

	Finance and Administration Committee 2025 Draft Budget, 2026 Forecast Budget and Five-Year (2025 – 2029) Budgeting Plan	FAC(24)05rev¹ Agenda item: 7
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**2025 Draft Budget, 2026 Forecast Budget and
Five-Year (2025 – 2029) Budgeting Plan**

(a) Introduction

This document presents a 2025 Draft Budget and a 2026 Forecast Budget (Tables 1 to 3) for consideration by the Finance and Administration Committee (FAC). An updated five-year (2025 – 2029) Expenditure and Income Projection or ‘Budgeting Plan’ is included for information (Table 5). The FAC had previously welcomed the more detailed and transparent budget format that was used for the first time for the 2014 budget, and this has again been used for the 2025 Draft Budget. The information provided has been expanded following a request in 2020 to include information on the most recent actual expenditure, in Table 2. As requested by the European Union in 2019, details of the fixed component of the contribution are also provided, in Section 17. Notes on the basis for cost calculations are now included in the budget commentary and in Table 1.

Note. There is uncertainty in costs both in staff-related costs due to the fact that a new Secretary will be appointed in 2025 and in the audit costs. The successful candidate’s personal circumstances could have a marked effect on section 1 of the budget, i.e. ‘Staff-related costs’. Annex 1 presents the costings of allowances for a number of scenarios based on the salary scale at which the successful candidate is appointed and, simplistically, whether they have been recruited in the UK or from abroad. Additionally, costs in section 10 of the budget, i.e. ‘Audit and other expenses’, in 2025 will vary, depending on the outcome of the choice of auditors recommended to the Council by the FAC in 2025 and whether Council approves the FAC’s recommendation to receive legal opinion on the staff rules to be revised following the 2024 Annual Meeting. The more expensive quote for the audit is included in this draft budget – see section 10.

Forecasts of the Consumer Price Index (CPI) for the UK for 2025, published by the UK Government’s Treasury, currently average around 2.5% (1.5 – 3.5%) so an increase in the budget by this amount represents no increase in real terms. Forecasts of the Retail Price Index (RPI) are higher.

The 2025 budgeted expenditure (£713,220) represents a 4.3% increase compared to that in the 2024 Budget (£661,550) and is slightly higher (1.5%) in real terms than that anticipated in the 2024 – 2028 Budgeting Plan for 2024 (£685,844).

The 2023 Audited Accounts indicate that the Working Capital Fund, the Contractual Obligation Fund and the Recruitment Fund are all below their respective ceilings of £200,000, £250,000 and £60,000, at £180,000, £220,953 and £45,000 respectively. Despite this, the Organization’s financial position remains sound.

(b) Budget Commentary – Expenditure

1. Staff-related costs	2024 Budget £437,500	2025 Draft £451,920
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¹ Information has been added to Annex 2 for the second proposal for an outreach / communications plan

Note. This section is approximately 2.9% lower in real terms than the sum included in the 2024 – 2028 Budgeting Plan for 2025 (£453,700).

1.1 Secretariat members (£286,220)

This sub-section covers the salary and employee contributions to the Staff Fund of staff in both the Professional Category of the Co-ordinated Organisations (the Secretary) and the General Services Category (GSC) (the Assistant Secretary, the Office Manager and the Administration Assistant). Following the external review of the Staff Fund, all full-time staff salaries are now budgeted for in this section of the budget.

This sub-section includes salary only for the new Secretary, with no allowances for dependents or a settling-in allowance. Potential allowances payable are listed in Annex 1.

1.2 Temporary, part-time and support staff (£67,600)

This section includes all costs related to staff on part-time contracts (the Information and Publications Officer). Ten days of consultancy costs, at £650 per day, have been included, in addition to the small sum (£1,500) usually included for agency staff.

The Working Group on the Future of NASCO has proposed an action under Objective 4 of the Draft Action Plan, [CNL\(24\)14](#), related to the development of an outreach / communications plan that NASCO can use to raise public and political awareness regarding the plight of wild Atlantic salmon and advise on tools / products that NASCO could pursue. Two communications / outreach professionals have been consulted and their indicative costs are given in Annex 2.

1.3 Other staff-related costs (£98,100)

This section covers all other staff-related costs. These include employer contributions to the Staff Fund, allowances and insurances as defined in the Staff Rules together with any other items related to staff employment.

The total staff-related costs for 2025, as currently budgeted, can be divided as follows:

Secretariat members' salaries (incl. employee Staff Fund payments)	£286,220
Staff Fund contributions by NASCO	£57,630
Insurances	£29,210
Allowances	£11,260
Temporary, part-time and support staff costs	£67,600
Total	£451,920

2. Travel and subsistence	2024 Budget	2025 Draft
	£27,500	£28,500

Note. The sum budgeted is a minor (1.1%) real-terms increase on that in the 2024 – 2028 Budgeting Plan for 2025 (£27,500).

2.1 Travel and subsistence for Annual Meeting (£7,000)

This sub-section covers the cost of moving the Secretariat to run the Annual Meetings when these are held abroad. The 2025 draft budget assumes that the 2025 meeting will be hosted by a Party.

