	<p style="text-align: center;"><b>Council</b></p> <p style="text-align: center;"><i>NASCO's Communications and Outreach Strategy</i></p>	<p style="text-align: center;"><b>CNL(25)54</b></p>
---	--	---

## *NASCO's Communications and Outreach Strategy*

**NASCO has adopted the following Communications and Outreach Strategy as a framework to form the basis of its communications and outreach work.**

### **Background**

At NASCO's 2024 Annual Meeting, [CNL\(24\)88rev](#), Council adopted '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 32 page '[NASCO Outreach and Communications Strategy](#)' (the 'outreach strategy') developed by [Mindfully Wired Consulting](#) (MW) was adopted by Council at NASCO's 2025 Annual Meeting, [CNL\(25\)80](#). Council also agreed to adopt the summarised approach and associated actions outlined in 'A Communications and Outreach Strategy for NASCO', [CNL\(25\)20](#), as framework.

### **Key Aims**

The key aims of NASCO's Communications and Outreach Strategy (hereinafter 'the outreach strategy' are to:

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

NASCO has a 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 others, to address threats such as disease or invasive species, exchange information and produce relevant Resolutions, Agreements and Guidelines. Active communication of NASCO's working group outputs will ensure the full value of their work is recognised and utilised, increasing the reach of this work to individuals, organizations or institutions that will use NASCO's information to further benefit salmon; and

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

By placing wild Atlantic salmon at the centre of its messaging, NASCO can highlight the threats facing the species, and inspire a diverse range of audiences to take meaningful actions aligned with NASCO's Vision, Mission and Strategic Goal as laid out in 'The Future of NASCO – a Ten Year Strategy', [CNL\(24\)71rev](#).

### **Communication Priorities**

The outreach strategy proposes a range of communications methods for NASCO, including audiences and messaging, 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 strategy, 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.

## Core Framework and Implementation of the Outreach Strategy

NASCO will use the core framework of the outreach strategy and implement it as outlined below. The core criteria of NASCO's outreach strategy to consider are its audiences, messaging, methods and implementation.

### 1. Audiences

The key audiences for NASCO 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.

The groups that NASCO needs to communicate with are broken down into primary and secondary audiences, outlined in Tables 1 and 2. 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.

**Initially NASCO will focus on growing its network to share existing information more effectively.** This will include engaging beyond core primary audiences to widen NASCO's reach and increase awareness among secondary audiences that can further drive action. Examples and the outcomes that could be expected from NASCO's engagement with primary and secondary audiences are described in Tables 1 and 2.

More targeted audience engagement will be conducted as required.

*Table 1. Primary audiences for NASCO's outreach 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	Conservation organizations (including salmon conservation, angling, river conservation)	Implement NASCO Guidelines and lead by example to encourage others to do the same

	by NASCO (fisheries, aquaculture, habitat degradation)		
<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 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

## 2. Messaging

Subject-based content developed by NASCO will increase diversity of messaging and introduce lay audiences to the plight of wild Atlantic salmon. Four common, engaging, themes have been used to develop key messages aimed at the different audiences for this content:

**Theme 1:** 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>1</sup>.

<sup>1</sup> NASCO. (Eds). 2019. [State of North Atlantic Salmon](#), 30 pp.

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.

**Key Audiences:** all;

**Theme 2:** 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 be retained by continued practice. Loss of abundance directly leads to the loss of culture, practices, and local knowledge.<sup>2</sup>

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

**Theme 3:** 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>3</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

**Theme 4:** 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 organization 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.

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.

---

<sup>2</sup> Myrvold, 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, 94 pp.

<sup>3</sup> NASCO. (Eds). 2019. [State of North Atlantic Salmon](#), 30 pp.

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>4</sup>.

**Key Audiences:** all.

The themes and key messages will be used to inform content streams for various audiences. In planning content to release, and developing regular outputs such as social media, six content streams around these themes will be considered on which to base activity (Table 3). Using the content streams to structure information enables NASCO to tell its story while engaging effectively with both primary and secondary audiences

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

<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 support NASCO's Vision and Mission strategically 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 such as social media, activity should be based around the six content streams in Table 3. Some content will fit into more than one stream, while other communications will be more specific.

