



NATIONAL
SEA RESCUE
INSTITUTE

2023
INTEGRATED
ANNUAL REPORT





www.nsri.org.za

ABOUT OUR REPORT

The National Sea Rescue Institute (NSRI) is a registered non-profit organisation that is committed to drowning prevention and focused on saving lives, changing lives and creating futures for those threatened by immersion or submersion in water in South Africa.

We are an NPC Company (No. 1967/013618/08) registered with the South African Department of Social Development as a Non-Profit Organisation.

The directors of the National Sea Rescue Institute ('NSRI' or 'the organisation') are pleased to present the 2023 Integrated Annual Report.

SCOPE AND BOUNDARY

Our Integrated Annual Report covers all the operations of the NSRI for the period from 1 January 2023 to 31 December 2023. The scope and boundary of this report have remained the same.

This report is a sincere attempt to tell our story and describe our progress this year in achieving our vision of a water-safe nation.

The Board has been fully involved in selecting the material matters to be addressed in the report. Management has prepared and verified the information, with oversight from the Board and Audit, Risk and Compliance 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 independent auditors, Cecil Kilpin & Co, audited our financial information.

In selecting information for this report, we have attempted to communicate the essence of the NSRI and its evolution. We have selected topics that will give the reader a broad overview of our operations and insights into our strategy, funding base, most important risks and opportunities, and successes and challenges. Stakeholders who want to know more are invited to contact the NSRI directly or visit our website for further details.

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

- the International Financial Reporting Standards (IFRS) guidelines for Small and Medium Sized Enterprises;
- 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 Framework.

We are also proud to be recognised for our quality of communication and reporting. We have received multiple awards from the Chartered Governance Institute of South Africa for our previous Integrated Annual Reports for the NPO Category. Please refer to our website for a list of awards that we have received in recent years.

INDEPENDENT ASSURANCES

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

INTEGRATED THINKING AND MATERIALITY

Our strategy is structured to reflect the relationship between the various elements involved in achieving stakeholder goals. By analysing the risks and opportunities identified in the operating context, stakeholder engagement process, and internally identified risks and opportunities, the company has determined which matters are most important to the NSRI's value creation over the short, medium, and long term.

The NSRI has used these as points of reference to ensure only those matters that could substantially affect the ability to deliver stakeholder value are reported on.

BOARD RESPONSIBILITY

While our independent auditors have audited our financial information, we have not sought further independent verification for our Integrated Report to optimise the use of donor funds.

The report is, however, thoroughly verified internally, and both executive management and our Board have assured themselves that all material aspects of 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 2023 Integrated Annual Report is presented following the framework, addresses all material matters, and provides a balanced overview of the organisation and its prospects.

The Board has therefore approved the 2023 Integrated Report for publication.

NSRI

VISION

A water-safe nation

NSRI MISSION

Preserving life & livelihoods on and around South African waters
through education, drowning prevention & rescue

PURPOSE

Saving lives, changing lives, creating futures

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OUR STRATEGIC PILLARS

Rescue services
Advocacy and prevention
Corporate governance, management and administration
Fundraising and marketing

OUR CAPITALS

Financial capital
Human capital
Social and relationship capital
Intellectual capital
Natural capital
Manufactured capital

OTHER SOURCES OF INFORMATION

The integrated report forms part of and should be read in conjunction with a suite of reports available online on our website at www.nsri.org.za

Other reports available include:
The NSRI risk register;
Annual Financial Statements for 2023;
King IV™ compliance register;
NSRI Annual Performance Plan 2023.

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ANNUAL FINANCIAL STATEMENTS



MESSAGE FROM THE CHAIRMAN OF THE BOARD

It's a huge privilege for me to be the Chairman of the NSRI, and I thank my colleagues for having confidence in me to lead this wonderful organisation. 2023 was a bit of a roller coaster for the Governance Board, with Dave Macready reluctantly resigning to take up an appointment in London. I want to thank him for his service and wish him well in his new endeavour.

The Board likewise welcomed several new faces, and committees have been substantially reorganised to ensure the requisite oversight across the various areas of audit, risk, human capital and investment. As a Board, we've fulfilled all the necessary governance functions and maintained a good relationship with management to provide support and assurance to beneficiaries and donors. These functions are augmented by several Honorary Life Governors who join meetings from all over the world and certainly make very positive contributions, for which we thank them.

As a businessman, I find the concept of an operational service staffed almost exclusively by volunteers astounding. Given the level of passion and enthusiasm on display, I'm not surprised we deliver such a great service across the country.

I know we doubled the number of Lifeguarded Beaches this year, and I acknowledge the huge effort it took. I think we are positively impacting the level and quality of service at the municipal level, and it's great to see those red and yellow NSRI uniforms on the beaches.

The Drowning Prevention effort has recovered well post-COVID. It's refreshing to see that we are reaching more and more of our 16 million children with education and training. I'm sure those lessons will save many lives. Of course, the Pink Rescue Buoy programme continues to excel, and our innovation in the Survival Swimming Container space is groundbreaking and now recognised internationally. Congratulations to the team.

Seldom are the people behind the scenes recognised, and I'd like to acknowledge the broad range of stakeholders who make our work possible: donors, supporters, controllers, administrators, managers, and cleaners. We often forget that a team has many dimensions, and every link in the chain of saving lives should be given special mention. Thank you to all of you.

Behind all of this is a substantial fundraising effort. Raising R187M annually to fund our activities isn't easy, and I commend a resilient team of fundraisers who make it possible. The financial environment is tough across every business, and we should be conservative in future planning. We have very bullish management whose energy and passion are infectious, but we will ensure that sustainability remains front and centre.

Thank you to everyone in the NSRI community for making our performance this year possible. In all sincerity, on behalf of a grateful South African community, thank you for your service.

JONATHAN VELLOZA
CHAIRMAN



**MESSAGE
 FROM THE
 CHIEF EXECUTIVE
 OFFICER**

The NSRI has done extremely well across the board in the past year despite an operating environment for non-profits that is tough and, arguably, getting tougher. The socio-economic environment is a real challenge post-COVID, and climate change impacts create a growing risk for water-related incidents and drowning. Floods across the country are evidence of that, with the NSRI's role shifting increasingly to flood and swift water rescue.

The financial playing field is tight, and not surprisingly, we are seeing revenue growth slow down within our current fundraising model. Despite this, we collected substantial revenue in 2023 (R187,027,407) and maintained a healthy operational surplus (R39,504,982). The influencing factors are complex: POPIA and our ability to access donors, conservative donor responses in a tough fiscal environment, our focus on implementing new IT systems, which caused some distraction, implementing new payment platforms, accommodating different ways of giving, competition in the NPC market, declining government sector support, CSI alignment, data analysis, donor fatigue and increasing inflation.

The NSRI is sustaining revenues well to cover operations, however for capital expenditure, we have drawn down on reserves to help fund some capital projects and avoid the 20% annual escalation in manufacturing and construction costs on assets. Finances will be stable in the immediate future, and we will continue to seek new funding channels, such as Lifeguarding, to ease pressure in the medium and long term.

Volunteer sustainability remains a key issue, and it is refreshing to see the continued recruitment, enthusiasm, passion and commitment of so many diverse members across a national footprint. Their responsiveness and willingness to get up and go at all times of the day and night is astounding. Providing a national strategic rescue service from an entirely volunteer workforce is remarkable. We owe our volunteers a huge debt of gratitude for their selfless attitude, work, and the lives they save.

Kudos to every NSRI volunteer.

I attended the International Conference on Drowning Prevention in Perth, Australia, in December 2023. I can confidently say that we are a leading organisation that can stand proud amongst international colleagues. We are innovating more than most, and the quality of our services is excellent across education, skills development, technology, innovation, and personnel.

Challenges to preventing drowning are similar worldwide, and our responses, learning, and adaptation are up there with the best. We are close to our target of reaching a million children each year with water safety education, less close with survival swimming training, which is proving to be challenging, and ahead in terms of public rescue equipment and programmes. Our Beach Safety Camera project and Pink Rescue Buoy programmes are achieving great results. Public investment by municipalities in these programmes needs to be at far higher levels across the country, particularly inland, to achieve reductions in drowning.

I'm always very proud when I travel the country and visit our operational bases. Equipment and assets are always maintained in excellent condition, as rescue equipment should be, which is a testimony to the diligence and care of our operational personnel. Our fleet of assets is in good shape and ready for rescue. Our base building programme is ticking along, but demand is not being met, and we need to find donors to support local projects to get facilities constructed.

2023 saw a huge leap in the number of NSRI Lifeguarded beaches, double that in 2022 due to increasing numbers of municipal contracts. The application of our Lifeguard System has certainly raised the bar but is not without its pressures and challenges. The very distributed nature of the services, the continuous training required, the increased capital investment and the local social politics have not been without their management challenges. Still, undoubtedly, the services we have provided are improving each year.

The past year saw our new CRM Fundraising solution go live. This is a major accomplishment after two and a half years of effort to strengthen the data and technology backbone of our fundraising operations. The implementation was not without teething issues, but today, we are proud to be operating a world-class solution that will sustain our fundraising efforts long into the future. Using Microsoft Dynamics, the NSRI now has a solid platform to leverage donations and manage donor relationships.

The fundraising machine has doggedly battled through their normal work and the implementation and evolution of new systems. To their credit, they have still maintained fantastic performance, energy, and empathy for donors and beneficiaries. We have a wonderful fundraising team that understands their direct impact on saving lives.

So, to summarise 2023, it's been a stormy year, difficult seas with not-so-fair winds, an environment that tests and evolves resilience, one where we emerge stronger, more determined, more resolute and more committed to doing what we do. Wherever you are, we are. Saving lives, changing lives and creating futures.

**DR CLEEVE ROBERTSON
 (MBCHB FEMSSA)
 CEO**





LIFE
TRUST
COMMUNITY
LEADERSHIP
DIGNITY
INCLUSIVITY

OUR VALUES

LIFE | We value life in all its forms and commit to caring for, protecting, and nurturing it.

TRUST | The result of consistent accountability, trust is something we share with our community, and it is something we must earn each and every day.

DIGNITY | We work to educate and empower people and communities with the knowledge and skills necessary to keep them safe around water.

LEADERSHIP | True leaders don't think about themselves; they think first and always of those they have been tasked to serve and care for.

INCLUSIVITY | We welcome all people who believe in building better communities, and listen carefully to ensure we are always evolving in the best ways to serve them.

COMMUNITY | We are more than just a family; we are a diverse community growing bigger every day, and we nurture the powerful bonds that hold us together.



METRICS

KEY ORGANISATIONAL METRICS

RESCUE SERVICES

1,126	Number of Rescue Operations
1,822	Number of People Rescued
97	Number of Animals Rescued
1,376	Number of Volunteers
57	Number of Rescue Bases
131	Number of Service Locations (57 bases +74 beaches)
12,589	Registered Bravo Bravo Users
20,129	SafeTRX Users

LIFEGUARDING

74	Number of Lifeguarded Beaches
4,217	Number of Lifeguard Preventions
167	Number of Lifeguard Rescues
420	Number of Lifeguards
184	First Aid Interventions

PINK RESCUE BUOYS

176	Total number of PRB Rescues
44	Number of PRB Rescues 2023
261	Number of PRBs deployed in 2023
89	Total number of PRB Custodians
28	Number of PRB Custodians in 2023
1,813	Total number of PRBs deployed



CAPITAL PROJECTS

RESCUE VESSELS IN SERVICE AT THE END OF DEC 2023

Class 1 Rescue Vessels:

- 5 1) 14m ORC (5 of 8 planned ORC's have been built. Two are in production.)
- 2 2) 12m Rodman
- 3 3) 10m Brede

Class 2 and 3 Rigid Inflatable Boat rescue vessels:

- 3 1) Class 2 Gemini cabin 10.6m RIB
- 48 2) Class 3 Gemini 5.5m to 8.8m RIB
- 35 3) Class 4 Gemini vessels, JetRIBs

TOTAL NUMBER OF RESCUE VESSELS



96



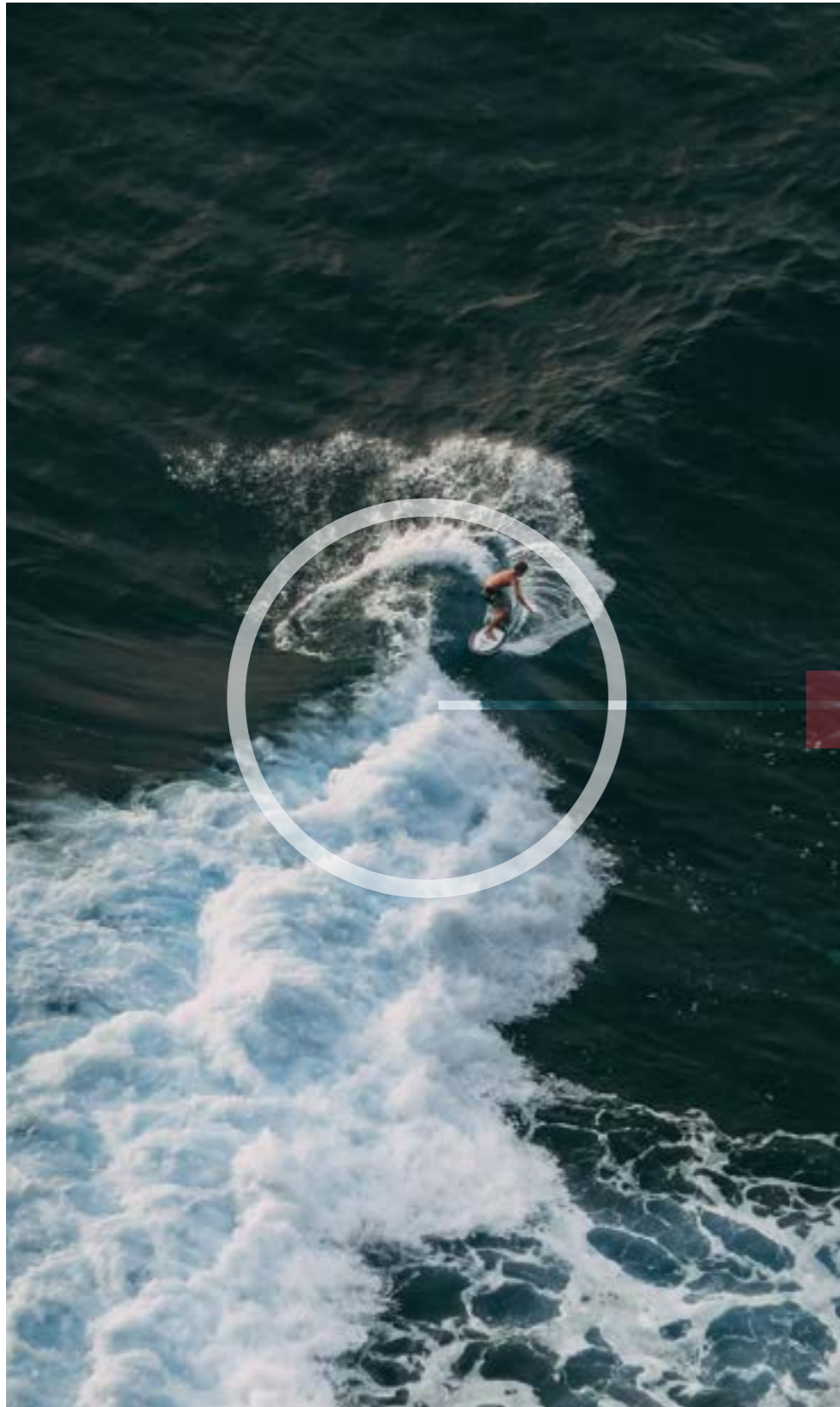
176
LIVES SAVED

DROWNING PREVENTION

- 905,183** Number of children educated in Water Safety
- 17,998** Number of Survival Swimming lessons presented
- 9** Number of provinces Drowning Prevention instructors work in
- 23** Number of Survival Swimming locations
- 8** Number of Pop-up Survival Swimming locations
- 10** Number of volunteer Survival Swimming locations
- 87** Number of volunteer Survival Swimming instructors
- 22** Number of professional Survival Swimming instructors
- 6** Number of Survival Swimming Centres
- 6** Number of Beach Safety Cameras

The total number of beneficiaries/casualties directly affected by the NSRI initiatives during the period 1 Jan 2023 to 31 Dec 2023

	Rescue services	Drowning prevention	Lifeguarding	Rescue services, lifeguarding and drowning prevention	% Black beneficiaries
Black	791	914,434	83	915,308	
White, foreign nationals and unknown	1031	8,749	84	9,864	
Total	1,822	923,183	167	925,172	98.93%



The NSRI is a volunteer rescue organisation that is there wherever and whenever needed.

24/7

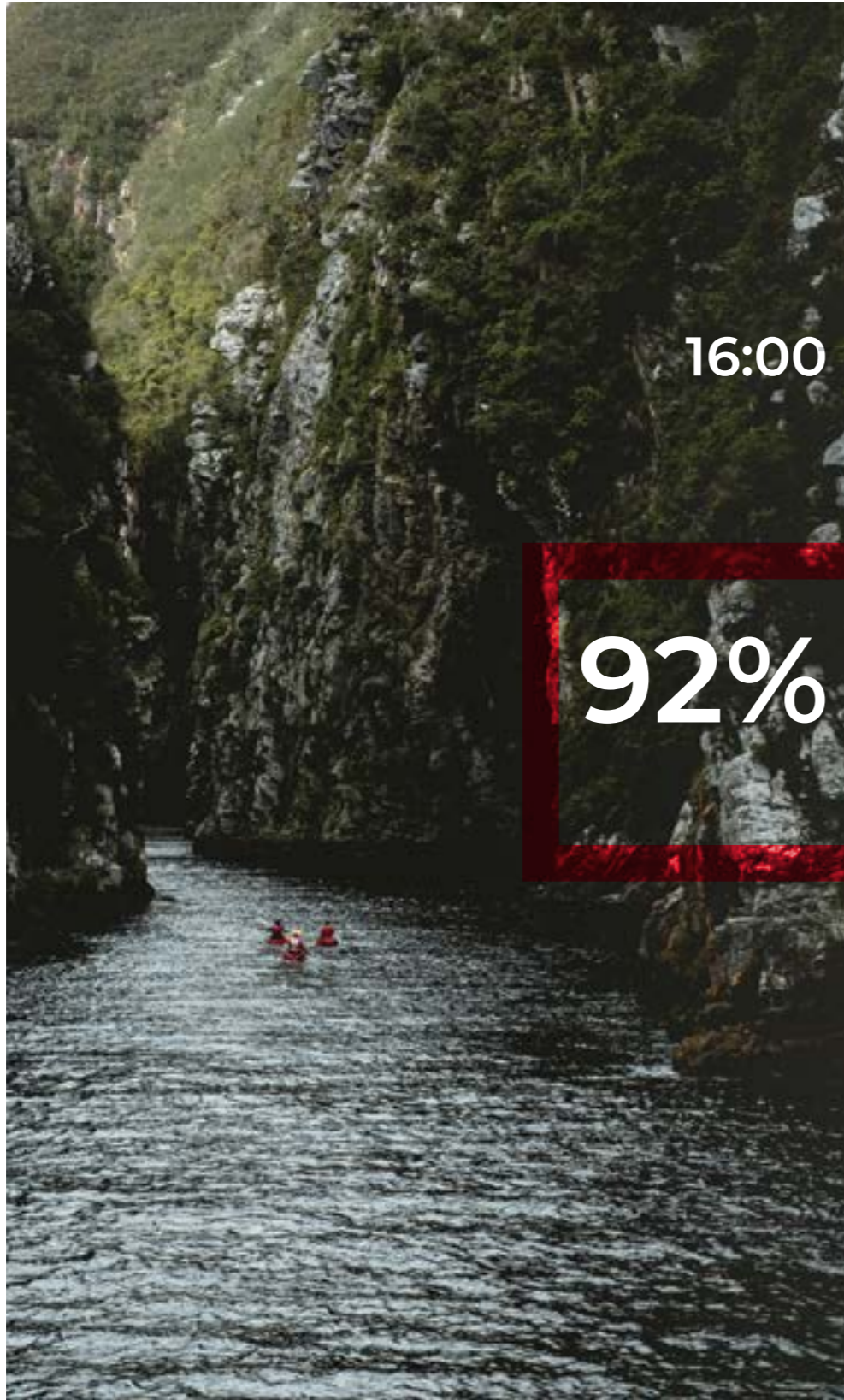
Our mission is to preserve life and livelihoods on and around South African waters through education, drowning prevention and rescue. We are more than a rescue service. We educate communities, strive to innovate, and constantly evolve and extend our water safety initiatives through empowerment and visibility.

Looking to the future, our vision is for a water-safe nation where as few people as possible lose their lives and livelihoods to drowning. We are unique in South Africa as the only non-profit organisation focusing exclusively on preventing drowning through education, skills development, advocacy, and proactive and responsive rescue services.

Increasingly, the NSRI is moving from entirely volunteer-based services (water safety and rescue) to providing services like lifeguarding on dams and beaches to local authorities. We have created new fundraising streams by contracting with municipalities for services.

As a model of governance and integrity, the NSRI provides a benchmark to society: we do things honestly and sincerely with the requisite compassion in the context of our service.

We are investing funds, time and effort in making sure we are relevant to all 62 million South Africans and that everybody can identify our brand wherever they are and whatever they do inland and at the coast.



Why what we do matters

Drowning as a public health issue in South Africa


PEAK TIME FOR DROWNINGS


29% Children under the age of 14
 1,477 Average annual drownings: 2016 - 2020


From 1 April 2022 to 31 March 2023, 1,954 fatal drownings were recorded in South Africa. This increase from an annual average of 1,477 in the previous six years is attributed to the KZN floods during April 2022, where, according to ReliefWeb (a service provided by the United Nations Office for the Coordination of Humanitarian Affairs), 448 people lost their lives.

IN FRESH WATER

35% On weekends (Saturday and Sunday)
 76% In summer months
 15% Highest in January
 12% Followed by February

 **Highest number by province**
 KwaZulu-Natal, Eastern Cape and Western Cape
 KZN 24%, Eastern Cape 21%, Western Cape 10%

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

 **Highest number by municipality**
 Madibeng, King Sebata, Dalindyebo and Ray Nkonyeni



IN 2023, THE NSRI
DIRECTLY RESCUED
1,822
INDIVIDUALS

SAVING LIVES AND CHANGING LIVES

In 2023, the NSRI directly rescued 1,822 individuals. The NSRI has reconfigured Search and Rescue teams trained in swift water and flood rescue to benefit coastal and inland provinces, ensuring greater safety for inland populations.

Prevention has become a key strategy for the NSRI, focusing on drowning prevention and lifeguard programmes. Transferring knowledge and skills and proactive measures by NSRI lifeguards have undoubtedly saved numerous lives. Extensive efforts have been made to educate children in water safety, with 905,185 children trained and more than 17,998 Survival Swimming lessons presented. While there is still a significant need for improvement in South Africa's swimming culture, these initiatives provide an essential starting point. Additionally, deploying Survival Swimming Centres at four schools in three provinces is an inspiring model for similar facilities.

The NSRI plays a vital role in providing access to information and training through open-source platforms, effective communication via various media channels, advanced tracking capabilities for small boaters with the SafeTRX application, comprehensive skippers training via the Bravo Bravo e-learning system, and regular face-to-face engagement with stakeholders across the nation.

HOW THE NSRI PROVIDES THE SOUTH AFRICAN PUBLIC WITH ACCESS TO INFORMATION AND TRAINING

NSRI'S SAFETRX APP

This free mobile app monitors a boat's journey and alerts emergency contacts should they fail to return to shore on time.

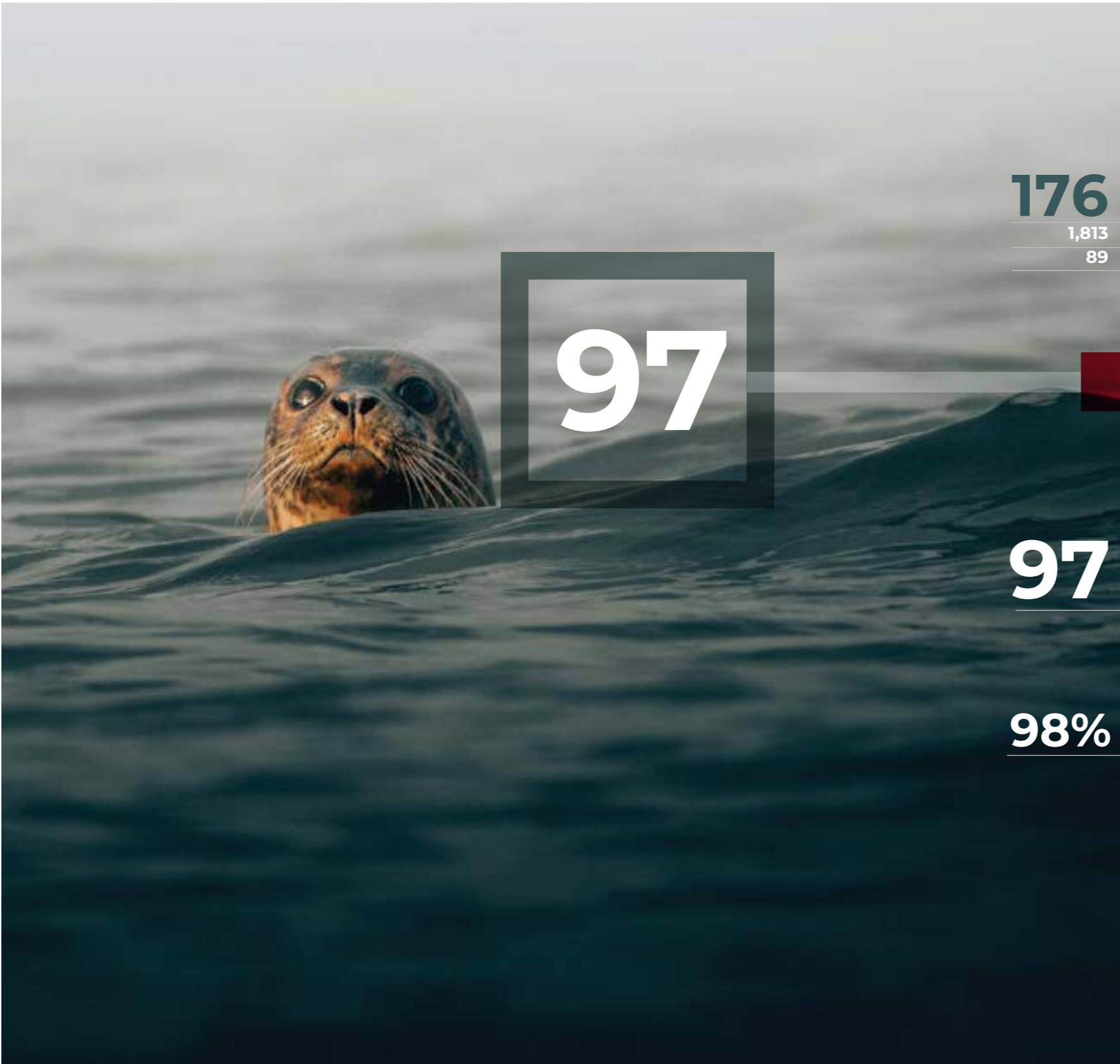
BRAVO BRAVO ONLINE LEARNING

This easy-to-use and free of charge e-learning platform provides comprehensive training for skippers through interactive and short quizzes enabling skippers to learn at their own pace.

