

All you wanted to know about your Trusts

Henderson Massey Local Board
28 November 2023



the trusts
Keeping it local



About Licensing Trusts

- A community ownership model whose primary function is to sell and supply alcohol
- Distribute surplus profits to the community and invest in assets
- Accountability to the community
- Borne out of prohibition
- First one was Invercargill 1942
- There were 30 and now only 15 operating
- Operating successful businesses
- 1972 – Establishment of Portage and Waitakere Licensing Trusts



Ethical



Sustainable



Accountable & Transparent



Community



Successful

the trusts
Keeping it local

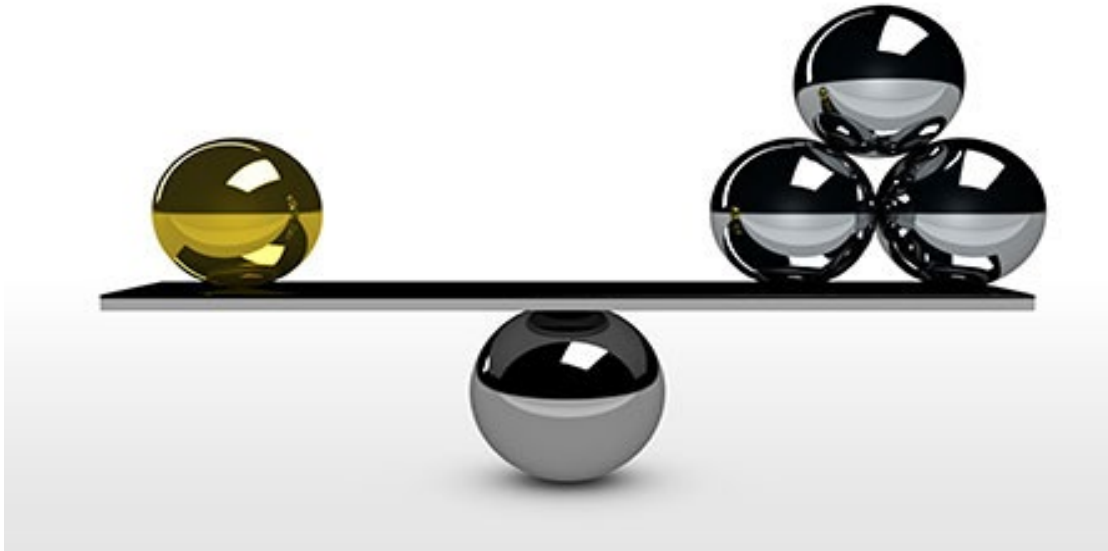
Community vs Commercial



Commercial Strength

Support

Social Returns



Balanced operating model





Where and Who

Portage Licensing Trust

Area: Glendene, Kelston, Glen Eden, Kaurilands, Titirangi, Laingholm, Parau, Cornwallis, Huia, Little Huia, Whatipu, Green Bay, New Lynn, Avondale, Waterview, Blockhouse Bay, New Windsor Owairaka

- Leanne Taylor (President)
- Marcus Amosa
- Jacqui Harema
- Mark Beavis
- Ben Goodale
- Rob Hulse
- Darren Leckey
- Margi Watson
- Joe Bergin
- Ross Clow

