecard measures financial outcomes such as revenue and costs as well as non-financial outcomes such as number of events delivered, number of full-time equivalent staff, staff sickness, staff satisfaction survey, Wiston House occupancy rate and Wilton Park

conferences impact. The measures on the balanced scorecard have been selected to ensure that the SMT, ARAC and Board members are able to gauge performance effectively by reference to a relatively small number of targets.

MONITORING AND EVALUATION

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;
- 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.

Non-Executive Director (NED) Andy Townend co-chairs an internal Monitoring and Evaluation (M&E) subcommittee alongside the Impact and Evidence Manager. The subcommittee benefits from the expert guidance of Rob van den Berg, Visiting Professor at King's College, London who is also a Wilton Park Advisory Council member.

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 had a major impact on our ability to deliver events. The global lockdown and restrictions on international travel meant we were unable to deliver any face to face events this year. In these extraordinary circumstances, the FCDO provided a grant in aid to cover our deficit of income over expenditure in 2020/21, enabling Wilton Park to continue on a going concern basis.

With lockdown restrictions anticipated to be lifted in July 2021, we hope to resume face to face events after this date. However, we do not expect to achieve a pre-COVID level of income as social distancing rules may apply which could limit the number of event participants. Restrictions on international travel from participants' countries may also still apply after this date. We plan to continue delivering virtual events and build our expertise to deliver hybrid events with a combination of virtual and face to face participants to overcome these restrictions.

We had prepared a financial plan for 2021/22 with three different scenarios, a best case, medium case and worst case and expect a deficit ranging from £1.4m to £60k. Our ODA allocation was confirmed as £1.4m in May 2021. We have since updated our forecast and expect a deficit of £1m. Wilton Park has received another letter of comfort from the FCDO confirming financial support to cover the income gap of up to £1m we are expecting in 2021/22.

Wilton Park has to comply with conditions stipulated in the letter of comfort. This includes providing the FCDO with timely financial updates, controlling costs and updating the FCDO of any significant changes.

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

We hope the vaccination programme will be a success in the UK and around the world and expect to generate sufficient income in 2022/23. We do not expect further financial support from the FCDO after this financial year.

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 Wiston House brand ensures that Wiston House is used efficiently and effectively and helps subsidise Wilton Park events. However, due to COVID-19, commercial income this year was significantly low at £17k (£662k in 2019/20).

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 2020/21, this target was not met with the delivery of a -131% (-2.8% in 2019/20) deficit. Due to COVID-19 and the various restrictions during the year, the actual performance was greatly below target.

	2019/20 £000	2020/21 £000	Reference
Net operating expenditure	(3,897)	(734)	Statement of Comprehensive Net Expenditure
Add back non-cash costs	380	542	Note 3
Cash based deficit	(3,517)	(192)	

INCOME FROM OTHER FUNDERS AND SUPPORT FROM THE FCDO

	2019/20 £000	2020/21 £000	2019/20 £000
FCDO discretionary income	609	1,342	1,036
Wilton Park other funders	1,012	3,080	2,787
Commercial income	17	662	891
Total discretionary income	1,638	5,084	4,714
FCDO as percentage of total discretionary income	37%	26%	22%
ODA	544	1,244	1,400
Core allocation	500	500	500
Total FCDO allocation	1,044	1,744	1,900
Total income	2,682	6,828	6,614

In addition to the funding noted above,, the FCDO had allocated Wilton Park a capital budget of up to £350k (£428k in 2019/20). The FCDO accounts can be found on the FCDO's website:

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

CREDITOR PAYMENT

Our policy is to pay our creditors within 30 days from the invoice date or receipt of the month end statement, or within otherwise agreed trading terms. The average number of days taken to pay suppliers was 17 (9 in 2019/20).

COMMERCIAL ACTIVITIES

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

During 2020/21, income from Wiston House commercial activities was £17k (£662k in 2019/20). This income was generated from one (44 in 2019/20) commercial function and three (nil in 2019/20) cancellation fees. The reduction in income generated by commercial activities was due to the COVID-19 restrictions imposed by the government. Many pre booked functions had to be cancelled and their deposits returned.

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.



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.

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

EVENT DATA

In the financial year 2020/21, we brought together 4,780 participants at 128 virtual events.

Financial year	Total number of participants	Number of events	Average participants per event
2020/21	4,780	128	37
2019/20	3,165	76	42
2018/19	3,218	68	47
2017/18	3,234	60	54
2016/17	2,789	62	45

The number of events and participants increased significantly due to changes in the way events were run in response to the COVID-19 pandemic. We delivered more, but shorter, virtual events.

Most events focused on sustainable development and the environment, which reflects Wilton Park's increased contribution to climate-related work ahead of the UN Climate Change Conference (COP26) in November 2021.

EVENTS BY POLICY THEME

40

Sustainable development and the environment

28

Defence and security

18

Global health

16

Conflict prevention, resolution and state building

13

Multilateral institutions, key countries and regions

7

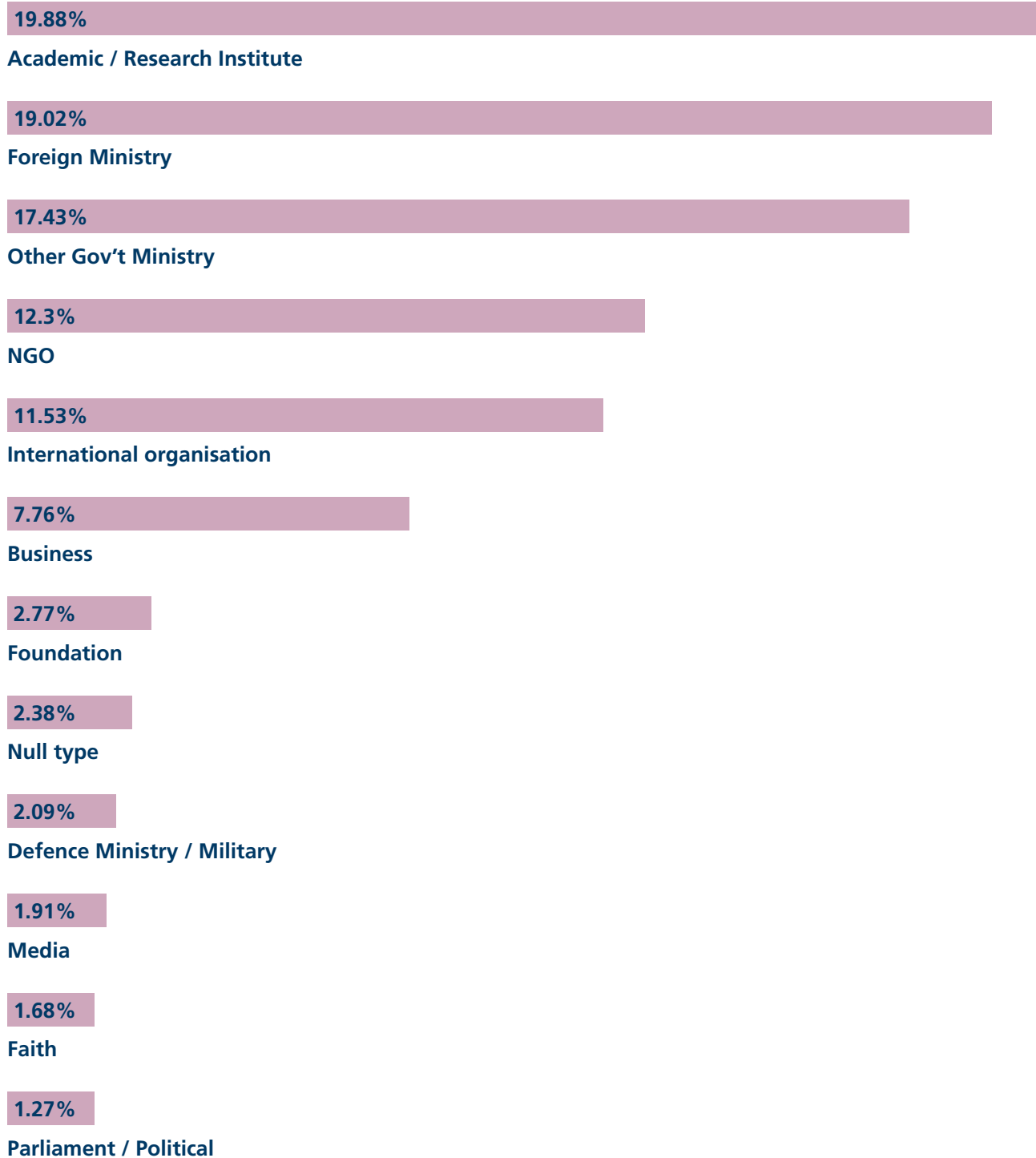
Human rights, good governance & faith

6

Global economy

PARTICIPANT DATA

Most participants came from academic or research institutes, foreign ministries or other government ministries, which is consistent with previous years. We registered participants from 170 countries. 45% of the participants were female and the average age of all participants was 47 years old.



PARTICIPATION BY GENDER

There was an increase in female participation in the financial year 2020/21. We continue to work towards our aim of equal representation.

Financial year	Total number of female participants	Percentage of participants
2020/21	1,954	45%
2019/20	1,301	41%
2018/19	1,326	41%
2017/18	1,323	41%
2016/17	1,043	37%

PARTICIPATION BY AGE

Participants' ages ranged from 20 to 89 years old, with an average age of 47 years old, which is indicative of our goal of bringing together the broadest possible voices through a diversity of experience.

Year	Average age of participants
2020/21	47
2019/20	45
2018/19	45
2017/18	46
2016/17	46
2015/16	47

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 a virtual model. Therefore, survey data for 2020/21 differs from previous financial years. The main challenges presented were the decrease in response rates as we were unable to issue surveys in-session and the increase in the number of sessions, making the previous M&E system unsustainable. To address this, we conducted shorter polls from March 2020 - January 2021 at the end of virtual events to capture a higher response rate and quantitative data on performance (next page).

POLL RESULTS (MARCH 2020 – JANUARY 2021) 8 = excellent, 1 = very poor**How was the overall event?**

	8	7	6	5	4	3	2	1
Average score	46%	31%	17%	6%	0%	0%	0%	0%

How interesting did you find the conversations?

