



CCSBT-EC/2010/06

DRAFT 2021 AND INDICATIVE 2022-2023 BUDGETS

Purpose

To agree a general budget for 2021 and consider indicative budgets for 2022 to 2023.

Introduction

The Extended Scientific Committee (ESC) met from 31 August to 7 September 2020 and updated its three-year workplan for scientific meetings and projects to be funded by the Extended Commission (EC). The ESC's estimates of the resources required for this workplan are provided at **Attachment A**.

The draft budget for 2021 and indicative budgets for 2022 to 2023 are presented at **Attachments B** and **C** respectively. New or increased expenses since Circular #2020/072 are highlighted in yellow in these attachments. The budgets include the funding required for the CCSBT's usual business, including the ESC's three-year resource requirements. Also included is the cost for Japan's proposal (CCSBT-ESC/2008/23) aimed at improving the existing methodology for monitoring of SBT product distribution in Japan.

Draft Budget for 2021

The draft general budget for 2021 is provided at **Attachment B**. The budget is presented below in four sections:

1. Proposed changes in expenditure since the interim draft budget for 2021 provided in Circular #2020/072;
2. Proposed variation in expenditure between 2020 and 2021;
3. Areas of possible reduced expenditure in 2021; and
4. Proposed income for 2021.

(1) Proposed changes in expenditure since the interim draft budget for 2021 provided in Circular #2020/072

The draft budget for 2021 contains \$283,400 more expenditure than the interim draft budget for 2021 that was provided in Circular #2020/072. This increased expenditure is due to the inclusion of Japan's market analysis proposal and the inclusion of new items from the September ESC's updated resource requirements.

The inclusion of Japan's market analysis proposal increases expenditure by \$147,700. This is recorded in two separate locations in **Attachment B**:

- Firstly, an additional \$18,700 against the Technical Compliance Working Group meeting to allow for one day of discussions on the project; and

- Secondly, \$129,000 for the Market analysis project itself. The project includes \$57,200 for a consultant for components A1-A4 of the project plus \$71,800 for components B3-C1, which includes a twice monthly onsite survey at the Toyosu market.

The ESC's updated resource requirements adds the following costs to the budget in **Attachment B**:

- A \$7,400 increase for intersessional OM/MP Maintenance to allow informal discussions between experts to update the code and examine the glitches that occurred with Github this year while it is still fresh in peoples' minds;
- A \$30,200 increase for CPUE development to provide two CPUE webinars (instead of one) and an additional 28 consultancy days to obtain improved CPUE indices.
- \$100,000 to conduct a design study for a potential e-tagging program to understand potential changes in spatial and temporal migration of SBT.

The other differences from the interim draft budget are minor reductions due mainly to updated exchange rates.

(2) Proposed variation in expenditure between 2020 and 2021

The main variations in expenditure between the approved expenditure for 2020 and the expenditure proposed for 2021 are summarised below. Most of these variations were also described in Circular #2020/072.

- CCSBT Meetings: The total cost for meetings in 2021 is expected to be approximately \$211,000 less than budgeted for 2020. This is due to:
 - Lower overall venue hire, equipment hire and travel costs for Freemantle, Australia than for Sapporo, Japan.
 - No subsidiary body meetings being held in 2021¹, except for possibly 2-days of Technical Compliance Working Group meetings which have to be considered.
- Science Program: The estimated cost of the science program in 2021 is ~\$283,000 lower than approved for 2020. This is primarily due to a once-off reduction in the cost of the gene tagging project for 2021². The reestablishment of CCSBT's GST exemption for certain items, including research, results in a further decline in the cost of the science program. Increases in individual components of the science program were mostly described in section "1" above. In addition, there is an increase cost for the Close-kin sampling program, due to the need to purchase an ultra-low freezer to store tissue samples³. It should be noted that CSIRO is gradually reducing its co-investment in the Close-kin work as it moves to more of a delivery model for these projects. This will gradually increase the cost to the CCSBT. Finally, it is worth noting that the maturity study is being deferred from 2020 to 2021^{Error! Bookmark not defined.}.
- Special Projects: The proposed cost of special projects in 2021 have increased by ~\$143,000 over that approved for 2020. The increase is due to the market analysis program described in section "1" above together with the Performance Review of the CCSBT that is to be conducted during 2021. These increased costs have been partly offset by reduced costs in relation to database upgrades and trial eCDS development. \$150,000 had been budgeted for the trial eCDS work in 2020, but due to a

¹ The ERSWG meeting originally scheduled for 2021 has been deferred to 2022 due to the COVID-19 pandemic.

