



Annual Report and Accounts 2024/25

An executive agency of the Foreign, Commonwealth & Development Office



**Wilton
Park**

An executive agency of the Foreign, Commonwealth
& Development Office

Annual Report and Accounts 2024/25

**For the period 1 April 2024 to
31 March 2025**

Presented to the House of Commons pursuant
to section 7 of the Government Resources and
Accounts Act 2000

Ordered by the House of Commons to be printed
26 June 2025

HC 927





© Crown copyright 2025

This publication is licensed under the terms of the Open Government Licence v3.0 except where otherwise stated. To view this licence, visit <http://www.nationalarchives.gov.uk/doc/open-government-licence/version/3>.

Where we have identified any third party copyright information you will need to obtain permission from the copyright holders concerned.

This publication is available at <https://www.gov.uk/official-documents>.

Any enquiries regarding this publication should be sent to us at Wilton Park, Wiston House, Steyning, West Sussex BN44 3DZ.

ISBN 978-1-5286-5428-9

E03257074 06/2025

Printed on paper containing 40% recycled fibre content minimum.

Printed in the UK by HH Associates Ltd. on behalf of the Controller of His Majesty's Stationery Office

Contents

Performance report	2
Overview	2
Chair's foreword	3
Chief Executive's foreword	5
Purpose and activities	7
Performance summary	9
Key risks and issues	11
Performance analysis	13
Monitoring and evaluation (M&E)	18
Wilton Park activities 2024/25	30
Schedule of events	44
Schedule of partners	49
Sustainability reporting	52
Accountability report	62
Corporate governance report	63
Directors' report	64
Statement of Accounting Officer's responsibilities	68
Governance statement	69
Remuneration and staff report	76
Remuneration report	76
Staff report	80
Parliamentary accountability and audit report overview	87
The Certificate and Report of the Comptroller and Auditor General to the House of Commons	88
Accounts	94
Financial statements	95
Notes to the financial statements	100

Performance report

Overview

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



Chair's foreword

The past year has presented extraordinary challenges as well as opportunities for international dialogue and cooperation. In a world marked by shifting geopolitical dynamics, technological advancement, and crumbling norms, Wilton Park has continued to serve as a vital forum for frank and constructive discussions that shape policy and foster international understanding.

Wilton Park has maintained its unique ability to convene diverse voices in a secure space, fostering the kind of open and honest dialogue that is essential for addressing complex global challenges. Our traditional strengths – creating an environment of trust, ensuring representation from across the global community, and maintaining the highest standards of debate – have proved more valuable than ever in an increasingly unpredictable world.

The establishment of our Global Impact Group was a significant milestone. It brings together leaders from major international businesses

to address shared challenges alongside UK government and civil society partners. The most pressing issues of our time – from climate security to artificial intelligence governance – require coordinated action across sectors. As the domestic and the international become increasingly intertwined, it's essential that we bring together the combined resources, skills and networks of all stakeholders.

We have strengthened our ability to measure and evaluate Wilton Park's long-term policy impact. The new impact tracking framework allows us to document how Wilton Park conversations translate into concrete policy outcomes. This systematic approach enables us to demonstrate where our work has directly influenced international agreements and national policy developments. Showing how dialogue can make the world a better place is at the core of what we do.

Our biggest strategic challenge remains securing our future location. Our current lease for Wiston House expires in 2027. We have



explored a range of options and hope that over the course of 2025/26 we will be able to reach an agreement which provides Wilton Park with a long-term home, and which represents value for money.

Next year we will celebrate our 80th anniversary. This is an important moment to reflect on all that has been achieved by the people who have dedicated themselves to the mission and purpose of Wilton Park, and the tens of thousands of participants whose own stories now form part of our rich legacy. We look forward to marking this event by re-engaging with all our partners around the world.

Wilton Park will continue to evolve while staying true to its core mission of supporting British foreign policy and development objectives through dialogue and understanding. Increasingly we will do this by reaching beyond government, embracing external thinking and challenge. Our intellectual independence remains a significant asset for our partners across government, who need to engage with today's problems as well as those which require more long term, strategic approaches.

At a moment when nation states become more inward looking whilst economic, commercial and technological networks remain globally interconnected, the need for convening dialogue and practical solution-finding has never been more important. This is what Wilton Park has done for almost 80 years, and we will continue to do for the foreseeable future.

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



Chief Executive's foreword

The Foreign Secretary has made clear how much he values the role of Wilton Park as a strategic asset for both UK and global benefit. Speaking at our reception in January he said: 'I want us to engage even more widely and deeply. To gain the benefits of a diverse range of perspectives. To harness the power of voices outside government, whose own influence can complement our own. Wilton Park really matters to this agenda.'

He has also challenged us to be even more strategic and ambitious in how we fulfil our role, in particular tasking us to be more focused on growth. This work sits alongside our increasing contributions on national and global security, building links with European and global key partners, protecting climate and nature, tackling irregular migration, and shaping the

future of international development. On all these issues Wilton Park has an increasingly vital role, guiding and informing the global policy environment at a time when more traditional multilateral spaces are in decline. As such we offer a highly cost-effective route to harnessing the expertise and experience so central to tackling major global challenges, as well as the networks and relationships upon which progress depends.

None of this would be achievable without our team, who have demonstrated considerable resilience this year in the face of initial uncertainty occasioned by the election, followed by substantial demand in the final quarter of the financial year. I am proud we have a culture which expects and values the highest contributions to be made by every one



of our staff towards our mission. This underpins the excellence of service for which we are rightly recognised, and which is key to our reputation as a uniquely welcoming and reliable facilitation partner.

As the storm clouds continue to gather across global horizons, this sense of excellence, purpose, and ambition will be increasingly critical to our efforts to build growth and stability through reasoned, outcome driven dialogue between the world's policy-makers and decision-takers.

Tom Cargill
Chief Executive



Purpose and activities

Who we are

We are the UK's foremost convenor of international policy dialogue, bringing together diverse voices to address the world's most pressing challenges. As an Executive Agency of the Foreign, Commonwealth & Development Office, we play a vital role in advancing UK foreign policy and His Majesty's Government's international priorities.

Our unique position – operating within government yet maintaining intellectual independence – allows us to create powerful connections between policymakers, experts, and thought leaders from across the globe. We provide a trusted space where candid conversations can flourish, free from the constraints of formal diplomacy.

What sets us apart is our ability to combine diplomatic expertise, absolute discretion, and renowned British hospitality in a way that consistently delivers meaningful outcomes. This distinctive blend has made us the partner of choice for governments, international organisations, and global institutions seeking to tackle complex international challenges.

What we do

We create transformative dialogues where global leaders can engage in genuine, constructive conversations about critical international issues. Each year, we convene thousands of the world's foremost thinkers, decision-makers, and practitioners to shape policy and forge lasting connections.

Our approach goes beyond traditional conference facilitation. We carefully curate environments where innovative ideas can emerge, policies can be tested, and new partnerships can form. Through expert facilitation and strategic programme design, we enable participants to challenge conventional thinking and develop bold, creative responses to global challenges.

At our historic Wiston House location, we provide an unparalleled environment for sensitive diplomatic dialogue. Away from the pressures of capital cities and daily demands, participants find a secure, peaceful space where confidential discussions can take place. Our reputation is built on absolute discretion, ensuring that sensitive conversations remain protected while enabling genuine and challenging dialogue.

How we are structured

Our organisation is built around three interconnected pillars of expertise.

Our Policy Team comprises international relations specialists who excel at identifying emerging global trends and developing innovative programme formats. They work closely with partners to frame discussions effectively, facilitate breakthrough conversations, and ensure that dialogues lead to concrete outcomes. Their expertise in managing complex multi-stakeholder discussions helps unlock new thinking and accelerate policy development.

Our Operations Team delivers the complex logistics that underpin our world-class events, whether in-person, virtual, or hybrid. Working seamlessly with our Policy Team, they ensure flawless delivery of programmes that bring together participants from across the globe. Their attention to detail and the expert hospitality of our conference and banqueting colleagues, creates the conditions where meaningful dialogue can flourish.

Our Corporate Team provides the foundation for everything we do, ensuring we maintain the highest standards of governance, efficiency, and sustainability. They support the entire organisation in delivering excellence while upholding our commitments to security, inclusion, and responsible stewardship of resources.

Together, these teams create an exceptional environment where international policy dialogue can thrive, enabling us to maintain our position as a trusted partner for organisations around the world.

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.

Our objectives

Our objectives, purpose and terms of reference are laid down in Wilton Park's Framework Document. The latest version came into force on 28 March 2019 and can be found at <https://www.wiltonpark.org.uk/app/uploads/2023/01/Wilton-Park-Framework-Document-2019.pdf>. An update to this version is currently being finalised with the Foreign, Commonwealth & Development Office (FCDO).

The financial target is to achieve a margin of +3% to -1% on operating costs over income excluding non-cash items. For 2024/25, this target has been met with the delivery of a 0.36% gain (+0.43% gain in 2023/24).

The Wilton Park strategy can be found at [Strategic plan 2023/24 - 2025/26 – Wilton Park](#) and measurement against the strategic objectives are reported within the Performance Analysis section and within the Monitoring and Evaluation section. No specific outcomes were agreed at the latest spending review process against which Wilton Park is monitored.

Performance summary

In 2024/25, Wilton Park delivered a gain of £33k (£36k gain in 2023/24), excluding adjustments for IFRS16 and non-cash charges, of revenue over expenditure. IFRS16 adjustments total nil in the financial year (£2k in 2023/24) and other non-cash charges total £816k (£1,136k in 2023/24). This results in gain as a percentage of income being 0.36% (0.43% in 2023/24) which is within the financial target of +3% to -1%.

The first quarter of the financial year had a good start with results in line with budget and improved against 2023-24 first quarter with eight more events and £745k higher revenue. Quarter two became tougher with the general election in July then recess followed in August with the review of spending putting a pause on a lot of spend within His Majesty's Government, all impacting on the lead time for September and October events. Quarter three started slow with fewer events than desired in October and November, however, December came back strong, and demand remained strong through quarter four to the end of the financial year. For the year we successfully delivered 70 policy events overall (69 2023/24). 49 policy events at Wiston House, 19 policy events externally (13 at overseas locations and 6 in the UK), and 2 virtual events. This demonstrates our flexibility and adaptability to operate across the UK and internationally; from our iconic base at Wiston House, to events in London and selected premium sites across the UK, to overseas events in countries as diverse as Bolivia and Indonesia. We continued to deliver a small number of virtual dialogues, with 2 such events during the financial year. In addition to the 70 policy events, 13 other events were delivered from commercial events (9 in 2023/24).

Gross operating income increased by 12% to £9,324k (£8,347k in 2023/24). The breakdown of which was; revenue from customers of £7,156k (£6,199k in 2023/24); commercial and other revenue of £223k (£248k in 2023/24); membership of Wilton Park's Global Impact Group of £45k (nil in 2023/24, a new initiative starting in January 2025); £500k core allocation (£500k in 2023/24); and ODA funding of £1,400k (£1,400k in 2023/24).

Revenue is generated to cover the operating costs of Wilton Park, including participant travel arrangements, conference delivery costs (such as translation services and food), staff salaries, property running costs, technology and security costs and general overheads covering marketing, training and recruitment activities. All expenditure adheres to value for money principles in accordance with public money management guidelines.

We were allocated FCDO core revenue of £500k (£500k in 2023/24) alongside ODA of up to £1,400k (£1,400k in 2023/24), which is ring fenced to spend in compliance with ODA regulations. We have been able to utilise all £1,400k (£1,400k in 2023/24) of the ODA allocation for the year.

In 2024/25, we delivered 70 (69 in 2023/24) policy events at an average net revenue of £122k (£110k in 2023/24). The higher average net revenue is a result of more overseas conferences and increased prices to cover the increased cost base.

We received a £718k (£800k in 2023/24) capital budget from the FCDO. The actual capital expenditure for the year was £715k (£755k in 2023/24). The expenditure has enabled security improvements, improvements to the

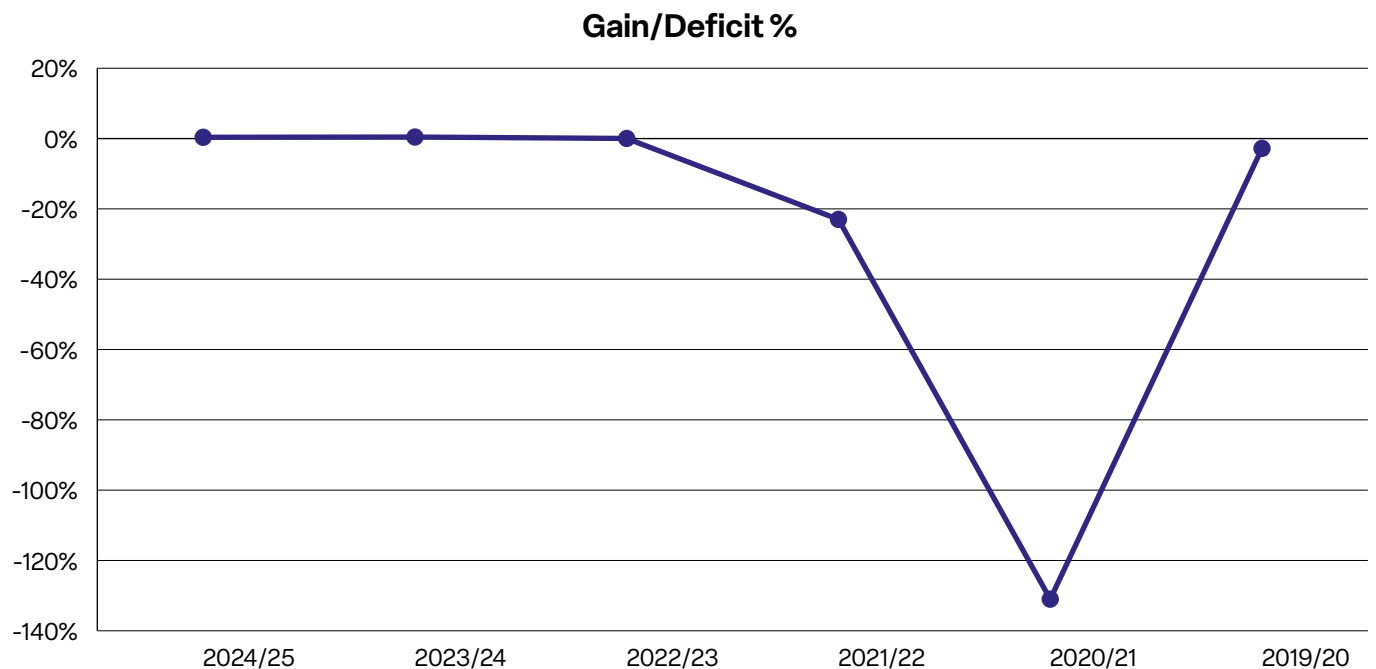
building infrastructure and new conference audio visual equipment.

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

Future delivery plans are to continue to deliver a full programme of events in line with the

Foreign Secretary's priorities, continuing to breakeven financially. The 2025/26 business plan has been produced and predicts an expenditure of £10,013k for which Wilton Park will generate revenue of £8,113k and has secured £1,900k through the confirmed spending review allocation, comprising core allocation and ODA income.

Past performance



Key risks and issues

An executive agency of the Foreign, Commonwealth and Development Office (FCDO), Wilton Park currently operates out of Wiston House, a privately owned Grade 1 listed 16th century manor house in West Sussex. The current lease is due to expire in March 2027 and securing a cost-effective future location for Wilton Park has been a strategic priority throughout the year.

In close collaboration with the FCDO, Wilton Park has conducted a comprehensive location strategy review to assess options for the future location of Wilton Park, acknowledging any decision taken has associated risks in respect of our reputation, our people, our future strategy and our financing.

With increasing reliance on digital infrastructure, Wilton Park's risk appetite for security remains at minimal and, as an Arm's Length Body (ALB) of the FCDO and by association, the continuing threat of a major cyber incident remains a key risk. We remain committed to investing in infrastructure improvements to our security and IT networks, prioritising enhancements that will harden our security posture, and in ongoing cybersecurity awareness training for employees.

The Security Group maintains oversight of improvements on physical, personnel and information security, taking the necessary steps to pro-actively respond to an everchanging and evolving security environment. Building on the previous year's improvements, work has progressed further on the physical security provision at Wiston House including enhancements to access procedures and surveillance camera systems.

Working with expert stakeholders, additional security-based risk reviews were carried out and recommendations implemented, resources allowing. In addition, training programmes are planned to support our people as our maturity evolves and we build a more robust security culture.

Our current financial model works on an annual basis with operating costs covered by a combination of funding, sponsorship and revenue generating activities. Additionally, Wilton Park receives an annual capital sum from FCDO for technology and property improvements for Wiston House whose upkeep requirements are split between Landlord and Tenant. The improvements programme progressed this year, incorporating a wide range of projects that addressed the safety of the workforce and visiting participants, together with ensuring compliance with legislation and the fulfilment of Wilton Park's obligations as tenants.

Under the current financial model, the inability to generate sufficient income to cover costs is an ongoing risk. We recognise that a failure to diversify revenue streams or manage financial risks effectively could impact our long-term viability. This year, we have continued to explore new revenue opportunities and diversification strategies to reduce dependency on single income sources. This has resulted in two key initiatives: the FCDO Priorities Fund, allowing FCDO Departments and posts to apply for centrally-funded conferences at Wilton Park aligned with Foreign Secretary priorities; and the Global Impact Group, a cross-sector membership initiative providing opportunities for input into international policy discussions.

While these risks present challenges, our proactive risk management approach ensures that we remain well-prepared to navigate them effectively. By implementing targeted

mitigation strategies and maintaining a strong governance framework, we are committed to safeguarding Wilton Park's long-term stability and success.



Performance analysis

Financial planning

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

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 report highlights any risks to the financial outcomes and include a forecast for the rest of the financial year.

Monitoring and evaluation (M&E)

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

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

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

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

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

M&E has Wilton Park Board and Management oversight.

Key performance targets to 2025/2026

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

Performance target	2024/25 actual	Target by 2025/2026
Revenue	£9.3m	£9.0m
Revenue from non-government sources	32%	35%
Gain/deficit (of revenue)	+0.36%	-1% to +3%
Policy Events	49 at Wiston House 19 at external locations	60 at Wiston House 20 at external locations
Partners confirm event achieved policy impact, six months after event	75%	50%
Diversify offering with virtual events	2	2
House occupancy (based on 365 days)	42%	55%
Eliminate reliance on core funding	5% of revenue being 1% lower than prior year	Year on year reduction

Performance of staff

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

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

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

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

Countering fraud, bribery and corruption

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

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

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

Going concern

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

We have prepared a financial plan for 2024/25 with a breakeven outcome. Our ODA allocation has been set at £1,400k and core allocation confirmed as £500k, these figures are included in the financial plan and as with the 2024/25 financial year we aim to utilise both these allocations fully. Risks remain with continued inflation and national insurance rises, spending review cycle in the UK and tighter spending controls in the USA. We will maintain our work 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 revenue being secured to cover costs. Sources of revenue, and the balance between categories, are monitored to ensure risk mitigation can be implemented if a particular income source is withdrawn unexpectedly. Revenue 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 revenue 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 2024/25, this target has been met with the delivery of a 0.36% gain (+0.43% gain in 2023/24).