	8	7	6	5	4	3	2	1
Average score	47%	33%	14%	5%	1%	0%	0%	0%

How does a Wilton Park Zoom meeting compare to other virtual events you have attended?

	Better	About the same	Not as good
Average score	70%	27%	3%

However, this methodology lacked qualitative responses. We therefore introduced post-event feedback interviews with a small number of participants, which provided useful insights for internal learning and from February 2021, we re-established the post-event survey, with new questions to reflect our changing priorities and model. Although this still yields a lower response rate than previous years, we can gain valuable qualitative and quantitative feedback. Participants were also asked a series of open-ended questions:

- What worked well? What could have been better?
- What impact did the event have on your work?
- Who do you think needs to be invited to future events on this topic?
- What do you think we need to discuss in future events on this topic?

POST-EVENT SURVEY RESULTS (FEBRUARY – MARCH 2021) Average event score: 8/10

	Did the event meet its objectives?	Did you feel comfortable to share your thoughts and perspectives in the meeting?	Did you feel that you met participants at Wilton Park that you would be unlikely to meet elsewhere?
Yes	69%	84%	89%
To some extent	27%	14%	0%
No	4%	2%	11%

Testimonials

“It was simply both stimulating and, in practical terms, in relation to my work, useful. Many on-line meetings with similar participation have not been - something about the participants, and the care taken in their selection + the organisation and chairing of the meeting worked very well, and not just for me as I heard from several of the other participants bilaterally that they also had found it useful”.

“In times of corona it is hard to meet or engage in the usual conferences around themes like this. Wilton Park created a platform for sharing thought which is very positive.”

“The calibre of the Wilton Park event continues to be superbly well managed and executed. The team’s ability to adapt to virtual was really well done.”

“It was thoroughly enjoyable experience - I have been attending many webinars and virtual meetings, and this one was probably one of the best organised sessions I participated in.”

“The content, chairing, organisation and choreography were excellent. [Participant] mentioned that this is definitely one of the best events she has ever attended (and she has attended many events in her career...).”



The Hon. Alice Walpole OBE
Former UN Assistant Secretary General, United Nations Assistance Mission for Iraq (UNAMI)

“I have been participating in conferences at Wilton Park for more than 35 years and every one of those conferences has given me fresh insight and a better understanding of the major issues facing our world. Whether that is through plenary discussion, structured plenary discussion, or informal conversation over the lunch table. I think the key to Wilton Park’s success is its outstanding participants. You always know there’s going to be a really special guest list.”



Simon Anholt
Founder, The Good Country Index

“Wilton Park has filled my head with new ideas. It’s filled my heart with warmth and international understanding and it’s filled my address book. Over the years, a really significant proportion of my international network of the people that I trust, the people that I have the best conversations with, are people who I’ve met through Wilton Park. And as a consequence of that, it’s been a really, really important part of my professional life over the years. Long may it continue.”



Wilton Park activities 2020/21

OVERVIEW

Wilton Park tackles the most challenging policy issues of our time and helps foster and enable the creation and strengthening of networks.

We delivered 128 events in 2020/21, all of which were held virtually in the wake of the COVID-19 pandemic. 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 challenge of responding to coronavirus (COVID-19) resulted in us developing and deploying expanded capability of fostering virtual dialogue, to the extent that all our events during the year were run virtually. We were 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 have been working this year to consolidate our communication tools in readiness for initiating 'hybrid' events where a body of the participants will be co-located in one place (primarily Wiston House) with others joining virtually. Our aim is to be able to offer events across the three main types – virtual, hybrid and fully in-person.

We explored options for different modes of partnering with other organisations. Two examples of this were partnering with RUSI on a series of dialogues under the title 'The Future of AI' which resulted in a joint submission to the National Data Strategy Consultation from RUSI and Wilton Park; and with Cityforum on a series on building capacity to recover from catastrophic events.

We also began exploration of a collaborative venture with three other organisations – Sunnylands in California, Rockefeller Institute in New York and Ditchley Park in Oxfordshire - on the theme of Revitalising Democracy, with each organisation convening an individual event as part of a series.

We became 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 are developing a dialogue on Trusted Research.

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-Nordic Collaboration series', in partnership with the British High Commission in Stockholm, featuring three individual dialogues on the subjects of 'Green Recovery', 'Foreign Direct Investment and Youth: The Future of Work' as well as the series on vaccine literacy.

We focused on increasing our overseas footprint with discussions on creating a Wilton Park presence in Indonesia, Kenya and India. With regard to the latter, we compiled a portfolio of themes and concepts for development with the British High Commission in New Delhi, the first of which, 'UK-India: Towards a Digital Future' is in planning for delivery in summer 2021.

We also expanded our work on climate change, including in support of the UN Climate Change Conference (COP26), and this will form a significant proportion of our portfolio for the first half of 2020/21, with COP26 rescheduled for November 2021.

FCDO STRATEGIC OBJECTIVES

FCDO strategic objectives (Foreign Policy Priority Outcomes (FPPOs)) for 2020/21 were not established before the publication of the government's Integrated Review of Security, Defence, Development and Foreign Policy: Global Britain in a Competitive Age on 16 March 2021.

Consequently, we are unable to report against FPPOs for 2020/21. Our key areas of focus for the year were: The 2021 United Nations Climate Change Conference (COP26)/climate change, COVID-19 responses, the Integrated Review, global health, international trade, the UK G7 Presidency and human rights.

OFFICIAL DEVELOPMENT ASSISTANCE

We used our Official Development Assistance (ODA) funding to support 29 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 43%, Conflict prevention and resolution 25%, global economy/health 19%, human rights 8% and multilateralism 5%.

THEMATIC FOCUS

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

THE INTEGRATED REVIEW 2021

We have been closely involved with the Integrated Review (IR) from the very early stages as the IR's drafters sought to engage government and non-government experts and stakeholders. Our engagement was referenced in the report itself:

"...we have worked with the Cabinet Office to deliver six in-depth dialogues through Wilton Park, bringing together domestic and international subject-matter experts from international politics, academia, business, civil society and youth groups".

- James Cleverly, Minister of State, Foreign, Commonwealth & Development Office cited our work in the House of Commons, 19 October 2020

We worked in partnership with the Cabinet Office and designed sessions to help shape the thinking and challenge the assumptions of the IR, engaging 168 participants from 23 countries. The themes figure prominently in the published Review: the tilt towards a stronger presence in the Indo-Pacific, a strategic approach to development following the FCO/DFID merger, how to support open societies and economies, the UK's role as a great science power, and the nature of 21st century resilience.

A Wilton Park youth event in which a selected group of 24 young leaders, stakeholders and experts from 14 countries brought ideas, fresh perspectives and insights to the discussions around the IR. And we convened a session with the government's cross-departmental Counter-Proliferation and Arms Control Centre on how to address the proliferation challenges of emerging technology.

On behalf of the UK government and other partners, we continue to deliver online events across the issues set out in the Review, and across our four core themes of Development, Diplomacy, Trade and Security. This will form the basis of proposals in 2021/22 on how Wilton Park might support and add value to priority areas highlighted in the Review.



SUSTAINABLE DEVELOPMENT AND THE ENVIRONMENT

With the UK due to host the United Nations Climate Change Conference (COP26) in Glasgow in November 2020 Wilton Park was ready to play a crucial role, having convened international dialogues on climate action for over 20 years. Throughout the year, and following the postponement of COP26 to 2021, we convened 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 those years have put us in a unique position 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. This ensures a broad spectrum of voices are heard in realising the objectives of the Paris Agreement. Just over 30% of our events fell into this category, making it our largest theme in 2020/21.

In support of an inclusive and ambitious COP26, we started the year by convening the 'Placencia Ambition Forum' on behalf of the Alliance of Small Island States (AOSIS), the 'Thimphu Ambition Summit' on behalf of the Least Developed Countries (LDC) group, and hosted the 'Climate and Development Ministerial' on behalf of the FCDO at the end of the year.

During the year we ran a programme of four thought-leadership discussions about transforming the financing of global public goods. During this, we focused on how to transform international public finance and investment in the aftermath of COVID-19 to meet the global challenges of the 21st century including climate change and meet the United Nation's Sustainable Development Goals (SDGs). This series built on the growing consensus that a new and updated conceptual framework

beyond the theory of 'aid' is required, and support was expressed for the concept of Global Public Investment (GPI). Wilton Park worked in partnership with Joep Lange Institute, United Nations University, OECD Development Centre, Development Initiatives, and Equal International.

In addition, Wilton Park convened two virtual dialogues on maximising the impact of UK Development Diplomacy following the merger of the Foreign and Commonwealth Office (FCO) and Department for International Development (DFID).

We have worked with a range of partners in support of climate friendly global COVID recovery. We started an ambitious dialogue series alongside the Holy See, bringing together senior faith leaders and leading climate scientists. We worked with the Colombian Government to explore UK-Colombian partnership in support of a sustainable economic recovery from COVID-19. And we partnered with the British High Commission in Stockholm to collaborate with Nordic partners from Sweden, Norway, Finland, Denmark and Iceland on post-COVID recovery.

We also focused on security and defence-related climate risks, partnering with the Adelphi Institute to contribute to the series of dialogues on 'Climate Security in 3D'. The series explored how the defence and security community can complement diplomatic and development approaches to climate security.

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 Resilient 40 group of youth leaders building climate resilience in Africa, as well as supporting the development of the Risk-informed Early Action Partnership's (REAP) Framework for Action.

We hosted the launch of the COP26 campaign on Forests, Agriculture and Commodity Trade (FACT), working to build sustainable supply chains and reduce deforestation, as well as a two-day dialogue to explore ways to rebuild ecosystems in Nigeria.

In support of an accelerated transition from fossil fuels to clean energy, we are hosting and facilitating the meetings of the Energy Transition Council, a major COP26 initiative offering support to transform the power sector in key countries. We are also convening the global meetings of the COP26 Zero Emission Vehicles Council and hosted a major summit on behalf of the UK- and Canadian-led Powering Past Coal Alliance. We are supporting diplomatic initiatives exploring alternatives to coal finance, such as energy investments under China's Belt and Road Initiative.

