



Wilton Park

Wilton Park

Strategic plan

2023/24 - 2025/26

www.wiltonpark.org.uk

MISSION

Our mission is to:



01.

Build networks of influence

Build networks of influence to address complex global challenges; and support the UK's international priorities.

02.

Support the UK Government and partners

Support the UK Government and partners in their efforts to shape an open international order that upholds stability, security and prosperity.

03.

Serve as a strategic UK asset for patient diplomacy

Serve as a strategic UK asset for conducting 'patient diplomacy', building links between the UK and key international partners with a 25-year time horizon.

PURPOSE



Wilton Park is an Executive Agency of the Foreign, Commonwealth & Development Office (FCDO), tasked with convening networks of influence to discreetly address critical global challenges.

We're proud to support UK foreign policy development and the international strategic priorities of His Majesty's Government, bringing together experts, policy makers and decision makers to solve complex global issues. We're also privileged to be a trusted partner for a wide range of foreign governments, international organisations and actors keen to explore – and resolve - issues of global importance. A home of strategic thought, respectful dialogue, and discreet diplomacy, we're the place people go when they need answers to difficult questions. People turn to us when they need a safe space to resolve differences.

Wilton Park is both of government and independent from it. It occupies a position that nobody else can and is a significant source of soft power for the UK. Trusted by governments, businesses and civil society, Wilton Park facilitates conversations that others can't. Partners work with and return to Wilton Park because of its unique ability to generate new ideas, help them find practical solutions, and support them in building networks of influence.

VISION



Wilton Park has a proud history and an ambitious future.

We will be at the forefront of shaping global policy debate. A convenor and networker, we will enjoy an outstanding reputation for being able to bring the right individuals together at the right time, and in the right place to achieve policy impact. We will deliver outcomes, insights and influential relationships which make a meaningful contribution to addressing the UK's foreign policy priorities. We will pursue this vision through two core functions: Policy – to engage, convene and strategise; and Technology and connectivity – to manage and analyse our networks and data.

We will combine the best convening skills and global networks in the world. Our networks will be recognised as internationally far reaching, diverse and influential.

Wilton Park will be the 'go to' organisation for governments, foundations, or corporations wanting to host expertly convened, outcome-orientated international policy events anywhere in the world. We will benefit from access to a range of reliable, secure, discreet locations across the UK and around the world and will be perfectly placed to curate a range of format and location options for the benefit of our customers.

By 2027 the current lease on Wiston House, the home which Wilton Park has operated from since 1951, will have come to an end. Discussions on future options are ongoing, with the ultimate decision to be made by ministers. Wherever Wilton Park is based, our reputation will be firmly founded on what we do and the impact that we have.