² The 2020 gene tagging cruise was shortened in 2020 due to COVID-19. This means that there will be no harvest sampling and tissue processing in 2021 for SBT tagged in 2020, resulting in a substantial cost reduction.

³ This cost had previously been planned as an expense for 2022, but the freezer is now required in 2021.

combination of the staff/consultant time available for development and the need to obtain feedback from Members before proceeding too far with the development, this work has now been split between 2020 and 2021.

- **Secretariat Costs:** The Secretariat’s costs are forecast to increase by ~\$123,000 in 2021 over that approved in 2020. Part of this increase occurred during 2020 and is reflected in the draft revised budget for 2020. The increases occur in a number of areas, including staff costs, staff assessment levy, social security, travel, home leave and staff liability. Of these: most of the staff costs, social security and staff liability result from UN conditions and are outside the Secretariat’s direct control; the staff assessment levy appears as both an income and an expense, so it is not a real cost; the travel costs include attending COFI in February 2021, but with COVID-19 restrictions it seems unlikely that the Secretariat will attend; and the home leave costs in 2021 are mostly because home leave has been deferred from 2020 to 2021 due to the COVID 19 pandemic.
- **Office Management Costs:** The office management costs for 2021 are forecast to be approximately the same as those approved for 2020.

(3) Areas of possible reduced expenditure in 2021

The following table provides a list of new expenditure items for 2021 that have yet to be approved and are potential areas of cost reductions.

Expenditure Item	Potential Saving	Comment
Technical Compliance Working Group (TCWG) meeting	\$37,600	The Compliance Committee has yet to consider whether the TCWG should meet in 2021. Two meeting days have been budgeted: One for the market analysis project and one for other discussions such as on the trial eCDS.
Intersessional OM/MP Development	\$7,400	As described in section “1” this is for additional work on the OM/MP code and associated systems that the ESC plans to conduct in 2021.
Development of the CPUE series	\$30,200	As described in section “1” this is for additional work (an extra webinar and consultancy time) that the ESC plans to conduct in 2021 to obtain improved CPUE indices.
E-tagging program	\$100,000	As described in section “1” this is for an e-tagging design study that the ESC has recommended be conducted.
Market analysis	\$129,000	As described in section “1” this is for the market analysis project proposed by Japan.

(4) Proposed income for 2021

The proposed income for 2021 is similar to that for 2020 with the following exceptions:

- There is a carryover of \$746,102 from 2020, due to a combination of the large COVID-19 related expenditure savings in 2020⁴ together with the refund of Australian GST for 2017 to 2019 inclusive;
 - The CCSBT has a long standing policy of keeping year to year fluctuations in contributions within plus/minus 10% of the previous year. However, unless other action is taken, the large carryover and reduced 2021 expenditure will reduce Members' contributions for 2021 by 20%. Furthermore, indicative estimates suggest that such a decrease in contributions in 2021 may be followed by a 63% increase in Member contributions from 2021 to 2022 and another 1% increase from 2022 to 2023.
 - To support CCSBT's policy and prevent very large swings in Member contributions in the next two years, the Secretariat proposes that Member contributions remain approximately the same in 2021 as in 2020. This would provide an excess of \$575,850 in 2021 which could be used to create a Contributions Stabilisation Fund (CSF). However, please see the note of caution below.
- A GST refund is not shown as an income for 2021. This is because relevant past GST paid by the CCSBT has now been refunded and relevant ongoing expenditure is now recognised as being GST exempt.
- Interest on investments is reduced by 40% to \$12,000. This is due to a decline in interest rates for bank accounts and term deposits.

