



**NATIONAL SEA RESCUE INSTITUTE NPC**  
Integrated Report 2015





**575**  
RESCUE  
OPERATIONS

 **629**  
PEOPLE  
RESCUED  
(15 CHILDREN)

  
**136**  
ANIMALS  
RESCUED

  
**2 000**  
DROWNINGS



**2015**  
REVIEW  
\* 9 months

 **FUEL  
COSTS**  
R1 098 679

**75 000**  
DONORS

**35**   
RESCUE  
BASES

**83**   
RESCUE  
CRAFT

**28**   
RESCUE  
VEHICLES


**16**   
QUAD  
BIKES


**11**   
TRACTORS

**R82 198 318**  
INCOME



**R70 270 690**  
EXPENSES

 **772**  
MALE  
CREW

 **191**  
FEMALE  
CREW

**1 354**  
RESCUE  
HOURS

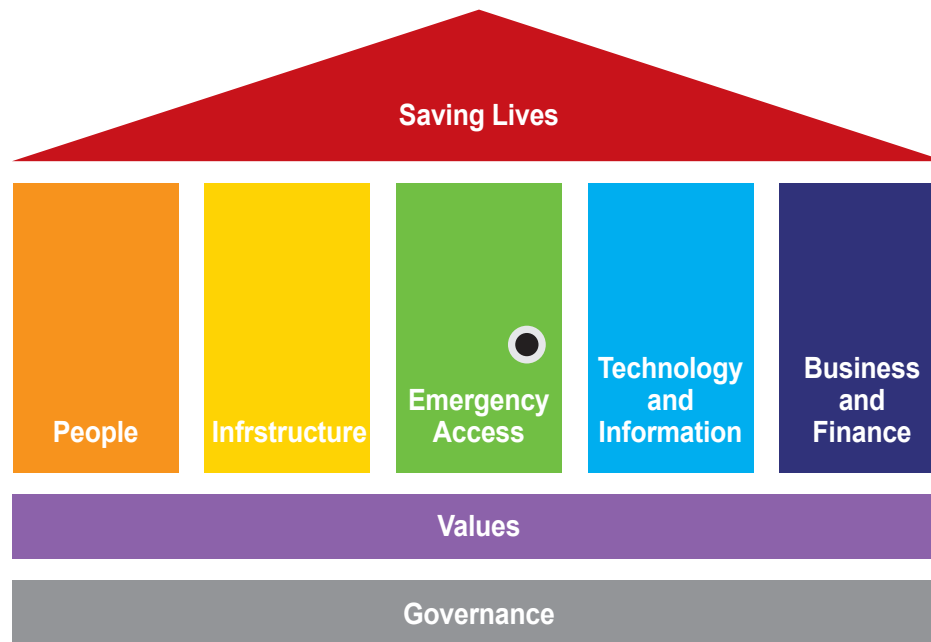


**2 907**  
TRAINING  
HOURS

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Sea Rescue is the charity that saves lives on South African waters. We assist any person or animal in need, without prejudice. Our rescue crewmembers are all unpaid volunteers and we do not charge for rescues. We rely on the generosity of individuals and corporates for funding.

As part of our drowning prevention programme, NSRI runs the WaterWise Academy where children are taught how to avoid danger, what to do in an emergency and how to initiate bystander CPR. We target those most likely to drown – children from poor communities.

Our work can only succeed thanks to caring sponsors and community members with a conscience. The majority of our donors are private individuals and our average donation is R50 a month.

# Overview

The NSRI is a registered NPC Company (No 1967/013618/08) and is registered with the Department of Social Development as a Non-Profit Organisation.

We deliver services including maritime rescue services along the South African coastline (3 000km) and on some inland waters (1 300km) and education, advocacy and prevention of drowning through our WaterWise Academy. The NSRI carried out 575 missions this year rescuing 629 people from incidents involving fishing, boating, sailing, swimming, SCUBA diving, kite boarding, windsurfing, kayaking, surfski paddling, standup paddle boarding and spearfishing. Our WaterWise Academy educates more than 260 000 children around the country (Western Cape, Eastern Cape, KwaZulu Natal, Gauteng) every year in water safety, self-rescue and cardiopulmonary resuscitation.

The organisation is managed administratively by a Head Office in Cape Town and operationally by Station Commanders in each of our 35 stations. NSRI has 18 full-time staff members, 24 half-day staff members, 35 volunteer Station Commanders and 963 volunteer Coxswains (Skippers) and Crew.

Governance is founded in a Memorandum of Incorporation (MOI) and the Governance Board which consists of 4 executive and 10 non-executive members (Directors).

A separate Operational Board (OBC) governs operational activities and consists of 4 executive and 5 volunteer members (regional representatives).

The NSRI income for 2015 (nine months) was R82 198 317 with income generated from individual donations, corporate donations, the Lotto, legacies, membership, events, Government and State Owned Entities (SOE). Expenditure on rescue operations was R19 148 100.

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The organisation continues to consistently raise donations to support operations, however, the fall in the Rand, struggling economy, national investment risk, drought and poor GDP growth raises the prospect of diminished charitable giving going forward. It is unclear whether investment

status will influence international giving from the USA and Europe. No funding was received from the Lotto in this cycle and it is clear that charities cannot depend on consistent funding from this source. We await clarity on the new BBBEE codes and their potential influence on tax free donations from individuals and corporates.

Government and funding from State Owned Entities contributes about 3% of our gross revenue, Individuals 61%, Legacies 8%, Corporates 19%, Investments 2%, Trusts 3%, Levies 1%, Members 1% and Events 2%. Forced Government saving in future cycles, demanded by tighter

fiscal discipline, might restrict the flow of funds to charities. The current low fuel prices haven't flowed through because of Rand depreciation, and expected economies in operational expenditure haven't realised as a result.

Funds invested in local boat manufacture this year totalled R4 923 019 and we spent R6 434 700 in the construction industry through new builds and renovations.

The purchase of a 14m Rescue Vessel from Europe was delayed due to the sudden deterioration in the Rand and investigation into various options indicates that we will

probably procure a vessel of proven design initially and then seek to produce them locally under license in the future. The current projected cost of such vessel would be R19m.

The ultimate bottom line to the NSRI remains the high drowning rate (49/100 000) in South Africa and unfortunately the data we have doesn't indicate a downward trend. Several commercial incidents involving seamen have exacerbated the problem. We plan to improve our data collection and analysis to better inform both our prevention and response. Mothers and children will remain a key focus.



Picture: Marnette Meyer

# Chairman's Report



The 2015 Summer Season was a busy one and an unfortunate reminder of the vulnerability of children and the absolute needs for both prevention of and reaction to incidents of drowning along our coastline.

In December the Board of Sea Rescue reviewed its strategy and very firmly committed to a leadership role in mitigating the impact of drowning in South Africa. Our new Vision of Saving Lives, Changing Lives, Creating Futures reflects our continued commitment to our reactive rescue services that save over 600 lives a year, our prioritisation of advocacy and prevention through our water safety programme that reaches more than 260 000 children and their families every year and our understanding that through the impact on drowning we change lives towards a better future.

Central to this Vision are our over one thousand volunteers, more than two thousand corporate partners, tens of thousands of individuals, many institutions and a passionate and dedicated staff. Partnerships, collaboration, teamwork, cohesion, cooperation..... these are all words that describe the how of the culture that we believe will achieve tangible reduction of water related injury.

*Our gratitude can only be expressed through the visible delivery of our services and the occasional certificate or gift but at board, executive and volunteer level there is deep appreciation for who you are and what you do.*

Sustaining this effort requires continued and consistent funding and Sea Rescue currently delivers resources through a diverse range of income streams that balance risk, particularly in the context of a faltering economy. Our donors are resilient, consistent and dependable and many have been partners over more than twenty years. Our gratitude can only be expressed through the visible delivery of our services and the occasional certificate or gift but at board, executive and volunteer level there is deep appreciation for who you are and what you do.

In the Boardroom and offices of administration, good governance continues to improve systems that ensure competent leadership, diligent financial management, risk balance, people development, safe rescue resources and quality patient care. Our committees meet regularly to hold the executive accountable and ensure that management is responsive to stakeholders needs

and we are appreciative of the passion, enthusiasm and diligence that our staff exhibit in support of volunteers and patients.

The future focus of Sea Rescue is reflected in the resolutions adopted in December 2015 which include prioritising prevention and advocacy against drowning, extending services to include lifesaving,



infrastructure, evolving a Junior Academy and exploring and responding to opportunities presented by the concept of the 'Blue Economy'.

It is my privilege and honour to serve as Chairman of an organisation like the NSRI and for that I thank particularly the volunteers and crew in the bays and beaches of our 3 000km coastline, you are all leaders of South Africa, thank you.

Picture: Yvette du Preez

# CEO's Report



2015 was a short Financial Year for the NSRI as we shifted to a Calendar Financial Year but those short nine months induced a sincere reflection on who we are and what we do.

We estimate that 26 000 people drown in South Africa every year, 2 000 fatal drownings of which 600 are children. If we extrapolate this using the international standard, that 10 times this number of people are involved in a non fatal drowning, then 20 000 people of which 6 000 are children are affected each year. That is the equivalent of 9 sixty-seater buses full. We committed to change those numbers and focus on impact, a difficult task when the 26 000 drownings are distributed across the four corners of South Africa in buckets, baths, pit latrines, rivers, ponds, dams and the ocean.

In pursuit of our Mission of 'Saving Lives on South African Waters' we realise that we have to change our mind-set, eliminate limiting belief and fear, we need a dream, a plan, a good team, motivation, leadership, humility, persistence and the resilience to overcome obstacles. We at Sea Rescue believe we have the core of all those elements buoyed by the inherent passion and enthusiasm resident in every volunteer, donor, staff member and supporter.

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In 2015 we continued to strengthen our strategic pillars through accelerated volunteer and staff development, quality safe rescue resources, improved emergency access through 112 and SafeTrx, better information communication technology and better financial performance than 2014. We maintained our human focus illustrated by the many selfless rescues over long hours in hostile seas, we expressed our values

through our daily work and service and we delivered against our annual plan where our only handbrake was our ability to move bureaucracy along in respect of our land based capital projects.

Revenue streams deliver consistently across all accounts and our current mix of 3% State/SOE, 61% Individual, 8% Legacies and 19%

Corporate reflects a balanced mix. The generosity of our now more than 70 000 donors and partners is a foundation of our sustainability. Gifts in kind, while not quantified in Rands, contribute significantly both locally at station level and centrally at Head Office. Accommodation, transport, courier services, advice, vehicles, equipment, consumables, ICT services... the list is endless, are gratefully received and efficiently deployed.

Call Centre income delivered R60m, an incredible achievement and testimony to our marketers who make hundreds of calls every day to canvas donations across the country. Our Mitsubishi car promotion delivered better than expected, despite the increase in donation requested, delivering R3m more than projected. Face to Face teams in shopping centres nationally have performed amazingly, tactfully engaging donors with stories of rescues and convincing them of the Sea Rescue mission and the need for them to part with R50 a month towards the cause.

We continue our advocacy for drowning prevention through regular engagements with SAMSA and the MRCC and we believe that small vessel (boats, dinghies, boards, canoes, kites) safety can be better achieved by a narrow focus on vessel buoyancy, the active continuous wearing of vessel specific personal flotation devices, access to universal communication devices (cellphones) and skipper education and development. The focus needs to shift from tick box compliance with regulation to a focus on real safety and lives saved.

A visit to Parliament in 2015 underlined a commitment to advocate for the response to and rescue of sick or injured seamen on vessels, from every corner of the world, off the South African coastline. We undertake more than 70 patient evacuations by boat from ships at sea every year and have invested more than R300 000 of donor funds in special equipment to safely treat and lower patients down the 15m sides of large vessels but we believe that this would be more safely performed, for patient and crew, by helicopters of the South African Air Force.

I was well received by the Portfolio Committee for Transport in motivating for helicopter evacuations and there was expressed commitment to address the issue.

We partner with the Department of Environmental Affairs, South African Whale Disentanglement Network, in the person of Mike Meyer to rescue distressed whales and we have worked closely with the Two Oceans Aquarium to rescue turtles towards rehabilitation and release. More than 70 turtles rescued were released recently and those carrying satellite trackers continue to be monitored on their way north on both the east and west coasts (Hondeklipbaai). We have a strong bond with the environment and we join those in advocacy for conservation against marine pollution (sewage, plastics).

Sea Rescue has a fine reputation and our active communication sustains the image of our integrity and sincerity. Our website and magazine are current, relevant and topical and we are always accessible to broadcast media to provide factual information in relation to our mission. Sometimes the messages we share are not popular but are very definitely in the interest of saving lives. We are very sensitive to making sure that we encourage rescue within the boundaries of safety and while we commend individuals on their efforts to save lives we do not support leaping in where inexperience, lack of ability and ego may result in personal injury and death. Many children die because they go to help a friend without the requisite ability and skill, we teach children to think first, choose a safe option and that may mean not getting into the water. Hard choices, hard messages, but life saving!

We believe that mitigating injury and death by drowning in South Africa requires partnerships, cooperation, teamwork and active engagement and we thank our many stakeholders for the support in this important mission.



Picture: Marius Hayes

# Saving Lives

## Reactive Rescue Effort

**575**  
Rescues

**629**  
Persons  
Rescued

**136**  
Animals  
Rescued

Every day and some nights Sea Rescue volunteers get up from their desk, workshop, dinner table or bed and selflessly respond to the call from people or animals they have never met and who may never know them. Collectively they prevent 629 or another 31% more fatal drownings in South Africa, a remarkable effort and a real commitment to South African society. They do this often under austere conditions like those that existed on the night of the Lincoln rescue off Cape Hangklip with howling winds and six metre swells.

They go at their own informed discretion supported by competent leadership, rigorous training and solid equipment, under the cover of continuous communication from attentive and caring shore control.

They go with passion, enthusiasm, confidence and a deep sense of humanity fuelled by the exhilaration only the ocean at its worst can inspire.

