



Auckland Economic Development Strategy: Monitoring Report 2014

April 2015

Technical Report 2015/011

Auckland Council
Technical report 2015/011
ISSN 2230-4525 (Print)
ISSN 2230-4533 (Online)

ISBN 978-1-927216-46-0 (Print)
ISBN 978-1-927216-47-7 (PDF)

This report has been peer reviewed by the Peer Review Panel.

Submitted for review on 13 March 2015
Review completed on 13 April 2015
Reviewed by one reviewer

Approved for Auckland Council publication by:



Name: Regan Solomon
Position: Manager, Research and Evaluation Unit (RIMU)

Date: 13 April 2015

Recommended citation:

Wilson, R (2015). Auckland Economic Development Strategy: monitoring report 2014. Auckland Council technical report, TR2015/011

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Auckland Economic Development Strategy: Monitoring Report 2014

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PRIORITY 2: Develop an innovation hub of the Asia-Pacific rim

Intermediate outcome	Measure	Target	Baseline	Latest
2.1 Increase proportion of workforce employed in science and technology	Workforce employed in science and technology	Increases on baseline level	14 per cent (2006)	Not available
2.2 Increase proportion of workforce in knowledge-intensive and high-tech industries	Workforce employed in knowledge-intensive industries	Increases on baseline level	35.2 per cent (2012)	▲35.7 per cent (2013)
2.3 Increase number of businesses undertaking innovation	Number of businesses that have innovated	Increases on baseline level	46 per cent (2011) ¹	▶46 per cent (2013) ¹
2.4 Increase patents per capita	Patent applications (per million population) filed under to the European Patent Office and under the Patent Cooperation Treaty	Increases on baseline level	EPO (51.8) and PCT (115.8) per million population (2008)	▼EPO (30.6) and ▼PCT (102.2) per million population (2011)
2.5 Increase availability of venture capital	Value of private financing deals in Auckland	Increases on baseline level	\$12.4 million (2012)	Not available

PRIORITY 3: Become internationally connected and export-driven

Intermediate outcome	Measure	Target	Baseline	Latest
3.1 Accelerated growth in exports, particularly in targeted sectors	Exports from targeted sectors	Increases on baseline	Not available	Not available
3.2 Increase high value-added FDI	Number of FDI deals occurring in Auckland	Increases on baseline	61 FDI deals (between 2003 and 2009)	Not available; ▲ATEED facilitated five FDI deals in 2013/14, and two in 2012/13
3.3 Increase number of business opportunities facilitated through international relationships	Business opportunities facilitated through international relationships	40 opportunities (2012/13)	50 opportunities (2012/13)	▲60 opportunities (2012/13)
3.4 Increase total GDP in targeted sectors compared with total Auckland GDP	Total GDP in targeted sectors	Increases on baseline	28.1 per cent (2012)	▲28.6 per cent (2013)

PRIORITY 5: Develop a vibrant, creative international city

Intermediate outcome	Measure	Target	Baseline	Latest
5.1 Grow the visitor economy from \$3.3 billion in 2010 to \$6 billion in 2021/22	Total spend for domestic and international visitors	\$6 billion 2021/22	\$3.7 billion (2011/2012) Revised: \$4.3 billion y/e March 2011	▲\$4.8 billion (y/e March 2014)
5.2 Increase average length of visitor stay	Average length of visitor stay in commercial accommodation	Increases on baseline level	2.07 nights (2012)	▶2.12 nights (2014)
5.3 Increase number of international conferences	Number of international delegate days from conferences within Auckland	Increases on baseline level	90,585 international delegate days (2011/12)	Not available
5.4 Improve Auckland's ranking in the international city brand index	Auckland's ranking as an international city	Increases on baseline level	Not available	Not available
5.5 Increase number of cruise ship visitors	Number of people who disembark (either temporarily or permanently) at the Auckland port.	Increases on baseline level	272,000 visitor port days (2011/12)	▶272,100 visitor port days (2013/14)
5.6 Grow the return on regional investment from major events attracted from \$14 million to \$70 million in 2021/22	Return on regional investment (RORI) from major events invested in	\$70 million (2021/22)	\$28.9 million (2011/12)	▲\$46.3 million (2013/14)

Target H1. Improve Auckland’s OECD ranking of cities (GDP per capita) of 69th place in 2011 by 20 places by 2031.

Measure Auckland’s GDP per capita ranked by OECD cities.

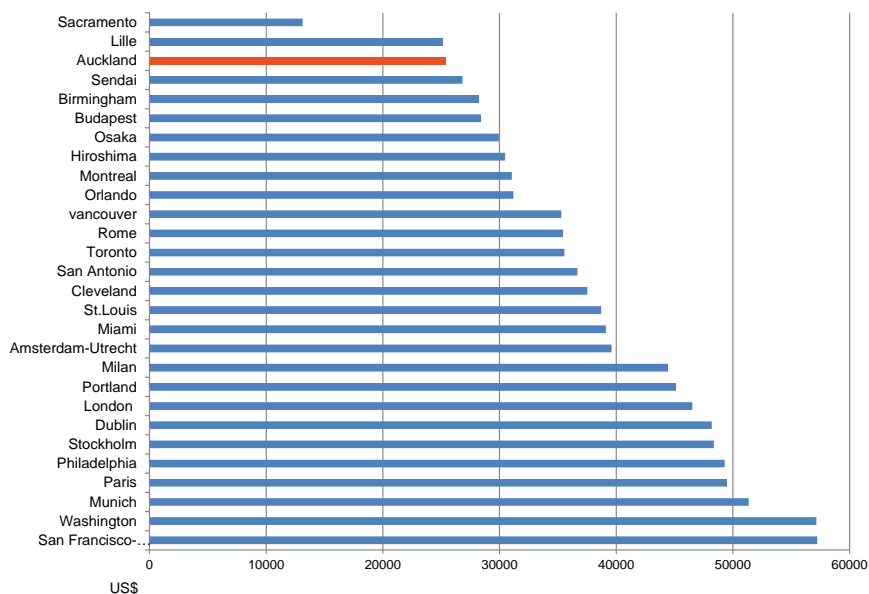
Relevance Gross Domestic Product (GDP) per capita is often used as a proxy for the average prosperity of a region or nation’s population. Although Auckland has consistently higher GDP per capita values than the New Zealand average, on an international level Auckland is ranked relatively low.

Source Organisation for Economic Co-operation and Development (OECD) metropolitan regions Gross Domestic Product (GDP) per capita database. This data is available on the [OECD](#) website.

Notes This target is the same as Auckland Plan target 6.1. The baseline figure is based on 2003 information, not 2011. Auckland had the 69th place in OECD ranking for GDP per capita in 2003 and the wording of the target may need to change to reflect this. The latest data for cities GDP per capita rankings is available for 2010.

Analysis At 2010, Auckland’s GDP per capita was below that of most of our comparator cities (e.g. Vancouver (55th), and Seattle (4th)). Overall, Auckland ranks 74th out of 85 metropolitan regions in the OECD, which is a drop of 5 places compared to the 2003 baseline figure.

Figure 3: Ranking of selected OECD metropolitan areas by income (US\$, GDP per capita in PPPs), 2010



Source: OECD, metropolitan regions database.

Note: The chart only shows a selection of cities in the ranking.

Target H3. Increase annual average real GDP growth from 3 per cent in the last decade to 5 per cent p.a. for the next 30 years.

Measure Average annual real GDP growth.

Relevance The gross domestic product (GDP) growth rate measures how fast an economy is growing. A strong Auckland economy means more jobs and more money in more people’s pockets. It allows people, families and communities the freedom to pursue their own prosperity, infrastructure such as roads and rail to be improved, social services such as libraries and youth centres to be expanded, and more amenities such as parks and community halls to be developed. This in turn attracts more skilled workers, businesses and investment.

Source Infometrics, customised regional GDP estimates, available annually. The data is available on request from Auckland Council’s Research and Evaluation Unit.

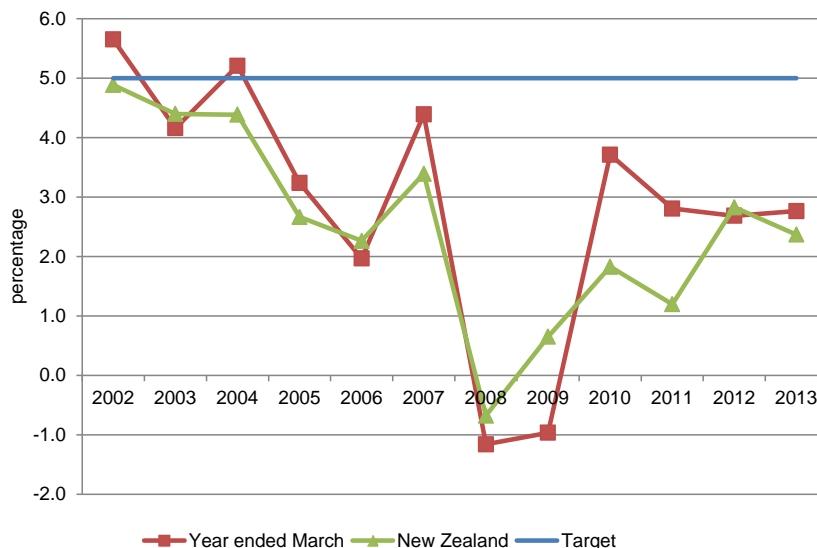
Note This target is the same as Auckland Plan target 6.4. Recent years’ data is subject to subsequent revisions.

Analysis Auckland is the largest economic centre in New Zealand, producing \$73.2 billion of GDP in year end March 2013. Over the decade to 2011 on average Auckland’s real GDP increased by 2.9 per cent per annum.

Over the last decade, Auckland has accounted for 35 to 37 per cent of New Zealand’s GDP. Auckland’s economy tends to lead the national trend in terms of GDP growth, which on the flipside meant that the recession in 2008 was deeper in Auckland than for the rest of the country.

