



**SEA**   
**RESCUE**  
**SOUTH AFRICA**

**INTEGRATED  
ANNUAL REPORT  
2020**

# ABOUT THIS REPORT

The National Sea Rescue Institute (NSRI), or Sea Rescue, is a registered non-profit organisation that is committed to drowning prevention and focused on saving lives, changing lives and creating futures in South Africa. Our Integrated Annual report covers all the operations of the NSRI for the period from 1 January 2020 to 31 December 2020. There has been no change in the scope and boundary of the report.

The report is a sincere attempt to tell our story and describe the progress we have made this year to achieve our vision to save lives and to uphold the values we live by. The Board has been fully involved in the selection of the material matters to be addressed in the report. Management has prepared and verified the information, with oversight from the Board and Audit Committee. The Board is satisfied that the report provides an accurate, balanced and comprehensive overview of our organisation.

All financial information in this report has been extracted from the audited financial statements. Our financial information has been audited by our independent auditors, Cecil Kilpin & Co.

In selecting information for this report, we have attempted to communicate the essence of the NSRI and its evolution. We have therefore selected topics that will provide the reader with a broad overview of our operations, as well as insights into our strategy, funding base, most important risks and opportunities, our successes as well as our challenges.

Stakeholders who would like to know more are invited to contact the NSRI directly or visit our website for further details or to make a donation.

To prepare this report, we have applied the reporting principles and guidelines provided by:

- the International Financial Reporting Standards (IFRS),
- the King IV™ Report on Corporate Governance for South Africa 2016 (King IV™),
- the Supplement for non-profit organisations included in King IV™, and
- the International Integrated Reporting Council's (IIRC) International <IR> Framework, to prepare this report.

We strive for excellence in everything we do, and we are particularly proud to be recognised for our life-saving efforts.

We are also proud to be recognised for the quality of our communication and reporting, having received the 2020 merit award for our previous Integrated Annual Report from the Chartered Governance Institute of South Africa for the NPO Category.



**Please refer to our website for a list of awards that we have received in recent years.**

## BOARD RESPONSIBILITY STATEMENT

While our financial information has been audited by our independent auditors, we have, in the interest of optimising the use of donor funds, not sought further independent verification for our Integrated Report. The report is however thoroughly verified internally, and both executive management and our Board have assured themselves that all material aspects on NSRI have been covered comprehensively.

The Board of directors of the NSRI (the Board) acknowledges its responsibility to ensure the integrity of this report. The Board believes that the 2020 Integrated Annual Report is presented in accordance with the <IR> Framework, addresses all material matters and provides a balanced overview of the organisation and its prospects. The Board has therefore approved the 2020 Integrated Report for publication.

## HOW TO NAVIGATE OUR INTEGRATED REPORT



This icon signifies related information elsewhere in this report



This icon signifies related information available on our website at [www.nsri.org.za](http://www.nsri.org.za)

### OUR STRATEGIC PILLARS



Advocacy and prevention



Quality rescue services



Quality corporate governance, management and administration



Marketing and communication



Fundraising

### OTHER REPORTS AVAILABLE INCLUDE:

- A risk register
- Annual Financial Statements for 2020
- A King IV™ compliance register.

### OUR CAPITALS



Financial capital



Human capital



Social and relationship capital



Intellectual capital



Natural capital



Manufactured capital

### INDEPENDENT ASSURANCES

Assurances of our business practices, governance and financial information are provided through compliance with audit and oversight from many regulatory organisations.



Please refer to the Compliance discussion on page 68.

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# OUR BUSINESS AT A GLANCE

## WHO WE ARE

The National Sea Rescue Institute is a charity staffed by volunteers who are on call, at all hours, every day of the year. We have rescue bases and lifeguard stations along the coast on beaches and on inland dams. Our rescue crew are not paid and we do not charge the people whom we rescue. Our goal is to prevent drowning through education, through preventative measures and through active rescue.

We visit schools around the country, teaching children about water safety, what to do in an emergency and how to do bystander CPR. We have built an online training academy for our crew and extended this platform to also include free courses for the public. We extended our preventative measures to include emergency signage, Pink Rescue Buoys for emergency flotation, rescue swimmers, lifeguards and active

patrols during peak seasons.

Year after year we improve our skills and techniques and we continuously investigate new technologies and find new and more effective ways to prevent drowning.

Our charity exists through, and is funded by, a support base of more than 100 000 donors, most of them private individuals who donate on average R140 a month.

## THE VALUES WE LIVE BY



### ALTRUISM

We love the sea and combine this love with our commitment to helping others.



### CARING

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



### ACCOUNTABILITY

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



### FAMILY

We have strong family values as individuals, as stations and as an organisation.



### PRIDE

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



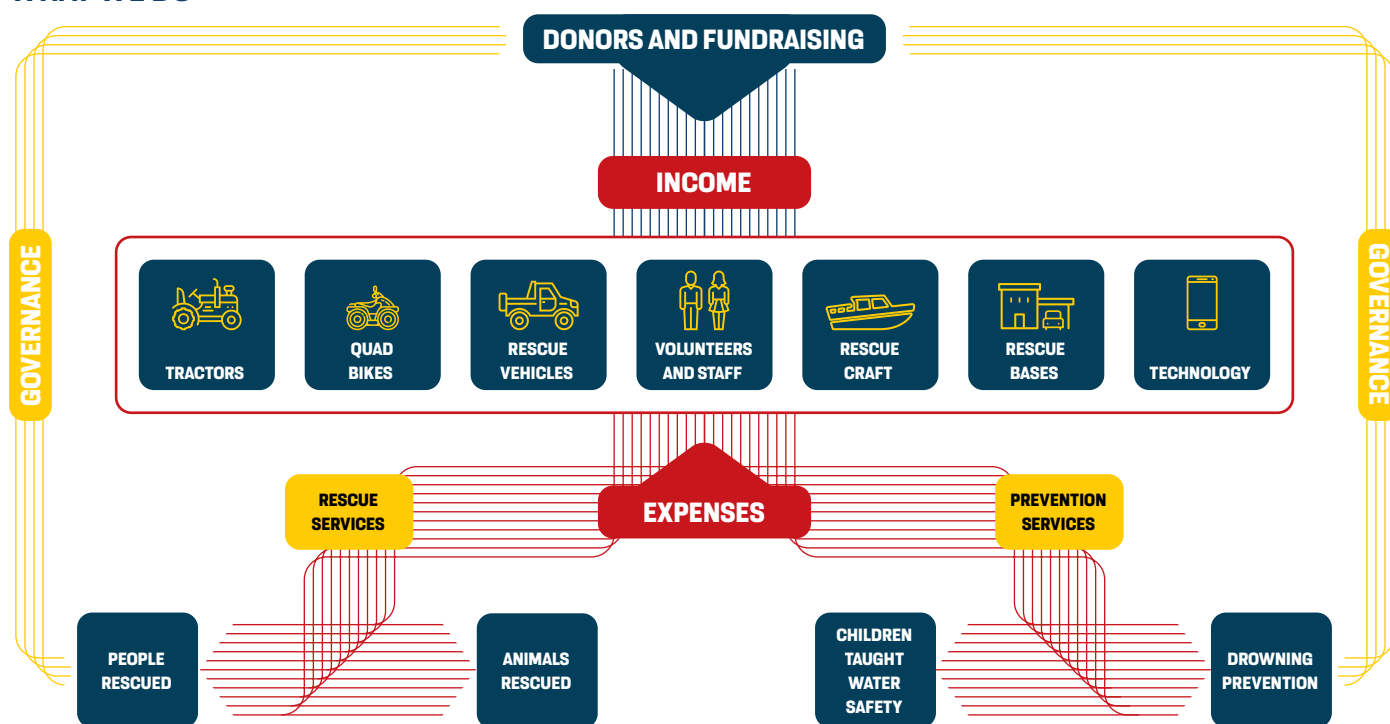
### SAFETY

We value the safety of our crews, the safety of the children we teach and the safety of the people and animals we rescue.



“The NSRI is in the business of courage and commitment!”

WHAT WE DO



## OUR OPERATIONS

### R RESCUE BASE & PINK BUOY PLACEMENTS

STN	Buoy	Station
2	R	Bakoven
3	R	Table Bay
4	R	Mykonos
5	R	Durban
6	R	Gqeberha (Port Elizabeth)
6S	W	Noordhoek
7	R	East London
8	R	Hout Bay
9	R	Gordon's Bay
9S	R	Strand
10	R	Simon's Town
11	R	Port Alfred
12	R	Knysna
14	R	Plettenberg Bay
15	R	Mossel Bay
16	R	Strandfontein (False Bay)
16S	R	Strandfontein (Monwabisi)
17	R	Hermanus
18	R	Melkbosstrand
19	R	Richards Bay
20	R	Shelley Beach
21	R	St Francis
22	R	Vaaldam
23	R	Wilderness
23S	R	Sedgefield
24	R	Lambert's Bay
25	R	Hartebeespoort Dam
26	R	Kommetjie
27	R	Gauteng
28	R	Port St John
29	R	Air Sea Rescue (ASR) Unit
30	R	Agulhas
31	R	Still Bay
32	R	Port Edward
33	R	Witsand
34	R	Yzerfontein
35	R	Witbank Dam
36	R	Oyster Bay
37	R	Jeffreys Bay
37S	R	Kabeljous
38	R	Theewaterskloof Dam
39	R	Rocky Bay
40	R	St Lucia
41	R	Ballito
42	R	Kleinmond
43	R	Port Nolloth
45	R	Strandfontein Matzikama

### W WATER SAFETY SCHOOL PROGRAMME LOCATIONS

#### Western Cape

Ceres  
Cape Flats  
Khayelitsha  
Gugulethu  
George  
Lambert's Bay  
Riebeek Kasteel  
Wellington

#### Eastern Cape

Gqeberha (Port Elizabeth)  
Port St Johns  
East London  
Mthata

#### KwaZulu Natal

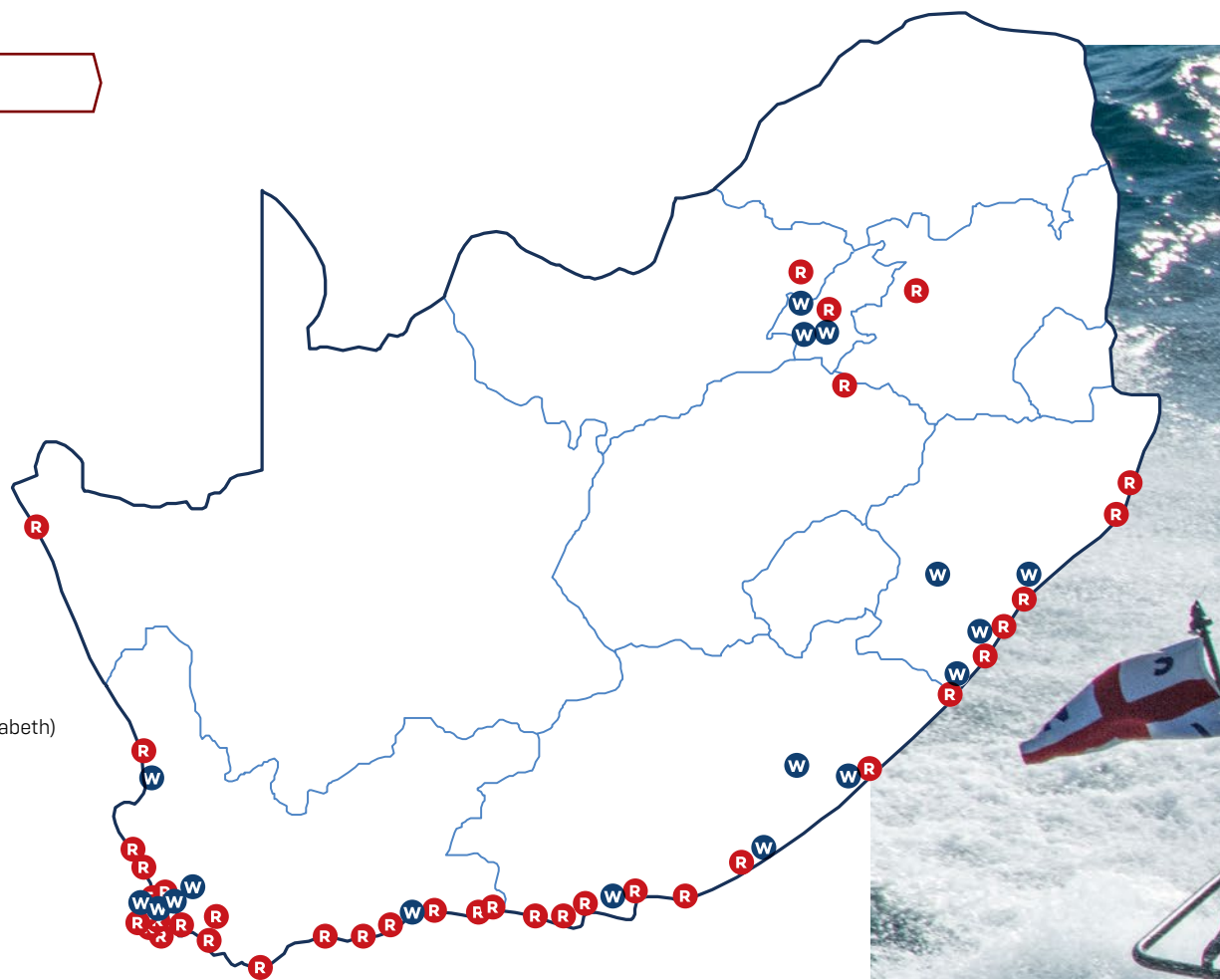
Uvongo South Coast  
Zinkwazi North Coast  
Durban  
Richards Bay  
KZN Midlands  
Orange Farm/Sebokeng

#### Gauteng

Soweto  
Johannesburg

### I ADDITIONAL PINK BUOY LOCATIONS

- Rustenburg
  - Buffelspoort Dam
- Paarl
  - Drakenstein Municipality
- Mooreesburg,
  - Bridgetown campsite
- Robertson:
  - Goudmyn campsite
  - Springfield Wine Estate
- Cape Town:
  - Camp Nelu adventure camp
  - New South Wales
  - Macassar Dam
  - Water Treatment Works
  - Sagewood Security Enclave
- Sodwana Bay,
  - Cape Vidal main beach
- Drakensberg, Champagne Sports Resort
- Gordon's Bay:
  - Dappat se Gat
  - Wastewater Treatment Works
- Gariepdam
- Plettenberg Bay:
  - Swimming Pool
- Heidelberg, Municipal Swimming Pool
- Hermanus:
  - Haygrove Heaven Dam
  - Hermanus Dam
- Goudini Spa
- Heidelberg, Municipal Swimming Pool
- Ceres, Koue Bokkeveld
- Hazyview, Mabalala Dam
- East London, Kids Beach
- Mthata, Rhodes University
- Hammanskraal, Ritsako Game Lodge
- Saint Helena Bay, Oystercatcher Parking
- Somerset West, Somerset Lakes
- Sea Point Pavilion
- Harrismith, Sterkfontein Dam
- Hoedspruit, Swadini Resort
- Germiston, Victoria Lake Club
- Midrand, Waterfall Estate
- Mozambique:
  - Wakene Beach Estate
  - Whale Reef Beach
  - Morrungulo
  - Mar Azzul, Malongane





## LIFEGUARDED BEACHES

Melkbosstrand  
Jeffreys Bay:  
Kabeljous,  
Marina Martinique,  
Main beach,  
Paradise Beach  
Strandfontein False Bay  
Strandfontein West Coast  
Saldanha Beach  
Paternoster  
Hoedjiesbaai  
St Helena Bay  
Leentjiesklip West Coast  
Wilderness Main Beach  
Leentjiesklip Garden Route  
Myoli  
Brenton on Sea  
Buffels Bay  
Buffs Wildside  
Swartvlei  
Leisure Isle  
Sedge Mouth  
Noetzie  
Lambert's Bay  
Elands Bay  
Clanwilliam Dam

## OUR IMPACT ON SOCIETY IN 2020



**8 582**  
OPERATIONAL  
HOURS

### OUR COMMUNITIES

We are committed to making local communities safer places through our water safety education schools programme and survival swimming lessons. Our volunteers are from the communities they serve. We utilise builders and suppliers from the local communities when we expand.



Refer to page 13 for school programmes



**168 293**  
CHILDREN  
TAUGHT WATER  
SAFETY AND  
**399**  
SURVIVAL  
SWIMMING

**900**

PINK  
BUOYS  
DEPLOYED\*

**67**

PEOPLE  
RESCUED\*

\* Since inception

### OUR BOARD AND HONORARY LIFE GOVERNORS (HLG)

We govern the organisation with integrity and dedication and provide the assurance necessary to maintain the relationship and trust with all our stakeholders.



Information about our HLG and governance, can be found at <https://www.nsri.org.za>



**835**  
PEOPLE  
RESCUED

### WE SAVE LIVES

We place a strong focus on preventing loss of life by offering tracking and rescue services to sailors, surfers and swimmers and through education, skills development and rescue training to save the lives of people and animals.



Refer to page 18 for more on Our Rescues.



**971**  
RESCUE  
OPERATIONS

### THE GOVERNMENT

We embrace and support the government's efforts to keep its citizens safe and take the responsibility of saving lives very seriously. We offer a safety net for tourism, fishing, water sport, shipping, mining, water and sanitation.

## VALUE PRESERVATION

- To save lives, we need an infrastructure with assets such as rescue bases, craft and vehicles. These assets are treasured, maintained and protected.
- Our donor base is one of our greatest assets and we are constantly looking for ways to strengthen our relationships with donors.

## WHERE DO WE CONCEDE?

- In the process of creating value, we often have to make sacrifices. These include:
- acquiring assets from international rather than local suppliers
  - our volunteers give up valuable time away from loved ones
  - volunteers often endanger their own lives to save others

# WE SAVE LIVES, CHANGE LIVES AND CREATE FUTURES



**42**  
RESCUE BASES  
**5**  
SATELLITE  
RESCUE BASES

### SOCIAL INFRASTRUCTURE

The NSRI is a proudly South African organisation, and we embrace the ideal social construction, attitude and action that will take us forward as a country. Our values underpin our commitment to the development of our society's quality of life in the context of emergency service provision.



**102**  
RESCUE  
CRAFTS



**20 227**  
TRAINING  
HOURS



**1 296**  
VOLUNTEERS

### OUR EMPLOYEES AND VOLUNTEERS

We value the sacrifice from our volunteers - selflessly giving up family time to face sometimes very difficult conditions, to focus on saving lives. We invest significant time, effort and resources in training our staff and volunteers and put effort into creating an environment where volunteers and their families can spend time together.



Refer to page 48 for more on Our People.



**150**  
EMPLOYEES

### OUR DONORS

We value the sacrifice from our donors who continue to support us under trying economic conditions and communicate with them on a regular basis on how we have spent their contributions.



Refer to page 38 for Donor information



**R151 264 047**  
INCOME

### OUR ENVIRONMENT


We are aware that environmental pollution is one of the key problems facing our world today and are committed to do what we can to reduce our environmental impact. We also support and advocate the conservation of our marine areas and animal rescues.




**59**  
ANIMALS  
RESCUED

# OUR BUSINESS MODEL

## OUR ENABLERS

 Refer to page 11 for more on **Our Capitals**

## ACTIVITIES

 Refer to page 48 for more on **Our People**, page 59 for **Our Funding** and page 38 for **Our Stakeholders**



Our **HUMAN CAPITAL** comprises the people we employ and our volunteers.

**150**  
STAFF MEMBERS  
**1296**  
VOLUNTEERS

- + Staff and volunteer development and training
- + Social literacy development
- + Leadership development
- + Rescue bases serving as family spaces



**NATURAL CAPITAL** – we have a low environmental impact. Our facilities and assets reflect our culture of safety and concern for the environment.

- + Energy management
- + Water management
- + Plastic pollution awareness
- + Emission management



**MANUFACTURED CAPITAL** – we have a fleet of rescue craft and vehicles which are critical to saving lives. Our rescue stations are also key to our operations.

**42**  
RESCUE BASES  
**102**  
RESCUE CRAFT  
**R59 928 629**  
CAPEX

- + Scholar education
- + Adult education
- + Swift water rescue
- + Lifeguarding
- + Maritime rescue services
- + Survival swimming
- + Emergency Operation Centre



**FINANCIAL CAPITAL** – the success and continued existence of our organisation is largely determined by the financial support of our sponsors and donors.

**R151 264 047**  
INCOME

- + Call centre, grant and event fundraising
- + Legacy and bequest solicitation
- + Donations fundraising
- + Retail business revenue
- + Supply Chain Management
- + Financial discipline



**INTELLECTUAL CAPITAL** – the skills and knowledge of our well trained volunteers, our substantial donor database and our brand, the strength of which allows us to raise the funds we require.

**R6 566 264**  
MARKETING SPEND

- + Advanced systems
- + Volunteer Technology Think-tank
- + Donor data management
- + Training course development



Our communities form the core of our **SOCIAL AND RELATIONSHIP CAPITAL**. We educate our children through water safety lessons in schools and we are often the only immediate medical response in emergencies.

- + Communication via magazine, social media, print and online/mail correspondence
- + Volunteer engagement
- + Collaboration with Water Safety and Rescue Agencies
- + Community based events

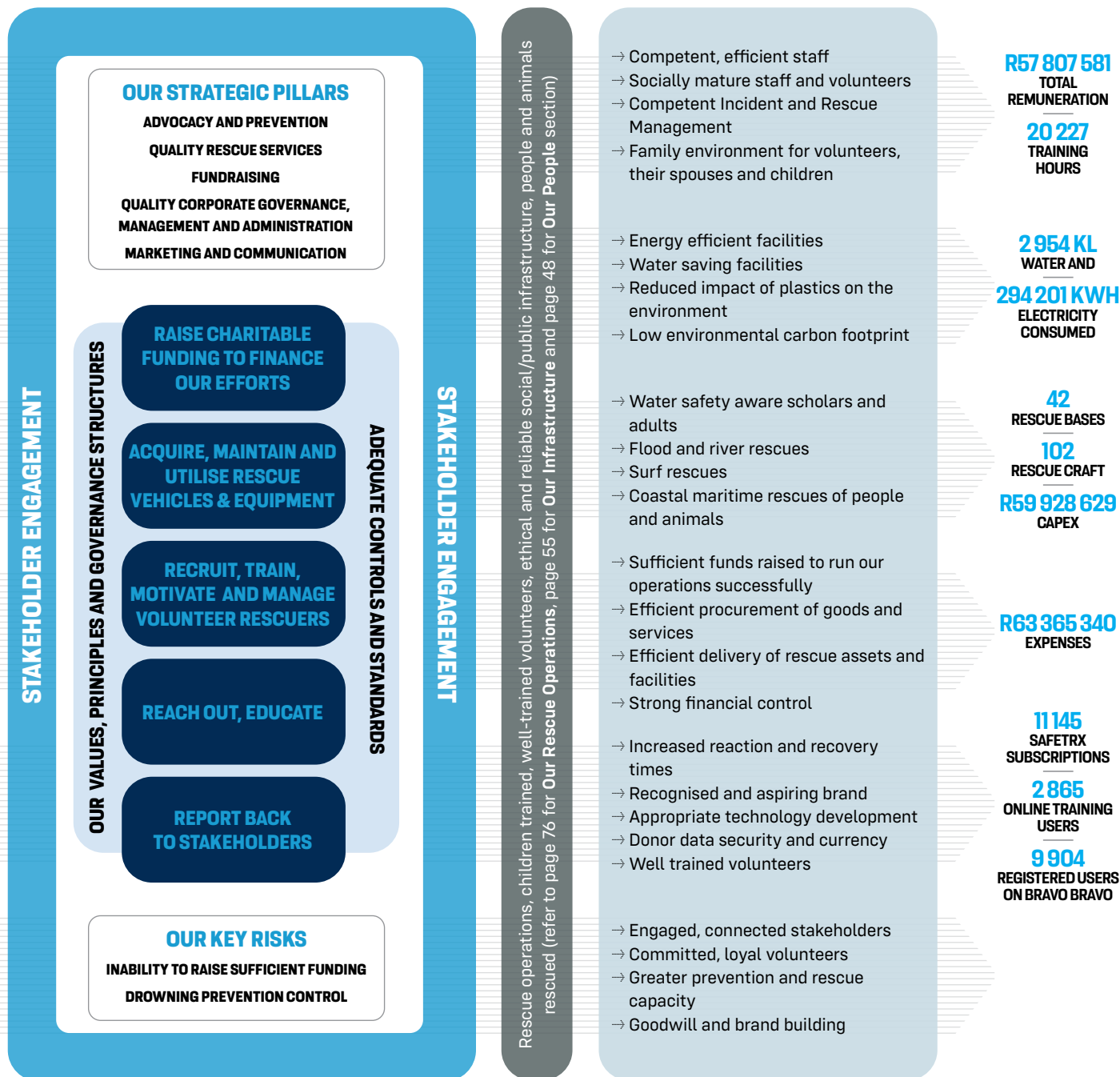
Our business model is simple – we depend on the goodwill and support of over 100 000 individuals and organisations to provide the financial capital to fuel the engine of our vast organisation and the crucial work we do. We provide our services where it matters – equitably and without fear or favour. Most importantly, we measure our success by the outcome of our efforts – the people and animals we save, the children we educate and skill, the volunteers we train and the lives we change.