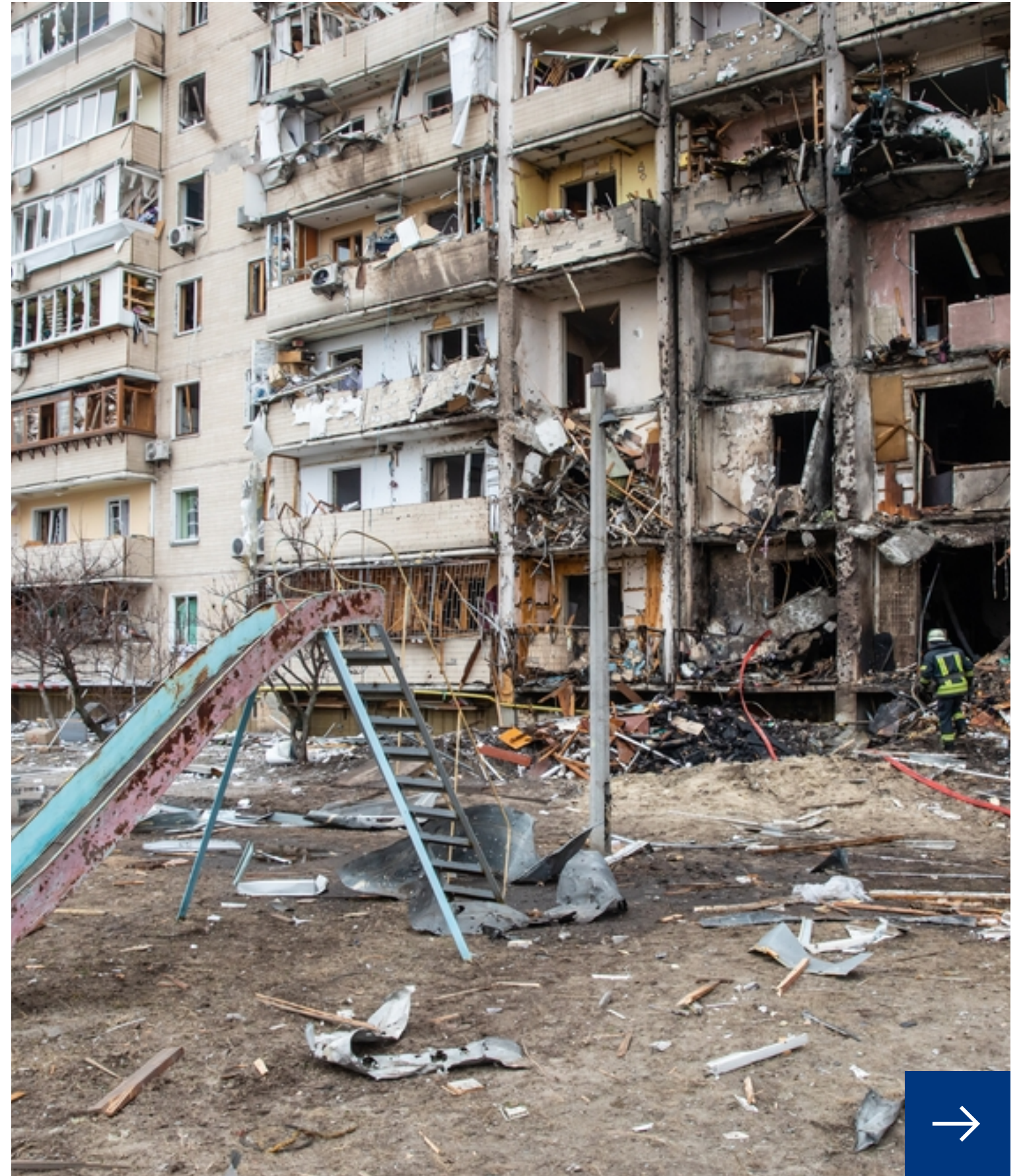


Key priorities

The world is facing some of its most complex and existential challenges. Climate change, unresolved and unrelenting conflict, the “return” of geopolitics and the growing role of economic power, war in Europe and the damage caused by COVID are just some of the issues that are eroding development gains, wreaking economic damage, and leading to global instability. Multilateralism is under strain and alliances are shifting. Navigating and shaping an evolving world order which is more multipolar and more contested requires strong networks, big ideas and the ability to exert influence.

Wilton Park will support efforts by the UK and its partners to preserve and enhance an open and stable international order of cooperation and well-managed competition, and in particular the values and trust which underpin international cooperation. Our policy and events focus will be guided by a robust process of prioritisation, drawing on FCDO and other internationally facing UK Government departmental priorities. This will be supplemented by our own regular foresight process undertaken in partnership with cross-government colleagues.

A pro-active business development effort to identify and win work aligned with those priorities will be supplemented by ongoing servicing of incoming work opportunities, where they align with UK international priorities.



Thematic and regional priorities

Wilton Park has developed regional and thematic priorities to ensure we are both aligned with and optimising our contribution to UK global priorities. We expect these priorities to shift over time, and not to preclude us responding to crisis or changes of circumstances. These strategic priorities are, by definition, aspirational. We will regularly review them and reset them at the end of the three-year period covered by this strategy.

Since the start of 2021, all of our work is designed to fit into one of 4 areas: Diplomacy and Geopolitics, Development and Climate Change, Security, and Global Economy and Trade.

Below this level, events are divided into thematic categories.