Auckland’s annual average GDP growth rate (year ended March – the red line) last exceeded 5.0 per cent in 2002 and 2004. Real GDP had a minor positive shift from 2.7 per cent in 2012 (revised from 3.4% original baseline) to 2.8 per cent in 2013.

Figure 5: GDP growth rates for Auckland and New Zealand, 2002-2013



Source: Infometrics, Regional GDP statistics.

Target H4. Increase annual average productivity growth from 1 per cent p.a. in the last decade to 2 per cent p.a. for the next 30 years.

Measure Auckland’s GDP per hour worked.

Relevance Productivity relates to how efficiently a firm or any other organisation can turn its inputs, such as labour and capital, into outputs in the form of goods and services. Labour productivity is a measure of the amount produced for a certain amount of labour effort. It is closely related to individual incomes (i.e. wages and salaries) and living standards, and it can be measured with reasonable reliability.

The simplest measure is output per worker (GDP per capita) which can increase if workers produce more in the hours they work, or if they work longer hours. The main measure, therefore, is output (GDP) per hour worked. The main advantage of this is it takes variations in the number of hours worked per worker into account.

Source Hours worked: Statistics New Zealand, Household Labour Force Survey (HLFS), quarterly, customised

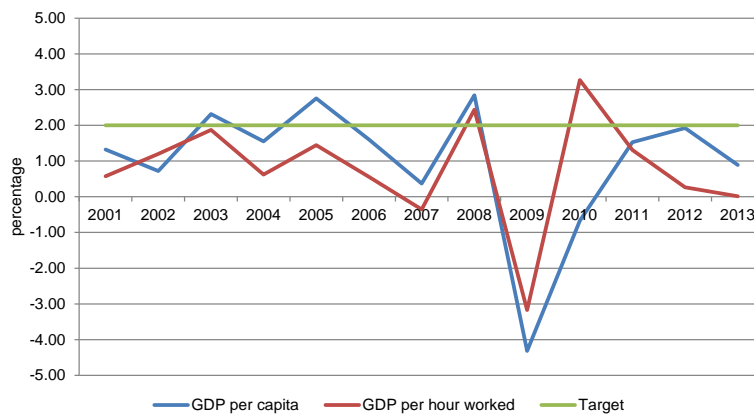
Population: Statistics New Zealand, sub-national population estimates, annual, customised

Gross Domestic Product: Infometrics, customised regional GDP statistics, annual, available on request from Auckland Council’s Research and Evaluation Unit.

Note This target is the same as Auckland Plan target 6.2, but data has recently been revised and updated. Average labour productivity growth in the decade to 2011 was slightly less than 1 per cent (0.94%) based on a partial productivity measure namely labour as only one of the inputs in the economy. The target should be reworded to facilitate measurement with available data.

Analysis Since 2003, growth in GDP per worker has mostly been below 2 per cent, with a marked downward trend in 2009. These trends are partly reflected in Auckland’s per capita GDP growth, which has also been below 2 per cent since 2005 with the exception of 2008. The average growth of GDP per hour worked in the year ending March 2013 decreased by 0.25 percentage points to 0.02 per cent compared to 2012 growth (0.27%).

Figure 6: Annual percentage change in Auckland’s labour productivity, 2001-2013



Source: Infometrics: Regional GDP statistics and Statistics New Zealand: Household Labour Force Survey and other population data

Target H5. Ongoing provision of planned and serviced capacity for Group 1 business land, including large lots, to meet five-yearly demand, as assessed by annual surveys.

Measure Amount of planned and serviced business land available as a proportion of estimated demand.

Relevance In order to meet capacity requirements for business growth and ensure that Auckland continues to attract and retain high-quality businesses, there must be suitable zoning requirements for businesses within the Unitary Plan. This includes ensuring that there is sufficient capacity of business land that is zoned and serviced to meet demand.

Source To be determined.

Note This target is the same as Auckland Plan target 6.5. Work is underway within Auckland Council to ascertain how this target could be measured. Clear definitions of the terms 'large lots', 'planned' and 'serviced' capacity will need to be formulated before this target can be adequately measured. There are also challenges in estimating demand.

The Auckland Council Capacity for Growth study estimates supply, rather than demand.

Analysis Not available at time of writing.

Tier 2: Intermediate Economic Outcomes for Auckland

A set of 27 intermediate economic outcomes are also outlined in the Auckland Economic Development Strategy. These reflect the assumptions of the regional drivers of economic development. They will provide a base for monitoring progress towards achieving the strategy priorities and cross-cutting themes. Indicators associated with these provide intermediate measures of progress towards the longer-term headline goals.

Outcome 1.4 Reliability of water supply

Measure Percentage of residential and business customers satisfied with the overall water supply service

Relevance Better understanding of customers' changing needs and experiences can help focus on improvements that will make it easier to deal with customers, and help to be proactive as well as responsive.

Source The data on customer satisfaction presented here are from a one off analysis, in a report by the Auditor General³, of Watercare's 2011/12 and 2012/13 customer satisfaction survey data.

Note This measure is also included in the council's Long-term Plan (LTP) 2012-22. A target of 80 per cent residential and business customers satisfied with the overall water supply service in 2021/22 is identified there.

For the survey referred to above, only customers who contact Watercare to report faults are included. Watercare considers them to be satisfied if they score 7 or more out of 9.

Analysis Analysis by the Auditor General of Watercare's 2011/12 and 2012/13 customer satisfaction survey data concluded that the proportion of Watercare's surveyed customers who were "satisfied" (scored 7, 8 or 9 out of 9) was 78.3 per cent in 2012/13, a fall compared to 2011/12 (82.2%).

³ Office of the Auditor-General (2014). *Watercare Services Limited: Review of service performance*

Outcome **1.5 Meet relevant interruption duration to electricity distribution and transmission**

Measure **Reporting from electricity supply companies**

Relevance Minimising network interruptions is important as they cause losses in productivity and increase uncertainty for both households and businesses.

A reliable electricity network is critical to business confidence and the ability for Auckland to attract both domestic and foreign investment. In recent years, Auckland has suffered a number of major failures of its electricity supply which affected public perception of the resilience of our infrastructure.

Auckland Council is working with the electricity sector to determine appropriate methods to measure and report on the resilience of Auckland's electricity supply

Source To be determined with input from lines and generation companies.

Note This is an Auckland Plan target (12.4) and it replaces the target 'reliability of energy supply' identified in the EDS. The *Auckland Plan Targets: Monitoring Report 2014* notes that an appropriate target will be developed as part of the Energy and Climate Change Mitigation Action Plan.

The various lines companies currently use different measures of outage.

Analysis Not available at time of writing.

PRIORITY 2:

Develop an innovation hub of the Asia-Pacific rim

Te whakatū i tetahi pōkapū hihiko o te tapa-ō-āhia-ā-kiwa

Aucklanders and New Zealanders are renowned for being inventive and entrepreneurial. However, inventiveness is not the same as innovation.⁴ Innovation is fundamentally about introducing new ideas and new ways of doing things, in response to new opportunities. Businesses and other organisations can innovate in a number of ways – by introducing a new or improved product, service or process, opening up a new market, adopting a new technology, or changing the way businesses organise themselves. Economies which are more innovative are more productive and have higher levels of prosperity.⁵

Within this strategic direction there are three key actions and five intermediate outcomes.

Key actions:

- Support the establishment of strong linkages between Auckland research institutions business and organisations so that a larger number of firms are innovating to a high level
- Support the development of clusters, precincts and industry infrastructure that support innovation in key sectors of competitive advantage
- Showcase innovation and the advantages of Auckland's innovation system.

Intermediate outcomes:

Intermediate outcome	Measure	Target	Baseline	Latest
2.1 Increase proportion of workforce employed in science and technology	Workforce employed in science and technology	Increases on baseline level	14 per cent (2006)	Not available
2.2 Increase proportion of workforce in knowledge-intensive and high-tech industries	Workforce employed in knowledge-intensive industries	Increases on baseline level	35.2 per cent (2012)	35.7 per cent (2013)
2.3 Increase number of businesses undertaking innovation	Number of businesses that have innovated	Increases on baseline level	46 per cent (2011) ¹	46 per cent (2013) ¹
2.4 Increase patents per capita	Patent applications (per million population) filed under to the European Patent Office and under the Patent Cooperation Treaty	Increases on baseline level	EPO (51.8) and PCT (115.8) per million population (2008)	EPO (30.6) and PCT (102.2) per million population (2011)
2.5 Increase availability of venture capital	Value of private financing deals in Auckland	Increases on baseline level	\$12.4 million (2012)	Not available

Note

1. This figure is for all businesses in New Zealand.

⁴ Boven, R et al. (2010). *A Goal Is Not a Strategy: Focusing Efforts to Improve New Zealand's Prosperity*. Auckland: New Zealand Institute.

⁵ World Economic Forum. *The Global Competitiveness Report 2011 – 2012*.

Outcome 2.1 Increase proportion of workforce employed in science and technology

Measure Workforce employed in science and technology

Relevance The proportion of the workforce in science and technology is an indicator of the knowledge capacity of an economy. In general, it is a prerequisite for innovation and is indicative of overall productivity.

Source The data on the proportion of the workforce in science and technology presented here are from a one-off report prepared by the Ministry of Economic Development, the Treasury and Statistics New Zealand.

New Zealand Government (2011). *Economic Development Indicators 2011* report. The report is available on the [Ministry of Business, Innovation and Employment](#) website.

