

Auckland Plan 2050 Evidence Report Update

Opportunity
and Prosperity

June 2022



Auckland Council (2022). Auckland Plan 2050 Evidence Report Update: Opportunity and Prosperity

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Auckland Plan, Strategy and Research Department

September 2022

ISBN 978-1-99-106016-7 (PDF)

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Purpose of update

The Auckland Plan 2050 was adopted by the Auckland Council Planning Committee on 5 June 2018. It was accompanied by a set of evidence reports that provide foundational background information.

The purpose of this update is to provide additional information to the Auckland Plan 2050 Evidence Report: Opportunity and Prosperity (June 2018) covering the period since the Plan's adoption to June 2022.

The Auckland Plan was created as a living plan that is able to reflect emerging or changing issues, as well as provide updated data and evidence.

An update to the digital Auckland Plan was completed in September 2022 on the basis of this evidence report update. This followed a memo to the Auckland Council Planning Committee setting out the key aspects to be updated.

Please refer to the Auckland Plan website, www.theaucklandplan.govt.nz for the most up to date version of the full plan.

The following updates have been made to the Opportunity and Prosperity outcome to reflect new data and evidence:

Section	Summary of changes
Opportunity and Prosperity explained	<ul style="list-style-type: none"> Updates narrative to include disruptions and innovations related to climate change, extend terminology around fourth industrial revolution in the 'impact of new technology' page and note importance of local supply.
Direction 1 <i>Create the conditions for a resilient economy through innovation, employment growth and raised productivity</i>	<ul style="list-style-type: none"> Updates creative sector link to new creative strategy. References low carbon and circular economy activity at Tātaki Auckland Unlimited. Updates narrative to include reference to strong and thriving local economies.
Direction 2 <i>Attract and retain skills, talent and investment</i>	<ul style="list-style-type: none"> Updates narrative to align with place brand narrative and destination management focus as referenced in Destination Auckland 2025.
Direction 3 <i>Develop skills and talent for the changing nature of work and lifelong achievement</i>	<ul style="list-style-type: none"> Updates narrative in relation to the rate of technological change, remote working, climate related changes in the workforce, and the importance of soft skills.
Focus Area 1	<ul style="list-style-type: none"> Updates narrative in relation to the language around high-speed internet/broadband, greater

<i>Harness emerging technologies and ensure equitable access to high quality digital data and services</i>	focus on equitable access to digital technology, and greater focus on digital skills.
<p>Focus Area 2</p> <p><i>Ensure regulatory planning and other mechanisms support business, innovation and productivity growth</i></p>	<ul style="list-style-type: none"> • Updates narrative in relation to changing measures of productivity, innovation that supports the delivery of a climate-resilient and regenerative economy, and council levers in regulatory services that support businesses.
<p>Focus Area 3</p> <p><i>Advance Māori employment and support Māori business and iwi organisations to be significant drivers of Auckland's economy</i></p>	<ul style="list-style-type: none"> • Improve content on Māori entrepreneurship and the asset base.
<p>Focus Area 4</p> <p><i>Leverage Auckland's position to support growth in exports</i></p>	<ul style="list-style-type: none"> • Updates focus on high-value exports. • Updates emerging sector data.

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Relevant policies, strategies, plans and legislation

Strategy	Importance
<p>Economic Development Strategy (EDS)</p> <p>Auckland Council’s Economic Development Strategy 2012-2022 (EDS) sets out the tangible steps Auckland is taking to become an internationally competitive, prosperous economy that all Aucklanders can benefit from and participate in.</p>	<p>The EDS is a key supporting document of the 2012 Auckland Plan. The EDS and the Auckland Economy chapter provided the starting point for the opportunity and prosperity outcome. The evidence base for the 2012 EDS has been incorporated where relevant into the Auckland Plan 2050.</p> <p><i>Update: The EDS is superseded by the Economic Development Action Plan and formally retired end of June 2022.</i></p>
<p>Auckland Innovation Plan</p> <p>The Auckland Innovation Plan outlines the priorities and actions identified by ATEED to build a culture of innovation and entrepreneurship.</p>	<p>The Innovation Plan provides context and guidance for how Auckland might achieve greater innovation.</p> <p><i>Update: This is outdated and replaced by Tātaki Auckland Unlimited’s innovation work programme.</i></p>
<p>AKL 2025 Destination Auckland</p>	<p>Destination AKL 2025 presents a positive and sustainable vision for Auckland’s visitor economy, providing direction and leadership for the region as the gateway to New Zealand and as a world-class destination city.</p>
<p>The Māori Plan for Tāmaki Makaurau</p> <p>A thirty-year plan that sets out Māori aspirations and actions for improving Māori wellbeing and development.</p>	<p>The Māori Plan provides valuable insight and guidance for ensuring the economic aspiration of the refreshed plan aligns with the Māori 30-year aspiration. There is also a series of shared measures for greater alignment.</p>
<p>Business Growth Agenda 2017 (BGA)</p> <p>In 2012, Central Government developed a new microeconomic reform programme through the Business Growth Agenda (BGA) to support businesses to grow and thrive in the aftermath of the Global Financial Crisis, and to build a more productive and competitive economy.</p>	<p>The BGA sets clear direction as to where central government has set its economic priorities: Building innovation, Export markets, Building infrastructure, Natural resources, Building capital markets, and Skilled and safe workplaces.</p> <p>Although the new government may re-prioritise areas of the BGA the evidence base is enduring and still remains relevant in areas such as raising productivity.</p> <p><i>Update: the Business Growth Agenda is no longer in action and is somewhat replaced by government’s Economic Plan.</i></p>
<p>Unitary Plan</p>	

