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|  | <p style="text-align: center;"><b>Council</b></p> <p style="text-align: center;"><i>A Communications and Outreach Strategy for NASCO</i></p> | <p style="text-align: center;"><b>CNL(25)20</b></p> <p style="text-align: center;"><b>Agenda item:<br/>6.e)</b></p> |
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## *A Communications and Outreach Strategy for NASCO*

### **Purpose**

The purpose of this paper is to provide an update on the development of a communications and outreach strategy for NASCO to enable Council's decisions on a way forward.

### **Decisions**

Council agrees to:

- adopt the NASCO Outreach and Communications Strategy, including the approach and associated actions summarised in Annex 1 as a framework, and in accordance with the tasks and timelines outlined in Recommendations 2-5 below;
- direct the Secretariat to work with a communications expert in 2025 / 2026 to develop concise branding guidelines<sup>1</sup> and associated templates for the website, social media posts, written reports (Word) and presentation slides (PowerPoint) to ensure a consistent look and feel to NASCO's outputs;
- direct the Secretariat to work with a communications expert in 2025 / 2026 to develop a social media strategy and implementation guidelines to provide guidance on posting engaging, targeted and consistent content on NASCO's chosen platform(s) (e.g. X, LinkedIn), building on the overarching NASCO outreach strategy;
- direct the Secretariat to complete an internal assessment of resources in 2025 / 2026 to establish whether it would be beneficial to retain the services of a communications expert for routine actions identified in the social media strategy (e.g. to produce and schedule evergreen<sup>2</sup> content for social media and the website on a regular basis); and
- direct the Secretariat to consider the need for and resources available to review and update the website in 2026 / 2027, i.e. the year following the completion of branding guidelines and templates and of a social media strategy as outlined in Recommendation 2 below.

### **Background**

This work arises as a result of Council's agreement at its 2024 Annual Meeting, [CNL\(24\)88rev](#), to adopt 'The Future of NASCO – a Ten-Year Strategy', [CNL\(24\)71rev](#), which incorporates NASCO's high-level actions. Council recognised that communication is central to delivering NASCO's Ten-Year Strategy and included in the high-level actions was a request that the Secretary engage with an appropriate consultant to 'develop a communications and outreach strategy (e.g. running symposia, public & political engagement, industry engagement, certification agencies, improvement to website, etc.)'. The 'NASCO Outreach and Communications Strategy' is intended to address the specific recommendations to NASCO set out in Annex 2.

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<sup>1</sup> Branding guidelines – a set of guidelines outlining key elements that should always be used for NASCO communication materials, i.e. standard colours, text font, logo and images.

<sup>2</sup> Evergreen content – timeless general information, i.e. not 'news', such as the lifecycle of a salmon, which can be used to create regular social media posts

## Development of the NASCO Communications and Outreach Strategy

Following the 2024 Annual Meeting, the Secretariat researched a wide range of outreach / communications consultants to compile a list of 12 that were reviewed in detail. Of these, the three consultancies with the most relevant experience were contacted for a fully-costed proposal to produce a draft communications and outreach strategy for discussion with the Secretariat.

[Mindfully Wired Consulting](#) (MW) was selected based on the quality of its staff and relevant experience. MW has an extensive portfolio, with over 40 case studies that include websites and other resources. Its staff includes members with scientific backgrounds and experience in communicating science, which is a significant asset for working with an organization such as NASCO. It has experience of working with several marine- and fisheries-related organizations such as the UK's Centre for Environment, Fisheries and Aquaculture Science (Cefas) and other Secretariats. MW was contracted to work with the Secretariat to produce a communications and outreach strategy for NASCO as requested by Council.

A concept brief developed by MW with the Secretariat outlined the objectives to:

- *'develop a strategic approach to improve NASCO's outward-facing communications, in line with the Organization's ten-year goals and five-yearly reporting requirements'*

and

- *'achieve this through mapping NASCO's stakeholders and developing an Outreach and Communication Strategy'.*

The stakeholder mapping would include identifying and categorising key audiences. The communications and outreach strategy would be on a North Atlantic scale and not country-specific, to consider current NASCO communication channels, a range of communication tactics and actions and the use of a clear and easy to understand tone.

To inform their development of the outreach strategy, MW held interviews with five individuals from NASCO:

- the President;
- the Canadian Head of Delegation;
- the UK Head of Delegation;
- the Chair of the IP / APR Review Group; and
- the NGO Co-Chair attending the IP / APR Review Group.

The timeline of the work was to complete the interviews and produce a final copy of the outreach strategy by the end of 2024, with a budget of £8,000 (ten days of consultancy costs, at £650 per day in addition to the small sum (£1,500) usually included for agency staff. These costs were allocated to the work, see [FAC\(24\)05rev](#)) and Council agreed the budget, [CNL\(24\)23](#).

The 32 page '[NASCO Outreach and Communications Strategy](#)' (the 'outreach strategy') created by MW meets the brief, as it outlines the audiences, messaging and methods that NASCO could consider. Due to its length and complexity it has been summarised in Annex 1.

## **Key Aims from the Outreach Strategy**

### **1. Actively share NASCO's Resolutions, Agreements and Guidelines to enable more individuals, organizations and institutions to use them to benefit salmon**

In its analysis of NASCO's current communications, MW highlighted NASCO's unique position to drive actions that can address the pressures faced by wild Atlantic salmon. NASCO has a history of convening working groups with a wide range of expertise from across its Parties / jurisdictions and NGOs, to address threats such as disease or invasive species, exchange information and produce relevant Resolutions, Agreements and Guidelines. To ensure the full value of this work is recognised and utilised, there is a need to communicate it actively. At present NASCO is passive in terms of its communication activity, with extensive information hosted on its website and within documents. Such content is valuable resource material for active communication and outreach, through which NASCO could significantly increase the reach to individuals, organizations or institutions that could use NASCO's information to further benefit salmon.

