



Wilton Park

Wilton Park

An Executive Agency of the  
Foreign and Commonwealth  
Office

Annual Report and Accounts  
2017-18



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2017-18

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# Table of contents

|   |    |
|---|----|
| ANNUAL REPORT .....   | 1  |
| Performance report.....   | 2  |
| Overview .....  | 3  |
| Chairman's foreword .....   | 3  |
| Chief Executive's foreword .....  | 4  |
| Purpose and activities .....  | 5  |
| Performance summary .....   | 5  |
| Key issues and risks.....   | 6  |
| Performance analysis.....   | 7  |
| Measuring performance.....  | 7  |
| Monitoring and Evaluation (M&E).....  | 11 |
| Wilton Park activities 2017/18 .....  | 15 |
| Schedule of events .....  | 22 |
| Schedule of partners .....  | 25 |
| Official Development Assistance (ODA).....  | 26 |
| Strategic report .....  | 30 |
| Sustainability reporting .....  | 36 |
| Accountability report .....   | 37 |
| Corporate governance report .....   | 38 |
| Directors' report .....   | 38 |
| Statement of Accounting Officer's responsibilities .....  | 39 |
| Governance statement .....  | 39 |
| Remuneration and staff report .....   | 44 |
| Remuneration report.....  | 44 |
| Staff report.....   | 47 |
| Parliamentary accountability and audit report.....  | 52 |
| Parliamentary accountability and audit report overview .....                                    | 52 |
| The certificate and report of the Comptroller and Auditor General to the House of Commons ..... | 53 |
| ACCOUNTS.....   | 56 |
| Financial statements .....  | 57 |
| Notes to the financial statements.....  | 62 |

# ANNUAL REPORT

# Performance report

# Overview

## Chairman's foreword

I have now been Chairman of the Wilton Park Board and Advisory Council since June 2009 and this is my ninth Chairman's foreword; it will also be my last. The recruitment process for a new Chair is underway and I look forward to welcoming my successor to Wilton Park later in the year.

Last year I noted that we were very fortunate that our long term friend and supporter, Myles Wickstead, had agreed to serve as Acting Chief Executive whilst we recruited a new Chief Executive. Myles did an excellent job for Wilton Park, admirably filling the role for nine months until the end of November 2017.

We are extremely fortunate to have recruited Sharmila (Shar) Nebhrajani to be our new Chief Executive and we welcomed her to Wilton Park at the end of November 2017. Shar has quickly and confidently settled into her new role bringing fresh energy, new perspectives, new insights and a very professional and collegiate management style to bear on the work of Wilton Park. I know that she is experiencing and appreciating great support from colleagues at Wilton Park and from across the wider Foreign and Commonwealth Office (FCO) community.

Both our Board and our Advisory Council have had stable membership through the year. We are very grateful to them all for their generous support, their wise counsel and for the time they spend with us.

Financially, Wilton Park has produced a small surplus, the eighth consecutive year that the outturn has been in the agreed target range. Achieving this requires close management and cooperation by the Wilton Park team and with our colleagues in King Charles Street; thank you for another successful result. Full details and analysis of the performance are provided in later sections of this report.

Our event formats and the locations where we hold our events continue to evolve and develop in line with our strategy. The rapidly developing world of digital and social media continues to offer new opportunities and challenges for the way we operate but it is worth noting that feedback from our participants continues to value very highly the opportunity that our traditional conferences offer for personal interaction and networking in a secure and peaceful place. We continue to benefit from our Monitoring and Evaluation (M&E) programme. It gives valuable insights and feedback which is used in the design of future events. Full details and analysis of the M&E data is provided later in this report.

Participation included 323 ministerial (or equivalent) attendees.

We are extremely fortunate to have very dedicated, committed and competent teams, producing the events, providing the hospitality and supporting these teams through the corporate services functions. It is a great pleasure to work with them, it is they who create what is that very special atmosphere that so many of our guests value so highly. I would like to thank them all for their hard work, it is greatly appreciated.

We also receive and benefit from strong support from FCO colleagues in King Charles Street and across the wider FCO network. We are grateful for all that they do for Wilton Park.

Looking ahead, the financial plan for 2018/2019 targets an increase of 10% in gross income. With Official Development Assistance (ODA) funding maintained at the same level this requires an increase in Wilton Park conferences and events of around 15% and an increase in Wiston House commercial income of around 10%. These are stretching targets but Shar and her team have robust activity and resource plans in place to achieve delivery.

I have been incredibly privileged to be part of the Wilton Park world for the last nine years. I have had the opportunity to meet and listen to some wonderful people and to take part in some hugely interesting, important and moving conferences; I have wept and I have laughed, I have listened with great humility to some unbelievably harrowing experiences and I have been encouraged by our human desire to find and create hope in the most difficult situations. I will continue to take a great interest in all that you do and in being an advocate and supporter.

Everyone involved in Wiston House and Wilton Park is playing their part in creating a fairer and a safer world, I salute all that you do, I thank you for your tremendous support and I wish you every success and happiness in the future.

**Iain Ferguson CBE**

Chairman

## Chief Executive's foreword

I am delighted to have been appointed the new Chief Executive of Wilton Park, having taken over at the end of November 2017, and so to introduce our 2017/18 Financial Accounts and Summary of Activities. Wilton Park has been convening confidential international policy discussions for over 70 years, offering a neutral space for participants to come together to listen, to discuss and to debate the issues that can help to make the world a safer, fairer place.

This year we have continued our tradition of working, with the help of colleagues in Posts overseas and our wider network, to bring together diplomats and politicians as well as representatives from business, academia, the military and civil society to debate issues ranging from Nuclear Deterrence and Anti-Microbial Resistance to Cyber Warfare and Youth as Peace Builders. Our aim is to ensure that those charged with developing and implementing policy are exposed to the broadest possible range of views and experience, from experts and from policy colleagues, to enable them to do their jobs as well as they can.

Over the last twelve months we brought together 3,234 people from 150 countries to attend 60 events, including 323 ministerial (or equivalent) attendees. We continued to develop our global footprint by holding dialogues and events in Abuja, Jordan, the Holy See, Bangkok and Washington DC as well as London and Sussex.

We are privileged to have as our headquarters the 16th Century Wiston House, based in the beautiful Sussex countryside. There, our dedicated staff continue to welcome guests and participants from around the world to high level dialogues. In order to cover our costs, we generate additional revenue from commercial events and weddings when the House is not used for Wilton Park events. This combination of activities helps to preserve the financial stability of the organisation as well as ensuring value for money for the UK taxpayer.

This year once again our financial performance has been strong as we met all our budget targets and delivered a small surplus of £11k.

As we look to the future it is clear that we continue to live in times of significant international uncertainty – the war in Syria has now lasted longer than WWII, global security concerns remain, and we face huge health and social challenges, for example tackling anti-microbial resistance, achieving Universal Health Coverage in the poorest countries and maintaining inter-generational fairness. But amidst all these challenges are also huge opportunities. The possibilities for Artificial Intelligence (AI) and machine learning to improve health and education outcomes; the uses of technology to connect communities and build understanding and the rise of financial technology such as blockchain to smooth trade flows and increase access to capital are all global trends that have the potential to do real good in the world.

The Wilton Park of the future will convene dialogues and events on all these issues both in the UK and overseas – continuing our quest to support policy makers, Governments and civil society to help to make the world a fairer and more secure place.

**Sharmila Nebhrajani OBE**

Chief Executive

## Purpose and activities

The purpose of the overview is to give the user a short summary to provide sufficient information to understand the organisation, its purpose, the key risks to the achievement of its objectives and how it has performed during the year.

Wilton Park organises around 60 events a year in the UK and overseas, bringing together leading representatives from the worlds of politics, diplomacy, academia, business, civil society, the military and the media. We focus on issues of security and defence, peace and prosperity. Our dialogues provide a neutral environment where conflicting views can be expressed and debated openly and calmly, allowing acceptable compromise and resolution to be achieved. Our priorities include:

- Conflict resolution and peacemaking
- Counter-terrorism, home affairs and the rule of law
- Defence and security
- Global prosperity
- Human rights, democracy and faith
- Sustainable development, energy and the environment

There is a strategic report on page 30 of this Annual Report which includes strategies and objectives.

Wilton Park's business model is to cover the cost of delivering its policy programme through partner funding and ODA supplemented by a modest amount of commercial revenue derived from weddings, functions and commercial conferences held in the house when it is not being used for Wilton Park policy dialogues. We aim to achieve cost recovery across our total portfolio of events with individual event charges set by location, duration, the number of participants and delivery complexity. Wilton Park's main customers are HMG Departments, with the Foreign and Commonwealth Office providing ODA funding, core funding as well as specific funding for commissioned events, overseas Governments, foundations and NGOs. A breakdown of funding partners by organisation type can be found on page 9 of this report.

Wilton Park is managed by a small Senior Management Team headed up by the Chief Executive. Our Policy team works with funding partners on the intellectual policy objectives of each event, our Delivery team run the logistics and the Operations team provide hospitality and guest services at Wiston House. Supporting these front line teams, our Corporate Services teams provide all back office support including accounts, human resources, information communication technology, facilities management and compliance.

## Performance summary

In 2017/18 Wilton Park again achieved the financial target of +1% to -1% income over expenditure. The reported surplus of £11k (£28k deficit in 2016/17) of revenue over expenditure when excluding non-cash costs was +0.2%. Expenditure in this target does not include non-cash items. The financial statements show net expenditure of £382k which includes non-cash items relating to depreciation, nominal costs and provisions of £393k.

Gross revenue increased by 4% to £5,981k (£5,761k in 2016/17) which included FCO discretionary funding of £1,043k and ODA and core funding amounts detailed in the paragraph below. Wilton Park delivered 61 events.

The FCO core funding remained at £700k with £200k ring-fenced to be used on ODA compliant spend. In addition to this £1.2m ODA funding was allocated to Wilton Park (of which £22k was unspent). Wilton Park raised £4,103k from other sources which equates to 69% of gross income (67% in 2016/17). Wilton Park strategy is to increase revenue from external sources ensuring less reliance on the ODA allocation in future. Wilton Park also received £250k capital budget from the FCO.

In addition to the above the FCO contributed £1,043k of discretionary funding (£778k in 2016/17) which is 19% of gross funding minus core funding (15% in 2016/17). This is the highest level of discretionary funding from the FCO for six years. In total FCO contribution to gross revenue of £5,981k was £2,921k.

In our conference feedback surveys 68% of participants evaluated Wilton Park events as excellent, similar with 2016/17.

## Key issues and risks

Throughout the year, the two principal financial risks have been securing sufficient funding for our work in year and managing the phasing of events evenly through the year.

As an organisation which relies on discretionary funding for 69% of its revenue, the current global environment of austerity in public funding bodies (both governmental and civil society) increases risk.

Wilton Park's costs are largely fixed and have little room for flexing within year, so building effective partner relationships to support our dialogues and events is critical. Whilst there has been demonstrable increased financial pressure on our partners and funders, continued global uncertainty and conflict has, in fact, intensified the work of Wilton Park with the FCO, other UK government departments and our overseas partners. Consequently, the overall downturn in public finance in the UK and elsewhere has had minimal impact on our financial position

Wilton Park was allocated £1.4m ODA funding for the second year, with the requirement to spend 85% by the end of December 2017. There was the risk of unspent ODA being clawed back into central funds for re-distributing if this requirement was not met. Wilton Park managed that through close management of the allocation by the Resource Allocation Group.

As an unpredictable source of income there remains a risk of over-reliance on ODA which can supplant external funding (which dropped from £3,443k in 2015/16 to £2,962k in 2016/17). 85% of funding came from external sources in 2015/16 and dropped to 67% in 2016/17 when ODA was first awarded. We are live to this risk and attempting to turn the position around. This year external funding increased 12% to £4,102k (69% of total funding). The business and financial plan target for 2018/19 is for 71% of gross income to come from external sources.

The second financial risk in the year was the delay in Government departments commissioning events as a result of the 2017 General Election. This led to heavy weighting of events in Quarter 4 with associated strains on resources, although in the end both business and staff coped admirably with the high workload of the final part of the year, ensuring Wilton Park met its targets and the needs of its partners.

The implementation of the General Data Protection Regulation on 25 May 2018 increased the risk of non-compliance with these enhanced data protection laws for which there are heavy fines. Wilton Park set up a GDPR working group which has been working on ensuring compliance with these regulations when they came into effect.

In common with most organisations the risk of a cyber-attack breaching our systems has remained high during the year. Wilton Park has avoided breaches and we constantly monitor the current risk climate. Total network protection has been implemented including on-site and external access via firewalls, Domain Name System protection and encryption of data. Our servers are on a total management scheme with a third party supplier thereby providing physical assurance of hardware (and software/firmware, via updates). We use a co-located data centre as backup. There are robust policies in place which are regularly updated, supported by staff awareness training and we continue to monitor the risk to minimise our exposure as far as we are able.

# Performance analysis

## Measuring performance

### Financial planning

The Wilton Park Senior Management Team (SMT) prepares an annual financial plan where income is forecast for both Wilton Park events and commercial revenue. Costs relating to that income are forecast using the resourcing models in place. Risks to the forecast are also identified and reported on during this process. The financial plan is re-forecast in September (Quarter 3 re-forecast) and again in January (Quarter 4 re-forecast). The re-forecasts are prepared using latest forecasts of income and costs.

### Monthly management accounts

Management Accounts are produced on a monthly basis for distribution and discussion at monthly SMT meetings and Board meetings held five times per year.

The Monthly Management Accounts analyse actuals against financial plan and explain variances. The Management Accounts are an integral tool to ensure the re-forecasting process produces realistic forecasts of final outcome.

### Balanced scorecard

Wilton Park has also developed a balanced scorecard which includes both financial and non-financial targets. It is prepared every month and distributed to the SMT and Board members and discussed at each Board meeting. The measures on the balanced scorecard have been selected to ensure that the SMT and Board members can effectively measure performance using a relatively small number of targets. The targets are either set using financial plan figures or have been designed using historic data combined with stretch targets:

- Average revenue per event and total revenue for both Wilton Park and Wiston House against financial plan or latest re-forecast
- Number of events to date against financial plan or latest re-forecast
- Pipeline income against target
- Overheads against financial plan or latest re-forecast
- Food and drink as a proportion of income against target
- Occupancy of Wiston House against target
- Monitoring and Evaluation (M&E) 'Impact' and 'Overall Impression' measures against target
- Twitter engagement against target
- Operations and Policy staff attributable hours against target (taken from timesheet information)
- Operations staff cost to income relating to Wiston House use against target
- Staff engagement against target
- Staff sickness against target

### The Resource Allocation Group

The Resource Allocation Group (RAG) (made up of SMT members and operational and policy staff) standardises the decision making process for the allocation of Wilton Park funding, the allocation of dates and other resources, and for the delivery of Wilton Park conferences, taking into account:

- Relevance to policy priority - conferences and events to support the FCO's Strategic Objectives and Priority Outcomes and/or other HMG strategic or foreign policy objectives
- Maximising utilisation of Wiston House and available dates for Wilton Park events
- Efficient use of human resources
- Effective allocation of FCO core funding

- Effective use of ODA funding, including eligibility and compliance
- Ensuring an audit trail is provided through an appropriately agreed budget and forecast process
- Ensuring that decisions are made in a timely and considered manner

The RAG also makes recommendations to the SMT on strategic decisions regarding product mix, funding mix and future business development.

In order to influence the current seasonal trend of funding, the RAG makes strategic use of the FCO core funding by allocating it to events which have not secured full funding to use Wiston House capacity in the first six months of the year.

The RAG also uses timesheet information to monitor time spent on each event and identify cost drivers to ensure future budgets for events realistically capture all costs.

Wilton Park carry out Monitoring and Evaluation of all events by asking participants, intellectual partners, funders and speakers to complete an eQuestionnaire during attendance at the event.

### **Monitoring and Evaluation**

The Monitoring and Evaluation (M&E) process contributes to an understanding of the impact of Wilton Park events and to the improvement and development of future work. Detailed statistics are compiled for **all** participants on gender, profession, and region. Comments from eQuestionnaires provide feedback on objectives, quality of programme, impact and facilities and administration.

Feedback is requested from participants, intellectual partners, funders and speakers, and a variety of key indicators are used to measure success. Lessons learned from performance analysis informs the way new events are designed and delivered, enabling improvements in the quality of discussions and facilities.

Wilton Park's M&E process is run under the guidance of a committee of the Wilton Park Advisory Council (WPAC) chaired by Myles Wickstead CBE, and which includes Rob van den Berg (President, International Development Evaluation Association) and Nicholas Colloff (Executive Director, Argidius Foundation).

The Committee identifies significant trends and performance issues worth WPAC consideration and reports this to WPAC biannually, improves and refines the process, and ensures lessons learned are built back into Wilton Park's approach and work.

### **Performance of staff**

Wilton Park ensures that staff performance is in line with requirements by following the FCO Performance Management guidelines and by ensuring all members of staff undergo annual appraisals where they are measured against SMART objectives. In addition to this, sickness is closely monitored and the sickness management process applied when triggers are reached.

### **Countering fraud, bribery and corruption**

Wilton Park has a countering fraud, bribery and corruption policy and process in place.

### **Going concern**

Wilton Park has been audited on a going concern basis as FCO and ODA funding for 2017/18 has been confirmed, there is a healthy pipeline of events and the next lease break-clause is not until 2022.

## Financial review

Wilton Park reports on Key Performance Indicators (KPIs) monthly to the SMT 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 in a timely fashion.

Wilton Park's financial target, as outlined in the framework document, relies on sufficient funding being secured to cover costs. Sources of funding are monitored to ensure risk mitigation can be implemented if a particular funding source is unexpectedly withdrawn. Funding from the FCO is seen as an important measure of Wilton Park's relevance to our sponsoring department, whilst at the same time ensuring external funding streams are kept at healthy levels.

Commercial income raised by Wiston House ensures that the asset that is Wiston House is used efficiently – the commercial income being used to in effect subsidise Wilton Park 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 FCO, UK and overseas stakeholder sponsorship, charges raised from events and additional revenue-generating activity.**

The financial target is +1% to -1% operating costs over income excluding non-cash items. For 2017/18 this target was met with 0.2% surplus.

|                              | 2017/18 | 2016/17 |  |
|------------------------------|---------|---------|--|
|                              | £000    | £000    |  |
| Net Operating Expenditure    | (382)   | (454)   | from Statement Comprehensive Net Expenditure |
| Add back non-cash Costs      | 393     | 426     | Note 3                                       |
| Cash-based Surplus/(Deficit) | 11      | (28)    |  |

## Sponsorship and participation fees

Wilton Park events are funded by income raised almost exclusively through sponsorship and participation fees. Until March 2009, sponsorship for conferences was secured on a conference-by-conference basis. In March 2009, following the results of the FCO Review, the FCO committed to providing core funding for our conferences commencing in the financial year 2009/10. In 2017/18 this core funding amounted to £700k with £200k ring-fenced to be used on ODA compliant spent, the same as in 2016/17.