Strategy	Importance
<p>The Auckland Unitary Plan is Auckland’s regulatory land-use planning document and prepared under the Resource Management Act 1991. It contains rules and guidance on how and where land can be developed and how resources can be used. The plan replaces the former Regional Policy Statement and the former district and regional plans.</p>	<p>The Unitary Plan provides the supporting framework for growth, determining the location and types of development including business zoning. It determines how Auckland will create a higher quality, compact city, which has economic and environmental benefits.</p>
<p>Learning environment</p> <p>Government agencies such as the Ministry of Education and the Tertiary Education Commission have a range of strategies and plans that will contribute to creating a high quality learning environment in Auckland. Some of the key strategies include:</p> <ul style="list-style-type: none"> • Ka Hikitia – Accelerating Success • Ministry of Education, Statement of Intent 2014 – 2018 • Pasifika Operational Strategy 2017–2020 • International student wellbeing strategy • Tertiary Education Strategy 2014 - 2019 	<p>Formal learning is predominantly the domain of central government and/or private providers. Understanding the aspirations and strategic direction of these organisations and the framework within which they operate is necessary to ensure that direction 3 and focus area 5 of the Opportunity and Prosperity outcome of the plan are aligned.</p> <p><i>Update: The Reform of Vocational Education is a significant update for this outcome area. The new system will have a stronger focus on employers, delivering the skills they need, providing more support for their employees, and ensuring greater consistency in vocational education across the country.</i></p>
<p>Toi Whītiki - Arts and Culture Strategic Action Plan</p> <p>The plan’s overall goal is to enable arts and culture to be integrated into our everyday lives, and create a culturally rich and creative Auckland. One of its six goals is to build a flourishing creative economy. It is a ten-year plan for the region, delivered by Auckland Council in partnership with the creative sector.</p>	<p>Toi Whītiki details the importance of the creative sector in terms of its direct economic contribution and broader cultural and societal value. It has particular relevance in terms of creating the ‘dynamic and cosmopolitan’ centre required to attract talent referenced in direction 2 Opportunity and Prosperity outcome.</p> <p><i>Update: This plan is currently being updated.</i></p>
<p>I Am Auckland – the Children and Young People's Strategic Action Plan</p> <p>This plan sets out the strategic direction for Auckland Council to help children and young people reach their full potential. It contains seven key strategic goals, including opportunities to access learning, development and pathways to employment.</p>	<p>The 2012 Auckland Plan placed considerable emphasis on putting children and young people first that led to the development of ‘I Am Auckland’. The importance of lifting the achievement of young people is an enduring principle for the future prosperity of Auckland which is included in focus area 5 of the Opportunity and Prosperity outcome.</p> <p><i>Update: This plan is currently being updated.</i></p>
<p>Legislation</p> <p>Legislation and the regulatory environment set the parameters for business and the economy to operate in. There are specific pieces of legislation such as the Income Tax Act 2007 that have a</p>	

Strategy

Importance

direct and immediate impact on the business environment. Other pieces of legislation such as the Local Government Act 2002 and Resource Management Act 1991 set a broader framework that takes into account multiple outcomes which can impact the business environment and the economy.

There is a need to ensure legislation, regulatory planning and other mechanisms support business, innovation and productivity growth. Legislative examples that directly impact the economy and business environment:

- Companies Act 1993
 - Immigration Act 1987
 - Employment Relations Act 2000
 - Income Tax Act 2007
 - Health and Safety at Work Act 2015
-

Auckland Plan 2022 content updates: evidence

Opportunity and Prosperity explained

Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan (economic priority)

Source: <https://www.aucklandcouncil.govt.nz/plans-projects-policies-reports-bylaws/our-plans-strategies/topic-based-plans-strategies/environmental-plans-strategies/aucklands-climate-plan/economy/Pages/about-economy-priority.aspx>

Disruptions such as climate change, technological change and global pandemics have highlighted vulnerabilities in our regional and global economy and challenged the way we view our economic systems.

These disruptions and delivery of our climate goals have demonstrated the need for a more resilient economy that is regenerative, distributive, local and enables Aucklanders to thrive.

Businesses must plan for increasing climate and non-climate related disruption.

Identifying potential risks and hazards at both business and industry sector level is key to building resilience.

Developing and implementing interventions, which include the transition away from carbon intensive sectors and practices, can deliver long-term growth, skills, job creation and sustainability.

Innovation and Technology

Source: <https://www.tsi.nz/innovation-and-technology>

The rapid development of new technologies is fast changing the nature of work and jobs. Tech companies seek employees and entrepreneurs grounded confidently in their own identity. To prepare for these changes, one of TSI's key priorities is to foster the conditions for innovation and entrepreneurship that build on the existing talents, creativity and interests of rangatahi in South Auckland, supporting them to lead their own responses to the challenges.

A key aspect of this work is recognising and reconnecting to the innovation and creativity inherent in Māori and Pacific cultures. Through the combining of knowledge at the intersections of mātauranga, western science, and design methods, we expect to see new approaches, cutting-edge businesses and revolutionary technologies that have potential to create lasting socio-economic transformation.

Building 21st century skills through makerspaces and design-led innovation is a key TSI strategy, giving rangatahi access to networks, programmes and platforms that cultivate the kinds of skills that are considered critical to the future of work, such as entrepreneurship, experimentation, creativity, critical thinking, reflection and problem-solving. The work is also focussed on growing the conditions for more local investment in culturally connected STEAM (Science, Technology, Engineering, Arts and Maths) education and skills, and creative technologies that help to grow local capacity, connections and future opportunities for rangatahi.

Through growing the innovation ecosystem of South Auckland, TSI is aiming to leapfrog South Aucklanders ahead of the technological curve so they are more resilient and confident in the face of a fast-changing world.

Direction 1: Create the conditions for a resilient economy through innovation, employment growth and raised productivity

Creative strategy

Source: <https://www.aucklandnz.com/createakl2030>

Create Auckland 2030 is a 10-year plan to grow the creative economy in Tāmaki Makaurau Auckland. It maps out actions to realise the potential for the region and its people. The plan recognises how Auckland creatives and creative industries enrich the cultural and economic life of Tāmaki Makaurau and its diverse communities.

The creative industries have immense potential for Auckland's economy and people – skilled employment, regional exports, identity and profile. To unlock that potential, a cohesive regional roadmap is required.

In collaboration with the region's creative industries, Tātaki Auckland Unlimited developed an Auckland-specific 10-year plan to support this important part of our regional economy. Working with industry, they identified new ways of doing things and thinking that will help Auckland's creative businesses and industries thrive.

Vision: Tāmaki Makaurau Auckland navigating towards a global creative capital.

Mission: We celebrate, support and enable the creative economy as pivotal to our wellbeing, intrinsic to regional identity and key to our economic transformation.

Low carbon and circular economy

Source: <https://www.aucklandnz.com/business/economy-and-sectors/circular-economy>

The existing economic model of taking natural resources, making, using, then disposing of products cannot be sustained. Cities, businesses and communities need a new economic model – the circular economy.

The circular economy removes waste and pollution, keeps products and materials in use and regenerates natural systems. Transition to a circular economy requires innovation, the fundamental redesign of existing systems, and the incorporation of new technology and smart materials.

What the circular economy means for Auckland businesses

Tātaki Auckland Unlimited worked with the Sustainable Business Network (SBN) to understand how Auckland could benefit from moving to a circular economy.

Findings from a comprehensive report facilitated by SBN show that this move could create new economic opportunities for our businesses and our people, and enable a more resilient future for Auckland. There is currently a lack of awareness and understanding of how circular economy principles apply to business and industry. Auckland businesses need information, tools and skills to enable them to use circular economy ideas to create new opportunities and reduce their reliance on finite resources.

XLabs – New Zealand's first circular economy lab

One of Auckland Unlimited's first circular economy initiatives was the circular innovation programme XLabs, created in partnership with Circularity and Ministry for the Environment.

XLabs allows businesses to re-imagine and accelerate their future to become circular. It creates the space for businesses to imagine, design and collaborate on new innovations for real-life challenges – right at the intersection of sustainability, science and technology.

