

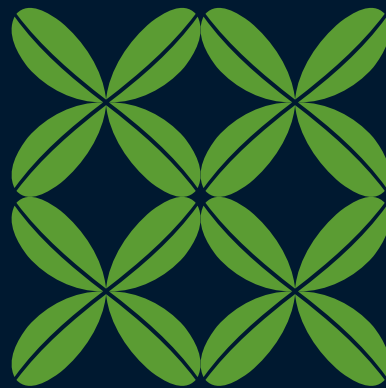
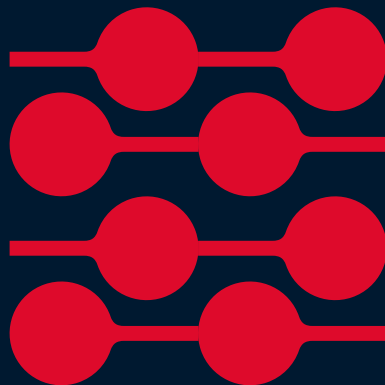
TE MAHERE WHANAKE ŌHANGA

ECONOMIC DEVELOPMENT
ACTION PLAN 2021-24



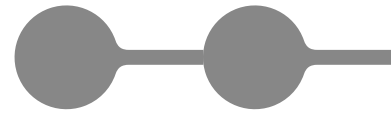
Progress report

September 2022



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Purpose of this report

Te Mahere Whanake Ōhanga: Council's Economic Development Action Plan was endorsed by the Council and Council Controlled Organisations Chief Executives and adopted by the Parks, Arts, Community and Events Committee in July 2021. The action plan 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 period 2021-2024.

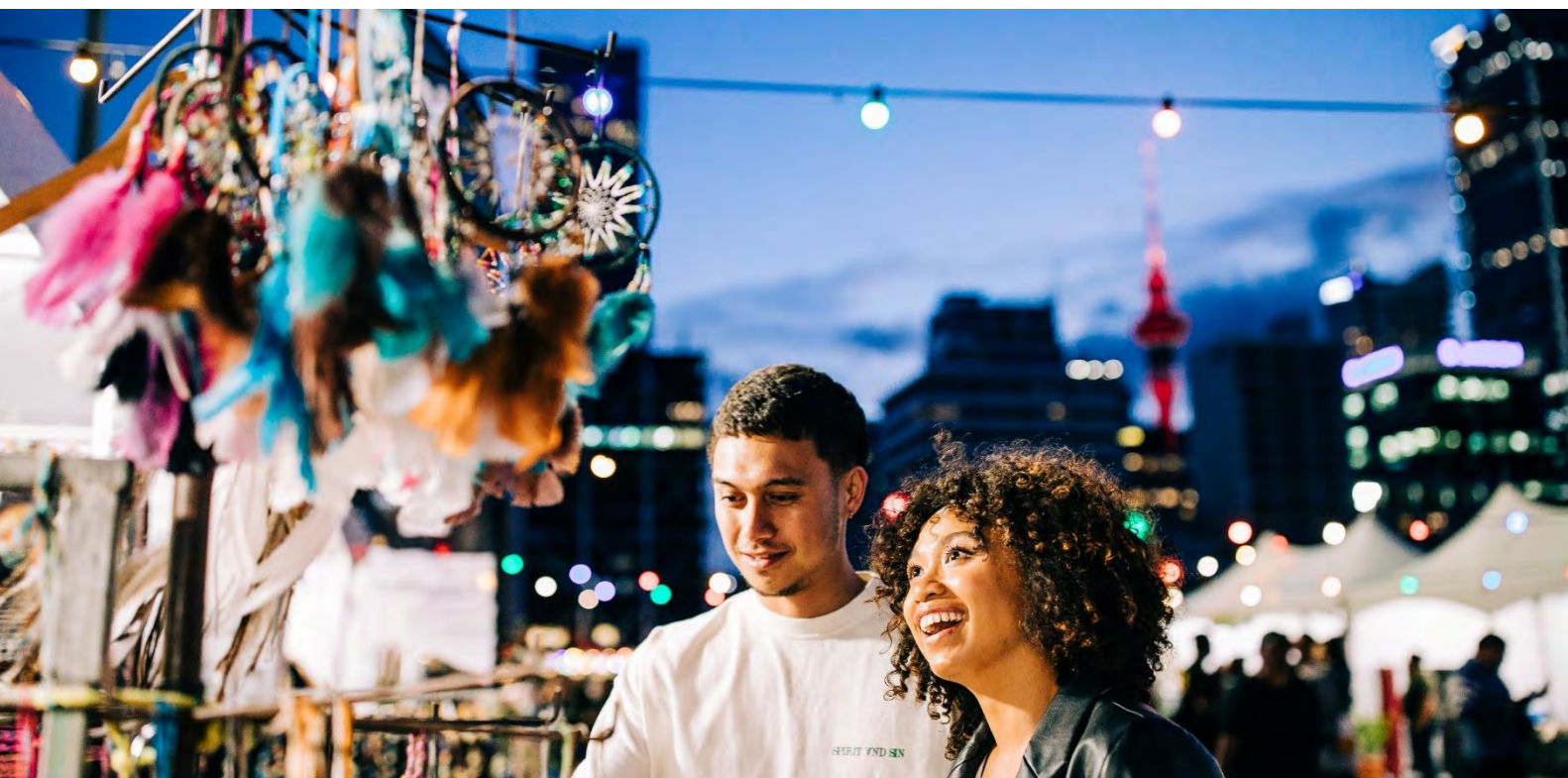
Taking direction from Auckland's key strategic document, the Auckland Plan 2050, and other important strategies including Te-Tāruke-ā-Tāwhiri: Auckland's Climate Plan and Kia ora Tāmaki Makaurau: Council's Māori Outcomes Framework, this plan has a clear purpose:

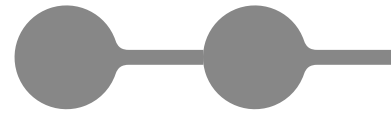
“Enabling a more regenerative and inclusive economy for the people and wellbeing of Tāmaki Makaurau.”

Regular monitoring and reporting are fundamental to understanding progress towards the objectives of the Economic Development Action Plan. The plan states we will report on progress of actions contained within the plan annually and will use indicators and performance measures to identify progress towards the objectives of the plan.

To ensure consistency, these progress reports align with the Auckland Plan 2050 and Annual Plan monitoring and reporting cycles. This is the first progress report since the plan was adopted in July 2021.

This report is a summation of progress on the plan's goals and actions after the first year of implementation (2021/22).

