



Wilton Park

Annual Report and Accounts 2022/23

Wilton Park, An Executive Agency of the
Foreign, Commonwealth & Development Office

HC1418





Wilton Park

An Executive Agency of the Foreign,
Commonwealth & Development Office

Annual Report and Accounts 2022/23

For the period 1 April 2022 to 31 March 2023
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Annual Report



Performance Report

Overview



The Rt Hon Gisela Stuart
Baroness Stuart of Edgbaston PC
Chair



Tom Cargill
Chief Executive

Chair's foreword

As the world recovers from the coronavirus pandemic there is a feeling of optimism, but not everything has changed for the better.

At home we saw three Prime Ministers in less than twelve months, and we mourned as the Elizabethan age came to an end. Russia's despicable attack on Ukraine casts a long and dark shadow over the generation which thought that the cold war was over and that democracies would eventually prevail. We are reminded that preserving what we value requires us to adapt.

At Wilton Park we've experienced first-hand the re-emergence of the craving for in person diplomacy as people feel the need for creativity and connection that comes with the best minds gathering in the same room. We firmly believe that bringing people together is more critical than ever. We also know that to thrive, we as an organisation, need to embrace change. Wilton Park has longstanding expertise in putting on world class dialogues, but we are also agile, and able to react and engage with the world as it is.

Our new three year strategic plan makes clear that our policy and technology functions are at the core of all we do. Tom Cargill, our Chief Executive, is relentless in his drive to improve all aspects of Wilton Park's operations, ensuring that we are well placed to make the maximum contribution to the work of our sponsoring department, the Foreign, Commonwealth & Development Office (FCDO), and His Majesty's Government on behalf of the British taxpayer. Our greater focus on policy alignment with the UK's international priorities demonstrates the benefits of this approach.

Wilton Park is a revenue generating Executive Agency of the FCDO and we have robust governance structures in place. Our Board comprises independent members and representatives from FCDO and the Department for Business and Trade. They are key to creating the space for challenging discussions which inform the organisation's strategic direction and policy priorities. We've strengthened our focus on managing risk, and the Audit, Risk and Assurance Committee is playing an active role

in supporting the leadership team. The Wilton Park Advisory Council provides external policy input and works closely with policy directors to ensure that ideas are matched with revenue streams to underpin our work. We will be recruiting new independent board members and new members for the Advisory Council in the coming years.

Wilton Park's resilience is demonstrated by our strong financial performance. We've turned around a £3.5 million deficit (pre non cash items) in 2020, caused by a COVID enforced shut down, to now hitting the challenging financial targets set out in our governance framework. I want to thank the team at Wilton Park for their hard work and dedication in bringing about this remarkable turnaround.

There are some tough challenges ahead for Wilton Park. Our lease on Wiston House is coming up for renewal and the building requires substantial investment. We're working hard to secure our organisation's long term future, with a home and operating model which will gear us up for continued success. Wherever Wilton Park operates from, we will continue to make a significant contribution to UK foreign policy development.

As the international system is under strain and alliances are shifting, navigating and shaping an evolving world order which is more unpredictable and more contested requires strong networks, big ideas and the ability to exert influence. Wilton Park will be a key player helping the UK and its partners to address these global challenges and building and maintaining the networks required to guarantee the future of the international rules based order.

The Rt Hon Gisela Stuart
Baroness Stuart of Edgbaston PC
Chair

Chief Executive's foreword

During this financial year Wilton Park has generated a financial surplus, pre non cash items, for the first time since 2019; a huge tribute to the efforts staff have made during a period of unprecedented instability and uncertainty.

Yet this does not signify a return to business as usual. The result crowns another year of reform and revitalisation of Wilton Park and our mission to mobilise global networks of expertise to address our biggest common challenges. The past year has seen Russian aggression against Ukraine, growing tension within our multilateral institutions, the mounting impacts of climate change, the continued fall-out from the Covid pandemic, the rise of AI, and a whole host of other challenges. In this context, the value of convening discreet, influential and honest dialogue is being recognised anew as a distinctively British contribution to shaping an open and stable international order; strengthening collective security and defence; and building resilience both at home and overseas.

Wilton Park activity over the past year has seen efforts to address all the challenges above and more. Work we can share publicly includes an event series integral to the UK international strategy for the rights, freedom and potential of all women and girls; support to the United Nations in establishing norms

for international behaviour in frontier regions such as outer space and at sea; and contributions to international efforts to support and rebuild Ukraine. Our mediation efforts are expanding too, including partnering with the UK, US, Norwegian and other governments to build peace in several countries and regions of the Middle East and Africa. Much of our work remains confidential, the impact of which is known only to those directly involved.

Maintaining, let alone building impact and relevance in such a fast-changing world requires a constant appetite for innovation, and we are determined not to allow the flexibility and adaptiveness forced on us by the pandemic to be squandered. Over the past year we have built a new communications team and begun to better explain our role and value. We have benefited from our first senior posting from the FCDO to a Head of Policy role to further reform and invigorate our policy impact. We have rolled out a new bespoke event and contact management system, on time and on budget, to help us better



service and understand our networks. We have also finalised a new three year strategy to further cement our relevance and value to the UK as a strategic diplomatic resource.

There is an urgency to reform as scrutiny and demand for value grow in an increasingly resource scarce environment. An upcoming public bodies review will examine Wilton Park alongside other Arms' Length Bodies, and will take place as we begin to approach the end of the current lease on our base at Wiston House in 2027. The FCDO is quite rightly taking the opportunity to consider, in partnership with us, all aspects of Wilton Park's role and potential. No organisation which utilises taxpayer money, especially at a time of such hardship for many, should enjoy the automatic right to exist, and the need to maximise the return on the value of every pound spent on our work is uppermost in our minds.

Without prejudicing the outcome of the public bodies review process, I believe Wilton Park, with all its history, is re-emerging

as a contemporary and cutting-edge tool for the UK and partners as they seek to build a more open, stable, secure and resilient international order. Our small size, nimbleness and UK perspective, combined with global credibility, and our ability to reach into and outside government as an executive agency, make Wilton Park a powerful contributor to international diplomacy. It would be very difficult if not impossible to recreate Wilton Park from scratch.

The past year has been an important staging point in regaining the stability and confidence Wilton Park requires if we are to see our way to this more ambitious purpose. That will require further innovation and reform, but with this year's financial results and the right team in place we now benefit from a renewed sense of mission and confidence to achieve even more in the coming financial year for both UK and global benefit.

Tom Cargill
Chief Executive





Purpose and activities

Who we are

We are a global network of influence, dedicated to solving the most complex international issues. For over 75 years we have built trusted networks, convening some of the greatest thinkers and bringing together diverse perspectives to help resolve critical global challenges.

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 space to resolve differences. We represent a belief that dialogue, and expertise can make the world a better place.

As an Executive Agency of the UK Foreign, Commonwealth & Development Office, Wilton Park is proud to support UK foreign policy development. As a UK diplomatic asset, we support British foreign policy and development priorities. We're privileged to also be a trusted partner for a wide range of foreign governments, international organisations and actors keen to explore – and resolve – issues of global importance.

What we do

We convene world class dialogues. Located at the iconic Wiston House, Wilton Park provides a secluded space for discreet conversations, drawing together small groups of experts for critical conversations. Our residential policy retreats provide the space for idea generation and networking with first class hospitality so that guests can focus on tackling the issues at hand.

We bring together government, business, civil society, and the expert community in a secure environment where they can challenge, understand, and learn from each other. For government, we help to inject external thinking, build networks, promote agreement, and harness expertise that improves policy and provides strategic foresight. For businesses, we generate unique insights, a platform to engage with policy discussions and the opportunity to understand governments and make themselves better understood. For civil society groups, we support their representation and coordination so that they can maximise their impacts and share their insights.

We curate a dynamic network that is global in composition and outlook. It brings together those with decades of experience with the leaders and decision makers of tomorrow. We hold an unrivalled contact book which means we can convene the right people at the right time, for conversations that move agendas forward and solve problems.

We provide a space where ideas are tested and new projects, partnerships, networks, and friendships are born. We have a track record of impact stretching back over 75 years. Partners work with and return to us because of our unique ability to provide a forum which challenges existing ideas, generates new ones, and is expertly facilitated by a trusted convener. We facilitate dialogue which encourages open and honest sharing. We help to break down policy and organisational silos and give people the chance to focus on practical solutions and new ideas. Our trusted and expert facilitation means that these precious opportunities for progress are never wasted.



How we are structured

Our dedicated team of policy and event specialists produce tailored and timely events to support the UK's foreign policy priorities, and drive dialogue on the most pressing global issues.

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

Our Event Services team handles the complex event logistics required to convene guests from around the world, so that the right people can come together in the UK, overseas or online. Our guests are expertly cared for by our Operations team, ensuring that they can focus on networking and engaging in meaningful policy debate.

Technology is core to Wilton Park's work; our Technology Services team makes sure that Wilton Park is effectively using technology to improve our offer and that our systems are secure. The Communications team promotes and protects the reputation of Wilton Park, so that its purpose and offer is well understood. They work with partners to shape policy discussion and highlight vital issues.

Finance, Human Resources, Facilities Management and Compliance are the bedrock of work across the organisation, making sure teams are supported and that we are secure, efficient, inclusive, and sustainable.

Our funding

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

Performance summary

In 2022/23, Wilton Park delivered a gain of £3k (£1,229k deficit in 2021/22), excluding adjustments for IFRS16 and non-cash charges, of revenue over expenditure. IFRS16 adjustments total £241k (nil in 2021/22) and other non-cash charges total £717k (£374k in 2021/22). This results in gain as a percentage of income being 0.03% (-23% in 2021/22) which is within the financial target of +3% to -1%. Income grew significantly during the year following a positive return after the COVID-19 pandemic years. No letter of comfort was required from the FCDO in 2022/23. In 2021/22 Wilton Park received a letter of comfort from the FCDO to cover an expected income gap of up to £1 million that year.

Following the return of face to face events in January 2022 no further pauses in operation occurred during the financial year 2022/23 with a full 12 months of operation. Whilst it took time to get back into the rhythm of delivering events, we successfully delivered 49 policy events at Wiston House and 20 policy events externally, 12 at overseas locations and 8 in the UK.

This shows the flexibility and adaptability that we have developed, able to operate across the UK and internationally; from our iconic base at Wiston House, to events in London and selected premium sites across the UK, to overseas events in countries as diverse as South Africa and Vietnam. We continued to deliver a small number of virtual dialogues, with 7 such events during the financial year. In addition to the 76 policy events 21 other events were delivered from commercial events (29 in 2021/22).

Gross operating income increased by 42% to £7,648k (£5,369k in 2021/22). The breakdown of which was; increased revenue from customers of £5,355k (£3,834k in 2021/22); increased commercial and other revenue of £393k (£231k in 2021/22); £500k core allocation (£500k in 2021/22); and increased ODA funding of £1,400k (£804k in 2021/22).

We were allocated FCDO core revenue of £500k (£500k in 2021/22) alongside ODA of up to £1,400k (£1,400k in 2021/22), which is ring fenced to spend in compliance with ODA regulations. We have been able to utilise all £1,400k (£804k in 2021/22) of the ODA allocation for the year.

In 2022/23, we delivered 76 (124 in 2021/22) policy events at average net revenue of £89k (£37k in 2021/22). The higher average net revenue was due to the full year of face to face events compared to the mixture of virtual events and face to face the year before. Virtual events are shorter, generally lasting half a day, so command a lower price compared to face to face events which are generally for two nights.

We received a £350k (£800k in 2021/22) capital budget from the FCDO. The actual capital expenditure for the year was £379k (£744k in 2021/22). The higher spend from allocation was agreed during the year in order to complete essential works around the building.

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



Key risks and issues

In 2022/23, Wilton Park's business took time to recover from the COVID pandemic but, despite a tentative start during Q1, had returned to full operational delivery by year end, hosting 69 in-person events at Wiston House and overseas, as well as 7 virtual events.

As the pandemic receded and demand for Wilton Park events increased, inflation and cost of living rises put Wilton Park's revenue and break-even financial outcome at risk. Whilst all purchases were affected, rising costs related to the running of Wiston House, in particular food, fuel and energy, cyber-security costs growing at an unsustainable rate, and staff pay awards, a cost outside of Wilton Park's control, all significantly impacted our operating costs. This, in turn, impacted our customer pricing structure. Our current financial model works on an annual basis with operating costs covered by a combination of funding, sponsorship and revenue generating activities. Wilton Park relies on discretionary funding for 75% of our revenue, much of that from government bodies both in the UK and overseas who are subject to changes in their own spending priorities. This creates risk in securing adequate funding to cover our costs. By regularly reviewing our costs, our delivery model, reforecasting year end outcomes and raising our prices in-year, this risk was mitigated.

During the first half of the year, the pandemic continued to impact human resources as staff returned to the office and adapted, at pace, to changes in the workplace. Reduced staffing levels, resulting from the pandemic operating arrangements and those who had left Wilton Park under the Voluntary Exit Scheme (VES) the previous year, impacted existing staff wellbeing. Cost of living rises, coupled with public sector pay challenges, affected our ability to recruit and retain staff, particularly in the IT and hospitality sectors, creating further risk to staffing levels. In response, there has been an increased focus on staff wellbeing and support. We have reviewed our casual pay in line with national living wage and reset our lowest pay grade. Our Employer Branding and People Strategy has been updated and staffing levels are on track to be restored to pre-pandemic operating levels as a result.

Wilton Park is currently based at Wiston House, a privately owned Grade-I listed 16th century house. Since the pandemic, it has become apparent the property has deteriorated and is in need of urgent repairs on health and safety grounds, compliance issues and lease obligations. Without investment there is a risk that Wilton Park will be unable to operate effectively, affecting our reputation and brand, as well as client perceptions and staff morale. Over the past twelve months, Wilton Park has worked hard to maintain standards and its service offering. In May 2022, FCDO confirmed a three-year funding plan, including commitment to capital expenditure enabling Wilton Park to schedule planned longer term maintenance and repairs within available budgets. Improved skills training for the operations team has enabled them to be first responders to plumbing, heating, minor electrical and carpentry issues, and they can also take on smaller projects for plastering, tiling and decoration. Wilton Park has a long history of gathering and



valuing all customer feedback. We have a robust monitoring and evaluation system, surveying all guests and acting on questionnaire data captured on a timely basis. Data is shared amongst relevant teams and influences operational decision making.

In September 2022, email communications with a hotel in Malaysia being used by Wilton Park to host an overseas event resulted in fraudulent bank details being sent following payment difficulties with said hotel. Swift action enabled us to stop the payment resulting in no financial loss or reputational damage. New financial processes have been introduced following advice from the fraud prevention team, particularly linked to supplier verification of bank details.

In February 2023, an email was sent in error to a Wilton Park supplier containing bank details of a number of Wilton Park's suppliers. The error was identified at speed and Wilton Park worked quickly and effectively to manage the incident and to minimise any risk. The incident was reported to the Data Protection Team at FCDO, in line with our responsibilities and obligations. As a result of our mitigating actions and robust incident response, the FCDO's Acting Data Protection Officer confirmed this incident did not qualify as reportable to the Information Commissioner's Office (ICO).

Wilton Park has a minimal risk appetite for security and, as an Arm's Length Body (ALB) of FCDO and by association, the likelihood of cyber incidents and data security threats remain a significant key risk. During 2022/23, to mitigate against these risks and reduce vulnerability, Wilton Park continued to invest significantly in its cyber security systems and infrastructure and created a Security Group to oversee the continual improvement of physical, personnel and information security, taking the necessary steps to pro-actively respond to the evolving security environment.

Performance Report

Performance analysis

Financial planning

The Wilton Park Senior Management Team (SMT) prepares an annual financial plan where income is forecast for both Wilton Park events and commercial revenue. Cost relating to that income is forecast using the resourcing models in place. Risks to the forecast are also identified and reported on during this process. The financial plan is reforecast monthly.

The reforecasts are prepared using the latest information on actual and conceptual events from Xen, Wilton Park's data, knowledge and information system. The year end results have come in at +0.13% which is within the tolerance level of -1% / +3% of the financial plan which is an incredible achievement following the two years of pandemic impacted trading.

Monthly management accounts and board papers

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

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

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

Monitoring and evaluation (M&E)

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

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

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

Key performance targets

The Wilton Park strategy has set the following key performance targets for the next three years.

Performance target	2022/23 actual	Target by 2025/2026
Revenue	£7.6m	£9.0m
Revenue from non-government sources	41%	35%
Gain/deficit (of revenue)	+0.03%	-1% to +2%
Policy Events	49 at Wiston House 20 at external locations	60 at Wiston House 20 at external locations
Partners confirm event achieved policy impact, six months after event	Not currently measured	50%
Diversify offering with virtual events	7	Greater than 1
House occupancy	49%	55%
Full Time Equivalent Staff	79.25	80
Eliminate reliance on core funding	7% of revenue	Year on year reduction

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.

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

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

M&E has Wilton Park Board and Management oversight.

Going concern

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

We have prepared a financial plan for 2023/24 with a break even outcome. Our ODA allocation has been set at £1,400k and core allocation confirmed as £500k, these figures are included in the financial plan and as with the 2022/23 financial year we aim to utilise both these allocations fully. Risks continue to remain with high inflation and energy prices and increased requirements to maintain secure cyber protection, we are working with the FCDO to mitigate concerns where possible.