	2024/25 £000	2023/24 £000	Reference
Net operating expenditure	(783)	(1,102)	Statement of Comprehensive Net Expenditure
Add back non-cash costs	1,051	1,375	Note 3
Reverse IFRS16 rent payment	(237)	(237)	Note 7
Cash based gain/ (deficit)	33	36	

Income from other sources and support from the FCDO

	2024/25 £000	2023/24 £'000	2022/23 £'000
FCDO discretionary income	3,215	2,862	1,843
Wilton Park other income	3,960	3,378	3,517
Membership income	45	-	-
Commercial and other income	204	248	393
Total discretionary income	7,424	6,488	5,753
FCDO as percentage of total discretionary income	43%	44%	32%
ODA	1,400	1,400	1,400
Core allocation	500	500	500
Total FCDO allocation	1,900	1,900	1,900
Total income	9,324	8,388	7,653

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

In addition to the income noted above, the FCDO had allocated Wilton Park a capital budget of £718k of which committed spend has come to £715k (£755k in 2023/24). The FCDO accounts can be found on the FCDO's website: <https://www.gov.uk/government/organisations/foreign-commonwealth-development-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 19 (17 in 2023/24).

Commercial activities

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

use the facilities for conference, training and banqueting events.

During 2024/25, income from commercial activities was £204k (£248k in 2023/24). This income was generated from 13 (9 in 2023/24) commercial functions.

During 2024/25 Wilton Park introduced the Global Impact Group to discuss international matters and to follow the Foreign Secretary's priority on growth and openness, this generated £45k of income in the year being three months of the annual membership subscription (nil in 2023/24).



Monitoring and evaluation (M&E)

Our approach

We're committed to demonstrating our impact. Over the past year we have introduced a new system for tracking the long-term policy impact of our activities.

We employ a rigorous and systematic approach to tracking policy impact across our dialogues and events. Our measurement, evaluation and learning framework combines both quantitative and qualitative methods to capture meaningful change and demonstrate our contribution to addressing critical global challenges.

We gather evidence through a multi-layered approach that includes:

- Post-event surveys at 6, 12 and 24-month intervals using standardised questions and scales
- Semi-structured interviews with participants and partners to better understand the nature of impact
- Outcome harvesting to identify and trace specific policy changes
- Qualitative Impact Protocol (QUIP) analysis to assess our contribution to change
- Regular case studies that demonstrate concrete examples of impact

Our evaluation serves three core purposes:

1. Learning and improvement – understanding where and how we make the most impact
2. Accountability – ensuring transparency in our activities and outcomes
3. Testing our theory of change – validating our approach to creating policy influence

We present our findings through accessible quarterly reports and dashboards, enabling us to identify trends and patterns while maintaining a cycle of continuous learning and improvement.

Our theory of change articulates how Wilton Park's expert convening of international policy dialogues strengthens efforts to build a peaceful, sustainable, and prosperous world. It rests on the premise that dialogue, network formation, and the sharing of diverse perspectives are effective tools for policy development and diplomacy.

The theory follows a clear logic and comprises inputs, activities, outputs, and outcomes. Crucially we also assess causal mechanisms to look at how impact is achieved and can be further enhanced.

Both our measurement, evaluation and learning framework, and our theory of change, are reviewed annually to ensure they are robust and accurate.

Feedback, data and impact

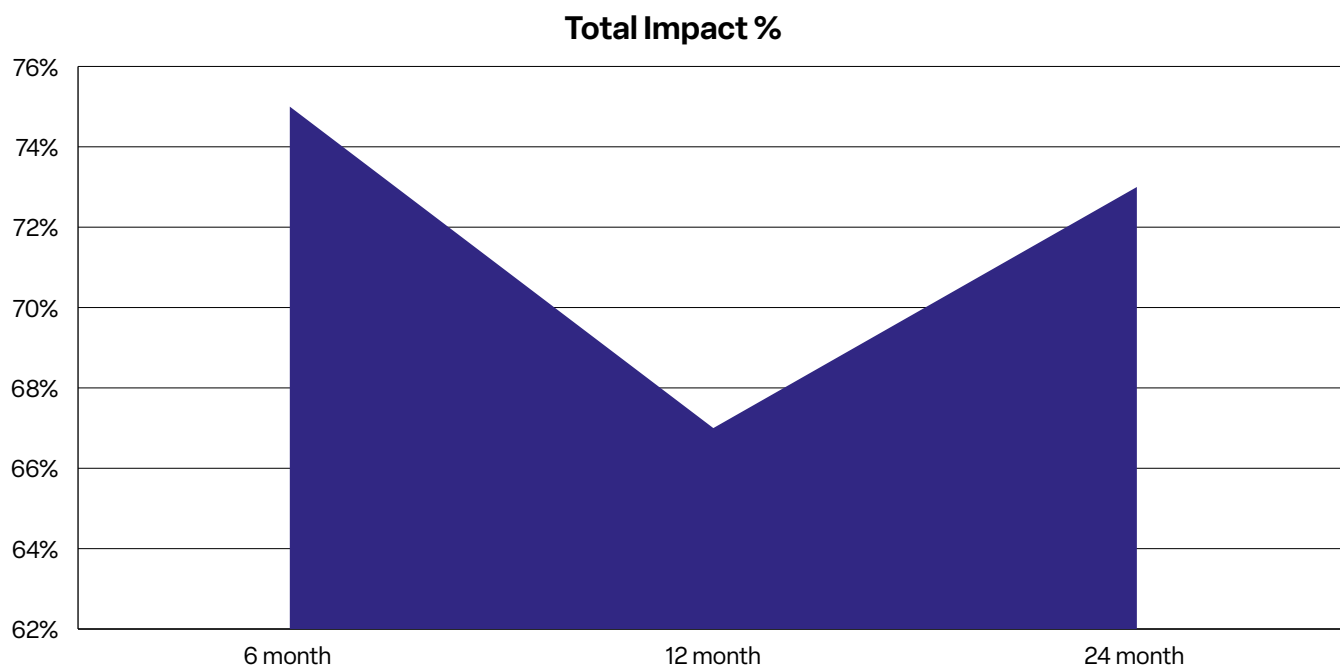
Our statistical impact analysis is derived exclusively from the results of our impact survey. We survey participants from events across a 6-, 12- and 24-month timeframe. Our refreshed impact evaluation process launched in May 2024, and we are now approaching a full 12 months of data collection.

Key statistics

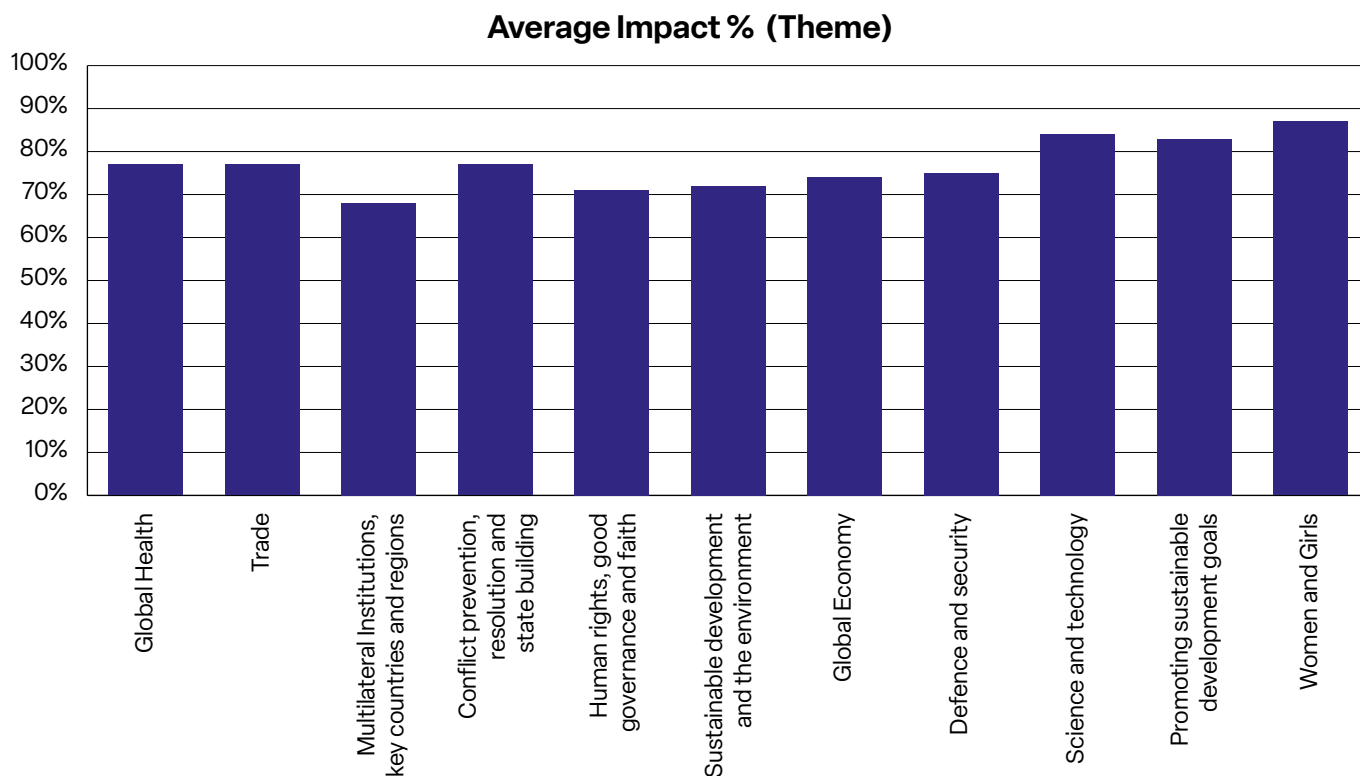
At an event level, our joint highest impact events scored 91%. One event was captured at the 12-month post-event stage and is due to be re-sampled in November 2025. The other event was captured at the 24-month post-event stage and is not due to be re-sampled.

Looking at our overall impact scores across the 6-, 12- and 24-month timeframe, we can see

that our peak for impact currently sits at the 6-month post event stage with an average impact score of 75%. Followed by 24-months at 73% and 12 months at 67%. We are still in the early stages of our impact data collection and a definitive pattern of impact is likely to emerge as more data is collected over time. This graph represents the total impact scores from all events investigated in the year.



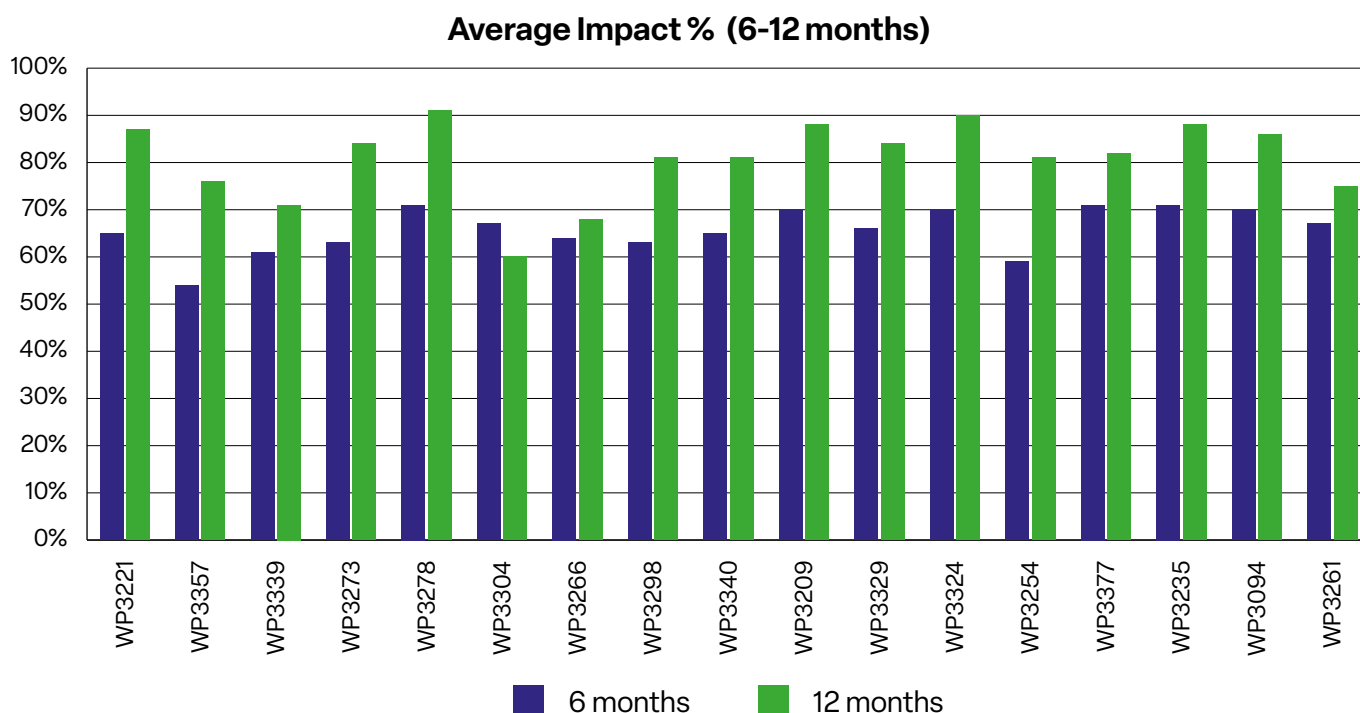
Looking at our impact data by theme we can see that ‘women and girls’ was our highest scoring theme with an average impact score of 87% closely followed by ‘science and technology’ at 84%.



After nearly a year of data collection we are beginning to see the results from the re-sampling of events. Our long-term approach to data collection is designed to capture data at multiple points in an event's post Wilton Park life. By doing so we hope to better understand the impact our events have over time.



Initial data from events that have been re-sampled suggest that impact increased between 6 and 12 months. Almost all re-sampled events increased in impact with an overall average increase of 25%. The nature of long-term data collection means we will not see a full pattern for the full 2-year cycle of impact for these events until late 2025/early 2026. But as we begin to re-sample more events, we will be able to better assess the compounding impact that our events have over time.



*WP codes reference individual Wilton Park events.

This graph represents data from the small number of our events we have been able to re-sample. While this seems to show an uplift in impact between 6 and 12 months, our overall impact scores indicate a peak for impact at 6 months post-event.

Qualitative data

Our mixed methods approach to data collection means we gather not only statistical evidence of impact but also provide our participants the opportunity to tell us exactly how Wilton Park events have impacted them and their work. From thematic analysis we can identify the key areas where our participants consistently tell us we are creating impact.

Direct examples of impact in these areas can be found below.

Network and relationship building

“As a direct result of the WP event, Canada, HMG and the World Organisation for Animal Health (WOAH) assembled a small core group of influential stakeholders and have launched BIO-PREVAİL, which aims to generate innovative solutions for labs to be operated in low-resource environments, with the objective of meaningfully and sustainably strengthening global health security.”

“Connections with international partners are invaluable in continuing dialogue on national and international space policy issues. Wilton Park provides an ideal venue to meet and to build these relationships.”

“The connections made at Wilton Park have developed into a standing group of global partners working to advance knowledge diplomacy. Without Wilton Park, neither these relationships nor the coordinated efforts would have been possible.”

Knowledge and idea sharing

“The knowledge shared profoundly influenced the development of a specific project of women economic empowerment and finance. We have launched this new project that will be repeated throughout the year. We are also developing initiatives to foster the impact of projects financed by multilateral institutions on women’s lives in my country.

We also wrote an article on the importance of capacity building for women that are seeking to finance local projects.”

“Knowledge gained at Wilton Park helped my organisation in developing the content of the first ever conference organised in Cameroon of the Women, Peace and Security Fair.

Women living in conflict areas of Cameroon were brought to showcase their work and exchange on their experiences.

Also, I was invited for the Validation of the National Peace and Humanitarian strategy whose content I influence to have elements of knowledge brought back from Wilton Park”

Project development

“The insights discussed at the Wilton Park event had given me materials to design a new project focused on WLO in Brazil in partnership with UNFPA and funded by the UK Modern Slavery Fund.”

We interview participants on a regular basis with semi-structured interviews designed to effectively draw out detailed stories and examples of impact.

From our interview data, one participant stated that as a result of the event they attended in February 2024, they were able to make significant advances in an anti-corruption project based in Ukraine. Where little progress had previously been made, the event “kick started the revision of the project design.” The significant connections made at this event also meant that the participant now has long-term partners and funding for the project.

“I now have a work plan that is a living document, the things we’re doing now are reflective of the course correction identified at the event.”

Event data

In the financial year 2024/25, we brought together 3,697 participants from 152 countries at 70 policy events.

Financial year	Total number of participants	Number of events	Average participants per event
2024/25	3,697	70	53
2023/24	3,233	69	47
2022/23	3,477	76	46
2021/22	4,858	124	39
2020/21	4,780	128	37
2019/20	3,165	76	42

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

Number of events by format:

Event format	2024/25 events	2023/24 events
Policy hybrid	-	1
Policy in person	68	66
Policy virtual	2	2
Total policy events	70	69
Total Commercial events	13	8
Total other events (e.g. facilitate meetings)	6	1
Total	89	78

Events by location

	2024/25 %	2023/24 %
Wiston House	70%	82%
External – UK	9%	6%
External – overseas	19%	9%
Virtual	3%	3%

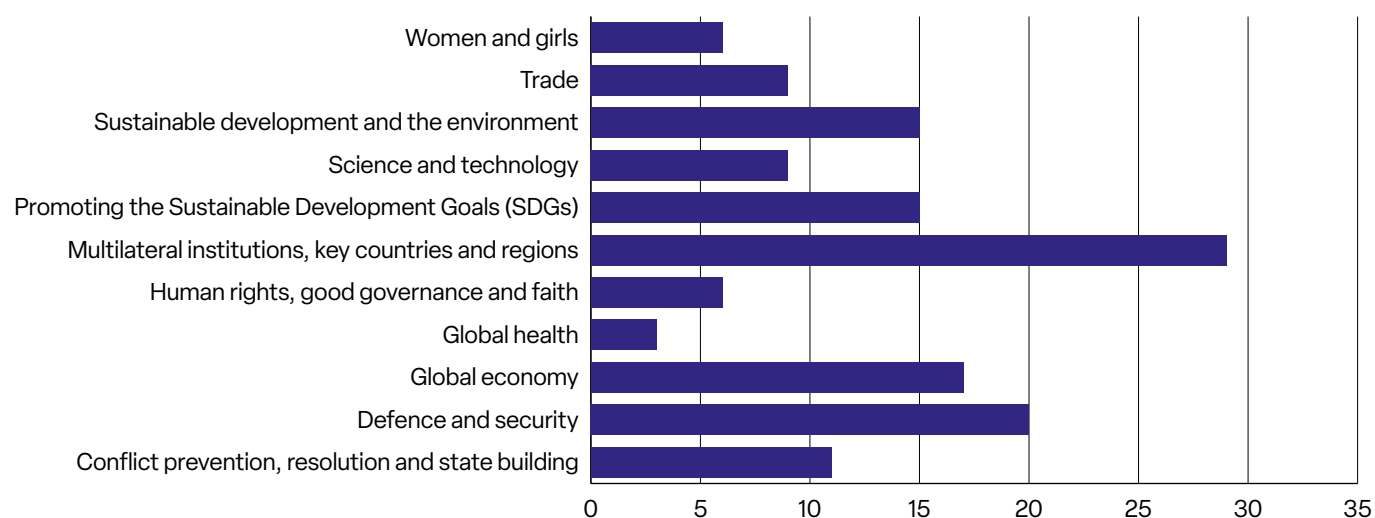
Number of participants by policy event format

	2024/25 participants	2023/24 participants
Hybrid	-	32
In person	3,697	3,145
Virtual	Not registered	56
Total	3,697	3,233

Number of events by type

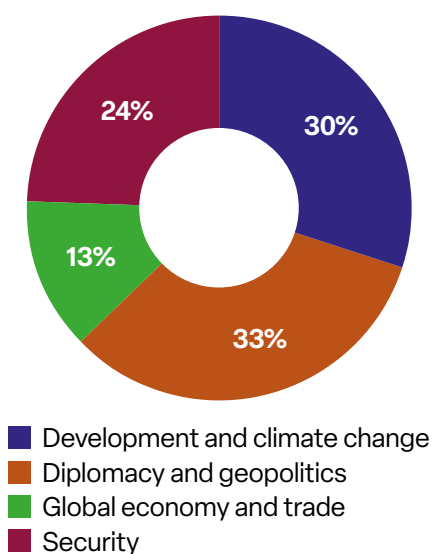
Event type	2024/25 events	2023/24 events
Commercial	13	8
Other	6	1
Policy	70	69
Total	89	78

Policy events by policy theme

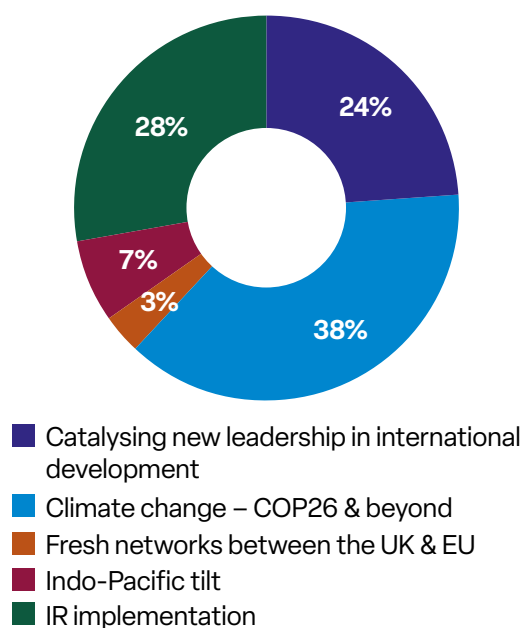


Some policy events cover more than one theme, so the total shown in this chart is greater than the number of events.