Thriving Local Economies

Source: <https://www.aucklandcouncil.govt.nz/plans-projects-policies-reports-bylaws/our-plans-strategies/topic-based-plans-strategies/Pages/economic-development-strategy.aspx>

The COVID-19 pandemic has impacted the local economies of Auckland in different ways depending on the nature of the local economy. Parts of the city have seen a steep decline in economic activity due to the lack of overseas visitors; others have bounced back strongly as people have spent more time in their local areas. The impacts on people have also varied depending on the types of jobs that people have and how resilient the employment sector has been.

How Auckland responds to the changes accelerated by the pandemic is an opportunity for the city's local economies. There will be a need to work closer to home and/or to rapid transit hubs to meet climate change emission reduction targets and improve equitable access to jobs. Strong, thriving and resilient local economies will provide the foundations to ensure that Auckland's sub-regional economies and regional economy become more resilient, enabling greater economic prosperity.

The Auckland Plan 2050 acknowledges the importance of economic performance at the local level. It identifies four major growth nodes - the City Centre, Manukau, Westgate, and Albany. These four nodes are critical to growth across the region and are expected to offer a range of business and employment activity, and in turn improve employment choice. The Auckland Plan also aims, through its Development Strategy, to build urban centres and neighbourhoods that are strong, thriving, and resilient, to form a strong network of neighbourhoods.

Auckland's current and future employment areas, such as Penrose, North Harbour, Onehunga, East Tāmaki, Wiri, Auckland Airport and future urban areas such as Drury, are also important for the city's economic development. Along with other smaller employment areas, these economic places help shape the local economies of Auckland.

Local economic outcomes are delivered in several different ways within the Auckland context - either directly by the Auckland Council group and local boards, in partnership with central government and local stakeholders, or via local business groups or social and community organisations. Partnerships and collaboration are therefore critical to achieving success.

The role of local boards is significant and includes identifying and communicating the views of local communities on regional strategies, policies and plans to the governing body, alongside non-regulatory responsibilities in relation to business area planning and economic development. The 2021 local board plans show a range of new areas that local boards plan to support, including:

- Promotion of local visitor destinations.
- Initiatives that help small businesses, social entrepreneurs, migrant business opportunities or climate-friendly entrepreneurs to thrive.
- Local and social procurement as well as other initiatives that create more local jobs and opportunities.

- Supporting local industries to be sustainable, prepare for climate change and adapt to COVID-19.

The Auckland Council Business Improvement District (BID) policy creates the environment for local business associations who are part of the BID programme, to operate effectively and sustainably. The aim of the policy is to enable well run and adequately scaled business associations and improved outcomes for local businesses involved in the local BID programme. Auckland Council's role will focus on supporting BIDs to improve their strategic capability to become financially self-sustaining.

The Auckland Council group's role in supporting the city's local economic places include urban regeneration projects, transit orientated development, economic data and advice, urban growth initiatives, planning for future urban areas (new local economic places), business support, grants and partnership opportunities, local marae development support, tourism and destination activities, placemaking activities, and economic growth sector support.

The role that the Auckland Council group plays at the local level will vary depending on the nature of activity that is being delivered, its scale of impact and whether it is sub-regional, local or centre/site specific.

Direction 2: Attract and retain skills, talent and investment

Auckland's Place Brand

Source: <https://www.aucklandnz.com/brand/>

Auckland has a high rational appeal in global surveys, for reasons such as our strong economy, the environment and safety. However, Auckland consistently ranks lower in surveys that measure emotional appeal, or reputation.

To address this challenge, we need to share the stories behind the rational facts of our city. Storytelling lights up more areas of the brain, creating meaningful and memorable engagement, and is more likely to be shared. By consistently aligning these stories to our brand themes, we'll build an authentic, cohesive picture of our region, in a way that engages our audience emotionally.

Āhuatanga | Attributes

As New Zealand's largest city, Auckland's identity is inextricably linked with our urban identity, particularly for our domestic audience. But there's more to our region than this. Auckland's blend of our economy, Maori identity, cultural diversity, nature and urban-ness is what makes our region unique in New Zealand and the world.

Ahau tuakiri | Personality traits

Collectively, Aucklanders are defined by our youthful energy and open-minded attitudes. We're easy-going and relaxed, and - despite our region's size - Auckland still feels intimate and connected.

Hā | Essence

Our essence is the heart and soul of our brand. It's not a tagline or slogan, but a sentiment to underpin our communications: Auckland is a place that makes a positive impact.

He whaitua whai wairuatanga | Region of Wairuatanga

- Māori values
- Life essence

Tāmaki Makaurau Auckland is home to a living, vibrant indigenous culture. Māori culture is alive through the language, tikanga (protocols) and values that are practised and seen in our communities. The mauri (spirit) of this city lies deep within its core.

He tōpūtanga ao | Collective worlds

- Bicultural
- Multicultural
- Unity in diversity

With one in three residents born overseas, Auckland is both quintessentially Kiwi and surprisingly global. One city with many worlds, where we embrace diversity and anyone can make themselves at home.

He wāhi whakakaupapa | Playground for ideas

- Inspiration and innovation
- Young and welcoming
- Good growth

A playground where early adopters and forward-thinkers can experiment with new businesses, met by our youthful spirit and will-do attitude. We place people, nature and quality of life before growth at any cost.

He whakamarutanga ā-tāone | Urban oasis

- Balance
- Quality of life
- Restorative city

A restorative urban oasis where the work and life balance easily. Auckland offers the best of both worlds for our residents and visitors: the opportunities of a vibrant city, surrounded by spectacular nature.

Destination AKL 2025

Source: <https://www.aucklandnz.com/destinationakl>

Destination AKL 2025 is a unifying vision for Auckland's visitor economy, providing direction, leadership and guardianship for the region as the gateway to New Zealand and as a stand-alone visitor destination.

Auckland is the gateway to New Zealand and New Zealand is in demand: Lonely Planet ranks New Zealand in their top ten countries to visit in 2018.

Not surprisingly, then, Auckland's visitor economy is thriving. Our region now welcomes more than 2.6 million international visitors each year and nearly as many domestic visitors. While they are here, our visitors spend more than \$8 billion annually. The projections are for growth to continue.

Economically, more and more visitors are good for Auckland: they create prosperity for our region. But Aucklanders today no longer regard economic growth alone as a sufficient measure of success.

Our challenge is to ensure that the growth in visitor numbers enriches Auckland in other ways too: helping us protect and improve our environment, protect and improve our unique identity and cultural heritage, and generally improve our quality of life. We must ensure that the more desirable Auckland becomes as a place to visit, the better it becomes as a place to live and work.

Destination AKL 2025 signals a new direction for Auckland's visitor economy: a fundamental shift in thinking and approach. It is a shift that reflects and is in step with what is increasingly considered best practice across businesses, community and in society generally: a growing awareness of, and concern for, sustainability.

Until recently, economic survival and growth have been society's predominant concern. In the visitor economy, that has meant a focus on 'more': more visitors, from more places, spending more money. That, in turn, has meant an emphasis on publicity, promotion and events: on destination marketing.