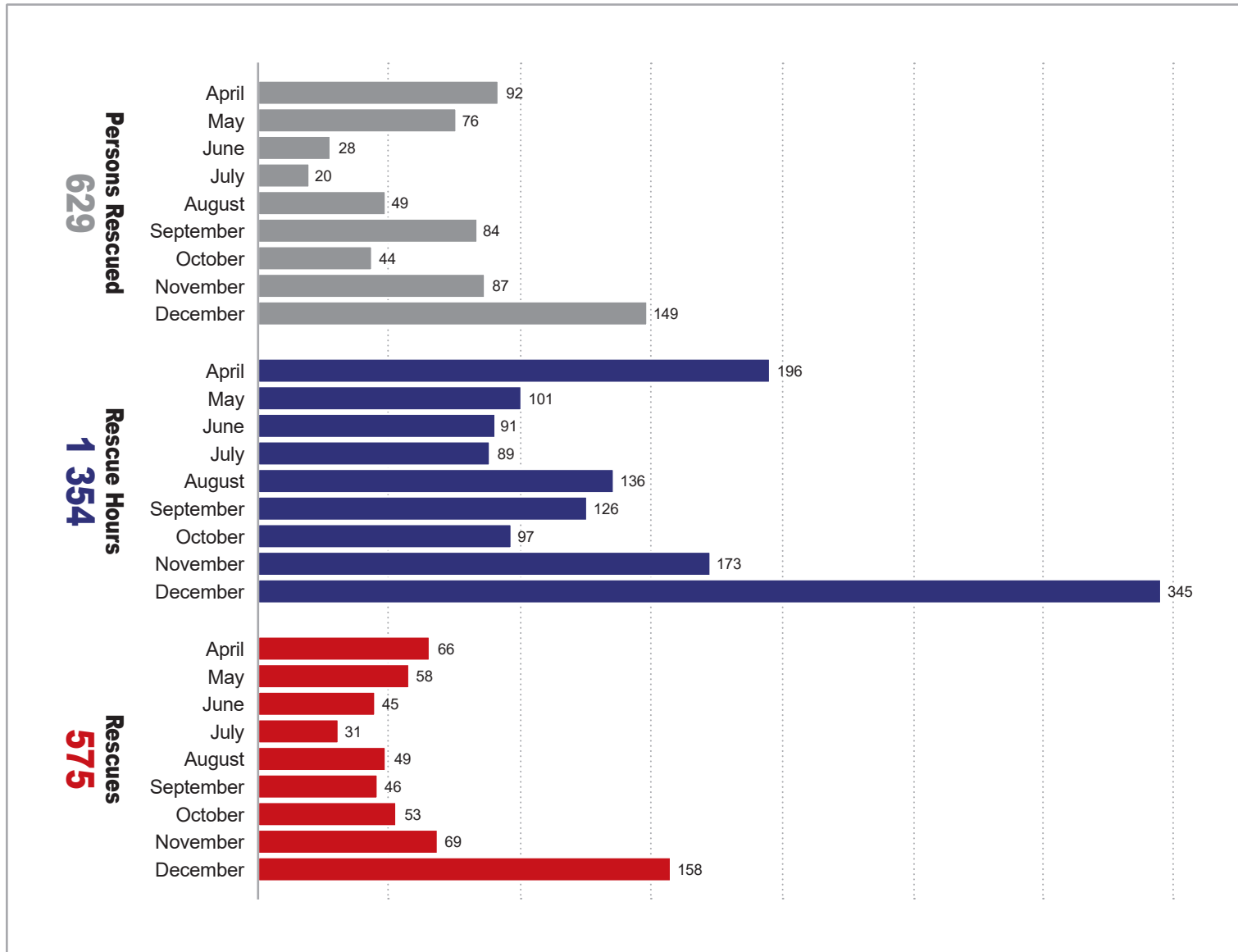
They go for you!

Rescue Base	Rescues	Rescue Hours	Persons Rescued	Animals Rescued	Total Hrs Training
02 Bakoven	9	20	7	-	111
03 Table Bay	23	64	50	-	254
04 Mykonos	30	95	36	-	55
05 Durban	24	73	32	-	188
06 Port Elizabeth	29	42	47	2	56
07 East London	13	19	15	-	89
08 Hout Bay	18	67	18	-	107
09 Gordon's Bay	21	90	14	-	64
10 Simon's Town	37	144	21	3	219
11 Port Alfred	8	15	11	-	63
12 Knysna	9	23	5	-	116
14 Plettenberg Bay	40	44	36	1	80
15 Mossel Bay	14	43	17	1	142
16 Strandfontein	5	4	5	-	47
17 Hermanus	19	40	18	1	69
18 Melkbosstrand	26	38	20	-	112
19 Richards Bay	22	53	21	1	157
20 Shelly Beach	23	30	49	-	38
21 St Francis	11	17	13	-	60
22 Vaal Dam	1	1	1	0	*
23 Wilderness	19	9	16	-	82
24 Lambert's Bay	3	7	6	-	*
25 Hartbeespoort Dam	1	3	0	-	99
26 Kommetjie	24	78	20	1	89
27 Victoria Lake	27	103	32	0	112
28 Port St Johns	1	1	1	-	*
29 Air Sea Rescue Unit	13	19	10	-	54
30 Agulhas	22	62	20	125 🐢	58
31 Still Bay	36	46	33	-	36
32 Port Edward	12	11	17	-	23
33 Witsand	4	19	4	-	132
34 Yzerfontein	10	19	11	-	87
35 Witbank Dam (Established 12/2014)	1	3	-	-	*
36 Oyster Bay	3	9	3	1	2
37 Jeffreys Bay	17	43	20	-	101
<b>TOTAL</b>	<b>575</b>	<b>1 354</b>	<b>629</b>	<b>136</b>	<b>2 907</b>

\* No data - do not use MIS to log stats

 Baby Loggerhead Turtles

1 354 rescue hours, means we spend on average 5 hours per day on rescues  
with an average of 2 people rescued per day.



## Drowning Prevention

Our volunteer Sea Rescue crews put their lives at risk in order to save the life of a stranger. Voluntarily going to sea in the worst conditions, to help people, and sometimes animals, in need.

In the background, often out of the spotlight, are our WaterWise Academy Instructors. This group of proactive, educational specialists are represented in four provinces and taught 195 848 (9 months) children in 2015. Their task is to visit children in a safe learning environment, mostly in the school classroom, and teach them basic water safety.

Sea Rescue CEO, Dr Cleeve Robertson estimates that in South Africa there are 2 000 fatal drownings each year, 600 of which are children. 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. This is the target of our Instructors. From Ceres to Soweto and Khayelitsha.

Our WaterWise Academy Instructors prevent drowning tragedies through education. We teach children, specifically disadvantaged children, how to avoid danger in or near water, what to do in an emergency, who to call for help, how to rescue a peer as well as how to do Hands-on CPR. The interactive presentation, which fits in a single school period, includes learning the emergency number 10177, and is given on school premises at no charge.

In 2015 we launched the WaterWise Academy Recognition Award, which for the first time was presented to Devon Dodd, a Grade 8 pupil at Oakhill School in Knysna for saving the life of a man caught in a rip current. Although Devon was not taught by WaterWise, his clear thinking and use of his surfboard to rescue the man, as well as keeping himself safe, was out of the WaterWise Academy lesson. It is what we teach children. Your own safety comes first and always think your actions through before trying to help someone in difficulty. It is ok to say no.

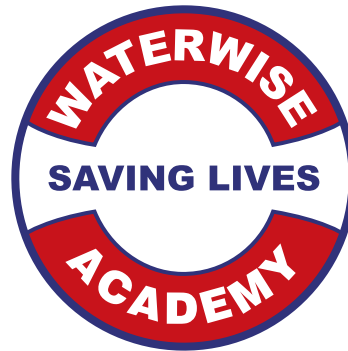
Our WaterWise Instructors have taught over 900 000 children since 2006. This would not have been possible without Transnet National Ports Authority (TNPA) and other corporate funders, who have made significant contributions in helping us achieve our aim of creating a culture of water safety amongst the school children in South Africa.

WaterWise partnered with the Eden Forensic Pathology Department in the running of a water safety campaign over the 2015 holiday period. This included handing out brochures on beach safety, introducing beach buddies to educate beach goers, and issuing bands attached to children's wrists to help officials reunite them with their parents should they be separated. There were no drownings at any of the beaches on which this initiative was run.

The focus for 2016 will be in these partnerships with government, particularly the Department of Basic Education, and other organisations that will work together to reduce drownings on South African waters. Our aim is to teach all 15 million South African children under the age of 15 to be WaterWise.

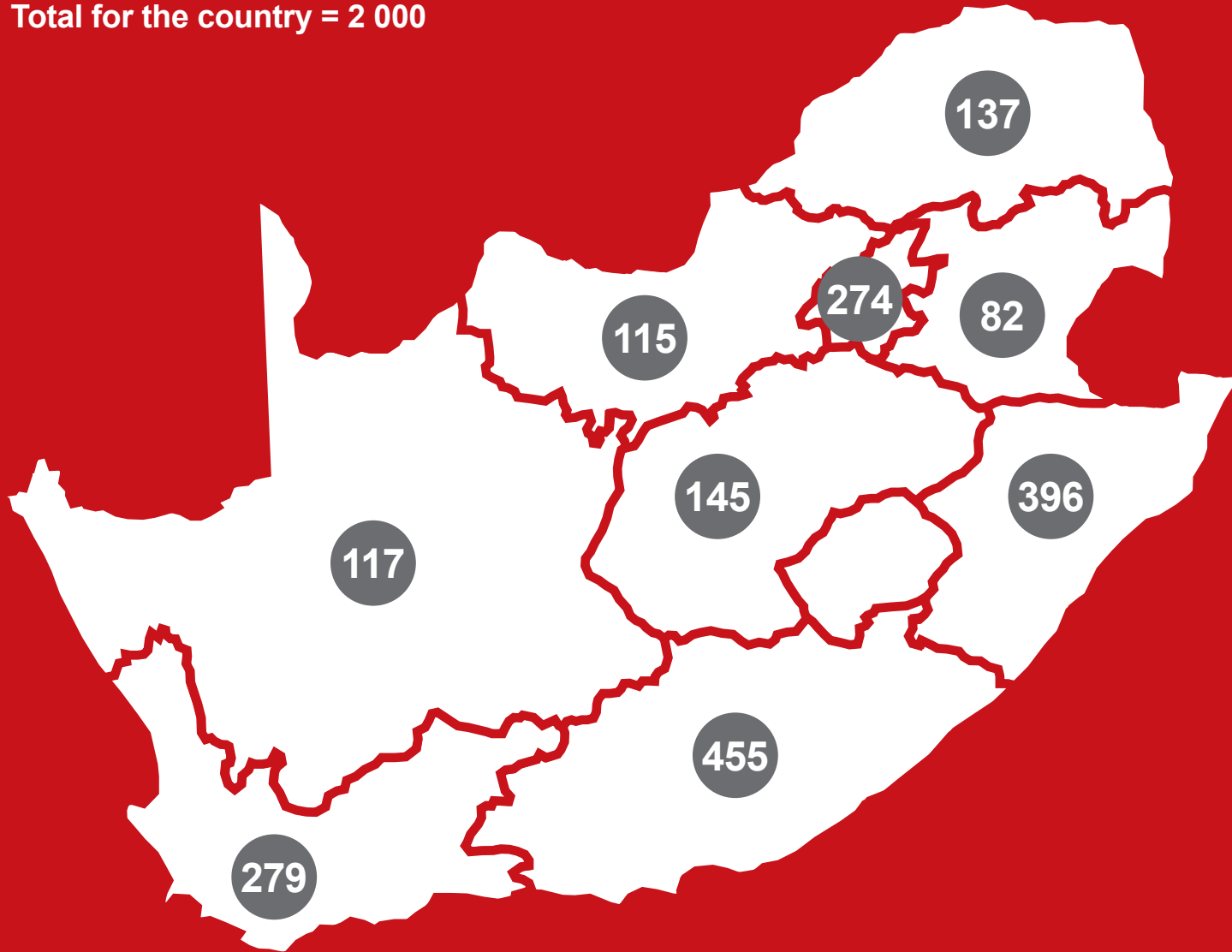
### **WaterWise Academy**

It is estimated that there are 2 000 fatal drownings in South Africa each year, 600 of these are children. We believe that ten times this – 6 000 children – suffer from some form of hypoxic injury after submersion or immersion in water each year.



## FATAL DROWNING NUMBERS PER PROVINCE

Total for the country = 2 000



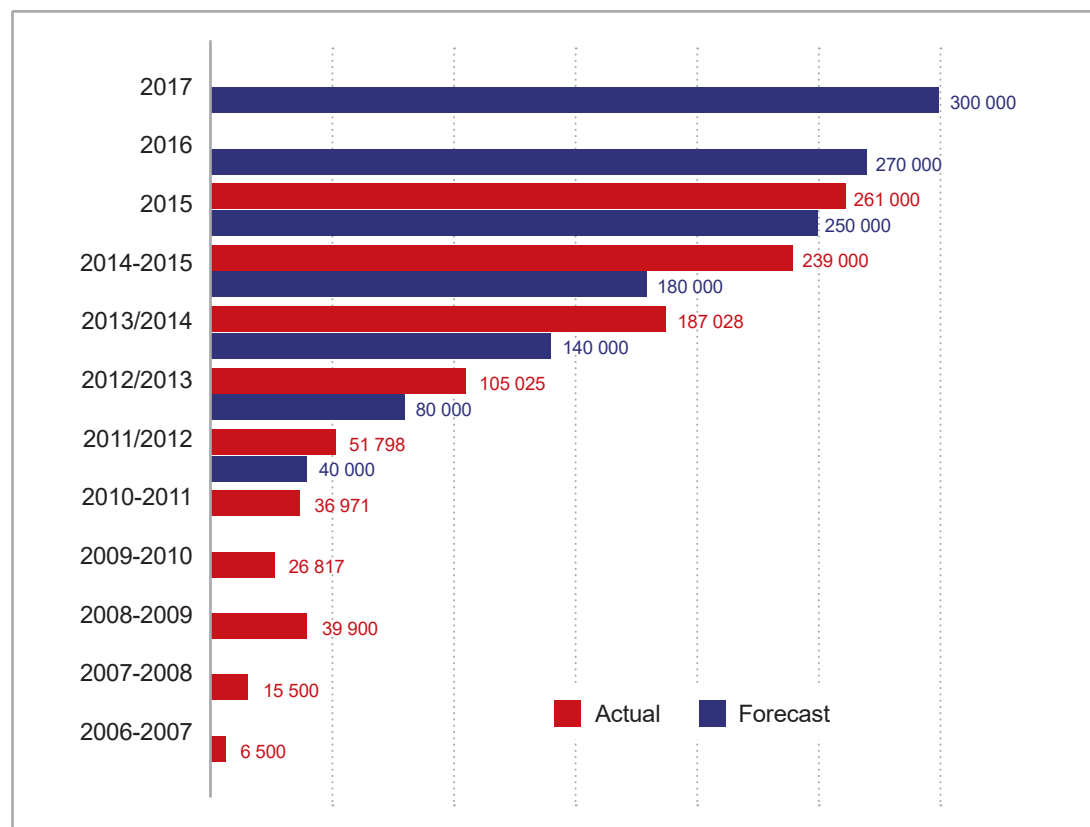
**Our WaterWise team has taught over 195 848 children in 2015**

*Based on Census 2013 and 2009 MRC Fatal Injury Survey, coastal provinces generally have a higher rate of fatal drowning. Most fatal drowning is inland even in coastal provinces. The Northern Cape has the highest rate of fatal drowning.*



Picture: Andrew Ingram

## Children Educated



## WaterWise Funding

Sponsor	2012/13	2013/14	2014/15	2015*
Princess Charlene of Monaco Foundation SA	-	-	-	R214 970
TNPA	R1 025 000	R1 275 000	R1 240 250	pending
Western Cape Department of Agriculture	-	R50 806	R79 194	-
Western Cape Disaster Management	-	R369 000	R375 000	-
Company Donations	R1 300	R3 588	R62 375	R32 530
Individual Donations	R1 100	R7 250	R2 506	R500
<b>TOTAL</b>	<b>R1 027 400</b>	<b>R1 705 644</b>	<b>R1 759 325</b>	<b>R248 000</b>

\* 9 months

### Mr A Pretorius, Heathfield Primary:

*"The workshop was very informative. Learners were given useful information regarding water safety. The practical demonstration was very interactive and effective. Learners were captivated by it. An excellent, well presented session."*

### Mr Gwiji Mazola, JSS Port St Johns:

*"The lesson was good and learners enjoyed it. Now learners understand how to rescue a friend and how to do CPR."*

### Mir GP Fortune,

#### Paulus Joubert Primery, Paarl:

*"Very Interesting! Thanks for this programme! The children were very enthusiastic about it."*

### Me GS Ockhuis, Driefontmeim Primer:

*"Aanbieding is eenvoudig en verstaanbaar vir kinders. Hulle is baie betrokke en geniet elke oomblik. Baie dankie."*

### Sibongiwe Mtabela,

#### Siyakhula Day Care Centre:

*"The Instructor was excellent and the learners were so impressed. They learned a lot and are very wise about water safety now."*

### CH Carols, Heidedal Primary:

*"The learners participated in the lesson and really enjoyed it. Thank you very much Liza. It was great!"*

### Y Qomoyi, Isikhokelo PPS:

*"The lesson was well prepared, informative and interesting. The kids enjoyed it and learned a lot from the teacher."*

## Public Education Campaigns

### Be Bright Campaign

As part of our **BE BRIGHT** campaign we teamed up with SUP Record Holder, Chris Bertish, to bring you some safety tips for Stand Up Paddlers.

