



Sustainable Procurement **CASE STUDY**

Point Chevalier to Westmere

Improvements Project 2025

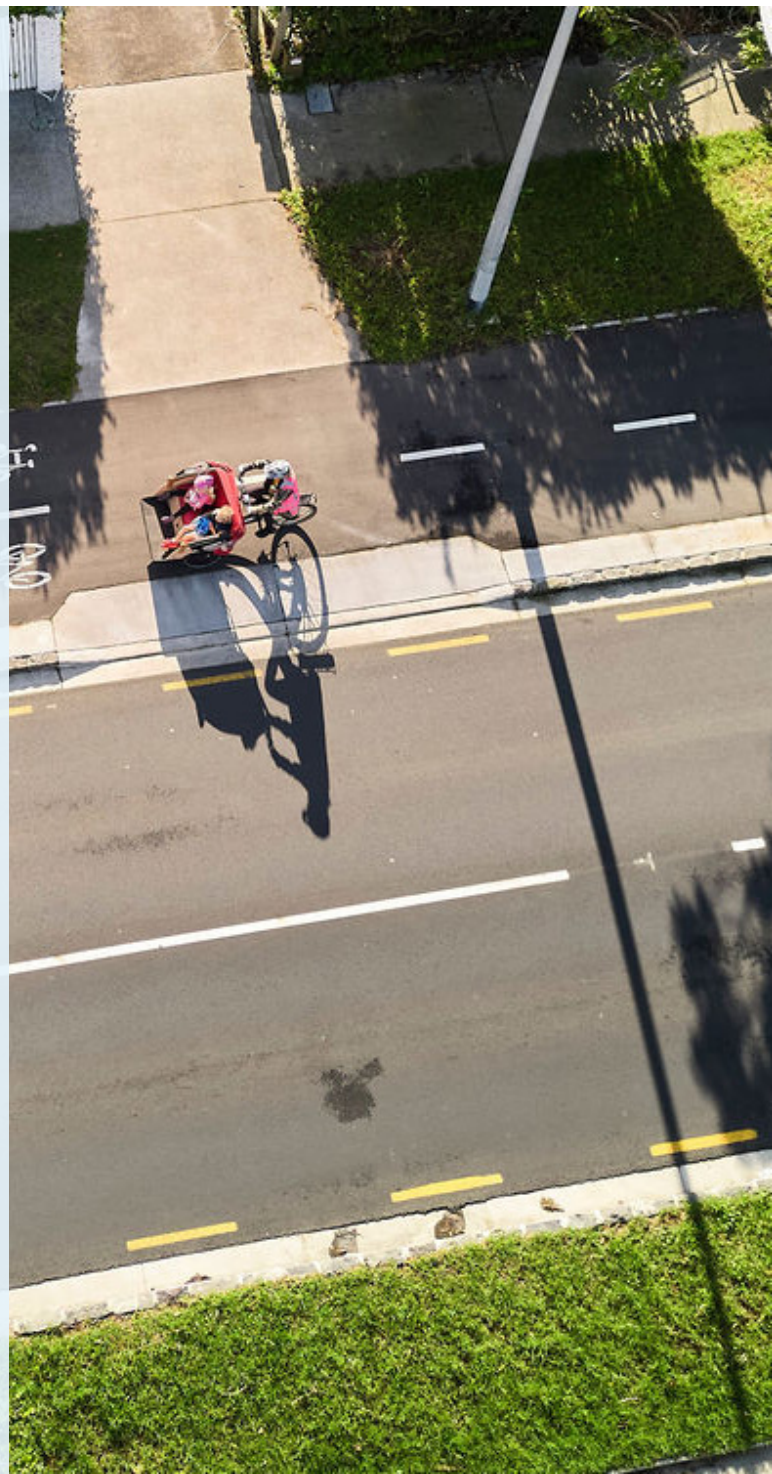


Setting a benchmark for **supplier diversity** and **stakeholder collaboration**

The story

The Point Chevalier to Westmere (PtC2W) Improvement Project is part of the Urban Cycleways Programme in Tāmaki Makaurau and the original plans included resurfacing works of Meola Road and Point Chevalier Road, much needed safety improvements, landscaping, native planting and a new cycleway.

What started as a street improvements project, morphed into a full road corridor upgrade, including a walkway, approximately 2.5 km of separated cycleways, a slip lane, a T2 lane, the rehabilitation of sinking Meola Road for full resilience and several public agencies and private entities working together through extraordinary stakeholder collaboration.