But today, as economist Kate Raworth puts it, "humanity's 21st century challenge is to meet the needs of all within the means of the planet." For the visitor economy, this means taking responsibility for what previously were considered externalities. If we accept, as all the indicators suggest, that demand for travel will continue to expand, then we need an increased focus on destination management: on proactively managing the impact of our visitor economy in such a way that Auckland is better off not just economically, but also socially and environmentally.

Destination management involves thinking holistically about our visitors and our region. It begins with the acceptance that visitors are not in some way separate from everyone else: they are a definable, yet indivisible, cohort. Like other cohorts, they have their unique requirements, but in many respects they are simply 'temporary residents'. What that means is that, unlike destination marketing, destination management is beyond the scope of the visitor industry alone: it requires alignment and collaboration between the public and private sectors, and with agencies that might previously not have considered themselves having any responsibility for visitors. Ultimately, it requires the engagement of everyone in the region.

Direction 3: Develop skills and talent for the changing nature of work and lifelong achievement

Remote Work

Source: <https://www.mckinsey.com/featured-insights/future-of-work/whats-next-for-remote-work-an-analysis-of-2000-tasks-800-jobs-and-nine-countries>

This article assesses the possibility for various work activities to be performed remotely. Building on the McKinsey Global Institute's body of work on automation, AI, and the future of work, models are extended to consider where work is performed.¹ The analysis finds that the potential for remote work is highly concentrated among highly skilled, highly educated workers in a handful of industries, occupations, and geographies.

More than 20 per cent of the workforce could work remotely three to five days a week as effectively as they could if working from an office. If remote work took hold at that level, that would mean three

to four times as many people working from home than before the pandemic and would have a profound impact on urban economies, transportation, and consumer spending, among other things.

More than half the workforce, however, has little or no opportunity for remote work. Some of their jobs require collaborating with others or using specialized machinery; other jobs, such as conducting CT scans, must be done on location; and some, such as making deliveries, are performed while out and about. Many of such jobs are low wage and more at risk from broad trends such as automation and digitization. Remote work thus risks accentuating inequalities at a social level.

The potential for remote work depends on the mix of activities undertaken in each occupation and on their physical, spatial, and interpersonal context. We first assessed the theoretical extent to which an activity can be done remotely. This depends on whether a worker needs to be physically present on-site to do a task, interact with others, or use location-specific machinery or equipment.

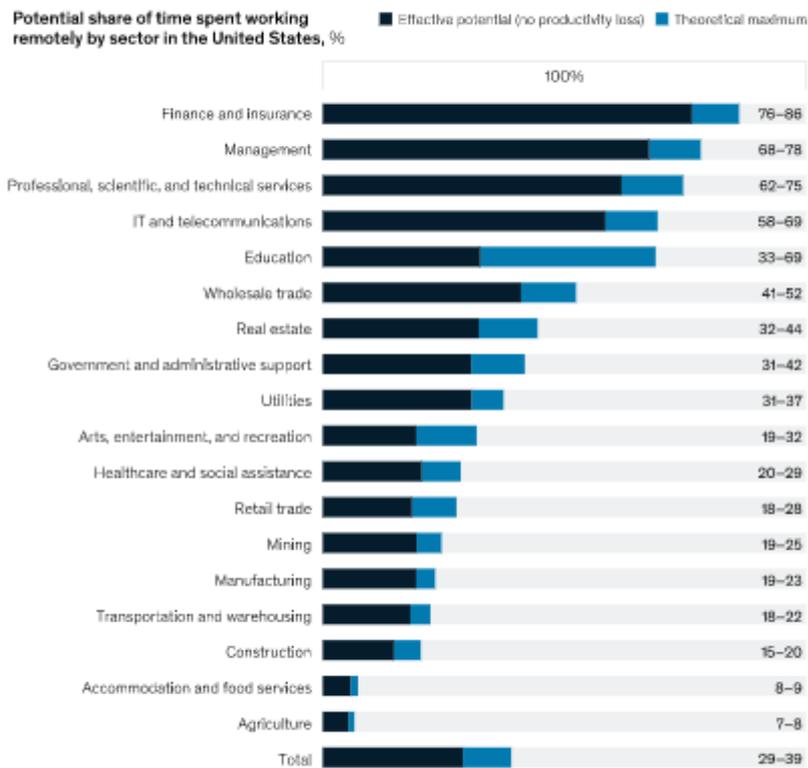
Many physical or manual activities, as well as those that require use of fixed equipment, cannot be done remotely. These include providing care, operating machinery, using lab equipment, and processing customer transactions in stores. In contrast, activities such as information gathering and processing, communicating with others, teaching and counselling, and coding data can theoretically be done remotely.

Additionally, employers have found during the pandemic that although some tasks can be done remotely in a crisis, they are much more effectively done in person. These activities include coaching, counselling, and providing advice and feedback; building customer and colleague relationships; bringing new employees into a company; negotiating and making critical decisions; teaching and training; and work that benefits from collaboration, such as innovation, problem-solving, and creativity. If onboarding were to be done remotely, for instance, it would require significant rethinking of the activity to produce outcomes similar to those achieved in person.

For instance, while teaching has moved to remote work during the pandemic, parents and teachers alike say that quality has suffered. Similarly, courtrooms have functioned remotely but are unlikely to remain online going forward out of concern for legal rights and equity—some defendants lack adequate connectivity and lawyers, and judges worry about missing nonverbal cues in video conferences.

Two metrics for remote work potential have been devised from this study: the maximum potential, including all activities that theoretically can be performed remotely, and a lower bound for the effective potential for remote work, which excludes activities that have a clear benefit from being done in person. Remote work potential is concentrated in a few sectors. Finance and insurance has the highest potential, with three-quarters of time spent on activities that can be done remotely without a loss of productivity. Management, business services, and information technology have the next highest potential, all with more than half of employee time spent on activities that could effectively be done remotely. These sectors are characterized by a high share of workers with college degrees or higher.

The finance, management, professional services, and information sectors have the highest potential for remote work.



Note: The theoretical maximum includes all activities not requiring physical presence on-site; the effective potential includes only those activities that can be done remotely without losing effectiveness. Model based on more than 2,000 activities across more than 800 occupations. Source: McKinsey Global Institute analysis

McKinsey & Company

Te Tāruke-ā-Tāwhiri: Auckland’s Climate Plan (economic priority)

Source: <https://www.aucklandcouncil.govt.nz/plans-projects-policies-reports-bylaws/our-plans-strategies/topic-based-plans-strategies/environmental-plans-strategies/aucklands-climate-plan/economy/Pages/about-economy-priority.aspx>

Disruptions such as climate change, technological change and global pandemics have highlighted vulnerabilities in our regional and global economy and challenged the way we view our economic systems.

These disruptions and delivery of our climate goals have demonstrated the need for a more resilient economy that is regenerative, distributive, local and enables Aucklanders to thrive.