Waitākere Licensing Trust

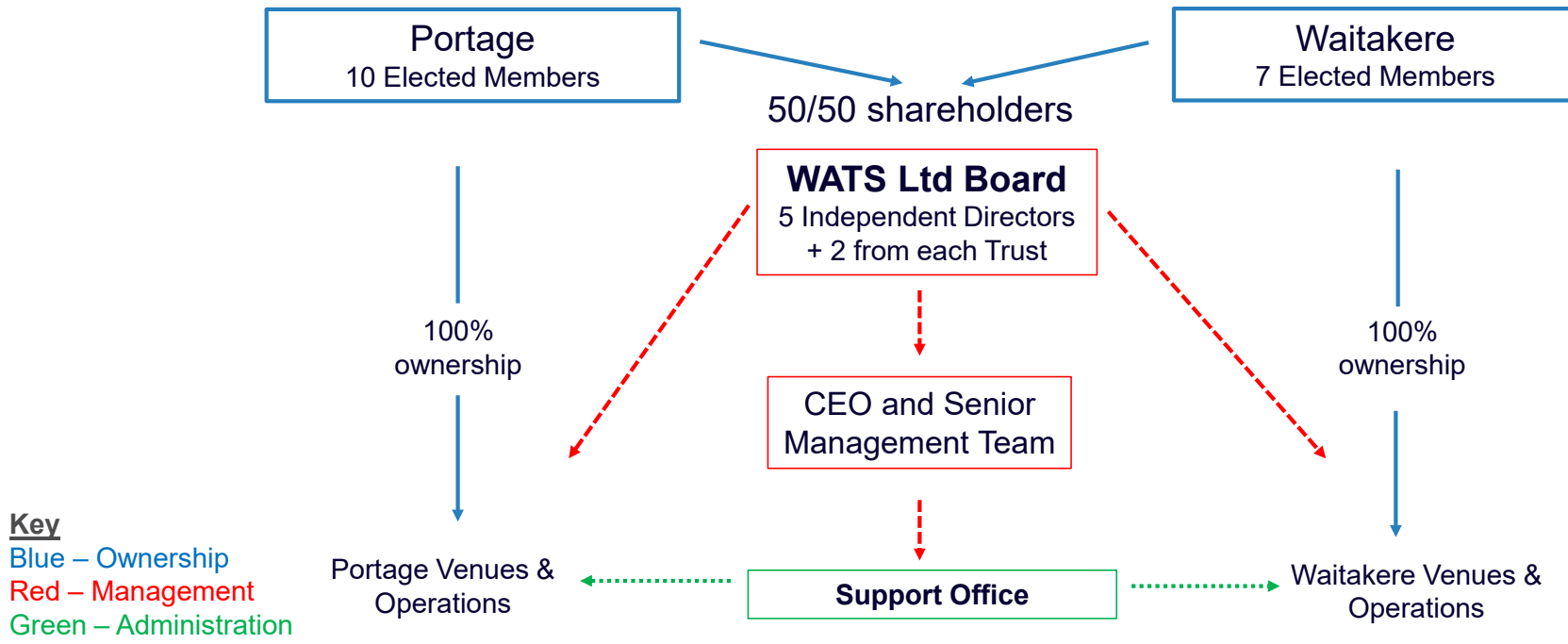
Area: Whenuapai, Hobsonville, West Harbour, Waitakere Township, Massey, Red Hills, Henderson, Ranui, Swanson, Taupaki, Te Atatu Peninsula, Te Atatu South, Sunnyvale, Oratia, Waiatarua, Karekare, Piha, Bethells Beach

- Linda Cooper (President)
- Jared Patterson
- Mark Allen
- Warren Flaunty
- Amanda Roberts
- Brooke Loader
- Sunil Kaushal





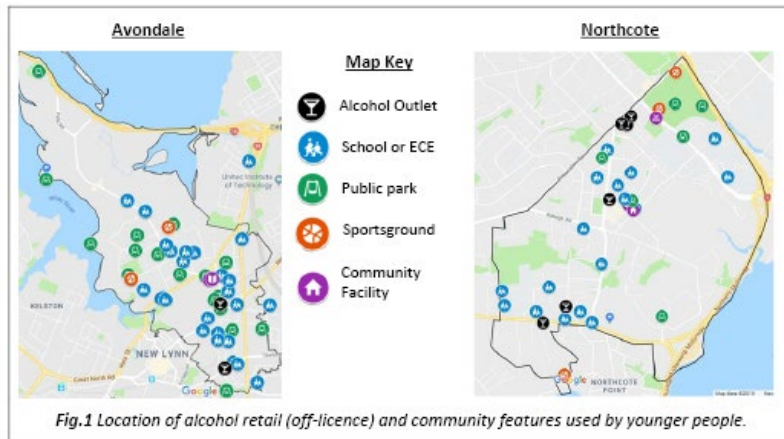
The Trusts Ownership & Management Structure