The PtC2W project achieved so much more than to transform a key Auckland road corridor into a safer, more inclusive space. Social outcomes were key to the project and were actively generated through the planning, procurement and construction phases and upon completion of the project. Another key aspect of this project, which was proactively sought through the procurement, was the exceptionally high level of stakeholder engagement throughout the project with surrounding businesses and local residents.

The project's success is rooted in its comprehensive approach, which integrates economic, social, cultural and environmental objectives, through prioritising active transport, community wellbeing and supplier diversity.

“From the outset, our project and contract managers – both of whom are Samoan and deeply connected to their communities – were committed to working with pakihi Māori, Pasifika and women[-owned] suppliers, who they created longstanding and trusted relationships with.”

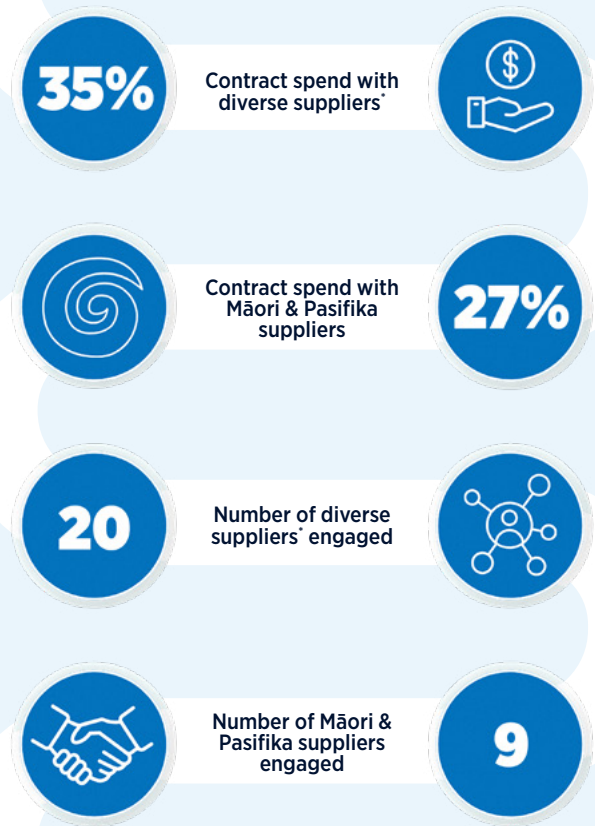
Sophia Olo-Whaanga,
Dempsey Wood

The impact

Supplier diversity targets were set through the procurement to create opportunities for Māori- and Pasifika-owned businesses. AT's head contractor, Dempsey Wood, exceeded AT's ambitious targets in the most spectacular way. Over 27% of the contract spend was allocated to 9 Māori & Pasifika suppliers and over 10% went to Māori-owned businesses.

The opportunity to work on as large a project as the PtC2W project enabled these businesses to expand their capabilities, track record and workforce. Dempsey Wood supported suppliers in gaining certifications required for public infrastructure projects and provided access to training in health & safety and other compliance. The project enabled suppliers to purchase additional equipment, such as a sucker truck, thus building their capacity. The project team understood how to actively seek out Māori- and Pasifika-owned businesses, create deep relationships and ensure their mana was uplifted, they were offered development opportunities and meaningfully engaged.

Social outcomes



*Including Māori, Pasifika, and women-owned businesses, as well as social enterprises and SMES (1-49 FTEs) from the local board region the project was undertaken in.

The project partnered with MSD and Limited Service Volunteers to recruit targeted **quality employment** positions. Dempsey Wood also hired a staff member from one of their Pasifika-owned subcontractors, Silvester Junior, for the duration of the project to up-skill him before he returned to Silvester Junior. This was strategically done to offer the employee the training and wrap-around support of a large business, so he could bring his newly-acquired skills back to the business.

The project's outcomes surpassed many of the initial goals. Encouraging active modes of transport has promoted **healthier lifestyles** within the community, with a notable increase in regular cycling and walking activities. Data collected from one of AT's 81 automatic counters shows that, in March, there were an average of 500 daily cycle trips, making it one of the busiest routes in the region for cycling. The March numbers show that over 15,500 bikes, almost 3000 scooters, almost 20,000 pedestrians and almost 30,000 bus passengers rode on Meola Road – that's approximately 68,000 trips that didn't add another car to the road.