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

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

Financial review

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

Meeting our financial target, as outlined in the framework document, relies on sufficient funding being secured to cover costs. Sources of funding, and the balance between categories of funding, are monitored to ensure risk mitigation can be implemented if a particular funding source is withdrawn unexpectedly.

Funding from the FCDO is seen as an important measure of Wilton Park's relevance to our sponsoring department, while at the same time ensuring external funding streams are kept at healthy levels.

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

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

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

The financial target is to achieve a margin of +3% to -1% on operating costs over income excluding non-cash items. For 2022/23, this target has been met with the delivery of a +0.03% gain (-23% deficit in 2021/22).

	2022/23 £000	2021/22 £000	Reference
Net operating expenditure	(714)	(1,603)	Statement of Comprehensive Net Expenditure
Add back non-cash costs	958	374	Note 3
Add back IFRS16 adjustments	(241)	-	Note 7
Cash based gain / (deficit)	3	(1229)	

The inclusion of IFRS16 for the first time in our financial statements transfers rent related costs from operating activities to non-cash, for a true reflection of actual trading this needs to be treated as an operating cost.

Income from other funders and support from the FCDO	2022/23 £000	2021/22 £000	2020/21 £000
FCDO discretionary income	1,843	1,189	609
Wilton Park other funders	3,517	2,645	1,012
Commercial and other income	393	231	17
Total discretionary income	5,753	4,065	1,638
FCDO as percentage of total discretionary income	32%	29%	37%
ODA	1,400	804	544
Core allocation	500	500	500
Total FCDO allocation	1,900	1,304	1,044
Total income	7,653	5,369	2,682

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

In addition to the funding noted above, the FCDO had allocated Wilton Park a capital budget of £350k of which committed spend has come to £379k (£744k in 2021/22). 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 18 (15 in 2021/22).

Commercial activities

When Wilton Park events are not taking place, the facilities at Wiston House are used to generate income from commercial sources. We generate interest from government departments

and the private sector to use the facilities for conference, training and banqueting events.

During 2022/23, income from commercial activities was £393k (£231k in 2021/22). This income was generated from 21 (29 in 2021/22) commercial functions. The increase in income generated by commercial activities was due to more in person events.

Commercial activities for 2023/24 will be priced higher to ensure sufficient coverage of increased costs and will be aligned closer with the policy objectives of Wilton Park.

Monitoring and Evaluation (M&E)

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



Event data

In the financial year 2022/23, we brought together 3,477 participants from 131 countries at 76 policy events.

Financial year	Total number of participants	Number of events	Average participants per event
2022/23	3,477	76	46
2021/22	4,858	124	39
2020/21	4,780	128	37
2019/20	3,165	76	42
2018/19	3,218	68	47

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

Number of events by format

Event format	2022/23 events	2021/22 events
Policy hybrid	5	13
Policy in person	64	24
Policy virtual	7	87
Total policy events	76	124
Total Commercial events	21	29
Total	97	153

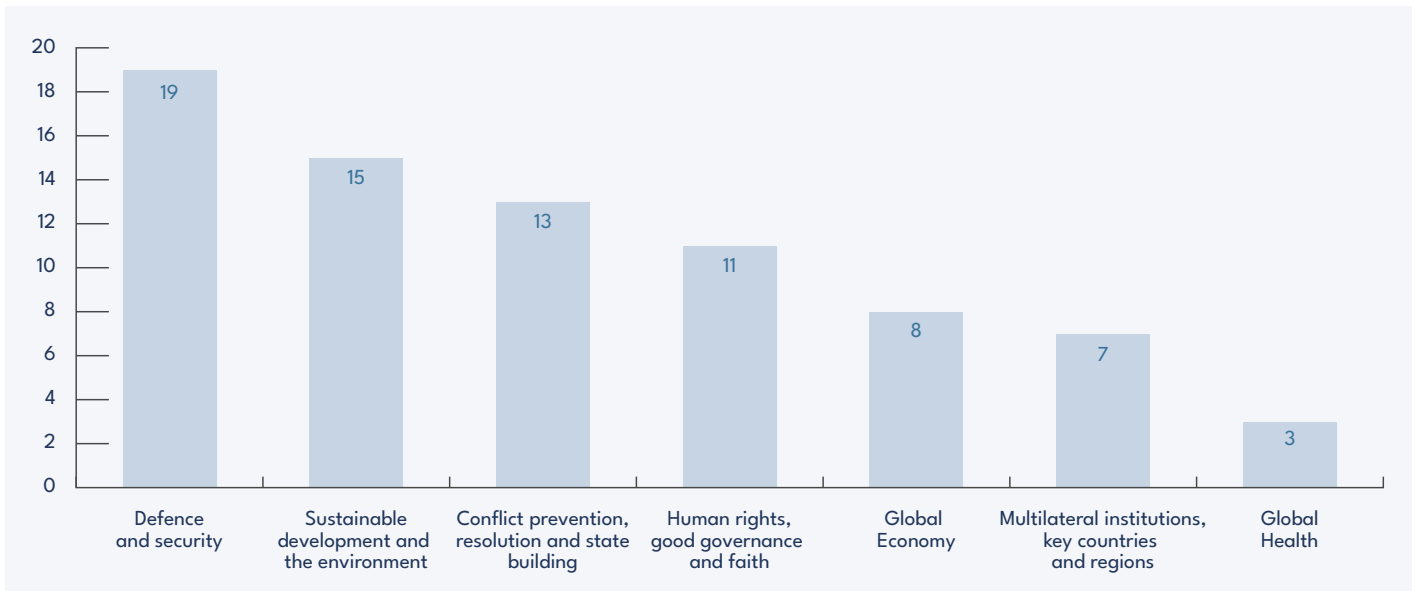
Number of participants by policy event format

Event format	2022/23 participants	2021/22 participants
Hybrid	182	665
In person	3,108	1,061
Virtual	187	3,132
Total	3,477	4,858

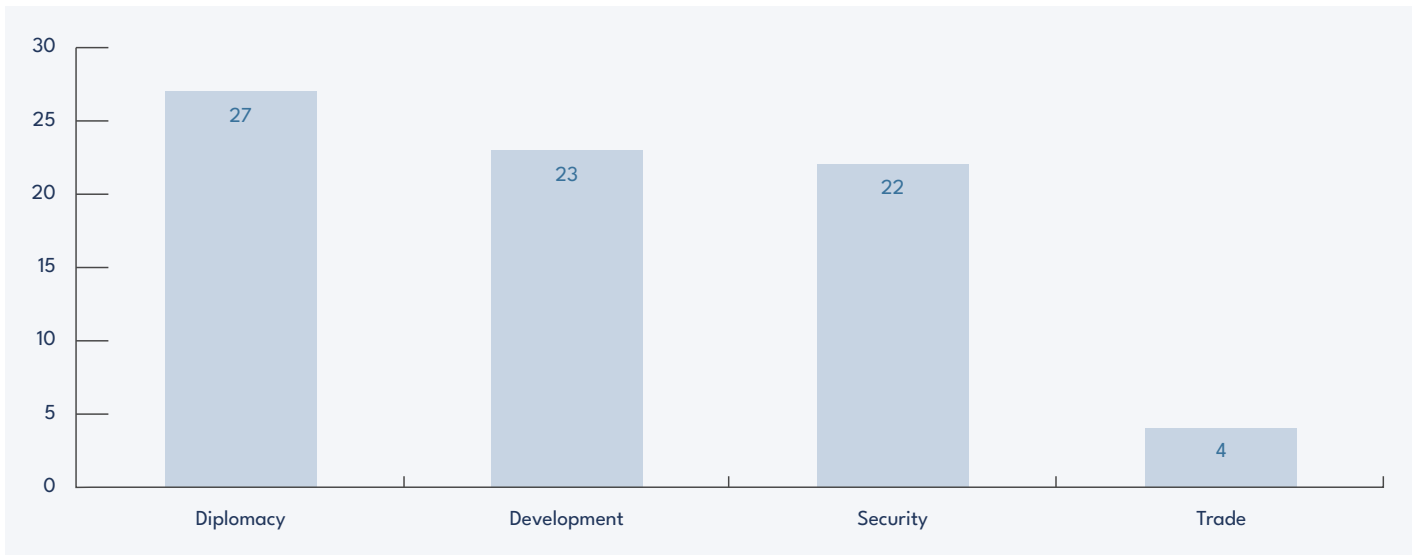
Number of participants by type

Event type	2022/23 events	2021/22 events
Commercial	20	28
Other	1	1
Policy	76	124
Total	97	153

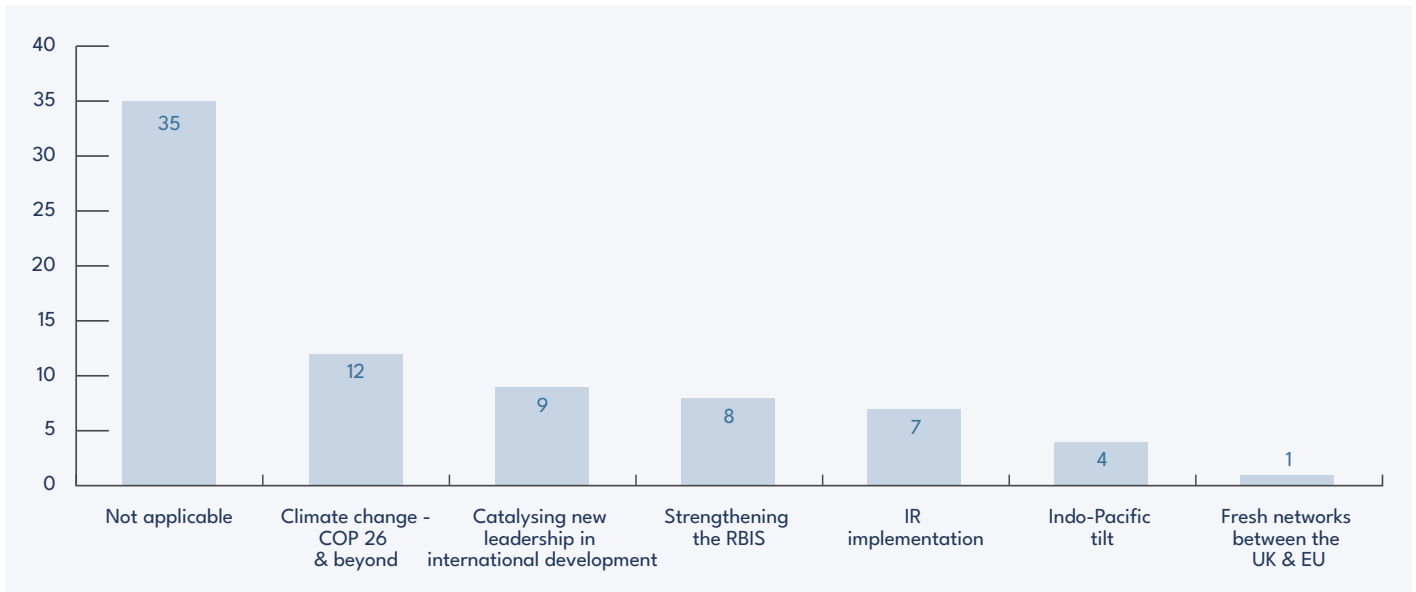
In 2021/22, we welcomed the return of in-person events during the year with the introduction of hybrid events (part in-person, part virtual) following the COVID-19 pandemic.



Policy events by policy theme



Policy events by sector

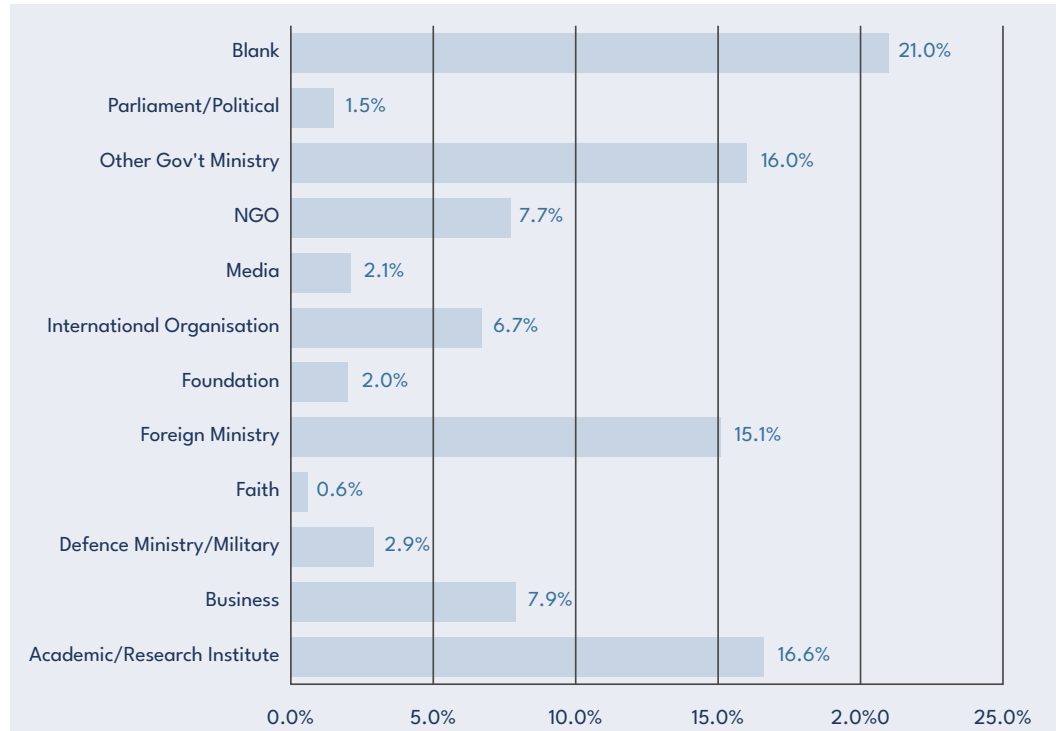


Policy events by priority

Participant data

Most participants came from academic or research institutes, foreign ministries, other government ministries or international organisations. We registered participants from 131 countries (144

2021/22). 37% of the participants were female (43% 2021/22) and the average age band of all participants was 45-54 years old (45-54 years old 2021/22).



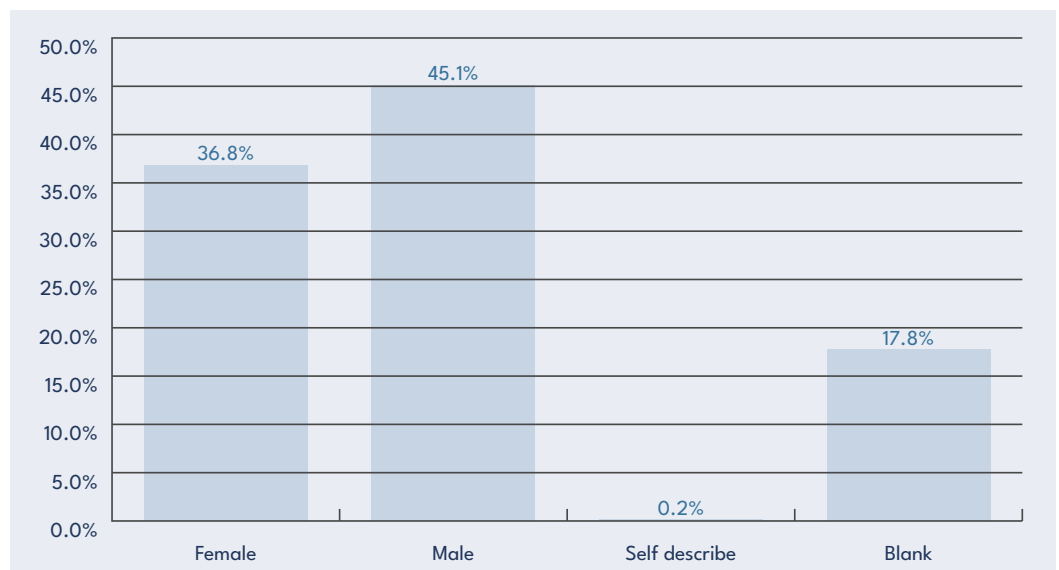
Participation by sector

Participation by gender

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

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

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



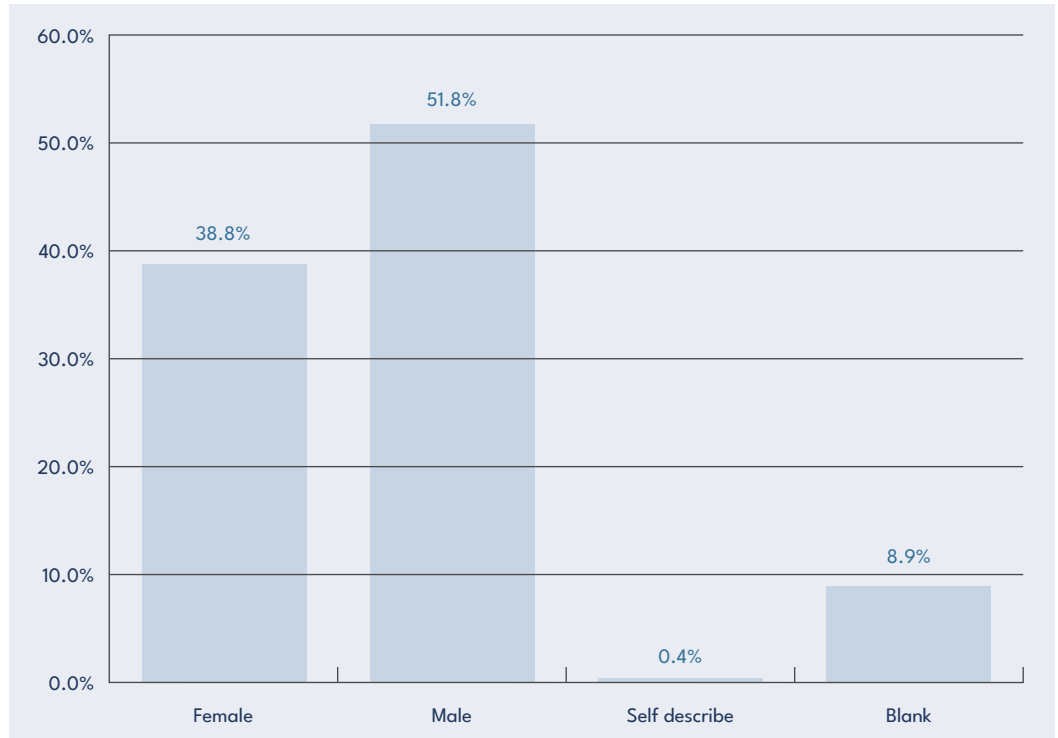
Participation by gender

Female participation

Financial year	Total number of female participants	Percentage of participants
2022/23	1,330	37%
2021/22	1,262	43%
2020/21	1,954	45%
2019/20	1,301	41%
2018/19	1,326	41%