2.2 Official travel and subsistence (£21,500)

This sub-section covers all official travel and subsistence **other than those costs covered by sub-section 2.1 above**. Subsistence rates are those set independently by the Co-ordinated

Organisations. Although it is not possible to predict actual duties this section includes the following anticipated travel:

- NASCO meetings (including attendance at the Annual Meeting, preparatory meeting(s) for the Annual Meeting, inter-sessional Commission meetings, Review and Working Group meetings and Committee meetings);
- liaison with ICES (e.g. MIRIA and ASC), the UN and FAO (e.g. RSN, COFI and FIRMS), and RFMOs;
- scientific and other relevant meetings;
- other activities required for the effective and efficient running of the Organization including public relations activities.

Average costs for 2016:2019; 2022; 2023 have been used as the basis for costs. Uncertainty over travel costs remains given that travel still seems to be settling post-pandemic.

3. Research & advice	2024 Budget	2025 Draft
	£70,800	£71,700

Note. The sum budgeted is 6.5% lower in real terms than for 2025 in the 2024 – 2028 Budgeting Plan (£74,694).

3.1 Annual contribution to ICES (£71,700)

NASCO signed its revised Memorandum of Understanding (MoU) with ICES on February 22, 2022. This outlines the provision of Scientific and Advisory information by ICES to NASCO. The MoU specifies recurrent requests for advice, procedures for ad hoc requests for advice as well as key administrative procedures and financial aspects.

ICES' costing is based on the number of stocks that advice requesters receive advice for. Given that ICES provides NASCO with advice on only one species, NASCO is charged a minimum fee to allow ICES to maintain and develop the capacity to provide recurrent advice, independent of the number of stocks for which advice is being requested. Under the new MoU, NASCO will pay a base cost of DKK 520,000 for the recurring advice for the period of the MoU, annually regulated from 2021 in accordance with the official rate of inflation in Denmark.

For 2025, ICES advised the sum of DKK 610,126 (DKK 593,508 as advised by ICES for 2024 and raised by inflation – current OECD indexation 2.8%), which includes, as usual, contributions toward the salary costs incurred for the leadership of the Advisory Committee and for the ICES Secretariat Advisory programme. The pound sterling remains weak against the Danish Kroner and an exchange rate of £1 = DKK 8.5 has been used.

3.2 Other research and advice (£0)

No expenditure on other research or advice is anticipated in 2024.

4. Contribution to Working Capital Fund	2024 Budget	2025 Draft
	£0	£10,000

The Working Capital Fund is important in ensuring the Organization can meet any unanticipated non-budgeted or urgent costs and in providing funds in the event of delays in receiving the contributions from the Parties. On the advice of the FAC, the Council set the ceiling for the Working Capital Fund at £200,000. Following expenditure of £20,000 from the Working Capital Fund in 2023 and no budget surplus due to a delay in payment of the 2023 contribution from one of the Parties, this section of the budget has, therefore, been set to £10,000.

5. Meetings	2024 Budget	2025 Draft
	£10,000	£13,500

Note. The sum budgeted represents a 27.3% increase than in the 2024 – 2028 Budgeting Plan (£10,400). This budget assumes that the 2024 Annual Meeting will be hosted by a NASCO Party.

5.1 Costs of Annual Meeting (£3,500)

The Organization is expecting to hold its Forty-Second Annual Meeting in Northern Europe. The Council previously agreed to include a small sum to allow for any costs associated with the Annual Meeting and the sum of £3,500 (based on the average spend from 2016 to 2019) has been included for 2025.

5.2 Costs of other meetings (£10,000)

NASCO has held a range of meetings in addition to its Annual Meeting. This workload diminished for a number of years but since 2014 there have been inter-sessional meetings of the West Greenland Commission, annual Review Group meetings, meetings of the Steering Committees for some of the Theme-based Special Sessions and for the 2019 IYS Symposium, meetings of the *Gyrodactylus salaris* Working Group, a meeting of the Working Group on Future Reporting and meetings of the IP / APR Review Group for the Review of the Implementation Plans under the third reporting cycle.

In 2023 and 2024, two larger hybrid meetings (Working Group on the Future of NASCO) were held outside NASCO HQ; these alone were each considerably more expensive than the £7,000 previously budgeted here. A larger element than in recent years has, therefore, been included to cover the costs of any other hybrid meetings in 2025, which in general are quite expensive if not able to be hosted by a Party or held in NASCO HQ. It is not possible to predict precisely, at the time of preparing the Draft Budget, what meetings will be necessary, where they will be held, or the cost of the facilities.

6. Office supplies, printing and translation	2024 Budget	2025 Draft
	£22,000	£22,000

This section covers the printing and design (£6,500) and translation (£3,000) costs associated with the production of the annual reports and any other documents issued by the Organization and the costs of all office supplies (£12,500). The office supplies costs are an average of 2016:2023 costs. Printing / design costs are based on costs for recent TBSS and IYS reports. The translation costs reflect the costs for the very experienced translator. The sum budgeted is slightly lower than in the 2024 – 2028 Budgeting Plan (£22,800).

7. Communications	2024 Budget	2025 Draft
	£20,000	£20,000

This section covers all costs associated with telephone, email and facsimile (£5,000), postage (£2,500), and IT support, website maintenance and development (£12,500). The basis for the telecoms cost is actual 2023 costs; the IT cost basis is the 2023 cost raised by inflation, with the addition of a website maintenance cost; for postage the cost basis is average costs in 2016, 2017, 2019 and 2022 – years in which TBSS reports were posted out. The sum budgeted is slightly lower than in the 2024 – 2028 Budgeting Plan (£20,800).

