

WESTHAVEN MARINA LIMITED

ANNUAL REPORT 2021-22



NAVIGATING THE WINDS OF CHANGE

Tēnā koutou and welcome to Westhaven Marina Limited's annual report.

We are pleased to share with you, as holders of Westhaven Marina's Berth Entitlement Units, the exciting work the marina team has been busy with throughout 2022. This annual report is being issued later than anticipated as the 30 June 2022 financial statements audit was delayed due to resourcing constraints faced by Audit New Zealand.

As trustee of the Existing Marina Trust and the Marina Extension Trust, Westhaven Marina Limited has duties to adhere to the terms of the trust deeds, and to act impartially and in the best interests of the beneficiaries. We continue to maintain prudent oversight of spending to ensure annual charges to berth holders remain fair, and that licence obligations are met, and that the marina remains a world class facility in all aspects.

The 2021-2022 financial year was another challenging period, as we traversed the various and varying impacts of the pandemic, including disruptions to labour resources and material supplies, which have affected some of our project timelines. We acknowledge the patience of berth holders during this period of significant development to the marina and sincerely thank you all for your understanding through this time.

It was great to be able to meet some of you in person last year at both the Westhaven Marina user forum in June and the meetings to vote on the changes proposed to the berth licences for both Trusts, and to the Deed of Trust, in November. We are grateful for your participation in this process and to have had the support to pass all of the proposed amendments.

Despite the challenges faced, the year was marked with the progression of various infrastructure projects as well as important operational improvements to the marina. The marina team upheld their usual high service standards, and all of this contributed to Westhaven Marina winning a multitude of awards at the New Zealand Marina Operators Association Marina and Boatyard Conference in September.

A huge congratulations to the Westhaven team for another successful year of continued excellent customer satisfaction results, for receiving Gold Anchor accreditation and three New Zealand Marina Operators Association awards, including 2022 Marina of the Year. These accomplishments are a credit to you all.



Richard Leggatt



Paul Majurey



David Kennedy

Directors of Westhaven Marina Limited as Corporate Trustee for Westhaven (Existing Marina) Trust and Westhaven Marina (Marina Extension) Trust.

OUR MARINA OF THE YEAR

After the disruptions throughout the last three years, it's been great to see the liveliness return to Westhaven as boating and recreational activity resumed in the marina.

We've enjoyed being able to reconnect with our berth holders in person again, and were pleased to present our achievements and future projects during a berth users' forum at the end of June. In November, we met with berth holders from our two marina trusts and facilitated a process to vote on proposed amendments to the marina berth licences. We were delighted to have the support to pass all five amendments, with a significant majority of berth holders in favour of the changes.

This year, we have been busy preparing for the provision of more berths to meet the ever-increasing demand for sheltered walk-aboard berthage at Westhaven Marina. In addition to exploring opportunities for this growth, we've been making plans to combat the threats of climate change to the marina, including mitigating the impacts of sea level rise and extreme weather events to ensure the marina remains in an insurable condition.

Communication and stakeholder feedback are important components in helping us to meet our service expectations as we strive to continually up our game. We urge you to keep providing us with your views, so we can look at areas for improvements. A lot of effort goes into our information channels including our website and bimonthly newsletter, which we aim to keep relevant and to the point to encourage these to be read.

On a personal level, I want to thank our berth holders for helping to shape Westhaven, and I am very proud of the performance of the marina team, which is recognised by the awards and feedback received year on year.

Ngā mihi

Kevin Lidgard



**Head of Marinas
Eke Panuku Development Auckland**

MARINA OPERATIONS

We continue to strive for quality and fairness across the marina operations. There are several exciting developments underway this year, and our focus is on actions to reduce waste within the marina, robust forecasting of operational expenses, and risk management including health and safety.

A NEW MARINA MANAGER AND CUSTOMER SERVICES TEAM LEADER

We bid a fond farewell to Westhaven's former marina manager Karenza Harris in August 2022, after her four and a half years with the marina (two and a half of those in the role of marina manager).

Gareth Wilson was appointed as our new marina manager in October. Some of you will know Gareth who has been the marina's maintenance manager since early 2020. Having come from an Auckland boat building family, Gareth is well-acquainted with the marine industry. He previously worked for Bayswater Marina, where he progressed from the operations team to marina manager and is one of New Zealand's few certified marina managers.

We look forward to the positive outcomes we're going to achieve with Gareth at the helm.

After just over three years with the marina, our former customer services team leader, Lisa Bricknell, made the move with her family down to Tauranga late last year and we welcomed Sharon Belcher to the role in December.

Sharon has worked for Auckland Council for the past 10 years, in both a team leader role and as a business improvement advisor. Outside of work, Sharon studies part-time towards a Bachelor of Applied Science (Communication and Psychology).

ANNUAL CUSTOMER SURVEY RESULTS

Customer satisfaction remains one of our top priorities at Westhaven Marina as we strive to continually improve our standard of service.

Thank you to the 437 customers who responded to the 2022 independently run customer service survey. The results show that 90% of those customers scored Westhaven Marina five or higher

for overall customer satisfaction on a one-to-seven-point scale – a 1% increase from last year's figure.