The message was:

**Help us take the search out of Search and Rescue.  
Be Bright. Wear Bright colours.**

### Wear a Lifejacket Campaign

Sea Rescue volunteers got a standing ovation at the finale of the “Fashion to Live For” event promoting the wearing of lifejackets at the Cape Town Stadium in July. Top South African fashion designers – including Hendrik Vermeulen and Jenny Le Roux from Habits – created couture lifejackets which were modelled on behalf of NSRI at South African Menswear Week (SAMW). The “Fashion to Live For” runway featured professional models as well as South African celebrities such as Riaan Manser, Siv Ngesi and Carl Wastie who showcased the designer lifejackets. Thank you to Ogilvy for the concept, to SAMW for hosting the event, and to all who donated their time to promote the wearing of lifejackets on South African waters.





Picture: Andrew Ingram

# People

## Stakeholder Engagement

In 2015 our CEO was invited to the National Parliament and addressed the Portfolio Committee on Transport on the risk of Medical Evacuations of patients from ships at sea by boat. He pleaded for resources to facilitate evacuation by helicopter along the South African Coastline and was well received.

Operations managers regularly visit operational bases and engage Station Commanders and Crew in conversations that identify positive and negative issues and set out to resolve the best possible solutions across the institute. Conferences are another opportunity each year to share best practice between members and grow development within the volunteers. The significant increase in training through eLearning and practical courses has been very well received and crews are even better motivated than before (if that's possible!).

The Life boat Circle engagements continuously share the operational stories with retired members and keep them connected to the institute. Teas and lunches are enthusiastically attended and enjoyed and the talks by guest speakers received with interest. The emotion during some of the presentations is tangible and members experience the connection with the exhilarating and tense operational conditions of the volunteers.

Corporate members are annually acknowledged with certificates and letters of recognition and the CEO personally calls several individual donors every month

to recognise and encourage their donations. This year Platinum Partners received framed velum certificates to proudly display in their meeting rooms.

Individual donors receive annual gestures of thanks and while some donors express the feeling that this is unnecessary we feel that expressing gratitude in some small way is important.

Surveys of our crew are conducted annually and this year we received feedback that Crew are proud, comfortable and safe in the new lifejackets, proud of our Brand and proudly wear branded clothing on duty, that there are issues with the provision of clothing and we have work to do to make it better, improve style, range, quality, fit etc., that our Personal Protective Equipment (PPE) received a big thumbs up!, that there is further work to do on PPE storage, that we should separate crew and public branding on clothing and use different logos, that we have work to do on language and diversity, that crew are supportive of the balance between our preventative and responsive roles to saving lives, stations enjoy event fundraising and there is a fundraising role for non-operational volunteers, that the election of station commanders is communicated, transparent and there is succession planning, that surveys are useful and communication between stations and head office is very positive and that the change in the NSRI is positive and proceeding at a manageable pace.



In 2016 we plan to survey a sample of our donors on relevant issues.

Our Crew engage locally within communities at many levels and the gift in kind and monetary support they receive and impact on local society is evidence of the value of these relationships that endure many years.

Picture: RRAD Photography

## Volunteers

	Total	Black	White	Coxswains	Boat Crew	Shore Crew	Fundraising Committee	Coast-watchers	WaterWise Instructors
Male	772	64	708	147	496	129	19	6	2
Female	191	7	184	11	125	55	15	6	1

## Service Record

	Total	<5yrs	6-10yrs	11-20yrs	21-30yrs	31-40yrs	41-50yrs	New Recruits	Left Service
Male	772	501	123	89	34	20	5	114	31
Female	191	150	26	11	4	0	0	23	22

## Age Demographic

	Total	<16	16-25	26-35	36-45	46-55	56-70	>70
Male	772	0	182	186	161	135	85	23
Female	191	2	44	47	38	35	19	6

## Station Leadership

One of the most important components in any organisation is leadership. It casts vision, unlocks potential, inspires action, and ensures that goals get achieved. Sea Rescue is no different, except that being mainly comprised of volunteers, it's much more than organisational effectiveness – leadership is absolutely vital to our very being.

Leadership is also not only the CEO's job or that of the Board, or even of the Station Commander – but that of each and every member at every level of our organisation – from trainee crew person up. We aim to start the leadership journey as soon as a new member on-boards, and cultivate **courageous, considerate and authentic** leadership, throughout their career. Volunteers are not recruited for their skill, but rather for their attitude. The combination of right attitude and right leadership – it's a potent & world changing formula.

One question we often ask ourselves in our role of leadership is: "Do we as leaders represent & stand for the views of our followers?" Or do we rather "create a vision and a dream – that ensures our followers to follow us"? The right way is somewhere in the middle, as either extreme is a dangerous place. The former cultivates a weak populist leader – whose existence depends on the good favour of the followers (unhealthy politics), while the latter is at risk of being a tyrant, or a dictator.

The right way (the middle road) takes courage, which is the ability to do what must be done, no matter the consequence. It also takes consideration, which is the ability to listen, think and act for the best interests of all – in spite of the consequence. Authenticity is being genuine, humble and true to what we believe to be right.



***“Leadership is not about being in charge. Leadership is about taking care of those in your charge.”***

## Station Committees

As we grow as an organisation the demands on us from the community we serve, the people we lead & the stakeholders we influence are continually increasing.

Growth is linked to success, and with each victory we have, we create the need to influence more, to do more, and to continually be better than we were yesterday. Aspects such as the regulatory environment, an increased risk awareness, environmental & economic factors, technology, and public demand are making our task as an organisation very challenging. It is business “unusual”.

To remain true to the very core of what we are – a Volunteer-Based Organisation – we must balance the need for increased professionalism and commitment requirements, with the capacity of what a volunteer is able to give, while sustaining family, work and other social responsibilities.

The days of the lone, tireless do-it-all Station Commander – who “works” for Sea Rescue, but is paid by their employer are over. There is more to be done than one human alone can achieve. The leadership focus is now on facilitating, coordinating & motivating – no longer the “doing”.

Successful modern organisations are increasingly aware of the power of people who are motivated & focused – and we are no different. Successful stations have adapted to the increased workload and expectation by creating multiple, broad and diverse committee structures, which are inclusive. They tap into volunteers’ diverse passions, interests & motivations and allow things to get done. They are the key ingredient for unlocking the leadership potential that lies dormant in every volunteer. With diverse committees – every role on station and external community aspect can be met, without an undue burden on any particular individual.

With successful and broad committees: Crew are recruited, inducted, trained and administered; Youth academies are established – driving transformation and growing volunteers of the future; Funds are raised, station and community social activities are well attended & crew culture is great; Social media and public engagement is vibrant; Buildings and assets are maintained; Children are taught water safety; Public water safety awareness is promoted; And, oh yes – we do rescues too!

We are no longer just a quiet rescue service quietly getting on with the job, but a major part of communities across the country – all because of the power of a committee.

## Skipper's Tickets Issued



**Class 1** Rob Fine (*Hout Bay*)

**Class 2** Jerome Simonis (*Knysna*), Andre Livingstone-Louw (*Yzerfontein*)

**Class 3** Davide del Fante (*Table Bay*), Lourens de Villiers (*Table Bay*), Karen Kennedy (*Durban*), Roy Wienand (*Durban*), Ian Livermore (*Durban*), Eric Geldenhuys (*Port Elizabeth*), Stephen van den Berg (*Port Elizabeth*), Megan Laird (*Hout Bay*), Kim Burrows (*Hout Bay*), Ryan Holmes (*Gordon's Bay*), Antoinette Koen (*Simon's Town*), Matthew Melidonis (*Simon's Town*), Stephan Slade (*Port Alfred*), Jean le Roux (*Hermanus*), Antonie de Klerk (*Hermanus*), David le Roux (*Richards Bay*), Norman Rautenbach (*Richards Bay*), Werner Pieter Smit (*Richards Bay*), Jonathan Bakker (*Kommetjie*), Rieghard Janse van Rensburg (*Jeffreys Bay*), Jason Kotze (*Jeffreys Bay*)

**Class 4** Otto Scribante (*Mykonos*), Robin Nel (*Port Edward*), Michael van den Bergh (*Jeffrey's Bay*)

Picture: NSRI Port Edward

## Diversity

Mistakenly, a lot of South Africans understand diversity to be a “window dressing exercise”, or a “forced quota system”, rather than the opportunity to look inwardly and strengthen the foundations of who we are as individuals, an organisation or as a country.

Our country’s motto is “Diverse People Unite” and the very essence of being Proudly South African means embracing it.

But what is Diversity? It’s not about skin colour, gender, skill, unfairness, false promotions & postings or exclusionary practises.

It is about:

- Creating development opportunities for all stakeholders
- Transforming individuals into productive members of our communities
- Bringing youngsters up into a patriotic culture, that makes us all truly unique South Africans
- Listening to, respecting and incorporating the input of people whose thought processes, views, beliefs and culture may be different from ours
- Being a team, that does not necessarily agree on all points (in fact – healthily disagrees a lot), but reaches a more successful outcome because of it
- Believing the best, forgiving mistakes & continually moving on

A team that is mono-culture, mono-gender, mono-race, mono-vocation or mono-anything is a weak team.

To be strong and to survive – we need to go out, we need to embrace transparency, open communication and diversity.

## Training

In the 9 month reporting year of Sea Rescue for 2015, we certified a total of 27 Coxswains – a record for any year since counting. We have implemented the intentions of investing in our crews’ training by in-turn recruiting 2 full time training and development facilitators which has enabled us to increase our capacity, and carry our vision of training even further.

- We have extended the number of Coxswain Leadership courses, due to popular demand from the crew, and have subsequently made these courses a mandatory final step before SAMSA certification.
- We have implemented the Maritime Emergency Care as an upgrade to existing first aid courses, by holding a national conference, implementing the eLearning course online, and creating a practical task book, along with a new focussed dedicated syllabus.
- We have our new VHF Short Range Course ready for delivery, and are in the process of getting SAMSA approval to offer these courses.
- We have attained SAMSA approval for the offering of Electronic Navigation Systems (ENS) training for our volunteer crew, with courses starting in 2016.
- We have held two Maritime Extrication Courses, offered by High Angle cc. in terms of upskilling our crews to conduct medical evacuations off ships.
- We have finished the revamp of our purpose-built training centre to host our own courses.

In addition we have added more theoretical courses to our in-house eLearning system, with more and more crew having access to learner-centred training material – when & where it suits them, and at their own pace.

One of our aims is to upskill our volunteers’ internal capacity to practically train at station level. The idea being to create realistic training scenarios that prepare Crew as close as possible (under safe and controlled conditions) for possible rescue situations they will need to face in the future. The benefits have been felt already. On more than a few occasions crew have responded to harrowing rescues in appalling conditions and in trying circumstances. Reference is made of the value of the preparation during the scenario-based training exercises and the exposure to Coxswain Leadership courses. Training remains crucial to the safety and success of our volunteers and organisation. May we be busier yet...

## Donors

Sea Rescue has a donor base of 75 000, the bulk of which are private individuals and the average donation is R50 a month. Our donors are an integral part of our business and without them we could not save lives. We make it our duty to regularly communicate with our donors, to give them detailed information on our needs and then feedback on how we have spent their contribution. We share details of our training programmes and our rescue missions as well as our education programmes. We understand the need to be accountable to our donors and to give them every opportunity to scrutinise our books.

### Platinum Partners

Platinum Partnership is an exclusive opportunity where participation is limited to ten partners at any one time and is seen as a long term partnership and brand investment. Our Platinum Partners recognise the need to invest in the management of our business and their contribution is set aside for overheads.



Platinum Partners	2012/2013	2013/2014	2014/2015	2015*
ABSA	R110 000	Gift in kind - Bank services to the value of R100 000 p/a		
Airports Company South Africa	R100 000	R110 000	R121 000	R133 000
DHL	Gift in kind - Courier services in excess of R100 000 p/a			
I&J	R100 000	R100 000	R110 000	R121 000
Italtile	-	R110 000	R121 000	*Due Feb 2016
Oceana	-	R120 000	R121 000	R133 100
Robertson & Caine	-	R110 000	R121 000	*Due Feb 2016
South African Maritime Safety Authority (SAMSA)	R150 000	R202 063	R205 000	
Transnet National Ports Authority (TNPA)	R100 000	R110 000	R190 000	
MCS Mining	-	R110 000	R121 000	*Due Feb 2016

\* 9 months

Gold Partners (R20 000 per annum)

Anglo American Thermal Coal - New Vaal Colliery, Bagtech International CC, Brand Engineering SA (Pty) Ltd, Cohesive Capital (Pty) Ltd, De Beers Marine Pty Ltd, Freddy Hirsch Group, Lusitania Marketing Services (Pty) Ltd, MACS Maritime Carrier Shipping (Pty) Ltd, Premier Fishing SA (Pty) Ltd, Ruwekus Fishing, Smit Amandla Marine, Store Maintenance and Installation Specialists (Pty) Ltd, Two Oceans Marine Manufacturing, Viking Fishing Co (Pty) Ltd.

Silver Partners: (R3 000 per annum)

4 C I T Software Solutions P/L, Amoil (Pty) Ltd, Boardman Bros (Pty) Ltd, Calafrica (Pty) Ltd, Cape Concrete, Caylash Fishing CC, Checkpoint Development, Conrite Walls Pty Ltd, Denys Edwardes, Digi-Litho Factoria Engineering Works, Fairhills Caravan Park, First National Battery, Hollard Insurance Company, Insulpro, Jorika Fishing CC, Kelp Products (Pty) Ltd, Macsteel Service Centres SA (Pty) Ltd, Mainport Africa Shipping, Mainstream Refrigeration CC, Marine Bulk Carriers SA (Pty), Metal Art, Mufasa Fishing CC, Ocean Trawling of Southern Africa, Odfjell Seachem SA (Pty) Ltd, Orlichem (Pty) Ltd, Panargo Shipping, Press Spinning & Stamping Co, Rafiki Fishing Company (Pty) Ltd, Redheads Engineering Solutions (Pty) Ltd, SA Ocean Racing Trust, Serina Trading, Southern Power Products, Squid Packers (Pty) Ltd, Talking Buildings (Pty) Ltd, Trados Fishing Company (Pty) Ltd, Tresso Trading 282 (Pty) Ltd, Triangle Transmissions (Pty) Ltd, Tuzi Gazi Waterfront, Umgibe Fishing Company (Pty) Ltd

Bronze Partners: (R1 500 per annum)

Aska Property Group, Blue Star Holdings (Pty) Ltd, Checa Ceramics, Factoria Engineering Works, Grazia Fine Food, Henter Motor Engineering, Humewood Hotel, Iningi Investments 143 (Pty) Ltd, Lochhead, White & Womersley (Pty) Ltd, Meyers Motors, National Edging, Rieses Food Imports, Rush Trading, SA Tube & Honing (Pty) Ltd, Southern Ropes (Pty) Ltd, Stealth Yachts

## Members

Membership figures have been declining and a new campaign entitled "Friends of Sea Rescue" will be launched in the new year to actively recruit and retain members. Membership is set at a very affordable R100

a year so we feel optimistic that, with fresh enthusiasm, we can grow this project.