Note of Caution: Significant additional project expenditure has been proposed for 2022 to 2023. If these projects are approved, current indicative estimates for 2022 and 2023 suggest that even if all \$575,850 of the CSF were used in 2022, contributions may need to increase by 9.3% in 2022 and 9.9% in 2023. To avoid such major increases, the EC should consider increasing Member contributions by 5% in 2021 if the additional project expenditure is approved.

Indicative Budget for 2022 to 2023

An indicative budget for 2022 to 2023 is provided at **Attachment C**.

The indicative costs for 2022 and 2023 assume continuation of standard CCSBT meeting practises, planned projects and staff arrangements, as well as known changes to these arrangements. The following additional assumptions have been made for 2022 and 2023:

2022

- The ESC and CC/EC meetings will be held in New Zealand. The CCSBT will pay all usual meeting costs. Costs are based on the 2014 meetings in New Zealand with inflation added.

⁴ These being replacement of all physical meetings with virtual meetings, reduced Secretariat travel, and an abbreviated tagging cruise for gene tagging.

- Three sub-committee meetings will be held during 2022, these being an Ecologically Related Species Working Group meeting held in Canberra Australia, an OMMP technical meeting held in Seattle USA, and a one-day Technical Compliance Working Group (TCWG) meeting held immediately prior to the annual Compliance Committee meeting.
- The usual science program will be conducted with the following additions:
 - Additional work to be conducted on development of the CPUE series prior to the next operation of the Management Procedure (MP).
 - Implementation of the e-tagging program. The cost for this program is currently uncertain and at the ESC, an indicative cost range of \$150,000 to \$500,000 per year was provided. A midpoint of this range (\$325,000) has been used for the purpose of this budget.
 - Consultancy costs for an updated analysis of unaccounted mortality immediately prior to the next operation of the MP.
- A QAR will be conducted, but the terms of reference for the QAR has yet to be considered, so an arbitrary amount has been allocated for the cost.
- The Toyosu market survey and calculations by an independent consultant as described in Japan's market analysis proposal (A3-A4) will be conducted. An arbitrary amount of \$20,000 has been allocated for consultancy costs as estimates for these costs have yet to be provided.
- Minor work to refine and maintain the trial eCDS will be conducted.
- The CCSBT's website will be redeveloped as the version of "Drupal" that the website is based on will no longer be supported after November 2022.
- Where other information is not available, costs are based on the 2021 estimates plus a 2.0% CPI indexation.

2023

- The ESC and CC/EC meetings will be held in Korea. The CCSBT will pay all usual meeting costs. Costs are based on the 2015 meetings in Korea with inflation added.
- Three sub-committee meetings will be held during 2023, these being a Strategy and Fisheries Management Working Group meeting⁵, an OMMP technical meeting held in Seattle USA, and a one-day Technical Compliance Working Group (TCWG) meeting held immediately prior to the annual Compliance Committee meeting.
- The usual science program will be conducted with the addition of two CPUE webinars (instead of one) and the implementation of the e-tagging program as described above for 2022.
- A QAR will be conducted, but the terms of reference for the QAR has yet to be considered, so an arbitrary amount has been allocated for the cost.
- The Toyosu market survey and calculations by an independent consultant will be conducted as described above for 2022.
- Minor work to refine and maintain the trial eCDS will be conducted.
- Where other information is not available, costs are based on the 2021 estimates plus a 2.0% CPI indexation.

The indicative expenditure for 2022 and 2023 is approximately \$3,877,000 and \$3,921,000 respectively, which are approximately 23% and 24% higher respectively than the proposed expenditure for 2021.

⁵ The SFMWG will consider the advice from all the subsidiary bodies together with any direction from the EC in relation to the Performance Review of the CCSBT and develop an implementation plan for the Performance Review recommendations.