NATIONAL PUBLIC ENGAGEMENT

The NSRI conducts extensive public and face-to-face engagements as part of its efforts to drive drowning prevention programmes - from water safety education and Pink Rescue Buoys to Survival Swimming lessons.

These valuable services are offered free of charge to all citizens and tourists, benefiting from the robust system built by the NSRI over its 56-year history (1967-2023). By building collective systems, we can save more lives and aid a larger number of beneficiaries.



MEASURING THE PERFORMANCE OF OUR SERVICES

176

1,813
89

PINK RESCUE BUOYS (PRBs)

Lives saved since inception

Total number of PRBs deployed

Total number of PRB Custodians

With their unique colour and positioning nationwide, the PRBs have been instrumental in saving lives and raising awareness amongst the public.

SUPPORTING CONSERVATION EFFORTS AND OPERATING DIFFERENTLY

Animals Rescued

Conservation efforts extend to protecting marine wildlife such as whales, dolphins, penguins, seabirds and turtles. The NSRI actively engages in whale disentanglement and turtle rescue while advocating against water pollution, particularly sewage outfalls and river contamination.

97

COMMITTED TO SUPPORT THE TOURISM, SHIPPING AND FISHING INDUSTRIES

Medevacs performed in 2023

Medevacs remain a crucial NSRI service - rescues from passenger liners and assistance to ill or injured seamen from ships at sea, contributing to the global shipping industry and the local fishing and charter industries.

98%

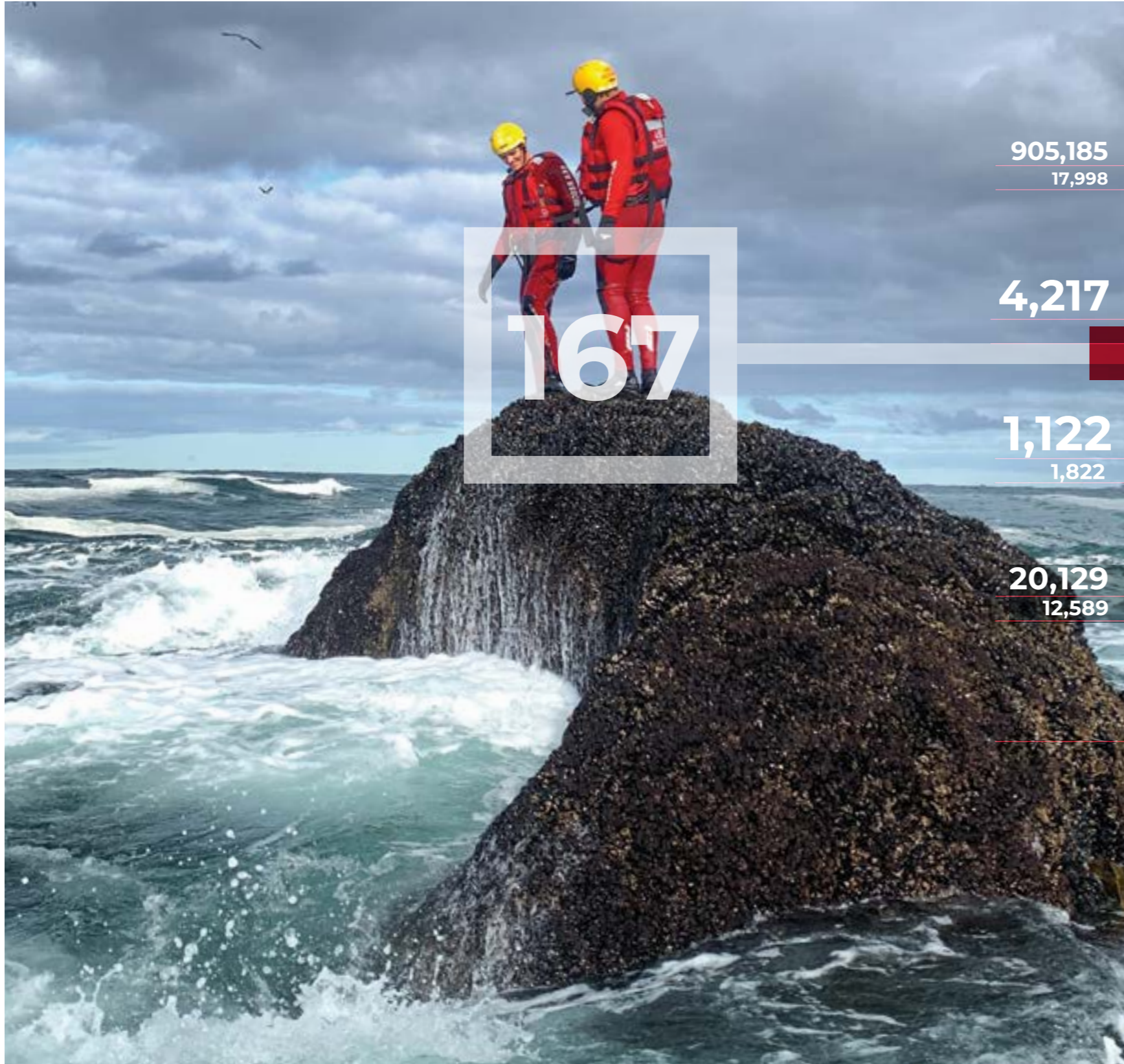
CHAMPIONING TRANSFORMATION

of the NSRI's work primarily benefits black beneficiaries

We face challenges in achieving BBBEE accreditation, given the complexities of complying with the full scorecard applied to major corporations. Despite this, contributions to the NSRI still accrue social development points, providing corporate entities with corresponding benefits. We have focused efforts and funds on training lifeguards across the country, often in remote areas like the Wild Coast and West Coast.

OUR FREE-TO-DOWNLOAD SAFETRX APPLICATION

continues to gain significant traction, while our easy-to-use Bravo Bravo learning platform provides access to learning for many skippers.



167

905,185
17,998

EDUCATION AND SKILLS DEVELOPMENT

- Water safety lessons**
- Survival Swimming lessons**

Through our water safety and Survival Swimming programmes, the NSRI commits more funding to Drowning Prevention than any other institution in South Africa.

4,217

LIFEGUARD SERVICES

- Preventions**
- Rescues**

The NSRI covered 74 beaches through our Lifeguarding System, including communications, first aid, equipment, lifeguards and management.

1,122
1,822

BOAT-BASED RESCUES

- Operations**
- People rescued**

Our Rescue Stations are available 24/7 to respond to emergencies from 57 locations along the coast and inland.

20,129
12,589

SAFETRX AND BRAVO BRAVO E-LEARNING PORTALS

- Active subscribers** utilising SAFETRX tracking capabilities
- Individuals** have enrolled in training through the NSRI's BRAVO BRAVO skipper portal.

MAKING A POSITIVE ECONOMIC IMPACT

R247,363,064 was injected into South Africa's economy by the NSRI in 2023.

Our activities have a significant economic impact where we operate, benefiting industry and businesses and supporting numerous employees and communities.

The impact of saved lives and breadwinners' preservation is difficult to quantify but very significant. Research indicates that the implementation of effective emergency care could address over half the deaths in low- and middle-income countries and up to 2.5 billion Disability Adjusted Life Years (DALYs) annually.



The NSRI monitors and tracks its performance across the six capitals of value - financial, manufactured, intellectual, human, social, and natural - that are affected or transformed by the activities and outputs of our work. The following describes the NSRI's proposed strategic focus from 2023 to 2027 relative to the six capitals.

1. FINANCIAL

DEVELOPING FLEXIBLE FUNDING SOLUTIONS

Creating a diversified fundraising strategy in an ever-changing environment - anchored by fresh and innovative thinking and technology - will be paramount for the NSRI.

Diversifying fundraising streams remains a critical strategy, focusing on expanding beyond direct marketing and performance marketing.

Monetising social media tools, including exploring opportunities in performance marketing, is all part of our digital fundraising strategy.

A revitalised international fundraising focus.

Face-to-face fundraising will be extended to the volunteer community within stations and services. Scaling the fundraising centre and face-to-face activities through remote working and digital platforms is a priority.

Alternatives to call-based direct marketing will be pursued.

Commercialising NSRI intellectual property.

Lead generation has been earmarked as crucial, requiring urgent exploration of alternative mechanisms. Thus, expanding market penetration and inland scope with relevance will be a key focus.

Investing in the ORC boat-building programme to reduce long-term costs and maximise future returns is also essential.

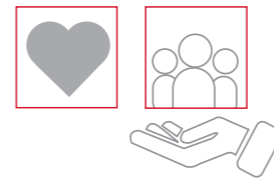
2. HUMAN

PREPARING FOR THE FUTURE

Our people's health, well-being, intellectual engagement, motivation, competence, and ability to do their jobs well and fulfil their potential. We champion this capital from our people with salaries, benefits and the intrinsic rewards of doing a worthwhile job.

189 STAFF MEMBERS

1,376 VOLUNTEERS



The volunteer model will be retained and is sustainable in the medium term. Because of the long hours of service required per shift, lifeguards will be deployed in a paid model on short-term contracts. A permanent employment model must be explored to create year-long employment, and cross-skilling will be required.

Maintaining the well-being of volunteers and staff will remain a priority, supported by utilising the Life Healthcare platform, as evidenced by its current usage. Remote working in the fundraising centre environment will become a strategy to address scale and reduce dependence on fixed infrastructure.

Work modernisation, technology, and time will be explored to create flexibility, responsiveness, and agility. Effective onboarding, orientation, and the development of an organisational culture aligned with the purpose of the NSRI will be crucial in achieving our goals.

Improving inter-departmental synergy and service cohesion is essential and an integral component of culture.

Focus will be placed on stabilising the core functions of information and communication technology (ICT), human resource management and financial management within the support functions. The NSRI will continue to strive for genuine and sincere transformation. Here, de-racialisation and equality as constitutional imperatives will be pursued. Our goal is to foster an NSRI that is relatable to communities while remaining responsive to communities.

CAPITAL

3. INTELLECTUAL

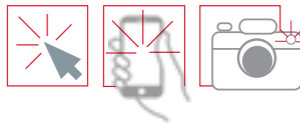
INNOVATION TOWARDS SAFETY

Innovating solutions across South Africa to create a water-safe nation.

20,129 SAFETRX SUBSCRIPTIONS

12,589 TRAINING ACADEMY PARTICIPANTS

6 BEACH SAFETY CAMERAS AND ONGOING CAMERA-INITIATED RESCUES



The NSRI possesses commercialisation potential for its intellectual property, including innovations like Survival Swimming Centres, equipment, vessels, training platforms.

The fundraising centre's e-commerce solution can be licensed to other agencies without sharing the code. Collaborating with the Government and other NPOs could unlock new opportunities.

Conducting research will establish the NSRI as a credible and reliable expert in drowning prevention and rescue.

Innovation of safety solutions across South Africa to create a water-safe nation.

The e-commerce solution will be completed and operationalised in the fundraising centre. Timely investments will be made in capital projects, considering the projected 15-20% cost acceleration for multi-year projects while prioritising the closure of the ORC build programme of eight vessels.

4. MANUFACTURED

BUILDING THE FUTURE

We focus on developing the best-in-class capital investments to deliver operational excellence and save lives.

In the future, our capital projects will require agility and a commitment to quality execution and maintenance.

57 RESCUE BASES

96 RESCUE CRAFT

Implementing the modular Survival Swimming Centres will proceed, emphasising decentralised ownership and maintenance. Developing a vessel bridge operations simulator with commercial value will be investigated.

Comprehensive research will be conducted to determine the economic value of lives saved and the cost of lives lost.

Fit for purpose rescue bases and vessels built for future service.



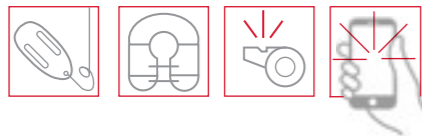
5. SOCIAL

SAVING LIVES AND SUSTAINING LIVELIHOODS

Creating a volunteer and professional model that provides opportunities to those previously disadvantaged, thereby reaching the most vulnerable in society, will advance our rescue, lifeguarding, and drowning prevention efforts and provide a safety net for citizens, businesses, and industry.

12,589 REGISTERED BRAVO BRAVO USERS

1,822 PEOPLE RESCUED



The volunteer model will be expanded to include face-to-face fundraising initiatives, and youth development, training and support will be prioritised and pursued to strengthen stations and address broader social challenges caused by a failing education and economic system.

Collaborations will be fostered with local authorities to access facilities such as pools and beaches for effective operations. Our efforts will be directed towards serving the 62 million South Africans by emphasising drowning prevention, water safety education, and Survival Swimming. Mothers will be targeted to prevent drowning deaths in the 1 to 4 year-old category.

To bridge the service gap on the Wild Coast, a diverse model encompassing rescue, lifeguarding, drowning prevention, ecotourism, education, and training will be employed, focusing on removing barriers to volunteerism.

Marketing and Communication targeted at 62 million South Africans to establish a reputation and maintain relevance.

6. NATURAL

CHAMPIONING ENVIRONMENTAL STEWARDSHIP

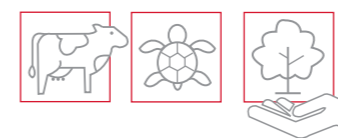
We ensure that our operations cause minimal environmental harm while championing our role as stewards of the environment through collaborative efforts and NSRI-specific interventions.

97 ANIMALS RESCUED

6,193KL WATER AND 213,215 KWH ELECTRICITY CONSUMED.

TURTLE HATCHLINGS WERE COLLECTED AND TRANSFERRED TO REHABILITATION AT TWO AQUARIA.

POLLUTION (SEWAGE) ADVOCACY RELATED TO THE OCEAN (CAPE TOWN) AND RIVERS (VAAL RIVER)



Research will be conducted into alternative energy technologies to promote sustainability and reduce environmental impact. We will continue to uphold a strong stance on environmental conservation and advocate for issues concerning water pollution and the protection of marine animals and mammals. Relationships with the Government and other environmental agencies, such as the Department of Environmental Affairs (DEA), the South African Weather Bureau (SAWB), the South African Whale Disentanglement Network (SAWDN), the Seabird Rescue Centre (SANCCOB), South African National (SAN) Parks, Isimangaliso and Ezemvelo KZN Wildlife, will be fostered and strengthened.

Messaging regarding conservation and environmental initiatives will be consolidated and reinforced, and our support for activities, including whale disentanglement, seal rescue, turtle rescue, seabird repatriation, and dolphin rescue that contribute to wildlife preservation will continue.

PHILIPPS STRATEGIC

LEADERSHIP MESSAGES | OVERVIEW | **OUR STRATEGY** | OUR SERVICE STRUCTURE | OPERATING ENVIRONMENT | NATURAL ENVIRONMENT | OUR SERVICE ENVIRONMENT
A REVIEW OF NSRI'S CAPITAL PERFORMANCE | CORPORATE GOVERNANCE | ANNUAL FINANCIAL STATEMENTS



- Advocacy and prevention
- Rescue services
- Corporate governance
- Human capital management
- Information communication technology
- Financial management
- Fundraising and Marketing

OUR STRATEGY IN ACTION

The NSRI's vision, mission and purpose all demand the pursuit of excellence; setting out to save lives and livelihoods is complex and challenging in the South African society and the physical environment.

Every five years, we outline a strategy, reviewed annually, which sets out what we plan to achieve in progressive phases or steps, understanding that building a successful business and service takes place gradually over time. Each step is deliberate and calculated, ensuring the people, processes, and technology necessary to succeed are delivered within the right quality standard.

Before deployment, people must have the right qualifications, experience, competence, and professionalism; they must be trained and maintained at the right level of expertise and deliver within the right culture of passion and enthusiasm.

We deploy quality technology to support human competence in a climate of crew safety first and everything else second. Quality technology is fundamental to the task but also motivating and rewarding.

We design processes for efficiency, safety, effectiveness and control. Everything has a guideline or procedure as a baseline to ensure continuity and consistency while allowing for flexibility and out-of-the-box thinking in exceptional circumstances. No emergency is the same, but starting with a guide is a good foundation.

All these things contribute to achieving excellence, a vision, the right culture and approach, a purpose, structure, competence, development and a well-thought-through process.

OUR SUSTAINABILITY POSITION

The NSRI's work positions us as leaders in public safety, particularly in addressing drowning incidents. We are a leading NPC in South Africa, raising consistent revenues annually (R187,024,407) to sustain operations in 2023.

We acknowledge the far-reaching impact of fatal and non-fatal drownings on lives and health, and we leverage our water safety and Survival Swimming networks to mitigate these effects.

Prevention is a focal point of our efforts. Internally, we prioritise the health and wellness of our staff and volunteers through an active programme. We firmly believe that swimming is a crucial life skill and that every child should be able to swim for survival.

Through our engagement with the education system, we aim to reach one million children annually, making this aspiration a reality.

Gender equity is a core value for us, as reflected in the greater representation of women in our service compared to the services of our overseas peers. We recognise economic growth as a foundation for development, and our services aim to preserve lives, protect livelihoods, and foster training and development through online learning platforms accessible to the public. Our provision of public rescue equipment (Pink Rescue Buoys) and the SafeTRX rescue application contributes to a robust safety net for water-related industries, facilitating business operations on the water.

We serve every citizen and visitor equitably, upholding the principles of fairness and inclusivity. Despite fiscal constraints, we strive to explore new avenues of sustainable service delivery. Climate change is an urgent reality for us, and we actively respond to its consequences, such as the 2022 KZN floods. We are committed to minimising our environmental impact and inspiring positive change in others.

The NSRI is sustainable in the medium term as evidenced by our ability to raise the necessary financial and human capital to sustain services. We are innovative and flexible, adapting to a broad range of challenges and growing both the scale and form of services.



SERVICE STRUCTURE

MEMBERS GOVERNANCE BOARD

CHIEF EXECUTIVE
FINANCE
HUMAN CAPITAL MANAGEMENT
INFORMATION AND COMMUNICATIONS
TECHNOLOGY (ICT)

RESCUE SERVICES
Emergency Operations Centre | Sea Rescue
Search and Rescue | Training | Lifeguarding

DROWNING PREVENTION SERVICES
Research and Advocacy | Water Safety and Survival Swimming
Innovation and Technology

FUNDRAISING AND MARKETING
Communications | Events | Fundraising | Marketing
Donors and Shareholders

CAPITAL PROJECTS
Buildings and Bases | Vessels | Vehicles





CORPORATE SERVICES

This function provides transversal human capital management (recruitment, selection, administration and labour relations), finance (accounting, audit support, supply chain management, payroll management) and ICT (infrastructure, connectivity and functional systems).

The human capital deployed in the paid segment of the service is recruited through competitive processes in the open market, including the volunteer NSRI community, taking operational requirements, diversity, experience and qualification into account.

Staff development is managed case-by-case to ensure the business has an evolving skills base, and staff members are encouraged to enrol in personal development courses annually.

Extremely high-quality equipment pays our volunteers the ultimate respect, and our procurement policy and processes aim to provide only the best emergency and protective gear available. Procurement is executed cost-consciously, sensitive to the sacrifices made by donors, but accommodating the needs of volunteers for quality tools.

RESCUE SERVICES

Stations are also an important social environment area as the demands on volunteers make it essential to involve families in the service and ensure support structures. This includes the Emergency Operations Centre, Operational Training Department, Lifeguarding Services, Sea Rescue Services and Search and Rescue Services (inland). Volunteers are recruited locally at the station level through periodic drives based on station/base needs. Stations require various skills, including rescue, administration, fundraising, technical and medical.

The interface between staff and volunteers is critical, and there are structured and informal occasions to ensure that volunteers all over the country can interact with Board members, executives, management, and officials. The CEO and management aim to visit each station at least once a year to engage with volunteers in person.

Leadership development within stations occurs through formal training programmes and local mentorship. Many guidance levels are available from Honorary Life Governors, Regional Representatives, ex-Station

Commanders, current Station Commanders, and coxswains. Volunteers also have special interest groups, such as a Technology Committee, which keeps them informed of the latest innovations and opportunities available in rescue to ensure their optimal safety. Collaboration is a mantra of our rescue services and interaction with colleagues at an operational as well as social level is vital to maintaining interservice cooperation. The department also actively engages with other providers to evolve cohesion.

DROWNING PREVENTION SERVICES

Undoubtedly, our most important 'manufactured capital' are the lives we save through prevention or rescue. Drowning Prevention focuses on empowering the general population with knowledge and skills that prevent exposure to the risk of drowning or provide skills for self-rescue.

FUNDRAISING AND MARKETING SERVICES

This department handles all the activities necessary to raise the required revenue to sustain and evolve the organisation's objectives, including telephone fundraising, performance and direct marketing, corporate fundraising, individual fundraising, legacy management, fundraising from trusts and foundations, government contracts, event management, communications, and public relations.

We raised R187,027,407 in 2023 to sustain our operations and evolve our capital infrastructure for the future.

Donor data security management is a key responsibility within this department, with assistance from the ICT division, under the watchful eye of the CEO, who serves as the Company Information POPIA Officer. The team also plays a key role in stakeholder engagement through various social media, face-to-face and print media platforms.

CAPITAL PROJECTS

This department is responsible for ensuring that building, vessel, and vehicle projects are conceptualised, designed, and executed according to the specifications and requirements of the relevant departments.

All our new rescue base builds try to be as green and independent as possible. We install JoJo tanks to harvest rainwater for washing equipment and motor flushing. Where viable, we use rainwater for flushing toilets. These JoJo's are kept at a minimum 30% capacity by municipal feed, and they are topped up with municipal water if there is no rain. We install inverters to enable bases to remain operational during load-shedding.

We are increasing the number of solar panels on the roof of the NSRI Volunteer Support Centre building to triple its solar capacity. With permission from the City of Cape Town, we will also export any surplus power generated back into the grid. With capacity up to around 45 kW, the building will be self-sufficient over weekends and most weekdays, with surplus power being fed back into the grid and only tapping into Eskom power on hot days when the air conditioners are working at full steam.



OPERATING ENVIRONMENT

AND ALIGNMENT
WITH SDGs

THE CONTEXT WE OPERATE IN

As a non-profit organisation operating across South Africa, the NSRI faces numerous external pressures.

In the year under review alone, South Africa's socio-political environment and slowing economic growth domestically and globally have impacted our fundraising efforts.

In addition, various economic, social, environmental, and technological considerations continue to shape our organisation.

The NSRI's Management and Board continue to monitor these factors, and we take these into account as we deliver on our strategy.

ECONOMIC ENVIRONMENT

0.5% ECONOMIC GROWTH IN 2023

WHY THIS MATTERS TO US

Stagnant and slowing growth negatively impacts our ability to raise funding and impacts our workforce and operations.

TRENDS AND ISSUES IMPACTING THE NSRI

South Africa has recovered its pre-pandemic GDP but not its employment level. At the end of 2023, there were still close to half a million fewer jobs than at the end of 2019, with women and youth persistently more impacted.

Inequality remains among the highest in the world, and poverty was an estimated 63% in 2023 based on the upper-middle-income country poverty line.

These trends have prompted growing social demands for government support, which could put the sustainability of public finances at risk if they are to be met.

HOW WE ARE RESPONDING



Diversifying donor base to ensure sustainability.

Focusing on operational excellence and cost efficiencies.

Ensuring that our operations contribute positively to the micro-economies where we operate.

DECENT WORK AND ECONOMIC GROWTH: SDG 8

By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.

NSRI INITIATIVES THAT ALIGN WITH SDG 8



Contribution to economic growth and safety on water:

Making significant contributions to economic growth by supporting water-based industries and activities such as tourism, fishing, transportation, and recreation, which generate revenue, create jobs, and stimulate local economies.

Collaborating with local businesses, tourism boards, and government agencies to promote water-based activities and destinations, attracting visitors and boosting tourism revenue.

Investing in infrastructure development and maintenance of waterways, ports, and marinas, facilitating trade, commerce, and transportation, and enabling economic growth through efficient waterborne logistics.

1,000,000

SOCIAL ENVIRONMENT

The number of children we need to teach to swim each year.

WHY THIS MATTERS TO US

Drowning is indiscriminate across a widely distributed area, mainly inland on rivers and dams, which makes intervention complex.

Citizens drown the same way everywhere. The only difference is services like ours.

TRENDS AND ISSUES IMPACTING THE NSRI

The Eastern Cape and KZN have the greatest prevalence of rivers and, therefore, the greatest challenges. The school environment has frequently been in the spotlight from drowning, while workplaces in many occupations involve work around water. The stories of drowning inform the strategies for intervention, and many are fundamental and quite basic within the context of society.

School children are a 'captured' population, providing education and skills development opportunities.

Children and adults often have to cross rivers to go to school or work, and we must provide solutions to improve safety. Child supervision on beaches is a major headache. Parents and teachers must be responsible for their children's safety by always ensuring supervision near water, swimming pools and the ocean. Additionally, alcohol and water don't mix in the context of drowning. We have to change society to diminish alcohol use around water.

HOW WE ARE RESPONDING

Advocating for water safety and survival swimming skills within the formal education system.

Driving a water safety culture and systems to ensure child safety.

Evolving a water safety occupational culture and getting employers to buy into this for the workplace.

Discouraging alcohol use around water bodies.



GOOD HEALTH AND WELL-BEING: SDG 3

By 2030, the UN aims to ensure universal access to affordable, reliable, renewable and modern energy sources.

NSRI INITIATIVES THAT ALIGN WITH SDG 3

Drowning prevention and water safety initiatives:

Implementing comprehensive drowning prevention and water safety initiatives to raise awareness and reduce the number of water-related accidents and fatalities.

Developing educational programmes and campaigns targeting different age groups, demographics, and communities to promote water safety knowledge and behaviour.

Promotion of swimming as a life skill:

Promoting swimming as a vital life skill through targeted campaigns and initiatives highlighting the importance of learning to swim for personal safety and overall well-being.

Collaborating with schools, community centres, and local authorities to incorporate water safety education into curricula and community outreach programmes.

GENDER EQUALITY: SDG 5

By 2030, the UN's goal is to end all forms of discrimination against all women and girls everywhere and ensure women's full and effective participation and equal opportunities.



NSRI INITIATIVES THAT ALIGN WITH SDG 5

Emphasis on gender equity:

Placing a strong emphasis on gender equity in all aspects of swimming and water safety initiatives, ensuring equal opportunities and representation for individuals of all genders.

Promoting gender-inclusive language and imagery in communication materials, campaigns, and programme materials to create a welcoming and inclusive environment for everyone.

Collaborating with schools, community organisations, and local authorities to address gender stereotypes and barriers that may discourage individuals from participating in swimming or water safety activities.

NATURAL ENVIRONMENT

CLIMATE CHANGE

We are a conservation-minded organisation and care about the natural environment.

Our activities must synchronise with the environment and respond with preventative and responsive strategies to mitigate the effects of climate change.

TRENDS AND ISSUES IMPACTING THE NSRI

The latest climate science is clear: weather creates huge societal and economic challenges.

The implications are that extreme weather events will increase, and we must deal with the consequences. For us as the NSRI, this means threats to coastal assets and rescue under more austere conditions, requiring planning to mitigate challenges at a cost. The KZN floods of 2022 illustrate the challenges we face with respect to climate change.

