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# **NATIONAL SEA RESCUE INSTITUTE NPC**

Integrated Report 2014



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## VISION

Sea Rescue's vision is to be the most admired and trusted rescue organisation in South Africa, inspiring volunteers to join and stay, ensuring that funders are proud to be associated with us and building national pride.

## MISSION

Our mission is Saving Lives on South African Waters.

## VALUES

An organisational survey of personnel and volunteers tell us that the core values of Sea Rescue are:

### ALTRUISM

we love the sea and combine this love with our commitment to help others

### FAMILY

we have strong family values as individuals, as stations and as an organisation

### CARING

we care about people. The medical care that we provide extends this value to the people we rescue

### PRIDE

we are a proud organisation. Proud of the service we deliver, proud of each other and proud to be South African

### ACCOUNTABILITY

we are accountable to the people who we serve, for the service that we deliver and to each other for support

### SAFETY

we value the safety of our crews and that of our patients above everything. We don't compromise in ensuring their wellbeing at sea



# ORGANISATIONAL OVERVIEW AND EXTERNAL ENVIRONMENT

*Sea Rescue  
is the charity  
that saves lives  
on South African  
waters.*

The NSRI, is a registered NPC Company (No 1967/013618/08) and Non-Profit Organisation (NPO) with the Department of Social Development, which delivers maritime rescue services along the coast and on inland navigable waters in South Africa. In addition, it delivers advocacy and preventative programmes which target drowning particularly in children.

The organisation is managed by a core group of executives (4) supported by personnel (40) who are accountable to the membership (901) in General Meeting and the Governance Board (9). Volunteerism is dependent on the economic capacity of individuals to commit time and so volunteers are drawn mainly from middle class communities making transformation of diversity and development of individuals within poorer communities challenging.

The organisation operates from a central head office and thirty three rescue bases (33), which create a geographic footprint of services along a coast of almost 3 000km (and 1 300km on inland dams), each with a defined management (Station Commander and committee), crew structure (901 volunteers) and rescue resources (90 rescue craft and 28 vehicles).

The services delivered include response sea rescue services and education and advocacy through ten educators distributed in four of the nine Provinces. Services are delivered directly to the citizens both in the rescue and education context. Patients rescued include medical evacuations from the 12 000 ships that dock in South African ports every year, recreational boaters (sailors and ski-boaters), subsistence fisher folk, recreational kite boaters and windsurfers and the formal fishing industry as well as bathers rescued from the surf. The focus of the preventative education programme, the WaterWise Academy, is on learners between the age of 9 and 14 and 186 000 children were taught water awareness, self-rescue and basic CPR in the period under review.

The operating budget in the 2013/14 cycle was R70.68m with an end of year surplus of R27.738m. Income generated was from Individual Donations (62%), Fundraising Activity (16%), Membership (1%), Legacies (7%), Investments (6.5%) and Government Funding (2%).

The institute operates in a challenging economic environment (limited growth at 3.8%) where funding is almost entirely dependent on philanthropy from individual and corporate donors, with a small percentage of funding coming from Government (three levels of National, Provincial and Local). The Corporate Social Initiative (CSI) programmes of corporates generally focus on HIV/AIDS education and intervention and general education and the funding model has shifted from funding capital projects to funding on a smaller annuity type basis.

Government bureaucracy through the applied legislation related to South African Maritime Safety Authority (SAMSA), National Regulator for Compulsory Specifications (NRCS) and Independent Communications Authority of South Africa (ICASA) creates a direct and indirect cost to the NSRI. It is estimated that the cost of compliance to regulation exceeds the donations received from Government.

The Institute provides a public service to the value of more than R200m a year to the public of South Africa (51 million people) and visiting tourists (estimated 14 million) at very low cost to the tax payer but funded by the generous giving spirit of almost 60 000 donors.

The fuel price and exchange rate of foreign currencies directly impact on the cost of operations because of the major cost drivers; particularly fuel and imported outboard/ inboard engines.

Boats are manufactured locally (80%) and internationally. In the period under review R2.121m was invested in the local boat building economy.

No competitive or complementary service, other than that of the South African Lifesaving services, which perform surf rescue at limited locations and periods, exist.

The reality of global warming is creating increasingly unpredictable weather and oceanographic conditions which threaten not only rescue boats at sea but also bases on shore. The cost of insurance of mobile and fixed assets and personal accident insurance total R1.123m annually.

The organisation operates with no tax relief other than the fact that Valued Added Tax (VAT) is recovered. Donors receive certificates (Section 18A status) which make donations tax deductible to them.

Corporate donors whether donating in cash or gift-in-kind can acquire points towards their BBBEE scorecard under the SED (Socio Economic Development) category (since more than 75% of our beneficiaries are "per definition black").

We enjoy excellent working relationships with other emergency services around the country and we believe that it is through team effort that lives are saved.

We estimate that there are more than 2 000 South Africans that drown every year and many more that are injured and suffer permanent disability making drowning a significant cause of injury and death which helps us focus and believe in our mission.





## OUR HISTORY

In 1966 17 fishermen drowned after three fishing boats sank in a terrible storm near Still Bay and driven by this tragic loss of life Pattie Price (whose own life had been saved by the RNLI lifeboat in the British Channel) began a committed letter-writing campaign to motivate the formation of a sea rescue organisation.

Captain Bob Deacon and Mr Ray Lant were the first volunteers to respond to her call and the National Sea Rescue Institute (NSRI) was established in 1967.

The first rescue craft – a 4.7m inflatable boat called Snoopie donated by the Society of Master Mariners was acquired and the mission of Sea Rescue in South Africa began.



Picture: Robert McKenzie

# OUR CHAIRMAN'S REPORT



Peter Bacon

*“Raising the funds to provide our crews with the best boats, equipment, technology, training and support is fundamental to the sustainability of Sea Rescue”*

Despite the challenging economic conditions Sea Rescue was again successful in raising sufficient funds to finance its operations and asset replacement programme during the year under review. We added several new boats to our fleet as well as carrying out essential maintenance work at a number of our bases around the country. We commenced work on the construction of new bases at Yzerfontein and Kommetjie to increase our coverage of South Africa's coastline.

Raising the funds to provide our crews with the best boats, equipment, technology, training and support is fundamental to the sustainability of Sea Rescue. We are not a public entity or a business and rely exclusively on our numerous fundraising activities and donations. In this context I would like to acknowledge the hard work of all those involved in fundraising at Headquarters, our Call Centre, our Face-to-Face team and the Life boat Circle and express the appreciation of all of us at Sea Rescue to them as well as our donors for the generous support that we continue to receive. Without this support we would not be able to carry out our mission.

Ensuring that the public is continuously kept informed about what we do has without doubt assisted in building a strong bond of association between the public and Sea Rescue and I would like to thank the media for the support that we continue to receive in the coverage of our operations, persons and boats assisted and lives saved.

During the past year we have continued along the path of ensuring that we are correctly structured to comply with the new Companies Act and King III. The Sea Rescue Endowment Trust has been established and we have registered the new Memorandum of Incorporation approved by members at last year's Annual General Meeting. In this regard I would like to acknowledge the assistance we continue to receive from Chris Wilson of Kilgetty Statutory Services and thank him for his hard work over the past year in ensuring that we remain compliant as a not for profit organisation. This gives our thousands of donors the assurance they need that Sea Rescue is properly governed as well as being efficiently managed.

I would also like to use this opportunity to thank my colleagues on the Governance Board, the Operations Board and the Chairs and members of the Board's sub committees for their hard work and support. I will be retiring from the Sea Rescue board and handing over the Chairmanship to Ronnie Stein, Deputy Chairman, at this year's Annual General Meeting. I am very proud to have served as a member of the board for the past nine years as well as being your Chairman for the past four years. I will miss being part of the Sea Rescue family but am leaving in the knowledge that the organisation is in good shape and in good hands.

Lastly I would like to thank our Sea Rescue volunteer crews and support staff for their ongoing commitment to our mission - Saving lives on South African Waters. Our crews are frequently involved in operations that expose them to appalling weather conditions. Their bravery and consideration for the safety of others in need of assistance is something we must never take for granted. Our crews are on call twenty four hours a day and give up a lot of their free time to Sea Rescue. In this regard it would be remiss of me not to acknowledge the support that they receive from their families and partners.

I am confident that Sea Rescue will continue to go from strength to strength under the leadership of Dr Cleeve Robertson, CEO, who joined us in September 2013. Ian Wienburg, his predecessor, has handed over completely to Cleeve but will remain involved in our fund raising efforts.

# OUR CEO'S REPORT



Dr Cleeve Robertson

*“The spirit of generosity within our community is truly amazing”*

It is my pleasure, after just one year in office, to present the CEO's report for the 2013/14 Financial Year and I acknowledge my colleague Ian Wienburg, his executive team, the volunteer members of the NSRI, our corporate donors, individual donors and government departments for their contribution to the achievement of our mission of Saving Lives on South African Waters.

A year after the Miroshga incident one of the survivors, Rhada Govender, brought her family to Station 8 in Hout Bay to say thank you. In her very emotional speech she thanked the volunteers of Station 8 and the NSRI for giving her and her husband Pat another year on the planet to enjoy with her family. Her fundamental and humble acknowledgement underlined for me the meaning of the NSRI to the South African community and to those individuals whose lives we touch daily, directly and indirectly, through the selfless volunteer mission we execute. I acknowledge the almost one thousand volunteers that respond, day or night, so that people they have never met have a future together with their families and friends.

In 2013/14 we responded to 662 incidents resulting in the saving of 1 131 lives, fortunately with only minor injuries to our members and without loss of vessels. The rescue of the crew of *FV Claremont*, however, reminds us of the necessary focus on crew and patient safety. Amongst the many memorable instances, the *Claremont* grounding and the rescue of six swimmers at Monwabisi amongst others stand out in our memory of incidents in the year. The rescue crew fitness programme was another initiative to manage risk and ensure safety and many crews have embraced the concept, extending it to a wellness programme that will improve the quality of their lives and their longevity in the service. The quality of our rescue vessels is outstanding, testament to the technical expertise of our operational staff, and the standard of personal safety equipment excellent, underlining our resolve to provide our volunteers with the very best possible equipment for their often hazardous job. The National Regulator (NRCS) is yet to approve inflatable lifejackets that meet muster for the NSRI and increasing regulatory bureaucracy is a growing concern which will require energy and intellect to resolve.

Two thousand or more South Africans drown every year and the NSRI's WaterWise initiative to prevent children (future adults) from drowning raised the bar this year by teaching more than 186 000 children water awareness, self rescue and basic CPR. Water safety is a life skill fundamental to all learners and the challenge is to mainstream this programme within the school curriculum. A stark reflection of the reality this programme faces is that when children are asked to raise their hands to the question. 'Who can swim when the water is above your head?', none do!





Financially, our balance sheet reflects the continuing support from both individual and corporate donors and we are very pleased to acknowledge our ten Platinum Sponsors who each contribute R110 000 annually to our administrative costs. Individuals remain, however, our greatest support and we recognize and salute the 60 000 donors on our database who keep us afloat. The spirit of generosity within our community is truly amazing, thank you. Focus in the future will be on consolidating our incentivised and competition giving and diversifying to alternative streams of income.

The NSRI brand and activities are excellently communicated, which is reflected in the very positive media support, the third PICA Award for our *Sea Rescue* magazine and the incredibly up to date website which receives 2 563 unique visitors per month. Twitter followers now number 2 680 and our Facebook site boasts 6 436 likes and a reach of 16 526. Meriel Bartlett and her team do a remarkable job raising the attention of current and potential donors and telling the stories so important to volunteers, donors and victims alike.

We continue to build our governance structure and, with all board structures and documents in place, the executive have been hard at work refining policies and improving processes to improve efficiency and reduce the administrative burden at station level, where volunteer effort should be focussed on service. Information Communication Technology (ICT) and People Management are areas which need more focus, in particular the area of public access to our services through a simple emergency number.

In closing, the NSRI said so long to Patti Jacobs, Anita Conrad, Glynis Pulford and Captain Gerry Staverees this year and we pay tribute to their collective dedicated contribution over so many years. We wish them easy winds, placid seas and long life!

The Chairman of the Board, Peter Bacon, stands down this year after nine years of service and with him go our sincere thanks and best wishes.

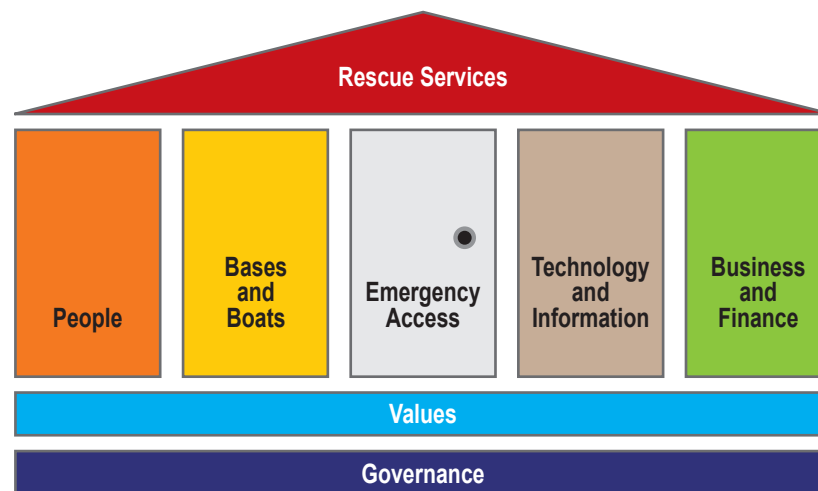
A final thanks to all of you, our members and our volunteers.

Thank you

# OUR STRATEGY AND RESOURCE ALLOCATION

The Institute seeks to progressively impact on the incidence of fatal and non-fatal drowning with injury through an expanding preventative and advocacy program and the direct responsive rescue services.

## Conceptual Framework and Pillars of Strategy



*"You can never  
cross the ocean  
until you have  
the courage  
to lose sight  
of the shore"*  
Christopher  
Columbus

The strategy is underlined by ten guiding principles and the six core values of the organization.

The Institute has thirteen immediate Strategic Objectives within three key result areas; namely Governance, Services and Quality,

These Objectives are linked to Performance Indicators and Metrics that inform personal performance plans and measure output and impact.

The planning cycle has been realigned to ensure that strategy is followed by resources allocation and budget that information process focusses on the relevant metrics and that performance is measured to adjust effort and focus over time.



# OUR BENEFICIARIES

## The People that we Rescue

It's easy to get lost in the numbers and we pride ourselves in focussing on the individual lives and people we impact. Sea Rescue is a series of stories in people's lives, individuals with a history and a future, with family they love and who love them and a community and country they serve. Like the engineer taken off a container vessel off Port Alfred, the scholar rescued at Wilderness from the surf, the subsistence fishermen plucked from the upturned hull of a small boat near Kommetjie, the rock fisherman swept into the sea at Hermanus, the yachtsmen towed in after a terrible storm in the Rio race or the victims of flooding at Mediclinic Vergelegen.

**It's about people. It's who we are, it's what we do.**

The other 'people' we rescue are the vulnerable and defenceless marine animals that enrich the waters off the coast of South Africa: the massive green turtle washed up at Yzerfontein, the dolphin stranded in Langebaan or the whales in False Bay tangled in fishing line and net. We share their ocean and we pay them the respect of rescue.



	White	Black	Total
Rescues	631	500	1 131
WaterWise	1 829	185 199	187 028
<b>Total</b>	<b>2 460</b>	<b>185 699</b>	<b>188 159</b>

*According to the BEE Amendment Act (2013) the definition of "black people" now accords with the definition as contained in the Revised BEE Codes and continues to refer to the generic term which means Africans, Coloured and Indians provided they are citizens of the Republic of South Africa by birth or descent or who became citizens of the Republic of South Africa by naturalisation before 27 April 1994 or on or after 27 April 1994 and who would have been entitled to acquire citizenship by naturalisation prior to that date.*



# OUR RESCUE EFFORTS

“We go out,  
when everyone  
else comes in”

## Claremont on the rocks

At 00h04 on 13 August 2013, during a vicious storm, our rescue crew from Station 2 (Bakoven), Station 3 (Table Bay) and Station 18 (Melkbosstrand) selflessly brave 5-6m breaking swells and rescue 12 fishermen from the 19.6 meter Hout Bay fishing trawler *Claremont* after she runs aground on the South Western side of Robben Island.

Mark Thompson, Luke van Riet, Coralie McDonald, Ernesta Swanepoel, Kim Germishuys, Giles Daubney, Kobus Meyer, Quinton Luck and Ryan Minaar trusting in their shore control and sea rescue equipment calculate the risk and brave the conditions; later receiving Directors Thanks awards.

## Beached Whale

On Christmas Eve in 2013, Station 20 (Shelly Beach) together with Police Search and Rescue, Ezemvelo Wildlife rangers and Netcare 911 ambulance services responded to 1.5km from the Shelly Beach Sea Rescue base where a juvenile 3.5m whale has beached.

Initially attempts are made to float the whale out to sea but then a one ton bakkie is brought to the scene and the whale is loaded onto the vehicle and transported to our rescue base, all the while being kept moist with wet blankets and buckets of water. The whale is then transferred onto our rescue craft *Caltex Endeavor* and transported to the vicinity of Protea Banks where it is released to the sea. What a feat!

## Mercy mission off Port Elizabeth

At 21h30 on Saturday 25th January 2014, Station 6 (Port Elizabeth) launches to rendezvous with the 134m refrigeration vessel *Huan Yu 1*, a reefer en route from Singapore to the Falkland Islands. Our mission is to evacuate nine injured crew and one deceased crewman, victims of a refrigeration gas leak on board the ship.

Accompanied by a Transnet National Ports Authority health official, the SA Police Services and EC Government Health EMS paramedics, we rendezvous with the ship 3nm off Port Elizabeth.

The 9 patients are cautiously lowered down the side of the ship safely onto *Spirit of Toft* and, once ashore, transported to hospital in a stable condition by EMS ambulance. The body of the deceased man is handled with dignity and handed into the care of the Forensic Pathology Services for repatriation to his home country and family.

## Kyena II rescued twice

At 03h00 on Friday 22nd February 2014, Station 11 (Port Alfred) is called to assist the 33 foot yacht *Kyena II*, with two men on board 10nm South East of Bird Island. The skipper is suffering back pain, their yacht has motor problems and is unable to sail in limited wind.

Our crew launch *Lotto Challenger* and members of the Algoa Bay Yacht Club in Port Elizabeth are placed on alert in case fresh sailing crew are required if the injured skipper needs to be taken off the yacht.

Rescuers receiving the Directors Thanks award after rescuing 12 fishermen off a trawler that had run aground on Robben Island



Survivors of the Claremont brought safely ashore by rescuers



Injured crew evacuated off the Huan Yu in Port Elizabeth

# OUR RESCUE EFFORTS

On-scene our rescue crew find that the water trap on their motor is water logged causing the motor to fail. The skipper, while suffering some back pain, is not seriously injured and he requires no immediate emergency medical care. NSRI Port Alfred rescuers fix their yacht's motor at sea and the two men continue under motor power towards Port Elizabeth.