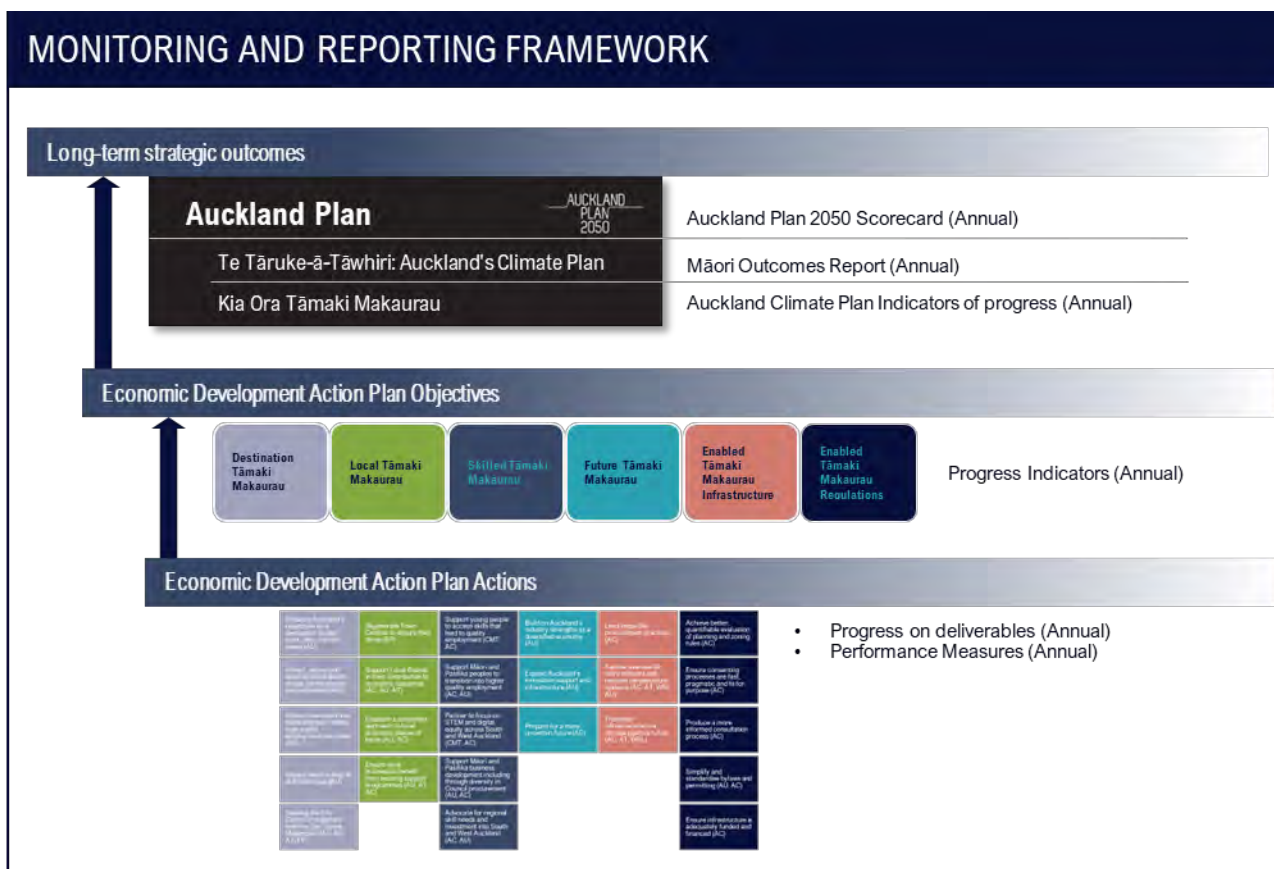




Monitoring and reporting framework

The outcomes of the strategies that have set the direction for this Plan are measured and reported annually as outlined below. The monitoring of these strategic outcomes helps us check if we are making headway on our guiding principles to reflect Māori outcomes and a regenerative and inclusive economy.

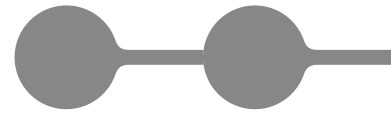
Monitoring and reporting framework



Progress on our guiding strategies

For detailed outcome results in these reports, refer to the links below.

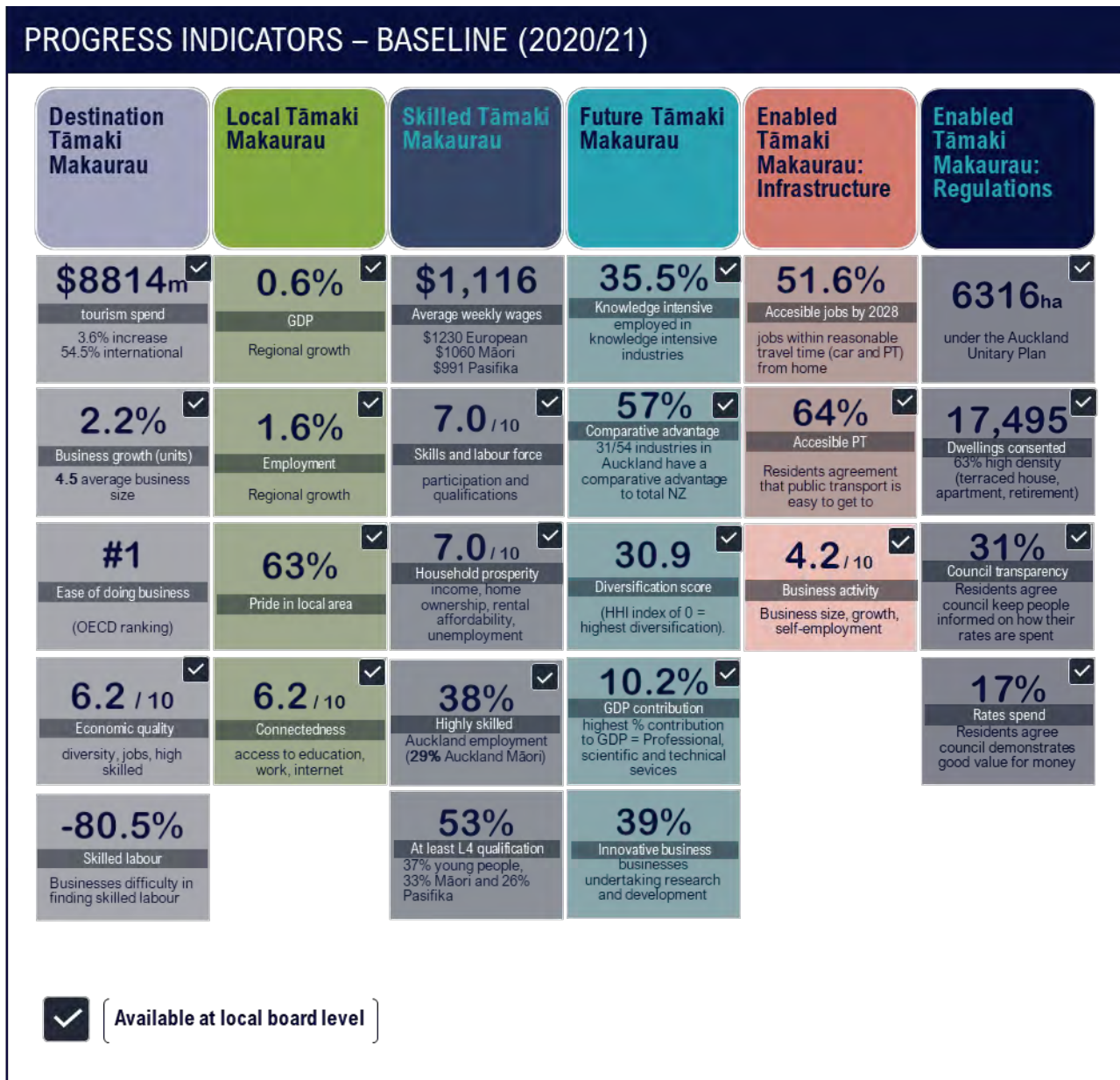
Auckland Plan Annual Monitoring Report (2022)	Te-Tāruke-ā-Tāwhiri: Auckland's Climate Plan Annual Progress Report (2022)	Māori Outcomes Report (2022)
 <p>Available on the Auckland Council website in September 2022. Refer Opportunity and Prosperity outcome monitoring results.</p>	 <p>Available on the Auckland Council website in September 2022. Refer economic priority highlights.</p>	 <p>Available on the Auckland Council website in September 2022. Refer Kia Ora Te Umanga: Māori business, tourism and employment results.</p>



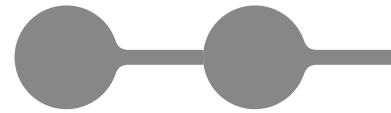
Progress indicators

The six objectives of this action plan include measurable progress indicators.

The indicator data below forms the plan's baseline against which future years' progress can be benchmarked. It is the latest data available for each indicator as at June 2021.