Panel by gender

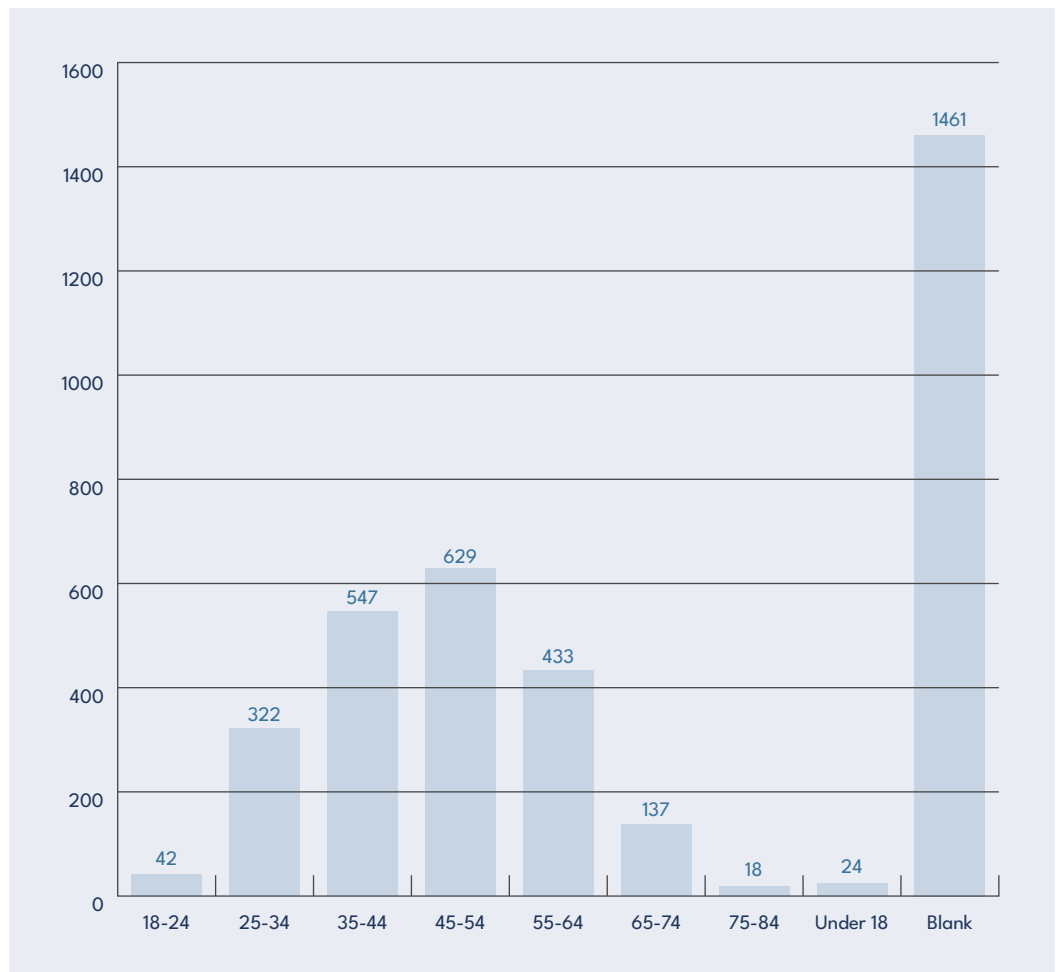
We monitor the gender of our panels, with a goal of providing balanced panels wherever possible.



Panel by gender

Participants by age

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



Participants by age

Survey data

The following survey data is from April 2022 – March 2023 and, as not all events are surveyed, the following shows responses from 57 out of the 76 events in that date range. These scores

show how well Wilton Park deliver events. The average score has improved to 4.61 from 4.40 in 2021/22 which demonstrates how Wilton Park has successfully returned to in person events.

	In person at Wiston House attendance (Policy events)	In person at external venue attendance (Policy events)	Virtual attendance (Policy events)	Average
Overall score	4.63	4.57	4.44	4.61
Response rate	59%	27%	12%	43%
Pre-event communication	4.55	4.53	4.21	4.52
Event materials	4.30	4.28	4.28	4.29
Facilitation	4.77	4.77	4.68	4.77
Selection of participants	4.48	4.57	4.57	4.51
Bedrooms at Wilton Park	4.34	N/A	N/A	4.34
Meeting Rooms at Wilton Park	4.80	N/A	N/A	4.80
Service at Wilton Park	4.89	N/A	N/A	4.89
Food at Wilton Park	4.60	N/A	N/A	4.60
Technology at Wilton Park	4.56	N/A	N/A	4.56
COVID precautions	4.41	N/A	N/A	4.41
Average	4.57	4.54	4.44	4.57

Key 5 = excellent 1 = very poor

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

	% Responded “yes”
New knowledge was shared	86%
New approaches / perspectives were introduced	78%
It helped inform policy or programmatic change	61%
A report / proposals were produced	40%
It fostered intimate, frank and open exchanges	87%
It encouraged networking and strengthening collaboration	90%
It provided foundations for further events in this or related subjects	83%



“For me personally, Wilton Park was a magical experience bringing together global leaders in a safe haven where dialogues could happen constructively, partnerships could be cultivated openly, and networking could flow comfortably. To diagnose and dissect global challenges, and to be able to cross-pollinate fresh ideas for fostering partnerships that could lead to meaningful change, I believe Wilton Park is the perfect platform! Away from the hustle and bustle of the city-life and the ‘normal chaos’ that we all find ourselves in, I thoroughly enjoyed my time at Wilton Park, hearing diverse perspectives, brainstorming on some innovative ideas, creating strong global agency and voice for women and girls and most importantly building some lasting friendships... I really look forward to coming back soon to further the inspiration and accelerate the momentum on our collective work.”

Fiza Farhan
Global Strategic Development Advisor



“I had the privilege of serving in September 2022 as Conference President at an innovative event on war and deterrence at Wilton Park. The pace was intense and the schedule full. Cohering the whole was a demanding operation. I cannot praise the Wilton Park team enough for all they did, both academically and procedurally. Despite considerable pressure we achieved all our aims including feeding the attendees well, a too often neglected but vital part of such conferences! Thank you, Wilton Park.”

**General the Lord Richards
of Herstmonceux**
Former Chief of Defence Staff, UK



“We sincerely believe in Wilton Park’s abilities in building and connecting more and more global networks, facilitating dialogue and exchange of experiences as well as developing new perspectives to deliver innovation in international policy.”

Ambassador Omar Hilale
Permanent Representative
of Morocco to the United Nations



“I found the conference extremely thought provoking and a valuable opportunity for stakeholders to consider in depth the vital work that is still needed... The event’s success and effortless flow of conversation was down to [Wilton Park’s Programme Director]’s ability to engage a broad range of participants and facilitate open dialogue. [Their] personal connection... and deep understanding of the issues at play made [their] role as chair all the more powerful.”

Madeleine Alessandri
Permanent Secretary, Northern
Ireland Office

Wilton Park activities 2022/23

Wilton Park is dedicated to helping solve some of the world's most difficult challenges.

It plays a vital role in supporting cooperation, dialogue, and multilateralism. A home of strategic thought, respectful dialogue, and discreet diplomacy, it is a place where ideas are tested and new projects, partnerships, networks, and friendships are born.

In 2022/23, following the impact of the COVID-19 pandemic on Wilton Park's business, we were able to return to a full programme of work and recommence in-person events. We delivered 76 policy events, 69 of which were in person, and welcomed 3,477 participants from 131 countries. These events brought together a wide range of partners, speakers and participants, including policymakers from the UK and other governments as well as the worlds of politics, the private sector, diplomacy, academia, civil society, the military and the media.

The demand for in-person events reflects the value Wilton Park's partners place on building relationships and networking in a welcoming setting. In contrast to the 87 virtual events in 2021/22, only 7 were virtual in 2022/23. Hybrid events, where a body of the participants are co-located in one place (primarily Wiston House) with others joining virtually, also remained a feature of our activities.

2022/23 saw a marked increase, to 20, in the number of in-person events away from Wiston House. These external events enable us to reach a wider network, both in the UK and overseas. Through innovative use of some of our ODA allocation, we were able to fund and co-brand the 'Girl Now Summit' in Abuja, Nigeria, in February 2023. This entailed working closely with a Nigeria-based organisation and allowed girls who have undergone difficult experiences, including abductions and sexual assault, to have their voices heard by several participating Nigerian Ministers.

As usual, Wilton Park flexed to be able to respond rapidly to emerging issues and priorities. We quickly increased our focus on and support for Ukraine, including helping policymakers understand the nature of the security crisis for Europe, tackle mass atrocities, and focus attention on the future of war and deterrence. Two events (one in Warsaw) brought together government and private sector representatives to discuss

eventual reconstruction needs. In both cases, we worked closely with the Department for Business and Trade, an illustration of our growing engagement with that department. Other partners have included Ministry of Defence (MOD), Department for Business, Energy and Industrial Strategy (BEIS)/Department for Energy Security and Net Zero, the Department for Health and Social Care, the Home Office and the Cabinet Office.

In December 2022, the Review Conference of the Biological Weapons Convention took place at the United Nations in Geneva in a tense geopolitical climate, exacerbated by Russian misinformation on Ukrainian bioweapons activities. The President-Delegate of the Review requested that Wilton Park convene a retreat for States Parties to the treaty to explore how a successful Review might take place. We convened this retreat in Montreux, with all States Parties invited, including Russia, shortly before the Review.

Two series illustrated our expansion into sustained, multi-event dialogues, enabling partners to explore different facets of a larger issue or explore various components of a key relationship. In March 2023, the Foreign, Commonwealth & Development Office launched the UK's new International Women and Girls Strategy. This establishes a set of principles and goals, alongside priorities of the 3 Es – Educating girls; Empowering women and girls and championing their health and rights; and Ending gender-based violence. It also marks the start of a new global campaign – Rights, Freedom, Potential – to drive conversation and action on women's and girls' rights.

The published Strategy acknowledged Wilton Park's role in supporting this vital initiative with a series of six thematic events, starting with a dialogue on Women's Economic Empowerment. Preparations are under way to deliver the second in a series of events aimed at strengthening UK relations with India, this time on the Taxation of the Digital Economy of the Future.

Supporting FCDO priorities

We continue to ensure Wilton Park's events and activities support the priorities of the Foreign, Commonwealth & Development Office (FCDO) and other Government departments working internationally. In 2022/23 our key areas of focus were:

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

Official Development Assistance

We used our Official Development Assistance (ODA) to support 28 events and ensured this met the international objective for ODA: to promote the economic development and welfare of developing countries. In relation to our themes, ODA was spread as follows: sustainable development and the environment 21%, conflict prevention and resolution 16%, human rights 55%, and global economy and health 8%.

Thematic focus

The following event descriptions offer a flavour of the range of key areas and themes that we addressed in 2022/23.

On behalf of the UK government and other partners, we continued to deliver events across the issues set out in the Integrated Review, and the Integrated Review Refresh, published in March 2023, and across our four core themes of Development, Diplomacy, Trade and Security. We remain positioned to continue to support and add value to priority areas emanating from the Review.

We continued our regional strategy - focused on Indo-Pacific, US, Europe and Africa - to help us to focus discussion on key priority areas and underpin our portfolio of events.

We also continued to support the next generation of foreign policy and development experts and welcomed the second cohort of students from across the UK to the Wilton Park Youth Ambassador Network (YAN). The Youth Ambassadors learn about the importance of networks and dialogue, experience our world class dialogues first hand and present ideas and programmes for their own Wilton Park-style dialogue at their respective universities.



Conflict prevention, resolution and state building



Responding to the initial invasion of Ukraine in rapid time, early March saw the successful delivery of a “Wilton Park lite” style event. In a little under two weeks, Wilton Park convened a half-day virtual event with representation from partner organisations from the UK, Ukraine, the United States and Europe.

This output-driven dialogue focused on identifying clear recommendations for actions that the UK and its partners could take, both to support Ukraine’s defence of its territorial integrity and citizens, and to hinder Russia’s offensive actions in the region.

Participant experts ranged from military and economic analysts to experts in cultural relations and political theory.

The role of the private sector in the implementation of Ukraine’s National Recovery Plan was under the spotlight at our November event in Warsaw. There, we brought together Ukrainian and international stakeholders from the public and private sectors to make recommendations on how to support Ukrainian businesses both during and after the war, and to attract international private sector investment into Ukraine.

The conference was held in partnership with the Center for Strategic and International Studies (CSIS) in Washington DC, Crown Agents, RBC BlueBay Asset Management and Bechtel, along with valuable support from the Kyiv School of Economics (KSE) and the British Government.

Following on from Northern Ireland’s 2021 Centenary year, a dialogue in June centred on Northern Ireland, whose history has been marked by conflict, change, and peace-building. Northern Ireland has seen genuine progress since the 1998 Belfast Agreement and, despite challenges that still exist, there is huge potential for its future and for the next generation.

This meeting brought together key actors from politicians, academics, civil society and young people to reflect on the key issues, challenges and opportunities for Northern Ireland in the next decade.

It explored the conditions needed for Northern Ireland to thrive and shape a prosperous and vibrant future, as well as work through the remaining challenges affecting its success and post-conflict transformation. It also asked what needs to change in Northern Ireland over the coming years and decades in order to fully realise the hopes and ambitions of Northern Ireland’s young people.

We were also pleased to facilitate vital discussions on the UN-facilitated, Libyan-owned political process in October, with participants agreeing on the need for progress towards free, fair and inclusive elections.

Our impact:

Our event on the Russia-Ukraine war in early March 2022 resulted in the rapid production of a short report with recommendations, which has been circulated across the Foreign, Commonwealth & Development Office and other government departments. We will monitor opportunities to build on this.

The conference outcomes from ‘The role of the private sector in Ukraine’s recovery and reconstruction’ on how to support Ukrainian businesses both during and after the war, and how to attract international private sector investment into Ukraine, will feed into the agenda for the Ukraine Recovery Conference, taking place in the UK in 2023.

Defence and security



In July, we convened a workshop entitled ‘Safe, Secure & Responsible Synthetic Biology Beyond Containment’. The workshop assessed what prerequisites should be met before we can consider using synthetic biology and identified where it might be needed, such as in the areas of biodiversity, climate change, food security, and infectious diseases.

The dialogue provided an opportunity to share concerns and opportunities and understand what work is already under way as well as consider next steps. Participation was drawn from key intergovernmental and international organizations, leading academics, and policy makers. We also made sure to include perspectives from often under-represented groups, such as indigenous peoples and young scientists and engineers.

In September, a conference originally planned for mid-2020 was finally able to convene in person: 48 participants assessed the implications of new technologies, such as artificial intelligence (AI), for nuclear policy. The impact of emerging technologies has assumed greater salience in recent years, but their implications for nuclear risk and the global nuclear order remain contested and uncertain. Applications of some technologies could have the potential to exacerbate nuclear risks. There might also be ways to leverage these technologies in support of non-proliferation, disarmament, and arms control efforts.

In October, Wilton Park and The Alphen Group organised a three-day, invitation-only conference on Future War and Deterrence. This brought together over 60 leaders, experts, analysts and commentators from public policy and politics, the armed forces, the private sector, and from technology and innovation. Participants came from North America, Europe and Asia.

The core focus of the discussions was both to assess what deterrence of state-on-state conflict will require up to 2035, and what fighting and winning a major war would entail. Lessons from the Ukraine war as well as Chinese military exercises in the Taiwan Strait were examined. Participants agreed that in relation to the full-scale Russian invasion of Ukraine, deterrence had not failed; rather, it had simply not been applied. We were delighted to host (via hologram) Supreme Allied Commander Transformation, General Philippe Lavigne to participate in this critical discussion.

We held a Wilton Park gathering in November on the changing nature of strategic stability, considering various national and regional perspectives, with the aim of identifying the risks of strategic escalation and tools for managing that risk. Participants considered the wider challenges of a multi-polar and competitive world, the breakdown in international rules and norms and the implications of developing technologies. There was excellent engagement from a number of Indo-Pacific participants; we aim to run a series of strategic stability events reflecting the dynamism and different perspectives on the topic and are considering an event in the region.