(Exactly a week earlier, on Friday 15 February, *Kyena II* had been towed into East London from 30nm by Station 7 (East London), in an operation that began at 21h30 and saw them towed into harbour at 03h30 the following day after the yacht suffered motor failure and storm damage to its sails while sailing off the Transkei Coast.)

## **Mayday at 12 Mile Bank**

At 07h20 on Saturday, 18th January 2014, Station 30 (Agulhas) responds to a Mayday distress radio call, intercepted by the Telkom Maritime Radio Services, from a boat in the vicinity of Agulhas. More detail cannot be obtained and despite uncertainty of the exact location of the boat – we launch whilst Telkom Maritime Radio Services post an All Ships Alert for vessels in the area to be vigilant.

Fishing trawler Southern Star reports finding the ski-boat *My China* at 12 Mile Bank, approximately 16nm off Struisbaai. All 4 crew (aged between 45 and 60) of *My China* abandoned their craft which was taking water and sinking and were rescued onto Southern Star.

Our NSRI Agulhas crew rendezvous at the rescue scene, take over the casualties and the tow-line from *Southern Star* and tow the casualty craft to Struisbaai harbour.

## **Plett evacuates hiker by boat**

On Sunday 23 February 2014, Station 14 (Plettenberg Bay) assist German tourists Klaus Busacker (78) and his wife, Dagmar. While hiking on Robberg, Klaus fell on his head breaking his glasses and a tooth. Exhausted and in shock, he was unable to continue walking. Fortunately, a couple from Knysna came across them and contacted the NSRI. Our rescue crew arrive by sea and come ashore with a floating stretcher. Klaus is placed on a stretcher and our crew carry him over rocky terrain and then swim the stretcher out to the rescue boat. One of the rescuers remains on shore and slowly walks Dagmar back along the path to their car.

## **Flood waters**

On Friday 15th November 2013, Station 9 (Gordon's Bay) are called to assist other emergency services evacuating 129 patients from the Vergelegen Mediclinic when the Lourensford River bursts its banks. By 02h30 the last of the patients are evacuated and the crew are called to assist 9 people found sheltering on the roof of their flooded home. Flooding also occurs in Agulhas and in Hout Bay where heavy rain causes part of Chapmans Peak Drive to collapse. Two days later, Station 17 (Hermanus) has an unusual request where we assist 160 Helderstroom prison wardens across the flooded Riviersonderend River for their shift change, in relays of 4 at a time. While we are busy 70 wedding guests approach to ask if we can ferry them too and later we shuttled a group of ten people that have attended a baby's christening and need to return home. In total 80 ferry trips are made by our sea rescue craft – assisting 241 people.



Injured crew evacuated off the Huan Yu in Port Elizabeth



Helderstroom (near Hermanus) prison warders wait to be ferried across the flooded river

# SAVING LIVES

Regions and Stations	Rescue Responses	Persons Rescued
02 Bakoven	14	20
03 Table Bay	28	37
04 Mykonos	31	12
05 Durban	29	64
06 Port Elizabeth	62	54
07 East London	12	10
08 Hout Bay	31	27
09 Gordons Bay	30	157
10 Simon's Town	38	25
11 Port Alfred	14	25
12 Knysna	18	11
14 Plettenberg Bay	33	30
15 Mossel Bay	21	19
16 Strandfontein	8	17
17 Hermanus	20	272
18 Melkbosstrand	26	31
19 Richards Bay	28	60
20 Shelly Beach	27	86
21 St Francis Bay	34	28
22 Vaal Dam	6	21
23 Wilderness	10	4
25 Hartbeespoort Dam	1	1
26 Kommetjie	11	4
27 Victoria Lake*	-	-
28 Port St Johns	2	4
29 Helicopter Rescue	10	6
30 Agulhas	30	10
31 Still Bay	28	17
32 Port Edward	19	22
33 Witsand	15	3
34 Yzerfontein	4	22
36 Oyster Bay	1	4
37 Jeffreys Bay	21	28



Total Rescue Responses

**662**



Total Hours Operational

**3 992**

Training

**7 903**



Total Persons Rescued

**1 131**

\* Not currently using the online reporting system



## OUR COMMUNITY SPIRIT

Our crew love the ocean and take time out to share this passion with those less fortunate. We proudly support two very special causes: Adapted Surfing Day and Reach for a Dream.



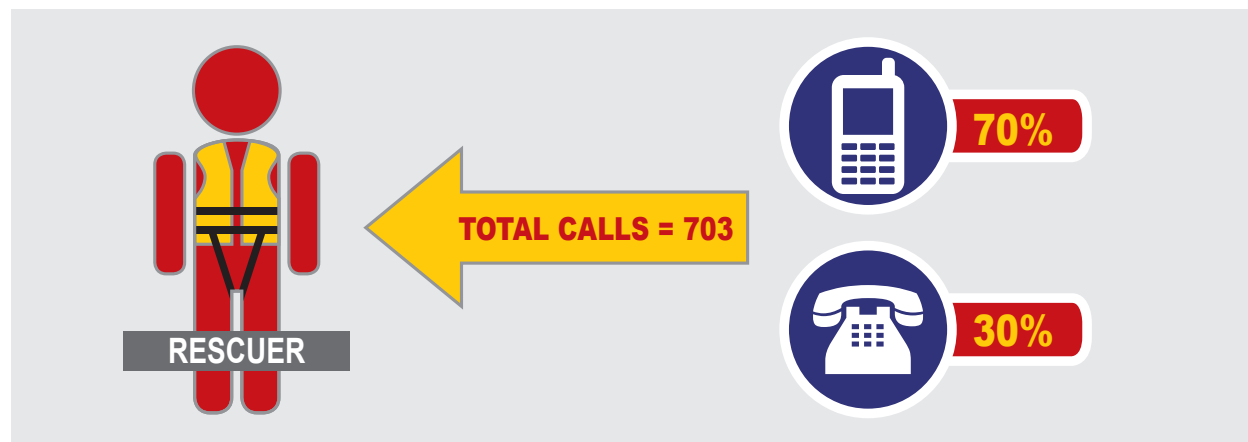
# OUR CHALLENGES

## AROUND A NATIONAL EMERGENCY NUMBER

An analysis of 703 telephone calls received at Sea Rescue bases for the period, as recorded on the Sea Rescue Management Information System (MIS), indicates that 70% of calls are made to the Station Commander with a cellular phone and 30% by landline. Most made by landline are from organisations, not individuals. 35% of those calls are from members of the public, 17% from Sea Rescue members and 19% from the Transnet National Port Authority (TNPA). 52% of calls received are therefore directly from the 'public' to Station Commanders and indicate how emergency requests are reaching stations. All calls received via TNPA are forwarded to Sea Rescue.

Calls are also received by Sea Rescue stations from Boat Clubs, South African Police Services, Law Enforcement, Emergency Medical Services (EMS), Traffic Services and others.

*When you're  
in the water,  
every second  
counts*



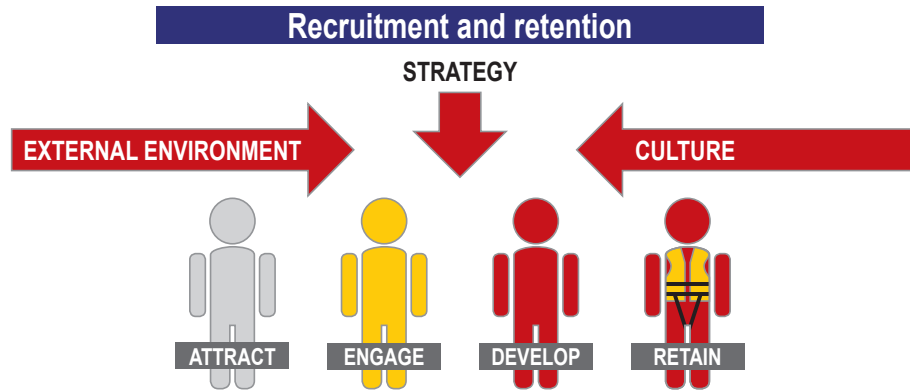
Current Information Communication Technology (ICT) provides the public with the capacity and opportunity to immediately report emergencies through the use of cellular devices. Census 2011 indicates that almost 90% of households have access to a cellular communication device and research indicates that 80% of emergency requests now come via the cellular network.

The current operational structure for emergency rescue response is supposed to route through the TNPA Port Captain to the appropriate Sea Rescue Station Commander. The primary task of the Port Captain is Port Management with rescue as a secondary task. Rescue is therefore not always a priority with the TNPA and discussion as to a future structure is necessary. The fact that only 19% of calls reaching the Station Commander go through the TNPA illustrates that an alternative call flow is operating and necessary.

The National Emergency Number System through the telephone number 112 has after 15 years not materialized other than through the cellular service providers and our information is that the funds for the system were spent on the digital television rollout. Sea Rescue is investigating leveraging off the cellular 112 emergency number and requesting the cellular providers to route all sea rescue calls to a national NSRI dispatch centre, perhaps co-located with the Maritime Rescue Coordination Centre (MRCC), as is the model in Europe.

# OUR RESCUE CREW

Recruitment of volunteers targets all sectors of society with the objective of providing the balance afforded by diversity. A diverse team of volunteers balances race, culture, attitude, religion, politics, status and education and provides focus on the core activity and vision.



Developmental support of volunteers is a key activity as members are trained and skilled. Education and training is in itself motivating and fulfilling. Personal protective equipment of the highest standard expresses value and ensures that volunteer commitment is protected and personal safety is primary.

Acknowledgement, non-financial incentives, operational fulfilment and awards are the only 'payment' and a sincere support structure delivers and feeds the resident passion, motivation and enthusiasm.

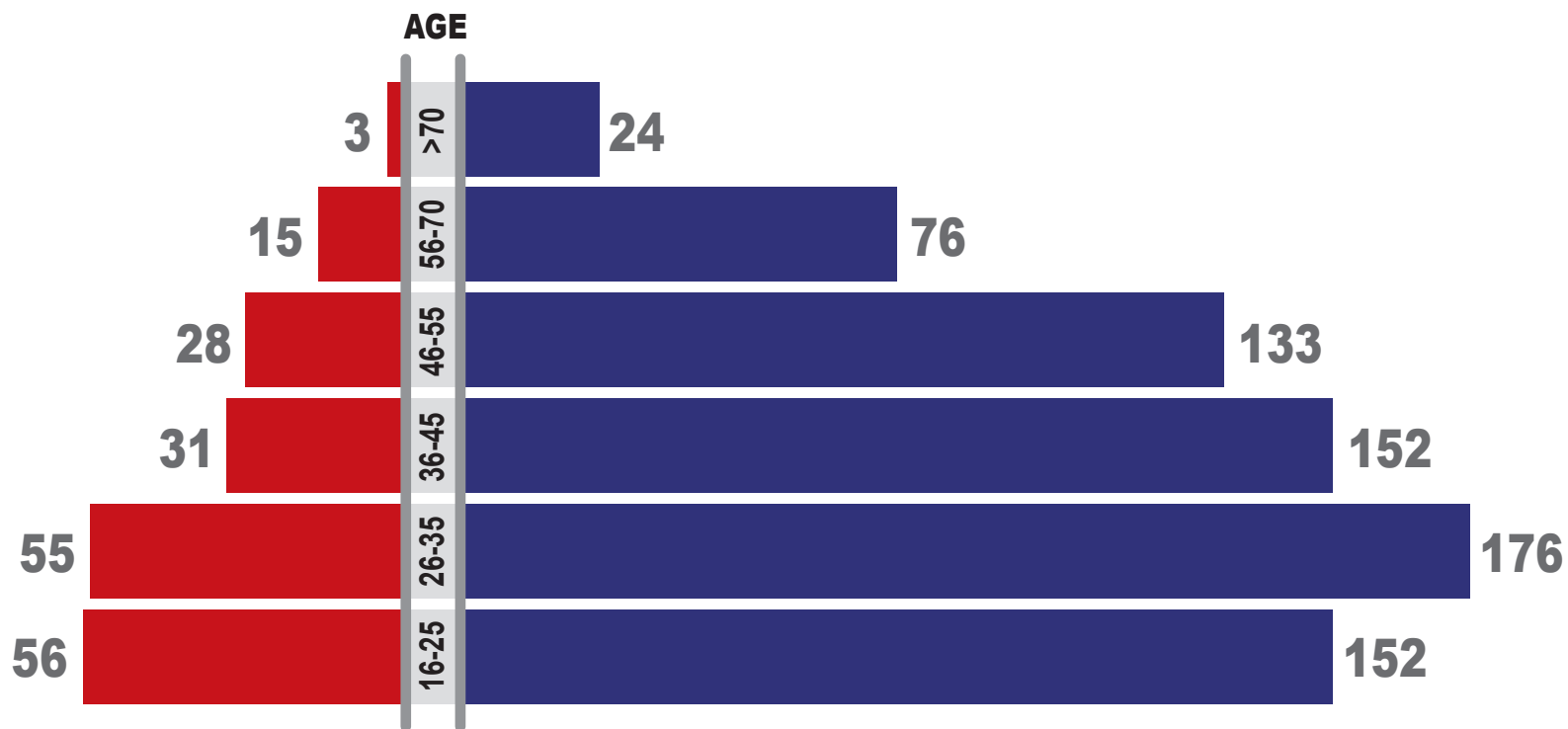
Communication is a key thread that ensures volunteers are engaged, aware, valued for input and acknowledged for outputs, specifically in respect of feedback about rescue outcomes and the recovery of patients.



Recruitment requires positive effort and capacity fluctuates with the economy. Rescue bases successfully facilitate recruitment through public open days and peer recruitment mostly by word of mouth.

Educational and development opportunities within the scope of Sea Rescue training is often enough motivation to remain within a station along with the fulfilment that comes with saving lives.

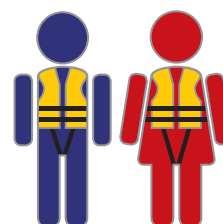
*“The best way  
to find yourself  
is to lose yourself  
in service to others.  
“Mahatma Ghandi*



Female Crew  
188



Male Crew  
713



Total Crew  
901



# OUR STATION LEADERSHIP

*“Not all heroes  
wear capes,  
not all angels  
have wings”*

“In the 21st Century Sustainable Leadership is about **courage, creativity** and **faith in people**. It is a **values based** leadership. Tomorrow’s leaders will need four core qualities to achieve success:

1. **Systems thinking** to identify paradigms driving change
2. **Mediation skills** to facilitate knowledge sharing and foster innovation
3. Vision rooted in **community service** and **ethical behaviour**
4. **Decisiveness** in ever changing environments with blurred boundaries

21st Century Leadership is about leading with the heart and to serve rather than rule.” *Baptiste Raymond*

Sea Rescue Stations are led by Station Commanders who mould Station Committees around them to manage a diverse range of tasks including operations, fundraising, events, administration, procurement, communication and public relations.

The coxswains are the second tier of leadership and form an integral part of the station committee, eventually standing for station commander election by the crew through a democratic process.

The challenge to current leadership is to anticipate future change (see around corners) and make decisions now to mitigate the effects of that change, have the courage to take management risks, abandon traditional ways and dare to do things differently and defend their approach and create diverse networks from which to draw different, challenging and contrary thought and ideas on management. Current leadership needs to plan the future from the future and deal with the realities of the pace of change in the 21st Century.

Sea Rescue has consistent, loyal and continuous leadership within the volunteer group drawn from diverse professions, occupations, communities and sectors creating a vibrant foundation for leadership delivery and development.

## Station Commanders and their service history:



**02 Bakoven**  
Bruce Davidson  
2012 - Present



**03 Table Bay**  
Patrick van Eyssen  
2012 - Present



**04 Mykonos**  
Gerard Brune  
2012 - Present



**05 Durban**  
Clifford Ireland  
2010 - Present



**06 Port Elizabeth**  
Ian Gray  
1998 - Present



**07 East London**  
Geoff McGregor  
2003 - Present



**08 Hout Bay**  
Lyal Pringle  
2012 - Present



**09 Gordons Bay**  
Nigel Pepperell  
2009 - Present



**10 Simon's Town**  
Darren Zimmerman  
2004 - Present



**11 Port Alfred**  
Juan Pretorius  
2009 - Present



**12 Knysna**  
Graeme Harding  
2008 - Present



**14 Plettenberg Bay**  
Deon Truter  
2011 - Present



**15 Mossel Bay**  
André Fraser  
2012 - Present



**16 Strandfontein**  
Mario Fredericks  
2010 - Present



**17 Hermanus**  
Henk Henn  
1998 - Present



**18 Melkbosstrand**  
Rhine Barnes  
1996 - Present



**19 Richards Bay**  
Cornel Du Toit  
2012 - Present



**20 Shelly Beach**  
Pieter Coetzee  
2013 - Present



**21 St Francis Bay**  
Marc May  
2011 - Present



**22 Vaal Dam**  
Dick Mantem  
1984 - Present



**23 Wilderness**  
Hennie Niehaus  
2004 - Present



**25 Hartbeespoort Dam**  
Rodney Pitter  
2012 - Present



**26 Kommetjie**  
Tom Coetzee  
2011 - Present



**27 Germiston Lake**  
Graham Hartlett  
2006 - Present



**28 Port St Johns**  
John Costello  
1997 - Present



**29 Helicopter Rescue**  
André Beuster  
2012 - Present



**30 Agulhas**  
Reinard Geldenhuys  
2011 - Present



**31 Still Bay**  
Enrico Menezies  
2008 - Present



**32 Port Edward**  
Mick Banks  
2007 - Present



**33 Witsand**  
Attie Gunter  
2009 - Present



**34 Yzerfontein**  
Rudi Rogers  
2012 - Present



**36 Oyster Bay**  
Marc Mans  
2010 - Present



**37 Jeffreys Bay**  
Rieghard jv Rensburg  
2010 - Present

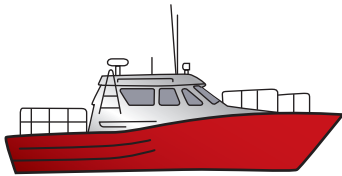
# OUR TRAINING AND DEVELOPMENT

*“Your life is  
on the line.  
Practice well”  
Masaaki Hatsumi*

Continuous development is the lifeblood of volunteer commitment, enthusiasm and passion and our training content is comprehensive across a spectrum of spheres including seamanship, navigation, leadership, emergency medical care, water rescue, engineering, life rafts, firefighting, communications and air sea rescue. Training is continuously evolving and the future includes movement to eLearning (making theoretical learning accessible and convenient to volunteers to learn in their own time at their selected pace), scenario based practical training relevant to the current operational challenge and coxswain assessment programmes that standardize coxswain quality across a national footprint.

Thirty three (33) new coxswains were trained in the period under review from 17 different stations across South Africa which is a new record and significant achievement demonstrating the extraordinary dedication and commitment of our crew.