Policy events by sector



Policy events by priority



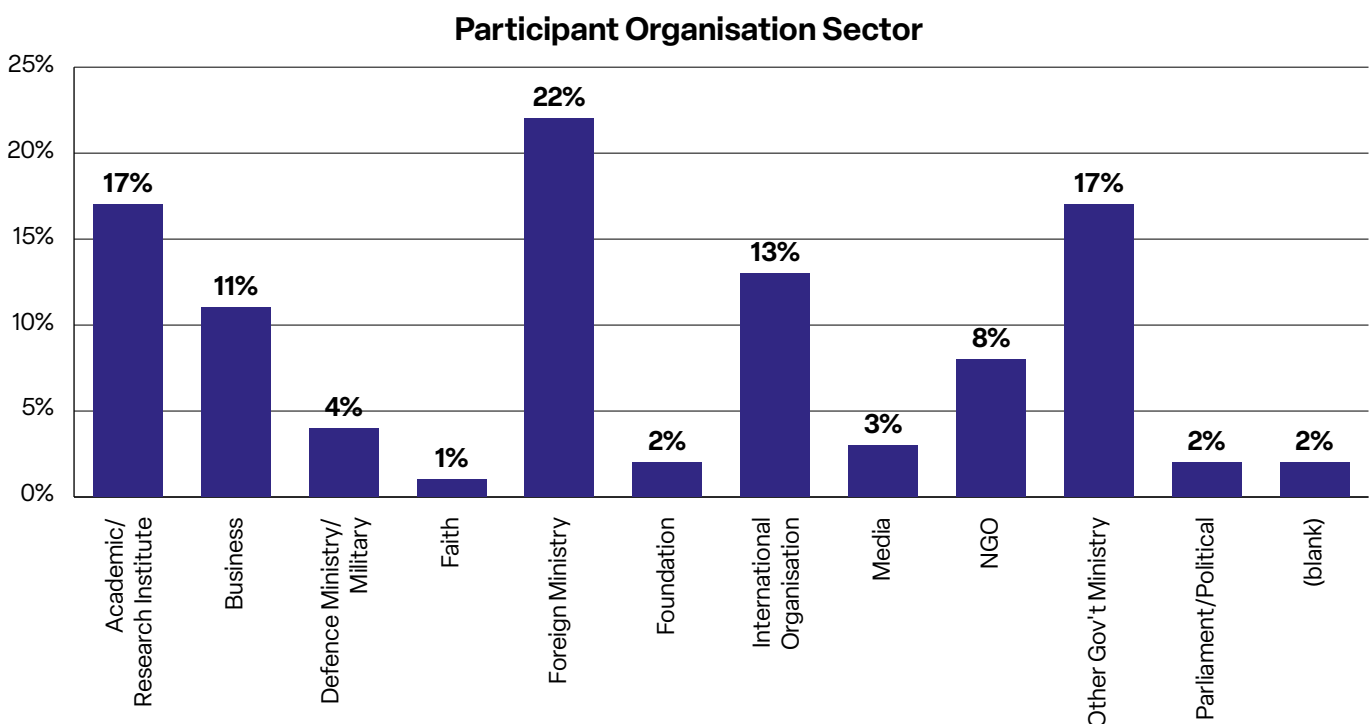
This shows the events that directly supported the priorities of the Foreign Secretary who was in post at the time.

Participant data

Most participants came from academic or research institutes, foreign ministries,

other government ministries or international organisations. We registered participants from 152 countries (137 2023/24). 40% of the participants were female (39% 2023/24) and the average age band of all participants was 45-54 years old (45-54 years old 2023/24).

Participation by sector

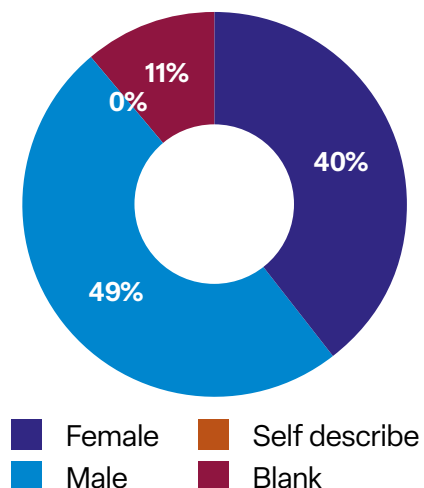


Participation by gender

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

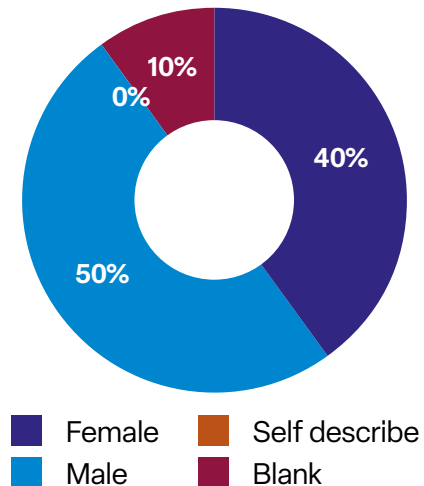
This aligns with our values where we commit ourselves and our organisation to be ambitious, ethical, respectful, collaborative and creative.

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



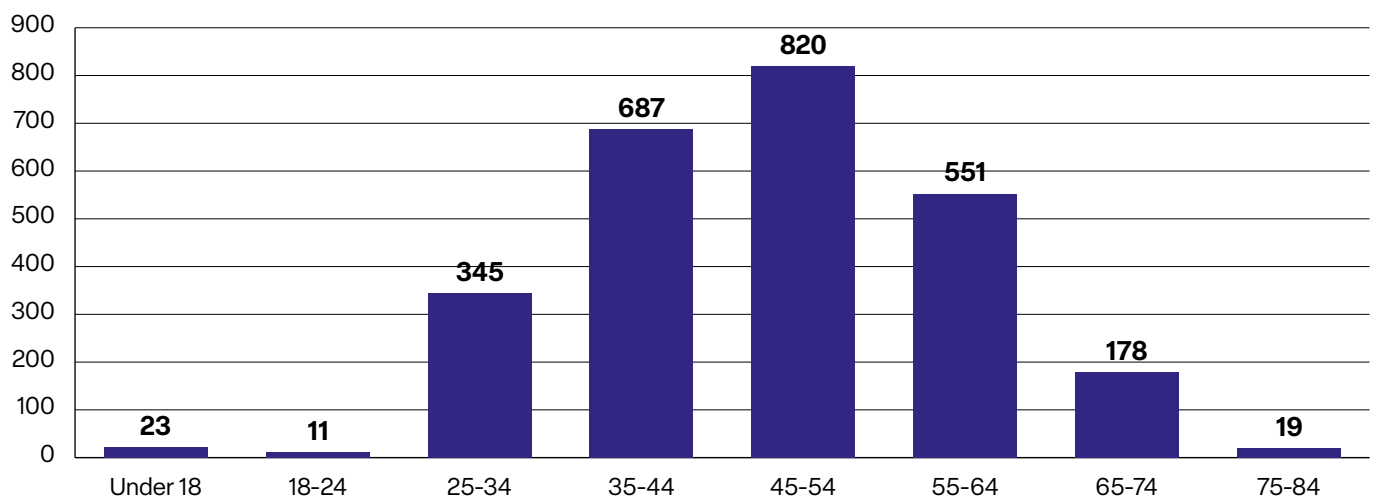
Panel by gender

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



Participants by age

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



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

Survey data

The following survey data is from April 2024 – March 2025 and, as not all events are surveyed, the following shows responses from 58 out of the 70 events (83%) in that date range. The data collected in these surveys specifically assesses how well events have been convened, facilities and delivered. This year we also measured our net promoter score for the first time, with a score of 79.93 being achieved.

This represents an excellent score and a strong endorsement of people's experiences of Wilton Park.

These scores show how well Wilton Park deliver events. The average score has increased slightly to 4.62 out of 5.00 from 4.60 in 2023/24 which demonstrates how Wilton Park consistently delivers outstanding conferences.

	In person at Wiston House attendance (policy events)	In person at external venue attendance (policy events)	Average
Overall score	4.63	4.61	4.62
Response rate	64%	58%	63%
Pre-event communication	4.50	4.33	4.46
Event materials	4.26	4.17	4.25
Facilitation	4.76	4.72	4.75
Selection of participants	4.43	4.50	4.44
Bedrooms	4.21	4.50	4.26
Meeting rooms	4.7	4.49	4.69
Service	4.88	4.67	4.84
Food	4.71	4.55	4.68
Technology	4.45	4.17	4.40
Average	4.56	4.47	4.54

The two virtual events , 13 commercial events and the six other events (e.g. where we facilitate a meeting) during 2024/25 were not surveyed.

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

	% Responded ‘yes’ 2024/25	% Responded ‘yes’ 2023/24
New knowledge was shared	92%	84%
New approaches / perspectives were introduced	62%	76%
It helped inform policy or programmatic change	44%	60%
It fostered intimate, frank and open exchanges	84%	88%
It encouraged networking and strengthening collaboration	90%	95%
It provided foundations for further events in this or related subjects	73%	84%

Testimonials

“Wilton Park dialogues were a thread that ran throughout our diplomatic campaign, both to do the intellectual work to craft a coherent approach to the problem of outer space security, and to build the political support necessary to achieve the broad-based support for the General Assembly resolution in the face of determined Russian and Chinese opposition. And having Wilton Park at our back was a key reason why UK leadership of this agenda was accepted, and welcomed, by so many. We couldn't have done it without you.”

Aidan Liddle, Head of Parliamentary Office, Foreign, Commonwealth & Development Office, London

“Your Wilton Park event was one of the best I have attended over the years – in every aspect. The content was rich, and I am sure it will have an impact in supporting the inclusion of refugees in national education systems”

Sajjad Malik, Director Resilience & Solutions, United Nations High Commissioner for Refugees (UNHCR), Switzerland

“As I'd attended a few Wilton Park events before and been quite wowed by the experience, my expectations for this dialogue were already very high! But still those expectations were absolutely exceeded by the experience of working with this team – for the extraordinary expertise, dedication and professionalism in handling every detail of the logistics, the agenda, and the day-to-day running of the event. Despite all stresses and challenges that came up, every single member of the team was such a delight to work with – so kind, helpful and faultlessly reliable in handling every twist and turn in the run up and through the delivery of the dialogue.

From the outset we wanted this dialogue to... be meaningfully representative and inclusive – this meant a huge lift for the team to successfully bring together participants from some 15 countries...The result of having this diverse group of experts in the room, combined with such artful facilitation, generated a genuine feeling of ownership and excitement around the principles and outcomes, as well as a sense of momentum to take them forward.”

Leah Brodie-Good, ODA and International Biodiversity Funds, International Biodiversity and Climate Change, Department for Environment, Food and Rural Affairs (DEFRA), London

“The organization before and during the event was perfect, your facilitation of the discussions was superb, as well as the food and venue were marvellous. I learned a lot over these three days.”

Michael Wiener, Office of the United Nations High Commissioner for Human Rights (OHCHR), Geneva, Switzerland

“I am sincerely so grateful to you and the Wilton Park team for such a well-organized and impactful event. I continue to beam with excitement and energy from the stimulating conversations and connections you helped to foster.”

Carla Kraft, Policy Specialist, Sustainable Development, UN Women

“The discussions were truly insightful, offering valuable perspectives on the challenges and efforts involved in providing refugees with access to education and, with it, a glimpse of hope for a brighter future.



“Thank you for your outstanding hospitality, impeccable organisation, and dedicated follow-up. The experience was both enriching and inspiring for me.”

Khawla Hattab, Executive Director of the Development Coordination Unit, Ministry of Education, Jordan

“It was a delight to be back at Wilton Park with your efficient, kind, and personable staff. They really know how to make us all feel welcomed and special, despite doing this twice a week, week in and week out.

I hope you picked up how much everyone enjoyed being at Wilton Park and how far we felt we came with our discussions. The mix of participants was spot on which meant you were able to draw out such a range of contributions and build momentum and excitement about deliver on the education mega-pledge.

My compliments to the chefs and all the catering staff; and thanks to all the reception, tech, and domestic staff. It is such a professional team.”

Judith Herbertson, Head of Girls’ Education Department, Education, Gender and Equality Directorate, Foreign, Commonwealth & Development Office, London

“Wilton Park provided an amazing venue for our discussions.... The event fostered a fantastic environment for generating new ideas and forging valuable connections. I’m eager to deepen these connections and build upon the seeds planted during our time together, driving the agenda forward in the coming months.”

Doron Avni, Vice President, Government Affairs and Public Policy, Emerging Markets, Google Inc

“The logistics were remarkably smooth..., the facilitation outstanding, the catering, accommodation and facilities excellent. I can see why Wilton Park has such an impeccable reputation.”

Antony Herrmann, Technology and Innovation Unit, Foreign, Commonwealth & Development Office, London

“I was amazed that after three full days of discussion, no one seemed tired! It was both exciting and stimulating.”

Yunae Yi, Acting Head of Gender and Safeguards Unit (GSU) & Safeguards Advisor, Policy and Programme Division, United Nations Environment Programme (UNEP), Kenya

Wilton Park activities 2024/25

2024-25 was a year of significant transition for Wilton Park's policy work. Expectations in the first quarter of a UK General Election meant a significant slowdown in events funded by the UK Government, as departments prepared for possible change in Government and international priorities. The lag until business picked back up was longer than expected, resulting in particularly high pressure to deliver sufficient events in the remaining months of the financial year. Delivering 40% of our total annual events in the final quarter required all staff involved in event delivery to work at maximum capacity. Our Programme Directors and Policy Officers kept numerous plates spinning and moved rapidly from event to event. One Programme Director facilitated no fewer than six events in the final quarter of the year.

The policy priorities of Foreign Secretary David Lammy led to a refocusing of FCDO-funded events in the latter part of the year. The new Government's strong focus on economic growth increased the number of economy- and trade-related events, illustrated by events on the new Industrial Strategy and a Small Business Strategy. Security and international development were also regular themes, and technological developments – particularly in the realm of Artificial Intelligence – featured in several conferences.

Our reputation for convening impactful conferences on a wide range of African issues increasingly gained recognition, with events covering conflicts, environmental, AI and other developments in the continent. In March, the Foreign Secretary made his first



visit to Wilton Park in his current role, joining his Nigerian counterpart for a conference on conflict in West Africa and the Sahel region. Other UK Ministers, from FCDO, Department for Business and Trade (DBT), Department for Education (DfE), and the Home Office participated in a range of events. An event on Citizenship by Investment brought three Prime Ministers and Deputy Prime Ministers from Eastern Caribbean countries to Wiston House.

Particular geopolitical tensions and conflicts also filtered into some conferences, either explicitly in the theme (such as Extended Deterrence in the High North, Future Deterrence and Resilience, or Inclusive Economic Recovery in Ukraine (March 2025)) or in the dynamics in the conference room: intense discussions during an event on the Role and Responsibilities of Religious Leaders in Times of War, Atrocities and Polarisation illustrated the profound impact of the Israel-Gaza conflict on inter-religious dialogue. Actions by the new Trump Administration, particularly the cutting of overseas aid, resulted in multiple impacts: participants previously supported by US funding withdrew; Administration officials became unable to attend; and events focusing on global development subjects affected by shifting US policies were either cancelled or delayed.

More positively, the year also saw a Ministerial decision to establish a new Wilton Park FCDO Priorities Fund in 2025-26, with an amount equivalent to the funding raised on a conference-by-conference basis from across the FCDO. In February, departments and posts were invited to submit bids to the Fund, assessed against their alignment with FCDO priorities, impact and value for money – over forty applications were received. The Fund's creation demonstrated Ministers' trust in Wilton Park to support delivery of their priorities, and the high level of demand illustrated the strong desire across FCDO

to leverage the policy-making value and soft power of Wilton Park in their work. Our collaboration with other Government departments continued to grow as awareness of Wilton Park as an asset to the whole of Government increased. Longstanding partnerships with other Governments also endured, including close collaboration with the Canadian Government on security and disarmament issues, and with Finland and Switzerland on our long-running series on human rights.

As the list below shows, events covered a wide range of issues across our four thematic categories of Diplomacy and Geopolitics; Development and Climate Change; Security; and Global Economy and Trade. Their focus ranged from the macro, geostrategic level (e.g. the Future of Defence) to more specific technical aspects of larger problems (e.g. reducing the carbon impact of processing critical minerals). A number of events dealt sensitively with societal and sociological issues, from conflict trauma and youth to our pioneering event on advancing the rights of the disabled, which included participants with a range of disabilities. Time and again, participants who were energised and inspired by one conference came to us with proposals for others on related issues, deepening and broadening our focus and networks.



Diplomacy and geopolitics

Knowledge diplomacy – the role of international higher education in a new geopolitical era

In June we examined Knowledge Diplomacy and brought together experts and practitioners to assess the current challenges and opportunities, and how universities, industry and governments may work more closely together in meeting the geopolitical challenges. The meeting considered how leaders across sectors work together in an era of geopolitical change, to what extent the various actors are aligned, and how different contexts around the globe impact future collaboration. The event was delivered in partnership with the University of Nottingham, University of London and University of Glasgow, and UUKi, UKRI and the Russell Group.