And with the FCDO and the Department for Environment, Food and Rural Affairs (DEFRA), we hosted a meeting on Illegal Wildlife Trade focused on reducing consumer demand for products stemming from illegal wildlife trade (IWT). The meeting was opened by The Rt Hon Lord Zac Goldsmith, Minister for Pacific and the Environment, and built on previous IWT meetings at Wilton Park to shape the UK's IWT strategy.

OUR IMPACT

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

Our dialogue on transboundary climate risks paved the way for the formation of Adaptation Without Borders, a new global partnership working to strengthen resilience to these cross-border impacts. We plan to continue the collaboration by bringing this crucial work to the attention of negotiators and policymakers at COP26 and beyond.

To support the crucial work on nature-based solutions, and to link climate action with action on biodiversity loss, we hosted 'One Earth One Future', a day-long event convened by the UK in conjunction with the Government of Italy, the UK's partners as convenors of COP26. The event made a significant contribution to building ambition around the COP26 campaigns of Nature, Adaptation and Resilience and Finance.

"Wilton Park is a critical interlocutor in the drive to raise collective climate ambition on the road to COP26 and beyond. It plays an important role in catalysing and convening conversations on climate change, on both established issues as well as topics – such as transboundary climate risk – at the vanguard of climate risk management and adaptation governance."

- Katy Harris, Senior Expert,
Stockholm Environment Institute





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.

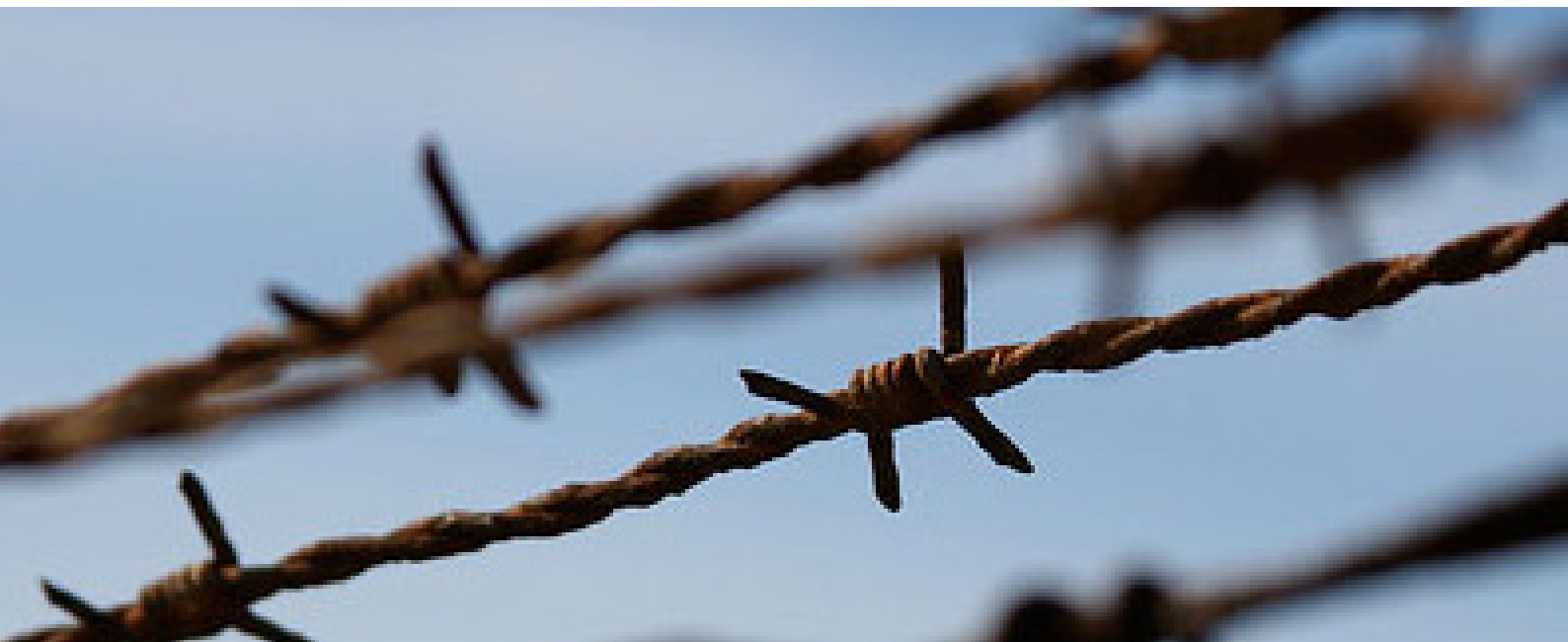
We hosted 'Responsible Data Sharing with Donors: Accountability, Transparency and Data Protection in Principled Humanitarian Action' with the Government of Switzerland, United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA) and The International Committee of the Red Cross (ICRC). This formed part of their recently launched 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.

OUR IMPACT

Our work this year included an examination of how mixedness, the increasing number of people whose parents come from different backgrounds be it racial, ethnic, national or religious, can inform public policy making and strengthen civic structures. Discussions focused on the potential for mixedness to provide a new focus for understanding global challenges of identity, conflict, peace and reconciliation and proposals include plans for a series of virtual meetings covering different mixedness sub themes.

'Responsible data sharing with donors' identified gaps that will inform the drafting of commonly agreed principles or guidelines that will be presented at the United Nations' World Data Forum in October 2021. These principles or guidelines will complement existing guidance and contribute to further collective action in this area.

We addressed the disproportionate impact of COVID-19 on minority ethnic communities by connecting with regional and community stakeholders to deepen understanding about the kind of support needed in, and suggest strategies and solutions to achieve, equitable health care. The dialogue resulted in recommendations for national governments, faith and community organisations, and healthcare institutions.





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 very diverse range of international security issues. Our work includes rapidly-evolving threats such 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 hosted 'Insights into Organised Crime and Migration in the Central Mediterranean' with the British High Commission in Malta for which we brought together policy makers, law enforcement officers and legal practitioners to discuss ways in which to enhance national and international efforts in response to concerns about organised crime and migration.

Wilton Park supported the FCDO through 2020 by convening a series of dialogues on the sustainable use of space. Engagement at Wilton Park contributed to the success of the UK resolution on Reducing Space Threats through Norms, Rules and Principles of Responsible Behaviours being passed in the UN General Assembly First Committee. We are developing this work further with future meetings on the responsible use of space.

OUR IMPACT

To pre-empt and respond to security and defence-related climate risks, we have partnered with the Adelphi Institute to convene a series of dialogues exploring how the defence and security community can complement diplomatic and development approaches to climate security. Our work on tackling climate security produced a blueprint for increasing collaboration across diplomacy, development and defence.





CONFLICT PREVENTION, RESOLUTION AND STATEBUILDING

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.

Many events focused on diplomacy. Our 'Development Diplomacy' series discussed how the UK's development and diplomatic skills, capabilities and partnerships can be better integrated and deployed, impacting poverty reduction, the Sustainable Development Goals (SDGs), and the UK's soft power and influence across the full range of UK national interests.

OUR IMPACT

'The Elders in conversation on women in mediation in the Arab world' brought together experienced mediators, experts, peacebuilders and national and multilateral officials to promote women's meaningful participation as mediators in peace processes in the Arab world. High profile actors, including Lakhdar Brahimi, Ban Ki-Moon, Graça Machel, Ellen Johnson Sirleaf and Her Royal Highness The Countess of Wessex, attracted high social media engagement and established recommendations for the UN Secretary General, his specially appointed high-level mediators and the Secretary General of the League of Arab States.

With the UK government's commitment to protecting cultural heritage highlighted in the Integrated Review, we hosted a series of dialogues on the role that Cultural Heritage Protection (CHP) can play in supporting development and diplomacy. Outcomes were shared across UK government departments to inform evolving strategy on CHP and to promote new co-operation among states, multilaterals and NGOs on CHP practice post-COVID.





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.

The 'Future of International Diplomacy in a Digital Sphere' was a two-part series with the Norwegian Ministry of Foreign Affairs, engaging senior diplomats and top public diplomacy experts in a dynamic and topical discussion reflecting on the challenges and opportunities posed by the digitalisation of diplomacy that has been accelerated by the COVID-19 pandemic.

Using the opportunities brought by virtual discussions and lockdowns in Germany and in the UK we convened five evening conversations bringing alumni of the British German Forum, Young Konigswinter and other interested participants. We debated key topics that will shape the UK-German relationship following the UK's departure from the EU, including, 'Greening the post-COVID economic recovery'; 'Time for a reset' and 'Germany in a post-Merkel era'.

OUR IMPACT

Our dialogue on 'Meeting the ASEAN skills challenge' provided a timely opportunity for ASEAN member states and UK education providers, businesses and government representatives to share ideas and examples of how to 'build back better post-COVID'. It enabled the Department of International Trade (DIT) to engage with new and existing partners in Ministries across the region, and with ASEAN Secretariat.

This partnership with ASEAN member states is a key priority for the FCDO and DIT. It aligns closely with the FCDO's priority on the Indo-Pacific Tilt, supporting the UK's application for Dialogue Partner status within ASEAN and is a priority for the Foreign Secretary.





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.

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.

OUR IMPACT

Wilton Park partnered with the FCDO and the African Union Youth Envoy to produce the series 'Putting African Youth at the centre of COVID-19 recovery'. The series focused on the themes of education, employment and entrepreneurship, and empowerment and resulted in an Africa Youth-led policy paper. The paper is an expression of youth demands on the areas of job security, food security, gender justice, digital transformation, restructuring education systems, silencing guns, healthcare reform and youth in public service. It details eight clear recommendations for a more inclusive COVID-19 recovery in Africa.





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.