Assuming that the EC does not increase Member contributions for 2021, the 2022 and 2023 indicative expenditures will require 9.3% and 9.9% increases in Member contributions for 2022 and 2023 respectively. These increases assume that: (1) the entire Contributions Stabilisation Fund of \$575,850 is used in 2022 to offset cost increases; and (2) The proposed withdrawal of \$310,000 savings for 2020 that was not used, would be used in 2023 to also offset cost increases.

Attachment A

Resources required from the CCSBT for the ESC's three-year Workplan

(abbreviations: Sec=Secretariat Staff, Interp=Interpretation, Ch=Independent ESC Chair, P=Independent Advisory Panel, C=Consultant, Cat=Catering only, FM=full meeting costs – venue & equipment hire etc., Contracted=CCSBT contract with CSIRO)

	2021	2022	2023
Contracted Work/Projects			
Routine OMMP Code Maintenance / Development	10 P days + 6 months Shiny App	5 P days + 6 months Shiny App	5 P days + 6 months Shiny App
Continued aging of Indonesian otoliths	Contracted	Contracted	Contracted
Gene Tagging	Contracted	Contracted	Contracted
Continued close-kin sample collection & Processing	Contracted + \$17,500 Freezer	Contracted	Contracted
Close-kin identification & exchange	Contracted	Contracted	Contracted
Maturity study	\$55,000 ¹	\$0	\$0
UAM	-	14 days consultant	-
CPUE Analysis	28 days consultant	28 days consultant	-
E-tagging program ²	\$100,000	Uncertain (\$150k-\$500k)	Uncertain (\$150k-\$500k)
Meetings			
CPUE Webinar	6 Panel days	6 Panel days	6 Panel days
June/July OMMP Meeting in Seattle <i>(no Sec, no Interp)</i>	No	5 days Cat: 3P, 1C, 1Ch + 3C Prep Days	5 days Cat: 3P, 1C, 1Ch + 3C Prep Days
Informal technical workshop (immediately prior to ESC, <i>no Interp</i>)	No	No	No
ESC Meeting	6 days FM: 1Ch, 3P, 1C, 3 Interp, 3 Sec	6 days FM: 1Ch, 3P, 1C, 3 Interp, 3 Sec	6 days FM: 1Ch, 3P, 1C, 3 Interp, 3 Sec

The market proposal from Japan is not shown in these resource requirements because it is not considered to be an ESC project. This absence of that project from this workplan is not a reflection of the importance of that project.

¹ CCSBT provided funding for a statistician for the maturity study in 2019. However, the work has been deferred while waiting for ovary histology from Members and because it will be difficult to read the histology until laboratories open up further after COVID-19 restrictions ease. It is now planned to conduct this work in 2021.

² A design study for this program will be conducted during 2021. The actual tagging program will commence later depending on results of the tagging study.

DRAFT GENERAL BUDGET for 2021

INCOME	APPROVED 2020 BUDGET	DRAFT REVISED 2020 BUDGET	DRAFT 2021 BUDGET	ABSOLUTE VARIATION (approved 2020 to draft 2021)
Contributions from members	\$2,840,163	\$2,840,163	\$2,840,148	
Japan	\$813,564	\$813,564	\$813,560	-\$4
Australia	\$813,564	\$813,564	\$813,560	-\$4
New Zealand	\$231,318	\$231,318	\$231,317	-\$1
Korea	\$248,791	\$248,791	\$248,790	-\$1
Fishing Entity of Taiwan	\$248,791	\$248,791	\$248,790	-\$1
Indonesia	\$221,389	\$221,389	\$221,388	-\$1
European Union	\$107,754	\$107,754	\$107,754	\$0
South Africa	\$154,989	\$154,989	\$154,989	\$0
Staff Assessment Levy	\$129,300	\$132,363	\$135,700	\$6,400
Carryover from previous year	\$88,037	\$88,037	\$746,102	\$658,065
GST Refund (2017 to 2019)	\$0	\$250,788	\$0	
Withdrawal from savings	\$310,000	\$0	\$0	-\$310,000
Interest on investments¹	\$20,000	\$21,688	\$12,000	-\$8,000
Contributions Stabilisation Fund² (proposed)	\$0	\$0	-\$575,850	-\$575,850
TOTAL GROSS INCOME	\$3,387,500	\$3,333,038	\$3,158,100	-\$229,400

¹ Interest on investments does not include interest earned from the staff liability fund.