📖 Refer to page 76 for more on **Our Risk Management** and page 30 for more information on **Our Strategic Intent**

📖 Refer to page 48 for more on **Our People**, page 59 for **Our Funding** and page 38 for **Our Stakeholders**

## OUTPUTS

## OUTCOMES



# SEA RESCUE AS A VOLUNTEER RESCUE ORGANISATION IN SOUTH AFRICA

## DROWNING AS A PUBLIC HEALTH ISSUE IN SOUTH AFRICA

**15:00**  
Peak time

**1 471**  
Fatalities

**355**  
Children

**74%**  
black  
people

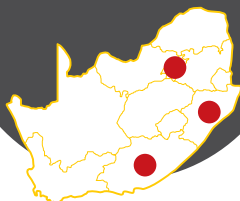
**70%**  
male

**95%**  
in fresh  
water

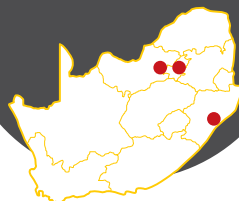
**65%**  
in summer  
months

**35%**  
on  
weekends

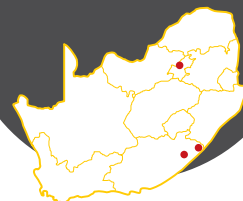
Highest number by  
**PROVINCE**  
KwaZulu-Natal,  
Eastern Cape, Gauteng



Highest number by  
**DISTRICT**  
OR Tambo, Ngaka Modiri  
Molema and King Cetshwayo



Highest number by  
**MUNICIPALITY**  
Madibeng, King Sabata  
Dalindyebo and Ray Nkonyeni



In 2018, we reflected on how non-profit organisations in South Africa provide a moral compass and ethical chart as service organisations, as Lindiwe Mazibuko (former Parliamentary Leader) said, “providing services at an ethical standard higher than that of the law!”

In 2019, we not only provided the ethical benchmark but in real terms were being required to deliver services, traditionally and ideally provided by governments, with diminishing government and state-owned entity support. State-sponsored financial support declined from almost R10 million annually in 2015 to just over R3 million last year.

In 2020, despite the reduction in vital financial support, we remain a leading charity constantly responding, adapting and innovating to provide better services.

Every year our role and scope expand from advocacy for ferry safety to pilot ladder safety, life jacket imports, emergency beacon distribution and monitoring, emergency cellular phone application systems, pink rescue buoy emergency flotation, drowning prevention, water safety education, basic education curricula content, beach signage, rip current education advocacy, inland water safety, emergency call-taking and dispatch ...the list goes on!

Sea Rescue’s commitment and contribution to drowning prevention through

both primary and secondary measures and the associated economic benefit cannot be underestimated. We play a key role in water safety through our target of educating over 600 000 children annually, our extensive advocacy, as well as the rescue of more than 1 500 individuals across a range of industries and communities.

Each year we improve our relevance in society, ethically, morally, economically and socially and we are proud of our contribution to the fatal drowning rate decreasing to 2.4/100 000 population. We are a truly South African non-profit organisation, committed to Saving Lives, Changing Lives and Creating Futures.

## OUR CAPITALS



**Financial capital** is primary to sustain our efforts and we continue to depend increasingly on individual and corporate giving through a diverse range of mechanisms and instruments. The success of our model has been in the distribution of risk over thousands of donors, each giving between R25 and hundreds of thousands of Rands. It’s easy to give a little bit and sustain it!

Sustaining a non-profit organisation in the twenty-first century requires agility and flexibility, as the culture of giving within segments of society evolve with generations. Giving yesteryear is not the same as this year, requiring not only diversity within a giving structure but flexibility and innovation, accommodating younger givers who seek greater purpose and control over their gift. COVID-19 and the economic impacts of lockdowns, on the evidence available, vindicate our fundraising model.



The NSRI brand and the skills and knowledge of our volunteers form the basis of our **intellectual capital**. The strength of our reputation and the professionalism of our crews enable us to raise the funds necessary to sustain our business.



Our **human capital** is probably our single most important asset. The culture of the organisation is vested in our volunteers and staff, people with purpose and passion who motivate and inspire donors, beneficiaries and society. These are the engine and the oil of the drowning prevention movement.

The NSRI is undoubtedly driven by the purpose, passion and commitment of our volunteers, who inspire and motivate our stakeholders, staff and society in general. It is the volunteer ethos and culture that is at the centre of the organisation. Our volunteers are managed and supported by 150 staff who share the same passion for purpose.



**Social and relationship capital**, our bond with stakeholders in society, individuals, corporates, beneficiaries and communities is based on continuous communication and interaction, sustains interest and giving of money, time and effort. Feedback is essential to maintaining or adjusting course and every letter, email, survey or WhatsApp informs our effort.



As we rescued many whales, turtles and sea birds in 2020, we are reminded of the relevance of **natural capital**, particularly in the context of climate change to our society. The health of the ocean and inland waters influences the health of human populations, either through illness or injury and we understand our role in influencing policy change to mitigate the destruction of environments and ecologies. We credit the octopus fishing industry who, through the use of acoustic release mechanisms, have minimised whale entanglements.




SafeTRX, an NSRI initiative that monitors a boat’s journey and alerts emergency contacts nominated by the user should they fail to return to shore on time, forms part of our **manufactured capital** and is key to our prevention strategy, as are our rescue bases, rescue vehicles, craft, quad bikes, tractors and pink buoys.

## OUR MATERIAL ISSUES

Material issues are those matters that substantially impact our ability to fulfil our mandate of saving lives through primary prevention (water safety education, skills development, advocacy) and secondary prevention (rescue services).

These matters are identified by every component of our structures: the Board, volunteers and Station Commanders in conference and consultation with stakeholders.

 Please refer to Our Strategic Intent, page 30 for a discussion of Our Material Matters and how we address them.


## CORPORATE GOVERNANCE

Sea Rescue has inevitably, with growth over time, become more corporate in the way the organisation is managed while, at the same time, retaining balance with the core nature and responsiveness of the service.

Governance is formalised through a Board with a balance in equity and strong business skills. Focused Board Committees provide oversight of operational, financial, human capital and risk-related issues and pro-bono secretarial support from Kilgetty Statutory Services ensures proper Board administration. Comprehensive internal and external audit functions flow from these committees and ensure that stakeholders are provided with assurance that the business is run properly.

Sea Rescue is substantially King IV™ compliant with more than 98% of the principles applied and reviewed annually.

None of the non-executive Directors receive any remuneration or compensation for expenses and are in themselves, volunteers.

 For more information about Our Governance, please go to page 66.



## A NON-PROFIT STRUCTURE

Sea Rescue capitalises on the massive national volunteer resource effort in South Africa and derives its efficiency and effectiveness from a self-managed, well supported rescue station structure. Station Commanders have absolute operational discretion and control, which allows agile, flexible and appropriate emergency decision making.

Rescue station ownership by local communities is a vital pillar of this model.

Staff are there to support the volunteer effort with a focus on effectiveness and efficiency in providing the financial, training, infrastructural and logistical support necessary.

Donor funding deployment is made with detailed consideration in valuing every Rand, like the R10 donated by an 84-year old pensioner.


## REPUTATION MANAGEMENT

Sea Rescue's reputation is key to soliciting support across a diverse range of stakeholders, the pillars of which include:



This Integrated Annual Report is a real-life example of our philosophy of active and honest engagement and contains comprehensive disclosure and a balanced assessment of the activities and value-added by the organisation.

The visible leadership and behaviour of staff and volunteers, the representation of our brand, the quality of our services, the professionalism of crews and our efforts to communicate through diverse media and languages all underpin our reputation. We strive to uphold the highest standards in each of these dimensions.

 For more information about Our Stakeholder Engagement, please refer to page 38.

# OUR PURPOSE – SAVING LIVES

**In South Africa, children are overrepresented in drowning tragedies. On average, thirty percent of South Africa's fatal drownings are children under the age of 14.**

Sea Rescue's purpose is to save lives and our methods to achieve that include the following activities:

- Education and skills development
- Primary prevention
- Secondary prevention - rescue

## EDUCATION AND SKILLS DEVELOPMENT

The hub of the operational culture of Sea Rescue undoubtedly sits with the training department, led by Graeme Harding. The department did an exemplary job throughout the year, keeping the motivation and spirit of volunteers going with a herculean effort. Given its importance, one of the challenges faced is to continuously grow and upskill the training team. We are also looking at ensuring that our syllabus and qualifications across a spectrum of rescue and prevention programmes are South African Maritime Safety Authority (SAMSA) and Sector Education and Training Authority (SETA) aligned, to ensure that we can maximise recipient value and meet industry standards.



**For more information about training courses offered, please refer to page 51.**

Public education initiatives are conducted through:

- Water safety lessons in schools
- Survival swimming programme
- Public eLearning portal

## WATER SAFETY LESSONS IN SCHOOLS

Sea Rescue's water safety programme in schools focuses on drowning prevention by teaching children how to be safe in and around water. Our lessons are targeted at community level and focus on dangers and water safety in all aquatic environments. We have 21 water safety instructors who all aim to educate, inform and make sure that the children enjoy the lessons.

We believe that our water safety presentations help to lower the terrible injury and fatality statistics and prevent tragedies.

2020 started with great expectations and we appointed new instructors in the Western Cape, KwaZulu Natal and the Eastern Cape. An innovative appointment was having a South32-sponsored instructor working in one venue - the Unizulu Science Centre in Richards Bay, while a colleague taught in the surrounding schools. This project was very successful until COVID-19 forced the closure of the centre and schools closed down.

The pandemic prevented instructors for much of the year from visiting schools and institutions. This situation forced the team to start thinking outside the box and they came up with ways to spread the message through new innovative ideas using radio, television, social media and WhatsApp. They adapted very quickly, overcoming obstacles such as limited access to technology and unstable network connectivity, to working in the digital arena for much of the year. The sharing of water safety messages in local languages was done through social media,

## 1 471 fatal drowning incidents last year, of which 355 were children

using infographics, videos, games, stories, and other fun activities. This method of teaching had a wide reach, especially through sharing on the WhatsApp platform, which is extensively used in poor communities.

Our Instructors were also hugely successful in using radio and newspapers to ensure that water safety remained uppermost in people's minds, despite the restricted movement due to lockdown. The success of this combination of face-to-face teaching and teaching water safety through the media in home languages have made it our new normal for the foreseeable future.

For the benefit of team cohesion and education and for teaching children where access to computers and the internet was possible, we started having virtual meetings and training sessions. Compared with our traditional teaching methods, this online style of teaching reached only a small number of children, but the ones that we did reach, really enjoyed it.

We used our closed Facebook group to help instructors do a daily check-in and discussion on a topic that focused them on leadership and personal skills such as teaching techniques. Topics for this Facebook group included communication, perceptions and empathy. Instructors were tasked to make and share videos and information about themselves and the area where they



are working, to help the rest of the team understand their challenges and how they work with the schools in their area.

The quieter time at the start of lockdown allowed for the complete redesign of the reporting procedure and system of the Water Safety in schools instructor. It is now extremely detailed, giving us accurate breakdowns of ages, gender and other detail that can be matched to the areas' drowning statistics. The entire reporting system has been transformed into a digital process that the instructors can complete on their mobile phones.

A major challenge for the instructors, once they were allowed back into the schools, was the small classes made available to them. When schools reopened, they all used different criteria to allow visitors to do extracurricular activities. Those who work in rural settings found it much easier to get back into classrooms while their colleagues in cities found it challenging. The two recurring responses were: "Sorry, but we can't allow outsiders into our school," and, "We are so far behind with the curriculum that we just don't have time." Both very valid reasons in these strange times.

Some of the instructors were sent to visit specific communities at Port St Johns and Richards Bay to inform them about the Pink Buoys and how to use them. This education was also aimed at community leaders to get



their buy-in and prevent the Pink Buoys from being stolen.

A huge drive, including an Ogilvy-designed digital campaign targeted at the Richards Bay community, as well as personal visits to communities took place. This was most successful, with only one Pink Buoy being stolen over the season.

Highlights for the Water Safety instructors during 2020 were:

- Virtual water safety lessons
- Utilising infographics in 4 different languages to target all communities through social media and digital platforms, including WhatsApp
- Instructors around the country doing water safety radio and TV interviews as well as local newspaper articles in their home languages

**Even though schools were closed for most of the year, 168 293 children received our water safety message**

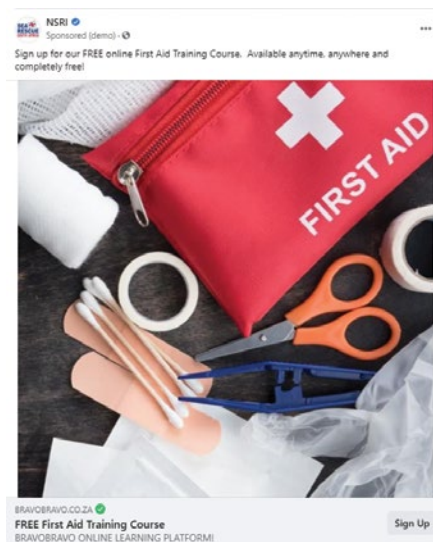
### SURVIVAL SWIMMING

Due to COVID-19, the survival swimming programme has experienced numerous delays and weathered considerable uncertainty in 2020. Some municipal pools were closed indefinitely and others for long periods during the summer season and the associated lockdowns. Through all the uncertainty and delays, the statistics below show that the instructors, volunteers and full-time teachers still managed to offer 212 full, and 278 pop-up survival courses, albeit far fewer lessons than was planned for the year 2020.

During lockdown, we spent our time refining the manuals and electronic reporting systems. Both the pop-up and full course manuals were reworked and optimised with new pictures and reduced to 13 more concise lessons.

The Survival Swimming stream also underwent a successful internal audit in 2020 which, through some valuable feedback from the auditors, resulted in:

- amendments to the indemnity forms
- creation of a photograph release form
- critical evaluation and amendments to the indemnities and control sheets and approval from the CEO.



The auditors provided a favourable review of the programme and cited how much effort had been placed into planning.

Survival swimming's reliance on a pool is a challenge and often the success of a project hinges on the pool being available for the project's duration, with the pool management being in full support of the project. We have therefore shifted our focus to include non-municipal swimming pools and locations, such as dams that pass a minimum standards test.


We have identified that, based on the drowning statistics, certain areas require a more urgent and aggressive survival swimming intervention. The volunteer model, whilst effective historically, takes time to gain traction. To this end, a paid survival swimming contractor model is being used in certain areas around South Africa. The contractor model identifies an area, the number of students to be taught and lessons to be presented over a set number of days, which ultimately translate into a contract with a per-day rate attached.

Our first pop-up squad, located at the Sea Point Pavilion, had only 6 pop-ups in 2020 due to pool closures and lockdown restrictions. The impact of both lockdown and cautious behaviour from pool management and NSRI saw a drastic reduction in the number of volunteers and patrons present on teaching days.

### eLEARNING PORTAL

eLearning became even more relevant in 2020 and the number of users registered on our eLearning Academy portal grew from 1 800 in 2019 to 2 865 in 2020. We offer a variety of courses, such as personal survival techniques, firefighting and electronic navigation systems, to mention a few.

The number of registered users for Bravo Bravo, also one of the NSRI's online learning platforms, grew exponentially from 2 293 in 2019 to 8 271 in 2020. The portal was utilised to increase awareness about NSRI and allow the public to learn a new skill during lockdown in 2020. To achieve this, we ran a social media campaign on Facebook, Instagram and the Google Display Network, offering a free first aid theory course to all users who registered. Fitness training was also added as an additional module on the platform.

 For more information about Bravo Bravo, please visit: <https://bravobravo.co.za>

## PRIMARY PREVENTION

Preventative measures can be defined as any actions that provide advice, guidance or direction to a person that mitigates against risk. These include identifying and eliminating hazards, beach or water patrol, moving safe area swimming flags, erecting and moving signage, closing the beach and educating beach goers on fixed hazards.

Proactive drowning prevention education, awareness and physical interventions have also increased dramatically. These activities lead to fewer rescue operations as members of the public are more mindful about water safety.

## LIFEGUARDING

The NSRI lifeguard service grew exponentially over the past year, increasing the number of units from seven to 21, and the number of lifeguards from 94 to 194 (of which 49 are female and 108 are black).

We successfully delivered an excellent lifeguard service over the 2020/21 season at 21 beaches around the South African coast, contracted by various municipalities, who were extremely pleased with the level of impact and service we delivered. Our lifeguarding model is changing the paradigm of effective lifeguarding with a focus on professionalism, prevention and passion, using effective and dynamic training techniques and reporting, to better respond and evolve upwards. We supply our lifeguards with the best equipment to get the



**1 102 lifeguarding preventions**

## DROWNING CHAIN OF SURVIVAL

2020/2021 NSRI Lifeguard Season



job done safely and we ensure the best training available, above and beyond traditional lifeguarding standards and methods. Stewart Seini, our lifeguarding manager, supported by a team of contract managers, did a great job of responding and ensuring a dedicated service, despite the uncertainty and disruptions of COVID-19, sudden beach closures and then beach openings during the season. Undoubtedly, many lives were saved by our responsiveness, and no lives were lost to drowning in the places where we were present. The above image indicates our drowning chain of survival for the 2020/21 lifeguard season. The drowning chain of survival refers to a series of steps that, when enacted, reduces mortality associated with drowning and attempted aquatic rescue.

## PINK RESCUE BUOYS

The NSRI pink rescue buoys rollout started in November 2017. At the end of 2020, we had deployed over 900 buoys at beaches, rivers, dams and pools all around South Africa and even a few as far as the Mozambique coast.

We have managed to keep the cost of sponsoring a pink rescue buoy at R1 500 since the start of the project, thanks to the support of our suppliers and strategic partners.

In 2020, we began rolling out a pink rescue buoy volunteer programme whereby members of the public can become official pink rescue buoy volunteers. We currently have over 30 volunteers and they were all supplied with a formal NSRI pink rescue buoy identity tag, a bright pink sun hat and the basic hardware necessary to maintain the

“The Saldanha Bay Municipality has prioritised safety to ensure that residents and vacationers are safe. Beach safety was identified as a key deliverable, hence the NSRI was appointed over the festive season of 2020/2021 to ensure the beach safety at all the critical beaches. This includes Saldanha, Paternoster, St Helena Bay and Leentjiesklip (Langebaan). The professionalism of the NSRI portrays their commitment, and their dedication throughout the festive season is commendable. It was a pleasure for families and friends to visit our beaches with the knowledge that they will be safe. The NSRI definitely contributes to the priority of Council for a safe environment, and we want to commend you for the work ethic of a high standard. ”

*Mario Jacobs*

Manager: Public Safety, Saldanha Bay Municipality

**293 pink rescue  
buoys were  
deployed in 2020  
and 67 people  
were assisted  
using these  
devices**

**900 deployed  
in total**

pink buoys in their area. They are responsible for performing detailed checks and repairs to the pink buoys and report any issues to Sea Rescue. The work done by these volunteers is of great assistance to the NSRI Drowning Prevention team and relieves the crew at rescue bases from taking time to do this.

Despite the challenges of 2020, we are excited and humbled by the public's continued support of our pink rescue buoy project. In 2021, we aim to continue to focus on making our waters, especially inland rivers and dams, safer by placing as many pink buoys as possible. Buy-in and support from the communities where pink buoys are placed is vital to the success of the programme. We believe that a community that understands and appreciates the importance of these devices will look after them.

**BEACH SAFETY CAMERA PROJECT**

In the last quarter of 2020, we kicked off our beach safety camera project in partnership with the City of Cape Town's (CoCT) lifeguards and drowning prevention team. Two cameras, one a powerful Pan Tilt Zoom (PTZ) and the other a wide-angle camera, were mounted on the 12th story of a block of flats behind the Strand lifesaving club. This position was chosen as Strand beach is known as one of Cape Town's most dangerous beaches. The cameras were put in

place and a computer with which the cameras can be controlled, was put in the NSRI Emergency Operations Centre (EOC). We programmed the PTZ to automatically pan through seven zones with 48 hours of footage being recorded.

On 10 December 2020, a drowning in progress was called at Strand beach and, as lifeguards and other services responded, we could roll the recording back in time to see that three children had been caught in a flash rip and pulled about 200 meters off the beach. Lifeguards rescued one child and successfully resuscitated one. The body of the third child was found days later.

Our PTZ camera was used to provide an extremely accurate 'last known position' of the children when they were swept out to sea. By studying the footage, we could see

how the rip formed and in later days see the same thing happening repeatedly. This knowledge has helped to improve prevention on Strand beach and the project is considered to be a huge success.

In 2021, the temporary cameras in Strand will be replaced by permanent cameras and the project will be expanded to Blouberg beach, amongst other beaches, with the backing of the CoCT. We envisage that this beach safety camera network will become a standard part of our drowning prevention strategies and rolled out around the country. As machine learning or artificial intelligence improves, we hope that our EOC operators will be automatically warned of rip currents forming and of people within the camera's line of sight caught in them.



**TWO KAYAKERS WERE RESCUED OFF STRAND BEACH**

On Monday 21 December 2020, Sea Rescue EOC duty operator, Randall Cupido, was monitoring the Strand beach surf line when he noticed two men on a sea kayak appearing to be struggling against strong south-easterly winds, 200 metres off-shore of the beach.

Zooming in with the camera, Randall observed that the two men were capsized on their craft and appeared to be unable to remount their kayak. He alerted the CoCT lifeguards on duty at Strand beach to the unfolding emergency. The CoCT lifeguards launched a rescue craft and, 14 minutes after the capsizing, the two men were rescued. They were brought safely to shore and, although they were both exhausted from their ordeal, they required no further assistance.



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## SECONDARY PREVENTION – RESCUE

The NSRI has always had a core focus on rescuing people when the victims were out of options to save themselves, and this remains so to this day. The time required to train, prepare, assess, maintain and be on standby for a possible call, 24/7, is substantial, and entirely reliant on dedicated and passionate volunteers around the country. Without them, many people would not have the chance to be rescued. Beyond the emotional loss, the economic and social community cost of a life lost and the knock-on impact is massive.

The major new developments in our rescue operations over 2020 were the implementation of the new operational structure, including separating operations into three departments – Rescue Services, Capital Projects and Drowning Prevention – to ensure a better focus on the distinct service delivery requirements of the organisation.

Within Rescue Services, five synchronous support services come into focus: Training, Station Operations, Emergency Operations Centre, Rescue Communications and Lifeguarding.


Within station operations, two operations managers, Bruce Sandmann and Deon Langenhoven, have been recruited to ensure that stations and volunteers are better supported and to ensure that we sustainably reach our strategic targets without an unnecessary burden on busy volunteers.

## RESCUES

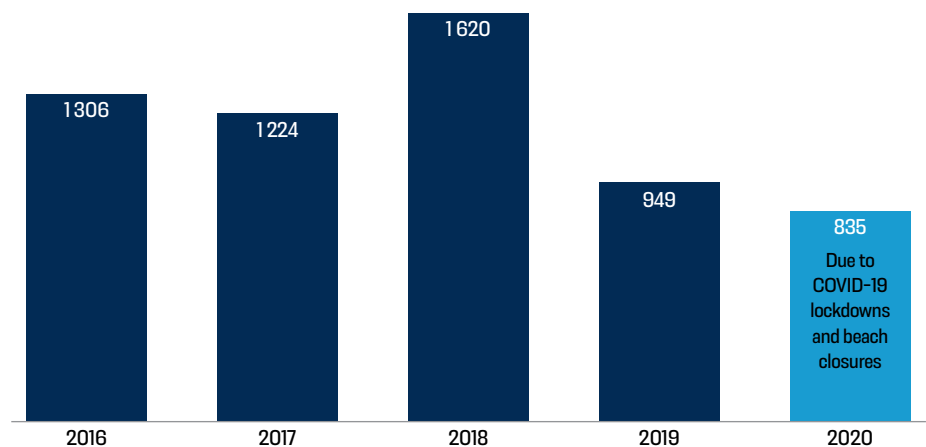
Even with the best preventative measures, there are circumstances when people find themselves in trouble and out of their depth.

This is where Sea Rescue comes in – we provide an essential rescue service to South African citizens and foreign nationals, whether they are bathers, sailors, surfers, paddlers, fishers, pilots, SCUBA divers, accident victims or people caught in floods.

In 2020, NSRI rescued 835 people who, if it had not been for the volunteer dedication, would probably not be here today.

 **More information about our rescues can be found in the Our Beneficiaries section on page 53.**

NUMBER OF PEOPLE RESCUED



## CASE STUDY



Ricardo Kettledas with Station Commander Lodewyk van Rensburg

### OYSTER BAY – PINK RESCUE BUOY SUCCESSFULLY USED IN A RESCUE

Lodewyk van Rensburg, NSRI Oyster Bay Station Commander explains:

On Monday, 13 January 2020, NSRI Oyster Bay duty crew were activated to investigate eyewitness reports of children launching into the surf with the pink rescue buoy that is stationed at that beach.