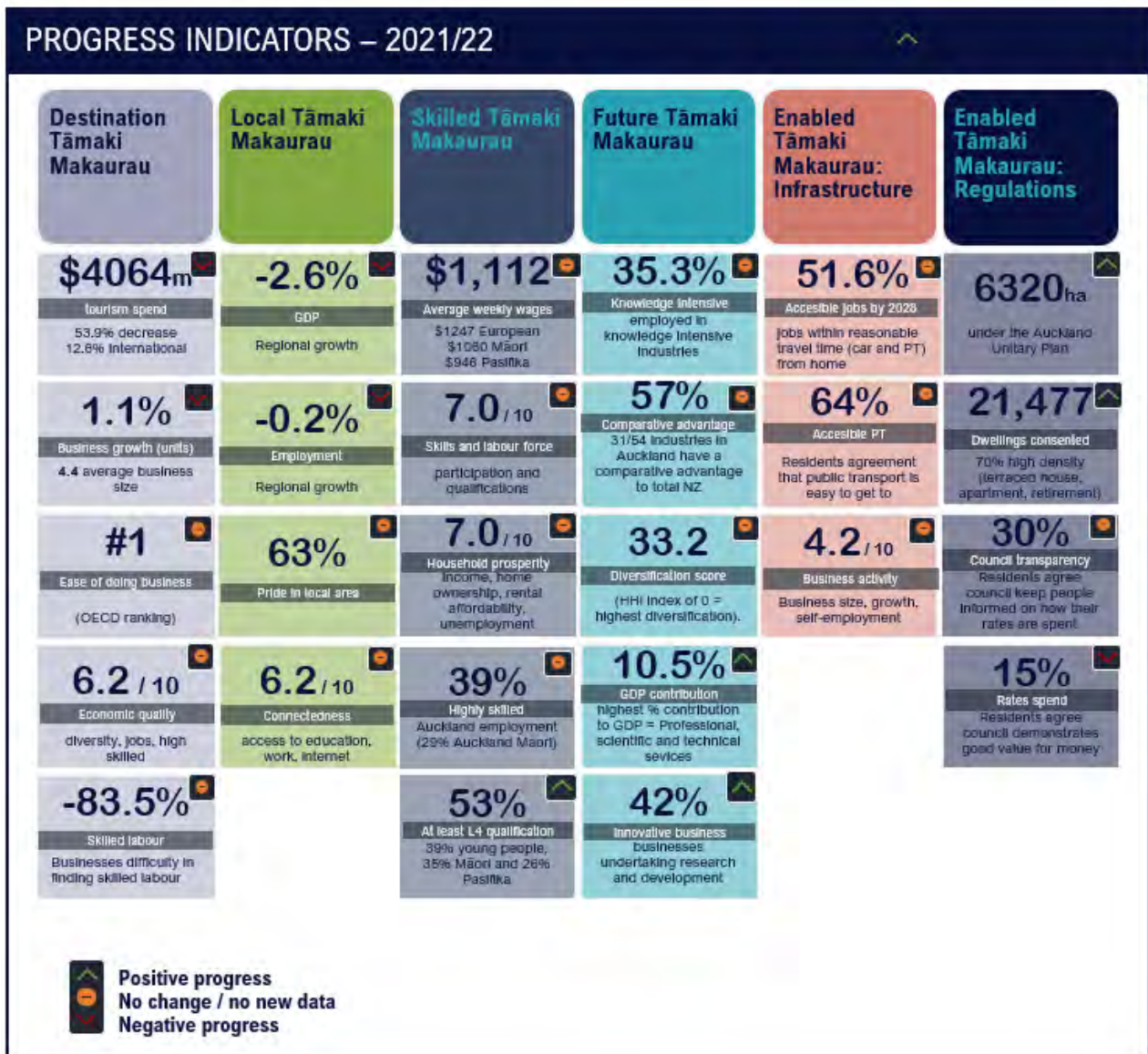


Refer to [Appendix 1](#) for detailed descriptions of the measures.

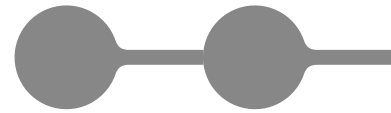


Actual 2021/22

The results below reflect the latest available data as at June 2022. The indicators provide a guide to assess if progress is being made in these areas. While not the direct result of activities of the plan, lack of progress or improvement of these indicators gives us the opportunity to evaluate the influence or focus of our actions and adjust where appropriate.



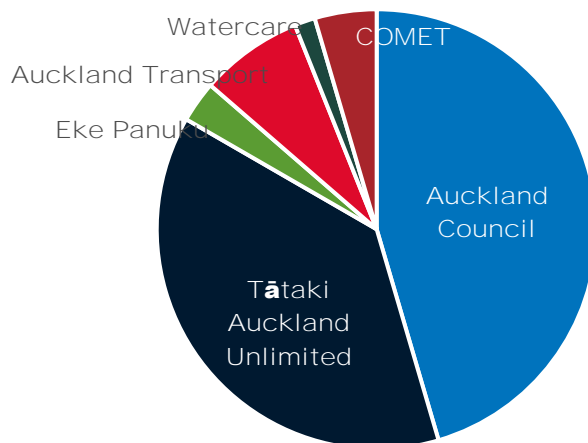
- ▶▶ 5 indicators are broadly tracking positively – these are in the areas of knowledge intensive industry, higher qualifications, innovative businesses, quality compact development, and provision of business land.
- ▶▶ 7 indicators show no change from the baseline year.
- ▶▶ 9 indicators have no new data as they are measured every two years.
- ▶▶ 5 indicators appear to be tracking negatively – these are largely due to pandemic related impacts and should experience some recovery in the next financial year.



Action progress overview

There are a total of 25 action areas and 66 sub-actions in the Economic Development Action Plan with different levels of responsibility and control within the council group, reflecting the collaborative intent of the plan. The plan details the accountable CCO or Auckland Council directorate (action owner), deliverable, completion timeframe, and LTP activity budget alignment.

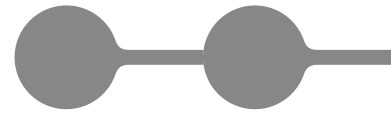
Proportion of actions led by Council/CCO



While a large number of actions within this plan cut across multiple parts of council and are delivered through collaboration between council and CCOs, for the purposes of reporting;

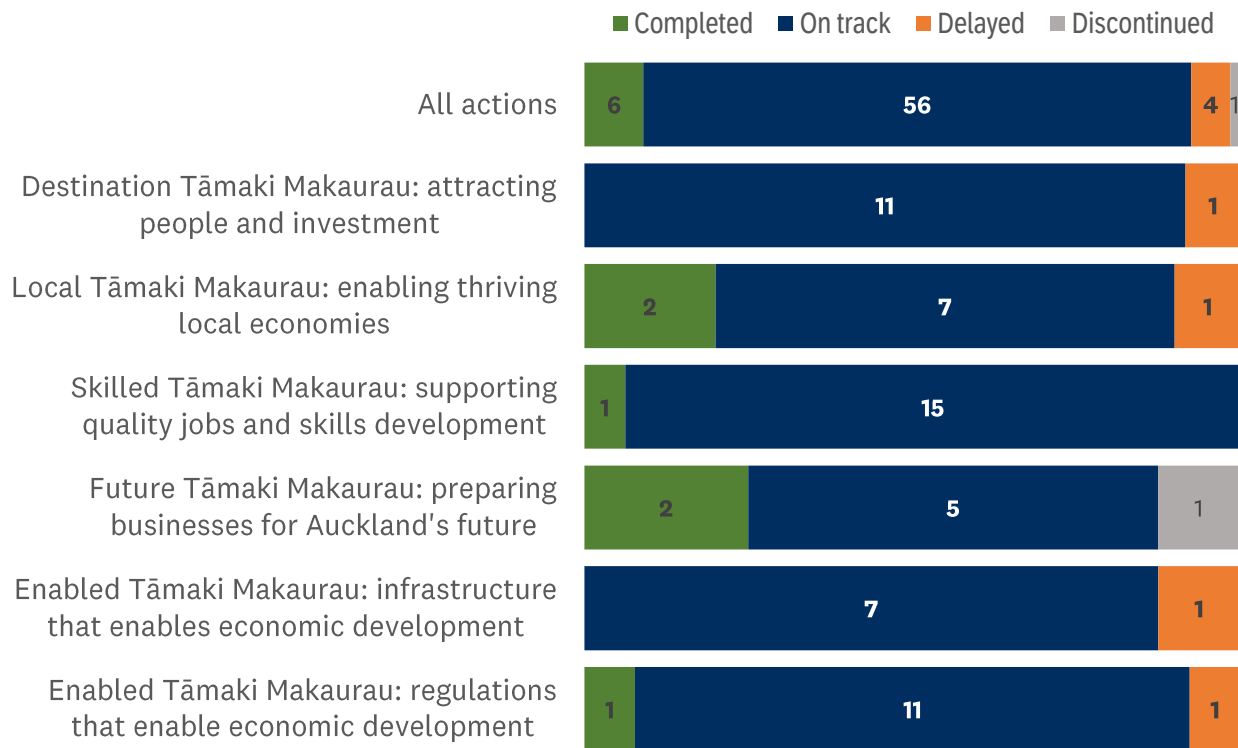
- Auckland Council leads 30 actions
- Tātaki Auckland Unlimited leads 25 actions
- Auckland Transport leads 5 actions
- COMET leads 3 actions
- Eke Panuku leads 2 actions
- Watercare leads 1 action

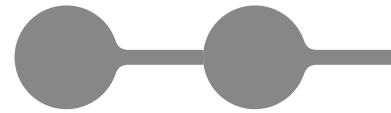




Action progress summary

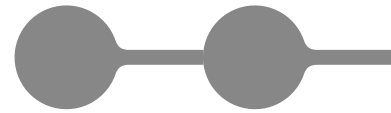
Across the 66 sub-actions, the majority (85%) remain on track (56 actions). Six actions have been completed, four have been delayed and one has been discontinued.





