

WESTHAVEN MARINA LIMITED

ANNUAL REPORT 2023-24



STEADY PROGRESS, BRIGHTER HORIZONS

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

As holders of Westhaven Marina's Berth Entitlement Units, we are pleased to present the annual report for the financial year from July 2023 to June 2024, covering both the Existing Marina Trust and the Extension Marina Trust.

Westhaven Marina Limited continues to fulfil its role as trustee for both entities with integrity. Guided by the trust deeds, we remain committed to acting impartially and in the best interests of the beneficiaries. This responsibility includes careful oversight of expenditure, ensuring equitable annual charges for berth holders and meeting all license obligations.

The marina team's expertise has been instrumental in maintaining Westhaven Marina's position as a world-class facility. Their unwavering focus on operational efficiency, rigorous maintenance practices and the integration of high-quality infrastructure improvements is critical to the marina's success.

This year, we are proud to highlight several key achievements, including improved lighting and expanded CCTV coverage, which enhance safety and security at the marina. A significant upgrade to the outer seawall has strengthened resilience against extreme weather events and the broader challenges of climate change.

The marina team's sustainability initiatives, such as the introduction of Evie, the marina's fully electric patrol vessel, and recertification as a Clean Marina, reinforce their commitment to environmental stewardship.

We also commend the marina team for their outstanding service, as reflected in this year's customer satisfaction survey results. Achieving an impressive 93% overall satisfaction score showcases their dedication to delivering exceptional experiences for all berth holders and visitors.

Looking ahead, we remain focused on fostering collaboration, innovation and community engagement to ensure Westhaven Marina continues to thrive as a beacon of Auckland's marine culture.



Richard Leggat



Paul Majurey



David Kennedy

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

THE WESTHAVEN PLAN – A VISION FOR A WORLD-CLASS MARINA

Westhaven Marina stands as a cherished icon of Auckland, embodying the essence of the ‘City of Sails’ lifestyle and reflecting the city’s rich marine and sailing culture. To safeguard and enhance this treasure, Eke Panuku Development Auckland developed the Westhaven Plan. This comprehensive strategy ensures Westhaven continues to operate as a premier marina facility while remaining a welcoming destination for all Aucklanders to enjoy.

Informed by stakeholder consultation and first shared with berth holders in 2013, the Westhaven Plan provides a 30-year blueprint for the marina’s regeneration. It outlines both land and water-based developments and includes critical upgrades, such as replacing aging inground services infrastructure and reconstructing seawalls to strengthen resilience against extreme weather events and climate change.

The progress achieved under this plan is a testament to the dedication and expertise of the marina team, who drive these transformative projects forward under the management of Eke Panuku. We extend heartfelt gratitude to our customers for their patience and understanding during periods of change. Your support has been instrumental in helping us achieve outcomes that we trust are as gratifying for you as they are for us.

Berth holders are central to the marina’s success. Continued acknowledgment of the marina team’s performance through accolades and positive feedback inspires us to uphold and exceed high standards year after year. Stakeholder engagement and feedback remain crucial as we strive to deliver exceptional service and identify opportunities for growth.

To maintain transparency and keep our community well-informed, we are committed to clear and consistent communication. Through our website, seasonal newsletters, and regular email updates, we aim to share timely and relevant information, fostering a strong connection between Westhaven Marina and its community.

Ngā mihi

Kevin Lidgard



Head of Marinas

Eke Panuku Development Auckland

MARINA OPERATIONS

INTRODUCING THE DOCKMASTER ROLE

The marina dockmaster role is a cornerstone of marina operations, requiring a high level of vigilance, customer service and technical knowledge. Each shift begins with a thorough handover from the previous shift's dockmasters, and includes checks of weather forecasts, emails and updates on a shift-specific whiteboard. Dockmasters are equipped with essential tools like VHF radios, with one dockmaster designated as the lead for each shift to handle emergencies effectively. Specialised training ensures they are well-prepared to handle the diverse responsibilities required to maintain a safe and efficient marina.

Dockmasters are responsible for overseeing both land and water spaces, conducting daily patrols, interacting with customers and performing routine facility checks. They address customer needs, educate marina users on rules, and uphold the safety of all marina visitors and staff. Some of their key tasks include handling arrival and departure logistics, monitoring Westhaven via CCTV, and performing permit checks. Environmental stewardship is also a priority, with dockmasters responsible for maintaining cleanliness, removing debris and ensuring proper waste disposal.

Safety and security are paramount in the dockmaster role. Dockmasters enforce health and safety guidelines, report hazards, and respond to emergencies. Regular pier checks ensure vessels are properly secured, power connections are compliant, and environmental issues such as fuel spills or water discharge are promptly addressed. Dockmasters also log maintenance issues,

often resolving minor problems themselves or coordinating with the maintenance team for larger or more complex repairs.