OUR IMPACT

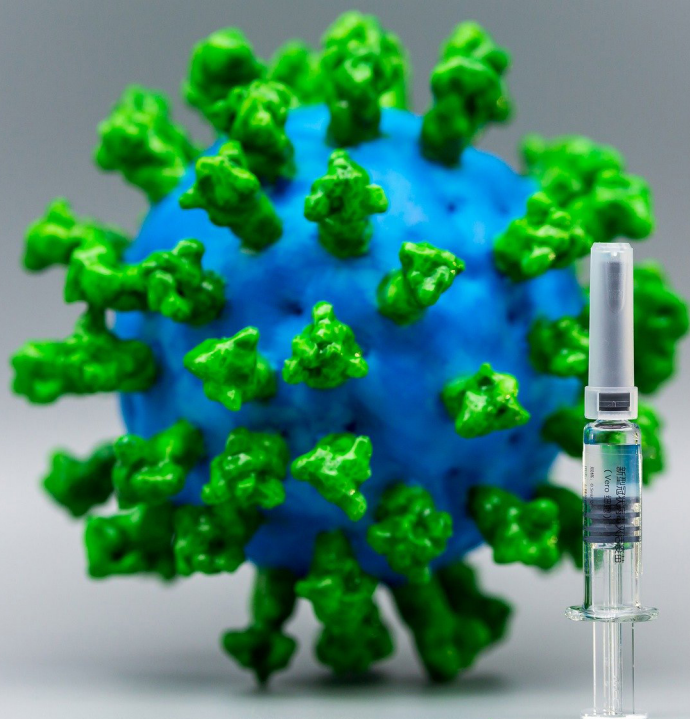
Our work on vaccine confidence has led to the establishment of the CONVINCe Initiative: a global engagement, communication and education initiative to promote vaccine acceptance through taking a 'whole of society' approach. Further dialogues propose to continue to explore vaccine equity, future preparedness and proposals for health passports.

In support of climate friendly global COVID recovery, we are convening a series of dialogues with E3G, an independent European climate change think tank and the Institute for Public Policy Research (IPPR) to explore 'diplomatic

pathways for a post-COVID shift in economic paradigms'. We are applying this approach to specific local contexts via a series of bilateral initiatives, including a collaboration with the Colombian Government to explore UK-Colombian partnership in support of a sustainable economic recovery from COVID-19 and a collaboration with Nordic partners on post-COVID recovery.

A dialogue on financing 'equitable access to vaccines for the African continent', through an African-led 'whole of Africa' approach included both co-chairs of the ACT-A Facilitation Council. The Council provides high-level political leadership and enabling advice to facilitate the work of the COVID-19 Tools (ACT) Accelerator. Key outcomes from the discussion were considered in the 5th ACT-A Facilitation Council meeting.

Wilton Park is supporting a significant step towards defeating meningitis. A global roadmap to defeat meningitis by 2030, initiated through two Wilton Park dialogues, was endorsed by the World Health Assembly in November 2020.



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

A summary list of all online events in 2020/21 can be found in the Schedule of Events section following this page.

Schedule of events

Event Name	Date	Location	Policy Theme
Placencia Ambition Forum (virtual) with Belize Government and AOSIS	April 2020	Virtual	Sustainable development and the environment
British German alumni: staying connected in 2020	April 2020	Virtual	Multilateral institutions, key countries and regions
The future of aid: towards global public investment?	April 2020	Virtual	Global health
Mixedness	May 2020	Virtual	Human rights, good governance and faith
From COVID-19 to climate change: transformational evaluations for global crises	June 2020	Virtual	Sustainable development and the environment
British-German Alumni: Staying connected in 2020 V2 International relations in a changed world	June 2020	Virtual	Multilateral institutions, key countries and regions
Operating in space: current multilateral policy issues and challenges (Africa)	July 2020	Virtual	Defence and security
Setting the principles to underpin public investment for global 'commons' in a post-COVID world	July 2020	Virtual	Global health
Vaccine literacy: immunisation training for community-based health workers and immunisation professionals	July 2020	Virtual	Global health
IR -The UK's security role in the world to 2030: balancing the Euro-Atlantic and a tilt to Indo-Pacific	August 2020	Virtual	Defence and security
BRI investment in the energy sector: framing sustainable policy solutions for the post-COVID world	September 2020	Virtual	Sustainable development and the environment
Reducing the harmful consumption of alcohol in the time of COVID-19 (Day 2)	September 2020	Virtual	Sustainable development and the environment
Resilient 40 (1790 V2 (Sept summit)	September 2020	Virtual	Sustainable development and the environment
The future of international diplomacy in the digital sphere	September 2020	Virtual	Multilateral institutions, key countries and regions
Responsible Data Sharing with Donors: Accountability, Transparency and Data Protection in Principled Humanitarian Action	September 2020	Virtual	Human rights, good governance and faith

Event Name	Date	Location	Policy Theme
Talking about food: security, solutions and systems (R40 virtual summit)	September 2020	Virtual	Sustainable development and the environment
The Elders in conversation on women in mediation in the Arab world	October 2020	Virtual	Conflict prevention, resolution and state building
Visioning the future: governance pathways to better health futures	October 2020	Virtual	Global health
Diplomatic pathways for an economic paradigm shift post-COVID	October 2020	Virtual	Global health
The UN we need for the future we want	October 2020	Virtual	Multilateral institutions, key countries and regions
Meeting the ASEAN skills challenge: How can government, education providers and employers provide skills for the 21st Century?	November 2020	Virtual	Multilateral institutions, key countries and regions
Cyber Security series: Building Capacity to Recover from Catastrophic Events	November 2020	Virtual	Defence and security
Future of aid - New models of governance for global development finance: principles, pitfalls, and potential	November 2020	Virtual	Sustainable development and the environment
Putting African Youth at the Centre of COVID-19 Recovery: Education	November 2020	Virtual	Global economy
Putting African Youth at the Centre of COVID-19 Recovery: Employment and Entrepreneurship	November 2020	Virtual	Global economy
Putting African Youth at the Centre of COVID-19 Recovery: Empowerment	November 2020	Virtual	Global economy
Addressing the disproportionate impact of COVID-19 on minority ethnic communities	November 2020	Virtual	Human rights, good governance and faith
Non-alcoholic Fatty Liver Disease (NAFLD) and Non-alcoholic steatohepatitis (NASH): The silent epidemic	December 2020	Virtual	Global health
UK-Nordic collaboration on post-COVID recovery: the impact of COVID-19 on Foreign Direct Investment (FDI) and supply chains	December 2020	Virtual	Sustainable development and the environment
2020 Meeting of the Commonwealth Cadre of CVE Experts	December 2020	Virtual	Defence and security
Cyber Security series: Building Capacity to Recover from Catastrophic Events	December 2020	Virtual	Defence and security

Event Name	Date	Location	Policy Theme
LDC Summit: Thimphu Ambition Summit	December 2020	Virtual	Sustainable development and the environment
UK-Nordic collaboration on post-COVID recovery: greening future development and economic recovery post-COVID	December 2020	Virtual	Sustainable development and the environment
Insights into Organised Crime and Migration in the Central Mediterranean	December 2020	Virtual	Defence and security
British-German alumni conversations	January 2021	Virtual	Conflict prevention, resolution and state building
Cyber Security series: Building Capacity to Recover from Catastrophic Events	January 2021	Virtual	Defence and security
Online Harms - Meeting 3, Impact on Business	February 2021	Virtual	Human rights, good governance and faith
Faith and Science: Towards COP26	February 2021	Virtual	Sustainable development and the environment
UK-Nordic collaboration on post-COVID recovery: creating a youth network of future leaders to develop and promote a post- COVID-19 response	February 2021	Virtual	Sustainable development and the environment
International Leaders Programme: Alumni Meeting Climate Change	February 2021	Virtual	Multilateral institutions, key countries and regions
Pace of Diplomacy	February 2021	Virtual	Conflict prevention, resolution and state building
One Earth One Future	February 2021	Virtual	Sustainable development and the environment
Nature Based Solutions to the Climate Emergency: Day 1	February 2021	Virtual	Sustainable development and the environment
Health Futures Commission: Youth Dialogue	February 2021	Virtual	Human rights, good governance and faith
Nature Based Solutions to the Climate Emergency: Day 2	February 2021	Virtual	Sustainable development and the environment
Building an Action Community for Malaria and Gender Advocacy	February 2021	Virtual	Sustainable development and the environment
Faith and Science: Towards COP26	February 2021	Virtual	Sustainable development and the environment

Event Name	Date	Location	Policy Theme
C19 Vaccine preparedness-effective communication: South East Asia	March 2021	Virtual	Global economy
PPCA Summit	March 2021	Virtual	Sustainable development and the environment
Cyber Security series: Building Capacity to Recover from Catastrophic Events	March 2021	Virtual	Defence and security
Energy Transition Council - Africa dialogue	March 2021	Virtual	Sustainable development and the environment
British-German alumni conversations	March 2021	Virtual	Multilateral institutions, key countries and regions
Post 2020 Wildlife Trade: current challenges and opportunities for demand reduction	March 2021	Virtual	Sustainable development and the environment
Energy Transition Council - Asia dialogue	March 2021	Virtual	Sustainable development and the environment
Cultural Heritage Protection, Development and Diplomacy: International Approaches	March 2021	Virtual	Conflict prevention, resolution and state building
Colombia and the United Kingdom ahead of COP26: partnering to build back better	March 2021	Virtual	Sustainable development and the environment
Faith and Science: Towards COP26	March 2021	Virtual	Sustainable development and the environment
The adelphi and Wilton Park Climate Security in 3D series of dialogues: Tackling Climate Security Across Diplomacy, Development and Defence	March 2021	Virtual	Defence and security
Maximising the impact of UK development diplomacy: tools, capabilities and partnerships	March 2021	Virtual	Multilateral institutions, key countries and regions
Climate and Development Ministerial	March 2021	Virtual	Sustainable development and the environment

Wilton Park convened 128 events in 2020/21, 67 of which were closed or offline, so are not listed above. Closed or offline events are those which were by invitation only or where participants, partners and/or themes require extra sensitivity; meaning the title and details are not made publicly available. 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 2020/21. 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 Communication 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 (DCMS)
- Department for International Trade
- Government Communications Headquarters (GCHQ)
- Ministry of Defence
- Prosperity Fund
- National Crime Agency

Other UK organisations

- Bridge International Dialogue
- Centre for Data Ethics and Innovation (CDEI)
- Development Initiatives
- Malaria No More UK
- The Sir Heinz Koeppler Trust

Foundations

- Botnar Foundation*
- Gilead Foundation
- Growald Family Fund
- Secure World Foundation
- Stanley Center for Peace and Security

International organisations

- Commonwealth Secretariat
- European Climate Foundation
- Green Climate Fund (GCF)*
- International Alliance for Responsible Drinking (IARD)
- Joep Lange Institute
- Last Mile Health
- Pathfinders Justice Initiative
- Sabin Vaccine Institute
- UN Women
- WHO Framework Convention on Tobacco Control (FCTC) Secretariat
- The Risk-informed Early Action Partnership (REAP) Secretariat
- The World Bank Group*
- The MITRE Corporation

Overseas governments and organisations

- Canada
- Global Affairs Canada
- Luxembourg
- Government of Luxembourg
- The Netherlands
- Ministry of Foreign Affairs
- Spain
- EASL International Liver Foundation
- Sweden
- Ministry for Foreign Affairs
- Switzerland
- Federal Department of Foreign Affairs (FDFA)
- Graduate Institute of International and Development Studies in Geneva
- United Arab Emirates
- Forum for Promoting Peace in Muslim Societies*
- United States of America
- American Bar Association*
- Ariadne Labs
- Applied Research Laboratory for Intelligence and Security (ARLIS)
- US State Department, Conflict and Stabilisation Operations Bureau
- Climate Investment Funds

Private sector

- Intercept Pharmaceuticals, Inc
- Rolls Royce Plc
- Sandia National Laboratories

*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.

