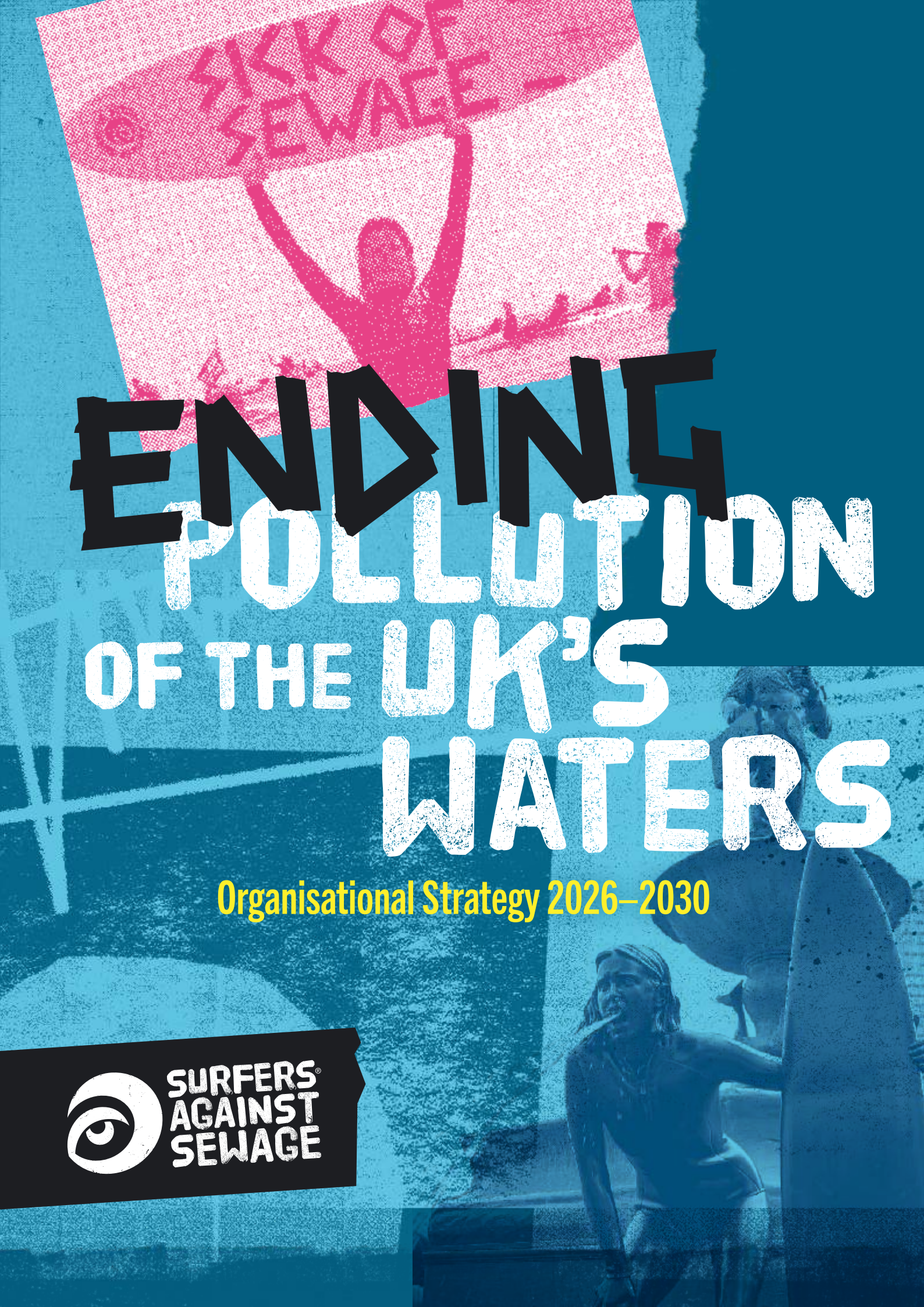


ENDING POLLUTION OF THE UK'S WATERS

Organisational Strategy 2026–2030

SURFERS® AGAINST SEWAGE

A MESSAGE FROM GILES

We have a window of opportunity to transform our broken water system. This isn't a moment we've stumbled into - it's one we've levered open, campaign by campaign, win by win. We are ready for it.

I first got sick from the sea when I was a teenager. Stomach cramps, repetitive ear infections that refused to shift, days spent wondering whether the water I loved had made me ill. It is still happening to thousands of people now, in 2026, sometimes much more seriously. That should make you angry. It still makes me angry.

I've spent my life in the water. I've watched it get worse, treated like an open sewer. But I've also watched a movement rise up to fight back, and now, for the first time, I believe we can win.

Look at what we've already done. We turned executive profiteering into a national scandal and helped force through new laws, including bonus bans, criminal liability, and real transparency. We dragged sewage onto the ballot paper at the last election (yuck!). We've created and protected bathing waters up and down the country. None of that happened by accident.

The next four years demand more of the same, but sharper. We cannot afford to spread ourselves thin. Every part of this strategy is built around one goal: ending the sewage pollution of our seas, rivers and lakes, for good. That means focus, urgency, and an SAS that knows exactly who it is and what it's here to do.

We are a movement forcing systemic change to protect the waters we love. Change that belongs to everyone in our community: whether you've signed a petition, paddled out with a placard, cleaned a beach or riverbank, or tested our waters for pollution. Together we are reclaiming our waters from the polluters.