² The Contributions Stabilisation Fund is designed to reduced fluctuations in Member contributions from year to year. Negative entries are deposits to the fund and are treated as a reduction in available income for the relevant year. Positive entries are withdrawals from the fund and are treated as increased available

Attachment B

EXPENDITURE	APPROVED 2020 BUDGET	DRAFT REVISED 2020 BUDGET	DRAFT 2021 BUDGET	PERCENTAGE VARIATION (approved 2020 to draft 2021)
ANNUAL MEETING - (CC/EC/CCSBT)	\$370,400	\$55,090	\$209,400	-43%
Independent chairs	\$37,000	\$18,053	\$26,500	-28%
Interpretation costs	\$56,700	\$34,768	\$63,300	12%
Hire of venue & catering	\$155,700	\$671	\$50,000	-
Hire of equipment	\$65,100	\$0	\$35,500	-
Translation of meeting documents	\$10,000	\$0	\$10,000	0%
Secretariat expenses	\$45,900	\$1,598	\$24,100	-47%
ESC/SC Meeting	\$245,500	\$85,198	\$250,500	2%
Interpretation costs	\$39,900	\$20,843	\$56,000	40%
Hire of venue & catering	\$9,800	\$0	\$31,200	-
Hire of equipment	\$45,100	\$14,056	\$34,100	-
Hire of consultants - Chairs and Advisory Panel	\$114,000	\$45,955	\$115,100	1%
Translation of meeting documents	\$1,000	\$0	\$1,000	0%
Secretariat expenses	\$35,700	\$4,344	\$13,100	-63%
SUB-COMMITTEE MEETINGS	\$92,800	\$33,622	\$37,600	-59%
OMMP Technical Meeting (5 day, intersessional)	\$92,800	\$33,622	\$0	-100%
Technical Compliance WG Meeting (1 day prior to CC)	\$0	\$0	\$37,600	
SCIENCE PROGRAM	\$1,059,200	\$869,052	\$775,800	-27%
Intersessional OM/MP Maintenance & Development	\$9,300	\$9,108	\$16,200	74%
Development of the CPUE series	\$3,900	\$6,044	\$35,300	-
Tagging program coordination	\$1,000	\$1,000	\$1,000	0%
Long-Term Gene Tagging Project ¹	\$775,500	\$658,000	\$350,000	-55%
Close-kin sampling, DNA extraction & sequencing ¹	\$109,500	\$99,500	\$120,900	10%
Close-kin identification & exchange (POP & HSP) ¹	\$47,800	\$43,400	\$44,100	-8%
Sampling and aging of Indonesian Otoliths	\$57,200	\$52,000	\$53,300	-7%
Maturity study	\$55,000	\$0	\$55,000	0%
E-tagging program	\$0	\$0	\$100,000	-
SPECIAL PROJECTS	\$214,700	\$123,780	\$357,300	66%
Quality Assurance Review	\$10,000	\$10,000	\$0	-
Market analysis	\$0	\$0	\$129,000	
Performance Review	\$0	\$0	\$119,800	-
Ad-Hoc AIS Analysis	\$20,000	\$10,000	\$20,000	0%
Database upgrade and on-line data submission/access	\$34,700	\$34,700	\$7,500	-78%
Trial eCDS developmet	\$150,000	\$69,080	\$81,000	-46%
SECRETARIAT COSTS	\$1,245,700	\$1,275,542	\$1,368,500	10%
Secretariat staff costs	\$785,800	\$806,346	\$836,700	6%
Staff assessment levy	\$129,300	\$132,363	\$135,700	5%
Employer social security	\$188,400	\$188,723	\$229,800	22%
Insurance -worker's compensation/ travel/contents	\$16,000	\$16,967	\$16,500	3%
Travel/transport	\$27,600	\$201	\$36,100	31%
Translation of meeting reports	\$14,500	\$13,935	\$11,300	-22%
Training	\$2,000	\$2,000	\$2,000	0%
Home leave allowance	\$9,500	\$0	\$13,400	41%
Other employment expense	\$3,200	\$2,307	\$2,300	-28%
Staff liability fund (accumulating)	\$69,400	\$112,700	\$84,700	22%