Wilton Park@LSE: the future of UK soft power

As part of an informal partnership with the London School of Economics, we organised a panel discussion at LSE on the topic of the future of UK soft power. This coincided with the interest of the new Labour Government in soft power, illustrated by the creation of a Soft Power Council. The event in July brought

together key soft power actors and experts to examine the current state of play, visions of future UK soft power and key enablers for the UK to maintain and strengthen its position as a significant player in this space.

British-Spanish Tertulias

We were proud to support British-Spanish Tertulias 2024, the most important event in the bilateral calendar. Tertulias is hosted alternately in the UK and Spain and meets annually. Co-chaired by Baroness Jan Royall and David Vagera, it provides an opportunity for British and Spanish leaders and experts from government, industry, academia and civil society to share perspectives and consider collaboration on important bilateral issues. This year's meeting took place in Manchester in October.

Opportunity was a key theme, how to broaden awareness of and build on the depth of bilateral links, exemplified by the strength of trade between the UK and Spain, with Spain now amongst the largest investors in UK infrastructure, and UK tourists contributing around 1% of Spanish GDP. The challenge is to ensure political and cultural links reflect this growing economic strength, and will be a theme for the next year of Tertulias.



Development and climate change

Accelerating sustainable development in Africa: scaling up peaceful nuclear uses

Among the many challenges that developing countries face, energy poverty is the most critical. Nuclear power can contribute to bringing billions of people out of poverty while mitigating carbon emissions and global warming. This dialogue in April explored how nuclear technology can contribute to the Sustainable Development Goals.

Climate and Development Ministerial technical experts: programmatic, accessible and scaled adaptation finance for LDCs and SIDS

The Climate and Development Ministerial (C&DM) process was initiated in 2021 by the UK as COP26 President Delegate, providing a forum to unite and support climate and development ministers in finding solutions to address the priorities of climate-vulnerable countries. This was followed in 2023 by the launch of the Coalition of Ambition on Adaptation Finance at COP28 which includes a vision, three goals and proposed priority actions.

This dialogue in June brought together policymakers and technical experts from a range of donor governments, Least Developed Countries (LDCs), Small Island Developing States (SIDS), and financial institutions to implement the vision, goals and priority actions agreed upon through the C&DM process, ahead of the C&DM meeting in autumn 2024. The workshop considered best practice and priority actions in delivering programmatic financing and integrating long-term approaches to climate adaptation across sectors and with communities; and enabled those working on private sector finance for adaptation to consider practical steps to increase adaptation finance.

Tackling disinformation about wind power

The rapid scale up of wind power is essential to increasing renewable energy, but in some markets disinformation on wind power is the single biggest blocker to wind energy deployment. This dialogue in May brought together experts in disinformation and the media, stakeholders from the wind energy sector, climate and nature leaders, and government players to explore the latest forensic research on the networks behind disinformation campaigns, to share case studies on attempts to disrupt them, and the toolkits needed to respond, all with the aim of agreeing effective approaches and ways to collaborate more successfully.

Disability rights: advancing the agenda

In the lead-up to the 20th anniversary of the 2006 adoption of the Convention on the Rights of Persons with Disabilities (CRPD), as well as the five-year review of the United Nations Disability Inclusion Strategy (UNDIS) in 2024, this Retreat on Disability Rights in May was timed to precede the 2025 Global Disability Summit.

Since the adoption of the CRPD, the UN has taken great strides towards the inclusion of a disability perspective in its work in multiple areas, ranging from awareness raising, to more accessible and inclusive work environments. The Retreat provided an overview of progress made; explored persistent challenges; identified opportunities for action, and put forward recommendations and concrete proposals to enhance efforts in support of the rights of persons with disabilities at the local, national and international levels.

Participants included Organisations for Persons with Disabilities (OPDs) alongside UN agencies and States; they discussed ways in which to ensure persons with disabilities are meaningfully involved in policy making and practical application on the ground.

Addressing the rise in global hatred on the basis of religion or belief

An event in May discussed the unprecedented rise in global hate that has followed the hostilities in Israel and Gaza, with a surge in antisemitic and anti-Muslim crime and hate speech in Europe and around the world. Such examples of global hate take hold through the process of ‘othering’, where people who are different are not seen as humans, a process driven by nationalism, populism, ignorance, opportunity and impunity.

How to challenge that process and build a different narrative showing the benefits of inclusion and acceptance of the other was at the heart of this discussion, with participants and experts from Pakistan to Ghana to Uzbekistan bringing to Wilton Park examples from their own communities of how to deal with hatred on the basis of religion or belief.

The risks and opportunities of AI on humanitarian action

The humanitarian community, like any other, is contending with the risks and opportunities of AI and machine learning technologies. Faced with record levels of humanitarian need and declining levels of funding, AI offers the promise of greater efficiency and faster delivery. However, the risks around data protection, lack of capability and the activities of hostile actors make this far from straightforward. In this conference in May, we heard about cutting-edge humanitarian actions being boosted by AI, at the same time as grappling with the need for collaboration, localisation and evaluation to maximise AI’s potential benefits.



Developing renewable energy sources for critical mineral processing

The technology required to reduce greenhouse gas emissions often requires critical minerals. However, much of the processing of those minerals itself produces greenhouse gases, and this increases as demand rises, and lower grade ores are mined. An event in May discussed ways to reduce the carbon footprint from the processing of critical minerals, with a particular focus on nickel. It brought together UK Government Departments, key policymakers in a range of nickel-producing countries and other partner governments, industry experts and global purchasers of nickel. The event examined the economic case for transitioning from fossil fuels to renewable or clean fuel sources; heard from countries and industry experts leading the transition; then explored solutions to the remaining technical and policy barriers confronting governments and producers.

Conflict trauma and youth: exploring approaches for recovery and conflict prevention in the Middle East and North Africa

All children involved in armed conflict are victims. Regardless of their community's status within the conflict, children and young people emerging from conflict settings bear significant costs in terms of their development, education, and physical and mental health. In particular, the psychological effects of conflict on young people may persist throughout their lives, and potentially manifest in future engagement in conflict, perpetuating 'cycles of violence'. In July, Wilton Park gathered a collection of experts, practitioners and policy-makers to examine what research tells us about the relationship between conflict trauma and cycles of violence across the Middle East and North Africa. This aimed to develop new approaches to interventions which steer young people away from conflict and towards peaceful behaviours.

Transformative change for global biodiversity: the role of gender equality and social inclusion

How to ensure that women, girls, and marginalised groups are at the heart of efforts to tackle the global biodiversity crisis was the theme of this event in September. Held in partnership with the Department for Environment, Food and Rural Affairs, it gathered participants from 14 countries ahead of the UN Biodiversity Conference, COP 16, in Colombia. It heard evidence that biodiversity conservation initiatives are more likely to produce positive, sustainable outcomes for the environment and for society if they are planned, designed and implemented with the participation of people from all segments of society who may be affected or involved. The event produced the principles for inclusive gender responsive and locally led biodiversity action which were launched by UK's Nature Minister, Mary Creagh, at UN Biodiversity COP16.

Going further, faster, together: towards a global, multi faith, women led climate action network

This event in October in Frascati, Italy brought together women leaders from the major faiths pioneering action to combat climate change to share best practice, discuss radical collaboration and the launch of a mass mobilisation campaign for climate action targeting the 80% of the world's population who belong to faith groups. Over 50 women climate activists from 15 different countries participated: through their organisations, they reach more than 73 million women. Their discussions centred on the potential to work together as agents of change to achieve climate and biodiversity goals and explored their power to mobilise grassroots women of faith to serve as powerhouses of climate action. The event resulted in the launch of The Women, Faith and Climate Network.

It was formally launched at COP30 by veteran UN activist and former President of Ireland, Mary Robinson.

Scaling up Early Action beyond 2025

The understanding and use of early warning and early action to reduce the impacts of climate-related hazards has progressed significantly. However, there is still a long way to go to embed them as normative approaches.

The Risk-informed Early Action Partnership (REAP) was launched at the United Nations Climate Action Summit in 2019 to help address the lack of coherence and complementarity across early warning and early action initiatives. REAP aims to achieve large-scale impact by bringing together diverse stakeholders across humanitarian, development and climate sectors to work collaboratively.

In October, Wilton Park convened a dialogue where participants reflected on the future trajectory of early warning and early action, balancing the progress of recent years with the urgent need to do more to reduce the impacts of climate-related disasters. Thought leaders from governments, international non-governmental organisations (INGOs), UN agencies, the private sector, and related initiatives, networks and partnerships came together to lay the groundwork for a shared long-term vision for collaboration and cooperation on early warning and early action and establish a roadmap to success.

From commitment to action: refugees' inclusion in education

There are almost 15.5 million refugee children and youth worldwide. More than half of these children are not in school, deprived of their right to education and the chance of a better future. In response to this critical challenge, partners at the 2023 Global Refugee Forum committed to the education 'mega-pledge' for coordinated action on refugee education,

promising financing, technical support and political will for action. This Wilton Park dialogue gathered close to 50 officials from ministries of education, national refugee agencies, refugee-led organizations, researchers, think tanks, bilateral and multilateral partners, foundations, and civil society to discuss this challenge and the pledge's implementation progress. The objectives were to share lessons and best practices from key countries, discuss operational questions on implementation, strengthen responses, build trust and foster collaboration across institutions and partners.

Tackling convergent crime in the Amazon through regional collaboration and use of frontier technologies

The Amazon rainforest is not only a vital ecological treasure, but also a space where serious and organised crimes like drugs trafficking, environmental exploitation, and human trafficking converge and spread across borders. These 'convergent crimes' have devastating impacts on local communities, green enterprise, and the environment. This dialogue in December considered collaborative solutions, including use of frontier technologies.

Successfully harnessing AI in Africa

This high-level event in December convened leaders from government, civil society, and the private sector to discuss how African States can effectively harness Artificial Intelligence (AI) to drive socioeconomic development, and mitigate the risks of a widening digital divide, ensuring that Africa's 1.4 billion people adopt the technology they need to make AI work for everyone on the continent. Discussions explored the transformative potential of AI and cloud technologies for Africa and asked how AI might revolutionise key sectors across the continent. Recommendations included pushing the potential of AI for science; for skilling for African governments; for



an African-led framework that guides the responsible development and deployment of AI technologies; and for the strengthening of data governance across Africa.

Evidence-led and impact-driven development

The world is facing a complex set of interconnected challenges with many Sustainable Development Goals (SDGs) off-track. There is an urgent need to identify cost-effective solutions, based on evidence about what works, to improve the impact of development policy and practice. In December, policymakers, experts, and practitioners from across the globe convened at Wiston House to advance evidence-led and impact-driven development strategies.

Improving the support and protection of Human Rights Defenders to strengthen civic space

Human rights defenders (HRDs) are under increasing pressure in many countries and regions around the globe. We are witnessing political, financial and legislative measures that aim at shrinking the space for civil society, both online and offline. HRDs are also facing the risk of reprisals when engaging with governments or voicing their concerns at multilateral fora. Funded by the Governments of Switzerland and Finland, this event in January 2025 focused on improving the support and protection of HRDs, especially those working in a conflict context or facing transnational repression.

Africa's regional actors: the role of Citizen Agency in West Africa

Mali, Niger and Burkina Faso left the Economic Community of West African States in January, focusing minds on the future of the Regional Economic Community, now in its fiftieth anniversary year. Beyond this, however, important questions remain on how to uphold constitutional rule and sustain democratisation efforts across the region, as the three junta-led countries seek to address severe security challenges in their own Alliance of Sahelian States, and the remaining 12 ECOWAS members continue to grapple with a range of economic and security challenges.

In January, Wilton Park convened a roundtable in Dakar, Senegal, bringing together representation from the AU, ECOWAS and civil society actors and other experts from across the region to discuss how to strengthen citizen engagement to foster trust-building and more responsive leadership and institutions.

Modern slavery, regulations and investment

2025 marks the 10th anniversary of the UK Modern Slavery Act. This event in February focused on the lessons learnt in the past decade and highlighted the importance of adopting a systems approach in tackling modern slavery in supply chains, focusing on impact, equitable partnerships and fair distribution of responsibilities.

Reinvigorating the response to antimicrobial resistance

The dialogue in February was the latest in a series of Wilton Park events focused on the threat posed to global human and animal health by antimicrobial resistance (AMR). This event focused on what is needed to transition from commitments to actionable steps, addressing the health, social, and economic impacts of AMR.

The role and responsibility of religious leaders in times of war, atrocities and polarisation

In February faith actors and peace experts from across Europe and the Middle East convened at Wiston House to reflect on the contribution of religious leaders to peacebuilding and the role of interfaith dialogue. This significant event came at a critical time: it was for many the first time since the atrocities of 7 October 2023 and the ensuing Hamas-Israeli conflict, that they had met and engaged in dialogue. Faith leaders spoke about a shared failure to acknowledge the 'other' that allowed divisive language and polarisation to take hold. The event offered a contribution to the process of rebuilding trust and relationships and engagement between faith communities.

Advancing sustainable urbanisation: working with Commonwealth countries to build a transformative coalition

This event brought together a pioneer cohort of leaders and specialists to establish a shared approach for promoting sustainable urban development. It built on the 2022 Commonwealth Declaration on Sustainable Urbanisation and focused on creating a collaborative framework to maximise optimise the opportunities of urban expansion across Commonwealth nations, while providing valuable lessons for cities, regions and countries worldwide.

Organised with the UK Foreign, Commonwealth and Development Office (FCDO) in collaboration with the Commonwealth Sustainable Cities Initiative (CSCI). The CSCI is a collaboration between the Association of Commonwealth Universities (ACU), the Commonwealth Association of Architects (CAA), the Commonwealth Association of Planners (CAP), the Commonwealth Engineers Council (CEC) and the Commonwealth Local Government Forum (CLGF), working in collaboration with the Government of Rwanda and The King's Foundation.

Security

Strengthening deterrence: reinvigorating strategic thinking across the Alliance

This June conference, held in partnership with NATO Allied Command Transformation, supported the work of the Four Square Deterrence Study. Participants discussed deterrence scenarios relevant to NATO, and how theory can support with tailored deterrence insights and build understanding of new deterrence theories in a NATO context.

Preparing for success at the fifth review conference of the mine ban treaty

This Wilton Park retreat in June created a safe space for the discussion of key mine action issues and challenges and produced recommendations for the next five-year sector workplan that will be endorsed at November's Review Conference. Wilton Park brought

top donors and Review Conference host, Cambodia, together, with other influential stakeholders invited for additional perspective and challenge.

Through the KALEIDOSCOPE: new facets of biosecurity

Biosecurity must work hard to address the complex intersections of persistent and emerging threats. Overlapping biotech revolutions, climate change, rapid urbanization, and increasing drug resistance are driving new problems that require new thinking.

This dialogue in August brought experts together to explore new frontiers of biosecurity and AMR, with a particular focus on the co-creation and relational dynamics between traditionally siloed areas of interest to identify opportunities for UK-US collaborative research under the new Strategic Dialogue on biosecurity.

Securing technology: sustaining a high-quality cyber security workforce

The growing global threat of cyber-attacks requires international collaboration. This Wilton Park dialogue brought together cyber skills expertise from across the UK and its international partners to consider how we can sustainably raise the bar for cyber practitioners globally, from agreeing ways to boost cyber skills to developing new professional standards.

Europe's nuclear future: 15th annual conference on extended nuclear deterrence and assurance

Extended deterrence in Europe faces its most complex and fluid environment for decades: the ongoing war in Ukraine, the accession of two new members in Finland and Sweden, and the arrival of a new Administration in the US combine to present a set of challenges for the Alliance. In partnership with the UK Ministry of Defence, and Lawrence Livermore Laboratory and Sandia National Laboratory in the US, this annual conference convened for the fifteenth year to assess the new choices that need to be made now to shape the nuclear future for the better.

The future defence, deterrence and resilience conference

Credible deterrence rests as much on convincing an adversary that society and governance is robust in the face of threat as credible and legitimate military power. October's Future Defence, Deterrence and Resilience Working Conference therefore addressed two critical questions:

- How do we define resilience?
- What and who needs to be resilient to maintain credible deterrence going forward?

The dialogue focused on enhancing protection of those vulnerable areas of governance and society which an adversary would most likely seek to exploit to coerce and threaten via covert or open aggression. Such attacks could be on communications and energy nodes, critical infrastructure, continuity of government, cyber defences, or military mobility-related transportation nodes and targeting susceptibilities to disinformation and propaganda.

Strengthening extended deterrence in the High North

In 2024, Finland and Sweden joined NATO, ending their neutrality and bringing all five Nordic states into the Alliance. This shift altered the strategic landscape for both the new members and NATO. A Wilton Park event in Sweden in November brought together the FCDO and the Swedish Defence Research Agency to address the key issues in NATO's integrated defence in the High North, including nuclear deterrence and Sweden's full participation in the Alliance.

Advancing the Biological Weapons Convention Working Group

Wilton Park has a long track record of work in support of the international treaty on biological weapons (BWC). In 2022, Wilton Park convened a meeting in Montreux supporting the BWC's imminent Review Conference, and an outcome of the latter was the mandating of a Working Group to strengthen the BWC. An event in Montreux in November advanced the efforts of the Group, before the final Working Group meeting and the Meeting of States Parties in December.

NPT diplomacy towards the 2026 Review Conference

For 24 years, Wilton Park has convened this annual event to support diplomacy that advances the cause of nuclear non-proliferation and disarmament. As the international community approaches a Review Conference in 2026 that promises to be highly challenging, we convened key NPT States Parties and non-governmental experts to assess what a path to success there might look like.

Democratic governance: shaping future international cooperation and partnerships

This dialogue in March in Kenya in association with the UK Foreign, Commonwealth and Development Office, The Westminster Foundation for Democracy and key stakeholders explored the pathways for continuing international cooperation to renew democratic governance to support global efforts to deliver inclusive economic growth and security.



Global economy and trade

Roadmap towards greater Caribbean cooperation and coordination on Anti-Corruption and Illicit Finance

In May in Miami, Wilton Park brought together Caribbean Ministers with national security portfolios and experts with a view to agreeing on a roadmap to enhance regional co-operation on curbing corruption and illicit finance. This built on commitments by Caribbean Heads of Government at the 'Crime and Violence as a Public Health Issue' Symposium in April 2023, to "harmonise" legislation and operational processes that assist in the containment of corruption and financial crimes and explored the creation of a new entity under IMPACS, the Implementing Agency for Crime and Security.

UK foreign policy over the next five years: getting down to business

Two weeks after the election of the new Labour government in May, Wilton Park convened UK business and government for a strategic dialogue on international issues. The discussion explored which key global policy areas should be the focus of attention for government and business, including trade, diplomacy, security, climate, soft power and development.

Industrial Strategy: what works internationally

The UK is developing a new modern Industrial Strategy at pace. Learning from international good practice, building a community of experts and developing the strategy hand in hand with business are core to the UK approach – and will be central to successful implementation and adaptation of the strategy in future. This Wilton Park conference in January brought together leading thinkers, government officials from around the world and members of industry to build a trusted network of experts to share experience, test thinking and support developing ambitious new ideas.

Education and the UK's international impact – policy development workshop

In association with Department for Education, Foreign, Commonwealth & Development Office and Department for Business and Trade, Wilton Park convened UK education sector representatives and representative body leaders, policymakers and experts to examine the role of education in extending and consolidating the UK's global impact in February. It offered a short, medium and long-term lens on the Government's strategic approach to education in achieving international development and opportunity, global influence and soft power, and UK growth and prosperity goals. Aligned strategy will be a key part of the step change in cross-departmental collaboration that real mission delivery will require.