**Congratulations to the following crew who have qualified as Coxswains this year**



## **Class I**

- Alan Meiklejohn (Gordon's Bay)
- Johann Lensink (Gordon's Bay)
- Arno Cloete (Mossel Bay)
- Geoff Stephens (Hout Bay)
- Gerhard Esterhuizen (Table Bay)
- Douglas Aschmann (Table Bay)
- Jaco Niemand (Table Bay)



## **Class II**

- Andre Beuster (Melkbosstrand)
- Kobus Meyer (Melkbosstrand)
- Roland van Wezel (Melkbosstrand)
- Waldo Strydom (Agulhas)
- Neal Stephenson (Plettenberg Bay)



## **Class III**

- Bjorn Gussenhoven (Hout Bay)
- Paul Hurley (St Francis)
- John Nicholas (Port Edward)
- Sean Geyser (Bakoven)
- Luke van Riet (Bakoven)
- Jeremiah Jackson (Shelly Beach)
- JC Roos (Mossel Bay)
- Judd Smook (Mossel Bay)
- Justin McCarthy (Mossel Bay)
- Craig Maltby (Mykonos)
- Jaco van der Walt (Richards Bay)
- Marc de Vos (Table Bay)
- Robyn Silverstone (Table Bay)
- Tome Mendes (Table Bay)
- Casper Kruger (Plettenberg Bay)
- Adrian Scholtz (Kommetjie)
- Heinrich van der Rhede (Strandfontein)
- Albert Coopstad (Strandfontein)
- Cedric Brown (Mykonos)



## **Class IV**

- Joshua du Pisanie (Jeffreys Bay)
- Gareth de Vry (Port Elizabeth)



# OUR PROUD TRADITION OF RECOGNITION

Awards are one of the few mechanisms available to Sea Rescue to recognize and acknowledge volunteer effort, commitment and courage.

Awards are hard earned and criteria are closely monitored and applied by a very attentive Awards Committee who monitor operations closely and respond immediately to deserving candidates both in and outside the service.

Nominees and awardees can be proud of their achievements which recognise not only individual achievement but reflect equally positively on station, team work and leadership.

*“Be strong when  
you are weak  
brave when you  
are scared, and  
humble when  
you are  
victorious”*

Best Station Award:	Station 5 Durban
Most Improved Station Award:	Station 33 Witsand
Marmion Marsh Trophy:	Ian Wienburg
Alric Simpson Trophy:	Transnet National Ports Authority

Silver Gallantry Award:	Robin Fortuin for the rescue of 6 people from a rip current at Strandfontein
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Directors Thanks on Vellum:	Ian Wienburg
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Directors` Thanks:

- Kobus Meyer, Ryan Minaar, Quinton Luck, Mark Thompson, Luke Van Riet, Coralie McDonald, Ernesta Swanepoel, Giles Daubney, Kim Germishuys for saving 12 lives when the *FV Claremont* ran aground
- Donald Olivier for his role in the airlifting of crew from *Kiani Satu*
- Josh Henn and Andre Barnard who rescued the kayaker at Fisherhaven
- Mark Harlen who stood down as Station Commander at Shelly Beach
- David Knott who retired from his role as Regional Director



Robin Fortuin



*Anette Poole receiving a Letter of Appreciation from Ian Wienburg*

Letters of Appreciation:

- Anette Poole for many years of fundraising in Richards Bay through shipping levies
- Rob Stirrat, Henk Henn, Phil Ress, Darius Van Niekerk, Allan Cramb, Captain Gerry Staverees and John Brown for serving on the National Operations and Training Committee (NOTC)
- Coena Smith and Wicus Venter for the rescue of eleven people from the flooding Mokolo River in Lephalale, Limpopo Province
- John Nichols for rescue of an injured father who was hiking with his family along the cliffs at Hagga Hagga
- Jaco Steinberg, Andy Crawford, Rob Woodrup (of Titan Helicopters) and Torsten Henschell during the airlifting of crew from *Kiani Satu*
- Bill Harrison, for his many years of dedicated service, fundraising for Station 14 Plettenberg Bay
- Trevor Brinch for Agulhas Radio Hamnet assistance to Station 30 Agulhas
- Favaas Nel for the rescue of a young girl at Hermanus
- Calvin Van Heerden for the rescue of swimmer from rip current at Langebaan
- *Aqua Fortune* captain and crew for rescue of loan sailor who abandoned his yacht
- *JS Jangttse* for *IDEFIX* rescue of two crew
- *SAS Islandwana* captain and crew for their rescue effort of *Bille* crew during the Cape to Rio race

Honorary Life Governor

- Hennie Taljaard



# OUR ASSETS AND INFRASTRUCTURE

NSRI facilities and assets reflect the culture of safety and the concern for the environment within Sea Rescue. Increasingly buildings will be 'greened' with clean energy and boats will move towards engineering with lower emissions.

Boats are developed with crew safety and comfort in mind and regular crew inputs result in evolving designs and technology to ensure that crew come back safely.

Buildings across the country reflect the pride of volunteer crews and the strong sense of family necessary to sustaining base function. We have the best locations on the coast, close to the water to facilitate response, big enough to safely house our considerable mobile terrestrial and waterborne assets and comfortable enough to ensure family participation in social and management aspects of the base.



# OUR RESCUE BASES

Our rescue bases are unmanned boathouses where we store our assets, from where we launch our rescue missions and where our crew gather for training and maintenance days. These rescue bases are in harbours or on the water's edge. We have 30 rescue bases distributed along the South African coastline and 3 at inland dams (Victoria Lake, Hartbeespoort Dam and Vaal Dam).

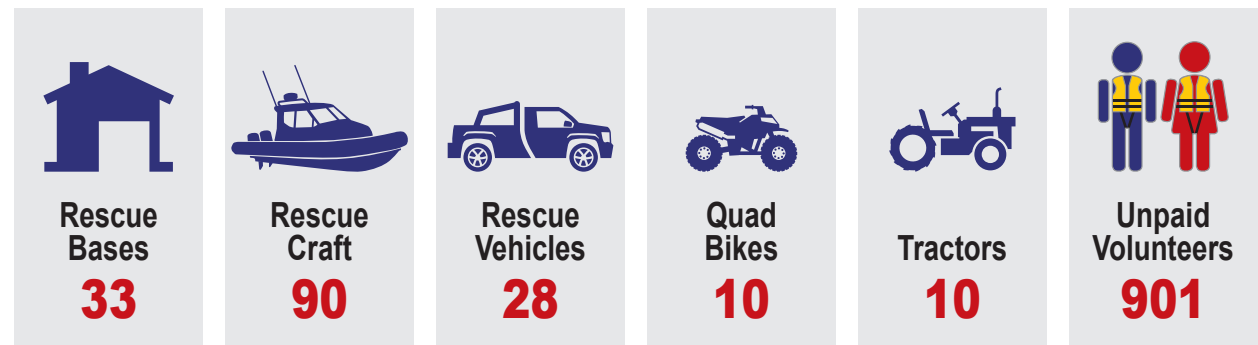
Gaps exist along the West Coast from Saldanha Bay to Port Nolloth and on the East Coast north of Richards Bay. Our aim is to address this shortcoming over the next three years.



# OUR RESCUE CRAFT

The SEA RESCUE Fleet currently comprises a range of vessels including;

- Rescue Runners
- 4.2m Inflatables
- 4.7m Rigid Inflatable Craft
- 5.5m Rigid Inflatable Craft
- 6.5m Rigid Inflatable Craft
- 7.3m and 8.5m Rigid Inflatable Craft
- 9m, 10m, 12m and 14m Rescue Craft



- 80% of our Rescue Craft are manufactured inside South Africa and all refits are undertaken locally by local boat builders. These industries collectively employ approximately 1 000 people.
- Our builds and purchase of boats contributed R2.121m to the local economy in the period under review in an industry that is under extreme pressure as a result of poorly considered legislation and policy.
- Boat costs range from R150 000 for a small inflatable to R1.2m for an 8.5m rigid inflatable.

# OUR OPERATIONS DIRECTOR'S REPORT



Mark Hughes

*“Crew safety remains a priority and we continue to invest in new equipment to reduce the risk faced by our crews”*

The 2013/2014 financial year was an exceptional year for our Sea Rescue volunteers. Through their excellent seamanship, skill and dedication we rescued 1 131 people. Please pause for a moment here and reflect on how many families that impacts on...

From the rescue of 12 fishermen who were saved after their trawler was smashed on the rocks at Robben Island in Table Bay, to the 19 crew of the bulk carrier *Kiani Satu* who were winched to safety after she went aground between Knysna and Sedgefield, to the rescue of 6 people from a rip current by Strandfontein rescue swimmer Robin Fortuin. These operations demonstrate what makes me so proud of our organisation; outstanding seamanship from the crews, excellent leadership from our coxswains and Station Commanders, and sheer determination from everyone to succeed in our mission to save lives on South African waters.

Following on from our core values we have focused on training over the past year, breaking it into three major themes: theoretical online training, scenario based practical training and future coxswain assessments. We are in the process of developing new eLearning training regime that will be engaging but most importantly will improve our already excellent training programmes.

Crew safety remains a priority and we continue to invest in new equipment to reduce the risk faced by our crews. One of the new systems that we are currently evaluating is the Automatic Information Systems – Man Over Board devices (AIS MOB) a device attached to crew life jackets to indicate the position of the crew member in the water to the rescue craft in a man over board situation. We continue to fit AIS capabilities to our rescue craft to enhance their navigation abilities to ensure optimum safety of our crews.

New life jackets remain a challenge because of the lack of local manufacturers to meet our needs, due to onerous regulations. This leaves us no choice but to look into importing life jackets where we are once again hindered by regulations set out by South African Maritime Safety Association (SAMSA) and National Regulator for Compulsory Specification (NRCS). We continue to explore possible solutions to this problem.

We have had a number of challenging operations this year which have demonstrated once again, the outstanding seamanship abilities of our crews as well as the leadership of our coxswains on operations.

### **New Rescue Craft Launched**

Station 14 (Plettenberg Bay) – *Ray Farnham* (5.5m) December 2013

### **Rescue Craft Refits and Repairs**

We have refitted/repared 23 rescue craft during the period, including the following major refits:

Station 19 (Richards Bay) – *Spirit of Round Table* (7.3m)

Station 10 (Simons Town) – *Spirit of Safmarine III* (10m)

Station 18 (Melkbos) – *Spirit of the Vines* (6.5m)

Station 10 (Simons Town) – *Eddie Beaumont II* (5.5m)

Station 24 (Lamberts Bay) – *Douglas Murray* (5.5m)

Station 11 (Port Alfred) – *Spirit of Lotto* (8.5m)

Station 9 (Gordons Bay) – *Jack Riley* (14m)

### **Rescue Bases**

#### **Station 34 – Yzerfontein**

New boat house under construction at present. Completion date expected to be by Summer 2014.

#### **Station 26 – Kommetjie**

Plans have been submitted to Cape Town Municipality and have been approved. The project has been delayed in the conveyancing stage.

#### **Station 6 – Port Elizabeth**

Plans for upgrades to the rescue base have been approved, contractors are on site. Completion date expected to be by Christmas 2014. Construction of the slipway was delayed in order to satisfy Transnet National Ports Authority and the Department of Environmental Affairs requirements.

I salute all of our volunteer crew, and most importantly their families who stand behind them. We will work day and night to make sure that you have the best equipment to rescue those who need us.

# OUR FUTURE PLANS

## New Rescue Boat Projects (subject to funding)

Vessel Size	Rescue Base	2014/15	2015/16	2016/17
12m	Durban		R16 000 000	
10m RIB	Mykonos		R3 250 000	
	Knysna			R3 575 000
	Gordons Bay		R3 250 000	
8.5m RIB	Lamberts Bay			R1 617 000
	Sodwana			
	LaaIPlek			
7.3m RIB	Melkbosstrand		R1 320 000	
	Witsand	R1 200 000		
	Mossel Bay			R1 452 000
6.5m RIB	Simons Town	R775 000		
	Oyster Bay		R852 500	
Rescue Runner	Hout Bay	R575 000		
4.7m RIB	Richards Bay		R203 500	
	Durban		R203 500	
	Oyster Bay			R223 850
4.2m Inflatable	Melkbosstrand		R165 000	
	Wilderness (x2)	R300 000		
	Knysna		R165 000	
	Port Elizabeth		R165 000	
	Mossel Bay		R165 000	

## New Vehicle Projects (subject to funding)

### 4x4 Rescue Vehicle



Port Edward  
Jeffreys Bay  
Yzerfontein  
Shelly Beach

### Launching Tractor



Witsand  
Jeffreys Bay  
Sodwana Bay  
Lamberts Bay

## New Rescue Bases



**Yzerfontein**  
R2 500 000  
**Kommetjie**  
R3 200 000

## Upgrade Projects



**Port Elizabeth**  
R9 000 000  
**Agulhas**  
R980 0000  
**Witsand**  
R580 0000  
**Durban**  
R700 0000

## Proposed New Bases (Period 2014 - 2017)



**Lamberts Bay**  
West Coast  
**LaaIPlek**  
West Coast  
**Sodwana Bay**  
Kwazulu Natal  
**Witbank Dam**  
Mpumalanga



# OUR STAKEHOLDER ENGAGEMENT

The Institute is committed to timely, consistent, open and transparent communication with all relevant stakeholders. The executive develop and maintain stakeholder relationships to the advantage of beneficiaries (learners, patients) including both internal (staff, volunteers) and external stakeholders including:

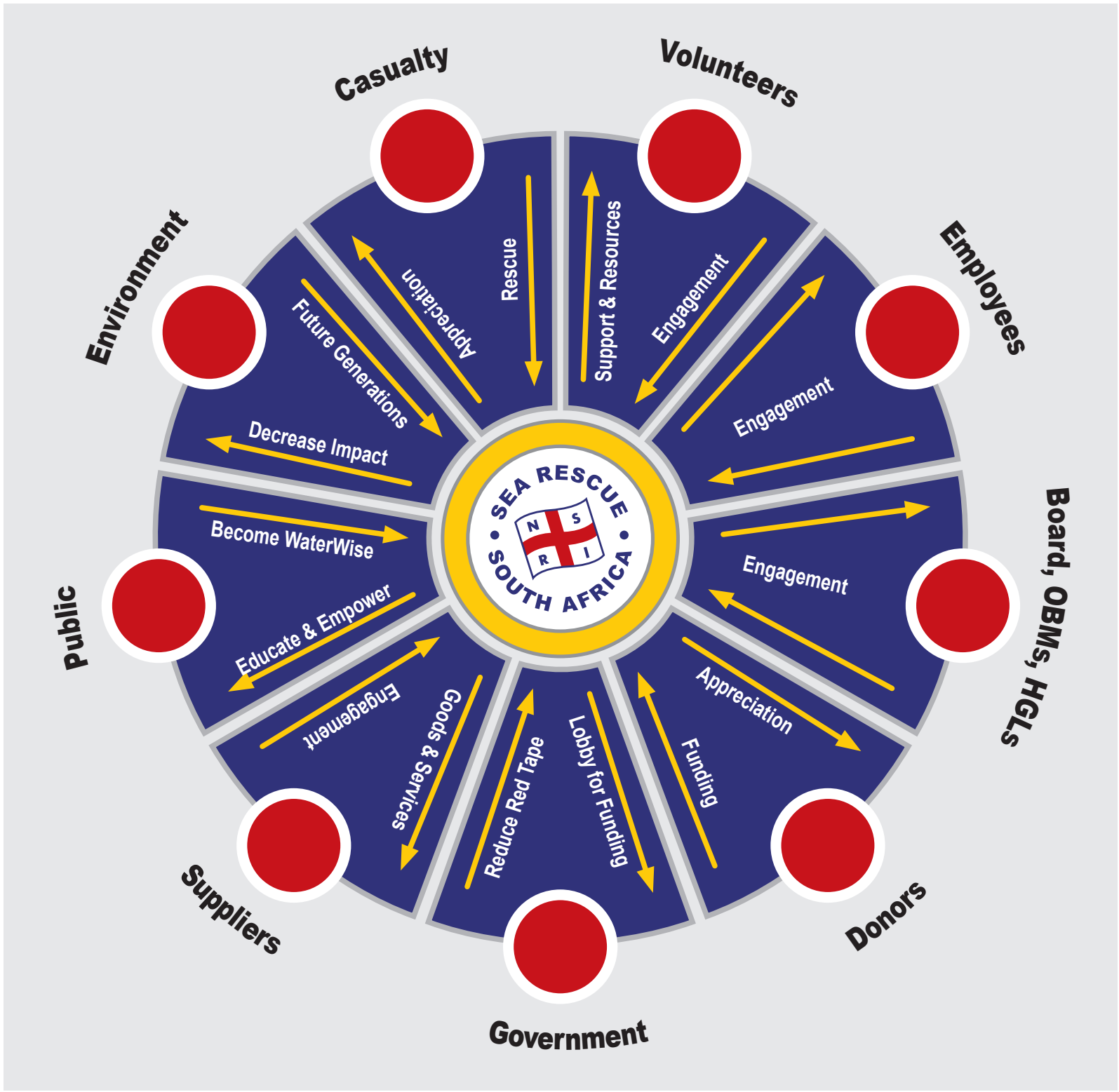
- Corporate donors
- Individual donors
- Government (National, Provincial, Local)
- Emergency Service Providers (Police, Fire Services, Emergency Medical Services, Disaster Management)
- Airports Company of South Africa
- South African Search and Rescue Organization
- Shipping Agents
- Shipping Companies
- Fishing Companies
- Tourism Agencies
- Tourists
- Recreational Boaters, Kite Surfers, Board Surfers, Paddlers, Bathers, Swimmers, Paragliders, Sailors, Fishermen and SCUBA Divers
- SCUBA Dive Operators
- Boat Manufacturers
- Marine Equipment Suppliers
- Ports Authority
- Vehicle Service Providers
- Medical Equipment Suppliers
- Bequestors
- Suppliers

Stakeholders are timeously informed about and encouraged to attend the Annual General Meeting. Stakeholder queries are directed on an ongoing basis to the Chief Executive Officer.

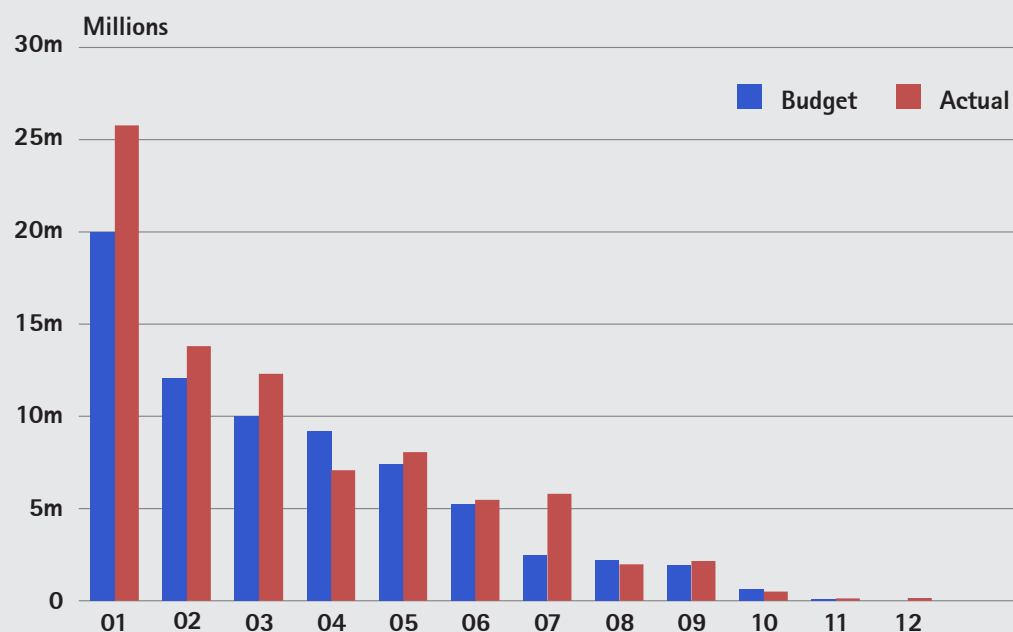
There is opportunity for greater innovation particularly in ICT (Information Communication Technology) with respect to public access in emergencies, information processing and reporting and volunteer education (eLearning).