STRATEGY

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

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

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

PROJECTS AND PERFORMANCE

- Wilton Park continues to make steady progress in meeting our contributory share to the FCDO's GGC targets through the following projects.
- All waste is now monitored and segregated according to available recycling waste streams, with comprehensive reporting data of all waste.
- All waste is now diverted from landfill.

- A site waste audit has been undertaken by our waste collection service provider with recommendations for further improvements.
- A project on remedial recommendations, following a previous review of the site's total heating supply, is underway to improve the performance and efficiency of plant and machinery.
- We have continued to engage our staff in the work towards our commitments with the introduction of voluntary sustainability champions and recycling and environmental awareness training.
- The near completion of a Building Management System, to enable control over different zones and allow us to intelligently manage our energy usage around the main building, and to allow us to operate the biomass as our primary boiler.
- Removal of all general waste bins from offices.
- The introduction and promotion of a clear desk policy to support security, flexible working and to discourage waste production.

FUTURE MEASURES

Wilton Park is continuously reviewing opportunities to improve efficiencies and implement a more sustainable and smarter working environment for both colleagues and participants. This is to include a move to more flexible working with staff members working from home and the move to online events or part inhouse and online events to reduce carbon emissions. We are preparing to meet the proposed GGC 2020-25 targets through a formal Sustainability Strategy.

Signed: Tom Cargill, Chief Executive as Accounting Officer, 20 July 2021

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 is the UK agency shaping global networks to address common challenges. We have been convening off the record international policy discussions for 75 years, and create neutral, safe spaces for action orientated debate on the pressing issues of our time, making the world a safer, fairer place.

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

The work we do

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

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

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

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

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

- Global health
- Conflict prevention, resolution and state building
- Defence and security
- Human rights, good governance and faith
- Global economy
- Multilateral institutions, key countries and regions
- Sustainable development and the environment

You can read more about our impact on page 28. Some of our highlights include:

- We played a leading role in the establishment of the Adaptation Without Borders Initiative, a new global partnership working to strengthen resilience to cross-border climate impacts. We plan to continue the collaboration by bringing this crucial work to the attention of negotiators and policymakers at the COP26 summit and beyond.
- Our work on vaccine hesitancy has led to the launch of the CONVINCENCE Initiative: a global communication and education initiative to promote vaccine acceptance through employers.
- Wilton Park is supporting a significant step towards defeating meningitis. A global roadmap to defeat meningitis by 2030, initiated through two Wilton Park dialogues, was endorsed by the World Health Assembly in November 2020.

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

How we are structured

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

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

Our funding

Operating costs to run our programmes are covered through a combination of core funding, Official Development Assistance (ODA) from the FCDO, other UK government department funding, other UK and overseas partner sponsorship, event charges and additional revenue generating activities. In 2020/21, Wilton Park received £3.4 million grant in aid to allow it to continue as a going concern due to the adverse effects of COVID-19.

Wilton Park Board

During the financial year 2020/21, 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)

Sharmila Nebhrajani OBE

Chief Executive Wilton Park and Accounting Officer – stepped down May 2020

Colin Smith

Interim Chief Executive May 2020 – January 2021

Tom Cargill

Chief Executive and Accounting Officer since 18 January 2021

Iain Morgan

Former Financial Controller to HM Forces Surgeon-General (NED) - stepped down September 2020

James Rawlingson

Chair, The Risk and Audit Committee, Citibank UK (NED) from September 2020

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) – joined September 2020

Chris Allan

Director Global Strategy, Department for International Trade from September 2020

Helen Bower-Easton

Director of Communication, Foreign, Commonwealth & Development Office (FCDO) (Senior Responsible Officer for Wilton Park)

Liane Saunders

Strategy Director and Strategic Programmes Coordinator, FCDO - stepped down January 2021

Melinda Bohannon

Director Strategy, Foreign, Commonwealth & Development Office (FCDO) – since January 2021

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 accounts for each financial year, detailing the resources acquired, held or disposed of during the year and Wilton Park's use of resources during the year. The accounts are prepared on an accruals basis and must give a true and fair view of the state of affairs of Wilton Park and of its income and expenditure, Statement of Financial Position and cash flows for the financial year.

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

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

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

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

Signed: Tom Cargill, Chief Executive as Accounting Officer, 20 July 2021

Governance statement

Our objectives, purpose and terms of reference are laid down in Wilton Park's Framework Document. This is revised every three years; the latest version came into force on 28 March 2019 and can be found at <https://www.wiltonpark.org.uk/wp-content/uploads/Wilton-Park-Framework-Document-2019.pdf>

This document also specifies the processes and procedures used by Wilton Park in governance, management and audit, including our relationship with the Internal Audit department of the Foreign, Commonwealth & Development Office (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 Executive Assistant/Chief of Staff to the Chair and Chief Executive who acts as Secretary to the Board;
- key members of FCDO Communication 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.

Sharmila Nebhrajani resigned her position as Chief Executive in February 2020 with her last day of work being 22 May 2020. The then Foreign and Commonwealth Office (FCO) appointed an interim Chief Executive, Colin Smith, formerly head of Projects Task Force at the FCO. He took up his position on 18 May 2020 to enable a week of handover. Colin Smith was appointed as Accounting Officer by the Permanent Under Secretary at the FCO on 26 May 2020. Colin Smith left Wilton Park on 15 January 2021. Tom Cargill took up his position as Chief Executive on 18 January 2021 and was appointed Accounting Officer by the Permanent Under Secretary of the FCDO on that date.

Board attendance has been as follows:

	4/20	6/20	9/20	11/20	1/21
Rt Hon Gisela Stuart	✓	✓	✓	✓	✓
Sharmila Nebhrajani OBE	✓				
Colin Smith		✓	✓	✓	
Tom Cargill					x
Iain Morgan	✓	✓	✓		
James Rawlingson			✓	✓	✓
Victoria Rae	✓	✓	✓	✓	✓
Andy Townend	✓	✓	✓	✓	✓
Ruth Crowell			✓	✓	✓
Helen Bower-Easton	✓	x	✓	✓	✓
Liane Saunders	✓	✓	✓	✓	
Melinda Bohannon					✓
Chris Allan			x	x	x

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 2020/21 have included:

- The recruitment of the interim Chief Executive in May 2020
- The appointment of new Chief Executive in January 2021 and his vision
- COVID-19 risks including going concern
- The success of virtual events during the pandemic
- Actions taken from the Tailored Review
- Wilton Park: Fit for the future
- The increased and refreshed WPAC membership.

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

Sharmila Nebhrajani OBE

Chief Executive until May 2020

Colin Smith

Interim Chief Executive May 2020 – January 2021

Tom Cargill

Chief Executive since 18 January 2021

Jo Lawrance

Chief Operating Officer

Elise Maddocks

Director of Finance and Corporate Services until March 2021

Wilton Park has a whistle blowing policy which staff are made aware of. No concerns were raised by staff during 2020/21.

Tom Cargill was appointed as Chief Executive from 18 January 2021. There was a handover period with the outgoing interim Chief Executive, Colin Smith, when Tom started his new role. Among the matters discussed and documents handed over were minutes of Board meetings, ARAC meetings and Internal audit reports. These documents together with the continuity of these processes after Tom's appointment gave him reasonable assurance that the governance process had been followed during the year prior to his appointment.

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 2021, 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, GBHealth
- Rt Hon Baroness Northover MA, PhD, PC, Liberal Democrats House of Lords Spokesperson on Foreign and Commonwealth Affairs
- Emma Sky OBE, Director of Yale World Fellows and Senior Fellow at Yale University's Jackson Institute
- Rob D. van den Berg, Visiting Professor, King's College London and Honorary Associate, Institute of Development Studies
- Tom Woods, Chairman, President, Woods International, LLC and Chair of the Wilton Park US Foundation
- 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
- 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:

Iain Morgan

Chair of the ARAC (NED)
stepped down September 2020

James Rawlingson

Chair of the ARAC from September 2020

Rt Hon. Gisela Stuart

Chair, Wilton Park Board (NED)

Victoria Rae (NED)

Andy Townend (NED)

Ruth Crowell (NED), joined September 2020

	6/20	9/20	10/20	1/21
Rt Hon Gisela Stuart	✓	✓	✓	✓
Iain Morgan	✓	✓		
James Rawlingson		✓	✓	✓
Victoria Rae	✓	✓	✓	✓
Andy Townend	✓	✓	✓	✓
Ruth Crowell		x	x	✓

The Chief Executive, Director of Finance and Corporate Services and Chief Operating Officer attend the Committee, and the Executive Assistant to the Chairman and Chief Executive acts as Secretary. Members of the National Audit Office audit team and 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 2020/21 have included:

- a review of the Annual Report and Accounts 2020/21;
- 2020/2021 Audit Completion Report provided by the National Audit Office;
- going concern status with emphasis on the impact of COVID-19;
- regular reviews of the Risk Register;
- regular reviews of financial performance and latest financial forecasts;
- consideration of defence against cyber-attack;
- Regular operational updates.