Let's finish this.

Giles Bristow
CEO | Surfers Against Sewage



FIGHTING FOR THE WATERS WE LOVE

OUR PURPOSE

TO FIGHT POLLUTERS OF THE UK'S SEAS

OUR MISSION

TO FORCE SYSTEMIC CHANGE THAT PROTECTS THE WATERS WE LOVE

OUR VISION

CLEAN WAVES AND THRIVING COMMUNITIES

SAS was founded in 1990 by surfers who were getting sick from sewage. We became famous for no-nonsense campaigning that got results. We were surfers, but we represented all water users - and still do. People relate to us because we stand up for the sea, speak the truth, and care as much as they care.

Today, more than three decades later, our movement has grown exponentially and we've made a name for ourselves, not just on the beachfront but on the front benches of Parliament. Stroll along any coastline or high street and you'll see SAS T-shirts and slogans keeping our movement alive in people's minds.

But despite our successes, our waters continue to be polluted at a horrifying rate. Our seas, our beaches and our health are all under threat and we will not stop until they are safe.





HOW WE'RE DIFFERENT

There are many organisations working to protect the environment. SAS occupies a distinctive and irreplaceable position among them.

1. We're in the water

We're surfers, swimmers and families who love the water and the joy it brings. Our movement is powered by people with direct, personal experience of pollution, and backed by many more who are angered by it. This lived authority is something no organisation can manufacture. It makes our voice credible and relatable to millions.

2. We link local to national

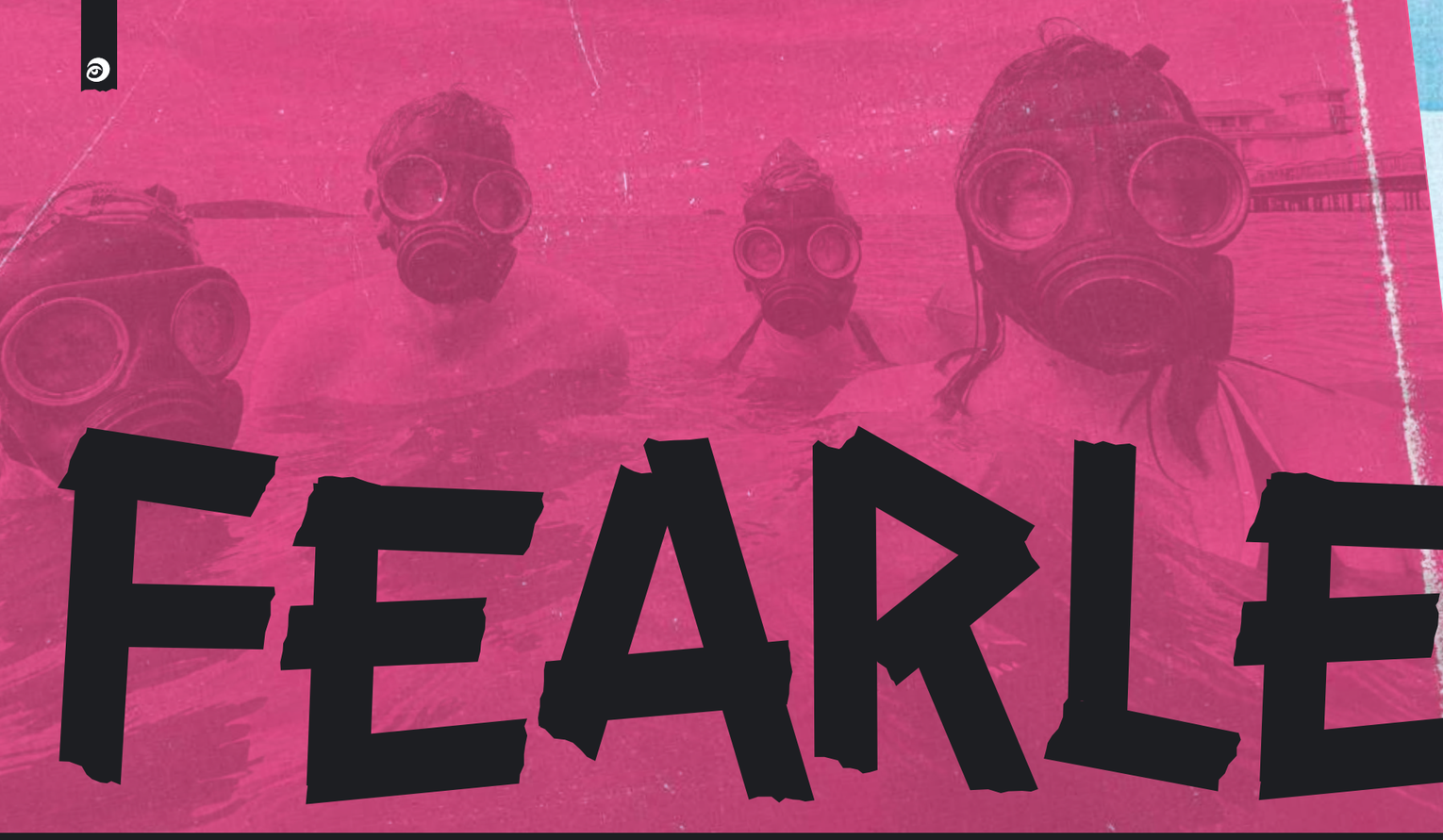
We have the community, connections and campaigning know-how to turn local outrage into national systemic pressure. We can put thousands of people on the steps of Parliament and make a bad day for one swimmer, a bad week for Westminster.