The Institute further communicates with stakeholders through:

- *Sea Rescue Magazine*
- Website
- Facebook
- Linked-In
- Twitter

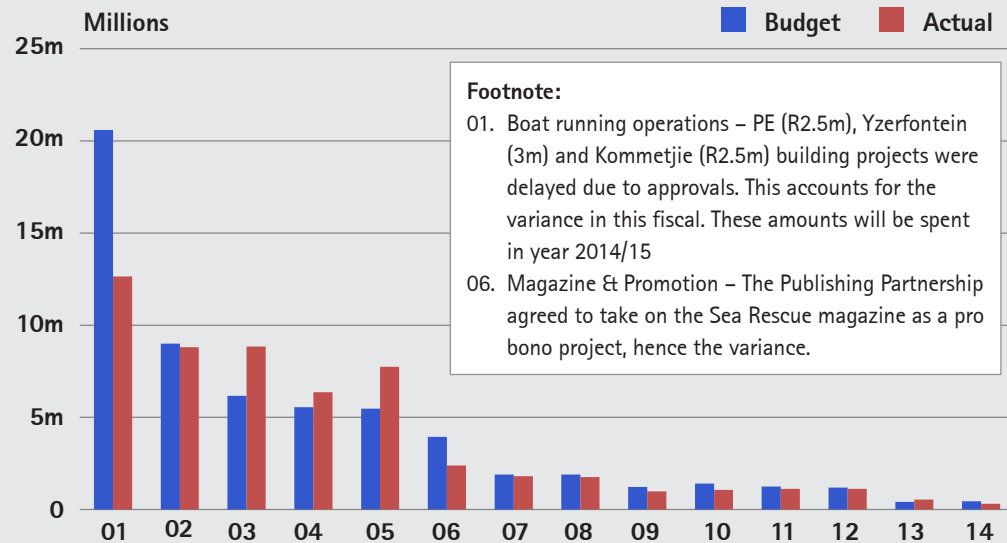


# OUR FUNDING AND STEWARDSHIP



## Income (2013/2014)

	Budget	Actual
01 Debit Order Competition	R20 000 000	R25 774 609
02 Car Competition	R12 049 998	R13 809 961
03 Face-to-Face Project	R10 000 000	R12 302 125
04 Corporate Funding	R9 212 988	R7 080 336
05 Donations from Individuals	R7 424 544	R8 061 985
06 Investment Income	R5 249 988	R5 477 290
07 Legacies	R2 499 996	R5 801 590
08 Trusts	R2 200 008	R1 975 063
09 Government Grants	R1 900 000	R2 152 951
10 Shipping Levies	R649 992	R502 320
11 Trading	R99 996	R130 766
12 Fuel Sponsors	0	R150 000
	<b>R71 287 510</b>	<b>R83 218 996</b>



### Expenditure (2013/2014)

	Budget	Actual
01 Boat Running Operations	R 20 592 434	R 12 645 059
02 Personnel	R 9 000 008	R 8 812 307
03 Debit Order Competition	R 6 170 000	R 8 837 256
04 Car Competition	R 5 550 000	R 6 361 857
05 Face-to-Face Project	R 5 470 000	R 7 739 002
06 Magazine and Marketing Material	R 3 944 532	R 2 384 915
07 WaterWise Academy	R 1 900 000	R 1 802 521
08 Property	R 1 892 220	R 1 761 912
09 Office Expenses	R 1 221 024	R 978 018
10 Travel and Accommodation	R 1 400 040	R 1 065 762
11 Electronic / Bank Fees, Legal / Professional Fees	R 1 248 722	R 1 124 800
12 Insurance	R 1 189 056	R 1 123 559
13 Administration	R 411 348	R 532 394
14 IT	R 450 000	R 310 784
	<b>R60 439 384</b>	<b>R55 480 146</b>

# OUR DONORS, SPONSORS AND SUPPORTERS

We have a database of 60 000 current, active supporters. These supporters include private individuals, companies, government departments, trusts and foundations.

Our funding base is currently biased towards individual donors and the funding diversity needs to be broadened to include other opportunities. Incentivized giving is largely supported by individuals (although most people we call acknowledge that they would give with no incentive) and we need to evolve creative ways of attracting funding from organizations and corporates including government (who receive a service of > R200m value annually at no cost to the tax payer).

While pursuing improved revenue streams we remain acutely cost consciousness and ensure that donor funds are efficiently deployed with the best outcomes and with good governance.



## Platinum Partners



## Gold Partners

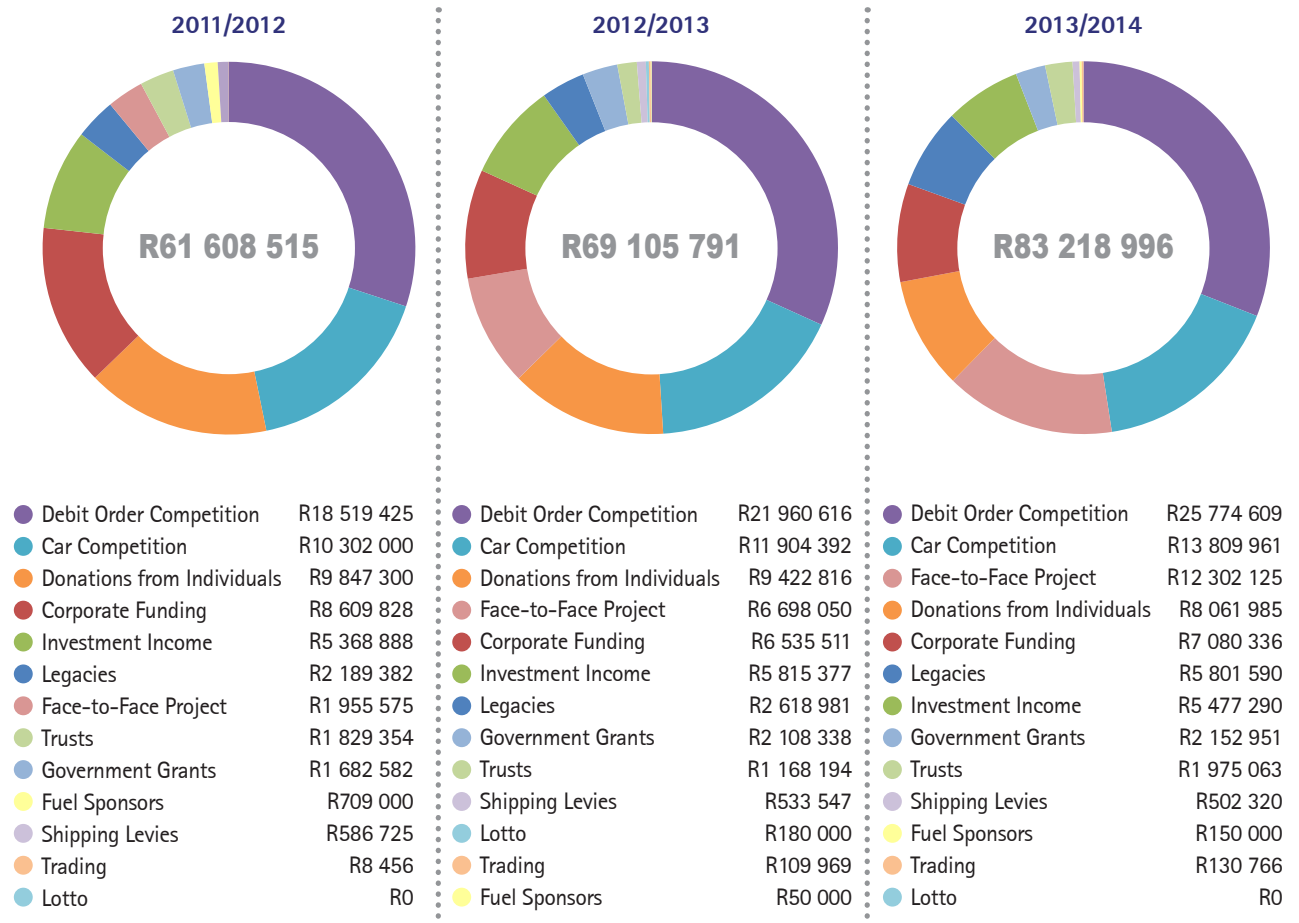
Anglo American Thermal Coal- New Vaal Colliery | Bagtech International cc | Cohesive Capital (Pty) Ltd | De Beers Marine | Kyta Manufacturing Industries cc | Lusitania Marketing Services | MACS Maritime Carrier Shipping | Marsh Africa | Premier Fishing SA | SMI | Svitzer Salvage Africa (Pty) Ltd | Viking Fishing

## INCOME

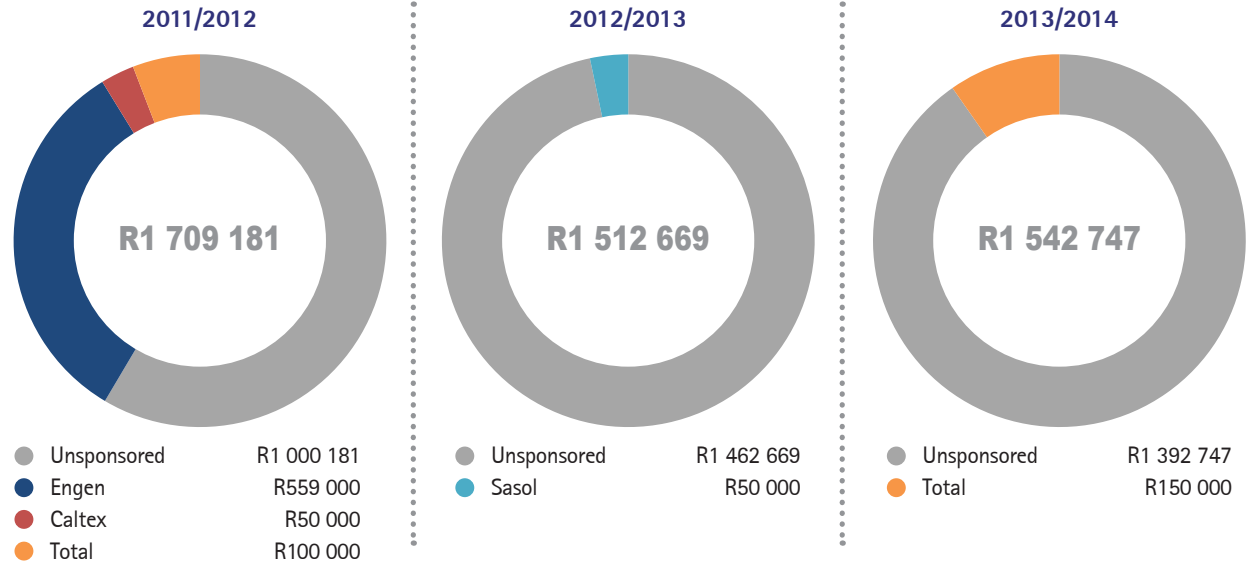
The levels of funding generated for Sea Rescue are testimony to the giving spirit and culture of philanthropy within South African society particularly the contribution by hundreds of individuals who make large and small sacrifices through legacies and bequests, debit orders, car promotion tickets, direct mail contributions, personal donations, change or notes in the boats and contributions at events. Truly these donors are all rescuers, all heroes and all responsible for saving so many lives.

The participation in this service by so many people is humbling, motivating and inspirational.

The people of South Africa and every tourist to our shores owe you, the donor, a debt of gratitude for your service to humanity.

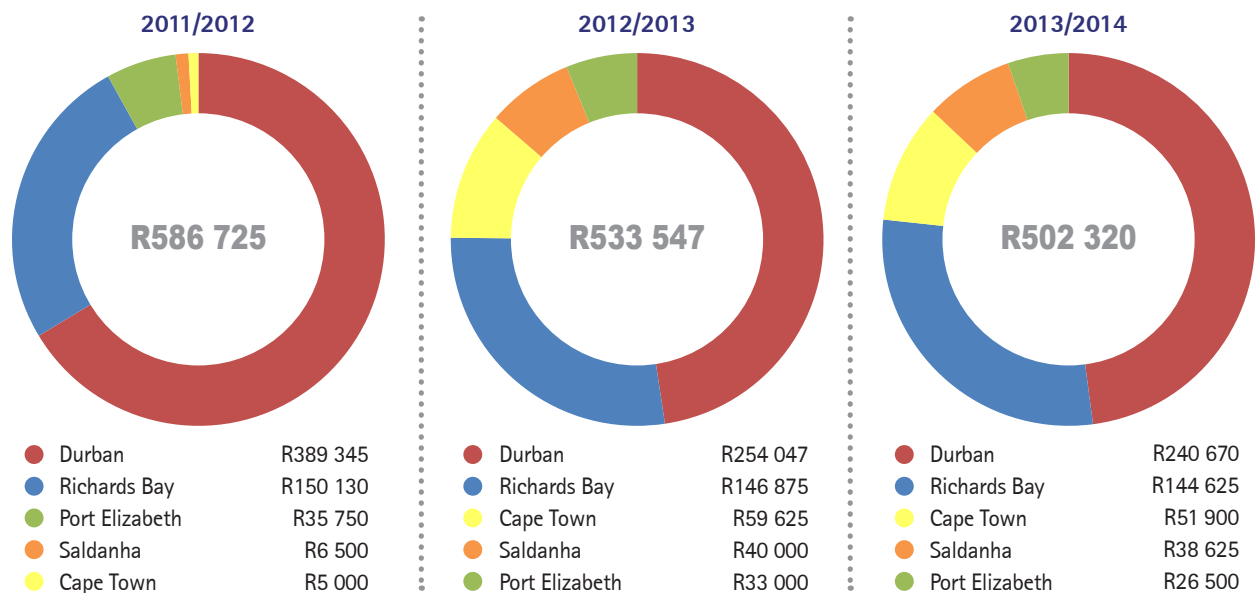


## FUEL SPONSORS



## SHIPPING LEVIES

Over 12 000 ships dock at South African ports annually and some pay the NSRI a voluntary shipping levy of R125 at their first port of call. Most shipping agents are very supportive and collect this small sum on our behalf. Shipping agents could play a massive role in supporting Sea Rescue; imagine if each of 12 000 ships contributed R1 000 annually.



Sea Rescue provides medical casualty evacuation services at the request of the respective ship's captain, the Transnet National Ports Authority (TNPA) and the Maritime Rescue Coordination Centre (MRCC) to a value of R7.5m (cost calculated on the bases that these casevac's should have been done by helicopter) annually to ships travelling around the tip of Africa mainly to and from the east.

### GOVERNMENT FUNDING

The following table illustrates the contribution by the three levels of government: National, Provincial and Local. Great opportunities exist for government to assist Sea Rescue.

	2011/2012	2012/2013	2013/2014
<b>NATIONAL</b>			
National Department of Transport	R1 105 000	R1 160 000	R1 223 000
<b>PROVINCIAL</b>			
Western Cape Department of Agriculture			R50 806
Western Cape Provincial Government	R315 000	R335 475	R369 000
<b>LOCAL</b>			
City of Cape Town	R51 038	R71 863	R80 145
City of Durban	R180 000	R200 000	R200 000
Nelson Mandela Bay Municipality		R150 000	R200 000
Knysna Municipality		R50 000	R30 000
Overstrand Municipality		R100 000	
Yzerfontein Municipality	R30 000		
Richards Bay Municipality	R1 543		
Hessequa Municipality		R6 000	
<b>TOTAL</b>	<b>R1 682 581</b>	<b>R2 073 338</b>	<b>R2 152 951</b>

### Wine Auction with Rotary

2011/2012	2012/2013	2013/2014
R280 651	R343 290	R403 857



### NSRI Golf Days

2011/2012	2012/2013	2013/2014
R441 615	R317 021	R426 943

Knysna R20 000, Plettenberg Bay R163 607, Hermanus R29 859, Richards Bay R92 568, St Francis Bay R21 622, Still Bay R12 719, Port Edward R6 763, Head Office R79 805



## MSC Cruise Campaign

2011/2012	2012/2013	2013/2014
R153 558	R122 680	R69 857



## Moonstruck on Clifton 4th Beach

2011/2012	2012/2013	2013/2014
R34 000	R29 500	R36 250

Moonstruck is a classic, annual music event hosted by 567 Cape Talk with Discovery, on Clifton 4th Beach, during full moon around Valentine's Day. The beach is transformed into an open-air dance floor as it comes alive with the sounds of a live band. The NSRI rescue crew from Station 2 Bakoven sell glow sticks to raise funds.





	Collection Boats	Street Collections
02 Bakoven	R1 070	
03 Table Bay	R27 431	
04 Mykonos	R3 186	
05 Durban	R5 403	
06 Port Elizabeth	R51 940	R48 932
07 East London	R10 515	
08 Hout Bay	R2 957	
09 Gordons Bay	R6 533	
10 Simon's Town	R12 640	R4 840
11 Port Alfred	R2 301	
12 Knysna	R3 305	
14 Plettenberg Bay	R41 052	R113 035
15 Mossel Bay	R2 094	
17 Hermanus	R15 320	R40 002
18 Melkbosstrand	R7 173	
19 Richards Bay	R1 760	R10 406
20 Shelly Beach	R4 440	
21 St Francis Bay	R6 391	R18 180
30 Agulhas	R3 201	
31 Still Bay	R2 149	
32 Port Edward	R318	
33 Witsand	R4 269	
34 Yzerfontein	R600	
37 Jeffreys Bay	R3 224	R24 000
Head Office	R27 360	
<b>TOTAL</b>	<b>R246 632</b>	<b>R259 395</b>

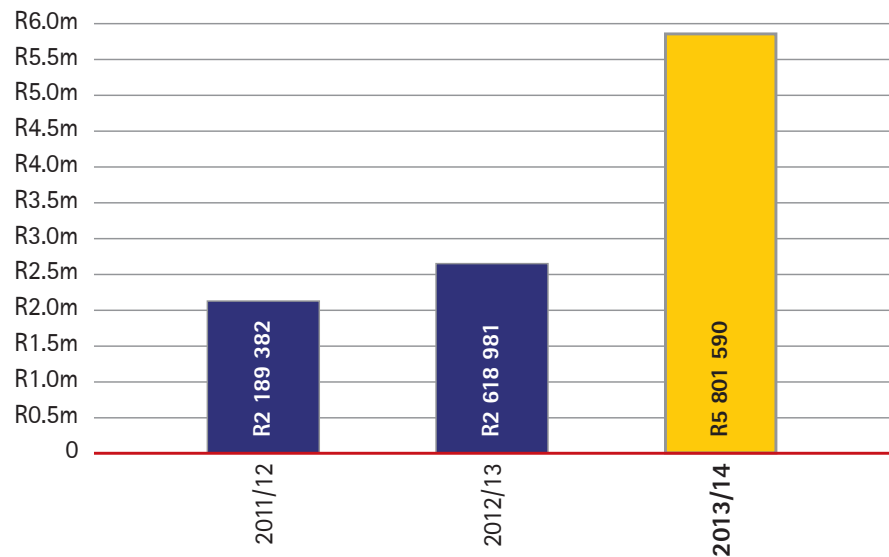
# OUR LIFE BOAT CIRCLE



The power of the collective value of bequests and legacies to Sea Rescue is unrealised as most people don't realise that, however small or big the bequest, it is the combined effect of individual giving either as philanthropy or in remembrance that has a lasting effect.