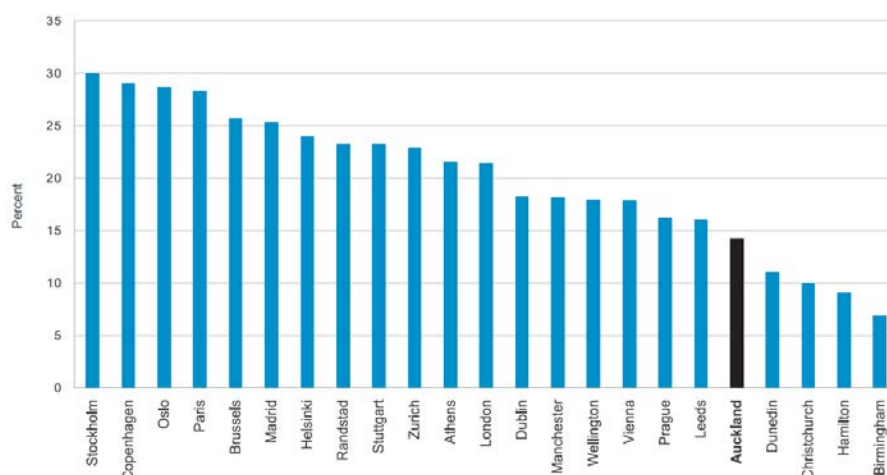
Note The proportion of the workforce employed in science and technology was defined in the baseline report as the number of individuals who have a university qualification and are employed in a science and technology occupation as a professional, technician, or associate professional.

This measure is also included in the council's City Centre Masterplan.

Updates of data conforming to that exact definition are not available, so the data presented here are the same as the baseline report; it is recommended that the measure be amended.

Analysis In 2006, about 14 per cent of Auckland's workforce was employed in science and technology. This was relatively low when compared to 18 other European cities (including Wellington, as this is the location of many Crown Research Institutes and related entities).

Figure 8: Science and technology workforce as a percentage of the employed population in Auckland, 2006



Source: New Zealand Government (2011). *Economic Development Indicators 2011*.

Outcome 2.2 Increase proportion of workforce in knowledge intensive and high-tech industries

Measure Workforce employed in knowledge intensive industries

Relevance Knowledge intensive industries are those in which the generation and exploitation of knowledge play the predominant part in the creation of wealth. These sectors represent an increasing share of the Auckland economy's output and employment, and will most likely be the source of the future productivity growth.

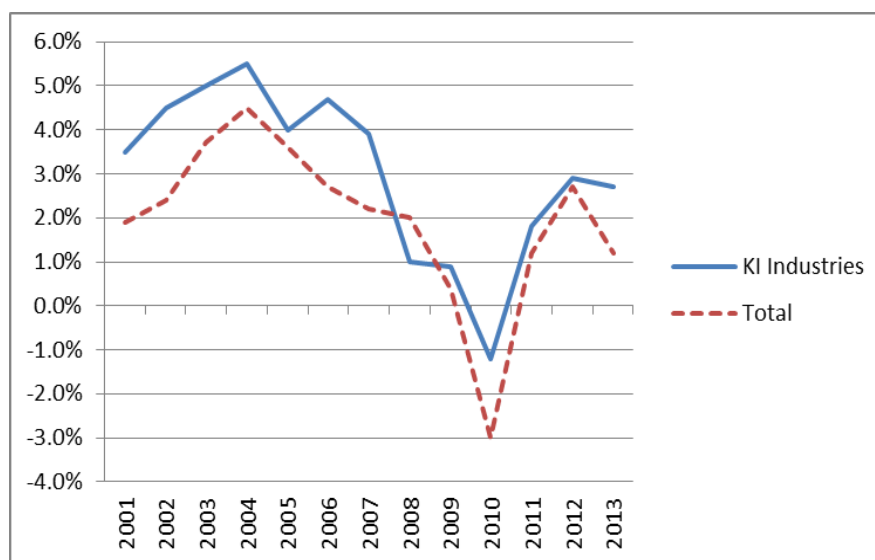
Source Infometrics, Auckland Annual Economic Profile statistics, available annually. The data is available on request from Auckland Council's Research and Evaluation Unit.

Note An industry is defined as knowledge-intensive if it meets two criteria: at least 25 per cent of the workforce is qualified to degree level and at least 30 per cent of the workforce is in professional, managerial and scientific and technical occupations. Baseline (2012) data has been revised slightly.

Analysis During 2013, there were 267,584 jobs in Auckland's knowledge intensive (KI) industries. At 35.7 per cent of total employment, this was higher than in 2012 (35.2% - revised) and above the New Zealand average (31.6%).

Since 2000, employment in KI industries has increased faster than total employment in Auckland every year except 2008. The result is a continual increase in the proportion of Auckland's workforce employed in KI industries.

Figure 9: Employment growth rates in KI industries and total employment in Auckland, 2001-2013



Source: Infometrics, Auckland Annual Economic Profile 2013

Outcome 2.3 Increase number of businesses undertaking innovation

Measure Number of businesses that have innovated

Relevance Innovation is seen as a key enabler of economic growth. While the innovation system is multi-faceted (including elements such as research and development, business capability and collaboration), a measure of the percentage of Auckland businesses that are 'innovating' is an indicator of the health and vitality of Auckland's innovation system.

Source Statistics New Zealand, Business Operations Survey (BOS), available biennially. Innovation is measured at an aggregated level (number of businesses that have 'innovated') on an annual basis and at a more detailed level (via a specific Innovation module) every two years. The national data are available on the [SNZ](#) website.

Note Statistics New Zealand only publish national level innovation statistics. Innovation (whether implemented, abandoned or ongoing) is defined in the BOS as businesses that have developed or introduced any new or significantly improved:

- Goods or services
- Operational processes
- Organisational/managerial processes
- Marketing methods.

Note that this outcome will contribute to the NZ government target, which is to double business research and development to > 1 per cent of GDP.

Analysis According to the 2011 and 2013 BOSs, the proportion of businesses innovating in New Zealand (total innovation rate) has remained stable at 46 per cent over 2009, 2011 and 2013.

Outcome 2.4 Increase patents per capita

Measure Patent applications (per million population) filed to the European Patent Office (EPO) and under the Patent Cooperation Treaty (PCT).

Relevance A patent is an exclusive right granted by the Government for a new invention. Patent applications are an important indicator of innovation within a city's economy. In general, patent applications are a function of both public and private investment in technology and are usually over-represented in particular centres which have a core of well-established research entities (such as Silicon Valley in San Francisco). Also, larger cities tend to have disproportionately more patent applications.

Source Patents: OECD Patents by Regions statistics, available annually. The data are available on the [OECD](#) website.

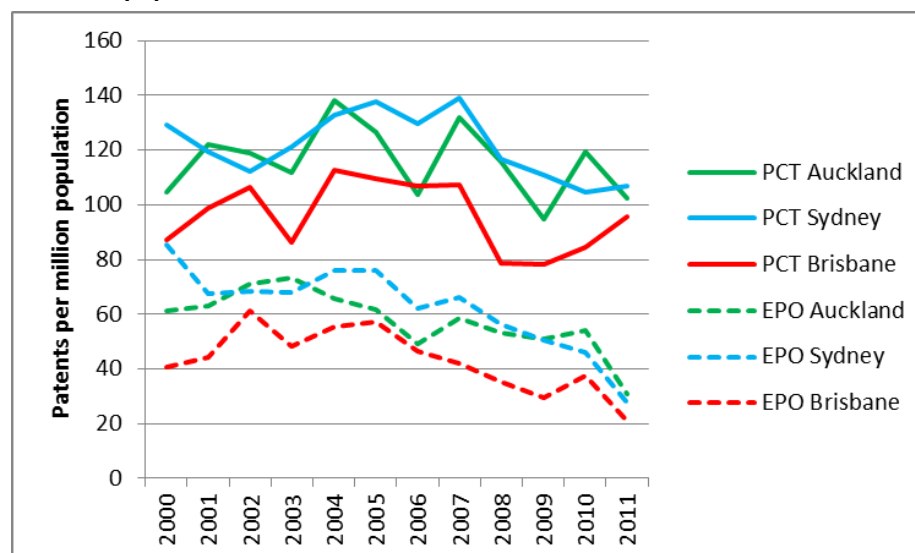
Population: Statistics New Zealand, sub-national population estimates, annual, customised. Note data was revised in 2014 for all years back to 2007.

Analysis The number of patent applications made in Auckland, per million population, is in line with similar sized cities in the Asia-Pacific region, including Sydney, Adelaide, Brisbane and Perth (but only a third of the number lodged per capita in Seoul).

Patents per million filed to the European Patent Office (EPO) was 30.6 in Auckland in 2011; they have been on a down-trend since the early 2000s, with a particularly sharp drop in 2011 compared to 2010 (54.2) and 2009 (51.1).

Applications under the Patent Cooperation Treaty (PCT) show less of a trend; in Auckland they fell in 2011 (102.2) compared to 2010 (119.5), but remained above 2009 (94.6).

Figure 10: Patent applications to the EPO and under the PCT, per million population, 2000-2011



Source: OECD, Metropolitan Regions data; Statistics New Zealand, sub-national population estimates

Outcome 2.5 Increase availability of venture capital

Measure Value of private financing deals in Auckland

Relevance Venture capital assists firms with relatively high-risk profiles to develop and become established. Many of these firms are in a technology field where their innovations have yet to be proven in the marketplace. These firms are an integral part of Auckland's innovation system.

Source New Zealand Venture Investment Fund (NZVIF), available twice-yearly at the New Zealand level only from Young Company Finance Reports on the [NZVIF](#) website.

Note Source data for Auckland is given only as a percentage of cumulative value for New Zealand from 2006, apart from a one-off graph for 2006 to 2012. Recent years' source data is subject to subsequent revision.

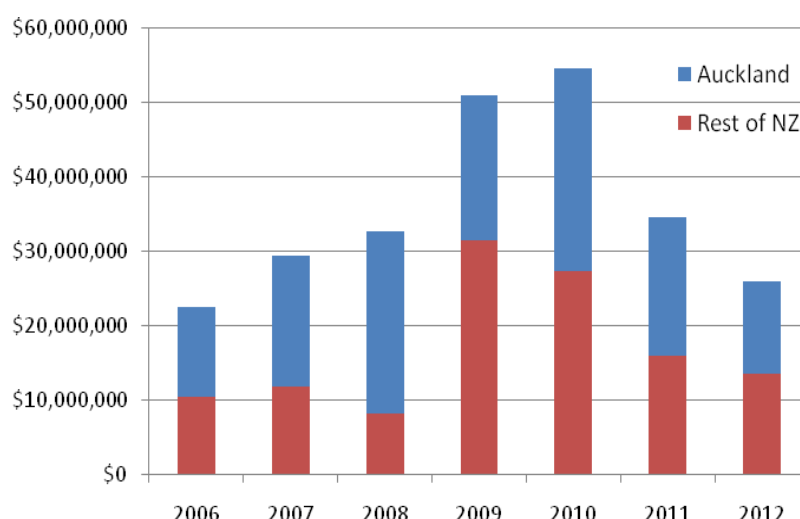
Analysis In 2012, the value of private financing deals in Auckland was \$12.4 million compared to the revised New Zealand total of \$29.9 million.