3. We make the case through human health

Water users are the canary in the coalmine when it comes to the pollution of our seas, rivers and lakes. Human illness is hard to ignore or accept, making the dire state of our waters more tangible and urgent. That's why we use health data and stories of sickness - to make the situation impossible to defend.

4. We're unignorably effective

SAS is widely known as the organisation that's fearless enough to get attention, and yet organised enough to put it to use. Ours is a unique mix of creativity and high profile pressure that gets serious results. When we act, Ministers, lawmakers and CEOs brace themselves for impact.



FEARLESS

FOCUSED



FUN-LOVING

VALUES & CULTURE

These are our f-words. They are bullishly simple because their job is to guide behaviours and practices across our organisation.

Being **fearless** means not shying away from the biggest fights. It means aiming high, saying things straight and calling out lies. It means leading the way by doing things first, and saying no if the potential impact is too small.

Focus is about concentrating our efforts with precision and force; not spreading ourselves too thinly. This requires making tough choices and uniting around pivotal goals. Focus unlocks innovation by shedding distractions. And it keeps us agile so we can quickly re-organise when the conversation needs to change.

Fun-loving might seem out of place, but fun is a deceptively powerful tool, and when paired with fearlessness creates the unique SAS blend of edge and mainstream virality. Ours is a culture of playful creativity, unexpected innovation, and stinging satire. It's a style of campaigning that disarms bad actors, grabs attention and rallies communities. And it's proof that humanity can prevail against extractivism and greed.

OUR THEORY OF CHANGE

At the heart of everything SAS does is a simple belief: that people power, applied with precision and persistence, will force systemic change.

Our theory of change is a flywheel. Each element feeds the next, building momentum that becomes impossible for decision-makers to ignore.

1 EVIDENCE

We gather the proof that pollution is happening, who is responsible, and what it is doing to people and the environment.

Our Safer Seas and Rivers Service app — the UK's leading real-time sewage alert tool — puts that evidence directly in the hands of water users. Our citizen science programmes, data analysis, and investigative work give us the credibility to hold polluters and regulators to account.

2 CAMPAIGN

We design campaigns that target the specific levers of change — legislation, regulation, policy, enforcement, and strategic litigation.

Every campaign has a clear ask, a defined target, and a measurable outcome. Our campaigns are famously provocative and no-nonsense, which attracts large audiences and creates unignorable discomfort. This is where the SAS Fearlessness and Fun collide.

3 MOBILISE

We turn evidence and goals into action — petitions, paddle-outs, protests, letters to MPs, digital activations.

We have built a community bursting with campaigners ready to answer the call. Together, we outwit, outplay and outpunk the polluters.

4 PRESSURE

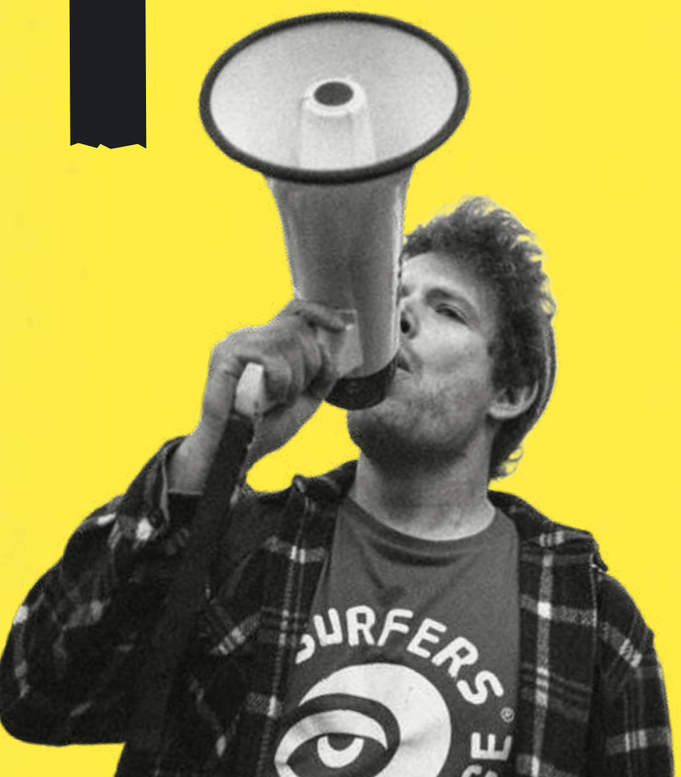
Sustained, visible, large-scale pressure on decision-makers creates the conditions for change.

We make it impossible for governments, regulators and water companies to maintain the status quo. Our deep campaigning experience has taught us when to apply pressure from the outside, how to escalate conversations and when to push for a seat at the table.

5 IMPACT

We pursue five types of systemic change: changed laws, changed regulations, changed policy, changed enforcement, and court decisions that force change when political will is absent.

When we win, we go back to the evidence — tracking implementation, holding those responsible to account, and making sure those wins actually lead to less polluted waters. Victory is only the beginning of the work.



CASE STUDY

OUR THEORY, PROVEN



DIRTY MONEY CAMPAIGN

When SAS analysis revealed water companies were paying out £1.4 billion to shareholders while dumping raw sewage for 1.75 million hours in a single year, we put executive profiteering on the public and political agenda.