Our Purpose

We exist to sell alcohol in a socially responsible way



West Auckland has the **lowest number** of liquor stores per 10,000 people in Auckland city

Western Auckland Zone	1.78
Central Auckland Zone	5.22
Northern Auckland Zone	5.76
Southern Auckland Zone	2.10
Invercargill City (ILT)	4.39





The Trusts' Strategy FY23-28
We exist to supply alcohol and hospitality in a socially responsible way.





Our Ambition

- 
 Move from undersupplying the market, to meeting market needs (not oversupplying)
- 
 Increase sales to \$165m and profit to \$8-9m; distribute surplus profits
- 
 Get there responsibly, meeting community expectations on us as a social enterprise





Our Plan Principles

- Recognising that how we meet customer needs determines our success
- Remaining resolute in our role as a business with a social purpose
- Focusing on building our core business
- Ensuring we are meaningfully connected to and engaged with our community
- Making evidence based, informed decisions
- Working towards one shared ambition

Our Priorities

- Investing in our core businesses so we are profitably providing the experiences, services, and products customers want
- Delivering to a focused network property strategy, increasing our operating footprint and ensuring properties are fit for purpose
- Managing our invested funds for value growth, reinvesting in core businesses as needed
- Building an effective Board/Trusts culture, between and within, incl. role clarity and discipline (shareholders, WATs, management)



What the critics say.....

- The Trusts only give back from pokies, nothing comes from their own business
- The Licensing Trusts control who gets a liquor license out west. They can keep out or oppose other operators coming to town
- The Trusts have a 'monopoly'
- The Trusts are not transparent or inclusive
- We can't buy alcohol in the supermarkets
- The Trusts are more expensive



the trusts
Keeping it local

Facts

- The Trusts are undersupplying the market, losing \$94 million in retail liquor sales
- There are over 100 hospitality venues in West Auckland
- The Trusts have 5 venues with gaming out of a total of 31 in the region
- The Trusts have over 370 employees and pay the Living Wage - 40% live in HMLB area
- The Trusts intend to spend over \$40 million dollars in growing and improving their business
- We apply for licenses through the Council like everyone else
- We prefer to use local suppliers wherever possible
- The Trusts are committed to collaborating with the community



**DID YOU
KNOW?**



Ethical



Sustainable



Accountable & Transparent



Community

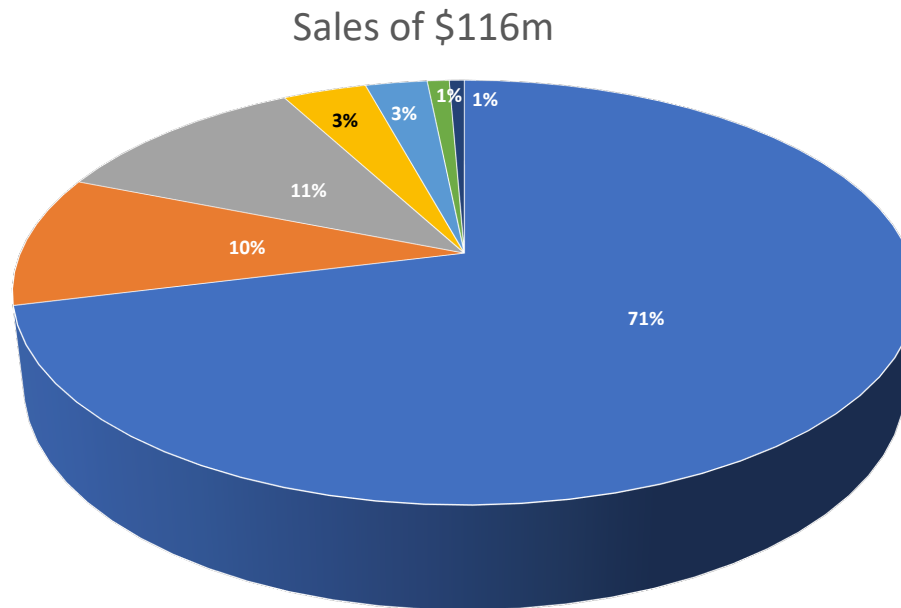


Successful

the trusts
Keeping it local



Where our \$\$\$\$ go!!