**R54 720**  
2012/2013

**R17 860**  
2013/2014

**R18 300**  
2014/2015

**R12 800**  
2015\*

\* 9 months



*As a platinum partner, DHL Express undertakes to deliver all our parcels at no charge. They also generously sponsored the printing cost of this Integrated Report.*



Picture: Andrew Ingram



Picture: Life boat Circle



Region	Members
West Coast	267
Helderberg & Hermanus	127
Port Elizabeth	58
Garden Route	89
KZN	620
Gauteng	184
Cape Flats and Sea Point	216
Southern Suburbs and Cape Town Central	238
Jeffreys Bay	59
<b>TOTAL</b>	<b>1 858</b>

Bequest Officer	Region	Public Talks	Member Visits/Teas	New Members	New Bequestors
Bruce Sanderson	West Coast	16	129	64	8
Kim Gresse	Helderberg, Hermanus, Garden Route and Eastern Cape	14	144	37	16
Janet Burgess	KZN and Gauteng	30	156	166	56
Theresa Medicine	Cape Flats and Sea Point	4	108	29	13
Elaine Aquadro	Southern Suburbs and Cape Town Central	19	182	72	20

We extend a very special thank you to Kenyon Clegg – who runs our Life boat Circle in Jeffrey’s Bay as a volunteer.

## Bequestors

Our Life boat Circle is a lighthouse of inspiration powered by the altruism of so many retired citizens who recognise the significant contribution possible through lasting bequests and legacies to fund ‘the brave men and women’ who are fortunate enough still to be able to serve operationally.

Wisdom comes with age and experience and the amazing contribution made by so many of our retired members is a tangible expression of their deep insight into what our crews do.

A long life comes with many tales and the conversation at Life boat Circle meetings is spiced by the many life stories that fill the room often of rescues in challenging times.

To all our retired members, bequestors and legators we honor you and express the gratitude of a country for your service.

Thank you.

**[ R2 618 961 ]**  
2012/2013

**[ R5 801 590 ]**  
2013/2014

**[ R4 692 830 ]**  
2014/2015

**[ R6 363 206 ]**  
2015\*

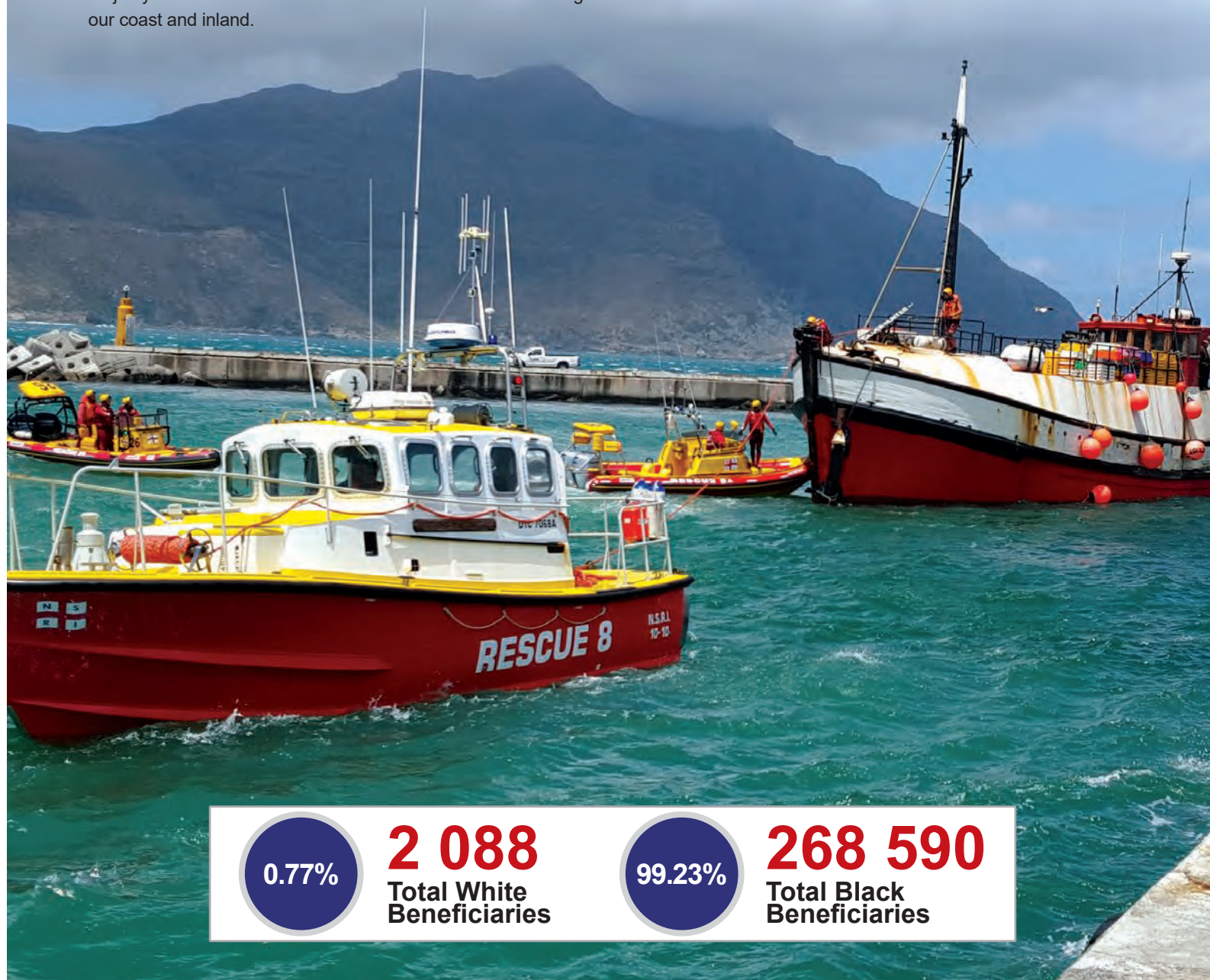
\* 9 months

## Beneficiaries

\* BEE is calculated on a calendar year

There is no more empowering gift than the gift of life. Our responsive rescue and preventative education services impact the lives of millions of South Africans, the overwhelming majority of whom come from so called black communities along our coast and inland.

The economic impact of saving lives is huge as many lives can depend on a single bread winner and it is only through the narrative of those we teach and rescue that we learn the real life stories and understand the difference we make in communities.



0.77%

**2 088**  
Total White  
Beneficiaries

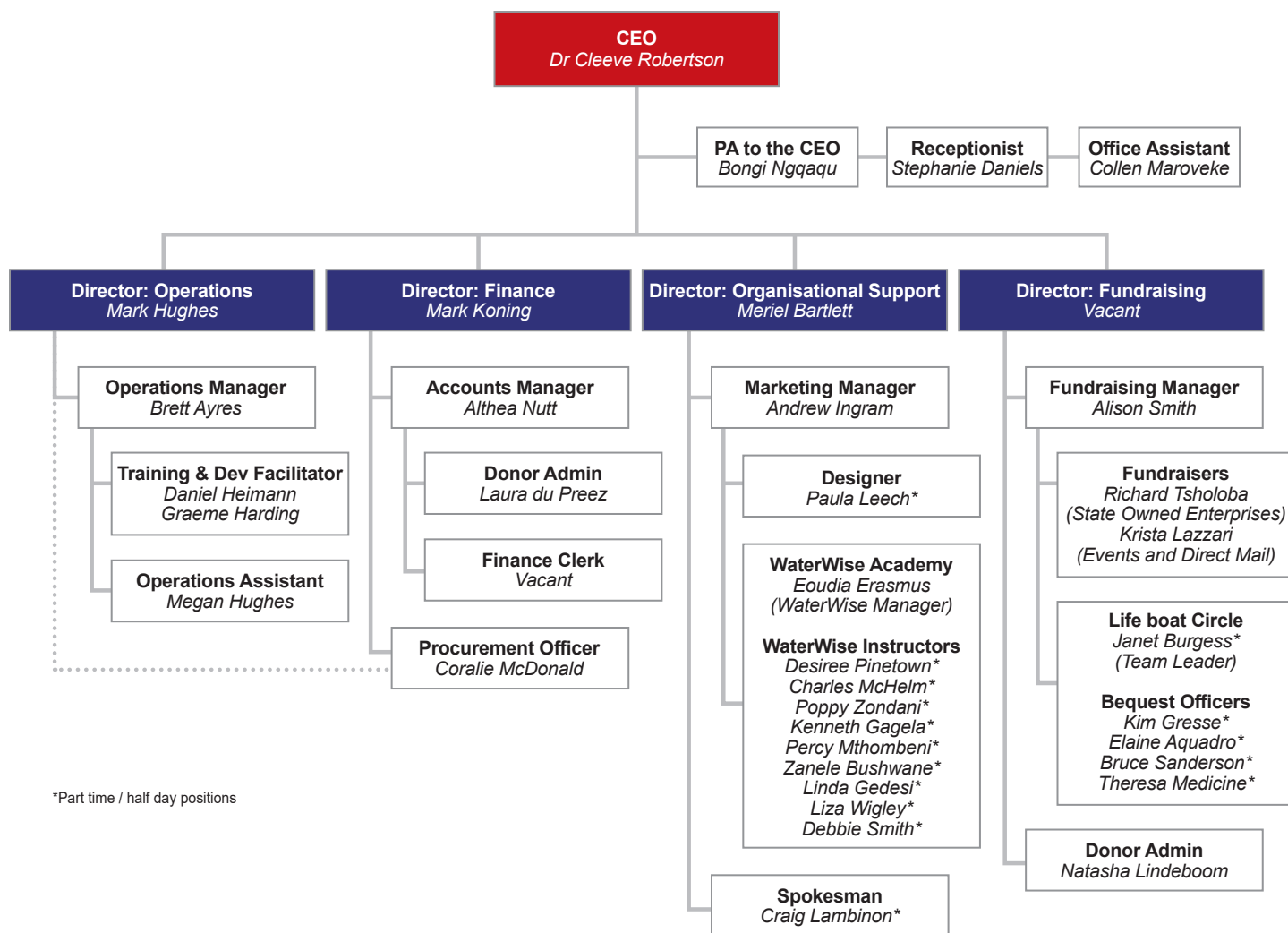
99.23%

**268 590**  
Total Black  
Beneficiaries

Picture: Bruce Davidson

Operation Type	Operations	Adults Rescued	Children Rescue	Animals Rescued	Fatalities
Aircraft Ditched	4	7	-	-	-
Angler washed off rocks	4	1	-	-	-
Animal Assistance (Penguins, Seals, Dogs, Turtles, Whales)	12	-	-	136	1
Body Recovery/Search	37	47	-	-	-
Crew Replacement	45	57	-	-	-
Distress Signals	23	4	-	-	-
Drowning	45	51	6	-	25
False Alarm	2	-	-	-	-
Firefighting	4	-	-	-	-
Land/Cliff/Mountain/Hikers/Marooned Persons - Medivac	17	19	4	-	-
Medevac – Sick / Injured Crew	48	41	-	-	-
Man Overboard	8	3	-	-	-
Operational standbys/Other services	80	56	-	-	-
Paddle & Surf Ski/Kayak/Canoe	42	38	-	-	-
Paraglider	1	-	-	-	-
Road Accident	12	23	-	-	-
Shark Bite	3	3	-	-	-
Swift Water Rescue	2	8	-	-	-
Surfer/ Kite & Wind Surfer	21	10	-	-	-
Swimmer/Diver/Angler	15	9	-	-	-
Unmanned Vessel Recovery	5	-	-	-	-
Vessels assisted	145	237	5	-	-
<b>TOTAL</b>	<b>575</b>	<b>614</b>	<b>15</b>	<b>136</b>	<b>26</b>

## Staff / Support Team



	Executives	Non Executives	OBTs	HLGs	Staff	Crew	Full Time Staff	Part Time Staff	Left Service
Male	3	7	5	9	14	772	10	11	2
Female	1	3	0	0	22	191	12	15	2
Black	0	5	0	0	14	71	5	14	2
White	4	5	5	9	22	892	16	12	2

Reason for leaving: Resigned = 2 | Retrenched = 1 | Other (abscond) = 1

Retirement age is 63

## Management Team

Role	Name	NQF	Age	Service	Gender	Race
CEO	Dr Cleeve Robertson	10	56	2	M	W
Director: Operations	Mark Hughes	6	56	4	M	W
Director: Finance	Mark Koning	7	59	15	M	W
Director: Organisational Support	Meriel Bartlett	7	46	11	F	W
Marketing Manager	Andrew Ingram	6	51	5	M	W
Operations Manager	Brett Ayres	8	34	1	M	W
Finance Manager	Althea Nutt	6	41	1	F	B
Fundraising Manager	Alison Smith	4	51	5	F	W

## Organisational Committees

	Executive Directors	Governance Board (Non Exec)	Operational Board Committee	Risk Committee	Human Resources Committee	Award Committee	Investment Committee
Male	3	11	8	5	3	9	6
Female	1	4	1	1	2	0	0
Black	0	5	0	0	3	0	0
White	4	10	8	6	2	9	6



Face to Face Promotions Team. Picture: Andrew Ingram

## Brand Engagement

### Encouraging Dialogue

Stakeholder engagement is important to us and we seek out every opportunity to engage with our funders, our supporters, the media, our beneficiaries, our rescue crew, our staff, our suppliers, our sister organisations around the world and our partners in emergency services. We publish media reports on our rescues, a magazine three times a year and an integrated annual report. We engage on a host of social media platforms, meet face to face at shows and in shopping malls and converse one on one via our fundraising call centre. Our rescue crew attend local meetings, participate in planning sessions, attend local events and speak to local clubs and societies and at local schools. Listening is important to us, as much as we seek opportunity to openly share news so too do we seek out opportunities to listen to all feedback – good and bad. Criticism is as important as compliments and we believe that through constructive input, we grow.






### Sea Rescue Magazine

Our Sea Rescue magazine features heroic stories of real-life rescues written in such a way that you feel as if you were right there on the rescue boat with the crew. It is a connector between our funders, our beneficiaries and our rescue crew – our letter submissions often runs to 6

pages. Published three times a year, we have twice won the coveted PICA award for publishing excellence. Our publishing house The Publishing Partnership provides a full editorial staff, layout and design team and coordinates the publishing, printing and postage – all at no charge as their charitable contribution. The postage and printing costs have been drastically contained this year through reducing the size of the magazine. Despite the smaller size, the magazine remains packed with news and emotional stories with gorgeous full colour photographs and is well loved by our 75 000 subscribers.

### Social Media

Social media has changed the way that we do business and, as with our rescue crew, we have a team available day and night to share news, to answer questions and to engage in discussions. Strong views are sometimes shared and we choose not to over moderate unless contributors risk exposing patient confidentiality or engage in hate speech. Social media also provides a wonderful platform to share special moments and touching images. We are active on our website, Facebook, Twitter, YouTube and Instagram.