Thematic categories:

- Conflict prevention, resolution and support for peace processes
- Defence and security
- Science and technology
- Global economy
- Trade
- Global health
- Women and girls
- Human rights and faith
- Promoting the Sustainable Development Goals (SDGs)
- Global governance
- Climate change and the environment
- Key countries and regions



For the next 3 years we will translate these themes into specific areas of work on the following topics:



01

Fostering renewed peace, security and development in Europe and its neighbourhood

02

Euro-Atlantic security

03

The role of the Commonwealth

04

Deepening links between the UK and key international partners

05

Catalysing new partnerships and practices to promote sustainable economic development

06

The geopolitics of technology

07

Supporting an open and stable international order of cooperation and well-managed competition

08

Learning and applying the global lessons from the COVID pandemic

09

Resolving conflict through discreet dialogue

10

Securing the legacy of the UK's COP26 Presidency by continuing to support major climate diplomacy initiatives

11

Convening strategic dialogues to promote energy security for the UK and its international partners



Regional priorities



Wilton Park's thematic work often has a regional focus, for example biosecurity in South East Asia, but it is developing a clearer regional prioritisation.

Provisional areas include:



USA

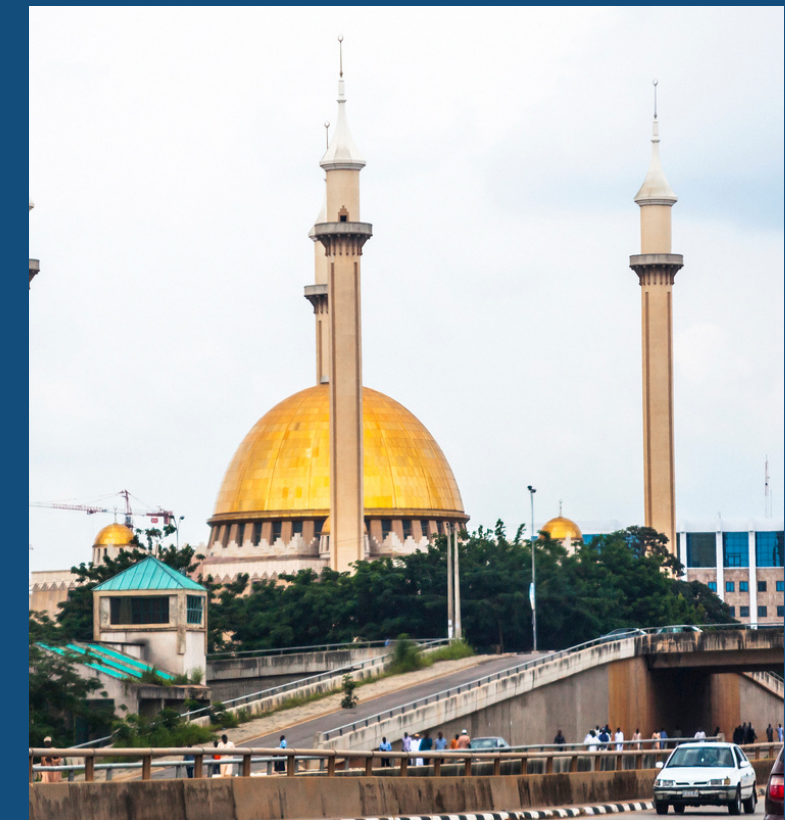


Europe



**Indo Pacific
including China**

And our continuing work on:



**Middle East &
Africa**



Technology and connectivity

Technology and connectivity are increasingly at the heart of Wilton Park's work. Over the coming years we will invest and innovate to ensure technology supports and improves our reach and impact. In particular technology will serve two key roles:



Technology and connectivity



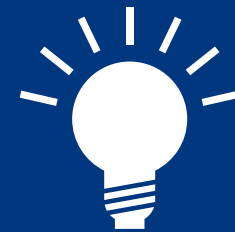
Technology will increasingly help us deliver events and improve our ability to identify, engage and stay in touch with participants, as well as improve their experience of Wilton Park events.

Our technology strategy will focus activity on the following priorities to underpin our strategic aims:



Leveraging and optimising existing and new technologies to:

- harness information around our network of individuals and organisations.
- support conceptual data modelling and visualisation of information about our network
- continually develop secure facilitation platforms to engage with our participants



Developing the structures, partnerships, skills and knowledge to innovate, continually improve and support evolving technologies and data analysis



Enhancing our technology architecture to deliver a resilient, sustainable and flexible foundation from which we can operate and improve in an agile way to respond to our evolving technological and customer environment



Integrating with activities around income and funding sources to support and sustain our activities.