### **2. Place wild Atlantic salmon at the centre of NASCO's messaging to inspire more diverse audiences to take meaningful action for salmon**

The initial research by MW found the formal framework of NASCO has established structures, documents, and meetings. NASCO's communications reflect this formality by prioritising technical accuracy, which may limit engagement and accessibility for some audiences. While NASCO's communication channels meet official requirements effectively, MW raised that communications often focus more on the Organization's activities than on the species it aims to protect or the outcomes it achieves. NASCO's most significant successes have come from engaging with official Observers, especially NGOs, through formal channels, whereas broader outreach has generally had less impact. A notable exception is the International Year of the Salmon (IYS), which involved extensive active communication over a five-year programme of co-operation, collaboration and outreach. The IYS culminated in a world-class symposium, held in Vancouver, Canada during 4-6 October 2022 attended by approximately 200 participants from at least 10 countries across the Atlantic, Pacific and Arctic Ocean regions. By placing wild Atlantic salmon at the centre of its messaging, NASCO can highlight the threats facing the species, and inspire more diverse audiences to take meaningful actions aligned with NASCO's Strategic Goal as laid out in 'The Future of NASCO – a Ten Year Strategy', [CNL\(24\)71rev](#).

## **Proposed Communication Priorities**

### ***Overall approach***

The communications methods, including audiences and messaging, proposed for NASCO in the outreach strategy (see Annex 1) are designed to work together or equally well as a subset or in isolation, depending on priorities and resource. It is not necessary, therefore, to adopt all the elements of the outreach as summarised in Annex 1, in terms of the audiences, messaging or methods, to deliver successful communications outcomes. However, it is important for NASCO to identify its priorities for the coming years, so that resources can be targeted appropriately.

### ***Audiences***

Key audiences are organizations, institutions or representatives that can support NASCO's aims through decisions, actions or advocacy. Communications activities can be used not only to raise awareness of NASCO and the plight of wild Atlantic salmon, but also to develop

networks that will support, share, and amplify NASCO's messages – building momentum and cementing NASCO as the authority on wild Atlantic salmon.

**Initially NASCO should focus on growing its network to share existing information more effectively.** More targeted audience engagement may be required in due course.

### ***Messaging***

A number of common, engaging, themes were highlighted by MW and used to develop key messages (see Annex 1, Messaging). MW also identified six 'content streams' around which to structure information.

**Initially NASCO should focus on raising the profile of the plight of salmon to inspire action, by sharing key outputs, live updates and celebrating the work of others in the wild Atlantic salmon community.**

The use of content streams will help to ensure key themes, that strategically support NASCO's Vision and Mission, are covered regularly in communications outputs of all forms. They also help to manage effort and coverage of different topics, so that a variety of topics is represented to emphasise the breadth of NASCO's work.

### ***Methods***

A range of methods can be used for outreach and communication. The communication method or 'channel' used is dependent on the target audience(s) and the message(s) that NASCO wants to put across.

**Initially NASCO should focus on the use of social media as an engaging tool to support NASCO to reach the audiences and share the messages outlined above.**

Social media is key to raising profile / awareness, but needs a structured and consistent approach, to build and maintain momentum. NASCO's website will remain central, but audiences need guiding to it and the way information is presented needs to be improved, using the 'content streams' approach.

More effective use of newsletters and press releases should then be considered, but these will be used less frequently than social media.

### ***Implementation***

To enable the effective use of social media two enabling actions are first required:

1. The development of branding guidelines and templates; and
2. The development of a social media strategy to provide more specific guidance on audiences and messaging.

The Secretariat will then be able to develop more resources itself and implement the social media strategy, from June 2026 onwards.

The delivery of well branded and positioned social media activity should lead to more visits to the website. Actions to improve the website should then be a priority for the following year.

The recommended sequence of actions to implement the outreach strategy, therefore, would be:

#### **1. Priorities for 2025 / 2026: Branding and Strategy Development**

- a. Branding Guidelines and Template

Development of concise branding guidelines and associated templates for the website, social media posts, written reports (Word) and presentation slides (PowerPoint) to ensure a consistent look and feel to NASCO's outputs.

b. Social Media Strategy

Development of a social media strategy to provide guidance on posting engaging, targeted and consistent content on NASCO's chosen platform(s) (e.g. X, LinkedIn), building on the overarching NASCO outreach strategy.

**2. Priorities for 2026 / 2027: Website Fine-Tune**

a. Review and Update of Sitemap and Design

Review and revision of the NASCO website with redesign based on branding guidelines.

b. Content Management

Identify which audiences and messages to prioritise. Review existing content to decide what to maintain and how to organize it in the updated website in relation to NASCO's key messages and content streams.

c. Copywriting

Revision and / or drafting of copy for a limited number of webpages, including the homepage.

d. User Guidance

Guidance on maintaining, managing and accessing content within the new structure.

e. Implementation of Restructure / Redesign

Changes by web developer to implement revisions to sitemap and design, and

**3. Additional for 2026 / 2027: Routine Actions**

a. Social Media

Ongoing management of NASCO social media calculated as one day per month.

b. Newsletter

Drafting of NASCO newsletter on a quarterly basis calculated as one day per newsletter

c. Press Release

Creation and dissemination of a press release following Annual Meetings at a cost of 1.5 days each.

**Resourcing and Budget Considerations**

***Resourcing***

NASCO does not currently have dedicated external communications staff. Any increase in its outreach and communications activity will need to be fully resourced. It may be possible to re-prioritise existing work, to free up Secretariat resource to focus on outreach and communication activities. Additionally, resource could be brought in through contracting, on either an occasional or regular basis. Mindfully Wired Communications has provided an indicative quote of what such contracting could entail (Annex 3).