Small Business Strategy

In the October 2024 Budget, the Chancellor announced the Government would publish a strategy aimed at growing and supporting small and medium sized businesses. It is the Department for Business and Trade (DBT)'s intention to publish the Small Business Strategy later this year and, alongside it, launch the new Business Growth Service – a simplified route to government support for all small and medium sized businesses across the UK. This event in March was a staging post to both the Strategy, incorporating policy areas such as access to finance and entrepreneurship, and the Service, shaping them in collaboration with participants.

Simplification and digitisation of tax systems for the Commonwealth

The discussion examined diverse approaches to tax simplification for policy leaders across Commonwealth nations, sharing practical solutions and innovative ideas to streamline tax systems and enhance collaboration between Commonwealth countries.

The dialogue was organised in association with the British High Commission India, His Majesty's Revenue and Customs (UK), the Central Board of Direct Taxes, the Government of India and the Commonwealth Association of Tax Administrators (CATA). The programme was developed collaboratively between these organisations and Wilton Park to ensure alignment with tax authority demand, and complementarity with existing multilateral fora, and was the second convening on taxation at Wilton Park.

Towards long-term cooperation for mutual prosperity in Africa's Great Lakes Region

The Great Lakes Region holds world-class reservoirs of unused agricultural land, hydroelectric capacity, biodiversity and minerals critical to global green transitions, as well as a young and enterprising population. Peace and economic development are mutually reinforcing, and unlocking the region's

potential could contribute significantly to its transformation into a peaceful, prosperous and globally significant engine of growth. But the Great Lakes is finding its place in a newly multipolar world and is facing increasing disruption from demographic pressure, climate change and technology, compounding existing complex security, humanitarian and economic challenges. Progress is urgently required. A Wilton Park high-level roundtable exchange in June 2024 identified options to enable economic, commercial and trade cooperation towards achieving socio-economic transformation, peace and prosperity across the Great Lakes Region.

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

A summary list of online events in 2024/25 can be found in the Schedule of Events section of this Annual Report.



Schedule of events

Event name	Date	Location	Policy theme
Acting responsibly in cyberspace II	April 2024	Chile	Science and technology
Maximising our influence and response to conflict: should gender matter in a crisis?	April 2024	Wiston House	Conflict prevention, resolution and state building; Women and girls
Ambassadorial Summit	April 2024	Wiston House	Multilateral institutions, key countries and regions
Towards Peaceful Elections and Transition in South Sudan	April 2024	Kenya	Conflict prevention, resolution and state building
Accelerating sustainable development in Africa: scaling up peaceful nuclear uses	April 2024	South Africa	Global economy; Promoting the Sustainable Development Goals (SDGs); Science and technology
Developing renewable energy sources for critical mineral processing	May 2024	Wiston House	Sustainable development and the environment
The risks and opportunities of AI on humanitarian action	May 2024	Wiston House	Science and technology
Tackling disinformation about wind power	May 2024	Wiston House	Science and technology; Sustainable development and the environment
Roadmap towards greater Caribbean cooperation and coordination on Anti-Corruption and Illicit Finance	May 2024	USA	Global economy
Disability Rights: Advancing the agenda	May 2024	Luton Hoo	Human rights, good governance and faith
ETC Ministerial	May 2024	Virtual	Sustainable development and the environment
Addressing the rise in global hatred on the basis of religion or belief	May 2024	Wiston House	Human rights, good governance and faith
Strengthening deterrence: re-invigorating strategic thinking across the Alliance	June 2024	Wiston House	Defence and security
Debt Restructuring: Reforming the Common Framework	June 2024	Virtual	Global economy
Climate and Development Ministerial (C&DM) Technical Experts: Programmatic, accessible and scaled adaptation finance for LDCs and SIDS	June 2024	Wiston House	Sustainable development and the environment
Knowledge diplomacy – the role of international higher education in a new geopolitical era	June 2024	Wiston House	Science and technology; Global economy

Event name	Date	Location	Policy theme
Preparing for success at the fifth review conference of the mine ban treaty	June 2024	Wiston House	Defence and security
Towards Long-Term Cooperation for Mutual Prosperity in Africa's Great Lakes Region	June 2024	Wiston House	Conflict prevention, resolution and state building; Promoting the Sustainable Development Goals (SDGs); Trade; Global economy
Strategic Implications of Artificial Intelligence in the Military Domain	July 2024	Wiston House	Defence and security
UK Foreign Policy Over the Next Five Years: Getting Down to Business	July 2024	Wiston House	Trade; Global economy
Wilton Park@LSE: The Future of UK Soft Power	July 2024	London	Science and technology; Sustainable development and the environment; Global economy
Conflict trauma and youth: exploring approaches for recovery and conflict prevention in the Middle East and North Africa	July 2024	Wiston House	Conflict prevention, resolution and state building; Promoting the Sustainable Development Goals (SDGs); Global health
Through the KALEIDOSCOPE: New facets of biosecurity	August 2024	Wiston House	Global health; Defence and security
International cyber security regulation dialogue	September 2024	Wiston House	Defence and security; Global economy
Transformative change for global biodiversity: the role of gender equality and social inclusion	September 2024	Wiston House	Women and girls; Sustainable development and the environment
Europe's nuclear future: 15th annual conference on extended nuclear deterrence and assurance	September 2024	Wiston House	Defence and security
Securing technology: sustaining a high quality cyber security workforce	September 2024	Wiston House	Defence and security
Scaling up Early Action beyond 2025	October 2024	Wiston House	Sustainable development and the environment
The Future Defence, Deterrence and Resilience Conference	October 2024	Wiston House	Defence and security
Wilton Park – Lau China Institute China Week roundtable	October 2024	London	
Going Further, Faster Together: towards a Global Multi faith Women led Climate Action Network	October 2024	Italy	Women and girls; Sustainable development and the environment
British-Spanish Tertulias 2024	October 2024	Manchester	Multilateral institutions, key countries and regions

Event name	Date	Location	Policy theme
Middle East Peace and Security (MEPS) Forum Workshop	November 2024	Kurdish region of Iraq	Conflict prevention, resolution and state building
From commitment to action: refugees' inclusion in education	November 2024	Wiston House	Conflict prevention, resolution and state building; Promoting the Sustainable Development Goals (SDGs)
Advancing the Biological Weapons Convention Working Group	November 2024	Switzerland	Defence and security
Strengthening Extended Deterrence in the High North	November 2024	Sweden	Defence and security
Strategic Defence Review: Proposition 23 Panel	November 2024	Wiston House	Defence and security
Successfully harnessing AI in Africa	December 2024	Wiston House	Sustainable development and the environment; Global economy
Tackling Convergent Crimes in the Amazon through Regional Collaboration and Frontier Technologies	December 2024	Bolivia	Sustainable development and the environment
Evidence-led and impact-driven development	December 2024	Wiston House	Sustainable development and the environment; Multilateral institutions
The Role of UK-Japan Partnership in a Contested World	December 2024	Wiston House	Global economy
Supporting NPT diplomacy towards the 2026 Review Conference	December 2024	Wiston House	Defence and security
Improving the support and protection of Human Rights Defenders to strengthen civic space	January 2025	Wiston House	Human rights, good governance and faith
Strengthening Biosecurity and Health-Security Collaboration in the ASEAN Region	January 2025	Indonesia	Defence and security
The Future of Citizenship by Investment	January 2025	Wiston House	Trade; Global economy
Africa's Regional Actors: the Role of Citizen Agency in West Africa	January 2025	Senegal	Multilateral institutions
Responsible space behaviours	January 2025	Wiston House	Defence and security
Women's political participation and inclusion in North Africa	January 2025	Wiston House	Conflict prevention, resolution and state building; Women and girls
Industrial Strategy – What Works Internationally?	January 2025	Wiston House	Trade

Event name	Date	Location	Policy theme
Inaugural Wilton Park UK & the World in 2025 Reception	January 2025	Lancaster House	Trade
Modern slavery, regulations and investment: finding a balanced approach to SDG8	February 2025	Wiston House	Human rights, good governance and faith
Advancing the ATT: The role of interagency cooperation and the next decade of the ATT	February 2025	Wiston House	Defence and security
Simplification and Digitisation of Tax Systems for the Commonwealth	February 2025	Wiston House	Trade; Multilateral institutions; Global economy
Reinvigorating the response to antimicrobial resistance (AMR): from aspiration to implementation	February 2025	Wiston House	Science and technology; Global health
The role and responsibility of religious leaders in times of war, atrocities and polarisation	February 2025	Wiston House	Conflict prevention, resolution and state building; Multilateral institutions; Human rights, good governance and faith
Nuclear Dialogue Africa: Regulatory excellence and Communications	February 2025	Kenya	Promoting the Sustainable Development Goals (SDGs)
Education and the UK's International Impact – Policy Development Workshop	February 2025	Wiston House	Promoting the Sustainable Development Goals (SDGs); Trade; Women and girls
Building partnerships for a more secure future for West Africa and the Sahel	March 2025	Wiston House	Conflict prevention, resolution and state building; Defence and security
Accelerating progress on the lithium battery value chain: a LatAm-UK partnership	March 2025	Wiston House	Science and technology; Sustainable development and the environment; Global economy
Reform priorities for an inclusive economic recovery in Ukraine	March 2025	Wiston House	Key countries and regions
Aurora Forum 2025	March 2025	Goodwood House	Trade; Multilateral institutions; Global economy
Small Business Strategy	March 2025	Wiston House	Trade; Global economy
Irreversibility in nuclear disarmament	March 2025	Wiston House	Defence and security
Democratic Governance: Shaping Future International Cooperation and Partnerships	March 2025	Kenya	Conflict prevention, resolution and state building; Promoting the Sustainable Development Goals (SDGs); Multilateral institutions; Human rights, good governance and faith
A New Approach to Strategic Stability	March 2025	Wiston House	Defence and security

Event name	Date	Location	Policy theme
Artificial Intelligence and Knowledge Management in Evaluation Synthesis: Increasing impact and sustainability	March 2025	Wiston House	Science and technology; Sustainable development and the environment; Multilateral institutions
Productive sectors for green and inclusive growth	March 2025	Kenya	Women and girls; Sustainable development and the environment; Global economy
The Congo Basin Forests to Belém and Beyond: what follows the Pledge?	March 2025	Wiston House	Sustainable development and the environment
Advancing sustainable urbanisation: working with Commonwealth countries to build a transformative coalition	March 2025	Wiston House	Sustainable development and the environment; Multilateral institutions

Wilton Park convened 70 policy events in 2024/25. 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 which commissioned Wilton Park's work during 2024/25. Participants from 152 countries joined our events, mixing experience with new voices and connecting today's policy leaders, decision makers and influencers with those of tomorrow.

Foreign, Commonwealth & Development Office

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

UK government departments, agencies and centres

Department for Business and Trade
 Department for Education
 Department for Energy Security and Net Zero
 Department for Environment, Food and Rural Affairs
 Department for Science, Innovation and Technology
 Department of Health and Social Care*
 His Majesty's Revenue and Customs (HMRC)*
 Ministry of Defence

Other UK organisations

Aurora Forum*
 Children's Investment Fund Foundation (CIFF)
 Commonwealth Association of Architects (CAA)
 The Commonwealth Associations of Tax Administrators*
 International Institute for Environment and Development
 IOD Parc

Islamic Relief UK
 King's College London*
 London School of Economics and Political Science*
 Microsoft UK
 PAGB*
 Tech UK
 Tertulias
 Third Generation Environmentalism (E3G)*
 UK Cyber Security Council*
 The University of Bristol*
 The University of Nottingham
 The University of Sussex*
 Wellcome Trust
 Westminster Foundation for Democracy*

Foundations

Disability Rights Fund
 Good Ventures Foundation
 The Alphen Group*

* Intellectual partner providing no financial contribution

Think tanks and research centres

International Initiative for Impact Evaluation (3ie)*

Vienna Center for Disarmament and Non-Proliferation* (VCDNP)

XCEPT Research Programme*

International organisations

Association of Southeast Asian Nations (ASEAN) Secretariat*

Caribbean Community Secretariat (CARICOM)*

Dalberg Group*

Global Wind Energy Council (GWEC)

Globethics

The International Federation of Pharmaceutical Manufacturers and Associations (IFPMA)

The International Federation of Red Cross and Red Crescent Societies (IFRC)

The International Union of Superiors General (UISG)

North Atlantic Treaty Organization (NATO) Allied Command Transformation

North Atlantic Treaty Organization (NATO) HQ

Ocean Energy Pathway

Project Dandelion*

The United Nations Department of Political and Peacebuilding Affairs (UNDPPA)

The United Nations Environment Programme*

The World Bank

Overseas governments and organisations**Australia**

Department of Foreign Affairs and Trade*

Canada

Global Affairs Canada

Chile

Ministry of Foreign Affairs, Chile*

Denmark

Ministry of Foreign Affairs, Denmark

Estonia

Ministry of Foreign Affairs, Estonia

Finland

Ministry of Foreign Affairs, Finland

France

bioMérieux

Ministry for Europe and Foreign Affairs, France

Germany

German Institute for Development Evaluation (DEval)

Kooperation Global*

Iceland

Embassy of Iceland, London

India

Central Board of Direct Taxes (CBDT), India*

Ireland

Ministry of Foreign Affairs, Ireland

Italy

Embassy of Italy to the Holy See, Rome*

Ministry of Foreign Affairs and International Cooperation

Latvia

Ministry of Foreign Affairs of Latvia

* Intellectual partner providing no financial contribution

Lithuania

Ministry of Foreign Affairs of the Republic of Lithuania

Mexico

Ministry of Foreign Affairs, Mexico*

The Netherlands

Ministry for Foreign Affairs of the Netherlands

Nigeria

Ministry of Foreign Affairs, Federal Republic of Nigeria*

Norway

Norwegian Agency for Development Cooperation (NORAD)

Ministry of Foreign Affairs, Norway

Romania

Ministry of Foreign Affairs, Romania

South Africa

African Commission on Nuclear Energy (AFCON) South Africa*

SouthSouthNorth

Sweden

Ministry of Foreign Affairs, Sweden*

Swedish Defence Research Agency (FOI)

Switzerland

Federal Department of Foreign Affairs, Switzerland

Global Self-Care Federation*

United States of America

CRDF Global

Ginkgo Biosecurity

Lawrence Livermore National Laboratory (LLNL)

Los Alamos National Laboratory (LANL)

Office of the Secretary of Defense for Policy (OSD(P))*

Sandia National Laboratories

The US Department of Energy

The United States Department of State

The United States Institute of Peace (USIP)

Private sector

Alvarez & Marsal, Sovereign Advisory Services

BAE Systems

Becton, Dickinson and Company (BD)*

Chemonics International Inc.

GlaxoSmithKline (GSK)

Google

Merck Sharp & Dohme*

Microsoft Corporation

RBC BlueBay Asset Management

White & Case

* Intellectual partner providing no financial contribution

Sustainability reporting

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

The 17 UN Sustainable Development Goals

SUSTAINABLE DEVELOPMENT GOALS



Mitigating climate change: working towards Net Zero by 2050

Wilton Park is committed to improving environmental performance. We recognise that our operational activities directly affect the environment and continually endeavour to reduce our impact in several ways. Running a hospitality venue within a Grade I listed building,

there are constraints as to how easily we can mitigate our climate impact when development of the property is limited and numbers of guests increase, but all decisions are taken with consideration to the environmental impact.

During 2024/25 Wilton Park continues to operate under the Environmental, Social and Governance (ESG) framework. These pillars of Environmental, Social and Governance are within our overall governance, decision making and assurance processes. Sustainability is at the heart of the Environmental pillar which feeds into Social and Governance.

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

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

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

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

Projects and performance

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

- We monitor and segregate all waste according to available recycling waste streams, with comprehensive reporting data of all waste.
- We divert all waste from landfill.
- We have progressed with the bathroom refurbishment moving from baths to showers which reduces water usage.
- We maintain our focus on improving the performance and efficiency of plant and machinery.
- We engage our staff in our commitments to recycling and environmental awareness.
- We have a Building Management System, enabling control over different zones and allowing us to intelligently manage our energy usage around the main building, and to allow us to operate the biomass as our primary boiler.
- We source woodchip for our biomass boiler from the local estate.
- We procure sustainable products and services where possible.
- We have removed all general waste bins from offices.
- We have a clear desk policy to support security and discourage waste production.
- We operate a hybrid working model for our employees which reduces domestic travel.

- We are restoring and refurbishing all the windows across the site to improve insulation and reduce drafts.
- We continue to move our technology infrastructure to the cloud to remove the need for hardware and subsequent disposal of such hardware.
- We re-build laptops to ensure longevity of life and reduce the disposal of such equipment.
- We host events across the world at the most convenient venue for those attending, to keep travel costs at a sensible level.

Climate-related Financial Disclosure (TCFD)

Wilton Park has reported on climate-related financial disclosures consistent with HM Treasury's TCFD-aligned disclosure application guidance which interprets and adapts the framework for the UK public sector. Wilton Park has complied with the TCFD recommendations and recommendations disclosures around governance, strategy, risk management and metrics and targets in this annual report.

Governance

Our existing governance structure has been used to integrate roles and responsibilities for overseeing, assessing, managing and disclosing climate-related risks and opportunities.



The Wilton Park board's oversight of climate-related issues is through the organisations Audit Risk and Assurance Committee, who meet quarterly per annum. This is where risks are discussed that impact Wilton Park as a whole and, where appropriate, management would escalate any climate-related risks to the board. No climate related risks have been identified as a principal risk to the organisation. Climate related goals and targets are monitored annually by the board.

In day-to-day operations, our three lines of defence manage climate-related risks and opportunities. Wilton Park's Director of Finance owns the climate-related risk register and reports into the board accordingly.

Strategy and risk management

Climate related risk can be identified throughout the organisation and escalated to the risk committee through their representative

and would be highlighted on the climate risk register. External risk frameworks are monitored to identify types of climate related risks to Wilton Park; these include The Climate Change Committee, and The Department for Environment, Food & Rural Affairs (Defra). Risks of climate-related issues are within the climate risk register with the key risks being funding and rain, however for Wilton Park there are also opportunities for conferences that we can host to help the world tackle climate change. Climate and nature are one of the Foreign Secretary's top priorities and we shall work towards helping this priority be addressed around the world through the work we undertake.

Considering the short-, medium- and long-term impact of climate on the Wilton Park strategy, the following risks and opportunities have been identified.

Transition Risks		Physical Risks	
Policy & Legal Litigation, implementation, non-compliance	Technology New low-carbon systems expensive to introduce and create disposal issues	Acute Increasing severity and frequency of extreme climate-related events	Chronic Longer-term gradual shifts of the climate such as changes in average temperatures
Market Shift in demand to lower travel and events held closer to majority of participants	Reputation Changes in customer and employee preferences, need to stay relevant		

Global Opportunities		Wilton Park Opportunities	
SDGs World ambition to adhere to the sustainable development goals	HMG Being part of the FCDO can help the Foreign Secretary achieve global climate solutions	Sustainability Improvements to the infrastructure and ways of working at Wilton Park	Events Drive impact through delivery of climate related events across the world

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

and climate-related issues are embedded in decision-making throughout the organisation.

The following financial impacts of climate related risks and opportunities have been identified:

Risks

Short-term

- Increased supply chain costs from sustainable procurement
- Increased cost of disposal of non-sustainable hardware
- Impact to revenue from inability to deliver events due to severe weather
- Impact to revenue from participants not willing to travel for climate impact reasons

Longer-term

- Impact to revenue from participants not able to travel due to weather conditions
- Increased cost of implementing mitigation strategies
- Increased cost of repairs and maintenance from climate related building damage

Opportunities

- Increased revenue on delivery of climate related events
- Increased revenue on delivery of sustainable development goal events
- Wider source of funders with corporates wanting to evidence the impact they are making to climate related issues
- Lower cost of energy bills

Metrics and targets

The data provided in this section covers both the Climate Related metrics and targets disclosures, as well as the sustainability measures. Wilton Park, through its ESG group, will be reviewing all climate related targets going forward.