We also hosted a dialogue in November on ‘Acting Responsibly in Cyberspace’. In isolation, individual states have limited agency to turn back a global tide of malicious cyber activity; yet collectively they have the potential for great change towards a more amenable cyberspace.

A key part of the UK’s strategy is the focus on developing international partnerships and recognising what it means to be a responsible and democratic cyber power. This dialogue offered a forum to bring a range of diverse perspectives from nations

across the globe, private sector, academia and NGOs to explore how states can practically strive towards improving cyberspace through their own actions, setting themselves apart as leaders for a better digital future by promoting responsible behaviour, whilst still recognising the inherent challenges and realpolitik of the digital realm. By building cooperation between government partners and relevant stakeholders, we can further efforts to build a shared vision for the future of cyberspace and agree on how to move it forward.

Also in November, we convened a conference in Cape Town, run in collaboration with our regular partners, Global Affairs Canada and the UK Government. The G7's counter-proliferation initiative, the Global Partnership Against the Spread of WMD, had recently launched its Signature Initiative on countering biological weapons threats in Africa, and our conference was designed to outline clear, actionable next steps for improving regional biosecurity with increased support and engagement from international partners. The South African Minister for Health, the Hon. Joseph Phaahla, opened the conference which featured 40 participants from Africa and key international Global Partnership partners.

In December, one of our longest-running conferences, 'The NPT after the 2022 Review Conference', which focuses on challenges to the international regime governing nuclear proliferation and disarmament, convened for the first fully in-person format since 2019. 75 participants were able to join us in person for discussions which included the Iran nuclear deal, the future of nuclear arms control and disarmament diplomacy, the opportunities of peaceful nuclear technology, and the challenge of North Korea.

In January, we ran an event on Responsible Space Behaviours – Latin American and Caribbean Perspectives, which preceded the third meeting of the United Nations (UN) Open Ended Working Group (OEWG) on space threats which ran from 31 January to 3 February 2023. The event included the OEWG Chair who reflected on the value of the series of Wilton Park events as an exploratory and preparatory space supporting the OEWG's work. We continue to support the UK initiative at the United Nations and are planning a series of events in the coming year.

The Wilton Park meeting brought together Government policy makers in the Latin American and Caribbean region with academic experts and commercial operators. With strong engagement from regional representatives, the conversation moved forward from previous events focusing on our dependency on space and the risks to space-based systems, to talking about what responsible norms and behaviours and their governance might look like.

Following on from our strategic stability gathering in November, our March event 'Strategic Risk Reduction' convened a core group of NATO allies and partners, along with senior non-governmental experts, to discuss and critically engage with strategic risk reduction. Our aim was to build on existing efforts to encourage a focused dialogue on the current risk landscape and to develop thinking on a forward-looking agenda for future strategic risk reduction efforts. In a security environment characterized by strategic competition and instability, the need to manage and reduce risks has never been greater. The erosion of the traditional arms control, disarmament and non-proliferation framework has compelled the development of novel

and innovative approaches that are necessary to strengthen international security and strategic stability. This event explored the drivers of strategic risk, both intentional and inadvertent, and their implications on national and Alliance security policies.

Expanding our work on nuclear issues, we convened two March conferences in partnership with the UK and Norway on nuclear disarmament. First, following a successful conference last March that produced a UK-Norway side event at the NPT Review Conference, the event further developed the concept of irreversibility in nuclear disarmament: its political, technical and legal parameters. An invitation-only group of policy officials and non-government experts then assessed how to take the concept forward in diplomatic and academic work. At the end of March, we continued our work in support of the UN's Group of Governmental Experts on verifying nuclear disarmament: the Group members met in Montreux to assess the Chair's first draft of their final report.

Our impact:

As our work in 2022/23 shows, Wilton Park is key to His Majesty's Government's approach to nuclear policy and demonstrates this to the Non Proliferation Treaty (NPT) community.

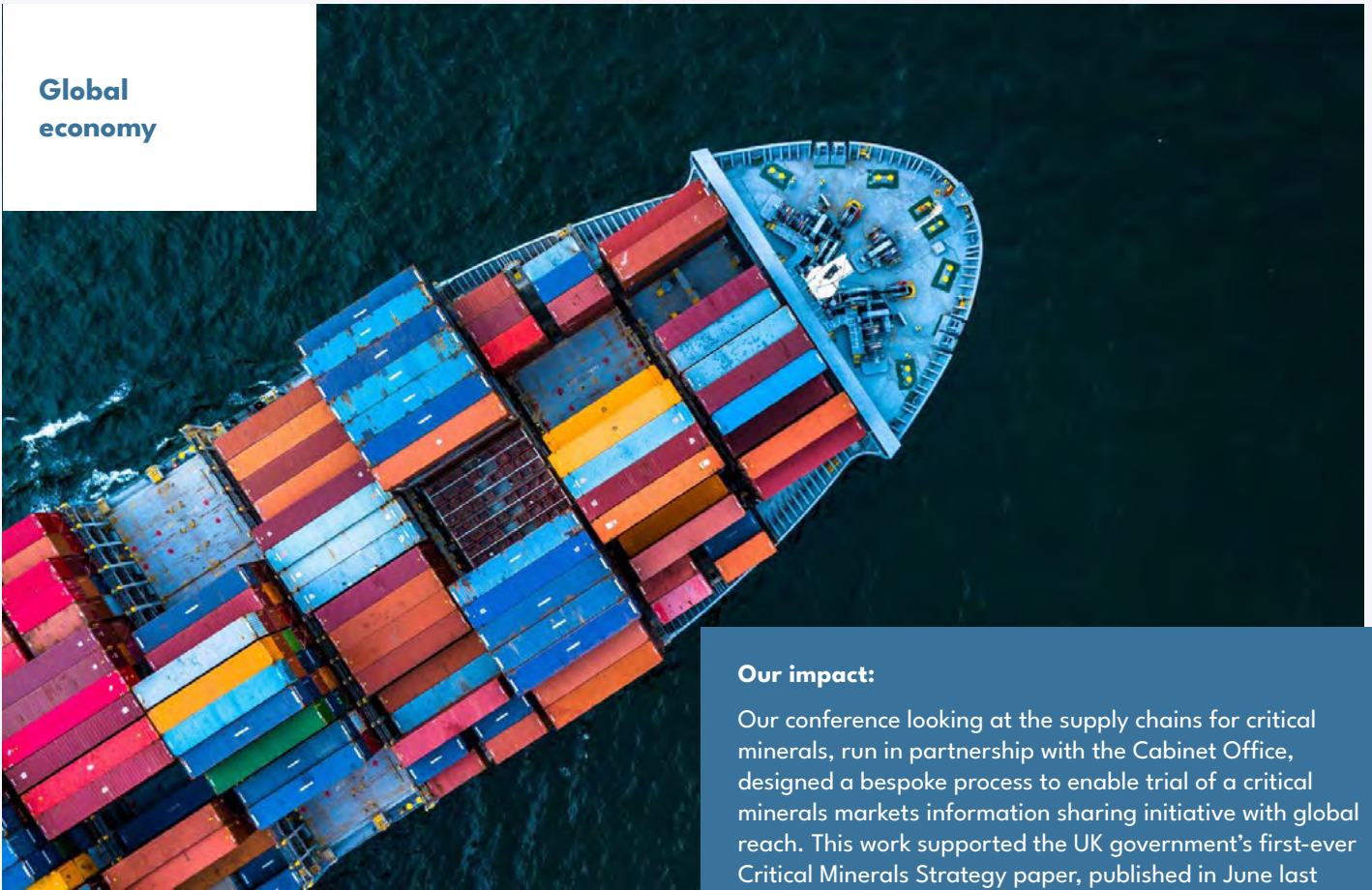
FCDO partners on 'The NPT after the 2022 Review Conference' have commented that the event is an integral part of the UK diplomatic brand on the NPT. More specifically, our work on irreversibility in nuclear disarmament, partnered with the UK and Norway, formed the basis for their working paper submitted to the 2022 NPT Review, and a side-event that referenced their Wilton Park conference.

The draft final document from the Review called for further work, and, as a result, we worked with the UK and Norway to convene a second irreversibility conference. This identified next steps for international diplomacy as well as work by non governmental organisations (NGOs), and agreed the need for a third Wilton Park event. We look forward to the reception to our work at the NPT Preparatory Committee in August 2023.

Our work on how to effectively utilise peaceful nuclear technology informed another working paper tabled at the NPT Review Conference, setting out the UK-US proposal for a sustained dialogue on peaceful uses to drive global awareness and identify new opportunities for to support development challenges. Again, a side event at the Review recognised Wilton Park's work on this issue and set out forward work.

Our conference looking at the supply chains for critical minerals, run in partnership with the Cabinet Office, designed a bespoke process to enable trial of a critical minerals markets information sharing initiative with global reach. This work supported the UK government's first-ever Critical Minerals Strategy paper, published in June last year.

Global economy



Our impact:

Our conference looking at the supply chains for critical minerals, run in partnership with the Cabinet Office, designed a bespoke process to enable trial of a critical minerals markets information sharing initiative with global reach. This work supported the UK government's first-ever Critical Minerals Strategy paper, published in June last year.

The 'Data for Retention: Addressing Under-Representation of LGBTQ+ Minorities in STEM' conference supported the shaping of a new and innovative bilateral fund that will explicitly address the dearth of Sexual Orientation and Gender Identity (SOGI) data in STEM.

The issue of how to maintain supply chains of critical minerals has become a prominent one. The UK Government is an international thought leader on this and published its national strategy paper last summer. In it, the Minister for the Department of Business, Energy & Industrial Strategy (BEIS) noted that "As technology evolves faster than ever, we become more and more reliant on a new cohort of minerals. We are moving to a world powered by critical minerals: we need lithium, cobalt and graphite to make batteries for electric cars; silicon and tin for our electronics; rare earth elements for electric cars and wind turbines".

With so much of our modern life so dependent on these minerals, and as the war in Ukraine underlines how vulnerable supply chains can be, how can those chains be protected? In March, we convened a conference in partnership with the Cabinet Office which aimed to design a bespoke process to enable trial of a critical minerals markets information-sharing initiative with global reach by building on existing experience.

In partnership with DIT, Education is GREAT and Pearson PLC, we brought together experts from industry, government and the higher education and skills sector from around the ASEAN region to share their experiences on how to ensure that workers have the relevant skills for the economy and workplaces in the post-Pandemic era. This meeting in Ho Chi Minh City, Vietnam, which took place in November, followed previous dialogues in Kuala Lumpur and Bangkok and further developed joint plans of action in the context of our Dialogue Partnership with ASEAN. The dialogue allowed for sharing of thinking and experience in implementing new measures to address the lack of skills in key areas such as data analysis, AI and green engineering skills,

as well as the gender imbalance which sees too few women engaging in these areas of work. It addressed ASEAN's renewed commitment towards enhancing the quality of its workforce, as recently expressed in the ASEAN Declaration on Human Resources Development for the Changing World of Work. It also highlighted new initiatives (including from the UK Department for Education) underpinning the importance of skills development through various modes (formal, non-formal and informal learning) as an integral part of lifelong learning.

Our conference in February, 'Data for Retention: Addressing Under-Representation of LGBTQ+ Minorities in STEM,' discussed the limited information available to support policy makers in the design of evidence-based interventions to address the under-representation of LGBTQ+ minorities in science, technology, engineering and mathematics (STEM) disciplines in both the US and the UK. Developed in partnership with the Science Innovation Network, the conference explored what data is currently collected, gaps in existing data and ways in which to overcome barriers to future data collection. A key milestone toward collaboration on data sharing, the conference brought together a UK-US community of experts working together on diversity, equality and inclusion (DEI) in STEM from government, NGOs, university administrations, researchers, and funders.

Global health



Wilton Park has long had a place in international policy discussions of global health. The ground breaking Global Alliance on Vaccines and Immunisation, which plays a central role in tackling communicable diseases, including COVID-19, owes its creation to a Wilton Park event. Similarly, discussions there among global players on the threat of antimicrobial resistance have helped shape approaches and policies pursued in international fora, notably the World Health Organization and the Food and Agriculture Organization. These processes take time to crystallise and for their impact to be felt. However, Wilton Park's agility to convene key actors as health crises are emerging is a significant contribution: this was evidenced by our role in supporting the Delphi consensus on tackling COVID-19.

Since February 2020, Wilton Park, in partnership with the Swedish Ministry of Foreign Affairs and WHO Alliance for Health Policy and Systems Research has run a series of dialogues on 'Healthy Societies, Healthy Populations' to explore the social, economic, and environmental determinants of healthy societies, the promotion of cross-sectoral approaches for better health, and the prioritisation of health in other sectoral policies and settings. A final dialogue was hosted at Wilton Park in mid-June 2022, with senior decision makers and influencers from across the public and private sectors and civil society considering how

a dynamic agenda can be delivered that results in healthier societies and healthier populations.

Over a series of virtual dialogues, we have supported the liver health community to consider how to initiate a coordinated and collaborative public health response, taking a 'whole of society' approach to understand the transformations needed within and beyond health systems to address non-alcoholic fatty liver disease which affects approximately 30% of the world's population¹, presenting as an emerging chronic health burden in emerging economies as well as high and middle income countries. The final series dialogue took place in person at Wilton Park in October 2022, building upon past discussions to support the development of a research and action roadmap to guide and spur action on this neglected public health challenge.

Despite many countries having lifted COVID-19 restrictions and many aspects of life having 'returned to normal', COVID-19 is not over. Around the world well over six million have died of the disease so far. Over the past year, Wilton Park has been part of a process that has brought together hundreds of experts from around the world to reach a consensus on how to end COVID-19 as a public health threat.

Our impact:

The 'Healthy Societies, Healthy Populations' dialogues established a network of multisectoral stakeholders who share knowledge, insights and policy priorities in ongoing efforts towards supporting the WHO triple billion (1 billion more people benefiting from universal health coverage, 1 billion more people better protected from health emergencies, and 1 billion more people enjoying better health and well-being), and other global goals covering health, climate, the environment and economics. The series produced a series of communications and engagement tools for stakeholders to use to further the dialogue across different communities and policy makers.

The Wilton Park series on Nonalcoholic Fatty Liver Disease (NAFLD) and Nonalcoholic steatohepatitis (NASH) resulted in forging a unified ambition and vision for advancing the NAFLD agenda. Outcomes included a prioritised set areas for further research areas and policy actions, along with the proposal for the establishment of a global coalition. The impact of this series of dialogues has been to consolidate and build a 'whole of society' network to drive action to address a little known health issue which has the potential to significantly increase the burden on health systems globally.

The publication 'A multinational Delphi consensus to end the COVID-19 public health threat', published in November 2022 in Nature, was a direct outcome of the role Wilton Park has played in bringing together experts to tackle COVID-19. This paper has attracted significant attention, being widely cited and disseminated globally as well as scoring in the top 5% of all research outputs scored by Altmetric², a data science company tracking published research and provides policy makers with consensus recommendations on 'whole of society' approaches to end COVID-19 as a public health threat.

1. [https://www.thelancet.com/journals/langas/article/PIIS2468-1253\(22\)00165-0/fulltext#:~:text=Recent%20meta%20analyses%20and%20systematic,%25%20and%2029%C2%B78%25](https://www.thelancet.com/journals/langas/article/PIIS2468-1253(22)00165-0/fulltext#:~:text=Recent%20meta%20analyses%20and%20systematic,%25%20and%2029%C2%B78%25)
 2. <https://www.altmetric.com/details/138006212>



Human rights, good governance and faith

At the end of June, we hosted an event which explored how freedom of religion and belief can help deliver the Sustainable Development Goals and ensure a sustainable recovery from the COVID-19 pandemic. It served as an opportunity to engage religious actors and other key civil society representatives, academics, and policy makers in a focused and practical dialogue.

Marking the 40th anniversary of the United Nations Convention of the Law of the Sea (UNCLOS), our conference on Human Rights Law at Sea in December reflected on the recommendations of the 2022 Report of the House of Lords International Relations and Defence Select Committee (IRDC) Inquiry to develop an understanding of how human rights obligations can be projected into the maritime domain in ways which respect both the essential structures of ocean governance and also offer meaningful rights-protection to individuals at sea.

January saw a continuing focus on human rights in the conference 'Strengthening Human Rights in the Crisis of Peace and Security'. Marking seventy-five years since the Universal Declaration of Human Rights, this conference considered the effectiveness of human rights mechanisms and responses in the context of international crises in peace and security, drawing on learning from a range of countries and regions affected by conflict and insecurity. This meeting was the 17th in the annual human rights series developed in partnership with the Federal Department of Foreign Affairs of Switzerland and the Ministry for Foreign Affairs of Finland.

In May of 2022 we hosted an event on strengthening the international response to conflict-related sexual violence (CRSV) which produced recommendations that fed into the 2022 London Conference. Wilton Park has been supporting the UK's Preventing Sexual Violence in Conflict Initiative since its inception in 2012 and a further two events in March of this year built on this body of work.

The first was a retreat which brought together survivors, children born of Conflict-Related Sexual Violence (CRSV),

Our impact:

Our event on Freedom of Religion or Belief (FoRB) and the SDG agendas developed recommendations for consideration during the International Ministerial Conference on Freedom of Religion or Belief, hosted by the UK Government in July 2022.

The Human Rights Law at Sea dialogue produced a range of recommendations focused on the articulation of what a human rights violation at sea entails, the conceptual basis for how human rights at sea needs to be reconsidered and the need for better monitoring and data gathering of human rights at sea. It also drew up a list of specific barriers to effective enforcement of human rights at sea that should be removed. The House of Lords International Relations and Defence Committee was briefed on the outcomes of the discussion in March 2023.