Sea Rescue touches many people's lives and many leave bequests as a token of acknowledgement or remembrance, often using rescue stations for memorial services and ash scattering ceremonies.

The following reflects contributions from legacies over the years.



## LIFE BOAT CIRCLE

The Life boat Circle was founded to keep contact with retired crew and supporters. Membership is free. We enjoy sharing stories of heroism during our coffee mornings, personal visits and when addressing clubs and societies.

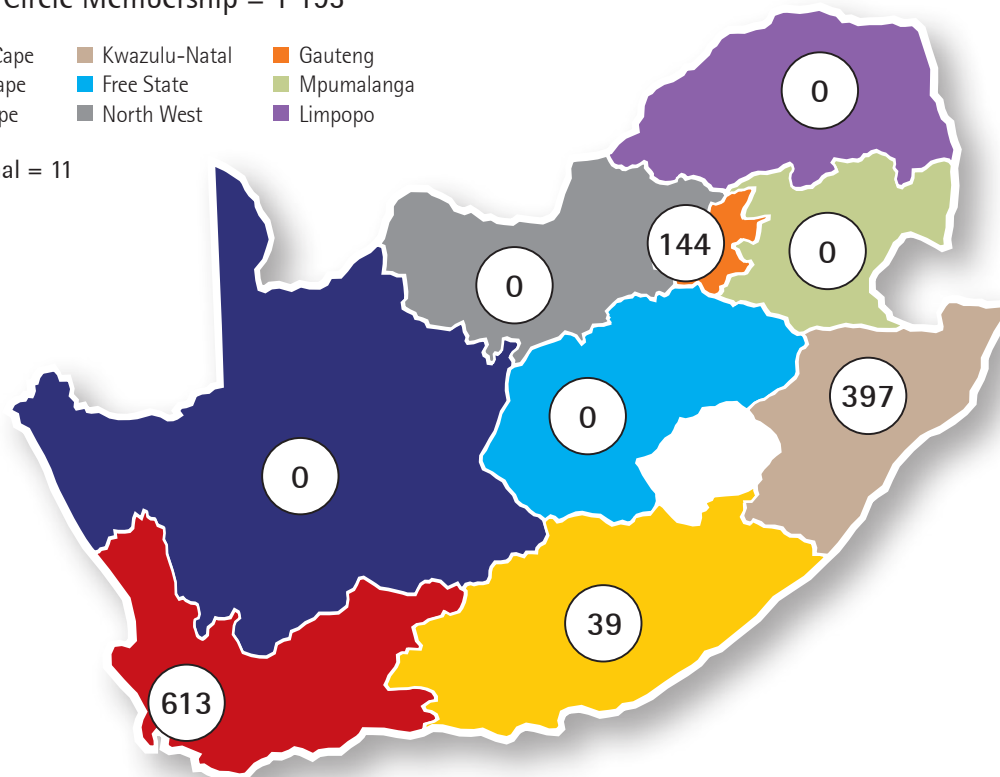
We discourage our retired supporters from giving us cash donations and suggest that they rather leave a gift in their will. Members are invited to leave an estate-duty-free legacy to NSRI and are then acknowledged as bequestors.

Sea Rescue bequest officers nurture relationships with bequestors and seek out new members for the Life boat Circle through home visits, talks to clubs and societies and tea-and-tour functions at rescue bases. The reward of this work lies in the personal touch and genuine friendship.

## Life boat Circle Membership = 1 193

■ Northern Cape    ■ Kwazulu-Natal    ■ Gauteng  
■ Western Cape    ■ Free State    ■ Mpumalanga  
■ Eastern Cape    ■ North West    ■ Limpopo

International = 11



**Note:** Western Cape is made up of: Cape Town = 330 | West Coast = 95 | N. Suburbs = 102 | Garden Route = 86

	Cape Town	N. Suburbs and West Coast	Durban	JHB	Cape Flats*
Home Visits (Forecast)	100	100	100	100	83
<b>Home Visits (Actual)</b>	<b>179</b>	<b>155</b>	<b>143</b>	<b>169</b>	<b>42</b>
Public Presentations (Forecast)	12	12	12	12	10
<b>Public Presentations (Actual)</b>	<b>27</b>	<b>18</b>	<b>34</b>	<b>16</b>	<b>6</b>
New LBC Members (Forecast)	60	60	60	60	50
<b>New LBC Members (Actual)</b>	<b>116</b>	<b>94</b>	<b>193</b>	<b>38</b>	<b>53</b>
New Bequestors (Forecast)	10	10	10	10	8
<b>New Bequestors (Actual)</b>	<b>29</b>	<b>7</b>	<b>33</b>	<b>6</b>	<b>0</b>

\*New position, 10 of the 12 months



# OUR COMPETITIONS

Sea Rescue has since 1995 run very successful promotions which are nationally recognized for their quality and include the Car Competition, Debit Order Competition, Face-to-Face and direct mail projects.

The promotions are managed through an outsource to our partner WinDirect, who employ more than sixty passionate and motivated 'marketers' who call or approach an average of 17 potential donors for every donor signed up, always with a smile and a good word, often making friends of donors who they contact every year on the anniversary of the first donation.

The red-shirted Face-to-Face teams who can be found in shopping centres and at events around the country are there to create awareness of Sea Rescue and our mission while recruiting new donors into the family.

The contribution of this effort to Saving Lives on South African Waters cannot be underestimated.

## Monthly winners of R10 000 cash prizes

### March 2014

Jannie De Beer  
Colin Berrisford  
Hansie Meyer  
Michael Barr  
Brendan Payze

### November 2013

Hannelie Swart  
Steve Beckermann  
JC Kruger  
Sweetboy Tshabalala  
Dot Jackson

### August 2013

Johan Ryke  
Amanda Kotze  
Andre Naude  
Carmen Thomas  
Sandy McGregor

### May 2013

Lindi Baird  
Christo Van Jaarsveld  
Grant Wellbeloved  
Peter Van Der Ross  
Mike Graham

### February 2014

Jan Koekemoer  
Matt Mueller  
Colleen Byren  
Elize Nortje  
Tessa Bircher

### October 2013

Jesse Jones  
Nick Diedrick  
Terence Burns  
Peter Press  
Manuel De Ponte

### July 2013

Sue Radford  
Jakkie Husselmann  
Marise Moller  
Shaun Naidoo  
Hamilton Van Breda

### April 2013:

Shawn Grobler  
Reg Wagner  
Bennie Warnich  
Rosalie Chamberlain  
Paul Van Praag

### January 2014

Henk Joubert  
Martin Dowie  
Chris Groenewald  
Simeon Trew  
Graeme Henderson

### September 2013

Mark Hulley  
Johan Sippel  
Quintin van Straaten  
Deon van der Riet  
Marthinus Pelser

### June 2013

Theo Bentley  
Mike Wootton  
Chris Baker  
Phillip Beyleveld  
Howard Phillips

Winner of the 2013 Mitsubishi competition was Durban Judge Zaba Nkosi, his daughter Yolisa Ndlume accepted the prize of two Mitsubishi's from NSRI CEO Dr Cleeve Robertson



**2nd Prize:** R250 000 cash was won by Paul Herrmann



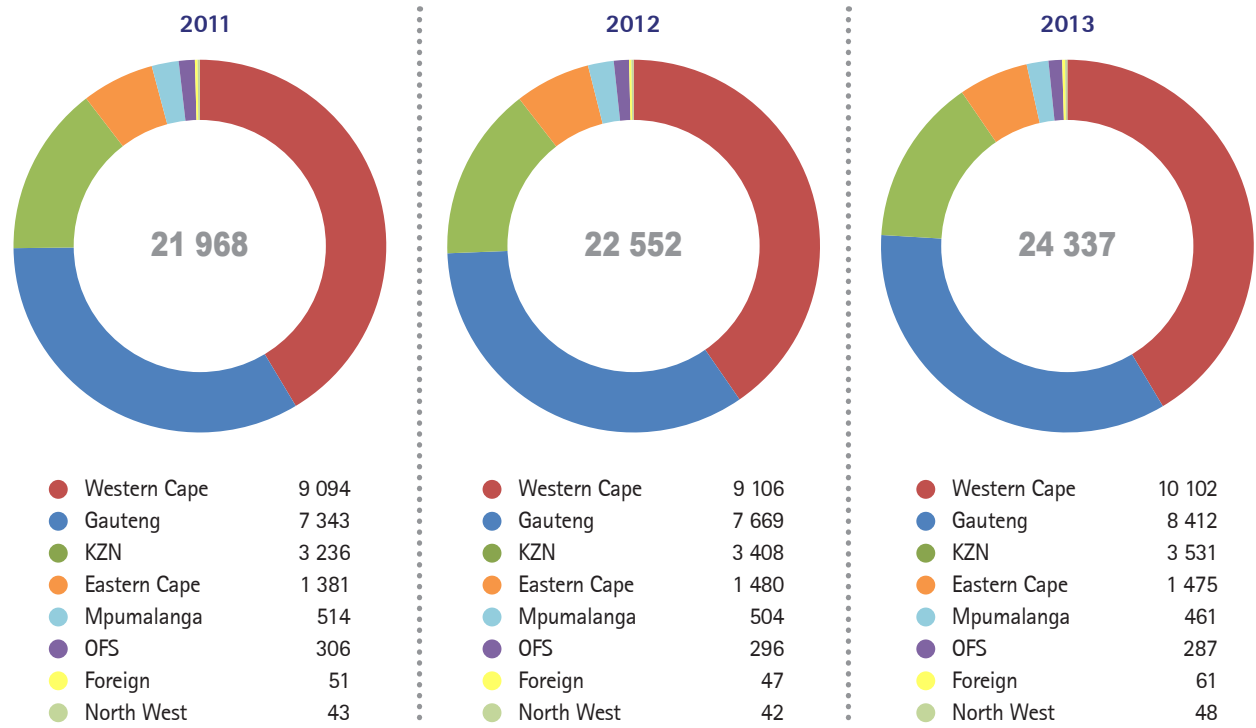
**3rd Prize:** A trip for two on the Queen Mary 2 to Southampton including return flights was won by Gustav Schulenburg



**R100 000 Grand Prize:** Wesley Zondagh with Erin (6) and MC for the event Kieno Kammies

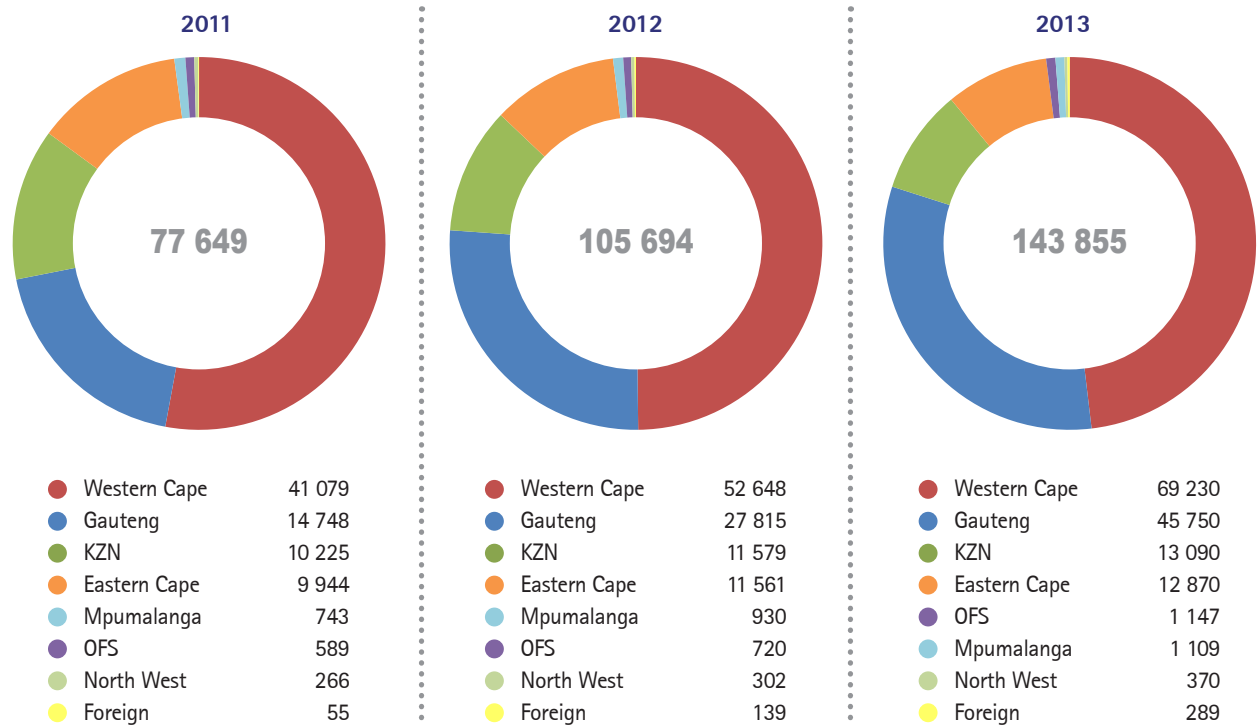


### Car Competition (Tickets) - Regional Breakdown





### Debit Order Competition (Tickets) - Regional Breakdown



# OUR WATERWISE ACADEMY



The WaterWise Academy is the educational initiative of the Sea Rescue, with a vision to proactively prevent drowning tragedies. WaterWise changes the lives of children by giving water safety lessons, teaching peer rescue and basic CPR on the school premises at no charge.

According to the Medical Research Council those most at risk of drowning are children from poor communities – peri-urban and rural. The highest incidence of drowning is in fresh water, farm dams and rivers.

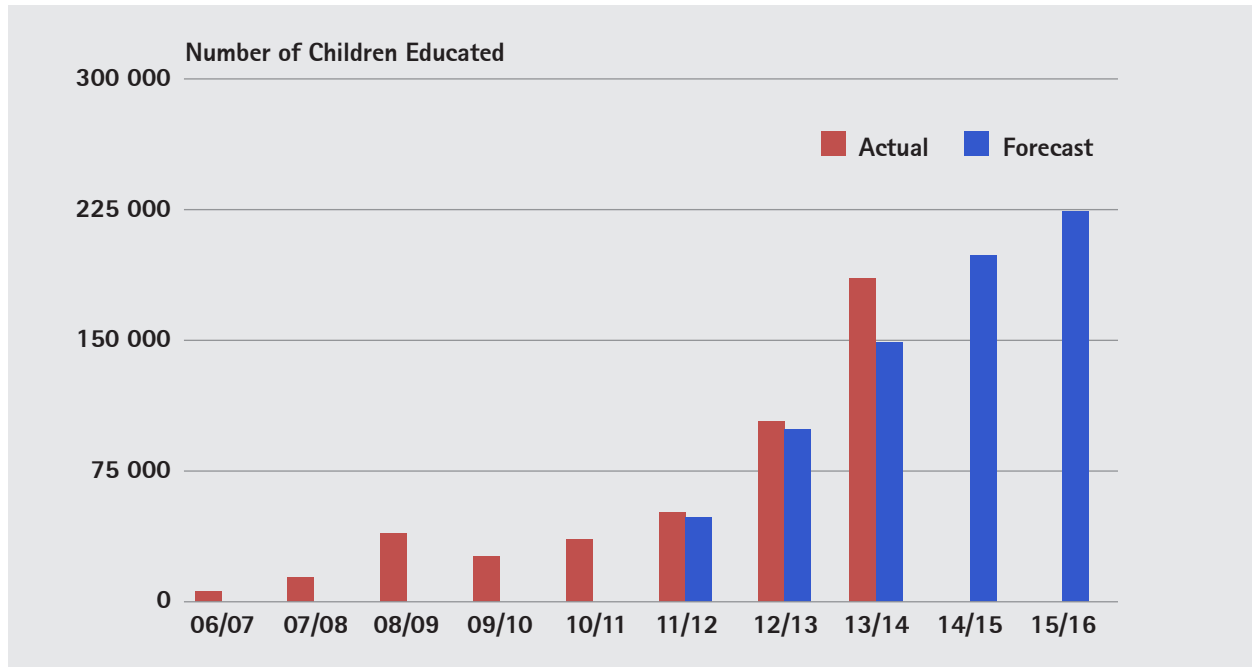
Deaths from drowning in 2010 in South Africa numbered 1 428 (Medical Research Council 2009) which constitute 5% of non-natural deaths (29 768). Many (almost half) of these fatalities are children and most occur in fresh water (rivers, dams, ponds, pools).



The rate of drowning in South Africa, 2.7/100 000 population, hasn't improved in the last ten years (2004). The incidents of near misses often resulting in severe disability (brain damage from hypoxic injury) are probably several times this rate and at least double the number of fatal drowning.

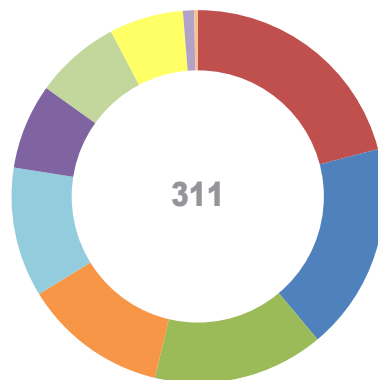
The incidence of drowning increases with age being 1-2% of all causes of death in the 1-4 year age group, 2-5% in the 5 - 9 year age group and 3 - 8% in the 10 - 14 year age group although the greatest number of drowning occurs in the 1 - 4 year age group. Boys (80%) outnumber girls in those succumbing to drowning. Most drowning occurs in the summer months and more than 40% of adults who drowned had positive blood alcohol levels. Drowning from boating related incidents are one tenth those of drowning ashore.

The WaterWise Academy is the vehicle through which our education and advocacy is delivered and WaterWise has the potential to expand massively. The current challenge is to source the funding to do so. We currently have ten full time Instructors and six volunteers in the Academy. Since 2006 we have educated almost 500 000 children in water safety, teaching them how to avoid danger, what to do in an emergency, who to call for help, and how to start hands-on CPR while they wait for help to arrive.