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. Wilton Park was committed to reducing overall greenhouse gas emissions (GHG) in line with the FCDG target to reduce overall greenhouse gas emissions by 56% by 2025 from 2017/18 baseline. Unfortunately, Wilton Park has not been able to achieve this due to

the nature of the business operations and the building from which it operates. Should Wilton Park remain at Wiston House for the long term, investment in sustainable heating and hot water systems will be made. Wilton Park has achieved other targets as shown in the performance table below.

Summary of performance

	2024/25	2017/18 baseline
Year-end staff FTE	83	80
Greenhouse gas emissions	3 tonnes of CO ₂ e per FTE	2.83 tonnes of CO ₂ e per FTE
Waste arising	All recycled	All recycled
Paper consumption	0.60 reams per FTE	3.11 reams per FTE
Water consumption	25.8 m ³ per FTE	45.2 m ³ per FTE

Greenhouse gas emissions by category for 2024/25 compared to baseline 2017/18

	Emission Sources		2024/2025			2017/2018	
			kWh/km	tonnes CO ₂ e	GBP (£)	kWh/km	tonnes CO ₂ e
Purchased energy	Electricity	Scope 2	259,228	58.4	68,159	271,132	63.0
	Natural gas	Scope 1	339,423	62.1	23,150	321,494	59.0
	Gas oil	Scope 1	497,890	127.7	78,241	395,240	101.0
	Solid fuels	Scope 1	67,893	0.8	8,483	921	0.2
Transport	Fleet car	Scope 1	988	0.2	352	2,000	0.3
	Employee owned car	Scope 3	1,207	0.2	1,452	4,303	0.9
	UK rail	Scope 3	25,975	0.2	10,168	44,275	1.6
	Taxi	Scope 3	7,192	1.5	7,697	261	0.0
	Domestic flights	Scope 3	972	0.16	748	-	-
	International flights	Other travel	475,978	63.5	29,487	435,556	34.1

	Emission Sources		2024/2025			2023/2024			2022/2023		
			kWh/km	tonnes CO ₂ e	GBP (£)	kWh/km	tonnes CO ₂ e	GBP (£)	kWh/km	tonnes CO ₂ e	GBP (£)
Purchased energy	Electricity	Scope 2	259,228	58.4	68,159	261,267	58.2	13,315	253,902	58.7	78,285
	Natural gas	Scope 1	339,423	62.1	23,150	317,644	58.1	14,606	460,536	84.4	17,436
	Gas oil	Scope 1	497,890	127.7	78,241	471,816	121.0	80,445	661,962	170.0	75,072
	Solid fuels	Scope 1	67,893	0.8	8,483	67,305	0.7	5,427	3,448	-	8,483
Transport	Fleet car	Scope 1	988	0.2	352	1,864	0.4	217	980	0.21	368
	Employee owned car	Scope 3	1,207	0.2	1,452	1,878	0.3	2,095	5,347	0.9	1,855
	UK rail	Scope 3	25,975	0.2	10,168	33,993	1.2	9,970	18,892	0.1	7,197
	Taxi	Scope 3	7,192	1.5	7,697	1,874	0.4	5,580	2,219	0.3	5,598
	Domestic flights	Scope 3	972	0.16	748	-	-	-	-	-	-
	International flights	Other travel	475,978	63.5	29,487	275,578	51.0	50,041	250,392	1.8	52,565

	2024/25 tonnes CO ₂ e	2023/24 Tonnes CO ₂ e	2022/23 tonnes CO ₂ e	2017/18 tonnes CO ₂ e
Scope 1 – energy direct	190.75	180.22	254.55	160.56
Scope 2 – energy indirect	58.42	58.18	58.7	63.00
Scope 3 – other indirect	2.02	1.88	1.39	2.50
Total	251.19	240.28	314.64	226.06
FTE at FY end	83.13	80.15	79.25	80.00
Per FTE emissions	3.02	3.00	3.97	2.83

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

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

of the vehicles it would be less sustainable to dispose of the vehicles unnecessarily. Wilton Park pledges to have a fully zero emission fleet by 31 December 2027. Wilton Park does have two electric car charging points which we encourage guests to use.

International flights consisted of 93 flights (42 in 2017/18) – 56 long-haul (435,440km/59.03 tonnes CO₂e) and 37 short-haul flights (40,538km/4.45 tonnes CO₂e). The average distance per flight was 5,118km (10,370km in 2017/18). Flights are taken for employees to attend conferences that are held abroad. This is an increase of 51 flights compared to 2017/18. Flight travel in the year

significantly increased due to more overseas events: sixteen in the year compared to six last year. There were no other options than to fly to the destinations that were travelled to, all overseas travel related to the running of conferences in the overseas destination so that fewer people overall travelled to the event thus reducing the overall impact to the climate by all participant travel.

Wilton Park pledges to not travel domestically by air-travel. During the year, two return domestic flights were taken for two staff members to travel between London Heathrow and Manchester for a Wilton Park conference,

this was an exception. Domestic travel is normally taken by train in accordance with the FCDO travel policy, no domestic flights were taken in 2017/18.

Minimising waste and promoting resource efficiency

Minimal waste is generated by employees, being a conference centre, a large volume of waste is food related. 30% of food was wasted, with all food produced being made on site and all ingredients brought in raw. Wastepaper baskets have been removed from all office spaces and paper recycling is undertaken.

	2024/25 tonnes	% of total	2017/18 tonnes
Waste recycled externally	14	47%	12
Waste composted or sent to anaerobic digestion	8	27%	18
Waste incinerated with energy recovery	8	27%	13
Total waste recycled	22	72%	30
Total waste not to landfill	30	100%	43
Total waste sent to landfill	0	0%	0
Total landfill waste deemed hazardous	0	0%	0
Reduction against 2017/18 baseline	30%		

£50,464 was spent in the year on waste and environmental services (£36,348 2023/24).

Consumer single-use plastic usage and reuse schemes

In line with the Government's 25 Year Environment Plan, Wilton Park will continue to work to remove consumer single-use plastic and achieve zero avoidable plastic waste by the end of 2042. Wilton Park is actively reducing the use of single use of plastic packaging materials, using suppliers who remove, reuse and recycle waste material. The biggest use of single-use plastics is the packing of food that is supplied to Wilton Park, no single-use

plastics are used within the delivery of our food. Consumables in our rooms are constantly under revision and progress is being explored for this area.

Reuse schemes

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

Paper consumption

Non-customer facing staff at Wilton Park work on a hybrid basis, with a requirement to be in the office for at least 40% of their working time. As a result, colleagues have become less dependent on printing and are using software as a solution. During 2021/22 we introduced a new system to remove the need to print many of the documents that had previously been printed. One of the biggest changes was no longer printing out participant lists and programmes for attendees at our conferences as default. As a result of these changes to working practices, 50 reams of paper were purchased in 2024/25, a reduction from the 249 reams purchased in 2017/18, a reduction of 80%. We aim to keep paper usage at a minimum.

Reducing our water use

Wilton Park is a conference centre where guests stay overnight and utilise water. In 2024/25 we held 62 events at Wiston House compared to 57 in 2023/24. We are continuously thinking of ways to reduce consumption; however, we are very dependent on our guests' usage. This year we continued with the refurbishment of the bathrooms, removing baths and installing showers. £4,162 was spent on water consumption in the year (£1,010 2023/24).

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

	2024/25	2017/18
Consumption m ³	2,147	3,616
Staff FTE	83	80
Performance per FTE	25.83	45.2
Performance per residential delegate and FTE	0.57	Not measured

The number of FTE is not increasing in line with the volume of residential guests, so we have included a performance measure to evidence the actual usage of people. Consumption of water has reduced by 41%.

Sustainable procurement

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

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

Wilton Park will be setting standards on procurement in conjunction with Government Buying Standards as determined in the Procurement Act 2023, which came into force February 2025, encompassing sustainable procurement. The lease at Wiston House ends in 2027 and criteria for future proposals all include environmental considerations.

Nature recovery and biodiversity action planning

Wilton Park holds the lease of a Grade 1 listed building but is not responsible for the land around it, this is managed by the Wiston Estate. We have a close relationship with Wiston Estate and where we can work together on nature recovery and biodiversity actions we do, for

example the turnover of new plants being planted into borders has reduced allowing for nature recovery. We purchase all our woodchip for our biomass boiler from Wiston Estate keeping it local and ensures no wastage.

Adapting to climate change

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

A Climate Change Risk Assessment has been created to enable improved understanding and resilience in this area. With the lease end date nearing in 2027 this has an impact on work that can be undertaken with a longer-term impact. During the year climate related risks and opportunities have been identified and are discussed further in the **Climate Related Financial Disclosure section**, on page 54 of this report.

Sustainable construction

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

Reducing environmental impacts from 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 continue to move systems onto cloud based solutions where appropriate, in order to reduce the hardware impact to the environment at production and end of life. Zero ICT waste is sent to landfill in line with the Greening Government: ICT & Digital Services Strategy. £3,213 was spent on ICT hardware disposal in the financial year considering both the environment and data protection.

These have been reported in the **summary of performance** section within this sustainability section of the Wilton Park annual report.

Reportable environmental incidents

There were no reportable environmental incidents in the period.

Future measures

We continuously review opportunities to improve efficiencies and implement a more sustainable and smarter working environment for both colleagues and participants. This includes delivery of online events or part inhouse and online events to reduce carbon emissions and the improvement of processes through new system adoption.

Signed Tom Cargill,
Chief Executive as Accounting Officer
19 June 2025

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 the UK's foremost convenor of international policy dialogue, bringing together diverse voices to address the world's most pressing challenges. As an Executive Agency of the Foreign, Commonwealth & Development Office, we play a vital role in advancing UK foreign policy and His Majesty's Government's international priorities.

Our unique position – operating within government yet maintaining intellectual independence – allows us to create powerful connections between policymakers, experts, and thought leaders from across the globe. We provide a trusted space where candid conversations can flourish, free from the constraints of formal diplomacy.

What sets us apart is our ability to combine diplomatic expertise, absolute discretion, and renowned British hospitality in a way that consistently delivers meaningful outcomes. This distinctive blend has made us the partner of choice for governments, international organisations, and global institutions seeking to tackle complex international challenges.

What we do

We create transformative dialogues where global leaders can engage in genuine, constructive conversations about critical international issues. Each year, we convene thousands of the world's foremost thinkers, decision-makers, and practitioners to shape policy and forge lasting connections.

Our approach goes beyond traditional conference facilitation. We carefully curate environments where innovative ideas can emerge, policies can be tested, and new partnerships can form. Through expert facilitation and strategic programme design, we enable participants to challenge conventional thinking and develop bold, creative responses to global challenges.

At our historic Wiston House location, we provide an unparalleled environment for sensitive diplomatic dialogue. Away from the pressures of capital cities and daily demands, participants find a secure, peaceful space where confidential discussions can take place. Our reputation is built on absolute discretion, ensuring that sensitive conversations remain protected while enabling genuine and challenging dialogue.

How we are structured

Our organisation is built around three interconnected pillars of expertise.

Our Policy Team comprises international relations specialists who excel at identifying emerging global trends and developing innovative programme formats. They work closely with partners to frame discussions effectively, facilitate breakthrough conversations, and ensure that dialogues lead to concrete outcomes. Their expertise in managing complex multi-stakeholder discussions helps unlock new thinking and accelerate policy development.

Our Operations Team delivers the complex logistics that underpin our world-class events, whether in-person, virtual, or hybrid. Working seamlessly with our Policy Team, they ensure flawless delivery of programmes that bring together participants from across the globe.

Their attention to detail and the expert hospitality of our conference and banqueting colleagues, creates the conditions where meaningful dialogue can flourish.

Our Corporate Team provides the foundation for everything we do, ensuring we maintain the highest standards of governance, efficiency, and sustainability. They support the entire organisation in delivering excellence while upholding our commitments to security, inclusion, and responsible stewardship of resources.

Together, these teams create an exceptional environment where international policy dialogue can thrive, enabling us to maintain our position as a trusted partner for organisations around the world.

Our funding

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



Wilton Park Board

During the financial year 2024/25, 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) Member of the House of Lords First Civil Service Commissioner Member, Parliamentary Advisory Board, The House magazine, Dods Group plc Chair, Royal Mint Advisory Committee on Design of Coins, Medals, Seals and Decorations Member, Advisory Committee, Royal Navy Strategic Studies Centre Board President, Birmingham Bach Choir Member, Advisory Board, Global Strategy Forum Honorary Captain, Royal Naval Reserve
Tom Cargill	Chief Executive and Accounting Officer
James Rawlingson, NED	Chair, Wilton Park Audit and Risk Assurance Committee Chair, Citibank UK Ltd Board of Brooks Macdonald plc and Chair of Audit Committee (NED)
Ruth Crowell, NED	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)
Julia Prescott, NED	Deputy Chair at National Infrastructure Commission Deputy Chair Port of Tyne Chair Global Infrastructure Facility (a G20 sponsored undertaking) Co-Founder of Meridiam Chair Neuconnect (interconnector between UK and Germany) Chair Fulcrum (41 small health facilities) NED Allego BV (Europe's leading electric car charging company) Honorary Professor, UCL Bartlett School Director, Pallingham Limited (family investments) and Pallingham Two Limited (consultancy activities) Chair of IPFA (NED)
Will Hines until May 2024	Interim Strategy Director, Foreign, Commonwealth & Development Office (FCDO)
Kate White from May 2024	Strategy Director, Foreign, Commonwealth & Development Office (FCDO)
John Edwards Observer	Director, International Strategy and Engagement, Department for Business and Trade
David Hogan-Hern Observer	Strategy Director, Ministry of Defence

No members of the Board held company directorships or other significant interests which could conflict with their responsibilities. The register of interests can be found at [Board-Register-of-Interests-updated-April-2025.docx](#)

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



Statement of Accounting Officer's responsibilities

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

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

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

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

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

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

Signed Tom Cargill,
Chief Executive as Accounting Officer
19 June 2025



Governance statement

Our objectives, purpose and terms of reference are laid down in Wilton Park's Framework Document. The latest version came into force on 28 March 2019 and can be found at <https://www.wiltonpark.org.uk/app/uploads/2023/01/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 continued to work on the recommendations from the Public Bodies Review which was commissioned and delivered the previous year.



Board attendance has been as follows:

Name	April 2024	Jun 2024	Oct 2024	Feb 2025
Rt Hon Gisela Stuart, Chair	P	P	P	P
Tom Cargill, Chief Executive	P	P	P	P
James Rawlingson, NED	P	P	P	P
Ruth Crowell, NED	P	P	P	P
Julia Prescott, NED	P	P	P	P
Will Hines, FCDO Strategy Directorate until May 2024	x	N/A	N/A	N/A
Kate White, Strategy Director, FCDO From May 2024	N/A	P	P	P
John Edwards, Department of Business and Trade, Observer	x	x	P	P
David Hogan-Hern, Ministry of Defence, Observer	P	P	P	P

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 2024/25 have included:

- The future location of Wilton Park
- Cyber security
- Financial model
- Wilton Park Foundation
- Framework Document
- Recruitment of new Non-Executive Director
- Risk: movements on the Principal Risk Register
- Staff welfare

Wilton Park is managed on a day-to-day basis by the Chief Executive as Accounting Officer and by the SMT. The SMT meets informally

each week and conducts a formal meeting every month. The team also meets to review the issues and papers going to Board and ARAC. The SMT consists of:

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

Wilton Park has a whistle blowing policy which staff are made aware of. No concerns were raised by staff during 2024/25.

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 Document between FCDO and Wilton Park.

Wilton Park Advisory Council (WPAC)

The Wilton Park Advisory Council (WPAC) is led by the Chair of the main Wilton Park Board. Its task is to support Wilton Park programme development and to ensure it meets the highest intellectual standards and maintains its reputation as a global centre of excellence.

The Council consists of a wide range of experienced individuals drawn from members of parliament, the academic world, the media, trade unions, business, non-governmental organisations and institutions concerned with international relations. Their responsibility is to advise the Chair and the Chief Executive on the strategic direction of the Wilton Park programme, provide practical experience, contacts and advice on partnerships with other organisations, including potential sources of intellectual support and revenue generation; and provide advice and challenge to the FCDO as necessary.

As of 31 March 2025, the membership of the Advisory Council is as set out below.

