



# OCEAN IMPACT PLAN

The Surfers Against Sewage Strategy to Deepen  
Impact and Effectiveness in this Ocean Decade

2022-2024

**Ocean health is vital to all of us, wherever we live. The food we eat and the water we drink. The places we work and play. The weather around us. The climate we depend on. Even the air we breathe. Society has been shaped by a healthy and stable ocean. For people to continue to thrive and live life to the fullest, the ocean must thrive too. The planet is at tipping point and change is needed now.**

At Surfers Against Sewage, our purpose is crystal clear. We're here to engage, empower and mobilise individuals and communities with campaigns to protect and restore the ocean and all it makes possible this decade, and beyond.

We have a vision that shapes everything we do. Thriving Ocean, Thriving People. A virtuous circle for a better world. It's big. And challenging. But we know how we will get there – by continuing to Create Ocean Activists Everywhere.

We're building a community that cares deeply about the planet we live on. That cares passionately about the ocean.

We're connected by our love of the water, from clouds to coastlines. The planet we share is 70% ocean. One ocean that connects us all. Planet Ocean. Today we're more than surfers. We campaign on more than sewage.

**We're here because of the ocean. So let's fight for it.**



**WE MUST  
PROTECT  
THE OCEAN  
FOR FUTURE  
GENERATIONS  
BY HARNESSING  
THE POWER OF  
THE CURRENT  
GENERATION.**

## **GENERATION SEA**

Together, let's amplify this generation's energy to agitate, demonstrate and mobilise action on water quality, plastic pollution, ocean recovery and climate change.

Let's communicate the issues clearly and truthfully and empower our networks, so they can gather evidence from the ocean and waterfront to lobby industry and government, and hold polluting businesses to account.

Let's reach out to enable and connect citizens to be the voice of the ocean.

**We are Ocean Activists** and our campaigns are open to all.





# ACCELERATING OCEAN ACTIVISM

Surfers Against Sewage is now firmly established as one of the UK's most successful marine conservation and campaigning charities.





For over 30 years, we've cultivated and delivered environmental campaigns with a unique voice in the charity sector, blending activism, science, culture, sport, politics and ocean authenticity. The heritage of our organisation is anchored in the ocean. Yet our reach and influence now permeate communities and institutions nationwide.

We're small for a reason. The ocean needs it. Both strategic and resourced, our size means we can stay responsive, independent and agile. It means we can be truthful and open, reporting on the issues and evidence from the frontline rather than being compromised by the expectations, institutions and processes of an establishment which society needs to demand more from, and fast.

We create Ocean Activists everywhere through innovative and inclusive activity across diverse channels. People are at the heart of our campaigns and our campaigns must win the hearts of our people, so our charity model and theory of change is participative and scalable.

**By giving communities the tools to act on the issues threatening the ocean,** we can change the systems and structures that are destroying marine ecosystems worldwide.

**By building, educating, empowering, supporting and connecting diverse communities** we can deliver more impact.

**By meeting people where they are and running broad campaigns that engage them with Ocean Activism in all sorts of ways** – political, scientific, fundraising and educational – we can become the wave that drives positive change.

It all adds up to a community of people rising up and fighting back. An unstoppable movement to challenge and change current systemic and business structures and processes that are failing to protect the health of the blue planet. With Surfers Against Sewage at its heart.





# VOICE OF THE OCEAN

Over the next **three years**, we'll continue to build and empower a diverse community of active supporters campaigning together as the authentic voice of the ocean.

Through compelling campaigns and initiatives, we'll enable individuals and communities to take action on our **four key focus areas**, supporting our **ten-year goals**:



## IMPROVE WATER QUALITY

We campaign for a clean ocean, rivers and lakes for wildlife and people. We demand an end to sewage discharge into UK bathing waters by **2030**.



## DRIVE OCEAN RECOVERY

We campaign to protect and restore the ocean wilderness. We demand high protection status for **30%** of the ocean and all UK Marine Protected Areas by **2030**.



## TACKLE PLASTIC POLLUTION

We campaign to turn back the plastic tide choking the ocean. We demand an end to plastic pollution on UK beaches by **2030**.



## CONFRONT THE OCEAN & CLIMATE EMERGENCY

We campaign to stop destructive global heating threatening all life in and above the ocean. We demand that the UK achieves net zero, including the adoption of ocean-based solutions, by **2030**.





# OCEAN IMPACT

Over the last 30 years we've developed and evolved our way of working. Over the next three years, we'll continue on that journey – investing in and enhancing **a model which deepens our impact.**

## WHICH MEANS WE MUST:

- **Deliver a programme of citizen science** to change environmental policy and behaviour nationally across society.
- **Influence governments and decision makers** on laws and policies to protect and restore the ocean.
- **Commission and promote scientific, economic and health evidence**, and collaborate with other stakeholders to deliver our vision of Thriving Ocean, Thriving People.
- **Urge industry** to adopt better standards to protect the ocean.
- **Mobilise and equip** the UK's biggest and most authentic community of Ocean Activists.
- **Step up high impact campaigns**, communications, fundraising & education initiatives to drive action and engagement on ocean recovery.





Long-term systemic transformation comes from four interlinked areas:

# COMMUNITY ACTIONS, POLICIES, LAWS AND BUSINESS PRACTICES.



Enabling and amplifying community action can create political and systemic change – we’ve demonstrated this theory through our campaigns on water quality and plastic. However, in this Ocean Decade we’ll need to deliver even more radical community initiatives, innovative and ambitious campaigning tactics, and high-profile communications campaigns exposing the true state of the seas to demand and deliver urgent action from people, government and business.