In 2013, New Zealand had \$50.1 million of NZVCIF deals, and by then 55 per cent of cumulative investment since 2006 had been in Auckland.

In the first half of 2014 there were \$23.1 million of deals in New Zealand, similar to the first half of 2013 (\$23.7 million). However the year to June 2014 had \$50.1 million of deals, substantially more than in the year to June 2013 (\$38.4 million). By June 2014 a cumulative total of \$318 million had been invested in New Zealand companies, 54 per cent of it in Auckland.

Innovative firms are also supported by Callaghan Innovation, the government-backed innovation hub. It awarded grants of \$270 million in the year 2014 to new and existing firms across New Zealand, to support research and development.

Figure 11: Value of private financing deals in Auckland and Rest of New Zealand, 2006-2012



Source: New Zealand Venture Investment Fund

PRIORITY 3:

Become internationally connected and export-driven

Kia tūhono ki te āo, kia hihiri te hoko rawa ki tāwahi

The international connections that Auckland builds and maintains with other economies and city-regions will be critical if we are to attract and retain the entrepreneurs, talent and investment we need to lift growth. These resources are internationally mobile and actively sought after. Auckland's ability to improve its connections depends, in part, on the city's position and functions within the Australasian and Asia-Pacific city network.

Within this strategic direction there are two key actions and four intermediate outcomes.

Key actions:

- Build up the international capability of businesses to maximise global growth opportunities
- Ensure Auckland is globally connected and engaged in order to leverage business, investment and cultural opportunities.

Intermediate outcomes:

Intermediate outcome	Measure	Target	Baseline	Latest
3.1 Accelerated growth in exports, particularly in targeted sectors	Exports from targeted sectors	Increases on baseline	Not available	Not available
3.2 Increase high value-added FDI	Number of FDI deals occurring in Auckland	Increases on baseline	61 FDI deals (between 2003 and 2009)	Not available; ATEED facilitated five FDI deals in 2013/14, and two in 2012/13
3.3 Increase number of business opportunities facilitated through international relationships	Business opportunities facilitated through international relationships	40 opportunities (2012/13)	50 opportunities (2012/13)	60 opportunities (2012/13)
3.4 Increase total GDP in targeted sectors compared with total Auckland GDP	Total GDP in targeted sectors	Increases on baseline	28.1 per cent (2012)	28.6 per cent (2013)

Outcome 3.1 Accelerated growth in exports, particularly in targeted sectors

Measure Exports from targeted sectors

Relevance As New Zealand's domestic market is relatively small, Auckland exporters need to look for opportunities to grow overseas, and become more internationally connected. The EDS has identified a number of targeted sectors that represent the highest potential for international market potential, innovation and labour productivity as key for the growth of Auckland's economy in the future. These are: ICT; screen and creative content; tourism; food and beverage; construction and engineering; marine; niche manufacturing; health technologies and international education; biotechnology and advanced materials.

Source To be determined.

Note A one-off report by McDonald et al (2010) to the Auckland Regional Council, modelled Auckland exports using customised regional estimates. The report however does not provide a breakdown of exports from targeted sectors outlined in the EDS.

Analysis Not available at time of writing.

Outcome 3.2 Increase high value-added foreign direct investment

Measure Number of foreign direct investment deals occurring in Auckland

Relevance Foreign direct investment (FDI) is a key driver of economic growth. It is a source of capital and expertise and new ideas and helps expand the productive base of the economy. FDI can also lead to a deeper export base and stronger relationships with overseas economies.

Source The data on Auckland FDI 2003-2009 presented here are from a one-off report: Knowledge Matrix Asia Pacific Ltd. BERL. PricewaterhouseCoopers. (2009). *Understanding Auckland's role in New Zealand's global engagement: Foreign Direct Investment*. The report is available on the [Knowledge Auckland website](#).

Data for 2012/13 and 2013/14 are from Auckland Tourism, Events and Economic Development (ATEED), *Annual Report 2014*, but relate only to deals facilitated by ATEED.

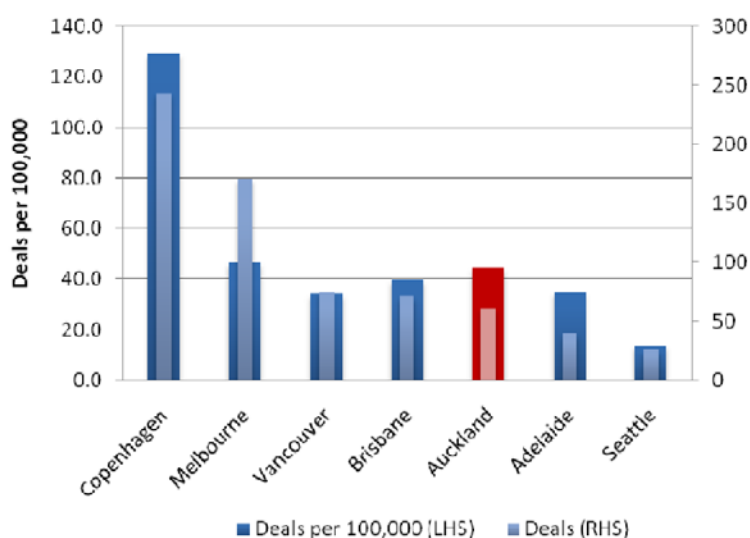
Note Statistics New Zealand publishes only national level FDI statistics.

ATEED now (starting 2012/13) measure “Facilitation of the establishment, or significant expansion of multinational companies in target sectors” and “Value of investment deals effected by ATEED”.

Analysis Between 2003 and 2009, Auckland attracted 61 individual FDI deals (averaging 9 per year), and was 5th amongst the comparator cities. However, in terms of its population size, Auckland out-performed both Brisbane and Adelaide, and was comparable with Melbourne.

In 2013/14 ATEED facilitated five FDI deals worth \$266 million, namely four expansions and one new establishment, a substantial increase on 2012/13 (two FDI deals, value not available).

Figure 12: Level of FDI, in terms of population size (LHS) and total number of deals (RHS), 2003-2009



Source: Market Economics Limited. *Auckland's Competitive Advantage and Distinctiveness 2011*. Calculations based on Auckland FDI data from Knowledge Auckland Asia Pacific Ltd et al (2009) report.

Outcome 3.3 Increase number of business opportunities facilitated through international relationships

Measure Business opportunities facilitated through international relationships

Relevance Facilitating business and market development outcomes from council’s international relationships is a key driver for Auckland being internationally connected and export driven.

Source Auckland Council Global Partnerships and Strategy Unit, Customer Activity Statistics, available annually.

Note Until 2013/14 (inclusive), “number of business opportunities facilitated through international relationships” was defined as “the number of direct connections facilitated through council’s international relationships between a NZ based business or organisation, and a NZ or offshore business or organisation, for the purposes of discussing and generating business opportunities”.

From 2014/15 onwards the measure has been revised to:

“Number of economic, business, and city building opportunities facilitated through the global engagement programme”, defined as

“Connections organised via council’s global partnerships between an Auckland-based council official, stakeholder, business, or organisation and an Auckland or global forum, network, business, or organisation, for the purposes of discussing and generating economic, business and city building opportunities for Auckland.”

This measure is also included in the council’s Long-term Plan (LTP) 2012-22.

Analysis The number of business opportunities facilitated through Auckland Council’s international relationships achieved its target of 40 in 2011/12 and outperformed that in 2012/13 with 50 business opportunities facilitated. The 2013/14 figure was even higher, at 60.

The number of global partnership connections in 2014/15 is being proposed as the new baseline for future improvements to be measured from.

Table 2: Business opportunities facilitated through council’s international relationships 2011/12 to 2013/14

	2011/12	2012/13	2013/14
Target	40	40	50
Actual	40	50	60

Source: Auckland Council, Global Partnerships and Strategy Unit, using Customer Activity.

Outcome 3.4 Increase total GDP in targeted sectors compared with total Auckland GDP

Measure Total GDP in targeted sectors

Relevance The targeted sectors identified in the EDS represent the highest potential for international market potential, innovation and labour productivity. Growing the targeted sectors therefore is expected to have a significant impact on the Auckland economy overall. These targeted sectors as identified in the EDS are: ICT; screen and creative content; tourism; food and beverage; construction and engineering; marine; niche manufacturing; health technologies and international education; biotechnology and advanced materials.

Source Infometrics, customised regional GDP statistics available annually. Sector calculations are undertaken by the council's Research and Evaluation Unit (RIMU). The data presented here are available on request from RIMU.