Technology and connectivity



Technology will also become ever more important to protect our contacts and activities through increased investment in cybersecurity and data protection.

The cyber security strategy will seek and build a close working partnership with the FCDO to put in place a cyber security operational model that can provide proportional financial and expert support from the FCDO while enabling Wilton Park to maintain its independence and respond to our evolving technological environment.

This operational model will look to balance out the important needs of protecting information and maintaining operational agility.

A plan to continually build and improve our network of technology partners will be created and implemented to enable a sustainable level of information security and cyber resilience that can adapt with our technology ambitions.

People and our values

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

The People Strategy plays a critical role in delivering a business support service and developing the organisation to ensure that our strategic plan is delivered.



People and our values



It is through our people that an excellent customer experience and world-changing dialogues will be delivered.

To succeed therefore, it is essential that we have the right people with the right skills and values in place at the right time and who are empowered and engaged through a collaborative, inclusive and supportive working environment. We need exceptional leaders who champion our culture, live our values, and facilitate high performance. And we need a highly talented, agile, diverse, and motivated workforce that is well equipped to respond to the changing world in which we operate.

The objectives outlined in our People Strategy will help drive the changes needed to ensure Wilton Park achieves its strategic goals and our people will feel proud of their work and valued for their contribution to our success. These objectives focus on the areas of culture and a thriving environment, leadership, talent management, performance and development, reward and recognition and organisation design. In everything, we will be guided by our organisational values - Ambitious, Ethical, Respectful, Collaborative, and Creative.



Overall performance targets



As an executive agency, Wilton Park has to achieve a breakeven position every financial year and is not permitted to accumulate reserves nor to pass funds from one year to the next.

FCDO allocations have been set to March 2025 which will enable future planning for that period, with the overall aim to continue to break even whilst continuing to deliver world class convening.



Financial plan



	2022-23 ACTUAL	2023-4 PLAN	2024-25 PLAN	2025-26 PLAN	TARGET
TOTAL EVENTS	95	81	80	80	80
EXTERNAL EVENTS	21	12	15	20	20
NATIONS REPRESENTED	127	135	145	150	150
PARTICIPANTS	3456	3549	3800	4000	4000
NON BRITISH PARTICIPANTS	52.7%	55%	58%	60%	60%
FEMALE PARTICIPANTS	35.1%	40%	43%	45%	45%
SURPLUS / DEFICIT	-0.7%	-0.02%	0%	0%	-1% to +2%
GROSS INCOME	£7.6m	£8.6m	£8.8m	£9m	£9m
NON GOVERNMENT INCOME	45%	35%	35%	35%	35%
STAFF COST TO GROSS INCOME RATIO	49%	50%	50%	50%	50%
WISTON HOUSE OCCUPANCY	49.8%	52%	53%	55%	55%
STAFF ENGAGEMENT	71%	75%	78%	80%	80%

Key performance targets for the next three years



01

Revenue target of £9m

02

35% of revenue from non-government sources

03

Gain/deficit of +/- 2% of revenue

04

80 events – 60 at Wiston House and 20 at external locations

05

50% of partners from a cross-section of 40 events confirm after six months that their event achieved policy impact

06

Diversify our offering including hybrid and virtual events

07

House occupancy at 55%

08

FTE of 80

09

Eliminate reliance on core funding

10

Secure decision on post-2027 direction





Sources of funding and income

Wilton Park's funding currently comes from a variety of sources including a core grant from FCDO, ODA allocation, and direct payment from clients through events and sponsorship. Expanding revenue sources and obtaining access to more reliable and long-term funding will allow commitment to funded multi-year streams of activity.

The following steps will be taken to address our over-reliance on a single source of funding (FCDO):

- Greater funding balance with other government departments through more proactive engagement. We aim to have 40% of our HMG income from non-FCDO sources by 2025.
- More non-government funding. In 2019-2020 Wilton Park secured only 6% of its funding from non-government sources. This represents a significant untapped opportunity for business development. We will be developing a number of interlocking, escalating offers to expand our commercial income, and by 2025 aim to generate 35% of Wilton Park's annual income from non-governmental sources. We will seek funding from FCDO and elsewhere to invest in Wiston House to enable it to be of the standard required to maintain quality and the positive reputation of Wilton Park.