Africa's hydrocarbon peak usage is predicted to be in 2040, and the NSRI will probably remain diesel and petrol-dependent for energy in the medium term. Investment should be made, however, in exploring alternative technologies. Solar/wind and other renewable energies will continue to evolve and accelerate. The KZN floods of 2022 illustrate the challenges we face with respect to climate change.

Like the economic benefits of information communication technology, energy solutions must evolve synchronously with less environmental impact.

Water is, and will continue to be, a scarce resource. Desalination will become more prevalent, and water harvesting and 'off-grid' solutions will become more commonplace.

Satellite communication will become more pervasive.

HOW WE ARE RESPONDING

To reduce environmental impact, we have undertaken the following initiatives to reduce our water and energy consumption:

LOCATION

VOLUNTEER SUPPORT SERVICES CENTRE BUILDING IN MILNERTON

Increasing the number of solar panels on the roof of the NSRI Volunteer Support Centre building to triple its solar capacity.

We will export any surplus power generated back into the grid. With a capacity of up to around 45 kW, the building will be self-sufficient over weekends and most weekdays.

Installed LED lighting throughout the building and water tanks with a total capacity of 22,500 litres to harvest rainwater. The tank water is used to flush toilets, wash vehicles and vessels, and for irrigation.

STATION 36 OYSTER BAY

Installed grey water recycling system for irrigation of lawn.

Installed 40,000-litre water tanks and LED lighting throughout the building.

STATION 21 ST FRANCIS BAY

Installed water tanks storing 5,000 litres for washing of vessels, and LED lighting throughout the building.

STATION 43 PORT NOLLOTH

Installed water tanks holding 15,000 litres for washing of vessels, and LED lighting throughout the building.



CLIMATE ACTION: SDG 13

By 2030, resilience and adaptive capacity will be strengthened to all countries' climate-related hazards and natural disasters.

NSRI INITIATIVES THAT ALIGN WITH SDG 13



Response to climate change-induced disasters:

Developing and implementing response plans to effectively address climate change-induced disasters, such as storms, floods, rising sea levels, and extreme weather events, which pose risks to coastal and water-dependent communities.

Collaborating with local and national emergency management agencies, disaster response organisations, and government authorities to establish coordinated and timely response mechanisms in climate-related disasters.

LIFE BELOW WATER: SDG 14

By 2030, the UN's goal is to increase the economic benefits to least-developed countries from the sustainable use of marine resources to sustainable management of fisheries, aquaculture and tourism.

NSRI INITIATIVES THAT ALIGN WITH SDG 14



Collaboration with major aquaria for marine animal rescues:

Developing strategic protocols and communication channels to streamline identifying and responding to distressed marine animals. **Sharing resources**, expertise, and personnel to enhance the success rates of rescue operations and increase the chances of rehabilitating and releasing marine animals back into their natural habitats. **Providing a safety net** for maritime industries including fishing and collaborating with environmental and conservation agencies.

CLEAN WATER AND SANITATION: SDG 6

By 2030, the UN aims to improve water quality by reducing pollution, eliminating dumping and minimising the release of hazardous chemicals and materials, halving the proportion of untreated wastewater, and substantially increasing recycling and safe reuse globally.

NSRI INITIATIVES THAT ALIGN WITH SDG 6



Focus on addressing river pollution and inland waterways:

Collaborating with local communities, government agencies, and environmental organisations to address river pollution and improve the health of inland waterways.



AFFORDABLE AND CLEAN ENERGY: SDG 7

By 2030, the UN aims to ensure universal access to affordable, reliable, renewable and modern energy sources.



NSRI INITIATIVES THAT ALIGN WITH SDG 7

Internal efforts to conserve water and energy:

Implementing internal initiatives and practices within the organisation to conserve water and energy resources, such as installing water-efficient fixtures, promoting responsible water usage, and conducting regular energy audits to identify areas for improvement.

Exploration of alternative fuel sources for offshore vessels:

Assessing the feasibility and viability of various alternative fuel options, such as liquefied natural gas (LNG), biofuels, hydrogen, or electric propulsion systems, for offshore vessels based on availability, infrastructure requirements, energy density, and regulatory compliance.

RESPONSIBLE CONSUMPTION AND PRODUCTION: SDG 12

By 2030, the UN's goal is to achieve the sustainable management and efficient use of natural resources.



NSRI INITIATIVES THAT ALIGN WITH SDG 12

Implementation of environmental management plan:

Developing and implementing a comprehensive environmental management plan that outlines strategies, goals, and actions to minimise the organisation's environmental footprint and ensure compliance with environmental regulations.

Integrating sustainable practices into daily operations includes waste management, recycling programmes, energy conservation measures, and pollution prevention strategies.



176
LIVES SAVED

OUR SERVICE ENVIRONMENT

WHY THIS MATTERS TO US

Rescue operations are the core of our business.

TRENDS AND ISSUES IMPACTING THE NSRI

The number of people using water for recreational purposes increases as the climate gets hotter.

Communities are increasingly having to cross rivers to access both work and school.

Many occupations are specifically over water.

Commercial activities related to water, fishing, shipping, and tourism continue to increase.

HOW WE ARE RESPONDING

Our Pink Rescue Buoys, a simple innovation, are available on public beaches as well as some rivers and dams as public safety devices. They have now been directly instrumental in saving 176 lives (end 2023) and have earned international acclaim.

Our Beach Safety Cameras are under evaluation with sites at Strand, Blouberg, Kleinmond, Herolds Bay, Buffelsbaai and Plettenberg Bay. Time will tell whether they are the technology of the future.

The NSRI's SafeTRX allows personal water craft users to be tracked and, in an emergency, to call for help quickly giving their exact position.

Improved technology in craft, navigation and communication.

Survival Swimming Centres are used to teach children swimming skills at their schools.

EFFECTIVE MARKETING AND COMMUNICATIONS

With an unwavering focus on promoting public safety and enabling donations, the NSRI maintains a dedicated marketing and communications division. This division is vital in creating public awareness across diverse media platforms. Effective marketing raises crucial funds, cultivates direct fundraising opportunities, and generates donor lists. Prevention is a fundamental aspect of the organisation's mission, and effective communication catalyses generating awareness and positively influencing public behaviour.

OPERATING MODEL

HOW WE ARE STRUCTURED



The NSRI, a not-for-profit company, relies on donor funding and business initiatives to generate revenue for its capital and operational expenditure; all funds received are dedicated to the organisation, and the account prioritises the safety and well-being of South African society. We strongly emphasise transparency and accountability, and the ownership and control of the organisation sit with its membership. This is facilitated through the Annual General Meeting (AGM), where the governance structure is elected, and resolutions are approved to guide the effective management of the organisation. As a national organisation with its Volunteer Support Centre in Cape Town, the NSRI operates through all nine provinces and two distinct models.

VOLUNTEER-MANAGED RESCUE STATIONS



Ensures efficient and rapid response times to emergencies.

EMPLOYED PROFESSIONALS



Ensures the delivery of lifeguarding, water safety education and training.

HOW WE ARE FUNDED



Fundraising for our work is an ambitious endeavour, and the NSRI has implemented a direct marketing model to achieve this goal. The organisation utilises two society lottery schemes: a monthly giving scheme through various channels such as direct calls, social media, and face-to-face interactions and a car competition scheme. R187,027,407 raised in 2023 plus a R35,000,000 donation from the NSRI Endowment Trust in 2023.

205,425 INDIVIDUAL AND CORPORATE DONORS



The NSRI adheres to the National Lotteries' legislation with the hope of securing significant donations for capital projects; this adaptive approach to fundraising ensures risk diversification by engaging over 192,000 individual and corporate donors. By avoiding dependence on single major donors, the NSRI safeguards its financial stability.

OUR MATERIAL ISSUES

Material issues are those matters that substantially impact NSRI's ability to fulfil its mandate of saving lives through primary initiatives such as water safety education, skills development and advocacy, as well as through secondary prevention efforts involving rescue services.

All components of our organisational framework identify and assess these critical matters, including the Board, volunteers actively participating in the AGM and station commanders engaging in extensive consultations and conferences with key stakeholders. Their valuable insights contribute to our comprehensive understanding of these material issues and guide our strategic decision-making processes.

THE NSRI'S MATERIAL ISSUES IN 2023 INCLUDED

SUSTAINED DONATION AND BUSINESS REVENUES

We have been able to continue increasing revenues across a wide variety of avenues despite the tough economic context, and the revenues generated a substantial operational surplus.

VOLUNTEER AND PERSONNEL NUMBERS AND QUALITY

We have sustained volunteer numbers, and a significant training effort ensures that crew competency remains high. We face barriers to volunteering because of South Africa's lack of a swimming culture, and we must commit resources and effort to swimming training. Recruiting competent staff with the appropriate competencies and attitudes across a wide demographic range is challenging.

RELATIONAL CAPITAL

Social cohesion in a diverse organisation can be challenging, and moderating perspectives and institutionalising the right behaviour requires continuous investment. Springbok Rugby and the Stormers demonstrate real transformation, successful teams driven by diversity, mutual understanding, mutual respect, training and development and collective social capital towards the objectives of the business.

CAPITAL PROJECTS AND GOVERNMENT

We struggle with authorities to obtain the requisite permissions to advance building projects. This results in significant delays, which have major long-term cost implications. Red tape reduction and the responsiveness of authorities need urgent improvement for the NSRI and the economy in general.

OPERATIONAL COMMUNICATION

Public communication systems, which we depend on for shore-to-vessel communication, need to be more secure. Load-shedding significantly impacts cellular network functionality and reliability, and Telkom's Digital very-high-frequency (VHF) radio network seawards has significant footprint gaps. The NSRI is investigating alternative reliable communication with redundancy to guarantee emergency communication.

Cellular-to-satellite communication, when it arrives, will provide universal geographic communication networks on a global scale.

OUR STAKEHOLDERS, OPPORTUNITIES AND CHALLENGES

Delivering services to an entire nation is a big ask. Still, the NSRI's vision confirms our aspiration and commitment to engaging with and providing solutions to all 62 million people. Our job is to prepare people to prevent incidents and mitigate their consequences and impacts.

The scope of what we do makes the diversity and scale of our stakeholder community daunting and requires each of us, at a team and personal level, to give our best. Every business unit, employee and volunteer is responsible for engaging and interacting actively.

It is what we do.

The NSRI executives visit every volunteer station yearly and managers even more often. This ensures business familiarity and a direct connection. It also facilitates communication and evolves trust. The volunteers meet regularly in teams within stations and participate in cross-station exercises to ensure operational consistency and regional response coordination. Station Commanders engage with local donors, present at community structures and participate in community events. Stations have open days when members of the public are invited to visit services, experience a ride on a rescue vessel and get a feel for the rescue environment. Transport must often be arranged to facilitate access for poorer sectors of society.

Fundraisers call donors daily, meet with corporates and arrange events. The direct personal fundraiser/donor relationship is critical, and some have endured it for years, like the CEO who has been phoned by the same car competition marketer for the past 25 years and could immediately identify her by her voice. Giving requires trust, and these relationships feed on trust. Corporate relationships, like those with DHL and Two Oceans Marine, become long-standing friendships.

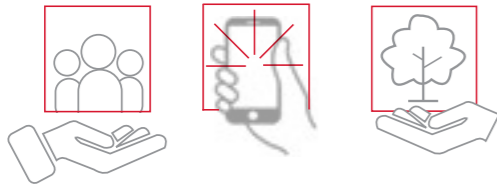
Interservice relationships between us, ambulance services, police, disaster management and others are very important to the continuity and efficiency of emergency response and the chain of survival. Huge effort goes into building these relationships locally to ensure support.

Sometimes, incidents involve injury to members of one service, and the urgency and quality of care provided testify to the emergency services community's mutual respect.

Lately, our most challenging stakeholder relationship is with the national government, its departments and the SOEs. We need more financial and administrative support. For example, it took the NSRI over eight years to secure short (five-year) leases in the fishing harbours. Given our service and safety net, one would expect better responses. The local government in municipalities has been very receptive, and the Western Cape Provincial Government supports the NSRI well.



STAKEHOLDER GROUPS AND METHODS OF ENGAGEMENT



CONSERVATION BODIES

Cooperate and collaborate on rescues
Advocate around issues

Our services are directly intertwined with conservation agencies and other environmental and marine conservation bodies. Notable are the South African Whale Disentanglement Network, Two Oceans Aquarium, uShaka Marine World and the South African Foundation for the Conservation of Coastal Birds (SANCCOB). Frequent engagements and combined operations ensure that our turtle, bird and whale work continues. Our conservation efforts create greater geographic awareness as our reach exceeds some smaller agencies.

OUR PEOPLE: VOLUNTEERS AND EMPLOYEES

Operational managers visit bases and engage regularly
Volunteer crews participate in training
Internal communication
Performance appraisals
Training and development

1,376 NSRI volunteers across the country work daily with 189 volunteer service centre staff who provide support and technical and specialised services.

Many employees are also volunteers, which helps preserve the committed and fast-response culture critical to our work. As the organisation grows, maintaining this culture whilst also broadening the profile and skills of our people is an exciting opportunity ahead of us.

INDUSTRY SECTORS

Support and provide services
Collaborate on issue positioning

We provide a safety net to industry sectors like tourism, shipping, recreational sports, fishing and events. We communicate directly with businesses in each sector, individually or through associations, to raise awareness and get feedback on our service experience. Whilst many industry players do support us, for which we are extremely grateful, our services are sometimes used to replace commercial providers with little or no compensation.

THE MEDIA

Distribute media releases around rescues and campaigns
Sea Rescue magazine and newsletters are shared
Provide content on social media channels and websites

The media are key stakeholders in positioning our work and sharing our stories. Journalists are always interested in the NSRI, yet we must work carefully with them to balance sensationalism with the human and personal impacts of incidents. Media owners and platform partners provide us with valuable subsidised and free exposure in all channels, from online to print and at events. Normally outside our affordability, such exposure provides valuable public service messaging. We are hugely grateful to the support received from SA media.

DONORS AND SUPPORTERS

Direct personalised contact (telephone, in-person, email)
Share stories via the NSRI magazine, newsletters, social media and at events

Transparent reporting of how funding is used. Our donors are key to our sustainability. We are as grateful to donors as we are to individuals, entities or groups who believe in us and advocate our work. We rely on their interest and advocacy as much as the funding that maintains our work. Our donors and supporters come

from everywhere. We value those we already know and who know us, yet we also understand the challenge of reaching far wider groups where our services are relevant but not well known - inland and rural communities, as well as the youth, are two examples.

GENERAL PUBLIC AND COMMUNITIES

Involve in community projects
Lead public education campaigns
Provide content on social media platforms

Our rescue bases play an important role in servicing local communities and are an integral part of their social fabric. In our give-and-take relationship, communities pay it forward by volunteering, and the NSRI gives back to that community through service. Bases are instantly recognisable and display current and relevant information on emergency access and numbers. In many communities, the NSRI's leadership standing extends beyond our mandated rescue service; sometimes, this creates additional pressure on volunteer capacity without other emergency or civic services.

OTHER EMERGENCY SERVICES

Cooperate and collaborate on rescues
Participate in conferences
Give recognition for involvement in rescues

We work closely with other emergency agencies to ensure the coordination of incidents for our stakeholders' benefit.

PARTNERS AND SUPPLIERS

One-to-one communication and negotiation
Regular meetings

We continuously engage with suppliers and service providers on a range of products and services, initially through contract negotiation and subsequently during the order and supply process.

Cash flow management is an important issue for the NSRI as we must consider staged payment plans, especially for large capital projects like boats. From the partner/supplier side, we need to be mindful of partners' cash flows to ensure their sustainability.

Our BBBEE standing matters, especially when contracting with local government, as the upsurge in NSRI Lifeguarding services through municipalities has highlighted.

This upsurge has sometimes challenged our partners with supply chain constraints and impacted us regarding the availability of wetsuit fabric, boat parts and IT components, for example.

GOVERNMENT

NSRI represented on national and provincial bodies
Participate in tenders for services such as lifeguarding
Negotiate and engage directly

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 also work internally to advocate resources for maritime rescue within DoT. Our success in securing resources remains a real challenge.

The Committee provides the opportunity to communicate with national representatives of rescue agencies; however, the level of representation often needs to have decision-making authority, and the action taken during these meetings is minimal.

We engage at the provincial government level and at the Disaster Management Committee level to ensure coordination with emergency regional services. Unfortunately, the SASAR regional meeting has not been well supported, and therefore, 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.

In 2023, we achieved greater penetration than ever for our lifeguarding services, provided on 74 beaches during the summer season.

Some municipalities fund Drowning Prevention Instructors in their geographic precincts to facilitate water safety awareness, but there is a huge need to expand these activities to reach our objectives.



**A REVIEW OF
NSRI'S
CAPITAL
PERFORMANCE**



50.26%

**OF HISTORICALLY
DISADVANTAGED
SOUTH AFRICANS
ARE EMPLOYED AS
FULL-TIME EMPLOYEES**

HUMAN CAPITAL

TRANSFORMATION

The NSRI is conscious of accepting the appropriate guidance to drive social cohesion inside and outside the organisation to achieve equality, non-racialism and non-sexism.

The NSRI recognises the moral obligation to play its part in the normalisation of South African society through the internal transformation of the organisation. It recognises past inequity and seeks to ensure all people's inclusivity, participation and contribution. The institute is committed to creating a diverse range of experiences, perspectives, cultures, religions, and languages that balance the organisation and improve understanding, tolerance, communication, reasoning, and empathy towards internal and external clients.

The goal of the NSRI is to be a part of a non-racial, non-discriminatory society and to adopt fair and transparent procedures in its recruitment, development and management of and service to people, thereby creating a people environment that is inclusive and supportive to all.

As such, we fully recognise that transformation is a journey that we are committed to.

We have a range of interventions that are set on improving our transformation performance, and these include:

TRANSFORMING TALENT

This includes recruitment and career development focusing on equality, diversity and inclusion; efforts to improve workplace well-being and mental health.

NSRI performance | 50.26% of historically disadvantaged South Africans are employed as full-time employees, and 14% of volunteers are black South Africans .

TRANSFORMING OUR COMMUNITIES

Recognising the social inequality in numerous communities around our operations, we are committed to using our socio-economic impact for the better.

NSRI performance | 98.94% of the NSRI's work primarily benefits black beneficiaries.

TRANSFORMING OUR LEADERSHIP

The NSRI is committed to attracting and retaining managerial and leadership talent from previously disadvantaged groups, recognising the barriers to entry in our industry.

NSRI performance | 29.41% previously disadvantaged South Africans are in managerial and/or leadership roles.



EMPLOYMENT EQUITY

NSRI jobs are advertised internally and externally with a transformation focus

REMUNERATION POLICY

The NSRI has a comprehensive remuneration policy, which has the following features:

NO REMUNERATION OF NON-EXECUTIVE DIRECTORS: In the NSRI's policy, Non-executive Directors receive no remuneration as they are considered volunteers.

JOB EVALUATION AND BENCHMARKING: All jobs in the NSRI are evaluated using standard job evaluation tools and benchmarked against the market annual remuneration surveys.

VOLUNTEERS: Volunteers receive no remuneration or emoluments other than claims for direct operational expenditure.

LABOUR MARKET COMPETITION | The NSRI competes for talent in the open labour market, understanding that the NSRI runs a niche service with often bespoke jobs related to rescue.

EMPLOYMENT EQUITY | NSRI jobs are advertised internally and externally with a transformation focus.

REMUNERATION OUTLOOK

In 2024, the NSRI will introduce a comprehensive Total Cost of Employment Remuneration Model to ensure equitable employee benefits. Currently, two different compensation models are in place: a fixed pay structure for general staff and a fixed and variable pay structure for call centre personnel.

The Human Capital Committee approves the annual personnel budget, and cost of living increases are also approved through this process. All personnel have access to provident fund and medical aid benefits, and a Group life and disability insurance policy covers all employees. Permanent staff members (non-call centre staff) are guaranteed a 13th cheque each year.

Incentive schemes are in place for executive directors. Human Resources is also consulting on a performance monitoring system to inform mechanisms that motivate staff, including short- and long-term financial and non-financial rewards. This system aims to facilitate horizontal salary progression within remuneration bands. It is important to note that the NSRI has an overtime policy, and any overtime worked is considered volunteer time.

SALARIES BY CATEGORY

CALL CENTRE STAFF	30,682,635.54	34%
MARKETING STAFF	3,411,377.80	4%
FUNDRAISING STAFF	7,106,099.15	8%
EXECUTIVES	11,888,762.22	13%
DROWNING PREVENTION	10,701,224.67	12%
RESCUE OPERATIONS AND TRAINING	10,010,431.61	11%
HUMAN RESOURCES, FINANCE AND IT	10,873,188.89	12%
CAPITAL PROJECTS	1,121,176.43	1%
LIFEGUARDING	4,118,701.57	5%
	89,913,597.88	100%



1,376 VOLUNTEERS COMPARED TO 941 IN 2012, 46% GROWTH IN ELEVEN YEARS

VOLUNTEER COMMUNITY DEMOGRAPHICS

The NSRI's service offering has become more diverse, encompassing a wide range of rescue personnel, including both sea-going and shore-based responders, across the spectrum. This includes drowning prevention volunteers who inspect Pink Rescue Buoys and conduct water safety and Survival Swimming lessons, among other things. This also encompasses the volunteer governance structures and shore-based volunteer administrative, public relations and fundraising personnel at various stations.

VOLUNTEERS CONTINUE TO GROW

A new initiative to have volunteer remote Beach Safety Camera operators is also underway. This allows increasingly diverse manners of involvement for people of all ages, abilities and time availabilities to engage in our shared mission.

Traditionally, the organisation's 'boats' mindset meant that the type of person who could join in an active serving role was limited. This assumption was bound to geography and was limited to the people who lived within a short distance of the 30 or so rescue stations back then. Secondly, affordability, age, and physical health constraints obstructed involvement.

However, increased access to over 57 rescue stations, as well as numerous lifeguard squad locations, have removed some barriers to entry to the organisation. This has provided practical and pragmatic corridors for transformation to occur.

We are prioritising reducing barriers to participation while improving retention. Through our brand refresh and expanded marketing, we aim to engage new population segments and diversify our reach. Additionally, we are assessing factors contributing to attrition to enhance member longevity.

Many individuals join the NSRI, but we experience approximately 50% attrition among new members over five years. Informal exit surveys suggest that reasons for leaving include emigration/'semigration', changes in work and family commitments, and, occasionally, negative interpersonal experiences.

Addressing the aspects of our culture that contribute to negative interpersonal experiences is crucial, as unpaid volunteering requires a rewarding and positive environment to foster retention. Continuous culture management, leadership development, and mentorship are essential in addressing this impact.

Effective volunteer leadership relies solely on genuine and authentic leadership. This is why serving as a station commander offers one of the most valuable leadership growth and learning opportunities.

In light of these factors, it is important to have a robust operational management model, a training system and available learning resources, which we have built up over the last nine years. Consequently, the NSRI now has three operational managers, a dedicated training department of eight personnel, and numerous part-time trainers.

VOLUNTEER DIVERSITY

While acknowledging the progress made, the organisation still has a significant journey ahead in achieving optimal levels of diversity and inclusivity.

At a recent international maritime rescue conference, the NSRI's representation stood out above European peers.

Our organisation reports a higher proportional representation of female employees and volunteers. While this indicates a commendable performance on an international scale, it is important to note that our goals for diversity and inclusion still exceed our current achievements.



VOLUNTEER AND GENDER		RACE BREAKDOWN	
BLACK	6%	78	
Female	1%	13	
Male	5%	65	
COLOURED	7%	102	
Female	1%	20	
Male	6%	82	
FOREIGN NATIONAL	0%	1	
Male	0%	1	
INDIAN	1%	11	
Female	0%	4	
Male	1%	7	
WHITE	86%	1,184	
Female	24%	337	
Male	62%	847	
TOTAL	100%	1,376	

OPERATIONS TRAINING

Training lies at the core of the NSRI's mission. It empowers individuals with life-saving skills and equips them to respond effectively to water-related incidents.

To promote knowledge sharing and accessibility, the NSRI has made its research reports, skippers' guides, first aid resources, and general fitness guides available to the public through Bravo Bravo (<https://bravobravo.co.za>).

Additionally, the organisation has registered with CATHSSETA and can now offer lifeguard training that is aligned with SAQA standards. A new process through the Quality Council for Trades and Occupations (QCTO) has been introduced, and we will need to go through an accreditation process for our courses.

THE NSRI TRAINING MODEL CONSISTS OF THREE COMPONENTS

Theory training | Our internal eLearning system facilitates this, providing volunteers with essential theoretical knowledge.

Practical task book training | Volunteers progress through various experience-level task books, which serve as a guide to track skill mastery and ensure practical competence.

Experiential training | Volunteers gain hands-on experience through training and scenarios documented in a logbook that records their boat time and proficiency.

To solidify the training process, a formal centralised assessment course is conducted. This includes independent theory and practical assessments, drills and tests to evaluate the capabilities of future coxswains.

Each station is equipped and empowered to deliver basic skills training, which aligns with the advanced training and assessment provided by the volunteer support centre training department. This integrated approach ensures our volunteer rescuers have a robust and comprehensive training programme.

In 2023, one of our priorities was establishing a system that ensured timely operational currency and updates for existing coxswains. As technology and operational techniques continue to evolve rapidly, staying up to date proactively is crucial. However, we understand the importance of balancing this with our volunteers' workload and operational realities. Our approach will be sensitive to their needs while focusing on staying current with the latest advancements. This will enable us to effectively adapt to new technologies and operational practices promptly.

WELLNESS PROGRAMME

The NSRI has faced a series of challenges, including droughts, Covid-19, lockdowns, and civil unrest. These events and personal tragedies have taken a toll on individuals, and their significance should not be overlooked.

Recognising the importance of compassionate leadership, the NSRI has prioritised the well-being of its personnel. We have contracted Life Health, a wellness provider, to address this. We are fortunate to have access to their comprehensive coverage, which is offered free of charge to our volunteers and employees. The feedback on the services received has been exceptional, and those who have utilised the programme have expressed deep appreciation for its support.



EMPLOYED STAFF

Our organisation thrives on the collective efforts of a diverse and talented workforce comprising 189 highly committed individuals. Within this dynamic team are 72 males, 117 females and three foreign national males.

WHITE STAFF 49.74% (2023) | 51.95% (2022) | 45% (2021)
BLACK STAFF 50.26% (2023) | 46.10% (2022) | 55% (2021)
36.51% Male | 1.59% Foreign National Males | 61.90% Female

Our staff's passion, dedication, and unique skill sets are integral to shaping our organisational success. Our employees occupy various positions that span various levels of expertise. We have a team of 1,144 semi-skilled individuals who bring specialised knowledge and skills to their respective roles, and two unskilled workers.

Within our skilled positions, we have 46 team members who are highly proficient in their specific areas. Their expertise enables us to deliver exceptional services and maintain the highest quality and safety standards. Our organisation also benefits from the contributions of eight professionally qualified staff members.

Lastly, our executive team consists of four leaders who provide strategic guidance, foster innovation, and ensure effective organisational management. Thirteen senior managers support them. Their collective experience and leadership are pivotal in achieving our goals.