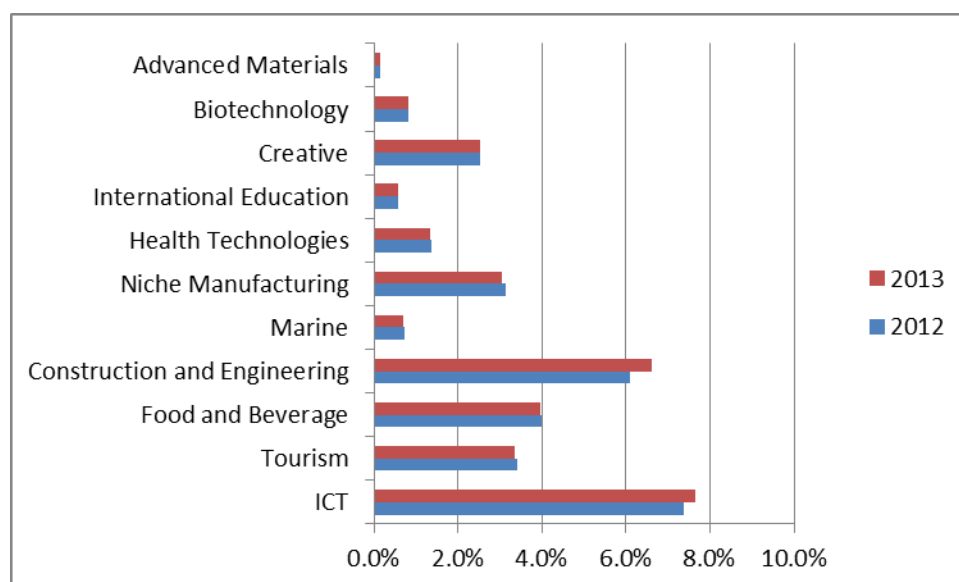
Note In June 2013, Statistics New Zealand released official regional GDP, for the period 2007 to 2010, as a result of which Infometrics revised their earlier estimates.

This measure is also included in the council's Long-term Plan (LTP) 2012-22.

Dollar figures here are in constant \$2010 prices. Sectors total is net of double-counting where sectors overlap. The international education sector has been revised by Education NZ, and now includes services industries whose GDP cannot be accurately captured here.

Analysis In 2013, the targeted sectors accounted for approximately \$20.9 billion of GDP or 28.6 per cent of Auckland's economy, an increase on 2012 (28.1% - revised) and the highest since their earlier peak in 2008 (28.5%). The largest sectors are ICT (\$5.6 billion) and construction and engineering (\$4.8 billion). As the projects associated with improving the targeted sectors are developed and implemented, it is expected that these sectors will make up a larger share of the Auckland economy.

Figure 13: Targeted sectors' shares of GDP in Auckland, 2012 and 2013



Source: Infometrics, customised regional data. Note: Figures may be updated as and when new data becomes available.

PRIORITY 4: Enhance investment in people to grow skills and a local workforce

Te whakakaha i te tuku mana ki te tangata, hei whakatupu
pukenga mātauranga ki ngā kaimahi ā rohe

Economic growth, innovation and productivity are dependent on sufficient skill levels in the workforce to ensure highly productive, high-value workplaces. Auckland's future prosperity will depend upon our people having employment opportunities, as well as a range of skills and abilities to be able to compete effectively in a global economy and improve the quality and value of work. We need to develop the skill levels of our workforce and better link these to Auckland's labour market. This is particularly important for key employment and high-growth sectors where initiatives to build, attract and retain skill and talent will help drive enterprise, jobs and growth. Focusing on increasing Aucklanders' core and foundation learning skills will also create sustainable economic growth through building a strong, inclusive and equitable society.

Within this strategic direction there are three key actions and seven intermediate outcomes.

Key actions:

- Champion education, skills and career development in Auckland
- Increase Auckland's workforce participation and labour productivity
- Build, attract and retain skills to better match Auckland's needs, especially through improved tertiary/industry engagement that focuses in skills for innovation and research for commercialisation opportunities.

Intermediate outcomes:

Intermediate outcome	Measure	Target	Baseline	Latest
4.1 Increase labour force participation rate (and by ethnic groups)	Labour force participation rate	Improves on baseline level	68.4 per cent (2012).	69.1 per cent (2014).
4.2 Improve proportion of youth who are in education, employment and training	The proportion of Auckland youth (15-24) not in employment, education or training.	Improves on baseline level	12.9 per cent NEET rate (2012)	10.8 per cent NEET rate (2014)
4.3 Improve adult literacy and numeracy rate	Adult literacy and numeracy rate	Improves on baseline level	Many adults below level 3 (2006)	Not available until 2016 (2014)
4.4 Improve educational qualifications of the labour force (and by ethnic groups)	Educational qualifications of the labour force	Improves on baseline level	Year13/ NCEA L3 26 per cent No school qualification 16 per cent (June 2013)	Year13/ NCEA L3 35 per cent No school qualification 11 per cent (December 2014)
4.5 Improve ease of finding skilled labour	Ease of finding skilled labour	Improves on baseline level (Skilled vacancy Index – lower is easier)	93.6 in November 2013; -4.2 per cent (annual average Dec 2011 - Dec 2012)	106.8 (November 2014)
4.6 Increase number of post-graduate qualifications	Number of students graduating with post-graduate qualifications from Auckland tertiary institutions	Increases on baseline	6,677 (2012)	6,689 (2013)
4.7 Improve employment outcomes of migrants in terms of quality of match	Number of employed migrants who feel satisfied in their job	Improves on baseline level	89 per cent of migrants who arrived within last 5 years were very satisfied or satisfied with their jobs (2011)	82 per cent (2013)

Outcome

4.1 Increase labour force participation rate (and by ethnic groups)

Measure

Labour force participation rate

Relevance

This is a critical element of Auckland's capacity to produce goods and services, which is important because the amount of goods and services we produce is a major determinant of our standard of living. The participation rate also indicates how people's willingness and ability to participate in the job market changes over time, irrespective of changes in the size of the working age population.

Source

Statistics New Zealand, Household Labour Force Survey available quarterly. The high level data is available on the [SNZ](#) website; Auckland specific customised data is available on request from council's Research and Evaluation Unit.

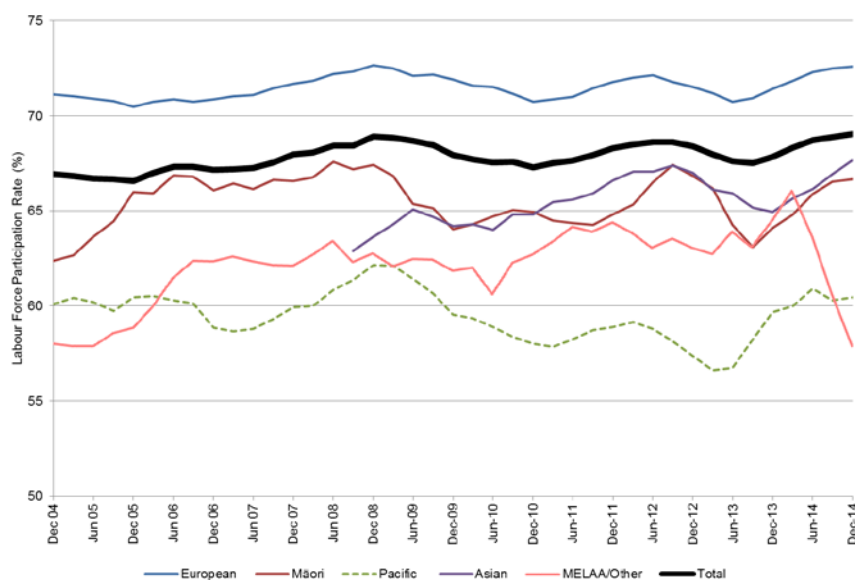
Note

The labour force participation rate is the percentage of the working age population that are either employed or looking for work. It is an indicator of how many people are participating in the job market by being willing and able to work (whether or not they are currently in work).

Analysis

The participation rate in Auckland stood at 69.1 per cent during the year to December 2014, up from 67.8 per cent in the year to December 2013. The participation rate of Europeans was above the Auckland average at 72.6 per cent, as compared to Pacific who were below with 60.5 per cent; Māori and Asians were slightly below the average with 66.7 and 67.7 per cent respectively.

Figure 14: Labour force participation rate (annual average) for Auckland, by ethnicity, 2004 - 2014



Source: Statistics New Zealand, Household Labour Force Survey

Outcome 4.2 Improve proportion of youth who are in education, employment and training

Measure The proportion of Auckland youth (15-24) not in employment, education or training (NEET)

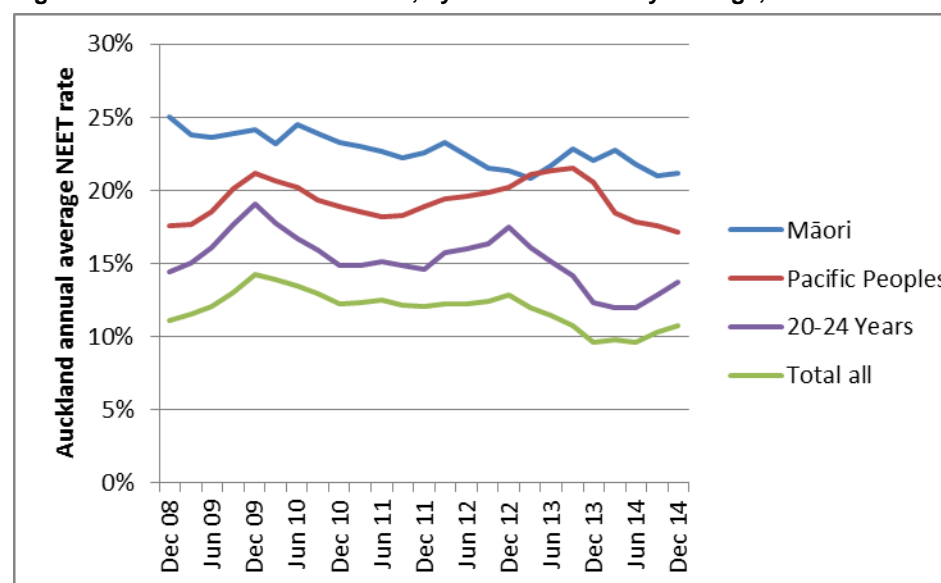
Relevance Youth who are disengaged from education and work are generally considered to be missing opportunities to develop to their potential and improve their future outcomes. There are links between prolonged youth unemployment and a heightened risk of poorer employment and health outcomes; a higher dependency on social assistance; substance abuse; and criminal offending.

Source Statistics New Zealand, Household Labour Force Survey, customised, available quarterly. Auckland specific customised data is available on request from council's Research and Evaluation Unit (RIMU).