Action highlights and challenges

Destination Tāmaki Makaurau	
Objective	Attracting people and investment
Actions	5 action areas (12 sub-actions)
Highlights	<p>Building Auckland’s reputation Tātaki Auckland Unlimited has continued to build the range of brand assets available in the Auckland brand library and has partnered both across council and with a range of external partners to accentuate the Auckland place brand through destination marketing campaigns such as <i>Auckland is Calling</i>, <i>Explore Tāmaki Makaurau</i>, <i>Stay Auckland Now</i> and <i>Elemental AKL</i>.</p> <p>Supporting destination management Destination management plans are nearing completion for Waiheke and Aotea Great Barrier Island, and planning is underway for a Matakana Coast plan and a West Auckland plan in FY22/23. The development of a destination management plan for the city centre is also part of Eke Panuku’s city centre attraction workstream.</p> <p>Attracting and supporting major events Despite restrictions on events, there have been a number of significant events, shows and performances over the year including the Mary Quant exhibition at the Auckland Art Gallery, the LAB concert at Western Springs, The Girl from the North Country at the Aotea Centre and the 2022 ICC Women’s Cricket World Cup at Eden Park.</p> <p>Attracting investment Despite border closures for much of the year, Invest Auckland has kept interest in Auckland high through publishing 30 news articles focusing on Auckland’s key sectors and investment eco-system, supported by 170+ posts on the Invest Auckland LinkedIn page. A content strategy has been developed, and work is underway to develop a content and implementation plan as borders open for investors in FY22/23.</p> <p>Tātaki Auckland Unlimited has continued to support investment into the screen industry through the attraction of \$30m in government funding for the development of two purpose built sound stages at Auckland Film Studios and Screen Auckland has issued 850 film permits.</p> <p>Developing the city centre In the City Centre, the Access for Everyone Programme business case is progressing well with approval granted by both the AT and the Waka Kotahi Boards. A significant activation and placemaking programme was delivered with key city centre partners and supported by the government’s Local Activation Fund as part of Auckland Council’s efforts to support the city centre recovery. Eke Panuku, working with the council group, are continuing development of the midtown programme that will support intensification, user experience, and improved amenity around the City Rail Link Aotea Station.</p>
Challenges	<p>Closed international borders and regional travel restrictions into and out of Auckland for much of FY21/22 have presented significant barriers to attracting people and investment. In addition, venue closures and limitations on crowd and patron numbers within Auckland have had significant impacts on the ability to hold events, exhibitions, shows etc and on the hospitality sector.</p> <p>These restrictions resulted in the cancellation and/or postponement of numerous shows and events including all four Tātaki Auckland Unlimited Festivals - Lantern, Pasifika, Diwali and Tāmaki Herenga Waka.</p> <p>The relatively recent requirement under Schedule 12 of the Auckland Unitary Plan for filming activity to obtain a resource consent to operate at Sites and Places of Significance</p>



Destination Tāmaki Makaurau

for Mana Whenua is impacting filming activity within Auckland. Screen Auckland (part of Tātaki Auckland Unlimited) has prepared an engagement plan to guide its approach with mana whenua and the IMSB on this topic

Restoring the reputation of the city centre as a vibrant and safe place to visit will be a key challenge for FY 22/23.

Local Tāmaki Makaurau

Objective Enabling thriving local communities

Actions 4 action areas (10 sub-actions)

Highlights

Regenerating town centres

Eke Panuku Development Auckland has completed *Thriving Town Centres* – guidance for urban regeneration in Tāmaki Makaurau Auckland and this was endorsed by Auckland Council’s Planning Committee in March 2022. Eke Panuku continues to work collaboratively with a wide range of partners to deliver urban regeneration programmes across Tāmaki Makaurau Auckland with a focus on town centres and locations agreed with Auckland Council.

Supporting local boards

A review of the approach to local economic development through local board Locally Driven Initiatives has been completed and the recommendations are being communicated for roll out over FY22/23. Workshops with local boards were completed in 2021 to discuss forward transport works programmes for FY22/23.

Through the Auckland Council Sustainable Procurement Objectives, 117 local board contracts were awarded to local suppliers against a target of 100 contracts within local board areas.

Work has commenced on the development of local board economic overviews for each of the local board areas, providing a snapshot of each local economy.

Planning local economic places

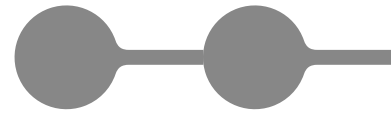
Although delayed, work has commenced on developing the spatial economic narrative for key economic places across Auckland. The timeframe for completion has been revised due to recognition of the scope of work required and the staff resources available. Staff have also been piloting an approach to support the economic approach to the Southern Auckland Masterplan, that can then be replicated in other locations and significant projects.

Supporting local businesses

Through the Regional Business Partnership Network (RBP), Research & Development funding of \$3m and Business Capability funding of \$1.6m was delivered to at least 720 innovation companies and employers over FY21/22 – including 142 Pakihi Māori. Delivery of the RBP was transferred from Tātaki Auckland Unlimited to the Auckland Business Chamber at the end of FY 21/22.

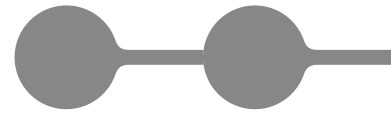
The Activate Tāmaki Makaurau, \$60m COVID-19 Recovery programme, funded by MBIE and delivered by Tātaki Auckland Unlimited in conjunction with other business organisations, saw over 12,000 businesses supported with business advice, implementation grants and mental health and wellness support.

In addition, the Reactivate Tāmaki Makaurau programme, funded by MBIE and delivered by Tātaki Auckland Unlimited saw 105,532 vouchers redeemed enabling 438,954 Aucklanders to book visitor/tourism experiences with over 100 local businesses.



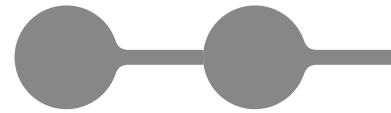
Local Tāmaki Makaurau	
	Through the Auckland Transport Connected Communities programme, the Great North Road Newton corridor construction tender progressed in mid-2022 incorporating a Healthy Waters asset upgrade into the contract to minimise the disruption to local businesses and the community. In addition, the New North Road corridor business case progressed through public engagement on shortlist of approaches in April 2022.
Challenges	<p>Local transport programmes are being reviewed and re-prioritised where necessary due to budget reductions confirmed by Auckland Council in June 2022.</p> <p>Prioritisation of remaining corridors through the Auckland Transport Connected Communities programme is being undertaken to align with current budget reforecast of the Regional Land Transport Plan allocations brought about through COVID-19 impacts. Confirmation of the remaining corridor priorities is expected in 2023.</p>

