



Finance and Administration Committee

**2026 Draft Budget, 2027 Forecast Budget and
Five-Year (2026 – 2030) Budgeting Plan**

FAC(25)04

Agenda item: 7

**2026 Draft Budget, 2027 Forecast Budget and
Five-Year (2026 – 2030) Budgeting Plan**

(a) Introduction

This document presents a 2026 Draft Budget and a 2027 Forecast Budget (Tables 1 to 3) for consideration by the Finance and Administration Committee (FAC). An updated five-year (2026 – 2030) 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 2026 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 16. Notes on the basis for cost calculations are now included in the budget commentary and in Table 1.

Forecasts of the Consumer Price Index (CPI) for the UK for 2026, published by the UK Government’s Treasury, currently average around 3.1% (2.0 – 4.0%) 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 2026 budgeted expenditure (£817,710) represents a 14.7% increase compared to that in the 2025 Budget (£713,220) and is higher (7.0%) in real terms than that anticipated in the 2025 – 2029 Budgeting Plan for 2026 (£747,449). This is entirely related to the fact that no offers have been received to host the 2026 Annual Meeting. The 2026 draft budget, therefore, contains all the necessary costs for the Secretariat to host the 2026 Annual Meeting. Annex 1 lays out the different options explored.

The 2024 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 £197,500, £220,953 and £37,000 respectively. Despite this, the Organization’s financial position remains sound.

(b) Budget Commentary – Expenditure

1. Staff-related costs	2025 Budget	2026 Draft
	£451,920	£443,150

Note. This section is approximately 6.7% lower in real terms than the sum included in the 2025 – 2029 Budgeting Plan for 2026 (£463,300).

1.1 Secretariat members (£316,730)

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, the Information and Publications Officer and the Administration Assistant). Following advice from the Foreign, Commonwealth and Development Office and His Majesty’s Revenue and Customs, informing NASCO that part-time staff should be paid under the NASCO taxation regime, all staff salaries are now budgeted for in this section of the budget.

This sub-section includes salary for the new Secretary, and the maximum allowable installation allowance, under the Co-ordinated Organisations’ rules, including up to four dependents (spouse plus three children) of £3,323.

1.2 Temporary staff (£18,500)

This section no longer includes all costs related to staff on part-time contracts; they have been moved to section 1.1. This section now includes ten days of consultancy costs, at £650 per day, the small sum (£1,500) usually included for agency staff and £10,500 to support the proposed internship programme – see Annex 4 of the [‘Report of the Inter-Sessional Meeting of the FAC’, FAC\(25\)03](#).

1.3 Other staff-related costs (£107,920)

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 sum is higher than in 2025 as this now includes the Staff Fund element for the Information and Publication Officer that was previously included in section 1.2.

The total staff-related costs for 2026, as currently budgeted, can be divided as follows:

Secretariat members’ salaries (incl. employee Staff Fund payments)	£316,730
Staff Fund contributions by NASCO	£63,710
Insurances	£29,210
Allowances	£15,000
Temporary and support staff costs	£18,500
Total	£443,150

2. Travel and subsistence	2025 Budget	2026 Draft
	£28,500	£28,500

Note. The sum budgeted is the same that in the 2025 – 2029 Budgeting Plan for 2026 (£28,500).

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

This sub-section covers the cost of moving and accommodating the Secretariat to run the Annual Meetings. The 2026 draft budget assumes that the 2026 meeting will be hosted by the Secretariat.

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 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; 2022:2024 have been used as the basis for costs, although travel costs have increased since the Covid-19 pandemic.

3. Research & advice	2025 Budget	2026 Draft
	£71,700	£78,500

Note. The sum budgeted is 4.6% higher in real terms than for 2026 in the 2025 – 2029 Budgeting Plan (£73,349).

3.1 Annual contribution to ICES (£78,500)

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 2026, ICES advised the sum of DKK 687,000 (DKK 603,657 as advised by ICES for 2025 and raised by inflation – expected OECD indexation 3.4%), which includes, as usual, contributions toward the salary costs incurred for the leadership of the Advisory Committee and for the ICES Secretariat Advisory programme. It also includes a 10% addition, given that ICES is expecting to revisit the calculation it has for full cost recovery in 2025 and it is likely that this will result in a considerable increase. The pound sterling remains weak against the Danish Kroner and an exchange rate of £1 = DKK 8.75 has been used.