<sup>4</sup> NASCO. 2024. The Future of NASCO – a Ten-Year Strategy, [CNL\(24\)71rev.](#)

**Initially NASCO will 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.**

### **3. 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 to produce 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.

A range of outreach and communication methods, or ‘channels’, can be used to deliver NASCO’s message to the relevant audience groups. The channel used is dependent on the target audience(s) and the message(s) that NASCO wants to put across.

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
- NASCO’s Resolutions, Agreements and Guidelines (RAGs) – posted on the NASCO website.

NASCO has limited resources and will, therefore, need to identify which audiences it wants to reach as a priority. It can then tailor 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).

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

<b>Channel</b>	<b>Key audiences</b>	<b>Frequency</b>
<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>• Five-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)

NASCO will build the methods it uses already to maximise reach and impact. For example, X works best for sharing short, simple information to general audiences. In addition to X, a NASCO LinkedIn page will be created to share longer, more technical content, allowing NASCO to tailor messaging to its various audiences. NASCO's use of social media will be supported through development of a specific social media strategy.

**Initially NASCO will focus on the use of social media as an engaging tool to support NASCO to reach the audiences and share its key messages.** Structured and consistent social media is key to raising profile / awareness, from which to build and maintain momentum.

NASCO's website will remain a central source of information, which audiences will be led to through social media. Information will be structured using the 'content streams' approach to 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.

In addition to written outputs (i.e. reports and guidelines), summaries, briefings and supporting graphics will be developed to ensure that these outputs are easily understood and promoted by key audiences. This will enable key audiences to be advocates for NASCO and will enhance NASCO's transparency in relation to progress and actions needed.

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.

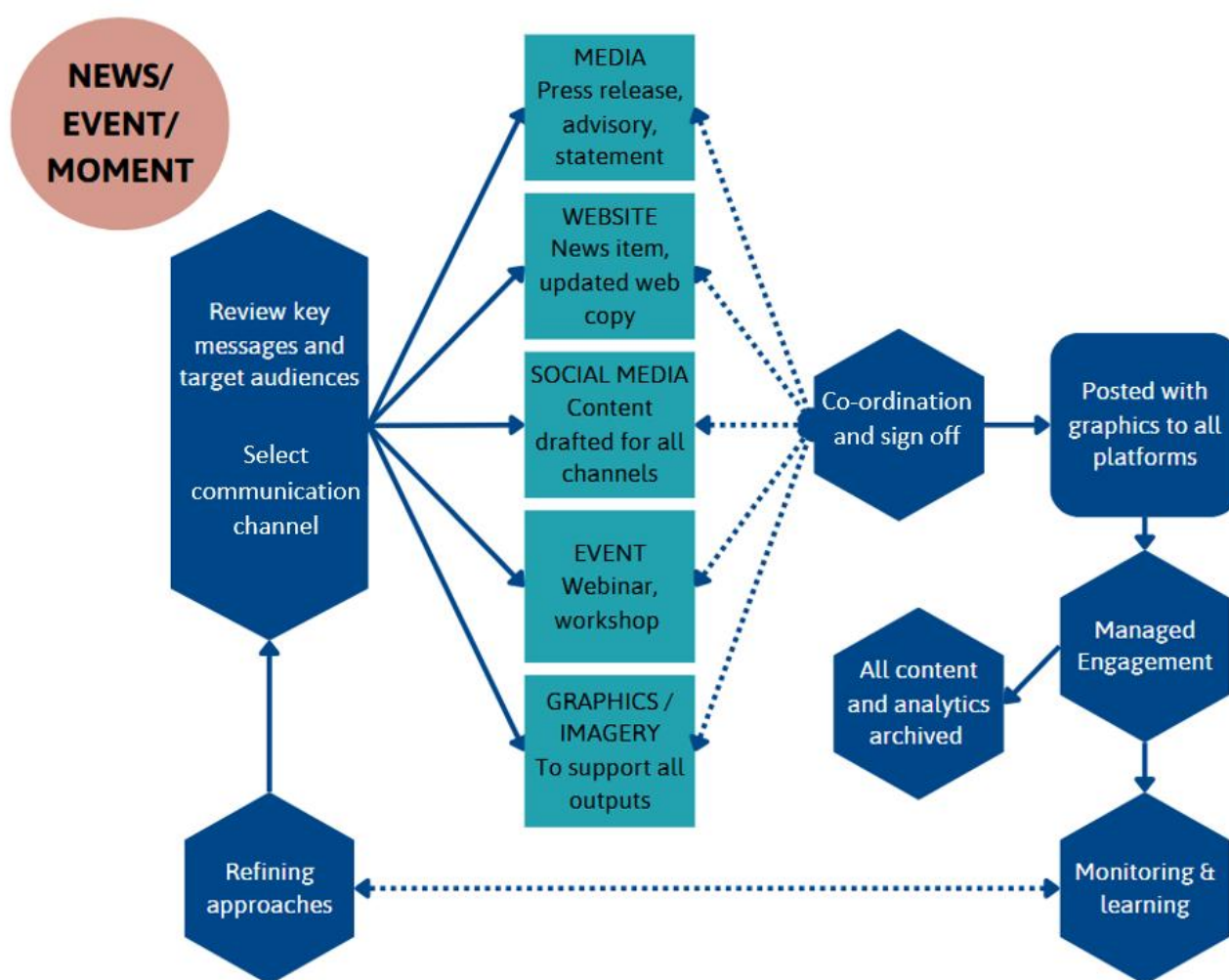
Developing short, regular newsletters, e.g. quarterly or as resources allow, that can be shared through mailing lists will provide regular and easily understandable updates for non-technical audiences. Content will include NASCO-specific updates, such as press releases, statements, and interviews, created to launch NASCO's key outputs, e.g. strategies, reports, and guidelines. Additional content may include 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. The use of newsletters, therefore, will increase the reach of NASCO to a wider and more varied range of audiences, raising and maintaining awareness of the Organization and its work. An annual roundup, e.g. in the form of the current NASCO News, will allow NASCO to highlight and emphasise the most important pieces.