Our Dirty Money campaign mobilised 173,000 campaigners behind four clear demands: cap executive bonuses, no payouts for pollution, enforce the rules, and lift the lid on where the money goes. We were unrelenting in keeping the story alive and the outrage burning. The pressure became impossible to withstand, and government moved.

The Water (Special Measures) Act 2025 delivered: bonus bans, criminal liability for executives who obstruct investigations, and mandatory financial transparency. The most significant water legislation in a generation, won with people power.

A MAIN-STREAM MOVEMENT

Those in power act when they cannot ignore the scale and passion of the communities demanding change.

Data and arguments alone are not enough. What forces action is people: thousands of them, visible, organised, and refusing to go away.

That is what the SAS community provides. They are the source of our political legitimacy — the proof that the demand for clean water is not a niche concern but a mass movement. They are surfers, swimmers, paddlers, and anyone with a genuine connection to the water who is prepared to fight for it. When they act, decision-makers listen.

One movement

People-power is most effective when it's organised.

> **WE'RE NOW CONSOLIDATING OUR COMMUNITY, PREVIOUSLY A NETWORK OF CAMPAIGN-SPECIFIC GROUPS, INTO ONE UNIFIED MOVEMENT.**

This focuses the collective energy and passion of our supporters into centralised, sequential campaigns. The benefit is pairing scale with agility: when our focus shifts to match the most pressing pollution issue, our full community shifts with us. Today's fight is wherever the sea needs it to be.

This is how SAS will always operate — identifying where the window of opportunity is open, concentrating our power to force change, and then turning our attention to the next fight.

Leaders, not followers

This movement is so much more than an email database, or social media following — it's a groundswell of active campaigners who collect evidence, lobby their MPs, organise local protests, and amplify our campaigns throughout their communities, both offline and online.

We are putting everything in place to make sure that when we ask our campaigners to act, their actions add up to the greatest possible impact. And we will simplify the pathway for new generations of campaigners to join the fight, quickly mobilise and deepen their ongoing involvement.

56
Paddle Out Protests (2026)

16,000+
Members and mobilisers (2026)

500,000+
SSRS app users (2026)



CASE STUDY

Church Cliff Beach in Lyme Regis lost its bathing water status in 2015. The water quality was regarded as too polluted to protect, so the site got written off: no testing, no signage, no legal duty on anyone to clean it up.

Local group River Lim Action refused to accept that. They knew what designation actually delivers: regular monitoring, honest public information, and a legal duty on polluters to act. Connecting with SAS's Protecting Wild Waters programme, they counted bathers, surveyed residents and built a rock-solid case for redesignation. In 2024, they won.

Church Cliff Beach now has regulators and South West Water locked into a five-year clean-up plan, backed by regular testing and an investment programme of up to £20 million which will cut sewage spills into the River Lim.

> NOW SAS IS TAKING THE GOVERNMENT TO THE HIGH COURT OVER NEW RULES THAT WOULD LET SITES LIKE CHURCH CLIFF BEACH BE REFUSED DESIGNATION WHENEVER A CLEAN-UP LOOKS TOO COSTLY OR DIFFICULT.

River Lim Action has submitted evidence to the court backing that fight, turning their local win into hard proof that no community's water should ever be written off as too polluted to protect.



> LOCAL ACTION CAN FORCE THE HANDS OF THE POLLUTERS. WE'VE PROVEN THAT AT CHURCH CLIFF BEACH, AND NOW WE'RE BACKING SAS'S FIGHT THROUGH THE COURTS.
>
> **Vicki Elcoate**
> River Lim Action



I've been surfing since I was 9 years old and have experienced getting sick from polluted water and seen comps cancelled because of it. That shouldn't be normal.
Ocearna Peres
British Champion Surfer & SAS Ambassador

The crowds, the energy, the speakers! This is what SAS, the community and activism is all about… Getting together and taking a stand!
Karl
Paddle Out Protester

Me and my husband swim all year round. Joining SAS felt like the right way to stand up for the places we love and protect the waters that mean so much to us.
Meg G
SAS member

This challenge came after the loss of a loved one. To be in the sea almost every day has been soul restoring for me.
Beccy
Dip a Dayer

The scale of the damage is heartbreaking and I want to thank you for exposing the truth. Please don't stop.
Jemma K
Petition signer

This app is literally a lifesaver. It's part of my daily routine, check the surf and then check if it's safe to paddle out. Know before you go.
Ross
SSRS app user

Thank you for holding those responsible to account.
Ingrid
SAS Instagram follower



> WE KNOW WE CAN'T DO ANYTHING TO DECREASE MONITORING BECAUSE YOUR LOT WILL KICK-OFF.
>
> UK Government Minister
>
> YOU'VE WON.
>
> Senior Executive, Water UK

OUR IMPACT SO FAR



The case for investing in SAS is built on a track record of real, measurable change. Over the past three years, our campaigns have achieved the following.

Forced systemic reform onto the agenda

Our campaigns made sewage pollution a defining issue of the 2024 UK General Election, securing commitments from the incoming government to clean up our waters and forcing the Independent Water Commission into existence. We coordinated a large-scale public response and shaped its findings, with original SAS research cited across its recommendations. The next fight is the Clean Water Bill.