In this role, dockmasters are not only the guardians of marina safety and operations but also key points of contact for the community they serve, fostering a welcoming and secure environment that reflects the marina's high standards and values.



Some of Westhaven Marina's dedicated dockmasters, providing exceptional service around the clock, all year.

INTRODUCING THE CUSTOMER SERVICE ROLE

Our customer service team is the welcoming face of Westhaven Marina, setting the tone for an exceptional guest experience from the moment visitors arrive. As the first point of contact, team members ensure each guest feels welcome, valued and a part of our marina community. With a commitment to delivering outstanding service, they engage with every individual, offering personalised attention and care.

Beyond greeting guests, the customer service team manages essential tasks that keep the marina running smoothly. They respond to phone calls and emails, guiding guests through all aspects of their marina experience. Key responsibilities include overseeing rental and lease agreements for those seeking a berth, assisting with berth entitlement unit transfers, and upholding marina compliance by ensuring EWoFs/Test Tags and insurance requirements are kept up to date.

In addition to handling day-to-day enquiries, the team also handles financial tasks, demonstrating their dedication to both customer satisfaction and operational efficiency. Through their expertise and commitment, the customer service team embodies the warmth and professionalism that defines Westhaven Marina, creating an inviting and seamless experience for all who visit.



Westhaven Marina's customer service team, committed to delivering outstanding support.

CULTIVATING A SKILLED WORKFORCE

Training and development

Westhaven Marina's training and development programme is committed to building a capable team across all areas of marina operations. Our cadet programme highlights the importance of comprehensive training, equipping staff with the skills and knowledge they need to excel in the industry. This approach produces well-rounded, efficient and highly skilled team members, resulting in exceptional service for our clients.

Staff regularly participate in training sessions and drills covering a wide range of essential areas, including but not limited to:

- Responding to maritime incidents (such as spills, man overboard, drowning prevention/in-water survival, and vessel sinking)
- First aid and medical emergency response drills
- Maritime VHF radio operation
- Practicing marina fire procedures
- Refining boat handling techniques
- Adhering to best-practice health and safety protocols
- Conflict awareness and de-escalation techniques.

By investing in the ongoing growth and development of our workforce, Westhaven Marina continues to set the standard for safety, efficiency, and exceptional customer service within the marina industry.

Marina cadet programme

Our marina cadet programme continues to be an essential part of our commitment to workforce development and succession planning within the marina team. Currently, Adrian Naicker, who joined us as a marina operations cadet in August 2023, is halfway through the programme. With a background that includes a National Certificate in Mechanical Engineering Technology and experience as a boat painter, Adrian brings valuable skills and a strong passion for the marina industry.

The cadet programme offers cadets broad exposure across marina operations, building the versatile skill set needed for a thriving career in the field. Upon completion, Adrian will receive the New Zealand Certificate in Marina Facilities – Marina Operations, underscoring his readiness to contribute fully to our team.

In preparation for the future, we have started recruiting for an additional cadet, with plans to welcome a new team member early next year. This proactive approach ensures that our marina remains staffed with skilled, knowledgeable professionals equipped to meet the demands of our growing industry.

ANNUAL CUSTOMER SURVEY RESULTS

At Westhaven Marina, customer satisfaction is a top priority, driving our commitment to continuously elevate our service standards. Our annual, independently conducted customer satisfaction survey is a vital tool, helping us pinpoint areas for service enhancement and operational optimisation.

We extend our gratitude to the 480 customers who participated in our 2024 survey. The findings

highlight a consistently high level of satisfaction, with 93% of respondents rating Westhaven Marina at five or above on a one-to-seven-point scale.

Key highlights from the 2024 survey include:

- **Staff satisfaction:** Satisfaction with our marina staff has increased by 2% over the past year, reaching 93%
- **Personal safety:** Customer satisfaction with personal safety services remains high, with a 2% increase over 2023, bringing it to 97%
- **Facilities:** We've seen a notable improvement in satisfaction with our facilities, rising 4% from last year to 91%
- **Communication:** Our communication efforts have increased across all channels. Email remains the most effective communication method at 93% satisfaction (up 2% from 2023), followed by direct interactions with staff at 83% (up 1%) and our newsletter at 80% (up 1%). Additionally, ease of finding information about Westhaven Marina has steadily improved, reaching 90% this year, up from 83% in 2022 and 89% in 2023.

The insights gathered from this survey are instrumental in guiding service improvements and elevating our operations. We track recurring themes and actively address them through updates in our marina newsletters. Over the past two years, enhancements to our toilet and shower facilities have yielded a 9% improvement in satisfaction with toilet conditions and a 6% improvement with shower conditions, based on 2023 ratings.