Other key findings of the 2022 survey are:

- Marina staff continue to perform well with 90% of customers satisfied with staff overall
- Satisfaction remains high with personal safety and pier gate security at Westhaven Marina, with 95% of customers satisfied with these services
- Overall satisfaction with marina facilities has risen to 87% this year – up 2% from last year's score
- As seen previously in response to the question about usefulness of marina communication methods, direct communication with staff and newsletters are deemed to be most useful, with satisfaction scores of 80% and 82% respectively.

Some of the common themes that came through in your feedback have been addressed in the last few editions of the Westhaven newsletter and we will continue doing this in future publications.



AN ENVIRONMENTALLY CONSCIOUS MARINA

As part of New Zealand's maritime community, Westhaven Marina is committed to playing our part in protecting our coastal and inland marine areas for future generations to enjoy.

Our focus on sustainability remains top of mind as we continue to investigate new initiatives to make Westhaven Marina more environmentally friendly. Some of the ways we demonstrated this in 2022 are:

- We continue to support and promote our partner services, such as:
 - Kai Ika – who repurpose fish off-cuts
 - Let them Fish – who collect donated surplus/unwanted fishing and diving gear for people in the Pacific Islands
 - Sea Cleaners – who educate people and co-ordinate volunteers to remove and dispose of rubbish from our marine environment in eco-friendly ways
 - Trow Group – who work to create a more sustainable construction sector and repurpose materials to enable community projects locally and in the Pacific Islands. Where possible, Westhaven Marina recycles, donates, or sells reusable materials that are removed through pier refurbishment, so they don't end up in landfill.
- We recognise Westhaven boaties and businesses who go the extra mile to reduce their impact on the environment annually through the Sustainable Action of the Year Award. The Kai Ika project received the award in 2022, for offering a nose-to-tail solution to deal with

post-filleting fish parts at Westhaven. Kai Ika partnered with Westhaven in 2020, installing a fish filleting station at Z pier. Their service allows fishers to have their catch expertly processed while ensuring nothing goes to waste as the off-cuts are shared with Auckland families and community groups who value these parts of the fish. To date, Kai Ika has repurposed over 270,000 kilograms of fish offcuts that would have been otherwise wasted.

- In early 2022, we installed 113 x 450-watt solar panels (producing solar to a peak of 50.85 kilowatts DC) onto the roof of the Marine Village making the building more energy self-sufficient.
- We continue to educate our customers on ways to reduce waste. New signs informing customers about what waste can be placed in marina bins were installed at our bin compounds in 2022. We also added a sustainability segment to our newsletter and a dedicated section on our website where we promote environmental initiatives, waste reduction techniques and recycling options etc.
- In October 2022, we replaced all the marina's old oil waste bins with high-quality, double skinned 1,000 litre waste oil containers. The second skin allows the new bins to hold one hundred per cent of the oil bins' contents. We're in the process of making some adjustments to the oil bins to improve usability.

DEVELOPING A STRONG WORKFORCE

Continuing on with our marina cadet programme in 2022, Kiara Hamilton gained valuable experience across all Eke Panuku marinas. She has just accepted an offer to take on the role of commercial

and marina operations coordinator with the Viaduct Marina team and we are about to begin recruitment for two new cadets shortly. Our cadet programme enables succession planning and creates a versatile workforce for the marina.

This year, four of our staff completed the National Certificate in Marina Facilities – Marina Operations Apprenticeship – through MAST (Marine and Specialised Technologies) Academy. We currently have eight staff, including one of our cadets and two new team members, working through the two year MAST qualification. The aim of the programme is to provide the marine industry with people who have the knowledge and skills, and are able to work safely within the regulatory framework in the maintenance and operation of boatyard facilities.



OUR VOLUNTEER, PETER

Peter Relph has been bringing his lively, fresh perspective to Westhaven Marina for over a year now, thanks to our relationship with disability service provider Spectrum Care.

Spectrum Care's Aspirations Support service helps people with disabilities develop life skills to make their lives more enjoyable and fulfilling and actively participate in their communities. Activities through the service can include recreational pursuits, learning and development opportunities, social skill development, community engagement and progression towards relevant work or volunteering opportunities.

After gaining several certificates in employment skills through Unitec, Peter has worked as a car cleaner, supermarket trolley collector and meals on wheels assistant. He was introduced to our team back in 2021 through Spectrum Care's Aspirations Support service, and has been a welcome presence ever since, helping in a voluntary capacity every Tuesday as part of our dockmaster crew.

You may have seen Peter out and about walking the marina alongside our dockmasters, assisting with a variety of activities such as routine surveillance, cleaning and registration duties, as well as getting out on the water. Peter has gone from being fearful of the ocean a year ago, to now identifying as an enthusiastic boatie.

Spectrum Care's community facilitator Ojasvi Singh has worked alongside Peter in a supporting role for over three years, and says the confidence Peter has developed, not only in terms of being around the water, but also in learning new skills and building relationships, is huge. She believes

that coming to the marina each week has made an enormous difference to his life in so many ways, and says it's wonderful to see our staff treat him as a valued member of the team with a role to play.