Skilled Tāmaki Makaurau	
Objective	Supporting quality jobs and skills development
Actions	5 action areas (16 sub-actions)
Highlights	<p>Supporting rangatahi skills and employment Youthtown successfully took over the backbone role of the Youth Employability Programme in Auckland from July 2021, while COMET continue to provide support for Youth Employability Aotearoa to map, unite and support initiatives that contribute impact and equity to the youth employability agenda. This included a youth employability conference in May 2022 with over 200 youth employability practitioners from across Aotearoa. In addition, a council-delivered Youth Economy programme has seen 181 Māori and Pasifika rangatahi engaged in high quality training or employment that offers a career pathway.</p> <p>Te Taiwhanga Rangatahi (TTR) has transitioned some young school leavers into junior participatory design positions within Community and Social Innovation to upskill them and has started engaging rangatahi to design new prototypes to keep young people attached to learning and in high value career pathways.</p> <p>Supporting Māori and Pacific people into higher quality employment Project Ikuna has delivered 408 Micro-Credentials over FY21/22 against a goal of 700 Micro-Credentials (shortfall of 292). The balance will be carried over into FY22/ 23 with three new target industries (Tourism, Hospitality, and Retail) added to the four current focus industries (Construction, Healthcare, Manufacturing & Logistics).</p> <p>The Uptempo programme has supported 67 Pasifika ‘aiga from south and west Auckland (463 individuals) assisting 108 people into higher paid work and 128 Pacific people into training.</p> <p>Improving STEM and digital equity in south and west Auckland From January to June 2022, 27 projects to undertake STEM research in their communities were supported by COMET – 17 in south Auckland and 10 in west Auckland. Eleven of these projects are extensions from 2021 funding, with 16 additional projects funded in 2022. Council continues to support the growth and capacity of 10 digital inclusion delivery partners and the wider digital equity ecosystem through the South Advantage Collective and the Diverse Digitech group.</p> <p>Supporting Māori and Pacific business ownership Amotai has over 130 buyer organisations and 1,200 Māori and Pasifika businesses registered around the country. During FY22 Amotai worked on over \$365M of procurement</p>



Skilled Tāmaki Makaurau	
	<p>opportunities and put forward approximately 565 Māori and Pasifika businesses for the opportunities.</p> <p>Whāriki remains a key partner, and regular hui support a collaborative approach to sharing information and advice. Whāriki and Tātaki Auckland Unlimited share pakihi Māori intelligence and reporting and the preparation and coordination of evidence-based reporting is ongoing.</p> <p>Whāriki were a key governance and delivery partner in Activate Tāmaki Makaurau and lead workstream for Pakihi Māori. A target of 10% Māori saw \$4.4m in advice and grants via 1200 successful applications for FY 21/22. Whāriki & Āmotai have partnered on improving procurement opportunities.</p>
Challenges	<p>COVID-19 disruption has impacted on the number of schools able to participate in the Youth Employability Programme, but Youthtown have brought in several new Auckland sites, including alternative education providers and they are in negotiation with other potential sites for 2023.</p>

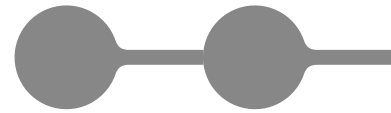
Future Tāmaki Makaurau	
Objective	Preparing businesses for Auckland’s future
Actions	3 action areas (7 sub-actions)
Highlights	<p>Building on Auckland’s strengths – creative, technology and food and beverage Six of the sub-actions actions are on track to meet target with 1 sub-action already completed – the well-received Create Auckland 2030 plan launched on 30 May 2022.</p> <p>The Tech Tāmaki Makaurau strategy has been developed with industry-related guidance and is launching in Spring 2022.</p> <p>The government funded ‘From the Ground Up’ programme is near completion, delivering frameworks for sustainable seafood innovation, investment in the potato starch circular economy initiative and the development of the Onehunga wharf precinct.</p> <p>Tātaki Auckland Unlimited delivered the <i>Auckland’s Future, Now</i> event in May. The programme was focused on themes raised in <i>Reimagining Tāmaki Makaurau Auckland: harnessing the region’s potential</i> – a Koi-Tu report - commissioned by Tātaki Auckland Unlimited.</p> <p>Expanding Auckland’s innovation ecosystem Auckland’s innovation support and infrastructure is being expanded with the refresh of the GridAKL website, providing a platform for the innovation network to continue to grow. Additional hubs have been added including GridMKN, Click Studios and Reserve Tāmaki.</p> <p>The climate innovation hub, now known as Climate Connect Aotearoa, will launch in October 2022. This focuses on examining pathways towards de-carbonising Auckland’s economy. Two in-person challenge sprints for the Energy and Built Environment are planned for post-launch. An ecosystem map of climate innovation players is under development providing a key source of information to grow the ecosystem.</p> <p>Preparing for an uncertain future Auckland Council is preparing for a more uncertain future through embedding Future Thinking and Foresight approaches into processes and plans such as the Future for Local Government Review and the <i>I am Auckland</i> plan. A project is underway to articulate the shifts, trends and new economic frameworks in preparation for Auckland’s future economic development strategic planning.</p>



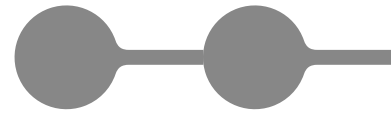
Future Tāmaki Makaurau	
Challenges	The government funded development of a sustainable food and beverage programme (From the Ground Up) has been progressed as far as it can and will be discontinued, given the change in Tātaki Auckland Unlimited’s strategic direction and budget constraints.

Enabled Tāmaki Makaurau: Infrastructure

Objective	Infrastructure that enables economic development
Actions	3 action areas (8 sub-actions)
Highlights	<p>Leading impactful procurement processes Auckland Council is progressing well with the wider adoption of its sustainable procurement strategy across the group. Eke Panuku has published procurement targets which include increased targets for Māori-owned, Pacific-owned and social enterprises in south and west Auckland. Auckland Transport has also published their Sustainable Procurement framework which aligns with the council group. Over FY21/22 we have also developed new procurement processes and practices to help reduce the barriers of entry in tendering and working with council e.g. kanohi ki te kanohi.</p> <p>Ngā Puna Pūkenga hit its target of placing 200 people back into sustainable work for FY21/22. Watercare has joined the programme, growing placements to 250 for FY22/23. This is promising for the council group’s provision of sustainable opportunities for small local businesses.</p> <p>Exploring more efficient and resilient infrastructure systems The council group continues to explore avenues for more efficient and resilient infrastructure systems, implementing wastewater reuse opportunities such as the recycled water plant supporting the Central Interceptor that will be completed in Mangere by December 2022 and an ice rink that will be complete at the Rosedale plant in FY23/24.</p> <p>Auckland Transport continues to identify and evaluate opportunities for raising additional revenue through existing assets including new advertising formats being explored from train exterior wraps to large format billboards on AT land, identifying temporary advertising locations associated with works and coordination between cycleway project teams and our street furniture media partner to minimise project costs (shelters/power) and maintain advertising presence.</p> <p>Work is ongoing to optimize existing transport networks including delivery of the Network Performance and Intelligent Transport System’s programmes in conjunction with Waka Kotahi and working across the Auckland Council group to advocate for, and support, the introduction of congestion pricing.</p> <p>Transitioning infrastructure to a climate positive future We continue to work towards transitioning infrastructure towards a climate positive future. The council group is using the carbon portal in Healthy Waters and Watercare for measuring emissions and are continuing to refine this tool which will be fully implemented within the Healthy Waters capital works programme by the end of the financial year.</p>
Challenges	<p>Ongoing COVID-19 events have meant a delay to the starting point of the return to “normal” from which public transport patronage recovery elements will be baselined. By July 2024, the aim is to be at 85% of pre COVID-19 patronage / revenues. A specific cross-AT action group has been established to take this forward.</p> <p>While progress is being made on strategic and multi-modal corridor projects included in the Regional Land Transport Plan, some delays are anticipated due to COVID-19 impacts and restricted capital funding.</p>