For the enabling actions 1 and 2 above it is recommended to buy in MW support (Annex 3). The Secretariat will also audit its own capability / capacity for future work and assess the need to re-allocate internal resources and / or contract a communications specialist for routine actions.

### ***Budget***

In 2024, decisions were made in both the Finance and Administration Committee ([CNL\(24\)04](#)) and Council ([CNL\(24\)88rev](#)) to reallocate costs from the budget items for printing, postage, translation and the TAG Return Incentive Scheme into the budget item 'Communications, professional support and design' from 2026.

In 2026, £16,000 is available under this budget item. However, approximately £3,000 needs to be ring-fenced for regular translation costs. There is, therefore, some £13,000 available towards the outreach and communications strategy work.

Additionally, there is a budget item 'Temporary staff' that includes £6,500 for ten days of consultancy costs, £1,500, usually included for agency staff, and, if agreed, £10,500 for interns.

There is, therefore, a considerable sum that could be allocated to implementing an outreach and communications strategy at no extra cost to the NASCO Parties.

In addition to the budget items outlined above, funds are available in the Periodic Projects Special Fund, with £15,000 currently without allocation. The Fund is intended to support higher cost intermittent activities, such as IYS legacy activities (e.g. the updates to the State of North Atlantic Salmon report and follow up Symposia), and other costly special projects that may occasionally arise (see [CNL\(20\)48](#)).

Based on the criteria outlined in 'Prioritisation of the NASCO Outreach and Communications Strategy' above and 'Recommendations to Council' below, the tasks and costs outlined in the indicative quote from Mindfully Wired Communications are expected to be spread over two years, as shown in Annex 3. The indicative quote can be broken down broadly into tasks included in Recommendations 1 and 2 to be actioned in 2025 / 2026 ('Branding and strategy development', 'Project management') at approximate costs of £5,000, Recommendation 3 to be undertaken in 2026 / 2027 ('Website fine-tune') at approximate costs of £9,500, and overarching tasks to be spread across both periods ('Retained actions', 'Project management') with total costs of approximately £10,500.

### **Recommendations to Council**

At its 2024 [Annual Meeting](#), Council requested that the Secretary engage with an appropriate consultant to develop a communications and outreach strategy. The 'NASCO Outreach and Communications Strategy' (the 'outreach strategy') produced by Mindfully Wired Consulting directly addresses this request. In addition it addresses Recommendation EPR34 from NASCO's 2023 external performance review that asked '*NASCO to consider developing a dedicated communications and outreach strategy*'. The NASCO Communications and Outreach strategy summarised in Annex 1 does this. Building on this framework it is recommended that:

#### **Council agrees to:**

- 1) adopt the NASCO Outreach and Communications Strategy, including the approach and associated actions summarised in Annex 1 as a framework, and in accordance with the tasks and timelines outlined in Recommendations 2-5 below;**

- 2) **direct the Secretariat to work with a communications expert in 2025 / 2026 to develop concise branding guidelines and associated templates for the website, social media posts, written reports (Word) and presentation slides (PowerPoint) to ensure a consistent look and feel to NASCO's outputs;**
- 3) **direct the Secretariat to work with a communications expert in 2025 / 2026 to develop a social media strategy to provide guidance on posting engaging, targeted and consistent content on NASCO's chosen platform(s) (e.g. X, LinkedIn), building on the overarching NASCO Communications and Outreach Strategy;**
- 4) **direct the Secretariat to complete an internal assessment of resources in 2025 / 2026 to establish whether it would be beneficial to use the services of a communications expert for routine actions (e.g. to produce and schedule evergreen<sup>3</sup> content for social media and the website on a regular basis); and**
- 5) **direct the Secretariat to consider the need for and resources available to review and update the website in 2026 / 2027, i.e. the year following the completion of branding guidelines and templates and of a social media strategy as outlined in Recommendations 2 and 3 above.**

Secretariat  
Edinburgh  
16 May 2025

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<sup>3</sup> Evergreen content – timeless general information, i.e. not ‘news’, such as the lifecycle of a salmon, which can be used to create regular social media posts

### *A Summary of the NASCO Outreach and Communications Strategy*

The '[NASCO Outreach and Communications Strategy](#)' (the 'outreach strategy') developed by Mindfully Wired Consulting (MW) outlines the audiences, messaging and methods that NASCO could consider. The core framework of the outreach strategy and its implementation is summarised below.

The outreach strategy considers the following core criteria:

#### **1. Audiences**

The groups that NASCO needs to communicate with, broken down into primary and secondary audiences. Primary audiences have direct involvement with NASCO and are already relatively knowledgeable. Secondary audiences could play a role in driving action but currently have a limited awareness of NASCO and the plight of wild Atlantic salmon in the North Atlantic.

#### **2. Messaging**

How NASCO should tell its story, to help it engage effectively with both primary and secondary audiences. This section recognises that historically NASCO has tended to focus on its own activities, rather than the plight of salmon, and seeks to address that through the use of key messages and six categories, or 'content streams', to structure information.

#### **3. Methods**

The methods or 'channels' NASCO should use to deliver its messages to each audience group. This includes both any channels that are currently used effectively and those where further development work is required, taking into consideration which will work best for each audience.

#### **4. Implementation**

How and when the key messages and methods should be brought together to reach the relevant audiences. Also identifies delivery risks and mitigations.

#### **Audiences**

At present NASCO engages its Observers very well: they understand the Organization and actions needed. Understanding of NASCO and wild Atlantic salmon beyond this is variable, especially among the general public and salmon consumers. Areas of recent growth include Indigenous Peoples representatives and institutions (IPRIs) and Ministers. The outreach strategy, therefore, recommends NASCO engages beyond core primary audiences to widen its reach and increase awareness among secondary audiences that can further drive action.

Primary and secondary audiences are described in Tables 1 and 2 with examples and the outcomes that could be expected from NASCO's engagement with them.