3.2 Other research and advice (£0)

No expenditure on other research or advice is anticipated in 2026, although see CNL(25)15 for a possible ICES workshop to support the revision of the Resolutions, Agreements and Guidelines on aquaculture, introductions and transfers and transgenics. This could cost in the region of £48,000.

4. Contribution to Working Capital Fund	2025 Budget	2026 Draft
	£10,000	£0

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. The 2024 Audited Accounts indicated that the Working Capital Fund is at £197,500. This section of the budget has, therefore, been set to £0 with the expectation that the £2,500 required to reach the ceiling of £200,000 will be found in any budget surplus in 2025.

5. Meetings	2025 Budget	2026 Draft
	£13,500	£105,500

Note. The sum budgeted is significantly higher than in the 2025 – 2029 Budgeting Plan (£13,900). The Budgeting Plan accounted for the expectation that the 2026 NASCO Annual Meeting was to have been hosted by one of the Parties but no invitation has been received. This budget assumes, therefore, that the 2026 Annual Meeting will take place in Scotland.

5.1 Costs of Annual Meeting (£95,000)

The 2026 Annual Meeting is budgeted for Scotland. This entails £95,000 budgeted to cover the meeting costs – see Annex 1.

5.2 Costs of other meetings (£10,500)

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 2026, 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	2025 Budget	2026 Draft
	£22,000	£12,950

Until 2025, this section covered 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). However, 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 budget item 7.4, i.e. ‘Communications, professional support and design’, from 2026. The office supplies costs and a small element for the cost of the printer / photocopier in NASCO HQ are retained in this budget item. Costs are an average of 2016:2024 costs.

7. Communications	2025 Budget	2026 Draft
	£20,000	£33,500

This section now covers all costs associated with telephone, email and facsimile (£5,000), IT support, website maintenance and development (£12,500) and cost for communications, professional support and design (£16,000). The basis for the telecoms cost is actual 2024 costs; the IT cost basis is the 2024 cost raised by inflation, with the addition of a website maintenance cost. For the communications section: printing and design costs of £6,000 have been brought across – based on costs for recent TBSS, Special Session and IYS reports; £3,000 from translation costs, reflecting the costs for the very experienced translator; £2,500 from postage costs, the cost basis being average costs in 2016, 2017, 2019 and 2023 – years in which TBSS

and other reports were posted out; and £4,500 brought across from the now defunct Tag Return Incentive Scheme.

8. Headquarters Property	2025 Budget £52,850	2026 Draft £53,510
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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 18) 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 around 4% lower in real terms than in the 2025 – 2029 Budgeting Plan (£54,200).

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. (£53,510)

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 (£6,550), central heating and electricity (£18,300), property insurance (£9,660), cleaning (£5,500), and all repairs and maintenance including essential contracts related to building safety and security (£13,500). 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	2025 Budget £1,600	2026 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 2025 Budget and the 2025 – 2029 Budgeting Plan (£1,600).

10. Audit and other expenses	2025 Budget £28,650	2026 Draft £22,500
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This section covers audit and accountancy fees (£18,350), bank and other charges (£650), representation and other miscellaneous costs including any legal fees (£3,500). The estimated audit costs for 2026 from Saffery LLP (£14,850) and average accountancy and other costs for the period 2016:2024 (£3,500) provide the basis for these costs. The representation costs are included in the £3,500 for other miscellaneous expenses, which is a very slight increase on the 2024 actual costs. The sum budgeted shows no real-term change to the sum in the 2025 – 2029 Budgeting Plan (£22,000).

11. International Atlantic Salmon Research Fund	2025 Budget	2026 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.

12. Contractual Obligation Fund	2025 Budget	2026 Draft
	£0	£30,000

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 and 2024. The current NASCO Secretary leaves NASCO at the end of September 2025. The Contractual Obligation Fund will, therefore, need rebuilding to its ceiling of £250,000 from 2026 onwards. This section of the budget has, therefore, been set to £30,000.

13. Contribution to Recruitment Fund	2025 Budget	2026 Draft
	£5,000	£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 has been used most recently in 2025 to recruit the next Secretary. After expenses incurred in 2023 and 2025, the Fund is below its ceiling of £60,000, at £37,000. It is anticipated that the Fund can be rebuilt from a combination of budget surplus in 2025 and contributions. This section of the budget has, therefore, again been set to £5,000.

14. Training	2025 Budget	2026 Draft
	£3,000	£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.

15. Contribution to Periodic Projects Special Fund	2025 Budget	2026 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. At the beginning of 2025, there is approximately £16,500 available in this Fund, some £1,500 of which is still ring-fenced for the Wild Atlantic Salmon Atlas.