Enabled Tāmaki Makaurau: Regulations	
Objective	Regulations that enable economic development
Actions	5 action areas (13 sub-actions)
Highlights	<p>Improving evaluation of planning and zoning rules Improvements are being made to Section 32 reporting of economic opportunity cost considerations relative to housing within the context of more enabling zoning for the Auckland Unitary Plan (AUP). Section 35 reporting has been completed on AUP RPS B2.5 Commercial Growth (including the Mixed-Use zone) for reporting through workshops to Planning Committee early in the next term of council.</p> <p>In the context of the National Policy Statement on Urban Development, height to boundary changes within the Terraced Housing and Apartment Building (THAB) and the Mixed Housing Urban (MHU) Zone are to be more enabling (than the operative AUP) and the spatial extent of both THAB and MHU is to be significantly increased. Delivery is to occur through notification of plan changes in FY22/23.</p> <p>Improving consenting processes Council is working with the Ministry of Business Innovation and Employment (MBIE) to ensure that our optimised customer-focused, end to end, web-based building consenting/certification tool is built to meet the needs of both other local government sector participants and MBIE’s regulatory change roadmap.</p> <p>We have continued to develop and expand our use of remote inspections using digital applications. This has been particularly useful in maintaining productivity as staff who are working from home can still perform inspections using these tools. We have also initiated a programme to optimise our building consenting/ certification digital platform and continue to invest in the automation of manual data entry tasks.</p> <p>Improving consultation processes We continue to grow our suite of online tools to drive engagement, including ‘Balancing Act’ (an online tool that can simulate balancing a budget and identify the trade offs involved in budgetary spending). Digital engagement at the submission levels for large scale consultations has improved with over 80% of submissions from our Annual Budget 2022/23 from digital sources. In addition</p> <p>Council is also becoming increasingly involved in deliberative democracy methodologies - working with the public on what they consider to be important, before any formal consultation takes place.</p> <p>Simplifying bylaws and permitting A remit was proposed by Auckland Council and passed at the Local Government New Zealand Annual General Meeting seeking that they (LGNZ) lobby Government to implement an infringement notice regime for general bylaws.</p> <p>FilmApp was introduced by the Tātaki Auckland Unlimited screen facilitation team in September 2021 to standardise the film permitting process. This has resulted in improvements for our customers when applying for a film permit, for our internal stakeholders and for our facilitation team process and oversight.</p>
Challenges	<p>Whilst we have continued to advocate robustly for mandatory building warranties it does not appear to be a top priority for MBIE at this time.</p> <p>Investigations into the viability of multi-site resource consents for filming and major events is ongoing but could be delayed due to the relatively recent requirement under Schedule 12 of the Auckland Unitary Plan for filming activity to obtain a resource consent to operate at Sites and Places of Significance to Mana Whenua.</p>

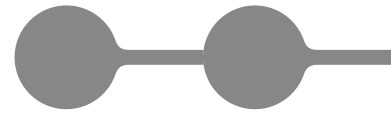


Performance measures

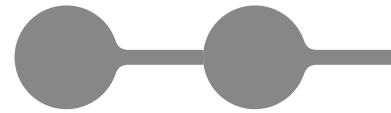
Within the Economic Development Action Plan, actions are detailed together with the accountable CCO or Auckland Council directorate (action owner), completion timeframe, and LTP activity budget alignment. Where applicable, performance measures and 2023/24 targets from the Long-Term Plan 2021-31 and/or CCO statements of intent are aligned to the actions.

The table below sets out reported results for 2021/22 against the 2023/24 targets set out in the Long-Term Plan 2021-31.

PERFORMANCE MEASURES	2023/24 Target	2021/22 Update Result
Destination Tāmaki Makaurau		
Attributable value of private sector investment (including screen) secured over the year	\$200m	\$197.2m
Number of people who are issued tickets to attend Auckland Live, Auckland Zoo, Auckland Art Gallery, NZ Maritime Museum and Auckland Stadiums venues and events	2.08m	751,857
Contribution to regional GDP from major and business events attracted or supported	\$71m	\$30.2m
Net promoter score for Auckland Unlimited audiences and participants (willingness of customers to recommend a product or service to others)	40	54
Number of programmes contributing to the visibility and presence of Māori in Tāmaki Makaurau	40	101
Percentage of city centre targeted rate programme delivered on time and within budget	80%	58%
Local Tāmaki Makaurau		
Net new dwellings (housing units) related to town centre intensification	350	358
Commercial / retail gross floor area (GFA) or net lettable area (square metre)	29,000	n/a
Monthly average occupancy rate for tenantable properties (commercial)	85%	93.4%
Number of council contracts with local suppliers	100 +	136



PERFORMANCE MEASURES	2023/24 Target	2021/22 Update Result
Skilled Tāmaki Makaurau		
Direct council contract value awarded to diverse suppliers	5% +	3.4%
Total council subcontract value awarded to Māori and/or Pasifika businesses or social enterprises	15% +	10%
Number of quality employment opportunities for members of target communities created through council contracts	100 +	201
Number of learners through Trades Training programme	190 +	102
Percentage of female learners through Trades Training programme	30%	35.3%
Future Tāmaki Makaurau		
Number of businesses that have been through an Auckland Unlimited programme or benefited from an Auckland Unlimited intervention (per annum)	3,000	11,976
Number of Māori businesses that have been through an Auckland Unlimited programme or benefited from an Auckland Unlimited intervention (per annum)	150	1,080
Enabled Tāmaki Makaurau: Infrastructure		
Percentage of the total public transport operating costs recovered through fares	36-41%	15.9%
Total public transport boardings	107m	41m
Share of Auckland growth in trips taken up by public and active modes (morning peak)	n/a	n/a
Percentage of contracts incorporating waste considerations in procurement processes	100%	Process in review
Percentage of contracts incorporating carbon emission reduction strategies in procurement processes	100%	Process in review
Enabled Tāmaki Makaurau: Regulations		
Percentage of building consent applications processed within 20 statutory working days	100%	71.6%



PERFORMANCE MEASURES	2023/24 Target	2021/22 Update Result
Percentage of Auckland Unitary Plan changes and notices of requirement processed within statutory timeframes	100%	100%
Percentage of non-notified resource consent applications processed within 20 statutory days	100%	71%
Percentage of notified resource consent applications processed within statutory time frame	100%	79.2%
Percentage of customers satisfied with overall quality of resource consents service delivery	70%	62%
Business floorspace consented by area (square metre)	n/a	607,656
Number of film permits granted per annum	n/a	619

What's next?

The council group is committed to the ongoing actions of this action plan whilst acknowledging the rapid changes we continue to face. This means constant adaptation in how we work, how we learn, how we consume, how we build, and how we move around. Central government reform, the changes that may come about following upcoming local and central government elections and ever evolving global and local trends reinforce the need for an adaptive approach. Protecting and enhancing our communities' economic, and wider, wellbeing in the face of these changes will mean looking for opportunities to innovate and do things differently and taking active steps to ensure an equitable transition for all communities.

Actions in this plan start to address some of this fundamental change required, but much more will be needed in the coming years. We will continue to review our economic development progress to test our underlying assumptions, identify emerging issues, respond quickly to change and assess the need for longer term, Auckland-wide economic strategies to ensure we are ready for what lies ahead.

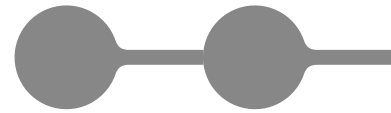
Appendix 1: Progress indicators – measure descriptions