Attachment B

EXPENDITURE	APPROVED 2020 BUDGET	DRAFT REVISED 2020 BUDGET	DRAFT 2021 BUDGET	PERCENTAGE VARIATION (approved 2020 to draft 2021)
OFFICE MANAGEMENT COSTS	\$159,200	\$144,652	\$159,000	0%
Office lease and storage	\$73,400	\$66,350	\$67,700	-8%
Office costs	\$72,200	\$65,996	\$74,000	2%
Provision for new/replacement assets	\$8,300	\$7,150	\$12,500	51%
Telephone/communications	\$5,300	\$5,156	\$4,800	-9%
TOTAL GROSS EXPENDITURE	\$3,387,500	\$2,586,936	\$3,158,100	-7%

¹ CSIRO is providing an in-kind contribution to these projects.

Indicative Budget for 2022-2023

	DRAFT 2021 BUDGET	<i>Indicative 2022</i>	<i>Indicative 2023</i>
INCOME			
Contributions from members	\$2,840,148	<i>\$3,103,350</i>	<i>\$3,410,359</i>
Japan	\$813,560	<i>\$888,954</i>	<i>\$976,897</i>
Australia	\$813,560	<i>\$888,954</i>	<i>\$976,897</i>
New Zealand	\$231,317	<i>\$252,753</i>	<i>\$277,758</i>
Korea	\$248,790	<i>\$271,846</i>	<i>\$298,739</i>
Fishing Entity of Taiwan	\$248,790	<i>\$271,846</i>	<i>\$298,739</i>
Indonesia	\$221,388	<i>\$241,905</i>	<i>\$265,836</i>
European Union	\$107,754	<i>\$117,739</i>	<i>\$129,387</i>
South Africa	\$154,989	<i>\$169,352</i>	<i>\$186,105</i>
Staff Assessment Levy	\$135,700	<i>\$138,000</i>	<i>\$141,000</i>
Carryover from previous year	\$746,102	<i>\$50,000</i>	<i>\$50,000</i>
Withdrawal from savings	\$0	<i>\$0</i>	<i>\$310,000</i>
Interest on investments¹	\$12,000	<i>\$10,000</i>	<i>\$10,000</i>
Contributions Stabilisation Fund² (proposed)	-\$575,850	<i>\$575,850</i>	<i>\$0</i>
TOTAL GROSS INCOME	\$3,158,100	<i>\$3,877,200</i>	<i>\$3,921,359</i>

¹ Interest on investments does not include interest earned from the staff liability fund.

² The Contributions Stabilisation Fund is designed to reduced fluctuations in Member contributions from year to year. Negative entries are deposits to the fund and are treated as a reduction in available income for the relevant year. Positive entires are withdrawals from the fund and are treated as increased available