I was already nearby and, on arriving on the scene, I established that a group of seven local children and an adult had been caught in rip currents while swimming.

The adult and four of the children were not too deep when they were caught and managed to get safely out of the water, but two were swept out to sea.

The adult, Ricardo Kettledas, grabbed the pink buoy and launched into the surf. He was able to bring one of the children to shore, but the child was unconscious. When I arrived on the scene, I placed the child in the recovery position and was informed that one child is still missing. I left the child in the care of the other boys (knowing that help is on the way) and Ricardo and I launched into the surf. We were able to reach the lifeless child in the water. Ricardo still had the pink rescue buoy with him, and we brought the child to shore. Once on the beach I commenced CPR efforts – the boy was not breathing, and he had no pulse. Private Care ambulance services had already been activated and our NSRI duty crew were arriving on the scene. The boy's pulse and breathing were restored, he was taken into the care of paramedics and transported to the hospital in a critical condition. NSRI commend Ricardo Kettledas for his assistance.

## CASE STUDY



Luke Skinner helping his friend, Paul Daniels

### SAVED BY SAFETRX

During the past year, more and more stories have emerged of water users who have found themselves in trouble on the water being helped quickly and efficiently after activating SafeTRX. Robin Mousley shares another successful rescue.

For some time, Paul Daniels had felt that something was not quite right with his fishing kayak. When he and his fishing buddy, Luke Skinner arrived at Three Anchor Bay on the morning of 19 September 2020, they had been looking forward to a morning on their kayaks, but when they saw the massive swells closing out across the mouth of the little bay, they had second thoughts. The two men watched the waves and when the sea became relatively calm, they decided that it was safe and launched.

Paul, a former NSRI crewman, having served six years at Strandfontein, was no stranger to the sea. The men were well equipped with safety gear and both had just installed the NSRI SafeTRX tracker application on their phones.

Safe beyond the break, Paul and Luke set up their lines and commenced fishing, slowly paddling south along the coast. Despite the rolling swell, they had an enjoyable morning, but the fish were not biting, so they decided that it was time to go home. 'A little bit of wind chop was beginning to develop,' says

Paul, 'and the angle of the waves changed as I turned the boat and I fell in the water!' He remounted several times and attempted to bail some of the water out of the hull.

While Paul tried to get rid of the water in his kayak, Luke attached a tow rope and tried to paddle them towards Three Anchor Bay, but with the weight of the water in Paul's kayak, they were not making much progress.

Then a new factor came into play: between their position (1.5km off Clifton) and Three Anchor Bay, is an area of shallow water and rocks, known as the Lion's Paw. A huge swell was breaking over the rocks, turning a wide area into a maelstrom of white water. The men were in no immediate danger, but decided that it was time to call for help and Paul triggered the SafeTRX application on his phone.

In a happy coincidence, the NSRI Table Bay Sea Rescue craft, Spirit of Day, was at sea at the time, with five NSRI trainee crew on board. The craft was alerted by the EOC, directed to the position on the SafeTRX application, and arrived within 15 minutes. The two kayaks were loaded on the RIB and the relieved men were taken to shore in Granger Bay. Paul says that, thanks to SafeTRX, the rescue was almost a non-event.

# THE CONTEXT WE OPERATE IN

## ECONOMIC ENVIRONMENT



The South African economy continued to suffer from pedestrian growth in 2020 and was slow in policy shifts, without which our economy is unlikely to recover.

State capture has had unexpected and direct knock-on effects on the NPC sector. The allegedly fake charities, currently under investigation, which are funded through the National Lottery Commission's distribution of funds, have diverted funds from legitimate NPCs. This not only directly prejudices charities, but also damages the credibility as a sector and our ability to retain donor confidence.

Diversion of funds within SOEs has seen corporate social responsibility funds to NPCs dwindle and evaporate. In the past six years, State and SOE contributions to the running of the NSRI have decreased by 60% in nominal terms, with significant effect. We have been fortunate to have recouped some of this loss through contracts with local authorities for services, or through Grants-in-Aid.

As lockdowns wreak havoc on the economy, the available pool for charity tends to shrink. In this context, the model utilised for charity fundraising becomes critical, and we believe it is our model of raising funds in small amounts across a large and diverse group of donors, that has sustained us through an exceptionally tough year.

With the COVID-19 pandemic persisting and new strains of the virus evolving, it seems likely that muted economic conditions will continue and that realising the required revenues will be as difficult, if not more of a challenge.

## ENVIRONMENTAL CONSIDERATIONS








The greatest long-term threat to our existence remains climate change and lack of care of the environment. Water crises in the Western, Eastern and Southern Cape, extreme weather conditions and devastating wildfires have all underlined the importance of the environment to sustainability and livelihoods.

We have taken a position with regards to conservation, identify with initiatives to conserve marine animals, whales, dolphins, turtles and seabirds, and actively participate in programmes related to protecting these species.

We are positively against marine pollution of a solid, biological and chemical nature and lobby local government to improve their systems. We understand the impact that marine pollution has on human health and our activism relates to our values around human life. The ocean cannot continue to absorb the waste it is confronted with and we must make internal and external effort as an organisation to reduce pollution.

We are conscious of energy requirements and its impact on the environment, and we are constantly striving to reduce our environmental footprint through more efficient sources and mechanisms like LED lighting, four-stroke outboard motors, building insulation and reduced travel.

## NSRI ANNUAL CONSUMPTION

Consumption	2016	2017	2018	2019	2020
 Electricity (kwh)	195 519	198 899	149 672	216 675	294 202
 Water (kl)	11 152	6 910	6 862	4 204	2 954
 Fuel - Petrol (litres)	81 716	77 290	76 050	80 374	18 445
 Fuel - Diesel (litres)	80 089	89 374	86 027	116 538	86 691
 No of Flights	339	292	326	481	6

## OUR STRATEGIC PILLARS THAT ADDRESS THE OPERATING CONTEXT



Advocacy and prevention



Quality rescue services



Quality corporate governance,  
management



Fundraising

### TECHNOLOGICAL DEVELOPMENT



Probably the biggest innovation in technology for the NSRI in 2020 has been the introduction of the JetRIB for lifeguarding operations and the ORC for offshore operations. The all-new Yamaha VX 1050 JetRIB is powered by an environmentally friendly four-stroke engine. The added hull Hypalon pontoon has created a much more stable platform and increased flotation capability, and is divided into four separate compartments for safety purposes.

The JetRIB is proving to be an agile and safe tool in surf rescue, removing the risk of propellers from the water and making these operations safer for crew and casualties alike.

The 14.8 m ORC vessel will improve our offshore range and capacity and introduce a far higher level of crew and victim safety.

The innovation of the Emergency Operations Centre (EOC) is proving to be a game changer for rescue coordination and ensuring that people in emergencies have faster access to response.

High resolution, remotely controlled tilt and zoom cameras are being trialled at selected beaches, with the objective of monitoring beach and rip tidal conditions and investigation of reported incidents within the context of emergency response. As expected, the cameras are revealing unanticipated issues, such as flash rips (a rip current that evolves quickly in an area where there was none), previously not identified. This technology may prove to be key to surf rescue prevention in the future.

### SOCIAL ENVIRONMENT



What sustained us through the COVID-19 disaster of 2020, was our community of donors, stakeholders and supporters. We have an unfailing community who appreciate the essential service we provide and sustain us, even in a crisis. We recognise the cost and stress within our donor, stakeholder, staff and volunteer community and remain exceedingly grateful for the effort of every individual in sustaining our work.

A new social impact of COVID-19 was the economic vulnerability of volunteers and we were fortunately able to assist in relieving personal crises through food vouchers for those most severely impacted. We understand the importance of employment to personal and collective economic sustainability, so we also consciously made every attempt to avoid retrenchment.

### GEOPOLITICAL CONTEXT



Globally, the resolution of the US election and a new administration may see some stabilisation in the worldwide economy and a reset of the US/China axis. COVID-19 remains a dark cloud across global economics, with China as the only large growing economy at the start of 2021. Massive fiscal stimuli in the US and Europe have buoyed the markets, but sustainability is questionable.

In South Africa, the biggest challenge remains an economy that demands clear policy, stability and security of tenure to start to deliver the growth we need.

**There will clearly be longer-term social and economic consequences to COVID-19 and the lockdowns, and we remain vigilant in anticipation of managing the financial impacts and service requirements.**

# OUR RESPONSE TO COVID-19

As with the rest of the world, we witnessed the impact of the COVID-19 pandemic on individuals, families, societies, businesses and countries. The danger for Sea Rescue usually comes from stormy seas, but this time it was from a very different source. We were, however, quick to respond and we continued to work tirelessly to deal with all the challenges facing ourselves and our stakeholders.

## HUMAN CAPITAL

The psychological impact of COVID-19 and particularly lockdowns, infringement of personal freedoms and lack of socialisation remains unquantified but are probably significant and may well have long-term consequences.

Stakeholders, internal and external, rose to the challenges and sustained the organisation and its work, so while there was huge personal impact to donors, staff and

volunteers, they all selflessly applied themselves to the mission of the organisation and sustained the achievement of our objectives. A true spirit of altruism.

Early in 2020, we froze all recruitment in anticipation of cash flow challenges and, as a result, key posts such as medical coordinator, IT technician, station operations manager, water safety educators and call centre agents were not filled.

We are pleased to report that no staff members were impacted with regards to retrenchments or salary cuts.

Water safety education and survival swimming skills development suffered severely during the year because of limited access to schools. As to be expected, our educators responded by presenting online programs and doing radio interviews and online presentations. The success of these is credit to their flexibility and adaptability.

## REDUCED REVENUE

We ended the year R11 738 291 short of our revenue target for 2020 – just over 7% less than budget, but 1.7% better than that achieved in 2019. Under the circumstances, a very good result.

## PERSONAL PROTECTIVE EQUIPMENT (PPE)

We always ensure protection of our volunteers through suitable PPE and this was accentuated during COVID-19. Despite the increased demand for PPE, expenditure was well within the budget allocated.

## HEALTH RISK

Despite the continuous and direct threat of COVID-19 to crew and staff, we have had surprisingly few COVID-19 positive cases, very little severe illness and fortunately no deaths.

**Individual volunteers were impacted to critical levels and we instituted a voluntary request for assistance programme through which we distributed almost R100 000 in food vouchers to assist families in dire need. The food voucher system via major retailers was the most secure end-to-end direct route to provide aid and prevent shrinkage.**



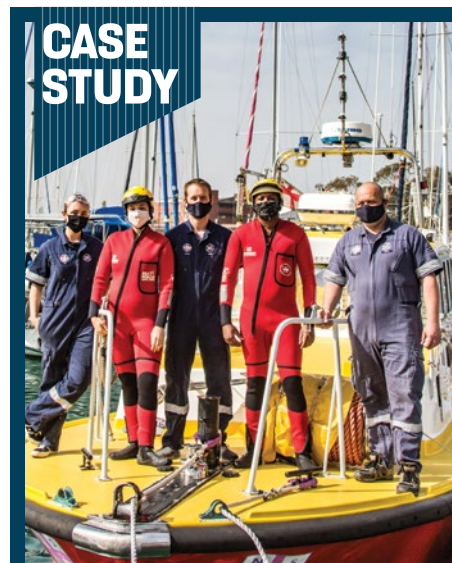
Training was by necessity compromised during COVID-19 and we remain vigilant to the potential consequence of increased damage to vessels and injury to crew from lack of currency, proficiency or competence in the immediate future.

### DROWNING PREVENTION

The number of children taught water safety and survival swimming was dramatically reduced during lockdowns. This outcome will have long-term consequences for fatal and non-fatal drowning in South Africa. Our latest statistics indicate that the national fatal drowning rate has reduced but COVID-19 may well negatively impact this positive trend in subsequent years.

### MEDICAL EVACUATIONS (MEDEVACS)

There was a definite increase in medevacs from ships at sea due to COVID-19, which balanced a reduced demand for coastal rescue services because of closed beaches. The risk related to boat-based medevacs is high and fortunately there were no injuries or damage to vessels. The inability of ships to facilitate crew changes was probably a contributing cause and then there was the direct suspicion of every fever, cough or cold as a COVID-19 case. The NSRI did 43 medevacs in 2019, which almost doubled to 84 in 2020.



### SAFEGUARDING OUR VOLUNTEERS AND RESCUES

NSRI's Lifeguard training coordinator and advanced life support (ALS) paramedic, Stewart Seini describes how the NSRI went on high alert several weeks before the hard lockdown was announced. At the time, the Lifeguard Unit, which was undergoing training, was present and on duty on crowded beaches. 'Overnight, we had to change first-aid protocols, rescue protocols and procedures for our Lifeguard stations to follow.' Stewart began by distributing a series of videos outlining basic PPE procedures and patient treatment protocols to all the Station Commanders. These were the initial steps, while behind the scenes a

task force was formed to 'research and liaise with national and international agencies so that our organisation could have the best protocols in place', Stewart explains.

Besides Stewart, other role-players included NSRI CEO Dr Cleve Robertson, Class 1 coxswain, surgical registrar Dr Tomé Mendes, and operations manager Brett Ayres. Between them, they liaised with national and international organisations and studied the behaviour of COVID-19 so that we could ensure the safety of our crews and those that they save. They used their collective medical and rescue experience, along with recommendations from the Centre for Disease Control and Prevention, the World Health Organisation, the National Institute for Communicable Diseases and the national government to put together protocols specific to NSRI operations. Separate guidelines were created for the crew who might come into direct contact with high-risk patients. They also introduced a PPE safety officer whose sole responsibility was monitoring, guiding and protecting the rescue crew and healthcare providers through the protocols and procedures relating to PPE.

Stewart adds that it was equally important during these unprecedented times when there is so much fear around the unknown that is COVID-19, that volunteers continued to treat all casualties with compassion. Empathy and care remain the hallmarks of the NSRI's dedicated crew.

# MESSAGE FROM OUR CHAIRMAN



I believe 2020 is now called “the year of the pandemic”. It has been a difficult year across the world and has been no less challenging in South Africa. Notwithstanding this obvious truth, it is no surprise to me that in the face of the COVID-19 crisis and all the complex dynamics and economic threats it brings, the volunteers, donors and staff of the NSRI have risen to the challenge and delivered services beyond expectation, in the selfless tradition of the organisation. I am humbled.

Successfully dealing with the environment of constant change in South Africa is tough enough, but then having to deal with a pandemic as well, would compromise many businesses, as it has. Yet, Sea Rescue has been able to deliver on its mandate, despite the threat of COVID-19. It is truly commendable under the circumstances that Sea Rescue has continued to operate, and in many respects met greater demands, particularly from the shipping industry, than would have been expected.

Delivering on objectives depends on getting the fundamentals right, proper strategy and planning and diligent implementation. I think competent leadership in a crisis is key to ‘keeping heads’ while all around are losing theirs and I must commend our leaders from the CEO and executives to the individual Station Commanders, who, despite a completely unprecedented crisis, kept a level temperament, responded, adapted, innovated and wrestled their way to the success this year has been. You have my respect.

2020 presented a very precarious economic environment which we have weathered in the short-term, but we must remain cautious as the medium- to long-term impacts of this pandemic play out in both the global and local economies. It may well take us years to recover, and we may need to temper our projections and ambitions. Hard choices lie ahead. Demand for services will increase within a restrained capacity and we will have to work smarter.

If I reflect on COVID-19 and the health crisis currently, I observe that the response from experts around the world mirrors our strategic focus of balancing preventative and responsive services, and I am convinced that our preventative focus is the right approach. We must mitigate the loss of life from drowning in South Africa and, in addition to our outstanding rescue services which saved 835 lives this year, we must advocate, educate and skill our communities to prevent drowning as a priority.

The Board has had a full year of ‘virtual reality’ having to conduct most meetings through MS Teams. This was only possible because of the solid foundations of relevant information and

communication technology that had been implemented within the NSRI in recent years.

## CHANGES TO THE BOARD AND COMMITTEES

Radha Govender has served a full year as a director under ‘virtual’ circumstances, which for her must have been an interesting challenge, not meeting colleagues face to face! Uviwe Mzilikazi joined us in January 2021 to take over as Corporate Services Executive and we are sad to say farewell to Mark Koning, a treasured stalwart with 20 years’ service. Ivor Sindler has indicated an intention to retire from the Audit Committee after his long service as Committee Chair and we will be seeking a similarly capable replacement in 2021. The Operations Support Committee has created a sub-committee to deal with crew wellness and the medical aspects of operations. The Awards Committee has been strengthened by new and diverse members.

I offer my thanks to my colleagues on the Board, the executive team, staff, volunteers and our stakeholder community for enduring the extreme changes we have had to make and for staying with the business at hand.

Given the circumstances, a very successful year.

### Ronnie Stein

Chairman, National Sea Rescue Institute



# REPORT FROM OUR CEO

2020 started quietly with confident anticipation of a year to be filled with progress and development - the second year of running our own call centre, offshore vessels in production locally, the new JetRIB innovation taking off, steady expansion of bases along the coast, a new organisational structure and the appointment of fresh new executives, growth and development of new stations, a massive training plan for volunteers and a huge effort in drowning prevention, with the addition of survival swimming.

I was aware of COVID-19, it had been there before in my medical career, as had measles, chicken pox, influenza, SARS, MERS and HIV. Epidemics come and go, the virus runs through a community who develop herd immunity and the epidemic subsides. I expected three months at the most! What was impossible to anticipate was the multiple levels of lockdown, which brought economies and societies to a standstill and threatened businesses, livelihoods and lives across the world.

We shut down all capital expenditure and reined in operational expenditure. In less than a week, we turned an onsite call centre into a virtual operation. We took our training online, fortunately having already invested in IT infrastructure and eLearning in prior years. We rapidly distributed all our stocks of PPE, designed appropriate response protocols, and set about procurement of further PPE stock. Day-to-day management was facilitated through focused virtual meetings.



I can only compliment both staff and volunteers for their commitment and innovation in a crisis. If I reflect on how we were able to achieve this performance, I suppose it is because we are an emergency service, crisis is what we do!

As with most other organisations, cash flow became a key issue. After an anxious initial few weeks, it was apparent that, despite reduced capacity in the call centre, our donors were backing us, and the flow of funds was able to not only sustain operations, but also capital projects. I wish to express my overwhelming gratitude to stakeholders and donors, who, despite the certain personal difficulty, backed us, stayed with us, and kept us afloat.

Everyone was affected initially by shutdowns, including our service providers. We remained conscious of our contribution to both local and regional economies and expenditure was closely scrutinised to ensure that, while we maintained stringent conservatism, we did not unnecessarily stop procurement, and in that way compromise our operations and the livelihoods of our suppliers and supply chains.

We fully expected a downturn in operations, fewer callouts, less demand, but the opposite happened. While beaches may have been locked down, COVID-19 generated considerably more work in the fishing and shipping sector. We did more medical evacuations from ships at sea in six months than we normally do in a year, but our volunteer stations rose to the challenge, despite the personal threat and risk, adapted quickly to infection protection protocols and carried on. Volunteers were not without fear, there was a concern, but with input



**“Donors continued  
to support us,  
despite personal  
financial strain”**

## “We were quick to respond to the potential impact of the lockdown”

from our internal medical capacity, we were able to provide the correct advice, reassure responders and they committed to the task at hand. Fortunately, we have had surprisingly few COVID-19 cases amongst volunteers and staff and thankfully, very little serious illness.

Our volunteer community did suffer economically during lockdowns, some lost their businesses, others their jobs. We were fortunate to be able to assist through our networks in ways, big or small, to provide relief vouchers or just guidance and support. We remain indebted to an incredible volunteer effort who deserve all the kudos they get.

Our biggest disappointment in 2020 has been that we had no access to schools to provide water safety lessons and survival swimming skills. 2020 would have been the year we rolled out survival swimming on an increasing scale, but sadly this will have to wait. Fortunately, the youth seem to be less impacted by COVID-19 and so hopefully the education system goes back to normal quickly and we can rapidly advance towards our goal of teaching a million children every year.

Another challenge we had is that, despite the effort in digital provision of training, the practical programme is at least a year behind, putting crews at risk due to currency and training exposure shortages. With new stations coming on board and an ever-hungry stream of new volunteers, as well as junior and development academy programmes, this is going to be a tough year.

We are in active discussion with other like-minded organisations in a ‘Drowning Prevention Alliance’ and look forward to expanding this initiative in 2021 and formalising a structure to collectively

address drowning in South Africa. Our mortality rate appears to be stable at below 2.4/100000 (2019 Fatality Data 2.46/100000) of population, but we can do better, and it may well have been higher, if not for our efforts.

I am pleased to report that, despite COVID-19 and associated challenges, we were able to deliver on most of our planned objectives that were dependent on continuing to raise the required donations. Our fundraising staff have performed stellarly this year and, despite working from home and having many disruptions, raised an amount very close to the planned budget, and 1.7% better than 2019. Credit, I repeat, must go to a stakeholder and donor community who have kept the faith and sustained us.

Lastly, a year like 2020 provides considerable stress and achieving what we have comes at a cost, mitigated however in no small way by the support of so many people, from the Chairman of the Board to every donor in the far corners of South Africa. You made it possible! In all humility, we offer our thanks.

## OUTLOOK

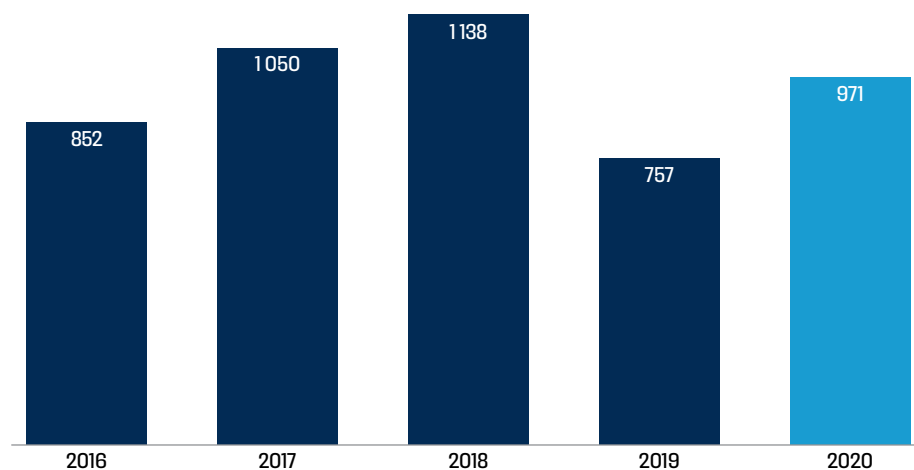
The outlook for 2021 and subsequent years must be tempered by the economic and social disruption caused by the pandemic. We anticipate a more difficult 2021 and have adjusted budget expectations accordingly. We have lost a substantial number of recurrent donations in 2020 (some 12 000) which directly impacts expected receipts for 2021.

The outlook for subsequent years will depend on the successful resolution of the COVID-19 immunity issue and re-establishing global economic normality. Locally, we struggle with an added burden of slow policy reform to grow our ailing economy and massive unemployment.

While the outlook must by necessity be conservative, we are comforted by the fact that our current operational surplus is substantial at almost 19.4% of revenue and we should be able to continue our expansion and development, albeit at a slightly slower pace. We will continue steadfastly on our mission to save lives, change lives and create futures!

**Dr Cleve Robertson**  
Chief Executive Officer

NUMBER OF RESCUE OPERATIONS



CASE  
STUDY

## MEDEVAC AT SEA

On Tuesday, 7 January 2020 at 9:30 the duty coxswain of Station 5 Durban received a call from the Maritime Rescue Coordination Centre (MRCC). A large ship, on its way to Brazil, was requesting the evacuation of five crew members, following an incident on board. At the time of the call, the vessel was more than 150 nautical miles from Durban, far beyond Sea Rescue's range of operations. It was decided that the ship should divert towards Durban to rendezvous with rescue personnel closer to shore. Station Commander Jonathan Kellerman realised that he would have to concentrate all his energy on coordinating the resources necessary for this rescue. After placing the Durban Sea Rescue duty crew on standby, the first call was to the MRCC to request that they authorise the South African Air Force (SAAF) 15 Squadron to fly an Oryx helicopter. As the full nature of the medical state of the patients was not yet known, a helicopter extraction was the first choice to ensure that they get to a hospital fast.

Due to the long-range of the rescue flight, it would be necessary for the rescue helicopter to be accompanied by a second helicopter and because only one Oryx was available at SAAF 15 Squadron, a SAAF Charlie Flight BK-117 MEDEVAC was tasked with joining the operation from its base in Port Elizabeth.

MRCC arranged in the meantime for a Western Cape Government Health EMS doctor to provide medical advice to the ship's medic to stabilise the injured crew until the rescue team could get to them. Netcare911 medics were also put on standby to assist with the operation.

By mid-afternoon, when it was confirmed that the BK-117 was on route from Port Elizabeth, Durban launched its 14.8 m ORC deep-sea rescue craft, the Alick Rennie, to rendezvous with the ship. Meanwhile, at SAAF 15 Squadron, Netcare medics Konrad Jones, Gary Paul and Dewalt Schoeman set about preparing the Oryx to serve as an air ambulance. Three stretchers were configured for the more critical

patients, and two stretchers with vacuum mattresses were prepared for the other two. IV lines, drips and oxygen bottles were set up for each stretcher so that medical treatment could begin as soon as the patients came on board.