A breakdown of gross income by funder type excluding core funding and ODA is shown in the table below:

|                            | 2015/16 £'000s | 2016/17 £'000s | 2017/18 £'000s |
|----------------------------|----------------|----------------|----------------|
| Academic/Research          | 241            | 82             | 254            |
| Business                   | 269            | 374            | 310            |
| Defence Ministry/Military  | 226            | 146            | 162            |
| FCO discretionary          | 896            | 778            | 1,043          |
| Fees                       | 313            | 154            | 176            |
| Foreign Ministry           | 428            | 455            | 322            |
| Foundations                | 199            | 204            | 305            |
| International Organisation | 115            | 247            | 101            |
| Media                      | 4              | 0              | 7              |
| NGO                        | 268            | 146            | 256            |
| Other Gov't Ministry       | 484            | 361            | 397            |
| Parliament/Political       | 0              | 15             | 0              |
| <b>Total</b>               | <b>3,443</b>   | <b>2,962</b>   | <b>3,333</b>   |

## **Support from the FCO**

As mentioned above, the FCO plays a key role in supporting the work of Wilton Park. In addition to core funding, the FCO provided conference sponsorship of £1,043k in 2017/18 (£778k in 2016/17). This amounts to 19% gross income minus FCO allocation (15% in 2016/17).

Additionally, the FCO provides Wilton Park with capital investment resources. During 2017/18 capital investments amounted to £256k (£252k in 2016/17). The total of non-cash resource costs amounted to £393k (£426k in 2016/17). The FCO accounts can be found on the FCO website:

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

## **Creditor payment**

Our policy is to pay our creditors within 30 days from the invoice date or receipt of the month-end statement, or within otherwise agreed trading terms. The aggregate number of days taken to pay suppliers was 10 (23 in 2016/17).

## **Commercial activities**

When Wilton Park events are not taking place, the facilities at Wiston House are used to generate income, which provides a contribution towards our overheads. We generate interest internally from government departments and externally from the private sector to use the facilities for conference, training and banqueting events.

During 2017/18, income from Wiston House commercial activities was £770k (£899k in 2016/17). This income was generated from 61 commercial functions (77 in 2016/17). The strategy around selling commercial events now emphasises larger, higher quality events (which impact less on our Grade 1 listed building). This led to a temporary drop in revenue in 2017/18 as the strategy was implemented.

Selling available days around the Wilton Park programme of events is core to maximising this commercial income stream, and diary management continues to be the key factor that leads to success in this area. The main Wilton Park website provides links to online information on hiring the facilities at Wiston House. Alternatively, these can be directly accessed from our commercial website <https://wistonhouse.co.uk>.

## Monitoring and Evaluation (M&E)

The M&E system is intended to highlight the impact of our events and provide evidence of the strengths of Wilton Park and our ability to deliver value for money. It is also used to help ensure our strategies are aligned with stakeholders' interests.

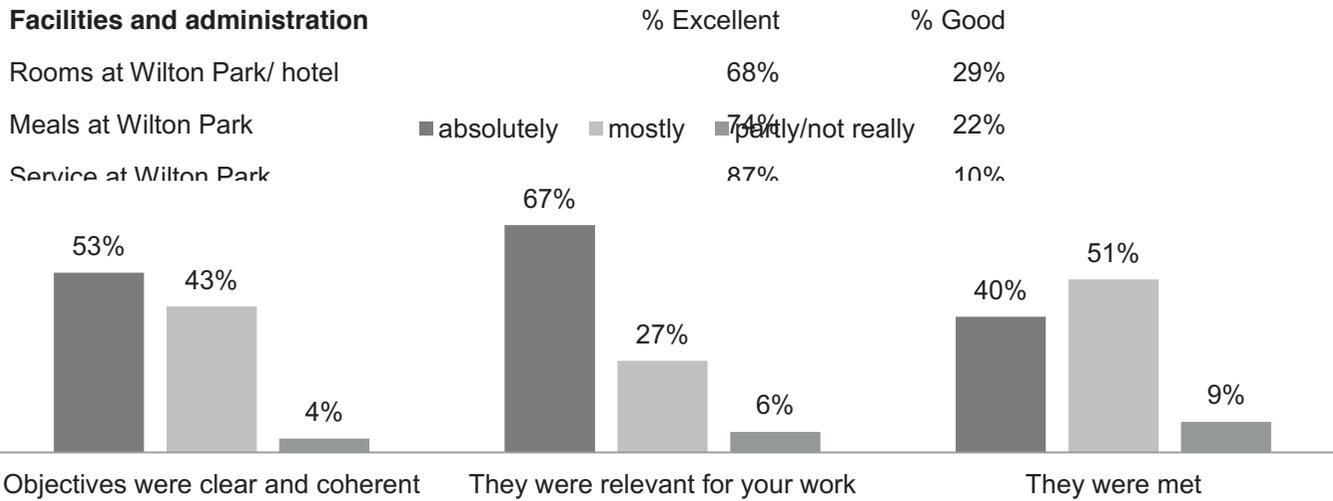
We look at a variety of indicators to measure the success of each of our events. To create an accurate picture of the composition of our events and identify themes over time we collect data on: Overall participation trends, Participation by sector, Participation by nationality, and Participation by gender.

Using eQuestionnaires, we ask participants to rate each event using five categories: Overall impression; Objectives; Programme design and delivery; Impact; and Facilities and administration. These scores are then collated to give an overall score for the five different categories for each conference.

This table provides a summary of this year's results for each of section, with further graphs below.

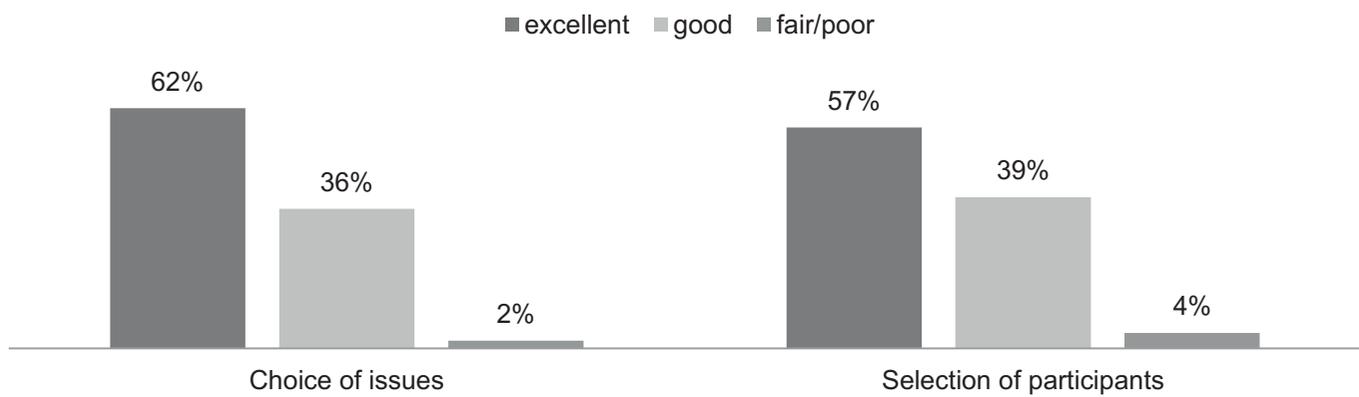
| <b>eQuestionnaire summary</b>                | <b>2017/18</b>      | <b>2016/17</b>         |              |                           |
|--|---------------------|------------------------|--------------|---------------------------|
| Questionnaires issued                        | 3,116               | 2,802                  |              |                           |
| Questionnaires returned                      | 2,196               | 2,008                  |              |                           |
| Return rate                                  | 70%                 | 72%                    |              |                           |
| <b>Overall impression</b>                    | <b>% Excellent</b>  | <b>% Good</b>          | <b>Total</b> | <b>2016/17 Comparison</b> |
|  | 68%                 | 29%                    | 97%          | No change                 |
| <b>Objectives</b>                            | <b>% Absolutely</b> | <b>% Almost</b>        | <b>Total</b> |                           |
| Clear and coherent                           | 53%                 | 43%                    |              |                           |
| Relevant to your work                        | 67%                 | 27%                    |              |                           |
| They were met                                | 40%                 | 51%                    |              |                           |
| Relevance rating                             | 54%                 | 40%                    | 94%          | 2% increase               |
| <b>Programme design and delivery</b>         | <b>% Excellent</b>  | <b>% Good</b>          | <b>Total</b> |                           |
| Choice of issues                             | 62%                 | 36%                    |              |                           |
| Selection of participants                    | 57%                 | 39%                    |              |                           |
| Quality of speaker presentations             | 53%                 | 44%                    |              |                           |
| Quality of plenary chairing/facilitation     | 76%                 | 22%                    |              |                           |
| Quality of plenary debate                    | 52%                 | 42%                    |              |                           |
| Quality of non-plenary chairing/facilitation | 54%                 | 40%                    |              |                           |
| Quality of non-plenary debate                | 51%                 | 43%                    |              |                           |
| Effectiveness rating                         | 58%                 | 38%                    | 96%          | 1% increase               |
| <b>Impact</b>                                | <b>% Definitely</b> | <b>% Significantly</b> | <b>Total</b> |                           |
| Intend to report back to organisation        | 76%                 | 17%                    |              |                           |
| Use new contacts                             | 77%                 | 19%                    |              |                           |
| Use information gained                       | 71%                 | 22%                    |              |                           |
| Identified need for policy change            | 47%                 | 38%                    |              |                           |
| Opportunities to share experience            | 62%                 | 32%                    |              |                           |
| Impact rating                                | 66%                 | 26%                    | 92%          | No change                 |

**Facilities and administration**



**Objectives (clarity and relevance)**

**Quality of programme and participation**

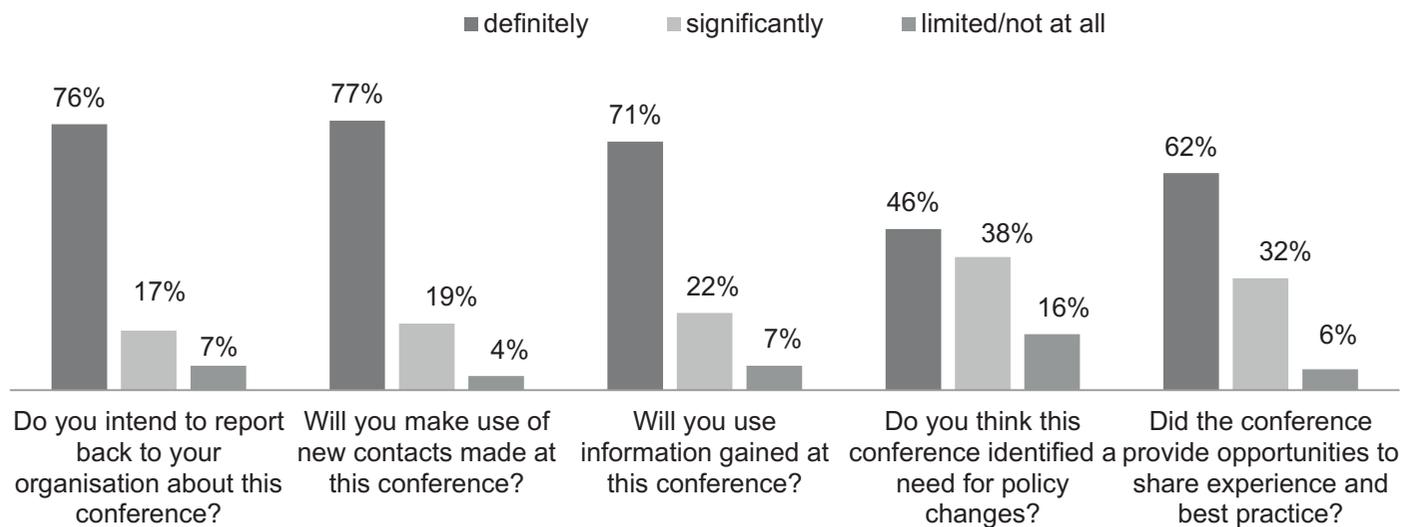


**Quality of plenary sessions**

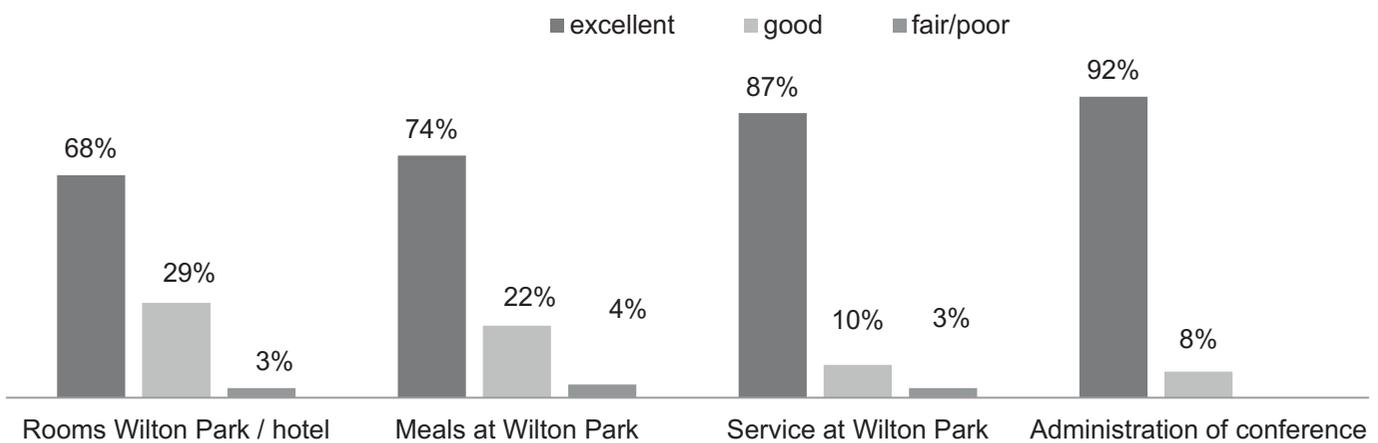
**Quality of non-plenary sessions (e.g. discussion groups, world café, Pinpoint)**



**Impact**



### Facilities and Administration



### Overall participation trends

We also collect data internally on general participation trends.

| Financial year | Total number of participants | Number of events | Average participation |
|----------------|------------------------------|------------------|-----------------------|
| 2017/18        | 3,234                        | 60               | 54*                   |
| 2016/17        | 2,789                        | 62               | 45                    |
| 2015/16        | 2,659                        | 62               | 43                    |

\*Wilton Park has held several abnormally large events, defined as events with 90 or more participants, over 2017/18. This has increased average participation per event significantly. However, once these outliers were removed, the average number of participants per event is 51, still significantly higher than past years. This reflects a tendency towards larger events.

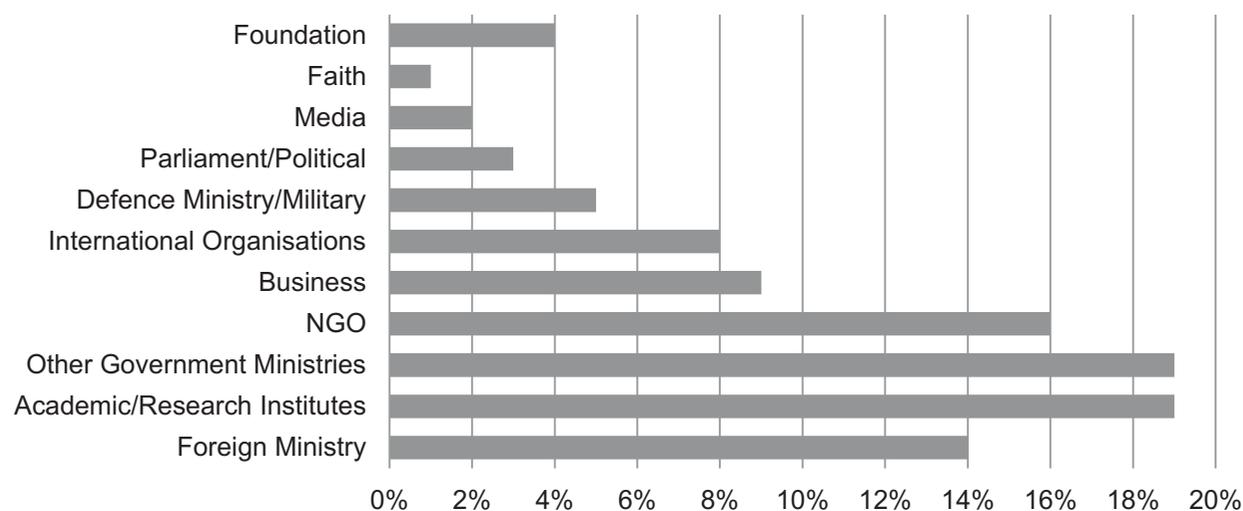
### Participation by sector by year

|                  | 2017/18 | 2016/17 | 2015/16 |
|------------------|---------|---------|---------|
| Foreign Ministry | 14%     | 14%     | 23%     |

|                              |      |      |      |
|------------------------------|------|------|------|
| Academic/Research Institutes | 19%  | 23%  | 19%  |
| Other Government Ministries  | 19%  | 15%  | 15%  |
| NGO                          | 16%  | 15%  | 12%  |
| Business                     | 9%   | 11%  | 11%  |
| International Organisations  | 8%   | 9%   | 9%   |
| Defence Ministry/Military    | 5%   | 4%   | 4%   |
| Other/Not Known              | -    | -    | 4%   |
| Parliament/Political         | 3%   | 3%   | 2%   |
| Media                        | 2%   | 3%   | 1%   |
| Faith                        | 1%   | 1%   | 0%†  |
| Foundation                   | 4%   | 2%   | 0%†  |
| Total                        | 100% | 100% | 100% |

†Denotes a figure below 0.5% of the total number of participants.