EXPENDITURE	DRAFT 2021 BUDGET	Indicative 2022	Indicative 2023
ANNUAL MEETING - (CC/EC/CCSBT)	\$209,400	\$292,000	\$277,000
Independent chairs	\$26,500	\$37,000	\$45,000
Interpretation costs	\$63,300	\$79,000	\$66,000
Hire of venue & catering	\$50,000	\$94,000	\$66,000
Hire of equipment	\$35,500	\$36,000	\$29,000
Translation of meeting documents	\$10,000	\$10,000	\$10,000
Secretariat expenses	\$24,100	\$36,000	\$61,000
ESC/SC Meeting	\$250,500	\$293,000	\$268,000
Interpretation costs	\$56,000	\$64,000	\$49,000
Hire of venue & catering	\$31,200	\$36,000	\$46,000
Hire of equipment	\$34,100	\$26,000	\$35,000
Hire of consultants - Chairs and Advisory Panel	\$115,100	\$144,000	\$99,000
Translation of meeting documents	\$1,000	\$1,000	\$1,000
Secretariat expenses	\$13,100	\$22,000	\$38,000
SUB-COMMITTEE MEETINGS	\$37,600	\$207,000	\$196,000
Ecologically Related Species WG Meeting	\$0	\$90,000	\$0
Strategy and Fisheries Management WG Meeting	\$0	\$0	\$76,000
OMMP Technical Meeting (5 day, intersessional)	\$0	\$97,000	\$99,000
Technical Compliance WG Meeting (1 day prior to CC)	\$37,600	\$20,000	21,000
SCIENCE PROGRAM	\$775,800	\$1,301,100	\$1,276,900
Intersessional OM/MP Maintenance & Development	\$16,200	\$9,000	\$9,000
Development of the CPUE series	\$35,300	\$35,000	\$8,000
Tagging program coordination	\$1,000	\$1,000	\$1,000
Long-Term Gene Tagging Project ¹	\$350,000	\$700,000	\$700,000
Close-kin sampling, DNA extraction & sequencing ¹	\$120,900	\$113,700	\$123,600
Close-kin identification & exchange (POP & HSP) ¹	\$44,100	\$48,600	\$53,300
Sampling and aging of Indonesian Otoliths	\$53,300	\$54,800	\$57,000
Maturity study	\$55,000	\$0	\$0
E-tagging program	\$100,000	\$325,000	\$325,000
Updated analysis of unaccounted mortality (UAM)	\$0	\$14,000	\$0
SPECIAL PROJECTS	\$357,300	\$232,000	\$182,000
Quality Assurance Review	\$0	\$50,000	\$50,000
Market analysis	\$129,000	\$92,000	\$92,000
Performance Review	\$119,800	\$0	\$0
Ad-Hoc AIS Analysis	\$20,000	\$20,000	\$20,000
Database upgrade and on-line data submission/access	\$7,500	\$0	\$0
Trial eCDS developmet	\$81,000	\$30,000	\$20,000
Redevelopment of CCSBT website	\$0	\$40,000	\$0
SECRETARIAT COSTS	\$1,368,500	\$1,393,100	\$1,560,459
Secretariat staff costs	\$836,700	\$853,000	\$870,000
Staff assessment levy	\$135,700	\$138,000	\$141,000
Employer social security	\$229,800	\$234,000	\$239,000
Insurance -worker's compensation/ travel/contents	\$16,500	\$17,000	\$17,000
Travel/transport	\$36,100	\$37,000	\$38,000
Translation of meeting reports	\$11,300	\$12,000	\$12,000
Training	\$2,000	\$2,000	\$2,000
Home leave allowance	\$13,400	\$9,700	\$2,100
Other employment expense	\$2,300	\$2,300	\$2,300
Recruitment / discharge expenses	\$0	\$0	\$145,459
Staff liability fund (accumulating)	\$84,700	\$88,100	\$91,600

EXPENDITURE	DRAFT 2021 BUDGET	<i>Indicative 2022</i>	<i>Indicative 2023</i>
OFFICE MANAGEMENT COSTS	\$159,000	<i>\$159,000</i>	<i>\$161,000</i>
Office lease and storage	\$67,700	<i>\$69,000</i>	<i>\$70,000</i>
Office costs	\$74,000	<i>\$75,000</i>	<i>\$77,000</i>
Provision for new/replacement assets	\$12,500	<i>\$10,000</i>	<i>\$9,000</i>
Telephone/communications	\$4,800	<i>\$5,000</i>	<i>\$5,000</i>
TOTAL GROSS EXPENDITURE	\$3,158,100	<i>\$3,877,200</i>	<i>\$3,921,359</i>

¹ CSIRO is providing an in-kind contribution to these projects.