Progress indicator: measure description	Data source	Data as at June 2021	Data date	Latest available data as at June 2022	Data date
Destination Tāmaki Makaurau					
Visitor spend (percentage increase, total domestic spend, total international spend) *Estimates of tourism GDP are measured in 2021 prices and make use of the Tourism Satellite Accounts (TSA) published by Statistics New Zealand, in conjunction with data on guest nights, visitor expenditure data from MBIE, and Infometrics' regional GDP model.	Infometrics: Regional economic profile	\$8,814m (tourism spend)	Mar 2020	\$4,064m (tourism spend)	March 2021
		3.6% increase (tourism spend)	Mar 2020	-53.9% decrease (tourism spend)	March 2021
		54.5% of total spend from international spending	Mar 2020	12.6% of total from international spending	March 2021
Growth in number of business units and average business size (employees)	Infometrics: regional economic profile (SNZ business demography)	2.2% (growth in BU) 4.5 average size (employees per business unit)	Feb 2021	1.1% (growth in BU) 4.4 average size (employees per business unit)	Feb 2022
Ease of doing business	World Bank Group: Doing Business 2020 OECD high income	No. 1 (New Zealand)	2020	No. 1 (New Zealand)	2020 (data series now discontinued)
Economic quality - diversity, jobs, high skilled *The economic quality domain is made of up the following indicators: economic diversity (HHI index); jobs per 100 residents; percentage of jobs that are highly skilled; percentage employed in knowledge-intensive industries; percentage employed in declining industries	Prosperity Index (TAU)	6.2/10	2020	6.2/10	2020
Businesses difficulty in finding skilled labour *A score of greater than 100 shows more optimism than pessimism. The QSBO calculates a net figure as % of businesses expecting an improvement) minus % expecting a worsening.	NZIER: Quarterly survey of business opinion (RIMU)	-80.5%	Jun 2021 quarter	-83.5%	June 2022 quarter
Local Tāmaki Makaurau					
Local contribution to regional growth (GDP) *Gross Domestic Product (GDP) measures the value economic units add to their inputs. Auckland's share of industry output is based on the share of employment measured in the Linked Employer Employee Data (LEED).	Infometrics: regional economic profile (GDP per filled jobs)	0.6% regional GDP growth	Mar 2020	-2.6% regional GDP growth	Mar 2021
Local employment growth (growth in number of filled jobs)	Infometrics: regional economic profile	1.6% regional employment growth	Mar 2020	-0.2% regional employment growth	Mar 2021

Progress indicator: measure description	Data source	Data as at June 2021	Data date	Latest available data as at June 2022	Data date
Aucklanders' sense of pride in their local area (percentage of those that agree/strongly agree they have pride in their local area)	Quality of life survey	63%	2020	63%	2020
Connectedness - access to education, work, internet (prosperity index) *The connectedness domain is made of up the following indicators: average commute time to tertiary institutions; average commute time to closest metropolitan centre; average commute time to work; proportion of people with access to the internet at home	Prosperity Index (TAU)	6.2/10	2020	6.2/10	2020
Skilled Tāmaki Makaurau					
Income equity (average weekly wage by ethnicity)	StatsNZ: Household labour force survey	\$1116 (total)	Jun 2020 quarter	\$1112 (total)	Jun 2021 quarter
		\$1060 (Māori)	Jun 2020 quarter	\$1060 (Māori)	Jun 2021 quarter
		\$991 (Pasifika)	Jun 2020 quarter	\$936 (Pasifika)	Jun 2021 quarter
		\$1033 (Asian)	Jun 2020 quarter	\$1020 (Asian)	Jun 2021 quarter
		\$1230 (European)	Jun 2020 quarter	\$1247 (European)	Jun 2021 quarter
Skills and labour force participation and qualifications *The Skills and Labour Force Domain is made of up the following indicators: percentage of people starting school who have attended early childhood education; percentage of school leavers enrolled in tertiary within one year of leaving; percentage of school leavers who have NCEA level 2 or above; percentage of working-age population with a level 3 qualification	Prosperity Index (TAU)	7.0/10	2020	7.0/10	2020
Household prosperity income, home ownership, rental affordability, unemployment *	Prosperity Index (TAU)	7.0 / 10 (household prosperity score)	2020	7.0 / 10 (household prosperity score)	2020
Employment by skill level (low-skilled vs highly-skilled) for Total and Māori *Highly skilled occupations typically require a bachelor degree or higher qualification and include professionals such as accountants, teachers, and engineers, as well as most managers such as chief executives.	Infometrics: regional economic profile	38.3% highly-skilled and 34.4% low-skilled (total Akl)	Feb-20	38.7% highly-skilled and 34.1% low-skilled (total Akl)	Feb-21
		28.9% highly-skilled and 43.4% low-skilled (Māori Akl)	Feb-20	29.3% highly-skilled and 43.0% low-skilled (Māori Akl)	Feb-21

Progress indicator: measure description	Data source	Data as at June 2021	Data date	Latest available data as at June 2022	Data date
Educational achievement of young people, Māori and Pacific People (proportion of those that have at least Level 4 qualifications and above).	StatsNZ: Household labour force survey (custom data for RIMU)	33% Māori, 26% Pasifika and 37% 20-24 yrs have at least Level 4 qualifications	year end Dec 2020 (moving annual average)	35% Māori, 26% Pasifika and 39% 20-24yrs have at least Level 4 qualifications	year end Dec 2021 (moving annual average)
		53% of total Auckland have at least Level 4 qualifications		53% of total Auckland have at least Level 4 qualifications	
Future Tāmaki Makaurau					
Percentage of people employed in knowledge intensive and creative industries *Knowledge-intensive industries are industries that satisfy two basic criteria: At least 25 per cent of the workforce must be qualified to degree level and at least 30 per cent of the workforce must be employed in professional, managerial, as well as scientific and technical occupations.	Infometrics: regional economic profile (SNZ business demography)	35.5% of employment is in knowledge intensive industries	Mar-20	35.3% of employment is in knowledge intensive industries	Mar-21
	Knowledge Auckland: Creative Sector report 2020	5.2% of total businesses are in the creative sector (3.2% contribution to Auckland's GDP and 3.6% of Auckland's employees)	2019	5.2% of total businesses are in the creative sector (3.2% contribution to Auckland's GDP and 3.6% of Auckland's employees)	2019
Industries in Auckland with a comparative advantage (location quotient) *an area has a location quotient larger than one when the share of that industry in the area's economy is greater than the share of the same industry in the national economy.	Infometrics: regional economics profile	57% (31/54) of industries in Auckland have a comparative advantage to total NZ - Highest (1.8 location quotient) is insurance and superannuation funds	Mar-20	57% (31/54) of industries in Auckland have a comparative advantage to total NZ - Highest (1.8 location quotient) is insurance and superannuation funds	Mar-21
Level of diversification of the Auckland economy (HHI) *This data represents the normalised Herfindahl–Hirschman Index which measures the level of diversification of the Auckland economy. An index of 0 represents a diversified economy with economic activity evenly spread across all industries. The higher the index, the more concentrated economic activity is on a few industries.	Infometrics: regional economics profile	30.9 (HHI of 0 = highest diversification)	Mar-20	33.2 (HHI of 0 = highest diversification)	Mar-21
Biggest industry contributors to economic growth (GDP)	Infometrics: regional economics profile	Professional, scientific and tech services (10.2% share of total)	Mar-20	Professional, scientific and tech services (10.5% share of total)	Mar-21

Progress indicator: measure description	Data source	Data as at June 2021	Data date	Latest available data as at June 2022	Data date
Percentage of Auckland businesses that undertook research and development over the last 12 months	Auckland Unlimited: Business survey	39%	2019	42%	Sep-21
Enabled Tāmaki Makaurau: Infrastructure					
Percentage of jobs within reasonable travel time from home (30 mins by car or 45 minutes by public transport)	Auckland Forecasting Centre (AT)	51.6% by 2028	2022 (ATAP 2 vi116)	51.6% by 2028	2022 (ATAP 2 vi116)
Residents that agree that public transport is easy to get to	Quality of life survey	64%	2020	64%	2020
Business activity - size, growth, self-employment (prosperity index)	AUL: Prosperity index	4.2/10	2020	4.2/10	2020
Enabled Tāmaki Makaurau: Regulations					
Hectares of business zoned land under the Auckland Unitary Plan	Auckland Council: Spatial Database Engine (SDE)	6316 ha	Feb-21	6320 ha	May-22
Number of dwellings consented by dwelling type (high density = terraced housing and apartments)	Auckland Council (data drawn from Infometrics regional construction outlook, residential consents)	17,495 dwellings consented	Mar-21	21,477 dwellings consented	Mar-22
		63% high density (THAB)	Mar-21	70% high density (THAB)	Mar-22
Perception that council keep people informed on how their rates are spent	Auckland Council: Citizens insights monitor	31%	2020 (Q4)	30%	2021 (Q4)
Perception that council demonstrates good value for ratepayers money	Auckland Council: Citizens insights monitor	17%	2020 (Q4)	15%	2021 (Q4)



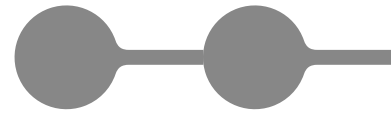
Appendix 2: EDAP progress aligned to Māori outcomes