### Participation by sector 2017/18

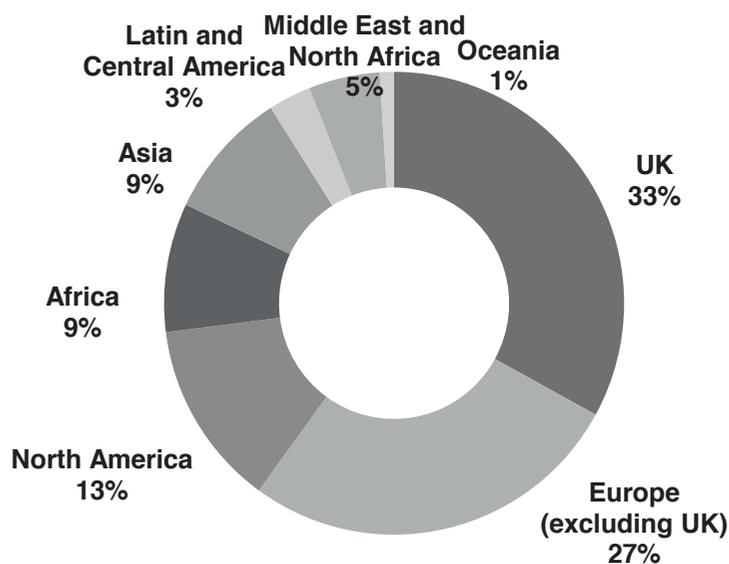


### Participation by region by year

| Region/ country              | 2017/18 | 2016/17 | 2015/16 |
|------------------------------|---------|---------|---------|
| UK                           | 33%     | 33%     | 32%     |
| Europe (excluding UK)        | 27%**   | 19%     | 28%     |
| North America                | 13%     | 16%     | 12%     |
| Africa                       | 9%      | 10%     | 9%      |
| Asia                         | 9%      | 11%     | 6%      |
| Latin and Central America    | 3%      | 7%      | 8%      |
| Middle East and North Africa | 5%      | 3%      | 4%      |
| Oceania                      | 1%      | 1%      | 1%      |
| Total                        | 100%    | 100%    | 100%    |

\*\*The significant increase in participation from Europe is due to a larger number of conferences focused on Europe or European countries. Wilton Park held nine events with a specific focus on Europe in 2017/18, while only five were held the previous year. These events also tended to be larger.

### Participation by region 2017/18



### Participation by gender

| Financial year | Total number of female participants | As a percentage of total number of participants |
|----------------|-------------------------------------|---|
| 2017/18        | 1,323                               | 41%   |
| 2016/17        | 1,043                               | 37%   |
| 2015/16        | 929                                 | 35%   |

## Wilton Park activities 2017/18

### Our global reach

Wilton Park events create unique dialogues and cross-sector networks which lead to innovative long-term policy solutions.

Over the last year, Wilton Park delivered 60 foreign policy events.

These provided neutral space for international experts to talk openly about some of the most challenging issues facing the world today. Each year Wilton Park partners with government agencies, academia, civil society and private sector organisations on a variety of themes, falling under Wilton Park's two 'clusters' of Peace and Prosperity and Defence and Security.

In addition to established and recurring themes, this year we have established new partnerships linked to innovation and health, youth and participation.

As the UK, Europe and the wider world continued to consider the repercussions of the EU referendum result, and as new UK government priorities and bodies emerged, we have worked closely with colleagues from across Her Majesty's Government to explore related issues.

For the majority of our events held in the public domain, our Communications Team helps broaden the reach of our

global dialogues beyond the conference room. Numbers of visits to the Wilton Park website went up by 16%, breaking the 100,000 sessions mark for the first time. Between August 2017 and March 2018 our Shorthand Social articles were viewed 9,587 times.

We have focussed on improving and increasing our use of video across our social media platforms. These efforts have resulted in a 119% increase in viewing minutes for our Twitter videos, whilst our YouTube watch time has increased by 40%. Visits to our Twitter page grew by 25% and we achieved over 2m impressions through our Tweets for the first time. Our Tweets using event hashtags were seen over 43m times and reached accounts over 10m times through our event-specific campaigns.

### **FCO Strategic Objectives**

We continue to ensure that the FCO priority themes are clearly reflected in our strategic priorities using our core grant of Official Development Assistance (ODA) to support the UK Aid Strategy, with more than half of our conferences (34) addressing issues affecting the social and economic welfare of developing countries.

This funding enabled us to welcome 1,098 participants from ODA recipient countries, maintaining our objective to increase the scope and diversity of perspectives shared around the conference table.

Increasingly we also take our conferences on the road to facilitate dialogue between those whose voices need to be heard wherever there is a policy need. Across the year, we held 13 events overseas - in North and South America, Europe, Africa, the Middle East and Asia.

To help us support continued bilateral links between the UK and Brazil, FCO Permanent Under Secretary, Sir Simon McDonald signed a Memorandum of Understanding on behalf of Wilton Park with Ministry of Foreign Affairs partners (the Fundação Alexandre de Gusmão) in Brasilia.

Wilton Park has continued to place a strong emphasis on future leaders with a continuation of its contribution to the FCO 'International Leaders Programme' (ILP).

The FCO also commissioned us to convene an event focussing on European bilateral relations, the first at Wilton Park since the UK voted to leave the EU.

## Thematic focus

The brief descriptions below offer a flavour of the range of themes that we have addressed in the past year. Programmes, reports, podcasts, videos and social media links are available on our website: [wiltonpark.org.uk](http://wiltonpark.org.uk)

### Conflict prevention, resolution and state building

Our work continues to cover a range of conflict prevention, resolution and state building issues related to global security threats.

Our event on **Protecting civilians in conflict**, held in association with the Open Society Foundations (OSF) and the Center for Civilians in Conflict (CIVIC), brought together military professionals, officials and NGOs from NATO and EU member states with counterparts in partner countries to discuss effective policy and operational approaches for the protection of civilians in conflict (PoC). The conference produced a number of specific recommendations regarding the establishment of PoC policies, guidelines for doctrine writing processes, and initiatives to improve implementation, including the setting up of a PoC centre of excellence.

**Implementing peace in Colombia** was held in partnership with the Norwegian Centre for Conflict Resolution (NOREF) in Bogotá, and explored the reintegration of former FARC combatants, one of the most challenging issues facing the implementation stage of the Colombian peace process.

**The future of global peacebuilding: Africa** was held in Abuja and was the fourth event in Wilton Park's 'African perspectives of peacebuilding' series, which was developed in partnership with the African Leadership Centre and the African Peacebuilding Network, with support from the Carnegie Corporation of New York. The meeting created a credible platform for policy-makers, practitioners and civil society actors to continue to discuss issues raised in the previous three Wilton Park meetings on new African peacebuilding approaches.

The FCO's campaign to create a UK/Commonwealth network of women in mediation was launched at the UN General Assembly in September 2017 in the run up to the April 2018 Commonwealth Heads of Government Meeting (CHOGM) taking place in London. **Women in mediation: promoting participation** was convened to support this campaign.

Our fourth dialogue focussing on gender equality examined the routes available to women in developing, emerging and mature economies in **Taking forward the women's economic empowerment agenda**.

### Defence and security

#### Deterrence

Our annual meeting on **Rethinking deterrence and assurance** addressed western strategies and the future options for nuclear deterrence and assurance. Particular topics of focus were recent developments in relations between Russia and the West; key elements of a strategy to negate coercion and deter escalation; and implications for the further evolution of North Atlantic Treaty Organisation (NATO)'s deterrence and defence posture. Discussions developed new ideas and concepts around these issues and helped participants to better appreciate the challenges of deterrence in a multi-polar, multi-domain world. Bridging European and Transatlantic perspectives,

**The future of European militaries** asked what military force Europeans should aspire to create by 2030. It reinforced the challenges implicit in European defence and helped establish a process going forward.

#### Arms control

**Responding to deliberate biological release** assessed the requirements for effective, coordinated international action. The meeting identified how governmental, inter-governmental and non-governmental entities can prepare and effectively implement collaborative action in the event of the use of biological weapons, whether by states or non-state actors, in order to ensure an effective response.

Wilton Park and the FCO convened key stakeholders for a two-day workshop in South Africa, to explore the role of civil society and technology in enhancing law enforcement efforts to reduce illicit flows of Small Arms and Light Weapons (SALW) at **Implementing SDG 16.4 - Increasing detection and reporting of illicit SALW**. The event, hosted in partnership with regional actors: The Secretariat of the Regional Centre on Small Arms in the Great Lakes Region, the Horn of Africa and Bordering States (RECSA) and the African Union (AU), brought together law

enforcement agencies, institutions and civil society to discuss the challenges facing detection and reporting initiatives. Participants shared the lessons of previous interventions, examining new tools to enhance efforts at detecting illicit SALW, and produced proposals for new SALW detection and reporting programmes.

**Clearance of Improvised Explosive Devices (IEDs) in the Middle East** assessed the challenges IEDs pose to the military, commercial and humanitarian stabilisation of affected countries, and the requirements for effective and efficient coordination between the stakeholders responsible for clearance. This meeting was widely considered as a turning point in discussions on IED and mine action issues, while also prompting ongoing and open consultation on the standards of IED disposal.

Our long-term nuclear non-proliferation series, supported by Los Alamos, Lawrence Livermore and Sandia Laboratories, continued to inform and influence the global non-proliferation community. The results from **Nuclear security architecture: identifying emerging challenges and opportunities** were presented by the UK at the September Nuclear Security Contact Group. **Nuclear non-proliferation: challenges and opportunities for the global regime** reviewed the status of and prospects for the nuclear non-proliferation regime as we head towards the 2020 NPT Review, debating NPT diplomacy, the nuclear ban treaty, the future of the non-proliferation pillar.

**Verification in multilateral nuclear disarmament** brought together newly announced members of the UN Group of Governmental Experts (GGE) on verifying nuclear disarmament, drawing on practical past experience of similar issues to identify transferable lessons, and set out intentions on how to pursue the work of the GGE.

### Space

Government and industry participants from likeminded space faring nations discussed **Responsible behaviour in space** to develop specific proposals for new space norms. Held in partnership with the FCO, UK Space Agency, Airbus (UK), and the French Ministry for Europe and Foreign Affairs, discussions looked at guiding principles for effective and responsible national space regulation and how to create an action plan to promote space interests via international fora.

## Global economy

Wilton Park has continued to be a hub for collaboration towards building a prosperous global economy, focusing on driving innovation, targeting corruption and promoting international cooperation. Working in collaboration with the Department for International Development (DFID), and the Department for International Trade (DIT), and the Africa Strategy Unit at FCO.

**Boosting trade and investment in Sub-Saharan Africa** supported HMG objectives to boost trade connections between UK and Sub-Saharan African countries and businesses, to identify blockages in trade and investment flows and potentially to initiate some new trade partnerships or investment opportunities.

**Tax capacity building for tomorrow: digital and analogue approaches**, was held in association with Common Vision's Responsible Tax Lab, the Joffe Charitable Trust, DFID and the Organisation for Economic Co-operation and Development (OECD), and brought together tax systems stakeholders to discuss how information and communications technology can be leveraged to enhance the capacity and effectiveness of tax administrations in lower and middle income countries. The conference looked beyond the technologies themselves, and included discussions of the necessary building blocks that need to be in place to implement successful digital reforms.

Held in collaboration with the Stanley Foundation, the European Climate Foundation and E3G, **Accelerating the phase out of coal-fired power generation**, established a dialogue around creating the conditions for an accelerated and orderly transition from coal in the global economy as part of the Paris Agreement.

Major world crises such as the 2010 Icelandic Eyjafjallajökull volcano eruption, the 2011 Great East Japan earthquake, floods in central Europe in 2013, the West Africa Ebola outbreak, and the 2016 Zika and microcephaly public health emergency were used as case studies in our **Science advice conference**. With support from the OECD Global Science Forum, and High Level Risk Forum, the UK Government Office for Science and the UK Meteorological Office, the Natural Environment Research Council, and University College London, this workshop focussed on the 'sense making' or situational analysis phase immediately before and after a crisis occurs when decisions have to be made rapidly in a complex and changing environment.

## Human rights, good governance and faith

In cooperation with the Centre for Research, Transparency and Accountability and with support from UK aid and the British Embassy Belgrade, **Good governance and effective citizen engagement** was a facts-based policy discussion, contributing to open, accountable and participatory governance in Serbia.

The 11th annual meeting in Wilton Park's International Futures series, **The future of cities, regions and communities** was held in association with the FCO's Policy Unit and Economic Diplomacy Directorate and the Ministry of Defence. A collaborative group of participants explored the potential futures for cities, regions and communities past 2030.

We brought together localisation work-stream participants and key stakeholders at **One year on - the Grand Bargain and localisation**, which was held in partnership with the Humanitarian Leadership Academy and International Federation of Red Cross and Red Crescent Societies (IFRC), to progress development on the localisation strand of the Grand Bargain. This meeting resulted in the publication of "Local Humanitarian Action in Practice: Case Studies and Reflections of Local Humanitarian Actors", launched at the World Humanitarian Action Forum in November 2017.

Contemporary domestic challenges and shifts in the international power balance have created uncertainty and increased pressure on existing institutions, with multiple actors exploring complex trade-offs between national interests and international obligations.

This current state of flux provided participants at **Britain's place in the world: a force for good?** with an opportunity to consider Britain's role in promoting international collaboration around universal norms, identify opportunities to build consensus and explore ways in which the UK can sustain a positive influence on global discourse.

### Youth

In the MENA region, 60% of the population is under 30 - the most youthful region in the world. Youth employment sits at 51%, with highly skilled and tertiary educated young people disproportionately affected. The first event in the new Wilton Park Youth Dialogues series, **Connecting youth and government for a more stable world**, focussed on young people and their aspirations and needs, with particular focus on the Middle East and Africa. The meeting concluded that there is a window of opportunity of a few decades at best to convert the youth bulge into a 'demographic dividend'.

The second event, **Youth as peacemakers**, looked at how initiatives and actions can be supported and strengthened. These events were held with support from the British Council, FCO, DFID, the Commonwealth Secretariat, Restless Development, the Institute of Development Studies and the West Asia North Africa Institute, Jordan.

Held with support from Save the Children and DFID, **Dealing with the mental health needs of children and adolescents affected by conflict** explored the mental health crisis among children and adolescents trapped in conflict in Syria and elsewhere, during and after conflict. The conference identified lessons to be learned globally, as well as innovations from new and promising interventions.

### Human rights

Experts from selected source, transit and destination countries, including policy makers, law enforcement, business, civil society, exchanged ideas on creative uses of ICT in tackling modern slavery, using the '5P' framework of pursue, prevent, protect, prepare and partnership at **The role of digital technology in tackling modern slavery**. Funded by BT and Nokia and with input from techUK, the discussions concluded that technology will not solve modern slavery alone but needs effective deployment and adequate skills and capacity on the ground to be used effectively.

The 13th annual Wilton Park Human Rights meeting, **Human rights and Agenda 2030** was co-funded by the Swiss Federal Department for Foreign Affairs and the Ministry for Foreign Affairs, Finland. International experts explored how Agenda 2030 for Sustainable Development and existing international human rights norms can be further aligned, identifying potential risks and challenges.

Prosecuting human trafficking, modern slavery, organised immigration crime, forced labour and related conduct requires prosecutors to work with police from the outset of criminal investigations, shaping the gathering of

evidence in complex cases where there may be many victims and many perpetrators with different roles. Against this backdrop, the Director of Public Prosecutions for England and Wales hosted **Stepping up the level of prosecution for people trafficking, modern slavery, organised immigration crime and forced labour across Europe** as a summit for Prosecutors General and senior expert prosecutors from countries in Europe, Africa and Latin America; international law enforcement organisations such as Eurojust, Interpol and Europol; and the UK's National Crime Agency and UK policing.

The expert roundtable, **Towards a 21st century treaty body system**, provided a forum to explore opportunities presented by the 2020 General Assembly Review of the UN Human Rights Treaty Body System. In particular, the meeting considered what makes for a modern and effective Treaty Body System (TBS), with the protection of human rights at the forefront. The meeting was held in association with the Organising Committee comprised of Jens Modvig (Chairperson, UN Committee Against Torture), Anastasia Crickley (Outgoing Chairperson, UN Committee for the Elimination of Racial Discrimination), and Sir Malcolm Evans (Chairperson, UN subcommittee on Prevention of Torture)

### Multilateral institutions, key countries and regions

Continuing our longest running event series, **British German Forum 2017** gave young leaders from the UK and Germany an insightful mix of perspectives. This included a clear focus on Brexit and some of the deeper ways of working into the future on areas including environment, jobs, and an underpinning of the values needed in business, and how to maintain them, as we move towards different global economies growing in the future.

**The future of the UK's bilateral relationships in Europe** was organised with the FCO's EU Directorate to create an informal space to look at the longer term picture of the UK's bilateral relationships in Europe, identifying practical ways in which the UK and European partners can best work together beyond the UK's withdrawal.

Six countries from the post-conflict region came together at **Security, the Western Balkans and the UK: working together to address shared challenges**. Commissioned by the FCO, this meeting achieved the aims of building trust, relationships and an understanding of the shared security challenges, providing plenty of ideas of how to press ahead on key security issues ahead of the July 2018 Western Balkans Summit which the UK will host. The event helped build professional links for those working in the region.

In the 21st century Asian states have become more prominent on many of the issues that are critical to international security and economic development.

Convened in association with the British Embassy Seoul and the Policy Planning Bureau, Ministry of Foreign Affairs South Korea, **East Asia and the rules-based international system**, saw major security and economic actors in the region exchange views and thinking on the role of the rules-based international system and its contribution to regional stability, security and economic growth.

### Sustainable development and the environment

#### Education

Participants at **Organising for change: how can higher education meet the changing needs of employment?** explored the opportunities and challenges facing the higher education sector in terms of meeting the changing needs of employment in today's uncertain job market - with 75% of young people in developing countries either in irregular work or unemployed. Partners included DFID, The Association of Commonwealth Universities, the University of Pretoria and the National Research Foundation, South Africa.

Convened in association with DFID, the Global Schools Forum and Ark, with additional financial support from UBS Optimus Foundation, **No child left behind: what is the complementary role of non-state actors in the delivery of quality basic education in low resource environments?** was an evidence-based discussion on the role that non-state education can play in delivering quality education in developing countries.

**Maximising the power of tertiary education: strengthening partnerships for global impact** drew from a wide range of existing and new programmes, encouraging countries to share best practice and building a network of experts and policymakers for development strategy on an international scale.

Promoting the improvement of technical and vocational education and training (TVET) policy and implementation in Asia, and encouraging increased cross-institutional and regional collaboration as well as an opportunity to explore

and develop future strategies were addressed at **Skills for jobs: maximising potential in Asia**. The event was held in partnership with the British High Commission in Malaysia as part of Education is GREAT, the British Embassy in Bangkok, and with support from DIT.