*Table 1. Primary audiences for NASCO's Outreach and Communications Strategy.*

| <b>Audience</b>   | <b>Role</b>   | <b>Example</b>  | <b>Outcomes</b>   |
|---|---|---|---|
| <b>NASCO bodies</b>   | Developing outputs such as Guidelines and reports   | Council, working groups, the Board, the Scientific Advisory Group                       | Knowledge exchange  |
| <b>Inter-Governmental Organizations registered as NASCO Observers</b>                       | Developing outputs such as data, advice and reports   | ICES, NEAFC and OSPAR   | Knowledge exchange and relationship building  |
| <b>Public sector decision makers</b>  | Responsible for implementing and enforcing measures to protect and restore wild Atlantic salmon   | NASCO Parties / jurisdictions; Ministers, regulators, licensors; RFMOs                  | Align policies with NASCO's Vision, e.g. implementing and enforcing NASCO Guidelines    |
| <b>Industries that affect wild Atlantic salmon (including seafood certification bodies)</b> | Can directly affect the status of wild Atlantic salmon; linked to three main pressures identified by NASCO (fisheries, aquaculture, habitat degradation)                      | Aquaculture, fishing, energy, water, forestry, river management                         | Implement NASCO Guidelines and lead by example to encourage others to do the same       |
| <b>Advocators and awareness raisers</b>   | Focused on salmon conservation, with specific remits to raise awareness of the issues and advocate for solutions  | NGOs; conservation organizations (salmon, angling, rivers)                              | Support and amplify NASCO's messages; join as Observers                                 |
| <b>Environmental NGOs</b>   | Can directly affect the status of wild Atlantic salmon; linked to three main pressures identified by NASCO (fisheries, aquaculture, habitat degradation)                      | Conservation organisations (including salmon conservation, angling, river conservation) | Implement NASCO Guidelines and lead by example to encourage others to do the same       |
| <b>Indigenous Peoples</b>   | Support and amplify NASCO's messages; join as Observers   | Representatives and institutions  | Value NASCO's influence; amplify messages; join as Observers                            |
| <b>Interested general public</b>  | Have an interest in conservation, social justice, or their local environment and can be powerful advocates when talking to decision makers, or as customers of key industries | Interested in conservation, social justice, local environment                           | Encourage decision makers and industries to take actions that align with NASCO's Vision |

*Table 2. Secondary audiences for NASCO's Outreach and Communications Strategy.*

| <b>Audience</b>  | <b>Role</b>  | <b>Example</b>   | <b>Outcomes</b>   |
|--|--|--|---|
| <b>Media outlets</b>                                   | Engage with NASCO to help to build profile   | Newspapers, television, freelance journalists, radio, podcasts | Turn to NASCO for insights, amplify NASCO's voice and messaging           |
| <b>Formal and informal educators</b>                   | Engage with younger audiences, to drive future action.   | Schools, colleges, universities, forest schools, Scouts        | Use NASCO materials and messages, raising awareness of NASCO and its aims |
| <b>Wider conservation groups (not salmon-specific)</b> | Share messages where they align with main objectives, to drive action.   | Marine and freshwater conservation, education                  | Use NASCO's messages; support NASCO's aims in advocacy and campaigns      |
| <b>Research bodies and the scientific community</b>    | Carry out research on wild Atlantic salmon that could inform, support and amplify NASCO's messaging  | National research institutes                                   | Develop outputs that help to highlight the status of wild Atlantic salmon |
| <b>Certification bodies (not seafood)</b>              | Some standards include requirements to maintain or restore river habitats or water quality, with occasional direct references to salmon conservation | Forestry, agriculture  | Incorporate elements that align with NASCO's Vision                       |

## Messaging

Messaging often focuses on the activities of NASCO. The website is focused on official meetings and associated papers. The International Year of the Salmon (IYS) allowed NASCO to widen its messaging and focus more on wild Atlantic salmon.

It is recommended that NASCO develops subject-based content to increase diversity of messaging and introduce lay audiences to the topic.

The interviews conducted by MW and additional research highlighted a number of common themes and key messages for different audiences:

1. **Theme:** wild Atlantic salmon across the North Atlantic is in trouble and urgent action is needed to protect it.

**Key Messages:** wild Atlantic salmon abundance has been declining for decades. Despite some successful actions, including reductions in fishing pressure, the decline continues. In the 1980s, salmon populations were estimated at around eight million fish. By 2016, this had halved to around 3.4 million. Meanwhile, the survival rates of salmon from egg to adult is declining. Of the 2,359 rivers reported on in 2019, 43% had stocks that are at risk or declining, 7% had lost their salmon populations, and just 14% were considered to be healthy<sup>4</sup>.

As a species with a complex lifecycle, involving marine and river habitats, threats are wide-ranging. Most are human induced, with environmental change an exacerbating factor. Pressures include diseases, parasites, and invasive species; habitat degradation, pollution, and migration barriers; and aquaculture and stocking if not responsibly managed.

<sup>4</sup> NASCO (Eds). 2019. State of North Atlantic Salmon, 30pp.

**Key Audiences:** all;

2. **Theme:** people and salmon are closely connected, and these connections should be celebrated.

**Key Messages:** wild Atlantic salmon is of crucial social and economic importance to communities across the North Atlantic. Recreational angling for the species has hundreds of thousands of participants, while those living on or near rivers value the restoration of not only the species but the habitats it depends on.

Traditional and subsistence fisheries hold essential cultural value for Indigenous Peoples. Atlantic salmon has been used as food for at least 12,000 years. It is seen as a symbol of wisdom in many cultures and has social and ceremonial importance.

The skills and traditions surrounding wild Atlantic salmon can only happen by continued practice. Loss of abundance directly leads to the loss of culture, practices, and local knowledge.<sup>5</sup>

**Key Audiences:** general public and educators, advocates and awareness raisers, environmental NGOs and Indigenous Peoples;

3. **Theme:** recovery is possible but it requires actions by everyone.