RISK MANAGEMENT

Wilton Park maintains a Risk Register. A subgroup of the SMT chaired by the Chief Executive is responsible for maintaining the Risk Register and for preparing its submission to the ARAC and the Board, who both review the document at every meeting.

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

The COVID-19 crisis was discussed at the ARAC meeting in March 2020. This issue affects most of the Wilton Park risks and a separate section was added at the beginning of each risk in the Risk Register relating specifically to COVID-19. The Risk Register is currently under review again to reflect changing circumstances as a result of the pandemic and data breach to be launched in Q3 2021.

Wilton Park's Risk Register comprises the risks in the table which follows.

Risk title	Risks	Mitigating actions
Strategic	COVID-19: Ongoing uncertainty around new events and possible planning blight.	<p>Creation of Virtual Conference Team (VCT) to monitor development and delivery of virtual hosted events.</p> <p>Creation of Hybrid Working Group (HWG) to oversee the composition of and planning for hybrid events when possible.</p> <p>Newly appointed Chief Executive to deliver and implement new 3-5 business strategy.</p>
Reputational	Reputational risk to Wilton Park brand due to topics & production of events not of sufficiently high quality, targeted or relevant.	Ongoing work with FCDO and other partners to identify and deliver sufficiently high quality, foreign policy-targeted events with c130 virtual events delivered in 2020/21 financial year.
	Reputational risk to Wilton Park and/or FCDO by actions or comments by, inter alia, employees (current/past), Board, WPAC members, past/current participants, partners or speakers.	<p>Due diligence and adherence to established internal process, including internal media enquiries protocol.</p> <p>Enhanced investment in expertise for the Communications team to strengthen capacity and processes.</p>
Financial	Events not commissioned, postponed, cancelled and/or reduced in size and/or ambition due to COVID-19 concern, resulting in lower income.	<p>Newly appointed Chief Executive to deliver and implement new 3-5 year business strategy to include a revised funding model.</p> <p>FCDO Letter of Comfort for 2020/21.</p> <p>Restructuring scenarios including a Voluntary Exit Scheme (VES) reflecting COVID-19 business and income impacts.</p> <p>New diversification efforts underway including reorganisation and commercial plan to support them.</p> <p>Ongoing work to continue to increase agility and offer, partnership working and burden sharing.</p>

Operational	COVID-19: Staff or visitors coming on site during pandemic.	Well established, robust and clear COVID-19 management process and controls in place - aligning Wilton Park with HMG guidelines and FCDO policies.
	Threats to the Estate (criminal activity, physical breach).	Robust, clear and regularly communicated FCDO-compliant security policies and procedures in place. Investment in physical security and good relations with key external stakeholders eg Sussex Police
ICT	Lack of resilience of ICT system could lead to periodic outages on internet and network.	Robust Business Continuity Plan in place to address all likely causes of outages (where possible). Managed services provider for emergencies. Backup and alternative plans and locations help to manage risks to inhouse delivery of virtual and hybrid events.
Human Resources	COVID-19 and resultant lockdown of Wiston House requiring all staff to work remotely could lead to a reduction in staff wellbeing due to working in isolation.	Comprehensive Business Continuity Plan. Desktop simulation exercises undertaken to test response to phased reopening of Wiston House. COVID Working Group (CWG) continuing to oversee home working requirements and phased return to Wiston House.
	Resourcing.	Use the impact of COVID-19 and the Voluntary Exit Scheme as an opportunity to restructure/change the resourcing model. Ongoing professional development in place. Learning and Development strategy in development.

	<p>Inadequate financial controls could lead to the misstatement of financial statements and/or loss of cash.</p> <p>Increased attempted fraud in light of COVID-19 crisis.</p>	<p>Strong financial controls and processes are in place with appropriate segregation of duties.</p> <p>Annual mandatory cyber awareness training completed by all staff.</p>
Compliance	<p>Data Breach, compromise of information security and/or non-compliance with Data Protection Act 2018, affected by changes due to COVID-19 and consequential changes to process.</p>	<p>Robust Data Protection and Information Security policies and procedures in place.</p> <p>Data Protection and Compliance Manager and Departmental Security Co-ordinator (DSC) maintaining strong links with FCDO Data Protection team.</p>

INTERNAL AUDIT

During the year, Internal Audits were carried out on:

1. Governance (substantial assurance).
2. Revenue (limited assurance).
3. Human resources (moderate assurance).
4. 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

All prior year internal audit recommendations have been implemented.

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

The ARAC concurs with this opinion.

No ministerial directions were given during the year.

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

Signed: Tom Cargill, Chief Executive as Accounting Officer

20 July 2021

Remuneration and staff report

REMUNERATION REPORT

Service Contracts

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

Sharmila Nebhrajani OBE was appointed on a three-year contract on 20 November 2017. She left Wilton Park in May 2020. Colin Smith was appointed as Interim Chief Executive on 25 May 2020 until a substantive appointment for the role of Chief Executive could be made. Colin left Wilton Park in January 2021. Tom Cargill was appointed as Chief Executive on a three-year contract from 18 January 2021.

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: <https://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.

There were no benefits in kind provided to any employee during the reporting period (nil in 2019/20).

Performance related bonus payments were made during the year.

'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 the FCDO Directors who sit on the Wilton Park Board. As civil servants employed by the FCDO, they receive no separate remuneration from Wilton Park for their membership on the Board as this membership is in an ex officio capacity. Details of their remuneration and pension entitlements are disclosed in the Remuneration Report of the 2020/21 FCDO Annual Report and Accounts.

Sharmila Nebhrajani OBE, Iain Morgan, James Rawlingson, Colin Smith and Tom Cargill were remunerated by Wilton Park. The remaining directors Helen Bower-Euston, Liane Saunders and Melinda Bohannon are remunerated by the FCDO and Chris Allan is remunerated by the Department of International Trade.

Officials	Salary (£000)		Bonus payments (£000)		Pension benefits (to nearest £1,000) ²		Total (£000)	
	2020/21	2019/20	2020/21	2019/20	2020/21	2019/20	2020/21	2019/20
Sharmila Nebhrajani OBE, Chief Executive until May 2020	100-105 (FYE)	100-105	5-10	5-10	6,000	40,000	110-115	145-150
Colin Smith, Interim Chief Executive between May 2020 – Jan 2021	90-95 (FYE)	-	5-10	-	113,000	-	205-210	-
Tom Cargill, Chief Executive from Jan 2021	110-115 (FYE)	-	-	-	9,000	-	115-120	-
Rt Hon Gisela Stuart, Chair	-	-	-	-	-	-	-	-
Iain Morgan, NED until Sep 2020	5-10 (FYE)	5-10	-	-	-	-	5-10	5-10
James Rawlingson, NED from Sep 2020	5-10 (FYE)	-	-	-	-	-	5-10	-
Ruth Crowell, NED from Sep 2020	-	-	-	-	-	-	-	-
Victoria Rae, NED	-	-	-	-	-	-	-	-
Andy Townend, NED	-	-	-	-	-	-	-	-

2. 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.

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 31/3/21 and related lump sum	Real increase in pension and related lump sum at pension age	CETV at 31/3/21	CETV at 31/3/21	Real increase in CETV
	£000	£000	£000	£000	£000
Sharmila Nebhrajani OBE, Chief Executive until May 2020	5 – 10	0 – 2.5	93	89	3
Colin Smith, Interim Chief Executive between May 2020 and January 2021	30 – 35 plus a lump sum of 20 – 25	5 – 7.5 plus a lump sum of 2.5 – 5	559	452	89
Tom Cargill, Chief Executive from January 2021	0 – 5	0 – 2.5	6	0	4

Sharmila Nebhrajani OBE, Colin Smith and Tom Cargill are members 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.

	2020/21	2019/20
Band of highest paid director's total remuneration (£000)	110 – 115	100 – 105
Median - total remuneration	29,159	27,000
Ratio	3.9	3.8

The banded remuneration of the highest paid director in Wilton Park in the financial year 2020/21 was £110k-£115k (£100-£105k in 2019/20). This was 3.9 times (3.8 in 2018/19) the median remuneration of the workforce, which was £29,159 (£27,000 in 2019/20). In 2020/21, no employees received remuneration in excess of the highest paid director (none in 2019/20). Remuneration of employees, excluding the highest paid director, ranged from £20,200 to £102,100 (£19,800 to £72,003 in 2019/20).

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

A change in the most highly paid director following the appointment of the new Chief Executive, Tom Cargill in January 2021 caused an increase in the pay multiple of the highest paid director against median remuneration.

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

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

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

In this year's Civil Service employee survey, we exceeded our engagement target of 70% by achieving 76%. This compares to 74% in 2019. The staff engagement figures for the FCDO were 67% in 2020 (72% in 2019) and 66% in the Civil Service as a whole.

This year, due to the COVID-19 pandemic, we delivered virtual conferences in place of face to face events. During the year, headcount reduced from 94 to 77 (including 26 part time staff) through natural attrition and a Voluntary Exit Scheme. The headcount is now 77 (94 in 2019/20) or 70.45 Full Time Equivalent (FTE) (85 in 2019/20). Staff turnover was 22%, with 21 people leaving (11 in 2019/20). Average length of service is just under eight years.

Four (16 in 2019/20) new hires were made during the year. The recruitment figures are shown in the table below:

Grade/Level	SMS	D	C	B	A
Total recruited	2	1	1	0	0
%Female	0	0	100	0	0
% Ethnic minority	0	100	0	0	0
%Disabled	0	0	0	0	0

There was one minor technical breach of The Civil Service Commission's Recruitment Principles where the job description included experience of working in the public sector as an essential requirement.

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 employed one apprentice chef who qualified in December 2020 and has now left to pursue employment elsewhere. We still employ a former apprentice who has now progressed to a fully qualified chef.

Staff costs: subject to audit

	2020/21 £,000			2019/20 £,000
	Permanently Employed Staff	Others	Total	Total
Salaries and wages	3,255	20	3,275	2,746
Social Security	299	2	301	267
Superannuation	757	-	757	699
Other Employee Related Costs	68	151*	219	275
Total	4,379	173	4,552	3,987

* Includes £151k costs re outsourced security contract

Staff costs in 2020/21 includes cost of Voluntary exit scheme (VES).