Peter has a five-year plan to get into paid employment and our partnership with him is a key step toward achieving this goal.



AN EVOLVING MARINA

- Apart from for unserviced pile moorings, demand for berthage continues to grow at Westhaven Marina. The continuation of our pile mooring redevelopment project provided 44 new berths on AB pier (a mixture of 20m and 24m) in 2022. Due to the drop in demand for (and occupancy of) our pile moorings, investigation is underway into consolidating this area from the four existing rows to two rows.
- The replacement of Westhaven Marina's oldest piers, G, H and J, which reached their end-of-life, got underway in mid-2022. Due to decreasing demand for smaller vessels, the previously 8m and 10m berths have become 10.5m and 12m to futureproof the marina for demand trends and

changes. The work was delivered in a staged approach and was completed in late-2022.

- The original marina building at 137 Westhaven Drive was built in the 1960s as a home for the former marina custodian and their family. Since then and up until late October 2022, the dwelling was used as an office space for the Westhaven Marina team; however, it is no longer fit for purpose, so we have relocated our staff into new spaces. Last year, we moved our customer service and administration teams to the new Marine Village and in late October 2022, we moved our operations team to a temporary building. The next phase is to investigate options and work through a process to provide a maintenance and security hub for our dockmasters and maintenance team to move into, which will eliminate the need for the current maintenance compound under the harbour bridge.

GOLD ANCHOR ACCREDITATION

In July 2022, Westhaven Marina was awarded Gold Anchor accreditation by the Marina Industries Association (MIA). Gold Anchor is an international accreditation similar to star ratings for hotels; instead MIA uses anchors as the rating system.

The Gold Anchor program is based on a rigorous assessment of a marina's services, procedures, and facilities. It involves an independent audit of 86 criteria across all areas of the business as well as a customer survey. The award scheme is well known as a credible measure of marina quality, designed to inform customers about the level of services and facilities a marina has, and provide marinas with a set of benchmarks to maintain a pathway for continual improvement.

We received four out of a possible five Gold Anchor rating and are New Zealand's first marina to be awarded Gold Anchor accreditation (and one of just 240 globally across 30 countries).

Our team is focussed on providing customers with the highest level of service and facilities, and we are delighted that our efforts have been recognised with this accreditation.

WESTHAVEN MARINA AWARDS



The annual New Zealand Marina Operators Association (NZMOA) Marina and Boatyard Conference was held in Picton and Nelson in September 2022 and wrapped up with an awards dinner where Westhaven Marina was in the running for three awards.

It was a momentous achievement to come away as the winner of all three awards; Westhaven Marina was named:

- 2022 NZMOA Marina of the Year
- Winner of the NZMOA Best environmental Performer award
- Winner of the Outstanding Initiative category for the launch of our digital parking management system

We also received NZMOA Clean Marina recertification, which recognises our

efforts to minimise the impact the marina has on the environment.

Five independent judges joined a team of industry experts to assess the entries, including marine journalists and business and industry leaders. The judging process involved the assessment of written submissions for each category and a video presentation.

Held every two years, the last NZMOA award event was hosted at the New Zealand Maritime Museum in Auckland. At those awards, we received the Outstanding Initiative award for the 'Load'n Go' berth, were highly commended in the Marina of the Year category, and Kevin Lidgard was presented the Outstanding Individual Contribution award. Since then, we have worked hard to raise our performance in every aspect of marina operations and management, and we are very proud the marina has been recognised this year with the supreme award of being named New Zealand's Marina of Year.

AMENDMENTS TO THE WESTHAVEN MARINA BERTH LICENCES AND DEED OF TRUST

Over recent years, Westhaven Marina Limited (as licensor under the marina berth licences and trustee of the Westhaven Trusts) and Eke Panuku (as marina manager) have discussed updates to the marina berth licences and Deed of Trust with various stakeholders. Feedback that was received during these discussions was taken on board.

Meetings to vote on the proposed changes to the berth licences for both the Existing Marina and the Extension Marina Trusts, and the

proposed changes to the Deed of Trust, took place on 1 November 2022 and on 29 November 2022. The later date was an adjourned meeting required for the Extension Marina Trust due to it not having a quorum at the first meeting.

At the 1 November meeting, the vote to approve the amendments to the marina berth licence for the Existing Marina Trust passed with a 98.8% majority, and the vote to approve the changes to the Deed of Trust passed with a 99.4% majority.

At the 29 November meeting, the vote to approve the amendments to the marina berth licence for the Extension Marina Trust passed with a 97.6% majority.

The changes to each of the documents came into effect from the date on which the relevant resolution was passed.

As a result of the changes made to the marina berth licences and the Deed of Trust, the updated documents now:

1. expressly permit a limited number of vessels that have a commercial or non-recreational purpose to occupy a specified number of berths within the marina
2. include a "user pays" regime for consumption of electricity within the marina
3. allow berth holders to sublet their marina berths for periods exceeding 12 months
4. allow a limited number of 'live on boards' within the marina
5. permit online and hybrid (combined in person and online) berth holder meetings.

We thank you for your patience while we navigated this lengthy process.

TEAM





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westhaven.co.nz