Analysis The overall NEET rate for all youth aged 15-24 years in the year ended December 2014 was 10.8 per cent, up from 9.6 per cent in the year ended December 2013.

When broken down by ethnicity, rates of young people who are NEET are generally higher among Māori and Pacific young people than for the total including European and Asian ethnicities. By age, youth aged 20-24 years tend to have higher NEET rates than for the total aged 15-24 years.

Figure 15: NEET rates in Auckland, by selected ethnicity and age, 2008-2014



Source: Statistics New Zealand, Household Labour Force Survey (customised)

Outcome 4.3 Improve adult literacy and numeracy rate

Measure Adult literacy and numeracy rate

Relevance When workforce literacy and numeracy increase, there are reduced errors and waste and improved health and safety. Improved workforce literacy correlates with higher productivity, enabling workers and their managers to work together to increase their output per hour worked.

Source The data on adult literacy and numeracy presented here are from a one-off study by the Ministry of Education: Ministry of Education (MoE), *2006 Adult Literacy and Life Skills (ALL) Survey*. The report is available on the [education counts](#) website.

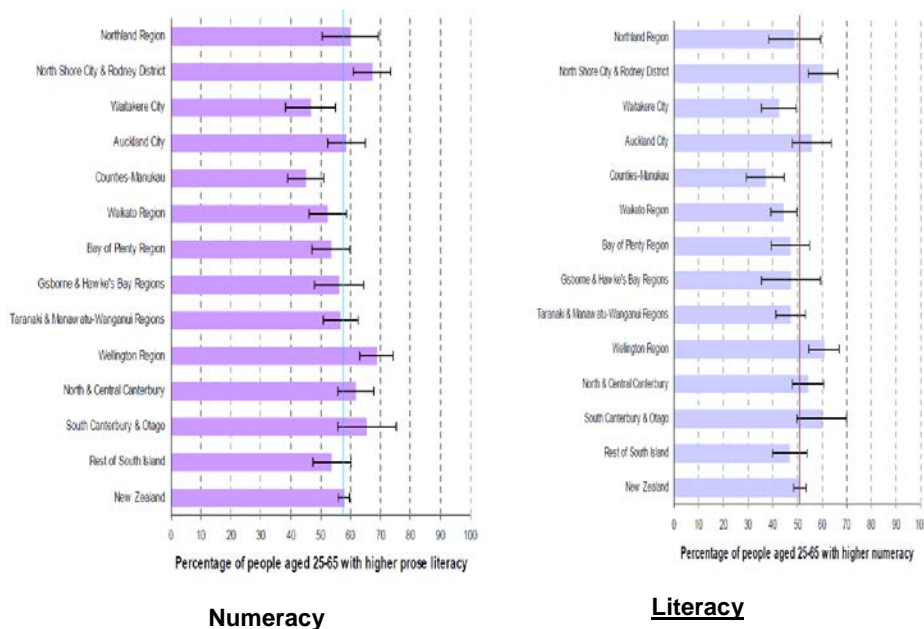
A similar survey (Survey of Adult Skills) was undertaken in 2014 as part of the OECD's Programme for the International Assessment of Adult Competencies (PIAAC); the results of this survey will not be available until 2016.

Note The 2006 ALL Skills Survey used a five level measure of prose literacy and numeracy to benchmark New Zealand's educational outcomes both nationally and internationally. ALL has a five-point scale: Level 5 is very high; Level 1 is very low. Skills at Level 3 are deemed necessary for full participation in working life, society and government.

Analysis The prose literacy rate in 2006 in the former Auckland city was in-line with the national average. North Shore and Rodney were above average while Waitakere City and Counties-Manukau were below average. The numeracy results were also similar.

The overall results show that the literacy and numeracy skills of many adult Aucklanders were below level 3 in 2006.

Figure 16: People aged 25-65 (%) with higher prose literacy and numeracy (Levels 3-5) by region, 2006



Source: MoE, using 2006 ALL Skills Survey

Note: The bars around estimates represent the margins of error (at the 95% confidence level). The solid vertical line marks the estimated national percentage.

Outcome 4.4 Improve educational qualifications of the labour force (and by ethnic groups)

Measure Educational qualifications of the labour force

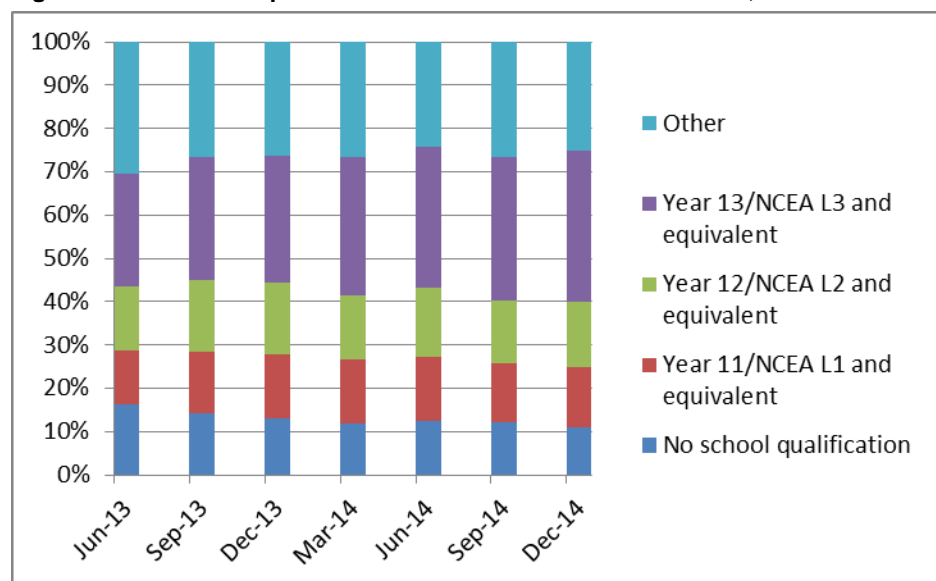
Relevance At the individual and household level, there are strong inter-dependencies and connections between the level of formal education and the ongoing acquisition of workplace skills with opportunities for meaningful and secure employment, a good income and quality of life.

Source Statistics New Zealand, Household Labour Force Survey available quarterly. The data is available on the [SNZ](#) website. The methodology changed in June 2013, so results before and after that date are not comparable. Being a survey, the results include sampling and other errors.

Analysis Those in the labour force with a university bursary or scholarship had increased from 25 per cent in 2007 to 29 per cent in 2012, and similarly those with “other” qualifications increased from 28 per cent to 32 per cent.

From June 2013 to December 2014 the proportion who had completed Year 13/NCEA L3 or equivalent rose from 26 per cent to 35 per cent, while the proportion with no school qualification fell from 16 per cent to 11 per cent.

Figure 17: Education qualifications of the Auckland labour force, 2013-2014



Source: Statistics New Zealand, Household Labour Force Survey

Outcome 4.5 Improve ease of finding skilled labour

Measure Ease of finding skilled labour

Relevance Skilled labour is a major factor in business growth and innovation, and the ease of finding people with the right skills has significant implications for Auckland's economic growth.

Source Ministry of Business, Innovation and Employment (MBIE), Jobs Online available monthly. The data are available on the [MBIE](#) website.

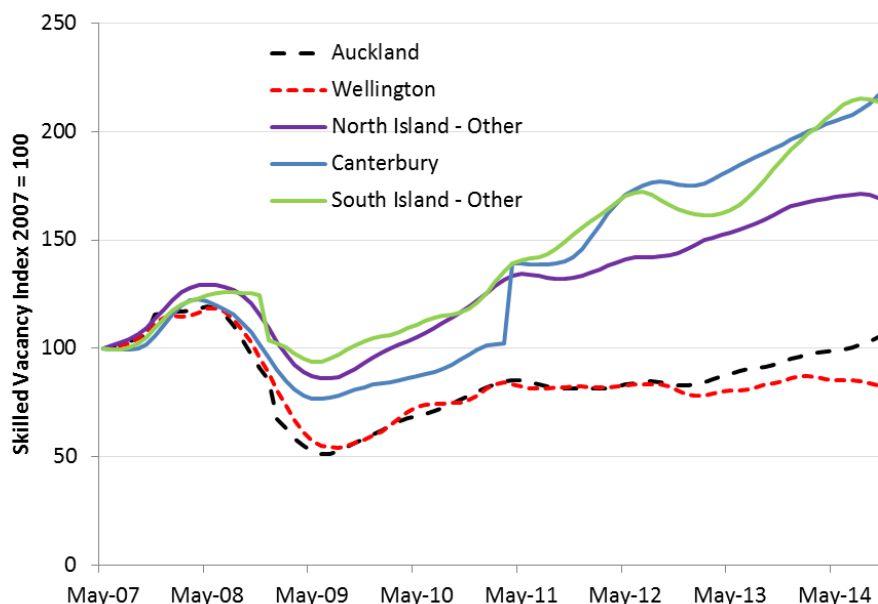
Note Jobs Online measures changes in job vacancies advertised on the two main internet job boards – SEEK and Trade Me Jobs. The index (May 2007 = 100) is seasonally adjusted to facilitate comparisons between monthly figures.

A rising index suggests that the labour market is tightening (due to either an increase in labour demand or a fall-off in labour supply) while a falling index indicates that the job market is softening.

Analysis The skilled vacancy index picked after June 2009 throughout New Zealand, especially in the Canterbury area reflecting an increase in labour demand in this area. Demand for skilled labour in the Wellington and Auckland areas however remained fairly static in 2011 and 2012, but Auckland has picked up again in the last two years.

In Auckland, the skilled job vacancies index in November 2014 was 106.8, well above November 2013 (93.6) but still below the peak of 119.2 in May 2008.

Figure 18: Skilled Vacancies Index by region, trend series (May 2007=100), 2007-2014



Source: MBIE, Jobs Online

Outcome 4.6 Increase number of post-graduate qualifications

Measure Number of students graduating with post-graduate qualifications from Auckland tertiary institutions

Relevance There are strong inter-dependencies between the level of formal education attainment and the ongoing development of workplace. Highly skilled workers have a large impact on overall productivity.