**Key Messages:** with most pressures facing wild Atlantic salmon being caused by humans, many of the solutions can also be delivered by humans. Positive steps that can be made to enable wild Atlantic salmon recovery include:

- harvesting wild Atlantic salmon sustainably;
- farming domesticated Atlantic salmon responsibly<sup>6</sup>; and
- restoring habitats through, for example, removing barriers to migration or improving water quality.

NASCO has developed a number of Guidelines to define best practice in delivering a number of these solutions, as well as addressing wider threats including invasive species and parasites.

**Key Audiences:** NASCO bodies, Inter-Governmental Organizations, public sector decision makers, industries that affect wild Atlantic salmon and environmental NGOs; and

4. **Theme:** NASCO is driving forward the protection, conservation and restoration of wild Atlantic salmon throughout the North Atlantic.

**Key Messages:** NASCO is uniquely positioned as a leader in addressing threats to wild Atlantic salmon and supporting its conservation and recovery. It is the only intergovernmental organisation with regulatory powers over wild Atlantic salmon fisheries. Its successes in addressing the threat of overfishing by distant water fisheries demonstrate the power of its international approach. NASCO convenes representatives of the wild Atlantic salmon community throughout the North Atlantic, from governments to Indigenous Peoples, to environmental NGOs, to researchers, to uncover and address the range of threats to the species and deliver protection and recovery.

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<sup>5</sup> Myrsvold, K.M., Mawle, G. W., Andersen, O. and Aas, Ø. 2019. The Social, Economic and Cultural values of wild Atlantic salmon. A review of literature for the period 2009-2019 and an assessment of changes in values. NINA Report 1668. Norwegian Institute for Nature Research.

<sup>6</sup> NASCO (eds). 2019. State of North Atlantic Salmon., 30pp.

Using the considerable expertise and insights of these groups, NASCO produces Guidelines to inform best management practices and encourages implementation of them by decision makers and industries. By building global awareness of the plight of wild Atlantic salmon and celebrating it as a species, NASCO educates and encourages action by everyone to help address the challenges it faces<sup>7</sup>.

**Key Audiences:** all.

The themes and key messages have been used to inform recommendations for content streams for various audiences. In planning content to release, and developing regular outputs such as social media, six content streams around these themes are suggested on which to base activity (Table 3).

**Table 3.** Six content streams proposed to base outreach and communications activity on.

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| <p><b>ALL ABOUT WILD ATLANTIC SALMON</b></p> <p>Celebrate wild Atlantic salmon as a species, building passion and interest in its conservation and restoration. This should include key facts and information.</p> <p>This content stream will increase understanding by key lay audiences, e.g. general public and educators, while building and deepening connections between advocates and awareness raisers, environmental NGOs and Indigenous Peoples.</p> | <p><b>WHO WE ARE</b></p> <p>Explain who NASCO is in easy-to-understand terms. Outline the Organization’s Strategy, structure, meetings and decisions. Share updates and progress of the fourth reporting cycle.</p> <p>This content stream will raise awareness and understanding by all audiences.</p>   | <p><b>THE SCIENCE OF SALMON</b></p> <p>Provide technical updates and research from NASCO and others. Highlight knowledge gaps and stimulate discussion about what research is still needed.</p> <p>This content stream will build connections with and between research bodies by sharing their content and supporting their work.</p>   |
| <p><b>HUMAN CONNECTIONS</b></p> <p>Celebrate the relationship between people and salmon by sharing stories about its long history with cultures and societies around the North Atlantic. Move people to care about the impacts of declining salmon populations on cultures and traditions.</p> <p>This content stream will increase understanding by key lay audiences and can deepen connection with Indigenous Peoples by sharing their voices.</p>           | <p><b>A THRIVING FUTURE</b></p> <p>Share a vision of a future with healthy wild Atlantic salmon, supported by thriving habitats and well-managed industries. Healthy and cared for rivers that can be enjoyed by all. Broaden the messaging beyond salmon and highlight the wider benefits of salmon conservation work and collaboration.</p> <p>This content stream can be used to build connections with wider NGOs and audiences with a focus that is not salmon-specific.</p> | <p><b>MANAGING IMPACTS</b></p> <p>Highlight the threats to wild Atlantic salmon and promote urgent actions to address them. Celebrate progress while acknowledging the work still to do. Promote Guidelines, resources and solutions.</p> <p>This content stream can be used to build connections with all audiences, outlining and supporting decisions, actions, and advocacy.</p> |

Content streams help to ensure key themes that strategically support NASCO’s Vision and Mission are covered regularly in communication outputs of all forms. They also help to manage effort and coverage of different topics, so that a variety of topics are represented to emphasise the breadth of NASCO’s work. In planning content to release, and developing regular outputs

<sup>7</sup> NASCO, 2024. The Future of NASCO – a Ten-Year Strategy. CNL(24)71 rev1 2 3.

such as social media, activity should be based around the six content streams (Table 3). Some content will fit into more than one stream, while other communications will be more specific.

## Methods

NASCO is uniquely placed to have a role as a convener of people working in the wild Atlantic salmon world. Bringing together the wild Atlantic salmon community throughout the North Atlantic creates a forum to discuss and address the range of threats to the species, enabling its protection and recovery. Groups within this forum are then well placed to use their significant expertise producing NASCO Guidelines that inform best management practices and encouraging implementation of them. It is a strategic priority to increase awareness of and engagement with NASCO and its aims. However, NASCO resourcing is limited and to date the NASCO Secretariat has focussed on administration rather than communication and outreach.