## VALUES WE LIVE BY

### **We're a modern, values-based charity which has people at its heart.**

We don't want to lose our unique identity or become impersonal, inaccessible or institutionalised. We pride ourselves on working from the fringes to influence the national and global agenda.

We're a grassroots charity that operates best when we're directly connected to the ocean. Without the ocean, we're nothing.

Our campaigns and communities are designed to create safe spaces for anyone who wants to be involved in our mission to protect the ocean. Our uniqueness and authenticity help us stand out.

The opportunity to scale our impact comes from our campaigns and communities. We're a small, accessible, open and driven core team and have the opportunity to reach, empower and connect hundreds of thousands of Ocean Activists.

WE ARE:

OPEN  
AUTHENTIC  
DARING  
DYNAMIC  
PURPOSEFUL



# OVERALL STRATEGIC AIMS

2022-2024

Thriving Ocean, Thriving People.  
This is our plan to grow our charity,  
influence, network and impact over the  
next three years.





# OPPORTUNITY

## CELEBRATE UNIQUENESS:

Grow the authentic voice and model we have established over the last 30 years. We are Ocean Activists. We will promote our connection with the ocean and ensure this manifests in our operations, culture and campaigns.

## DRIVE PEOPLE POWERED CHANGE:

Connect our communities with political moments to demand radical change and present truthful evidence from the beachfront, gathered through our network of Ocean Activists.

## SUPPORT AND SCALE OUR COMMUNITIES:

Invest in the systems that will scale our community impact and reach. Re-imagine our beach clean, community and volunteering programmes in line with our ten-year goals.

## ENHANCE CAMPAIGNS AND COMMUNICATIONS IMPACT:

Invest in communications to maximise the impact of our campaigns, reaching and influencing increasingly diverse audiences.

## DIVERSITY AND INCLUSION:

Become an exemplar environmental charity on diversity and inclusion. We want Ocean Activism to be open to everyone. A diverse voice is a more powerful voice.

## FOCUSED CAMPAIGNS:

Deliver our ten-year campaigning goals with clear annual projects and purpose across water quality, plastic pollution, climate and ocean recovery.



### Water Quality:

To be the leading voice calling for improvement in UK bathing water quality, challenging the government, industry and water companies to end sewage pollution. We empower and inform water users to campaign to create systemic change.



### Plastic Pollution:

To be the leading voice in the campaign to eliminate plastic pollution. We work in collaboration and focus on Reducing, reusing and refilling, while mobilising communities in gathering evidence to force systemic change.



### Ocean and Climate:

To be the voice of the ocean in the climate crisis, mobilising Ocean Activists at key political moments.



### Ocean Recovery:

To enhance, amplify and add value around the need for increased marine restoration by mobilising and connecting our community in action.

# SAS HQ

## GROW THE TEAM:

Sustainably increase the team from 27 to 36 people to deliver our change-making model of people-powered campaigns.

## INVEST IN PEOPLE:

Put in place the support, processes and training to help bring out the best in everyone. Because our people and their ideas are everything to our success.

## INVEST IN SYSTEMS:

Become more efficient and effective, with systems (website, CRM and digital) that maximise the creation and conversion of Ocean Activists.

## DELIVER CLIMATE ACTION:

Achieve SAS net zero and introduce meaningful carbon reduction plans.

## GOVERNANCE:

Draw on our engaged Trustees to bring unique skills, knowledge, networks and experience to the charity to support the Leadership Team and wider team.

## ENSURE STRONG FINANCIAL MANAGEMENT:

Maintain strong reserves, providing confidence to continue to invest in delivery and capacity.

## DRIVE SUSTAINABLE FUNDRAISING:

Maximise our impact in this crucial decade for the ocean by increasing our income, based on a foundation of resilient, sustainable and diverse income streams.

## CULTIVATE SUPPORT:

Build on our strong relationships with funders and supporters, ensuring they feel engaged with our work and celebrate the impact we have together.

## GROW TURNOVER AND IMPACT:

Increase our income to £3 million/year.





# OUR STRATEGIC AIMS AT A GLANCE...

## RE-IMAGINE & GROW

OUR BEACH CLEAN  
& COMMUNITY  
VOLUNTEERING  
PROGRAMMES

BECOME AN EXEMPLAR  
ENVIRONMENTAL CHARITY ON

## DIVERSITY & INCLUSION

WE WANT OCEAN ACTIVISM TO BE OPEN TO  
EVERYONE. A DIVERSE VOICE IS A MORE  
POWERFUL VOICE.

GROW THE AUTHENTIC  
VOICE AND MODEL WE HAVE  
ESTABLISHED OVER THE  
LAST **30** YEARS.

DRIVE OUR

## TEN-YEAR GOALS

WITH CLEAR ANNUAL PROJECTS  
AND PURPOSE ACROSS  
WATER QUALITY, PLASTIC  
POLLUTION, OCEAN AND CLIMATE  
AND OCEAN RECOVERY.

INCREASE OUR  
INCOME TO

## 3 MILLION

A YEAR.



DRIVE **PEOPLE POWERED** CHANGE.  
CONNECT OUR COMMUNITIES WITH POLITICAL  
MOMENTS TO DEMAND RADICAL CHANGE AND  
PRESENT TRUTHFUL EVIDENCE FROM THE  
BEACHFRONT, GATHERED THROUGH OUR  
NETWORK OF OCEAN ACTIVISTS.





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