Average number of persons employed – subject to audit

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

	Permanently Employed Staff	Others	2020/21 Total	2019/20 Total
Directly employed staff	82.6	1.6	84.2	81.2
Total	82.6	1.6	84.2	81.2

Staff numbers and composition – subject to audit

The FTE of staff by gender as at 31 March 2021 was as following:

	2020/21			2019/20		
	Male	Female	Total	Male	Female	Total
Directors	1	0	1	0	1	1
Employees	22	54	76	25	68	93
Total	23	54	77	25	69	94

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 2021. Details of which can be found in the resource accounts of the Cabinet Office: Civil Superannuation.

For 2020/21, employers’ contributions of £757k (£699k in 2019/20) 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 2020/21 no employees opted for a partnership account.

Staff sickness

The target for absence rate is 4.0%. At the end of 2020/21, the overall absence rate at Wilton Park was 0.9% compared to 1.8% at the end of 2019/20 and therefore well within target.

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 2020 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 2020/21 there was no spend on consultancy. New proposals for consultancy projects are subject to business case clearance procedures in line with Cabinet Office guidelines.

Off-payroll engagements

During 2020/21 there were no off-payroll engagements for more than £245 per day and which lasted longer than six months (none in 2019/20).

There were no off-payroll engagements as of 31 March 2021, for more than £245 per day and that lasted longer than six months (none in 2019/20).

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.

	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
Cost Band	Year ended 31 March 2021	Year ended 31 March 2021	Year ended 31 March 2021	Year ended 31 March 2020	Year ended 31 March 2020	Year ended 31 March 2020
≤ £10,000	-	-	-	-	-	-
£10,001 – £25,000	-	4	4	-	-	-
£25,001 - £50,000	-	2	2	-	-	-
£50,001 - £100,000	-	4	4	-	-	-
Total number of exit packages by type	-	10	10	-	-	-
Total resource cost (£000)	-	432	432	-	-	-

The total payment received from FCDO in relation to the VES scheme amounted to £432k (nil in 2019/20).

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

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

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

The accrued pension quoted is the pension the member is entitled to receive when they reach pension age, or immediately on ceasing to be an active member of the scheme if they are already at or over pension age. Pension age is 60 for members of **classic**, **premium** and **classic plus**,

65 for members of **nuvos**, and the higher of 65 or State Pension Age for members of **alpha**. (The pension figures quoted for officials show pension earned in PCSPS or **alpha** – as appropriate. Where the official has benefits in both the PCSPS and alpha the figure quoted is the combined value of their benefits in the two schemes, but note that part of that pension may be payable from different ages.)

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

Cash Equivalent Transfer Values

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

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

Real increase in CETV

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

Parliamentary accountability and audit report

PARLIAMENTARY ACCOUNTABILITY AND AUDIT REPORT OVERVIEW

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

REGULARITY OF EXPENDITURE

Losses and special payment

There were no losses or special payments that required disclosure in line with the Managing Public Money guidance (nil in 2019/20).

Gifts

Wilton Park maintains a gift and hospitality register. There were no gifts of significant value received during the year (nil in 2019/20).

Remote contingent liabilities

Wilton Park has no liabilities for which the likelihood of a transfer of economic benefit in settlement is too remote to meet the definition of a contingent liability (nil in 2019/20).

Signed: Tom Cargill, Chief Executive as Accounting Officer

20 July 2021

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 2021 under the Government Resources and Accounts Act 2000. The financial statements comprise: Statements of Comprehensive Net Expenditure, Financial Position, Cash Flows, Changes in Taxpayers' Equity; and the related notes, including the significant accounting policies. These financial statements have been prepared under the accounting policies set out within them. The financial reporting framework that has been applied in their preparation is applicable law and international accounting standards as interpreted by HM Treasury's Government Reporting Manual.

I have also audited the information in the Accountability Report that is described in that report as having been audited.

In my opinion, the financial statements:

- give a true and fair view of the state of Wilton Park's affairs as at 31 March 2021 and of Wilton Park's 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 (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 am independent of Wilton Park in accordance with the ethical requirements that are relevant to my audit of the financial statements in the UK. My staff and I have fulfilled our other ethical responsibilities in accordance with these requirements.

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

Conclusions relating to going concern

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

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

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

The going concern basis of accounting for Wilton Park is adopted in consideration of the requirements set out in HM Treasury's Government 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 parts of the Accountability Report described in that report as having been audited, the financial statements and my auditor's report thereon. The Accountable 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 report, 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, based on the work undertaken in the course of the audit:

- the parts of the Accountability Report to be audited have been properly prepared in accordance with HM Treasury directions made under the Government Resources and Accounts Act 2000; and
- the information given in the Accountability Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

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:

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

Responsibilities of the Accounting Officer for the financial statements

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

- the preparation of the financial statements in accordance with the applicable financial reporting framework and for being satisfied that they give a true and fair view;
- 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.
- 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.

I design procedures in line with my responsibilities, outlined above, to detect material misstatements in respect of non-compliance with laws and regulation, including fraud.

My procedures included the following:

- Inquiring of management 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 Government Resources

and Accounts Act 2000 and Managing Public Money.

- discussing among the engagement team and involving relevant specialists, including review of the dilapidation provisions and onerous lease consideration regarding how and where fraud might occur in the financial statements and any potential indicators of fraud. As part of these discussions, I identified potential for fraud in the following areas: revenue recognition, posting of unusual journals and journals posted after members of the senior management team had left the organisation, review of the provisions to assess whether they have been appropriately recognised in the accounts,
- obtaining an understanding of Wilton Park's framework of authority as well as other legal and regulatory frameworks that Wilton Park operates in, focusing on those laws and regulations that had a direct effect on 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, Tax Legislation; and

In addition to the above, my procedures to respond to identified risks included the following:

- reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with relevant laws and regulations discussed above;
- Enquiring of management and the Audit Committee concerning actual and potential litigation and claims;
- reading minutes of meetings of those charged with governance and the Board;
- 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; and

- Testing a sample of the exit payments made to the staff leaving the organisation under the voluntary redundancy scheme to ensure payments were authorised appropriately and only made to the relevant people.

I also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members including internal specialists and significant component audit teams 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.

In addition, 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

20 July 2021

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 the year ended 31 March 2021

	Note	2020/21 £000	2019/20 £000
Revenue from contracts with customers	4	(1,638)	(5,084)
Other operating income	4	(1,045)	(1,749)
Total operating Income		(2,683)	(6,833)
Staff costs	3	4,552	3,987
Purchase of goods and services	3	566	2,022
Depreciation and amortisation charges	3	290	289
Provision expense	3	25	187
Other operating expenditure	3	1,147	1,082
Total operating expenditure		6,580	7,567
Net operating expenditure		3,897	734
Net expenditure for the year		3,897	734

The notes on pages 78 to 91 form part of these accounts.

Statement of Financial Position as at 31 March 2021					
	Note	£000	2021 £000	£000	2020 £000
Non-current assets					
Property, plant and equipment	5	971		959	
Intangible assets	6	89		50	
Total non-current assets		1,060		1,009	
Current assets					
Inventories	8	21		23	
Trade and other receivables	9	444		1,027	
Cash and cash equivalents	10	534		642	
Total current assets		999		1,692	
Total assets			2,059		2,701
Current liabilities					
Trade and other payables	11	(1,492)		(1,105)	
Provisions	12			-	
Total current liabilities		(1,492)		(1,105)	
Total assets less current liabilities			567		1,596
Non-current liabilities					
Provisions	12		(738)		(713)
ASSETS LESS LIABILITIES			(171)		883
Taxpayers' equity					
General Fund	SoCTE		(171)		883
Total equity			(171)		883

The notes on pages 78 to 91 form part of these accounts.

Signed: Tom Cargill, Chief Executive as Accounting Officer

20 July 2021

Statement of Cash Flows for the year ended 31 March 2021			
	Note	2020/21 £000	2019/20 £000
Net operating expenditure	SoCNE	(3,897)	(734)
Adjustments for non-cash transactions	3	380	542
Increase/(decrease) in trade payables	11	387	(272)
Decrease in inventories	8	2	4
(Increase)/decrease in trade and other receivables	9	583	(337)
Net cash (outflow) from operating activities		(2,545)	(797)
Cash flows from investing activities			
Purchase of property plant and equipment	5	(289)	(381)
Purchase of intangible assets	6	(59)	(7)
Net cash outflow from investing activities		(348)	(388)
Cash flows from financing activities			
Net FCDO Funding	SoCTE	2,785	554
Net financing		2,785	554
Net decrease in cash and cash equivalents in the period before adjustment for receipts and payments to the Consolidated Fund	10	(108)	(631)
Cash and cash equivalents at the beginning of the period	10	642	1,273
Cash and cash equivalents at the end of the period	10	534	642

The notes on pages 78 to 91 form part of these accounts.

Statement of Changes in Taxpayers' Equity for the year ended 31 March 2021		
	Note	Total funds £000
Balance at 1 April 2019		1,005
Changes in taxpayers' equity for 2019/20		
Non-cash charges: External auditor's fees	3	29
Internal auditor's fees	3	24
FCDO payroll services fees	3	5
Net operating expenditure	SoCNE	(734)
FCDO additional contribution		250
FCDO capital funding		388
FCDO net balance		(84)
Balance at 1 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
FCDO payroll services fees	3	5
Net operating expenditure	SoCNE	(3,897)
FCDO capital funding		349
FCDO Grant in aid		3,425
FCDO net balance		(989)
Balance at 31 March 2021		(171)

The FCDO net balance relates to the costs incurred by Wilton Park that are yet to be reimbursed by the FCDO. These costs include VES costs noted below.

In 2020/21 the FCDO awarded a grant in aid of £3.4 million to Wilton Park to cover income lost as a result of the impact of COVID-19.

The negative equity position as at 31 March 2021 is due to reimbursement of VES costs of £432k (nil in 2019/20) from the FCDO which was made in April 2021. This receipt will be included in the reserves during the financial year 2021/22.

The notes on pages 78 to 91 form part of these accounts.