Armed the public with real-time sewage data

We transformed the Safer Seas and Rivers Service into a nationwide transparency tool, adding Scottish and Northern Irish locations and expanding to monitor 18,771 sewage overflows in real time. More than 500,000 users have submitted 7,998 sickness reports and sent over 188,000 emails to water company CEOs and political representatives. In 2025 we launched Data HQ: the only platform showing live and historic discharge data across England, Scotland and Wales.

Held water bosses to account

Our Dirty Money campaign put executive profiteering on the public and political agenda via The Water (Special Measures) Act 2025. The Act delivered what we demanded: bonus bans, criminal liability for executives, and mandatory financial transparency. The most significant water legislation in a generation.

Expanded and protected bathing water designations

Our bathing waters campaign secured a major government commitment to reform the legislation: to scrap automatic de-designation after five years of 'poor' classifications, extend the bathing season, and count all water users. That win was built on people power. Through our Protecting Wild Waters programme, we supported communities across the country to apply for bathing water designation, building an engaged network of campaigners. Thirty of those communities have achieved designated status for their local waters so far, and this growing network is powering our fight to hold government to its word.

£104BN INVESTMENT WON FOR OUR WATERS, 2025 TO 2030. INCLUDING £12BN TO CUT SEWAGE SPILLS 45% BY 2030, SECURED THROUGH RELENTLESS PUBLIC PRESSURE.

TODAY'S CRISIS & A ONCE-IN-A-GENERATION OPPORTUNITY

A tipping point

Raw sewage is being dumped into the UK's seas, rivers and lakes more than 1,000 times a day. This abhorrent reality is the result of decades of underinvestment, regulatory failure, and corporate profiteering. Coasts are being poisoned. Rivers are dying. Water users are getting sick. And the systems meant to protect us all have demonstrably failed.

But something has shifted. Public anger over the sewage crisis has reached a tipping point. Political will — hard won through years of campaigning — has created a genuine window for long-term systemic change.

SINCE PRIVATISATION

MILLIONS
of sewage dumps

Bills up
44%

+£150 BILLION
in dividends and debt

RESEARCH BY POLLSTER OPINIUM, FOR SAS, 2026

1 IN 5
people believe they've got ill from sewage-polluted water, or know someone who has

53%
are worried swimming in UK waters will make them sick.

The Bill we've been pushing for

The Clean Water Bill represents the biggest legislative opportunity to transform the water system in England and Wales in a generation. Sewage pollution is the most visible, repulsive, and urgent symptom of the water system's failure, and the Clean Water Bill is our opportunity to stop it. With the Bill expected to pass through parliament in 2026 and 2027, decisions are being made right now about the regulatory framework that will govern our waters for decades to come.

This is the window SAS has been building towards. The pressure we apply will determine whether the Clean Water Act has teeth and can actually deliver an end to sewage pollution. If it becomes a missed opportunity, the repercussions will be felt for generations.



HOW WE'LL WIN

Spreading our efforts across multiple systems at once means achieving less on all of them. So we're going all in, one at a time.

For now, that means concentrating all our attention and community power around the water system: the ownership, regulation and enforcement structures that govern our seas, rivers and lakes, to seize the moment we've fought so hard to create.

Real change — the kind that transforms the actions of polluting industries — requires sustained, concentrated pressure on this shared goal.

We enter this moment from a position of unique strength — a strong brand, a proven theory of change, and a community of campaigners ready to fight. Now we're putting all of it behind one goal: ending sewage pollution.

2026-2030

OUR CAMPAIGNS

We're meeting the urgency of this moment with crystal-clear targets and commitments.

Delivering systemic reform

Ensuring our water system prioritises public health and the environment over profit is our core campaign focus for this strategy period. Public anger over the sewage scandal is cresting, political will exists, and a once-in-a-generation legislative opportunity is open. The conditions for lasting systemic change have never been better.

The Clean Water Bill is our primary vehicle. The biggest opportunity in decades to transform the ownership, regulation and enforcement structures that govern water in England and Wales.

WE ARE MOBILISING OUR COMMUNITY TO INFLUENCE ITS PASSAGE, PRESSURE MPS TO MAKE AMBITIOUS AMENDMENTS, AND ENSURE THE FINAL REGULATORY FRAMEWORK HAS REAL TEETH.

Our aim is specific and measurable: changed laws, stronger regulations and greater enforcement. And ultimately cleaner waters, safe for people to use.