We will also investigate alternative structures to allow us to fundraise more effectively from a wider range of sources – public, private and philanthropic.

Risk management

Wilton Park has undertaken a comprehensive review and significant overhaul of its approach to risk management.

A new, structured approach aligned with government good practice has been put in place, and the organisation continues to develop its risk management capability and maturity. Alongside an updated risk management policy, a risk appetite has been established, which we draw on to make informed decisions about how to pursue our strategic objectives.

Risk-based decision making and thinking is embedded into the organisation and integrated into day-to-day activities using a risk register system and risk assessments.

A Risk Committee, made up of risk owners from across the organisation, meets regularly to review the risk registers, escalate and deescalate risks, and agree mitigation. The Risk Committee provides regular updates and reports to the ARAC.

The long term top strategic risks that have been identified in relation to this strategic plan are:

- Securing the right outcome for Wilton Park as a result of the lease arrangement for Wiston House due to expire March 2027
- Major security or cyber incident impacting on our data and reputation
- Changing political environment - potential impact on Arm's Length Bodies (ALBs)



Monitoring and Evaluation



Wilton Park's Theory of Change describes the process by which Wilton Park can increase its influence in the adoption of practical solutions to address critical global issues, thereby strengthening its reputation and sustainability as a globally focused UK agency.

The Theory of Change has been used to identify the KPIs, which best show how the short- and long-term vision for Wilton Park is progressing. Indicators are measurable evidence that goals are being met. Indicators are visible signs, (e.g. number of events, attendance). Often, indicators can be counted (quantitative), but sometimes evidence will be something more descriptive (qualitative).



Monitoring and Evaluation



There are hundreds of metrics that Wilton Park can and does look at. In selecting the following, other useful metrics are not discounted. However, the following seven are key performance indicators. These KPIs are designed to monitor and report on the delivery of top-level organisational strategy and are supported by the Theory of Change. Each has a baseline and target figure.

01

Proportion of discretionary UK-Government funding from the FCDO

02

Proportion of total funding from non-UK government sources

03

Number and proportion of events described as addressing a “UK wider global priority” as agreed by the Wilton Park Board

04

Diverse and inclusive participation in events

05

Proportion of total partners per year who are new partners, intellectual and financial

06

Proportion of events achieving partners’ defined objectives

07

Number and proportion of participants joining the Friends of Wilton Park per year