The main channels currently used for NASCO's key messages are:

- the NASCO website;
- X;
- Annual Meetings – open to Parties / jurisdictions and accredited Observers only;
- written reports – posted on the NASCO website and shared in hard copy; and
- NASCO's Resolutions, Agreements and Guidelines (RAGs) – posted on the NASCO website.

Engagement with some of these channels, in particular X, has been low. While some intended audiences find the RAGs extremely useful, others do not use them.

It is recommended that once NASCO has identified the audiences that it wants to reach, it tailors and prioritises the use of communication channels to suit those audiences. This may include diversifying into new channels to enhance audience targeting and share key messages (Table 4).

NASCO uses a number of these methods already that it can build on to maximise reach and impact. For example, while X works best for sharing short, simple information to general audiences, LinkedIn can be used to share longer, more technical content, allowing NASCO to tailor messaging to its various audiences. NASCO's use of social media can be supported through development of a specific social media strategy. Developing press releases, statements, and interviews to launch NASCO's key outputs, e.g. strategies, reports, and Guidelines, will increase the reach of NASCO to a wide and varied range of audiences, raising and maintaining awareness of the Organization and its work.

Events can vary substantially in frequency, scale and resource requirements. Bringing people together through tailored events will help to cement NASCO as an authority on wild Atlantic salmon. Opportunities include Annual Meetings, where Special Sessions or side events could be opened up to Ministers, scientists, NGOs, and others. Webinars are a less resource-intensive way to provide audiences with access to international experts, raising NASCO's profile and encouraging actions to support its aims.

Website content organised by work stream or content stream will convey information in an approachable manner for a non-technical audience, maximising user experience and impact and representing the breadth of expertise of NASCO. Directing audiences to high-level information (e.g. easily digestible reporting cycle summaries of written outputs) and the Wild

Atlantic Salmon Atlas will enable NASCO to be a centralised portal whilst staying within its remit, e.g. without creating country-specific information itself.

**Table 4.** Communications activities, channels and audiences proposed for NASCO outreach.

| Channel                                       | Key audiences  | Frequency  |
|---|--|--|
| <b>Social media</b>                           | X: <ul style="list-style-type: none"> <li>Advocators and awareness raisers</li> <li>Interested general public</li> </ul> LinkedIn: <ul style="list-style-type: none"> <li>Industries that affect wild Atlantic salmon</li> <li>Advocators and awareness raisers</li> <li>Environmental NGOs</li> </ul> | Several times per week   |
| <b>Press and media</b>                        | <ul style="list-style-type: none"> <li>Decision makers</li> <li>Industries that affect wild Atlantic salmon</li> <li>Advocators and awareness raisers</li> <li>Environmental NGOs</li> <li>Indigenous Peoples</li> <li>Interested general public</li> </ul>  | <ul style="list-style-type: none"> <li>Annual Meetings</li> <li>In support of key outputs</li> </ul>   |
| <b>Events</b>                                 | <ul style="list-style-type: none"> <li>Decision makers</li> <li>Industries that affect wild Atlantic salmon</li> <li>Advocators and awareness raisers</li> <li>Environmental NGOs</li> <li>Indigenous Peoples</li> </ul>   | <ul style="list-style-type: none"> <li>Annual Meetings</li> <li>In support of key outputs</li> <li>5-yearly</li> </ul>                               |
| <b>Website</b>                                | All  | Continuous (evergreen, i.e. generic, content and regular updates and additions)  |
| <b>Written outputs + supporting summaries</b> | <ul style="list-style-type: none"> <li>Decision makers</li> <li>Industries that affect wild Atlantic salmon</li> <li>Advocators and awareness raisers</li> <li>Environmental NGOs</li> <li>Indigenous Peoples</li> </ul>   | Key milestones (to be shared via other channels, i.e. social media, press and media, events, website, newsletters)                                   |
| <b>Newsletters</b>                            | <ul style="list-style-type: none"> <li>Advocators and awareness raisers</li> <li>Environmental NGOs</li> <li>Indigenous Peoples</li> <li>Interested general public</li> </ul>  | Quarterly  |
| <b>Graphics and infographics</b>              | All  | As needed to support other outputs (to be used by other channels, i.e. social media, press and media, events, website, written outputs, newsletters) |

Adding to the production of written outputs, i.e. reports and Guidelines, by developing summaries, briefings and supporting graphics will ensure that they are easily understood and promoted by key audiences. This will enable them to be advocates for NASCO and will enhance NASCO's transparency in relation to progress and actions needed.