The Oryx was going to be carrying a full load, with all three paramedics accompanying the five casualties, besides the flight crew. The BK-117 would serve as a support helicopter, carrying two NSRI rescue swimmers as well as its flight crew. During communications, it was also established that there was a sixth casualty who had suffered fatal injuries. The BK117 would transport the deceased if required to do so.

It was 17h20 when the two aircraft got off the ground. Fortunately, it was a calm day out on the ocean, and the casualty vessel was already approximately 28 nautical miles from Durban, and Alick Rennie arrived on the scene just as the Oryx was circling overhead. The necessary paperwork had been completed by the ship's captain and the patients were ready to be evacuated. They had ingested a toxic substance but had not notified anyone on board until they started to get ill. The substance is known to cause severe organ damage and could be fatal, as was the case with the sixth casualty.

Calm conditions, fortunately, ensured a smooth extrication of the casualties to the Oryx and after a brief triage assessment, the patients were quickly secured onto the stretchers that had been rigged inside.

As the helicopter lifted off, Konrad and his colleagues were already busy setting up IV lines on the patients to start medical treatment. Between the port captain and the ship's captain, it had been decided that the body of the sixth crewman would stay on board and be returned to Brazil.

By the time the helicopter landed, and the patients were handed over to the care of a Durban hospital, they had all received the first series of medication. One patient was deemed to be in a critical condition, possibly requiring dialysis, whereas the other four were stable. We are pleased to report that, following extensive hospital care, all five patients have made a full recovery, were discharged and have since returned to Brazil.

# OUR STRATEGIC INTENT

Setting and achieving appropriate objectives to sustain Sea Rescue and broaden its reach is vital to fulfilling our vision. Achieving the objectives at the right quality depends on the competence, commitment and passion of an entire community of volunteers and staff. Our work environment is dynamic and, although we carefully plan, our world changes day by day. This requires agility and flexibility throughout the organisation, glued together by continuous communication through the structures.

Measurement, monitoring and evaluation are integral to the achievement of excellence and, from Board evaluations to the number of lives saved, we maintain a continuous conscious reflection of where we are and the progress we make. The principal focus remains, however, on the lives we save, the lives we change and the futures we create, both inside and outside the organisation, through the work we do. We are driven by the value we bring to society.

Our quality runs through the people, processes and technology in our business, starting with the cleanliness of our boats and ultimately flowing through to the expert rescue care we provide.

## MATERIAL ISSUES

Sustainable, diverse fundraising streams

Protecting and growing the NSRI's reputation

Competent leadership, management and administration

A quality and right-sized volunteer complement

Quality, purpose-fit infrastructure

Transformation

Effective business systems, including Information Communication Technology

COVID-19 and lockdowns

## OUR CAPITALS

### ADVOCACY AND PREVENTION



### QUALITY RESCUE SERVICES



### QUALITY CORPORATE GOVERNANCE, MANAGEMENT AND ADMINISTRATION



### MARKETING AND COMMUNICATION



### ADVOCACY AND PREVENTION



## OUR STRATEGIES



### OUR CAPITALS UTILISED



Financial



Human



Social and relationship



Intellectual



Natural



Manufactured

### GOALS AND OBJECTIVES

- Reducing fatal drowning
- Sector collaboration, partnerships and cohesion by being constructive, persistent and consistent

- Ensuring emergency access
- Rescue swimmer and surf rescue technician development
- Improve access to services by increasing geographic footprint of bases
- Developing leadership to achieve objectives
- Training and development to meet service demands
- Personal safety
- Quality infrastructure and technology

- Transformation, diversity and inclusivity
- Human capital and management capacity
- Effective executive and institutional management
- Effective information communication technology systems

- Effective marketing and communication to positively influence donor, public, staff and volunteer behaviour

- Effective and efficient fundraising

### STRATEGIC HIGHLIGHTS FOR 2020

- Fatal drowning rate at 2.4/100 000
- Initiation of a Drowning Prevention Alliance

- Operation of the EOC
- Roll-out of lifeguarding services to 21 beaches
- Scoping visits to the Wild Coast to establish new bases
- Continuous development of Coxswain and Station Commander training
- Online training, eLearning, webinars and master classes
- PPE roll-out for COVID-19
- Completion of Simon's Town, St Lucia, Hermanus and Lambert's Bay stations
- Increasing volunteer and staff diversity and inclusive base cultures

- Executive succession, implementation of organisational structure
- Regional operations managers
- Writing of new call centre solutions, institution of SeaWeb, MS Nav, SafeTRX operation

- Appointment of a marketing manager, continuous communication on emergency incidents, pink rescue buoy campaign, ORC campaign

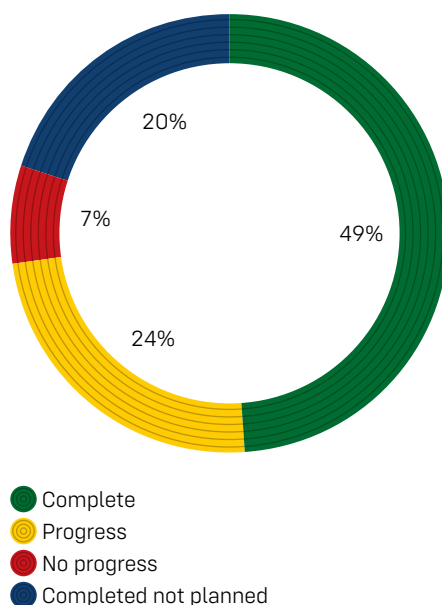
- Revenue just short of target, despite COVID-19

## OUR GOALS AND OBJECTIVES

Each year our directors, managers and regional representatives construct goals and key performance indicators into an activity matrix. This document ensures focus and tracks performance and is updated and circulated quarterly. The implementation of these goals and strategies serves the dual roles of mitigating our risks to ensure the continued sustainability and moving our organisation and our mission forward in our drive for excellence.

During the period, we set ourselves 112 objectives and targets. COVID-19 negatively impacted our ability to achieve these planned objectives in 2020. However, we managed to complete an additional 35% of objectives that were not planned and in total completed 104 objectives.

## 2020 M&E Performance



- Complete
- Progress
- No progress
- Completed not planned

Strategic objective: Title	Strategic objective: Statement	Activity	Dashboard			
			Q1	Q2	Q3	Q4
Drowning Prevention strategy and policy	Reduce fatal drowning by 50% by 2026	Deliver the Survival Swimming programme rollout	●	●	●	●
		Appoint a Drowning Prevention executive	●	●	●	●
		Appoint three water safety instructors	●	●	●	●
		Roll out PRB to inland waters	●	●	●	●
		Continue with PRB deployment along the coast	●	●	●	●
		Provide vehicles for water safety instructors	●	●	●	●
		Appoint water safety team leaders	●	●	●	●
		Advocate lifejacket wearing by all vessel water users	●	●	●	●
		Advocate for ferries to implement MRO evacuation systems	●	●	●	●
		Advocate for better quality and distribution of beach signage by local authorities and landowners	●	●	●	●
		Maintain the AIS Subsistence Fishing Project Rollout	●	●	●	●
Emergency access	Ensure emergency access by the public by facilitating call flows via the shortest possible route.	Maintain the 112 services in the EOC	●	●	●	●
		Continue the SeaWeb roll out	●	●	●	●
		Create a Customer Relationship Management (CRM) portal for crew	●	●	●	●
Delivery models	Develop rescue swimmer and surf rescue technician development	Expand lifeguarding contracts	●	●	●	●
		Implement lifeguard application	●	●	●	●
Sector collaboration, partnerships and cohesion	Drive sector collaboration, partnerships and cohesion by constructive, persistent and consistent engagement.	Collaborate with LSA and attempt to create a national water safety structure	●	●	●	●
		Create start-up training centres for Grade 10-12 learners in Port Nolloth, St Helena Bay, Cape Town, Gqebera, Port St Johns and Durban	●	●	●	●
		Meet with the sea cadets to explore collaboration	●	●	●	●
		Meet with the scouts again to explore collaboration	●	●	●	●
Geographic access	Provide national access to services by progressively increasing service footprint	Consolidate Port Nolloth	●	●	●	●
		Initiate St Helena Bay	●	●	●	●
		Initiate Port St Johns	●	●	●	●

Strategic objective: Title	Strategic objective: Statement	Activity	Dashboard				
			Q1	Q2	Q3	Q4	
Quality leadership	Developing the leadership at all levels within the NSRI necessary to achieve outcomes	Appoint operational managers in a phased manner	●	●	●	●	
		Appoint an executive for operations	●	●	●	●	
		Present a Station Commanders conference	●	●	●	●	
Quality crew	Recruiting, training and developing crew to meet service demands	Create the capacity to expand training within RSA, Southern African Development Community (SADC) and Africa	●	●	●	●	
		Managing eLearning in-house	●	●	●	●	
		Crew training	ASR rescue swimmer course 20	●	●	●	●
			Crew regional development courses 140	●	●	●	●
			Class 1 assessment 8	●	●	●	●
			South African Whale Disentanglement Network (SAWDN) 15	●	●	●	●
			Class 3 assessment 24	●	●	●	●
			ENS 16	●	●	●	●
			Metrication Level 1 10	●	●	●	●
			Level 2 10	●	●	●	●
			Wilderness surf training 30	●	●	●	●
			Swift water training 45	●	●	●	●
			VHF SRC 80	●	●	●	●
			MET assessment 9 Stations (45)	●	●	●	●
			Maritime emergency care (120)	●	●	●	●
		Fulltime crew course 30	●	●	●	●	
		Station base training support (50)	●	●	●	●	
		Training as a succession tool in stations	Station Commander training 41	●	●	●	●
			Complete the Station Commanders eLearning curriculum content	●	●	●	●
		Crew safety	Ensuring personnel safety at all costs	Complete incident investigations and boards of enquiry	●	●	●
Investigate footwear alternatives	●			●	●	●	
Patient safety	Ensuring patient safety at all costs	Appoint a paramedic to coordinate the emergency medical care services within Sea Rescue	●	●	●	●	
		Institute PCR application integrated with SeaWeb	●	●	●	●	
Quality bases	Building appropriate purpose orientated rescue bases to meet service needs	Maintain Capex building project consultant	●	●	●	●	
		Complete Station 10, Simon's Town	●	●	●	●	
		Complete Station 17, Hermanus	●	●	●	●	
		Redesign Station 8, Hout Bay	●	●	●	●	
		Complete Station 6, Gqeberha (Port Elizabeth) base modification	●	●	●	●	
		Complete Station 15, Mossel Bay base planning	●	●	●	●	
		Plan Station 35, Witbank Dam relocation and build	●	●	●	●	
		Plan Station 36, Oyster Bay and build	●	●	●	●	
		Plan Bakoven modifications	●	●	●	●	
		Invest in green technologies to reduce carbon footprint and respond to global warming	●	●	●	●	
Quality boats	Procuring safe purpose-built boats to ensure crew and patient survival under austere conditions	Complete RESCUE 10 ORC	●	●	●	●	
		Complete RESCUE 17 ORC	●	●	●	●	
Quality vehicles	Procure safe rescue vehicles to fulfil the land-based support function	Complete 10 JetRIB vessels	●	●	●	●	
		Procure 12 DC tritons	●	●	●	●	
		Procure 2 tractors	●	●	●	●	
Transform the Board	Engage social literacy change agents	Procure 1 all-terrain vehicle (ATV)	●	●	●	●	
			●	●	●	●	
Transform the staff			●	●	●	●	

Strategic objective: Title	Strategic objective: Statement	Activity	Dashboard			
			Q1	Q2	Q3	Q4
Transform operations		Collaborate with GBOBA/Sea Cadets/SAIMI/SAMSA in creating learner programmes for Grade 10-12	●	●	●	●
		Lawhill Camps (2) 20	●	●	●	●
		Responsibility for transformation with Station Commanders	●	●	●	●
Governance structure	Create governance structures that maintain the values and ethos of the NSRI and assure donors and the public that their funds are well managed	Add additional Board members	●	●	●	●
		Complete 4 Board meetings and a strategy session	●	●	●	●
Effective human capital management	Create a management structure to manage all employed staff and volunteers	Appoint a Human Capital Manager	●	●	●	●
		Appoint a Human Capital Assistant	●	●	●	●
Effective financial management	Institute effective management to achieve organisational outcomes	Appoint a Corporate Services Executive	●	●	●	●
		Consolidate head office and stores in a single property	●	●	●	●
Effective information communication technology (ICT) management		Appoint a third ICT technician	●	●	●	●
		Complete the as-is analysis of the call centre ICT	●	●	●	●
		Scope the call centre business solution	●	●	●	●
		Award a contract to resolve the call centre solution	●	●	●	●
		Implement the call centre solution	●	●	●	●
		Deliver standard reports and business intelligence from SeaWeb	●	●	●	●
		Deliver standard reports from MS Nav	●	●	●	●
Effective marketing and media communication	Institute effective, comprehensive marketing and communication to influence positive public and donor behaviour toward the NSRI.	Appoint/contract an illustrator to support drowning prevention marketing campaigns	●	●	●	●
		Shift management of public relations guest speakers to marketing to maintain a legacy focus	●	●	●	●
		Produce the Annual Integrated Report for 2020	●	●	●	●
		Produce three editions of the Sea Rescue Magazine	●	●	●	●
		Deliver radio campaigns in multiple languages	●	●	●	●
		Deliver video campaigns	●	●	●	●
		Maintain the Facebook image and standardise delivery on station sites	●	●	●	●
		Maintain news distribution through Twitter	●	●	●	●
		Increase Instagram exposure	●	●	●	●
		Produce children's water safety books	●	●	●	●
		Expand LinkedIn exposure	●	●	●	●
		Create more video content for social media sites	●	●	●	●
		Website redesign and implementation	●	●	●	●
		Deliver national Sea Rescue open day	●	●	●	●
Effective and efficient fundraising	Institute effective and efficient fundraising to raise the annual budget of the NSRI	Amalgamate the call centre and fundraising structures	●	●	●	●
		Sign an agreement with Ogilvy to provide digital marketing and fundraising support	●	●	●	●
	Diversify funding streams	Generate R6 million in grant funding	●	●	●	●
		Generate R18 million in donations	●	●	●	●
		Generate R1.4 million through events	●	●	●	●
		Generate R1.2 million from investments	●	●	●	●
		Institute F2F volunteer fundraising	●	●	●	●
		Initiate international fundraising	●	●	●	●
	Call centre	Generate R75 million through the debit order competition	●	●	●	●
		Generate R25 million through the car competition	●	●	●	●
		Generate R30 million through face-to-face marketing/sales	●	●	●	●

Strategic objective: Title	Strategic objective: Statement	Activity	Dashboard			
			Q1	Q2	Q3	Q4
Self-sustaining Retail	Revenue generating retail business	Create retail sales of branded goods as a trading entity	●	●	●	●
		Generate R1.8 million through retail sales	●	●	●	●
		Purchase of property for Station 7, Jeffreys Bay	●	●	●	●
		Purchase of property for Station 36, Oyster Bay	●	●	●	●
		Redesign of Station 21, St Francis	●	●	●	●
		Digital marketing strategy development	●	●	●	●
		Complete building Station 24, Lambert's Bay	●	●	●	●
		Complete building Station 40, St Lucia	●	●	●	●
		Project X 6m RIB				●
		Repair Bakoven slipway				●
		PTZ cameras for beaches				●
		Yacht Sandpiper repairs				●
		Motorised trailer for Station 2, Bakoven				●
		Renovating Longclaw Drive property				●
		Scope stations for Wild Coast				●
		Three container projects as bases for lifeguarding				●
		Lifeguarding trailer for Blouberg				●
		Quad bike Station 45, Strandfontein Matzikama				●
		Station 44 scoping				●
		JetRIB Station 45, Strandfontein Matzikama				●
		Training Station 45, Strandfontein Matzikama				●
		Renovation Station 45, Strandfontein Matzikama				●
		Webinar training for crew				●
		Facebook car competition promotion				●
		Lifeguard contracts Knysna				●
		Social media campaigns B&F				●
		Online drowning prevention interviews				●
		Master classes for crew				●
		Drowning prevention symposium				●
		NSRI brand review				●
		Media officer appointment				●
		Implementation of a code of ethics				●
		Coxswain task book review				●
		COVID-19 call centre mobilisation solution				●
Training videos online				●		
NSRI business network creation during COVID-19				●		
Crew COVID-19 support				●		
COVID-19 PPE roll out				●		
COVID-19 protocols				●		
Call centre job evaluation				●		
Station administration actions Yzerfontein and Stilbaai				●		

# OUR CAPITAL TRADE-OFFS

To achieve Sea Rescue's vision, we are constantly required to review the use and allocation of the available resources and ensure maximum effectiveness. Below are a few of the primary trade-offs that we have made amongst capitals in the past, as well as the reasoning behind our decisions.

## OUR CAPITALS IMPACTED



Financial



Human



Social and relationship



Intellectual



Natural



Manufactured

### FULLY PAID **VERSUS** VOLUNTEER LIFEGUARDS



#### INSIGHT INTO THE TRADE-OFF

All across South Africa, lifeguards have traditionally come from Lifesaving Clubs. More recently, municipalities have contracted annual/seasonal lifeguards to ensure a professional service is available when required, and in Durban's case, all year round. The NSRI started rolling out lifeguard services through local authority contracts, providing an end-to-end lifeguarding service, rather than individual lifeguards. We believe that requiring lifeguards to do duty over a 12-hour day requires that lifeguards be paid and that you cannot expect, nor will you find, sufficient lifeguards to staff a beach for such long periods on a voluntary basis.

#### HOW THIS WORKED FOR US IN 2020

The NSRI prides itself on its volunteer model for boat-based rescue services, but in a lifeguarding context, where lifeguards are on the beach for long shifts, it is reasonable that they be compensated. NSRI members understand this context and accommodate a professional and a volunteer model side-by-side. The boat-based model acts as backup to the lifeguard model.

#### MAIN OUTCOMES

In 2020 we provided lifeguarding services to five municipalities on 21 beaches, with 44 lives saved, 1102 prevention activities executed and no fatal drownings.

### VIRTUAL CALL CENTRE **VERSUS** OFFICE-BOUND, SEATED CALL CENTRE



#### INSIGHT INTO THE TRADE-OFF

The NSRI has almost 80 personnel in its call centre and, with the advent of severe lockdowns, had to take a fixed infrastructure call centre into a virtual environment within a week.

#### HOW THIS WORKED FOR US IN 2020

We were able to use a mobile application to allow call centre agents to work from home and, even when lockdowns were relaxed, many agents continued to work from home, achieving similar or better results than before. Working from home allowed vulnerable personnel to isolate themselves and prevent infections. Working from home also provided personal economic benefits in terms of travel costs, which particularly assisted in some cases where personal income declined.

#### MAIN OUTCOMES

Fundraising targets were achieved at levels 1.7% better than 2019 and only 7.7% less than budgeted. Under the circumstances, we believe this is a remarkable achievement.

## JET- RESCUE CRAFT **VERSUS** PROPELLOR-DRIVEN RESCUE CRAFT



### INSIGHT INTO THE TRADE-OFF

Historically the NSRI has used small, 4.2 m propeller-driven craft inshore and in the surf. The dynamic surf environment with both rescuers and victims in the water creates a high injury risk environment. Jet-driven rescue craft, by contrast, are fast and provide excellent manoeuvrability and safety.

### HOW THIS WORKED FOR US IN 2020

We have rapidly been replacing propeller driven craft with a JetRIB, a combination of RIB and Hydraulic Jet Technology.

### MAIN OUTCOMES

The risk of injury from the propeller has been removed and the safety of the crew improved.

## WATER SKILLS DEVELOPMENT **VERSUS** WATER SAFETY EDUCATION



### INSIGHT INTO THE TRADE-OFF

The NSRI previously taught school children water safety education in short, small theatre-like lessons. We soon realised that cognitive development is on its own not enough to prevent drowning. In response, we developed a survival swimming programme to train survival swimming skills, in other words, if a child falls in the water, teaching them how to float and make it to safety.

### HOW THIS WORKED FOR US IN 2020

Skills learning takes up much more time than cognitive learning. We developed a Survival Swimming Manual for instructors and children, trained instructors and started to deliver Survival Swimming through two models: pop-up sessions at public pools and formal structured lessons by appointment.

### MAIN OUTCOMES

Despite COVID-19 restrictions, we managed to train 399 children. We hope this will eventually make further contributions to lowering the fatal drowning rate.

## NATIONAL NSRI EMERGENCY OPERATIONS CENTRE (EOC) **VERSUS** STATION OPERATIONS CENTRES



### INSIGHT INTO THE TRADE-OFF

In 2018, the NSRI created a national EOC with 24/7/365 operations to receive emergency calls for maritime rescues, coordinate rescue activities and provide assistance to local stations with operations. The aim was to improve our public access, rescue efficiencies and administrative processes.

### HOW THIS WORKED FOR US IN 2020

The EOC was initiated to provide 24/7/365 public access for maritime emergencies and to assist rescue stations by removing some of their workload. The Telkom emergency 112 number for the PSTN Network included an option to dial the NSRI (Option 4) for Maritime Emergencies.

### MAIN OUTCOMES

In 2020, the NSRI EOC received over 20 000 calls and was able to manage 243 rescue incidents without requiring a boat response, as well as coordinated and assisted with local rescues and collected accurate operational detail through the EOC SeaWeb database.

## VIRTUAL MEETINGS **VERSUS** FACE-TO-FACE MEETINGS



### INSIGHT INTO THE TRADE-OFF

Lockdowns in March 2020 forced the organisation into remote management and online meetings.

### HOW THIS WORKED FOR US IN 2020

The NSRI has instituted a comprehensive ICT business solution and, as a result, was able to transition immediately to online meetings across executive and operational management. Physical training was immediately halted and replaced with online webinars and masterclasses.

### MAIN OUTCOMES

We were able to sustain management of the organisation and its departments and operations with virtual meetings. Cognitive training continued through the provided webinars. Practical face-to-face training had to be stopped until the lockdowns were relaxed.

# ENGAGING OUR STAKEHOLDERS

## OUR STAKEHOLDERS

The NSRI has a wide range of stakeholders and relationships, with each relationship, even with an individual donor, managed uniquely.

The support NSRI has had during the COVID-19 crisis has highlighted the quality of those relationships. Individual and corporate donors have remained loyal. Government agencies have sought our support in the form of medical evacuations from ships. Non-profit colleagues like the South African Whale Disentanglement Network and Red Cross Air Mercy Service continued to work with us to achieve collective objectives.

The NSRI calls individual donors and visits many corporate donors face-to-face every year. This provides individuals with the opportunity to discuss and adjust the relationship. We are thankful for longstanding relationships with many of our donors. Yet, in the current fragile economy, we have had to deal with the reality of donors who have left us or cancelled their monthly contributions due to economic hardship.

We meet with service providers regularly as required by contract, to ensure that relationships are maintained. The fact that we obtain almost R5 million in gifts-in-kind every year, illustrates the degree of community support we have.

## OUR STAKEHOLDER GROUPS AND METHODS OF ENGAGEMENT

### OUR VOLUNTEERS

Operational managers visit bases and engage with crew to identify and resolve issues  
Crews participate in training

### DONORS/FUNDERS/SUPPORTERS

Public media releases, newsletters & events  
Transparency regarding what funds are used for

### OUR EMPLOYEES

Performance appraisals  
Training and development

### OTHER EMERGENCY SERVICES

Attend conferences  
Cooperate and collaborate  
Give recognition for involvement in rescues



### MEDIA

Media releases related to our rescues  
Sea Rescue Magazine  
Social media platforms

### COMMUNITIES/BENEFICIARIES

Direct engagement in community projects such as the Life Boat Club and public education campaigns

### PARTNERS AND SUPPLIERS

One-to-one communication  
Regular meetings

“We are conscious that we need to reach 60 million South Africans and to do that in ways that are meaningful to them. We communicate in multiple languages, we use community radio stations and newspapers, all examples of our efforts to reach out to diverse communities.”



## HOW WE ENGAGE

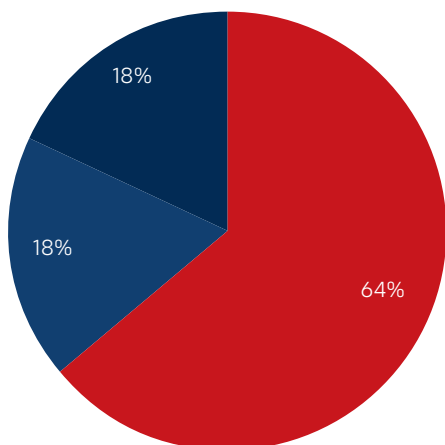
Our engagement strategy is to optimise every opportunity to tell our stories of saving lives and broadcast them far and wide. Every rescue report received is disseminated through our media spokesperson who writes up a media release, involves the media promptly with up-and-coming news and gives interviews on request. Our goal is to report promptly, accurately and honestly, include all emergency services in our rescue reports and correct any errors as quickly as possible. Discretion and the privacy of the people we rescue are vitally important.