Businesses must plan for increasing climate and non-climate related disruption.

Identifying potential risks and hazards at both business and industry sector level is key to building resilience.

Developing and implementing interventions, which include the transition away from carbon intensive sectors and practices, can deliver long-term growth, skills, job creation and sustainability.

Soft skills

Source: Auckland Council (2020). Three Yearly Progress Report.

<https://www.aucklandcouncil.govt.nz/plans-projects-policies-reports-bylaws/our-plans->

[strategies/auckland-plan/about-the-auckland-plan/docsprintdocuments/auckland-plan-2050-progress-report-february-2020.pdf](https://www.productivity.govt.nz/assets/Documents/da611be657/Draft-report-3_Training-New-Zealands-workforce-v2.pdf)

New Zealand Productivity Commission (2019). Training New Zealand's workforce. Technological change and the future of work, Draft report 3.

https://www.productivity.govt.nz/assets/Documents/da611be657/Draft-report-3_Training-New-Zealands-workforce-v2.pdf

Source: Martin Jenkins (2019). Auckland Future Skills.

https://www.aucklandnz.com/sites/build_auckland/files/media-library/documents/MJ%20Auckland%20Future%20Skills%20Final%20Report.pdf

Auckland is forecasted to grow in higher skilled employment opportunities in industries such as professionals, managers, and technicians and trades. Furthermore, the introduction of advanced technology is likely to reduce the reliance on technical skills and increase the need for uniquely human skills such as critical thinking, creativity and communication¹³². Emerging skill areas such as data science, customer experience design, digital and cybersecurity are increasingly required across industries and organisations. Businesses increasingly recognise the need for highly skilled people in these emerging areas and yet data suggests that Auckland's highly skilled workers and corresponding higher levels of qualifications are not increasing at the required rate of change.

It will be important for education providers and employers to understand and prepare for climate related changes in their workforce as many of Auckland's core industries such as manufacturing and retail will be affected. Some skills will become less relevant while others may be reinvented for the zero-carbon economy.

Recent research of New Zealand employer demand shows a growing need for skills in information, creativity and health, with core skills in high demand across all jobs in New Zealand. This research suggests that many workers have the capacity to adapt to dynamic work environments through transferable skill sets that enable transition from an occupation or industry in decline into areas experiencing growth. Knowing which occupations and roles share the same core skills can broaden employers' hiring pool, expand career opportunities and help educators to craft the most relevant curricula and courses to support transitions between related occupations. It could also allow policymakers and employers to fine-tune their employment strategies in New Zealand's changing labour market.

Less formal learning and development is important for enabling working-aged adults to maintain the skills they already have, adapt to a changing labour market, and progress in their careers. More extensive data are required to adequately cover the wide range of on-the-job learning or work-related training that does not result in a formal qualification. However, the relatively high number of poorly qualified individuals has implications for Auckland's ability to leverage the skills of workers to increase innovation and productivity.

Auckland's education and training systems and institutions will need to reflect this future demand for different and higher skills. For highly skilled jobs and management positions, employers still look for tertiary qualifications and yet in periods of high employment, more school leavers opt out of tertiary options to enter the workforce. Upskilling and retraining of the adult workforce will continue to be

integral to keeping pace with the change. As the life span of skills reduces, and new ways of working emerge, many of the technical skills learned in our youth will become outdated.

Focus area 1 Harness emerging technologies and ensure equitable access to high quality digital data and services

Improving connectivity

Source: Ministry of Business Innovation and Employment

<https://www.mbie.govt.nz/dmsdocument/10378-connectivity-in-new-zealand-proactiverelease-pdf>

Government's investment in telecommunications infrastructure

Over the last 10 years, government has been focusing on a major upgrade to New Zealand's telecommunication infrastructure. Improved connectivity is being provided by private network operators in partnership with government through the four programmes outlined below.

Ultrafast Broadband (UFB)

The UFB is delivering high-capacity and future proofed broadband for urban New Zealand by making fibre-to-the-premises connectivity available to households, businesses, schools and health centres. UFB roll out is not only for major urban centres, but is bringing connectivity to some of NZ's smallest towns.

Rural Broadband Initiative (RBI)

the Rural Broadband Initiative (RBI) is providing faster internet to hundreds of thousands of rural homes and businesses outside UFB areas.

New Zealand's telecommunications networks are generally owned and operated by private network operators. In rural and remote areas where the network operators have not previously invested in coverage, grant funding from an industry levy has been used – the Telecommunications Development Levy.

The Levy recognised that intervention was required to ensure rural and remote areas of New Zealand have access to fast broadband and mobile services. Over \$430 million in grant funding from the Telecommunications Development Levy has been allocated to RBI, to ensure that more New Zealanders can experience the benefits of improved connectivity.

Mobile Black Spot Fund

The Mobile Black Spot Fund (MBSF) is providing greater mobile coverage on approximately 1000 kilometres of state highway and in over 100 tourism locations where no coverage currently exists.

The programme will have a direct impact on public safety, by providing greater mobile coverage on stretches of state highway. It will also enhance visitor experiences by providing new coverage in tourism locations.

Provincial Growth Fund (PGF) – digital connectivity package

The Government has further invested in the provision of rural broadband by allocating \$100m for digital connectivity programmes through the PGF. This package includes the delivery of new fibre

links on the West Coast and in Southland, expansion of the RBI2 and MBSF even further in PGF priority regions, and provision of broadband services to marae and regional digital hubs in rural New Zealand.

Once complete, the mobile and broadband programmes will have made a significant contribution to bridging the digital divide, notwithstanding the issues of affordability and digital literacy. The Digital Inclusion Blueprint, Te Maheremo te Whakaurunga Matihiko is the government strategy for digital inclusion which will provide a steer on how we can address some of the digital divide challenges that cannot be solved through access to broadband services alone. It is worth noting that we cannot become a world-leading digital nation solely through investment in infrastructure – we also need to invest in our people and businesses to ensure they have the means to participate and receive the benefits of connectedness.

Digital inclusion

Source: <https://www.digital.govt.nz/digital-government/programmes-and-projects/digital-inclusion/>

The Digital Inclusion Blueprint lays out the Government's vision for digital inclusion in New Zealand, the role it will play and steps it will take toward realising this vision.

The government's work programme for digital inclusion begins with a vision. A vision that all of us have what we need to participate in, contribute to, and benefit from the digital world. This defines digital inclusion as a desired end state, one in which everyone is included.

Achieving this vision therefore requires setting out what it means to be digitally included.

The Blueprint defines being included as having convenient access to, and the ability to confidently use, the internet in the immediate term. This focus reflects the way most people currently interact with the digital world, and that more and more services and day-to-day activities are going online.

In recognition of the continuously changing role digital technology plays in the lives of individuals and society as a whole, the vision leaves open what it means to be digitally included in the future.

We are living in a rapidly changing digital world. In the last 10 years alone, smartphones have gone from a curiosity owned by a few to a commodity used by over 2 billion people worldwide.