Together, this diverse and talented workforce forms the backbone of our organisation. We collaborate to save lives, prevent accidents, and make a positive impact on our community and beyond. We value everyone's unique skills, experiences, and perspectives as we continue to strive for excellence in our mission.

LEAVERS AND JOINERS

During the financial year, we observed a higher number of leavers due to the conclusion of two fixed-term contracts, sixteen resignations, nine dismissals and one mutual separation agreement. This trend was predominantly observed in the fundraising centre, driven by performance-related factors and concerns about drowning prevention misconduct. In the same period, we welcomed 30 new joiners, of which five are on fixed-term contracts and two interns across various occupational levels, with the majority joining the Call Centre team within the fundraising centre.

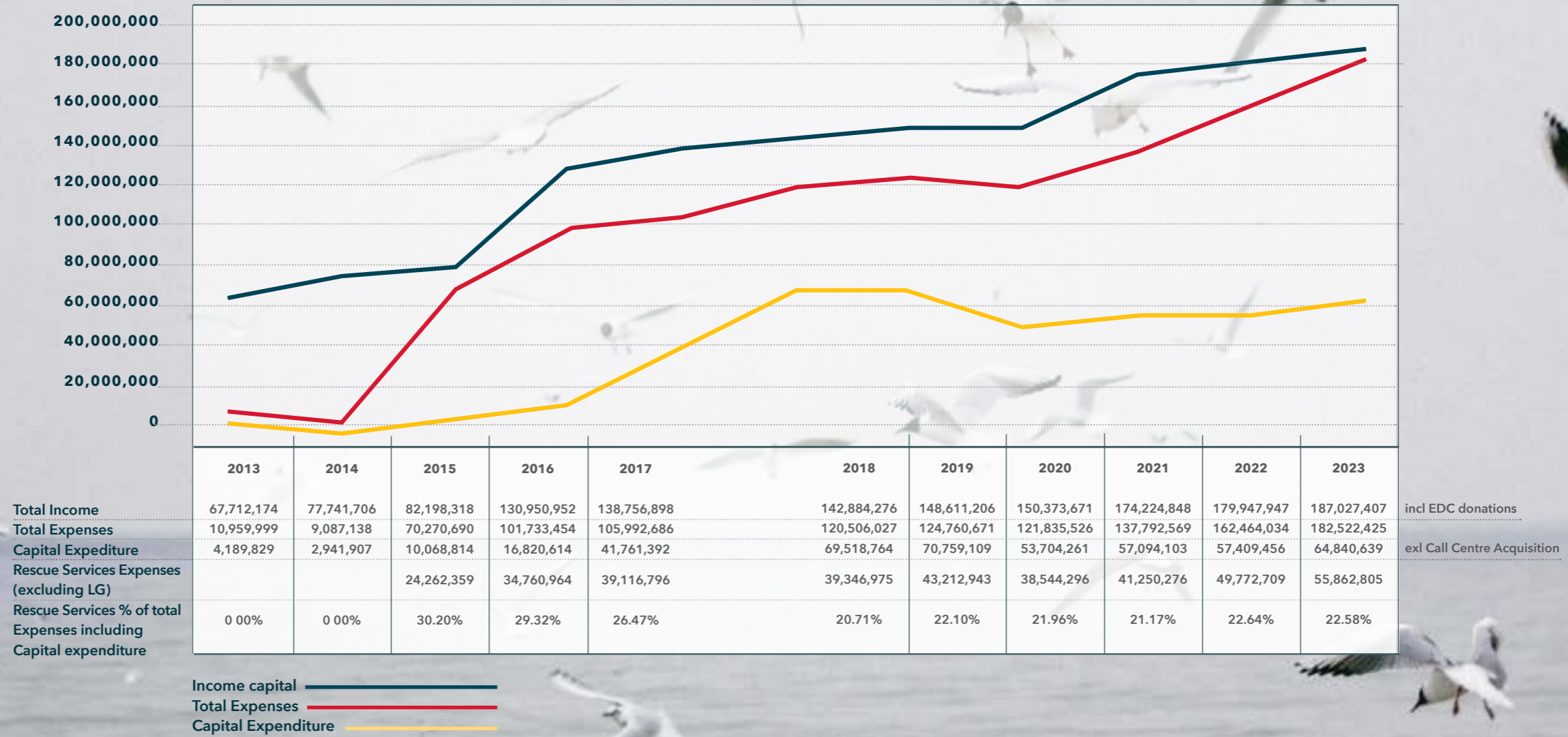
DIVERSITY

Our workforce shows 94 (2022: 80) or 49.74% (2022: 51.59%) white staff. 95 (2022: 71) or 50.26% (2022: 46.1%) black staff and 3 (1.59%) foreign national males. This represents an increase of 1.85% in the white human capital category and 4.16% in the black human capital category. Our 2023 EE submission demonstrated continued progress in appointing black staff.

TRAINING AND DEVELOPMENT

We have formalised an educational assistance programme to support staff development. A comprehensive skills audit was conducted, skills gaps observed and the process of addressing these gaps has commenced. We allocated 1,10% of the salary bill toward human capital training and development during the year, demonstrating increased support compared to 0.29% in 2022.

INCOME AND EXPENSES 10 YEAR TREND



FINANCIAL CAPITAL

SUSTAINABLE FUNDING

Despite the significant economic challenges experienced over the past four years, the NSRI maintained solid revenues throughout 2023.

**Revenue R187,027,407 and
 Borrowing R35,000,000
 Total Expenditure R247,363,064
 Capital Expenditure R64,840,639
 Operational Expenditure R182,522,425**

For us, sustainable funding is rooted in our diverse donor base and the distribution of risk. We prioritise raising smaller amounts from numerous donors rather than relying on a single major donor. The NSRI extends heartfelt appreciation to all our donors and loyal supporters for their ongoing investment in our core mission and vision.

Our cost of fundraising, using staff costs, is 20% of Revenue which is very favourable against international benchmarks.

INCOME AND EXPENSES

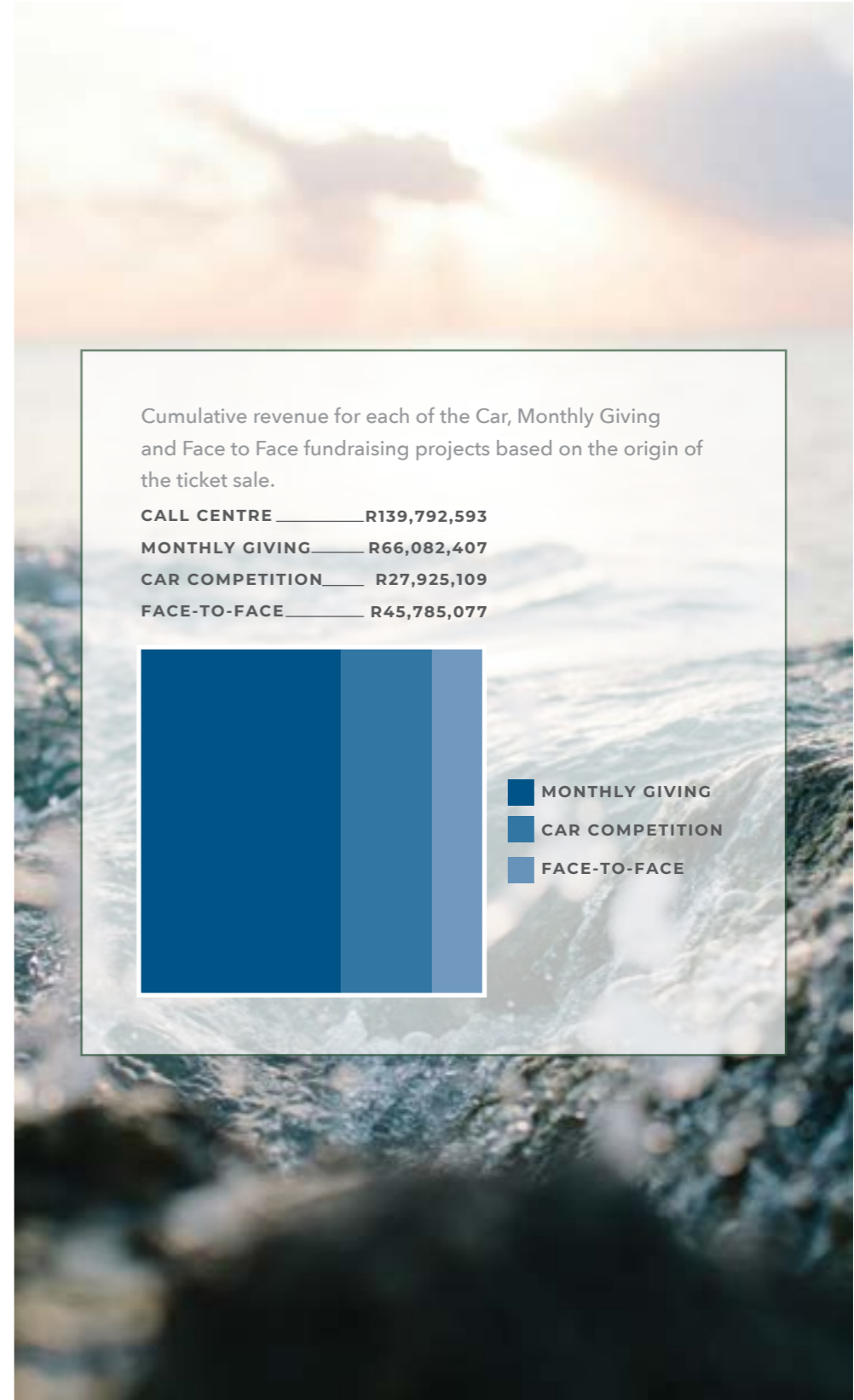
In 2023, the NSRI achieved a total revenue of R187,027,407, missing the budget (R191m) by 2% and exceeding the total revenue for 2022 by 4%.

The core fundraising channels of face-to-face, monthly giving, and the annual car competition contributed R139,792,593 or 75% of the total revenue.

The Car Competition has been running since 1997, Monthly Giving since 2001 and F2F since 2010.

Expenses (excluding capital expenditures) in 2023 amounted to R182,522,425, 12% greater than in 2022. Changes in expenditure primarily focused on personnel and recruitment, communications, and travel for training and lifeguarding, reflecting the NSRI's commitment to mindful spending while upholding our vision of creating a water-safe nation.

As a growing organisation, the NSRI strategically invested in capital projects, such as boats, buildings, and vehicles, to expand its services nationwide. In 2023, we allocated R64,840,639 to these areas, signifying our dedication to paying it forward and avoiding future inflationary costs. We are invested in the future and the next fifty years of operations. This increase in capital expenditure showcases our commitment to the mission and growth of the NSRI and our commitment to the country. Our vehicle fleet is the one element of assets that are not being replaced in line with our 3-year turnover plan.



FINANCIAL REVIEW AND OUTLOOK

The Annual Financial Statements account for the period ending December 31st, 2023, demonstrate a commendable achievement, with gross revenue of R187 million matching bearish expectations. This outcome is especially noteworthy considering the prevailing economic challenges in South Africa.

Our strategic approach of diversifying our donor base and utilising various fundraising mechanisms has proven instrumental in sustaining our operations.

However, we must acknowledge that the market remains challenging, and we need to continue seeking innovative ideas for raising funds. We draw donations from a very narrow segment of the population, and despite our contribution to the economy and non-profit sector, we haven't received favourable government support despite direct approaches to the National Treasury.

Our financial performance has shown improvement, with a year-on-year increase of 4% in revenue, below inflation but, under the circumstances, a positive performance. However, we acknowledge that there is a demand for further improvement. We continue to invest in our human capital as the greatest portion of expenditure; staff and volunteers are our most important assets.

The call centre plays a significant role in generating revenue, contributing 75% of our total revenue.

Capital projects, many of which were initiated earlier than anticipated, are the primary pressure on our financial resources. Notably, projects like the Victoria & Alfred (V&A) project were fast-tracked due to approval from the V&A Company to maintain our prime location.

Managing cash flow with narrow margins while ensuring the momentum of the ORC Vessel programme to maintain build quality presents a significant challenge. Although the hoped-for sale of the Glengariff Road property will alleviate some pressure, the relief will not materialise until late 2024. We may need to consider further donation requests from the NSRI Endowment Trust in the short term.

To ensure financial stability, we have committed to a detailed expenditure review. While we must protect capital and service operational expenditures, potential savings within administrative expenditures require frank discussions. For example, we will closely evaluate vehicle and fuel costs.

Personnel expenses constitute 48% of our expenditure, and we must carefully assess the efficiency and distribution necessary for our business. The introduction of universal benefits to all staff following the Call Centre business transfer in 2019 has increased costs. Administrative expenditure also demands scrutiny. A new remuneration model is being explored for 2024, and lifeguards will be employed seasonally.

We will explore opportunities to optimise telecommunications costs. Bank charges remain a significant expense, and we will either seek relief from our current bank or consider alternative banking options for better cost efficiency.

ABSA has offered us a new business banking platform to improve efficiency and cost. The insurance discussion will involve assessing capital asset losses over one, five and ten years to determine the viability of self-insurance, bearing in mind the challenge of replacing assets within the same loss year. The insurance industry has its challenges post-COVID, and we are expecting increases of 10 - 15% in the cost of coverage. Insurance costs in 2024 will be R2.2m for NSRI assets and volunteer injury/death.

We will also review consultant expenditures, acknowledging that several initiatives have yielded significant positive returns, such as digital online fundraising generating significant monthly amounts through Facebook and our website.

Negotiations for building rentals with entities like Transnet National Ports Authority (TNPA) and the Department of Public Works (DPW) require increased diligence, as some invoiced rates for harbouring leases exceed previous amounts. We are actively engaging TransNET's head office to reach a satisfactory agreement, and with a new CEO, this may be the opportune time.

We will implement stricter controls on fuel expenditure and explore the possibility of reducing our fleet size to mitigate fuel, maintenance and insurance costs. Furthermore, we can save by utilising our facilities and donated spaces within universities or corporate entities, reducing venue costs.

The marketing budget was significantly underspent, but we foresee greater investment necessary in performance marketing to drive list generation in the future.

We aim to maintain operational expenditure while seeking opportunities for efficiency improvements. One area of focus is exploring the potential for regional management across lifeguarding, drowning prevention and operations. This could involve expanding the mandate of regional operations managers to oversee a broader range of activities, enhancing management efficiency without increasing personnel costs.

In 2023, our total expenditure on capital projects amounted to R64,840,639.

The lack of grid electricity continues to cost us diesel, but by increasing the number of solar panels on the roof of the NSRI VSC building to triple its solar capacity, we will drastically reduce this cost. We will also export surplus power generated back into the grid, with our tenants covering the remaining facility costs.

Managing cash flow remains challenging due to our substantial capital programmes, but we have implemented tight management practices to mitigate this challenge. The increasing costs associated with our ageing vehicle fleet result from failing to adhere to our three-year replacement plan.

RETAIL INCOME for 2023 was R3,211,656.57 and expenditure R2,833,046.18 leaving a surplus of R351,610.39. The NSRI Shop in the Waterfront only operated in its new premises for two months and the 2024 figures will be an interesting comparative.

LIFEGUARDING SERVICES income was R2,460,349.52 with expenses of R6,057, 914.46 creating a significant deficit, however the number of contracts increased significantly and the income will accrue into 2024.

We received R5,815,456.85 for Lifeguarding Services early in 2024.

CALL CENTRE showed R139,792,593 in income with expenditure of R39,831,972.12 (40%) with a healthy surplus of R99,960,621. Fundraising costs are slightly higher for the call centre than in general fundraising.

OUTLOOK

Given the challenging state of the South African economy and power supply issues, a conservative and cautious outlook is advised. Our goal for 2024 is to sustain revenue and achieve 10% growth while prioritising cost efficiency, allowing for increased investment in capital projects. A bullish objective with stretch targets perhaps off the back of a favourable National Election. We anticipate rising costs across various areas, such as power, fuel, construction and goods and services, which have been factored into our projections. CPI certainly doesn't seem to represent inflation in our business fairly. Personnel costs, being the largest expense, are within our control and can be managed as needed.

INFORMATION COMMUNICATION TECHNOLOGY

Over the past several years, the NSRI has deployed a solid technology landscape focused on Microsoft technologies across end-user computing, business systems, and the underlying server infrastructure.

Networks and telephony are well-designed, with good redundancy for communications in and out of the VSC.

We continually and actively ensure that all stations have the best available communications in their respective locations.

Two significant achievements should be highlighted in 2023:

the Go-Live of the CRM solution for the Call Centre and the Strategic ICT Review.

GO-LIVE OF THE CRM SOLUTION

The focus of this project was to deliver a new CRM platform to the fundraising environment, built on Dynamics 365, which is scalable, secure, and future fit, covering all fundraising functions and replacing an old database, which was supported by manual business processes, all of which have been automated in the new solution. This new solution will protect current and future donations by significantly reducing risk and creating efficiencies to sustain and grow donations into the future. The project is the culmination of two and a half years of work and is a monumental achievement for the project team and all involved.

STRATEGIC ICT REVIEW

ICT at the NSRI is focused on supporting our various business lines, corporate services, and stations to ensure donor and volunteer sustainability. These businesses and the context within which we operate are constantly evolving and coupled with recent experience in delivering the large fundraising CRM project prompted a strategic ICT review.

This review has outlined our primary business objectives and the strategy by which our ICT department will achieve them. The objectives were formulated through collaborations with the business executive and their management teams, providing a holistic view of each business unit's strategic goals. This was further enriched by insights gathered from the station commanders' conference and 25 ongoing physical station visits. The strategies for achieving these objectives focus on key improvement areas that will enhance the long-term sustainability of our ICT infrastructure. These improvements are crucial for keeping pace with the strategic demands of the business and for leveraging rapidly evolving technological advancements:

IT Operating Model – Evolve the ICT operating model to ensure appropriate focus between running the systems and infrastructure we have while ensuring focused resources (financial & human) on the ICT projects required to move the NSRI's strategic objectives forward.

Architecture – Working from a strong base ensures that the NSRI technology architecture is robust and integrated and enables future strategic objectives.

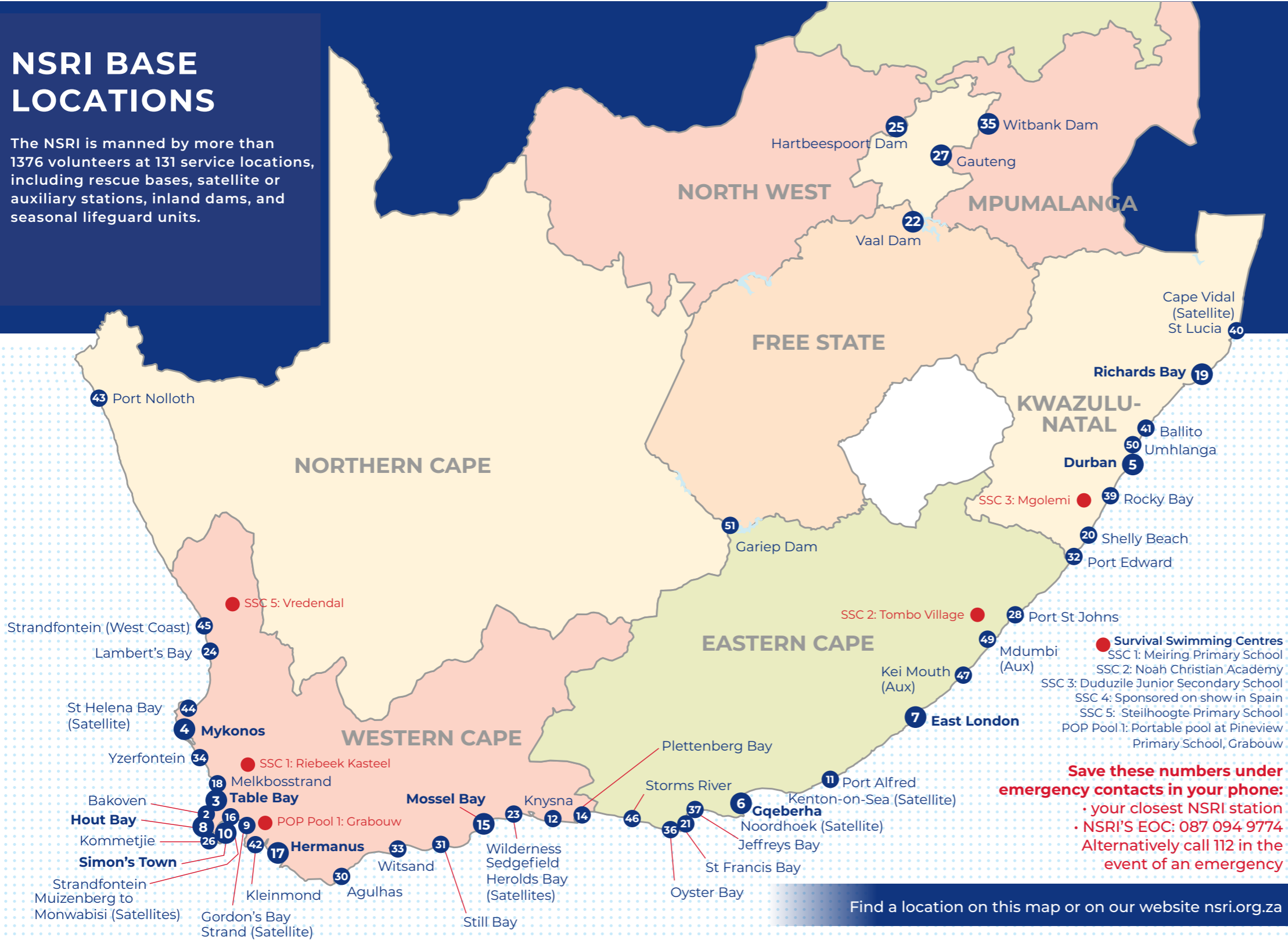
Governance – Refine the ICT Governance structures to ensure appropriate oversight of technical decisions.

Our top five priority projects to deliver key business objectives for 2024 are:

- Strengthening** the technology supporting financial control & finance reporting and making all finance processes more efficient
- Implementing** a marketing campaign automation platform
- An overhaul** of all volunteer systems centred around a volunteer portal
- Overhauling and automating** the technology supporting our retail business, and
- Implementation** of an organisation-wide Data Platform

NSRI BASE LOCATIONS

The NSRI is manned by more than 1376 volunteers at 131 service locations, including rescue bases, satellite or auxiliary stations, inland dams, and seasonal lifeguard units.



- Survival Swimming Centres**
- SSC 1: Meiring Primary School
 - SSC 2: Noah Christian Academy
 - SSC 3: Duduzile Junior Secondary School
 - SSC 4: Sponsored on show in Spain
 - SSC 5: Steilhoogte Primary School
- POP Pool 1: Portable pool at Pineview Primary School, Grabouw**

Save these numbers under emergency contacts in your phone:

- your closest NSRI station
- NSRI'S EOC: 087 094 9774
- Alternatively call 112 in the event of an emergency

Find a location on this map or on our website nsri.org.za

MANUFACTURED CAPITAL: OUR SERVICES

RESCUE SERVICES YEAR 2023

EXPENSES	182,522,425.00
RESCUE SERVICES EXPENSES	55,862,805.05
CAPITAL EXPENDITURE	64,840,639.03

RESCUE SERVICES % OF TOTAL EXPENSES including capital expenditure 48.07%

- 7 REGIONS**
- 46 NUMBERED STATIONS**
- 3 NUMBERED SATELLITE STATIONS**
may mean station in own right when appropriate
- 8 ASSOCIATED SATELLITE STATIONS**
(unnumbered - slaved to parent station number)
Cape Vidal | Kenton on Sea | Noordhoek | Sedgefield
Herolds Bay | Strand | Monwabisi | Muizenberg

OPERATIONS

Reactive rescue services are facilitated through strategically located volunteer boat stations and professional lifeguard posts, spanning over 131 locations along the coast and inland areas. The volunteer-driven boat stations are the backbone of rapid and efficient emergency response, with the option of central support when required.

2023 OPERATIONAL CALL-OUT

Persons in difficulty assisted:	1,822
Vessels assisted:	327
Animals assisted:	97
Swiftwater incidents:	25
Fire incident involvement:	14
Aircraft incident involvement:	2
Event standbys:	378

2023 OPERATIONAL CALL-OUT RANGES FOR STATION

Highest number of Operational Calls by a station:	57
Mid-range Operational Call:	30s
Lower range Operational Calls:	<15



TYPES OF PERSONS RESCUED CALLS

128	Commercial fishermen
70	Commercial mariners
13	Cyclists
46	Divers
33	Driving/motoring (vehicles)
127	Hikers/runners - near shore
15	Hobby/dinghy sailors
19	Jet-skis
33	Kite surfers
124	Paddlers/surfskis/kayaks/canoes/SUPS
6	Paragliders/hang gliders/flying
4	Passengers on cruise liners
379	Random citizens
217	Recreational power boaters/fishermen
27	Shore angling/fishing
6	Spearfishermen
13	Surfers
192	Swimming/bathing
19	Unallocated
140	Unknown
150	Vessel passengers
61	Yachtsmen

1,822 Grand Total

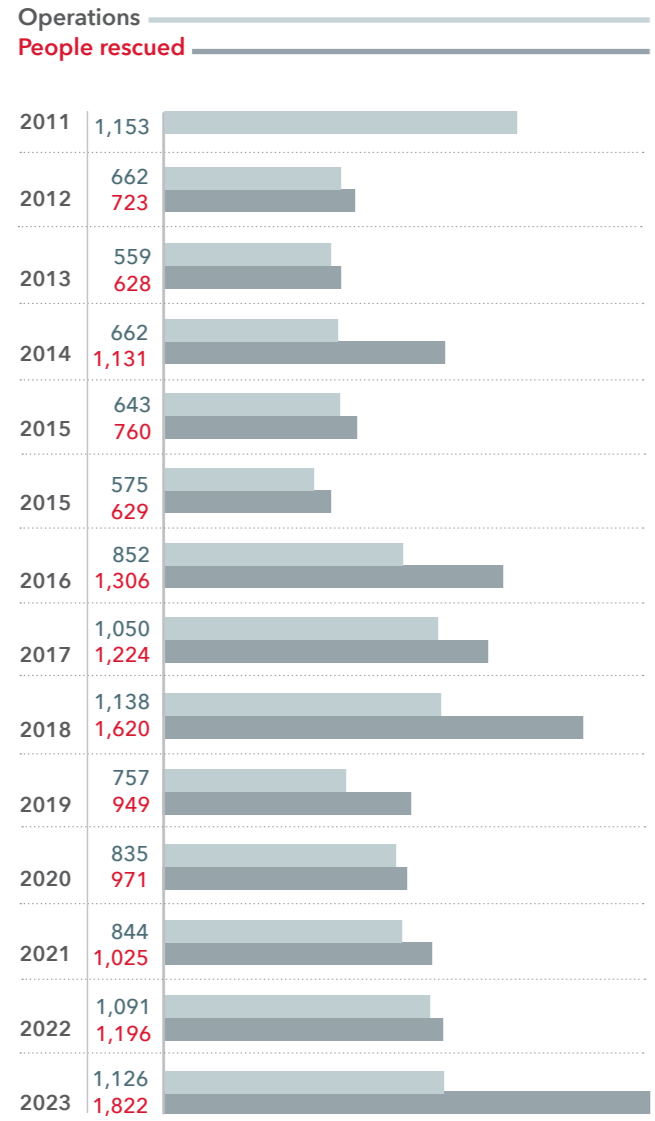
TYPES OF VESSEL ASSISTANCE CALLS

154	Power boating
98	Yacht/sailing vessel
34	Commercial fishing
24	Non-motorised craft
5	Vehicle
10	Unknown (logs, balloons, etc.)
2	Maritime shipping

327 Grand Total

OPERATIONS

OPERATIONAL DATA - LAST DECADE



OPERATIONS PER STATION

Station 04 - Mykonos	74
Station 06 - Port Elizabeth	57
Station 05 - Durban	52
Station 15 - Mossel Bay	50
Station 36 - Oyster Bay	49
Station 23 - Wilderness	49
Station 37 - Jeffreys Bay	44
Station 10 - Simons Town	43
Station 22 - Vaal Dam	35
Station 20 - Shelly Beach	35
Station 32 - Port Edward	34
Station 18 - Melkbosstrand	33
Station 08 - Hout Bay	32
Station 31 - Still Bay	32
Station 17 - Hermanus	32
Station 03 - Table Bay	31
Station 14 - Plettenberg Bay	30
Station 21 - St Francis Bay	30
Station 09 - Gordons Bay	30
Station 30 - Agulhas	26
Station 40 - St Lucia	26
Station 25 - Hartbeespoort Dam	26
Station 11 - Port Alfred	26
Station 26 - Kommetjie	24
Station 42 - Kleinmond	23
Station 02 - Bakoven	22
Station 12 - Knysna	20
Station 24 - Lambert's Bay	19
Station 27 - Gauteng	14
Station 19 - Richards Bay	14
Station 41 - Ballito	13
Station 39 - Rocky Bay	13
Station 45 - Strandfontein	13
Station 34 - Yzerfontein	11
Station 33 - Witsand	10
Station 07 - East London	10
Station 51 - Gariep Dam	9
Station 44 - St Helena Bay	6
Station 33 - Mdumbi	6
Station 47 - Kei Mouth	4
Station 28 - Port St Johns	4
Station 43 - Port Nolloth	3
Station 35 - Witbank Dam	3
Emergency Operations Centre	3
Station 29 - Air-Sea Rescue Unit	2
Station 50 - Umhlanga	2
Station 09 - Strand satellite	1
Station 06 - Noordhoek	1
Station 16 - Strandfontein	1
Station 23 - Sedgefield Satellite	1
Station 38 - Theewaterskloof	1
Grand Total	1,126

EMERGENCY OPERATIONS CENTRE

The EOC plays a vital tactical role in the overall success of our organisation's rescue efforts. Currently staffed with seven operators, the EOC has been operational since 2019, with most operators boasting four years of experience. Our plans involve organic growth to ensure 24-hour coverage with a two-person shift, expanding beyond weekends and peak periods. Additionally, we aim to implement a hierarchical model with a supervisor to enhance strategic oversight, prioritisation, and operational execution.