Environmental, Social & Governance

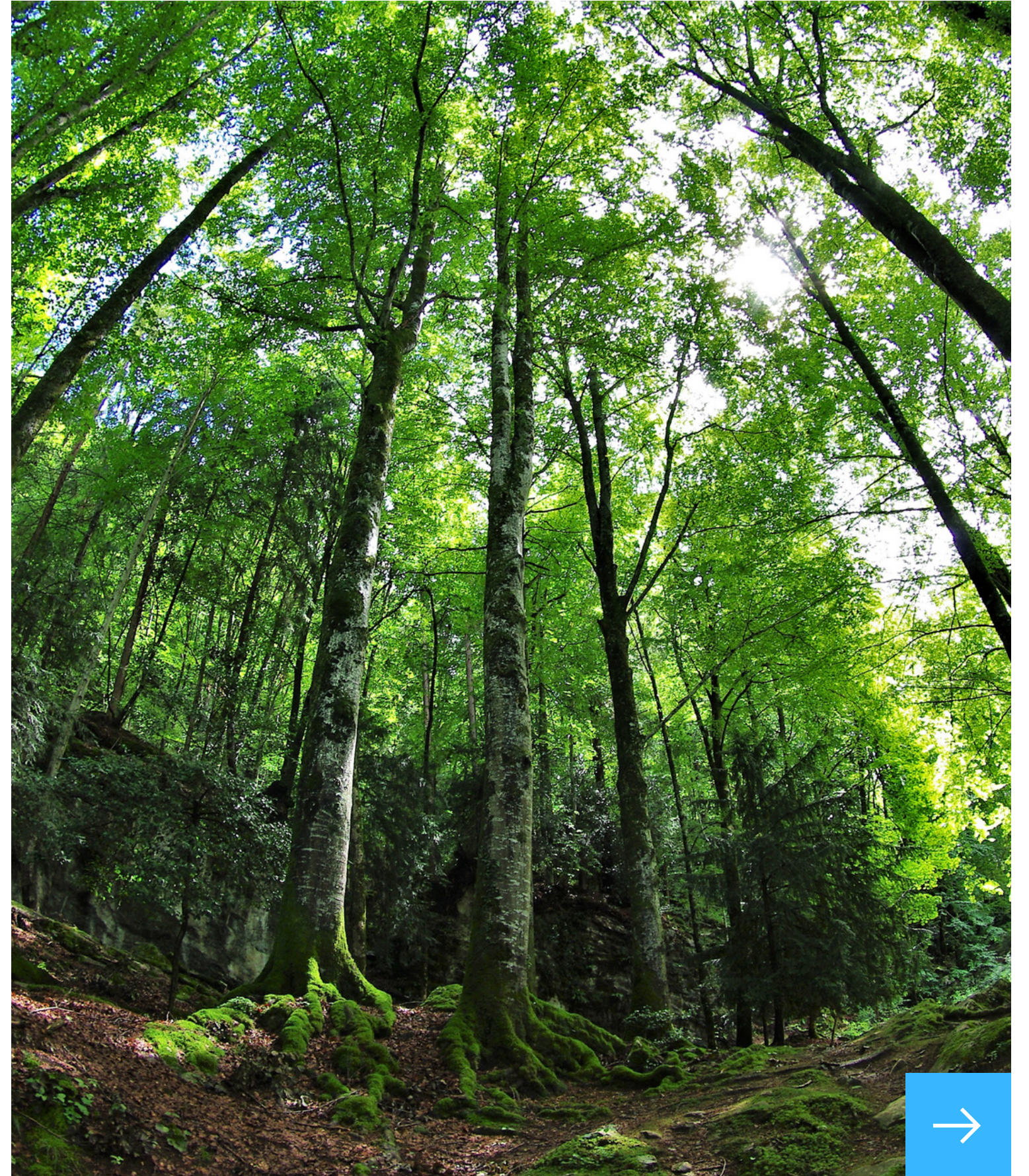
In line with public sector reporting requirements, Wilton Park produces a sustainability report as part of its annual report.

Sustainability performance is monitored regularly, and as an ALB of the FCDO Wilton Park reports key information as part of the Greening Government Commitment (GGC) targets.

During 2023, to align with our business aims and objectives of achieving sustainable growth, Wilton Park will introduce an Environmental, Social and Governance (ESG) framework. This will further address our impact on ecology, and the community in which we operate, alongside our broader societal, governance and compliance responsibilities.

Our aim is to be an organisation that is trusted by its employees, partners and key stakeholders to deliver on sustainability and its ESG goals. Our ESG goals should be integral to everything we do as an organisation. They will support us in our aspiration to become the partner of choice for existing and prospective partners.

We want to be able to clearly demonstrate in a transparent way the value and the benefits that we bring to our stakeholders, how we underpin our own values, and how we're performing against our targets.



Communications

A new three-year communications strategy is being developed, the overall aim of which is to promote and protect the reputation of Wilton Park and build external awareness and understanding of Wilton Park's value.

This plan will incorporate three overarching goals:



01.

Brand

Improving our brand and narrative.

02.

Policy relevance

Demonstrating our policy relevance and impact.

03.

Take people with us

Taking people with us to harness the advocacy of partners and the expertise of Wilton Park colleagues.

Communications



The specific aims of the communication strategy will be to ensure that:

- Our purpose is well known with existing and new contacts
- Our proposition and value are understood by our stakeholders
- Wilton Park communicates in a modern, professional, and cost-effective way with a high performing team
- The Wilton Park brand is well recognised, and we continue to be respected as an authoritative convener and source of insight on issues of critical importance
- Wilton Park works and is seen to work effectively with a range of key partners across HMG including the FCDO and a wider network of global partners
- Wilton Park cultivates its network and mobilises supporters to build greater advocacy for our work
- Our staff are well informed about the organisation's work, understand decisions that affect them and have channels for two-way communication



Wilton Park

Networks. Ideas. Influence.