Destination Tāmaki Makaurau: Attracting people and investment

- Tātaki Auckland Unlimited (TAU) has continued to **build the range of brand assets** available in the Auckland brand library, including a dedicated shoot to capture video and photography **showcasing Tāmaki Makaurau’s contemporary Māori identity** to help business and stakeholders communicate Auckland’s ‘Region of Wairuatanga’ Place Brand theme. (Action 1.1)
- The **Digital Auckland** project is a staged approach to improving the digital experience for residents and visitors to Auckland. Digital Auckland uses the Tāmaki Makaurau Auckland Place Brand tohu throughout the site and will **incorporate Māori visitor attractions and businesses**. (Action 1.1)
- TAU has worked with Auckland Council on the **Auckland is Calling campaign**. A single creative idea, including the **Tomokanga**, were used for local and domestic marketing of what’s on in Auckland. (Action 1.1)
- Collaboration and **engagement with the Tupuna Maunga Authority** has been a priority as TAU support the authority in establishing a framework for **access on to the maunga by tourism operators** so we can support the work the authority is doing to protect and preserve our sacred maunga. (Action 1.1)
- A Māori visitor guide/trade manual is in development to **support and promote Māori tourism businesses** in Tamaki Makaurau. This information will be used to inform international sellers about the range of Māori visitor experiences on offer that, in turn, will be sold to their clients. (Action 1.1)
- TAU delivered over 100 **programmes contributing to the visibility and presence of Māori** in Tāmaki Makaurau in FY 21/22 across its’ events, shows, performances and exhibitions. (Action 1.2)
- TAU **engaged with mana whenua and the screen industry** to establish long-term relationships and ways of working that support the ambitions of iwi for their people, including rangatahi. Investment in options paper for iwi entity-owned film location in west Auckland. (Action 1.3)
- **Matariki Festival** featuring the Pakiata Matariki light projection and Matariki Tūrama installation on Queen Street was delivered as part of Auckland Council’s efforts to **support the city centre to recovery following COVID-19 lockdowns**. (Action 1.5)
- **City Centre Masterplan** has a transformational move and outcome that relates to **embedding Māori outcomes and identity** in the city centre. (Action 1.5)

Local Tāmaki Makaurau: Enabling thriving local economies

- Eke Panuku produced **Thriving Town Centres**, a guidance document which pulls together lessons learnt over the last decade of Auckland town centre urban regeneration. **Mana whenua were engaged** to share their perspective on this topic and one of the criteria of the guidance document is ensuring that **mana whenua identity** is expressed in public realm and buildings. (Action 2.1)
- **Destination Management Plans** for Waiheke, Aotea Great Barrier Island and Matakana are being developed in **consultation** with the local community, including with **local iwi**. (Action 2.3)
- Through the Regional Business Partnerships Network (RBP), **Research & Development funding** of \$3m and **Business Capability funding** of \$1.6m was delivered to 720 innovation companies and employers, including **142 Pakihi Māori**. (Action 2.4)
- The **Activate Tāmaki Makaurau**, \$60m COVID-19 Recovery programme, funded by MBIE and delivered by TAU, saw over 12,700 business applications supported, including **over 1,500 Māori business** applications. (Action 2.4)
- Over **1,000 Māori business** have been through a **TAU programme** or benefited from a TAU intervention in FY 21/22. (Action 2.4)
- **TAU and Te Matarau** signed a partnership to work together to build tech entrepreneurial capability across the rohe and play an active role in **supporting tech pakihi Māori to thrive**. (Action 2.4)



- **TAU and HTK Group** continue to work together to build entrepreneurial capability across the rohe and play an active role in **supporting pakihi Māori and Pacific to thrive**. (Action 2.4)
- TAU has joined forces with Callaghan Innovation, Inland Revenue, Te Puni Kōkiri, Whariki Business Network, Māori Women Development Inc, NZTE, Amotai, MBIE, Poutama & Akina Foundation to **help pakihi Māori access support and services** from finance, legal and strategy advice, to funding and investment. (Action 2.4)

Skilled Tāmaki Makaurau: Supporting quality jobs and skill development

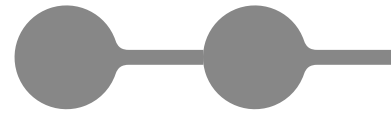
- The council-delivered **Youth Economy programme** has seen **99 Māori rangatahi** engaged in high quality training or employment that offers a career pathway. (Action 3.1)
- Auckland Council's **graduate recruitment program** was focused on **Māori and Pasifika candidates**. (Action 3.2)
- **Māori outcomes** were embedded in the **council's organisational strategy**, Our Culture and Hauora Strategy. (Action 3.2)
- **Amotai** has over 130 buyer organisations and **1,200 Māori and Pasifika businesses** (85% of them are Māori or Māori / Pasifika-owned businesses) registered around the country. During FY21/22 Amotai worked on over \$365m of procurement opportunities and put forward 565 Māori and Pasifika businesses for the opportunities. (Action 3.4)
- Whāriki and TAU share **pakihi Māori intelligence and reporting**. Preparation and coordination of evidence-based reporting is ongoing. (Action 3.4)
- **Whāriki** were a **key governance and delivery partner in Activate Tāmaki Makaurau** and led the workstream for Pakihi Māori. A target of 10% Māori saw \$4.4m in advice and grants via 1,200 successful applications for FY 21/22. (Action 3.4)
- CSI's advocacy work is ongoing. In November 2021 and May 2022, Auckland Council launched **research reports on the Māori economy**. The research is critical in advocating to central government and within council why south and west Auckland must be a priority in economic recovery. (Action 3.5)

Future Tāmaki Makaurau: Preparing businesses for Auckland's future

- As part of the **Tech Tāmaki Makaurau strategy**, Te Au Hangarau research, focusing on **Māori participation in the tech sector**, was undertaken. The aim of the research was to provide insights about what factors and actions can influence greater participation and success of Māori in the technology industry. (Action 4.1)
- **Create Auckland 2030**, a 10-year strategy for the creative sector was launched in May 2022. **Māori creative economy** is a focus area of this plan. (Action 4.1)
- **Reserve, an innovation hub** located in Glen Innes town centre, was established by Tāmaki Regeneration (TRC) in partnership with TAU to stimulate business growth in the Tāmaki area, with a **focus on Māori and Pacific entrepreneurs**. (Action 4.2)
- **Climate Connect Aotearoa**, a climate innovation hub, launched in October 2022. In addition to **supporting Māori outcomes** across all challenge areas, the hub aims to support the delivery of Te Puāwaitangi ō te Tātaki priority in Te Tāruke-ā-Tāwhiri. This will be achieved through the **development of a Māori-led programme** to enable sustainable circular Māori economic development and grow Māori business systems. (Action 4.2)
- TAU has been **working in partnership with NZ Māori Tourism** to explore opportunities to identify new and scale existing **regenerative tourism practices** with a specific focus on Māori tourism providers. (Action 4.3)

Enabled Tāmaki Makaurau: Infrastructure: Infrastructure that enables economic development

- Auckland Council is progressing well with the **wider adoption of its sustainable procurement strategy** across the group. Eke Panuku has published their own targets which has increased the original ambition of AC's



targets, including 10% of direct spend and 25% of indirect spend with Māori-owned businesses and social enterprises in south and west Auckland. (Action 5.1)

- **Ngā Puna Pūkenga** hit its target of placing 200 people back into sustainable work for FY 21/22. The programme focuses on those on a benefit, **including Māori and Pasifika people**, with a focus on youth. (Action 5.1)
- Auckland Council is currently **working with mana whenua to develop an iwi run 2 in a ute** - a programme employing and training locals to manage stormwater assets in rural locations. (Action 5.1)

Enabled Tāmaki Makaurau: Regulations: Regulations that enable economic development

- The requirement under Schedule 12 of the Auckland Unitary Plan for **filming activity** to obtain a resource consent to operate at **Sites and Places of Significance for mana whenua** is impacting filming activity within Auckland. Screen Auckland (part of TAU) has prepared an engagement plan to guide its **approach with mana whenua** on this topic. (Action 6.4)

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