Technologies once confined to science fiction are becoming part of daily life, from the artificial intelligence that drives some of the world's biggest companies to the augmented reality we have seen in viral smartphone games. By the mid-2030s, it has been estimated that 24 per cent of current jobs in New Zealand could be automated, and a new range of jobs we can only imagine will have emerged.

As digital technologies weave their way into our lives, they impact society and the way we do things. It is therefore vital that everyone can participate fully in, and make the most of, our increasingly digital world. This is digital inclusion.

The barriers to digital inclusion can be mapped against the four elements: motivation, access, skills, and trust. The barriers people face vary widely, and a variety of approaches will be needed to overcome them. For example, some people will lack the ability to connect to the internet at home, due to cost or lack of infrastructure. Others may have internet access, but don't know how to find and use the information and services they are interested in. Some people may have the skills and connection they need, but the content and services they want to use aren't designed in a way that

works for them. Another barrier to digital inclusion is capacity. People may lack the time or energy needed to learn, adapt to, and use digital technologies and platforms.

Some people face multiple barriers, amplifying the effects of not being digitally included. Barriers to digital inclusion are often linked to underlying issues, like poverty and inequality. In order to fully achieve digital inclusion in New Zealand, we will need to address underlying issues as well as the symptoms.

To make the greatest impact, we need a clear, cohesive understanding of what digital inclusion will look like, a road map to get there, and measures and supporting data to show progress. We also need to set key priorities and know where the gaps are, so investment can be directed to where it is most needed.

To date, there are no agreed measures for digital inclusion in New Zealand or reliable, comprehensive data to provide a full picture of who is not digitally included. The Department of Internal Affairs is leading work on an outcomes and measurement framework for digital inclusion. The framework is based around the four elements of digital inclusion and line up with the Treasury's Living Standards Framework.

This 'Digital Inclusion Blueprint, Te Mahere mō te Whakaurunga Matihiko' (the Blueprint), focuses on making sure everyone in New Zealand can conveniently and confidently access and use digital devices and the internet. This reflects that the internet has become part of the fabric of everyday life for most New Zealanders. As more key services move online, people who can't access or use the internet are increasingly missing out. For example, some can't easily apply for jobs because many recruitment processes start online, and others could feel isolated from more digitally savvy friends and family who communicate using social media.

It will take a team effort to make sure everyone is digitally included. Government has a key role to play, along with community organisations, iwi, hapū, businesses, libraries, philanthropic organisations, charities, and local authorities, many of which have been working in this space for decades. The Blueprint sets out the roles that government will play in the journey towards digital inclusion: lead, connect, support, and deliver. It also sets out the high-level actions to support these roles in the coming year.

Focus area 2 Ensure regulatory planning and other mechanisms support business, innovation and productivity growth

Innovation hubs

Source: <https://www.aucklandnz.com/business/innovate/incubators-and-shared-spaces> and <https://aucklandunlimited.com/climate-change-and-sustainability/> / <https://drive.google.com/file/d/1G6XZWhQqE78GSpb3Zy8eiwjyePJsfOSX/view?usp=sharing>

Incubators and shared spaces

Innovation hubs, shared co-working spaces, incubators and accelerators can all facilitate more rapid development of ideas, innovation and business growth.

Shared spaces throughout Auckland provide different ways of working and the opportunity to connect - and in some instances collaborate - with like-minded businesses and entrepreneurs.

GridAKL is part of the Wynyard Quarter Innovation Precinct in Auckland's downtown waterfront. GridAKL brings together place, community and services with a mission of growing innovative businesses, creating jobs and entrepreneurial talent to enrich the wider innovation community.

Part of the Food Innovation Network, The FoodBowl - Te Ipu Kai is Auckland's state-of-the-art facility for food and beverage producers to test and develop new products.

Click Creative Tech Studios are social enterprise coworking spaces set up to enable New Zealand's creative tech companies and individuals to rapidly up skill and become internationally focused, while providing a local home to connect and learn from each other. Click 1 is situated in Mt Albert and Click 2 is in Avondale.

Business incubators usually combine a business development programme with infrastructure, such as co-working spaces and networks, and are designed to nurture start-up businesses through their early development.

Accelerators offer intensive, rapid-growth programmes - usually between three and six months - to get companies prepared for investors, commercialisation and their next phase of growth, within a short timeframe.

An incubator or accelerator can help:

- validate an idea or product
- plan a business model and validate the market
- build personal business skills
- preparation to pitch to investors
- find the right space or environment to work in
- find funding for investment and commercialisation.

Key incubators, accelerators and shared spaces supported by Tātaki Auckland Unlimited include:

- The Icehouse
- Ecentre
- Kokiri
- CO.STARTERS
- Shared Space
- Generator
- The Distiller
- GridAKL, GridMNK
- The Crate
- B:HIVE
- BizDojo

Climate innovation hub

Auckland's greenhouse gases can be broken down into five sectors: transport, stationary energy, industrial processes and product use, agriculture and waste – with transport and energy being the largest contributors (Figure 3) (Source: Auckland's Greenhouse Gas Inventory to 2016). As part of building an evidence base for Auckland's Climate Plan, Auckland Council developed an indicative emissions reduction pathway for reaching net zero by 2050 (Figure 4) (Source: Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan).

Although Auckland's emissions reduction targets relate to production-based emissions, it is important not to lose sight of reducing consumption-based emissions (e.g. consumption of goods and services, certain construction materials used in built environment and imported food). In addition, findings from the Tāmaki Makaurau economic climate change risk assessment have highlighted food systems and the built environment is most vulnerable to climate physical and transition risks – an essential focus to meet the needs of Auckland's growing population. Both pieces of evidence point to the key challenging areas of energy, transport, built environment and food.

To ensure Auckland meets its ambitious climate targets and to solve some of the climate challenges, there is a need for targeted climate innovation and collaboration across Auckland regions. Auckland Unlimited has committed resources through the Long Term Plan to establish a Climate Innovation Hub – its key mission of activating climate innovation through collaboration and partnerships across sectors. The hub's model will be influenced by international examples such as Climate-Kic Europe, Climate-Kic Australia, and Los Angeles Cleantech Incubator (LACI). They have all demonstrated global best practice in activating climate innovation using a demand-led approach with key partners across sectors of central government, corporates, academia and local government. It is important to act collectively in tackling the biggest climate challenges facing Auckland's economy. The hub will focus on four key areas in response to evidence-based findings: transport, energy, built environment and food. It will be demand-led, bringing together organisations motivated to make real world change by developing, demonstrating, and scaling solutions needed for a climate resilient and low-carbon Tāmaki Makaurau and Aotearoa New Zealand.