Over many years, the NSRI has built an approach that has achieved scale and momentum and gives us confidence about a model that is sustainable for the long term. Below follows a discussion on our engagement principles, on how people supported us, and on the partners and organisations that assisted us with achieving our goals.

### PRINCIPLE 1:

**Raise small amounts from many people so that we are never dependent on single donors and never a burden to any supporter**

In 2020 we had over 113 000 donors, made up as follows:

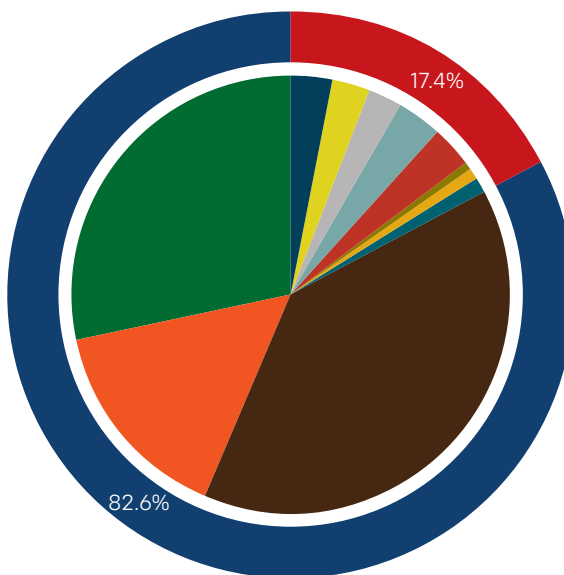


- Monthly donors
- Donors through car competition
- Donors through projects

### PRINCIPLE 2:

**Create diversity in our revenue stream so that we are not vulnerable to any single source of income**

Sea Rescue relies on donations, sponsorships and bequests to fund our annual running costs. Our charity is funded through a broad support base. The table below shows the percentage split of our different income sources:



Grants	3.1
Legacies	2.9
Individual	2.4
Trusts	3.3
Companies	3.2
Shipping levies	0.5
Events	0.9
Retail business	1.1
<b>Fundraising revenue</b>	<b>17.4</b>
Monthly giving	39.2
Car competition	15.1
Face 2 Face	28.3
<b>Call centre revenue</b>	<b>82.6</b>

Our Strategic and Platinum partners are a group of companies who understand our business and view their partnership with us as long-term and a brand investment.

#### Platinum partners








#### Strategic partners



### PRINCIPLE 3:

We are always personal and authentic in engaging with our donors and supporters. We build long-term relationships with them, know their names and communicate with them in the ways that they prefer.

Social media and digital communication continue to provide an excellent opportunity for engagement and to share information quickly as well as cost effectively. The below table indicates our followers on the different platforms:

	2016	2017	2018	2019	2020
 Website	30 283	25 879	40 395	64 403	<b>119 866</b>
 YouTube	89 626	43 639	67 800	47 200	<b>132 634</b>
 Facebook	18 997	26 832	38 943	42 300	<b>67 995</b>
 Twitter	6 038	6 947	7 319	7 544	<b>7 955</b>
 Instagram	756	1 104	3 101	4 657	<b>6 125</b>

The Publishing Partnership produces our Sea Rescue magazine three times a year, at no cost to us. The magazine covers general interest stories, rescues, technology, crew features and our kids' club. Our various advocacy programmes are published, as well as recognition of our donors, events, announcements and reporting on fundraising projects. We also have a letters page in the magazine which allows our readers to engage with us and share their experiences. In 2020, we reduced the print quantity to +/- 27 000 copies to donors who preferred to receive their magazine by post. Our free downloadable digital version is available online and sent to over 120 000 supporters and donors by email. The magazine is even shared with those who are not able to donate to us but who are just interested to know more about us.



### PRINCIPLE 4:

We try to stay current with the interests of our supporters i.e., we have a range of offers and opportunities for them to engage.

Below is a diagram of our 'support us' model on the new Sea Rescue website:



## PRINCIPLE 5:

We work hard to ensure that our brand is trusted and relevant. We try to make our supporters feel vested and part of our family and story.

June is celebrated as youth month in South Africa to remember the sacrifices of past generations of young people in the attainment of freedom and to recognise the role of youth in shaping the future of the country. We also did our part and launched a youth campaign on social media with the theme Youth Power: Growing South Africa together in the period of COVID-19. During the campaign, we featured our young volunteers. Below are some of their stories:

For **Jamie Potgieter**, being an NSRI volunteer is about working with children while saving lives. The 21-year-old junior academy coordinator and trainee has been volunteering for the past six years, doing close to 1 000 hours of service. She says being a volunteer is not always easy. "Many people don't understand that we are giving up our free time to help them, but we keep doing it because it is our passion and 'it's what we do'".

Jamie says: "We as youth are the future of this country, so I believe we all need to stand together to make our country a better place to live."



**Adrian Fransman**, only 18 years old, is one of NSRI's youngest volunteers. "I love that quick burst of adrenaline that runs through your veins when the phone rings, followed by donning your full PPE, the coxswain briefs the crew, and suddenly you are facing an unpredictable swell that soaks the daylight out of you. There's no better satisfaction than engaging in a successful rescue operation."

Adrian lives by the words "go deep, go bravely, or don't go at all."



**Margaretha Burger** is a 22-year-old final year BSc student and an NSRI lifeguard. She is also a class 4 coxswain, which allows her to helm class 4 boats. She had the following to say: "One of my favourite things is being able to spend time in the ocean, but truly, I love being part of a team and helping others in need."

Being youth month, Burger said: "The youth are the future of South Africa, and it is therefore important that we are open to change and learn from those who have come before us. This way, we can keep making the NSRI and South Africa a wonderful place to live and learn."

**Seth de Boer**, a 21-year-old surf instructor has the following to say: "I started volunteering at Sea Rescue due to two events that occurred in my life," De Boer said. "When I was around 14 years old, I was bodyboarding at Llandudno beach. At the time I had no experience nor confidence in my capabilities. Twenty minutes into the surf I took a horrible wipe-out and thought this might be my final moment."

"I eventually found myself washed up on the shoreline, bloated in my chest, and with that struggling sensation for a gasp of air. At that time, I knew I needed to change, improve my skills and gain respect for the ocean."



**Kwensa Majola**, 28, joined the NSRI in January 2020. He says: "I love being a volunteer because everyone in the station shares the same vision and is therefore very helpful with mentoring and giving advice. It's always fun to be at the station. I am fortunate to be among the small number of young people in our community who are volunteering to help one another. Young people are the most active and have the most energy. I would like to encourage young people to take initiative and use their talents to do something positive both for themselves and the community they live in."



### PRINCIPLE 6:

We are scrupulous in our approach to managing our donor data and revenue. If donors specify that their donation is meant for a specific project or rescue station, we ensure that it is allocated accordingly.

We take the Protection of Personal Information (POPIA) compliance seriously and have worked hard over the last 18 months to strengthen the security of our IT systems. In 2021, our focus will be to complete the migration of our donor data and operations to a fully comprehensive CRM system.

All funds and donations received are carefully allocated to projects or stations, as designated by our donors. In keeping with transparency and good governance, we report diligently on our projects and donor contributions.

### PRINCIPLE 7:

We make it as easy as possible for supporters to donate. We work with a variety of payment platforms and providers, intending to minimise the costs of donating and enabling fast, easy and secure transactions. We will continue to implement new payment platforms to suit the needs of our diverse donor database.



### PRINCIPLE 8:

We value diversity and are striving to build the kind of diversity in our donors that reflect the communities that we serve. Given our understanding of where the highest risks are around water and drowning, we know there are communities and supporters in more diverse groups that we need to attract.

Youth are an extremely high-risk group and we are intent on engaging more with them in understanding our organisation by being involved in our activities and ultimately supporting us as volunteers or donors.

In 2020, we were particularly pleased to reach over 168 000 children in water safety education across the country, despite COVID-19 restrictions. We created awareness in the community on our pink rescue buoys – how to use, treasure and protect the ones donated to their communities. For this campaign, we also produced posters, billboards and radio advertisements in English and isiZulu.

We managed to secure funding from a wider range of diverse municipalities across the country to support local lifesaving services in often small or underserved areas. We branded our mobile lifeguarding units and placed them in strategic locations. We scoped the Wild Coast for examples of where there is a need to support the tourism industry and also to provide services for local people who swim in rivers and the ocean, not to mention the need for employment that lifeguarding may offer. We can only assist in establishing those services with the equity and buy-in of coastal communities and, the services we establish together, could transform the economics of tourism in those areas.





## PRINCIPLE 9:

**We value working in partnerships and with networks and associations to build our expertise and develop thought-leadership and innovation.**

- We consult and work with the National Lottery Commission to ensure compliance with our competitions.
- We partner with companies such as Q20, Uber Coffee, Power Plastics and many more on initiatives, from fundraising to programme implementation.
- Our two strategic partners, DHL and Mitsubishi Motors, support us well beyond their direct sponsorship and funding. In 2020, DHL introduced us to the Stormers rugby team and this led to a high impact training exercise with their team and our crew, a relationship we expect to continue in the year ahead.
- In 2020, we widened our network of expert partners, especially in digital and marketing, to strengthen our capability and presence. We built on our partnerships with existing agencies namely Ogilvy & Mather and The Publishing Partnership (TPP), and we started working with new specialist partners, including Corporate Image (Communications), 2Right Media (Media Management) and Bastion and Flowe (Digital and Performance marketing) and SuperUnion (Branding) and Pear Online Monitoring. All these partners have given their time and expertise freely and enabled us to overcome some of the impacts of COVID-19 as well as tackle the future of fundraising and marketing for the NSRI with more confidence. Media owners in South Africa generously donated over R5 million in free advertising space to us, based on the relationships we built. We expect that they will continue to support us in bringing our stories and needs to the attention of the South African public.

## PRINCIPLE 10:

**We work with the media to position our work objectively, to tell our stories authentically, and to build trust and confidence in the public about the work we do.**

Storytelling is a fundamental part of our strategy. It is the place where our work comes to life, highlighting the importance of rescue operations and the critical need for water safety and preventive measures. The stories we tell open the door to dialogue with a wide range of stakeholders, from government and SOE's to volunteers who want to join our services. Our partnerships with the media are strong because of our consistent open and honest reporting, and the discipline we maintain around authenticity, and the governance of privacy as well as individual family rights and circumstances.

In 2020 journalists and the media covered our stories extensively, despite COVID-19. We achieved over R100 million in media coverage.

### PRINT

Clips: 1 619 (43.89%)

Average: 41 138 848.50 (41.96%)

Reach: 62 227 099 (4.33%)

### BROADCAST

Clips: 525 (14.23%)

Average: 7 791 270.72 (7.95%)

Reach: 700 607 041 (48.70%)

### ONLINE

Clips: 1 545 (41.88%)

Average: 49 103 558.34 (50.09%)

Reach: 675 711 621 (46.97%)

Source: <http://pear.africa/>

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A YEAR LIKE NEVER BEFORE
2020 HOLIDAY GUIDE

# NSRI WATER SAFETY

**The National Sea Rescue Institute (NSRI) wishes everyone a safe summer and urges the public to adopt a water safety mindset around coastal and inland waters.**

Rule number one, for a safe experience at the beach, is to choose a beach that has lifeguards on duty and to swim between their flags.

If you do that, you don't need to worry about rip currents, or suddenly getting out of your depth. Putting an arm in the air and waving for help will get a rapid response from the lifeguards on duty.

Unfortunately, for various reasons, people regularly swim where there are no lifeguards on duty. This may be on a beach before or after the lifeguard's duty for the day or at a beach that does not have lifeguards. This is when things can go wrong.

In a typical scenario, Sea Rescue gets an emergency call for a swimmer in difficulty and, when volunteers get there, they find two or more people in danger of drowning. Tragically, sometimes the NSRI is not able to get there in time and someone drowns.

Often the person who does not survive is the good Samaritan who went into the water to try to help a person who was in difficulty.

Because this happens so frequently, Sea Rescue launched the Pink Rescue Buoy project in November 2017.

These bright Pink Rescue Buoys are hung on strategically placed signs and it is hoped they will remind people to take care when entering the water – and not to swim if lifeguards are not on duty at that stretch of the beach.

If there is an incident and someone needs help these buoys can be thrown to the person in trouble in the water, providing them with emergency flotation. There are clear graphics on the sign which explain how to use the Rescue Buoy. And most importantly, the emergency number for the closest Sea Rescue station is printed on the sign.

If anyone decides, against advice, to

enter the water to try to rescue someone in trouble, first call Sea Rescue and then use the Pink Rescue Buoy to provide flotation for that good Samaritan as well as for the casualty.

**HAVE A PLAN IN PLACE IN THE EVENT OF AN EMERGENCY TO PREVENT PANIC:**

- Make sure you have emergency numbers that you may need saved on your cellphone. Dial 112 from any cellphone in an emergency. Or simply Google Sea Rescue or NSRI for the closest Sea Rescue station's telephone number.
- Check the wind, weather and tides before going to the beach, fishing or boating.
- Tell someone where you are going and when you are due back, and make sure they know your route, your intentions and who to call if you are late.
- When climbing on rocks or fishing from rocks, never ever turn your back on the sea and rock anglers should wear a lifejacket and know when spring high tide is.
- If you are paddling or if you are on a boat, before you launch, download and always use the NSRI's free SafeTnX app –

[www.nsri.org.za/safetnX](http://www.nsri.org.za/safetnX)

**10 SAFETY TIPS**

1. Swim at beaches where and when lifeguards are on duty. Lifeguards are on duty at selected beaches between 10:00 and 18:00 on weekends and during the week during summer school holidays. Listen to their advice and talk to them about safety on the beach that you are visiting. They are the experts on that beach. If lifeguards are not on duty, do not swim.
2. Swim between the lifeguard flags. Teach children that if they swim between the lifeguard flags the lifeguards will be watching them and can help if there is a problem. Lifeguards watch swimmers very carefully between the flags. Just wave an arm if you need help.
3. Don't drink alcohol and then swim.
4. Don't swim alone. Always swim with a buddy. If you are with a buddy while swimming there is someone who can call for help if you need it and you can't wave to the lifeguards or call for help yourself.
5. Adult supervision and barriers to water are vital.



## INTERACTIONS WITH OUR STAKEHOLDERS

### SUPPLIERS AND SERVICE PROVIDERS

We engage with suppliers and service providers continuously on a range of products and services, initially through contract/agreement negotiation, and subsequently during the order and supply process. During 2020, cash flow was a big issue and discussions facilitated staged payments or payments in manageable tranches. We are also engaging suppliers on B-BBEE scoring to facilitate our contracting with local government. We are conscious of our contribution in local economies, as well as the importance of our ability to sustain cash flows to suppliers to ensure their sustainability.

### GENERAL PUBLIC AND LOCAL COMMUNITIES

Our rescue bases play an important role in local communities as a service. The bases are also an integral part of the social context of the community and help communities give back/pay forward through volunteerism. Bases are instantly recognisable and display current and relevant information on emergency access, emergency numbers, for example.

Our role in a public sense is one of advocacy and communication on water safety, and we do this through direct local communication or communication through a range of media, with specific messaging around risks or issues. Our rip current advocacy is a good example.

### DONORS

Our donors are key to our sustainability. We endeavour to contact our donors personally every year and we stay in contact to share our news through monthly newsletters and copies of our magazine. We recognise our donors through anniversary milestones, providing annual certificates of acknowledgement and other member benefits in their capacity as 'shore crew'.

### INDUSTRY SECTORS

We provide a safety net to many industry sectors like tourism, shipping, recreational sport, fishing and events. We communicate directly with businesses in each sector, either individually or through associations, to raise awareness and then get feedback on the experience of our services. Most recipients become donors, an important conversion for us.



## GOVERNMENT

The CEO of the NSRI sits on the South African Search and Rescue Organisation (SASAR) Executive Committee and provides direct input to the Department of Transport (DoT) through this committee. We work internally to advocate resources for maritime rescue within DoT, not with much success so far unfortunately. The committee does provide opportunity to communicate with national representatives of rescue agencies, but often the level of representation has no decision-making authority and action from these meetings is minimal.

At a Provincial Government level, we engage at Disaster Management Committee level, to ensure coordination with emergency regional services. The SASAR regional meeting has unfortunately not been well

supported and so coordination is not at an acceptable level.

We engage with local government on a municipality-by-municipality basis to discuss drowning prevention and lifeguarding opportunities and services. This did result in us delivering lifeguarding services on 21 beaches in 2020. Some municipalities fund educators in their geographic precincts to facilitate water safety awareness, but there is a huge need to expand these activities to reach our objectives.

## PEER GROUPS AND ASSOCIATIONS

Interaction with peer emergency services is largely through operational contact. Meetings with collective or individual service providers occur locally, either as scheduled meetings, or through incident debriefs.

There is no current NPO/NPC structure

that facilitates discussions across a range of charities and the charity sector is not formally represented to government. There is a gap and opportunity to lead and create such structure.

## CONSERVATION AGENCIES

Our services are directly intertwined with conservation agencies, notably the Whale Disentanglement Network, Two Oceans Aquarium, uShaka Marine World and the South African Foundation for the Conservation of Coastal Birds (SANCCOB). There are frequent engagements and combined operations that ensure that our turtle, bird and whale work continue. We believe our conservation efforts create greater geographic awareness because our reach is greater than some smaller agencies.

## OUR PEOPLE

**“The community of Sea Rescue grows every day as we rescue more people, train more children, call more donors, engage more stakeholders and recruit more staff. Every one of them identifies with our purpose and is motivated by the enthusiasm and passion of our volunteers!”**

As we established new stations, the volunteer group has grown, not only in number, but also in the diversity of race and gender as we become more inclusive, encouraging participation and membership around the country. We own transformation at all levels and had more conversations, all with a vision of creating a microcosm of what South African society should look like, sincere diversity and inclusion that makes moral and business sense. Our communication with volunteers and leaders has intensified with online conversations and webinars during the pandemic. We have also improved support for Station Commanders through the appointment of managers to assist in logistical and administrative tasks.

The professionalisation of rescue crew has continued apace with a massive innovative training effort, both centrally and at stations. Every week, crews train conscientiously to achieve mastery of a vast range of skills that the service demands. Our crew are made up of accountants, plumbers, electricians, doctors, a vast diversity of occupations, education and skill, who all focus and realign in a rescue context.

Our donor group grows every day, over 100 000 in 2020, and we get constant feedback, always balanced, which allows us to reflect and adjust. The loyalty of our donors is remarkable, an indication of how close to the cause they feel. The support during COVID-19 has demonstrated and underlined our donor loyalty and trust.

Sea Rescue now has 150 employed staff,

including the call centre operations who raised R120 million in 2020, and water safety educators who trained close to 200 000 children in water safety awareness, CPR and survival swimming. Lifeguarding services are provided through seasonal contracts with local authorities and lifeguards are paid to ensure an immediate presence on beaches to prevent drowning. The growth in the organisation requires appropriate administrative and management capacity, and in 2020, a new organisational structure has been implemented with the future in mind, trying to balance efficiency with effective delivery. We need to strike a balance at stations where volunteers can focus on rescues and be better supported for administration and logistics from central resources. It may be necessary for the future to appoint logistical support staff at the ground level to remove administrative and logistical tasks from volunteers.

Our human capital is a principal material issue, a foundation of the service and a cornerstone of our vision!

### TRANSFORMATION

At Sea Rescue we believe that our social and economic future depends on mutual tolerance and respect, it is that simple, and we are the only people that can change society to reflect the required human values.

Our objective internally is to create a microcosm of the society we would like to see, with the diversity and inclusivity necessary to deliver the best possible

service to our communities, including stakeholders, donors, staff, volunteers, tourists and visitors.

The Social Literacy Conversation organisation has guided us through the foundations and conversation necessary for this journey and with their mentorship we have taken ownership of a toolbox of initiatives to help us sail these waters.

We continue to make significant progress. Our Board now reflects significant diversity; our executive team in 2021 will likewise demonstrate great strides with the inclusion of Uviwe Mzilikazi and Jill Fortuin as Corporate Services director and Drowning Prevention director, respectively. Our staff exhibit greater variety, but with a collective purpose and passion, equal to our volunteers, all showing increasing commitment and action to creating a service platform that understands the importance of diversity to the business and is embedding it in our DNA.

We are changing and we are changing our society for the better.

### STAFF TURNOVER STATISTICS FOR 2020

Occupational level	Total staff at beginning of period	Appointments	Terminations	Total staff at end of period
Executive/Professionally qualified	3	2	0	5
Skilled	6	1	-1	6
Semi-skilled	60	5	-2	63
Unskilled	78	14	-16	76
TOTAL	147	22	-19*	150

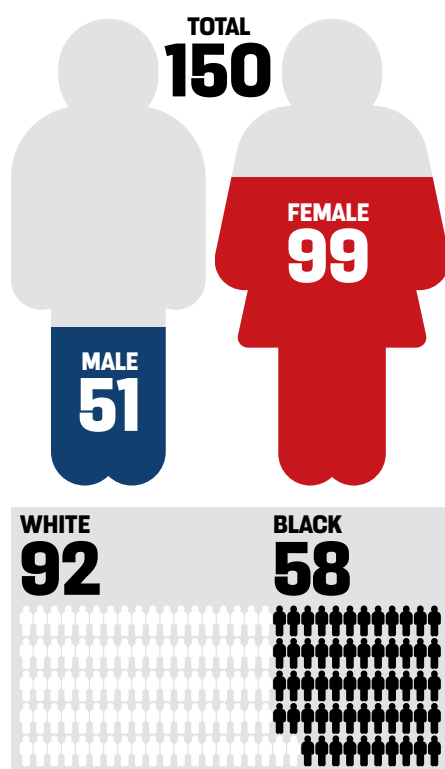
\* 16 resignations, 3 dismissals

### VOLUNTEERS

	2020				TOTAL
	BLACK	WHITE	MALE	FEMALE	
Volunteers	207	1 089	977	314	1 296
Station leadership					
- Station Commanders	1	40	40	1	41
- Deputy Commanders	1	50	44	7	51

CLASSIFICATION / ROLE	TOTAL	MALE	FEMALE	BLACK	WHITE
Administrative	16	6	10		16
ASR Rescue Swimmer	9	7	2		9
Awards Committee Member	4	4			4
Coast Watcher	79	58	21	1	78
Coxswain - Class 1	41	40	1		41
Coxswain - Class 2	4	4			4
Coxswain - Class 3	132	121	11	4	128
Coxswain - Class 4	40	37	3	7	33
Coxswain - Class 5	4	3	1		4
Coxswain - Trainee - Class 1	20	16	4	1	19
Coxswain - Trainee - Class 3	59	48	11	4	55
Coxswain - Trainee - Class 4	75	57	18	9	66
Coxswain - Trainee - Class 5	3	3			3
Crew - Medic	10	7	3	3	7
Crew - Rescue Swimmer	9	8	1	1	8
Crew - Sea	532	417	115	46	486
Crew - Senior Shore Controller	4	3	1		4
Crew - Shore Controller	106	66	40	4	102
Crew - Surf Rescue	100	78	22	60	40
Ex Volunteer	2	2			2
Honorary Life Governor	2	2			2
Junior Crew	33	22	11	6	27
Non - Executive Director	1	1			1
Operations Support Committee Member	5	5			5
Pink Rescue Buoy Volunteer	37	30	7	2	35
Regional Rep	7	7			7
Station Administrator	3	1	2		3
Station Commander	41	40	1	1	40
Station Commander - Deputy	51	44	7	1	50
Station Doctor	4	3	1		4
Survival Swimming Instructor Volunteer	8	3	5		8
Trainee	364	249	115	67	297
Trainee - Surf Rescue	39	28	11	25	14
Total	1 844	1 420	424	242	1 602

### STAFF MEMBERS 2020





ROLE	NAME	AGE	YEARS OF SERVICE	GENDER	RACE
CEO	Dr Cleeve Robertson	61	31	Male	White
Executive director: Capital Projects	Mark Hughes	61	43	Male	White
Executive director: Fundraising and Marketing	Janine van Stol	59	1	Female	White
Executive director: Rescue Services	Brett Ayres	39	20	Male	White
Executive director: Corporate Services	Uviwe Mzilikazi	40	0	Female	Black
Executive director: Drowning Prevention Services	Jill Fortuin	42	0	Female	Black

**FUNCTIONAL ORGANOGRAM**





## TRAINING

### TRAINING PROGRAMMES

The following training programmes were completed during 2020:

TRAINING PROGRAMME	NUMBER OF PROGRAMMES OFFERED	NUMBER OF ATTENDEES
JetRIBS handed over and training completed	7	50
Crew development course	4	68
Wilderness surf course	1	9
Coxswain class 3 assessments	3	22, of which 12 passed
Maritime extrication refresher	3	23
VHF course	3	21
Coxswain class 4 development	3	12
Coxswain class 4 assessment	4	23, of which 11 passed



During the lockdown, Sea Rescue offered 48 masterclasses which were attended by 5 035 people, and did 36 rescue radio interviews. The following courses were also offered online:

- 31 Fitness videos
- 19 Chartwork videos
- 17 Ropework videos
- 10 Maritime emergency care videos
- 5 Collision regulation videos
- 3 Search and Rescue videos
- 3 General seamanship videos
- 2 Swiftwater videos
- 4 Catch up with Cleeve videos
- 10 Electronic support tools videos

### LIFEGUARD TRAINING

Our Cederberg, Matzikama and Saldanha lifeguard teams went through the legendary 1-week boot camp before the season. This year, a lot of the training revolved around learning the new COVID-19 rescue protocols to ensure that lifeguards remain safe when rescuing or treating casualties. Safety is of the utmost importance when we train – every lifeguard in the water trains with a rescue buoy attached to them, with at least one person in the water with a VHF radio and rescue board. There is also a spotter on the beach who keeps a sharp eye on the swimmers.