Discussions on the draft Crimes Against Humanity Convention (CAHC) will help to feed into the UN's 6th Committee negotiations in April and support the creation of a common position on an approach to gender equality and conflict-related sexual violence (CRSV) in the CAHC.

Conference participants at the Role of Sanctions in Preventing Humanitarian Situations agreed on the need for additional policy guidance and other tools for making sanctions smarter and more humane. A new code of conduct, with a set of voluntary guiding principles on the imposition of sanctions to help governments and organisations to better evaluate, assess, avoid and mitigate unintended humanitarian impacts, was proposed.

This led to the formation of a new multi stakeholder project, Advancing Humanitarianism through Sanctions Reform (AHSR), tasked with drawing up this new code of conduct. The new code will be presented and reviewed at a further meeting at Wilton Park in May 2023.

experts, civil society representatives and governments from across the world to consider how to effectively address CRSV through supporting survivor networks and strengthening the voices of survivors and children born of CRSV in national and international policy making. The retreat maintained the momentum from the PSVI Conference held in November 2022, which launched a Political Declaration signed by 53 countries, including a commitment to drive change in a survivor-centred way, amplifying survivor voices. It was developed in partnership with the UK's PSVI Survivor Champions and the FCDO and illustrates the value participants place on Wiston House as a safe place for sensitive conversations.

The second of the March meetings followed the recent resolution in the UN's 6th Committee, to reconvene in a resumed session in April 2023 (and again in 2024) to discuss the draft Crimes Against Humanity Convention (CAHC). The off-the-record roundtable aimed to provide an expert forum for technical discussions on the CAHC and galvanise support.

Multilateral institutions, key countries and regions



The 2022 British German Forum event took place in July, in association with the British Embassy in Berlin and the Embassy of the Federal Republic of Germany in London. It took the UK-Germany Joint Declaration, the German election and coalition agreement, and the COVID pandemic, as starting points from which to look further ahead and explore three areas: transforming economies to adapt societies to climate change and energy security, learning from the COVID pandemic and practising foreign policy based on ideas, causes and values.

In November, Wilton Park welcomed a delegation from the Korean Association of International Studies to discuss proposals for technological collaboration under the banner 'Technology Security and Cooperation in a Rapidly Changing World', with UK and European counterparts. This event served as an avenue for academics, practitioners and experts to share the current state of technologies with a focus on the status of technological trends and the nature of technological competition in core areas such as semi-conductors, 5G, quantum computing, batteries and artificial intelligence.

In March, Wilton Park ran the inaugural Romania UK Bilateral Forum on the occasion of the signing of the Romanian-British Strategic Partnership. The event was opened by the Foreign Secretary, James Cleverly and Romanian Foreign Minister, Bogdan Aurescu.

The Romania UK Bilateral Forum is an initiative that will take place annually bringing together government, business and academia, with the aim of identifying opportunities to strengthen bilateral cooperation.

Bilateral fora have played an important role in providing spaces for building links between nations and their people. As the UK redefines its relationship with Europe there are several fora which are particularly important – Tertulias, Aurora and Königswinter. Each one has developed an effective platform for the UK and its partners (Spain, the Nordic and Baltic states, and Germany) to come together. Wilton Park will be more involved in these important bilateral forums in the future. We will provide our expertise on behalf of the Foreign, Commonwealth and Development Office to help support these forums on the UK side, working with the teams already leading them. We will look at how the forums can do even more to deepen and enhance the UK's relationships with some of its closest neighbours.

As recruitment and use of children by armed actors continues to rise in many countries around the world, how best to reintegrate such children into civilian life was under scrutiny at a Wilton Park conference in February. Held in partnership with the Office of the Special Representative of the Secretary-General for Children and Armed Conflict, UNICEF, the Norwegian Ministry of Foreign Affairs, Save the Children and War Child, reintegration was put forward as critical to global peace, security and development.

Our impact:

As a result of the meeting the UN Special Representative of the Secretary-General for Children and Armed Conflict, the UN Special Representative of the Secretary-General on Violence against Children, and the UN Committee on the Rights of the Child issued a joint statement on child rights in a securitised environment³. They called on Member States to ensure a child rights-based approach when developing counter-terrorism and national security measures.

They are now planning to launch a joint study on this issue within the year. Also, as result of the meeting, the OSRSG CAAC presented new data on child reintegration and prevention of recruitment, which was later published and broadly supported.

In addition, in March 2023 following the Wilton Park meeting, the Chair of the UN Committee of the Rights of the Child issued a joint statement with the UN Special Rapporteur on Counter-terrorism and Human Rights on children detained in Syrian camps.

The UN Committee of the Rights of the Child also committed to sponsoring a side event on education in armed conflict during the Protection of Civilians Week and to organise a panel discussion on the need for enhanced connectivity and coordination between Geneva and New York on the Children and Armed Conflict and Violence against Children agendas, as part of the Geneva Human Rights Platform General Assembly in New York in October 2023.

3. <https://childrenandarmedconflict.un.org/2023/03/un-experts-stress-urgent-need-to-ensure-child-rights-while-implementing-counter-terrorism-and-national-security-measures/>

Sustainable development and the environment



This year, Wilton Park has continued to support the various high-level climate diplomacy initiatives launched during the UK's presidency of the UN climate process, including the Green Grids Initiative, the Energy Transition Council, and the Powering Past Coal Alliance. We also convened dialogues in support of crucial efforts in resilience and adaptation, as well as on climate change and education.

The financial year began with an exciting opportunity to present the outcomes of the Wilton Park-led Catalyst for Climate Action initiative to senior policymakers across the Middle East and North Africa region, including the United Arab Emirates, who will host this year's climate negotiations in Dubai in December 2023. Hundreds of stakeholders came together under the initiative to produce detailed recommendations including an impassioned Call to Action for greater investment in, and attention to, the capacity of developing economies to fully participate in the Paris Agreement.

An event on education and climate change in June resulted in a new FCDO policy position paper. Also in June, we convened further discussions to bolster the global agenda on adaptation and resilience, including the Risk-Informed Early Action Partnership (REAP). Launched at the UN Climate Action Summit in September 2019, REAP brings together an unprecedented range of stakeholders across the climate, humanitarian and development communities with the aim of making 1 billion people safer from disaster by 2025. In June 2022 REAP and Wilton Park, co-sponsored by the UK and Germany, convened a discussion for early action donors aiming to take stock of the findings of a REAP-commissioned report titled Finance for Early Action. In October, we convened again to look at the action-oriented next steps in the discussions and commitments that

were initiated by the June roundtable discussion. Early and anticipatory approaches have been piloted and the results have been resoundingly positive, more quickly providing assistance and dignity for those assisted.

In September we convened the final event in our series on the transformational change needed for a sustainable future; this produced five key calls to action. In the build-up to COP27 we convened three dialogues aimed at building trust between historic emitters and emerging economies as part of a just transition in the energy sector – one that supports countries with fast-growing energy needs to renounce fossil gas and coal and raise sufficient capital for clean, climate-compatible growth, while protecting human rights for workers and communities. These opened with an event in partnership with the Institute for Human Rights and Business asking how the just transition approach can help workers and communities, protect human rights, support transition to new jobs and ensure local, decent and inclusive employment.

In October, we hosted a dialogue between leaders in climate diplomacy such as the UK and countries with plans to build new coal-fired power stations, taking a detailed look at the investments required to replace each gigawatt of planned coal generation with a gigawatt of renewable energy, and to map out what a global coal-to-clean transition could look like. In the same month, we convened a dialogue asking how the multilateral development banks could become drivers of this shift.

In November, we hosted the final convening in our series on 'Reimagining UK development assistance and climate action to 2030 and beyond'. The dialogue provided space for the UK



development community and international partners to reflect on UK International Development Strategy (IDS) considering how the UK offer can best help to meet the global challenges of today. Earlier dialogues in the series focused on the UK's evolving role within the international development arena and frameworks guiding the UK approach, and the nexus of international development and climate action, considering how to better leverage the mutually reinforcing pathways through which to achieve both development and climate ambitions.

In December and February, we convened workshops for the Green Grids Initiative (GGI) in Southern Africa and Southeast Asia respectively. The Green Grids Initiative, which is designed to accelerate this process in key markets, launched during COP26 with Wilton Park as a core delivery partner. It has the objective of facilitating cross-border power system integration, including increased investments in the transmission grid infrastructure required to integrate renewable energy generation, and increased cross-border trading of renewable energy. Having established the global action plan for the initiative at previous Wilton Park events, we have now begun the stage of developing detailed plans at the regional level. This process began in December with a gathering in Bangkok of officials and power industry players from across the Asia-Pacific region and continued in February with a dialogue focused on Southern Africa.

In March, we convened the virtual dialogue 'Loss and Damage: how transformational?' This dialogue reflected on progress made at COP27 and highlighted the urgent actions and systemic changes needed to move the agenda on financial and technical support for vulnerable countries forward in a sustainable and equitable way.

Our impact:

The impact of Wilton Park's work on climate and environment this year included:

- Detailed action plans committing governments, the private sector and civil society to invest in energy market integration and improved capacity to bring renewables on to the electricity grid in Southern Africa and Southeast Asia;
- A new UK position paper on climate change in education;
- A public 'call to action' for transformational change in climate and development programming and funding;
- Commitments from a range of actors on early and anticipatory action in response to extreme weather events;
- New bilateral and multilateral partnerships to displace planned investment in coal-fired power plants with renewable energy generation; and
- A new grouping of shareholder countries in the multilateral development banks, established to drive greater climate ambition within the banks' portfolios.

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

A summary list of online events in 2022/23 can be found in the Schedule of Events section of this Annual Report.

Schedule of events

Event name	Date	Location / format	Policy theme
The UK in the World: the future of UK ideas, innovation and influence overseas	April 2022	Berkshire	Global economy
Preparing the children and armed conflict agenda for the future	April 2022	Wiston House	Conflict prevention, resolution and state building
Youth Ambassador Network in Person	April 2022	Wiston House	Multilateral institutions, key countries and regions
Global Partnership biosecurity signature initiative	April 2022	Wiston House	Defence and security
United Nations multilateral process on conventional ammunition	May 2022	Wiston House	Defence and security
Exploring pathways to transformational climate action	May 2022	Virtual	Sustainable development and the environment
Commonwealth CVE Cadre	May 2022	Hybrid, Wiston House	Conflict prevention, resolution and state building
Strengthening the international response to Conflict Related Sexual Violence (CRSV)	May 2022	Wiston House	Human rights, good governance and faith
Sanctions, incentives, and human security: economic statecraft and humanitarian crises	May 2022	Wiston House	Human rights, good governance and faith
Latin America – Africa network of human rights and criminal law practitioners	May 2022	Wiston House	Human rights, good governance and faith
Energy Transitions Council (ETC) Ministerial	May 2022	Virtual	Sustainable development and the environment
Learning Climate: forging shared solutions on education, environment and climate change	June 2022	Wiston House	Sustainable development and the environment
Healthy societies for healthy populations	June 2022	Hybrid, Wiston House	Global economy
Financing for early and anticipatory action	June 2022	Virtual	Sustainable development and the environment
UK-Ukraine Infrastructure Summit	June 2022	London	Conflict prevention, resolution and state building; and security; Multilateral institutions, key countries and regions
Private Capital - in person event	June 2022	Wiston House	Global economy; Global health
Freedom of Religion or Belief (FoRB) and the SDG agendas	June 2022	Wiston House	Human rights, good governance and faith

Event name	Date	Location / format	Policy theme
A more confident and inclusive Northern Ireland	June 2022	Wiston House	Conflict prevention, resolution and state building
British German Forum: collaborating for shared opportunities	July 2022	Wiston House	Multilateral institutions, key countries and regions
The future for nuclear deterrence and assurance	July 2022	Wiston House	Defence and security
Safe, secure and responsible synthetic biology beyond containment	July 2022	Hybrid, Wiston House	Defence and security
Building a shared agenda on the evidence base for Gender-Based Online Harassment and Abuse	August 2022	Wiston House	Human rights, good governance and faith
Russia/Ukraine: Winning the global information war	September 2022	Wiston House	Multilateral institutions, key countries and regions
Transformational change towards a sustainable future	September 2022	Wiston House	Sustainable development and the environment
Emerging technologies and the Nuclear Non Proliferation Treaty	September 2022	Wiston House	Defence and security
Securing effective implementation of the CWC	October 2022	Wiston House	Defence and security
Just Transitions: the need for international rules based on local realities	October 2022	Wiston House	Human rights, good governance and faith; Sustainable development and the environment
Delivering the global coal-to-clean transition	October 2022	Wiston House	Global economy; Sustainable development and the environment
Financing for early and anticipatory action	October 2022	Windsor	Sustainable development and the environment
NAFLD – developing a roadmap for fatty liver disease	October 2022	Wiston House	Sustainable development and the environment
How the Multilateral Development Banks can deliver climate safety	October 2022	Wiston House	Sustainable development and the environment
The Future War and Deterrence Conference	October 2022	Wiston House	Defence and security
Defence and Security of Space - sharing perspectives on military operations and behaviours in space	October 2022	Wiston House	Defence and security

Schedule of events

Event name	Date	Location / format	Policy theme
Strategic Stability for unstable times	November 2022	Wiston House	Defence and security
Acting responsibly in Cyberspace	November 2022	Wiston House	Defence and security
Informal Retreat for the Ninth Biological Weapons Convention (BWC) Review Conference	November 2022	Switzerland	Defence and security
Operationalizing the signature initiative to mitigate deliberate biological threats in Africa and strengthening the Africa CDC's regional health-security capabilities	November 2022	South Africa	Defence and security
Technology security and cooperation in a rapidly changing world	November 2022	Wiston House	Multilateral institutions, key countries and regions
Meeting the ASEAN skills challenge: How do economies prepare for a Net Zero future?	November 2022	Vietnam	Global economy
Delivering the UK international development agenda to 2030 and beyond	November 2022	Hybrid, Wiston House	Sustainable development and the environment
The role of the private sector in Ukraine's recovery and reconstruction	November 2022	Poland	Conflict prevention, resolution and state building; Multilateral institutions, key countries and regions
Human Rights Law at Sea	December 2022	Wiston House	Human rights, good governance and faith
Green Grids Initiative (GGI): Asia-Pacific retreat	December 2022	Thailand	Sustainable development and the environment
The NPT after the 2022 Review Conference	December 2022	Wiston House	Defence and security
Responsible space behaviours – Latin American perspectives	January 2023	Panama	Defence and security
Strengthening human rights in the crisis of peace and security	January 2023	Wiston House	Human rights, good governance and faith
Data for Retention: Addressing under-representation of LGBTQ+ minorities in STEM	February 2023	Wiston House	Global economy
ECC's Girls Education Summit	February 2023	Hybrid, Nigeria	Sustainable development and the environment
Reintegration of children associated with armed forces or armed groups	February 2023	Wiston House	Conflict prevention, resolution and state building; Defence and security; Multilateral institutions, key countries and regions; Human rights, good governance and faith

Event name	Date	Location / format	Policy theme
Green Grids Initiative: supporting priority projects in Southern Africa	February 2023	South Africa	Sustainable development and the environment
In-person meeting of the 2023 Wilton Park Youth Ambassador Network	February 2023	Wiston House	Multilateral institutions, key countries and regions
Friends of Wilton Park Networking Evening: Highlighting the Transatlantic Relationship	February 2023	London	Multilateral institutions, key countries and regions
Strategic risk reduction	March 2023	Wiston House	Defence and security
Mediterranean Initiative for Inclusive Citizenship and Freedom of Religion and Belief: Bridging the two agendas	March 2023	Italy	Conflict prevention, resolution and state building
CRSV Survivor Retreat	March 2023	Wiston House	Human rights, good governance and faith
Moving forward on Irreversibility in Nuclear Disarmament	March 2023	Wiston House	Defence and security
Economics of Energy Innovation Systems Transition (EEIST) Retreat	March 2023	Wiston House	Sustainable development and the environment
Conflict Related Sexual Violence and Crimes Against Humanity	March 2023	Wiston House	Conflict prevention, resolution and state building
Critical minerals information – sharing initiative	March 2023	Wiston House	Global economy
Road to URC Event	March 2023	London	Conflict prevention, resolution and state building
Loss and damage: how transformational?	March 2023	Virtual	Sustainable development and the environment
Romania UK Bilateral Forum	March 2023	London	Multilateral institutions, key countries and regions
Women's Economic Empowerment: Stimulating Renewed Global Momentum and Driving Long-Lasting Change	March 2023	Wiston House	Global health; Human rights, good governance and faith
Verifying nuclear disarmament: the UN GGE	March 2023	Switzerland	Defence and security

Wilton Park convened 76 policy events in 2022/23. Not all events are listed above as some were closed or offline events. Closed or offline events are those which were by invitation only or where participants, partners and/or themes require extra

sensitivity; meaning the title and details are not made publicly available. They include support for work to address sensitive security, diplomatic or other global issues.

Schedule of partners

This schedule details the organisations who commissioned Wilton Park's work during 2022/23. Together, we worked closely to bring together an innovative range of participants from 131 countries, mixing experience with new voices so that today's policy leaders, decision makers and influencers connect with those of tomorrow.