Measures of productivity

Sources: IMF (International Monetary Fund). 2017. *World Economic Outlook Update, April 2017: Gaining Momentum?* Washington, DC: IMF: <http://www.imf.org/en/Publications/WEO/Issues/2017/04/04/world-economic-outlook-april-2017> and <https://www.weforum.org/reports/the-global-competitiveness-report-2016-2017-1> and McAfee, A. and E. Brynjolfsson. 2017. *Machine, Platform, Crowd: Harnessing Our Digital Future*. New York: W.W. Norton and Company.

Advanced and emerging markets alike appear to have also experienced a slowdown in productivity, despite significant technological progress. Total factor productivity has declined on average in both advanced economies and emerging markets following the financial crisis. Many possible explanations for the productivity slowdown have been advanced. Some argue that today's technologies do not have the same productivity-enhancing potential as inventions of the past; or, as discussed in the productivity paradox literature, they could take more time to impact productivity and show up in statistics. Other explanations include the long-term effects of de-skilling, particularly among younger workers, in countries where the slowdown led to sustained unemployment; inadequate investment, due to high levels of indebtedness and near-zero interest rates encouraging the misallocation of

capital; and policymakers relying on exceptionally accommodative monetary policy and shying away from productivity-enhancing reforms.

An additional explanation behind the productivity slowdown is that the traditional GDP measurement fails to account for much of the value created in recent years. Recently the share of goods and services offered at no direct cost to the consumer is increasing. For example, web-based search engines or online information or the value created through social media channels are not priced at the value they create for the consumer, but at the value of advertisements they generate for the companies that run these services. Moreover, as technological progress accelerates, we fail to properly account for the embedded improvements in the quality of products—such as smartphones. Finally, services are inherently more difficult to measure than physical goods, and the share of services in the economy has been increasing. Given that total factor productivity is calculated based on GDP data, the resulting measurement errors could lead to an underestimation of productivity growth. With these several sources of measurement uncertainty, the error in productivity measures could be substantial.

Prevailing growth strategies and models of economic progress are increasingly being called into question. In advanced economies, distributional questions have moved to the foreground, occasionally with political consequences. In emerging markets, such questioning could be fuelled by the unfulfilled aspirations of a broadening middle class. Instead of focusing on welfare, the measurement of economic progress and consequently economic analysis and policy are dominated by headline GDP numbers, encouraging the confusion of means and ends. Yet economic growth should not be an end in itself. It should contribute to human welfare, be rooted in political legitimacy, and be defined and measured based on a multidimensional notion of economic progress that includes values such as a broad-based distribution of economic gains, environmental sustainability, and intergenerational equity for young people and future generations.

Regulation that enables economic development

Source: Economic Development Action Plan <https://www.aucklandcouncil.govt.nz/plans-projects-policies-reports-bylaws/our-plans-strategies/topic-based-plans-strategies/Pages/economic-development-strategy.aspx>

Auckland needs regulation that makes it easy to undertake business activities and minimises compliance costs for businesses. Processes should be fast, fit-for-purpose and pragmatic to aid business recovery and development. Regulatory systems need to balance protecting the environment while achieving much needed economic recovery and better social outcomes through, for instance, faster provision of housing.

The Auckland Council group is the regulator for all the areas discussed under this objective. This does not mean we set all the rules ourselves; we have many statutory obligations to meet. Nevertheless, there are opportunities for us to do things differently that may enable regulation that better supports recovery.

The Auckland Council group is responsible for the delivery of the Auckland Unitary Plan 2016 and, along with key stakeholders, the Auckland Plan 2050. The Unitary Plan has significantly increased Auckland's potential for new dwellings, but analysis shows that outcomes may not have been optimal

in terms of where development has occurred relative to zoning. Density is required to achieve the compact city goal in the Auckland Plan 2050, but that density also needs to be optimally delivered to the market at a cost-effective price.

To evaluate how planning and zoning rules are helping achieve our broader goals in the Auckland Plan 2050, we need better evidenced based decision-making, including quantifiable metrics. Good data that can be analysed across the strategic, operational and delivery arms of the Auckland Council group will make decisions robust and defensible and improve our understanding where and how to plan for the region's growth and recovery.

Construction continues to be a major driver of Auckland's economy. As such, timely and fit for purpose approvals for development and construction work and rules that impact consenting are key. The incompatibility of local authority consenting systems creates significant challenges for developers to engage in developments across regions. Standardising consenting systems will improve quality and pace of construction, attracting developers with a diversity of experience from other regions to bring their expertise to Auckland. At the same time, we need to ensure that the infrastructure to support development is adequately funded and financed.

Our consultation process for significant investment provides an opportunity to better inform our businesses and residents with clarity on what the benefits are of proposed spending packages or allow them to adequately understand the trade-offs. A more informed and engaging consultation process will help all parties (the public, elected members, businesses, and staff) to make evidence-based decisions.

Focus area 3 Advance Māori employment and support Māori business and iwi organisations to be significant drivers of Auckland's economy

Māori entrepreneurship and asset base

Sources: Economic Development Action Plan (opportunities for Māori – guiding principle):

<https://www.aucklandcouncil.govt.nz/plans-projects-policies-reports-bylaws/our-plans-strategies/topic-based-plans-strategies/Pages/economic-development-strategy.aspx>

Pre-COVID-19, the economic-related indicators for Māori showed poorer outcomes than those for other ethnicities. One third of the New Zealand working-age Māori population had no qualifications, and more than half had lower skilled jobs than the rest of the population. On average Māori earn less, per person, per week for the working age Māori population than the rest of the working-age population. The pandemic exacerbated economic issues for Māori. When the health and economic impacts from COVID-19 on Māori became clear, Māori mobilised and deployed teams and resources to support whānau right across Tāmaki Makaurau. Māori are creating and championing a new vision for their economic future that is economically just; with Māori talent, innovation, knowledge and narratives at its heart.

A priority for Māori is improving economic outcomes by backing the strengths of the Māori economy in Tāmaki Makaurau and tackling the root causes of the significant gap in income between Māori and non-Māori in Tāmaki Makaurau. Iwi and Māori communities, government, organisations and

businesses will be instrumental in developing new ideas, methods and solutions needed to unlock constraints that compromise Māori economic wellbeing.

Kia ora Tāmaki Makaurau: Māori outcomes performance measurement framework:

<https://www.aucklandcouncil.govt.nz/about-auckland-council/how-auckland-council-works/kaupapa-maori/maori-outcomes/Pages/kia-ora-tamaki-makaurau-maori-outcomes-framework.aspx>

The Māori Outcomes Framework - Kia Ora Tāmaki Makaurau is an evolution of the Māori Responsiveness Framework. It is a performance measurement framework and named for its overall outcome: holistic wellbeing for Tāmaki Makaurau. The Framework supplements the responsiveness approach to be relevant to the expectations and aspirations of Māori under the Treaty of Waitangi.

The Framework aligns the mana outcomes that Māori have identified as mattering most for them, with the 10 strategic priorities agreed to as part of the 2018-2028 Long Term Plan.

It then outlines the practical steps to deliver on priority-aligned Māori outcomes, by identifying focus areas where the council can best influence and direct resources for consistent delivery.