The training also involves stress and exertion drills, making the lifeguards perform complex tasks such as assembling a bag valve mask or running a CPR scene, that after running or swimming a distance at speed, all against time. This training ensures that, when the times comes to deal with a real casualty, they can act swiftly and efficiently withing overthinking the process.

## CASE STUDY



### MEET SOUTH AFRICA'S ONLY FEMALE NSRI STATION COMMANDER, SARA JANE SMITH

Sara Jane Smith of St Francis Bay in the Eastern Cape is the NSRI's only female Station Commander, in charge of Station 21.

"The only time I know I am the only female in this role is once a year at a conference, and it's only because I notice it. That's a testament to the type of people that the NSRI members are," said the 37-year-old, who joined 11 years ago. She says there is a special place for women in the NSRI.

"When I started as Station Commander in 2016, the support was incredible and came from a place of unity, not out of concern that a female was in charge."

Smith's role sees her manage the crew and assets on the station, running checks to ensure that the crew and assets are in their best shape and incidentally, her Deputy Station Commander, Yvette Maritz, is also female.

Describing herself as a softly spoken person, Smith admits that it can be a challenge to get into a debate with the crew or coxswains. "Women do have a natural tendency to be more sensitive and compassionate and to communicate better, which is a huge asset to any crew and any station. As a woman on the station, I have learnt not to let anyone answer for me, if I have something to say or a difference in opinion, I let my voice be heard."

To pay her bills, Smith runs a small accounting company, with a passion for payroll and tax. When she isn't working or volunteering, she enjoys making things or refurbishing old furniture. "My husband and I spend a lot of time working on our house and doing DIY projects. Some of them are a success, and others we have to call in professionals to help rescue."

# OUR BENEFICIARIES

WE TAUGHT



**168 293**

children through our Water Safety  
in schools programme and



**399**

children were taught  
Survival Swimming

WE RESCUED



**835** **59**

People

Animals

WE RESPONDED TO

**971**

Rescues

## DEMOGRAPHIC BREAKDOWN OF BENEFICIARIES

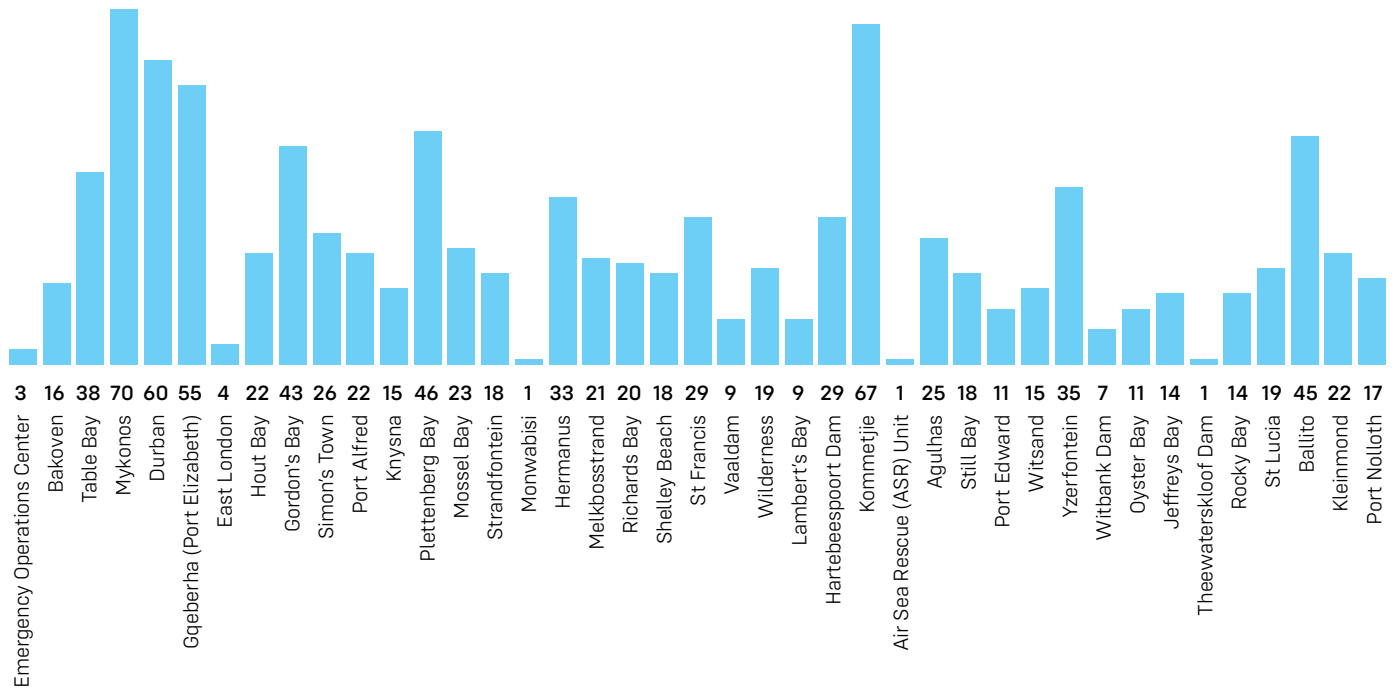
	TOTAL	BLACK	WHITE	FOREIGN	UNKNOWN	ANIMALS
Lives saved with rescue operations	835	228	458	44	105	59
Lives saved with lifeguard operations	44	26	18			
Lives saved with a Pink Rescue Buoy	15	3	1		11	
Children taught Water Safety	168 293	165 716	2 577			
Children taught Survival Swimming	399	397	2			
<b>Total</b>	<b>168 586</b>	<b>166 370</b>	<b>3 056</b>	<b>44</b>	<b>116</b>	<b>59</b>

## TYPES OF RESCUES

INCIDENT TYPE	NUMBER OF OPERATIONS
Cyclist	6
Vessel Passenger	134
Unknown	17
Swimming/Bathing	101
Paddling/Surfski	55
Commercial Fisherman	77
Recreational Powerboater/ Fisherman	172
Commercial Mariner	69
Spearfisherman	6
Random citizen	83
Surfer	13
Shore angling/fishing	12
Yachtsman	17
Hiker/runner near shore	11
Diver	16
Paragliding/Hangliding/Flying	1
Kitesurfer	21
Hobby/Dinghy Sailor	1
Jetski	7
Driving/Motoring (Vehicle)	4
Events	12
<b>Total</b>	<b>835</b>

**“Sea Rescue provides an essential rescue service to South African citizens and foreign nationals, whether they are bathers, sailors, surfers, paddlers, fishers, pilots or SCUBA divers.”**

NUMBER OF INCIDENTS PER PRIMARY STATION



# OUR INFRASTRUCTURE



**42**

RESCUE  
BASES



**14**

QUAD BIKES/  
ATVS



**102**

RESCUE  
CRAFT



**32**

RESCUE  
VEHICLES



**17**

TRACTORS





## NEW RESCUE BASES

Sea Rescue's footprint is expanding by necessity. We have purchased a property at Jeffreys Bay for Station 37 and will start the design phase of a new rescue base in 2021/2022. We also purchased a property in Oyster Bay on which we intend to build a rescue base that will accommodate a future 8.8 m RIB, mobile, JetRIB and tractor, with crew ablutions, control room, training facility and fuel store.

The Station 21 boathouse in St Francis Bay is being redesigned to accommodate a larger rescue vessel in the future. We anticipate this project starting in the first quarter of 2021.

We have also put in an offer to purchase a property in Port Nolloth for a new rescue base and have signed a lease for the rental of a building to house the Station 41 Ballito rescue base.

## RESCUE BASE BUILDING PROJECTS

COVID-19 has had a knock-on effect on all the building projects in process, extending the construction times by several months. The status of building projects are as follows:

PROJECT	STATUS
Station 8 Hout Bay rescue base upgrade	Planning is progressing well, with the hope of starting construction in 2021/2022
Station 10 Simon's Town new rescue base	Occupation was October 2020
Station 17 Hermanus rescue base project	Building was handed over in May 2020
Station 19 Richards Bay slipway quay maintenance	Was completed in February 2020
Station 24 Lambert's Bay rescue base	Was completed in November 2020
Station 40 St Lucia rescue base	Was completed in November 2020
Station 27 Gauteng container rescue base	Was installed on the grounds of the Water Sports Club in December 2020

## RESCUE VESSELS

New JetRIB vessels were delivered to the following stations in 2020:

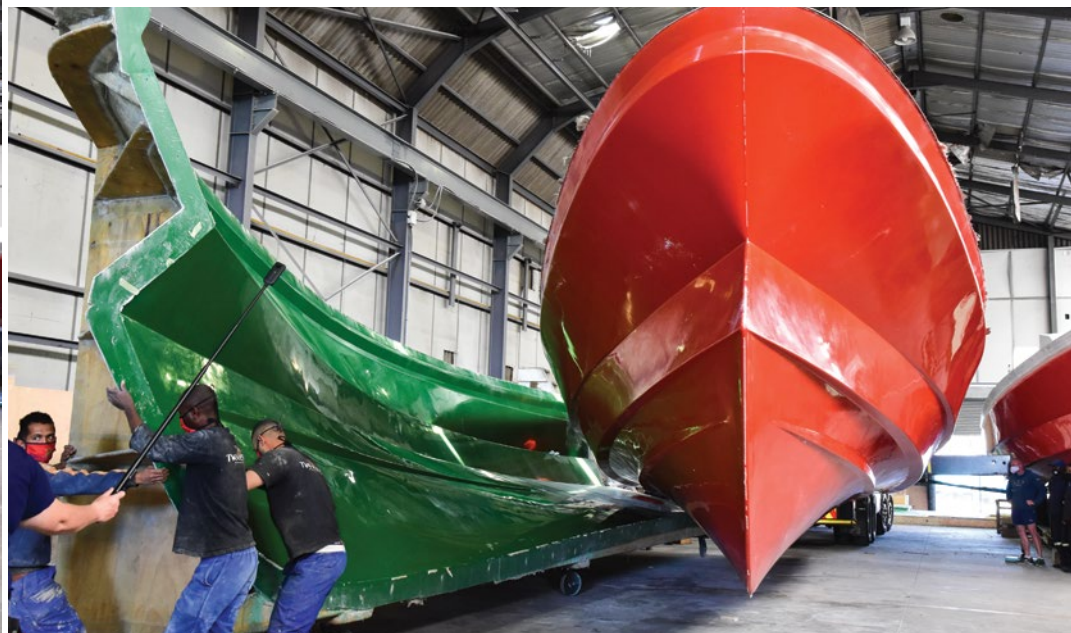
- Station 9 Gordon's Bay
- Station 12 Knysna
- Station 14 Plettenberg Bay
- Station 23 Wilderness
- Station 39 Rocky Bay
- Station 42 Kleinmond
- Station 45 Strandfontein West Coast

We expect the ORC Donna Nicholas for Simon's Town to be completed at the end of March 2021 and for her to be on the station by end of April 2021.

We expect the first completely South African built ORC 140 for Hermanus to be completed in July 2021 and on station in August after her sea trials.



Please refer to our website, [www.nsrri.org.za](http://www.nsrri.org.za) for a list of our vessels.



### PROJECTS PLACED ON HOLD IN 2020 DUE TO COVID-19

- Station 41 Ballito property and rescue base
- Station 36 Oyster Bay rescue base upgrade
- Station 35 Witbank Dam boathouse
- 12 x Mitsubishi Triton 4x4 double cab vehicles for stations and Staff
- JetRIBs for Station 6 Gqeberha (Port Elizabeth), Station 16 Strandfontien, Station 21 St Francis Bay, Station 30 Agulhas and Station 37 Jeffreys Bay

**“Our crews are relied upon to keep their bases in 100% running order, to be ready to respond to any call at any time. They are responsible for the maintenance and cleaning of bases, boats and all other rescue equipment they use – this takes up their time, over and above the huge demand for the training they are required to do. Furthermore, they are also carrying an enormous financial responsibility as overall, the buildings, boats and equipment they are responsible for are worth close to R50 million.”**

# OUR TECHNOLOGY

During 2020, Sea Rescue was severely tested to continue operations as normal due to COVID-19 and the short turnaround time from the announcement of lockdown to implementation. The Information Technology team had to virtualise the call centre operations in less than a week, to enable the marketers to continue working from home. By using a Voice over IP solution called 3CX, we were able to continue calling our donors throughout the lockdown period. We also enabled higher risk employees to continue working from home once lockdown ended.

The employees at head office were not affected as much due to the technologies we had implemented in recent years. The Microsoft Teams program was rolled out to stations shortly after the head office platform was set up and became the primary tool for collaboration within the company. Our primary database (Microsoft Dynamics 365 CRM) was moved to the cloud in a previous project, which enabled the fundraisers to work remotely.

We partnered with Vodacom to provide 4G solutions to assist the affected staff members with a stable internet connection at home. The new SeaWeb incident management system, as well as CRM system for managing personnel data, has been embedded, well supported by a maturing Emergency Operations Centre.

We also took the opportunity to upgrade the call centre IT environment from legacy systems, to reduce the risk of non-compliance of our hardware and software

and align the call centre with the IT changes at the head office and stations over recent years. This is in line with the vision to create a robust and easy to manage Microsoft based IT platform, with the ability to seamlessly upgrade in the future.

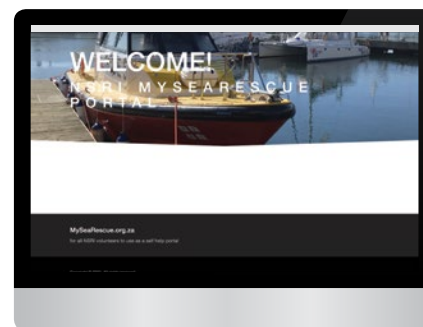
We have moved our physical servers into a new data centre, hosted by iSquared to have more control of our infrastructure. This move was important to secure the call centre databases and ensure that they are only accessed by a secure VPN connection.

The project to migrate the call centre database to Microsoft Dynamics 365 started in 2020 and is continuing into 2021. All processes and workflows related to the legacy databases need to be aligned, to ensure that we have database security and scalability into the future.

The move to a new head office in 2021 has taken a lot of planning to ensure we cater for IT needs in the immediate as well as the extended future.



**For more information on the governance of technology, please refer to page 68.**



**An exciting initiative to assist volunteers was the implementation of the customer portal in Dynamics 365 CRM. We created a website called [www.mysearescue.org.za](http://www.mysearescue.org.za) where volunteers can manage their contact information, view their rescue statistics and update their communication preferences. This proof of concept has been hugely successful and can be rolled out to donors in the future.**



# FINANCIAL REVIEW

## SUSTAINABLE FUNDING

Despite the severe economic challenges faced through lockdowns, we were able to sustain good revenue levels in 2020. Our funding models, asking for small donations in huge numbers, proved a lifesaver during the COVID-19 epidemic. The debit order and car competitions are what have sustained our revenues in 2020.

At the beginning of 2020, we estimated that COVID-19 would have significant impacts on funding for 2020 and the future, as bank rejections and debit order cancellations increased due to the economic downturn. The actual impact was less than expected and the cancellation rates and debit order rejection rates remained consistent.

## INCOME AND EXPENSES

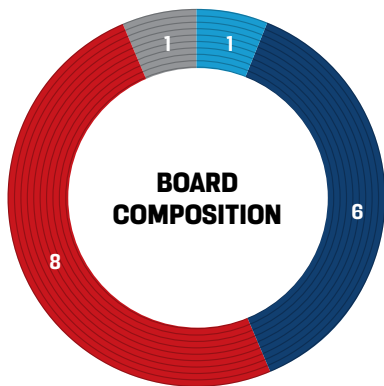
Revenue amounted to R151 264 047 which was 7% less than budget, but 1.7% better than 2019. The principal reason was the disruption caused by lockdowns, having to create a virtual call centre in emergency time frames and not being able to visit donors. Government donations remain contracted. We were specifically unsuccessful in unlocking COVID-19 funding from the Solidarity Fund, the Department of Health, Treasury or the Department of Transport. The lack of support, given our particular commitment during the crisis and our performance of medical evacuations from ships at sea, is a cause for concern.

Given the COVID-19 crisis, it was expected that expenditure would be less, however, we were able to sustain capital expenditure at reasonable levels. Rescue operational expenditure reduced marginally, travel costs (mainly for training) reduced by 48%, marketing expenditure and call centre operational expenditure reduced as well, leaving an operational surplus of R29 428 520, 19.4% of revenue.



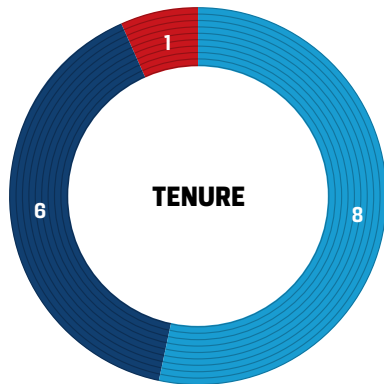
**For more information, please refer to the Annual Financial Statements on page 78.**

# BEING ACCOUNTABLE

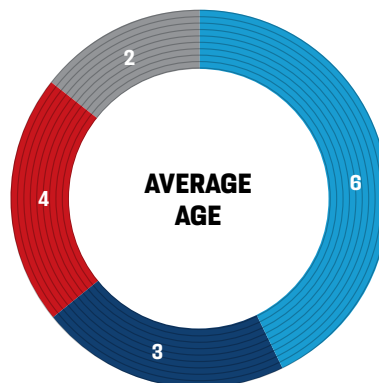
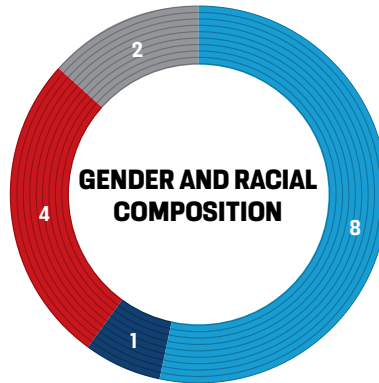


- Pro-bono company secretary
- Executive directors
- Non-executive directors
- Chairman

- White male
- White female
- Black female
- Black male



- 0-5 years
- 6-10 years
- 11-15 years



- 61-70
- 51-60
- 41-50
- 30-40

## DIVERSITY OF EXPERTISE

Medical and Health 

Human Resources 

Sales and Marketing 

Risk Management 

Environment 

Operations 

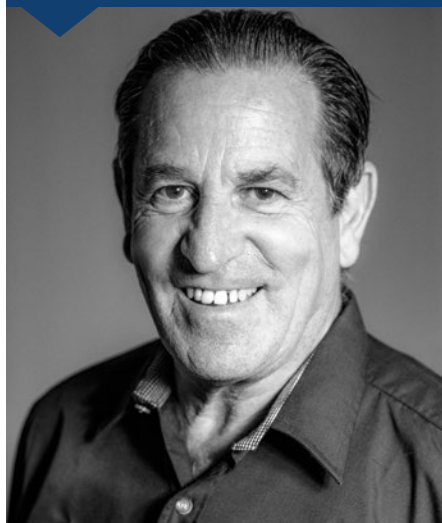
Compliance 

Technology 

Finance 

Leadership 

**RONNIE STEIN 71**  
Chairman of the Board



**APPOINTED: 2013**

**QUALIFICATIONS AND EXPERIENCE:**

Ronnie holds a BCom CA (SA) degree and served as the Chief Financial Officer for the Foschini Group Ltd until he retired in June 2015, although he has remained on the board in a non-executive capacity. Prior to joining the group, he was an accountant and auditor in public practice.

He was also a partner in Kessel Feinstein for 15 years.

**DR CLEEVE ROBERTSON 61**  
Chief Executive Officer



**APPOINTED: 2013**

**QUALIFICATIONS AND EXPERIENCE:**

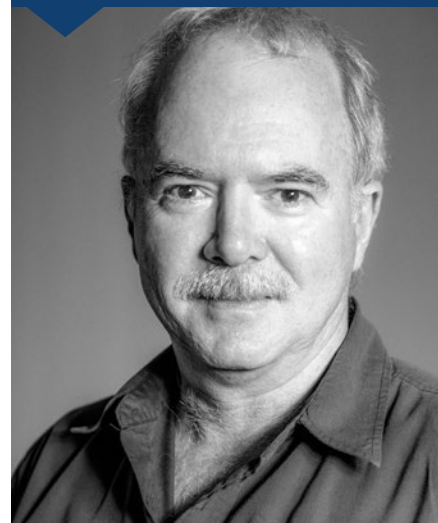
Cleeve is an Emergency Physician with 30 years of experience in Emergency and Maritime Medicine.

He was Head of the Western Cape Medical Emergency Transport and Rescue Organisation (METRO EMS) from 2001 to 2013 and Honorary Medical Advisor to the NSRI from the mid 1990's until 2013.

He has led the NSRI from 2013 in his role as CEO.

He currently serves on the SASAR (South African Search and Rescue Organisation) Executive Committee.

**MARK HUGHES 61**  
Executive director: Capital Projects



**APPOINTED: 2011**

**QUALIFICATIONS AND EXPERIENCE:**

Mark has been an active member of the NSRI since joining Station 19 (Richards Bay) in 1978.

Mark has held various positions while on Station, Training Officer, Maintenance Officer, Class 1 and 3 Coxswain, Deputy Station Commander and Station Commander for a number of years. He was awarded the Paul Harris Fellowship award from Richards Bay Rotary Club in 2010 in recognition of this service to the community and holds a National Technical Diploma in Industrial Automation and Electronics. He was appointed to the Board of directors in November 2011. Prior to joining the NSRI Head Office, Mark worked for Tongaat Hulett Sugar in KwaZulu Natal.

**JANINE VAN STOLK 59**

Executive director: Fundraising and Marketing



**APPOINTED: 2020**

**QUALIFICATIONS AND EXPERIENCE:**

Janine joined the NSRI in January 2020. Prior to that, she was the Executive Head Employee Marketing at Standard Bank, a position she held since 2013. From 2011 to 2013, she was a Director at Ikamva Labantu where she implemented a comprehensive change strategy for the company. She was head of corporate communications at South African Breweries between 2007 and 2009 and Director of CRM at Standard Bank prior to that.

Janine holds a Bachelor of Business Science (Hons) and has wide experience in CRM, advertising and marketing, both in South Africa and abroad in companies like Ogilvy and Mather and Readers Digest.

**UVIWE MZILIKAZI 40**

Executive director: Corporate Services  
CA(SA), ACMA, CGMA



**APPOINTED: 2021**

**QUALIFICATIONS AND EXPERIENCE:**

Uviwe Mzilikazi is a Chartered Accountant with over 14 years post articles experience. Since completing her articles at Deloitte, she has spent the last 12 years in executive and senior managerial roles, and gained extensive experience in the hotel & leisure industry, television media and print media industries. She has held the position of Financial Director at the then JSE listed Don Group Limited, Chief Financial Officer at Urban Brew Studios (Pty) Ltd and Group Financial Manager at Independent Media (Pty) Ltd. She has also sat as an Executive Director on various boards throughout her career.

Uviwe completed the CFO Gateway Programmed for her CGMA qualification in 2019 and was granted membership at the end of March 2020.

**BRETT AYRES 39**

Executive director: Rescue Services



**APPOINTED: 2020**

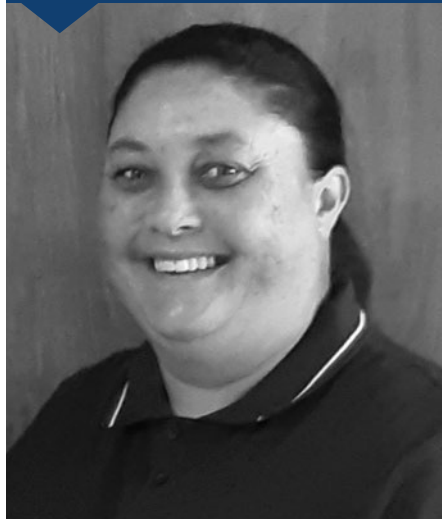
**QUALIFICATIONS AND EXPERIENCE:**

Brett joined the NSRI in 2000, serving as a volunteer through the ranks in Durban before joining head office in 2014. He has a background in operations management and training, with extensive marine experience as a surveyor, dive industry professional and commercial skipper.

He holds a BSC(Hons) Degree in Geology and an MBA.

**JILL FORTUIN 42**

Executive director: Drowning Prevention Services



**APPOINTED: 2021**

**QUALIFICATIONS AND EXPERIENCE:**

Jill Fortuin qualified as a surf lifeguard in 1993. She is passionate about drowning prevention and has been involved in the training of lifeguards, contributed to the SAQA accreditation of the lifeguard award, awarded Surf Lifeguard of the Year at age 18 and served on the LSA Drowning Prevention Committee.