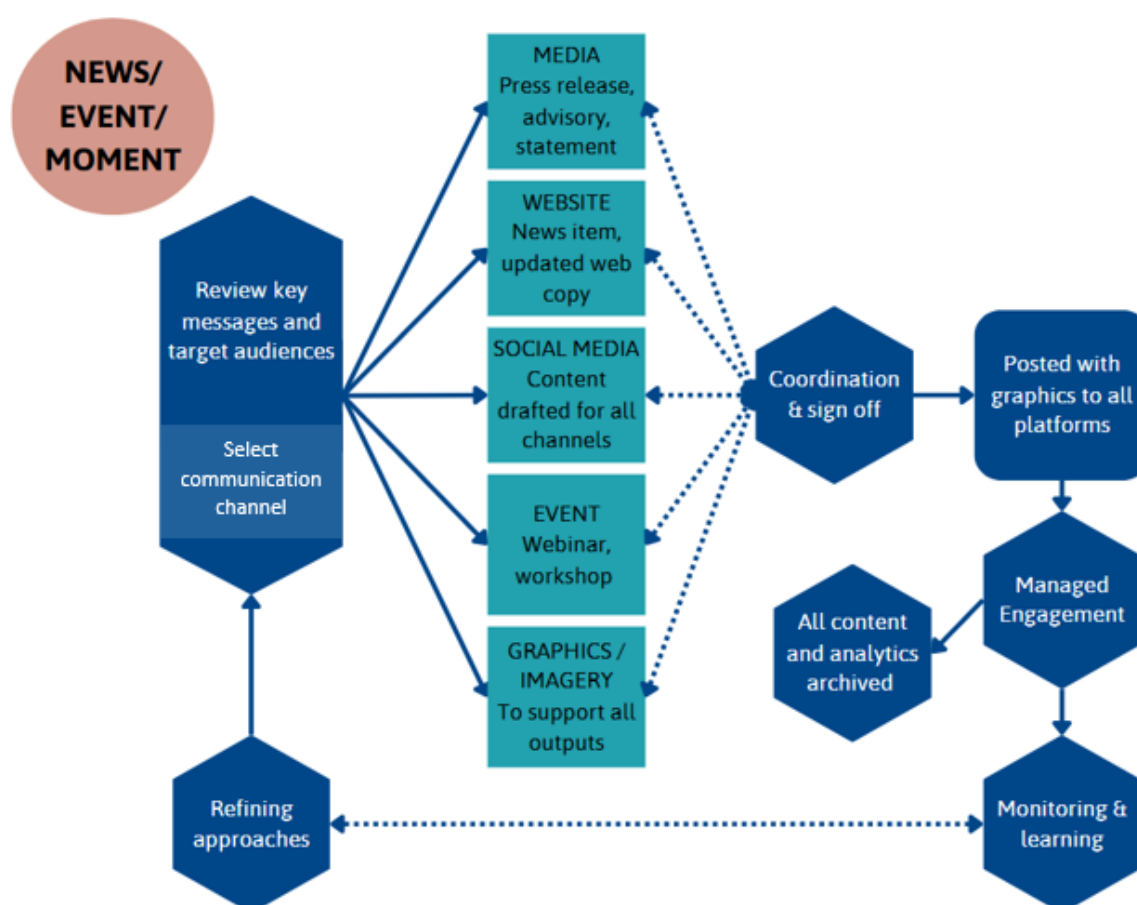
Developing short, regular newsletters that can be shared through mailing lists will provide regular and easily understandable updates for non-technical audiences. Content may include NASCO-specific updates, wider updates from the world of salmon, and general information

about the species. There may be overlap between social media and newsletters, as not all audiences will see all social content. An annual roundup will allow NASCO to highlight and emphasise the most important pieces.

In addition to supporting reports and guidelines, graphics can provide concise visual support to numerous outputs, including increasing the understanding of NASCO's work and structure, press releases and educational materials.

### Implementing the Outreach Strategy

Understanding the audience(s) that NASCO wants to reach and the message(s) it wants them to take away is key to selecting and implementing effective communication and outreach methods. Figure 1 shows how they all come together. However, how much NASCO does will always be limited by resource. It is critical, therefore, to prioritise communications and outreach activity each year, noting key delivery risks and ensuring there is enough capacity to mitigate these.



**Figure 1.** An example of how the NASCO Outreach and Communications Strategy could be implemented.

In response to an event, or at a pre-agreed time, the Secretariat will consider what and why NASCO would like to communicate, which will inform the key audiences to target and the methods to use. Key messaging will be used to shape content according to content streams, which can then be co-ordinated and posted across all methods and channels. Remaining engaged across the channels will help to increase the longevity and impact of communications. Reviewing the success of communications activities will inform future approaches.

### ***Implementation risks***

There are several risks associated with implementing an outreach strategy for NASCO. These risks are that:

1. NASCO's communications activities extend beyond its mandate and are no longer applicable to its work;
2. Audiences, groups, parties, or observers become disengaged if NASCO is not tailoring messages or content to them;
3. Resourcing prevents adequate communications delivery;
4. A changing social media landscape may make methods lose effectiveness; and
5. Messaging is unclear or does not cover the breadth of the challenges at the North Atlantic scale.

These risks can largely be addressed through the use of key messages and content streams, development of simple summaries and graphics, targeted communication tools and activities and changed use of social media channels. However, these may in turn be limited by resources as NASCO does not have dedicated external communications staff. Additional resource could be brought in through contracting, on either an occasional or regular / routine basis and / or resource could be freed up through a reprioritisation of Secretariat work.



### Recommendations Relating to Outreach and Communications

Two recommendations from NASCO's 2023 external performance review (EPR35, EPR46), [CNL\(23\)17rev](#), two recommendations from the 2019 Tromsø Symposium (T6, T11), [CNL\(22\)14](#), and five recommendations from the 2023 / 2024 WGFON, [CNL\(24\)14](#), all concern communication and outreach.

Using the key messages and content streams in the 'Proposed NASCO Outreach and Communications Strategy' to create communications and outreach materials and activities that focus on wild Atlantic salmon will directly address:

I. Two Recommendations (EPR35, EPR46) from NASCO's 2023 external performance review that stated:

- *'NASCO could be more active in communicating the troublesome status of wild Atlantic salmon and the many threats it faces to the general public'*

and

- *'NASCO should consider other actions aimed at elevating salmon conservation to a higher political level, for instance by periodically convening high-level (Ministerial) segments to Annual NASCO Meetings. A possible topic for such a high-level segment could be the management of Atlantic salmon aquaculture';*

II. Two Recommendations for NASCO from the Tromsø Symposium that state:

- *'NASCO should continue efforts, begun under the International Year of the Salmon, to raise global awareness about the status of wild Atlantic salmon, the threats they face, potential solutions, and actions that can be taken'*

and that

- *'given the success of this Symposium and the positive feedback the Committee has received from participants, NASCO should consider hosting similar events in the future'; and*

III. Five Recommendations from WGFON for NASCO to;

- *'disseminate clear messages',*
- *'provide / create simple content of the complex guidance and advice from NASCO (e.g. clear annual abundance trends from ICES advice)',*
- *'enhance public and stakeholder engagement',*
- *'collaborate with organizations / entities / influencers to inform the public on the plight of wild Atlantic salmon'*

and

- *'collaborate with industries impacting wild Atlantic salmon, certification agencies and others to enable an understanding of what is important for wild Atlantic salmon with the aim to incorporate guidance from NASCO related to salmon's needs'.*