Foreign, Commonwealth & Development Office (FCDO)

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

UK government departments, agencies and centres

British Council
Cabinet Office*
Department for International Trade (DIT)
Department for Business, Energy and Industrial Strategy (BEIS)
Department for Digital, Culture, Media and Sport* (DCMS)
Ministry of Defence
Northern Ireland Office

Other UK organisations

Bridge International Dialogue
British American Parliamentary Group*
British Foreign Policy Group
Centre for Disaster Protection
Commonwealth Secretariat
Council on Geostrategy*
Crown Agents
Climate Parliament*
Education is GREAT
Guernica 37 International Justice Chambers
Improbable
Institute for Human Rights and Business (IHRB)
Kings College London
Pearson Education
Sanctions and Security Research Project*
Save The Children UK
Third Generation Environmentalism (E3G)
University of Bristol
University of Sussex*
War Child UK

Foundations

Children's Investment Fund Foundation (CIFF)
Climate Imperative
KR Foundation
Oak Foundation
Open Society Foundations (OSF)
The Rockefeller Foundation

International organisations

African Development Bank Group*
African Union Development Agency (AUDA-NEPAD)*
Center for Strategic and International Studies (CSIS)
Climate Investment Funds (CIF)
European Climate Foundation
Global Environment Facility (GEF)
Green Climate Fund (GCF)*
International Alliance for Responsible Drinking (IARD)
International Dialogue Centre (KAICIID)
International Federation of Red Cross and Red Crescent Societies (IFRC)
International Fund for Agricultural Development (IFAD)
International Partnership on Religion and Sustainable Development (PaRD)
NATO Defense College (NDC)
North Atlantic Treaty Organization Headquarters (NATO)
Southern African Power Pool (SAPP), Zimbabwe*
United Nations Women
United Nations International Children's Emergency Fund (UNICEF)
United Nations Development Programme (UNDP)
United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP)*
United Nations Office of the Special Representative of the Secretary-General for Children and Armed Conflict*
United States Agency for International Development (USAID)

*Intellectual partner providing no financial contribution

Overseas governments and organisations

Australia	eSafety Commissioner
Austria	European Union Agency for Fundamental Rights (FRA)
Canada	Global Affairs Canada Canada Global Environment Facility
Denmark	Government of Denmark
Finland	Government of Finland Ministry for Foreign Affairs
Germany	Federal Foreign Office German Institute for Development Evaluation*
Greece	Union of Greek Shipowners, Greece
Italy	Embassy of Italy to the Holy See, Rome Ministry of Foreign Affairs and International Cooperation
Korea	Korean Association of International Studies
Lebanon	Adyan Foundation
The Netherlands	Ministry of Foreign Affairs of the Kingdom of the Netherlands
Norway	Ministry of Foreign Affairs
Romania	Ministry of Foreign Affairs
Sweden	Ministry for Foreign Affairs
Switzerland	European Association for the Study of the Liver Federal Department of Foreign Affairs Swiss Federal Administration
United States of America	Fourth Freedom Forum Lawrence Livermore National Laboratory (LLNL) Los Alamos National Laboratory (LANL) Sandia National Laboratories Stanley Center for Peace and Security, United States of America United States of America Global Partnership for Education, US United States of America Ministry for Foreign Affairs United States of America Southern Africa Development Community (SADC), Botswana* US State Department*

Private sector

Airbus Defence and Space*
BAE Systems*
Bechtel*
Beijing to Britain
Bluebay Asset Management
BritishAmerican Business
Helsing
Mott MacDonald*
Pearson Plc
Premise Data
Strategy International
Virgin Atlantic Group

Sustainability reporting

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

Mitigating climate change: working towards Net Zero by 2050

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

During 2022/23 Wilton Park has introduced an Environmental, Social and Governance (ESG) framework to focus on these core pillars. The aim is to embed these into our overall governance, decision making and assurance processes and measure our performance accordingly. Sustainability is at the heart of the Environmental pillar which feeds into Social and Governance. The creation of the ESG framework illustrates our commitment to these core issues.

In order to uphold the Environment Policy statement, Wilton Park continues to focus on projects aimed at reducing waste and

energy consumption. By involving colleagues in key strategic frontline areas, we are looking at ways to:

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

We also continue to deliver events which help mitigate climate change, these events are highlighted in the Thematic Focus section of this annual report – Sustainable development and the environment.

Environmental Minimising our impact on the environment

Utilities
Travel
Waste
Procurement
Nature recovery
Climate change
ICT and digital

Social Internal - our culture External - impact on society

Learning and development
Branding
Equality, diversity and inclusion
Benefits
Wellbeing

Governance Transparency, ethical decision making

Board diversity and independence
Ownership
Regulation
Risk management
Business ethics
Compliance
Anti-competitive practices
Financial conduct



Projects and performance

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

- We monitor and segregate all waste according to available recycling waste streams, with comprehensive reporting data of all waste.
- We divert all waste from landfill.
- We replace dripping showers and taps in bedrooms to minimise water wastage.
- We have undertaken a project on remedial recommendations, following a previous review of the site's total heating supply, to improve the performance and efficiency of plant and machinery.
- We continue to engage our staff in the work towards our commitments with the introduction of voluntary sustainability champions and recycling and environmental awareness training.
- We have a Building Management System, enabling control over different zones and allowing us to intelligently manage our energy usage around the main building, and to allow us to operate the biomass as our primary boiler.
- We procure sustainable products and services where possible.
- We have removed all general waste bins from offices.
- We have introduced and promoted a clear desk policy to support security, flexible working and discourage waste production.
- We continue to restore and refurbish all the windows across the site to improve insulation and reduce drafts.
- We are moving our technology infrastructure to the cloud to remove the need for hardware and subsequent disposal of such hardware.
- We re-build laptops to ensure longevity of life and reduce the disposal of such equipment.
- We source woodchip for our biomass boiler from the local estate.
- We have set targets on the number of overseas events we undertake to reduce flight travel.

Data Report

Wilton Park operates from Wiston House, within Wiston Estate in West Sussex. Wiston House is a Grade 1 listed building which can generate challenges for energy usage. However, Wilton Park is

committed to reducing overall greenhouse gas emissions (GHG) in line with the FCDO GCG target to reduce overall greenhouse gas emissions by 56% by 2025 from 2017/18 baseline.

Summary of performance

	2022/23	2017/18 baseline
Year end staff FTE	79	80
Greenhouse gas emissions	3.97 tonnes of CO2e per FTE	2.83 tonnes of CO2e per FTE
Waste arising	All recycled	All recycled
Paper consumption	0.76 reams per FTE	3.11 reams per FTE
Water consumption	62.3 m ³ per FTE	45.2 m ³ per FTE

Greenhouse Gas Emissions by category for 2022/23 compared to baseline 2017/18

	Emission Sources		2022/23			2017/18	
			kWh/km	tonnes CO ₂ e	GBP (£)	kWh/km	tonnes CO ₂ e
Purchased energy	Electricity	Scope 2	253,902	58.7	78,285	271,132	63.0
	Natural gas	Scope 1	460,536	84.4	17,436	321,494	59.0
	Gas oil	Scope 1	661,962	170.0	75,072	395,240	101.0
	Solid fuels	Scope 1	3,448	0.0	8,483	921	0.2
Transport	Fleet car	Scope 1	980	0.2	368	2,000	0.3
	Employee owned car	Scope 3	5,347	0.9	1,855	4,303	0.9
	UK rail	Scope 3	18,892	0.1	7,197	44,275	1.6
	Taxi	Scope 3	2,219	0.3	5,598	261	0.0
	International flights	Other travel	250,392	1.8	52,565	435,556	34.1

			2021/22		
	Emission Sources		kWh/km	tonnes CO ₂ e	GBP (£)
Purchased energy	Electricity	Scope 2	149,635	34.6	41,950
	Natural gas	Scope 1	199,178	36.5	60,095
	Gas oil	Scope 1	180,840	46.4	12,089
	Solid fuels	Scope 1	2,480	-	1,008
Transport	Fleet car	Scope 1	719	0.1	302
	Employee owned car	Scope 3	1,483	0.1	667
	UK rail	Scope 3	1,656	0.1	2,973
	Taxi	Scope 3	461	0.1	1,577
	International flights	Other travel	95,248	7.5	10,900

Prior year comparatives (2021/22 was the first year of reporting for Wilton Park so only one year comparative figures).

	2022/23 tonnes CO ₂ e	2021/22 tonnes CO ₂ e	2017/18 tonnes CO ₂ e
Scope 1 - energy direct	254.55	83.09	160.56
Scope 2 - energy indirect	58.7	34.58	63.00
Scope 3 - other indirect	1.39	0.21	2.50
Total	314.62	117.88	226.06
FTE at FY end	79.25	77.00	80.00
Per FTE emissions	3.97	1.53	2.83

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

Wilton Park's fleet is made up of two vehicles, a van and a car which is used as a pool car for employees to use on local business trips. Neither vehicle is hybrid or full electric, as they have not been replaced since purchase in 2011 and 2019, when replaced ultra-low and zero emission vehicles will be acquired. The same number of vehicles were in use in 2017/18. Wilton Park does have two electric car charging points which we encourage guests to use.

International flights consisted of 76 flights – 42 long-haul (356,794km/27.9 tonnes CO₂e) and 34 short-haul flights (64,634km/0.29 tonnes CO₂e).

The average distance per flight was 5,547km (10,370km in 2017/18). Flights are taken for employees to attend conferences that are held abroad. This is an increase of 34 flights since 2017/18 however an emission reduction of 95%.

No domestic flights were taken in the year, domestic travel is taken by train in accordance with the FCDO travel policy which was also the case in 2017/18. During 2022/23 train travel increased from 2021/22 due to the return of normal operations with employees travelling to non Wiston House based events and increased business development activity being undertaken.

Waste Services Management 2022/23

Minimal waste is generated by employees, being a conference centre, the majority of waste is food related. Wastepaper baskets have been removed from all office spaces.

Additional recycling is encouraged with employees able to bring in items from home to be recycled.

	2022/23 tonnes	% of total	2017/18 tonnes
Waste recycled externally	5	26%	12
Waste composted or sent to anaerobic digestion	9	47%	18
Waste incinerated with energy recovery	5	26%	13
Total waste recycled	14	74%	30
Total waste not to landfill	19	100%	43
Total waste sent to landfill	0	0%	0
Total landfill waste deemed hazardous	0	0%	0
Reduction against 2017/18 baseline	56%		

£34,651 was spent in the year on waste and environmental services (£24,295 2021/22).

Consumer single-use plastic usage and reuse schemes

In line with the Government’s 25 Year Environment Plan, Wilton Park will continue to work to remove consumer single-use plastic and achieve zero avoidable plastic waste by the end of 2042. Wilton Park is actively reducing the use of single use of plastic packaging materials, finding suppliers using re-used and recyclable materials.

The biggest use of single-use plastics is the packing of food that is supplied to Wilton Park, no single-use plastics are used within the delivery of our product.

Paper consumption

During the COVID-19 pandemic, working from home was introduced and Wilton Park has now returned to 40% in office working. As a result, processes changed, and employees became less dependent on printing and are using software as a solution. During 2021/22 we introduced a new system to remove the need to print many of the documents that had previously been printed. One of the biggest changes was no longer printing out participant lists and programmes for attendees at our conferences. As a result of changes to working practices, 60 reams of paper were purchased in 2021/22, a reduction from 249 reams in 2017/18, a reduction of 76%. We aim to continue to keep paper usage at a minimum.

Water consumption

Wilton Park is a conference centre where guests stay overnight and utilise water, 2022/23 saw the return of a full year of in-person events so water consumption will have increased from 2021/22. We are continuously thinking of ways to reduce

consumption, however we are very dependent on our guests’ usage – currently our performance is not improving but through the new ESG framework this will be addressed.

	2022/23	2017/18
Consumption m ³	4,938	3,616
Staff FTE	79.25	80
Performance per FTE	62.31	45.2

Sustainable procurement

Wilton Park encourages all suppliers to consider their impact on the environment and when making purchases we aim to use those with minimum plastic usage, use of recycled materials in manufacturing and use of local suppliers. The ESG will be setting standards on procurement. The lease at Wiston House ends in 2027 and criteria for future proposals all include environmental considerations.

Nature recovery and biodiversity action planning

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

Sustainable construction

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

ICT and Digital

Wilton Park recycles all ICT hardware in accordance with WEEE regulations and, where physically possible, will rebuild laptops to give a longer life. We are in the process of moving all systems onto cloud based solutions in order to reduce the hardware impact to the environment at production and end of life.

Future measures

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

Signed Tom Cargill,
Chief Executive as Accounting Officer

22 June 2023





Accountability Report

Corporate governance report

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

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

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

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

Directors' report

Principal activities

Who we are

We are a global network of influence, dedicated to solving the most complex international issues. For over 75 years we have built trusted networks, convening some of the greatest thinkers and bringing together diverse perspectives to help resolve critical global challenges.

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 space to resolve differences. We represent a belief that dialogue, and expertise can make the world a better place.

As an Executive Agency of the UK Foreign, Commonwealth & Development Office, Wilton Park is proud to support UK foreign policy development. As a UK diplomatic asset, we support British foreign policy and development priorities. We're privileged to also be a trusted partner for a wide range of foreign governments, international organisations and actors keen to explore – and resolve – issues of global importance.

What we do

We convene world class dialogues. Located at the iconic Wiston House, Wilton Park provides a secluded space for discreet conversations, drawing together small groups of experts for critical conversations. Our residential policy retreats provide the space for idea generation and networking with first class hospitality so that guests can focus on tackling the issues at hand.

We bring together government, business, civil society, and the expert community in a secure environment where they can challenge, understand, and learn from each other. For government, we help to inject external thinking, build networks, promote agreement, and harness expertise that improves policy and provides strategic foresight.

For businesses, we generate unique insights, a platform to engage with policy discussions and the opportunity to understand governments and make themselves better understood. For civil society groups, we support their representation and coordination so that they can maximise their impacts and share their insights.



Wilton Park Board

During the financial year 2022/23, the directors below held office for the full period unless otherwise specified:

The Rt Hon Gisela Stuart, Baroness Stuart of Edgbaston PC

Chair of the Wilton Park Board,
Non-Executive Director (NED)

Tom Cargill

Chief Executive and Accounting Officer

James Rawlingson

Chair, The Risk and Audit Committee, Citibank UK (NED),
Novai Ltd (NED Chairman), Brooks Macdonald plc (NED
Chair of Audit Committee)

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)

Melinda Bohannon

Director Strategy, Foreign, Commonwealth &
Development Office (FCDO)

Chris Allan

Director, International Strategy and Engagement,
Department for Business and Trade

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

We curate a dynamic network that is global in composition and outlook. It brings together those with decades of experience with the leaders and decision makers of tomorrow. We hold an unrivalled contact book which means we can convene the right people at the right time, for conversations that move agendas forward and solve problems.

We provide a space where ideas are tested and new projects, partnerships, networks, and friendships are born. We have a track record of impact stretching back over 75 years. Partners work with and return to us because of our unique ability to provide a forum which challenges existing ideas, generates new ones, and is expertly facilitated by a trusted convener. We facilitate dialogue which encourages open and honest sharing. We help to break down policy and organisational silos and give people the chance to focus on practical solutions and new ideas. Our trusted and expert facilitation means that these precious opportunities for progress are never wasted.

How we are structured

Our dedicated team of policy and event specialists produce tailored and timely events to support the UK's foreign policy priorities, and drive dialogue on the most pressing global issues.

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

Our Event Services team handles the complex event logistics required to convene guests from around the world, so that the right people can come together in the UK, overseas or online. Our guests are expertly cared for by our Operations team, ensuring that they can focus on networking and engaging in meaningful policy debate.

Technology is core to Wilton Park's work; our Technology Services team makes sure that Wilton Park is effectively using technology to improve our offer and that our systems are secure. The Communications team promotes and protects the reputation of Wilton Park, so that its purpose and offer is well understood. They work with partners to shape policy discussion and highlight vital issues.

Finance, Human Resources, Facilities Management and Compliance are the bedrock of work across the organisation, making sure teams are supported and that we are secure, efficient, inclusive, and sustainable.

Our funding

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

Statement of Accounting Officer's responsibilities

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

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

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

The Accounting Officer for the FCDO has appointed the Chief Executive as the Accounting Officer for Wilton Park.

The responsibilities of an Accounting Officer, including responsibility for the propriety and regularity of the public finances, for which the Accounting Officer is answerable, for keeping proper records and for safeguarding Wilton Park's assets, are set out in 'Managing public money' published by HM Treasury.

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

Signed Tom Cargill,
Chief Executive as Accounting Officer

22 June 2023



Governance statement

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

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

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

The Wilton Park Board meetings are also usually attended by:

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

Wilton Park commissioned an externally assessed effectiveness review in November 2022. The recommendations of the review were:

- **more deep dive discussions with the whole board;**
- **prioritise short-term decisions that are likely to be existential, if not resolved soon;**
- **consider resilience and agile to mitigate for changes in policy and people and**
- **clearly articulate the Wilton Park brand.**

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 2022/23 have included:

- **COVID -19 re opening to in person events**
- **Risk – movements on the Principal Risk Register**
- **Developments relating to the new Customer Relationship Management System (CRM) – Xen**
- **Staff welfare**
- **Future of Wilton Park at Wiston House**
- **New five year strategy**
- **Cyber Security**

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

Tom Cargill Chief Executive (CEO)	Jo Lawrance Chief Operating Officer (COO)
Helen Moore Director of Finance (DoF)	Neil Briscoe Head of Policy (HoP) from March 2023

Wilton Park has a whistle blowing policy which staff are made aware of. No concerns were raised by staff during 2022/23.