In addition to her passion and commitment to Drowning Prevention through her involvement in lifesaving she also has a doctoral degree, been involved in academia and research related to health systems and digital health for the past twenty years. She was the South African Medical Research Council, Telemedicine and Health Director from (2007 – 2012), and recently a Senior Lecturer in the Biomedical Engineering Division, Faculty of Health Sciences; University of Cape Town. She has also been appointed as a member of the Ministerial Advisory Committee on eHealth from 2017 to 2022.

**BRAD GEYSER 66**

Independent non-executive director



**APPOINTED: 2018**

**QUALIFICATIONS AND EXPERIENCE:**

Brad was born in Cape Town, lived in Welkom for his school years and worked as an underground surveyor in the Gold Mines until 1974.

To fulfil a bet, he rode his bicycle to Cape Town and never went back, training at IBM in 1975 to become a software programmer. He continues to act as an adviser and contractor for special projects for Bidvest.

Brad joined NSRI at Bakoven as a Trainee Crew member in 1975, currently having served for 44 years and has held positions of Coxswain and Station Commander at Bakoven and Hout Bay Station. He wrote and presented the NSRI Station Commanders Training manual, and participated and presented Leadership Training to new incoming Coxswains. He has written and accepted the NSRI JOC SOPS for NSRI SAR operations, approved by the DOT Marine Rescue Co-ordination Centre. Brad was elected as the Chairman of the Operations Support Committee in June 2018 and appointed to the Board as a Director of NSRI.

**RANDALL TITUS 54**

Independent non-executive director



**APPOINTED: 2015**

**QUALIFICATIONS AND EXPERIENCE:**

Randall is a senior attorney who was admitted to practice in 1993. He obtained his BA LLB and LLM degrees from UCT. Randall is a member of the High Court committee and the Library Committee of the Cape Law Society. He is also the past Chairman of the Cape Town Attorneys' Association.

Since 2009, Randall has attended a number of judicial skills training courses, the most recent of which was in 2015. Randall is a Trustee, and the Chairman of the Children's Hospital Trust (the fundraising arm of the Red Cross War Memorial Children's Hospital).

Randall also sits as a Commissioner for Small Claims at Goodwood Court. He further chairs the disciplinary tribunal of the Western Province Rugby Football Union (WPRFU) and is a member of its Strategic Monitoring and Advisory Committee.

**KARL OTTO 66**

Independent non-executive director



**APPOINTED FROM SAMSA**

**APPOINTED: 2016**

**QUALIFICATIONS AND EXPERIENCE:**

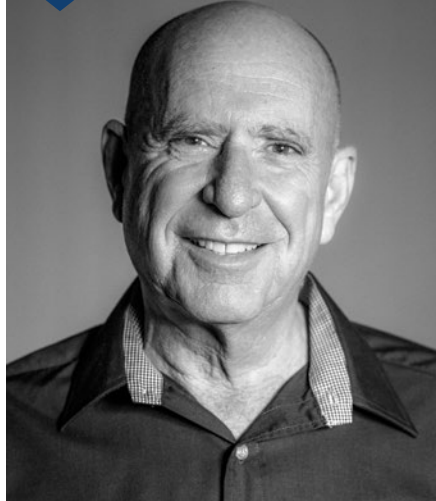
Karl has 43 years' experience in the maritime environment. He has been with the South African Maritime Safety Authority (SAMSA) as the Executive Head for the Centre for Sea Watch and Response where he oversees the Maritime Rescue Coordination Centre, Maritime Security, Pollution Response, Maritime Domain Awareness, Maritime Assistance Service as well as Aids to Navigation for the past eight years. He spent 12 years with the Transnet National Ports Authority (TNPA), based in the Port of Cape Town, as Deputy Harbour Master and National VTS Manager.

Karl was involved in Maritime Training for 12 years at the Training Centre for Seamen in Cape Town as a lecturer and as the Head of the division that specialises in Electronic Navigation Systems and Simulator training. He spent 10 years with Unicorn Shipping Lines in Durban, where he started as Navigation Cadet and advanced to Chief Navigating Officer on a number of cargo vessels.

Karl's primary qualifications are as a Master Mariner and he holds an NHD in Post School Education.

**DAVE ROBINS 66**

Independent non-executive director



**APPOINTED: 2008**

**QUALIFICATIONS AND EXPERIENCE:**

Dave was born in Ndola, Zambia, and studied Business Science at the University of Cape Town (UCT). He spent years in business, both in large multinationals and in small business ventures.

Dave has spent many years as an active crewman at Station 3 (Table Bay). He serves on the boards of Pick n Pay and JML, as well as other community organisations.

**CHRIS WILSON 46**

Company Secretary



**APPOINTED: 2013**

**QUALIFICATIONS & EXPERIENCE:**

Chris is the Managing Director of Kilgetty Statutory Services (Pty) Ltd and is a Fellow and Director of the Institute of Chartered Secretaries and Administrators of Southern African. Chris is the Chairman of the Western Cape branch of the Institute and is a Non-executive Director of a number of client entities in South Africa.

**MARK MACLEAN 48**

Independent non-executive director



**APPOINTED: 2018**

**QUALIFICATIONS AND EXPERIENCE:**

Mark is currently the Assistant General Manager (AGM) of Cape Town International Airport, a position he has held since 2012.

He is responsible for the overall operations at the airport.

He was the previous Engineering Manager of the airport from 2007 until 2012 and was responsible for the Engineering and Maintenance of the airport during the last major construction at the airport.

He also worked for Eskom and De Beers Consolidated Mines and has engineering experience in diamond mining, and in electricity distribution and transmission.

Mark holds a BSc degree in Electrical Engineering from UCT.

He also completed an Executive Development Programme at Henley Business School.

**VIOLA MANUEL 49**

Independent non-executive director



**APPOINTED: 2013**

**QUALIFICATIONS AND EXPERIENCE:**

Viola holds an MBA (Herriot Watt University, Scotland), HDipEd (UCT) and BA (UCT) and is looking forward to completing her DBA. An accomplished senior executive in both strategy and implementation, Viola Manuel has sat on numerous boards and been nominated for multiple awards.

She has also been instrumental in several initiatives, including The ICT Census of the Western Cape, Women in IT, Youth in IT, VIP Graduates Club and several SMME Enterprise Development Projects.

Viola was CEO of the Cape Chamber of Commerce & Industry, Executive Director of The Cape IT Initiative and Member of the Western Cape Premier's Council of Skills, to mention a few.

**RADHA GOVENDER 55**

Independent non-executive director



**APPOINTED: 2020**

**QUALIFICATIONS AND EXPERIENCE:**

Radha has extensive experience and knowledge of the South African health sector, managed health care and clinical policy development. Her strength lies in her ability to galvanise clinical and management teams to meet set goals.

# CORPORATE GOVERNANCE

## GOVERNANCE STRUCTURE

Governance at Sea Rescue is provided through a Board consisting of eight independent non-executive directors, six executive directors, two appointed non-executive directors and a pro bono company secretary.

The Annual General Meeting (AGM) of members is responsible for electing Board members and approving formal resolutions that guide the company.

The Board elects the Chairman annually, with the current Chairman being Ronnie Stein and Vice-Chairman Viola Manual. The Board has voted unanimously for Ronnie Stein to continue as a Director, despite him reaching the prescribed age limit.

The Board maintains close oversight over the activities of the company through scheduled meetings of the Board and its committees, and during lockdown maintained a meeting schedule with virtual meetings.

Formal Board committees are maintained for the following functions: Risk, Human Capital, Investment, Operations and Audit. These committees meet quarterly, and formal minutes are recorded for each meeting and reported at each full Board meeting. The Board meets quarterly to consider issues of governance and receive Committee reports, and once annually to discuss the strategy of the NSRI.

The current executive management team consists of a CEO and five executive managers, responsible for Rescue Operations, Drowning Prevention, Capital Projects, Fundraising and Marketing and Corporate Services (Finance, Human Resources and Information and Communication Technology (ICT)). The

executive managers are responsible for employing and managing the staff required to competently execute the business of each department.

The Board approves the annual budget presented by management and provides the necessary authority for expenditure. The CEO is the only executive with a specific financial delegation of R5 million but within the approved budget. Expenditure outside of the approved budget must be approved by the Board at a full Board meeting.

The roles of Chairman of the Board and Chief Executive Officer are separate to ensure that management and governance functions are independent and that control of the company is vested primarily through the members in the AGM, the Board and the executives.

This structure ensures that no single individual exercises unfettered powers of decision-making, but that the executive has very clear mandates and exercises management within the guidance of a framework and clear plans.

The directors participate in Board committees and all meetings are recorded and actioned against minutes monitored. The Committees hold the executive to account and ensure that management complies with all legislation, regulation and policies. The governance structures strive to achieve transparency, accountability, integrity and ethical leadership but also provide practical guidance to the executive regarding the sustainable development of the activities of the organisation.

The NSRI rotates directors in a three-year cycle and retiring directors are re-elected or replaced by resolution at an AGM of the members of the NSRI.

The Board is satisfied that it has fulfilled its responsibilities in accordance with its charter.

In 2020, the NSRI instituted a Corporate Governance Framework for the first time.

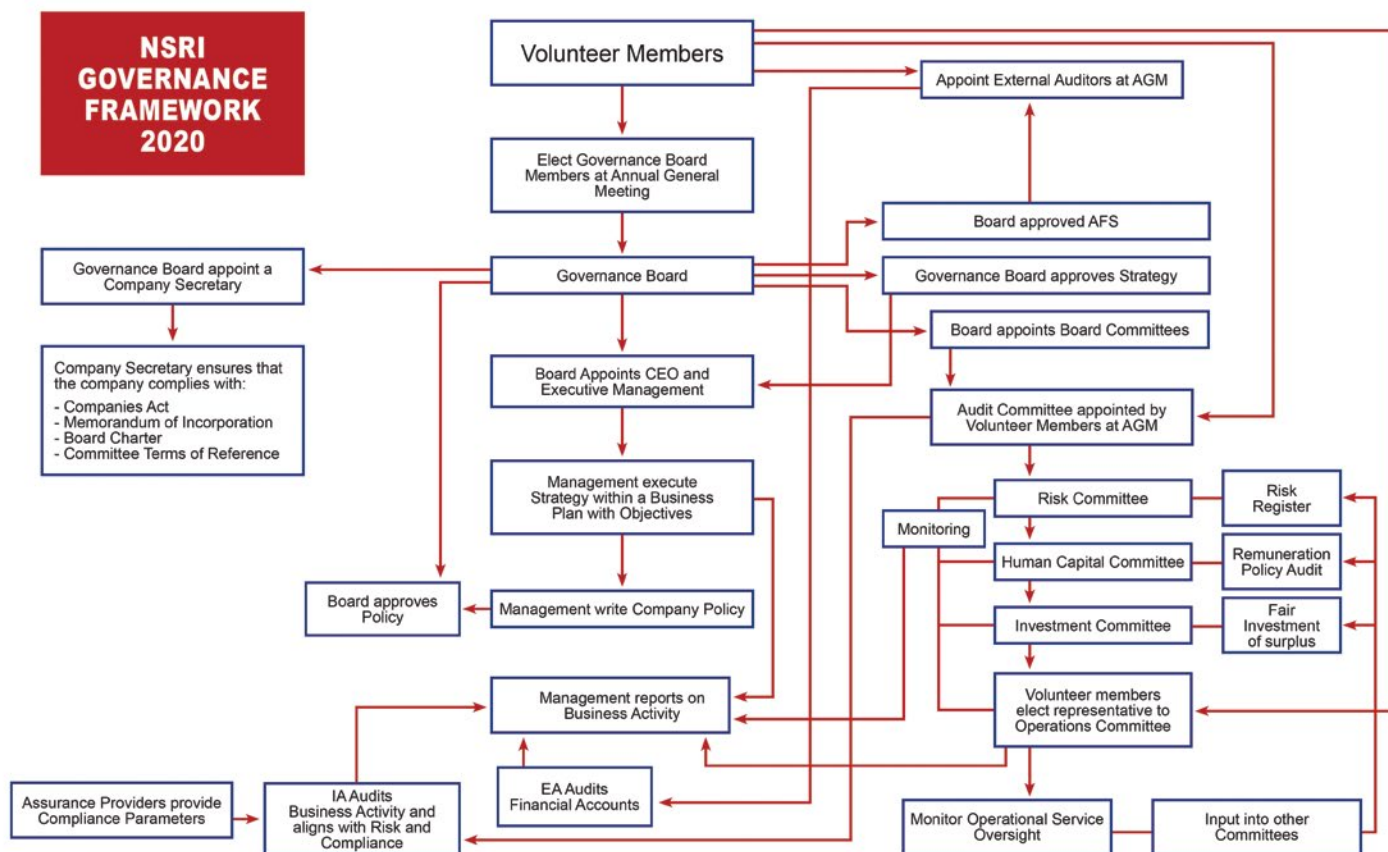
## BOARD COMPOSITION

The NSRI is constituted through a Memorandum of Incorporation (MOI) which details the structure of the company and its governance mechanisms. The Board of Directors continues to take guidance from the principles advocated in the King Report on Corporate Governance (King IV™) and, having completed a gap analysis in 2018, are satisfied that the NSRI is substantially compliant with King IV™. The fact that the NSRI was awarded for the best Integrated Report for 2018 and a merit award for 2019 in the NPO category by the Institute of Chartered Governance Institute of Southern Africa further illustrates the NSRI's commitment to Corporate Governance.

The Board composition reflects the appropriate mix of knowledge, skills, experience and independence and independence and has achieved greater inclusivity in terms of race and gender. The Board will in 2021 substantially achieve progress towards a target of 50% black and female composition on the Board.

## BOARD EVALUATION

The NSRI has adopted provisions of the King IV™ Report on corporate governance. In accordance with principle nine of King IV™, the Board should evaluate its performance and that of its committees, its chair and individual members, and support the continued improvement of its performance and effectiveness. King IV™ recommends



that the performance evaluation should be undertaken by a formal process and performed at least every two years.

At the NSRI, the company secretary performs a board effectiveness evaluation biannually, using a survey questionnaire. The survey results are reported to the Board for attention and remedial action, if necessary. The last evaluation was done in 2019 and scores improved year-on-year from 2017 to 2019 in respect of the performance of the Board, its members and structures. The next evaluation is due to be actioned in 2021.

The following methodology is utilised in performing this corporate governance assessment:

- Information gathering: results from the online questionnaires are collated.
- Assessment: responses are assessed and areas, where correction action may be required, are identified.
- Report: a comprehensive report on the outcomes of the evaluation is developed which details recommendations for consideration.

The scope of the Board effectiveness evaluation in 2021 will include an effective evaluation of the NSRI Board of Directors collectively and a peer-to-peer review of each Board member.

- Information request: questionnaires are circulated to Board members for online completion.

## COMPLIANCE

Assurance on compliance with laws, regulations and codes is provided through both internal (Moore Stephens Risk) and external (Cecil Kilpin) audit and oversight from several regulatory organisations.

## IT GOVERNANCE

The NSRI has an Information Communication & Technologies (ICT) policy that outlines the governance oversight and operation of ICT within the Company. The ICT Steering Committee meets quarterly to review the ICT strategy and implementation against operational plans, and management is responsible for implementation through the in-house and service provider capacity.

The most sensitive data within the ICT stable is the donor database and the NSRI assures personal data security and compliance with the Protection of Personal Information Act (POPI) through the implementation of Microsoft CRM and NAV programmes, up to date threat protection software and diligent attention to secure access, through limited system users and passwords. The CEO is formally appointed by the Board as the Information Officer for POPI.

The key strategic issue in 2020 was to write the complete donor database into MS Dynamics CRM.



Refer to page 58 for information about Our Technology.

## DIRECTOR INDUCTION

The CEO, with the assistance of company secretarial services, assumes responsibility for an informal induction programme that provides new Board appointees with a comprehensive briefing on company strategy, financial budgets and accounts, as well as operational activity. Induction documents distributed to the directors include the Integrated Annual Report, Memorandum of Incorporation, Board Charter, Board Committee Terms of Reference, Corporate Governance Framework, declaration of interest forms, the rights and duties of directors, the risk report and the strategic plan.

## SUCCESSION

The CEO is appointed full time with a contractual notice period of one calendar month. He is currently registered as an Emergency Physician with the Health Professions Council of South Africa and is therefore bound by the ethical codes and prescripts of the medical profession, in addition to those of his role of CEO and the Companies Act. The CEO is due to retire in 2024 and the Board will, apart from the development of internal candidates, identify possible candidates in the market well before his retirement date.

## REMUNERATION OF DIRECTORS AND MEMBERS OF COMMITTEES

The independent non-executive directors and Board Committee members receive no remuneration. Executive directors are entitled to such remuneration as is agreed to from time to time by the Human Capital Committee within the remuneration structure created through job evaluation by external analysts (Averile Ryder and Associates, who also compile the annual South African NPO Remuneration Survey and the PWC Remuneration Survey). Jobs are evaluated independently by Bethefuture (an executive training and coaching company).

## CONFLICTS OF INTEREST

All directors are obligated to disclose any conflict or potential conflict of interest at each Board and Board Committee meeting and sign disclosures at each meeting. All NSRI employees disclose financial interests annually by 31 January each year and must have CEO approval to perform remunerative work outside of the NSRI.

## COMPANY SECRETARY

The company 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. The Board also has some independent non-executive directors that serve/have served on Boards of listed public companies and have a strong awareness of corporate governance practices and requirements as a result.

## NOMINATIONS AND APPOINTMENTS

The members in the AGM are responsible for the election of non-executive directors to the Board and the Board, in turn, is responsible for the appointment of executive directors. The ultimate accountability lies with the members of the AGM. Nomination as a director is in writing and is signed by the nominee and any voting member of the company and accepted in writing by the signature of the candidate in question.

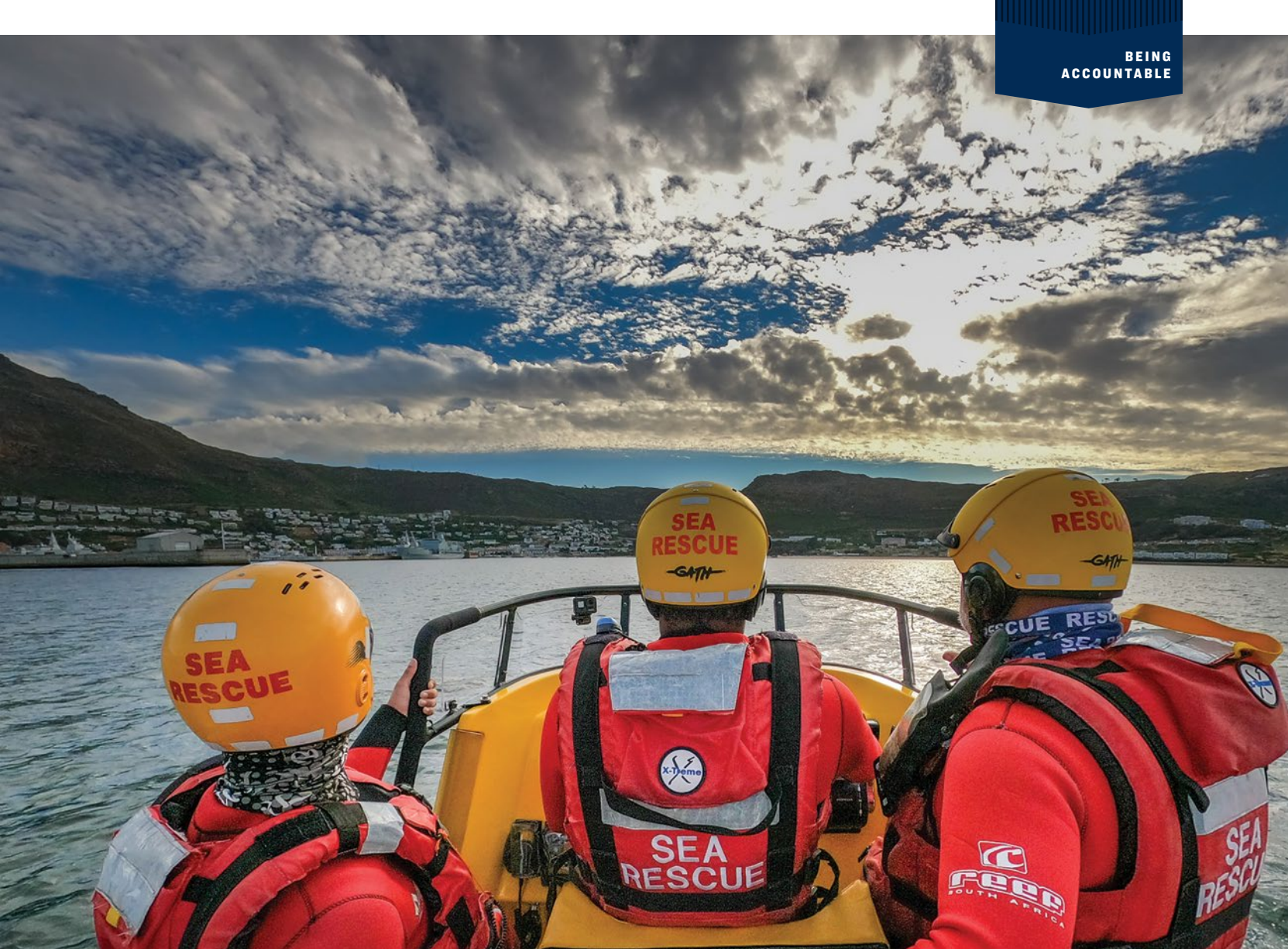
The AGM ensures that directors are appointed in a formal and transparent process.

## RISK MANAGEMENT

The Board, management, as well as internal and external audit provide combined assurance that risks are managed appropriately.



Refer to page 76 for information about Our Risks.



## INTERNAL AUDIT

In 2020, the NSRI continued with the services of Moore Stephens Risk Management to perform an internal audit of NSRI systems within a three-year programme. The audit is closely aligned with the NSRI risk register and findings identified are immediately incorporated and managed as part of the risk management process. The three-year programme from 2021 to 2023 focuses on the following areas:

- a. Operational stations
- b. Drowning prevention
- c. Brand reputation
- d. Income
- e. Information Communication & Technologies
- f. Compliance (King IV™ and Legal)

Findings are identified with each audit, management is consulted for their response and remediation is implemented to address the risk, if appropriate. Inputs from internal audit have augmented the risk register, which now lists 107 risks in three risk levels across five risk areas (Operations, Finance, Human Resources, Compliance and Information & Communication Technologies). Mitigation of risk is a management responsibility and the risk register provides a tool through which to monitor progress. Two percent of risks are viewed as extreme or major, 17% are moderate and 82% are minor or insignificant.

Internal Audit costs are balanced by risk-benefit.

A risk application has been developed to actively monitor and report risk from 2021 onwards.

## KING IV™ MANAGEMENT REVIEW

The Board is committed to the governance outcomes as set out in King IV™ and is satisfied that the company is aligned with the principles.



The application of the King IV™ principles and the adoption of the recommendations set out in King IV™ are available on our website at [www.nsri.org.za](http://www.nsri.org.za)



More information about our governance practices can be found on our website, [www.nsri.org.za](http://www.nsri.org.za)

## BOARD COMMITTEES AND ATTENDANCE

### HUMAN CAPITAL COMMITTEE

**Chairperson**  
Viola Manuel

**Meetings**

#### Members

Dr Cleeve Robertson   
 Dave Robins   
 Mark Koning   
 Karl Otto

#### Key Responsibilities

Considers matters relevant to the recruitment, remuneration and retention of paid personnel within the NSRI, as well as induction of new Board members.

#### Initiatives undertaken in 2020

- Oversight of the implementation of the transformation toolbox and organisational structure
- Review of remuneration against the NPO and private sector
- Consideration and approval of the human capital budget recruitment and orientation of new Board members
- Personnel financial disclosure oversight
- Oversight of Employment Equity Plan, reporting and progress
- Recruitment of a new executives for Drowning Prevention and Corporate Services
- Oversight of disciplinary process
- Approval of cost-of-living remuneration for 2021
- Oversight of planning for executive succession
- Monitoring COVID-19 volunteer relief programme
- Monitoring the injury and health risks to staff and volunteers
- Oversight of the human aspects of the implementation and impact of COVID-19 protocols, regulations and procedures

#### Future focus

- Volunteer wellbeing
- Executive succession
- COVID-19 impact
- The professional/volunteer management interface

### INVESTMENT COMMITTEE

**Chairman**  
Bernard Osrin

**Meetings**

#### Members

Dr Cleeve Robertson   
 Mark Koning   
 Dave Robins   
 Ronnie Stein   
 Ivor Sindler

#### Key Responsibilities

The Investment Committee is chaired by an independent investment consultant and advises management and the Board on the extent and timing of investments related to cash flow. It also advises on forward cover for capital payments in foreign currencies.