8. Headquarters Property	2024 Budget	2025 Draft
	£52,850	£52,850

The benefits of the Council’s decision to purchase its Headquarters Property are clear to see. Following agreement of a ten-year lease with new tenants in January 2015, the Organization

expects to receive significant income from the property as a result of rental income and service charges (see section 19) and at the same time there is no rent to pay and the Parties own a substantial capital asset. A proportion of the costs of running and maintaining the property are recovered from our tenants through the service charges. The sum budgeted is slightly lower than in the 2024 – 2028 Budgeting Plan (£54,800).

8.1 Capital and interest payments (£0)

There is no loan on the Property, so this section of the budget, again, has been set to zero.

8.2 Maintenance, services, etc. (£52,850)

The Headquarters Property is a listed Georgian building (i.e. it is of historic significance) and such buildings are more expensive to maintain. Estimates are based on recent relevant charges, raised by the RPI. The budget comprises estimated local authority charges including rates, water and drainage (£5,550), central heating and electricity (£15,000), property insurance (£8,800), cleaning (£7,000), and all repairs and maintenance including essential contracts related to building safety and security (£16,500). In addition to maintaining the value of a considerable capital asset, we are required under the lease to maintain the property to a reasonable standard and the budget allows for such ongoing work. In recent years, substantial improvements have been made to the property including installing new water tanks and central heating boilers and improving anti-damp measures.

9. Office furniture and equipment	2024 Budget £1,600	2025 Draft £1,600
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The Organization, with its small staffing level, is very dependent on modern equipment which permits a high level of staff productivity. The principal aim is to ensure that the Organization functions efficiently. The NASCO Secretariat’s policy is to replace laptops every five years. Other than this it is almost impossible to predict, up to eighteen months ahead, what equipment will fail and require repair or replacement and what new technologies will become available. No allowance has been made for office furniture. The sum budgeted is the same as in the 2024 Budget and the 2024 – 2028 Budgeting Plan (£1,600).

10. Audit and other expenses	2024 Budget £14,500	2025 Draft £28,650
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This section covers audit and accountancy fees (£17,500), bank and other charges (£650), and representation, staff training and other miscellaneous costs including any legal fees (£10,500). The estimated audit costs for 2025 from the more expensive bid (£14,000) and average accountancy and other costs for the period 2016:2023 (£3,500) provide the basis for these costs. The representation costs include the sum of £7,500 for a full review of the revised staff rules that the FAC will recommend to Council in the 2024 Annual Meeting. The sum budgeted is, therefore, an 88% increase on the 2024 – 2028 Budgeting Plan (£15,050).

11. Tag Return Incentive Scheme	2024 Budget £4,500	2025 Draft £4,500
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The Tag Return Incentive Scheme is intended to stimulate the return of external tags (all tags in the case of the West Greenland Commission). There is a Grand Prize of £1,500 and three Commission prizes of £1,000 each, a total of £4,500 in prizes. The sum budgeted is in line with the 2024 – 2028 Budgeting Plan (£4,500).

12. International Atlantic Salmon Research Fund	2023 Budget	2024 Draft
	£0	£0

At its Eighteenth Annual Meeting, the Council established an International Atlantic Salmon Research Board (the Board) to direct and co-ordinate a programme of research into the causes of marine mortality of salmon. The Council agreed to include sums of £12,000 and £18,000 in the 2003 and 2004 budgets, respectively, to allow initial fund-raising activities to commence. These ‘seed funds’ helped to raise enormous sums of money that allowed the first phase of the SALSEA Programme to be implemented. The intention was that, in the longer term, the Board’s costs would be met from its own resources and no subsequent budgetary provision has been made.

13. Contractual Obligation Fund	2024 Budget	2025 Draft
	£0	£0

The Council had previously agreed that it should build the Contractual Obligation Fund to a ceiling of £250,000. Due to expenditure in 2023, the Fund stood at £220,953 at the end of 2023. It is expected that the 2023 expenditure from the Fund can be rebuilt from budget surplus in 2024. This section of the budget has, therefore, been set to zero.

14. Contribution to Recruitment Fund	2024 Budget	2025 Draft
	£0	£5,000

In 2012, the Council decided to establish a Recruitment Fund, with the first payment into the fund being made in 2014. In 2016, the Committee agreed that a sum of £60,000 would be an appropriate ceiling for the Recruitment Fund. The Fund was used most recently in 2023 to recruit the Assistant Secretary. After expenses incurred in 2023, the Fund is below its ceiling of £60,000, at £45,000. It is expected that much of the 2023 expenditure from the Fund can be rebuilt from budget surplus in 2024. This section of the budget has, therefore, been set to £5,000.

15. Training	2024 Budget	2025 Draft
	£0	£3,000

The results of NASCO’s third performance review were reported to Council in 2023, [CNL\(23\)17rev](#). Recommendation 39 stated ‘The Panel recommends that the NASCO Secretary should assess the needs for training and that training should be provided where considered necessary.’ In 2023, the FAC agreed that a generic training budget could be agreed in the annual budget each year. The budget proposed allows up to £600 per person per year. This is based on the training budgets for two Edinburgh-based organizations: the NGO Fidra and the charity CEH – formerly part of the UK’s scientific civil service. This budget element will allow for an element of continuing professional development (CPD) that has, until now, not been a possibility for Secretariat staff.