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

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

Board attendance has been as follows:

Name	Apr 2022	Jun 2022	Nov 2022	Jan 2023
Rt Hon Gisela Stuart, Chair	✓	✓	✓	✓
Tom Cargill, Chief Executive	✓	✓	✓	✓
James Rawlingson, NED	✓	✓	✓	✓
Victoria Rae, NED	✓	✓	✓	✓
Andy Townend, NED	✓	✓	✓	✓
Ruth Crowell, NED	✓	✓	✓	✓
Melinda Bohannon, FCDO Strategy Directorate	✗	✓	✓	✓
Chris Allan, Department of Business and Trade	✓	✓	✓	✓

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 2023, the membership of the Advisory Council is as set out below.

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

Lesley-Anne Long, President and Chief Executive Officer, GBCHHealth

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, Co-Chairman of Universal Defence and Security Solutions, Vice President for Global Strategy with CAE Defence & Security

Audit and Risk Assurance Committee report

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

James Rawlingson	Chair of the ARAC
Victoria Rae	(NED)
Andy Townend	(NED)
Ruth Crowell	(NED)

ARAC attendance has been as follows:

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

ARAC attendance has been as follows:

Name	Jun 2022	Oct 2022	Jan 2023	Mar 2023
Rt Hon Gisela Stuart (by invitation)	✓	✓	✓	✓
James Rawlingson	✓	✓	✓	✓
Andy Townend	✓	✓	✓	✓
Victoria Rae	✓	✓	✓	✓
Ruth Crowell	✓	×	✓	✓

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, Economic Secretary to the Treasury.

David Porter, Peacebuilding, Conflict, Faith and Leadership Consultant; Strategy Consultant to the Archbishop of Canterbury. Previously Chief of Staff to the Archbishop of Canterbury.

Catherine Royle, Political Advisor to the Commander at Joint Force Command Brunssum, NATO

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

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 2022/23 have included:

- **Audit completion reports**
- **Annual report**
- **Risk: review of risk register**
- **Staff work pressures**
- **Financial and operational reports**
- **Development of the Xen project (CRM system)**
- **Cyber security**
- **Wiston House**

Risk management

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

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

Our risks are divided and owned in the following way:

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



How is risk managed?

Wilton Park seeks to identify, assess and effectively manage all risks. The aim of our risk management is to actively support the achievement of Wilton Park's agreed objectives and not simply to avoid risk. Wilton Park uses a risk register system to help identify,

quantify, record and manage risk. The risk register identifies and defines each key risk; assigns associated risk scores, controls and actions; and sets a target risk score for each key risk.

Risk category	Risk description	Mitigation strategy
People	Pandemic continuing to impact resources, alongside cost of living rises and public sector pay challenges (FCDO Pay Policy specifically) affecting staff retention and recruitment which, in turn, is causing overstretch and wellbeing issues for existing staff	<ul style="list-style-type: none"> Increased focus on staff wellbeing and support, including referral to EAP and CS Charity Review underway of Employer Branding and People Strategy Review casual pay in line with National Living Wage Review and reset lowest pay grade Provision of meals for staff on site outside of core office hours
Security	Continuing threat of a major cyber incident, possibly global, exposing customer data, putting individuals and our reputation at risk.	<ul style="list-style-type: none"> Wilton Park's Security Group oversees the continual improvement of physical, personnel and information security; taking the necessary steps to pro-actively respond to the evolving security environment.
Strategy	Global instability and domestic political change affecting WP ability to align and support FCDO strategic priorities.	<ul style="list-style-type: none"> Wilton Park Strategic Plan 2023-26 now drafted New Head of Policy recruited, job purpose to align Wilton Park policy programmes with the Integrated Review 2023 refresh. Development of stronger narrative and proposition to better demonstrate Wilton Park's offer to X-HMG colleagues and alignment with international priorities
Finance	Inflation affecting all purchases: Utilities have been impacted by the energy price increases. Pay awards are outside of Wilton Park's control and have a significant impact on running costs.	<ul style="list-style-type: none"> Resilience built into annual financial plan Pricing strategy reflects increased costs Heads of Departments to monitor resilience of supply chains and create agility in supply base

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

Internal Audit

During the year, Internal Audits were carried out on:

1. Procurement/Commercial (moderate assurance)
2. Strategy and Financial Planning to include Monitoring and Evaluation (limited assurance)
3. Cyber Security follow up (limited assurance)

The Strategy and Financial Planning internal audit was timed for the audit to coincide with the rewrite of the Strategic Plan, the guidance offered during the internal audit has enabled the Strategic Plan to be finalised. Recruitment of a monitoring and evaluation officer was identified as a need, for which recruitment is now underway.

The Cyber Security follow up audit identified the continued need for the investment of financial and skilled resources required to undertake all the recommendations being made. Discussions with FCDO as to how best to implement the internal audit recommendations are continuing into 2022/23.

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

The Head of Internal Audit has given an overall assurance

opinion that for the period 1 April 2022 to 31 March 2023, Wilton Park had adequate and effective frameworks for governance, risk management and control. The control framework specifically for cyber defence is inadequate to manage risk to within risk appetite.

The ARAC concurs with this opinion.

No ministerial directions were given during the year.

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

I confirm that Wilton Park complies with the Corporate Governance Code 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

22 June 2023



Accountability Report

Remuneration and staff report

Remuneration report

Service Contracts

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

Tom Cargill has been Chief Executive since 18 January 2021, on a three-year contract.

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

Further information about the work of the Civil Service Commission can be found at:

<http://civilservicecommission.independent.gov.uk>

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

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

Officials	Salary (£'000)		Bonus payments (£'000)		Pension benefits (to nearest £1,000) ¹		Total (£'000)	
	2022/23	2021/22	2022/23	2021/22	2022/23	2021/22	2022/23	2021/22
Tom Cargill Chief Executive from Jan 2021	110-115	110-115	-	-	44,000	43,000	155-160	150-155
Rt Hon Gisela Stuart Chair ²	-	-	-	-	-	-	-	-
Melinda Bohannon FCDO Director	-	-	-	-	-	-	-	-
Chris Allen DBT Director	-	-	-	-	-	-	-	-
James Rawlingson (NED)	5-10	5-10	-	-	-	-	5-10	5-10
Ruth Crowell (NED)	-	-	-	-	-	-	-	-
Victoria Rae (NED)	-	-	-	-	-	-	-	-
Andy Townend (NED)	-	-	-	-	-	-	-	-

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

[2] Rt Hon Gisela Stuart is remunerated from elsewhere within HMG.

There were no benefits in kind provided to any employee during the reporting period (nil in 2021/22).

'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 and Department for Business and Trade

(DBT) Directors who sit on the Wilton Park Board. As civil servants employed by the FCDO and DBT, they receive no separate remuneration from Wilton Park for their membership on the Board as this membership is in an ex officio capacity.

The Chair, Rt Hon Gisela Stuart, is remunerated for the role but paid by the FCDO, no pay costs are included in Wilton Park's accounts as a result. Details of their remuneration and pension entitlements are disclosed in the Remuneration Report of the 2022/23 FCDO and DIT Annual Report and Accounts. James Rawlingson and Tom Cargill were remunerated by Wilton Park.

There were no payments to past directors in the financial year (nil in 2021/22).

There was no compensation on early retirement or for loss of office in the financial year (nil in 2021/22).

Percentage change in total salary and bonuses for the highest paid director and the staff average from 2021/22 to 2022/23.

	Total salary and allowances	Bonus payments
Staff average	4.09%	-0.05%
Highest paid director	2.00%	0.00%

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 31/3/23 and related lump sum (£'000)	Real increase in pension and related lump sum at pension age (£'000)	CETV at 31/3/23 (£'000)	CETV at 31/3/22 (£'000)	Real increase in CETV
Tom Cargill Chief Executive from Jan 2021	5-10	2.5-5	64	155-160 150-155	21

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

CETV figures are calculated using the guidance on discount rates for calculating unfunded public service pension

contribution rates that was extant at 31 March 2023.

HM Treasury published updated guidance on 27 April 2023; this guidance will be used in the calculation of 2023-24 CETV figures.

Fair pay disclosure – subject to audit

Reporting bodies are required to disclose the relationship between the remuneration of the highest paid director in their organisation and the median remuneration of the organisation's workforce.

The banded remuneration of the highest paid director in Wilton Park in the financial year 2022/23 was £110k-£115k (£110-£115k in 2021/22). This was 3.6 times (3.7 in 2021/22)

the median remuneration of the workforce, which was £31,315 (£30,700 in 2021/22). In 2022/23, no employees received remuneration in excess of the highest paid director (none in 2021/22). Remuneration of employees, excluding the highest paid director, ranged from £20,858 to £80,045 (£20,450 to £74,782 in 2021/22).

	2022/23	2021/22
Band of highest paid director's total remuneration (£000)	110-115	110-115
Median salary only £ (note 1)	31,315	30,700
Median total pay & benefits £ (note 1)	31,315	30,700
Lower quartile salary £ (note 1)	26,287	25,300
Lower quartile total pay & benefits £ (note 1)	26,342	25,460
Upper quartile salary £ (note 1)	36,063	34,354
Upper quartile total pay & benefits £ (note 1)	36,595	34,898
Median Ratio (note 2)	3.6	3.7
Ratio Lower Quartile (note 2)	4.3	4.4
Ratio Upper Quartile (note 2)	3.1	3.2

Note 1. Salary only includes salary and allowances. Total pay and benefits includes salary only definition plus performance related pay and bonus payments made during the year. No employee receives any benefits in kind. It does not include severance payments, employer pension contributions and the cash equivalent transfer value of pensions.

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

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.

The objectives outlined in our People Strategy will help drive the changes needed to ensure Wilton Park achieves its strategic goals and our customers receive an exceptional experience. Our strategy focuses on the areas of wellbeing and culture, leadership, talent management, performance, reward and recognition, personal development, ways of working and organisational design. The HR Team provide a pro-active business support service both strategically and operationally and develop the organisation to help us meet those aims and ensure that the Strategic Business Plan is delivered. It remains fundamental that managers are responsible for the performance and welfare of their reporting staff.

In the 2022 Civil Service employee survey, the Wilton Park employee engagement index has stayed the same as 2021, at 71%. The staff engagement figures for the FCDO were 61% in 2022 (63% in 2021) and 65% in the Civil Service as a whole (62% in 2021).

Although we have returned to business as usual this year in terms of COVID-19, we have still continued to deliver a mix of virtual and hybrid events, with the majority of the events being face to face at Wiston House. We have also started travelling again during 2022 and have delivered a number of events overseas.

As at 31st March 2023, the headcount was 86 (84 at March 2022) or 79.25 Full Time Equivalent (FTE) (76.75 at March 2022). The FTE figures are subject to audit.

Staff turnover was 18%, with 15 people leaving (7 in 2021/22). Average length of service is just above nine and a half years.

Wilton Park has three senior civil servant employees, one at SMS2 grade (1 in 2021/22) who is male (2021/22 was male) and two at SMS1 grade (none in 2021/22) one male and one female.

19 new hires (14 in 2021/22) were made during the year. The recruitment figures are shown in the table below:

Grade/Level	Total Recruited	% Female	% Ethnic minority	% with a disability
SMS	1	0	0	0
D	2	50%	0	0
C	1	100%	0%	0
B	9	67%	11%	0
A	6	100%	0%	17%

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

Apprentices

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

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

Although we employ fewer than 250 employees, we enthusiastically support the Government Apprentice Scheme. We currently employ a former apprentice who has now progressed to a fully qualified chef, and we have taken steps towards enabling some current employees to take part in the Apprenticeship Scheme during the 2023-24 year.

Staff costs (subject to audit)

	Permanently Employed Staff £000	Others £000	2022/23 Total £000	2021/22 Total £000
Salaries and wages	2,735	71	2,806	2,705
Social Security	287	-	287	277
Superannuation	728	-	728	714
Other Employee Related Costs	85	133	218	189
Total	3,835	204	4,039	3,885

Other employee related costs include £133k re outsourced security contract (£97k 2021/22).

There was no Voluntary Exit Scheme in 2022/23 (£38k included in staff costs in 2021/22).

£71k of staff costs relate to direct conference costs (£21k 2021/22)

A pay increase was made to all employees during 2022/23, nothing was awarded the previous year.

Average number of persons employed (subject to audit)

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

	Permanently Employed	Others	2022/23 Total	2021/22 Total
Directly employed	74.7	3.3	78.0	81.8
Total	74.7	3.3	78.0	81.8

Staff numbers and composition

The FTE of staff by gender as at 31 March 2023 was:

Permanently Employed	2022/23			2021/22		
	Male	Female	Total	Male	Female	Total
Directors	1	0	1	1	0	1
Employees	23	55	78	22	54	76
Total	24	55	79	23	54	77

Principal Civil Service Pension Scheme

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

The scheme actuary valued the PCSPS as at 31 March 2016. Details of which can be found in the resource accounts of the Cabinet Office: Civil Superannuation.

For 2022/23, employers’ contributions (subject to audit) of £728k (£714k in 2021/22) were payable to the PCSPS at one of four rates in the range 26.6% to 30.3% of pensionable earnings, based on salary bands.

The Scheme Actuary reviews employer contributions usually every four years following a full scheme valuation. The contribution rates are set to meet the cost of the benefits accruing during 2021/22 to be paid when the member retires and not the benefits paid during this period to existing pensioners.

Employees can opt to open a partnership pension account, a stakeholder pension with an employer contribution. In 2022/23 no employees opted for a partnership account.

Staff sickness

The target for absence rate is 4.0%. At the end of 2022/23, the overall absence rate at Wilton Park was 3.7% compared to 1.0% at the end of 2021/22 and therefore within target.

Staff policies applied during the financial year

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

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



Other employee matters

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

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

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

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

Wilton Park has a Staff Engagement Group who work throughout the year on feedback received through the staff survey to ensure concerns are addressed.

Employment of people with a disability

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

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

Expenditure on consultancy

In 2022/23 there was £23k spend on consultancy (£17k in 2021/22). New proposals for consultancy projects are subject to business case clearance procedures in line with Cabinet Office guidelines.

Off-payroll engagements

During 2022/23 there were no off-payroll engagements for more than £245 per day and which lasted longer than six months (none in 2021/22).

There were no off-payroll engagements as of 31 March 2023, for more than £245 per day and that lasted longer than six months (none in 2021/22).

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 2023	Year ended 31 March 2023	Year ended 31 March 2023	Year ended 31 March 2023	Year ended 31 March 2023	Year ended 31 March 2023
≤ £10,000	-	-	-	-	-	-
£10,001 - £25,000	-	-	-	-	-	-
£25,001 - £50,000	-	-	-	-	1	1
£50,001 - £100,000	-	-	-	-	-	-
Total number of exit packages by type	-	-	-	-	1	1
Total resource cost (£'000)	-	-	-	-	38	38

There were no departures in the year through redundancy or Voluntary Exit Schemes (VES), total payment received from FCDO in relation to a VES scheme amounted to £46k

in 2021/22, made up of £38k VES payment and £8k other payments such as notice and holiday pay.

Civil Service pensions

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

These statutory arrangements are unfunded with the cost of benefits met by monies voted by Parliament each year. Pensions payable under **classic, premium, classic plus, nuvos** and **alpha** are increased annually in line with Pensions Increase legislation. Existing members of the PCSPS who were within 10 years of their normal pension age on 1 April 2012 remained in the PCSPS after 1 April 2015. Those who were between 10 years and 13 years and 5 months from their normal pension age on 1 April 2012 switched into **alpha** between 1 June 2015 and 1 February 2022. All members who switch to **alpha** have their PCSPS benefits ‘banked’, with those with earlier benefits in one of the final salary sections of the PCSPS having those benefits based on their final salary when they leave **alpha**. (The pension figures quoted for officials show pension earned in PCSPS or **alpha** – as appropriate. Where the official has benefits in both the PCSPS and **alpha** the figure quoted is the combined value of their benefits in the two schemes.) Members joining from October 2002 may opt for either the appropriate defined benefit arrangement or a ‘money purchase’ stakeholder pension with an employer contribution (**partnership** pension account).

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

The **partnership** pension account is a stakeholder pension arrangement. The employer makes a basic contribution of between 8% and 14.75% (depending on the age of the

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

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

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

Cash Equivalent Transfer Values

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

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

Real increase in CETV

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

Accountability Report

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 (£25k of exchange losses in 2021/22).

Gifts

Wilton Park maintains a gift and hospitality register. There were no gifts of significant value received during the year (nil in 2021/22).

Fees and Charges

Wilton Park manages its operations so that the revenue generated is sufficient to cover the running costs of Wilton Park, which are chargeable to the

Statement of Comprehensive Net Expenditure. Charges are set to recover full costs over the financial period before non-cash items.

Refer to Note 2 of the Notes to the Accounts for Wilton Park Segmental Analysis, which provides details of fees and charges for 2022/23 and Note 4 of the Notes to the Accounts for Wilton Park which provides details of operating income for 2022/23.

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 2021/22).

Signed Tom Cargill,
Chief Executive as Accounting Officer

22 June 2023

Accountability Report

Parliamentary accountability and audit report

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 2023 under the Government Resources and Accounts Act 2000.

The financial statements comprise: Wilton Park's

- Statement of Financial Position as at 31 March 2023;
- Statement of Comprehensive Net Expenditure, Statement of Cash Flows and Statement of Changes in Taxpayers' Equity for the year then ended; and
- the related notes including the significant accounting policies.