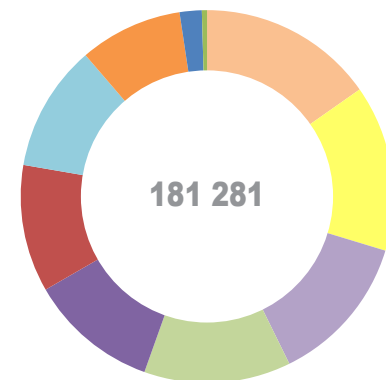
### Geographic area of full time instructors

Number of schools visited



● Soweto	65	● Port Elizabeth	23
● Ceres	56	● Nyanga	23
● Paarl	46	● Cape Flats	20
● Eden	39	● Durban	3
● Eshowe	35	● Port St Johns	1

Number of learners taught



● Port St Johns	27 665	● Soweto	20 015
● Cape Flats	26 162	● Eshowe	19 903
● Durban	23 620	● Eden	16 208
● Nyanga	23 092	● Ceres	3 475
● Port Elizabeth	20 328	● Paarl	813

**Voluntary Instructors taught 5 747 learners**

## WATERWISE ACADEMY FUNDING

	2011/2012	2012/2013	2013/2014
TNPA		R1 025 000	R1 275 000
Western Cape Department of Agriculture			R50 806
Western Cape Disaster Management			R369 000
Individuals	R182 798	R1 100	R7 250
Corporates	R31 015	R1 300	R3 588
<b>Total</b>	<b>R213 813</b>	<b>R1 027 400</b>	<b>R1 705 644</b>

### Partnering with Government for Change


We work with government to teach children water safety:

- Department of Agriculture
- Department of Tourism
  - Instructional beach signage
  - Educational video clips
  - Information leaflet distribution
- Department of Sport and Recreation
  - Cape Town rip currents beach signage on dangerous beaches
- Local Government
- Disaster Management
  - Funding 2014/2015
  - The emergency telephone number that we teach the children is the national medical emergency number 10177
- Department of Education
  - In order to extend our reach it is imperative that we partner with existing structures. This year we will launch a pilot project at a High and a Primary School with the aim of teaching Hands-On CPR in Schools during Life Orientation periods as part of the curriculum

### Global Arena

In the UK and USA – the focus is on teaching swimming and the danger of rip currents.

South Africa is unique and a leader in that we do not focus on learn-to-swim. We focus on the dangers of water and peer rescue. We share our methodology through the IMRF (International Maritime Rescue Federation).



"What an INCREDIBLE end to the WaterWise Academy project at Roman Catholic JSS School today. With a total of 733 learners at this school, and all having so passionately taken part in the project and with the immense dedication of principal Mr Nxaka, it was a sad farewell and yet a smiley farewell here today. Not only was I mobbed at the start by learners from the younger phases, all keen to high five and recite what they had remembered, I was stopped in town by so many children all calling my name and all singing the 10177 ambulance number. Incredibly diligent learners performed CPR training extremely professionally and our hope for everyone is safety in the water. A huge THANK YOU to Mr Nxaka and all the learners and educators at this school."

*Debbie Smith, WaterWise Academy Port St Johns*

"None of you were kidding when you said that teaching WaterWise is addictive. It's hard to put into words; but it's a wonderful feeling knowing you are touching little lives.

The pleasure when 200 kids erupt into guffaws of laughter in unison.....

The pleasure, when you can hear a pin drop in the assembly hall as you tell them some serious lifesaving facts...

Each age group has its own level of understanding, and own responses.

Something about this makes a person's soul calm inside..."

*Jacqui McAllister, WaterWise Academy Durban*

"I have made it my lifelong commitment to uplift the community. WaterWise champions a cause close to my heart where we are teaching important skills that can save lives. The programme also offers the victims who nearly drowned or had traumatic experiences in water to come to terms with their fears and talk about it.

WaterWise is learner friendly and these basic skills lay a solid foundation and will be remembered for a long time. The greatest reward is knowing that I have made a difference in someone's life."

*Desiree Pinetown, WaterWise Academy Paarl*

NSRI is doing a good job in saving people's lives, but the deaths of youngsters who die due to lack of information is sad. There are many stories where people do not know where to turn for help. That is why I am so proud to be part of the WaterWise Academy. I believe that WaterWise education is great, educating children how to be safe in water and on beaches. I believe that knowledge is power. I am proud to be saving lives in the classroom.

*Zanele Bushwane, WaterWise Academy Nyanga*

The sea isn't the problem. It is the individual who doesn't understand the sea or doesn't respect the sea who is at risk of drowning. People who can't recognise a Rip Current, who think that the Lifesavers flags are just there so that the lifesaver doesn't have to work the whole beach but just a short section. The person who assumes that the part of the beach with the smaller waves is the safest place to swim. All these come back to one thing, we need to teach children, and adults, about rip currents. They are the most dangerous aspect of the sea, not sharks.

*Marcus Oshry, WaterWise Academy Port Elizabeth*



# SEA RESCUE

WINNER OF THE 2013 PCA AWARDS FOR EXCELLENCE IN MAGAZINE PUBLICATION AND JOURNALISM IN THE CATEGORY BUSINESS TO BUSINESS ESSENTIAL SERVICES



ALL 20 CREW EVACUATED AFTER FISHING VESSEL SINKS | INJURED TOURIST ASSISTED BY PLETTENBERG BAY CREW | SPEND THE NIGHT AT ONE OF THE LIGHTHOUSES ALONG OUR COAST | PORT ALFRED TEENAGER SAVES FAMILY OF THREE FROM A RIP





## OUR BRAND AND REPUTATION

The Sea Rescue Brand and Reputation is our strongest asset and something that underlines all activities within the organisation. Donors readily identify with it, members wear it with pride, companies proudly associate with it, bequestors have confidence in it and water users depend on it.

We have become a household brand, proudly South African, displayed daily in the media and always on the fridge magnet!

Protecting the Brand and Reputation is therefore important to us and we respond almost as quickly to reputational issues as we do to emergencies. Our Brand is clearly distinct, starkly graphic and unapologetically ethical.



# OUR GOVERNANCE

The Governance Board and the Executive recognise the inextricable link between effective governance and the sustainable performance of the Institute and is committed to transparency, accountability, integrity and ethical leadership.

## **Corporate Governance initiatives undertaken in 2013**

The Corporate Governance initiatives undertaken during the year included the annual review of the effectiveness of the Board and the annual review of the Corporate Governance Manual. The Corporate Governance Manual includes the Memorandum of Incorporation, Board Charter, General Authority Levels and Signing Powers and the Board Committee Terms of Reference. The governance structures are guided by the Companies Act and the principles of the King Code of Governance principles. The Board meets quarterly to consider issues of governance and receive committee reports and once annually to discuss the strategy of the NSRI.

## **Governance Board of Directors**

The majority of the Directors are Non-Executive and are elected in terms of the Institute's Memorandum of Incorporation. The Memorandum codifies the Board's composition, appointment, authorities, responsibilities and processes and sets out the fiduciary duties and roles of each Director.

In terms of the Memorandum of Incorporation, the Board shall comprise of the following:

- The Ex Officio Directors
- The Chairman of the Operational Board
- 8 Independent Unpaid Non-Executive Directors
- Any additional Director so appointed by the Board

As at 31 March 2014, the Governance Board comprised 13 Directors who meet regularly, retain effective management over the affairs of the Institute and monitor management.


A list of directors is set out on page 69 together with the photos of each director.

The Chairman of the Board is Peter Bacon and the Chief Executive Officer is Dr Cleeve Robertson. The roles are separate to ensure that no single Director can exercise unfettered powers of decision-making.

It must be highlighted that Peter Bacon will be retiring as both a Director and the Chairman of the Governance Board of the Institute immediately after the 2014 Annual General Meeting. The Governance Board has resolved to appoint Ronnie Stein as the new Chairman of the Governance Board.

## **Rotation of the Governance Board**

According to the Memorandum of Incorporation, one-third of the member elected Directors are required to retire at each Annual General Meeting. Being eligible, these Directors may be re-elected.



The Governance Board has experienced diversity challenges both in terms of gender (10%) and ethnicity (30%) and the skills range represented could be improved. The executive has also experienced similar challenges in this niche industry.

The Institute will continue to strive to select new members of the Board who are able to make fresh contributions to the Institute.

#### **Nominations and appointments**

The Governance Board is responsible for appointing new Directors in a formal and transparent process, with the Governance Board as a whole being responsible for approval. Nomination as a Director shall be in writing and shall be signed by the nominee and any one voting member of the Institute and accepted in writing by the signature of the candidate in question. The CEO with the assistance of Chris Wilson of Kilgetty Statutory Services (Pty) Ltd assume responsibility for the informal but comprehensive induction programme which provides new appointees with a comprehensive strategy and operational briefing including copies of the most recent financial results, budgets as well as management accounts.

Some of the documents that are distributed to the Directors include the annual report, Memorandum of Incorporation, the Board charter, Board Committee Terms of Reference, declaration of interest forms, the rights and duties of directors, the risk report and the strategic plan.

#### **Remuneration of Directors and members of Committees**

The Independent Non-Executive Directors and Board Committee members receive no remuneration. Executive Directors shall be entitled to such remuneration as is agreed from time to time by the Human Resource Committee.

#### **Conflicts of interest**

All Directors are obligated to disclose any conflict or potential conflict of interest at each Board and Board Committee meetings.

#### **Company secretary**

The Institute does not deem it necessary to appoint a full-time Company Secretary. The Chief Executive Officer with the guidance of Chris Wilson from Kilgetty Statutory Services (Pty) Ltd is responsible for ensuring compliance with relevant legislation and regulations. He is further responsible for continually updating the Board on legislative and/or regulatory developments. Due to some Independent Non-Executive Directors also being Non-Executive Directors of public entities listed on the Johannesburg Securities Exchange, these Directors are regarded as being more aware of Corporate Governance practices and requirements than the general director.

# OUR COMMITTEES



*Ivor Sindler*  
**Consultant,  
Moore Stephens**



*Bernard Osrin*  
**Bernard Osrin &  
Associates  
Financial Advisors**

## OPERATIONAL BOARD COMMITTEE

The operations of the Institute are guided by the Operational Board who have a Terms of Reference and a set of Standard Operating Procedures and Operational Memoranda. The Executive are responsible for the day to day management of the organization under specific delegation. The Operational Board is chaired by Eddie Noyons and considers and advises on all operational matters including capital expenditure, training and development, station and volunteer management, operational procedures and emergency medical care.

## AWARDS COMMITTEE

The Awards Committee is a sub committee of the Operational Board, chaired by Howard Godfrey and considers, on an ad hoc basis, any nominations for awards within the NSRI. The committee meets as necessary in response to exceptional incidents to ensure that awards are current and appropriate to the acknowledgement of rescue activities.

## AUDIT COMMITTEE

The Audit Committee is chaired by Ivor Sindler. This Committee considers matters pertaining to good corporate governance arising from the Institute's business, covering areas such as cash flow, expenditure, internal controls and external audit. The Audit Report is set out on page 86 of the integrated report.

## HUMAN RESOURCES MANAGEMENT COMMITTEE

The Human Resources Management Committee is chaired by an independent Non-Executive Director, Viola Manual. This Committee assists the Governance Board to consider nominations received from members and short listing them for the board and ensures that the remuneration of the Ex-Officio Directors is fair and reasonable. The Committee is currently reviewing a market survey and job evaluation to ensure that remuneration is appropriate and that retention of key personnel is probable. DG Capital have undertaken an independent benchmarking exercise.

## INVESTMENT COMMITTEE

The Investment Committee is chaired by Bernard Osrin. This Committee assists the Governance Board on how the surplus funds and non-surplus funds of the Institute should be utilized to ensure that the return on the Institute's funds is optimized within the constraints of the Institute's risk profile and investment mandate.

## RISK COMMITTEE

The Risk Committee is chaired by an independent Non-Executive Director, Deon Cloete. This Committee has the responsible for identifying and addressing the management of all operational, reputational and financial risk. The Risk Committee specifically maintains an active risk register and heat map with targeted interventions to manage risk and opportunity.

## OUR HONORARY LIFE GOVERNORS

Honorary Life Governors are individuals who have made an exceptional and outstanding contribution to the NSRI over a number of years and have more to offer to the institute in the future. Honorary Life Governors should have served on the Operational or Governance board unless there are other compelling reasons for the individual to be included.

The role of Honorary Life Governors is;

- To act as wise counsel to NSRI
- To facilitate fundraising by introducing funders
- To vote at the AGM
- To attend any meeting of the NSRI as they see useful



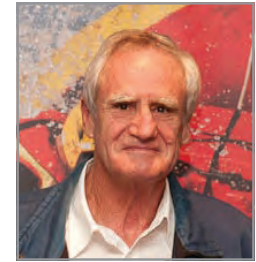
*Dave Abromowitz*



*Allan Cramb*



*Howard Godfrey*



*Ian Hamilton*



*Chris Hudson*



*Brian Hustler*



*Ian Strachan*



*Hennie Taljaard*

## Directors, Operations Board Members and Honorary Life Governors

	Non Exec	Exec	OBM	HLG
Male	7	3	5	7
Female	2	1	0	0
Per definition Black	3	0	0	0
White	6	4	5	7
Foreign Nationals	0	0	0	0

# OUR GOVERNANCE BOARD



**Peter Bacon (67) (British)**  
Fellow of the Institute of  
Hospitality (FIH)  
**Chairman**

**Other directorships include:**  
The Elgin Wine Company,  
Woolworths, Sun  
International Limited.

Peter was previously with  
the Sun International group  
of companies for 34 years.  
He was Chief Executive of  
Sun International's South  
African operations from 1993  
and Group Chief Executive  
for the last four years of his  
employment with the group.

He joined the Board in 2005.

He is a member of the  
Investment and HR  
Committees.



**Ronnie Stein (64)**  
BComm, CA (SA)  
**Vice Chairman**

**Other directorships include:**  
Foschini Ltd.

Ronnie serves as Chief  
Financial Officer and Member  
of Operating Board at  
Foschini Ltd and served as its  
Group Financial Director. He  
has been Executive Director of  
Foschini Ltd., since 1999. He  
serves as Trustee of Foschini  
Group Retirement Fund. He  
is Chartered Accountant  
from Institute of Chartered  
accountants of South Africa.

He joined the Board in 2013.

He is a member of the Audit  
and Investment Committees.



**Eddie Noyons (62)**  
Mining Engineer  
**Chairman of the  
Operational Board**

Eddie's dream had always  
been to join the Merchant  
Navy but due to red/green  
colour blindness he was not  
accepted. An underground  
tour at Gold Fields set his  
heart in a different direction  
and he studied Mining  
Engineering. He was soon  
seconded to the Chamber of  
Mines Research Organisation  
in Johannesburg before  
moving into sales and  
marketing positions in the  
mining industry. Towards the  
end of 1986, he decided on a  
radical change of scenery and  
bought a holiday resort on the  
KZN – South Coast at Uvongo.  
He and his wife, Naomi,  
signed up as NSRI volunteers  
at Station 20 Shelly Beach,  
where he was later elected as  
Station Commander.

He joined the Board in 2013.

He is a member of the Risk  
and Awards Committees.



**Chris Nissen (55)**  
BA (Hons), MA  
**Independent  
Non-Executive Director**

**Other directorships include:**  
Ascension Properties  
Limited (Chairperson),  
Cape Empowerment Trust  
(Chairperson), Standard Bank  
Group and Woolworths.

Chris was previously the  
Chairperson of South Atlantic  
Fishing (SAFCO) and he has  
been a director of Sea Harvest  
Corporation and JCI. He has  
been extensively involved  
in the development and  
upliftment of communities  
both as a Minister in the  
Presbyterian Church and as  
a community leader, serving  
in a number of capacities  
including Chairperson of the  
Western Cape ANC. He has  
executive experience in a  
number of industries and as  
a Non-Executive director has  
proactively led transformation  
at a number of listed  
companies.

He joined the Board in 2013.

He is a member of the HR  
Committee.



**Dave Robins (59)**  
Business Science, UCT  
**Independent  
Non-Executive Director**

**Other directorships include:**  
Pick n Pay and JML

Dave was born in Ndola,  
Zambia and spent years  
in business, both in large  
multinationals and small  
business ventures. David has  
spent many years as an active  
crewman at Station 3.

David was previously Deputy  
Chairman of Pick n Pay Stores  
Limited and continues to  
serve on the Board of the  
company as non-executive  
director.

He joined the Board in 2008.

He is a member of the  
Audit, HR and Investment  
Committees.



**Deon Cloete (48)**  
BCom, MBL  
**Independent  
Non-Executive Director**

**Other directorships include:**  
ACSA

Deon has 27 years' experience in the airport and aviation industry; his experience is further enhanced by having served in the fields of both airports and airlines. Deon has served at all of the ACSA Airports; initially at the then Johannesburg International Airport. He then served as General Manager for Durban International and National Airports, and most recently Cape Town International Airport after his appointment as General Manager in August 2008. During 2000/2001 Deon was seconded to South African Airways where he served in the capacity of General Manager: Passenger Support Services. Deon has been a member of the ACSA Executive for the last 13 years.

He joined the Board in 2013.

He is Chairman of the Risk Committee.



**Nontsi Kunene (40)**  
National Diploma, Maritime  
Studies  
**Independent  
Non-Executive Director**

Nontsi has been in the port service for 10 years. She started in the maritime field as a cadet and later qualified with a Deck Officer's certificate of competency. She was a Tug Master in the Port of Richards Bay, later going to Rotterdam for pilot training and qualified as a Marine Pilot in the Port of Richards Bay. She was appointed Marine Operations Manager and later as Harbour Master for the Port of East London. She joined SAMSA MRCC in 2009 as MRCC Chief and is currently the Head of Maritime SAR Operations.

She joined the Board in 2010.



**Rob Stirrat (62)**  
**Independent  
Non-Executive Director**

Rob joined Unilever in Durban after completing his National Service in the Navy, and later transferred to Cape Town. He started an electrical agency business in 1979 which it is still operating successfully today.

Rob started his Sea Rescue career at Granger Bay as crew and progressed to Station Commander, then on to Chairman of NOTC for 20 years before Chairing the new Operational Board for its first year.

He joined the Board in 1993.

He is a member of the Risk and Awards Committees.



**Viola Manuel (42)**  
Masters in Business  
Administration (MBA)  
**Independent  
Non-Executive Director**

**Other directorships include:**  
SAREBI and WPRU

Viola started her career at South African Airways, working her way up to Head of Department for Training: In-flight Services. After leaving SAA to get her MBA, she started a human resources company focusing on learnerships, training and organisational development before returning to Cape Town to head up the Cape IT Initiative. Viola was appointed executive director at the Chamber of Commerce in 2011.

Viola is currently consulting.

She is Chairman of the HR Committee.



**Chris Wilson (40)**  
FCIS  
**Company Secretary  
(Pro bono)**

**Other directorships include:**  
Institute of Chartered Secretaries

Chris is the Managing Director of Kilgetty Statutory Services (Pty) Ltd. Chris is a Fellow member of the Institute of Chartered Secretaries and Administrators of Southern African and a registered member of the Professional Practice Group, the Chairman of the Western Cape Branch of the Institute and a Director of the Institute of Chartered Secretaries and Administrators of Southern Africa.



*Dr Cleeve Robertson*  
MB ChB  
**Chief Executive**

Dr Cleeve Robertson has spent his entire career caring for sick or injured people in their hour of need and has spent much of his free time out on the water or underwater.