Notes to the Financial Statements

1. STATEMENT OF ACCOUNTING POLICIES

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

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

Accounting convention

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

Going concern

The accounts have been prepared on a going concern basis. COVID-19 had a major impact on our ability to deliver events. The global lockdown and restrictions on international travel meant we were unable to deliver any face to face events this year. In these extraordinary circumstances, the FCDO provided a grant in aid to cover our deficit of income over expenditure in 2020/21, enabling Wilton Park to continue on a going concern basis.

With lockdown restrictions anticipated to be lifted in July 2021, we hope to resume face to face events after this date. However, we do not expect to achieve a pre-COVID level of income as social distancing rules may apply which could limit the number of event participants. Restrictions on international travel from participants' countries may also still apply after this date.

We plan to continue delivering virtual events and build our expertise to deliver hybrid events with a combination of virtual and face to face participants to overcome these restrictions.

We had prepared a financial plan for 2021/22 with three different scenarios, a best case, medium case and worst case and expect a deficit ranging from £1.4m to £60k. Our ODA allocation was confirmed as £1.4m in May 2021. We have since updated our forecast and expect a deficit of £1m. Wilton Park has received another letter of comfort from the FCDO confirming financial support of up to £1m income gap we are expecting in 2021/22. Wilton Park has to comply with conditions stipulated in the letter of comfort such as providing the FCDO with financial updates, controlling costs and updating the FCDO to any significant changes.

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

We hope the vaccination programme will be a success in the UK and around the world and expect to generate sufficient income in 2022/23 and so do not expect further financial support from the FCDO after this date.

Management 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.

Property, plant and equipment

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

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

Depreciation

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

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

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

Intangible assets

Website and operations system costs in excess of £1,000 are stated at current value.

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

	Estimated useful life in years
Intangible assets	3 to 5

Provisions

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

The provision relates to obligations 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 but negotiations are in process to include an additional break date in March 2024 therefore dilapidations have been provided on the assumption that Wilton Park will surrender the lease in March 2024.

Wilton Park uses an externally calculated dilapidations report to calculate the provision on an annual basis and recognises the time value of money in so far as it is material. The latest report was commissioned in September 2019 and prepared by Stiles Harold Williams.

Operating Income

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

Revenue from contracts with customers in the SoCNE is made up of £1,621k (£4,422k in 2019/20) relating to delivery of Wilton Park foreign policy dialogues and £17k (£662k in 2019/20) commercial revenue.

Other operating income in the SoCNE is made up of: £544k (£1,244k in 2019/20) of Official Development Assistance (ODA) funding, £500k (£500k in 2019/20) core allocation from our sponsor department and £1k (£5k in 2019/20) bank interest.

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

The performance obligation relating to events planned for 2021/22 relates to time spent to the end of March which is owed to Wilton Park. In the 2020/21 financial statements £17k (£32k in 2019/20) of the total £1,621k (£4,422k in 2019/20) Wilton Park revenue from contracts with customers in Note 4 was accrued revenue in accordance with IFRS15.

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

Identifying when the goods or services are supplied is straightforward for Wilton Park's income streams as they correspond to

performance obligations satisfied at a point in time.

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

On partially completed contracts, Wilton Park recognises income based on the project's 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.

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

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

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

Foreign Exchange

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

Balances held at the year-end are translated at the rate prevailing on 31 March 2021.

Pensions

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

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

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

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

Operating Leases

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.

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 effective for financial reporting periods beginning on or after 1 January 2019 and is expected to be adopted by the public sector in 2022/23.

Applying IFRS16 to the 2020/21 financial statements would have resulted in a reduction of expenditure and an increase in non-cash costs in the SoCNE. A right of use asset and lease liability would be reported in the SoFP. This change will affect the accounting for the lease of Wiston House.

IFRS17 insurance contracts is effective for financial reporting periods beginning on or after 1 January 2023 and is expected to be adopted by the public sector in 2023/24. Wilton Park does not operate insurance contracts and therefore this standard will have no material impact on Wilton Park's financial statements.

2. SEGMENTAL REPORTING

	2020/21			2019/20		
	Wilton Park operations £000	Commercial operations £000	Total £000	Wilton Park operations £000	Commercial operations £000	Total £000
Income*	2,665	18	2,683	6,166	667	6,833
Expenditure	6,580	-	6,580	6,711	856	7,567
(Deficit)/Surplus	(3,915)	18	(3,897)	(545)	(189)	(734)
% Cost recovery	40.5%	-	40.8%	91.9%	77.9%	90.3%

*The segmental report is split on an income basis between Wilton Park events income and commercial activities.

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

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

Due to COVID-19, Wilton Park events were delivered virtually mainly using Microsoft Teams as face to face events were not allowed. Bookings for commercial events were cancelled or postponed.

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

3. OTHER EXPENDITURE

Other expenditure				
	Note	2020/21 £000		2019/20 £000
Staff costs (further information in the Remuneration and Staff reports)				
Salaries and wages		3,275		2,746
Social security		301		267
Superannuation		757		699
Other employee related costs		219		275
			4,552	3,987
Rentals under operating leases				
Property rentals	8	232		232
			232	232
Non-cash items				
Depreciation & amortisation	5 & 6	290		
External auditor's fees		29		
Internal auditor's fees		24		
FCDO payroll services fee		5		
Loss on disposal	5 & 6	7		
			355	355
Provision in year	12	25		
			25	187
Other expenditure				
Rates		86		81
Maintenance, cleaning, heating & lighting		258		354
Administrative expenses		526		353
Net gain on foreign exchange		(20)		(4)
			850	784
Purchase of goods and services				
Food and beverage		3		198
Housekeeping and laundry		39		239
Conference costs		524		1,585
			566	2,022
			6,580	7,567

4. OPERATING INCOME

	2020/21 £000	2019/20 £000
Wilton Park operations		
Wilton Park revenue from contracts with customers	1,621	4,422
ODA funding	544	1,244
FCDO core allocation funding for conferences	500	500
	2,665	6,166
Commercial operations		
Commercial revenue from contracts with customers	17	662
Bank interest	1	5
	18	667
Total operating income	2,683	6,833

5. PROPERTY, PLANT AND EQUIPMENT

	Building Enh'ment	Assets under Construction	ICT	Fixtures and Fittings	Motor Vehicles	Plant and Machinery	Total
	£000	£000	£000	£000	£000	£000	£000
Cost 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

Assets which Wilton Park no longer own were disposed of resulting in a £6k loss on disposal. The £8k balance in reclassification relates to assets that were previously incorrectly held in Asset under Construction and now moved to Websites within Intangibles (Note 6). Wilton Park owns all the above assets and none are leased.

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

6. INTANGIBLE ASSETS

	Website £000	Software Licences £000	Development Expenditure £000	TOTAL £000
Cost at 01/04/2020	25	66	294	385
Additions	59	-	-	59
Disposals	(13)	-	(76)	(89)
Reclassification	8	-	-	8
Cost at 31/03/2021	79	66	218	363
Amortisation at 01/04/2020	10	46	279	335
Charge in year	11	8	8	27
Disposal	(12)	-	(76)	(88)
Amortisation at 31/03/2021	9	54	211	274
Net Book Value at 31/03/2021	70	12	7	89
at 31/03/2020	15	20	15	50

Assets which Wilton Park no longer own were disposed of resulting in a £1k loss on disposal. The £8k balance in reclassification relates to assets that were previously incorrectly held in Asset under Construction and now moved to Websites within Intangibles (Note 5).

	Website £000	Software Licences £000	Development Expenditure £000	TOTAL £000
Cost at 01/04/2019	20	64	308	392
Additions	5	2	-	7
Disposals	-	-	(14)	(14)
Cost at 31/03/2020	25	66	294	385
Amortisation at 01/04/2019	6	37	272	315
Charge in year	4	9	21	34
Disposal	-	-	(14)	(14)
Amortisation at 31/03/2020	10	46	279	335
Net Book Value at 31/03/2020	15	20	15	50
at 31/03/2019	14	27	36	77

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 2021 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

	2020/21 £000	2019/20 £000
Liquor and food	17	18
Shop	4	5
	21	23

9. TRADE RECEIVABLES AND OTHER CURRENT ASSETS

Amounts falling due within one year	2020/21 £000	2019/20 £000
Trade receivables	223	833
Prepayments	167	135
Contract assets	54	59
	444	1,027

10. CASH AND CASH EQUIVALENTS

	2020/21 £000	2019/20 £000
Balance at 1 April 2020	642	1,273
Net change in cash and cash equivalent balances	(108)	(631)
Balance at 31 March 2021	534	642

11. TRADE PAYABLES AND OTHER CURRENT LIABILITIES

	2020/21 £000	2019/20 £000
Trade payables	61	88
Payments received on account	309	263
Other payables	-	2
Accruals	695	155
VAT	17	76
Contract liabilities	410	521
	1,492	1,105

12. PROVISIONS FOR LIABILITIES AND CHARGES

	Total £000
Balance as at 1 April 2020	713
Provided in the year	25
Provisions not required written back	
Provisions utilised in the year	-
Unwinding of discount	-
Balance at 31 March 2021	738

Analysis of expected timing of discounted cash flows

Not later than 1 year	-
Later than 1 year and not later than 5 years	-
Later than 5 years	738

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

13. COMMITMENTS UNDER LEASES

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

Land and buildings	2020/21 £000	2019/20 £000
Not later than 1 year	238	238
Later than 1 year and not later than 5 years	952	238
Later than 5 years	238	-

The lease on Wiston House expires in March 2027. A break clause in March 2022 was not exercised. Negotiations for a deed of variation to include an additional break clause in March 2024 is in the process.

14. RELATED PARTY TRANSACTIONS

Wilton Park is an executive agency of the Foreign, Commonwealth & Development Office (FCDO). The Foreign, Commonwealth & Development Office is regarded as a related party. During the year, Wilton Park has had a significant number of transactions with the Foreign, Commonwealth & Development Office. The gross income from the FCDO amounts to £500k core allocation, £544k ODA allocation plus £609k for conference specific funding. As a result of COVID-19 an additional £3,425k 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, £349k was allocated for capital expenditure.

In addition, Wilton Park has had various transactions with other government departments. Most of these transactions have been with the Cabinet Office, Department for Business, Energy and Industrial Strategy (BEIS) and the Department for Digital, Culture, Media and Sport (DCMS).

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

There were no significant events after the reporting date.

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



Wilton Park

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