Thank you for helping us make Westhaven Marina an even better place for our community.

MARINA MANAGEMENT SYSTEM (PACSOFTNG): PHASE II UPGRADE

General maintenance

The PacsoftNG phase II upgrade represents a significant step forward in our marina management capabilities. Initially delayed and scaled back due to budget constraints during the COVID-19 pandemic, this project is expected to be rolled out in February 2025, unifying Westhaven, Viaduct and Silo marinas under one integrated system. This consolidation will eliminate the need for separate server versions, reduce operational costs, and improve overall efficiency.

Highlights of the phase II upgrade:

- **System modernisation:** Deployment of the latest software version and features, enhancing functionality and performance
- **Unified platform:** Seamless integration of previously separate systems into a single platform, simplifying operations
- **Enhanced customer experience:** Improved data filtering and cleanup support higher service standards
- **Advanced debtor management:** New payment options and streamlined statements across all marinas improve customer convenience
- **Optimised financial management:** SAP interface enhancements enable more efficient financial operations
- **Direct customer communication:** SMS integration allows faster and more effective communication with customers

- **Improved auditing:** Enhanced auditing capabilities support greater transparency and accountability
- **Modernised utility management modernisation:** Integration with Tallyweb updates utility management across all marinas
- **Foundation for future growth:** Lays the groundwork for upcoming features, including an online self-management portal for customers.

This upgrade will strengthen our infrastructure, enhance operational resilience and efficiency, and position us to embrace future innovations and growth in marina management.

INSIGHTS FROM THE 2024 NZMOA MARINAS AND BOATYARD CONFERENCE AND AWARDS

To ensure our team remains at the forefront of industry best practices, Head of Marinas Kevin Lidgard, alongside Marinas Manager Gareth Wilson, Marinas Asset Manager Mike Keown and Quality Manager Marinas David Marginet, attended the 2024 New Zealand Marina Operators Association (NZMOA) Marinas and Boatyard Conference in Wellington. Held at Parliament House, the event featured the NZMOA Annual General Meeting, a Trade Show, and the biennial awards presentation.

During the conference, Kevin shared updates on Westhaven Marina's innovative shared boating facilities for Ownaship and Skipperi, as well as the ongoing seawall upgrade project, which is designed to address climate change challenges.

This event also presented valuable opportunities to engage with government leaders; Hon Shane Jones opened the conference, and Hon Matt Doocey provided insights into future industry prospects. Economist Cameron Bagrie also presented on economic trends and their impact on marinas and waterfront operations.

The team benefited from international insights shared by Darren Vaux, Chairman of Australia's Empire Marinas Group and President of the International Council of Marine Industry Associations (ICOMIA). Darren spoke on global marina trends and introduced ICOMIA's "Pathways to Propulsion Decarbonisation for the Recreational Marina Industry," a 2023 initiative supporting sustainable practices in marinas worldwide.

This year, we proudly entered the NZMOA Marina of the Year and Outstanding Initiative Award categories. Although we weren't finalists this year, the judges acknowledged our achievements, recognising the strength of our operations given our marina's size. They praised our strong management, highlighted our 2022 award win, and noted the ongoing and upcoming developments. We've taken the judges' feedback on board and remain committed to continuously enhancing our performance.

CHAMPIONING SUSTAINABILITY AT WESTHAVEN MARINA

Westhaven Marina remains dedicated to preserving our coastal and inland waterways for future generations. Sustainability is at the heart of our operations, driving a range of initiatives to reduce environmental impact and promote long-term stewardship. Key achievements in 2024 include:

1. Partnering to promote sustainable practices

We collaborate with organisations that share our environmental vision, supporting initiatives such as:

- **Kai Ika Project:** Transforming fish off-cuts into valuable resources, reducing landfill waste, and promoting better use of marine resources.
- **Let Them Fish:** Collecting surplus fishing and diving gear for donation to Pacific Island communities, reducing waste and supporting local economies.
- **Sea Cleaners:** Engaging volunteers to remove litter from waterways while raising awareness about marine pollution through education.

2. Empowering customers through education

We provide customers with tools and knowledge to support sustainability, including waste reduction tips, recycling initiatives and environmental updates. This is delivered through a dedicated sustainability section in our newsletter and on our website, ensuring accessibility and ongoing engagement.

3. Upholding clean marina standards

In September 2024, Westhaven Marina was recertified as a Clean Marina by NZMOA, affirming our continued commitment to minimising our environmental impact. The NZMOA Clean Marina programme encourages responsible practices among marina operators, contractors and recreational boaters to actively protect the quality of both coastal and inland waters. Currently, 17 marinas (nearly one-third of NZMOA's members) nationwide participate in the Clean Marina initiative, with ten earning full Clean Marina accreditation.