16. Contribution to Periodic Projects Special Fund	2024 Budget	2025 Draft
	£0	£0

In 2020, the Council agreed to establish the Special Fund – to be called the ‘Periodic Projects Special Fund’ – in accordance with Financial Rule 6.1. Its purpose is to help avoid large swings in NASCO’s budget from year to year where monies are needed to support necessary and higher cost intermittent activities, such as future performance reviews, International Year of the Salmon (IYS) legacy activities such as those agreed by Council in 2019 (i.e. the updates to the State of North Atlantic Salmon report and follow up Symposia), and other costly special projects. The Council agreed that the ceiling for the new Special Fund would be £100,000 (which may be adjusted in the future) and initial funding would include the IYS Fund surplus

of £60,800. A further £24,200 from surplus funds available at the end of the 2020 financial year was added in 2021. The sum of £15,000, included in the 2021 budget, took the fund to its agreed ceiling of £100,000. Council agreed in 2023 that the monies remaining in the IYS Fund (£17,656.96) could be transferred to the Periodic Projects Special Fund and the IYS Fund be closed. Surplus funds in subsequent financial years that are not needed for the Working Capital Fund or Contractual Obligation Fund can be added to the fund. The Council acknowledged that additional budgetary contributions could also be authorised in the future, as needed and appropriate.

(c) Budget Commentary – Income

17. Contributions of the Parties	2024 Budget	2025 Draft
	£603,550	£654,220

The contributions of the Parties based on this budget are shown in Table 4. The contributions have been calculated by reducing the budget by an estimated amount for interest (Section 18) and income from the property (Section 19). The contributions for each Party have been calculated in accordance with Article 16, paragraph 2 of the Convention. The 2024 contributions have been recalculated to take account of the difference in the provisional and confirmed 2022 catch statistics and the appropriate adjustments have been made to the 2025 contributions. Additionally, a second adjustment has been added, to account for the fact that Iceland paid a full year’s contribution for 2024 when it should, in line with Article 16, paragraph 5 of the Convention, have paid only 11 months given that it acceded to the Convention on 23 January 2024 (see Annex 2).

Changes in the contributions can occur even with stable budgets when a Party’s proportion of the total catch changes. The 2025 contributions are 1.7% higher in real terms than those anticipated in the 2024 – 2028 Budgeting Plan (£627,844); this is, to a large extent, related to the increase in costs in ‘Audit and other expenses’.

In 2017, the FAC requested the Secretary to include the 30% share of the contribution for each Party in this section. In the draft 2025 budget as proposed, this equates to £24,533 per Party.

18. General Fund - Interest	2024 Budget	2025 Draft
	£1,000	£1,000

Depending on prompt payment of contributions, the Organization should receive interest on the funds it holds. Interest rates in the UK have risen in the last couple of years, with the base rate now at 5.25%. Any interest received is used to reduce the contributions of the Parties. In the event that interest rates rise, and contributions are received promptly, any additional interest above the budgeted figure could be used to generate a surplus. Delays in the receipt of contributions could result in lower interest being received. The sum budgeted is in line with that in the 2024 – 2028 Budgeting Plan (£1,000), given the uncertainty of where interest rates will be in 2025.

19. Headquarters Property Income	2024 Budget	2025 Draft
	£57,000	£58,000

A ten-year lease was agreed with Inigo Business Centres Ltd with effect from 5 January 2015. The annual rental under this lease has been £40,000 and we anticipate service charges, including our management fee, in the region of £15,000 per annum. Inigo Business Centres was purchased by UBC UK in 2022. At the time of writing, a Chartered Surveyor is analysing a proposal for future rent in a renewed lease with UBC UK from January 2025. We have,

therefore, assumed income of £58,000 for 2025, with the hope that UBC UK will want to remain as tenant in 11 Rutland Square. Actual service charges are hard to predict.

20. Surplus or Deficit from 2023	2024 Budget	2025 Draft
	£0	£0

There was neither a surplus nor deficit in 2023.

(d) Overall

The 2025 budgeted expenditure (£713,220) represents a 4.3% increase compared to that in the 2024 Budget (£661,550) and is slightly higher (1.5%) in real terms than that anticipated in the 2024 – 2028 Budgeting Plan for 2024 (£685,844).

Table 1
2024 - 2026 Expenditure Summary (Pounds Sterling)