Source Ministry of Education (MoE), post-graduate completions from the Provider summary tables on the [tertiary data warehouse](#) website. Available annually.

Note The data presented here includes post-graduate completions from these Auckland tertiary institutions only: Auckland University (U of A); Auckland University of Technology (AUT); Unitec; and Manukau Institute of Technology (MIT). It includes both domestic and international students, and excludes students at Auckland branches of institutions headquartered elsewhere.

This measure is also included in the council's City Centre Masterplan.

Analysis In 2013, 6,689 people completed post-graduate qualifications from Auckland's universities and polytechnic institutions, all but 222 of them from universities. This was similar to 2012 (6,677) and 2011 (6,548), but substantially more than 2008 (5,172) and 2009 (5,475).

Table 3: Students graduating with post-graduate qualifications from Auckland-based tertiary institutions, 2008-2013

	2008	2009	2010	2011	2012	2013
U of A	4,014	4,059	4,459	5,071	4,967	4,956
AUT	1,002	1,165	1,427	1,185	1,404	1,511
Unitec	151	248	257	292	305	222
MIT	5	3	3	0	1	0
Total Auckland	5,172	5,475	6,146	6,548	6,677	6,689

Source: MoE, Education Counts

Outcome 4.7 Improve employment outcomes of migrants in terms of quality of match.

Measure Number of employed migrants who feel satisfied in their job

Relevance The employment outcomes of migrants are a significant indicator of the attractiveness of Auckland as a long-term settlement destination. Attracting skilled migrants and ensuring that they can use their skills when they settle here are both crucial to improving the productivity of the local workforce.

Note that this outcome will contribute to the NZ government target, which is by 2016, 85 per cent of skilled migrants will be employed in a job that matches their skills and qualifications (81 per cent in 2012/2013).

Source Statistics New Zealand, General Social Survey, available bi-annually. The data are available on the [SNZ](#) website.

Note This is a preliminary estimate. Further work is required to determine if this is an appropriate methodology for measuring improved employment outcomes of migrants.

The “recent immigrants” category is quite small and so has high margins of error, especially for the smaller sub-categories “neutral” and “very dissatisfied or dissatisfied”.

Analysis In 2010/2011, recent immigrants in Auckland (2006 or later) were more likely to feel satisfied or very satisfied with their job (88.8%), compared with all others (78.6%), namely immigrants who had arrived prior to that or were born in New Zealand.

In 2012/2013, recent immigrants were more likely than before to feel neutral instead (12.8%, versus 6.1% in 2010/2011), bringing down their level of satisfaction (81.9%) to that of other Auckland residents (81.0%).

Table 4: Satisfaction with job in previous four weeks, 2010/11 and 2012/13

	Recent immigrants (%)		All others (%)		Total (%)	
	2011	2013	2011	2013	2011	2013
Very satisfied or satisfied	88.8	81.9	78.6	81.0	79.3	81.1
Neutral	6.1	12.8	11.5	11.1	11.1	11.3
Very dissatisfied or dissatisfied	5.0	5.2	9.9	7.9	9.6	7.6
Total	100.0	100.0	100.0	100.0	100.0	100.0

Source: Statistics New Zealand, General Social Survey

PRIORITY 5: Develop a vibrant, creative international city

Kia whakaturia he tāone ao nui, tikorikori, wairua auaha

Auckland has significant advantages. It is an attractive city, with a stunning natural environment and indigenous and diverse cultures. But there is significant scope to develop Auckland into a vibrant world city by promoting and building on Auckland's creative, cultural and recreational experiences.

Within this strategic direction there are three key actions and six intermediate outcomes.

Key actions:

- Auckland is nationally and internationally recognised as having exceptional visitor and event experiences
- Promote Māori culture to create a unique visitor, talent and investment proposition
- Support Pacific and migrant cultures to create a unique visitor, talent and investment proposition.

Intermediate outcomes:

Intermediate outcome	Measure	Target	Baseline	Latest
5.1 Grow the visitor economy from \$3.3 billion in 2010 to \$6 billion in 2021/22	Total spend for domestic and international visitors	\$6 billion 2021/22	\$3.7 billion (2011/2012) Revised: \$4.3 billion y/e March 2011	\$4.8 billion (y/e March 2014)
5.2 Increase average length of visitor stay	Average length of visitor stay in commercial accommodation	Increases on baseline level	2.07 nights (2012)	2.12 nights (2014)
5.3 Increase number of international conferences	Number of international delegate days from conferences within Auckland	Increases on baseline level	90,585 international delegate days (2011/12)	Not available
5.4 Improve Auckland's ranking in the international city brand index	Auckland's ranking as an international city	Increases on baseline level	Not available	Not available
5.5 Increase number of cruise ship visitors	Number of people who disembark (either temporarily or permanently) at the Auckland port.	Increases on baseline level	272,000 visitor port days (2011/12)	272,100 visitor port days (2013/14)
5.6 Grow the return on regional investment from major events attracted from \$14 million to \$70 million in 2021/22	Return on regional investment (RORI) from major events invested in	\$70 million (2021/22)	\$28.9 million (2011/12)	\$46.3 million (2013/14)

Outcome 5.1 Grow the visitor economy from \$3.3 billion in 2010 to \$6 billion in 2021/22

Measure Total spend for domestic and international tourists

Relevance Attracting more visitors (and more visitor spend) is a clear sign that Auckland is becoming more attractive and vibrant and growing its reputation as an international city.

Source Ministry of Business Innovation and Employment (MBIE), Regional Tourism Indicators statistics available quarterly. Auckland specific customised data is available on request from Auckland Tourism, Events and Economic Development (ATEED).

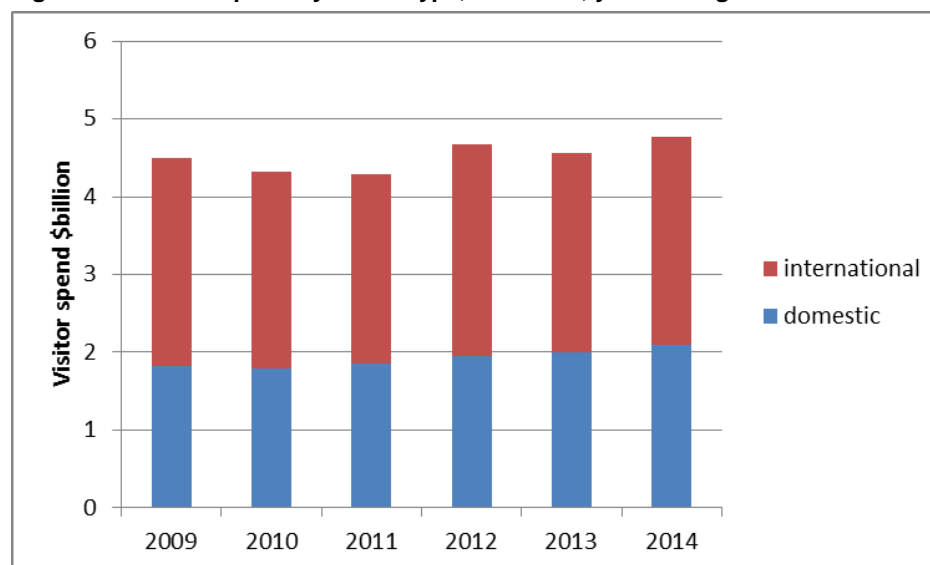
Note The size of the visitor economy will be measured and reported via MBIE's Regional Tourism Indicators Research programme. MBIE have recently changed the way they collect and report tourism based expenditure from survey-based to using Marketview, actual spend (by BNZ customers) data.

Currently, this data is reported as an index only. However MBIE have advised that in the short to medium term, they will also be reporting total spend for domestic and international tourists by region.

ATEED will continue to use current data sources to estimate the size of the visitor economy until it becomes clear what new data will be available and when. In the medium-term targets may need to be reviewed to align with the new datasets.

Analysis The estimated total visitor spend in Auckland for the 12 months ending March 2014 was \$4.8 billion. This is an increase of 4.6 per cent over the previous 12 month period. Domestic tourism expenditure accounted for \$2.1 billion (44%), while international spend accounted for \$2.7 billion (56%). Since 2009 international visitor spending has been flat overall, while domestic visitor spending has risen slightly (2.8% pa), with total spending rising slightly (1.2% pa)

Figure 19: Visitor spend by visitor type, Auckland, year ending March 2009-2014



Source: MBIE, Regional Tourism Estimates

Outcome 5.2 Increase average length of visitor stay

Measure Average length of visitor stay in commercial accommodation

Relevance This is an important measure as it captures the ratio between guest nights and arrivals and indicates how long visitors generally use commercial accommodation in Auckland. This can be a proxy for the length of time a visitor stays within the region.

Source Ministry of Business Innovation and Employment (MBIE), Commercial Accommodation Monitor available monthly. The data is available on the [MBIE](#) website.

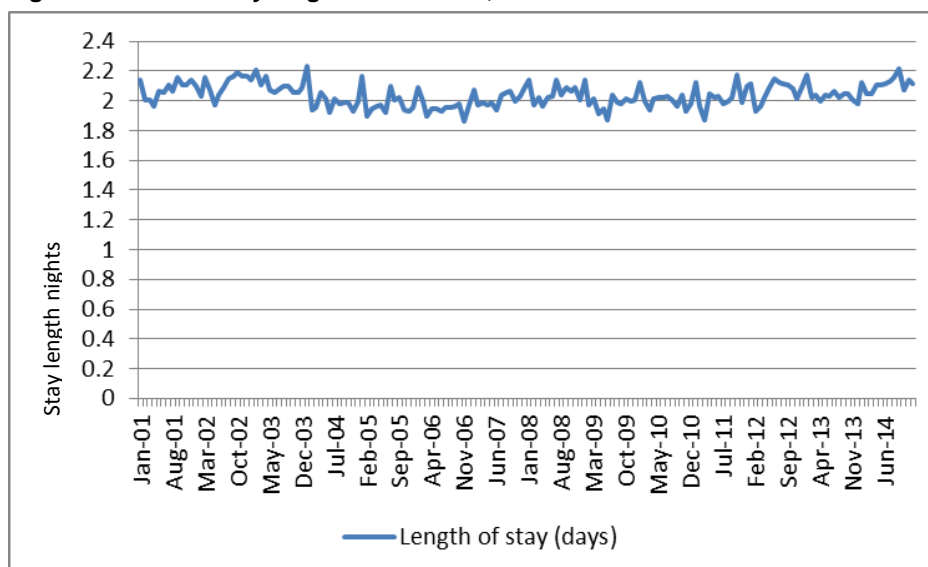
Note This measures the number of nights visitors stay at commercial accommodation within the region by dividing the number of guest nights by the number of arrivals. Note it does not account for visitors who stay in non-commercial accommodation types.