- COGS
- Labour
- Operating Expenses
- EBITDA
- Depreciation
- EBIT
- Community Support



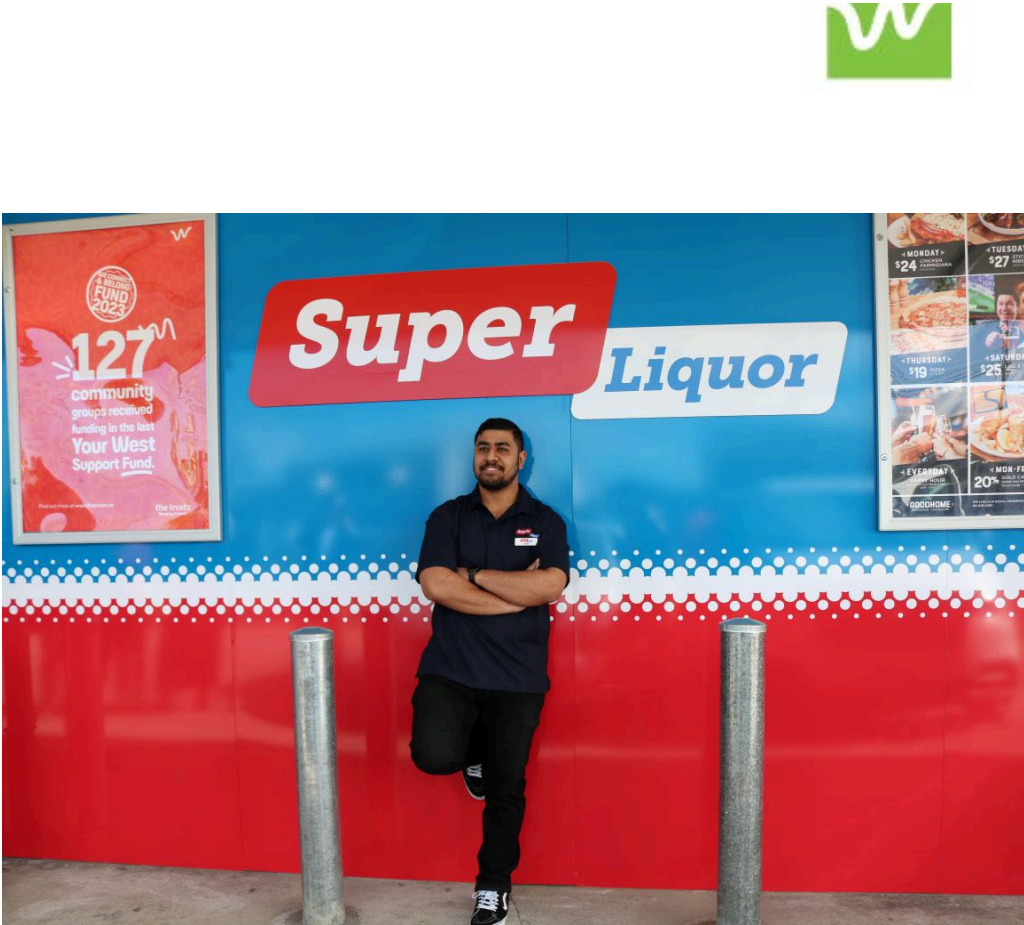
New Retail Brands

Bringing Choice To The West

LiquorLand
all the help you need

Super **Liquor**

the trusts
Keeping it local





Engaging with
our communities

the trusts
Keeping it local



Community Support – since Jan 2019

Your West Support Fund	\$2,000,000
Household Distribution	\$600,000
Million Dollar Mission	\$2,000,000
Sponsorship	\$900,000
Major Grants	<u>\$2,000,000</u>
TOTAL	\$7,500,000



the trusts
Keeping it local

The Way Forward



- Improve our hospitality venues
- Better choice of retail brands for our community
- Reinvestment back into our property portfolio
- Increase the support back into our community



Underway



Underway



Underway



Underway



Questions?