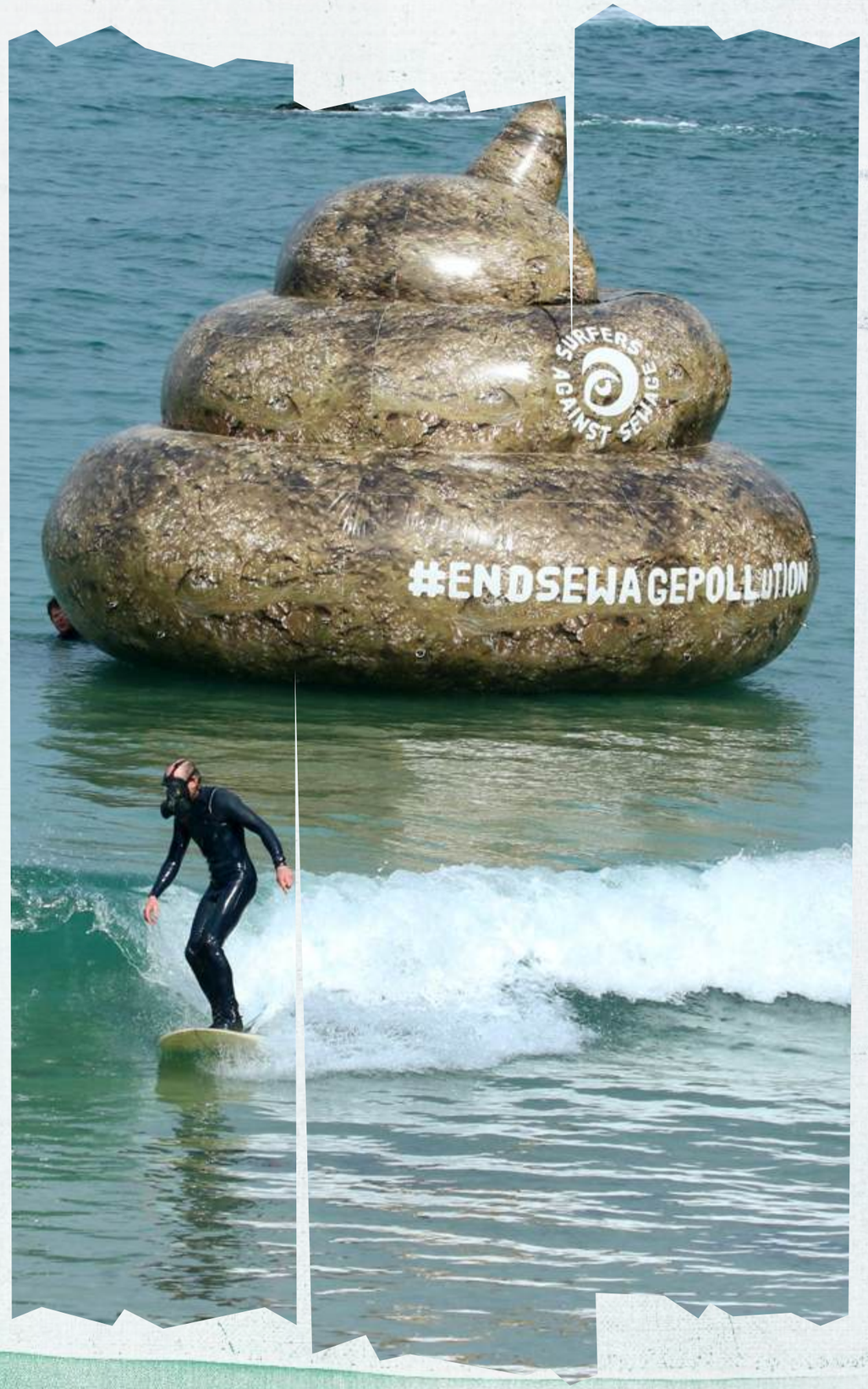
Toughening Bathing Water protections

To bolster our push for systemic reform, we are campaigning for stronger bathing water regulations.

The problem with sewage pollution isn't just that it happens — it's that it happens with impunity. Bathing water designation is one of the few legislative tools that directly compels polluters to clean up at specific locations. When a site is designated, water quality is tested by the government and polluters face legal requirements to act.

SO WE ARE CAMPAIGNING FOR MORE AND BETTER DESIGNATED BATHING WATERS. FOR STRONGER MONITORING, AND GENUINE ENFORCEMENT.

Not only for the health and enjoyment of surfers, swimmers, and impromptu splashers, but because designation is a lever that forces polluters to act whether they like it or not.



2026-2030

GREATER AMBITION

Every corner of the UK

The state of our waters is a devolved issue. SAS campaigns across the whole of the UK, but England, Scotland, Wales and Northern Ireland each have different legislative frameworks, different water ownership models, and different political contexts. Each deserves dedicated attention and relevant, localised campaigning.

WE ARE COMMITTED TO DEVELOPING OUR PRESENCE AND IMPACT IN EVERY CORNER OF THE UK DURING THIS STRATEGY PERIOD.

This means building our understanding of the specific issues in each area, strengthening our connections with local communities, and ensuring that wherever campaigners live, they have the tools and support to fight for their waters.

Scaling our movement

We're building the most powerful community of water user campaigners the UK has ever seen. Over this strategy period, we're working hard to scale this movement, deepen our reach into coastal and surf communities, and onboard new waves of campaigners - from all backgrounds - who will carry the fight as long as it's necessary.