This measure is also included in the council's City Centre Masterplan.

Analysis In general, there has been little variation in stay length over the past fourteen years which may limit this measure as an effective indicator. Between 2001 and 2014 the stay length has varied between 1.87 and 2.23 nights. By the month of December 2014 it was 2.12 nights, and for the year ended December 2014 it also averaged 2.12 nights.

Total visitor nights could be a more effective indicator, as this captures the pattern of tourist activity more effectively.

Figure 20: Visitor stay length in Auckland, 2006- 2012



Source: MBIE, Commercial Accommodation Monitor

Outcome 5.3 Increase number of international conferences

Measure Number of international delegate days from conference within Auckland

Relevance Convention activity is a key visitor segment which Auckland is looking to grow. A lively and growing convention sector is an indicator that a city is an attractive and vibrant destination. Convention delegates tend to be high value contributors to the economy and convention activity can also be an enabler of activity that generates wider economic growth.

Source Ministry of Business Innovation and Employment (MBIE), Convention Delegate Survey available annually and MBIE, Convention Activity Survey available quarterly. The data is available on the [MBIE](#) website.

Note There was a change in measurement in 2012/2013. International delegate days are no longer available. Also, international/domestic split is now optional, and the non-specified rate has risen substantially (by 2014 37.2% did not specify), so comparisons over time are problematic.

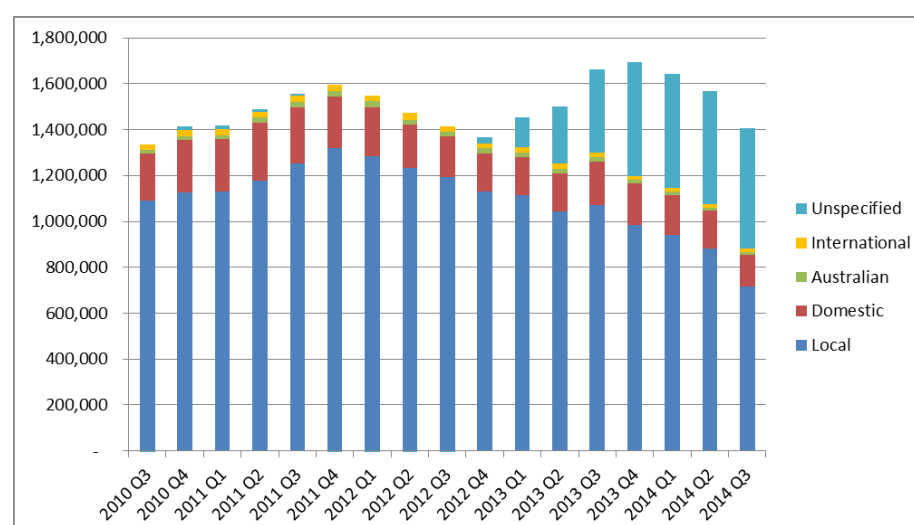
This measure is also included in the council's City Centre Masterplan.

Analysis In the year ending September 2014, there were 1,404,405 delegates at 14,656 conventions and other events in Auckland - lower than in the years ended September 2013 (1,662,166) and June 2012 (1,461,040).

Australian and other international visitors (27,848) made up 3.2 per cent of those delegates who specified their origin, higher than the share for the year ended September 2013 (3.0%), but a fall in absolute terms (2013: 38,796). The June 2012 benchmark was 49,646 (3.4%), but had no "unspecified".

Conventions and other events in the year ending September 2014 generated 1,650,911 delegate days - lower than in the years ending September 2013 (1,987,354) and June 2012 (1,869,30).

Figure 21: Delegates in Auckland, by origin, years ended September 2010 to 2014



Source: MBIE, Convention Activity Survey

Outcome **5.4 Improve Auckland's ranking in the international city brand index**

Measure **Auckland's ranking as an international city**

Relevance Every city must compete with every other city for its share of the world's tourists, investors, talent, cultural exchange, business visitors, events and media profile.

Large outward-facing global cities are critical for the development of entire nations. They generate and attract businesses, skills and investment by developing their own recognisable brand. Auckland is the only city with the potential to play this role in New Zealand.

Source To be determined.

Note Work will be undertaken to determine the appropriate international measure of Auckland's ranking as an international city brand.

Analysis Not available at time of writing.

Outcome: 5.5 Increase number of cruise ship visitors

Measure: Number of people who disembark (either temporarily or permanently) at the Auckland port.

Relevance Increasing cruise passenger numbers are another indicator of the increasing attractiveness of Auckland. The Cruise sector also adds value to the wider economy through ship provisioning and in particular through transit activity where passengers spend time (nights) in the city either prior to or at the completion of a cruise.

Source The data on cruise ship visitors presented here are from annual/biennial reports by Market Economics for the Ministry of Business, Innovation and Employment (formerly Ministry of Economic Development), Cruise New Zealand and Tourism New Zealand. Market Economics (2010). *New Zealand Cruise Industry Study*. The reports are available from the [MBIE](#) website.

Note Port days have been re-defined as number of people times number of days their ship is in a port, although not all transit passengers actually disembark in every port the ship visits. New Zealand 2009/10 and 2012/13 figures were based on slightly different methodology; shares corrected for this.

Analysis There were 272,100 potential cruise ship visitor days in Auckland during 102 ship days of the 2013/14 season, slightly fewer than 2012/13 (284,400) but more than 50 per cent higher than 2009/10. Nearly 90 per cent of all passenger days were international visitors in 2013/14, as compared to just over 70 per cent in 2009/10. Auckland however accounted for only 17.7 per cent of New Zealand's total visitor days in 2013/14, an increase over 2012/13 (15.7%) and 2009/10 (15.6%).

Table 5: Port days in Auckland and New Zealand, 2009/10 to 2013/14

	International passengers	Domestic passengers	Total passengers	Crew days	Total visitors	Crew days
Auckland 2009/10	96,800	38,800	135,600	50,400	186,000	94
Auckland 2011/12	169,800	18,000	187,800	84,200	272,000	n/a
Auckland 2012/13	187,800	17,300	204,100	80,300	284,400	117
Auckland 2013/14	172,200	20,100	192,200	79,900	272,100	102
New Zealand 2009/10	555,124	24,612	579,736	253,242	832,978	535
New Zealand 2012/13	1,101,000	42,000	1,143,000	437,000	1,580,000	763
New Zealand 2013/14	1,026,700	57,300	1,084,000	455,100	1,539,100	699

Source: Cruise New Zealand/Market Economics Limited. The New Zealand Cruise Industry Study

Outcome 5.6 Grow the return on regional investment from major events attracted from \$14 million to \$70 million in 2021/22

Measure Return on regional investment from major events

Relevance Events play an important role in delivering vibrancy to a city through attracting visitors, generating economic return, providing international exposure and enhancing liveability

Source Auckland Tourism, Events and Economic Development (ATEED) has commissioned a comprehensive programme of research from an external provider to assess the return on regional investment (RORI) of events within its sponsorship portfolio.

A range of data sources is used to derive the RORI from major events invested in, including estimates of total event attendance, surveys of event attendees and participants, and analysis of event budgets.

Note The specific measure is annual GDP contribution from ATEED's events portfolio (economic return (RORI) from major events attracted), for the year ended 30 June.

This measure is also included in the council's Long-term Plan (LTP) 2012-22.

Analysis The RORI of ATEED's event portfolio has grown strongly since 2010/11, and exceeded the targets set.

In 2010/11, the RORI of ATEED's event portfolio was estimated at \$14 million.

In 2011/12, this grew to \$28.9 million, against a target of \$20.0 million.

For the 2012/13 financial year, ATEED's RORI was \$39.1m against a target of \$30 million.

In 2013/14, ATEED's RORI was \$46.3 million, against a target of \$43 million.

Tier 3: Actions and Key Performance Indicators

Key performance indicators (KPIs) for each of the 14 actions and 66 sub-actions in the Auckland Economic Development Strategy (EDS) will be developed as part of the work programmes for each of the strategic priorities and cross-cutting themes.

For some of the actions, KPIs have already been developed by council-controlled organisations ATEED and COMET, council's delivery agencies for economic development, when developing their Statements of Intents, as well as by the council when developing council's Long-term Plan 2012-2022.

Progress on actions and KPIs will be reported through the EDS Annual Implementation Update.

Next Steps

This report brings together information on the data sources underpinning the baselines of all EDS targets and outcomes, where possible. As has been noted throughout, some targets cannot be measured easily, or require further development. In addition, some targets can be updated annually, while others will take longer to change.

Review of the targets

As outlined in the EDS, the targets and outcomes must be reviewed regularly to ascertain if they are still relevant. Progress towards the targets and outcomes will be rated for achievability every three years, and the review will be incorporated into the broader Auckland Plan refresh process.

This process will:

- Review the available evidence on measures underpinning the EDS targets and outcomes.
- Confirm that the information provided is as accurate and up to date as possible.
- Endorse the baseline levels for each of the measures.
- In the light of all available evidence, review progress towards achieving targets and make recommendations for any changes to the targets.

Updating this report

This monitoring report will be updated again in 2016, where new data is available.