		2013 - 2014	2014 - 2015	2015*
 Website	Page Views - Monthly Average	-	38 664	31 702
	Minutes per Visit	-	02:29	02:19
 Facebook	Likes	5 979	9 350	11 295
	Reach	-	16 526	30 399
 Twitter	Followers	1 786	4 225	5 302
 YouTube	Views	1 273	2 426	10 569
 Instagram	Followers	-	149	423

\* 9 months

# Infrastructure

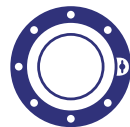
Upgrading of our rescue bases, refits and purchasing of new rescue boats is a core component of equipping our rescue crew for their demanding task. We have a hands on approach to project management and inspections, ensuring that the services rendered are of a high quality and impeccable standard. The relationship with our suppliers, contractors and boat builders such as Gemini Marine and Tree Tops Marine are maintained with diligence, improvements to the previous builds and coupled with continuous research for the latest technology to be fitted into our rescue craft.

We celebrated the completion and opening of our revamped boathouse at the Port Elizabeth Rescue Base in October 2015. The redevelopment of the PE Slipway was also approved and plans to construct are scheduled for the next financial year.

One of the key projects for this year was the investigation of a new vessel build for our Search and Rescue Class 1 Fleet replacement programme. In June 2015 we attended the IMRF conference in Germany. At this conference we had the opportunity to test a number of different rescue vessels and successfully identified three potential vessel designs for our future Class 1 Fleet.

#### Environmental Considerations

Our facilities and assets reflect a culture of safety and concern for the environment within Sea Rescue. Increasingly buildings are being 'greened' with clean energy, such as LED lighting being used in our new bases at Kommetjie and Yzerfontein, and boats are moving towards engineering with lower emissions. Our crew are mindful of water restrictions and prioritise washing with buckets and using biodegradable cleaning materials.



**Rescue  
Bases**

**35**



**Rescue  
Craft**

**83**



**Rescue  
Vehicles**

**28**



**Quad  
Bikes**

**16**



**Tractors**

**11**

Rescue Base	12 - 14m	10m	RIB 8.5 - 9m	RIB 7.3m	RIB 6.5m	RIB 5.5m	RIB 4.7m	RIB 4.2m	Rescue Jetski
02 Bakoven					1				
03 Table Bay	1					1			
04 Mykonos			1			1			
05 Durban		1		1			1		1
06 Port Elizabeth		1		1				1	
07 East London	1					1			1
08 Hout Bay		1		1					1
09 Gordon's Bay						1		1	1
10 Simon's Town		1			1				
11 Port Alfred			1			1			
12 Knysna			1			1		1	
14 Plettenberg Bay				1		1		2	1
15 Mossel Bay		1				1		1	
16 Strandfontein						1	1		1
17 Hermanus		1				1		1	
18 Melkbosstrand					1			1	1
19 Richards Bay	1			1			1		
20 Shelly Beach				1		1			1
21 St Francis			1						1
22 Vaal Dam						1			1
23 Wilderness						1		3	1
24 Lambert's Bay						1			
25 Hartbeespoort Dam						1			
26 Kommetjie					1			1	
27 Victoria Lake							1		1
28 Port St Johns						1			
29 Air Sea Rescue Unit									
30 Agulhas			1				1		
31 Still Bay				1				1	
32 Port Edward				1					1
33 Witsand			1				1		
34 Yzerfontein				1				1	
35 Witbank Dam							1		
36 Oyster Bay							1		1
37 Jeffreys Bay						1		1	1
<b>TOTAL</b>	<b>3</b>	<b>6</b>	<b>6</b>	<b>9</b>	<b>4</b>	<b>17</b>	<b>8</b>	<b>15</b>	<b>15</b>



Picture: Stefan Smuts

## 2015 Capex

Project	Station	Ask	Sponsorship
<b>Land and Buildings</b>			
New Base	Kommetjie	R5 000 000	R3 390 735
Extension	Witsand	-	-
Renovation	Port Elizabeth	R3 000 000	R3 000 000
<b>Vehicles</b>			
New Triton	Port Elizabeth	R480 000	-
<b>Rescue Boats</b>			
New 8.5m (Refit)	Agulhas	R1 000 000	-
New 6.5m	Melkbosstrand	R965 000	R487 825
New 4.7m	Durban	R210 000	R210 000
New 4.7m	Richards Bay	R210 000	R210 000
New 4.2m	Melkbosstrand	R150 000	R126 793
New 4.2m	Jeffreys Bay	R150 000	R160 000
New 4.2m	Knysna	R150 000	R150 000
New 4.2m	Port Elizabeth	R150 000	R150 000

## 2016 Planned Capex

Project	Ask
<b>Land And Buildings</b>	
Port Elizabeth Rescue Base Slipway	R4 900 000
Hermanus Rescue Base Upgrade	R2 000 000
Gordons Bay Rescue Base Upgrade	R2 000 000
Mossel Bay Slipway Upgrade	R1 200 000
Hartbeespoort Dam Boat Shed Upgrade	R200 000
Victoria Lake Boat Shed Upgrade	R200 000
Port St Johns Boat Shed Upgrade	R500 000
<b>Vehicles (4x4 Double Cab)</b>	
Mykonos	R400 000
Simon's Town	R400 000
Wilderness	R400 000
Kommetjie	R400 000
Port Edward	R400 000
Witsand	R400 000
<b>Rescue Boats</b>	
Durban New Class I SAR 14m Vessel	R19 000 000
Mykonos New 10.6m	R3 350 000
Gordon's Bay New 8.5m	R2 025 000
Richard's Bay New 8.5m	R2 025 000
Bakoven 7.3m Sealegs	R2 200 000
Table Bay New 6.5m	R1 020 000
Knysna New 6.5m	R1 020 000
Vaal Dam New 6.5m	R1 020 000
Hout Bay New 4.2m	R195 000
Kommetjie New 4.7m	R195 000
Mykonos New 4.2	R195 000
Wilderness New 4.2m	R195 000
Hermanus New 4.2m	R195 000
Shelly Beach New 4.2m	R195 000



Picture: Stefan Smuts

Fuel Spend	Boats	Vehicles	Sponsor Amount	Sponsor	Total
Head Office	R7 198	R5 188	R81 125	SARS Rebate	R12 386
<b>02</b> Bakoven	R15 857	-			R15 857
<b>03</b> Table Bay	R46 035	R3 514	R50 000	Total	R49 548
<b>04</b> Mykonos	R23 070	R6 987			R30 057
<b>05</b> Durban	R82 085	R6 681			R88 766
<b>06</b> Port Elizabeth	R29 284	R7 969			R37 253
<b>07</b> East London	R57 836	R2 574			R60 409
<b>08</b> Hout Bay	R60 264	R1 159			R61 422
<b>09</b> Gordon's Bay	R17 011	R8 648			R25 659
<b>10</b> Simon's Town	R88 331	R5 460			R93 791
<b>11</b> Port Alfred	R20 827	R1 285			R22 112
<b>12</b> Knysna	R29 345	R5 979			R35 324
<b>14</b> Plettenberg Bay	R32 738	R3 261			R35 999
<b>15</b> Mossel Bay	R25 387	R9 416	R50 000	Total	R34 803
<b>16</b> Strandfontein	R20 026	R6 915			R26 941
<b>17</b> Hermanus	R37 356	R4 721			R42 077
<b>18</b> Melkbosstrand	R33 949	R11 122			R45 072
<b>19</b> Richards Bay	R76 392	R3 354			R79 746
<b>20</b> Shelly Beach	R22 033	R11 095			R33 127
<b>21</b> St Francis	R31 845	-			R31 845
<b>22</b> Vaal Dam	R506	R304			R810
<b>23</b> Wilderness	R13 783	R3 069			R16 852
<b>24</b> Lambert's Bay	R11 080	R5 787			R16 867
<b>25</b> Hartbeespoort Dam	R6 970	-			R6 970
<b>26</b> Kommetjie	R21 095	R6 332			R27 427
<b>27</b> Victoria Lake	R4 707	-			R4 707
<b>28</b> Port St Johns	R1 136	R2 592			R3 728
<b>30</b> Agulhas	R25 210	R11 840			R37 050
<b>31</b> Still Bay	R19 570	R7 686			R27 256
<b>32</b> Port Edward	R14 617	R4 368			R18 985
<b>33</b> Witsand	R15 656	R5 902			R21 557
<b>34</b> Yzerfontein	R24 396	R11 657			R36 053
<b>35</b> Witbank Dam	R1 005	-			R1 005
<b>36</b> Oyster Bay	R921	-			R921
<b>37</b> Jeffreys Bay	R9 712	R6 584			R16 296
<b>TOTAL</b>	<b>R927 231</b>	<b>R171 447</b>			<b>R1 098 679</b>



Picture: Marnette Meyer

# Emergency Access

The communications environment is a fluid one and ensuring that swimmers, boaters, sailors, ships personnel and others reach the NSRI as quickly as possible in an emergency is an evolving challenge.

We now work very closely with the MRCC (Maritime Rescue Coordinating Centre) who receive most maritime emergency call outs from Cape Town Radio who monitor the shipping radio channels for the entire South African coastline, receive 112 calls from the cellular providers in Johannesburg and monitor our SafeTrx Application alerts (overdue and emergency alerts).

Despite this infrastructure and system we know that there are serious delays between the time of the incident happening and the NSRI being activated. Many calls go to the local NSRI duty crew cell phone, some people Google the NSRI and call the Head Office number and other people call one of the many land based emergency numbers (10177, 10111, Fire Services, ADT etc.). Delays in each instance are often more than 30 minutes.

It takes 2 minutes to drown!

The above illustrates a chaotic public emergency number environment which we have to try and manage as a voluntary organisation. We have taken the issue to the National Department of Communications and the response was that there was no funding for the National Emergency Number System because funds had been prioritised for the Digital Television roll out! I think we recognise that this exhibits completely the wrong societal values.

We don't sit still, however, and our SafeTrx initiative, which has been very well received by small vessel users, is working well. We are now call diverting the head office number after hours to a duty officer so as not to miss those calls and the duty officer group will, on a rotational basis, be available to assist Port Captains and the MRCC in speeding up the response process.

We are continuously lobbying for water users to use their cellphones and carry them in a waterproof silicone pouch when on the water, loaded with the SafeTrx Application and with a relevant emergency number (112) that you know will be answered, on speed dial.

We recommend, as a general rule, to call 112 from a cellphone along the coast and 10177 inland on dams, rivers or lakes. Those numbers should be answered 24 hours a day within 3 rings.



Picture: Stefan Smuts

# Technology & Information

We are in an information economy where access to data determines profit, and in our case, saves lives.

In 2015 we upgraded our accounting package, revitalised our head office LAN, instituted internet access through ADSL at all stations, improved our viral defenses, initiated the transfer of CRM data between the call centre and head office and continued the expansion of our eLearning platform. Understanding our donor data will assist us with stakeholder engagement. Internally we make good progress with ICT.

A huge challenge is obtaining drowning data which is the ultimate impact measure of our strategy. StatsSA publish data which is based on Home Affairs Data which is poor, the MRC (Medical Research Council) published a Fatal Injury Report in 2013 based on 2009 data ... immediately we note that the official national data available is historical data which is severely dated.

In our attempt to obtain current data we met with the Head of Information Management in the National Department of Health, Forensic Pathology Services, and we are hoping in 2016 to start getting quarterly data. The data will assist us to analyse the location and causes of fatal drowning which will inform our strategy. The next step is to attempt to get non-fatal drowning data from the health sector – a challenging task.

Volunteer crew safety is receiving continuous investment through the roll out of Automatic Identification System (AIS) lifejacket beacons so that overboard crew can be located

from the vessel GPS and all vessels are being tracked either by our Tracker System (similar to car systems) or satellite beacons/AIS.

High Frequency (HF) Radios on larger vessels (problematic to operate and maintain) are being replaced by satellite phones to facilitate long distance communication outside of the Very High Frequency (VHF) Coastal Radio Network. The coastal radio network is in the process of an upgrade with conversion to Digital Selective Calling (DSC) and emergency systems in line with ITO and International Maritime Organisation (IMO) initiatives. DSC is used by ship and coast stations for sending and relaying distress alerts and for other urgency and safety traffic. It can also be used for routine calls.

The Medium-altitude Earth Orbit Search and Rescue (MEOSAR) satellite network will reach African operations by 2018 and will provide for more immediate alerts and accurate location of distressed vessels. Ships and commercial vessels will all benefit from these improvements in technology but the greatest rescue burden is small vessels (no space for big radios/computers) where we think cellular technology is the obvious solution.

Our Management Information System (MIS) is our 2016 project and we have contracted to redesign the landing page, to make navigation by users easier, and reconfigure the activity or operational capture pages to make the process more effective and efficient for our crew.



Picture: Stefan Smuts

# Business & Finance

## Funding streams and Expenditure

Donor data analysis of the combined data from DonorCare and the Call Centre Database shows a current mix of 3% State/SOE, 61% Individual, 8% Legacies/Trusts and 19% Corporate donations which reflects a balanced mix.

Revenue for the 9 months was marginally under target due to non-payment of a large SOE grant and the non-transfer of funds from the Trust but we are encouraged by consistently growing streams from the call centre over the last five years. Income through legacies, trusts, events, government, members and business together declined from 2010 to 2013 but since 2013 are trending upwards.

There is scope for own business development and the outsourcing of NSRI branded retail should begin to deliver returns in 2016. Opportunities exist in the training environment through our eLearning platform and these will be pursued in the next year.

Capital expenditure on facilities and large vessels did not meet target but there are many factors beyond our control. Procurement of a capital asset for Durban is progressing but requiring a longer term strategy for future capital procurement because of the severe deterioration in the Rand.

Other expenditure was under budget in total although more than budgeted was committed to personnel, ICT, office expenditure and property.

The company posted a surplus of R 1 060 537 after Capital.



Picture: Cell Centre and Face to Face Staff

## Income

	Actual	Budget
Call Centre	R60 532 927	R54 187 500
Donations	R7 832 193	R21 624 038
Legacies	R6 363 206	R5 785 145
Government and SOE	R2 610 600	R5 990 000
Interest and Dividends Received	R1 615 265	R1 387 500
Events	R1 466 213	R1 526 200
Levies	R754 750	R487 500
Members Contributions	R426 900	R903 750
Sale of Assets	R301 110	R3 020 000
Retail Business	R295 154	R178 800
<b>TOTAL</b>	<b>R82 198 318</b>	<b>R95 090 433</b>

## Expenditure

	Actual	Budget
Call Centre	R26 975 262	R30 189 900
Personnel Expenditure	R13 269 785	R11 917 194
Depreciation (Capital Expenditure)	R10 068 814	R30 232 905
Boat Expenditure	R6 260 697	R7 636 043
Marketing	R3 519 841	R4 374 950
Property	R2 194 818	R2 170 288
Travel and Accommodation	R1 771 986	R1 944 653
Station Expenditure	R1 741 405	R3 168 935
Information Communication Technology	R1 454 221	R1 008 034
Banking Costs	R1 127 040	R960 000
Insurance	R1 077 184	R1 270 000
Office Expenditure	R660 391	R1 031 773
Professional Fees	R149 245	R427 500
<b>TOTAL</b>	<b>R70 270 690</b>	<b>R96 332 175</b>

Capital expenditure on facilities and large vessels did not meet target but there are many factors beyond our control. Procurement of a capital asset for Durban is progressing but requiring a longer term strategy for future capital procurement because of the severe deterioration in the Rand.

Other expenditure was under budget in total although more than budgeted was committed to personnel, ICT, office expenditure and property.

## Incentivised Giving

### Car Promotion

We recognise that some of our funders choose to engage via incentivised giving. In partnership with Mitsubishi we host an annual promotion with two Mitsubishi luxury vehicles as an incentive. Calls are made from our

outbound call centre and loyalty is high with many of our supporters participating year after year. Participation is limited to 29 000 entries and an audited draw takes place at the Mitsubishi showroom once a year.