## Health

The Wilton Park Global Health series has continued apace this year addressing a range of issues from Tuberculosis (TB) the world's oldest epidemic, to building digital health technologies.

In collaboration with the Meningitis Research Foundation, we held **A global vision for meningitis by 2030 and an action plan to get there**, setting a new agenda spanning scientific and medical approaches with a country's abilities to deliver through its health systems. The conference was co-sponsored by the Bill and Melinda Gates Foundation, GlaxoSmithKline, Pfizer Inc. and Sanofi Pasteur, and linked efforts to tackle meningitis holistically across southern and northern stakeholders, public and private sector. It provided advocacy language to put more emphasis on prevention, promotion, testing and treatment as part of integrated healthcare services, particularly important as malaria treatment protocols have moved away from presumptive treatment.

Johnson & Johnson co-sponsored **Time to end Tuberculosis** with key participation from TB affected countries, for global public health to take a fresh look at the challenge posed by the disease. The Global TB Caucus has fed back that the meeting is frequently referenced, while the path to defeating TB has been widely agreed, it has stagnated more recently, and having an external Wilton Park forum has been invaluable to advance the issue.

The Wilton Park USA hub convened **No more missed opportunities: advancing public-private partnerships to achieve the global nutrition goals**, which demonstrated eagerness from private sector, non-profit institutions and governments to collaborate across the spectrum of global nutrition concerns and to be guided by Principles of Engagement which were discussed during the dialogue. It was co-funded by the Global Alliance for Improved Nutrition (GAIN), the USCIB Foundation, the educational arm of the United States Council for International Business (USCIB), in support of the Sustainable Development Goals, the UN Decade of Action on Nutrition and the UN Secretary-General's Every Woman, Every Child movement.

The inaugural **Digital health in Africa** dialogue focussed on accelerating the use of scalable digital technologies in healthcare delivery, and the coordination and leadership needed to support it. The conference enabled stakeholders to 'speak directly' with ministries of health from many countries, as well as donors and others who can contribute to the success of the African Alliance which was launched at the event. This has ignited significant interest in the Alliance's potential to build digital health capacity across the region, with Alliance Board members agreeing on concrete next steps in 2018. Two further coordination meetings have been held in the US, helping to secure funding for the next stage of the East Africa Community digital roadmap ('Digital REACH').

We convened **The importance of sexual and reproductive health and rights (SRHR) to reach HIV fast-track goals and Universal Health Coverage for women and girls** following a suggestion from the World Health Organisation (WHO) at our previous HIV Prevention meeting in Namibia. The meeting was held in association with WHO and the Human Reproduction Programme, where participants discussed how countries can develop sustainable approaches to advance sexual and reproductive health which include HIV interventions, with a focus on vulnerable women and girls. It culminated in the development of a Position Statement to enable follow-up action as a collective in addition to the individual actions that emerged.

**Slowing the HIV and Hepatitis C virus (HCV) epidemics among people who inject drugs (PWID)** was part of our global health series linking previous meetings on drugs policy, and continuing partnership with the Global Health Group, UCSF and Gilead Sciences. We brought key stakeholders together to identify how to work better together to prevent HIV/HCV amongst PWID, and how to care better for those already living with HIV/HCV.

## Sustainable Development Goals

**The Future of Philanthropy** was held in association with the Charities Aid Foundation, and brought together a mixture of international stakeholders from the giving sector, including high net worth individuals, foundations and government departments. Participants discussed opportunities for stakeholder collaboration, partnerships and joint action with the aim of assisting the fulfilment of the SDGs as well as teasing out current hindrances for this action.

**Achieving the SDGs** was held in association with the University of Sussex, Sustainability Research Programme and the British Council, to provide input to the UN High-level Political Forum on Sustainable Development (the UN Forum) in July 2018, focusing on the SDGs interlinkages and interactions as well as understanding how science and policy can connect and cooperate to achieve the SDGs.

## Schedule of events

| Event name  | Location     | Date           | Policy theme           |
|---|--------------|----------------|------------------------|
| A global vision for meningitis by 2030 and an action plan to get there  | Wiston House | May 2017       | Economic Diplomacy     |
| Clearance of Improvised Explosive Devices in the Middle East  | Wiston House | May 2017       | Security Threats       |
| One year on - the Grand Bargain and localisation  | Wiston House | June 2017      | Conflict & Stability   |
| Connecting youth and government for a more stable world: co-creation and the evolving social contract   | Wiston House | June 2017      | Conflict & Stability   |
| The role of digital technology in tackling modern slavery   | Wiston House | June 2017      | Conflict & Stability   |
| Rethinking deterrence and assurance. Western deterrence strategies: at an inflection point?   | Wiston House | June 2017      | Conflict & Stability   |
| Time to end TB – a new path to defeating the world's oldest epidemic  | Wiston House | June 2017      | Economic Diplomacy     |
| International Leaders Programme (ILP)   | London       | June 2017      | Economic Diplomacy     |
| Nuclear security architecture: identifying emerging challenges and opportunities  | Wiston House | June 2017      | Security Threats       |
| Boosting trade and investment in Sub-Saharan Africa   | Wiston House | June 2017      | Economic Diplomacy     |
| British German Forum 2017: Securing the future in a changing world to 2020 and beyond   | Wiston House | July 2017      | Europe                 |
| Accelerating the phase out of coal-fired power generation: international collaboration and diplomacy  | Wiston House | September 2017 | Europe                 |
| Science advice: international co-operation and exchange of data and information during trans-national crises                                      | Wiston House | September 2017 | Euro-Atlantic Security |
| No child left behind: what is the complementary role of non-state actors in the delivery of quality basic education in low resource environments? | Wiston House | September 2017 | Conflict & Stability   |
| The future of European militaries   | Wiston House | September 2017 | Euro-Atlantic Security |
| Responding to deliberate biological release: the requirements for effective, coordinated international action                                     | Wiston House | September 2017 | Security Threats       |
| No more missed opportunities: advancing public-private partnerships to achieve the global nutrition goals   | New York     | October 2017   | Conflict & Stability   |
| Digital health in Africa: leadership and coordination   | Wiston House | October 2017   | Economic Diplomacy     |
| Youth as peacemakers  | Dead Sea     | October 2017   | Conflict & Stability   |
| Security, the Western Balkans and the UK: working together to address shared challenges   | Wiston House | October 2017   | Europe                 |

|  |              |               |                      |
|--|--------------|---------------|----------------------|
| The importance of sexual and reproductive health and rights (SRHR) to reach HIV fast-track goals and Universal Health Coverage for women and girls | Wiston House | October 2017  | Economic Diplomacy   |
| Protecting civilians in conflict: working with partner militaries  | Wiston House | October 2017  | Conflict & Stability |
| Britain's place in the world: a force for good?  | Wiston House | November 2017 | Conflict & Stability |
| Organising for change: how can higher education meet the changing needs of employment?   | Johannesburg | November 2017 | Conflict & Stability |
| Good governance and effective citizen engagement   | Belgrade     | November 2017 | Europe               |
| East Asia and the rules-based international system: leadership and interests   | Seoul        | November 2017 | Economic Diplomacy   |
| Tax capacity building for tomorrow: digital and analogue approaches  | Wiston House | November 2017 | Economic Diplomacy   |
| Taking forward the women's economic empowerment agenda   | Wiston House | November 2017 | Economic Diplomacy   |
| Women in mediation: promoting participation  | Wiston House | December 2017 | Conflict & Stability |
| Future of Philanthropy: what role can Philanthropists and Foundations play in delivering on the global goals for sustainable development?          | Wiston House | December 2017 | Economic Diplomacy   |
| Nuclear non-proliferation: challenges and opportunities for the global regime  | Wiston House | December 2017 | Security Threats     |
| Human rights and Agenda 2030   | Wiston House | January 2018  | Conflict & Stability |
| Dealing with the mental health needs of children and adolescents affected by conflict  | Wiston House | January 2018  | Conflict & Stability |
| Verification in multilateral nuclear disarmament: preparing for the UN Group of Governmental Experts   | Wiston House | January 2018  | Security Threats     |
| The future of the UK's bilateral relationships in Europe   | Wiston House | January 2018  | Europe               |
| The future of cities, regions and communities  | Wiston House | February 2018 | Conflict & Stability |
| Stepping up the level of prosecution for people trafficking, modern slavery, organised immigration crime and forced labour across Europe           | Wiston House | February 2018 | Economic Diplomacy   |
| Implementing SDG 16.4 - Increasing detection and reporting of illicit SALW: common challenges and shared solutions                                 | Johannesburg | February 2018 | Security Threats     |
| Implementing peace in Colombia: the challenges of FARC reintegration   | Bogota       | February 2018 | Conflict & Stability |
| Slowing the HIV and HCV epidemics among people who inject drugs  | Wiston House | February 2018 | Economic Diplomacy   |
| Towards a 21st century treaty body system  | Wiston House | February 2018 | Conflict & Stability |
| Achieving the SDGs: building on interlinkages among goals  | Wiston House | March 2018    | Conflict & Stability |
| Skills for jobs: maximising potential in Asia  | Bangkok      | March 2018    | Economic Diplomacy   |

|  |              |            |                      |
|--|--------------|------------|----------------------|
| Responsible behaviour in space: building a common vision                                 | Wiston House | March 2018 | Security Threats     |
| The future of global peacebuilding: Africa   | Abuja        | March 2018 | Conflict & Stability |
| Maximising the power of tertiary education: strengthening partnerships for global impact | Wiston House | March 2018 | Economic Diplomacy   |

**Wilton Park convened 60 events in 2017/18, 14 of which were closed, so are not listed above.**

## Schedule of partners

### UK government/parliament

British Army  
British Council\*  
Crown Prosecution Service (CPS)  
Department for Business, Energy and Industrial Strategy (BEIS)  
Department for International Development (DFID)  
Department for International Trade (DIT)  
Foreign and Commonwealth Office (FCO)  
GO-Science  
Met Office  
Ministry of Defence  
UK Space Agency (UKSA)

### Other UK organisations

Ark Education Partnerships Group  
Association of Commonwealth Universities (ACU)  
Bridge International Dialogue  
Charities Aid Foundation (CAF)  
Global Schools Forum\*  
Humanitarian Leadership Academy  
Institute of Development Studies (IDS)\*  
Meningitis Research Foundation (MRF)\*  
Restless Development  
Save the Children UK  
The Bill and Melinda Gates Foundation  
The Joffe Charitable Trust  
The Sir Heinz Koeppler Trust  
Third Generation Environmentalism (E3G)  
University of Sussex  
Vitol Foundation

### Multinational/private sector

Airbus Defence and Space  
Atomic Weapons Establishment (AWE)  
British Telecommunications plc  
Gilead Sciences, Inc  
Johnson & Johnson  
GlaxoSmithKline (GSK)  
KPMG International  
Natural Environment Research Council (NERC)  
Nokia Corporation  
Pfizer Inc  
The Depository Trust and Clearing Corporation (DTCC)

### International organisations

NATO Defence College  
Organisation for Economic Cooperation and Development (OECD)  
International Federation of Red Cross and Red Crescent Societies (IFRC)  
UN Women  
World Health Organisation (WHO)

### Overseas governments and organisations

#### Canada

Global Affairs Canada

#### Denmark

Dignity, Danish Institute Against Torture

#### Finland

Ministry of Foreign Affairs

#### France

Ministry for Europe and Foreign Affairs  
Sanofi Pasteur

#### Germany

Austwärtiges Amt  
Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (GIZ)

#### Jordan

Jordanian Armed Forces  
The Middle East Scientific Institute for Security (MESIS)\*  
West Asia North Africa Institute (WANA)

#### Netherlands

European Climate Foundation  
Ministry of Foreign Affairs  
TNO Defence, Safety and Security

#### Norway

Norwegian Centre for Conflict Resolution (NOREF)

#### Serbia

Center for Research, Transparency and Accountability (CRTA)\*

#### South Africa

University of Pretoria

#### Switzerland

Convention against Torture Initiative  
Swiss Federal Administration

#### USA

All Africa Media  
Carnegie Corporation of New York  
Center for Global Health Science and Security  
GAIN Health  
Lawrence Livermore National Laboratory (LLNL)  
Los Alamos National Laboratory (LANL)  
Metrics for Management  
Open Society Foundation (OSF)  
PATH  
Qualcomm  
Sandia National Laboratories  
Stanley Foundation  
UCL Institute for Risk and Disaster Reduction  
UCSF Institute for Global Health Sciences  
United States Council for International Business (USCIB)  
University of California, San Francisco (UCSF)  
Wilton Park USA

\*intellectual partner †partner venue

## Official Development Assistance (ODA)

### Background

This report reflects how Wilton Park's ODA eligible funding has been spent over the past two financial years. In both 2017-18 and 2016-17 Wilton Park received £1.4m from the Foreign and Commonwealth Office which was allocated as Official Development Assistance (ODA).

### Summary of Wilton Park's ODA Programme

Wilton Park has used the FCO ODA funding to convene policy dialogues on issues that directly affect OECD-Development Assistance Committee (DAC) eligible countries and individuals and supports their long-term development.

Figures comparing 2016-17 and 2017-18 show a growing number of Wilton Park conferences supported by ODA, spreading the ODA over more activities and policy issues. This has resulted in the average ODA allocation per ODA funded conference reducing slightly and leveraged the raising of over £900k additional external co-funding for these events maximising the value of the UK's ODA.

|                                      | 2016/17  | 2017/18  |
|--------------------------------------|--|--|
| <b>ODA supported events</b>          | 52%  | 57%  |
| <b>Overseas events</b>               | 7 (inc. Brazil, Ethiopia, Nigeria and Namibia) | 9 (inc. Jordan, Morocco, South Africa, Serbia, Thailand, Colombia) |
| <b>Average allocation/conference</b> | £44k   | £37k   |
| <b>Total eligible participants*</b>  | 875  | 1,098  |

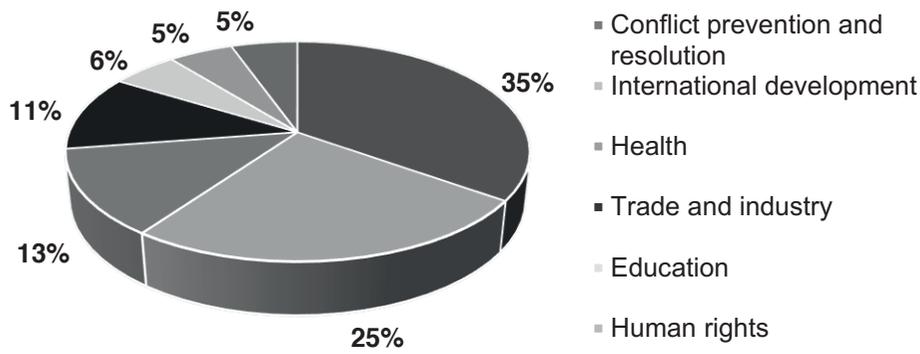
Wilton Park has continued to improve its internal bidding process for ODA funding, which includes a robust system for demonstrating eligibility, with committee approval and transparent reporting to FCO and DFID.

### ODA supported events and their impacts

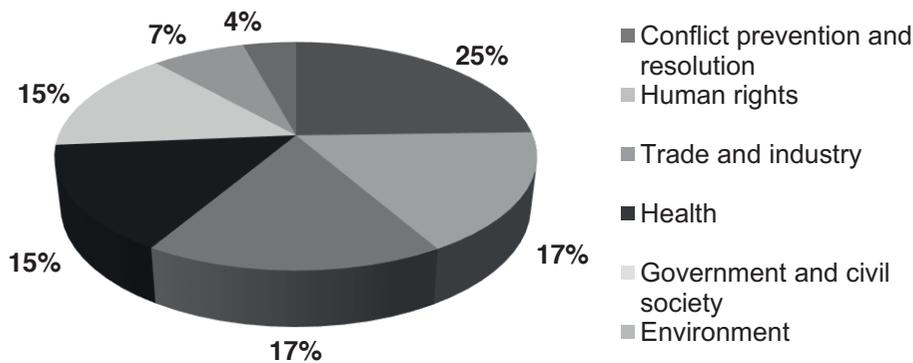
Wilton Park's ODA is used to address different causes of poverty and ways of addressing them through the lens of the Sustainable Development Goals. Wilton Park creates dialogues that build capacity, share best practice, support the wider building of evidence bases, the discovery phases for new policy approaches and the better implementation of national and international policy and practice. The dialogues bring together new international networks of specialists working on issues defined within the DAC guidelines, and involve countries and territories on the DAC list, with experts and stakeholders from OECD countries. These conferences also support the UK's reputation as a leading development actor.

In 2016-17, ODA was used to support discussions on a wide range of issues, with conferences addressing human rights and conflict prevention making up half of those funded. In 2017-18 the amount of ODA allocated to conflict prevention grew, with a significant proportion of ODA used on dialogues that support the achievement of the Sustainable Development Goals.

### ODA funding by theme 2017/18



### ODA funding by theme 2016/17



Having ODA as seed funding for new conference themes has been especially useful, enabling us to expand and focus on emerging policy areas, and leading us to new partnerships and participants. Some examples follow of how Wilton Park can provide invaluable space and opportunity for thought-leadership discussion and strategic thinking to put flesh out government commitment and intent.

Our conference on **Clearance of Improvised Explosive Devices in the Middle East** was, unusually, entirely ODA funded and was described by the Mines Advisory Group as “a turning point in discussions on the IED and mine action issues while also prompting consultation on the IEDD standards”. Subsequent dialogues on **Small Arms and Light Weapons**, and **A mine-free world**, have been co-sponsored by DFID and the FCO. The 2016 **Anti-microbial resistance** event was fully funded using ODA, whereas the AMR event which took place in April 2018 was only partially ODA funded, with match funding from the Department of Health’s ODA funding, and over half the budget covered by the International Development Research Centre (IDRC) in Canada.

The three events in the new **Youth Dialogues** held in 2017-18 were all supported by ODA with additional external sponsorship. **Young People as Peacemakers** held in Jordan in October 2017 fed into the UN Secretary General's Progress Study on Youth, Peace and Security: 'The Missing Peace' and contributed to DFID's new strategy on youth in Jordan. It was organised in partnership with DFID and the British Council, supported by NGOs including Save the Children and Mercy Corps. The dialogue held in South Africa in November 2017 on how higher education needs to change to meet the new needs of employment, contributed directly into the 20th Conference of Commonwealth Education Ministers in February 2018. Both these meetings have shaped subsequent dialogues, with a meeting to be held in South Africa on employment and young people in July 2018 discussing how to shape a new Commonwealth response to youth employment as proposed at the Commonwealth Heads of Government meeting in London in April 2018. These events were held with support from the British Council, FCO, DFID, the Commonwealth Secretariat, Restless Development, the Institute of Development Studies and the West Asia North Africa Institute, Jordan.