After graduating from UCT in 1983, he worked at Groote Schuur Hospital, Red Cross Children's Hospital, Somerset Hospital and the South African Military Health Services. In 1990 he began a journey of 23 years in the Emergency Medical Services, except for a year in the private healthcare sector when he and Dr Pete Malan established the Emergency Centre at Constantiaberg MediClinic.

During his time at EMS he was Principal of the Ambulance Training College and held leadership positions on several National Committees.

Before joining Sea Rescue in 2013, he served for twelve years as the Head of the Emergency Medical Services for the Western Cape Provincial Government, establishing a comprehensive EMS System in the Western Cape with quantitative and qualitative performance metrics matching many first world services. It is the only system in South Africa with an integrated Emergency Medicine Division that teaches and trains specialist Emergency Medicine Physicians to staff Emergency Centres.

Cleeve is motivated by gathering and sharing knowledge and is registered as an Emergency Medicine Specialist with the Health Professions Council of South Africa. In 1986 he attended the Diving and Submarine Medicine Course at the Institute for Maritime Medicine in Simons Town which he passed with distinction Order of Merit One. He has continued to study and has completed a diverse range of courses including for example CPR instructor course, Advanced Trauma Life Support instructor course, the Helicopter Underwater Escape Training, High Angle Rope Rescue course, Advanced Cardiac Life Support course, Class III and IV Commercial Divers Course and Divers Alert Network (DAN) Oxygen Administration Instructor course. He has lectured on Emergency Care, Aviation Healthcare, Disaster Medicine and Emergency Medicine. He has presented papers at local and international conferences and published articles on a range of topics. He has authored a number of handbooks and manuals. In recognition of his service to Emergency Medicine he was made a Fellow of the Emergency Medicine Society of South Africa in 2013.

Cleeve is an adventurer - he has spent over 3 000 hours diving both on SCUBA and Surface Supply, he has ridden the Argus Cycle Tour, run the Two Oceans Marathon, sailed in numerous regattas including Rothmans Week and he has climbed Kilimanjaro. A keen photographer, his work has won numerous awards and has been published in Divestyle magazine. His love of the mountains and his passion for medical rescue drove him to establish the Wilderness Search and Rescue structure in the Western Cape where the medical condition of the injured patient now defines response parameters.

He has served as Chairman of the Atlantic Underwater Club, National Ocean Watch, Underwater Africa and the Western Province Underwater Union and as Medical Officer for the South African Underwater Union and CMAS Instructor Training body. He led the Medical Team in the 1995 World Cup and was Medical Co-ordinator for the 2004 Olympic Bid. He served as the Honorary National Medical Advisor for the National Sea Rescue Institute since 2003, and successfully raised funding for R1.7m worth of medical equipment for the rescue bases.



*Ian Wienburg (63)*  
**CEO  
(Retired)**

Ian first joined Sea Rescue as a volunteer at Station 3 (Granger Bay) in 1971. At the time he was working for Woolworths and later moved on to head up the Voltex Group in the Cape. In 1994 Ian was asked to take the helm of the institute as CEO. He stepped in during the time of crisis and with his gutzpa turned the organisation into a profitable business. After 20 years as CEO he retired but remains involved on fundraising projects. Ian was awarded the Rotary Paul Harris award, the Marmion Marsh Trophy, The Oceana Power Boat Club Safety Award and the SASAR Andre Bothas Award. He is a Rotarian and member of the Friends of the Sea Point Pavilion.



*Mark Koning (58)*  
**Executive Director:  
Finance**

Mark joined the NSRI in 2000 and was appointed as a director in 2003. He holds the qualification B.Compt (Unisa) with majors in accounting and economics. Prior to joining the NSRI he was the financial manager of the Cape Town Philharmonic Orchestra.



*Mark Hughes (55)*  
**Executive Director:  
Operations**

Mark has been an active member of the NSRI since joining Station 19 (Richards Bay) in 1978. Mark stood as Station 19's Deputy Station Commander for many years and as Station Commander for 7 years. He was awarded the Paul Harris Fellowship award from Richards Bay Rotary Club in 2010 in recognition of his service to the community. He was appointed to the Board of Directors in November 2011. Prior to joining NSRI Head Office Mark worked for Tongaat Hulett Sugar and holds a National Technical Diploma in Industrial Automation and Electronics.



*Meriel Bartlett (44)*  
**Executive Director:  
Organisational  
Support**

Meriel holds a Bachelor of Social Science (Industrial Sociology) through UCT. She has 20 years' experience in marketing and communications. She began her career working at the Natal Sharks Board and then worked in a number of technology companies. She spent four years with the Heart Foundation before joining Sea Rescue in 2004 and was appointed to the board in 2005. Determined not to be just a pen pusher, she donned a wetsuit and did time as a rescue volunteer at Station 9 (Gordon's Bay).



## Executive Director and Management Team

Position	Name	NQF	Highest Qualification	Age	Service	Gender	Race
CEO	Dr Cleeve Robertson	10	MB, ChB	55	> 1	M	W
Executive Director: Finance	Mark Koning	7	B Compt, Unisa	58	14	M	W
Executive Director: Operations	Mark Hughes	6	National Diploma Elec Eng & Cont Sys, Dbn Tech	55	3	M	W
Executive Director: Organisational Support	Meriel Bartlett	7	B Soc Sc. Industrial Sociology, UCT	44	10	F	W
Fundraising Special Projects (Former CEO)	Ian Wienburg	4	Grade 12	63	20	M	W
Operations Manager	Brett Ayres	8	BSc (Hon), Geology	33	> 1	M	W
Communications Manager	Andrew Ingram	6	National Diploma Photography, UPE	49	4	M	W
Head: Donor Support (Customer Services)	Alison Smith	4	NDF 4, (Real Estate)	50	4	F	W

## Employee Demographics

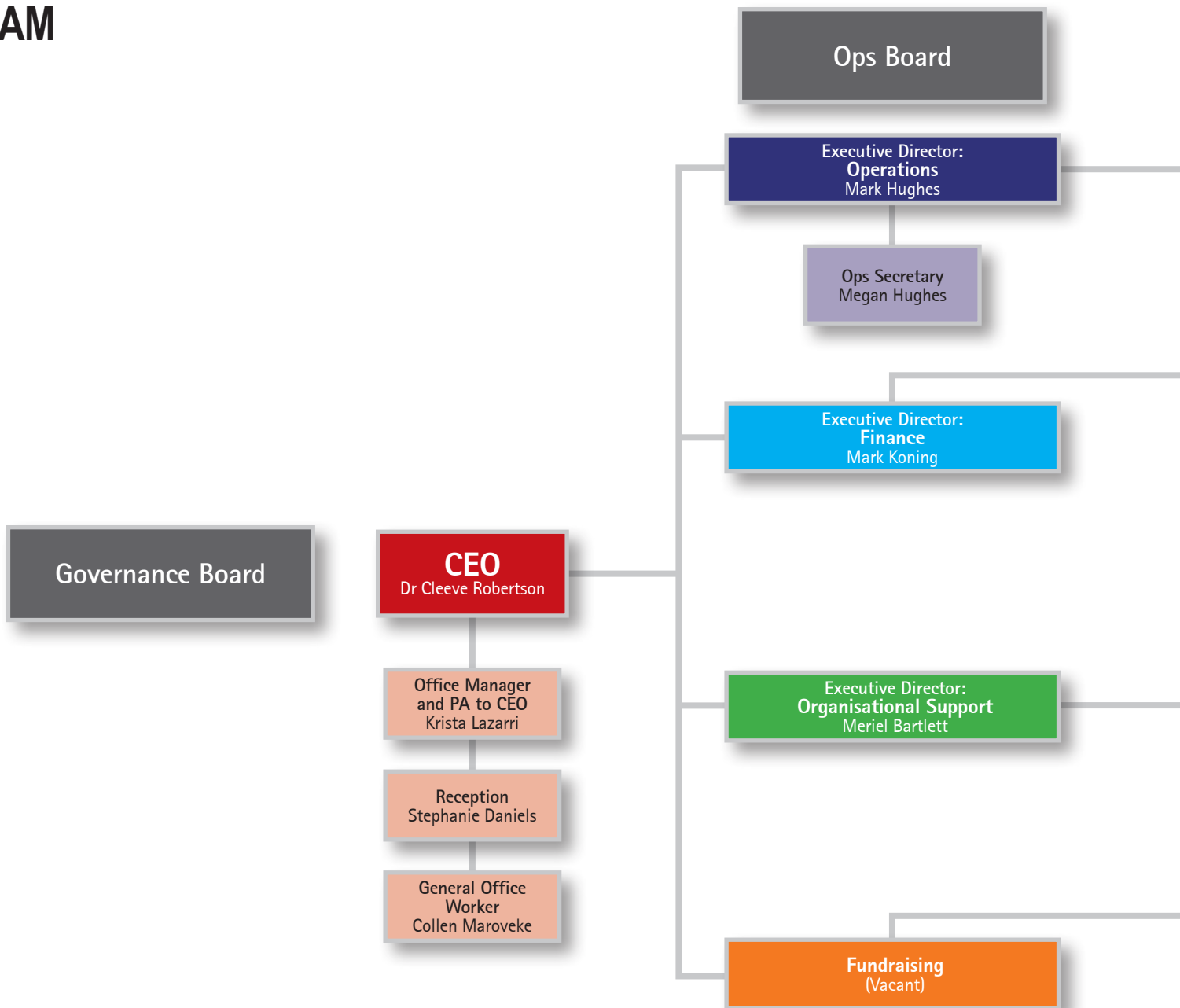
	Full Time	Part Day/Time	Left Service	Total
Male	7	8	1	16
Female	10	11	3	24
Per definition Black	3	9	2	14
White	13	10	2	25
Foreign Nationals	1	0	0	1

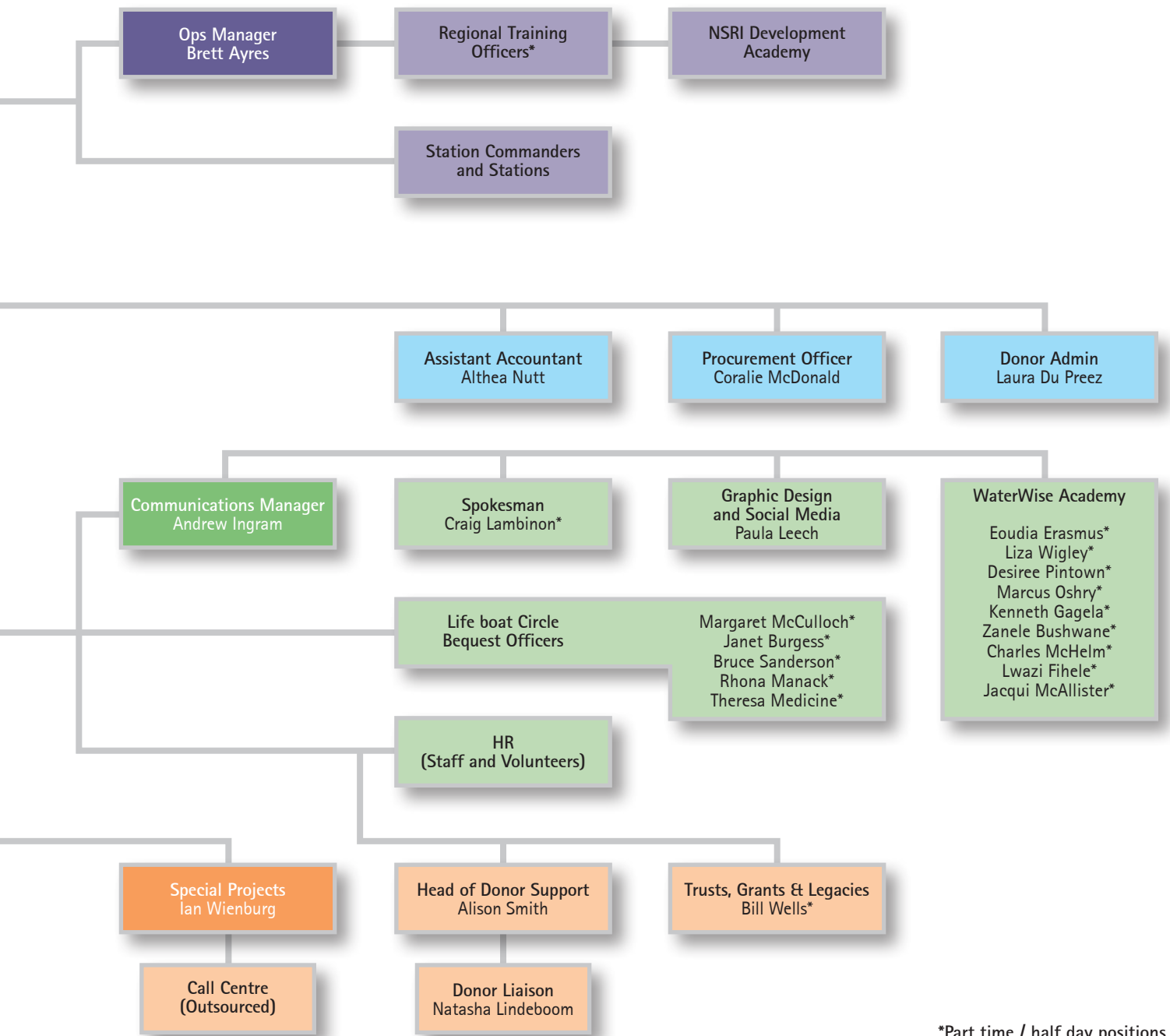
## Reasons for leaving

Salary and benefits	0
Retired/Deceased	4
Retrenched	0
Other	0

Retirement age is 63

# OUR SUPPORT TEAM





\*Part time / half day positions

LIKELIHOOD	CONSEQUENCE				
	Very Low (1)	Low (2)	Medium (3)	High (4)	Very High (5)
Almost Certain (5)	Minor	Moderate	Major	Extreme	Extreme
Likely (4)	Minor	Moderate	Major	Major	Extreme
Possible (3)	Insignificant	Minor	Moderate <sup>2</sup>	Major	Extreme <sup>1</sup>
Unlikely (2)	Insignificant	Minor <sup>5-13</sup>	Moderate <sup>3-4</sup>	Moderate	Major
Rare (1)	Insignificant	Insignificant	Minor	Moderate	Major

<b>Extreme</b>	Critical event resulting in intervention of Board and Executive Management. Even may have major financial, operational and/or reputational loss. Act immediately to mitigate the risk (focussing all available resources).
<b>Major</b>	Critical event resulting in intervention of Executive Management. Event may reduce ability to achieve business objectives and short term/medium term disruption of services. Act immediately to mitigate the risk. If these controls are not immediately accessible, set a timeframe for their implementation and establish interim risk reduction strategies for the period of the set timeframe.
<b>Moderate</b>	Take reasonable steps to mitigate the risk. Implement administrative controls. Event may disrupt normal operations, but with limited effect on the achievement of strategy and objectives.
<b>Minor</b>	Take reasonable steps to mitigate and monitor the risk. Institute controls in the long term. Event will be coped with in short term through normal management processes.
<b>Insignificant</b>	Monitor and control. Event will be coped with through normal management processes.

**1.** Public unable to reach NSRI by telephone in emergencies (15). **2.** Volunteers become incapacitated by ill health or injury (9). **3.** Brand reputation is threatened (6). **4.** Fraud within NSRI (6). **5.** Failure of launching equipment (4). **6.** Engine failure on a boat (4). **7.** Insufficient Coxswains to maintain operational capacity (4). **8.** Interpersonal conflict on the station (4). **9.** Buildings and equipment damaged or destroyed by fire (4). **10.** Outbound centre becomes incapacitated (4). **11.** Executive management become incapacitated (4). **12.** Erosion of slipways and damage to stations by rising sea levels (4). **13.** Financial, Fundraising and Operational IT Systems not integrated (4).

\* The figures in brackets represent the risk rating

# OUR INTERNAL CONTROL AND RISK MANAGEMENT

## Internal Control

The Institute maintains systems of internal control over operations, regulatory compliance as well as the safeguarding of assets against unauthorised use or disposition.

Systems are designed to provide reasonable assurance to the Institute's management and Board regarding internal control, the preparation of reliable published financial statements and the safeguarding of the Institute's assets.

Any identified deficiencies in the system of internal controls are corrected immediately to improve these systems. An effective internal control system can provide only reasonable, but not absolute, assurance with respect to financial statement preparation and the safeguarding of assets.

Therefore, inherent limitations to the effectiveness of any system of internal control exist, including the possibility of human error and the circumvention or overriding of controls. Furthermore, effectiveness of an internal controls system change with circumstances. The Audit Committee regularly receives reports on and reviews the effectiveness of internal controls and the exercise of delegated authority.

As part of an internal audit during the year, an assessment of various internal control functions across the Institute was carried out and found acceptable. No major deficiencies were identified.

## External Audit

It is the responsibility of the external auditor, Cecil Kilpin & Co to report on whether the annual financial statements are presented in compliance with International Financial Reporting Standard (IFRS). They perform an assessment of internal controls as part of the audit, but the preparation of the annual financial statements remains the responsibility of the Directors.

Where the external auditors are appointed for non-audit purposes, such as tax compliance services, the Audit Committee must approve these services prior to providing such pre-approval in line with anti-conflict guidelines designed to maintain independence, and ensure these are in line with independence requirements.

## Internal Audit

The internal audit function is the ongoing responsibility of the Audit Committee. However, due to the active involvement of management and the Audit Committee and the size and nature of the Institute, a permanent internal audit function has not been established.

The internal audit function contributes to improved operations by examining and evaluating operational activities, identifying relevant risks and affirming the accuracy and effectiveness of internal control systems.

It has the responsibility of monitoring risk, the accuracy of information within the Institute, compliance with standard operating procedures, regulatory compliance by the Institute and its employees, the economic and efficient use of Institute resources and output quality control.

The strategy for 2014/15 will include outsourcing Internal Audit to an accounting firm on a pro bono basis.





# OUR PERFORMANCE

The Institute has achieved the following during the period under review;

- Achieved greater than the targeted number of children educated through the WaterWise Academy
- Saved more than 1 000 lives through the rescue services and impacted on more than an estimated 10 000 related lives of family, colleagues and friends
- Maintained an excellent standard of media and marketing communication as evidenced by the PICA Award for the magazine
- Remained within budget and exceeded the targeted surplus for the year (R27.738m)
- Motivated an above average number of bequests and legacies (R5.8m)
- Exceeded the number of coxswains targeted for training (33)
- Continuously strives to achieve compliance with sound corporate governance principles
- Complied with the principles of King III in terms of prescripts for corporate governance

The quality of services provided remains high in the opinion and on the evidence of the patients we rescue and the respect of other emergency services is acknowledged.

Unfortunately the rate of fatal drowning continues to remain constant at 2.7/100 000 per annum.

The Institute invested R2.121m directly in the local marine industry and R12.180m in the economies of towns along the coast and inland.

We provide essential services to coastal airports (Durban, Cape Town, Port Elizabeth, East London, Durban) in sustaining their licences in support of the aviation and tourism industries. These services cannot operate without the guarantee of services by the NSRI.