(c) Budget Commentary – Income

16. Contributions of the Parties	2025 Budget	2026 Draft
	£654,220	£757,710

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 17) and income from the property (Section 18). The contributions for each Party have been calculated in accordance with Article 16, paragraph 2 of the Convention. The 2025 contributions have been recalculated to take account of the difference in the provisional and confirmed 2023 catch statistics and the appropriate adjustments have been made to the 2026 contributions.

Changes in the contributions can occur even with stable budgets when a Party’s proportion of the total catch changes. The 2026 contributions are 6.4% higher in real terms than those anticipated in the 2025 – 2029 Budgeting Plan (£696,249); this is related to the inclusion of the costs for the Secretariat to run the Annual Meeting in Scotland in 2026, given that no Parties / jurisdictions have offered to host.

In 2017, the FAC requested the Secretary to include the 30% share of the contribution for each Party in this section. In the draft 2026 budget as proposed, this equates to £28,414 per Party.

17. General Fund - Interest	2025 Budget	2026 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 fallen over the last year, with the base rate now at 4.5%. The Bank of England is expected to continue its cycle of interest rate cuts, with some forecasts predicting a fall to 3.5% by the end of 2025. 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 2025 – 2029 Budgeting Plan (£1,000), given the uncertainty of where interest rates will be in 2026.

18. Headquarters Property Income	2025 Budget	2026 Draft
	£58,000	£59,000

A ten-year lease renewal was agreed with Inigo Business Centres Ltd with effect from 17 January 2025. The annual rental under this lease has remained at £40,000 and we anticipate service charges, including our management fee, in the region of £19,000 per annum. Inigo

Business Centres was purchased by UBC UK in 2022. Actual service charges are hard to predict.

19. Surplus or Deficit from 2024	2025 Budget	2026 Draft
	£0	£0

There was neither a surplus nor deficit in 2024.

(d) Overall

The 2026 budgeted expenditure (£817,710) represents a 14.7% increase compared to that in the 2025 Budget (£713,220) and is higher (7.0%) in real terms than that anticipated in the 2025 – 2029 Budgeting Plan for 2026 (£747,449). This is entirely related to the fact that no offers have been received to host the 2026 Annual Meeting.

Table 1
2025 - 2027 Expenditure Summary (Pounds Sterling)

	2025 Current	2026 Draft	% Change 2025 / 2026		2027 Forecast
			Real Terms	Gross	
1. Staff-related costs <i>6.7% decrease in real terms when compared to 2025 – 2029 Budgeting Plan (£463,300)</i>	451,920	443,150	-5.0%	-1.9%	456,900
2. Travel and subsistence <i>No change in budget</i>	28,500	28,500	-3.1%	0.0%	28,500
3. Research and advice <i>Payment in accordance with revised MoU and cost estimate from ICES. 7% increase on that in the 2025 – 2029 Budgeting Plan (£73,349) due to interest rate increases in Denmark and a likely increase in an element of the basic costs in ICES</i>	71,700	78,500	6.4%	9.5%	80,934
4. Contribution to Working Capital Fund <i>Fund below ceiling of £200,000, at £197,500 at end of 2024</i>	10,000	0	-103.1%	-100.0%	0
5. Meetings <i>No offers received to host the 2026 Annual Meeting. Secretariat to organize in Scotland. Significant increase on the sum budgeted in the 2025 – 2029 Budgeting Plan (£13,900). Includes hotel and AV costs</i>	13,500	105,500	678.4%	681.5%	14,409
6. Office supplies, printing and translation <i>Averages of costs for 2016 to 2024 used as the basis for the 2026 estimate. Note: the majority of the costs for printing and all translation costs have been moved to 'Communications'. No basis for comparison with the 2025 – 2029 Budgeting Plan</i>	22,000	12,950	-44.2%	-41.1%	13,400
7. Communications <i>For the sums moved across from 'printing' and 'translation', averages of costs for 2016 to 2024 used as the basis for the 2026 estimate. For telecommunications and IT support & website costs, actual costs raised by the appropriate amount (inflation etc.) used as the basis for the 2026 estimate. The £4,500 originally used for the tag prize has also been moved into this category. Note: No basis for comparison with the 2025 – 2029 Budgeting Plan</i>	24,500	33,500	33.6%	36.7%	34,100
8. Headquarters Property <i>Actual costs, raised by the appropriate amount (inflation etc.) used as the basis for 2026 costs. Decrease in real terms proposed and ~4% lower (in real terms) than the sum budgeted in the 2025 – 2029 Budgeting Plan (£54,200)</i>	52,850	53,510	-1.9%	1.2%	55,200
9. Office furniture and equipment <i>No change in budget</i>	1,600	1,600	-3.1%	0.0%	1,600
10. Audit and other expenses <i>Costs based on the auditor's quote for the 2025 accounts audit plus average costs 2016:2024 for accountancy costs. 25% real terms decrease on 2025 budget and no real terms increase on the sum budgeted in the 2025 – 2029 Budgeting Plan (£22,000)</i>	28,650	22,500	-24.6%	-21.5%	23,400