Held with support from Save the Children and DFID, the meeting titled **Dealing with the mental health needs of children and adolescents affected by conflict** explored the mental health crisis among children and adolescents trapped in conflict in Syria and elsewhere, during and after conflict. The conference identified lessons to be learned globally, as well as innovations from new and promising interventions.

In May 2017 Wilton Park convened a meeting to initiate the development of a global action plan for **Meningitis in 2030** with a small level of ODA funding which leveraged over three times external funding from a Foundation and three corporates. WHO, as lead partners and participants, acknowledged the need to create an action plan and have subsequently set plans in motion to achieve it, specifically citing Wilton Park as the starting point for this. In addition, to move forward with the development of new, scalable rapid diagnostic tests (one of the priorities for control of meningitis discussed during the Wilton Park meeting), WHO issued an invitation for potential manufacturers of meningitis rapid diagnostic tests to submit an expression of interest for eligibility of WHO procurement (a first step in their strategy, aimed at broadening the landscape of available tests and encouraging new comers).

Co-funders for Wilton Park events include other UK government departments, overseas governments, international organisations and NGOs or charitable foundations which have their own ODA. Wilton Park does not track how much external funding is ODA but programme teams ensure that partners are aware that ODA is being used to co-fund events to ensure that it is not double-counted.

Wilton Park will continue to monitor its use of ODA funding, ensuring that co-funded events are aligned to government ODA priorities.

Examples of the focussed discussions held in 2017-18 which were supported by ODA funding include:

**Human rights:** Taking forward the women's economic empowerment agenda; Human rights and Agenda 2030; Stepping up the level of prosecution for people trafficking, modern slavery, organised immigration crime and forced labour across Europe; PaRD 2nd Annual Meeting: Faith in the Sustainable Development Goals;

**Conflict prevention and resolution:** Clearance of Improvised Explosive Devices in the Middle East; Youth as peacemakers; Protecting civilians in conflict: working with partner militaries; Women in mediation; Implementing peace in Colombia; Implementing SDG 16.4 - Increasing detection and reporting of illicit SALW: common challenges and shared solutions; Dealing with the mental health needs of children and adolescents affected by conflict; Stabilisation and building stability in the long term: an exchange of views between Pakistan and the UK; Youth as peacemakers; Tackling violence committed in the name of religion;

**Government and civil society:** Connecting youth and government for a more stable world; The administration of justice and law enforcement; Good governance and effective citizen engagement;

**International Development:** One year on - the Grand Bargain and localisation; Science advice: international co-operation and exchange of data and information during trans-national crises; Taking forward the women's economic empowerment agenda; Future of Philanthropy: what role can Philanthropists and Foundations play in delivering on the global goals for sustainable development?; The future of cities, regions and communities; Achieving the SDGs: building on interlinkages among goals; The future of foreign policy: spotlight on combatting the illegal wildlife trade, girls' education and soft power;

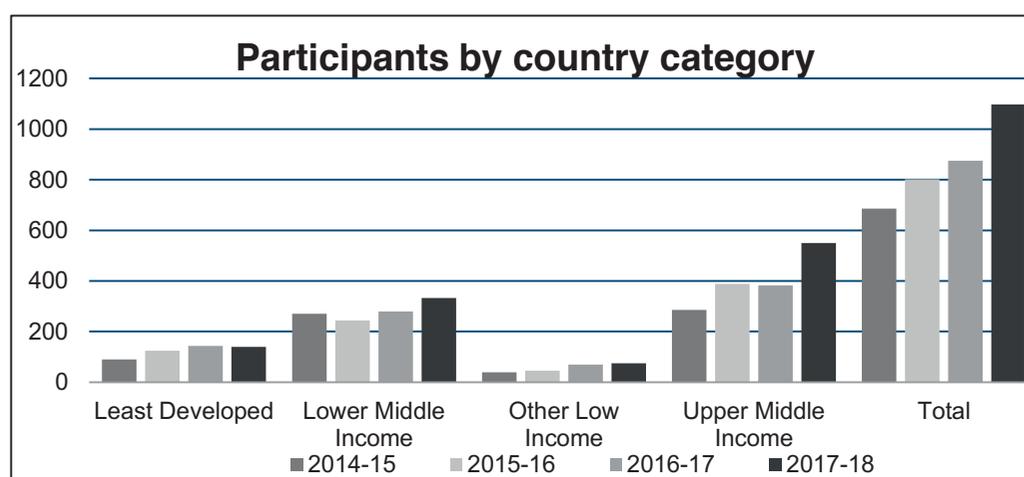
**Trade and industry:** Boosting trade and investment in Sub-Saharan Africa; Tax capacity building for tomorrow; Skills for jobs: maximising potential in Asia

**Health:** A global vision for meningitis by 2030 and an action plan to get there; Time to end TB – a new path to defeating the world’s oldest epidemic; Digital health in Africa: leadership and coordination; The importance of sexual and reproductive health and rights (SRHR) to reach HIV fast-track goals and Universal Health Coverage for women and girls; Slowing the HIV and HCV epidemics among people who inject drugs; No more missed opportunities: advancing public-private partnerships to achieve the global nutrition goals;

**Education:** No child left behind; Skills for jobs: maximising potential in Asia; Tertiary education and soft power networks; Organising for change: how can higher education meet the changing needs of employment?

### Participation from recipient countries

The number of participants representing ODA recipient countries has steadily increased since 2015, and this year Wilton Park maintained or improved the figures for each country category (Least Developed, Lower Middle Income, other Low Income and Upper Middle Income countries).



Wilton Park will continue to engage FCO Posts overseas and other partners to identify regional experts, highlighting availability of ODA funding (where no bilateral funds are available) to support participation from recipient nationals and those working in development in those countries.

### Programme management and reporting

Wilton Park’s ODA is allocated on a conference by conference basis, with the Policy Team creating an ‘ODA narrative’ in support of their bid to the fund. This narrative is reviewed by the Resource Allocation Group (RAG) for eligibility in support of the DAC guidelines before any ODA funding decision is made. The narrative is made up of six components:

1. Description of the **ODA component** of the programme, using language from OECD guidelines to accurately reflect the activity undertaken, including enough information for RAG to check ODA eligibility and consistency of sector coding;
2. The relevant **ODA sector code** (if the project spans a number of sectors, use the most relevant code);
3. Which **FCO objectives** the event will contribute to, with reference to FCO Priority Objectives 2018-19, the UK Aid Strategy and/or the Single Departmental Plan (or objectives from other Government Departments); reference to particular **SDGs**;
4. Recipient **countries/regions** to be represented;
5. **Co-funding partners**. ODA is used predominantly as seed funding for events and programmes require external partners to maintain policy balance in policy programmes, not just following FCO objectives, but overseas governments and other partners’ perspectives; to have intellectual and/or funding from respected partners to guarantee timeliness, relevance and buy-in from the appropriate constituencies; to ensure ODA compliance and value for money through partnership with OGDs/overseas governments who also have ODA targets; and to create long-term funding and intellectual partnerships with like-minded organisations and governments.

6. **An overview** that explains the value of the project undertaken, summarises what the project aims to achieve, how it will benefit recipient nationals, and why this is a good use of ODA.

Regular ODA reports are made to the FCO Finance Directorate and ODA Team, and the annual DFID report is made in June each year, giving details of the programmes funded using ODA, eligibility criteria, and recipient nationals involved.

## Strategic report

Wilton Park's primary purpose is to address and resolve issues critical to the national security and prosperity of Britain and her allies, and in so doing make the world a safer fairer place.

By doing this, the organisation and our events project British values and influence whilst always ensuring that Wilton Park offers an actively neutral place for debate and discussion. Our strategic plan (2016-2020) outlines our own objectives and ensures we also align our own strategic priorities to those of the FCO. This allows us to ensure we understand and can support the UK's strategic foreign policy objectives and related national objectives by providing a neutral, discreet and professional forum for opinion formers and policy makers from around the world.

Our Wilton Park Business and Financial Plan 2018 sets out priority actions to respond to changing market conditions and organisational needs.

Wilton Park is a non-profit making, revenue generating organisation, and our ability to secure income from a wide variety of sources, as now, is a strong indicator of our continuing relevance and significance.

## Objectives

**Active neutrality:** We will seek to make Wilton Park the international example demonstrating the power and effectiveness of striving for neutral dialogue, by building on our ability to create, convene and chair events. We will project this quality as a key element in the values of fairness, tolerance and openness.

**Reinforcing the unique role of Britain in the World:** We will project British expertise, influence, and values in all the events we convene. In particular, we will focus on the new and enhanced bilateral relationships that are significant to the UK as it leaves the European Union, and on International Organisations, to help maintain UK profile and influence.

**Convening power:** Our 70 year history has given us a significant reputation globally as an effective partner serving the shared agendas of Britain and her friends and allies. We will enhance our long term influence and impact, and promote our reputation through our relationships with intellectual and funding partners, opinion formers, and foreign policy makers.

**Excellence in facilitation:** We will continue to improve the range of techniques we use to facilitate our dialogues. We will have the most creative and effective use of innovative facilitation techniques, including the appropriate use of technology. We will strengthen our metrics to boost monitoring and evaluation in this area.

**Rapid response:** We will develop the ability to adapt and deploy our skills to ensure that the FCO can maximise our use as an internal resource, offering our services as a contribution to cross-Whitehall activity. Our rapid response will be agile and offer bespoke approaches based on a simple standard toolkit of services.

**Culture of continuous improvement:** We will continue to invest in our people and to evolve our organisational model in response to changing demand profiles and to deliver greater effectiveness.

**Asset utilisation:** We will continue to maximise the use of Wiston House through rigorous schedule management of Wilton Park events and carefully selected commercial activity.

## Wilton Park Values

This year we launched our Wilton Park values, created by our staff to guide how we behave with our colleagues, our guests and with our partners. These values, aligned to the values of the Civil Service Code, were developed with and by all teams across the business.



### Our purpose

Wilton Park delivers world class events, from international foreign policy dialogues and commercial conferences, to unforgettable weddings and celebrations. Our values and behaviours help us fulfil our purpose.

We are:

**Ambitious:** we strive for improvement in the way we work, and we are confident of what we can achieve.

**Ethical:** we demonstrate integrity and expertise in all we do. We are proud to work for Wilton Park.

**Respectful:** we value the diversity and experience of our colleagues and of our guests. We are understanding of each other, and harness potential through thoughtfulness, empathy and trust.

**Collaborative:** we nurture supportive relationships within our organisation and between participants, building long-term partnerships and networks.

**Creative:** we welcome new ideas and innovation in the way that we work as a team, and with others. We are willing to take risks, learn lessons and to do things differently.

## Financial context

Over the last eight years, Wilton Park has continuously met its annual budgeted targets, and has grown revenues from £4.7m to £6.0m whilst keeping key performance ratios within target.

Early in the year, forecast activity with UK government departments was affected by external factors, such as the general election and decision to leave the EU, but we were able to deliver a high number of events in the last quarter of the year, and to reach our target of +/-1% of revenue.

## Business objectives

Our 2018 business plan seeks to build on this success to secure the medium term financial stability for Wilton Park, and to address some of the longer term changes needed to tackle future strategic challenges.

Our key priorities are to:

- **Develop new themes for WP dialogues** aligned to FCO policy objectives, UK national, political and economic objectives, and those of other partners. Key topics will include climate change; environmental issues, eg. marine litter; science and innovation; artificial intelligence and its implications on the future of work; entrepreneurship; cyber warfare; bio-surveillance; fintech; ageing; and the potential uses of block chain technology in the humanitarian context.
- **Develop new and multi-year partnerships** with overseas Ministries of Foreign Affairs, sovereign wealth funds, multilateral institutions, universities, foundations and philanthropists, among others. Building relationships with key individuals and institutions who influence the global agenda, will broaden our network of core funders, and the array of issues we address.
- **Deepen partnerships with private sector** companies, choosing priority areas for UK industrial strategy. We can bring together public sector and state actors with businesses and entrepreneurs to discuss key elements of policy implementation, and develop further understanding of international markets, and links between trade bodies, academics and governments both in the UK and overseas.
- **Explore different models of WP dialogue delivery**, eg. shorter dialogues, roundtable dinners, and 'teach-ins' to demonstrate our convening power in different settings and formats allowing us to reach more and new audiences, and establish our ability to lead debate, as well as to respond to partner needs.
- **Expand the Wilton Park footprint.** This is becoming a key priority as we plan to increase the number of events we convene; broadening our range of dialogues, partners and themes will lead us to hold more events away from Wiston House in the UK and overseas.
- **Boost commercial income** at Wiston House and support our sales activity.

## Organisational plan to deliver our business objectives

We have a highly committed and expert workforce working in the commercial and policy teams within our business, providing a strong foundation for delivering our organisational priorities. We must ensure that we build an organisational model that is both resilient and agile enough to deal with future financial and geopolitical challenges.

Key organisational proposals for 2018/19 include:

- **Beginning a process of digital transformation** for the way we build events and register participants before arrival and on check in, modernising how we facilitate dialogue and capture insights, using technology cleverly to increase the 'half-life' of an event and participants' long-term connection to Wilton Park, the policy theme, the UK and the network after the event has ended.
- **Extending and developing the Programme Director team**, bringing in new staff with new policy specialisms to support and develop creative ways of delivering dialogues on new priority themes.
- **Building a business development function** focussed on diversifying into new partnerships and new sources of funding, from UK and international governments, private sector, and philanthropists for Wilton Park activity and a stronger focus on high contribution sales for Wiston House.
- **Developing a streamlined graduate entry programme**, giving 1-2 year work experience of all our team operations (policy, communications, sales, delivery), offering the next generation of experts in international

foreign policy dialogues a well-rounded start to their working lives, and bringing us fresh perspectives on how we work.

## Efficiency and effectiveness

Internally a number of measures of efficiency and effectiveness are tracked and targets set for the coming year to ensure Wilton Park continues to provide value for money. These measures are reported in the management accounts and other internal management information and cannot be reconciled to the financial statements. The financial statements do not break down costs and income in the same way as the internal management information.

Over the period 2014-15 to 2017-18 efficiency savings can be demonstrated in a number of areas with a continued drive to improve performance in the coming year through the plan targets for 2018/19:

- Building and accommodation costs have reduced from 19.5% to 18.0% of net income as a result of the strategy of increasing occupancy of Wilton Park. (Target 2018/19 17.4%)
- Occupancy of Wiston House by Wilton Park events has increased from 22% to 27% (target 2018/19: 30%). Occupancy of Wiston House by commercial events is on a planned downward trajectory as we focus the business on fewer higher revenue, higher margin events
- Wiston House average revenue per event has increased from £7.8k in 2014-15 to £12.6k (target 2018/19: £13.1k) showing this shift to fewer bigger events that take a lower toll on the fabric of the house and release dates for Wilton Park events
- Wilton Park average net revenue per event after external through-costs has increased from £43.4k to £56.8k (target 2018/19: £52.0k)
- Events per Programme Director have increased from 8.7 to 11.4 (target 2018/19: 8.9 as three new Programme Directors build up their pipeline)
- The ratio of Operations Team cost to income related to use of the house (both commercial and Wilton Park events) has decreased from 60.4% to 44.5% through a combination of reduction of full-time staff and more judicious pricing of commercial events (target 2018/19: 40.7%)
- The cost of Delivery Team staff as a proportion of income relating to Wilton Park activities (excluding income relating to accommodation and meals) has reduced from 40.4% to 37.8% (target 2018/19: 35.5%) demonstrating greater contribution to these events
- We continue to develop measures for effectiveness including sales/employee, contribution by activity and will extend this to our balanced score card reporting in due course

**Strategic performance indicators – year-on-year and against 18/19 Plan and Original strategic plan targets**

|   | 2015/16 | 2016/17 | 2017/18 | Plan 2018/19 | <i>Original target (2019/20)</i> |
|---|---------|---------|---------|--------------|----------------------------------|
| Full Event Equivalent (FEE) counts events according to duration | 53      | 60      | 60      | 69.5         | 70                               |
| FEE held away from WP   | 13      | 14      | 13      | 16           | 20                               |
| Non-British Participants  | 68%     | 69%     | 64%     | 70%          | 70%                              |
| Female Participants   | 35%     | 37%     | 41%     | 40%          | 40%                              |
| Minimum number nations represented                              | 155     | 158     | 150     | 150          | 150                              |
| Total number participants                                       | 2,659   | 2,789   | 3,234   | 3,300        | 3,300                            |
| Surplus/deficit +1% to -1%                                      | +1.5%   | -0.5%   | +0.5%   | +0.5%        | +1%                              |
| Total gross income  | £5.1m   | £5.8m   | £6.0m   | £6.6m        | £6.5m                            |
| Staff cost to net revenue ratio                                 | 74%     | 74%     | 74%     | 76%          | 70%-75%                          |
| Occupancy Wilton Park Events                                    | 22%     | 27%     | 27%     | 30%          | 35%                              |
| Occupancy Wiston House Events                                   | 30%     | 24%     | 23%     | 24%          | 25%                              |
| Occupancy total   | 52%     | 51%     | 50%     | 55%          | 60%                              |
| Staff engagement  | 72%     | 74%     | 77%     | 70%          | 70%                              |
| Investors in People accreditation                               | ✓       | ✓       | ✓       | ✓            | awarded                          |
| M&E Measure 1 FCO   | 50%     | 50%     | 55%     | 55%          | 75%                              |
| M&E Measure 1 Non-FCO   | 90%     | 90%     | 90%     | 90%          | 90%                              |
| M&E Measure 2   | 62%     | 64%     | 68%     | 68%          | 70%                              |
| M&E Measure 3   | 79%     | 70%     | 75%     | 75%          | 75%                              |

Footnote regarding Monitoring and Evaluation measures (M&E)

1. Funders saying convening power and access to global expert network is Wilton Park's greatest strength
2. Participants marking overall impression as excellent
3. Efficiency of Wilton Park events excellent or good

## Sustainability reporting

This report is produced in line with public sector reporting requirements. Wilton Park employs fewer than 250 people and is therefore exempt from the Greening Government Commitments. Sustainability performance is monitored regularly on an ongoing basis and is reported on to the FCO.

### Strategy

Wilton Park recognises that its operational activities directly impact upon the environment and continually endeavours to reduce its impact in a number of ways and is committed to improving environmental performance.