Bringing people together through tailored events will help to cement NASCO as an authority on wild Atlantic salmon. Events can vary substantially in frequency, scale and resource requirements. 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.

#### 4. Implementation

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.



**Figure 1.** An example of how the NASCO outreach strategy could be implemented.

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. Well branded and positioned social media activity should lead to more visits to the NASCO website and engagement with NASCO's key messages and associated materials such as its guidelines. Actions to enable effective use of social media are, therefore, the priority in the first stage of implementing the outreach strategy, i.e. development of branding guidelines and templates and development of a social media strategy to provide more specific guidance on audiences and messaging. Once this stage is completed, the Secretariat will be able to develop more



resources itself and implement the social media strategy. If resources are available, actions to improve the website should then be a priority for the following year.

At the 2025 Annual Meeting, CNL(25)80, Council agreed to several of the recommendations in ‘A Communications and Outreach Strategy for NASCO’, [CNL\(25\)20](#), subject to a capped budget of £10,000. Priority actions will be addressed in 2025 / 2026 subject to the £10,000 budget available. Actions for 2026 / 2027 will be addressed relative to the availability of resources and any additional budget provided.

### ***Priority Actions for 2025 / 2026***

#### **1. 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.

#### **2. 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.

#### **3. Internal Assessment of Resources**

Assess internal resources to establish:

- i) whether it would be beneficial to retain the services of a communications expert for routine actions identified in the social media strategy;
- ii) the need for and resources available to review and update the website in 2026 / 2027; and
- iii) options for a future Ministerial meeting with Parties and to report back to Council at the 2026 Annual Meeting.

### ***Actions for 2026 / 2027***

#### **1. Website Fine-Tune Design**

Subject to need and resources available, NASCO will:

- i) review and revise the NASCO website with redesign based on branding guidelines;
- ii) 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;
- iii) revise and / or draft copy for a limited number of webpages, including the homepage; and
- iv) develop user guidance on maintaining, managing and accessing content within the new structure.

#### **2. Implementation of Website Restructure / Redesign**

Subject to need and resources available, NASCO will engage a web developer to implement revisions to sitemap and design.

#### **3. Routine Actions**

Subject to need and resources available, NASCO will retain MW for:

- i) ongoing management of NASCO social media, e.g. one day per month;
- ii) drafting of NASCO newsletter on a quarterly basis calculated as one day per newsletter; and

- iii) review and dissemination of a press release following Annual Meetings at a cost of 1.5 days each.

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.