The EOC operators are immersed in each rescue station's operations. Communication is conducted via phone, radio, email, Microsoft Teams, WhatsApp, or Telegram.

The operators rely on an impressive array of websites, applications, and camera facilities to take calls, dispatch stations, track, report, record, investigate, and update. We focus on streamlining technology and processes, eliminating the use of paper within the EOC.

It is rare for a shift to pass without a rescue, event or training incident, making the operators an integral part of the shore controller volunteers stationed at each location. However, we remain mindful of workload, intensity burnout and psychological stress experienced by EOC operators. They are exposed to the emotional highs, lows, miracles and tragedies encountered at every station, often with high frequency. To address these challenges, we prioritise the well-being of our operators, offering support through a dedicated wellness provider and ensuring lenient off-time periods.

By streamlining operations, improving oversight, and prioritising the welfare of our EOC operators, we strive to enhance the efficiency, resilience, and professionalism of our emergency response system.

SEARCH AND RESCUE

The NSRI Search and Rescue Section consists of five stations as of December 2023:

- Vaal Dam**
- Hartbeespoort Dam**
- Gauteng**
- Witbank**
- Gariep Dam**

The transformation of the inland stations over the past nine years has been truly remarkable. These stations have emerged as significant contributors within their respective emergency service networks. They are frequently called upon to assist in diverse water-related incidents such as flooding, swift water rescues, and other emergencies.

Notably, Station 25 at Hartbeespoort Dam has been especially busy with vessels getting stuck in the Hyacinth, especially in shifting wind conditions. On some occasions, this necessitates the rescue of dozens of persons from multiple vessels in very strenuous conditions.

There are 256 Department of Water and Sanitation dams in South Africa, all of which involve some tourism or recreational activity and ferries on these dams are a particular concern.

SEA RESCUE

2023 was another very busy year for Rescue Services, with a record number of people rescued. This was despite a continuing tough operating climate and governance headwinds:

For a few years now, we have worked hard to establish a presence in the major gap along the Wild Coast, with only Station 28 Port St Johns between Port Edward and East London. By the end of 2024, we plan to have stations and rescue-ready vessels at Port St Johns, Mdumbi and Kei Mouth.

Along the West Coast, St Helena is up and running as a satellite of Station 4 Mykonos, with a view to it being an independent station in the future.

Many other NSRI stations also have effective satellite stations, including Oyster Bay at Storms River, Port Alfred at Kenton-on-Sea and St Lucia at Cape Vidal.

The unwavering commitment and significant impact of our volunteers and NSRI station commanders within their respective communities remain steadfast.

The SA Navy Submarine Rescue (by Stations 26 Kommetjie, 08 Hout Bay and 29 Air Sea Rescue) was the stand-out incident of the year. Among the other rescue operations for 2023, it stands out due to the significant media attention and the positive feedback on the NSRI response (despite the tragic circumstances associated with the incident).

Additionally, the swift water responses to flooding in the Overberg Region in September 2023 (Stations 17 Hermanus, 30 Agulhas, 42 Kleinmond, and 09 Gordons Bay & 16 Strandfontein in the City of Cape Town) deserve further notable mention based on the decisive action from our Rescue Stations and the positive media and community feedback.

The training team completed another successful, busy year.

Craig Lambinon also had a busy season with rescue communications and continues to do an excellent job. Challenges and focus areas for 2024 include concentrating on relationships and communication, particularly alignment, consultation, agreement, and strategy. One aspect of this is the concept of station fundraising and engagement/acceptance of realities in a cost-cutting environment.

In line with our published research paper for 2022, which indicated an annual drowning rate of 1,477, our comprehensive rescue statistics, encompassing lifeguarding preventions, lifeguarding rescues, Pink Rescue Buoy rescues, and station rescues, show that we surpassed this number in lives saved during 2023.

This anecdotal evidence leads us to consider that the South African drowning death rate, without the collective intervention of the NSRI, would exceed 3,000 individuals, at least in the context of 2023. We have made significant progress towards mitigating this distressing statistic.

We look forward to NSRI lifeguarding's continued growth and excellence trajectory. Through the stations, Rescue Services' communications and operational management will continue to support this critical emergency service to ensure the safety of communities and beachgoers.

Gratitude is extended to the NSRI stations where the NSRI has lifeguarding contracts, notably Station 45 Strandfontein, Station 24 Lamberts Bay, Station 4 Mykonos / 44 St Helena, Station 30 Agulhas, Station 33 Witsand, Station 31 Still Bay, Station 15 Mossel Bay, Station 23 Wilderness & Station 12 Knysna. Without the "governance", support and inputs of the station commanders and Station membership, these contracts would be very difficult to run. The local insight, networks and feedback is invaluable.

OPERATIONS

1,822
people were rescued.

1,126
station rescue operations
(excluding lifeguard actions).

Of those, we were
involved in recovering
130
deceased persons, bringing
critical closure to many
families and loved ones.

We now have
1,376
volunteers (including
preventative, governance
and operational roles)
in the collective effort to
make the NSRI one of the
most impactful
NPOs in the country.

ON THE STATION FRONT

STATION 3 TABLE BAY is settling into its new rescue base.

STATION 4 MYKONOS is looking forward to the beginning of building a new base.

STATION 6 GQEBERHA'S new base and ORC will be complete in mid-2024.

STATION 8 HOUT BAY is still awaiting engagement and confirmation from DPW regarding permissions for the base build. Cash flow and funding are likely to be the biggest challenges for this project's go-ahead.

STATION 15 MOSSEL BAY is still challenged by its slipway condition.

STATION 16 STRANDFONTEIN are suffering from access challenges due to sand build-up. Continued engagement with the city regarding potentially moving the station will happen.

STATION 21 ST FRANCIS has received their new boat shed and 10.6m RIB, which was used to rescue 27 people from a fishing vessel in the first week of 2024.

STATION 25 HARTBESPOORT has been battling the Hyacinth on the dam and has done an exemplary job of persevering. Considerations for a larger, deeper draft vessel are being discussed.

STATION 30 AGULHAS is enjoying its new 10.6m cabin RIB, which provides greater crew comfort and better seakeeping on the hostile southern tip of Africa.

STATION 35 WITBANK will go through a base build process in 2024.

STATION 40 ST LUCIA will receive a new 8.8m RIB.

STATION 41 BALLITO has moved to a base on a property the NSRI has purchased.

STATION 47 KEI MOUTH AND STATION 49 MDUMBI will receive new JetRIB vessels and Jimny's in 2024, making them fully operational stations. This significantly adds cover to the Wild Coast.

STATION 51 GARIEP will receive a 7.3m in 2024, giving them a significant asset to cover the largest dam in the country.



OPERATIONS CASE STUDY

The SA Navy submarine SAS MANTHATISI was en route to Cape Town when, on the afternoon of 20 September 2023, at about 14h30, it conducted a vertical transfer (VERTREP) using an SA Air Force Maritime Lynx helicopter off Kommetjie; high waves swept seven crew members overboard.

Rough seas affected the rescue and recovery operation, in which the NSRI assisted. While all crew members were recovered, three fatalities were recorded. Other crew members, including a senior officer in critical condition, were sent to the hospital for treatment.

Vice Admiral Monde Lobese, Chief of the South African Navy, said,

“ Allow me to extend my gratitude to the crews of the SAS Manthatisi and the maritime Lynx helicopter, emergency workers, and the members of the National Sea Rescue Institute for their heroic rescue efforts. Without them, this terrible incident would have been much worse. ”

In a letter to the NSRI, the Admiral said, “The loss of three SA Navy submariners is a tragedy that has deeply affected our community. However, your kindness and generosity have helped ease the burden of this difficult time. Your contribution has not gone unnoticed, and we are grateful for your unwavering support. Your selflessness and compassion are an inspiration that will always be cherished. You have displayed the true meaning of UBUNTU in serving your fellow South Africans.”



AGM & AWARDS EVENING

Honouring incredible acts of bravery and service, the NSRI's 56th Annual Awards Evening and AGM was held at the V&A Waterfront - Cape Town in mid-July. We celebrated our dedicated volunteers and other individuals who risk their lives to save the lives of others on South African waters.

BRAVERY AWARDS

Bravery Gold: **EDWARD GUTSCHE** for his heroic actions on 1 October 2022 when he saved four lives at Port Alfred's Kelly Beach.

Bravery Bronze: **CHRIS SPARG** for his heroic actions on June 29th, 2022, off the Krom River Mouth, St Francis Bay, saving the lives of the three crew members that day alongside his family.

Bravery Bronze: **COURTNEY SPARG** for her heroic actions on June 29th, 2022, off the Krom River Mouth, St Francis Bay, saving the lives of the three crew members that day alongside her family.

Bravery Bronze: **CAMERON SPARG** for his heroic actions on June 29th, 2022, off the Krom River Mouth, St Francis Bay, saving the lives of the three crew members that day alongside his family.

Bravery Bronze: **SIMON BEKKER** for his courageous actions on December 11th, 2022, when he, along with three other Good Samaritans, rescued two teenagers at Eerste Rivier Beach in Tsitsikamma, in dense fog and rough seas.

Bravery Bronze: **DIVAN PRINSLOO** for his brave actions on 7th October 2022 when he rescued 4 swimmers in difficulty at Leentjiesklip Beach in Wilderness.

Bravery Bronze: **COENRAAD PRINSLOO** for his brave actions on 7th October 2022 when he rescued 4 swimmers in difficulty at Leentjiesklip Beach in Wilderness.

Bravery Bronze: **ANDREW ELCOCK** for demonstrating immense courage on 30 April 2023, when he rescued an 8-year-old boy who was caught in a rip current at Clifton's 1st Beach.

Bravery Silver: **REZA YON** for his courageous actions when on the 25th of September 2022, he went to the assistance of 3 teenagers caught in a rip current off Mnandi Beach, tragically losing his life in the process. Reza's mother Miriam Essop and other family members accepted the award.

GALLANTRY AWARDS

Gallantry Bronze: **JOÃO FELIZARDO** for his brave actions on 13th August 2022 when saving the life of a man swept off Port Alfred's West Pier.

Gallantry Bronze: **QUENTIN POWER** for his brave actions on 4 December 2022 when he saved two teenagers' lives at Salmon Bay.

STATION AWARDS:

The **Most Improved Station** of the Year award went to **STATION 4 MYKONOS**.

The **Best RIB Station** of the Year went to **STATION 14 PLETTENBERG BAY**.

The **Pat O Sullivan Trophy** to **STATION 5 DURBAN**.

SPECIAL AWARDS

The Marmion Marsh Trophy: **ANDREW INGRAM**

The Alric Simpson Floating Trophy:
TWO OCEANS MARINE MANUFACTURING.

LONG SERVICE AWARDS:

55 years service - IAN STRACHAN

45 years service - MARK HUGHES, DAVE ROBERTS

40 years service - HOWARD BELL, JOHNNY ALBERT, ERWIN SELK

35 years service - STEPHANIE DANIELS, GRAEME HARDING,

ANDREW MATTHEWS, SPENCER OLDHAM, STEPH LE ROUX,

DAWIE ZWIEGELAAR

30 years service - CRAIG LAMBINON, MALCOLM MANION,

ANDREW DE KOCK, KERYN VAN DER WALT, ANDRÉ JERLING,

HENNIE NIEHAUS

25 years service and Honorary Life Membership -

KRISTA LAZZARI, PAULA LEECH, ADRIAN JAMES,

ALAN SINGMIN

ENSURING LIFEGUARDING OPERATIONAL EXCELLENCE

EDUCATION AND TRAINING The NSRI has established a National Training Framework, enabling the delivery of highly skilled lifeguards proficient in various areas, including small vessel operations, emergency care, radio communication and rescue techniques.

CAPITAL ASSETS Essential capital assets, such as medical equipment (automatic external defibrillators), vessels (JetRIB inshore rescue vessels), and surf equipment (boards and buoys), are maintained to support lifeguarding operational requirements.

AN ENGAGED AND SUPPORTED WORKFORCE Lifeguard crew undergo rigorous medical screening and have access to an employee wellness support system.

SEAMLESS OPERATIONAL INFRASTRUCTURE A local area radio communication network and the 24/7 Emergency Operations Centre (EOC) in Cape Town provide continuous support, supplemented by backup assistance from adjacent NSRI rescue boat stations. The NSRI also prioritises prevention through comprehensive beach risk assessments and beach stewardship initiatives.

EMBEDDED GOOD GOVERNANCE The NSRI operates under a comprehensive governance structure that provides rigorous oversight over its business operations. This structure encompasses robust measures and ensures high levels of business integrity,

The NSRI commercial lifeguard season concluded on January 31, 2024. During this season, we expanded our coverage to 74 beaches. The season was successful, with most beaches experiencing an increase in visitors. Going beyond our contractual obligations, we deployed NSRI lifeguards on selected beaches during hot and busy days from February to April.

This proactive approach proved crucial, as several significant rescues were performed on these days, potentially saving lives that may have been lost without our presence.

The municipalities we partnered with expressed their gratitude for our actions, as no previous lifeguard service contracted by them had taken similar proactive measures.

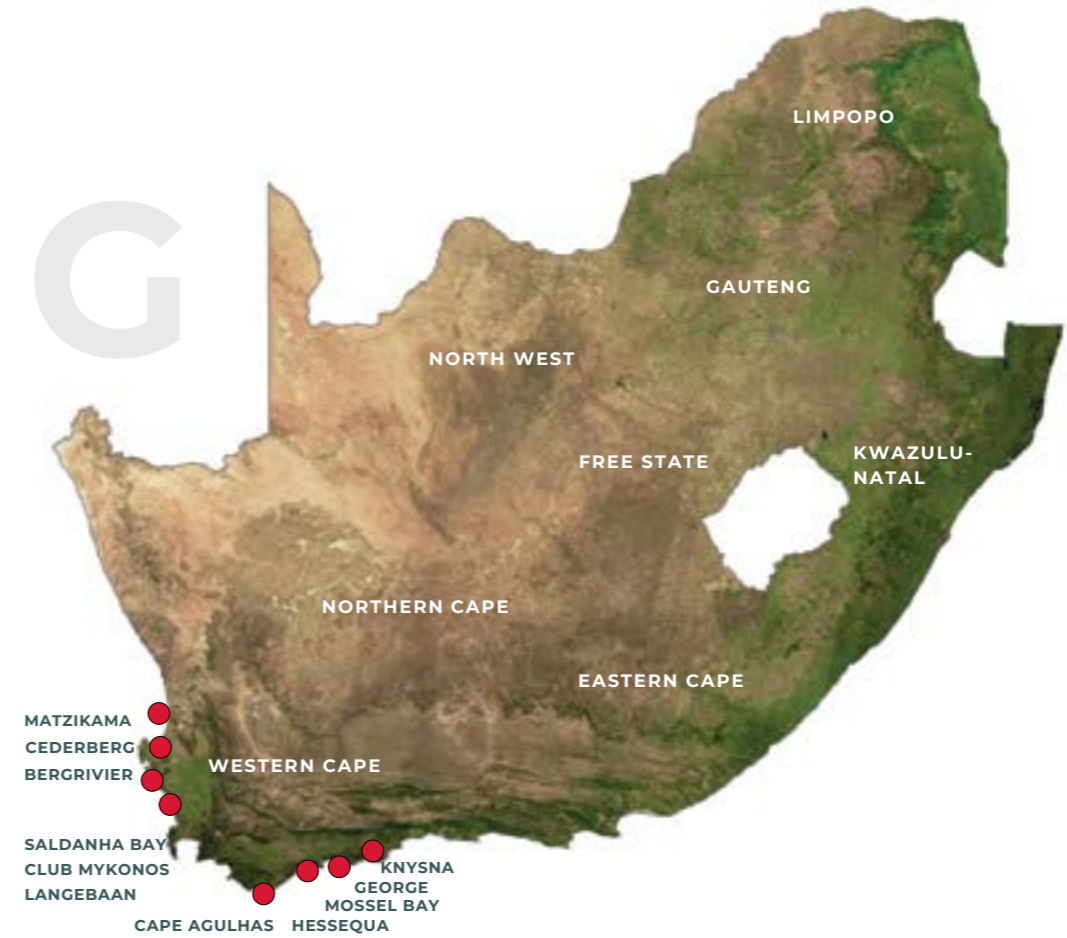
These additional days not covered by the contract further strengthened the municipalities' support for the NSRI as their preferred lifeguarding service.

We diligently compile season reports for each of our beaches and a consolidated report highlighting the collective accomplishments across all beaches.

These reports, unrivalled by any other lifeguard service, have become a standout feature of our organisation.

Tailored to each municipality, the reports feature updated photos and stories specific to their respective areas. Although a significant undertaking, the value of these reports is immeasurable.

We derive data and statistics directly from our dedicated lifeguard reporting app, enabling us to provide the latest season's statistics and compare them with previous years to identify noteworthy trends. Before our lifeguards utilised the application, comprehensive beach data for the areas under our operation was minimal. Now, we possess a wealth of comprehensive data that benefits our internal analysis and provides beach-specific data to the municipalities. The surf rescue app continues to prove instrumental in our lifeguard operations, undergoing yearly improvements to ensure accurate and streamlined data collection from the lifeguards' perspective.



The NSRI has contracts to provide lifeguarding services for municipalities to the value of R8,309,235. Expenditure against Lifeguarding is R6,273,097.03 showing a surplus of R2,036,137.97 across the 2023/24 season.

MATZIKAMA	LANGEBAAAN	MOSSEL BAY	GEORGE
Strandfontein	Langebaan Main Beach Cape Agulhas Roman Beach	Gleniqua Onderwyser Outeniqua Dwarsweg Pienaarstrand Southern Cross Souwezia Nooitgedacht Koffiehuis Bayview Tweekuilen Point Tidal Pool Point Poort Boggomsbaai Vleesbaai Tarka Beach Kleinbrak Riviermond Hartenbos Mond Santos De Bakke Diaz Hartenbos Grootbrak Rivier Mouth Glentana	Herolds Bay Victoria Bay Gwaing River Mouth Leentjiesklip Geroge Municipal Pool Wilderness Steps Wilderness Lagoon Wilderness Main Beach
CEDERBERG	HESSEQUA	KNYSNA	
Lambert's Bay Main Melkbaai Lamberts Bay Elands Bay Clanwilliam Dam	Witsand Tidal Pool Witsand Main Beach Heidelberg (Pool) Riversdale (Pool) Jongensfontein Stilbaai West Stilbaai Mond Lappiesbaai Preekstoel Gouritz Tidal Pool Gouritz Main Beach	Myoli Swartvlei Noetzie Leisure Isle Brenton-on-Sea Buffelsbaai Buffs Wildside Karatara (Pool)	
BERGRIVIER	SALDANHA BAY		
Stywelyne Beach Pelikaan Beach Dwarskersbos Beach	Saldanha Main Beach Hoedjiesbaai Paternoster Laingville Leentjiesklip		
CLUB MYKONOS			
Oceanis (Mykonos) Marc's Beach Bar (Mykonos)			



We strive to elevate the stature of our lifeguards, aligning their unique roles and expertise with the larger NSRI mission

SOUTH AFRICAN QUALIFICATIONS AUTHORITY

The NSRI has been successful in our application to provide a National Qualification Framework (NQF) 4-level lifeguard qualification on the national qualifications' framework through SAQA and now needs to redo this process through QCTO.

We will pursue grant-in-aid funding, which will enable us to provide opportunities for individuals from historically disadvantaged backgrounds to enrol in a programme to acquire a recognised NQF 4-level qualification.

EMPOWERING OUR LIFEGUARDS

In 2023, we implemented an empowerment initiative in the areas where we have been operating for more than two years. We identified experienced team members who demonstrated leadership skills and initiative. Through a structured training plan and ongoing monthly guidance, we enabled these individuals to take ownership of their teams and continue training to meet the required standards. This approach effectively reduced our training costs while empowering our lifeguards. Training activities are tracked and recorded in real-time using the Surf Rescue app, allowing us to monitor training sessions, make necessary adjustments to the programmes, and accurately log the hours dedicated to training.

MUNICIPALITY NEGOTIATIONS

Throughout the year, we engaged in ongoing discussions with the municipalities we currently serve and those that sought our assistance while monitoring Government platforms for new tender opportunities.

One significant challenge we encountered was the tendency of municipalities to initiate beach safety planning only towards the end of the year, leaving us with limited time to ensure proper preparation. We stressed the importance of adequate lead time and a signed Memorandum of Understanding (MOU) to deliver our services effectively, ensuring that all new or existing beaches had the necessary equipment, training and coverage. Considering the lengthy lead time for procuring essential items such as rescue equipment and clothing, early procurement and careful planning are essential to anticipate last-minute requests for high-risk areas we could effectively cover.

Compiling tender documents for municipalities is a substantial undertaking. It involves drafting budgets, establishing relationships with local municipalities, lifeguards, and communities, and ensuring compliance with all tender requirements. While it is disheartening to have a tender rejected based on cost, it is reassuring that the awarded services strive to maintain a high standard and prove themselves comparable to the NSRI in providing lifeguarding services.

Our commitment to delivering the highest lifeguarding standard remains unwavering. It is crucial to highlight that the NSRI maintains a high standard that includes top-quality equipment and clothing requirements. Some municipalities struggle to cover the costs of maintaining a superior lifeguarding service. While we constantly engage with municipal officials on these matters, funding limitations often pose a significant challenge.

CONTRACTED TRAINING

The commercial lifeguard service was contracted throughout the year to provide lifeguard training in numerous areas nationwide. As part of our training services, the NSRI invoices for the training provided, and our team of highly experienced lifeguard trainers is dispatched over a specified period to deliver the training. In 2023, we secured four training contracts with Kouga, Ceres, Ya Bana Village and Helderstroom correctional facility. These contracts allowed us to impart our expertise and empower lifeguards in these areas through comprehensive training programmes.

SURF RESCUE APP

In 2023, significant enhancements were implemented in the Surf Rescue Application to optimise collecting and utilising valuable information obtained through the Surf Rescue App incident reports. Furthermore, we comprehensively reviewed incident reports from the RNLI, incorporating their insights to make refined adjustments.

The key improvements include:

Introduction of an incident location drop-pin feature for precise location recording; **Implementation of an option** for lifeguards to differentiate between major and minor first aid incidents, enabling specific reporting fields for each category; **Streamlining of age data** by grouping age ranges, resulting in cleaner and more organised data analysis; **Integration of the demographic-patient** colour code, inspired by Seaweb, to facilitate better understanding and classification of patient demographics; and **Data collection** was initiated on the distance of rescues from the lifeguard flags, enabling us to identify that most rescues occur between 50 to 100 metres outside the designated lifeguarded areas.

These updates to the Surf Rescue App have significantly improved data collection efficiency and enriched our analytical capabilities, ultimately strengthening our lifeguarding operations and decision-making processes.

LIFEGUARD SUB-BRAND

In a significant initiative, the NSRI Lifeguards were established as a distinct sub-brand, separate from Sea Rescue. This strategic move aimed to empower the lifeguards by allowing them to operate under the prominent banner of 'NSRI LIFEGUARDS.' This shift in branding holds significant importance for the lifeguards who take pride in their role and want to highlight their identity as lifeguards and for the overall image of the NSRI among the beach-going public.

By giving the NSRI lifeguards their distinct identity, we acknowledge and celebrate their specialised expertise and critical role in beach safety. This differentiation helps to foster a sense of pride and professionalism among the lifeguards while promoting public awareness and recognition of the NSRI's commitment to delivering exceptional lifeguarding services.

By prominently displaying 'NSRI LIFEGUARDS' at our beach locations, we enhance the visibility and credibility of our lifeguarding operations, reinforcing the trust and confidence that beach visitors place in the NSRI. This dedicated branding approach contributes to a cohesive and unified NSRI image, where each branch operates with a clear and identifiable purpose, further strengthening our position as a leading authority in coastal safety.

Through this branding initiative, we strive to elevate the stature of our lifeguards, aligning their unique roles and expertise with the larger NSRI mission. This approach not only resonates with the lifeguards themselves but also positively impacts the public perception of our organisation, emphasising our commitment to excellence in beach safety and emergency response.

LIFEGUARDING

Lifeguarded Beaches:	74
Lifeguard Preventions:	4,217
Lifeguard Rescues:	167
Number of Lifeguards:	420
First Aid Interventions:	184



LIFEGUARDING

NSRI LIFEGUARDING CASE STUDY

George Municipality December 2023 to April 2026 (3 years) Areas Covered: Wilderness to Herold's Bay

START OF 2023/2024 SEASON

Throughout the season, our lifeguards carried out their duties, involving preventive measures, rescues, and administering vital first aid. Despite the sometimes-challenging circumstances, their professionalism and the support from our management team resulted in no loss of life within their 'duty to care area'.