In order to uphold the Environment policy statement, the Strategic Sustainability Group, commissioned in 2016, continues to focus on our waste streams and procurement with staff members involved in key strategic front-line areas working together and looking at ways of:

- Minimising waste streams and controlling processes
- Improving our sustainability efforts
- Utilising and working towards Government Buying Standards in procurement
- Working together towards targets from initiatives and key projects, and
- Communicating this to key stakeholders across all areas of the business

### Performance

Wilton Park continues to make steady progress in meeting its contributory share to the FCO's targets, although certain areas continue to be a challenge. However, sustained efforts have improved the reliability of the biomass boiler and the main electricity point to the site has now been upgraded to a Half Hourly electricity meter which will enable greater interrogation of electricity usage in key areas.

Key projects in 2017/18 included:

- Continuation of lighting upgrade to LED installation throughout the offices and guest areas, with 85% now complete;
- Installation of 2 electric car charger points for use by guests and staff;
- Completion of a Carbon Trust energy review of heating systems;
- Audit of all kitchen and guest food waste;
- Trial of electronic event registration for participants;
- Removal of single-use plastic materials from operations and front of house; and
- Award of 'Silver' in the Green Tourism accreditation scheme.

Meanwhile, the office 'paper-low' policy has seen a 64% reduction in usage of A4 paper (ream) since baseline figures of FY 2010/11 were started.

### Future measures

Wilton Park is continuously reviewing possibilities for greater efficiencies through insulation of main plantroom and roof areas and implementing a sustainable and smarter working environment for staff, including a hot-desking policy. The future introduction of a formal Environmental Management System will further embed key processes as part of the overall sustainability system.

**Signed Sharmila Nebhrajani, Chief Executive as Accounting Officer**

**20 June 2018**

# Accountability report

## Corporate governance report

The corporate governance report comprises the Director's report, statement of accounting officer's responsibilities and the governance statement. These reports detail the governance arrangements in place at Wilton Park.

The Director's 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 Risk and 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 FCO and the Chief Executive of Wilton Park. The framework document uses the treasury approved template and complies with Cabinet Office guidance.

### Directors' report

#### Principal activities

Wilton Park organises around 60 events a year in the UK and overseas, bringing together leading representatives from the worlds of politics, diplomacy, academia, business, civil society, the military and the media. We focus on issues of international security, prosperity and justice. Our meetings provide a neutral environment where conflicting views can be expressed and debated openly and calmly, allowing acceptable compromise and resolution to be achieved. Our priorities include:

- Conflict resolution and peacemaking
- Counter-terrorism, home affairs and the rule of law
- Defence and security
- Global prosperity
- Human rights, democracy, faith
- Sustainable development, energy and the environment

#### Wilton Park Board

During the period April 2017 to March 2018 the directors below held office for the full period unless otherwise specified:

|                     |   |
|---------------------|---|
| Iain Ferguson CBE   | Chair of the Wilton Park Board (NED)  |
| Sharmila Nebhrajani | Chief Executive Wilton Park and Accounting Officer (from Nov 17)            |
| Myles Wickstead     | Acting Chief Executive Wilton Park (to Nov 17)                              |
| Iain Morgan         | Former Financial Controller to HM Forces Surgeon-General (NED)              |
| Victoria Rae        | Consultant and Executive Coach (NED)  |
| Andy Townend        | Chief Operating Officer (International), Inview Technology Limited (NED)    |
| Helen Bower-Easton  | Director of Communication, FCO (Senior Responsible Officer for Wilton Park) |
| Liane Saunders      | Director of Strategy, FCO   |
| Peter Jones         | Chief Operating Officer, FCO  |

No members of the management board held company directorships or other significant interest which could conflict with their managements responsibilities.

## Personal data

There were no personal data related incidents.

## Statement of Accounting Officer's responsibilities

Under the Government Resources and Accounts Act 2000, Wilton Park is required to prepare accounts for each financial year, in conformity with an HM Treasury Direction, 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 net resource outturn, application of resources, change in taxpayers' equity and cash flows for the financial year.

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

- observe the Accounts Direction issued by 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; and
- prepare the accounts on a going concern basis.

The Accounting Officer for the FCO 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 the HM Treasury.

The Accounting Officer has taken all the steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the entity's auditors are aware of that information.

The Accounting Officer confirms that the annual report and accounts as a whole is fair, balanced and understandable.

The Accounting Officer confirms that they take personal responsibility for the annual report and accounts and the judgments required for determining that it is fair, balanced and understandable.

The Accounting Officer has established that there is no relevant audit information of which the National Audit Office is unaware. None of the directors have any company directorships or other significant interests which could conflict with their management responsibilities to the Wilton Park Board.

## Governance statement

Wilton Park's aim and terms of reference are laid down in a Framework document that is revised every three years. The latest version came into force on 3 April 2017, and can be found at <https://www.wiltonpark.org.uk/wp-content/uploads/Wilton-Park-framework-2017.pdf>. This document also specifies the processes and procedures used by Wilton Park in governance, management, and audit, including our relationship with the Internal Audit system of the FCO and the National Audit Office (NAO).

The **Wilton Park Board** agrees the strategy and objectives including the 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 FCO senior staff ranks. Membership of the board is detailed in the Director's Report.

The Wilton Park Board meetings are also usually attended by:

- Members of the Wilton Park SMT (including Elise Maddocks, Director of Finance and Corporate Services) and Julia Jordan, Executive Assistant to the Chair and Chief Executive, as Secretary to the Board
- Key members of FCO Communication Directorate; Val Chamberlain, Declan Byrne (since October 2017) and Julia Shand

The Wilton Park Board carried out an effectiveness review in March 2014 and repeated the exercise in March 2016. Another review is planned to be completed by the end of 2018.

The March 2016 review reported that the Board focuses on the right issues, has an open culture, both supports and challenges the Executive Team and provides sound governance. The Board review identified a small number of areas where improvements could be made which were subsequently implemented including succession planning for two Non Executive Directors, developing a strong ODA capability and developing a robust business plan, reflecting the new 'ODA' scenario.

Key discussions at Board meetings during 2017/18 have included: the induction of the new Non-Executive Directors; the new strategy around commercial revenue for fewer but higher quality and therefore more profitable events; the phasing of events through the year and the risks associated with the high number of events delivered in Quarter 4; and the results of the staff survey.

Board attendance has been as follows

|  | Jun 2017 | Oct 2017 | Nov 2017 | Feb 2018 | Mar 2018 |
|--|----------|----------|----------|----------|----------|
| Iain Ferguson                            | ✓        | ✓        | ✓        | ✓        | ✓        |
| Sharmila Nebhrajani (since Nov '17)      |          |          | ✓        | ✓        | ✓        |
| Iain Morgan                              | X        | ✓        | ✓        | ✓        | ✓        |
| Victoria Rae                             | ✓        | ✓        | ✓        | X        | ✓        |
| Andy Townend                             | ✓        | ✓        | X        | ✓        | X        |
| Helen Bower-Easton (since Jun '17)       | ✓        | X        | ✓        | ✓ (part) | ✓ (part) |
| Liane Saunders (since Jun '17)           | ✓        | ✓        | X        | ✓ (part) | X        |
| Peter Jones                              | ✓        | ✓        | ✓        | X        | X        |
| Myles Wickstead (acting CEO Mar-Nov '17) | ✓        | ✓        | ✓        |          |          |

The Chief Executive attends a weekly FCO Directors meeting with the PUS and every month, an update on all ongoing and planned activity is sent to Heads of Mission, the FCO Executive Board and all FCO Directors.

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 Audit and Risk Assurance Committee meetings. The SMT consists of:

|                                     |  |
|-------------------------------------|--|
| Sharmila Nebhrajani (since Nov '17) | Chief Executive                            |
| Jo Childs (Lawrance since Aug '17)  | Director of Operations                     |
| Elise Maddocks                      | Director of Finance and Corporate Services |
| Kirsty Cockburn                     | Director of Policy and Programmes          |

Wilton Park has a whistle-blowing policy which staff are made aware of. No concerns were raised by staff during 2017-18.

## **Wilton Park Advisory Council (WPAC)**

Wilton Park has an Advisory Council (enshrined in the Framework) which provides advice, critique and oversight of the content and policy work of Wilton Park. Collectively and individually, its members advise on conference and event content, participants and structure. They also advise on themes in order to ensure that Wilton Park continues to address issues which will benefit from its approach and methodology, and which are of strategic relevance to the UK foreign policy objectives. Members meet formally twice a year. A sub-committee meeting that reviews the monitoring and evaluation reports of Wilton Park events meets separately twice a year.

As of 31 March 2018, the membership of the Advisory Council is:

- Peter Apps, Executive Director, PS21 (Project for the Study of the 21st Century)
- Sir Colin Blakemore, Professor of Neuroscience & Philosophy – Director of the Centre for the Study of the Senses, School of Advanced Study, University of London
- Nicholas Colloff OBE, Executive Director, Argidius Foundation
- Iain Ferguson CBE, Chairman, Wilton Park
- Louise Harvey, OBE MVO, Non-Executive Chair, Strategic Communications, FTI Consulting
- Sir John Holmes, GCVO KBE CMG, Chair of the Electoral Commission
- Bridget Kendall, Master of Peterhouse, University of Cambridge
- Sir Michael Leigh, KCMG, Senior Fellow, German Marshall Fund of the United States
- Marcus Lenzen, FRSA, Peacebuilding Policy and Programme Advisor, United Nations Peacebuilding Support Office
- Lesley-Anne Long, Global Strategist (International Development)
- Rt Hon Baroness Northover, MA, PhD, PC, Liberal Democrats House of Lords Spokesperson on Foreign and Commonwealth Affairs
- Rt Hon Baroness Prosser, OBE, House of Lords
- Dr Paola Subacchi, Senior Research Fellow, Chatham House - The Royal Institute of International Affairs
- Owen Tudor, Head, European Union and International Relations Department, Trades Union Congress (TUC)
- Rob van den Berg, President, International Development Evaluation Association (IDEAS) (since 1 August 2017)
- Professor Myles Wickstead CBE, Visiting Professor, (International Relations), King's College London and the Open University
- Tom Woods, 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:

|               |                               |
|---------------|-------------------------------|
| Iain Morgan   | Chair of the ARAC (NED)       |
| Iain Ferguson | Chair Wilton Park Board (NED) |
| Victoria Rae  | (NED)                         |
| Andy Townend  | (NED)                         |

The Chief Executive and the Director of Finance attend the Committee, and the PA to the Chairman and Chief Executive acts as Secretary. Other Wilton Park senior managers are often invited to attend as are other members of the main Board and key members of staff from the FCO.

The ARAC considers the management accounts in detail, reviews the delivery of Internal Audit reports and Annual Consolidated Certificate of Assurance (ACCA), reviews the Operational Risk Register, and undertakes the detailed review of the annual accounts on behalf of the main Board.

Key discussions at ARAC during 2017/18 have included the introduction of the new risk around cyber-attacks, progress against implementation of Internal Audit management actions points and the steps Wilton Park were taking to ensure compliance with the new General Data Protection Regulation which was implemented on 25 May 2018.

### **Risk management**

Wilton Park maintains an Operational Risk Register modelled on the format used by the FCO. A sub-group of the SMT chaired by the Chief Executive is responsible for maintaining the Operational Risk Register and for preparing its submission to the ARAC and the Board, who both review the document at every meeting. Risks are split into top risks and lower risks. Top risks are scrutinised and updated at every Risk Register Meeting. Both the top risk and lower risk register are assessed during each meeting to determine whether a risk should be moved up or down the register. Wilton Park's top four risks are:

Strategic aims and objectives. The major risk in this area is the potential effect on Wilton Park of changes to foreign policy priorities leading to funders delaying commissioning of Wilton Park events, with the potential effect of Brexit adding to this risk. Wilton Park mitigates this risk by ensuring that it maintains a high profile and close ties with its sponsoring department the FCO and continues to strengthen links with other government departments. It also ensures that it makes full use of the FCO Directors who are members of the Wilton Park Board.

Brand and reputation. The major risk here relates to ensuring that Wilton Park events maintain their high quality of content and participants. This risk is mitigated by ensuring Monitoring and Evaluation is carried out on every event and the results analysed and actions taken to correct adverse feedback

Sponsorship and funding. As Wilton Park raises the majority of its revenue it needs to ensure that there is a healthy pipeline of funding in order to deliver the forecast revenue targets. The Resource Allocation Group regularly review the pipeline of funding against a monthly target and can therefore quickly identify if there is a risk of missing the revenue target from the business and financial plan and take mitigating action.

Utilising ODA funding. Wilton Park needs to utilise the full annual allocation of £1.4m with 85% spent by December of each financial year. In addition to this it needs to ensure compliance with all ODA regulations. There is a robust process in place for allocating ODA and ensuring compliance which is administered through the Resource Allocation Group at its bi-weekly meetings.

## **Internal Audit**

During the year Internal Audits were carried out on:

1. Conferences and Events
2. Revenue
3. Human Resources and Payroll
4. The SMT completed the Annual Consolidated Certificate of Assurance (ACCA)

All prior year internal audit recommendations have been implemented.

The Head of Internal Audit has given an overall opinion of Substantial Assurance.

That is, the framework of governance, risk management and control is adequate and effective and internal controls provide a substantial level of assurance that objectives will be achieved. This is an improvement on the "Moderate" audit opinion for the previous three years.

The ARAC concurs with this opinion.

No ministerial directions were given during the year.

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

**Signed Sharmila Nebhrajani Chief Executive as Accounting Officer**

**20 June 2018**

# Remuneration and staff report

## Remuneration and staff report overview

The remuneration and staff report sets out Wilton Park's remuneration policy for directors, reports on how that policy has been implemented and sets out the amounts awarded to directors and where relevant the link between performance and remuneration. In addition, the report provides details on remuneration and staff that Parliament and other users see as key to accountability.

## Remuneration report

### Service Contracts

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

Sharmila Nebhrajani was appointed on a three-year contract on 20 November 2017. 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 FCO's agreed pay structure.

Further information about the work of the Civil Service Commissioners 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 the senior officials of the Agency. The tables below have been subject to audit.

### Benefits in kind

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. The Chief Executive received living accommodation provided at public expense and chargeable to tax under s163 of the Income and Corporation Taxes Act 1988.

| Officials  | Salary (£'000)     |             | Bonus payments (£,000) |             | Benefits in kind (to nearest £100) |             | Pension benefits (to nearest £1000) <sup>1</sup> |             | Total (£'000) |             |
|--|--------------------|-------------|------------------------|-------------|------------------------------------|-------------|--|-------------|---------------|-------------|
|  | 2017 / 2018        | 2016 / 2017 | 2017 / 2018            | 2016 / 2017 | 2017 / 2018                        | 2016 / 2017 | 2017 / 2018                                      | 2016 / 2017 | 2017 / 2018   | 2016 / 2017 |
| Sharmila Nebhrajani CE start date 20/11/17           | 35-40 <sup>2</sup> | -           | -                      | -           | 1,700                              | -           | 18,000   | -           | 55-60         | -           |
| Myles Wickstead interim CE from 01/04/17 to 03/12/17 | 65-70 <sup>3</sup> | -           | -                      | -           | -                                  | -           | -  | -           | 65-70         | -           |
| Richard Burge CE end date 31/03/17                   | -                  | 115-120     | -                      | -           | -                                  | 4,600       | -  | 45,000      | -             | 160-170     |
| Iain Ferguson Chairman                               | 20-25              | 20-25       | -                      | -           | -                                  | -           | -  | -           | 20-25         | 20-25       |
| Alex Jablonowski NED to 21/11/16                     | -                  | 0-5         | -                      | -           | -                                  | -           | -  | -           | -             | 0-5         |
| Iain Morgan NED                                      | 5-10               | 0-5         | -                      | -           | -                                  | -           | -  | -           | 5-10          | 0-5         |
| Victoria Rae <sup>4</sup>                            | -                  | -           | -                      | -           | -                                  | -           | -  | -           | -             | -           |
| NED  |                    |             |                        |             |                                    |             |  |             |               |             |
| Andy Townend <sup>4</sup>                            | -                  | -           | -                      | -           | -                                  | -           | -  | -           | -             | -           |
| NED  |                    |             |                        |             |                                    |             |  |             |               |             |

'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 the 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. The Chief Executive was provided with living accommodation provided at the public expense and chargeable to tax under s163 of the Income and Corporation Taxes Act 1988. The cash benefit for 2017/18 was calculated as £1,700 since they took up their position on 20 November 2017, this would equate to £4,600 for the full year. The Class 1 NICs due are declared on the P11d of the Chief Executive.

No pay or pension costs are included in Wilton Park's accounts in respect of the FCO Directors who sit on the Wilton Park Board. As civil servants employed by the Foreign and Commonwealth Office they receive no separate remuneration from Wilton Park for their membership on the Board as this membership is in an ex officio capacity. Details of their remuneration and pension entitlements are disclosed in the Remuneration Report of the 2017-18

<sup>1</sup> 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.

<sup>2</sup> Sharmila Nebhrajani full year equivalent salary was £100-£105k in 2017-18

<sup>3</sup> Myles Wickstead full year equivalent salary was £90-£95k in 2017-18

<sup>4</sup> The Wilton Park non-executive directors have elected to not be remunerated for their work on the Wilton Park Management Board.

FCO Annual Report and Accounts.

Sharmila Nebhrajani and Iain Morgan are remunerated by Wilton Park. Iain Ferguson is remunerated by the FCO and Alex Jablonowski was remunerated by the FCO in 2016-17.

### Pension entitlements for each director – subject to audit

The table below has been subject to audit.

| Name<br>Title                          | Accrued<br>pension at age<br>65 as at 31/3/18<br>and related<br>lump sum | Real increase<br>in pension and<br>related lump<br>sum at age 65 | CETV at<br>31/3/18 | CETV at<br>31/3/17 | Real increase<br>in CETV |
|--|--|--|--------------------|--------------------|--------------------------|
|  | £000   | £000   | £000               | £000               | £000                     |
| Sharmila Nebhrajani<br>Chief Executive | 0-5  | 0-2.5  | 13                 | 0                  | 8 <sup>5</sup>           |

Sharmila Nebhrajani is a member of the Principal Civil Service Pension Scheme (PCSPS) Alpha scheme. Myles Wickstead was self employed during 2017-18 and therefore was not entitled to a Civil Service Pension.