	2025 Current	2026 Draft	% Change 2025 / 2026		2027 Forecast
			Real Terms	Gross	
11. International Atlantic Salmon Research Fund	0	0	-	-	0
12. Contribution to Contractual Obligation Fund <i>Secretary leaving NASCO in 2025. Contractual Obligation Fund will need rebuilding to its ceiling of £250,000 from 2026</i>	0	30,000	-	-	30,000
13. Contribution to Recruitment Fund <i>No change in budget</i>	5,000	5,000	-3.1%	0.0%	5,000
14. 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>	3,000	3,000	-3.1%	0.0%	3,000
15. Contribution to Periodic Projects Special Fund <i>Contribution in accordance with 2025 – 2029 Budgeting Plan</i>	0	0	-	-	0

Table 2
North Atlantic Salmon Conservation Organization
2024 Expenditure, 2025 Budget, 2026 Draft Budget
and 2027 Forecast Budget (Pounds Sterling)

		Spend 2024	Budget 2025	Draft 2026	Forecast 2027
Expenditure					
1.	Staff-related costs	431,731	451,920	443,150	456,900
2.	Travel and subsistence	21,292	28,500	28,500	28,500
3.	Research and advice	68,330	71,700	78,500	80,934
4.	Contribution to Working Capital Fund	0	10,000	0	0
5.	Meetings	23,197	13,500	105,500	14,409
6.	Office supplies, printing and translations	17,504	22,000	12,950	13,400
7.	Communications	16,665	24,500	33,500	34,100
8.	Headquarters Property	57,169	52,850	53,510	55,200
9.	Office furniture and equipment	0	1,600	1,600	1,600
10.	Audit and other expenses	19,863	28,650	22,500	23,400
11.	International Atlantic Salmon Research Fund	0	0	0	0
12.	Contribution to Contractual Obligation Fund	0	0	30,000	30,000
13.	Contribution to Recruitment Fund	0	5,000	5,000	5,000
14.	Training	0	3,000	3,000	3,000
15.	Periodic Projects Special Fund	95,877	0	0	0
Total Expenditure		751,628	713,220	817,710	746,442
Income					
17.	Contributions – Contracting Parties	662,007	654,220	757,710	686,442
18.	General Fund – Interest	8,672	1,000	1,000	1,000
19.	Income from Headquarters Property	65,127	58,000	59,000	59,000
20.	Surplus or Deficit (-) from 2023	0	0	0	0
Total Income		735,806	713,220	817,710	746,442

Table 3**2026 Draft Budget & 2027 Forecast Budget (Pounds Sterling) – Expenditure by Sub-Section**

	Draft 2026	Forecast 2027
1. Staff related costs		
1.1 Secretariat members	316,730	326,500
1.2 Temporary staff costs	18,500	19,100
1.3 Staff Fund, allowances, insurances and other costs	107,920	111,300
Total	443,150	456,900
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	78,500	80,934
3.2 Other research & advice	0	0
Total	78,500	80,934
4. Contribution to Working Capital Fund	0	0
5. Meetings		
5.1 Costs of Annual Meeting	95,000	3,609
5.2 Costs of other meetings	10,500	10,800
Total	105,500	14,409
6. Office supplies and printing		
6.1 Office supplies	12,500	12,900
6.2 Printing	450	500
Total	12,950	13,400
7. Communications		
7.1 Telecommunications	5,000	5,200
7.2 Postage and courier services	0	0
7.3 IT Support & Website	12,500	12,900
7.4 Communications, professional support and design	16,000	16,000
Total	33,500	34,100
8. Headquarters Property		
8.1 Capital and interest payments	0	0
8.2 Maintenance, services and other building related costs	53,510	55,200
Total	53,510	55,200
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	18,350	19,250
10.2 Bank charges and insurances	650	650
10.3 Miscellaneous	3,500	3,500
Total	22,500	23,400
11. Contribution to IASRF	0	0
12. Contribution to Contractual Obligation Fund	0	30,000
13. Contribution to Recruitment Fund	5,000	5,000
14. Training	3,000	3,000
15. Contribution to Periodic Projects Special Fund	0	0
Total Expenditure	817,710	746,442