Tragically, we recorded two fatal drownings within 1 kilometre of the NSRI Lifeguards' safe swimming area. At Clanwilliam Dam, a 17-year-old drowned around a rock promontory approximately 400 metres from the safe swimming area and, at Mossel Bay's Little Brak beach, which is approximately 450 metres from the NSRI's lifeguarded area, a 66-year-old local man drowned.

In 2024, we continue our lifeguard service on contracted beaches, with most operations concluding by the 15th of January (and the remaining beaches ending by the 31st of January).

Collaborating closely with municipalities, we strive to deliver cost-effective lifeguard services and seek additional funding for areas with limited resources. Negotiations for more three-year contracts are underway, and we are optimistic about securing more agreements.

Our focus on management and leadership training continues. Thanks to the RNLI's support, our training materials and courses have reached unparalleled standards.

The George Municipality's Fire and Rescue Services awarded the NSRI a three-year lifeguard tender supervising the beaches from Herold's Bay to Wilderness Main Beach, including oversight of the Conville swimming pool.

The lifeguard duty period in the George Municipality spans from December 1, 2023, to January 31, 2024, with weekend coverage in February and March until the Easter holidays, which end on April 1, 2024.

The finalised contract was received on November 16th, 2023, putting huge pressure on the management team to build qualified lifeguard teams and equip them to NSRI's standards by December 1st.

During a site visit on November 19th, municipal officials, including the Fire Chief and supporting commanders, were presented with the NSRI's equipment standards, including a Mitsubishi vehicle.

Adam Helling and Joshua Scholtz, experienced lifeguards in the area, were chosen as area managers. The municipality stipulated working hours, ranging from 10 to 13 hours daily, so they had to plan rosters carefully.

A notable challenge faced was the availability of lifeguards, coupled with the long hours required to be on duty.

Station 23 Wilderness Station Commander Mike Vonk facilitated collaboration between NSRI and the Outeniqua Surf Lifesaving Club, which was very helpful to the Lifesaving management.

An informal meeting secured the club's lifeguards under the NSRI's flag, and they underwent retesting and qualification for the season. On November 30th 2023, 14 days after winning the contract, 36 lifeguards were inducted, with the remaining 6 completing the process a week later.

Despite these challenges, the lifeguards reported 7 non-fatal drowning incidents, a remarkable improvement from the previous season's four fatal incidents. They also executed 849 prevention actions, reaching an estimated 3,483 people, performed 63 rescues, and attended to 46 first aid incidents during the season.

Credit for the success can be attributed to the dedication and commitment of the lifeguards, support from Station 23 management and volunteers, expertise of the area managers, and the George Municipality's support and oversight. The NSRI's comprehensive drowning prevention package, which includes beach safety cameras, water safety education and survival swimming training, cannot be matched by any other organisation.

This collaborative effort resulted in a successful and safer beach environment in the George Municipality during the December duty period.



DROWNING PREVENTION

905,185	Children educated in Water Safety
17,998	Survival Swimming lessons presented
9	Provinces
23	Survival Swimming locations
8	Pop-up Survival Swimming locations
10	Volunteer Survival Swimming locations
87	Volunteer Survival Swimming instructors
22	Professional Survival Swimming instructors
6	Survival Swimming centres
6	Beach Safety Cameras

Drowning is a complex public health issue and has profound repercussions on families and communities. At the NSRI, we aim to safeguard lives and livelihoods across South African waters through comprehensive education, drowning prevention initiatives, and effective rescue operations.

Within the NSRI, the Drowning Prevention department is a unique and vital entity in South and sub-Saharan Africa. Consisting of a team of 38 employees and 87 volunteers, this department plays a pivotal role in realising our mission.

Notably, considering the global drowning burden, it is important to recognise that low-middle-income countries, including South Africa, contribute a staggering 90% to this distressing burden.

Through the collective efforts of our drowning prevention department, we are committed to mitigating the impact of drowning, saving lives, and safeguarding the well-being of our communities.



22
INSTRUCTORS
8
EDUCATORS

DPI - Drowning Prevention Instructors: **22** | **WSE** - Water Safety Educators: **8**

WESTERN CAPE	
CAVILLE ABRAHAMS	
Riversdale WC Team Leader	
Ceres.....	DPI
Gugulethu.....	WSE
Riebeeck Kasteel.....	DPI
Lambertsbay.....	WSE
Dooringbaai.....	WSE
Goodwood.....	DPI
Hanover Park.....	DPI
Mfuleni.....	DPI
Strandfontein.....	DPI
George.....	DPI
Vredendal.....	DPI
GAUTENG	
Soweto.....	WSE
Midrand.....	DPI
Soweto Pimville.....	DPI
Boksburg.....	DPI
EASTERN CAPE	
MLUNGISI NDAMASE	
Tombo Village EC Team Leader	
Port Elizabeth.....	WSE
East London.....	WSE
Tombo Village.....	DPI
KWAZULU-NATAL	
SIYABONGA MTHETHWA	
Durban KZN Team Leader	
Howick.....	WSE
Darnall.....	WSE
Port Shepstone.....	DPI
Richards Bay.....	WSE
Richards Bay.....	WSE
Newlands.....	DPI
Pinetown.....	WSE
Montclairclose.....	WSE
KwaMashu.....	DPI
Durban Central.....	DPI
Bizana.....	DPI
NORTH WEST	
Klerksdorp.....	DPI
MPUMALANGA	
Ermelo.....	DPI
FREE STATE	
Vereeniging.....	DPI
LIMPOPO	
Skukuza.....	DPI

SURVIVAL SWIMMING LOCATIONS	
V: Volunteer site	
PU: Pop-Up	
SS: Continuous site	
SSC: Survival Swimming Centres	
Blue Downs.....	SS
Ceres.....	SS
Conville.....	SS
De Mist.....	SS
Delft.....	SS
Gamalakhe.....	SS
Hanover Park.....	SS
Heatherland.....	SS
Kenton-on-Sea.....	V
King David.....	
Linksfield.....	SS
Kleinmond.....	V
Kommetjie.....	V
Leliebloem House.....	SS
Long Street.....	SS
Meyerton.....	SS
Mill Hill.....	SS
Mount Amanzi.....	PU
Muizenburg.....	SS
Ntuzuma.....	SS
Paulazz Resort.....	V
Phila Primary.....	SS
Pimville.....	SS
Port Alfred.....	V
Port Shepstone.....	SSC 3
Rabie Ridge.....	SS
Reiger Park.....	SS
Retreat.....	SS
Riebeeck Kasteel.....	SSC 1
River Hamlet.....	V
Saldanha.....	PU
Sea Point.....	V
Strand.....	V
Strandfontein.....	SS
Tombo Village.....	SSC 2
Trinity house.....	
Glenvista.....	SS
uShaka Marine.....	PU
Vanderbijlpark.....	SS
Vredendal.....	SSC 5
Wellington.....	PU
Wilderness.....	PU
Woodlands Primary.....	PU
Wynberg.....	PU
Wynberg Pool.....	V
Paterson.....	V
Knysna.....	PU

DROWNING PREVENTION

NSRI DROWNING PREVENTION PILLARS

RESEARCH AND ADVOCACY

We engage in rigorous research and advocacy efforts to deepen our understanding of drowning dynamics and disseminate knowledge to key stakeholders. We strive to drive meaningful change in drowning prevention by raising awareness, influencing policies, and fostering collaborations.

In 2023, we focused on research and advocacy, with notable support and engagement in various activities such as conference publications, research papers and advocacy initiatives.

A significant milestone achieved during this period was developing and implementing a monitoring and evaluation framework for the Drowning Prevention Department.

The framework outlines monitoring, evaluation, and progress reporting methods, enabling us to measure the programme's impact and identify areas for improvement.

By implementing this framework, we have strengthened our ability to measure programme outcomes, promote evidence-based practices and continually enhance our efforts.

EDUCATION AND TRAINING

Through comprehensive educational programmes and training initiatives, we empower people with vital water safety knowledge and skills.

By equipping individuals, communities and organisations with a good understanding of water safety, we aim to enhance drowning prevention and create a safety culture.

INNOVATION

Embracing innovation, we actively seek cutting-edge solutions and approaches to tackle drowning prevention challenges.

By leveraging technology, partnerships, and forward-thinking strategies, we continuously explore new avenues to enhance the effectiveness and reach of our interventions.

CONFERENCE	TITLE OF OUTPUT	AUTHORS
Public Health Association of South Africa 2023 (PHASA)	An Attempt to Reduce the Drowning Burden: Determining the Data Variables Essential for a Drowning Information System for Low-and-middle-income-countries	Nongcebo Mahlalela, Jill Fortuin and Cleeve Robertson
World Maritime Rescue Congress 2023 (WMRC2023)	Using Research to Strengthen Drowning Prevention Interventions	Jill Fortuin, Nongcebo Mahlalela and Cleeve Robertson
World Maritime Rescue Congress 2023 (WMRC2023)	The importance of a structured training programme in capacitating volunteers at the National Sea Rescue Institute	Cleeve Robertson
World Conference on Drowning Prevention 2023 (WCDP2023)	Drowning Prevention in South Africa	Jill Fortuin, Cleeve Robertson, Nongcebo Mahlalela
World Conference on Drowning Prevention (WCDP2023)	Fatal Drowning Profile for South Africa: 2016 - 2021	Jill Fortuin, , Nongcebo Mahlalela, Cleeve Robertson, Innocent Karangwa
Stellenbosch University Annual Academic Day 2023 (SUN AAD)	Fatal Drowning in South Africa: A Six-Year Retrospective Epidemiological Study, 2016-2021	Jill Fortuin, , Nongcebo Mahlalela, Cleeve Robertson, Innocent Karangwa
The Stellenbosch University Division of Emergency Medicine	Drowning and Drowning Prevention in the Western Cape	Jill Fortuin, Nongcebo Mahlalela and Cleeve Robertson



BY THE END OF
DECEMBER 2023
17,998
SWIMMING LESSONS
HAD BEEN PRESENTED

NUMBER OF PERSONS
PRESENTED WITH
A SURVIVAL SWIMMING
LESSON

2019	156
2020	399
2021	2,113
2022	13,695
2023	17,998

NUMBER OF PEOPLE
TAUGHT WATER
SAFETY EDUCATION
SINCE 2006

2006	6,500
2007	15,500
2008	39,494
2009	26,817
2010	36,971
2011	51,798
2012	105,205
2013	187,028
2014	169,640
2015	269,862
2016	323,130
2017	367,857
2018	494,384
2019	574,099
2020	168,293
2021	332,980
2022	628,351
2023	905,185

EDUCATION AND TRAINING

Water Safety Education and Survival Swimming training have been core components of our education and training efforts. These initiatives, which have been public facing since establishing the NSRI's water safety programmes, have remained a primary focus for drowning prevention. In 2023, the programme experienced increased participation and uptake.

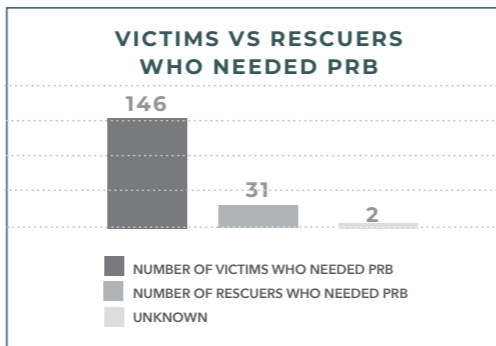
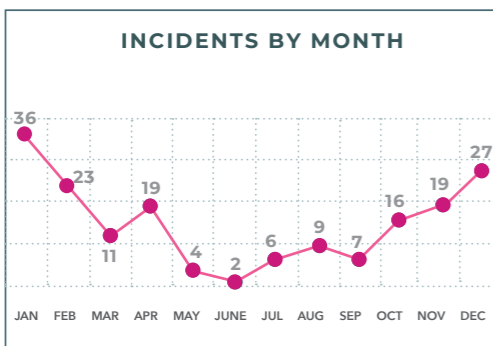
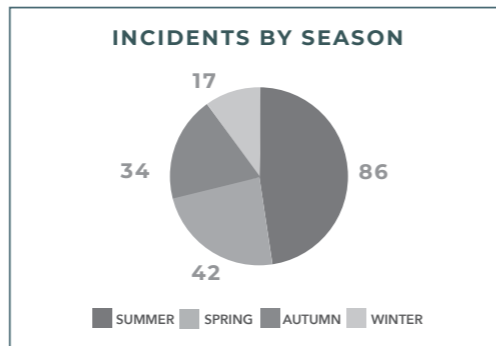
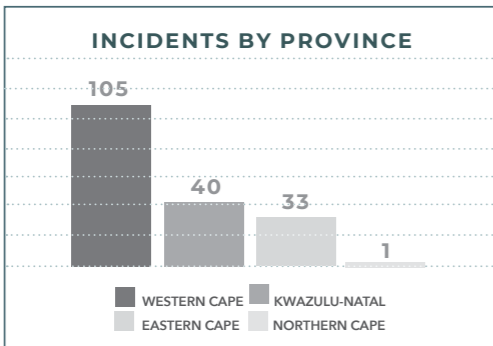
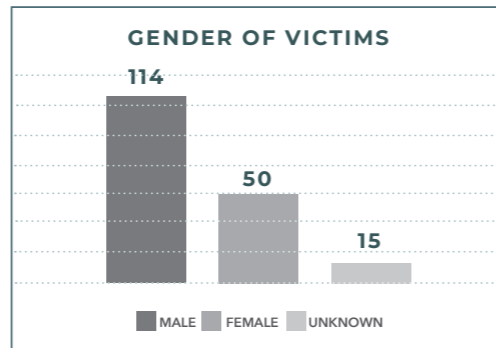
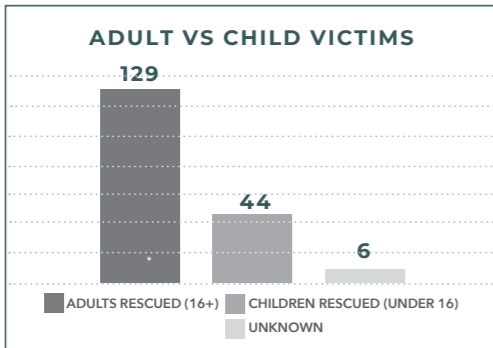
Over 18 years, the NSRI has successfully educated a staggering 4,703,094 individuals in water safety, with a record-breaking number of 905,185 people trained in 2023 alone.

NUMBER OF PERSONS TAUGHT

Our training efforts have yielded noteworthy results, particularly in high-risk drowning areas. Where a water safety education team member is not present, we implemented targeted mini projects involving a team of drowning prevention instructors visiting these areas for a short period, typically one week. During these targeted visits, we conducted structured sessions at pre-arranged schools, health facilities and community forums, maximising our outreach and impact.

The NSRI's Survival Swimming training surged in popularity in 2023. Significant investment has been made in recruiting and training Survival Swimming instructors and volunteers. In 2021, the Survival Swimming season commenced with five instructors, and by the end of 2023, this had increased to 38 employed instructors and 87 volunteer instructors.

PINK BUOYS



WHERE VICTIMS WERE WHEN RESCUED

Beach	151
Boat capsized	3
Bodyboard	3
Fisherman	1
Harbour wall	2
Jet-ski	1
Kite board	1
Open water swim	1
Paddle ski	1
Pier	2
River	1
River mouth	1
Rocks	8
Surfer	2
Tidal pool	1

DISTANCE FROM NEAREST NSRI STATION

0 - 9 km	84
10 - 19 km	30
20 - 29 km	21
30 - 39 km	6
40 - 49 km	1
60 - 69 km	1
170 - 179 km	2
180 - 189 km	2

VICTIM AND RESCUER RELATIONSHIP (per incident)

None	99
Unknown	19
Friends	2
Schoolmate	1
Professor (victim) & student (rescuer)	1
NSRI Station Commander (rescuer)	1
Siblings	1
Wife (victim) & husband (rescuer)	1
Friend	1
Parent and child	1

NUMBER OF PERSONS RESCUED PER STATION

TOTAL NUMBER OF PINK RESCUE BUOYS PER STATION

23 Wilderness	32	63
37 Jeffreys Bay	20	79
41 Ballito	13	51
18 Melkbosstrand	12	60
40 St Lucia	11	25
15 Mossel Bay	9	39
32 Port Edward	8	27
02 Bakoven	7	25
39 Rock Bay	7	32
03 Table Bay	6	27
04 Mykonos	6	42
09 Gordon's Bay	6	21
10 Simon's Town	5	52
36 Oyster Bay	5	49
42 Kleinmond	5	44
14 Plettenberg Bay	4	49
11 Port Alfred	3	32
26 Kommetjie	3	16
28 Port St Johns	3	80
31 Stilbaai	3	27
33 Witsand	3	13
21 St Francis	2	39
17 Hermanus	1	30
24 Lambert's Bay	1	11
43 Port Nolloth	1	17
Other	3	

Total lives saved using a Pink Rescue Buoy since inception	176
Total number of Pink Rescue Buoys deployed	1,813
Total number of Pink Rescue Buoy Custodians	89
Number of Pink Rescue Buoy Custodians joined in 2023	28
Number of Pink Rescue Buoy Rescues in 2023	44
Number of Pink Rescue Buoys deployed in 2023	261

In 2023, the effectiveness of PRBs as public rescue equipment remained evident. Deploying 261 new PRBs throughout the year resulted in 44 successful rescues with no reported injury to bystanders who used them, reaffirming the success of this innovative approach.

The ongoing challenge of theft affecting the PRBs persists despite our proactive measures, such as education programmes, volunteer involvement, Beach Safety Camera surveillance, social media campaigns, and Apple AirTag tracking devices.

The replacement cost of a stolen PRB, including the buoy, pole and sign, amounts to R1,500. While this cost is small for saving a life, theft prevention remains a priority.

Our unique PRB initiative sets us apart in South Africa and Africa in that our Pink Buoys and the Hawaii Rescue Tube initiative are leading Public Rescue Equipment deployment worldwide.

DROWNING PREVENTION STRATEGY 2024

The Drowning Prevention Strategy for 2024 focuses on teaching people how to stay safe in and around water. The NSRI has created a plan that follows global guidelines set by the World Health Organization (WHO) and the United Nations (UN).

The plan includes:

RESEARCH AND ADVOCACY: Focus on research to better understand drowning and publish papers on our findings.

EDUCATION AND TRAINING: Teach people about water safety to reach one million in 2024. We aim to teach survival swimming to 5,000 people by presenting 30,000 lessons, emphasising accurately tracking our progress.

INNOVATION AND TECHNOLOGY: Keep rolling out Pink Rescue Buoys, especially at inland waters such as rivers and dams, create better ways to teach Survival Swimming, and increase the reach of our beach safety cameras.

STRATEGIC HIGHLIGHTS FOR DROWNING PREVENTION IN 2023

Runner-up for the beach safety camera volunteer network in the IMRF's Innovation and Technology in Maritime Search and Rescue category.

A bronze award at the Public Relations Institute of Southern Africa (PRISA) PRISM awards. This recognition was in the category of Communication Research for our Summer Safety campaign.

An advocacy campaign on World Drowning Prevention Day 2023 included hosting a webinar where delegates from the World Health Organization and the Royal National Lifeboat Institution attended as speakers and experts in Emergency Medicine from the University of Cape Town and Stellenbosch University.

A Summer Readiness Workshop was held in collaboration with members from the Western Cape's Disaster Management forum. The themes for the season's campaign were presented to achieve uniformity in advocacy among relevant stakeholders.

BEACH SAFETY CAMERAS

Beach safety cameras are operational in six areas: Strand, Blouberg, Kleinmond, Plettenberg Bay, Buffels Bay and Herolds Bay. These cameras have proven effective in identifying hazardous water situations, resulting in our Emergency Operations Centre working with local lifeguards to prevent potential drownings. Their presence has been crucial in averting fatalities on multiple occasions.

In Herolds Bay, community members have undergone screening and training to operate the cameras, effectively becoming lifeguards in the safety of their own homes.

Plettenberg Bay, on the other hand, has a unique focus for the beach safety camera and alarm, which is primarily used to monitor shark activity. By partnering with the local lifeguards, shark spotters, and beach control, all of whom can activate the shark alarm, we could rapidly clear the water at central beach when a shark is spotted. This pilot project will be extended to the Plettenberg Bay beaches as funding becomes available.

SURVIVAL SWIMMING CENTRES

Since the Survival Swimming Centre was conceptualised in 2021, we have established six centres. Four are operational in South Africa: Riebeeck Kasteel and Vredendal in the Western Cape, Tombo in the Eastern Cape, and Port Shepstone in KZN, one was exported to Barcelona, Spain and one to Colorado Springs in the USA.

The Fluidra Foundation sponsored one SSC and shipped it to the Piscina and Wellness show in Barcelona (the world's biggest swimming pool show), where it was displayed. Another, also sponsored by the Fluidra Foundation, was exported to Los Angeles in the USA, where it will be used to teach swimming to local children.

During the deployment of the Survival Swimming Centres, many lessons have been learnt, including:

Availability of swimming costumes. In some areas where there needs to be more emphasis placed on the essential life skill of being able to swim, many people do not own a swimming costume. The NSRI has contacted sponsors for swimming costumes and asked donors to donate swimming costumes. Further, the NSRI has initiated a programme wherein boxes will be delivered to various schools, gyms, etc., where people can donate swimming costumes. Speedo has provided great support for this programme.

Availability of towels. Towels provide dignity and comfort to those participating in the Survival Swimming programme, allowing them to dry themselves properly before they return to class.

Community participation. Communities actively participate in, embrace, and promote the programme. Without the local community, the Survival Swimming centres would not be utilised and would not aid the NSRI in achieving its mission of preserving life and livelihoods on and around South African waters through education, drowning prevention, and rescue.



WATER SAFETY IN ACTION

Every day, NSRI water safety instructors visit schools nationwide to teach children what to do in case of an emergency in the water. And when we hear that the children have put into practice what they have learnt to save a family member or friend, we know the message is hitting home.

This is one such story.

NSRI drowning prevention instructor Eoudia Erasmus has taught Boland children water safety since 2006. She was the first professional NSRI water safety instructor in a huge team of 30 people who visit schools in their area in all nine provinces.

Often, Eoudia starts her water-safety lesson by asking how many children can swim. Usually, almost all the children put their hands up. Then she asks, 'And if the water is as deep as the ceiling, how many of you can swim?' And invariably, all the hands go down.

The children play in farm dams and rivers, and they interpret this as being able to swim. Still, if they get out of their depth, they are unable to get back to the shallows, and this often results in a drowning, and sometimes in two children drowning as an older child tries to rescue a younger child.

Eoudia was giving her water safety lesson to an intermediate group of primary school children in Rawsonville, near Worcester, and, as she often does, she asked them if anyone was ever in a situation where a friend got into difficulty in the water. The children in the group pointed out 12-year-old Jaymio Barends. Jaymio told of going to a farm dam with a group of children, including his nephew Roderick Koopman, 9, who he said he rescued by throwing him four empty 5-litre Late Harvest wine containers tied together with rope.

Watching his face carefully and the reaction of those around him convinced Eoudia that Jaymio was telling the truth, and she asked him to stay behind after the lesson so that she could ask him more about the incident.

Jaymio recounted how the children go down to the dam when it is hot, and that they always take the 5-litre 'kanne' with them to float on and, as Eoudia had taught them, to use if one of their group got into difficulty. On this day, Roderick slipped in the water and suddenly could no longer stand. Jaymio could throw the 'kanne' to him and pull him back into shallow water.

Eoudia found out that Roderick attended a school about a 10-minute drive from Jaymio's school, and she decided to go to his school and see if the younger boy's story was the same as Jaymio's. It was.

Roderick sits on a chair and fidgets. His feet are shoeless and covered in playground dust. He tells how he slipped back into deeper water and could no longer stand, and he demonstrates

how he desperately slapped the water surface with his arms.

Eoudia asks, 'Did you shout for help?' He responds that he could not shout; his voice had gone away. Roderick shows how Jaymio threw the 'kanne' to him and pulled him to safety.

'And then what?' asks Eoudia. 'I went home. I was scared,' comes the quiet reply.

This story is not uncommon. Tom Mecrow et al. published a paper titled 'Children Reporting Rescuing Other Children Drowning in Rural Bangladesh: A Descriptive Study' in 2014. The authors record 188 rescues in three groups of children, with the highest rate of rescues in the 12- to 14-year-old age group. They wrote: 'Most rescues occurred in ponds or ditches within 10m of the bank. Most victims had entered the water to bathe and most reported rescues (90%) were conducted with the rescuer in the water, half requiring the rescuer to swim.'

They concluded that children report frequent drowning rescues of younger children in rural Bangladesh. Most reported are contact rescues with the rescuer in the water. Formal training for in-water rescue techniques may be needed to reduce the risk to the child rescuer.

This is exactly what the NSRI water-safety instructors have been doing since Eoudia helped to pioneer the programme in 2006.

Using real experiences of the NSRI rescue crews who respond to a drowning-in-progress, a practical course was developed to teach children how to safely help a friend in difficulty, call for help, and do CPR. 'It was very special listening to Jamie and Roderick's story,' says Eoudia.

“ I believe that our presentations and demonstrations do save lives. I know we are making a difference when I hear this story. If one child's life can be saved... how valuable is that? ”

CAPITAL EXPENDITURE 10 YEARS TREND

Capital Expenditure including 2 Longclaw Drive and Call Centre Acquisition



CAPITAL PROJECTS CASE STUDY ORC 140 HULL 5

ORC 140 Hull 5 contract signed **3 November 2021**
 Build started..... **February 2022**
 Local General Safety Certificate **April 2023**
 Sea trials **April 2023**
 Cape Town to Richards Bay..... **June 2023**
 Operational on station **June 2023**

TOTAL COSTS OF THE PROJECT

ORC 140 Hull 5..... **R23,966,545**
 Launching cradle **R1,848,736**
 Boathouse and winch upgrade **R545,505**
R26,360,786

RESCUE VESSELS IN SERVICE AT THE END OF DEC 2023

CLASS 1 RESCUE VESSELS

1) 14m ORC..... **5** (6 and 7 are in production)
 2) 12m Rodman **2**
 3) 10m Brede..... **3**

CLASS 2 AND 3 RIB RESCUE VESSELS

1) Class 2 Gemini cabin 10.6m RIBs **3**
 2) Class 3 Gemini 5.5m to 8.8m RIBs **48**
 3) Class 4 Gemini vessels, JetRibs..... **35**

Total number of Rescue Vessels..... **97**

NSRI's Executive Director of Capital Projects, Mark Hughes, takes us through building an ORC 140 and getting it on station.

Station 19, Richards Bay, celebrated the addition of a state-of-the-art Offshore Rescue Craft (ORC), "Ocean Guardian," to their fleet with a well-attended boat blessing on 16 August 2023. This was the culmination of tireless fundraising efforts from NSRI and, most notably, via the IVS Annual Golf Day, which garners incredible support from the shipping industry - and many months of planning and careful management from the Capital Projects team.