	2024 Current	2025 Draft	% Change 2024 / 2025		2026 Forecast
			Real Terms	Gross	
1. Staff-related costs <i>No real change in real terms when compared to 2024 – 2028 Budgeting Plan (£453,700)</i>	437,500	451,920	0.8%	3.3%	463,300
2. Travel and subsistence <i>2025 Annual Meeting in Northern Europe. Averages of costs for 2016:2019;2022;2023 used as the basis for the 2024 estimate. T&S costs a minor real terms increase (1.1%) on the sum budgeted in the 2024 – 2028 Budgeting Plan (£27,500)</i>	27,500	28,500	1.1%	3.6%	28,500
3. Research and advice <i>Payment in accordance with proposed revised MoU and cost estimate from ICES. 4% decrease from that in the 2024 – 2028 Budgeting Plan (£74,694) due to interest rate decreases in Denmark</i>	70,800	71,700	-1.2%	1.3%	73,349
4. Contribution to Working Capital Fund <i>Fund below ceiling of £200,000, at £180,000 at end of 2023</i>	0	10,000	-	-	10,000
5. Meetings <i>2025 Annual Meeting in Northern Europe. 27.3% real-terms increase on the sum budgeted in the 2024 – 2028 Budgeting Plan (£10,400) due to inflated hybrid (other) meeting costs in 2023 and 2024</i>	10,000	13,500	32.5%	35.0%	13,900
6. Office supplies, printing and translation <i>Averages of costs for 2016 to 2023 used as the basis for the 2024 estimate. Decrease in real terms proposed and slightly lower than the 2024 – 2028 Budgeting Plan (£22,800)</i>	22,000	22,000	-2.5%	0.0%	22,600
7. Communications <i>Actual costs raised by the appropriate amount (inflation etc.) used as the basis for the 2024 estimate. Decrease in real terms proposed and slightly lower than the 2024 – 2028 Budgeting Plan (£20,800)</i>	20,000	20,000	-2.5%	0.0%	20,500
8. Headquarters Property <i>Actual costs, raised by the appropriate amount (inflation etc.) used as the basis for 2025 costs. Decrease in real terms proposed and ~6% lower (in real terms) than the sum budgeted in the 2024 – 2028 Budgeting Plan (£54,800)</i>	52,850	52,850	-2.5%	0.0%	54,200
9. Office furniture and equipment <i>The 2025 estimate is based on the audited costs of office equipment in 2022 raised by inflation. Decrease in real terms proposed and in line with the 2024 – 2028 Budgeting Plan (£1,600)</i>	1,600	1,600	-2.5%	0.0%	1,600
10. Audit and other expenses <i>Costs based on the higher of two new quotes for auditors plus £7,500 for a solicitor's review of the revised staff rules. 91% real terms increase and 88% above the sum budgeted in the 2024 – 2028 Budgeting Plan (£15,050)</i>	14,800	28,650	91.1%	93.6%	29,800

	2024 Current	2025 Draft	% Change 2024 / 2025		2026 Forecast
			Real Terms	Gross	
11. Tag Return Incentive Scheme <i>No change in budget</i>	4,500	4,500	-2.5%	0.0%	4,500
12. International Atlantic Salmon Research Fund	0	0	-	-	0
13. Contribution to Contractual Obligation Fund <i>Contractual Obligation Fund below its ceiling of £250,000 in 2023</i>	0	0	-	-	30,000
14. Contribution to Recruitment Fund <i>Increase on contribution in 2024 - 2028 Budgeting Plan (£0) given unexpected expenditure in 2023</i>	0	5,000	-	-	0
15. Training <i>New budget item following third performance review Recommendation 39. In 2023, the FAC agreed that a generic training budget could be agreed in the annual budget each year</i>	0	3,000	-	-	3,000
16. Contribution to Periodic Projects Special Fund <i>Contribution in accordance with 2024 – 2028 Budgeting Plan</i>	0	0	-	-	0

Table 2
North Atlantic Salmon Conservation Organization
2023 Expenditure, 2024 Budget, 2025 Draft Budget
and 2026 Forecast Budget (Pounds Sterling)

		Spend 2023	Budget 2024	Draft 2025	Forecast 2026
Expenditure					
1.	Staff-related costs	409,961	437,500	451,920	463,300
2.	Travel and subsistence	26,507	27,500	28,500	28,500
3.	Research and advice	62,146	70,800	71,700	73,349
4.	Contribution to Working Capital Fund	0	0	10,000	10,000
5.	Meetings	28,189	10,000	13,500	13,900
6.	Office supplies, printing and translation	17,709	22,000	22,000	22,600
7.	Communications	14,928	20,000	20,000	20,500
8.	Headquarters Property	52,852	52,850	52,850	54,200
9.	Office furniture and equipment	9,662	1,600	1,600	1,600
10.	Audit and other expenses	17,843	14,800	28,650	22,000
11.	Tag Return Incentive Scheme	3,500	4,500	4,500	4,500
12.	International Atlantic Salmon Research Fund	0	0	0	0
13.	Contribution to Contractual Obligation Fund	0	0	0	30,000
14.	Contribution to Recruitment Fund	0	0	5,000	0
15.	Contribution to IYS Fund (Training from 2025)	0	0	3,000	3,000
16.	Contribution to Periodic Projects Special Fund	92,085	0	0	0
Total Expenditure		735,382	661,550	713,220	747,449
Income					
17.	Contributions - Contracting Parties	585,557	603,550	654,220	688,449
18.	General Fund – Interest	2,131	1,000	1,000	1,000
19.	Income from Headquarters Property	60,350	57,000	58,000	58,000
20.	Surplus or Deficit (-) from 2023	0	0	0	0
Total Income		648,038	661,550	713,220	747,449

Table 3
2025 Draft Budget & 2026 Forecast Budget (Pounds Sterling) - Expenditure by Sub-Section