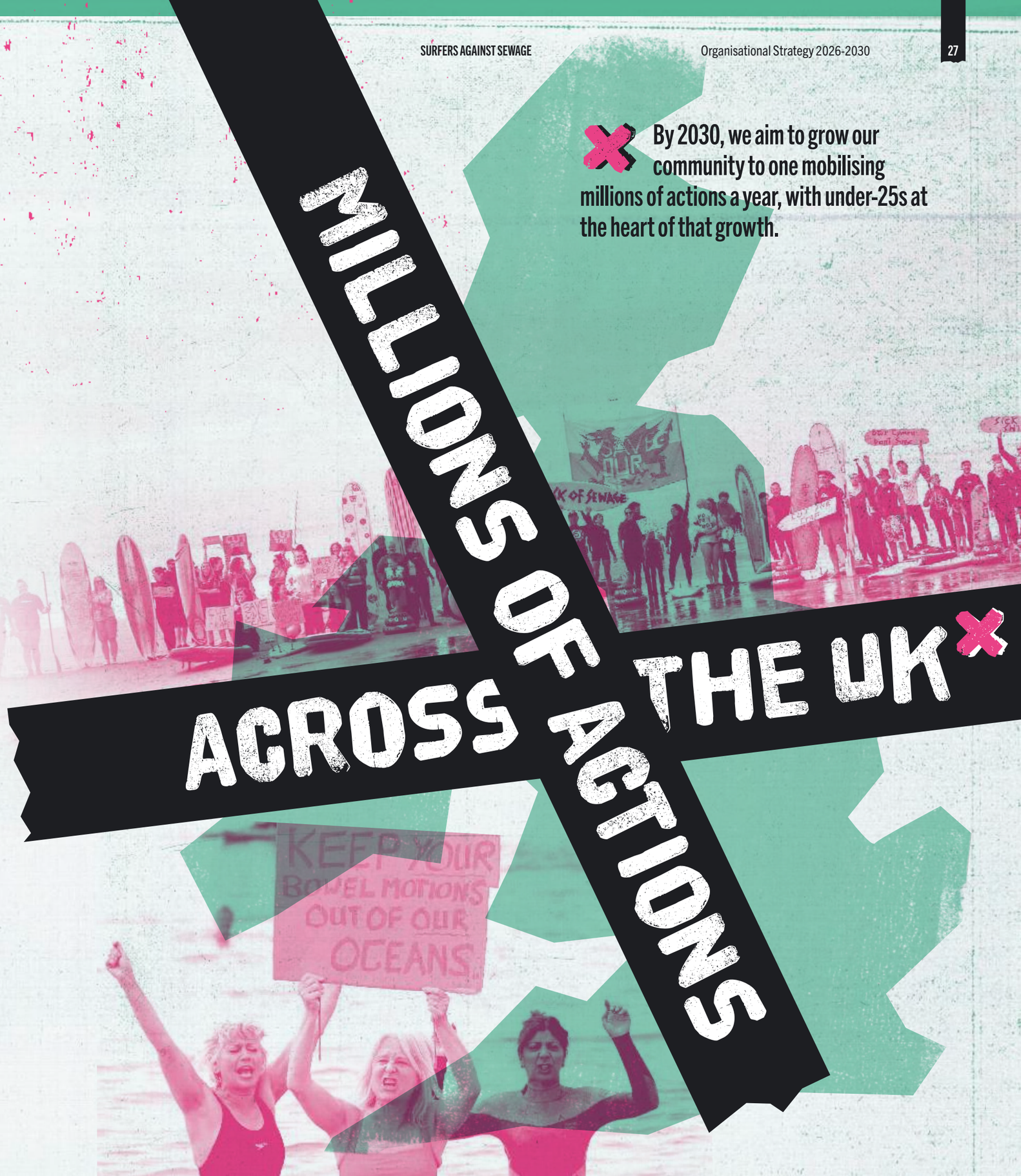
Recruiting the next wave

We are piloting our Youth Campaigner Initiative in 2026, connecting 16-25 year-olds directly to SAS campaigns as active participants who will shape strategy and carry the fight into their schools and communities. At its heart is a Youth Advisory Panel of paid young people who co-design the initiative from the ground up. They will be in the room when decisions are made.

YOUNG PEOPLE DON'T NEED CONVINCING THAT SOMETHING IS WRONG WITH OUR WATERS. THEY ARE ALREADY ANGRY, ALREADY ONLINE, ALREADY ORGANISING.

We are investing in their skills and talents so that the campaigners who join us now become the leaders of the fight for decades to come. They need to be a visible and vocal presence in the fight for systemic change, injecting fresh passion, innovation and skills into our movement as they help build its future. Our work with schools will continue to lay the groundwork long before 16, seeding the awareness, the passion and the instinct to act. By the time young people are old enough to join our Youth initiative, they're already campaigners in the making.

By 2030, we aim to grow our community to one mobilising millions of actions a year, with under-25s at the heart of that growth.



2026-2030

SHARPER FOCUS

Million Mile Clean

Million Mile Clean is our flagship community activation—a nationwide effort to clean up beaches, rivers, lakes and green spaces, with every mile logged and every piece of pollution collected stopped from entering our waters.

WE'RE NOW EVOLVING IT FROM A SINGLE-ISSUE CAMPAIGN INTO SOMETHING BROADER,

a way of connecting communities to whatever threatens the waters we love, generating data that continues to build evidence of both the scale of the problem and the depth of public outrage.



MILLION MILE CLEAN



Safer Seas & Rivers Service

Our Safer Seas and Rivers Service app is used by half a million swimmers, surfers and paddlers to check water quality at their local spot before they get in.

OVER THIS STRATEGY PERIOD, WE ARE INVESTING IN THE SSRS AS MORE THAN A PUBLIC RESOURCE.

It is becoming a movement entry point and genuine campaign instrument, generating the kind of citizen-led data that gives us the authority to hold polluters and regulators to account.

SAFER SEAS & RIVERS SERVICE

HOW WE'RE CHANGING OURSELVES

Delivering this strategy requires us to change how we work as well as what we work on.

Sea Change, our transformation programme, will ensure these organisational shifts happen with clarity and accountability. It covers our community model, our ways of working, and our internal culture, including becoming a digital-first organisation, embedding MEL (Monitoring, Evaluation and Learning) and impact reporting as standard, and making sure the right people are in the right roles to maximise our impact. This will free us up to campaign with the focus and force this moment demands.