### Winners:

The 2015 winner of 2 Mitsubishi vehicles; a Pajero Sport 2.5 and an ASX 2.0L (Classic) was Mr Hayden Goument. The second prize of R250 000 was won by Melissa Mathurai of Cape Diving. And Adv. Louis Olivier took the third prize of a 'holiday of your dreams' for two people to the value of R80 000 at the ceremony held in the Mitsubishi showrooms in Paarden Island. Our R100 000 debit order winner was Dr Grant Fourie.



Pictures: Andrew Ingram

### Debit Order Promotion

Monthly giving is an appealing way to supporting our rescue crew and provides Sea Rescue with a steady income. A monthly cash prize lucky draw is conducted by our auditors. A number of our supporters have been

loyal to this project for over 10 years. The average donation is R50 a month, so attrition is low.

Monthly R10 000 Winners Draw										
	April	May	June	July	August	September	October	November	December	
1	Name	S Bennet	H Davis	K Kimbrey	T Van Den Heever	F Faber	M Slaven	M Janse Van Rensburg	S Van Der Riet	R100 000 WINNER  G Fourie
	Town	George	Magaliesig	Bloubergrant	Bernadino Heights	Welgemoed	Vlaeberg	Kuruman	Newton	
2	Name	P Smallwood	A Crane	I Koller	A Hochleutner	R Kruger	D Damant	D Wessels	J Van Der Merwe	
	Town	Cresta	Gonubie	Rondebosch	Tokai	Richards Bay	Heathfield	Carltonville	Port Shepstone	
3	Name	M Eksteen	S Ferns	D Olivier	K Breadon	R Marais	P Ludwick	G Laubscher	E O Farrell	
	Town	Northcliff	Arboreteum	Margate	Rivonia	Rietvalleirand	Milnerton	Paarl	Merrivale	
4	Name	P Bishop	S Richards	A Schmid	G Oosthuizen	M Cuyler	P Beyleveld	T Myburgh	L Wood	
	Town	Ndabeni	Dalton	Kenilworth	Wilropark	Troyeville	Groenkloof	Honeydew	Bryanston	
5	Name	B Grade	L Quintino	E Campbell	V Pietersen	L Owen	L Devenish	K Dolman	E Williams	
	Town	Vaalpark	Alberton	Laezonia	Simondium	Greenacres	Lynnwood Ridge	Sunward Park	Soneike	

### Corporate Giving

Two thousand companies actively support our work through their corporate social investment funds, their marketing budget or through their Chairman's fund. We rely on these companies to help us fund our asset

replacement programme. We are one of a few charities who have SARS 18A status so we are able to offer both tax and BBBEE certificates to companies who make charitable contributions.



\* 9 months

## Government and State Owned Enterprises

The President of South Africa is the patron of the NSRI and so it is appropriate that we get direct Government support.

The NSRI continues to get good support through grants from the Department of Transport, the National Ports Authority (TNPA) and the Airports Company of South Africa (ACSA). SAMSA (South African Maritime Safety Authority) has been less financially supportive but we are actively engaging officials at various levels and working hard on the relationship.

The Western Cape Government is the only Provincial Government providing direct financial support to the NSRI to support Disaster Management initiatives. There are many SOE's and Government Departments that have direct activities relating to water safety, drowning prevention and rescue and we are progressively lobbying each one to leverage funding. For the level of service we provide to South Africa we are certainly 'undervalued' by Government in relation to funding levels; deriving funding of less than 0.000000001% of the National Budget

Organisation	2013/14	2013/14	2015*	Footnote
<b>NATIONAL</b>				
Department of Transport	R 1 223 000	R2 000 000	R2 095 000	
<b>PROVINCIAL</b>				
Western Cape Department of Agriculture	R50 806	R79 194	-	WaterWise
Western Cape Provincial Government – Disaster Management	R369 000	R375 000	R400 000	allocated to Swift Water Rescue
<b>LOCAL</b>				
Cape Winelands Municipality		R12 000	-	
City of Cape Town	R80 145	R100 446	R68 400	rates rebate
eThekweni Municipality	R200 000	-	-	pending
Hibiscus Municipality	-	R11 834	-	pending (Mar 2016)
Knysna Municipality	R30000	R10 000	-	pending (Mar 2016)
Nelson Mandela Bay Municipality	R200 000	R650 000	-	pending (Jan 2016)
Overstrand Municipality	-	R47 000	R28 000	
<b>STATE OWNED ENTERPRISES</b>				
ACSA (Airports Company SA)	R2 406 115	R5 936 716	-	Two payments were made in our year 2014/15
TNPA (Transnet National Ports Authority)	R1 237 500	R1 430 250	-	Amount pledged for financial year 2015 but late payment. Pending (Jan 2016)
LOTTO	-	R1 372 150	-	
SAMSA (South African Maritime Safety Authority)	R202 063	R205 000	-	pending
<b>TOTAL</b>	<b>R5 998 629</b>	<b>R9 384 362</b>	<b>R2 591 400</b>	

\* 9 months

## Shipping Levies

Collaboration with SASAOSA has resulted in greater contributions from the 12 000 ships that dock in SA ports every year. We are grateful for

their support particularly in relation to the approximately 70 medical evacuations from ships at sea each year.

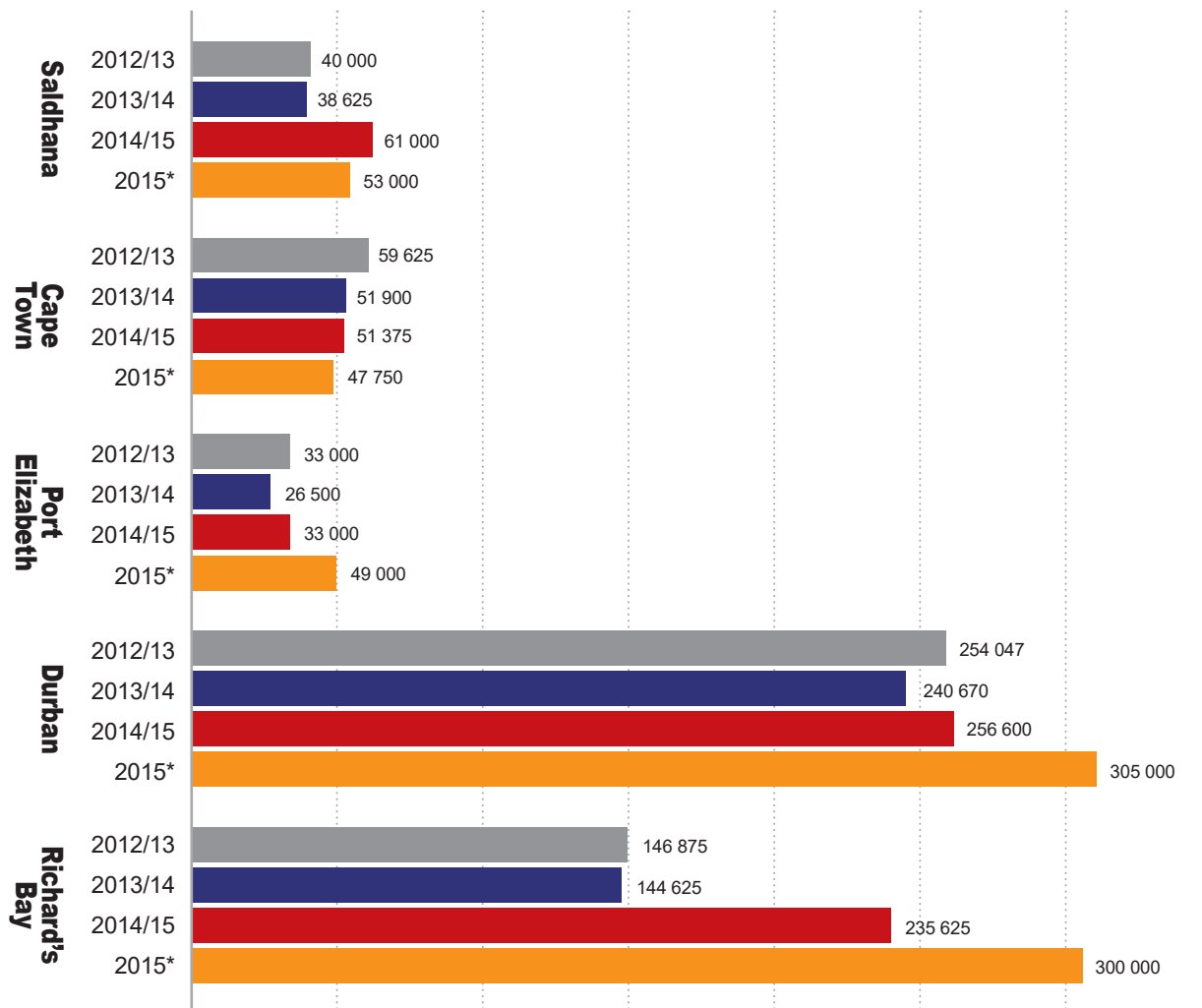
**R533 547**  
2012/2013

**R502 320**  
2013/2014

**R637 600**  
2014/2015

**R754 750**  
2015

\* 9 months



## Collection Boats

Our uniquely shaped collection boats are moored at till points all around the country. Small change adds up to a healthy sum of almost R200 000 a year. We remain grateful to the shopkeepers and supermarket chains who host our boats as well as the team of boat collectors who are part of the fundraising effort of each rescue base around the country. They regularly empty the boats, carefully bag the money, count it and deposit it. This is a labour of love and we are grateful for their loyalty and diligence. From time to time charities report fraudsters who impersonate boat collectors – but regular visits and personal relationships with each outlet has kept our programme relatively problem free. Good governance and detailed reporting are responsible for the success of this project.



**R184 788**

2014/2015

**R133 135**

2015

\* 9 months

Location	Amount
02 Bakoven	R7 949
03 Table Bay	R11 652
04 Mykonos	R2 832
05 Durban	-
06 Port Elizabeth	R12 326
07 East London	R7 061
08 Hout Bay	-
09 Gordon's Bay	R3 993
10 Simon's Town	R7 438
11 Port Alfred	R2 844
12 Knysna	-
14 Plettenberg Bay	R16 260
15 Mossel Bay	R355
16 Strandfontein	-
17 Hermanus	R8 623
18 Melkbosstrand	R3 508
19 Richards Bay	R4 020
20 Shelly Beach	R11 494
21 St Francis	R2 966
22 Vaal Dam	R2 507
23 Wilderness	R2 362
24 Lambert's Bay	R302
25 Hartbeespoort Dam	-
26 Kommetjie	R1 266
27 Victoria Lake	R370
28 Port St Johns	-
30 Agulhas	R1 162
31 Still Bay	R4 207
32 Port Edward	R6 219
33 Witsand	R950
34 Yzerfontein	R890
35 Witbank Dam	-
36 Oyster Bay	R3 000
37 Jeffreys Bay	R6 579
<b>TOTAL</b>	<b>R133 135</b>

## Street Collections

	2013/14	2014/15	2015*
Port Elizabeth	R48 932	R62 063	R68 171
Simon's Town	R4 840	R6 190	R5 650
Plettenberg Bay	R113 035	R108 594	R107 661
Hermanus	R40 002	R33 904	R37 000
St Francis Bay	R18 180	R12 530	R36 413
Richard's Bay	R10 406	R10 366	-
Agulhas	-	R9 922	R30 670
Jeffreys Bay	R24 000	R28 256	*banked in Jan 2016
<b>TOTAL</b>	<b>R259 395</b>	<b>R271 826</b>	<b>R285 565</b>

\* 9 months

## Events

<b>Golf Days</b>	2013/14	2014/15	2015*
Head Office	R79 805	R212 140	R73 290
Hermanus	R29 859	R14 094	R2 193
Knysna	R20 000	R26 638	R27 840
Plettenberg Bay	R163 607	R78 961	R42 275
Port Edward	R6 763	R13 596	-
Richards Bay	R92 568	R140 408	R210 000
St Francis Bay	R21 622	R27 559	-
Still Bay	R12 719	R10 900	-
Strandfontein	-	R14 536	-
<b>TOTAL</b>	<b>R426 943</b>	<b>R387 524</b>	<b>R358 698</b>

<b>Wine Auctions</b>	2013/14	2014/15	2015*
	<b>R403 943</b>	<b>R385 174</b>	<b>R487 825</b>

\* 9 months

Station	Annual Events	2013/14	2014/15	2015*
Air Sea Rescue	Quiz Night	R15 570	R1 300	-
Durban	Barrel Race	R74 135	R109 075	-
Melkbosstrand	Family 4x4 Day	R70 000	R80 000	R70 570
Wilderness	Family Beach Festival	R37 400	R49 486	-
Still Bay	Family Fun Run	R29 800	R73 200	-
Plettenberg Bay	Fun Run	R15 000	R17 020	R12 690
St Francis Bay	Father Christmas on the Canals	R18 179	R22 190	*banked in Jan 2016
Jeffreys Bay	Christmas Lights	-	R13 571	*banked in Jan 2016
<b>TOTAL</b>		<b>R260 084</b>	<b>R365 842</b>	<b>R83 260</b>

Station	Other Events	2015*
Head Office	Cape Town Cycle Tour	R51 113
Mykonos	Auction	R3 000
Durban	Durban Boat Show	R11 530
Port Elizabeth	Mr PE Competition	R3 000
Hout Bay	Hannah's Project	R1 186
	Quiz Evening	R1 470
Gordons Bay	Winter Wonderland	R 2 000
	Fundraising	R1 530
Simons Town	Kiddies Rides	R10 599
	Christmas Cake Raffle	R1 780
Melkbosstrand	Cape Town Marathon	R2 480
St Francis Bay	Food and Wine Paring	R122 410
Yzerfontein	Edward Hayman Charity Challenge	R19 000
Jeffreys Bay	R100/100km Trail Running events	R9 100
<b>TOTAL</b>		<b>R240 198</b>

## Retail

Sea Rescue currently sells branded memorabilia and clothing through a single outlet in the Victoria and Alfred Waterfront (next to Station 3). In 2015 we awarded a contract to a service provider to expand the

outlets through which we sell branded NSRI products. By the end of 2016 the NSRI will have four new 'shops' and our exposure and income will both benefit as these outlets roll out.

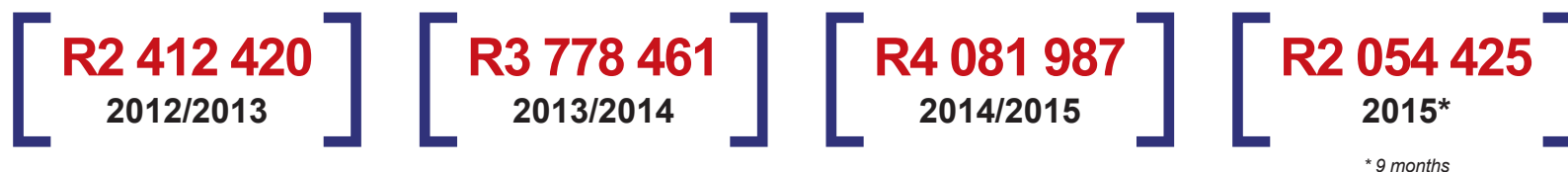
**R295 154**  
2015\*

*\* 9 months*

## Individual Giving

As with most charities, private individuals make up the bulk of our funding. We are indebted to these supporters who so generously share with us. Time and again we hear that they give because of “those fine young chaps (men and women) who go to sea”. It is humbling to us each time someone gives. These individual contributions are all given in person, or via letter or email or phone call – and each engagement is a

very personal moment where we get to share stories and marvel at the incredible work of our volunteers. Often people who are associated with the sea consider it their duty to contribute, but there are also many individuals who simply admire the character and spirit of our rescue crew and our WaterWise instructors. Thank you to each person who chose to support us this year.