- The Rt Hon Gisela Stuart, Baroness Stuart of Edgbaston PC, Chair, Wilton Park
- The Rt Hon the Lord Boateng, CVO PC, Member of the International Agreements Committee and the Jt National Security Strategy Committee; Chancellor of the University of Greenwich; Chair, Water and Sanitation for the Urban Poor.
- Andy Burwell, Global Head of Government Relations, Worley
- Andreas Busch, Professor of Political Science and Political Economy, University of Göttingen and Fellow, Göttingen Academy of Sciences and Humanities
- James Deane, James Deane, Co-Founder, International Fund for Public Interest Media and former Director of Policy and Research, BBC Media Action
- Professor Alexander Evans OBE, Associate Dean, London School of Economics and Political Science
- Gail Kent, Global Affairs and Public Policy Director, Google
- Jane Kinninmont, Policy and Impact Director at the European Leadership Network
- Lesley-Anne Long, Chief Strategist, Wonderfuture
- Anne McElvoy, Executive editor/head of podcasting at Politico. Broadcaster and columnist
- David Porter, Visiting Professor in Faith and Peaceful Relations, Centre for Peace and Security, Coventry University.
- Catherine Royle, Political Advisor to the Commander at Joint Force Command Brunssum, NATO
- Amy Schenk, Head of External Engagement, Aspen Digital, Aspen Institute
- Shanker Singham, CEO of Competere Ltd
- Ian Wiggins, Director of International Affairs for the Royal Society
- Andrew Griffith (Ex officio member), Conservative MP for Arundel and South Downs
- Tom Woods, (Ex officio member), Chairman, President, Woods International, LLC and Chair of the Wilton Park US Foundation

Audit and Risk Assurance Committee report

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

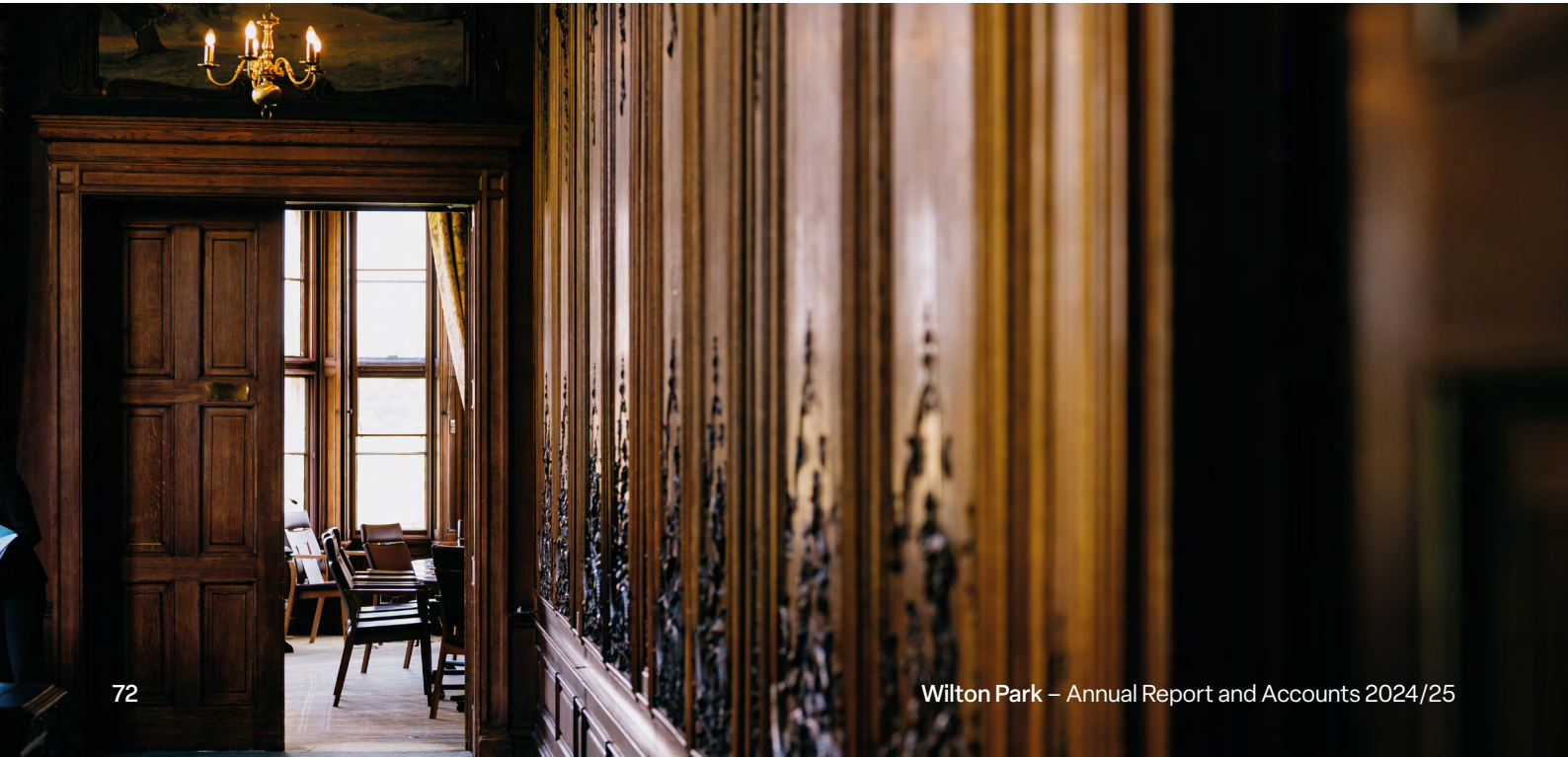
James Rawlingson Chair of the ARAC (NED)
Ruth Crowell (NED)
Julia Prescott (NED)

ARAC attendance has been as follows:

	June 2024	October 2024	January 2025	March 2025
Rt Hon Gisela Stuart (by invitation)	P	P	P	x
James Rawlingson	P	P	P	P
Ruth Crowell	P	x	P	x
Julia Prescott	P	P	P	P

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

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



Key discussions at ARAC during 2024/25 have included:

- The future location of Wilton Park
- Financial target
- Audit completion reports
- Annual report
- Risk: review of the principal risk register
- Financial and operational reports
- Cyber security

Risk governance

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

The Risk Committee meets regularly and is made up of risk owners from across the business and a representative from the FCDO. It considers any risk issues brought to it by the

risk owners, as well as risks referred to it by the Wilton Park Board, ARAC, or any risk directly referred to it by any members of staff.

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

Risk management

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

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

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

Top three risks raised during 2024/25

Risk category	Risk description	Mitigation strategy
Cyber security	Continuing threat of a major cyber incident, exposing customer data and/or putting individuals and our reputation at risk.	Wilton Park's Security Group oversees the incident management process, with robust cybersecurity measures in place to ensure rapid detection, containment and recovery, to ensure business continuity and minimise disruption.
Strategy	Securing the right outcome for Wilton Park as a result of the lease arrangement for Wiston House due to expire March 2027.	An internal strategic process is currently underway to ensure the optimal outcome for Wilton Park's activities is achieved within the year.
Finance and funding	Inability to generate sufficient income to cover costs.	Wilton Park employs rigorous financial planning, has diversified revenue streams in-year, and applied proactive cost management. Regular budget reviews and forecasting help identify shortfalls early, while income generation, business development and strategic partnerships have provided additional income sources.

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:

- Conferences and events (moderate assurance)
- Revenue (major assurance)
- GDPR (moderate assurance)

The purpose of the conferences and events review aimed to map the events process and to assess where any improvements or efficiencies could be made. The review was conducted by examining the entire process for a sample of events through interviews with key staff and analysis of key documentation and paperwork.

The revenue audit aimed to review the budget and forecasting procedures to assess their accuracy and to understand revenue sources and management. The review was conducted through interviews with key staff and analysis of key documentation and paperwork.

The GDPR audit reviewed whether Wilton Park is compliant with the regulations stipulated under the General Data Protection (GDPR). The review was conducted through interviews with key staff and a review of documentation and paperwork.

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

The Head of Internal Audit has given a moderate overall assurance opinion for the period 1 April 2024 to 31 March 2025. The framework of governance, risk management and control provides moderate assurance over the achievement of objectives.

The ARAC concurs with this opinion.

No ministerial directions were given during the year.

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

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

**Signed Tom Cargill,
Chief Executive as Accounting Officer
19 June 2025**



Remuneration and staff report

Remuneration report

Service contracts

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

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

Early termination, other than for misconduct, would result in the individual receiving compensation as set out in the Civil Service Compensation Scheme. The remuneration of senior civil servants that are executive members of Wilton Park is determined across

government within the pay policies agreed by the Cabinet Office. Within these policies, remuneration is set in accordance with the Foreign, Commonwealth & Development Office (FCDO)'s agreed pay structure.

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

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

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

Officials	Salary (£'000)		Bonus payments (£'000)		Pension benefits (to nearest £1,000) ¹		Total (£'000)	
	2024/25	2023/24	2024/25	2023/24	2024/25	2023/24	2024/25	2023/24
Tom Cargill Chief Executive	125–130	115–120	0–5	0–5	49,000	46,000	175–180	165–170
Rt Hon Gisela Stuart Chair	20–25	–	–	–	–	–	20–25	–
Kate White FCDO Director (from May 2024)	–	–	–	–	–	–	–	–
Will Hines FCDO Director (resigned May 2024)	–	–	–	–	–	–	–	–
James Rawlingson NED	5–10	5–10	–	–	–	–	5–10	5–10
Ruth Crowell NED	–	–	–	–	–	–	–	–
Julia Prescott 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.

No pay or pension costs are included in Wilton Park's accounts in respect of the FCDO Directors who sit on the Wilton Park Board. As civil servants employed by the FCDO, they receive no separate remuneration from Wilton Park for their membership on the Board as this membership is in an ex officio capacity. The Chair, Rt Hon Gisela Stuart, James Rawlingson and Tom Cargill were remunerated by Wilton Park. In previous years The Chair was paid from elsewhere within HMG, resulting in this being the first year of reporting remuneration with Wilton Park's financial statements.

There were no benefits in kind provided to any employee during the reporting period (nil in 2023/24).

No performance related bonus payments were made during the year to any Board members (nil in 2023/24). A one-off non-consolidated payment was made during the year to the Chief Executive as part of the civil service pay award of £3,600 (£3,366 in 2023/24).

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

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

There were no payments to past directors in the financial year (nil in 2023/24).

There was no compensation on early retirement or for loss of office in the financial year (nil in 2023/24).

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 31/3/25 and related lump sum	Real increase in pension and related lump sum at pension age	CETV at 31/3/25	CETV at 31/3/24	Real increase in CETV
	£000	£000	£000	£000	£000
Tom Cargill, Chief Executive, from January 2021	10-15	2.5-5	172	122	31

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 2025. HM Treasury

published updated guidance on 27 April 2023; this guidance will be used in the calculation of 2025-26 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.

	2024/25	2023/24
Band of highest paid director's salary only (£000)	125–130	115–120
Band of highest paid director's total remuneration (£000)	125–130	120–125
Median salary only £ (note 1)	37,200	35,343
Median total pay & benefits £ (note 1)	37,200	35,343
Lower quartile salary £ (note 1)	30,422	30,276
Lower quartile total pay & benefits £ (note 1)	30,730	30,276
Upper quartile salary £ (note 1)	40,925	39,808
Upper quartile total pay & benefits £ (note 1)	43,125	39,808
Salary relationship with highest paid director	2024/25	2023/24
Median Ratio (note 2)	3.4	3.3
Ratio Lower Quartile (note 2)	4.1	3.9
Ratio Upper Quartile (note 2)	3.1	2.9
Total remuneration relationship with highest paid director	2024/25	2023/24
Median Ratio (note 2)	3.5	3.4
Ratio Lower Quartile (note 2)	4.2	4.0
Ratio Upper Quartile (note 2)	3.0	3.0

The banded total remuneration of the highest paid director in Wilton Park in the financial year 2024/25 was £125-£130k (£120-£125k in 2023/24). This was 3.5 times (3.4 in 2023/24) the median total remuneration of the workforce, which was £37,200 (£35,343 in 2023/24). In 2024/25, no employees received remuneration in excess of the highest paid director (none in 2023/24). Salary of employees, excluding the highest paid director, ranged from £28,000 to £88,147 (£26,500 to £84,031 in 2023/24).

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

Note 2. Wilton Park is required to disclose the relationship between the remuneration of the highest paid director in the organisation and the median remuneration of the organisation’s workforce as well as earnings at the 25th and 75th quartile point. The basis for the median pay, 75th and 25th quartile calculations for both financial years is based on the requirements specified in the Hutton Review of Fair Pay

– Implementation Guidance. The guidance requires the calculation to be based on the pay of full-time equivalent staff (including contractors in line positions and excluding the highest paid director) of Wilton Park, at the reporting end date, on an annualised basis.

Percentage change in total salary and bonuses for the highest paid director and the staff average from 2023/24 to 2024/25.

	Total salary and allowances	Bonus payments
Staff average	5.25%	8.63%
Highest paid director	7.57%	6.95%



Staff report

We employ approximately 90 colleagues in both full and part time roles, and each one has a role to play in delivering organisational success. The People Strategy plays a critical role in delivering a professional business service and developing the organisation to ensure that our Strategic Business Plan is delivered – something that can only be achieved through Wilton Park’s people, our most valuable resource. It is through our people that an excellent customer experience and world-changing dialogues will be delivered.

People are central to everything we achieve at Wilton Park. It is vital that our people feel valued, included and respected in their roles. We want to empower all Wilton Park people to make good decisions, perform at their peak, utilise their strengths effectively and constantly drive change throughout the organisation. Our people resource is therefore an area of priority investment. We know productivity is enhanced and loyalty is created by treating people as consumers, cultivating a culture of high performance and continuous improvement but also investing in a culture of high support, people development and well-being.

Operating through the pandemic and emerging into a changed world of work and tackling the cost-of-living crisis has required increased connectivity and adaptability. Wilton Park is world leading in many areas and its values of collaborative, ethical, respectful, creative and ambitious are the bedrock of its success as is its commitment to always aiming higher. We must equip ourselves to deliver in an emerging digital era, harnessing the benefits of new technologies and the flexibility presented from new ways of working. We must build resilience in our committed workforce and support them to deliver impact in various scenarios, both

present and future promoting the sustainability of our practice.

The People Strategy aligns with our Equity, Diversity, and Inclusion (EDI) Strategy. It is also aligned to the Government HR functional standards and to the Civil Service People Plan and will ensure Wilton Park is fit for current and future challenges.

In the 2024 Civil Service employee survey, the Wilton Park employee engagement index has increased to 76% from 75% in 2023. The staff engagement figures for the FCDO were 65% in 2024 (66% in 2023) and for the Civil Service as a whole, the engagement index remains at 64% for the second year.

As at 31 March 2025, the headcount was 89 (90 at March 2024) or 83 Full Time Equivalent (FTE) (83 at March 2024). The FTE figures are subject to audit.

Staff turnover was 6.7%, with 6 people leaving (7 in 2023/24). Average length of service is just above nine and a half years.

Declared **Diversity of Wilton Park Staff** as of 31 March 2025:

- 74% are women.
- 5.7% are from an ethnic minority background.
- 2.6% declare themselves as having a disability.
- 3.9 % identify as being lesbian, gay, bisexual or recorded their sexual orientation as ‘other’ (LGBTQ+)

Wilton Park has four senior civil servant employees, one at SCS2 grade (one in 2023/24) who is male (2023/24 was male) and three at SCS1 grade (three in 2023/24) one male and two females.

6 new hires (12 in 2023/24) were made during the year. The recruitment figures are shown in the table below.

Grade/Level	Total Recruited	% Female	% Ethnic minority	% with a disability
G6	1	100%	0%	0%
G7	1	100%	0%	0%
HEO	0	0%	0%	0%
EO	1	0%	0%	0%
AO	3	0%	0%	33%

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

Apprentices

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

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

Although we employ fewer than 250 employees, we enthusiastically support the Government Apprentice Scheme. We currently employ a former apprentice who has now progressed to a fully qualified chef, and we have recently recruited another apprentice chef.



Staff costs (subject to audit)

	2024/25			2023/24
	Permanently Employed Staff	Others	Total	Total
	£000	£000	£000	£000
Salaries and wages	3,607	90	3,697	3,519
Social Security	390	–	390	346
Superannuation	1,008	–	1,008	857
Other Employee Related Costs	112	228	340	268
Total	5,117	318	5,435	4,990

Other employee related costs include £228k re outsourced security contract (£149k 2023/24).

There was no Voluntary Exit Scheme in 2024/25.

£90k of staff costs relate to direct conference costs (£93k 2023/24).

A pay increase was made to all employees during 2024/2025, and a bonus payment was awarded based on performance reviews.

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	2024/25 Total	2023/24 Total
Directly employed	83.3	4.1	87.4	83.7
Total	83.3	4.1	87.4	83.7

Staff numbers and composition

The FTE of staff by gender as at 31 March 2025 was:

	2024/25			2023/24		
	Male	Female	Total	Male	Female	Total
Directors	1	0	1	1	0	1
Employees	22	60	82	23	59	82
Total	23	60	83	24	59	83

Principal Civil Service Pension Scheme

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

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

For 2024/25, employers’ contributions (subject to audit) of £1,008k (£857k in 2023/24) 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 2024/25 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 2024/25 no employees opted for a partnership account.

Staff sickness

The target for absence rate is 4.0%. At the end of 2024/25, the overall absence rate at Wilton Park was 3.8% compared to 3.1% at the end of 2023/24 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 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 March 2025 reported that Wilton Park was compliant with Civil Service Recruitment Principles.

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

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

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

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

Employment of people with a disability

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

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

Expenditure on consultancy

In 2024/25 there was £21k spend on consultancy (£49k in 2023/24). Consultancy spend related to business development, legal advice and human resource professional services. New proposals for consultancy projects are subject to business case clearance procedures in line with Cabinet Office guidelines.

Off-payroll engagements

In 2024/25 there were no off-payroll engagements for more than £245 per day and which lasted longer than six months (none in 2023/24).

There were no off-payroll engagements as of 31 March 2025, for more than £245 per day and that lasted longer than six months (none in 2023/24).

Exit packages (subject to audit)

There were no departures in the year through redundancy or Voluntary Exit Schemes (nil in 2023/24).

Civil Service pensions

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

These statutory arrangements are unfunded with the cost of benefits met by monies voted by Parliament each year. Pensions payable under **classic**, **premium**, **classic plus**, **nuvos** and **alpha** are increased annually in line with Pensions Increase legislation. Existing members of the PCSPS who were within 10 years of their normal pension age on 1 April 2012 remained in the PCSPS after 1 April 2015. Those who were between 10 years and 13 years and 5 months from their normal pension age on 1 April 2012 switched into **alpha** between 1 June 2015 and 1 February 2022. All members who switch to **alpha** have their PCSPS benefits 'banked', with those with earlier benefits in one of the final salary sections of the PCSPS having those benefits based on their final salary when they leave **alpha**. (The pension figures quoted for officials show pension earned in PCSPS

or **alpha** – as appropriate. Where the official has benefits in both the PCSPS and **alpha** the figure quoted is the combined value of their benefits in the two schemes.) Members joining from October 2002 may opt for either the appropriate defined benefit arrangement or a ‘money purchase’ stakeholder pension with an employer contribution (**partnership** pension account).

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

The **partnership** pension account is a stakeholder pension arrangement. The employer makes a basic contribution of between 8% and 14.75% (depending on the age of the member) into a stakeholder pension product chosen by the employee from the appointed provider – Legal and General.

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

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

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

Cash Equivalent Transfer Values

A Cash Equivalent Transfer Value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member’s accrued benefits and any contingent spouse’s pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension figures shown relate to the benefits that the

individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies.

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

Real increase in CETV

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



Parliamentary accountability and audit report overview

Parliamentary accountability and audit report overview

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

Regularity of expenditure

Losses and special payment

There were no special payments that required disclosure in line with the Managing Public Money guidance (nil in 2023/24). Losses of £14k have been recognised in the financial statements relating to a stop work order received on a final deliverable for a conference which will not be paid (£15k in 2023/24).

Gifts

Wilton Park maintains a gift and hospitality register. There were no gifts of significant value received during the year (nil in 2023/24).

Fees and charges

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

Refer to Note 2 of the Notes to the Accounts for Wilton Park Segmental Analysis, which provides details of fees and charges for 2024/25 and Note 4 of the Notes to the Accounts for Wilton Park which provides details of operating income for 2024/25.

Remote contingent liabilities

There are no liabilities for which the likelihood of a transfer of economic benefit in settlement is too remote to meet the definition of a contingent liability (nil in 2023/24).

Government Functional Standards (not subject to audit)

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

Signed Tom Cargill,
Chief Executive as Accounting Officer
19 June 2025

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 2025 under the Government Resources and Accounts Act 2000.

The financial statements comprise Wilton Park's

- Statement of Financial Position as at 31 March 2025;
- 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 2025 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 2024*. I am independent of Wilton Park in accordance with the ethical requirements that are relevant to my audit of the financial statements in the UK. My staff and I have fulfilled our other ethical responsibilities in accordance with these requirements.

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

Conclusions relating to going concern

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

Based on the work I have performed, I have not identified any material uncertainties relating to events or conditions that, individually or

collectively, may cast significant doubt on Wilton Park's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

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

Other information

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

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

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

If I identify such material inconsistencies or apparent material misstatements, I am required to determine whether this gives rise to a material misstatement in the financial

statements themselves. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact.

I have nothing to report in this regard.

Opinion on other matters

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

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

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

Matters on which I report by exception

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

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

- adequate accounting records have not been kept by Wilton Park or returns adequate

for my audit have not been received from branches not visited by my staff; or

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

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

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

- maintaining proper accounting records;
- providing the C&AG with access to all information of which management is aware that is relevant to the preparation of the financial statements such as records, documentation and other matters;
- providing the C&AG with additional information and explanations needed for his audit;
- providing the C&AG with unrestricted access to persons within Wilton Park from whom the auditor determines it necessary to obtain audit evidence;

- ensuring such internal controls are in place as deemed necessary to enable the preparation of financial statements to be free from material misstatement, whether due to fraud or error;
- preparing financial statements which give a true and fair view and are in accordance with HM Treasury directions issued under the Government Resources and Accounts Act 2000;
- preparing the annual report, which includes the Remuneration and Staff Report, in accordance with HM Treasury directions issued under the Government Resources and Accounts Act 2000; and
- assessing Wilton Park's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Accounting Officer either intends to liquidate the entity or to cease operations, or has no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

expected to influence the economic decisions of users taken on the basis of these financial statements.