Kia ora te Umanga: Māori business, tourism and employment

The mahi objective for this outcome is that, ‘the council group supports a resilient and regenerative Māori economy by supporting economic opportunities for Māori businesses and iwi organisations.’

This is underpinned by the following mana outcomes:

- Intergenerational wealth is created through a thriving Māori economy.
- Māori businesses and iwi organisations are significant drivers of a thriving economy in Tāmaki Makaurau.
- Innovation and enterprise are key elements of Māori success and hallmarks of Māori development.
- The Māori economy in Tāmaki Makaurau sees hapū and iwi endure through intergenerational approaches to investment outcomes.

Focus area 4 Leverage Auckland’s position to support growth in exports

High value exports

Source: <https://www.productivity.govt.nz/inquiries/frontier-firms/>

In other small, advanced economies, large firms exporting specialised, distinctive, high-value products at scale make a large contribution to national productivity. They have the scale to export and innovate, provide a route to market for local small and medium-sized firms, and researchers, and help diffuse global innovation back into the local economy.

By comparison, New Zealand’s largest exporters tend to export commodities based on natural resources. Continued growth in these products is constrained by environmental limits. Innovating

and exporting specialised, distinctive, high-value products at scale is key to more New Zealand firms reaching the global productivity frontier.

Moving into export markets brings upfront costs such as obtaining market intelligence, branding, and developing distribution networks. Innovation also requires an upfront investment. The small size of the domestic market means New Zealand's firms must face these costs when they are still small by international standards. This makes innovating and expanding overseas even more difficult, expensive and risky.

In some ways, information technology is helping to reduce these hurdles. Weightless industries such as software are promising as they seem to face lower hurdles to exporting and have lower environmental impacts than traditional primary industries.

New Zealand needs more firms exporting specialised, distinctive, high-value products at scale. To achieve this, government needs to support firms to overcome these hurdles to exporting, attract high value-adding, export-oriented foreign direct investment (FDI) with rich links to the local economy and to help firms build scale through networks (known as "innovation ecosystems"). The government supports exporting and attracting FDI through New Zealand Trade and Enterprise (NZTE) and other partners. This support should be better evaluated and successful programmes scaled up.

High-quality FDI that is innovative, oriented to exporting, likely to stay long term and a source of spillover benefits will be more easily attracted by healthy innovation ecosystems. FDI attraction should be part of a focused innovation policy (Chapter 7). The same measures that can be used to upgrade an innovation ecosystem could also be part of a negotiated package to attract high quality FDI.

Focused innovation policy would see NZTE diverting some of the resources it devotes to internationalisation away from assisting individual firms to building the innovation ecosystems in areas of focus.

Sectors of focus

Source: Tātaki Auckland Unlimited <https://www.aucklandnz.com/business/economy-and-sectors/sectors-of-focus>

Tātaki Auckland Unlimited provide an economic focus for Auckland as a home to a variety of progressive industries. These key sectors are:

- **Advanced manufacturing:** specialised group of high-value industries that process and fabricate various advanced materials. This sector also provides research and development to support numerous other industries.
- **Building and infrastructure:** Driven by demand for housing and pressure on infrastructure, all construction indicators have increased dramatically.
- **Technology:** advanced digital infrastructure supporting fintech, health IT, digital and creative technologies and established manufacturers in biotech, robotics, precision engineering and marine industries.

- Food and beverage: Food and beverage manufacturing in Auckland is the largest manufacturing cluster in New Zealand (and home to half of the country's largest F&B businesses), with a mix of multinationals, large and small firms and a well-developed ecosystem. Auckland has a large bank of industrial land available for brown and greenfield site developments in the food and beverage sector (predominantly in the South).
- Screen and creative: Auckland is the hub for NZ's film industry with an international reputation as a filming destination that offers a top quality, cost-effective and conducive environment for screen production and post-production.
- International education: With more than 400 schools, institutes and universities, Auckland is the preferred destination in New Zealand for international students.
- Circular economy: Auckland has a commitment to move towards a more regenerative economy creating new economic opportunities for our businesses and our people and enabling a more resilient future for Auckland.

Supporting strategies and plans

Te Mahere Whanake Ōhanga: Council's Economic Development Action Plan

Source: <https://www.aucklandcouncil.govt.nz/plans-projects-policies-reports-bylaws/our-plans-strategies/topic-based-plans-strategies/Pages/economic-development-strategy.aspx>

The significant role that Tāmaki Makaurau Auckland plays in New Zealand's economy means that when our region succeeds, the country succeeds.

Auckland's Economic Development Strategy was adopted in 2012 – a 10-year road map for economic development which encouraged collaboration and partnerships among the Auckland Council group, central government and business.

The world as we know it has changed dramatically since 2012. In particular, 2020 saw our lives disrupted as the COVID-19 pandemic took hold, altering our lives, consumer and economic trends, behaviours and expectations.

The environment in which we now find ourselves requires an economic development plan that addresses these recent economic shifts and contexts, using the levers we have to do things differently or better.

This Economic Development Action Plan: the Auckland Council group's role in Auckland's recovery 2021-24 is a result of the Auckland Council group's deliberate intent to work closely together to provide a clear and directive plan for economic development over the next three years.

An extensive review of plans and strategies across the Auckland Council group (as related to economic development and recovery) was undertaken to identify common economic development themes, including statements of intent, operational plans and strategies, and local board plans. Of primary importance were the Opportunity and Prosperity chapter of the Auckland Plan 2050, the economy related goal of Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan and Kia Ora te Umanga, the

Māori business tourism and employment objective of Kia Ora Tāmaki Makaurau, Auckland Council's Māori Outcomes Framework.

The economic development outcomes from these key plans and strategies have been brought together to form a definition of economic development as one that is not just about economic growth but also supports the overall standard of living for individuals within our community. This definition is reflected in the overall purpose of this plan.

“The Auckland Council group's contribution to economic development enables a regenerative and inclusive economy for the people and wellbeing of Tāmaki Makaurau.”

This purpose is supported by six objectives that broadly encapsulate the breadth of economic development activity that occurs across the Auckland Council group and act as an organising framework for the plan. These objectives are:

- Destination Tāmaki Makaurau: attracting people and investment
- Local Tāmaki Makaurau: enabling thriving local economies
- Skilled Tāmaki Makaurau: supporting quality jobs and skill development
- Future Tāmaki Makaurau: preparing businesses for the future
- Enabled Tāmaki Makaurau: infrastructure that enables economic development
- Enabled Tāmaki Makaurau: regulations that enable economic development

Actions and sub-actions reflecting the Auckland Council group levers have been developed under each objective. Measures against the objectives, progress on deliverables, performance measures and targets will be reported annually.

The objectives are unified by three guiding principles that have been purposefully reflected in actions across each objective. These principles are:

- Transitioning to a low carbon and regenerative economy.
- Supporting economic opportunities for Māori.
- Responding to communities of greatest need.