	Draft 2025	Forecast 2026
1. Staff related costs		
1.1 Secretariat members	286,220	293,400
1.2 Temporary and part-time staff costs	67,600	69,300
1.3 Staff Fund, allowances, insurances and other costs	98,100	100,600
Total	451,920	463,300
2. Travel & subsistence		
2.1 Travel to Annual Meeting	7,000	7,000
2.2 Official travel and subsistence	21,500	21,500
Total	28,500	28,500
3. Research and advice		
3.1 Contribution to ICES	71,700	73,349
3.2 Other research & advice	0	0
Total	71,700	73,349
4. Contribution to Working Capital Fund	10,000	10,000
5. Meetings		
5.1 Costs of annual meeting	3,000	3,600
5.2 Costs of other meetings	10,000	10,300
Total	13,500	13,900
6. Office supplies, printing and translation		
6.1 Office supplies	12,500	13,000
6.2 Printing	6,500	6,700
6.3 Translations	3,000	3,100
Total	22,000	22,800
7. Communications		
7.1 Telecommunications	5,000	5,100
7.2 Postage and courier services	2,500	2,600
7.3 IT Support & Website	12,500	12,800
7.4 Communications, professional support and design	0	0
Total	20,000	20,500
8. Headquarters Property		
8.1 Capital and interest payments	0	0
8.2 Maintenance, services and other building related costs	52,850	52,850
Total	52,850	52,850
9. Office furniture and equipment		
9.1 Furniture	0	0
9.2 Equipment	1,600	1,600
Total	1,600	1,600
10. Audit and other expenses		
10.1 Audit and accountancy fees	17,500	18,350
10.2 Bank charges and insurances	650	650
10.3 Miscellaneous	10,500	3,000
Total	28,650	22,000
11. Tag Return Incentive Scheme	4,500	4,500
12. Contribution to IASRF	0	0
13. Contribution to Contractual Obligation Fund	0	0
14. Contribution to Recruitment Fund	5,000	0
15. Training	3,000	3,000
16. Contribution to Periodic Projects Special Fund	0	0
Total Expenditure	713,220	747,449

Table 4**2024 Budget Contributions (Pounds Sterling) Adjusted for Confirmed rather than Provisional 2022 Catches (tonnes)**

Party	2022 catch (provisional)	2022 catch (confirmed)	2024 contribution (provisional)	2024 contribution (confirmed)	Adjustment
Canada	100	90	82,391	77,108	-5,282
Denmark (Faroe Islands and Greenland)	29	29	39,963	40,186	223
European Union	69	68	63,866	63,792	-74
Iceland	56	57	56,097	57,134	1,037
Norway	390	391	255,687	259,297	3,610
Russian Federation	55	55	55,500	55,923	424
United Kingdom	8	8	27,414	27,475	62
USA	0	0	22,633	22,633	0
Total	707	698	603,550	603,550	0

Note. A positive adjustment represents an underpayment in 2024.

NASCO Budget Contributions for 2025 and Forecast Budget Contributions for 2026 (Pounds Sterling)

Party	2023 catch (provisional)	2025 contribution	Adjustment from 2024	2025 adjusted contribution	Second adjustment (Iceland)¹	2025 fully adjusted contribution	2026 forecast contribution
Canada	88	93,896	-5282	88,614	698	89,312	98,809
Denmark (Faroe Islands and Greenland)	33	50,544	223	50,768	393	51,161	53,189
European Union	60	71,826	-74	71,753	565	72,318	75,584
Iceland	45	60,003	1037	61,040	-4,674	56,365	63,142
Norway	297	258,634	3610	262,244	1,940	264,184	272,165
Russian Federation	52	65,521	424	65,944	505	66,450	68,949
United Kingdom	6	29,263	62	29,324	304	29,628	30,794
USA	0	24,533	0	24,533	270	24,803	25,817
Total	581	654,220	0	654,220	0	688,449	688,449

¹The second adjustment is necessary as Iceland paid a full year's contribution for 2024 when it should, in line with Article 16, paragraph 5 of the Convention, have paid only 11 months given that it acceded to the Convention on 23 January 2024. This adjustment, in effect, reimburses Iceland for its 2024 budget overpayment. Contributions are based on the official returns. Column totals in both tables can be in error by a few pounds due to rounding.

Table 5
Five-year NASCO Budgeted Expenditure and Income Projections 2025 – 2029

		Draft 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029
Expenditure						
1.	Staff related costs	451,920	463,300	477,199	494,855	513,165
2.	Travel & Subsistence	28,500	28,500	28,500	28,500	28,500
3.	Research & advice	71,700	73,349	74,816	76,312	77,839
4.	Contribution to Working Capital	10,000	10,000	0	0	0
5.	Meetings	13,500	13,900	14,000	14,350	14,700
6.	Office supplies, printing and translations	22,000	22,600	23,200	23,800	24,350
7.	Communications	20,000	20,500	21,000	21,500	22,000
8.	Headquarters Property	52,850	54,200	55,000	55,000	55,000
9.	Office furniture & equipment	1,600	1,600	1,600	13,600	1,600
10.	Audit & other expenses	28,650	22,000	22,550	23,114	23,692
11.	Tag return incentive scheme	4,500	4,500	4,500	4,500	4,500
12.	International Co-operative Research	0	0	0	0	0
13.	Contribution to Contractual Obligation Fund	0	30,000	30,000	25,000	25,000
14.	Contribution to Recruitment Fund	5,000	0	0	0	0
15.	Training	3,000	3,000	3,000	3,000	3,000
16.	Contribution to Periodic Projects Special Fund	0	0	0	0	0
	Total	713,220	747,449	755,365	783,532	793,345
Income						
16.	Contributions of Contracting Parties	654,220	696,249	697,365	725,532	735,345
17.	Interest Received on General Fund	1,000	1,000	1,000	1,000	1,000
18.	Income from HQ property	58,000	58,000	57,000	57,000	57,000
	Total	713,220	747,449	755,365	783,532	793,345

Illustrative Scenarios for Costs of Allowances for NASCO's Next Secretary

Rule 5.3 of NASCO's Staff Rules, CNL(14)63, states:

A Secretariat member in the Professional Category shall be entitled to net or basic salary in accordance with Rule 5.1, and, where appropriate, expatriation allowance, household allowance, children's allowance, handicapped children's allowance, installation allowance and education allowance. A Secretariat member in the Professional Category shall also be entitled to the insurances as required under Rule 8.1 and contribution arrangements as defined under the Staff Fund Rules. Adjustments in the salary scale and allowances are made only after approval of Council through the annual budget. Where appropriate these entitlements are subject to the NASCO taxation regime.