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

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

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

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

- considered the nature of the sector, control environment and operational performance including the design of Wilton Park's accounting policies, 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, Managing Public Money.

- inquired of management, Wilton Park's head of internal audit and those charged with governance whether:
 - they were aware of any instances of non-compliance with laws and regulations;
 - they had knowledge of any actual, suspected, or alleged fraud,
- discussed with the engagement team regarding how and where fraud might occur in the financial statements and any potential indicators of fraud.

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

I obtained an understanding of Wilton Park's framework of authority and other legal and regulatory frameworks in which Wilton Park operates. I focused on those laws and regulations that had a direct effect on material amounts and disclosures in the financial statements or that had a fundamental effect on the operations of Wilton Park. The key laws and regulations I considered in this context included Government Resources and Accounts Act 2000, Managing Public Money, Supply and Appropriation (Main Estimates) Act 2024,

employment law, VAT and tax legislation and Wilton Park's framework document.

Audit response to identified risk

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

- I reviewed the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described above as having direct effect on the financial statements;
- I enquired of management, the Audit and Risk 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;
- I addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and other adjustments; assessing whether the judgements on estimates are indicative of a potential bias; and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business; and

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

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

Other auditor's responsibilities

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

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

Report

I have no observations to make on these financial statements.

Gareth Davies **24 June 2025**
Comptroller and Auditor General

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



Accounts



Financial statements

Statement of Comprehensive Net Expenditure

for year ended 31 March 2025

	Note	2024-25	2023-24
		£000	£000
Revenue from contracts with customers	4	(7,424)	(6,447)
Other operating income	4	(1,900)	(1,900)
Total operating Income		(9,324)	(8,347)
Finance Income		(60)	(41)
Staff costs	3	5,345	4,897
Purchase of goods and services	3	2,704	2,078
Finance costs	3 & 7	7	9
Depreciation and amortisation charges	3, 5, 6 & 7	872	649
Provision expense	3 & 13	70	636
Other operating expenditure	3	1,169	1,221
Total operating expenditure	3	10,167	9,490
Net operating expenditure		783	1,102
Net expenditure for the year		783	1,102

The notes on pages 100 to 118 form part of these accounts.

Statement of Financial Position

As at 31 March 2025

	Note	At 31 March 2025		At 31 March 2024	
		£000	£000	£000	£000
Non-current assets					
Property, plant and equipment	5	1,365		1,316	
Intangible assets	6	474		459	
Right of use assets	7	459		689	
Total non-current assets		2,298		2,464	
Current assets					
Inventories	9	10		13	
Trade and other receivables	10	1,263		950	
Cash and cash equivalents	11	2,198		3,029	
Total current assets		3,471		3,992	
Total assets			5,769		6,456
Current liabilities					
Trade and other payables	12	(1,504)		(1,392)	
Provisions	13	–		–	
Right of use liabilities	7	(232)		(230)	
Total current liabilities		(1,736)		(1,622)	
Total assets less current liabilities			4,033		4,834
Non-current liabilities					
Right of use liabilities	7		(234)		(466)
Provisions	13		(1,648)		(1,578)
ASSETS LESS LIABILITIES			2,151		2,790
Taxpayers' equity					
General Fund	SoCTE		2,151		2,790
Total equity			2,151		2,790

The notes on pages 100 to 118 form part of these accounts.

**Signed Tom Cargill,
Chief Executive as Accounting Officer
19 June 2025**

Statement of Cash Flows

for year ended 31 March 2025

	Note	2024-25	2023-24 re-presented
		£000	£000
Cash flows from operating activities			
Net operating expenditure	SoCNE	(783)	(1,102)
Decrease/(increase) in inventories	9	3	(2)
(Increase)/decrease in trade and other receivables	10	(313)	164
Adjustments for non-cash transactions	3	1,051	1,375
Adjustments for non-cash FCDO allocation	SoCTE	(1,900)	(1,900)
Adjustments for non-cash salaries	SoCTE	4,951	4,443
Increase in trade and other payables	12	112	457
Net cash inflow from operating activities		3,121	3,435
Cash flows from investing activities			
Purchase of property plant and equipment	5	(638)	(721)
Purchase of intangible assets	6	(77)	(34)
Net cash outflow from investing activities		(715)	(755)
Cash flows from financing activities			
Lease liability	7	(237)	(236)
Cash transaction with FCDO	SoCTE	(3,000)	(1,500)
Net financing		(3,237)	(1,736)
Net (decrease)/increase in cash and cash equivalents in the period before adjustment for receipts and payments to the Consolidated Fund	11	(831)	944
Cash and cash equivalents at the beginning of the period	11	3,029	2,085
Cash and cash equivalents at the end of the period	11	2,198	3,029

The prior year figures have been restated to show the breakdown of the FCDO related transactions, previously shown as a single figure of net parliamentary funding of £1,043k now shown as non-cash FCDO allocation, non-cash salaries and cash transaction with FCDO. There has been no impact to prior year financial statements and is a display of information change. The notes on pages 100 to 118 form part of these accounts.

Statement of Changes in Taxpayers' Equity

As at 31 March 2025

	Note	Total Funds
		£000
Balance at 1 April 2023		2,769
Changes in taxpayers' equity for 2023-24		
Non-cash charges: External auditor's fees	3	52
Internal auditor's fees	3	28
Net operating expenditure	SoCNE	(1,102)
Net Parliamentary Funding		1,043
Balance at 1 April 2024		2,790
Changes in taxpayers' equity for 2024-25		
Non-cash charges: External auditor's fees	3	58
Internal auditor's fees	3	35
Net operating expenditure	SoCNE	(783)
Net Parliamentary Funding	SoCF	51
Balance at 31 March 2025		2,151

The net parliamentary funding is the residual funding balance between the FCDO and Wilton Park, being made up of FCDO allocation to Wilton Park of £1,900k, cash returned to FCDO by Wilton Park of £3,000k less salaries paid by FCDO on behalf of Wilton Park of £4,951k.

The notes on pages 100 to 118 form part of these accounts.

Notes to the financial statements

1. Statement of Accounting Policies

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

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

Accounting convention

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

Going concern

The accounts have been prepared on a going concern basis. 2024-25 was a difficult year after the election, however a full recovery was made from November to March ensuring a financial result within the tolerance levels determined in the Framework Document. Going into the next financial year 2025-26 there is an agreed financial plan in line with the spending review and a good forward order book in place, prices have been increased to reflect the increased operating costs and to ensure full coverage of all expenditure.

Property, plant and equipment

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

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

Depreciation

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

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

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

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

Intangible assets

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

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

	Estimated useful life in years
Intangible assets	3 to 10

Inventories

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

Provisions

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

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

Wilton Park uses an externally calculated dilapidations report to calculate the provision on an annual basis and recognises the time value of money in so far as it is material. The latest report was commissioned in February 2024 and prepared by Stiles Harold Williams, the full value of the report less works completed have been provided in the financial statements including associated fees, the provision has been inflated by 3.7%.

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 split between current and non-current liabilities.

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

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

Operating income

Income is recognised in accordance with IFRS 15. Income is recognised when a performance obligation included in a contract with a customer is satisfied, at the transaction price allocated to that performance obligation. Operating income is income that relates directly to the operating activities of Wilton Park. It principally comprises participant fees and invoices to funders for services provided by Wilton Park on a full cost basis, to external customers and other government bodies but also includes income from other assets. Operating income is made up of Wilton Park events, membership income 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 operates a membership scheme, the Global Impact Group, which brings together all sectors to discuss shared challenges at various events throughout the year. Organisations pay an annual membership fee to cover the operating costs of the events, this income covers the calendar year and is spread evenly across the twelve months.

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, should they occur, Wilton Park recognises income based on the project's performance obligation and its agreed transaction price.

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

Impairment of Trade Receivables

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

Foreign exchange

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

Balances held at the year-end are translated at the rate prevailing on 31 March 2025.

Pensions

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

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

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

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

Financial instruments

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

VAT policy

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

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

Effects of Future Accounting Policies

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

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

In December 2023 HM Treasury released an exposure draft on potential changes to make to valuing and accounting for non-investment assets (e.g. PPE, intangible assets). The following changes to the valuation and accounting of non-investment assets will be included in the 2025-26 FREM for mandatory implementation: References to assets being held for their 'service potential' and the terms 'specialised/non-specialised' assets are being removed from the FreM. Non-investment assets are instead described as assets held for their 'operational capacity'. This change has no impact on the valuation basis of non-investment assets, which remains Existing Use Value (EUV). An adaptation to IAS16 will be introduced to withdraw the requirement to revalue an asset where its fair value materially differs from its carrying value. Assets are now valued using one of the following processes: a quinquennial revaluation supplemented by annual indexation; a rolling programme of valuations over a 5-year cycles, with annual indexation applies to assets during the 4 intervening years; for non-property assets only, appropriate indices; in rare circumstances where an index is not available, a quinquennial revaluation supplemented by a desktop revaluation in year 3. The option to measure intangible assets using the revaluation method is withdrawn. The carrying values of intangible assets at 31 March 2025 will be considered the historic cost at 1 April 2025.

The 2025/26 FREM will include new guidance on accounting for social benefits. It defines social benefits as 'current transfers received by households (including individuals) intended to provide for the needs that arise from certain events or circumstances, for example sickness, unemployment, retirement, housing, education, or family circumstances'. The standard is not expected to impact Wilton Park's finance statements in the future.

IFRS18 'Presentation and Disclosure in Financial Statements' will replace IAS 1 Presentation of Financial Statements and is effective for annual reporting periods beginning on or after the 1 January 2027 in the private sector. The Public sector date is not yet confirmed. The impact of IFRS18 on the Public Sector is still being assessed.

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

	2024-25			2023-24		
	Wilton Park events	Commercial activities	Total	Wilton Park events	Commercial activities	Total
	£000	£000	£000	£000	£000	£000
Income	9,135	204	9,339	8,140	248	8,388
Membership income	–	45	45	–	–	–
Expenditure	9,918	249	10,167	9,242	248	9,490
(Deficit)/Surplus	(783)	–	(783)	(1,102)	–	(1,102)
% Cost recovery	92.1%	100%	92.3%	88.1%	100%	88.4%

There are three distinct revenue streams:

1. Funding for Wilton Park events as detailed in the activities report of the performance analysis section of the Annual Report.
2. Commercial income secured to fill calendar gaps during the week relating to functions and commercial conferences.
3. A membership scheme for businesses to input into policy discussion in line with the Foreign Secretary's growth and openness agenda.

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.

All income is generated from Wilton Park's country of domicile, the United Kingdom.

Wilton Park receives more than 10% income from the Foreign, Commonwealth & Development Office (FCDO) comprising £500k core allocation (£500k 2023-24), £1,400k ODA Allocation (£1,400k 2023-24), of which all £1,400k was utilised in 2024-25 (£1,400k utilised in 2023-24) and £3,215k discretionary income to run Wilton Park events commissioned by directorates within the FCDO (£2,862k 2023-24).

Interest received of £60k (£41k 2023-24) is included in income.

3. Other expenditure

	Note	2024-25		2023-24	
		£000	£000	£000	£000
Staff costs (further information in the Remuneration and Staff reports)					
Salaries and wages		3,608		3,426	
Social security		390		346	
Superannuation		1,008		857	
Other employee related costs		339		268	
			5,345		4,897
Non-cash items					
Depreciation & amortisation	5, 6 & 7	872		649	
External auditor's fees		58		52	
Internal auditor's fees		35		28	
IFRS16 lease interest	7	7		9	
Loss on disposal	5	9		1	
			981		739
Provision in year	13	70		636	
			70		636
Other expenditure					
Property costs		98		95	
Maintenance, cleaning, heating & lighting		443		441	
Administrative expenses		535		617	
Net (gain)/loss on foreign exchange		(9)		(13)	
			1,067		1,140
Purchase of goods and services					
Food and beverage		127		133	
Housekeeping and laundry		115		99	
Conference costs		2,462		1,846	
			2,704		2,078
			10,167		9,490

4. Operating income

	2024-25	2023-24
	£000	£000
Wilton Park operations		
Wilton Park revenue from contracts with customers	7,175	6,199
Official Development Assistance	1,400	1,400
FCDO core allocation for conferences	500	500
	9,075	8,099
Commercial operations		
Commercial revenue from contracts with customers and other income	204	248
Membership income	45	–
	249	248
Total operating income	9,324	8,347

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 1/4/2024	1,150	28	489	282	31	614	2,594
Additions	272	39	168	150	–	9	638
Disposals	(116)	–	(28)	(9)	–	(29)	(182)
Re-classification	–	(16)	–	–	–	–	(16)
Cost at 31/3/2025	1,306	51	629	423	31	594	3,034
Depreciation at 1/4/2024	523	–	201	98	31	425	1,278
Charge in year	269	–	138	86	–	71	564
Disposal	(111)	–	(26)	(9)	–	(27)	(173)
Re-classification	–	–	–	–	–	–	–
Revaluation	–	–	–	–	–	–	–
Depreciation at 31/3/2025	681	–	313	175	31	469	1,669
Net Book Value at 31/3/2025	625	51	316	248	–	125	1,365
at 31/3/2024	627	28	288	184	–	189	1,316

Assets with nil net book value which Wilton Park no longer own were identified during 2024-25 and £48k of assets were disposed of (£199k 2023-24). There was a £9k loss on disposal (£1k loss in 2023-24). Wilton Park owns all the above assets and none are leased.

Reclassification of assets under construction moved to intangible assets, development expenditure.

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 1/4/2023	879	–	373	196	32	596	2,076
Additions	302	28	231	129	–	31	721
Disposals	(31)	–	(115)	(43)	(1)	(13)	(203)
Re-classification	–	–	–	–	–	–	–
Cost at 31/3/2024	1,150	28	489	282	31	614	2,594
Depreciation							
at 1/4/2023	407	–	219	105	30	365	1,126
Charge in year	147	–	97	36	1	73	354
Disposal	(31)	–	(115)	(43)	–	(13)	(202)
Depreciation at 31/3/2024	523	–	201	98	31	425	1,278
Net Book Value at 31/3/2024	627	28	288	184	–	189	1,316
at 31/3/2023	472	–	154	91	2	231	950

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 at 1/4/2024	66	50	514	630
Additions	8	14	55	77
Disposals	–	–	–	–
Reclassification	–	–	16	16
Revaluation	–	–	–	–
Cost at 31/3/2025	74	64	585	723
Amortisation at 1/4/2024	11	45	115	171
Charge in year	15	10	53	78
Disposal	–	–	–	–
Reclassification	–	–	–	–
Revaluation	–	–	–	–
Amortisation at 31/3/2025	26	55	168	249
Net Book Value at 31/3/2025	48	9	417	474
at 31/3/2024	55	5	399	459

No intangible assets which Wilton Park no longer own were disposed of in the year (nil disposed in 2023–24).

The additions in the year relate to enhancements to the website, upgrades to security monitoring software, upgrades to accounting software and the internal customer built customer relationship management system.

Development expenditure includes assets with a revalued net book value of £451k for a custom built customer relationship management system, Xen. This asset was revalued in March 2025 using the depreciated replacement cost method increasing the net book value by £42k. Prior to revaluation the net book value would have been £417k.

For the website and software licenses 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 at 1/4/2023	48	50	498	596
Additions	18	–	16	34
Disposals	–	–	–	–
Reclassification	–	–	–	–
Cost at 31/3/2024	66	50	514	630
Amortisation at 1/4/2023	1	43	62	106
Charge in year	10	2	53	65
Disposal	–	–	–	–
Amortisation at 31/3/2024	11	45	115	171
Net Book Value at 31/3/2024	55	5	399	459
at 31/3/2023	47	7	436	490

7. Leases

Right of Use Lease Assets	2024-25	2023-24
	£000	£000
Cost or valuation		
Net book value at 31 March	459	689
Depreciation		
Charged in the year	230	230

Wilton Park has adopted IFRS16 'Leases' from 1 April 2022. All leases previously recognised as operating leases are now recognised as right-of-use assets and liabilities.

Lease liabilities	2024-25	2023-24
	£000	£000
Amounts falling due:		
Not later than one year	232	230
Later than one year and not later than five years	234	466
Balance as at 31 March	466	696
Unaccrued interest included in above lease liabilities	(7)	(13)

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	2024-25	2023-24
	£000	£000
Depreciation	230	230
Interest expense	7	9
	237	239

Amounts recognised in the Statement of Cash Flows	2024-25	2023-24
	£000	£000
Rent payments	237	236
Interest expense	7	9
	244	245

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 £60k (£41k 2024-25). 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 2025 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

	2024-25	2023-24
	£000	£000
Liquor and food	7	9
Shop	3	4
	10	13

10. Trade receivables and other current assets

	2024-25	2023-24
	£000	£000
Amounts falling due within one year		
Trade receivables	754	493
Prepayments	140	292
Contract assets	369	165
	1,263	950

11. Cash and cash equivalents

	2024-25	2023-24
	£000	£000
Balance at 1 April (held in commercial accounts)	3,029	2,085
Net change in cash and cash equivalent balances	(831)	944
Balance at 31 March (held in commercial accounts)	2,198	3,029

12. Trade payables and other current liabilities

	2024-25	2023-24
	£000	£000
Trade payables	124	303
Payments received on account	110	31
Other payables	4	3
Accruals	924	584
VAT	42	24
Contract liabilities	300	447
	1,504	1,392

13. Provisions for liabilities and charges

	2024-25	2023-24
	£000	£000
Balance as at 1 April 2024	1,578	942
Provided in the year	152	643
Provisions not required written back	(82)	(7)
Provisions utilised in the year	–	–
Unwinding of discount	–	–
Balance at 31 March 2025	1,648	1,578

Analysis of expected timing of discounted cash flows

	Total	Total
	£000	£000
Not later than 1 year	–	–
Later than 1 year and not later than 5 years	1,648	1,578
Later than 5 years	–	–

The provision relates to obligations undertaken by Wilton Park when it entered the Wiston House lease. This is in respect to clauses under which Wilton Park must make good dilapidations or other damage occurring to the Wiston House property during the course of the lease and to restore the property to a specified condition. The lease ends in March 2027. The value is based on an updated assessment of the liability which was undertaken in February 2024. The provision has been adjusted for the time value of money, the impact of this adjustment was £59k in 2024/25 (nil 2023/24).

14. Related party transactions

Wilton Park is an Executive Agency of the Foreign, Commonwealth & Development Office. The Foreign, Commonwealth & Development Office is regarded as a related party. During the year, Wilton Park has had a significant number of transactions with the Foreign, Commonwealth & Development Office. The gross income from the FCDO amounts to £500k core allocation, £1,400k ODA allocation plus £3,215k for conference specific funding. In addition to this, £718k was allocated for capital expenditure of which £715k was utilised. There was a debtor of £195k as at March 2025.

In addition, Wilton Park has had various transactions with other government departments. Most of these transactions have been with Department for Science, Innovation and Technology, Department for Business and Trade, Department for Environment, Food and Rural Affairs, Department for Education, Ministry of Defence and Department for Energy Security and Net Zero.

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.



Wilton Park

Wilton Park

Wiston House, Steyning, West Sussex BN44 3DZ
United Kingdom

wiltonpark.org.uk

E03257074

978-1-5286-5428-9