#### Initiatives undertaken in 2020

- Review of portfolio managers and performance with recommendations on new entrants
- Oversight of the property asset base
- Oversight of the investment mandate
- Assessment of new investment opportunities and models
- Monitoring of cashflow during impact of COVID-19 and assessment of draw down requirements

### RISK COMMITTEE

**Chairman**  
Mark MaClean

**Meetings**

#### Members

Dr Cleeve Robertson   
 Mark Koning   
 Mark Hughes

#### Key Responsibilities

Review the risk environment and works very closely with the Audit Committee and internal audit.

#### Initiatives undertaken in 2020

- Monitored the risk register with the Audit Committee and incorporated matters identified by the internal audit into the register
- Oversight of changes to the risk register
- Oversight of the risks related to the security and integrity of the donor database and ICT in general
- Oversight of risks related to emergency call taking and dispatch via 112 and other avenues
- Oversight of drowning prevention initiatives and risks related to the new survival swimming program
- Oversight of risks related to crew injuries and the insurance, cost and cover for injury, death and disability

### THE BOARD

Chairman	Meetings	Members	Meetings
Ronnie Stein	4/4	Karl Otto	1/4
Dr Cleeve Robertson	4/4	Mark MaClean	3/4
Viola Manuel	4/4	Brad Geysler	4/4
Mark Koning*	4/4	Janine van Stolk	4/4
Mark Hughes	4/4	Radha Govender**	3/4
Randall Titus	3/4	Uviwe Mzilikazi***	0/4
Dave Robins	3/4		
Chris Wilson	3/4		

\* Retired December 2020, \*\* Appointed January 2020, \*\*\*Appointed January 2021

## OPERATIONAL SUPPORT COMMITTEE

### Chairman

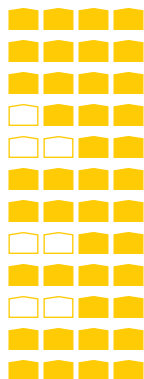
Brad Geysler

### Meetings



### Members

Dr Cleeve Robertson  
Clifford Ireland  
Mark Hughes  
Deon Langenhoven  
Justin Erasmus  
Hennie Niehaus  
Rhine Barnes  
Rod Pitter  
Ian Gray  
Rieghard Janse van Rensburg  
Brett Ayres  
Andrew Ingram  
Gerhard Potgieter\*



\*Appointed 11 September 2020

### Key Responsibilities

Reviews the last quarter of operations and discuss crew safety issues, operational budgets, planning of present equipment needs for the institute in the current financial year and future equipment needs. The Operations Support Committee also investigates areas where there is a need for new rescue stations and lifeguard stations around the coast.

Training of volunteers is a high priority and key element of the Operational Support Committee's responsibilities.

### Initiatives undertaken in 2020

- Oversight of training and development
- Monitoring the implementation of regional management model
- Operational statistical review
- Crew injury monitoring and remedial action oversight

## AWARDS COMMITTEE

### Chairman

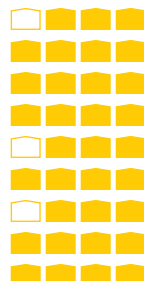
Brad Geysler

### Meetings



### Members

Rob Stirrat  
Mark Hughes  
Clifford Ireland  
Rhine Barnes  
Howard Godfrey  
Andrew Ingram  
Darren Zimmerman  
Sara Smith  
Vaughn Seconds\*  
Carmen Long\*\*  
Brett Ayres\*\*\*  
Mike Patterson\*\*\*



\*Appointed 1 May 2020

\*\*Appointed 1 November 2020

\*\*\*Appointed 27 November 2020

### Key Responsibilities

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.

### Future focus

- Crew and citizen awards adjudication
- Creation of a new medal of award
- Publication of new Awards Committee terms of reference
- Finalisation of the Oceanos Awards
- Recognition of long service and special service awardees

## AUDIT COMMITTEE

### Chairman

Ivor Sindler

### Meetings



### Members

Dr Cleeve Robertson  
Mark Koning  
Dave Robins  
Randall Titus



### Key Responsibilities

Provides oversight on:

- The effectiveness of NSRI's assurance functions and services,
- The integrity of the annual financial statements and other external reports issued by the organisation

### Initiatives undertaken in 2020

- Oversight of external audit and achievement of unqualified audit
- Approval of the 2021 budget and Annual Financial Statements
- Oversight of internal and external audits and approval of audit plans and timetables
- Monitoring of base audits and Inspections and oversight of remedial measures
- Monitoring tax compliance and the completion of tax related documents/forms/returns
- Oversight of separation of governance and management functions
- Monitoring and oversight of income and expenditure
- Consideration of the accounting treatment of donation-in-kind
- Monitoring the financial impact of COVID-19 on cashflow and capital/operational expenditure

## AUDIT COMMITTEE

The Audit Committee meets quarterly before each Board meeting to provide independent oversight on, amongst other matters:

- The effectiveness of the NSRI's assurance functions and services, with a focus on combined assurance arrangements, including external assurance providers, internal audit and the finance function; and
- The integrity of the annual financial statements and, to the extent delegated by the governing body, other external reports issued by the organisation.

The Committee performs an oversight role in respect of both internal and external audit, engaging management on audit findings and ensuring that audit matters are addressed comprehensively.

External auditors are appointed at the AGM by resolution of the members, therefore maintaining their independence. The external

auditors do not deliver non-audit services for the NSRI. Internal auditors are appointed by the resolution of the Board and are independent of the NSRI and the external auditors. There has been no change in the executive management of the audit firm during the reporting period. However, independence is monitored by both the Audit Committee and Board, ensuring that oversight keeps management on their toes and responds to audit matters as required.

The Audit Committee is satisfied with the performance of the external audit team. In addition, the Audit Committee is satisfied with the performance of the chief audit executive and has commented favourably on the depth and quality of internal audits. The Audit Committee is satisfied with the performance of the Chief Financial Officer and has sight of his annual performance plan as monitored by the CEO. It is satisfied that internal controls show continuous improvement and sophistication and that

these prevent any financial losses, fraud or theft from the company. Nothing has come to the attention of the Audit Committee which would indicate a material breakdown in internal financial controls. There has been no material financial loss, fraud, corruption or error. There will be audit partner rotation in the performance of the 2020 external audit.

The Audit Committee also ensures that the NSRI is SARS compliant.

The Audit Committee is confident that the broad range of structures involved in combined assurance creates the foundation for ensuring that donor funds are correctly and appropriately dispersed according to strategy and plan.

The Board is satisfied that the Audit Committee is maintaining adequate oversight over the accounts of the institute and providing the necessary assurance concerning financial matters.

## ALIGNMENT WITH SUSTAINABLE DEVELOPMENT AND NATIONAL DEVELOPMENT PLAN GOALS

### NATIONAL AND INTERNATIONAL GOALS

#### Sustainable Development Goal



**Good health and well-being** – Ensure healthy lives and promote wellbeing for all at all ages

#### National Development Plan

- Promote healthy diets and physical activity.

### NSRI

The NSRI has an active wellness programme to ensure volunteers are healthy (mentally, emotionally and physically) and have a long career in the service.

Witness to human suffering and injury can result in functional brain injury and the NSRI incorporates in its training regime measures to improve resilience to the effects of witnessing such trauma.

The NSRI has adopted drowning prevention in South Africa within its vision and mission and executes an active advocacy programme to prevent drowning injury and fatality in South Africa.

The reactive rescue services save hundreds of lives annually through rescue stations across South Africa and impact indirectly on the welfare of many thousands more because the economic heads of households are rescued.

## NATIONAL AND INTERNATIONAL GOALS

### Sustainable Development Goal



**Quality education** – Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

#### National Development Plan

- The interests of all stakeholders should be aligned to support the common goal of achieving good educational outcomes that are responsive to community needs and economic development. Educational institutions should be provided with the capacity to implement policy. Where capacity is lacking, this should be addressed as an urgent priority. Teachers should be recognised for their efforts and professionalism. Teaching should be a highly valued profession.
- Increase state funding and support to ensure universal access to two years of early childhood development exposure before grade 1.

## NSRI

The NSRI believes that water safety and learning swimming (floating skills) are life-preserving skills that should be taught to all children.

The NSRI drives a programme that teaches children between the age of 6 and 13, water safety, emergency service activation, cardiopulmonary resuscitation (CPR) and survival swimming skills.

The NSRI is an advocate for mainstreaming water safety education and swimming lessons in the basic education curriculum.

The NSRI provides a broad range of courses to develop its volunteer corps and train skippers.



**Refer to Education and Skills Development on page 51 for more information.**

### Sustainable Development Goal



**Gender equality** – Achieve gender equality and empower all women and girls

The NSRI has a culture of gender equality within the service and integrates women at all levels within the service.

The transformation programme within the NSRI includes policies with regards to gender inclusivity and diversity.

### Sustainable Development Goal



**Affordable and clean energy** – Ensure access to affordable, reliable, sustainable and modern energy for all

#### National Development Plan

- Carbon price, building standards, vehicle emission standards and municipal regulations to achieve scale in stimulating renewable energy, waste recycling and in retrofitting buildings.
- All new buildings to meet the energy efficiency criteria set out in South African National Standard 204.

The NSRI is retrofitting facilities with green energy technologies and implementing cleaner energy alternatives within the operational fleet of vessels and vehicles.

Outboard engines have been converted from Two-Stroke to Four Stroke which is cleaner and more efficient.

Propeller driven rescue craft are being replaced with water jets inshore rescue vessels.

### Sustainable Development Goal



**Decent work and economic growth** – Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

The NSRI supports career development and skills development and has independently evolved an eLearning skipper training platform to facilitate small vessel maritime training in the sector.



**Refer to Education and Skills Development on page 51 for more information.**

### Sustainable Development Goal



**Industry, innovation and infrastructure** – Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

#### National Development Plan

- Increase the benefit to the country of our mineral resources by: Giving clear certainty over property rights (the right to mine) Increasing rail, water and energy infrastructure Structure a taxation regime that is fair, equitable and predictable and that recognises the non-renewable nature of mineral resources.

The NSRI is a safety net for all maritime industries including mining and responds in support of the transport, mining, tourism, fishing and environmental sectors to injury or ill health at sea.

Our rescue stations and technology incorporate the highest quality to ensure the safety of both our volunteers and rescue beneficiaries, as well as to promote efficient operations.



**Refer to Our Infrastructure on page 55 for more information.**

### Sustainable Development Goal



**Reduced inequalities** – Reduce income inequality within and among countries

The NSRI provides a National service independent of the ability of the person rescued and their economic capacity. The service is provided equitably without fear or favour.

The service endeavours to open new stations in support of local subsistence fishing and marine-based communities.

## NATIONAL AND INTERNATIONAL GOALS

### Sustainable Development Goal



**Sustainable cities and communities** – Make cities and human settlements inclusive, safe, resilient and sustainable

#### National Development Plan

- Safety audits done in all communities focusing on crime and safety conditions of the most vulnerable in the community.
- All schools should have learner safety plans.
- Increase community participation in crime prevention and safety initiatives.
- The National Rural Safety Strategy Plan must be implemented in high-risk areas involving all role-players and stakeholders.
- Mobilise youth for inner-city safety to secure safe places and spaces for young people.
- Improving public services and spaces as well as building integrated housing and sports facilities in communities to ensure sharing of common spaces across race and class.
- Promote citizen participation in forums such as Integrated Development Plans, Ward Committees, School Governing Boards and Community Policing Forums.

### Sustainable Development Goal



**Climate action** – Take urgent action to combat climate change and its impacts by regulating emissions and promoting developments in renewable energy

### Sustainable Development Goal



**Life below water** – Conserve and sustainably use the oceans, seas and marine resources for sustainable development

### Sustainable Development Goal



**Peace, justice and strong institutions** – Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

### Sustainable Development Goal



**Partnerships for the goals** – Strengthen the means of implementation and revitalise the global partnership for sustainable development

#### National Development Plan

- Strengthen coordination between departments, as well as the private and non-profit sectors. The focus should be on routine day-to-day coordination between units of departments that do similar work.

## NSRI

The NSRI believes that water safety, maritime or other, is directly related to the infrastructure and built environment which should include measures to ensure that people, particularly children do not drown in baths, pit latrines, pools, swimming pools, rivers, dams, harbours and the sea.

Inland rural communities are particularly vulnerable, and measures must be in place to prevent injury or death from drowning.

The NSRI has a junior academy to encourage the youth to participate and grow within the service at the same time imparting knowledge and skills within their communities.

The NSRI actively participates in community structures and engages with community and government structures to achieve water safety and competent rescue.

The NSRI understands the impact of global warming, particularly on coastal infrastructure, and is a strong advocate for change.

The NSRI rescues marine mammals and turtles in partnership with the DEA, Two Oceans Aquarium, Ushaka World Aquarium, SAWDN and supports eco-tourism.

The NSRI is a strong advocate against marine pollution, particularly sewage and plastic because of the impact on marine organisms and animals.

The NSRI has a strong governance structure and promotes the role of good non-profit organisations in the developmental state.

The NSRI is an example of good governance as evidenced by multiple awards from professional oversight organisations since 2013.

The NSRI believes that persistent, continuous and active engagement at all levels with all stakeholders is vital to achieving its goals.

The NSRI partners with many government, non-profit and private organisations to achieve mutual goals.



## REMUNERATION

The NSRI seeks to recruit and retain quality employees across a diverse range of job categories while providing an environment that encourages inclusivity and diversity. The organisation competes with the private and public sector for human capital and, despite being a non-profit organisation, must offer competitive remuneration.

Remuneration in the NSRI is determined in terms of a remuneration policy that embraces the principles of both internal and external equity. Internally employees receive equal work for equal pay, based on job evaluation using the engage tool and are moderated by BeTheFuture consultants.

External equity is achieved by monitoring remuneration market surveys for the NPO sector, done by external remuneration consultants, Averile Ryder and Associates and for the private sector, done by PricewaterhouseCoopers. The NSRI is a match payer at the 50th percentile in the NPO sector.

COVID-19 has impacted the NSRI like any other employer and decisions around remuneration were likewise impacted. We stalled all new appointments in favour of avoiding retrenchment and has instituted conservative cost of living increases of 4-6% for 2021. No horizontal grade progression has been approved to contain the wage bill.

A substantial impact on the wage bill has been the equitable implementation of the human capital policy across the entire organisation, which now includes the call centre employees who have all been offered pension and medical aid benefits, following their 197 transfer from their previous employer.

The Human Capital Committee is satisfied that the BeTheFuture consultant continues to provide consistent and diligent guidance on remuneration scales. The NSRI has low employee resignation rates, and the Human Capital Committee is confident that the current remuneration policy is a contributor to retention.

Remuneration principles are applied universally across the executive team and all other staff members.

Leave payouts for resigning staff are capped.

A performance management system that allows grade progression will only be implemented in 2022. No variable pay options currently exist, other than the commission-based remuneration structure for call centre donor agents. Variable pay for executives in 2020 was based on 2019 years performance.

The non-executive directors, as well as the company secretary, provide their services free of charge.

The NSRI has not deviated from the Remuneration Policy in 2020.

# RISK

Risk within the NSRI is managed by the executive, with oversight by the Risk Committee. Risk and audit processes are closely aligned so that a comprehensive risk register is maintained. A heat map of key risks is continuously updated through an internal audit process, which involves active identification of matters and resolution by the executive, within set time frames. The Risk Committee reports quarterly to the Board and the updated risk register is shared electronically with all Board members. All meetings are formally minuted and minutes are shared with the Board.

A review was done of the risk register at the end of 2020 and the incorporation of risks into a risk application consolidated risks into 54 listed hazards and associated risks in a hazard identification and risk assessment model. Consequence and probability scores were customised to NSRI specific context. A time-based dimension was included in the probability score which talks to risk currency and relevance.

## PROBABILITY

Level	Proximity	Score
1	No incident in 5 years	1
2	No incident in 4 years	2
3	No incident in 3 years	3
4	No incident in 2 years	4
5	No incident in 6 months	5

The dimensions for the consequence score were also updated as follows:

## CONSEQUENCE

	Death or disability potential	Reputational consequence	Financial Loss
5 Extreme	Death or disability	Negative international or national Media	R10 000 000.00
4 Major	Injury in ICU	Negative provincial media	R1 000 000.00
3 Moderate	Injury hospital admission	Negative local media	R500 000.00
2 Minor	Injury discharge same day	Local station social media	R100 000.00
1 Insignificant	First aid only, no injury	Single incident confined to Station	R10 000.00

The impact of COVID-19 is demonstrated in the movement of some risks into the critical risk category. The following risks have become current and critical:

- Mechanical failure that can result in injury, disability or death (a single serious incident involving three crew)
- Management control of mechanical safety (a single serious incident involving three crew)
- The public's ability to contact the NSRI in emergencies
- Adequate insurance cover for volunteers (a single serious incident involving three crew)
- Community resilience to drowning (markedly reduced Water Safety Education)
- Debit order donations declining during COVID-19 (reduced donations related to call centre disruption)
- Donations in general declining during COVID-19 (reduced donations related to call centre disruption)
- Crew and staff wellness (COVID-19 and injuries)
- Investments (volatile markets)
- Movable asset damage, loss or destruction (vessel damage)
- Climate change (slipway erosion)

In 2015, 13 key risks existed, in 2016 there were 11, 8 in 2017, 8 in 2018, 9 in 2019 and 11 in 2020.

The company has a register against which compliance with laws, regulations and codes are recorded. Sea Rescue has not recorded any penalties or sanction for non-compliance.

The Board is satisfied with the work of the Risk Committee and appreciative of the quality and responsiveness of the risk process.

The Board is satisfied with the work of the Risk Committee and appreciative of the quality and responsiveness of the risk process.



For a full risk register, please refer to our website, [www.nsri.org.za](http://www.nsri.org.za)



# ANNUAL FINANCIAL STATEMENTS

## INDEPENDENT AUDITOR'S REPORT

We have audited the annual financial statements of the National Sea Rescue Institute of South Africa NPC (the company) set out on pages 8 to 25, which comprise the statement of financial position as at 31 December 2020, and the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the annual financial statements, including a summary of significant accounting policies.

In our opinion, 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 2020, and its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standard for Small and Medium-sized Entities and the requirements of the Companies Act 71 of 2008.

### BASIS FOR OPINION

We conducted our audit in accordance with International Standards on Auditing. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the annual financial statements section of our report. We are independent of the company in accordance with the Independent Regulatory Board for Auditors' Code of Professional Conduct for Registered Auditors (IRBA Code) and other independence requirements applicable to performing audits of annual financial statements in South Africa. We have fulfilled our other ethical responsibilities in accordance with the IRBA Codes and in accordance with other ethical requirements applicable to performing audits in South Africa. The IRBA Code is consistent with the corresponding sections of the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards). We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### OTHER INFORMATION

The directors are responsible for the other information. The other information comprises the information included in the document titled "National Sea Rescue Institute of South Africa NPC annual financial statements for the year ended 31 December 2020", which includes the Directors' Report as required by the Companies Act 71 of 2008, which we obtained prior to the date of this report, and the supplementary information as set out on pages 26 to 28. The other information does not include the annual financial statements and our auditor's report thereon.

Our opinion on the annual financial statements does not cover the other information and we do not express an audit opinion or any form of assurance conclusion thereon.

In connection with our audit of the annual financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the annual financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.



## RESPONSIBILITIES OF THE DIRECTORS FOR THE ANNUAL FINANCIAL STATEMENTS

The directors are responsible for the preparation and fair presentation of the annual financial statements in accordance with International Financial Reporting Standard for Small and Medium-sized Entities and the 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 misstatement, whether due to fraud or error.

In preparing the annual financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

## AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE ANNUAL FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the annual financial statements as a whole are free from material misstatement, whether due to

fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with International Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these annual financial statements.

As part of an audit in accordance with International Standards on Auditing, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

→ Identify and assess the risks of material misstatement of the annual financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit 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.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the annual financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the annual financial statements, including the disclosures, and whether the annual financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

**Cecil Kilpin & Co.**  
Chartered Accountants (SA)  
Registered Auditors  
Per Partner: Sidney Schonegevel  
Century City

## 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 year and the results of its operations and cash flows for the period then ended, in conformity with the International Financial Reporting Standard for Small and Medium-sized Entities. The external auditors are engaged to express an independent opinion on the annual financial statements.

The annual financial statements are prepared in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities and are based upon appropriate accounting policies consistently applied and supported by reasonable and prudent 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 year to 31 December 2021 and, in the light of this review and the current financial position, they are satisfied that the company has or has access to adequate resources to continue in operational existence for the foreseeable future.

The external auditors are responsible for independently 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 pages 78 to 79.

The annual financial statements set out on pages 81 to 84, which have been prepared on the going concern basis, were approved by the board of directors and were signed on its behalf by:

By Order of the Board

**R Stein**  
Sea Point

**C Robertson**

# STATEMENT OF FINANCIAL POSITION

as at 31 December 2020

R	2020	2019
<b>Assets</b>		
<b>Non-Current Assets</b>	<b>196 358 612</b>	<b>160 460 322</b>
Property, plant and equipment	159 751 682	125 260 322
Investment property at fair value	10 206 930	—
Goodwill	26 400 000	35 200 000
<b>Current Assets</b>	<b>53 744 064</b>	<b>58 025 157</b>
Inventories	1 196 679	777 765
Trade and Other Receivables	35 811 831	40 517 801
Cash and Cash Equivalents	16 735 554	16 729 591
<b>Total Assets</b>	<b>250 102 676</b>	<b>218 485 479</b>
<b>Equity and Liabilities</b>		
<b>Equity</b>	<b>244 468 385</b>	<b>215 039 865</b>
Accumulated Funds	244 468 385	215 039 865
<b>Liabilities</b>		
<b>Current liabilities</b>	<b>5 634 291</b>	<b>3 445 614</b>
Trade and Other Payables	5 634 291	3 445 614
<b>Total Equity and Liabilities</b>	<b>250 102 676</b>	<b>218 485 479</b>

# STATEMENT OF COMPREHENSIVE INCOME

for the year ended 31 December 2020

R	2020	2019
Revenue	147 102 529	192 405 074
Cost of sales	(662 606)	—
<b>Gross surplus</b>	<b>146 439 923</b>	<b>192 405 074</b>
Other income	3 024 902	—
Operating expenses	(121 172 921)	(124 760 671)
<b>Operating surplus</b>	<b>28 291 904</b>	<b>67 644 403</b>
Investment revenue	619 809	1 206 132
Fair value adjustments	516 807	—
<b>Surplus before taxation</b>	<b>29 428 520</b>	<b>68 850 535</b>
Taxation	—	—
<b>Surplus for the year</b>	<b>29 428 520</b>	<b>68 850 535</b>
Other comprehensive income	—	—
<b>Total comprehensive income for the year</b>	<b>29 428 520</b>	<b>68 850 535</b>

# DETAILED INCOME STATEMENT

for the year ended 31 December 2020

R	2020	2019
<b>Donations Income</b>		
Grants	4 510 567	4 241 825
ACSA Contract Fees	—	—
National Department of Transport	2 731 000	2 589 000
Western Cape Department of Local Government	380 000	400 000
Fuel Companies	—	—
Public Bodies	1 399 567	1 252 825
Donations and bequests	17 932 033	17 111 446
Companies	4 718 386	7 431 593
Individuals	3 440 114	3 977 447
Legacies and bequests	4 179 435	3 070 487
Shipping levies	792 482	832 810
Trusts	4 801 616	1 799 110
Call centre	120 846 771	119 246 686
Sale of goods	1 630 788	2 391 906
Members Contributions	—	1 706 569
Sundry income		683 267
Events	1 291 995	2 023 375
<b>Donations income</b>	<b>146 212 154</b>	<b>147 405 074</b>
Investment revenue	619 809	1 206 132
Rental income	1 212 609	—
Sundry income (insurance claims and municipal account recovery)	461 708	—
Surplus on sale of assets	1 350 585	—
Fair value adjustment	516 807	—
Distributions received	890 375	45 000 000
<b>Total income</b>	<b>151 264 047</b>	<b>193 611 206</b>
<b>Cost of goods sold</b>	<b>(662 606)</b>	<b>—</b>
<b>Gross surplus</b>	<b>150 601 441</b>	<b>193 611 206</b>
<b>Expenditure (refer to page 27)</b>	<b>(121 172 921)</b>	<b>(124 760 671)</b>
<b>Surplus for the period</b>	<b>29 428 520</b>	<b>68 850 535</b>

# DETAILED INCOME STATEMENT

for the year ended 31 December 2020

R	2020	2019
<b>Expenditure</b>		
Banking costs	1 812 919	2 297 388
Boat running	7 002 172	7 548 407
Call centre	1 357 579	2 484 383
Deficit on sale of assets	—	19 994
Depreciation and amortisation	21 554 174	25 270 756
Employee costs	57 807 581	51 660 850
Information communication technology	2 630 384	2 531 723
Insurance	1 492 309	1 545 451
Marketing expenditure	6 566 264	7 526 860
Office expenditure	2 444 495	2 233 165
Professional fees	3 612 199	3 935 715
Property expenses	6 979 879	5 902 156
Station expenditure	4 928 833	6 064 267
Travel and accommodation	2 984 131	5 739 556
<b>Total Expenditure</b>	<b>121 172 921</b>	<b>124 760 671</b>

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