At 14.8m long and 4.8m wide, the ORC 140 is a French design, South African-made, self-righting vessel that can be deployed on rescue operations as far as 50 nautical miles offshore and has a range of 200nm at 20 knots with a fuel reserve, and she has an expected hull lifespan of at least 40 years.

After the contract was signed in November 2021, the construction of ORC 140 hull 5 commenced at Two Oceans Marine Cape Town in February 2022, and sixteen months later, she was on station in Richards Bay.

Leading up to the build, Capital Projects purchased the engines from Cummings South Africa and the underwater equipment: propellers, prop shafts, rudders, stern tubes, rudder tubes and prop shaft couplings from CJR in the UK. The gearboxes are from ZF South Africa, and The Ocean 3 Fendering equipment is from Ocean 3 in France. We also place orders for all electronics, including the VHF communication systems from GMS and Navigation systems from Radio Holland. By doing it this way, we can reduce the project costs, negotiate discounts and better control our budgets. It's all about relationships with our suppliers.

In the last four months of her build, there is a tremendous amount of interaction between Two Oceans Marine and NSRI before she enters the water. Once she enters the water, Two Oceans Marine tackles the snag list from our production/inspection meetings on the vessel, and then she goes through SAMSA certification inspections. SAMSA does all the inspections as a donation to NSRI. During the vessel build, they do several inspections, checking physical dimensions with the engineering drawings, ensure fiberglass layup conforms with the specifications, fuel tank inspections, etc.

When she is afloat, they check everything from electrical to mechanical systems, fuel systems, bilge pumps, and vessel water tightness. This usually takes around three weeks. During this period, the vessel's loading condition and inclination tests are done by a Naval Architect. The surveyor uses an inclinometer on the radio mast to measure angles during the test process. This is done by moving test weights across the aft deck to determine the loading condition and stability of the vessel. Based on those calculations, they work out her displacement and what would happen when certain compartments flood, and issued a detailed report to SAMSA.

Once that is done and SAMSA issues a sea trial LGSC, we can start the sea trials at sea. Two Oceans Marine and NSRI physically check all the various systems on the vessel, including functional tests on the radio, navigation equipment, firefighting, fuel systems, bilge systems and steering systems, which are signed off as functional on the sea trial documentation.

During the sea trials, we check that all the engine instrumentation is correctly calibrated. We do speed trials and collect data on fuel usage per engine, engine % loads, engine and gearbox temperatures, and the noise decibels in the wheelhouse. We then compare this data with the other ORC 140 vessels built to verify her performance.

We do a bollard pull test on the aft bollard and forward deck cleats. In the design, the aft bollard pull is certified to 4.5 tonnes. During the test, we must check that there are no issues with the vessel engines, gearboxes, underwater systems, or structural issues with the hull. All the data we collect confirms that the vessel has met the criteria for which it was designed. Once all the sea trials have been completed, SAMSA will issue an LGSC for the vessel, confirming her fit for sea rescue duties.

While all this was happening, behind the scenes, a purpose-made vessel cradle was built for her and delivered to the site by the cradle manufacturer in Richards Bay. The hydraulic launch and recovery winch was upgraded, and the boat house was expanded to accommodate the larger vessel.

On 6 June, an NSRI crew led by National Training Manager Graeme Harding embarked on an epic five-day, 1060 nautical mile journey to deliver the Ocean Guardian to Richards Bay from Cape Town. The Richards Bay crew met her in Durban for the final leg of her journey, where the training of the Station volunteers on her systems started and continued on Station until the training manager was happy that the Class 1 Coxswains were up to speed on the new vessel systems. Only then was she handed over to the Station for operations.

RESCUE BASES

The new **Rescue 3 Base** at Table Bay was completed in late 2023; the new retail Sea Rescue Shop in the rescue base is in a prime position in the V&A and is expected to generate significant revenue in the future.

The new **Rescue 43 Base** at Port Nolloth project was completed mid-year in 2023.

The new **Rescue base boat house** at St Francis Station 21 was completed late in 2023.

Stn 6 Port Elizabeth boathouse and slipway construction started in November 2023 and is expected to be completed by the end of the third quarter of 2024.

The **damage to the Mossel Bay Station** 15 slipway will require extensive capital investment, which is still under investigation to find a workable solution.

Station 8 Hout Bay rescue base upgrades for the ORC 140: We are waiting on the Department of Public Works for the amended lease, demolition of existing building permission, plans, and approval in writing before we proceed; we continue to engage DPW regularly to resolve this log jam.

We have also planned to build the new rescue base at Station 4 Mykonos to accommodate the future ORC 140 Hull 7 vessel. We hope to have contractors on site in the third quarter of 2024.

The **Station 40 St Lucia** auxiliary station at Cape Vidal was built to house the ATV and JetRIB.

VESSELS

NEW RESCUE VESSELS DELIVERED TO STATIONS

ORC 140 Hull 5 "Ocean Guardian" was built, completed, and delivered to Station 19 in Richards Bay in the second quarter of 2023.

ORC 140 Hull 6 construction was started; this vessel has been allocated to Station 6 Port Elizabeth, delivery around August/September in 2024.

10.6m Gemini Cabin RIB was completed and delivered to Station 21 St Francis Bay in the third quarter of 2023.

10.6m Gemini Cabin RIB was built and completed, and the vessel was delivered in the first quarter of 2024 with the new reconditioned tractor to Station 30 Agulhas.

Five new JetRIBs were delivered to Stations last year.

6.5m Gemini RIB construction was started with completion for the end of the first quarter 2024.

New Outboard engines for Station 36 Oyster Bay, Station 20 Shelly Beach, Station 40 St Lucia.

BUILDING MAINTENANCE

We have maintained several of our rescue bases, encompassing roof repairs, interior and exterior painting of the building, boat house door maintenance or replacement, geyser repairs, electrical repairs, and winch repairs, among other things.

RESCUE ASSETS REFITS/ REPAIRS

All 97 rescue vessels in the fleet were serviced as per their service requirements in the last year. Several Gemini RIB rescue vessels were refitted with new engines, pontoon maintenance, electrical systems maintenance, and hull and trailer maintenance was done.

Our Class 1 fleet was also maintained; this included servicing of the engines/ gearboxes, steering systems, electrical systems, navigation systems, hull repairs and so forth.

Several JetRIBs were repaired, including hull repairs, engine repairs, and impeller repairs; all of the maintenance done to these rescue vessels was done by Two Oceans Marine, Tree Tops Marine, Gemini Marine, Droomers Yamaha and various other suppliers around the country.

VEHICLES, TRACTORS, ATVS AND QUADS

We have also had normal service/ maintenance work done to our fleet of one hundred and seven vehicles; this includes rescue station vehicles, VSC staff pool vehicles, tractors, ATVs, Quads and Drowning Prevention vehicles.

All our vessel trailers/cradles have also had some form of maintenance done to them, such as wheel bearings, brakes, painting, etc.

Three new Triton double-cab 4x4s and **One Jimny Suzuki 4x4** were purchased during the year.



CAPITAL



FOR A MORE COMPLETE LIST OF WHAT WAS ACHIEVED LAST YEAR, SEE BELOW CAPEX EXPENDITURE FOR THE 2023 FINANCIAL YEAR.

NEW RESCUE RIB VESSELS:

New Rescue vessels	Allocated to	Status
10.6m Gemini cabin RIB	Station 30 Agulhas	Delivered
4.5m JetRIBs	Station 44 St Helena Bay	Delivered
4.5m JetRIBs	Station 21 St Francis Bay	Delivered

NEW RESCUE VEHICLES DELIVERED TO STATIONS:

New Rescue vehicles	Allocated to	Status
4x4 Tractor	Station 30 Agulhas	Delivered
Suzuki Jimny 4x4	Station 11 Port Alfred	Delivered

RESCUE ASSETS REFITS/REPAIRS:

RIB/JetRIB repairs/service	Allocated to	Status
6.5m RIB repairs	Station 16 Strandfontien	Done
6.5m RIB repair	Station 4 Mykonos	Done
6.5m RIB full refit	Station 3 Table Bay	Done
6.5m RIB repair	Station 18 Melkbos	Done
6.5m RIB steering repairs	Station 2 Bakoven	Done
6.5m RIB steering repairs	Station 37 Jeffreys Bay	Done

VEHICLES SOLD :

Vehicles	Allocated to	Status
Triton D/Cab 4x4, 2010	Ex Station 43 Port Nolloth	Sold
Triton D/Cab 4x4, 2010	Ex Station 11 Port Alfred	Sold

CAPITAL

**WE SPENT R64M
ON BUILDING CAPITAL
ASSETS IN 2023 AND
THE TOTAL VALUE
OF ALL NSRI ASSETS
(REFER AFS) IS**

R271,110,217

ASSET ALLOCATION	VALUE AS AT 31/12/2023	PERCENTAGE OF TOTAL ASSETS VALUE
Buildings including Investment property	R107,575,945	40%
Boats	R132,980,694	49%
Vehicles	R24,346,441	9%
Equipment	R6,207,137	2%
Total Assets	R271,110,217	100%

THE CAPITAL PROJECTS PLAN FOR 2024

STATION 6 Gqeberha boathouse project start and complete.

STATION 35 Witbank Dam rescue base project start and complete.

STATION 41 Ballito rescue base purchase property.

THE STATION 4 Mykonos rescue base project start and be completed in the second/third quarter of 2025.

THE VSC STORES upgrade project started in the third quarter of 2023 and is to be completed in the second quarter of this year.

STATION 49 Mdumbi boat house project to start and complete this year.

COMPLETE ORC HULL 6 and delivery to Station 6 Gqeberha.

START THE CONSTRUCTION of ORC Hull 7 for Station 4 Mykonos.

VESSEL REFITS for RIBs from Station 18, 36, 24.

TWO NEW SUZUKI JIMNY for Station 49 Mumdi and Stn 47 Kei Mouth.

TWO NEW GEMINI RIBS for Station 40 St Lucia (8.8m).

SIX NEW JETRIBS to be built for Stations 16 Strandfontien, Yzerfontein, Ballito, Kei Mouth, Mdumbi.

SOCIAL AND RELATIONSHIP CAPITAL

FUNDRAISING AND MARKETING

20% OF REVENUE IS SPENT ON FUNDRAISING AND 7% OF TOTAL REVENUE OF R187,927,407.00 IS SPENT ON MARKETING

OVERVIEW

The NSRI relies entirely on donations from individuals, corporations and institutions for fundraising. We maintain a disciplined and consistent operating framework to ensure a stable and predictable flow of income for our organisation. This is crucial for effective planning and timely response to emergencies. We place great importance on safeguarding our operating model while ensuring its adaptability and forward-looking nature.

Staying informed and well-connected with our donor segments is an ongoing opportunity - and challenge. When donor circumstances change, this may impact our fundraising efforts. For instance, when a corporate entity redirects its corporate social investment initiatives, it can directly affect us. Therefore, we continuously strive to enhance our agility and ability to anticipate such changes. These skills are vital in our pursuit of sustained success.

Generating new prospects, leads, and partners is key to our growth across all donor categories. We enjoy a diversified funding base, but our penetration of some segments could be improved. For example, we see an opportunity to widen our support amongst corporates, individuals, Government and SOEs, as well as international funders

Our predictions for 2023's fundraising revenues were closely realised. Compared to the budget, we finished 2% behind target overall - we planned to raise R191m in 2023 and finalised on R187m (R4m short of budget).

FUNDRAISING GENERAL CLOSED NICELY AHEAD OF BUDGET AT R47,234,814
FUNDRAISING CENTRE CLOSED BEHIND BUDGET AT R139,792,593

We are disappointed that we did not reach our original target largely because of a vacancy in our corporate fundraising team. However, we are not disappointed because:

- a) compared to 2022, we have achieved a year-on-year growth of 4% - with greater growth in FR-General
- b) the outcome for the year was anticipated well in advance, so there were no surprises
- c) we are proud of the effort made by the teams to get so close despite challenging circumstances
- d) we maintained the diversity of our income streams to offset variances across any individual source
- e) our brand and marketing efforts remain strong and continue to deliver support into fundraising. The coordinated effort between fundraising and marketing continues to serve us very well.

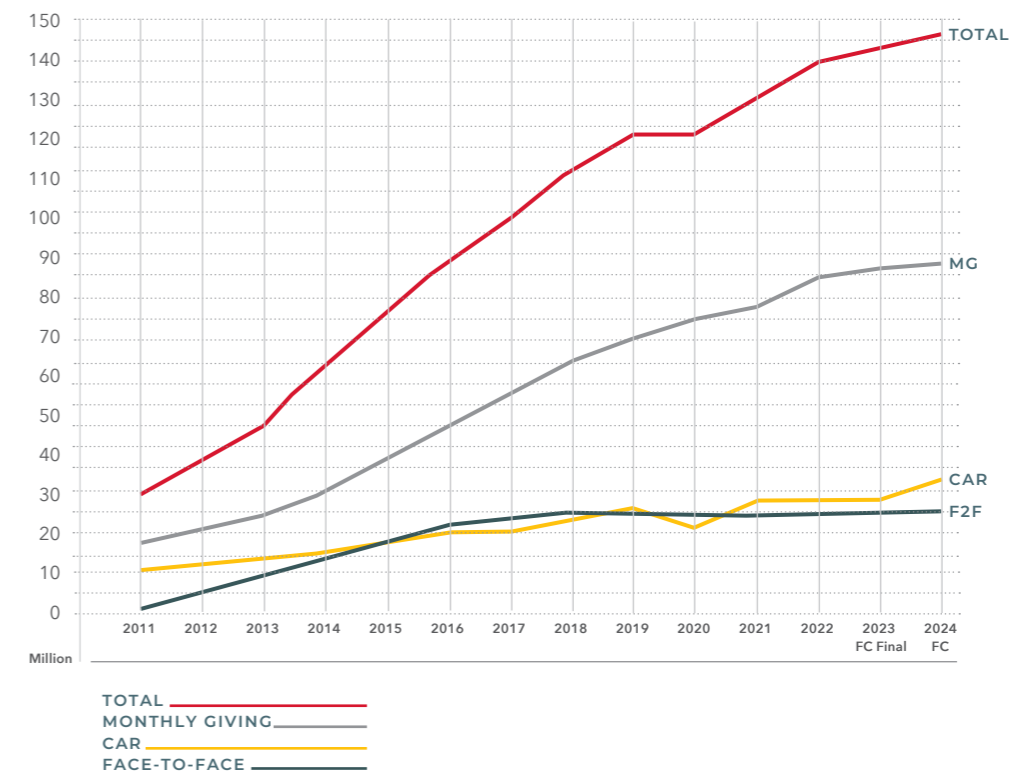
FUNDRAISING CENTRE RESULTS

In 2023, we proposed an ambitious target for the Fundraising Centre, particularly looking for significant growth in the Monthly Giving business. This was on the back of optimism about rolling out successful test from the previous year. In practice, the results did not materialise as strongly as hoped, so net results were slightly dampened in the Monthly Giving project.

In the Car project, results ended slightly behind target, with clear indications from the market that a price barrier existed at the prevailing R800 ticket price. In 2024, the ticket price has been adjusted down to R695 and is showing extremely positive results, validating the observation about price points. We will continue to test, monitor, and roll out results carefully in the coming year to stay tuned to market conditions and, in particular, shift towards stronger development of our own leads and lists to support the FR-Centre model.

It should be noted that our FR-Centre income is highly predictable, the result of over 20 years of detailed monitoring and modelling. The income flows provide consistent trends for budgeting and planning - and even when the quantum is above or below the forecast, the shape of the fundraising income curve remains largely the same.

TOTAL REVENUE BY YEAR BY PROJECT (inc total)



FUNDRAISING – GENERAL

GOVERNMENT INCOME

In the absence of a national maritime rescue service, the NSRI provides this service for and on behalf of SASAR. We have a 3-year funding agreement with DOT to deliver these services, which ends in 2024. We trust that this relatively small contribution that DOT funding represents (just over 2% of our total annual funding) will be renewed in recognition of the role performed by the NSRI.

Revenue from other government departments has grown because of new Lifeguarding contracts at municipal level in the past 18 months.

An application for a grant from the National Lottery Commission (NLC) was made in 2023 for 2024, following a lack of success in our previous few applications. It is some years since we have been awarded funding from the NLC.

SAMSA is a signed-on Platinum partner for 2024.

OTHER FUNDRAISING INCOME STREAMS

Corporate income ended slightly behind budget in 2023, largely because we did not have a resource dedicated to this income stream (our previous fundraiser left the organisation).

Trust income improves year on year and finished ahead of budget in 2023. Many loyal donors donate every year, and we concentrate on maintaining these relationships and finding new Trust supporters through referrals and online platforms for both SA and International Trusts.

Events and community fundraising income finished ahead of target, and we will continue to encourage our rescue bases to develop fundraising committees to build support from their surrounding communities. Many local station events, such as the Oyster Bay Mandjie Dans, have become annual staples in the community.

As the base events, such as golf days, grow, more stations are encouraged to follow suit. We maintain and grow our relationships with existing crowd-funding platforms and constantly seek new partners for growth opportunities.

Legacies are difficult to budget for accurately as we do not know when we will receive income from known bequestors and often do not know the amount until it arrives in the bank account. However, we have used a conservative average over the years and have exceeded this budget each year.

Individual income was ahead of budget partly due to two families that made large donations towards the new vessel in St Francis Bay and Survival Swimming Centre 5. This will be maintained and improved in the year ahead by focusing on performance marketing, which aims to drive individual giving.

Shipping levies finished slightly behind budget for 2023. We have streamlined the administrative processes and will give more attention to relationship management and levy quantum this year.

BUDGET 2024

In 2024, we expect general fundraising and retail to contribute an increased proportion to revenue.

We project R6.9m revenue from new retail operations. This will be driven by a new quality clothing range and improved margins, a stronger online shopping platform, the revamped V&A retail store, the addition of a mobile vending unit (based mainly in Simonstown), partnership marketing, and improved customer delivery and fulfilment standards.

General fundraising income will be improved through a stronger focus on performance marketing to drive individual appeals and fresh team resources to build donations from Corporate and Government/SOE sectors.

A significant increase is planned for lifeguard income off the back of growth in this service.

The fundraising centre is forecasting a 4% income growth.

We hope to improve on this prediction as we settle into the new CRM system and integrate alternative channels and approaches (like WhatsApp and loyalty programmes), focus on improved customer journeys (including new payment alternatives), and ramp up performance marketing.

The fundraising centre competition structures have been modified for 2024, responding to donor feedback and market conditions. The NLC has approved our competitions for 2024.

CAR COMPETITION

4 Cars & 4 Winners with live draws in June, September, and December. We will do live draws and award the cars directly three times in the year, rather than draw finalists and delay the final draw to the following January as we have in the past. **The car ticket price is reset to R695.**

MONTHLY GIVING PRIZE DRAW

We changed the prize structure as follows: Two winners will get R25,000 each month (vs five winners each month receiving R10,000 each). We will also draw two Grand Prize winners in May (R150,000) and Dec (R200,000).

CRM PROJECT

On 10 November 2023, we announced the 'Go Live' of our new Microsoft Dynamics CRM system, which signals the start of a new era in our fundraising model, moving us from a largely manual to a fully automated environment. We have rolled out the system in phases across our teams and already see the benefits of faster operating times and improved customer experience for our donors.

RETAIL & CREW CLOTHING

PRODUCTION AND MANAGEMENT

In 2022, we implemented a new operating model, which started with a focus on crew clothing and was followed by the launch of a new customer retail range in November 2023. The new model is operating very smoothly, and we are excited at the prospect it offers for our income and brand presence for 2024.

There are several key dimensions in our model:

Better structure and planning for retail clothing, production, and specifications for the crew, staff, and retail ranges. **A new warehousing and distribution** space for stock management – this has been implemented and will be refined in the year ahead. **New customer fulfilment** processes, including inventory and store management systems. **Revitalisation** of our online platform, Shopify. **Reopening** the new V&A store and deploying the mobile retail trailer.

The new operating model has enabled big strides as follows:

Key suppliers and manufacturers have been narrowed down from 12 to 5. **Detailed crew and branding** catalogues have been created for suppliers to ensure specs are met and enable us to manage our ranges in a more structured manner. **Improved quality** standards and consistency are a focus throughout the NSRI range. **Sizing issues** have been identified and corrected. **Crew gear bulk delivery** is complete, and there are few out-of-stock issues.

RETAIL ROUTES TO MARKET

Our new retail store at the V&A was completed on the 9th of November, 2023.

We swiftly moved in on the 10th of November 2023, and started trading immediately, turning over R500,250.00 (inc Vat) until the 30th of November 2023 compared to R205,496.00 (inc Vat) for the same period in 2022.

For December 2023, we turned over an incredible R874,611.0 (inc VAT) compared to R331,422.00 (inc VAT) for December 2022. We are excited to see what 2024 will hold for us.

ONLINE

Our new and revamped online platform will offer a better user and shopping experience with its fresh facelift and improved product range. Working with new developers, we have already improved the online experience regarding visual appeal, product presentation, and order/payment processing. We will continue to learn and fine-tune the platform.

Online sales will form a key part of our growth this year, both for retail sales and the fulfilment of our crew ordering. A marketing plan has been drafted and will be implemented to drive customers to purchase.

RETAIL TRAILER

We are excited to have a second outlet for our retail range at the Square in Simonstown for R100 p.m. This outlet proved to be a great marketing vehicle.

MARKETING

We wrapped up 2023 on a high. Over the year, we were honoured to be granted over R13 million in free advertising, including impressive billboard space at Cape Town International Airport and on Johannesburg motorways and countless spaces in digital and offline media. We are deeply grateful to South Africa's media for choosing to support us so well and generously.

Approved bank card transactions through the website were shy of R6m, and our new brand campaign launched in the first quarter of 2024.

PERFORMANCE MARKETING

In 2023, we widened our model towards new digital and direct fundraising channels to supplement our call-centre telephone fundraising. This is key to staying aligned with customer preferences and achieving greater diversity in our business channels.

MONTHLY GIVING 2023

The last quarter of 2023 saw the execution of the Monthly Giving urgency campaigns to drive donations towards the final draw of the year. The campaign consisted of refreshed social media assets calling for entry and three tranches of emails to current and lapsed donors.

2024: The creative for the new campaign for Monthly Giving 2024 went live on the website on December 21st, 2023, but social media support did not begin until January 2024.

CAR COMPETITION

2023: The last quarter saw the execution of the final urgency campaign for the 2023 Car Competition. The campaign consisted of refreshed social media assets calling for entry and four tranches of emails to current, pending, and lapsed donors. Straight bank card donations on the digital platform have shown a significant increase year-on-year, with YTD achieving a 23% increase compared to the prior year.

2024: The 2024 Car Competition campaign went live on the website on December 21st, with social media support throughout December and January.

CELEBRATE A LIFE

The Celebrate a Life campaign showed good traction, with R179,400 in direct card payments generated on the digital platform in the first two months.

STRAIGHT DONATIONS

Overall, the digital platform's straight donations revenue (not debit order or car tickets) increased 21% in 2023 compared to the full prior year, and there are many growth opportunities in 2024.

SOCIAL MEDIA

Our social media accounts now have a combined total of 139,000 followers. We have placed a focus on developing engaging video content for our platforms and have had a 45.8% and 41.8% increase in our content's reach (the number of unique people who have seen our content) across Facebook and Instagram, respectively, with 233,472 minutes of video content viewed vs 75,719 minutes the previous year.

Our Summer Safety campaign ran from November with content highlighting alcohol safety, supervision, signage, rip currents and safe boating with SafeTRX. These videos ran throughout the summer months and were accompanied by a landing page on nsri.org.za that hosted a variety of safety tips and a library of video content created by the marketing team this year.

We made some minor cosmetic changes on the website to keep it modern and updated

NATURAL CAPITAL

PRESERVING NATURAL CAPITAL

The NSRI recognises the importance of managing and preserving natural capital. In line with this commitment, we have implemented various initiatives and programmes to minimise our environmental impact and actively contribute to the conservation of marine ecosystems.

KEY ASPECTS OF OUR NATURAL CAPITAL MANAGEMENT INCLUDE:

Environmental management plans: our comprehensive plan ensures compliance with local, provincial, national and international regulations. It prioritises proactive management actions, resource allocation, performance monitoring and continual improvement, aligning our operations with sustainability goals.

Greening initiatives: through initiatives such as installing photovoltaic panels, using energy-efficient devices, transitioning to four-stroke engines, installing water tanks and exploring hydrogen as an energy source, we actively reduce our carbon footprint and promote resource conservation.

Whale stranding and disentanglement: we have highly trained whale disentanglement teams within our volunteer crews who use specialised, purpose designed equipment to free whales that have become entangled around our coast.

Dolphin strandings and seal assists: our team responds to dolphin strandings and provides assistance in seal entrapments, safeguarding these marine species and ensuring their safe return to their natural habitats.

Turtle rescue and rehabilitation: as dedicated partners of the TWO OCEANS AQUARIUM and USHAKA MARINE WORLD, we contribute to the rescue, rehabilitation and release of stranded and injured turtles, actively supporting their conservation.

Seabird recovery and conservation: through collaborations with SANCCOB, we aid in rescuing and repatriating seabirds, including gannets, ducks and penguins. Our efforts contribute to seabird conservation and removing deceased birds to mitigate threats such as domoic acid poisoning.

Through our commitment to environmental stewardship, the NSRI strives to protect marine ecosystems, conserve biodiversity, and promote sustainable practices within the coastal and marine environments we serve.

INTELLECTUAL CAPITAL

OUR BRAND

The comprehensive rebranding initiative revitalised and strengthened our brand presence and was completed in 2023.

This restructure encompassed various aspects and was strategically implemented to enhance our brand's visibility and impact in the market.

Our physical assets, such as base stations and vehicles, have undergone a meticulous rebranding process. Signage replacements were prioritised based on need, ensuring that stations with broken, faded or missing signs received immediate attention.

On the other hand, rescue vehicles were rebranded when they transitioned to different bases or departments, necessitating updates to emergency numbers and designations. This approach ensured a cost-effective and efficient deployment of our new branding across our fleet.

Digital assets have been transformed, including our website, social media profile icons and corporate stationery.

These updates provided a refreshed online presence, aligning our digital identity with the newly defined brand. It was decided not to simultaneously replace crew clothing or personal protective equipment (PPE) with the new branding. Instead, new orders will gradually incorporate the updated branding as required, ensuring a seamless transition for our teams.

The recent restructuring streamlined our brand identity and messaging, increasing recognition and recall among our valued donors and stakeholders. It has also facilitated better internal alignment and operational clarity, notably exemplified by establishing NSRI SEARCH & RESCUE, distinguishing our inland dam and swift-water rescue operations from our coastal endeavours. This strategic alignment has enabled us to leverage the parent brand (NSRI) while strengthening key sub-brands like NSRI LIFEGUARDS.

The brand restructure revitalised our image and positioned us for sustainable growth in an ever-evolving market. It is a valuable capital asset, embodying our commitment to excellence and effectively communicating our mission to save lives and promote water safety.

