

**Rhaglen Weithredu  
Genedlaethol ar  
Fawndiroedd Cymru**



Llywodraeth Cymru  
Welsh Government

**National Peatland  
Action Programme  
Wales**

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emissions

**#HighNatureLowCarbon**  
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**Cyfoeth Naturiol Cymru**  
**Natural Resources Wales**

# Uwchraddio'r capasiti contractio? An 'upscaled' contractor base?



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Programme Advisor**

**Finance & Grants**

# Ychydig o gefndir...

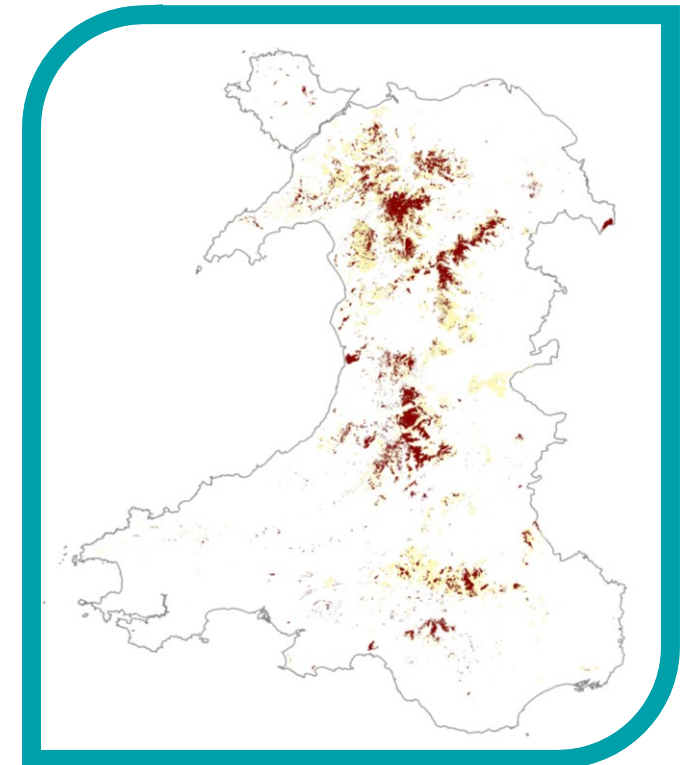
## A bit of background...



- NPAP delivery target 600-800ha per year in Wales before any upscaling proposal
- Contractor base identified as key risk to this delivery target

**No contractors = No delivery**

- Traditional contractor management 'controls' may not get us what we need
- What would be the ideal future contractor model?



# Yn fêl i gyd? Utopia?



- Collaborative engaged relationships
- Increased awareness about NPAP plans and priorities
- Greater understanding of contractors' USPs and aspirations
- Mutual respect and trust
- Improved standards (in process and delivery)

## ... **shared opportunities**

- to learn together
- to find innovative ways to deliver
- to help grow the contractor base

## ... **ultimately, to meet delivery targets**

# Synnwyr cyffredin

## Not rocket science

- So, we talked with our contractors
- Visited HQs, yards and working sites
- Met staff engaged at different levels within the organisations
- Listened and learned a lot



# Be ddywedwyd... What we heard...



- Your sites are challenging and work takes place during the winter months
- We rely on high-cost specialized machinery
- We have difficulties recruiting skilled operators
- There is no guarantee of continued work once investment has been made in plant and people
- You are demanding a high volume of paperwork to be completed
- We really want to work with you having won a place on your framework

# Ein hymateb...

## How we responded...

- We know our sites are challenging, we write the specs 😊
- Your specialism wins you work and gives you an edge
- Why is it difficult to recruit?
- Do we need to re-brand?
- Is it not an attractive field to be in?
- Do we need to think ‘conservation career’ rather than ‘machine operator’?
- NPAP will need to do our absolute optimum to ensure that we have a multi-year programme of work for sites ready to be restored and to make this known to contractors
- We know we demand a lot of ‘paperwork’, is this a training/competency issue – or an ‘overhead’ issue, especially for smaller organisations?
- ...And we really want to make sure that we have a favourable response to each tender we issue



Attractiveness of account  
to the supplier



Relative value of the business to the supplier



# Casgliad Conclusion

We recognise that the situation in Wales is not unique; NPAP came into existence in 2020 and we had to hit the ground running. Our contractor engagement has been reactive, and we now find ourselves with some options for developing the market and managing the supplier base in response to the NPAP upscaling proposal:

- Developing a Dynamic Purchasing System (to include resource commitment)
- Maintaining current contractor engagement process – and developing future supplier base (to include resource commitment)
- In-house delivery (to include resource commitment to set up and maintain, produce cost estimates for plant and operators, and address risk/VFM implications)
- Collaborative approach with partners to support contractor base with competency development and training opportunities



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# Does dim bwled arian No silver bullet



**Dynamic Purchasing system**

**Practitioners  
network**

**Training**

- **Contractors,**
- **Practitioners,**
- **Land managers**

**Real and meaningful  
communication**

**Multi-year  
contracts**

**Streamline and  
standardise documents.**

# Cyswllt a diweddariad

## Contact and updates



**Contact: [NPAP@cyfoethnaturiolcymru.gov.uk](mailto:NPAP@cyfoethnaturiolcymru.gov.uk)**

www: [Natural Resources Wales / The National Peatland Action Programme](http://NaturalResourcesWales.gov.uk)

[Welsh Peatland Data Portal | Wales Environmental Information Portal \(arcgis.com\)](http://WelshPeatlandDataPortal.gov.uk)



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