## Appeal Letters

Direct mail appeal letters give us an opportunity to fund raise for an immediate and specific need. We are proud to say that we write each letter in-house and use our own photographs. We do not pay an outside

agency to do this work. As with all our projects, we honour our donors wishes and use their funds for the project of their choice.

Theme	Project	Raised	Spent	
Visible Volunteers	Jumpsuits	R254 369	R15 789	Supplier stock issue, order of R218 000 paid in 2016
Breaking New Ground	Kommetjie Rescue Base	R264 956	R5 000 000	
Enlighten	Torches	R237 168	R11 584	On order, payment in 2016
<b>TOTAL</b>		<b>R1 024 044</b>		

## Trusts and Foundations

We are fortunate to have the support of a number of Trusts and Foundations that have been established for philanthropic reasons. The funding that we received in the period has assisted us in providing rescue equipment for our crew, including a recent project to purchase waterproof torches and

wetsuits. We also received a sizeable contribution towards the building of a new deep sea rescue craft for Durban and the construction of a new rescue base at Kommetjie.





Picture: NSRI Hermanus

# Values

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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



The sea, once it casts its spell, holds one in its net of wonder forever.

*Jacques-Yves Cousteau*



*Picture: Paula Leech*



Picture: Paula Leech

# Governance

Governance structures within the NSRI comply with recommendations of King III and the Governance Board maintain close oversight over the activities of the company through scheduled meetings of the Board and its' committees which include Audit, Human Capital, Risk, Operations and Investment.

A Memorandum of Incorporation details the structure of the company and the governance mechanisms.

The Board comprises fourteen Directors including four Executive (management employed by the company) and ten non-executive (unpaid) directors. The Board elects the Chairman annually and the current Chairman is Ronnie Stein.

The roles of Chairman of the Board and Chief Executive Officer are separate to ensure that management and governance functions are separate and that control of the company is vested primarily through the members in General Meeting (AGM), the Board and the Executive. This ensures that no single individual exercises unfettered powers of decision-making but that the executive have very clear mandates and exercise management within the guidance of a framework and clear plans.

The Memorandum of Incorporation also makes provision for an Operational Board which consists of four Executive Directors and five Regional Representatives who are

elected by their respective Station Commanders. The Operational Board debates and considers strategic operational issues in relation to infrastructure, rescue vessels, training, safety, emergency communication and volunteers.

The NSRI rotates Directors in line with King III so that every three years non-executive Directors stand down and are either re-elected or replaced by resolution at an Annual

General Meeting of the members of the NSRI.

The Board meets quarterly to consider issues of governance and receive committee reports and once annually to discuss the strategy of the NSRI. The Operational Board meets bi-monthly.

The directors participate in Board Committees and all meetings are recorded and action against minutes monitored. The Committees hold the executive to account and ensure that management complies with all Legislation, Regulation and Policy.

The Governance Structures strive to achieve transparency, accountability, integrity and ethical leadership but also provide practical guidance to the executive towards sustainable development of the activities of the company.

The King IV Report is awaited which should streamline NPC governance appropriate to the scale of the company.

*The Board meets quarterly to consider issues of governance and receive committee reports and once annually to discuss the strategy of the NSRI. The Operational Board meets bi-monthly.*



## Corporate Governance initiatives undertaken in 2015

### Audit Committee

- A comprehensive Internal Audit which revealed findings in areas of Procurement, Income, Stations and Information Communication Technology. Findings are recorded and management have set time frames within which to rectify matters.
- The Internal Audit programme for 2016 was agreed and will include areas of Legacies and Bequests, Payroll and Members Contributions.
- The Financial Year was aligned with the Calendar Year
- External audit was completed.
- Financial accounts were reviewed

### Human Capital Committee

- Board Committees were augmented by the appointment of two new members one a Lawyer and the other an Emergency Physician.
- Several Policies were approved
- Transformation was placed on the Board Agenda and assigned to the Human Capital Committee for consideration
- Social Security benefits for staff were implemented
- Insurances for volunteers were increased
- Remuneration was reviewed (4% Cost of Living increases approved for staff against a benchmark of 8-15%)

### Risk Committee

- Risk Register and Schedules were updated.
- Fraud Policy was approved
- Gift register was implemented
- Review of Service contracts completed

### Investment Committee

- Presentations by portfolio managers were received
- Investment mandates and allocations were reviewed

### Nominations and appointments

The members in Annual General Meeting are responsible for election of non-executive directors to the Board and the Governance Board in turn are responsible for the appointment of Executive Directors.

The ultimate accountability lies with the members in General Meeting. 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 Board completed the following in the year under review;

The AGM ensures that Directors are appointed in a formal and transparent process.

The CEO with the assistance of Chris Wilson of Kilgetty Statutory Services (Pty) Ltd assume responsibility for an informal but comprehensive induction programme which provides new appointees with a comprehensive briefing on company strategy, financial budgets and accounts and operational activity.

Documents distributed to the Directors include the Integrated Report, Memorandum of Incorporation, 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 Capital Committee.

### Conflicts of interest

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

All NSRI employees disclose financial interests annually by the 31st of January each year and must have CEO approval to perform remunerative work outside of the NSRI.

### 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 Stock Exchange, these Directors are regarded as being more aware of Corporate Governance practices and requirements than the general director.

## Governance Board



**Ronnie Steyn**  
Chairman of the Governance Board  
Appointed: 2013  
Meetings Attended 3/3



**Eddie Noyons**  
Chairman of the Operations Board  
Appointed: 2013  
Meetings Attended 3/3



**Chris Nissen**  
Non-Executive Director  
Appointed: 2013  
Meetings Attended 2/3



**David Robins**  
Non-Executive Director  
Appointed: 2008  
Meetings Attended 3/3



**Deon Cloete**  
Non-Executive Director  
Appointed: 2013  
Meetings Attended 1/3



**Nontsi Kunene Tshazi**  
Non-Executive Director  
Appointed: 2010  
Meetings Attended 0/3



**Rob Stirrat**  
Non-Executive Director  
Appointed: 1991  
Meetings Attended 2/3



**Viola Manual**  
Non-Executive Director  
Appointed: 2013  
Meetings Attended 3/3



**Chris Wilson**  
Pro bono Company Secretary  
Meetings Attended 3/3



**Dr Dineo Moiloa**  
Non-Executive Director  
Appointed: 2015  
Meetings Attended 1/1



**Randall Titus**  
Non-Executive Director  
Appointed: 2015  
Meetings Attended 1/1



**Dr Cleeve Robertson**  
CEO  
Appointed: 2013  
Meetings Attended 3/3



**Mark Koning**  
Executive Director: Finance  
Appointed: 2003  
Meetings Attended 3/3



**Mark Hughes**  
Executive Director: Operations  
Appointed: 2011  
Meetings Attended 3/3



**Meriel Bartlett**  
Executive Director:  
Organisational Support  
Appointed: 2005  
Meetings Attended 2/3

## Board Committees

### 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.

#### **Eddie Noyons**

Chairman of the Operations Board

Meetings Attended: 4/4

#### **Dr Cleeve Robertson**

Meetings Attended: 3/4

#### **Mark Koning**

Meetings Attended: 4/4

#### **Mark Hughes**

Meetings Attended: 4/4

#### **Meriel Bartlett**

Meetings Attended: 3/4

#### **Brad Geyser\***

Meetings Attended: 4/4

#### **Dave Roberts\***

Meetings Attended: 4/4

#### **Mike Elliot\***

Meetings Attended: 4/4

#### **Justin Erasmus\***

Meetings Attended: 4/4

\*Operational Board Member

### 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.

#### **Howard Godfrey**

Chairman of the Awards Committee

Meetings Attended: 4/4

#### **Chris Hudson**

Meetings Attended: 4/4

#### **Rob Stirrat**

Meetings Attended: 3/4

#### **Eddie Noyons**

Meetings Attended: 3/4

#### **Allan Cramb**

Meetings Attended: 3/4

#### **Mark Hughes**

Meetings Attended: 4/4

#### **Andrew Ingram**

Meetings Attended: 3/4

### 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 77 of the integrated report.

#### **Ivor Sindler**

Chairman of the Audit Committee

Meetings Attended: 3/3

#### **Dr Cleeve Robertson**

Meetings Attended: 2/3

#### **David Robins**

Meetings Attended: 3/3

#### **Hennie Taljaard**

Meetings Attended: 2/3

#### **Mark Koning**

Meetings Attended: 3/3

#### **Nils Nyback**

Cecil Kilpin & Co. Registered Auditors

Meetings Attended: 3/3

#### Human Capital Committee

The Human Capital Committee is chaired by an independent Non-Executive Director, Viola Manuel. 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.

##### **Viola Manuel**

Chairman of the Human Capital Committee

Meetings Attended: 2/2

##### **David Robins**

Meetings Attended: 2/2

##### **Dr Cleeve Robertson**

Meetings Attended: 2/2

##### **Chris Nissen**

Meetings Attended: 0/2

##### **Dr Dineo Moilo**

Meetings Attended: 1/1

#### 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.

##### **Bernard Osrin**

Chairman of the Investment Committee

Meetings Attended: 3/3

##### **Ronnie Stein**

Meetings Attended: 2/3

##### **David Robins**

Meetings Attended: 3/3

##### **Howard Godfrey**

Meetings Attended: 3/3

##### **Dr Cleeve Robertson**

Meetings Attended: 1/3

##### **Mark Koning**

Meetings Attended: 3/3

#### Risk Committee

The Risk Committee is chaired by an independent Non-Executive Director, Deon Cloete. This Committee has the responsibility 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.

##### **Deon Cloete**

Chairman of the Risk Committee

Meetings Attended: 2/2

##### **Rob Stirrat**

Meetings Attended: 1/2

##### **Dr Cleeve Robertson**

Meetings Attended: 2/2

##### **Mark Koning**

Meetings Attended: 2/2

##### **Mark Hughes**

Meetings Attended: 2/2

##### **Meriel Bartlett**

Meetings Attended: 1/2

#### **Honorary Life Governors**

The role of the Honorary Life Governor is to act as wise counsel to NSRI, to facilitate fundraising by introducing funders, to vote at the AGM and to attend any meeting of the NSRI as they see useful.

David Abromowitz, Peter Bacon, Allan Cramb, Howard Godfrey, Ian Hamilton, Chris Hudson, Brian Hustler, Ian Strachan, Hennie Taljaard



# Goals and Objectives (M&E)

■ Red = No progress   
 ■ Yellow = Progress   
 ■ Green = Completed Activity

STRATEGIC GOAL STATEMENT	STRATEGIC OBJECTIVE TITLE	STRATEGIC OBJECTIVE STATEMENT	ACTIVITY	DASH-BOARD		
KEY RESPONSIBILITY AREAS (KRA)				Q1	Q2	Q3
Provide access to and Rescue by competent Sea Rescue services	1. Capacitating Sea Rescue volunteers	Progressively provide volunteer crew, coxswains and managers with the cognitive, psychomotor and affective capacity to respond to the full range of emergencies by 2020	Implement full range of courses (30) on eLearning in 3 phases: Trainee (6), Crew (20), Leadership (4)			
			Implement a Volunteer Resilience Programme			
			Establish Electronic Navigation Training Facility, and offer 6 courses per year with 8 students each (48)			
			Establish a Radio Communications Training Facility, with 10 courses a year, with 8 students each (80)			
			Deliver 3 Crew Courses per year with 12 students each (36)			
			Deliver 3 Coxswain development courses per year with 8 students each (24)			
			Deliver 6 Coxswain leadership courses per year (2 class 1, 4 class3), with 32 students per year			
			Visit to each Rescue station at least 1 per year for formal engagement session			
	Implement a Junior Academy linked to Stations					
	2. Expanding the coastal footprint of Sea Rescue Stations	Establishing stations inland and on the North East and North West Coasts by 2020	Investigate station location at Port Nolloth			
Investigate Inland Sites						

Provide access to and Rescue by competent Sea Rescue services	3. Emergency Point of Contact	To Provide a National Emergency Point of Contact and Dispatch for the NSRI for the whole SA Coastline by 2020	Consolidate the Emergency Point of Contact and Dispatch Centre and Market 112	Orange	Green	Green
			Implement SafeTrx with new features	Orange	Green	Green
	4. Safe Rescue Facilities	To rationalise the fleet and reduce the available vessel models to 5 by 2020 an complete capital projects	Reduce the Number of Boat Classes	Orange	Green	Green
			New vessel for Durban	Red	Orange	Orange
			New Vessel for Richards Bay	Orange	Orange	Green
			New Vessel for Knysna	Orange	Orange	Green
			New Vessel for Melkbosstrand	Green	Green	Green
			New vessel for Jeffreys Bay	Green	Green	Green
		To ensure all vessels and facilities promote principles of green energy by 2020	Build New Station at Kommetjie	Orange	Green	Green
			Complete Slipway Alterations at PE	Red	Orange	Orange
			Complete Witsand Boatshed	Orange	Green	Green
			Complete Port Edward Renovations	Orange	Green	Green
	5. Advocacy and Prevention	Expand the number of WaterWise educators to 20 by 2020	Appoint Durban Educator	Orange	Orange	Green
			Appoint George Educator	Orange	Green	Green
		Expand WaterWise Funding Partnerships	Conclude agreement with Princess of Monaco Foundation	Green	Green	Green
		Expand advocacy and safety messages	Increase exposure of Drowning Prevention	Orange	Orange	Green
	6. Effective Fundraising	Diversifying the fundraising activities to ensure sustainability with no one stream > than 30% of income by 2020	Initiate National Retail Agreement	Orange	Green	Green
			Initiate Film Company Initiative	Orange	Orange	Orange
Establishing a fundraising executive and structure by 2020		Appoint a Fundraising Director	Orange	Red	Red	
Increasing the friend numbers to 120 000 by 2020		Increase Friend Numbers to 80 000	Orange	Orange	Green	



Providing Good Corporate Governance and Competent Management and Administration	7. Effective Financial Management	Integrating the donor database, accounting system and payroll IT systems by 2020	Implement New Accounting System	Orange	Green	Green	
			Implement CRM	Orange	Orange	Orange	
			Initiate MIS Upgrade to improve user interface and reporting	Orange	Orange	Orange	
			Improve connectivity and speed to facilitate CRM and Accounting	Green	Green	Green	
		Decentralizing the visibility of budgets to station level and implementing electronic requisitions by 2020	Provide Sight of Budget and Expenditure at Station Level to station level and implementing electronic requisitions by 2020.	Orange	Green	Green	
	Create an Internal Audit Capacity	Complete 1st Internal Audit Report	Orange	Green	Green		
	8. Developing a competent workforce	Creating an Organisational Structure by 2020	Implement Head Office Organisational Structure	Green	Green	Green	
			Implement Performance Management System	Develop Performance Agreements	Orange	Green	Green
			Implement Continuous Learning Platform	Continuous Learning included in Learning	Orange	Green	Green
			Address Equity and Diversity to achieve diversity by 2020	Establish Academy and Implement Recruitment Policy	Orange	Orange	Orange
			Developing technical IT capacity within the organisation by recruitment or contract by 2020	Outsource IT to iSquared	Orange	Green	Green
	9. Maintaining Governance Structures	Improve diversity within the organisation	Appoint new members that address diversity on the Board	Green	Green	Green	
			Express Governance through Reporting	Produce a quality Integrated Annual Report	Green	Green	Green
			Include Social and Ethics issues within the HRM Committee	Report on internal & external diversity	Orange	Green	Green
			Maintain Board and Committee Structures and Function	Complete Quarterly Board Meeting	Green	Green	Green
				Complete Quarterly Committee Meetings	Orange	Green	Green
				Complete Annual Strategy Session	Orange	Green	Green
	10. Reducing Bureaucracy	Reducing the burden of bureaucracy by establishing NSRI as an authorised agency to SAMSA	Complete quarterly SAMSA Meetings	Orange	Green	Green	
			Engage NRCS and DTI to resolve Lifejacket Issue	Resolve Lifejacket Issue for Coastal Rescue	Orange	Green	Green
			Resolve Lifejacket Issue for Offshore Rescue	Orange	Orange	Orange	