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

In my opinion, the financial statements:

- give a true and fair view of the state of Wilton Park's affairs as at 31 March 2023 and its net operating expenditure for the year then ended; and
- have been properly prepared in accordance with the Government Resources and Accounts Act 2000 and HM Treasury directions issued thereunder.

Opinion on regularity

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

Basis for opinions

I conducted my audit in accordance with International Standards on Auditing (UK) (ISAs UK), applicable law and Practice Note 10 Audit of Financial Statements and Regularity of Public Sector Bodies in the United Kingdom (2022). My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of my certificate.

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

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

Conclusions relating to going concern

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

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

My responsibilities and the responsibilities of the Accounting

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

Other information

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

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

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

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

I have nothing to report in this regard.

Opinion on other matters

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

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

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

Matters on which I report by exception

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

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

- Adequate accounting records have not been kept by Wilton Park or returns adequate for my audit have not been received from branches not visited by my staff; or
- I have not received all of the information and explanations I require for my audit; or
- the financial statements and the parts of the Accountability Report subject to audit are not in agreement with the accounting records and returns; or

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

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

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

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

Auditor's responsibilities for the audit of the financial statements

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

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a certificate that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

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

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

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

- considered the nature of the sector, control environment and operational performance including the design of Wilton Park's accounting policies and key performance indicators.
- inquired of management, Wilton Park's head of internal audit and those charged with governance, including obtaining and reviewing supporting documentation relating to Wilton Park's policies and procedures on:
 - identifying, evaluating and complying with laws and regulations;
 - detecting and responding to the risks of fraud; and
 - the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations including Wilton Park's controls relating to Wilton Park's compliance with the Government Resources and Accounts Act 2000 and Managing Public Money.
- inquired of management, Wilton Park's head of internal audit and those charged with governance whether:
 - they were aware of any instances of non-compliance with laws and regulations;
 - they had knowledge of any actual, suspected, or alleged fraud,
- discussed with the engagement team regarding how and where fraud might occur in the financial statements and any potential indicators of fraud.

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

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

Audit response to identified risk

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

- I reviewed the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described above as having direct effect on the financial statements;
- I enquired of management and the Audit and Risk Assurance Committee concerning actual and potential litigation and claims;
- I reviewed minutes of meetings of those charged with governance and the Board; and internal audit reports; and
- in addressing the risk of fraud through management override of controls, I tested the appropriateness of journal entries and other adjustments; assessed whether the judgements on estimates are indicative of a potential bias; and evaluated the business rationale of any significant transactions that are unusual or outside the normal course of business.

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

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

Other auditor's responsibilities

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

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

Report

I have no observations to make on these financial statements.

Gareth Davies

Comptroller and Auditor General

27 June 2023

National Audit Office

157-197 Buckingham Palace Road

Victoria

London

SW1W 9SP





Accounts



Financial statements

Statement of Comprehensive Net Expenditure
 for year ended 31 March 2023

	Note	2022/23 (£000)	2021-22 (£000)
Revenue from contracts with customers	4	(5,748)	(4,065)
Other operating income	4	(1,900)	(1,304)
Total operating income		(7,648)	(5,369)
Finance Income		(5)	-
Staff costs	3	3,968	3,885
Purchase of goods and services	3	2,358	1,530
Finance costs	3 & 7	11	-
Depreciation and amortisation charges	3, 5, 6 & 7	610	320
Provision expense	3 & 13	231	(37)
Other operating expenditure	3	1,189	1,274
Total operating expenditure		8,367	6,972
Net operating expenditure		714	1,603
Net expenditure for the year		714	1,603

The notes on pages 81 to 93 form part of these accounts.

Statement of Financial Position					
as at 31 March 2023					
	Note	At 31 March 2023		At 31 March 2022	
		£000	£000	£000	£000
Non-current assets					
Property, plant and equipment	5	950		933	
Intangible assets	6	490		550	
Right of use assets	7	920		-	
Total non-current assets		2,360		1,483	
Current assets					
Inventories	9	11		14	
Trade and other receivables	10	1,114		1,097	
Cash and cash equivalents	11	2,085		1,427	
Total current assets		3,210		2,538	
Total assets			5,570		4,021
Current liabilities					
Trade and other payables	12	(935)		(1,736)	
Provisions	13	(8)		(10)	
Right of use liabilities	7	(228)		-	
Total current liabilities		(1,171)		(1,746)	
Total assets less current liabilities			4,399		2,275
Non-current liabilities					
Right of use liabilities	7		(696)	-	
Provisions	13		(934)		(701)
ASSETS LESS LIABILITIES			2,769		1,574
Taxpayers' equity					
General Fund	SoCTE		2,769		1,574
Total equity			2,769		1,574

Signed Tom Cargill,
Chief Executive as Accounting Officer

22 June 2023

The notes on pages 81 to 93 form part of these accounts.

Statement of Cash Flows			
for year ended 31 March 2023			
	Note	2022/23	2021/22
		£000	£000
Cash flows from operating activities			
Net operating expenditure	SoCNE	(714)	(1,603)
(Increase)/decrease in inventories	9	3	7
(Increase)/decrease in trade and other receivables	10	(17)	(653)
Adjustments for non-cash transactions	3	958	374
Increase/(decrease) in trade and other payables	12	(801)	244
Net cash inflow/(outflow) from operating activities		(571)	(1,631)
Cash flows from investing activities			
Purchase of property plant and equipment		(326)	(281)
Purchase of intangible assets	6	(52)	(478)
Net cash outflow from investing activities		(378)	(759)
Cash flows from financing activities			
Lease liability	7	(236)	-
Net parliamentary Funding	SoCTE	1,843	3,283
Net financing		1,607	3,283
Net increase/(decrease) in cash and cash equivalents in the period before adjustment for receipts and payments to the Consolidated Fund	11	658	893
Cash and cash equivalents at the beginning of the period	11	1,427	534
Cash and cash equivalents at the end of the period	11	2,085	1,427

The notes on pages 81 to 93 form part of these accounts.

Statement of Changes in Taxpayers' Equity for year ended 31 March 2023		
	Note	Total funds £000
Balance at 1st April 2021		(171)
Changes in taxpayers' equity for 2021-22		
Non-cash charges:	External auditor's fees	36
	Internal auditor's fees	24
	Pay section costs	5
Net operating expenditure	SoCNE	(1,603)
Net Parliamentary Funding		3,283
Balance at 1 April 2022		1,574
Changes in taxpayers' equity for 2022-23		
Non-cash charges:	External auditor's fees	41
	Internal auditor's fees	25
	Pay section costs	-
Net operating expenditure	SoCNE	(714)
Net Parliamentary Funding		1,843
Balance at 31 March 2023		2,769

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

The notes on pages 81 to 93 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 Government’s Financial Reporting Manual (FRm) apply International Financial Reporting Standards (IFRS) as adapted or interpreted for the public sector context.

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

Accounting convention

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

Going concern

The accounts have been prepared on a going concern basis. Despite the adverse trading conditions presented by the COVID-19 pandemic during the previous financial year the financial year 2022-23 has seen a full year of in person events and a trading position within the framework agreement agreed with the FCDO. Going into the next financial year 2023-24 there is an agreed financial plan and a good forward order book in place, prices have been increased to reflect the increased operating costs and to ensure full coverage of all expenditure.

Property, plant and equipment

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

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

Depreciation

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

Asset lives have been set in the following ranges:

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

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

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

Intangible assets

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

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

	Estimated useful life in years
Intangible assets	3 to 10

Inventories

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

Provisions

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

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

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

Leases

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

At the commencement of a lease (or the IFRS16 transition date, if later) Wilton Park recognises a right-of-use asset and a lease liability. The lease liability is measured as the payments for the remaining lease term, net of irrecoverable value added tax, excluding any provision for end of lease obligations, discounted by HM Treasury discount rates published for the financial year.

The weighted average rate applied was 0.95%. The right-of-use asset is measured at the value of the liability, adjusted for any payments made or amounts accrued before the commencement date. Right-of-use assets are included within non-current assets and right-of-use liabilities are included within current liabilities.

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

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

As permitted by the FReM, Wilton Park has implemented IFRS16 without restating prior year figures, leases recognised as operating leases until March 2022 are now recognised as right-of-use lease assets and liabilities.

Operating Income

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

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

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

Deposits paid in advance will be deferred until the date of income recognition.

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

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

On partially completed contracts, Wilton Park recognises income based on the project's performance obligation and its agreed transaction price. This is estimated by multiplying the number of hours spent on the project by the hourly rate of the project managers working on the contract.

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

Impairment of Trade Receivables

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

Foreign Exchange

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

Balances held at the year-end are translated at the rate prevailing on 31 March 2023.

Pensions

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

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

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

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

Financial Instruments

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

VAT Policy

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

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

Effects of Future Accounting Policies

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

IFRS17 'Insurance contracts' comes into effect for financial reporting periods beginning on or after 1 January 2023. Wilton Park does not operate insurance contracts and therefore this standard is unlikely to have an effect on Wilton Park financial statements.

Critical accounting judgements and estimates

Management, in preparing the accounts, is required to select suitable accounting policies, apply them consistently and make estimates and assumptions that are reasonable and prudent. Critical accounting estimates are those which involve the most complex or subjective judgements or assessments.

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

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

2. Segmental reporting

	2022/23			2021/22		
	Wilton Park events	Commercial activities	Total	Wilton Park events	Commercial activities	Total
	£000	£000	£000	£000	£000	£000
Income	7,260	393	7,653	5,138	231	5,369
Expenditure	7,974	393	8,367	6,741	231	6,972
(Deficit)/Surplus	(714)	-	(714)	(1,603)	-	(1,603)
% Cost recovery	91.0%	100%	91.5%	76.2%	100%	77.0%

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

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

Wilton Park receives substantial income from the Foreign, Commonwealth & Development Office (FCDO) comprising £500k core allocation (£500k 2021-22), £1,400k ODA Allocation (£1,400k 2021-22), of which all £1,400k was utilised in 2022-23 (£804k utilised in 2021-22) and in £1,843k discretionary income to run Wilton Park events commissioned by directorates within the FCDO (£1,189k 2021-22).

3. Other expenditure

	Note	2022/23		2021/22	
		£000	£000	£000	£000
Staff costs (further information in the Remuneration and Staff reports)					
Salaries and wages		2,735		2,705	
Social security		287		277	
Superannuation		728		714	
Other employee related costs		218		189	
			3,968		3,885
Rentals under operating leases					
Property rentals		-		237	
			-		237
Non cash items					
Depreciation & amortisation	5, 6 & 7	610		320	
External auditor's fees		41		36	
Internal auditor's fees		25		24	
Net (gain)/loss on foreign exchange		-		25	
Pay section charge		-		5	
IFRS16 lease interest		11		-	
Loss on disposal		40		1	
			727		411
Provision in year	13	231		(37)	
			231		(37)
Other expenditure					
Property costs		129		84	
Maintenance, cleaning, heating & lighting		414		334	
Administrative expenses		540		528	
			1,083		946
Purchase of goods and services					
Food and beverage		119		58	
Housekeeping and laundry		84		53	
Conference costs		2,155		1,419	
			2,358		1,530
			8,367		6,972

4. Operating income

	2022/23	2021/22
	£000	£000
Wilton Park operations		
Wilton Park revenue from contracts with customers	5,355	3,834
Official Development Assistance	1,400	804
FCDO core allocation for conferences	500	500
	7,255	5,138
Commercial operations		
Commercial revenue from contracts with customers and other income	393	231
	393	231
Total operating income	7,648	5,369

5. Property, plant and equipment

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

Assets with nil net book value which Wilton Park no longer own were identified during 2022-23 and £957k of assets were disposed of (£123k 2021-22) with a £1k loss on disposal (£1k 2021-22). Wilton Park owns all the above assets, and none are leased.

Wilton Park has adopted a depreciated historical cost basis as a proxy for current value in existing use or fair value for assets

due to the short useful lives and low values of assets. We believe the estimated useful life of the assets and depreciation method provides a realistic reflection of the consumption of that asset. Assets are not held for resale.

	Building Enhancement	Assets under Construction	ICT	Fixture and Fittings	Motor Vehicles	Plant and Machinery	Total
	£000	£000	£000	£000	£000	£000	£000
Cost or Valuation at 1/4/2021	779	23	560	568	39	618	2,587
Additions	140	3	47	24	-	52	266
Disposals	(59)	-	(7)	(54)	-	(3)	(123)
Re-classification	-	(24)	-	-	-	-	(24)
Cost at 31/3/2022	860	2	600	538	39	667	2,706
Depreciation at 1/4/2021	367	-	327	449	35	438	1,616
Charge in year	100	-	91	42	1	45	279
Disposal	(59)	-	(6)	(54)	-	(3)	(122)
Depreciation at 31/3/2022	408	-	412	437	36	480	1,773
Net book value at 31/2/2022	452	2	188	101	3	187	933
at 31/2/2021	412	23	233	119	4	180	971

6. Intangible Assets

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

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

Assets which Wilton Park no longer own were disposed of to a value of £114k (£207k 2021-22) with £39k loss on disposal (nil 2021-22).

The additions in the year relate to a new website which was designed and built during the financial year.

Development expenditure includes assets with a net book value of £422k for a custom built customer relationship management system, Xen.

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

	Website	Software Licences	Development Expenditure	Total
	£000	£000	£000	£000
Cost or Valuation at 1/4/2021	79	66	218	363
Additions	-	8	4470	478
Disposals	(1)	(22)	(184)	(207)
Re-classification	-	-	24	24
Cost at 31/3/2022	78	52	528	658
Amortisation at 1/4/2021	9	54	211	274
Charge in year	16	10	15	41
Disposal	(1)	(22)	(184)	(207)
Amortisation at 31/3/2022	24	42	42	108
Net book value at 31/2/2022	54	10	486	550
at 31/2/2021	70	12	7	89

7. Leases

Right of Use Lease Assets	2022/23	2021/22
	£000	£000
Cost or valuation		
Net book value at 31 March 2023	920	-
Depreciation		
Charged in the year	230	-

Wilton Park has adopted IFRS16 'Leases' from 1 April 2022. As permitted by the FReM, Wilton Park has implemented it using the cumulative catch-up method, without restating prior year figures. All leases recognised as operating leases (note 14) are now recognised as right-of-use assets and liabilities. For Wilton Park the only lease contract is for the property Wiston House. Wilton Park is using depreciated cost proxy for fair value for the right of use asset.

Lease liabilities	2022/23	2021/22
	£000	£000
Amounts falling due:		
Not later than one year	228	-
Later than one year and not later than five years	696	-
Balance as at 31 March 2023	924	-
Unaccrued interest included in above lease liabilities	(22)	-

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

Amounts recognised in the Statement of Comprehensive Net Expenditure	2022/23	2021/22
	£000	£000
Depreciation	230	-
Interest expense	11	-
	241	-

Amounts recognised in the Statement of Cash Flows	2022/23	2021/22
	£000	£000
Rent payments	236	-
Interest expense	11	-
	247	-

8. Financial Instruments

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

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

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

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

Currency Risk – Wilton Park Conference income includes sponsorships that are denominated in foreign currency.

It is exposed to foreign exchange risk to the extent that the relevant foreign exchange rate fluctuates between the date the sponsorship debtor is recognised and when it is paid. Wilton Park's policy is to tolerate this risk. As at 31 March 2023 assets or liabilities in foreign currency were not significant.

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

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

9. Inventories

	2022/23	2021/22
	£000	£000
Liquor and food	8	10
Shop	3	4
	11	14

10. Trade receivables and other current assets

	2022/23	2021/22
	£000	£000
Amounts falling due within one year		
Trade receivables	764	692
Prepayments	189	169
Contract assets	161	236
	1,114	1,097

11. Cash and cash equivalents

	2022/23	2021/22
	£000	£000
Balance at 1 April	1,427	534
Net change in cash and cash equivalent balances	658	893
Balance at 31 March 2023	2,085	1,427

All Wilton Park bank accounts are commercial, and none are with the Government Banking System.

Cash and cash equivalents is made up of cash, currency converted using close of year exchange rates and cash in bank accounts.

12. Trade payables and other current liabilities

	2022/23	2021/22
	£000	£000
Trade payables	197	157
Payments received on account	155	448
Other payables	-	1
Accruals	257	374
VAT	30	29
Contract liabilities	296	727
	935	1,736

13. Provisions for liabilities and charges

	2022/23	2021/22
	£000	£000
Balance as at 1 April 2022	711	738
Provided in the year	241	10
Provisions not required written back	(10)	(37)
Provisions utilised in the year	-	-
Unwinding of discount	-	-
Balance at 31 March 2023	942	711
Analysis of expected timing of discounted cash flows		
Not later than 1 year	8	10
Later than 1 year and not later than 5 years	934	701
Later than 5 years	-	-

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

14. Related party transactions

Wilton Park is an Executive Agency of the Foreign and Commonwealth Office. The Foreign and Commonwealth Office is regarded as a related party. During the year, Wilton Park has had a significant number of transactions with the Foreign and Commonwealth Office. The gross income from the FCDO amounts to £500k core allocation, £1,400k ODA allocation plus £1,843k for conference specific funding. In addition to this, £379k was allocated for capital expenditure. In addition,

Wilton Park has had various transactions with other government departments. Most of these transactions have been with the Department for Business, Energy & Industrial Strategy, Ministry of Defence and the Department for Business and Trade (before the MOG change).

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

15. Events after the reporting date

No events to report.

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



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