### Fair pay disclosure – subject to audit

|   | 2017/18 | 2016/17 |
|---|---------|---------|
| Band of Highest Paid Director's Total Remuneration (£ '000) | 100-105 | 115-120 |
| Median - Total Remuneration                                 | 23,547  | 22,286  |
| Ratio   | 4.3     | 5.3     |

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

The banded remuneration of the highest paid director in Wilton Park in the financial year 2017/18 was £100k-£105k (£115-£120k in 2016/17). This was 4.3 times (5.3 in 2016/17) the median remuneration of the workforce, which was £23,547 (£22,286 in 2016/17). In 2017/18, no employees received remuneration in excess of the highest paid director (none in 2016/17). Remuneration of employees, excluding the highest paid director, ranged from £14,700 to £67,850 (£18,779 to £67,000 in 2016/17).

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

The Chief Executive was provided with a rent free cottage in the grounds of Wiston House. The cash benefit is calculated as £1,700 since they took up their position on 20 November 2017, this would equate to £4,600 for the full year. The Class 1 NICs due are declared on the P11d of the Chief Executive.

<sup>5</sup> Taking account of inflation, the CETV funded by the employer has decreased in real terms

## Staff report

The Agency's success is founded on high quality staffing at all levels and high priority is given to the management and training of staff. We recognise that making best use of the talents and skills of all our staff makes us more effective and productive; we aim to create and sustain a culture that values and actively supports and promotes diversity and gender equality. We continue to seek every opportunity to develop the potential of all staff at Wilton Park by providing them with the training necessary to improve their performance, close any skill gaps and also for their personal development. As Wilton Park is a small organisation we recognise that there are limited opportunities for progression and so encourage staff to identify training opportunities which will develop their skills for use in their future career.

The Wilton Park employee engagement index in the civil service annual employee exceeded our target of 70% and was 77% in 2017 compared to 74% in 2016. The staff engagement figures for the FCO was 70% in 2017 (71% in 2016) and 61% in the civil service as a whole.

We are proud to be accredited with the Investors in People award and were assessed in November 2017 and again awarded the Bronze award. One of our strategic targets is to ensure that we maintain this accreditation.

This year, due to increase in events delivered, headcount increased to 91 (80 in 2016/17), relating to a full-time equivalent of 80.5 full time staff at 31st March 2018 (75.1 in 2016/17). Staff turnover was 11%, with nine people leaving (five in 2016/17). Average length of service is just under eight years.

Recruitment is carried out in accordance with the Civil Service Commissioners' Guidance. Wilton Park policy provides that there shall be no discrimination on the grounds of the protected characteristics set out in The Equality Act 2010

Eighteen people were recruited. The recruitment figures are shown in the table below:

| Grade/Level | Total Recruited | % Female | % Ethnic Minority | % Disabled |
|-------------|-----------------|----------|-------------------|------------|
| SMS         | 1               | 100%     | 100%              | 0          |
| D           | 3               | 33%      | 0                 | 0          |
| C           | 3               | 66%      | 0                 | 0          |
| B           | 5               | 80%      | 0                 | 0          |
| A           | 6               | 60%      | 0                 | 0          |

There were no exceptions to The Civil Service Commission's Recruitment Principles.

### Apprentices

The Government is committed to creating three million apprenticeships during this Parliament as part of its wider diversity and social mobility strategy. This equates to one apprentice starting every minute across England over the next four years so it is an ambitious goal.

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

Wilton Park is enthusiastic about committing to the Government Apprentice Scheme and we currently have two apprentices and have therefore met the Government target.

### Staff costs – subject to audit

|                                  | 2017/18 |       | 2016/17 |
|----------------------------------|---------|-------|---------|
| Permanently<br>Employed<br>Staff | Others  | Total | £'000   |

|                              | £000         | £000       | £000         |              |
|------------------------------|--------------|------------|--------------|--------------|
| Salaries and wages           | 2,294        | 46         | 2,340        | 2,256        |
| Social Security              | 234          | 3          | 237          | 229          |
| Superannuation               | 437          | -          | 437          | 426          |
| Other Employee Related Costs | 54           | 231        | 285          | 165          |
| <b>Total</b>                 | <b>3,019</b> | <b>280</b> | <b>3,299</b> | <b>3,076</b> |

### Average number of persons employed – subject to audit

*The average number of whole-time equivalent persons employed during the year was as follows*

|                         | 2017/18                    |            |             | 2016/17     |
|-------------------------|----------------------------|------------|-------------|-------------|
|                         | Permanently Employed Staff | Others     | Total       | Total       |
| Directly employed staff | 72.5                       | 8.0        | 80.5        | 75.1        |
|                         | <b>72.5</b>                | <b>8.0</b> | <b>80.5</b> | <b>75.1</b> |

| Number of Staff | Male      | Female    | Total     |
|-----------------|-----------|-----------|-----------|
| Directors       | 0         | 1         | 1         |
| Employees       | 24        | 66        | 90        |
| <b>Total</b>    | <b>24</b> | <b>67</b> | <b>91</b> |

The Principal Civil Service Pension Scheme (PCSPS) is an unfunded multi-employer defined benefit scheme in which Wilton Park is unable to identify its share of the underlying assets and liabilities. A full actuarial valuation was carried out as at 31 March 2018. Details can be found in the resource accounts of the Cabinet Office: Civil Superannuation ([www.civilservice-pensions.gov.uk](http://www.civilservice-pensions.gov.uk)).

For 2017/18, employers' contributions of £437k were payable to the PCSPS (2016/17 £426k) at one of four rates in the range 20.0% to 24.5% 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 reflect benefits as they are accrued, not when the costs are actually incurred, and reflect past experience of the scheme.

Employees can opt to open a **partnership** pension account, a stakeholder pension with an employer contribution. No employees opted for a partnership or stakeholder pension.

### Staff sickness

The target for absence rate is 4.0%. At the end of 2017/18 the overall absence rate at Wilton Park was 2.8% compared to 4.1% at the end of 2016/17 and therefore well within target. This is due to active management of sickness strictly in line with procedures.

### Other employee matters

Wilton Park is committed to equal treatment in employment and occupation. Wilton Park is legally required to follow the Civil Service Commission Recruitment Principles of merit, fairness and openness when recruiting staff.

Adherence to these principles is audited by an external auditor and the most recent audit carried out in January 2017 reported that Wilton Park were compliant with Civil Service Recruitment Principles.

Wilton Park is committed to the Health and Safety of their staff and a Health and Safety committee ensure any issues are promptly dealt with. Regular training appropriate for the job role is delivered and external audits on our Health and Safety processes and training are commissioned.

Appraisals identify learning and development opportunities for our staff and identify staff ready for career progression.

Pay policy is in line with the FCO 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 staff concerns are addressed. There is also a Staff Committee who organise social occasions and raise money for designated charities.

### **Employment of people with a disability**

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

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

### **Expenditure on consultancy**

In 2017-18 there was no spend on Consultancy. New proposals for Consultancy projects are subject to business case clearance procedures in line with Cabinet Office guidelines.

### **Off-payroll engagements**

During 2017-18 there was one off-payroll engagement for more than £245 per day and which lasted longer than six months. This related to the interim Chief Executive, who was considered to be within the scope of IR35 and assurances were received about the appropriateness of taxation arrangements in place. This off payroll arrangement was made to fill a short term vacancy until the appointment of a new Chief Executive could be confirmed. Approvals for these arrangements were received from the FCO. The off-payroll arrangements were in place from 1st April 2017 to 3rd December 2017. There were no other off-payroll arrangements in 2017-18.

There were no off-payroll engagements as of 31 March 2018, for more than £245 per day and that lasted longer than six months.

**Table 2:** For all new off-payroll engagements, or those that reached six months in duration, between 1 April 2017 and 31 March 2018, for more than £245 per day and that last for longer than six months.

|  |   |
|--|---|
| No. of new engagements, or those that reached six months in duration, between 1 April 2017 and 31 March 2018   | 1 |
| No. of the above which include contractual clauses giving the department the right to request assurance in relation to income tax and National Insurance obligations | 1 |
| No. for whom assurance has been requested  | 1 |
| Of which:  |   |
| No. for whom assurance has been received   | 1 |
| No. for whom assurance has not been received   | 0 |
| No. that have been terminated as a result of assurance not being received  | 0 |

### **Exit packages – subject to audit**

There were no exit packages for any Wilton Park staff during 2017/18.

## 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: 3 providing benefits on a final salary basis (**classic**, **premium** or **classic plus**) with a normal pension age of 60; and one providing benefits on a whole career basis (**nuvos**) with a normal pension age of 65.

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

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

The **partnership** pension account is a stakeholder pension arrangement. The employer makes a basic contribution of between 8% and 14.75% (depending on the age of the member) into a stakeholder pension product chosen by the employee from a panel of providers. 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](http://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.

### **Pension liabilities**

There are no pension liabilities in the Wilton Park Financial Statement.

# **Parliamentary accountability and audit report**

## **Parliamentary accountability and audit report overview**

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

### **Regularity of expenditure**

#### **Losses**

Wilton Park has no losses to report in the financial year.

#### **Special payment**

Wilton Park made no special payments in the financial year.

#### **Gifts**

Wilton Park maintains a gift and hospitality register and can report that gifts received in 2017/18 were not of reportable value.

#### **Contingent liabilities**

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

**Signed Sharmila Nebhrajani, Chief Executive as Accounting Officer**

**20 June 2018**

# **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 2018 under the Government Resources and Accounts Act 2000. The financial statements comprise: the Statements of Comprehensive Net Expenditure, Financial Position, Cash Flows, Changes in Taxpayers' Equity; and the related notes, including the significant accounting policies. These financial statements have been prepared under the accounting policies set out within them. I have also audited the information in the Accountability Report that is described in that report as having been audited.

In my opinion:

- the financial statements give a true and fair view of the state of Wilton Park's affairs as at 31 March 2018 and of the net operating cost for the year then ended; and
- the financial statements 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 of opinions**

I conducted my audit in accordance with International Standards on Auditing (ISAs) (UK) and Practice Note 10 'Audit of Financial Statements of Public Sector Entities in the United Kingdom'. My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of my certificate. Those standards require me and my staff to comply with the Financial Reporting Council's Revised Ethical Standard 2016. I am independent of Wilton Park in accordance with the ethical requirements that are relevant to my audit and 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.

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

As explained more fully in the Statement of Accounting Officer Responsibilities, the Chief Executive as Accounting Officer is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

## **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.

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. 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.

As part of an audit in accordance with ISAs (UK), I exercise professional judgment and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Wilton Park's internal control.
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on Wilton Park's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the entity to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

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

### **Other Information**

The Chief Executive as Accounting Officer is responsible for the other information. The other information comprises information included in the annual report, other than the parts of the Accountability Report described in that report as having been audited, the financial statements and my auditor's report thereon. My opinion on the financial statements does not cover the other information and I do not express any form of assurance conclusion thereon. In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated. If, 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 parts of the Accountability Report to be audited have been properly prepared in accordance with HM Treasury directions made under the Government Resources and Accounts Act 2000;
- in the light of the knowledge and understanding of the entity and its environment obtained in the course of the audit, I have not identified any material misstatements in the Performance Report and Accountability Report; and
- the information given in the Performance Report and Accountability Report for the financial year for which the financial statements are prepared is consistent with the financial statements and have been prepared in accordance with the applicable legal requirements.

**Matters on which I report by exception**

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

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

**Report**

I have no observations to make on these financial statements.

**Sir Amyas C E Morse**

**26 June 2018**

**Comptroller and Auditor General**

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

# ACCOUNTS

# Financial statements

**Statement of Comprehensive Net Expenditure - Continuous Operations  
for year ended 31 March 2018**

|   | Note | 2017/18<br>£000 | 2016/17<br>£000 |
|---|------|-----------------|-----------------|
| Income from sales of goods and services | 4    | (5,980)         | (5,761)         |
| Bank Interest received                  | 4    | (1)             | -               |
| <b>Total operating Income</b>           |      | <b>(5,981)</b>  | <b>(5,761)</b>  |
| Staff costs                             | 3    | 3,299           | 3,076           |
| Purchase of goods and services          | 3    | 1,812           | 1,904           |
| Depreciation and amortisation charges   | 3    | 323             | 316             |
| Provision expense                       | 3    | 13              | 62              |
| Other operating expenditure             | 3    | 916             | 857             |
| <b>Total operating expenditure</b>      |      | <b>6,363</b>    | <b>6,215</b>    |
| <b>Net operating expenditure</b>        |      | <b>382</b>      | <b>454</b>      |

The notes on pages 63 to 73 form part of these accounts

**STATEMENT OF FINANCIAL POSITION**  
for year ended 31 March 2018

|  | Note  | 31st March 2018 |                   | 31st March 2017 |                   |
|--|-------|-----------------|-------------------|-----------------|-------------------|
|  |       | £000            | £000              | £000            | £000              |
| <b>Non-current assets</b>                    |       |                 |                   |                 |                   |
| Property, plant and equipment                | 5     | 720             |                   | 774             |                   |
| Intangible assets                            | 6     | 132             |                   | 152             |                   |
| <b>Total non-current assets</b>              |       | <u>852</u>      |                   | <u>926</u>      |                   |
| <b>Current assets</b>                        |       |                 |                   |                 |                   |
| Inventories                                  | 8     | 21              |                   | 20              |                   |
| Trade and other receivables                  | 9     | 699             |                   | 638             |                   |
| Cash and cash equivalents                    | 10    | 558             |                   | 606             |                   |
| <b>Total current assets</b>                  |       | <u>1,278</u>    |                   | <u>1,264</u>    |                   |
| <b>Total assets</b>                          |       |                 | <u>2,130</u>      |                 | <u>2,190</u>      |
| <b>Current liabilities</b>                   |       |                 |                   |                 |                   |
| Trade and other payables                     | 11    | (795)           |                   | (756)           |                   |
| Provisions                                   | 12    | -               |                   | (21)            |                   |
| <b>Total current liabilities</b>             |       | <u>(795)</u>    |                   | <u>(777)</u>    |                   |
| <b>Total assets less current liabilities</b> |       |                 | <u>1,335</u>      |                 | <u>1,413</u>      |
| <b>Non-current liabilities</b>               |       |                 |                   |                 |                   |
| Provisions                                   | 12    |                 | (504)             |                 | (470)             |
| <b>ASSETS LESS LIABILITIES</b>               |       |                 | <u><b>831</b></u> |                 | <u><b>943</b></u> |
| <b>Taxpayers' equity</b>                     |       |                 |                   |                 |                   |
| General Fund                                 | SCiTE |                 | 831               |                 | 943               |
| <b>Total equity</b>                          |       |                 | <u><b>831</b></u> |                 | <u><b>943</b></u> |

The notes on pages 63 to 73 form part of these accounts

**Signed Sharmila Nebhrajani Chief Executive as**  
**Accounting Officer**  
20 June 2018

**STATEMENT OF CASH FLOWS**  
**for year ended 31 March 2018**

|   | Note  | 2017/18<br>£000 | 2016/17<br>£000 |
|---|-------|-----------------|-----------------|
| <b>Cash flows from operating activities</b>   |       |                 |                 |
| Net operating expenditure   |       | (382)           | (454)           |
| Adjustments for non-cash transactions   | 3     | 393             | 426             |
| Increase/(decrease) in trade payables   | 11    | 39              | 111             |
| (Increase)/decrease in inventories  | 8     | (1)             | (2)             |
| (Increase)/decrease in trade and other receivables  | 9     | (61)            | 5               |
| <b>Net cash inflow/(outflow) from operating activities</b>  |       | <b>(12)</b>     | <b>86</b>       |
| <b>Cash flows from investing activities</b>   |       |                 |                 |
| Purchase of property plant and equipment  | 5     | (210)           | (240)           |
| Purchase of intangible assets   | 6     | (46)            | (12)            |
| <b>Net cash outflow from investing activities</b>   |       | <b>(256)</b>    | <b>(252)</b>    |
| <b>Cash flows from financing activities</b>   |       |                 |                 |
| Net FCO Funding   | SCiTE | 220             | 258             |
| <b>Net financing</b>  |       | <b>220</b>      | <b>258</b>      |
| Net increase/(decrease) in cash and cash equivalents in the period before adjustment for receipts and payments to the Consolidated Fund | 10    | (48)            | 92              |
| Cash and cash equivalents at the beginning of the period  | 10    | 606             | 514             |
| <b>Cash and cash equivalents at the end of the period</b>   | 10    | <b>558</b>      | <b>606</b>      |

The notes on pages 63 to 73 form part of these accounts

**STATEMENT OF CHANGES IN TAX PAYERS' EQUITY**  
**for year ended 31 March 2018**

|   | Note  | Total Funds |
|---|-------|-------------|
|   |       | £000        |
| <b>Balance at 1st April 2016</b>                |       | 1,091       |
| <b>Changes in taxpayers' equity for 2016/17</b> |       |             |
| Non-cash charges:                               |       |             |
| External Auditor's Fees                         | 3     | 23          |
| Internal Auditor's Fees                         | 3     | 20          |
| Pay Section Costs                               | 3     | 5           |
| Net operating expenditure                       | SoCNE | (454)       |
| FCO capital funding                             |       | 250         |
| FCO net balance                                 |       | 8           |
| <b>Balance at 1 April 2017</b>                  |       | <b>943</b>  |
| <b>Changes in taxpayers' equity for 2017/18</b> |       |             |
| Non-cash charges:                               |       |             |
| External Auditor's Fees                         | 3     | 26          |
| Internal Auditor's Fees                         | 3     | 19          |
| Pay Section Costs                               | 3     | 5           |
| Net operating expenditure                       | SoCNE | (382)       |
| FCO capital funding                             |       | 250         |
| FCO net balance                                 |       | (30)        |
| <b>Balance at 31 March 2018</b>                 |       | <b>831</b>  |

FCO Net Balance is made up of total payroll costs minus capital funding minus ODA and core allocation

The notes on pages 63 to 73 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 modified to account for the revaluation of property, plant and equipment, and inventories where material, at their value to the business by reference to their current costs.

### **Property, Plant and Equipment**

Property, plant and equipment in excess of £500 are stated at current value. Individual assets purchased for less than this amount are written off in the year of purchase.

Depreciated cost is used as a suitable proxy for current value where non property assets have a short useful economic life or are of low value. Wilton Park uses the cost model to value assets and therefore does not revalue assets.

### **Depreciation**

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

|                         | Estimated useful life in years                |
|-------------------------|---|
| Plant and Machinery     | 5 to 10                                       |
| Fixtures and Fittings   | 3 to 10                                       |
| Building Enhancement    | Remaining period of current lease to 10 years |
| Computers and Equipment | 2 to 10                                       |
| Motor Vehicles          | 5   |
| Office Equipment        | 3 to 10                                       |

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

### **Intangible Assets**

Website and Operations System costs in excess of £500 are stated at current value.