The allowances are all determined in accordance with the scales of remuneration of the Co-ordinated Organisations for staff serving in the United Kingdom (London scales) and are given in pounds sterling. The Secretary has determined the current allowances through contact with the Compensation and Benefits and IT support officer in iSRP – the International Service for Remunerations and Pensions of the OECD – who provides annual updates to NASCO on salary scales etc.

Six scenarios for these allowances are provided, for both 2025 and 2026 – to show the extent of possible costs. Where there is a ceiling for an allowance under the various rules of the Co-ordinated Organisation's scales, this ceiling has been used in the illustration. Council could, of course, decide on a lower threshold.

Three salary scales are provided, at A4.1, A3.1 and A2.1, at the same salary in both years (in reality the salary would be different from 1 January 2026 to 1 October 2025). The starting salary scale is yet to be determined by Council. The allowances assume the Secretary has a spouse with three children under the age of 22 and in full-time education. Two 'classes' of employee are then illustrated for each salary scale: effectively one recruited as a UK national / resident 'Non Ex-Pat' and the other recruited internationally 'Ex-Pat'.

Extra allowances for new Secretary in 2025						
Assume employment from 1 October 2025, i.e. three months to end of year						
A4.1 scale monthly salary	£12,820.18					
A3.1 scale monthly salary	£11,032.86					
A2.1 scale monthly salary	£8,940.94					
		Non Ex-Pat			Ex-Pat	
Scenario	Scenario 1	Scenario 2	Scenario 3	Scenario 4	Scenario 5	Scenario 6
Salary Scale / Allowance	A4.1	A3.1	A2.1	A4.1	A3.1	A2.1
Expatriation Allowance	0	0	0	£3,846.05	£3,309.86	£2,682.28
Household allowance	1325.13	1325.13	1325.13	2650.26	2650.26	2650.26
Children's allowance*	3975.39	3975.39	3975.39	3975.39	3975.39	3975.39
Installation allowance**	3322.5	3322.5	3322.5	13709.25	13709.25	13709.25
Education allowance**	0	0	0	23852.34	23852.34	23852.34
Total	8623.02	8623.02	8623.02	48033.29294	47497.09765	46869.52235

*Based on three children under the age of 22 and still in full-time education

***Non Ex-Pat' moving over 100km to take up post is entitled to an allowance. Most ex-pats entitled to an allowance - for them based on allowance ceiling plus spouse and three children (extra 20% + 10% per child) plus max zone supplement (i.e. 75% of ceiling)

+ This reimbursement shall be subject to a ceiling of an amount equivalent to six times the annual amount of the dependent child supplement

Extra allowances for new Secretary in 2026						
	Non Ex-Pat			Ex-Pat		
Scenario	Scenario 1	Scenario 2	Scenario 3	Scenario 4	Scenario 5	Scenario 6
Salary Scale / Allowance	A4.1	A3.1	A2.1	A4.1	A3.1	A2.1
Expatriation Allowance	0	0	0	£15,384.21	£13,239.43	£10,729.13
Household allowance	5300.52	5300.52	5300.52	10601.04	10601.04	10601.04
Children's allowance*	15901.56	15901.56	15901.56	15901.56	15901.56	15901.56
Installation allowance**	0	0	0	0	0	0
Education allowance**	0	0	0	95409.36	95409.36	95409.36
Total	21202.08	21202.08	21202.08	137296.1718	135151.3906	132641.0894

*Based on three children under the age of 22 and still in full-time education

***Non Ex-Pat' moving over 100km to take up post is entitled to an allowance. Most ex-pats entitled to an allowance - for them based on allowance ceiling plus spouse and three children (extra 20% + 10% per child) plus max zone supplement (i.e. 75% of ceiling)

+ This reimbursement shall be subject to a ceiling of an amount equivalent to six times the annual amount of the dependent child supplement

Indicative Costs for an Outreach / Communications plan for NASCO

The Working Group on the Future of NASCO has proposed an action under Objective 4 of the Draft Action Plan, [CNL\(24\)14](#), related to the development of an outreach / communications plan that NASCO can use to raise public and political awareness regarding the plight of wild Atlantic salmon and advise on tools / products that NASCO could pursue. Two communications / outreach professionals have been consulted and their credentials, outlines and indicative costs are given below.

Proposal I.

True North is a communications firm with advisers that have wide-ranging experience of developing communications campaigns and effective engagement strategies. A proposal received from one of the Managing Partners following a meeting with the NASCO Secretary and Assistant Secretary outlined a three-phase approach as detailed below. Costs are indicative and not definitive. The implementation costs indicated in Phase 3 are high, however these are scalable and could be significantly less than the cost of the Secretariat employing a member of staff with a communications and outreach focus. For example, in Phase 3 under Option 1, consultant time could be reduced, i.e. to one day per month, or two days per quarter. Similarly, in Phase 3, under Option 2 the number of campaigns per year could be reduced, leading to reduced costs.

Phase	Description	Cost
1	Review, understanding and information gathering	£ 1,650
2	Developing a communications and engagement strategy	£ 8,300 – 10,000
3	Implementation of communications and engagement strategy: Option 1: Monthly retainer model <ul style="list-style-type: none"> includes two days Senior Advisor time per month with additional input from wider team Option 2: Standalone targeted campaigns <ul style="list-style-type: none"> based on four campaigns per calendar year; £5,000 per campaign 	£ 30,000 / year £ 20,000 / year

Proposal II.