A significant part of the project was collaboration with mana whenua from the outset, ensuring their voices were heard and cultural insights incorporated. The project went to mana whenua hui to determine how and who wanted to engage. The project ensured that Māori design principles (Te Aranga) were incorporated and the artwork along Meola Road was created by a local Māori artist to speak to local stories of the area. Throughout the project, mana whenua was involved to advise on the project's cultural aspects.

“The project site sits firmly in our cultural landscape in the immediate proximity of Te Rehu, a place of sanctuary for our ancestors during a difficult period of our tribal history. Alongside other narratives of place, we have trusted the creative expression of our mana within PtC2W to Kaea and his Xanthe White Design team, with our ongoing support.”

Phil Wihongi,
Ngāti Whātua Ōrākei

Sustainable procurement approach

The supplier selection method used for this procurement was the Price Quality Method (PQM). The PQM is a way of choosing suppliers that balances both price and quality instead of selecting the cheapest option. This method was selected to encourage innovation and quality, and ensure social, cultural, economic and environmental outcomes factor into the supplier selection. Specifically, the Request for Proposal (RFP) asked for details relating to innovative solutions to deliver quality employment opportunities, supplier diversity, and reductions in energy, carbon, materials and waste. The successful contractor was required to produce a social and sustainable outcomes plan, report on the delivery of these outcomes and develop partnerships with Amotai-registered Māori and Pasifika businesses, providing them opportunities to participate in the main construction works alongside the head contractor.





Community collaboration

Alongside supplier diversity, another key aspect of this project, which was proactively sought through the procurement, was the exceptionally high level of **stakeholder engagement** throughout the project with iwi, advocacy groups, local board, surrounding businesses, local residents and all other affected external stakeholders. Key objectives were to develop positivity around the programme and actively minimise any negative impact on local businesses.

Dempsey Wood, as the head contractor for the project, worked with the AT project team to minimise disruption to local businesses through strategic scheduling, community

engagement and completing the project well ahead of time. Businesses in the work area were engaged months before commencement of construction to establish strong working relationships. Each business was visited by the stakeholder manager and construction supervisor to develop a plan of delivery. Works were scheduled around the days the business was closed or during low trading days/hours. This ensured that each business owner knew about the start date, type of work and what was expected during delivery. The established relationships enabled owners to raise issues and questions and get an immediate response.

“ We took all our youth down to the roadworks on a regular basis and the contractors were amazing in teaching the kids how roads were built, what was under the roads and what all the machines did. [...] Since the completion of the project, we have seen a 100% increase in the amount of kids now on their bikes to get to Scouts. ”

Nick Quail

Point Chevalier Air Scouts



After completing the project, several events were organised to celebrate with the community. A handover BBQ was organised at the local scouts attended by over 100 local residents. A bike ride was organised for project stakeholders and a family-friendly 'Party on the Path' in June 2025 invited the community to celebrate by walking, riding or rolling along the upgraded route and included activities and a game of Ride and Seek.

From start to finish, community was integral. The positive feedback from the community, including increased usage of the cycleway and improved perceptions of safety, is evidence of the project's success in fostering community satisfaction.

Lessons Learnt

The project team ran thorough Lessons Learnt workshops with key stakeholders and on numerous topics, including social outcomes and sustainability, Māori outcomes, procurement, construction, communications and design. The innovative nature of the project and insights gained throughout this process are not only applicable for future projects but are already being implemented in several current AT projects. We will share two key lessons learnt below.

Lesson 1

Embedding measurable sustainability deliverables

Being clear on the social, cultural, economic and environmental outcomes to be delivered through the project is key in achieving measurable impact and the success of the project in surpassing initial goals is evidence of that. It is important to embed measurable sustainability deliverables through procurement and within the contract and work with the head contractor to devise a Sustainability Implementation Plan that includes clear metrics and reporting mechanisms against each sustainability focus area, allowing us to track progress against targets.

Lesson 2

Early sustainability considerations

To ensure opportunities for sustainable outcomes are maximised, early engagement is key. Identification of supplier diversity opportunities should occur as early as possible in the design phase, carried through procurement and implemented pre-construction.

The Point Chevalier to Westmere Improvements project stands as a testament to AT's commitment to creating sustainable, inclusive and impactful infrastructure. We are proud of the project's achievements and the lasting positive changes it has brought to the community.