A sixth Recommendation from the WGFON, [CNL\(24\)14](#), to be addressed individually is for NASCO to:

*‘Enhance NASCO's website and information base to create a single authoritative source on wild Atlantic salmon, its status and threats and elevate salmon conservation to a higher political level’.*

## Annex 3

### *Indicative Quote of Communications Support by Mindfully Wired Communications for 2025 – 2027*

| Service  | Task                                    | Proposed Actions & Milestones & Ongoing Activity  | Resource         | Expected Resourcing (days) | Day Rate applied | Total Cost  |
|--|---|---|------------------|----------------------------|------------------|-------------|
| Branding and strategy development: 2025 / 2026 | Branding guidelines and templates       | Development of concise branding guidelines and associated templates for the website, social media posts, written reports (Word) and presentation slides (PowerPoint) to ensure a consistent look and feel to NASCO's outputs  | Staff - Senior   | 4.00                       | £ 550.00         | £ 2,200.00  |
|  | Social media strategy                   | Development of a social media strategy to provide guidance on posting engaging, targeted and consistent content on NASCO's chosen platform(s) (e.g. X, LinkedIn), building on the overarching NASCO Communications Strategy   | Staff - Lead     | 1.00                       | £ 650.00         | £ 650.00    |
| Website fine-tune: 2026 / 2027                 | Review and update of sitemap and design | Review and revision of the NASCO website sitemap and design (with production of wireframe mock-ups to visualise changes), including review by NASCO. Redesign to be based on branding guidelines  | Staff - Senior   | 5.00                       | £ 550.00         | £ 2,750.00  |
|  | Content management                      | Facilitate an audit with NASCO Secretariat to review existing content to decide what to maintain and how to organise it in the updated sitemap  | Staff - Senior   | 1.00                       | £ 550.00         | £ 550.00    |
|  | Copywriting                             | Revision and / or drafting of copy for a limited number of webpages, including the homepage   | Staff            | 1.00                       | £ 500.00         | £ 500.00    |
|  | User guidance                           | Handover of the website, including guidance for NASCO Secretariat on maintaining, managing and accessing content within the new structure   | Staff - Lead     | 1.00                       | £ 650.00         | £ 650.00    |
|  | Implementation of redesign              | Changes in WordPress by web developer to implement revisions to sitemap and design. ESTIMATED COST: will be refined once sitemaps have been finalised   | Non-Staff        |                            | Fixed Fee        | £ 5,000.00  |
| Retained actions: 2026 / 2027                  | Social media                            | Ongoing management of NASCO social media (X and LinkedIn) channels, based on social media strategy. Includes sourcing content, drafting and scheduling posts, monitoring impact, and proactive engagement. Costs calculated as 1 day per month  | Staff            | 12.00                      | £ 500.00         | £ 6,000.00  |
|  | Newsletter                              | Drafting of NASCO newsletter on a quarterly basis. Includes developing content, client review, and dissemination via MailChimp. Costs calculated as 1 day per newsletter  | Staff            | 4.00                       | £ 500.00         | £ 2,000.00  |
|  | Press release                           | Creation and dissemination of 1 press release. Includes drafting and finalising copy, 1 round of review by NASCO, and dissemination to media contacts. Additional press releases can be delivered at a cost of 1.5 days each. This does not include monitoring of uptake post-dissemination | Staff - Lead     | 1.50                       | £ 650.00         | £ 975.00    |
| Project management: 2025 / 2026 / 2027         | Client calls and liaison via email      | Liaison with NASCO Secretariat throughout the project - ensuring the client is fully briefed on progress and signing off on all actions. Includes regular comms catch ups and liaison over email. Staff time will vary with project duration  | Staff - Lead     | 1.00                       | £ 650.00         | £ 650.00    |
|  |   | Attendance of Project Officer at monthly client meetings (includes time for agenda setting and email liaison). Staff time and therefore costs will vary with project duration   | Staff            | 1.50                       | £ 500.00         | £ 750.00    |
|  | Ongoing review                          | Project Manager review of all retained project actions. Costs calculated as 0.25 days per month. Staff time and therefore costs will vary with project duration   | Staff - Lead     | 3.00                       | £ 650.00         | £ 1,950.00  |
|  |   | Director oversight of project delivery, including internal review, to ensure quality of delivery. Staff time and therefore costs will vary with project duration  | Staff - Director | 1.00                       | £ 750.00         | £ 750.00    |
|  |   |   |                  | 37.00                      |                  | £ 25,375.00 |

Breakdown of Mindfully Wired Communications total staff costs plus VAT:

|  |                    |
|--|--------------------|
| Total Days   | 37.00              |
| Total Days @ Rate £450   | 0.00               |
| Total Days @ Rate £550   | 10.00              |
| Total Days @ Rate £650   | 7.50               |
| Total Days @ Rate £750   | 1.00               |
| Total Days @ Rate £850   | 0.00               |
| <b>Total Cost of MWC Days (+ expenses and fixed costs)</b>                                       | £ 25,375.00        |
| <b>Total Cost inc. VAT to be charged at the prevailing rate, and therefore subject to change</b> | £ <b>30,450.00</b> |

PLEASE NOTE: QUOTES ARE ONLY VALID FOR 30 DAYS AFTER ISSUE. QUOTES WHICH ARE NOT APPROVED DURING THIS PERIOD MAY BE UPDATED AND REISSUED AFTER THIS TIME.

NB. All quotes are issued in GBP. We can invoice in USD and Euros on request and will convert approved costs into the relevant currency at the point of invoicing using the exchange rate applicable at the time of issue.