Table 4**2025 Budget Contributions (Pounds Sterling) Adjusted for Confirmed rather than Provisional 2023 Catches (tonnes)**

Party	2023 catch (provisional)	2023 catch (confirmed)	2025 contribution (provisional)	2025 contribution (confirmed)	Adjustment
Canada	88	82	93,896	90,184	-3,712
Denmark (Faroe Islands and Greenland)	33	33	50,544	50,954	409
European Union	60	58	71,826	70,969	-857
Iceland	45	43	60,003	58,960	-1,043
Norway	297	297	258,634	262,317	3,683
Russian Federation	52	52	65,521	66,165	645
United Kingdom	6	7	29,263	30,138	875
USA	0	0	24,533	24,533	0
Total	581	572	654,220	654,220	0

Note. A positive adjustment represents an underpayment in 2025.

NASCO Budget Contributions for 2026 and Forecast Budget Contributions for 2027 (Pounds Sterling)

Party	2024 catch (provisional)	2026 contribution	Adjustment from 2025	2026 adjusted contribution	2027 forecast contribution
Canada	67	116,376	-3,712	112,664	105,430
Denmark (Faroe Islands and Greenland)	20	54,671	409	55,081	49,529
European Union	56	101,935	-857	101,077	92,347
Iceland	46	88,806	-1,043	87,763	80,453
Norway	168	248,975	3,683	252,659	225,557
Russian Federation	40	80,929	645	81,574	73,317
United Kingdom	7	37,604	875	38,479	34,067
USA	0	28,414	0	28,414	25,742
Total	404	757,710	0	757,710	686,442

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 2026 – 2030

	Draft 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030
Expenditure					
1. Staff related costs	443,150	456,900	470,607	484,725	499,267
2. Travel & Subsistence	28,500	28,500	28,500	28,500	28,500
3. Research & advice	78,500	80,934	82,552	84,203	85,887
4. Contribution to Working Capital	0	0	0	0	0
5. Meetings	105,500	14,409	14,500	14,750	15,000
6. Office supplies and printing	12,950	13,400	13,700	14,000	14,300
7. Communications	33,500	34,100	34,750	35,500	36,250
8. Headquarters Property	53,510	55,200	55,200	55,200	55,200
9. Office furniture & equipment	1,600	1,600	13,600	1,600	1,600
10. Audit & other expenses	22,500	23,400	23,900	24,300	24,800
11. International Co-operative Research		0	0	0	0
12. Contribution to Contractual Obligation Fund	30,000	30,000	30,000	25,000	25,000
13. Contribution to Recruitment Fund	5,000	5,000	0	0	0
14. Training	3,000	3,000	3,000	3,000	3,000
15. Contribution to Periodic Projects Special Fund	0	0	0	0	0
Total	817,710	746,442	770,309	770,778	788,804
Income					
16. Contributions of Contracting Parties	757,710	686,442	710,309	710,778	728,804
17. Interest Received on General Fund	1,000	1,000	1,000	1,000	1,000
18. Income from HQ property	59,000	59,000	59,000	59,000	59,000
Total	817,710	746,442	770,309	770,778	788,804

Exploration of Costs for 2026 Annual Meeting in Scotland

At the 2025 Annual Meeting there were no offers from a NASCO Party / jurisdiction to host the 2026 Annual Meeting.

The Secretariat, therefore, has investigated the costs of holding the Annual Meeting in Scotland, hosting it, as was the case in 2022.

The main difference since 2022, i.e. post-pandemic, is that hotel costs have risen enormously. It is no longer possible to host an Annual Meeting for the £40,000 that used to be budgeted for an Annual Meeting organized and hosted by the NASCO Secretariat in the past.

Hotels Contacted

The NASCO Secretariat contacted (by way of email or the completion of online forms) 30 hotels in Scotland that looked as though they may meet NASCO's requirements for an Annual Meeting. Of these, six failed to respond to the Secretariat's initial queries, 16 were deemed unsuitable and eight were determined to have met NASCO's requirements adequately enough to be considered.