The NSRI performed 75 medical casualty evacuations from ships at sea thereby supporting the shipping industry and maintaining South Africa's reputation as a caring maritime nation.

# OUR OUTLOOK

## **Employment Equity**

The Institute has the commitment to create a workplace in which able individuals, regardless of their background, race or gender can develop rewarding careers at all levels. The Institute continues to re-organise its Board and management in order that it is appropriately representative of the South African demographic.

## **Skills Development and Training**

The Institute prioritises ongoing training to facilitate continual development of all staff and crew members.

## **Health and Safety**

The Institute is committed to a safe and healthy working environment for all staff members and crew members.

The challenges and uncertainties that NSRI faces include;

- Evolving demand from an increasing coastal population
- Increasing population of subsistence fishers
- Increasing or changing regulation and Red Tape
- Funding dependency and risk
- Accelerating technology particularly in Information Communication Technology
- The volunteer capacity within South African communities
- Cost and sustainability particularly with dependency on fuel and imported product

Performance to date indicates a stable and increasing stream of income through individual giving and a more challenging environment in corporate giving. Opportunities within a broader range of income areas exist and will be developed.

On the current financial data the NSRI is a going concern and sustainability secure in the medium to long term.

# SUSTAINABILITY REVIEW

The Institute is a non-profit organization that derives its income through a range of activities, including donations, retail or commercial activity.

The model of income generation is currently largely dependent on individual donations (62%) and there is opportunity to diversify income streams through commercial activity (clothing sales, eLearning, eSales), Government (2/36 National Departments, 1/9 Provinces and 4/278 Local Government Structures), events, corporates and legacies and bequests.

Donor awareness and commitment is created and sustained by a well-organized media and marketing campaign essential to maintaining funding flow. Rescues are well communicated and donors easily relate their inputs with outcomes in lives saved. Rescue Services are delivered on an entirely volunteer model and the capacity to recruit and train volunteers has been sustained. Future sustainability of volunteers in smaller communities with lower economic capacity may challenge this model.

A current gap in the Institute's capacity to respond is the lack of a national emergency number system that routes all sea rescue emergency call incidents to the NSRI and improves its responsiveness.

The capacity to produce appropriate rescue craft locally (a dependency that is created by the poor state of the maritime industry), the affordability of imported technology (e.g. outboard engines) with a constantly deteriorating exchange rate and the rising fuel costs create challenges to service sustainability only met by greater income generating effort.

The preventative and advocacy outputs that result in child awareness, self-help capacity and the prevention of drowning are dependent on educator funding currently provided by the NPA (National Ports Authority) and Departments of Agriculture/ Local Government in the Western Cape. Reaching millions of children can only be achieved by mainstreaming this education in schools or massively increasing educator numbers. The Institute has directly saved almost 200 000 lives (186 000 children taught, 700 lives rescued) in the period and indirectly on ten times that in terms of family and loved ones dependent economically, socially or emotionally on those lives.

## Risks and Opportunities

The currently identified risks to the ability of the Institute in achieving its mission are personal injury, fraud, poorly developed ICT systems, brand reputation and lack of a National Emergency Number System.

Personal injury is being managed through improved training, emotional resilience development and a wellness program that includes a focus on physical, mental and emotional currency. Fraud detection is being actively pursued through the consideration of financial risk interrogation products. An ICT strategy is presented to address individual solutions and their integration across the range of information and business processes in the organization. The emergency number issue will be dealt with through relationship development with cellular providers, the creation of a national dispatch point and the promotion of GIS location based personal solutions for recreational and subsistence water users (SafeTRX, MySOS).

Opportunities exist in diversifying income streams (Government, Retail, eSales) improving personal safety through wellness and new technologies (AIS, AIS MOB, Hybrid Lifejackets) and establishing collaborative relationships (SafeTrx, 112).

The opportunity of prevention through mainstreaming drowning prevention programs in the school curriculum will be actively pursued.



# 2013/2014 MEETING ATTENDANCE SCHEDULE

## Governance Board

	Role	Appointed	Meeting Attendance
Peter Bacon	Chairman of Governance Board	2005	4 of 4
Ronnie Stein	Vice Chairman	2013	3 of 3
Eddie Noyons	Chairman of Operational Board	2013	1 of 1
Chris Nissen	Non-Executive Director	2013	2 of 3
David Robins	Non-Executive Director	2008	4 of 4
Deon Cloete	Non-Executive Director	2013	3 of 4
Nontsi Kunene	Non-Executive Director	2010	1 of 4
Rob Stirrat	Non-Executive Director	1991	4 of 4
Viola Manual	Non-Executive Director	2013	3 of 4
Hennie Taljaard	Non-Executive Director (Retired August 2013)	1995	1 of 2
Chris Wilson	Pro bono Company Secretary	N/A	4 of 4
Cleeve Robertson	CEO	2013	2 of 2
Ian Wienburg	CEO (Retired August 2013)	1996	2 of 2
Mark Koning	Executive Director: Finance	2003	4 of 4
Mark Hughes	Executive Director: Operations	2011	4 of 4
Meriel Bartlett	Executive Director: Organisational Support	2005	4 of 4

## Operational Board Committee

	Role	Meeting Attendance
Eddie Noyons	Chairman of Operational Board	6 of 6
Rob Stirrat	Chairman of NOTC (Retired August 2013)	3 of 3
Ian Wienburg	CEO (Retired August 2013)	3 of 3
Cleeve Robertson	CEO (As at 1 September 2013)	2 of 3
Mark Hughes	Executive Director: Operations	6 of 6
Mark Koning	Executive Director: Finance	6 of 6
Meriel Bartlett	Executive Director: Organisational Support	6 of 6
David Knott	Ops Board Member (Retired October 2013)	2 of 3
Brad Geysler	Ops Board Member (As of October 2013)	3 of 3
Dave Roberts	Ops Board Member	5 of 6
Clive Shamley	Ops Board Member	4 of 6
Mike Elliot	Ops Board Member	6 of 6

## Audit Committee

	Role	Meeting Attendance
Ivor Sindler	Chairman of Audit Committee	4 of 4
Cleeve Robertson	CEO (as at 1 September 2013)	3 of 3
Dave Robins	Non-Executive Director	2 of 4
Hennie Taljaard	Non-Executive Director (Retired August 2013)	3 of 4
Ian Wienburg	CEO (Retired August 2013)	1 of 1
Mark Koning	Executive Director: Finance	4 of 4
Nils Nyback	Cecil Kilpin & Co. Registered Auditors	3 of 3
Ronnie Stein	Vice Chairman of Governance Board	0 of 3

## Human Resources Management Committee

	Role	Meeting Attendance
Viola Manuel	Chairman of HR Committee	2 of 2
Dave Robins	Non-Executive Director	2 of 3
Peter Bacon	Chairman of Governance Board	2 of 3
Cleeve Robertson	CEO (as at 1 September 2013)	2 of 2
Chris Nissen	Non-Executive Director	0 of 2
Ian Wienburg	CEO (retired August 2013)	1 of 1
Hennie Taljaard	Non-Executive Director (retired Aug 2013)	1 of 1

## Investment Committee

	Role	Meeting Attendance
Bernard Osrin	Chairman of Investment Committee	4 of 4
Cleeve Robertson	CEO (As of 1 September 2013)	2 of 2
Dave Robins	Non-Executive Director	1 of 4
Howard Godfrey	Honorary Life Governor	4 of 4
Ian Wienburg	CEO (Retired August 2013)	2 of 2
Mark Koning	Executive Director: Finance	4 of 4
Peter Bacon	Chairman of Governance Board	4 of 4

## Risk Committee

	Role	Meeting Attendance
Deon Cloete	Chairman of Risk Committee	2 of 2
Rob Stirrat	Non-Executive Director	1 of 2
Eddie Noyons	Chairman of Operational Board	1 of 2
Cleeve Robertson	CEO (As at 1 September 2013)	2 of 2
Mark Hughes	Executive Director: Operations	2 of 2
Mark Koning	Executive Director: Finance	2 of 2
Meriel Bartlett	Executive Director: Organisational Support	1 of 2

## Awards Committee

	Role	Meeting Attendance
Howard Godfrey	Chairman of Awards Committee	5 of 5
Rob Stirrat	Non-Executive Director	5 of 5
Chris Hudson	Honorary Life Governor	4 of 5
Andrew Ingram	Communications Manager	4 of 5
Allan Cramb	Honorary Life Governor	2 of 5
Ian Hamilton	Honorary Life Governor	2 of 5
Eddie Noyons	Chairman of Operational Board	5 of 5
Mark Hughes	Executive Director: Operations	5 of 5

# DIRECTORS' RESPONSIBILITIES AND APPROVAL

The directors are required by the Companies Act of South Africa, to maintain adequate accounting records and are responsible for the content and integrity of the annual financial statements and related financial information included in this report. It is their responsibility to ensure that the annual financial statements fairly present the state of affairs of the company as at the end of the financial year and the results of its operations and cash flows for the period then ended, in conformity with the International Financial Reporting Standard for Small and Medium-sized Entities. The external auditors are engaged to express an independent opinion on the annual financial statements.

The annual financial statements are prepared in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities and are based upon appropriate accounting policies consistently applied and supported by reasonable and prudent judgments and estimates.

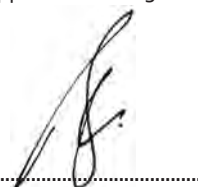
The directors acknowledge that they are ultimately responsible for the system of internal financial control established by the company and place considerable importance on maintaining a strong control environment. To enable the directors to meet these responsibilities, the board of directors sets standards for internal control aimed at reducing the risk of error or loss in a cost effective manner. The standards include the proper delegation of responsibilities within a clearly defined framework, effective accounting procedures and adequate segregation of duties to ensure an acceptable level of risk. These controls are monitored throughout the company and all employees are required to maintain the highest ethical standards in ensuring the company's business is conducted in a manner that in all reasonable circumstances is above reproach. The focus of risk management in the company is on identifying, assessing, managing and monitoring all known forms of risk across the company. While operating risk cannot be fully eliminated, the company endeavours to minimise it by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints.

The directors are of the opinion, based on the information and explanations given by management that the system of internal control provides reasonable assurance that the financial records may be relied on for the preparation of the annual financial statements. However, any system of internal financial control can provide only reasonable, and not absolute, assurance against material misstatement or loss.

The directors have reviewed the company's cash flow forecast for the year to 31 March 2015 and, in the light of this review and the current financial position, they are satisfied that the company has or has access to adequate resources to continue in operational existence for the foreseeable future.

The external auditors are responsible for independently reviewing and reporting on the company's annual financial statements. The annual financial statements have been examined by the company's external auditors and their report is presented on page 86.

The annual financial statements set out on pages 88 to 91, which have been prepared on the going concern basis, were approved and signed by:



.....  
**Ronnie Stein**  
**Director**

Period: 1 April 2013 to 31 March 2014

# INDEPENDENT AUDITOR'S REPORT

To the members of National Sea Rescue Institute of South Africa NPC  
Report on the Financial Statements

We have audited the annual financial statements of National Sea Rescue Institute of South Africa NPC, which comprise the statement of financial position as at 31 March 2014.

## **Directors' Responsibility for the Annual Financial Statements**

The company's directors are responsible for the preparation and fair presentation of these annual financial statements in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities, and in the manner required by the Companies Act of South Africa. This responsibility includes: designing, implementing and maintaining internal control relevant to the preparation and fair presentation of annual financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

## **Auditor's Responsibility**

Our responsibility is to express an opinion on these annual financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the annual financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the annual financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the annual financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the annual financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the annual financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified audit opinion.

## **Basis for Qualified Opinion**

In common with similar associations, it is not feasible for the association to institute accounting control over cash collections from donations, fundraising, subscriptions, legacies and bequests prior to their initial entry in the accounting records. Accordingly, it was impractical for us to extend our examination beyond the receipts actually recorded.

Assets are depreciated in full in the year that they are acquired (2014: R2,941,907) and (2013: R4,186,828), which practice, is not in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities. The provision for the year ended 31 March 2014 on the additions for the year should have been R588,199 (2013: R549,269) based on the straight line method of depreciation using annual rates of 5% for the building and 20% for the equipment. Accordingly, the property, plant and equipment should be stated at 31 March 2014 at the book value that, reasonably stated, amounts to R15,391,494 (2013: R17,037,195).

### Qualified Opinion

In our opinion, except for the possible effects of the matter described in the Basis for Qualified Opinion paragraph, the annual financial statements present fairly, in all material respects, the financial position of National Sea Rescue Institute of South Africa NPC as at 31 March 2014, and its financial performance and cash flows for the year then ended in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities, and in the manner required by the Companies Act of South Africa.

### Other reports required by the Companies Act

As part of our audit of the annual financial statements for the year ended 31 March 2014, we have read the Directors' Report for the purpose of identifying whether there are material inconsistencies between this report and the audited annual financial statements. This report is the responsibility of the respective preparer. Based on reading this report we have not identified material inconsistencies between this report and the audited annual financial statements. However, we have not audited this report and accordingly do not express an opinion on this report.

Cecil Kilpin & Co.  
Registered Auditors  
Per partner: N Nyback

Century City



# EXTRACTS FROM THE AUDITED ANNUAL FINANCIAL STATEMENTS

## DETAILED INCOME STATEMENT for the year ended 31 March 2014

	2014 R	2013 R
<b>Expenditure</b>		
Head quarters	<b>31 500 209</b>	<b>28 068 776</b>
Employee benefits	951 054	735 088
General (electronic banking fees, bank charges, professional fees and commissions)	23 765 820	18 062 339
Insurance	49 122	49 588
Office	1 231 694	1 502 154
Personnel	4 118 933	6 551 425
Property	504 831	350 840
Travel and Accommodation	878 755	817 342
	<b>6 644 684</b>	<b>7 002 640</b>
Fundraising and Public Education		
Employee benefits	33 146	28 801
General	46 177	44 138
Insurance	1 917	2 875
Office	57 108	61 235
Personnel	3 984 005	3 644 685
Magazine and Promotional	2 384 915	3 111 039
Property	19 385	38 496
Travel and Accommodation	118 031	71 371
	<b>14 393 346</b>	<b>10 964 465</b>
Operational		
Administration	532 394	308 677
Boat running	7 951 913	5 539 780
Crew Expenses	502 130	432 536
General	250 918	238 756
Insurance	1 072 520	1 074 279
Personnel	1 527 690	1 079 120
Property	1 237 696	1 226 743
Tracking, SMS, Radio maint and licences	549 109	501 558
Travel and Accommodation	768 976	563 016
	<b>2 941 907</b>	<b>4 186 829</b>
Depreciation		
<b>Total Expenditure</b>	<b>-55 480 146</b>	<b>-50 222 710</b>

**DETAILED INCOME STATEMENT**  
 for the year ended 31 March 2014

	2014 R	2013 R
<b>Income</b>		
Grants	<b>2 152 951</b>	<b>2 288 338</b>
Government	1 642 806	1 530 475
National Lottery Distribution Trust Fund	0	180 000
Public bodies	510 145	577 863
Donations	<b>48 482 734</b>	<b>38 540 407</b>
Clubs	188 435	335 054
Corporate	2 834 221	2 622 666
Debit Orders	38 076 734	28 658 666
Individuals	2 555 612	2 412 420
Other	2 350 349	2 809 860
Shipping	502 320	533 547
Trusts	1 975 063	1 168 194
Members Contributions	<b>990 360</b>	<b>905 683</b>
Ordinary	17 860	54 720
Corporate	972 500	849 063
Clubs	0	1 900
Fundraising	<b>16 914 974</b>	<b>14 892 661</b>
ACSA fee	<b>2 296 115</b>	<b>2 088 782</b>
Investment income	<b>5 477 290</b>	<b>5 815 377</b>
Sundry (insurance claims, manuals, xmas cards, cash discounts, etc.)	<b>1 102 982</b>	<b>956 906</b>
<b>Total Income</b>	<b>77 417 406</b>	<b>65 488 154</b>
<b>Expenditure</b>	<b>-55 480 146</b>	<b>-50 222 710</b>
<b>Operating Surplus / (Deficit)</b>	<b>21 937 260</b>	<b>15 265 444</b>

**INCOME STATEMENT**  
for the year ended 31 March 2014

	2014 R	2013 R
Gross Income	<u>77 417 406</u>	<u>65 488 154</u>
Operating Surplus / (Deficit)	21 937 260	15 265 444
Profit on sale of assets	0	998 656
Legacies and bequests	<u>5 801 590</u>	<u>2 618 981</u>
Surplus for the year	27 738 850	18 883 081
Transfer of Revaluation Reserve	8 575 159	0
Transfer to special funds	<b>-11 876 489</b>	<b>-14 598 262</b>
Rescue Craft Insurance Fund	11 000 000	5 000 000
Replacements of Assets Fund	0	2 000 000
Rescue Craft Improvement Fund	0	5 000 000
Special Projects Fund	876 489	-2 401 738
Rescue Base Establishment Fund	0	5 000 000
Retained surplus for the year	<u>24 437 520</u>	<u>4 284 819</u>
Retained surplus at beginning of year	25 332 231	21 047 412
Retained surplus at end of year	<u>49 769 751</u>	<u>25 332 231</u>

**FINANCIAL POSITION**  
 as at 31 March 2014

	2014 R	2013 R
<b>Assets</b>		
Non - current assets	<b>55 322 247</b>	<b>125 276 422</b>
Property, plant and equipment	5	5
Investments	55 322 242	125 276 417
Current Assets	<b>6 261 924</b>	<b>5 241 866</b>
Inventory	121 385	102 590
Trade and other receivables	1 806 513	2 528 410
Cash and equivalents	4 334 026	2 610 866
<b>Total Assets</b>	<b><u>61 584 171</u></b>	<b><u>130 518 288</u></b>
<b>Equity and Liabilities</b>		
<b>Capital and Reserves</b>	<b>58 811 832</b>	<b>125 512 535</b>
Accumulated funds	49 769 751	25 332 231
Revaluation reserve	0	3 014 711
Special funds	9 042 081	97 165 593
Rescue Craft Insurance Fund	0	24 000 000
Replacement of Assets Fund	0	10 000 000
Rescue Craft Improvement Fund	0	24 000 000
Special Project Fund	9 042 081	8 165 593
Rescue Base Establishment Fund	0	31 000 000
<b>Current liabilities</b>	<b>2 772 339</b>	<b>5 005 753</b>
Trade and other payables	2 772 339	5 005 753
<b>Total equity and liabilities</b>	<b><u>61 584 171</u></b>	<b><u>130 518 288</u></b>





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## **NATIONAL SEA RESCUE INSTITUTE**

1 Glengariff Road, Three Anchor Bay, Cape Town, 8005 | PO Box 154, Green Point, 8051  
Tel: 021 434 4011 | Fax: 021 434 1661 | E-mail: [info@searescue.org.za](mailto:info@searescue.org.za) | Website: [www.searescue.org.za](http://www.searescue.org.za)

**Company Reg. No:** 1967/013618/08 | **NPO Reg. No.** 002 – 870 | **Company Secretary:** Chris Wilson

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