Providing Good Corporate Governance and Competent Management and Administration	11. Effective Marketing and Media Communication	Maintaining NSRI reputation by continuing to manage our Brand in the media.	Measure Brand/Reputation internally	Orange	Green	Green
		Raising friends of NSRI as a vehicle to increasing the donor base	80 000 friends	Orange	Green	Green
		Producing a quality quarterly magazine and distributing to the donor base	Rationalise Print and Electronic Magazine Distribution to conserve cost	Orange	Green	Green
		Communicating the stories of NSRI to solicit the emotional support of society	Increase Twitter and Facebook exposure	Orange	Green	Green
	12. Ensuring Personal Safety	Ensuring that NSRI vessels > 5m in length are located at any time by the installation of AIS on all NSRI Vessels by 2020	Procure AIS Units	Orange	Green	Green
		Ensuring that NSRI vessels > 5m in length are located at any time by the installation of AIS on all NSRI Vessels by 2020	Procure Lifejackets	Orange	Green	Green
		Implementing a Wellness Programme within NSRI by 2020	Engage Health Funders / Wellness Providers	Orange	Orange	Orange
	13. Ensuring Patient Safety	Ensuring that patients are evacuated and moved safely in all instances by 2020	Train the Class 1 Stations on New Evacuation Procedure	Green	Green	Green
			Hold conference on Maritime Emergency care	Green	Green	Green
		Ensure new evacuation equipment is procured and implemented	Distribute Patient Evacuation System	Orange	Green	Green
		Ensuring that patients are triaged in all instances by eTriage by 2020	Implement eTriage on IOS and Android	Orange	Orange	Green
		Implementing an error reporting system wrt all patient contacts by 2020	Implement Patient Error Reporting	Orange	Orange	Orange
		Implement a Standard Patient Care Report	Develop a simple PCR	Orange	Orange	Orange

	Q1			Q2			Q3		
	Green	Orange	Red	Green	Orange	Red	Green	Orange	Red
Number	10	52	7	40	24	3	49	17	3
Total	69	69	69	69	69	69	69	69	69
Percentage	14%	75%	10%	58%	35%	4%	71%	25%	4%

## Risk

LIKELIHOOD	CONSEQUENCE				
	Very Low (1)	Low (2)	Medium (3)	High (4)	Very High (5)
Almost Certain (5)	Minor	Moderate <sup>4</sup>	Major <sup>2</sup>	Extreme	Extreme
Likely (4)	Minor	Moderate <sup>8,12</sup>	Major <sup>3</sup>	Major <sup>1</sup>	Extreme
Possible (3)	Insignificant	Minor	Moderate <sup>5,6</sup> <sup>9-11</sup>	Major	Extreme
Unlikely (2)	Insignificant	Minor	Moderate	Moderate <sup>7</sup>	Major
Rare (1)	Insignificant	Insignificant	Minor	Moderate	Major

\* The figures in brackets represent the risk rating

**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).

<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.

## Outlook and Sustainability Review

A review of the Economic, Geo-political, Physical, Technological, Societal and Internal environments during 2015 revealed the following;

### Economic

The South African economy is experiencing severe challenges and with projected GDP growth of less than 1% there is a substantial threat to charitable giving although often in times of crisis there is a paradoxical increase in giving.

The failing Rand, which lost 26% of its value in the six months after turmoil gripped Chinese markets in June 2015 and further plummeted after the removal of our finance minister, places severe pressure on our ability to replace capital assets which are heavily dependent on imports (electronics, outboard motors). Our response which is to build assets locally derives some saving but with more than 40% imported content we are at the mercy of the Euro.

Affording the tools we need for maritime rescue will require greater effort to boost revenues and our plans to diversify income through accelerated business activity and international fundraising should pay off. Parallel attention will be given to efficient expenditure and ensuring maximum output for investment. Revenue streams have been consistently increasing at greater than 20% annually and from financial data and with the security of existing investments the service is sustainable as a going concern in the medium to long term.

In achieving better drowning prevention results we will leverage off partnerships with existing educator networks (Department Basic Education, other NPOs) in order to contain personnel costs.

### Geo-political

With election season in full swing Government spending diverts to marketing of party achievements and so expanded funding is unlikely in the short term. Current State and SOE contributors have been consistent and supportive and currently funding levels are likely to be sustained with inflation.

There are future opportunities in relation to the 'blue economy' and demand for rescue services is likely to increase as boating, shipping and other water related activities increase. Funding should follow.

### Physical Environment

Global Warming is on everybody's lips and already there is unquestionably an unpredictability about the weather and sea states. Rising water levels may threaten coastal stations in the long term and require investment to protect assets.

Flooding is likely to increase inland and sea rescue resources may be required in this context more often. This will place greater demands and pressure on services.

Drowning in fresh water environments, already the greatest numbers, may well increase due to increased flooding in the interior.

### Technological

ICT is key to any modern business and we are currently investing in technology to improve business intelligence and operations.

Emergency communication is a key factor in guaranteeing public access to services and partnerships with 112 providers, and the MRCC are resulting in improved coordination and response. The addition of a SafeTrx Application for small vessel operators should facilitate immediate access and response.

International technology in the Search and Rescue environment e.g. MEOSAR will once implemented in 2018 place greater pressure on local rescue services as the activation of emergency personal and vessel beacons increases.

Coastal radio infrastructure is currently in the process of upgrade which will improve emergency communication and control of rescue resources.

### Societal

Increasing urban and beach populations place greater demand on both preventative and reactive services. Sea Rescue has strategically decided to provide lifesaving services to augment the boat based rescue services because of these demands.

Less than 1% of the population can swim effectively, raising the general risk of drowning in the population and getting water safety education to 15 million children in South Africa is a huge task. Sincere effort is



made to mainstream water safety education in the Department of Basic Education and in the long term this will impact on drowning.

Personal security to our crew in remote locations and to some bases is becoming a real risk. We don't currently have a solution and are dependent on existing police services for protection.

#### **Internal**

The Health and Safety of clients, staff and crew remain a priority. Insurances have ensured that we provide healthcare access by injured crew in emergencies and we have invested substantially in equipment to ensure comprehensive patient care.

Personal protective equipment is non-negotiable and every crew member has the safety wear they need to survive under austere maritime conditions. All volunteer lives are insured guaranteeing a minimum social security for our crews.

Substantial investment has been made in training and development through eLearning, training officers and facilities to ensure future staffing of rescue resources and retention of volunteers.

A succession plan for senior and executive management has been designed to ensure continuity over the next ten years and beyond.



*Picture: Paula Leech*

## Directors' Responsibilities and Approval

The directors are required by the Companies Act 71 of 2008, 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 9 months 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 judgements 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.

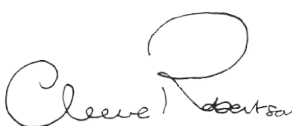
The directors are of the opinion, based on the information and explanations given by management that the system of internal control provides reasonable assurance that the financial records may be relied on for the preparation of the annual financial statements. However, any system of internal financial 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 12 months to 31 December 2016 and, in the light of this review and the current financial position, they are satisfied that the company has or had access to adequate resources to continue in operational existence for the foreseeable future.

The external auditors are responsible for independently auditing 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 77.

The annual financial statements set out on pages 6 to 20, which have been prepared on the going concern basis, were approved by the board of directors and were signed on its behalf by:

  
R Stein

  
CC Robertson

Sea Point, Cape Town  
Date: 2016/04/07



Picture: Paula Leech

## Independent Auditor's Report

### To the members of National Sea Rescue Institute of South Africa NPC

We have audited the annual financial statements of National Sea Rescue Institute of South Africa NPC, as set out on pages 76 to 79, which comprise the statement of financial position as at 31 December 2015, and the statement of comprehensive income, statement of changes in equity and statement of cash flows for the 9 months then ended, and the notes, comprising a summary of significant accounting policies and other explanatory information.

### Members' Responsibility for the Annual Financial Statements

The association's members 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 requirements of the Companies Act 71 of 2008, and for such internal control as the directors determine is necessary to enable the preparation of annual financial statements that are free from material misstatements, whether due to fraud or error.

### 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 auditor's judgement, 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 company'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 company'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.

As disclosed in notes 1 and 2 to the annual financial statements and as disclosed in the director's report, assets are depreciated in full, in the year that they are acquired amounting to R10 068 814 (31 March 2015: R11 692 850), which practice, is not in accordance with the International Financial Reporting Standard for Small and Medium sized Entities.

The provision for the period ended 31 December 2015 should have been R7 201 516 (31 March 2015: R6 115 997) based on the straight line method of depreciation, using annual depreciation rates of 5% for the building and 20% for the equipment, motor vehicles and boats. Accordingly, the property, plant and equipment should be stated at 31 December 2015 at the book value that, reasonably stated, amounts to R25 391 502 (31 March 2015: R22 267 762).

### 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 December 2015, and its financial performance and cash flows for the 9 months then ended in accordance with the International Financial Reporting Standard for Small and Medium sized Entities, and the requirements of the Companies Act 71 of 2008.

### Supplementary Information

Without qualifying our opinion, we draw attention to the fact that supplementary information set out on pages 78 to 79 does not form part of the annual financial statements and is presented as additional information. We have not audited this information and accordingly do not express an opinion thereon.

### Other reports required by the Companies Act

As part of our audit of the annual financial statements for the 9 months ended 31 December 2015, we have read the directors' report for the purpose of identifying whether there are material inconsistencies between that report and the audited annual financial statements. The directors' report is the responsibility of the directors. Based on reading that report we have not identified material inconsistencies between it and the audited annual financial statements. However, we have not audited the directors' report and accordingly do not express an opinion thereon.



Cecil Kilpin & Co. (Registered Auditors)

Per Partner: N Nyback

Century City | Date: 2016/04/07



## Statement of Financial Position

Annual Financial Statements for the 9 months ended 31 December 2015

	<b>9 months ended 31 December 2015 R</b>	<b>12 months ended 31 March 2015 R</b>
<b>Assets</b>		
<b>Non-Current Assets</b>	<b>26 971 873</b>	<b>32 530,367</b>
Property, Plant & Equipment	5	5
Investments	26 971 868	32 530 362
<b>Current Assets</b>	<b>6 014 650</b>	<b>6 760 544</b>
Inventory	47 444	208 513
Trade and Other Receivables	3 074 775	1 067 150
Cash and Cash Equivalents	2 892 431	5 484 881
<b>Total Assets</b>	<b>32 986 523</b>	<b>39 290 911</b>
<b>Equity and Liabilities</b>		
<b>Capital and Reserves</b>	<b>30 608 217</b>	<b>38 680 589</b>
Accumulated Funds	22 698 915	30 821 537
Special Funds	7 909 302	7 859 052
<b>Current liabilities</b>	<b>2 378 306</b>	<b>610 322</b>
Trade and Other Payables	2 378 306	610 322
<b>Total Equity and Liabilities</b>	<b>32 986 523</b>	<b>39 290 911</b>

## Statement of Comprehensive Income

Annual Financial Statements for the 9 months ended 31 December 2015

	<b>9 months ended 31 December 2015 R</b>	<b>12 months ended 31 March 2015 R</b>
<b>Gross Income</b>	<b>82 198 318</b>	<b>103 264 578</b>
Surplus for the Period	11 927 628	29 868 758
Transfer of Accumulated Funds	(20 000 000)	(50 000 000)
<b>Transfer (to) / from Special Funds</b>	<b>(50 250)</b>	<b>1 183 029</b>
Special Project Fund	(50 250)	(1 183 029)
Retained (deficit) / surplus for the Period	(8 122 622)	(18 948 213)
Retained surplus at beginning of Period	30 821 538	49 769 751
<b>Retained surplus at end of period</b>	<b>22 698 916</b>	<b>30 821 538</b>

## Summarised Income Statement


Annual Financial Statements for the 9 months ended 31 December 2015

	9 months ended 31 December 2015 R	12 months ended 31 March 2015 R
<b>Income</b>		
<b>Grants</b>	<b>2 610 600</b>	<b>4 644 516</b>
National Department of Transport	2 095 000	2 000 000
National Lottery Distribution Trust Fund	-	1 372 150
Western Cape Department of Local Government	400 000	375 000
Western Cape Department of Agriculture	-	79 194
Fuel Companies	100 000	-
Public Bodies	15 600	818 172
<b>Donations and Bequests</b>	<b>14 777 555</b>	<b>19 391 826</b>
Companies	2 705 822	4 207 166
Individuals	2 187 560	4 081 987
Legacies and Bequests	6 363 206	4 692 880
Shipping Levies	754 750	627 500
Trusts	2 766 217	5 782 293
Call Centre	60 532 927	67 012 760
Members Contributions	426 900	1 536 300
Events	1 466 213	1 233 380
ACSA Contract Fees	-	4 953 646
Investment Income	1 615 265	3 506 619
Sundry Income (Insurance Claims, Manuals, Cards, Cash Discounts, etc.)	467 748	725 531
Surplus on Sale of Assets	301 110	260 000
<b>Total Income</b>	<b>82 198 318</b>	<b>103 264 578</b>
<b>Expenditure</b>	<b>(70 270 690)</b>	<b>(73 395 821)</b>
<b>Surplus for the Period</b>	<b>11 927 628</b>	<b>29 868 758</b>

## Summarised Income Statement

Annual Financial Statements for the 9 months ended 31 December 2015

	<b>9 months ended 31 December 2015 R</b>	<b>12 months ended 31 March 2015 R</b>
<b>Expenditure</b>		
Employee costs	13 269 785	13 307 467
Office expenditure	660 391	1 007 131
Information communication technology	1 454 221	845 109
Insurance	1 077 184	1 159 773
Property expenses	2 194 818	2 301 380
Depreciation	10 068 814	11 692 850
Travel and accommodation	1 771 986	1 975 612
Marketing expenditure	3 519 841	2 684 052
Professional fees	149 245	539 149
Banking costs	1 127 041	1 061 232
Call centre	26 975 262	29 685 577
Station expenditure	1 741 405	836 834
Boat running	6 260 697	6 299 655
<b>Total Expenditure</b>	<b><u>70 270 690</u></b>	<b><u>73 395 821</u></b>

A dramatic sunset over a turbulent sea. The sun is a bright, glowing orb in the center of the horizon, surrounded by dark, heavy clouds. A path of golden light reflects off the water's surface, leading from the sun towards the viewer. The sea is choppy with white-capped waves. The sky is filled with various cloud formations, some catching the light of the setting sun.

Courage involves being acutely aware of danger and risk,  
and being willing to confront one's own fear, pain and agony to take action.





## **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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