Marinas Manager Gareth Wilson and Marinas Asset Manager Mike Keown receiving Westhaven Marina's Clean Marina certificate.

4. Introducing 'Evie' – our electric patrol vessel

Evocean and Westhaven Marina have partnered to trial a new initiative with Evie, a 5.5m custom-built, fully electric patrol boat replacing one of our petrol-powered vessels. Designed and built in New Zealand, Evie is equipped with:

- Twin 10kW ePropulsion outboard motors
- A 22kW lithium battery pack, delivering up to nine hours of operation at the marina's five-knot speed limit and a six-hour recharge time.

This quiet, emission-free vessel is ideal for in-marina patrols and security tasks, reducing noise, fuel consumption and engine wear associated with traditional engine idling. Evie represents a step forward in sustainable marina operations, reinforcing our commitment to innovation and environmental stewardship.

By integrating forward-thinking solutions like Evie, Westhaven Marina continues to set an example for sustainable marine practices, benefiting both our environment and the wider community.



DOCKSIDE DEVELOPMENTS: BUILDING FOR THE FUTURE

General maintenance

Maintaining the functionality and appearance of Westhaven Marina is a top priority, and over the past financial year, we have made significant strides in this area. Key projects included:

- 1. Pile replacement:** Progressing through the replacement of piles identified in our latest condition assessment
- 2. Pier refurbishments:** Refurbished D, E, M, N, P, Q and R piers to improve their structural integrity
- 3. Dinghy rack deck renewal:** Removed the corroded and worn dinghy rack deck from V pier and rebuilt it on AB pier
- 4. Lighting enhancements:** Installed new lighting bollards along the southern walkway pontoon to improve visibility and safety
- 5. Access control upgrades:** Upgraded access control hardware across much of the marina to enhance security
- 6. Laundry facilities:** Replaced all laundry machines and introduced a new cashless payment system for added convenience
- 7. Safety improvements:** Installed safety panels on multiple gangways, with plans to continue this initiative across the marina
- 8. Power supply upgrade:** Boosted the main power feed to W pier, enhancing capacity and reliability.

These improvements reflect our ongoing commitment to maintaining a safe, functional and welcoming environment for all marina users.

Eke Panuku projects

1. Fire alarm system upgrade

Eke Panuku initiated an upgrade to the fire alarm system for our piers in 2023, as the system had reached the end of its operational life, necessitating replacement. The upgrade includes the installation of additional sirens for improved coverage across the marina, the introduction of modern stainless steel call points, and updated fire panels that allow for precise identification of activation points for both staff and emergency services, and was completed around mid-2024.

2. Renewal of Westhaven's K and L piers

Westhaven's K and L piers have reached the end of their service life and are undergoing a full refurbishment to ensure continued safety and functionality for berth holders. Work on K pier commenced in mid-September and was completed by mid-December 2024. The project involved the removal of all old pier components, including piles, followed by the installation of new piles, walkways, finger pontoons, power pedestals, fire hose reels, and other essential elements. The new K pier was completed ahead of schedule, allowing berth holders to return to their upgraded facilities just in time for the holiday season. In alignment with sustainable practices, the contractors, Total Marine Services, repurposed the majority of components removed during the renewal of K pier. The refurbishment of L pier is expected to begin in February/March 2025.

3. Sewage line upgrade on Westhaven's northern reclamation

In response to ongoing issues with tree roots infiltrating the sewage line and causing overflows on Westhaven's northern reclamation,

a comprehensive upgrade was completed in October 2024. The project involved replacing 36 metres of piping, replacing two trunk sections, and installing a new manhole. This upgrade is expected to improve system reliability and prevent future blockages, enhancing the overall infrastructure at Westhaven.

4. Westhaven seawall upgrade

In response to recurring coastal flooding caused by severe weather events and king tides on Westhaven's northern reclamation, a major seawall upgrade project is underway. Led by Eke Panuku, this project aims to enhance protection for people, infrastructure and assets through a redesigned seawall that effectively dissipates wave energy.

Other elements of the project include:

- Waterfront enhancements:** Creating a more attractive and functional waterfront space that complements the Westhaven Marina development
- Design and ecological initiatives:** Collaborating with mana whenua on ecological initiatives, including additional planting to promote biodiversity
- Improved connectivity:** Enhancing connections to the surrounding environment, particularly for pedestrians
- Futureproofing infrastructure:** Upgrading infrastructure and services to meet future demands.

Early works began in March 2024, with completion of the project expected by early 2025.



TEAM





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westhaven.co.nz