CORPORATE GOVERNANCE

MEMBERS OF THE BOARD



JONATHAN VELLOZA
Chairman of the Board
Age 52
Appointed 2022
Nat. Dip Mining Engineering,
BCOM Business Management,
BTECH Mining, ADP



DR CLEEVE ROBERTSON
Chief Executive Officer
Age 64
Appointed 2013
MBChB, FEMSSA



LUNGA MTITI
Non-executive Director
Age 37
Appointed 2024
LLB / Advocate of the High Court



CLIFFORD IRELAND
Independent non-executive Director
Age 49
Appointed 2021
BTech Eng, PrTech Eng, PrCPM,
OHSPROF



BERNARD SCHÄFER
Independent non-executive Director
Age 56
Appointed 2023
NHD CMA



JANINE VAN STOLK
Executive Director: Fundraising
and Marketing
Age 62
Appointed 2020
BBusSc Hons



BRETT AYRES
Executive Director: Rescue Services
Age 42
Appointed 2020
BSC Hons, PGCE, MBA (Cum laude)



MARK HUGHES
Executive Director: Capital Projects
Age 64
Appointed 2011
Nat Tech Dip Industrial Automation
and Electronics



GRANT BAIRSTOW
Non-executive Director
Age 55
Appointed 2022
Nat.Dip in Health & Safety, Nat. Dip
Explosive Tech, Nat.Dip Business
Management, MCom Maritime



RADHA GOVENDER
Independent non-executive Director
Age 58
Appointed 2020
B.Pharm, PGDip PallMed



KELLY FOURIE
Independent non-executive Director
Age 32
Appointed 2023
Bachelor of Law (LLB) Unisa



DR JILL FORTUIN
Executive Director Drowning
Prevention
Age 45
Appointed 2021
B. OH, M eHealthcare, PhD



PRETTY MOLEFE
Non-executive Director
Age 35
Appointed 2022
Nat Dip Maritime Studies



JAMES BEAUMONT
Non-executive Director
Age 57
Appointed 2022
BCom, MBA (UCT)



LINDANI MCHUNU
Non-executive Director
Age 40
Appointed 2022
Yacht Master Offshore Skippers
Ticket
200GT.MCA International



LYNN DAVIS
Independent non-executive Director
Age 55
Appointed 2021
BCompt Hons, CA(SA),
PGDip Internal Audit



ZAEEM SOOFIE
Independent non-executive Director
Age 49
Appointed 2023
BA LLB (UCT)

CORPORATE GOVERNANCE

Our strong governance structures align with the principles of the King IV Code, ensuring transparency, accountability, and integrity in everything we do. The trust bestowed upon us by our donors is a testament to our commitment to honesty and responsible stewardship of funds

We firmly believe that achieving our goals on a macro scale requires collaboration and partnerships within society, government, and the private sector. We persistently strive to foster positive relationships that enable us to maximise our impact and achieve sustainable outcomes. Through our unwavering dedication to our mission and effective governance practices, we aim to create a lasting difference in preserving lives, promoting safety and contributing to the overall well-being of our communities.

AN ENGAGED AND COMMITTED BOARD OF DIRECTORS

The NSRI Board of Directors (the Board) has ultimate oversight and accountability over the policies and operational controls for environmental, health, safety and social risk identification, mitigation, and the overall sustainable impact agenda.

The Board meets regularly to set goals, budgets, and implementation timelines and monitor progress and overall results.

ROLE OF THE BOARD

BOARD'S RESPONSIBILITIES

Aligned with the King Code of Governance Principles, we have designed our governance structure to give the Board full, effective oversight of the NSRI.

Monitor management's implementation of Board plans and strategies. The strategy is approved annually prior to the compilation of the annual budget.

Promote ethical behaviour and compliance with relevant laws and regulations, King IV, audit and accounting principles and practices, and the NSRI's governing documents and codes of conduct. The Audit, Risk, and Compliance Committee, Human Capital Committee, and Investment Committee assist the Board in achieving compliance.

Strive to act above and beyond the minimum requirements, benchmark performance against international best practices, and comply in practice and be seen to comply.

Define levels of materiality, reserve specific powers for the Board, and delegate other matters with the necessary written authority to management. Then, institute effective mechanisms that stipulate Board responsibility for management's performance of its functions.

Act responsibly towards the NSRI's relevant stakeholders and be aware of, and commit to, the underlying principles of good governance; the Board is assisted in its corporate governance responsibilities by the Secretary.

Review the strategic direction of the NSRI and adopt business plans proposed by management for its achievement.

Approve specific financial and non-financial objectives and policies proposed by management.

Ensure that the NSRI is provided with the requisite systems, practices, and culture to manage all risks to which it is exposed, including compliance with key regulatory and legal areas; these risk management/control responsibilities are delegated to appointed individuals, committees, and functions.

Delegate authority for capital and other expenditures and review investment, capital and funding proposals reserved for Board approval.

Oversight of performance against targets and objectives and the day-to-day management of the Institute, as delegated to the Chief Executive Officer, who is assisted by the management team.

THE HONORARY LIFE GOVERNORS OF THE NSRI INCLUDE

- PETER BACON
- IAN WIENBURG
- HOWARD GODFREY
- EDDIE NOYONS
- MIKE PATTERSON
- MIKE ELLIOT,
- ROB STIRRAT
- RONNIE STEIN
- DAVID ROBINS
- MARK KONING
- BRIAN HUSLER
- KEITH BURCHELL
- IAN HAMILTON
- IAN STRACHAN
- BRAD GEYSER
- DAVE ROBERTS
- DAVE ABROMOWITZ
- OKKERT GRAPOW
- HENNIE TALJAARD

BOARD STRUCTURE

Pro bono Company Secretary.....	ONE
Executive directors	FIVE
Non-executive directors.....	TEN
Chairman.....	ONE

DIVERSITY AND EXPERTISE

MEDICAL & HEALTH.....	TWO
HUMAN RESOURCES	ZERO
SALES & MARKETING.....	ONE
RISK MANAGEMENT.....	THREE
ENVIRONMENT.....	ONE
OPERATIONS	SIX
COMPLIANCE	THREE
TECHNOLOGY.....	TWO
FINANCE	FIVE
LEADERSHIP.....	SEVEN

GENDER AND RACE DIVERSITY

BLACK	41%
WHITE	59%
MALE.....	65%
FEMALE	35%

GOVERNANCE STRUCTURE

Governance was provided through a Board consisting of ten independent non-executive directors, five executive directors, one appointed non-executive director and a 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 Chairperson annually, with Johnny Velloza as the current Chairperson. However, the Board must still elect a Deputy Chairperson.

The Board maintains close oversight over the activities of the Company through scheduled meetings of the Board and its Committees and facilitates participation electronically through MS Teams.

Formal Board Committees are maintained for the following functions: Audit and Risk, Human Capital, Investment, and Operations. 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 executive management team (2024) comprises a CEO and three executive managers responsible for operations, capital projects, fundraising, and marketing.

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

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 approved budget. The Board must approve expenditures outside

of R5.5 million but within the of the approved budget at a full Board meeting.

The roles of the Chairperson 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 roles of the Chairperson 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 Executive. In 2024, the Board will attend training on the MOI, Board Charter, Committee Terms of Reference, and Governance in terms of King IV.

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

The NSRI employs Kilgetty Statutory Services to manage its corporate governance environment.

The Human Capital Committee ensures that executive roles are clearly defined, and the budget process provides clear delegation in terms of financial control.

The Board is satisfied that the delegation of authority framework contributes to role clarity and effective authority arrangement; however, role clarification of non-executives has been discussed and will be the subject of training.

The directors participate in Board Committees, and all meetings are recorded and actions against minutes monitored. The Committees hold the executive accountable and ensure management complies with all legislation, regulations, and policies.

The governance structures strive to achieve transparency, accountability, integrity, and ethical leadership and provide practical guidance to the executive regarding the sustainable development of the company's activities.

The NSRI rotates directors in a three-year cycle, and retiring directors are re-elected or replaced by resolution at an AGM of the NSRI members. The Board is satisfied that it has fulfilled its responsibilities per its charter but acknowledges that training is necessary to evolve capacity.

In 2023, the NSRI continued to operate in terms of a Corporate Governance Framework. The above Framework can be viewed on: www.nsri.org.za/who-we-are/governance

More information about our governance practices can be found on our website at www.nsri.org.za/who-we-are/governance

GOVERNING AND MANAGING ETHICS

The NSRI has various policies in which the organisation's ethics are embedded, and a detailed Code of Ethics and Conduct informs the ethical environment. Volunteer culture and ethics are strong drivers of the organisation's ethical culture, and the fact that all non-executive directors are unpaid volunteers is an expression of this culture.

The expressed culture of the organisation is one of a 'rescue' culture, defined as a dignity culture emphasising humility, compassion and empathy. A dignity culture is a culture that promotes the value of every human life. A dignity culture places importance on context-independent, individual, and inherent worth, which is less affected by the social regard of others. This is opposed to honour or victim culture.

While the Board leads ethically, registering executives with professional bodies or associations further extends the ethical burden of managing the business ethically.

The CEO, for example, is answerable to the Health Professions Council of South Africa for ethical conduct, not only in a medical but also in a business sense. The Financial Manager is likewise registered with the Chartered Institute for Business Accountants (CIBA).

Key areas of focus during the reporting period included the distribution and communication of the volunteer Code of Ethics and Conduct and each volunteer's commitment to ethical behaviour within a volunteer agreement.

No specific measures to monitor ethics within the organisation took place, but our stakeholders are reliable monitors of our service environment and do not hesitate to communicate when they see behaviour that does not fit the organisation.

Policies and corporate documents are included within our eLearning suite, and all directors are expected to read and test on each document to ensure familiarity.

Planned areas of future focus include reviewing the emergency medical standard of care provided during rescues, the internal relational behaviour of executives and managers, and ethical issues related to POPIA.

RESPONSIBLE CORPORATE CITIZEN

The NSRI has, at its centre, the social responsibility of providing both prevention and rescue services across the country to both local and international stakeholders. Trust is a key element of our ability to do our business, and being perceived as a responsible corporate citizen is vital to us - trust to provide funding and call us in an emergency are primary aspects of our corporate persona.

We work hard to be transparent and to communicate often, accurately, and immediately. Our website provides direct access to corporate information, and we publish award-winning Integrated Annual Reports.

We continue to focus on improving our communication and reporting. In the next year, we will improve the automated reporting from our business systems to deliver real-time Company metrics. Individual stakeholders, having open access to our policies and documents, direct questions to the CEO, who answers them promptly. For example, questions asked on post-retirement medical aid and other issues are discussed at the Board and committee level.

We plan to improve our corporate visibility and bring our brand and activities to the attention of communities across South Africa.

CONSTITUTION

The NSRI is constituted through a Memorandum of Incorporation (MOI) that details the company's structure and governance mechanisms.

The members (Registered volunteers in good standing for a minimum of one year, Directors, Honorary Life Governors, and Honorary Life Members) of the NSRI elect the Directors of the Company at the AGM.

The Board of Directors continues to follow the principles advocated in the King Report on Corporate Governance (King IV™) and is satisfied that the NSRI is compliant with King IV.

The fact that the NSRI was awarded the best Integrated Report for 2018 and 2019 and a Merit Award in 2020 in the NGO/NPO Category by the Institute of Chartered Secretaries illustrates the NSRI's commitment to demonstrating corporate governance.

The Board composition reflects the appropriate mix of knowledge, skills, experience, and independence and has achieved greater inclusivity in terms of race and gender. The Board acknowledges that the skills absent at the Board are Human Capital Management and Strategic/Performance Marketing.

The NSRI Board Chairperson is experienced, having served on boards and retaining a high level of independence.

The previous Chairperson resigned after a short term due to overseas commitments and the Board must still appoint an independent Vice-Chairman.

BOARD EVALUATION

The Company Secretary performs a Board effectiveness evaluation (King IV Principle 9) biannually using a survey questionnaire. If necessary, the survey results are reported to the Board for attention and remedial action. In 2024, the Board will be evaluated.

BOARD COMPOSITION AND FUNCTION

In October 2023, the Governance Board underwent a change in leadership with the election of Johnny Velloza as Chairperson. We express our gratitude to Dave Macready for his service.

At the end of 2023 the non-executive directors included 11 directors of whom 6 (55%) were black.

The executive directors at the end of 2023 included 3 males and two females one of whom is black. Two Directors separated early in 2024, one by resignation and one by mutual separation agreement.

The board's committee structure includes a Human Capital Committee, an Audit, Risk, and Compliance Committee, an Investment Committee, and an Operations Support Committee.

HUMAN CAPITAL COMMITTEE REPORT

The NSRI has a comprehensive remuneration policy based on internal and external equity principles to ensure that remuneration is fair. Remuneration is benchmarked against the REM Channel Remuneration Survey, and jobs are evaluated through external consultants.

The NSRI has management objectives per department that form the basis of the NSRI work plan, which is divided across management for delivery. A regular monitoring and evaluation process ensures consistent achievement of management objectives.

Historically, the NSRI has consistently performed beyond its objectives, purely because of its careful planning and responsiveness.

Liabilities related to long-term post-retirement benefits are all declared in the Company's Annual Financial Statements; however, a Board Resolution has stopped post-retirement medical aid benefits for executive directors to reduce long-term financial obligations to the company.

The total cost to the company for Executives in 2023 was R11,741,455, and the total cost to the company of the Chief Executive Officer (CEO) in 2023 was R3,641,181, a 7,6% increase on 2022.

The CEO's performance has been assessed as outstanding over the last ten years, and the ability of leadership to sustain, innovate and evolve the business is noted.

The REM ratio between the CEO and the lowest paid employee is 17:1. The ratio between the total CEO REM and a median (C3 Band notch 5) is 5:1. Both these ratios are narrowing.

Executive Remuneration is published in the Company's annual financial statements.

Recruitment follows a formal advertisement, short-listing, and interview process, and staff are appointed within the Paterson Grade at a level commensurate with qualifications and experience.

All staff, except contract staff, have access to Medical Aid, Pension and Group Life Benefits. In addition, all personnel have a comprehensive health and wellness programme.

In 2023, management began the process of migrating the remuneration system to a Total Cost of Employment Model, which will be implemented in 2024.

The NSRI does not have an overtime policy, and any time worked above and beyond the prescripts of the Basic Conditions of Employment (BCW) Act is volunteer time. The fundraising centre marketers are remunerated through a basic and variable commission structure that is entirely performance driven. The annual cost-of-living increases for inflation are made in January each year, usually in line with consumer index inflation.

Remuneration includes a 13th cheque at the end of the year, and employees can have the tax on the 13th cheque deducted monthly during the year or take this remuneration monthly on a pro-rata basis.

The Human Capital Committee has monitoring and oversight responsibilities of the following during the year:

- Approving cost of living increases
- Approving establishment size and human capital budget
- Initiating Board Training
- Headcount and expenditure on personnel
- Health and wellness program
- BBBEE in the context of transformation
- Employment Equity
- Labour relations
- Succession
- Transformation
- Misconduct
- Reviewing and approving policy
- Remuneration System, TCOE

The committee is satisfied that it has provided oversight and met the requirement as required within its terms of reference.

The CEO is due to retire in August 2024. A succession plan is in place and will ensure a smooth transition to the new incumbent.

KEY ISSUES 2023

The key issues that the Governance Board has grappled with during 2023 have been:

- The separation of roles between Executive Management and Non-Executives/Prof. Mark Swilling's Golden Line.
- Cohesion and relational capital
- Transformation
- Sustainable Human Capital
- Sustainable funding, investment and expenditure
- Policy
- Succession
- Information Communication
- Technology Solutions
- Board Training

AUDIT, RISK AND COMPLIANCE COMMITTEE REPORT

The Audit, Risk and Compliance Committee confirms the independent and satisfactory execution of both internal and external audit processes, providing the necessary assurance. The external audit solely focuses on its core function of independent external audit, without additional responsibilities.

The external audit encompassed substantial and process control audits, meeting the committee's quality standards.

The Chief Audit Executive's performance has been deemed satisfactory.

The committee affirms the existence of satisfactory internal financial controls. Identified gaps in controls are systematically being addressed and are largely related to information technology and the institution of Business Central.

The committee acknowledges no evidence of material loss due to fraud, corruption or error.

The committee confirms the NSRI's compliance with financial reporting, adherence to the principles of King IV, tax compliance, and applicable legislation and regulations. Furthermore, the NSRI demonstrates a positive focus on ESG aspects, which aligns with its business agenda. The NSRI is a social enterprise that invests hugely in ocean conservation efforts and has high governance standards.

The NSRI's business model has ensured its sustainability and made it a leading NPC in South Africa.

Despite the general state of the economy threatening donations, the NSRI has invested adequate capital in services and has sufficient reserves to sustain services in the medium term.

The Audit, Risk and Compliance Committee consists of Ms Lynn Davis (BCom (Unisa), CA(SA)), Mr James Beaumont (BCom, MBA (UCT)), Brad Geyser (HLG), Mr Zaeem Soofie (BA, LLB, UCT).

Carl Bosma (BDO) and Sidney Schonegevel (Cecil Kilpin) are internal and external audit partners who regularly attend meetings.

Meetings are held quarterly, and verbal reports are made to the Governance Board at each meeting.

THE KEY ACTIVITIES OF THE AUDIT AND RISK COMMITTEE INCLUDED

- Approval of the Annual Financial Statements;
- Approval of the internal audit plan;
- Considering and recommending the annual budget;
- Monitoring BBBEE accreditation;
- Monitoring crew injuries and risk;
- Monitoring internal and external audits;
- Oversight of financial management capacity;
- Oversight of governance effectiveness;
- Oversight of internal financial control;
- Oversight of legal risk;
- Oversight of potential fraud, theft and whistleblowing;
- Oversight of procurement;
- Oversight of risk related to occupational health and safety;
- Oversight of the risk process and register;
- Policy review and approval; and
- Reviewing management accounts.

The committee is satisfied that it has fulfilled its mandate within its terms of reference.

INVESTMENT COMMITTEE REPORT

The investment committee consists of the Chairman of the Board, Johnny Velloza, Ronnie Stein and Bernard Osrin.

The committee is satisfied that it has managed the investments of the NSRI with improved returns in 2023 and has assisted the organisation to a value of R35m to fund capital projects essential to the institute. The value of investments in the Endowment Trust, created to provide emergency funding in a crisis and fund capital projects, was at R268m in December 2023. Noted that the interest portion of investments had been provided for capital projects in 2023, and the base amount in the trust remained the same.

The committee manages the relationship between the NSRI and the NSRI Endowment Trust.

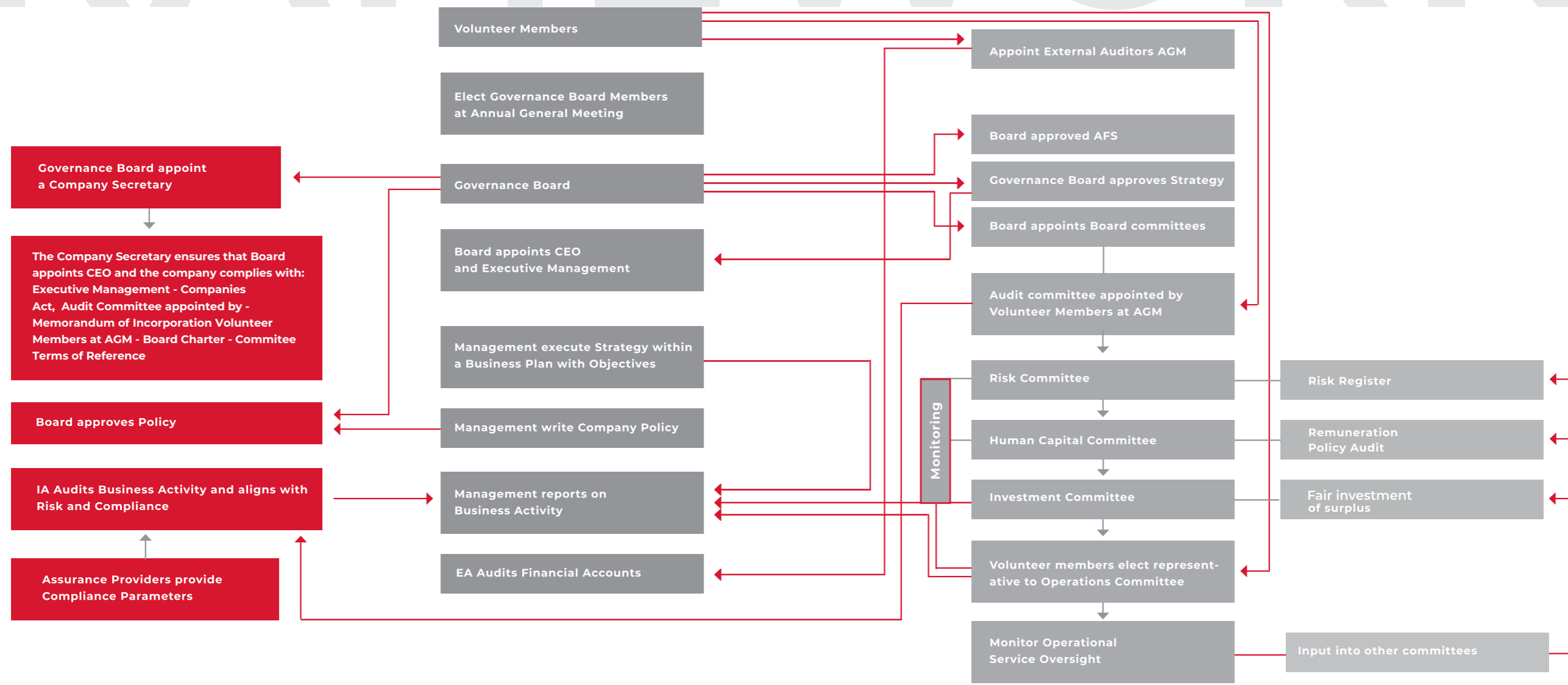
The committee meets quarterly to receive investment accounts, assess cash availability within the NSRI and decide on investment movements.

The key activities of the Investment Committee included:

- Monitoring portfolio values within the endowment trust
- Monitoring the performance of portfolio managers
- Assessing requests for capital drawdowns from the institute
- Monitoring optimal cash flow relative to capital projects

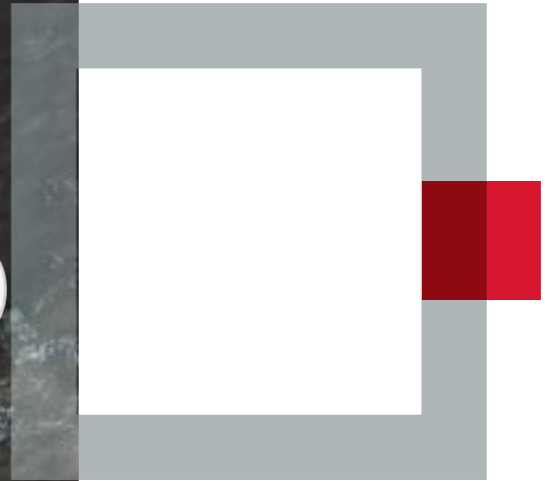
FRAMEWORK

NSRI GOVERNANCE FRAMEWORK 2023





FINANCIALS



DIRECTORS' RESPONSIBILITIES AND APPROVAL

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

The annual financial statements are prepared in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities and are based upon appropriate accounting policies consistently applied and supported by reasonable and prudent 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 directors set 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 2024 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 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 149 to 152. The annual financial statements have been prepared on a going concern basis, were approved by the board of directors, and were signed on its behalf by:

C ROBERTSON | CEO
JA VELLOZA | BOARD CHAIRMAN

INDEPENDENT AUDITOR'S REPORT

To the Members of National Sea Rescue Institute of South Africa NPC

OPINION

We have audited the annual financial statements of National Sea Rescue Institute of South Africa NPC (the company) set out on pages 8 to 27, which comprise the statement of financial position as at 31 December 2023, statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and the 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 2023, and its financial performance and cash flows for the year then ended in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities and the requirements of the Companies Act of South Africa.

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 Code 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.

FINANCIALS

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 2023", which includes the Directors' Report as required by the Companies Act of South Africa and the supplementary information as set out on pages 28 to 30. 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 the International Financial Reporting Standard for Small and Medium-sized Entities and the requirements of the Companies Act of South Africa, 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.

FINANCIALS

	Note(s)	2023 R	2022 R
Assets			
Non-Current Assets			
Property, plant and equipment	2	258 879 128	221 542 736
Investment property at fair value	3	12 231 089	12 231 089
Goodwill	4	-	8 800 000
		271 110 217	242 573 825
Current Assets			
Inventories	5	2 510 997	1 059 762
Trade and other receivables	6	63 604 246	61 496 601
Cash and cash equivalents	7	16 619 806	7 597 358
		82 735 049	70 153 721
Total Assets		353 845 266	312 727 546
Equity and Liabilities			
Equity			
Accumulated funds		343 561 112	304 056 130
Liabilities			
Current Liabilities			
Trade and other payables		10 284 154	8 671 416
Total Equity and Liabilities	8	353 845 266	312 727 546

DETAILED INCOME STATEMENT

	Note(s)	2023 R	2022 R
INCOME			
Grants	9	5 528 259	4 949 053
National Department of Transport		4 285 000	3 110 250
Western Cape Department of Local Government		376 000	376 000
South African Maritime Safety Authority		438 500	-
Public Bodies		428 759	1 462 803
Donations and bequests	9	28 819 187	24 462 573
Companies		7 806 848	6 120 413
Individuals		6 805 601	6 558 212
Legacies and bequests		6 430 719	4 957 609
Shipping levies		801 356	604 600
Trusts		6 724 663	6 221 739
Public bodies		250 000	250 000
Call centre	9	139 792 593	137 554 561
Sale of goods	9	3 211 659	2 513 054
Service income	9	3 194 371	2 958 009
Sundry income (insurance claims and municipal account recoveries)	10	197 271	594 585
Events	9	2 369 277	1 568 313
Surplus on sale of assets	10	1 436 327	1 435 121
Investment revenue	13	865 700	455 046
Rental income	10	1 612 763	1 801 698
Fair value adjustment	10	-	1 655 934
Income		187 027 407	179 947 947
Distributions received	9	35 000 000	5 671 552
Total income		222 027 407	185 619 499
(Expenditure)		(182 522 425)	(162 464 034)
Surplus for the period		39 504 982	23 155 465
Banking costs		1 955 632	2 061 448
Boat running		5 557 805	9 267 174
Cost of goods sold		1 584 213	1 529 212
Depreciation and amortisation		24 877 326	23 903 671
Employee costs		89 913 598	75 983 109
Information communication technology		3 008 964	2 030 432
Insurance		2 256 733	2 140 705
Marketing expenditure		10 935 071	7 351 232
Office expenditure		8 818 967	4 732 723
Professional fees		5 622 669	5 105 237
Property expenses		7 617 787	8 652 239
Station expenditure		9 241 050	9 174 596
Travel and accommodation (Volunteer training)		11 132 610	10 532 256
Total Expenditure		182 522 425	162 454 034

CORPORATE INFORMATION NATIONAL SEA RESCUE INSTITUTE

4 Longclaw Drive, Milnerton, Cape Town, 7441
 Tel: 021 434 4011
 Fax: 021 434 1661
 Email: info@searescue.org.za
 Company Registration Number: 1967/013618/08
 NPO Registration Number: 002-870

Company Secretary:

Lunga Mtiti

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		DENSO (Pty) Ltd
		DENYS EDWARDES (Pty) Ltd
		HOEGH AUTOLINERS (Pty) Ltd
		LIFE HEALTH SOLUTIONS
		MACS MARITIME CARRIER SHIPPING (Pty) Ltd
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