Amortised cost is used as a suitable proxy for current value where intangible assets have a short useful economic life or are of low value. Intangible Assets are amortised at rates calculated to write them down to their estimated residual values on a straight-line basis over their estimated useful lives of 3 to 5 years.

### **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.

### **Operating Income**

Operating income is income that relates directly to the operating activities of the Agency. It principally comprises participant fees and invoices to funders for services provided, on a full cost basis, to external customers and other government bodies, but also includes other income from other assets. Income is recognised in the month in which the first day of the conference or event occurs. Cancellation charges are recognised when invoiced. The FCO core funding is treated as operating income and is allocated to support the delivery of specific conferences.

Wilton Park strategy is to deliver more series of events spanning multiple financial years. There will be worked carried out during the series which cannot be related to one event and income relating to this will be recognised on a quarterly basis.

Operating income includes £1,378k of Official Development Assistance (ODA) funding. This funding must be used in compliance with ODA regulations. Wilton Park has a robust internal process set up where events which are eligible for ODA funding are identified and are put through the process to ensure full compliance.

### ***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, except where rates do not fluctuate significantly, in which case an average rate for a period is used.

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

### ***Pensions***

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

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

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

Liability for payment of future benefits is a charge on the PCSPS. In respect of the defined contribution elements of the schemes, the Agency recognises the contribution payable for the year.

### ***Operating Leases***

Payments made under operating leases are charged to expenditure in pro-rated amounts in accordance with the terms of the lease.

### ***VAT Policy***

Output VAT is charged as appropriate on activities that fall within the scope of VAT. In broad terms, Wilton Park conference income is exempt from VAT whereas commercial income is standard rated. Input VAT is subject to partial exemption and to the extent it is irrecoverable is included in expenditure as shown in these accounts.

### ***Effects of Future Accounting Policies***

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

IFRS 15 'Revenue from Contracts with Customers' is to be effective for financial reporting periods beginning on or after 1 January 2018 and sets out the principles for an entity to recognise revenue to depict the transfer of promised goods or services to the customer in an amount that reflects the consideration to which the entity expects to be entitled in exchange for those goods or services.

The core principle of IFRS 15 is that an entity recognises revenue to depict the transfer of promised goods or services to customers in an amount that reflects the consideration to which the entity expects to be entitled in exchange for those goods or services. We have considered Wilton Park's income streams against this model and we do not expect the impact of applying IFRS 15 to Wilton Park's financial statements to be material. This is because the delivery of the event will still be considered to be the main performance obligation within Wilton Park's revenue agreements and therefore the principal recognition point for Wilton Park's income. This is therefore similar to Wilton Park's current income recognition policy. Non-refundable deposits are not considered to meet the definition of a performance obligation under IFRS 15 therefore we will continue to defer these receipts and recognise them within income until a performance obligation has been met.

Following the assessment carried out Wilton Park do not believe that IFRS 15 will have a material impact on revenue recognition in 2018-19.

IFRS 16 'Leases' is expected to be effective for financial reporting periods beginning on or after 1 January 2019 and sets out the principles for the recognition, measurement, presentation and disclosure of leases. Wilton Park is currently assessing the impact of this Standard.

IFRS 9 'Financial Instruments' is to be effective for financial reporting periods beginning on or after 1 January 2018 and specifies how an entity should classify and measure financial assets, financial liabilities, and some contracts to buy or sell non-financial items. Wilton Park financial assets and liabilities relate to trade debtors and creditors with accruals and prepayments calculated with reference to income confirmed from funders or purchase invoices received. Wilton Park does not make use of financial instruments and therefore believe that this new IFRS will have no effect on our financial statements.

## 2 Segmental Reporting

|                   | 2017/18               |                |              | 2016/17               |                |              |
|-------------------|-----------------------|----------------|--------------|-----------------------|----------------|--------------|
|                   | Wilton Park<br>events | Commercial     | Total        | Wilton Park<br>events | Commercial     | Total        |
|                   | Events<br>£000        | Events<br>£000 | £000         | Events<br>£000        | Events<br>£000 | £000         |
| Income            | 5,211                 | 770            | <b>5,981</b> | 4,862                 | 899            | <b>5,761</b> |
| Expenditure       | 5,528                 | 835            | <b>6,363</b> | 5,231                 | 984            | <b>6,215</b> |
| (Deficit)/Surplus | <b>(317)</b>          | <b>(65)</b>    | <b>(382)</b> | <b>(369)</b>          | <b>(85)</b>    | <b>(454)</b> |
| % Cost Recovery   | 94.3%                 | 92.2%          | <b>94.0%</b> | 92.9%                 | 91.4%          | <b>92.7%</b> |
| Total Assets      | 1,850                 | 280            | <b>2,130</b> | 1,843                 | 347            | <b>2,190</b> |

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

There are two distinct revenue streams; funding for Wilton Park events as detailed in the activities report of the performance analysis section of the Annual Report, and the commercial income secured to fill calendar gaps during the week and at weekends which relates to weddings, function and commercial conferences. Costs are split using an activities based costing model which splits costs either in relation to income proportion or headcount depending on the cost driver.

Some costs such as certain salaries are 100% attributable to either Wilton Park events or commercial events and are therefore allocated wholly to one or other segment.

Wilton Park receive substantial funding from the Foreign and Commonwealth Office (FCO) comprising £500k core funding, £1,400k ODA Allocation (£22k unspent) and in 2017-18 £1,043k discretionary funding to run Wilton Park events commissioned by directorates within the FCO.

### 3 Other Expenditure

|  | Note  | 2017/18 |              | 2016/17 |              |
|--|-------|---------|--------------|---------|--------------|
|  |       | £000    | £000         | £000    | £000         |
| Staff costs (further information in the Remuneration and Staff Report) |       |         |              |         |              |
| Salaries and wages   |       | 2,340   |              | 2,256   |              |
| Social Security  |       | 237     |              | 229     |              |
| Superannuation   |       | 437     |              | 426     |              |
| Other Employee Related Costs   |       | 285     |              | 165     |              |
|  |       |         | <u>3,299</u> |         | <u>3,076</u> |
| Rentals under operating leases   |       |         |              |         |              |
| Property Rentals   |       | 232     |              | 206     |              |
|  |       |         | <u>232</u>   |         | <u>206</u>   |
| Non cash items   |       |         |              |         |              |
| Depreciation & Amortisation  | 5 & 6 | 323     |              | 316     |              |
| External Auditor's Fees  |       | 26      |              | 23      |              |
| Internal Auditor's Fees  |       | 19      |              | 20      |              |
| Pay Section Charge   |       | 5       |              | 5       |              |
| Loss on Disposal   | 5 & 6 | 7       |              | -       |              |
|  |       |         | <u>380</u>   |         | <u>364</u>   |
| Provisions   | 12    | 13      |              | 62      |              |
|  |       |         | <u>13</u>    |         | <u>62</u>    |
| Other expenditure  |       |         |              |         |              |
| Rates  |       | 81      |              | 81      |              |
| Maintenance, Cleaning, Heating & Lighting                              |       | 291     |              | 292     |              |
| Administrative Expenses  |       | 248     |              | 233     |              |
| Net (gain)/loss on Foreign Exchange                                    |       | 7       |              | (3)     |              |
|  |       |         | <u>627</u>   |         | <u>603</u>   |
| Purchase of goods and services   |       |         |              |         |              |
| Food and Beverage  |       | 228     |              | 242     |              |
| Housekeeping and Laundry   |       | 218     |              | 220     |              |
| Conference Costs   |       | 1,366   |              | 1,442   |              |
|  |       |         | <u>1,812</u> |         | <u>1,904</u> |
|  |       |         | <u>6,363</u> |         | <u>6,215</u> |

#### 4 Operating Income

|  | <b>2017/18</b> | <b>2016/17</b> |
|--|----------------|----------------|
|  | £000           | £000           |
| <b>Operating income is analysed as follows:</b>                    |                |                |
| Income from sales of goods and services                            | 5,980          | 5,761          |
| Bank Interest received   | 1              | -              |
|  | <b>5,981</b>   | <b>5,761</b>   |
| <b>Income from sales of goods and services analysed as follows</b> |                |                |
| WP Conferences   | 3,333          | 2,962          |
| ODA Funding  | 1,378          | 1,400          |
| FCO allocation funding for conferences                             | 500            | 500            |
| Commercial Operations  | 714            | 844            |
| Bar Sales  | 55             | 55             |
|  | <b>5,980</b>   | <b>5,761</b>   |

Miscellaneous sales and shop sales have been consolidated into commercial operations and 2016/17 re-presented.

## 5 Property, plant and equipment

|   | Building<br>Enh'ment | Assets Under<br>Construction | ICT        | Fixture &<br>Fittings | Motor Vehicles | Plant &<br>Machinery | Office<br>Equipment | TOTAL        |
|---|----------------------|------------------------------|------------|-----------------------|----------------|----------------------|---------------------|--------------|
|   | £000                 | £000                         | £000       | £000                  | £000           | £000                 | £000                | £000         |
| Cost or Valuation<br>at 1/4/2017        | 615                  | -                            | 495        | 794                   | 34             | 697                  | 103                 | 2,738        |
| Additions                               | 82                   | -                            | 54         | 54                    | -              | 20                   | -                   | 210          |
| Disposals                               | (29)                 | -                            | (40)       | (114)                 | (1)            | (26)                 | (18)                | (228)        |
| <b>Cost at 31/03/2018</b>               | <b>668</b>           | <b>-</b>                     | <b>509</b> | <b>734</b>            | <b>33</b>      | <b>691</b>           | <b>85</b>           | <b>2,720</b> |
| Depreciation<br>at 1/4/2017             | 358                  | -                            | 288        | 660                   | 33             | 538                  | 87                  | 1,964        |
| Charge in year                          | 92                   | -                            | 63         | 56                    | 1              | 38                   | 7                   | 257          |
| Disposal                                | (25)                 | -                            | (39)       | (112)                 | (1)            | (26)                 | (18)                | (221)        |
| <b>Depreciation at 31/03/2018</b>       | <b>425</b>           | <b>-</b>                     | <b>312</b> | <b>604</b>            | <b>33</b>      | <b>550</b>           | <b>76</b>           | <b>2,000</b> |
| <b>Net Book Value<br/>at 31/03/2018</b> | <b>243</b>           | <b>-</b>                     | <b>197</b> | <b>130</b>            | <b>-</b>       | <b>141</b>           | <b>9</b>            | <b>720</b>   |
| at 31/3/2017                            | 257                  | -                            | 207        | 134                   | 1              | 159                  | 16                  | 774          |

A project to identify assets with nil net book value which Wilton Park no longer has continued during 2017-18 and a further £228k of assets were identified for disposal with a £7k loss on disposal. Wilton Park owns all the above assets and none are leased.

|   | Building<br>Enh'ment | Assets<br>Under<br>Constructi | ICT        | Fixture &<br>Fittings | Motor<br>Vehicles | Plant &<br>Machinery | Office<br>Equipment | TOTAL        |
|---|----------------------|-------------------------------|------------|-----------------------|-------------------|----------------------|---------------------|--------------|
|   | £000                 | £000                          | £000       | £000                  | £000              | £000                 | £000                | £000         |
| Cost or Valuation<br>at 1/4/2016        | 522                  | 29                            | 412        | 894                   | 40                | 709                  | 117                 | 2,723        |
| Additions                               | 93                   | -                             | 108        | 29                    | -                 | 7                    | 3                   | 240          |
| Disposals                               | -                    | -                             | (54)       | (129)                 | (6)               | (19)                 | (17)                | (225)        |
| Re-classification                       | -                    | (29)                          | 29         | -                     | -                 | -                    | -                   | -            |
| Revaluation                             | -                    | -                             | -          | -                     | -                 | -                    | -                   | -            |
| <b>Cost at 31/03/2017</b>               | <b>615</b>           | <b>-</b>                      | <b>495</b> | <b>794</b>            | <b>34</b>         | <b>697</b>           | <b>103</b>          | <b>2,738</b> |
| Depreciation<br>at 1/4/2016             | 279                  | -                             | 278        | 731                   | 38                | 511                  | 93                  | 1,930        |
| Charge in year                          | 79                   | -                             | 64         | 58                    | 1                 | 46                   | 11                  | 259          |
| Disposal                                | -                    | -                             | (54)       | (129)                 | (6)               | (19)                 | (17)                | (225)        |
| Re-classification                       | -                    | -                             | -          | -                     | -                 | -                    | -                   | -            |
| Revaluation                             | -                    | -                             | -          | -                     | -                 | -                    | -                   | -            |
| <b>Depreciation at 31/03/2017</b>       | <b>358</b>           | <b>-</b>                      | <b>288</b> | <b>660</b>            | <b>33</b>         | <b>538</b>           | <b>87</b>           | <b>1,964</b> |
| <b>Net Book Value<br/>at 31/03/2017</b> | <b>257</b>           | <b>-</b>                      | <b>207</b> | <b>134</b>            | <b>1</b>          | <b>159</b>           | <b>16</b>           | <b>774</b>   |
| at 31/3/2016                            | 243                  | 29                            | 134        | 163                   | 2                 | 198                  | 24                  | 793          |

## 6 Intangible assets

Intangible assets comprise the cost of building the website and implementation and development of the Operations System

|   | <b>TOTAL<br/>£000</b> |
|---|-----------------------|
| Cost or Valuation<br>at 1/4/2017        | 296                   |
| Additions                               | 46                    |
| Disposals                               | (21)                  |
| <b>Cost at 31/03/2018</b>               | <b>321</b>            |
| Amortisation<br>at 1/4/2017             | 144                   |
| Charge in year                          | 66                    |
| Disposal                                | (21)                  |
| <b>Amortisation at 31/03/2018</b>       | <b>189</b>            |
| <b>Net Book Value<br/>at 31/03/2018</b> | <b>132</b>            |
| at 31/3/2017                            | 152                   |
|   | <b>TOTAL<br/>£000</b> |
| Cost or Valuation<br>at 1/4/2016        | 284                   |
| Additions                               | 12                    |
| <b>Cost at 31/03/2017</b>               | <b>296</b>            |
| Amortisation<br>at 1/4/2016             | 87                    |
| Charge in year                          | 57                    |
| <b>Amortisation at 31/03/2017</b>       | <b>144</b>            |
| <b>Net Book Value<br/>at 31/03/2017</b> | <b>152</b>            |
| at 31/3/2016                            | 197                   |

## 7 Financial instruments

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

Due to the nature of its activities and the way in which government agencies are financed, the Agency 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 the Agency in undertaking its activities, or for trading.

Interest Rate Risk - Wilton Park has one interest bearing bank account on which the interest was negligible in 2017/18. 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 recognized and when it is paid. Wilton Park's policy is to tolerate this risk. As at 31 March 2018 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 FCO, and it has no borrowing facilities. FCO resource requirements are voted annually by Parliament.

## 8 Inventories

|                 | 2017/18   | 2016/17   |
|-----------------|-----------|-----------|
|                 | £000      | £000      |
| Liquor and Food | 17        | 16        |
| Shop            | 4         | 4         |
|                 | <u>21</u> | <u>20</u> |

## 9 Trade receivables and other current assets

|                                     | 2017/18    | 2016/17    |
|-------------------------------------|------------|------------|
|                                     | £000       | £000       |
| Amounts falling due within one year |            |            |
| Trade Receivables                   | 435        | 358        |
| Prepayments and Accrued Income      | 264        | 280        |
|                                     | <u>699</u> | <u>638</u> |

## 10 Cash and cash equivalents

|   | 2017/18    | 2016/17    |
|---|------------|------------|
|   | £000       | £000       |
| Balance at 1 April                              | 606        | 514        |
| Net change in cash and cash equivalent balances | (48)       | 92         |
| Balance at 31 March                             | <u>558</u> | <u>606</u> |

Wilton Park bank accounts are all commercial accounts and none are with the Government banking system. Cash and cash equivalents is made up of cash, currency and cash in bank accounts.

**11 Trade payables and other current liabilities**

|                              | 2017/18    | 2016/17    |
|------------------------------|------------|------------|
|                              | £000       | £000       |
| Trade Payables               | 78         | 189        |
| Payments Received on Account | 252        | 275        |
| Other Payables               | 5          | 1          |
| Accruals and Deferred Income | 361        | 159        |
| VAT                          | 99         | 132        |
|                              | <b>795</b> | <b>756</b> |

**12 Provisions for liabilities and charges**

|                                      | Total      |
|--------------------------------------|------------|
|                                      | £000       |
| Balance as at 1 April 2017           | 491        |
| Provided in the year                 | 34         |
| Provisions not required written back | (21)       |
| Provisions utilised in the year      | -          |
| Unwinding of Discount                | -          |
| Balance at 31 March 2018             | <b>504</b> |

*Analysis of expected timing of discounted cash flows*

|  | Total |
|--|-------|
|  | £000  |
| Not later than 1 year                        | -     |
| Later than 1 year and not later than 5 years | 504   |
| Later than 5 years                           | -     |

The provision includes obligations that Wilton Park has undertaken when it entered the Wiston House lease with respect to clauses under which Wilton Park must make good dilapidations or other damage which occurs to the Wiston House property during the course of the lease and to restore the property to a specified condition. The lease term ends in March 2027.

**13 Commitments under Leases**

|  | 2017/18 | 2016/17 |
|--|---------|---------|
|  | £000    | £000    |
| <b>Land and Buildings</b>                    |         |         |
| Not later than 1 year                        | 238     | 207     |
| Later than 1 year and not later than 5 years | 714     | 828     |
| Later than 5 years                           | -       | -       |

## 14 Capital Commitments

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|   | 2017/18 | 2016/17 |
|---|---------|---------|
|   | £000    | £000    |
| There were no capital commitments in 2017/18 (2016/17 £45k) | -       | 45      |

## 15 Related Party Transactions

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Wilton Park is an Executive Agency of the Foreign and Commonwealth Office. The Foreign and Commonwealth Office is regarded as a related party. During the year, Wilton Park has had a significant number of transactions with the Foreign and Commonwealth Office. The gross income from the FCO amounts to £700k core allocation of which £200k was ring-fenced for ODA, a further £1,200k ODA allocation (of which £22k was unspent) plus £1,043k for conference specific funding. In addition to this £250k was allocated for capital expenditure

In addition, Wilton Park has had various transactions with other government departments. Most of these transactions have been with the Ministry of Defence, the Department for International Development and the Department for Business, Energy and Industrial Strategy

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

## 16 Events After Reporting Date

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There were no events after the reporting period. The Accounting Officer authorised these accounts for issue on the same date the Comptroller and Auditor General signed the audit certificate.



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