Raising the bar for innovation

SAS has always been a leader and innovator in this space — finding new ways to apply pressure, new tactics to expose polluters, new approaches to mobilising communities. That restless, pioneering spirit is part of who we are, and it's critical for achieving outsized successes.

> **IN THIS STRATEGY PERIOD, WE ARE DOUBLING DOWN ON CREATING A CULTURE WHERE BOLD THINKING IS THE NORM**

— one that moves fast, makes decisions with confidence, and treats experimentation as essential rather than risky. New campaign tactics, new technologies, new ways to cut through.

Going deeper with data and digital tools

Our credibility as a campaigning organisation rests on the quality and rigour of our evidence and analysis.

> **WE HAVE ALWAYS BEEN AT OUR MOST POWERFUL WHEN BACKED BY IRREFUTABLE DATA — AND WE ARE DEEPENING THAT CAPABILITY FURTHER.**

Evidence is not separate from our campaigning. It is the foundation of it. The data we collect, the investigations we run, and the stories we tell from that evidence are what give SAS the authority to demand change — and what make our demands impossible to dismiss. We are intensifying our efforts here, making best use of AI and emerging digital resources, while always holding ourselves to high ethical standards.

This includes expanding our citizen science programmes, strengthening our capacity to analyse and interrogate water company and regulatory data, and developing new tools to surface and share evidence in ways that are impossible to ignore.

2030 GOALS

We measure success not in outputs or activities but in outcomes: changed laws, changed regulations, changed enforcement, and cleaner waters. By 2030, we will have achieved the following.



1 REAL SYSTEMIC REFORM

The Clean Water Bill will have passed into law, setting in motion systemic reform that puts public health and environmental health before profit. It includes robust enforcement mechanisms, meaningful penalties for polluters, and a regulatory framework that puts the health of our waters and the people who use them at its centre. The sewage scandal is no longer a political embarrassment — it is a legal liability.

2 REGULATION WITH TEETH

The regulatory framework governing water companies in England and Wales will have been fundamentally reformed. A new independent, well-funded regulator has the power, mandate and will to hold polluters accountable, actively investigating and prosecuting pollution offences so that water companies face financial and legal consequences proportionate to the damage they cause. The era of impunity for polluters is over.



3 MORE AND BETTER BATHING WATERS

Bathing water designation will reflect how people really use our waters, not an outdated and overly narrow set of rules. More sites will be protected, monitoring will be fit for purpose, and protection will be harder to strip away once it's won. People can swim, surf and paddle with confidence that the data protecting them is accurate, current, and acted upon.

4 WINS ACROSS THE WHOLE UK

SAS will have a robust campaigning presence and track record of impact in England, Scotland, Wales and Northern Ireland. Each area will have seen concrete wins, whether in policy, enforcement or public pressure, reflecting the specific water ownership and legislative context they face.

5 A STRONGER MOVEMENT, READY FOR THE NEXT FIGHT

SAS will end this period with a stronger, more unified, and more diverse community of campaigners: bigger, yes, but more importantly, one fully bought in to the campaign-led model, experienced in applying pressure, and ready to mobilise the moment the next window of opportunity opens.



THESE SEA NEEDS YOU

FAILURE IS NOT AN OPTION

These outcomes will not come easily. The systems we're challenging are deeply entrenched, and the interests defending them are powerful. But we have the evidence, the growing movement, and the determination to win.

This really is a once-in-a-generation opportunity. To seize it we need to be focused. And so do you.

HELP US END POLLUTION OF THE UK'S WATERS

Your support will make a real and meaningful difference to this cause. Whether you're hearing about SAS for the first time, or you've campaigned with us in the past, now is a critical time to be part of this story. One movement. One goal. We need you, and so do our waters.

GET ONBOARD



PARTNER WITH US

We work with organisations, businesses and institutions that share our outrage and use their influence to demand change. If you want to discuss a partnership, please get in touch.

TAKE CAMPAIGN ACTION

Strengthen our community and add your voice to the fight. Sign petitions, contact your MP, get involved on the ground. Every action counts. Help us build the pressure that forces change.

BECOME A MEMBER

SAS is an independent charity. We will never take money from the polluters or anyone with a vested interest in maintaining the status quo. So we can campaign freely and loudly without being gagged or influenced. Your financial support keeps us free to fight and keeps you in the loop on our progress.

SURFERS AGAINST SEWAGE
Unit 2, Wheal Kitty Workshops,
St. Agnes, Cornwall, TR5 0RD.

For partnership enquiries:
01872 555947
partnerships@sas.org.uk

For general enquiries:
01872 553001
info@sas.org.uk

For media enquiries:
01872 555949
media@sas.org.uk

Registered charity number 1145877





You're right to be angry.

They're polluting our seas.
They're killing our rivers.
They're wrecking our childhoods
And they're lining their pockets.

But we're the resistance they can't wash away.

Don't they know who we are?
We play in angry waves and icy waters
— and we come out smiling.
The cold doesn't break us, it gets us going.

So be fearless. Get focused.
Bring fun, and bring friends.

Together, we'll ~~save~~ our seas.

UNCRAP

Surfers Against Sewage

Unit 2, Wheal Kitty Workshops,
St. Agnes, Cornwall, TR5 0RD.
01872 553001 - info@sas.org.uk
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