Many of the 16 deemed unsuitable did not, after further consultation, have the facilities to accommodate a NASCO Annual Meeting. Some did not have enough bedrooms and had no alternative accommodation options in the vicinity of the hotel. Two did not have availability on the Annual Meeting dates (and of these, one was quite removed from its nearest city).

Of the eight that meet NASCO's requirements, only two are in Edinburgh. Not all of the eight have enough breakout meeting rooms but alternatives – such as using suites as has been done in the past for smaller delegations – would have been possible, although a costly extra consideration (not included in Table 1).

Hotel Cost Comparisons

The costs shown in the table below (Table 1) are made on the basis **just for the days of the main Council and Commission meetings**, i.e. from Tuesday 2 to Friday 5 June 2026. *This is not a full cost comparison.* The comparative costs are calculated for 100 delegates, and 110 guests for the Annual Meeting dinner. Please note that no AV / hybrid costs, or other hospitality costs, are included.

The hotels are arranged in the order of costs, with the highest overall costs at the top of the table.

The two cheapest hotels, the Dalmahoy Hotel and Country Club and the Westerwood Hotel, are remote of their nearest towns / cities, with no alternative accommodation nearby. The 2022 Annual Meeting was held at the Dalmahoy Hotel and Country Club and many delegates asked that it not be considered again due to its distance from Edinburgh for a variety of reasons. For due diligence purposes, however, it has been included as it is a suitable venue, other than the lack of nearby accommodation.

The Macdonald Aviemore Resort is the most suitable option for a variety of reasons, including the fact that it has the full number of breakout rooms required with no suites necessary, cost, accessibility (a direct rail link between Aviemore and Inverness airport), and the fact that there is a Premier Inn hotel in Aviemore (generally considered to be a budget hotel brand) along with many guest houses. Aviemore is a highland tourist resort, situated within the Cairngorms National Park, and is well set up to catering for visitors. It is also on the River Spey and close to the River Findhorn, both of which are well-known salmon rivers.

Table 1. Table to show costs comparisons for 2 to 5 June 2026 at different suitable hotels in Scotland.

Location	Hotel Name	Bedroom Rate	Daily Delegate Rate	Total Breakout Room Costs	Additional Daily Room Hire Costs – Plenary	Costs for Dinner pp (excluding drinks)	Total estimated cost for dinner for 110 ¹	Rough total cost	Rough total cost including dinner costs
Gleneagles, Perthshire	Gleneagles Hotel	£625	£100	£32,000	£3,000 ²	£115	£14,025	£84,000	£98,025
Edinburgh	Sheraton Grand	£385	£89	£19,720	£5,000 ³	£99	£12,265	£75,320	£87,585
Dunblane, Perthshire	Dunblane Hydro	£195	£60	£17,240		£55	£7,425	£41,240	£48,665
Crieff, Perthshire	Crieff Hydro	£189	£55	£18,000	£1,500 ⁴	£50	£6,875	£40,000	£46,875
Edinburgh	George Hotel	£404	£70	£6,000		£85	£10,725	£34,000	£44,725
Aviemore, Inverness-shire	McDonald Resort Aviemore	£172	£50	£11,700		£45	£6,325	£31,700	£38,025
Cumbernauld, North Lanarkshire	Westerwood Hotel	£125	£55	£9,200		£32	£4,895	£31,200	£36,095
Near Edinburgh	Dalmahoy Hotel and Country Club	£185	£45	£6,900		£60	£7,975	£24,900	£32,875

¹ Includes £1,110 as an estimated drinks cost – two small glasses of wine per person

² Plenary daily room hire costs for Gleneagles included in 'rough cost' calculations, as these costs are not included in the daily delegate rate

³ Plenary daily room hire costs for the Sheraton Grand included in 'rough cost' calculations, as these costs are not included in the daily delegate rate

⁴ Plenary daily room hire costs for the Crieff Hydro not included in 'rough cost' calculations, as these costs are included in the daily delegate rate. The additional costs are for setting up the meeting rooms outside of the room hire days

Table 2. McDonald Resort Aviemore costs (N.B. several of which are estimates at this stage)

	Daily Delegate Rate pp	Breakout Rooms	Dedicated Wi-Fi	Dinner (incl drinks) pp	Other hospitality	IT support	General AV Costs	Hybrid Costs	Total Costs
Total	£23,500	£17,505	£1,188	£6,325	£1,735	£1,400	£32,500	£10,000	~£94,153