How do we continue
the conversation?



the trusts
Keeping it local



Our Vision is a nourished West Auckland, where people have access to healthy, affordable and culturally appropriate food from a local and regenerative food system

Prepared for the
Wiatākere Ranges Local Board
November 2023

Kai West Steering Committee

Auckland Council
Community Waitākere
EcoMatters
Fair Food
Garden to Table
Glenavon Community Hub
Healthy Families Waitākere team from Sport Waitākere
Massey Matters
McLaren Park Henderson South Trust (MPHS) Community Hub
Visionwest
West Auckland Enterprise Skills and Training (WEST)



Local Insights and Data

Kai Initiatives Henderson-Massey
November 2023



Commitment to understand the kai ecosystems and evolving needs of our communities by: engaging with community to hear their aspirations and local insights; mapping all local kai initiatives; sensemaking of all information to guide our collective efforts

Developing a Data Visualisation Tool - Good Data Institute

Free Food Forum

Coordinating food relief through the pandemic, flood, and cyclone. Working together for community and whānau resilience while reducing emissions.

2022 results...

- 1,613,340 meals worth of fresh food shared by more than 36 West Auckland organisations.
- 564,669 kilos of fresh kai that would have otherwise gone to landfill rescued and distributed through Fair Food.
- 1496 tonnes of greenhouse gas emissions reduced.



Kai Village

- Massey and Glenavon - development and implementation
- Micro-localising the food system
- Asset-based community development
- Linking all existing local kai initiatives together to form a village
- Growing community connection, resilience and sovereignty through kai
- Focus on local food production, increasing access to good kai and minimising food waste



Waitākere Urban Farm Feasibility Study



- Very few sites VS multiple regulatory barriers
- Best approach right now - Invest and build on existing spaces - expanding and building capacity to grow at scale
- Continue encouraging the use of underutilised land to build local food resilience / Kai Sovereignty / increase access to affordable fresh food - ADVOCACY - Case for Change
- Joined up approach across the three Local Boards to advocate for change in regulatory systems and processes to support community growing and selling kai on public land

What's next for Kai West 2023 - 2024

- **Keeping you informed:** Continue our commitment to connecting with local board members, sharing knowledge and expert advice on West Auckland kai related matters
- **Building our collective capacity** and impact model: 3 - 5 year collective impact strategy and action plan; Data Visualisation tool; Co-creating shared measures of collective impact; Finding our Collaborations Broker; Creating opportunities to strengthen networks of kai-related initiatives and form COPs that can share skills, knowledge and resources and coordinate efforts to maximise collective impact
- **Building on our cultural responsiveness** and commitment to Te Tiriti o Waitangi by:
 - Focusing on equity for Māori and Pacific
 - Facilitating the conditions for Māori and Pacific representation at our collective table
 - Acknowledging Mana Motuhake o te Kai as the Food Security and Sovereignty plan developed by and for Māori communities in West Auckland
 - Supporting local actions that uphold Mana Motuhake o te kai principles

Our request to the Local Board

- **Continued commitment** of local board members as key contacts who also participate in Kai West activities and advocate for the collective kaupapa
- **Local Board Plans** articulating a clear strategy for kai as integral to community resilience
 - Joined up approach across the three Local Boards and adequate resourcing to support community-led kai initiatives to thrive - Kai West could be considered as the initiative to connect shared objectives across West Auckland.
 - Reducing barriers within the council system that prevent community-led aspirations for kai
 - Advocating for change in regulatory systems and processes to support community growing and selling kai on public land