Orbit Communications is a well-established public relations and communications firm with broad experience of brand management, marketing and communications. The NASCO Secretary and Assistant Secretary have met with one of the Account Directors. An outline PR and Online Strategy has been submitted to NASCO, with an indicative list of activities and costs for a four-month, four-part scope of work subject to review and extension. The indicative costs for the development of a plan are outlined below. The emphasis is on communicating NASCO's work, transforming existing social media / online activities, and establishing routine messaging and communications. The training element is set up to enable the agreed plan to be implemented by Secretariat staff.

Proposal II differs in scope to Proposal I where the costs to contract expert comms professionals on a regular basis to implement the agreed plan are included.

Task	Description	Cost
A	Strategy Formation	£ 3,750
B	Intelligence	£ 2,250
C	Assets	£ 1,500
D	Training	£ 1,500
	Total	£ 9,000

Illustration of the Calculations Used to Determine the ‘Extra’ Adjustment Required to Rectify Iceland’s Contribution Overpayment in 2024

Article 16, paragraph 5 of the NASCO Convention states: *‘The contribution of a Party for which this Convention has entered into force during the course of a financial year shall for that year be a part of the annual contribution proportional to the number of complete months remaining in the year from the date of entry into force for that Party.’*

The budget contributions for 2024, for all Parties, were calculated on the basis that Iceland would re-accede to the Convention either on the last working day of 2023 or the first working day of 2024. In consultation, Iceland agreed that either of those re-accession dates would have meant Iceland would have paid a full year’s budget contribution for 2024. However, Iceland re-acceded to the Convention on 23 January 2024 and should have, therefore, paid a contribution only for the 11 months from February to December 2024.

The adjustment is not straightforward because the contributions are calculated both on the basis of catch and of an equal contribution share, in accordance with Article 16, paragraph 2 of the Convention where ‘30% of the budget shall be divided equally among the Parties’ and ‘70% of the budget shall be divided among the Parties in proportion to their nominal catches of salmon subject to this Convention in the calendar year ending not more than 18 months and not less than 6 months before the beginning of the financial year’.

The contributions for 2024 without Iceland as a Party were calculated to determine the contributions for January 2024. The contributions including Iceland as a Party were then calculated to determine the contributions for the rest of 2024. This enabled determination of the adjustment required for the overpayment by Iceland and underpayment by the other Parties to be determined. This adjustment is then added to the 2025 contribution calculations.

Table 1. Contributions by the Parties for the Different Months of 2024 and Associated Adjustments Required

Party	Contribution for January 2024 ¹	Contribution for February to December 2024 ²	Corrected Adjusted Contribution	Actual Contribution Paid	Adjustment to add to 2025 Contribution ³
Canada	7,551	75,382	82,933	82,235	698
Denmark (FI & G)	3,839	37,898	41,737	41,344	393
European Union	5,182	50,790	55,972	55,407	565
Iceland	0	51,423	51,423	56,097	-4,674
Norway	24,096	243,716	267,812	265,872	1,940
Russian Federation	5,271	52,425	57,696	57,191	505
United Kingdom	2,201	20,873	23,074	22,770	304
United States	2,156	20,747	22,903	22,633	270
Total			603,550	603,550	0
¹ Iceland did not re-accede to the Convention until 23 January 2024. However, it paid a full year's worth of budget contribution					
Article 16(5) of the Convention states ‘The contribution of a Party for which this Convention has entered into force during the course of a financial year shall for that year be a part of the annual contribution proportional to the number of complete months remaining in the year from the date of entry into force for that Party’					
² Iceland should, therefore, only have paid from 1 February 2024					
³ Note: A positive adjustment represents an underpayment in 2024					

Table 2. Contributions by the Parties in 2024 – Without Iceland as a Contracting Party – to Illustrate the Corrected January Contribution for Seven Parties

	2022 Provisional Catch	Contributions for 2024	Adjustment from 2023	Adjusted Contribution	Contribution for January 2024
Canada	100	90,764	-155	90,609	7,551
Denmark (FI & G)	29	44,687	1381	46,068	3,839
European Union	69	70,646	-8459	62,187	5,182
Norway	390	278,968	10185	289,153	24,096
Russian Federation	55	61,560	1692	63,252	5,271
United Kingdom	8	31,058	-4644	26,415	2,201
United States	0	25,866	0	25,866	2,156
Total	651	603,550	0	603,550	

Table 3. Contributions by the Parties in 2024 – Including Iceland as a Contracting Party – to Illustrate the Contribution from February to December 2024

	2022 Provisional Catch	Contributions for 2024	Adjustment from 2023	Adjusted Contribution	Contribution per month	Per Feb to Dec 2024
Canada	100	82,391	-155	82,235	6,853	75,382
Denmark (FI & G)	29	39,963	1381	41,344	3,445	37,898
European Union	69	63,866	-8459	55,407	4,617	50,790
Iceland	56	56,097	0	56,097	4,675	51,423
Norway	390	255,687	10185	265,872	22,156	243,716
Russian Federation	55	55,500	1692	57,191	4,766	52,425
United Kingdom	8	27,414	-4644	22,770	1,898	20,873
United States	0	22,633	0	22,633	1,886	20,747
Total	707	603,550	0	603,550		