# WelTAG Supplementary Guidance

# **Model brief for commissioning WelTAG studies**

This note provides a model brief to help with commissioning WelTAG studies from consultants. The brief sets out the scope of the work required. It should be prepared by the project manager and is designed to be included as part of standard contract documentation.

This is one of a series of guidance notes that supplement WelTAG. It assumes that you have read and are familiar with WelTAG.

This note refers to the WelTAG checklists – these are set out in a separate supplementary guidance note.

Please note that these supplementary guidance notes are still in development. We would welcome any feedback to [weltag@gov.wales](mailto:weltag@gov.wales).

### Guidance

This note is designed to help the project manager define the scope of work required from a consultant as part of the WelTAG process. The aim is to prepare document that sets out the scope of the work, that can be included within a standard contract document. Note that this guidance does NOT provide advice on standard contract documentation for professional services.

The aim is to provide potential consultants with clear direction on what is required including the scope of work. This enables them to tailor any work to your specific requirements.

Before commissioning a consultant you should already have completed the initial stage 0 case for change. That work should have been done in-house, as you are best placed to know the background to the work and why something needs to be done. Please see stage 0 case for change checklist to ensure that you have met the requirements.

You should also have already undertaken a scoping exercise. This involves reviewing the case for change, to determine what kind of work and how much work will be needed to take the project, programme or policy forward. Use the scoping checklist to ensure that you have met the requirements.

As part of the scoping exercise, you should have identified what work you can do in-house, and what work might require external expertise. You should also have identified the different packages of work requirement, including supporting information.

Once you have completed the scoping exercise, it should be very simple to prepare a brief for consultants. The brief (or ‘scope’) should be added to or included in any standard contract used by your organisation. Some information in the brief may already be set out in standard contract documentation in which case there is no need to duplicate it.

The more time and detail you can put into your brief – including background information – the more likely it is that the commissioned work will meet the needs of the project or programme.

This section sets out some ideas for what you might include in a brief. These are only suggestions – the brief must be tailored to the specific needs of the project, policy or programme. You should also refer to relevant guidance on standard contracts for professional services (such as NEC contract documentation).

If you need to commission work, the first step is to decide what kind of study you need, and that will depend on where you are in the planning process and the nature of your project.

The main types of WelTAG plans and reports include:

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| **Type of WelTAG** | **WelTAG Stage Report** | **Supporting documents** |
| All projects | Stage 0: Case for Change (prepared inhouse) | Project scoping exercise (or implementation plan)  Engagement plan  Any existing baseline data  Tender documentation including brief for consultants |
| WelTAG ‘lite’ | Stages 1-3: combined report | Additional modelling or baseline information  Integrated well-being appraisal (IWBA)  Evaluation plan  Project design details (including costings, health and safety requirements and other information) |
| WelTAG Standard | Stage 1: strategic outline case | Outline IWBA  Design options and initial costings  Report on initial engagement |
|  | Stage 2: outline business case | More detailed IWBA  More detailed design options, costings and delivery information  Report on further engagement |
|  | Stage 3: full business case | Final IWBA  Project design details, costings and other information  Evaluation plan  Implementation plan (for the project or programme itself)  Procurement information |
| WelTAG ‘plus’ | WelTAG standard stage 1, 2 and 3 reports + additional modelling work | Calculations of benefit-cost ratios  Additional modelling |
| All projects | Stage 4: Project delivery | Ongoing reports including project updates, cost updates, and other updates  Any remaining design or impact assessment work needed |
| All projects | Stage 5: Monitoring and evaluation | Annual progress report OR  Project evaluation |

### Template: Model brief for WelTAG reports

This model brief is designed to help you as a project manager to commission WelTAG studies from consultants or from other partners.

This simply sets out the **scope of the work** and should be included as part of a standard contract or other tender documentation. Note that the aim of this brief is to help define WelTAG requirements – this does not constitute formal contract advice.

These are only suggested headings - adapt the content and headings to your own project and circumstances.

**Before you begin**

Before you draft a brief for consultants, you should already have:

* prepared and agreed a stage 0 case for change,
* undertaken a scoping exercise (or implementation or execution plan) which identifies the work that will be required and what kind of WelTAG approach you will be using (lite, standard or plus), the need for an IWBA and what particular issues it might need to address,
* drafted an engagement plan,
* collated any other background information including existing reports, data and modelling that might be relevant to the project.

Use the checklists for the case for change and scoping exercise to do this.

**Name of the project:**

In the early stages you might not have a title. But be careful of labelling a project with a specific option (eg “xxx park and ride) before you have even gone through the process. Instead use a generic title such as ‘Improving public transport use in xxx’

**Name of your organisation:**

Explain who is leading the project – don’t forget to include key partners.

**Preliminary information:**

Include standard information on the cover of your brief such as the document reference number, issue date, author name, any reviewer name, and any sign off or amendments.

**Purpose**

Explain the purpose of the brief. Briefly describe the nature of your project and what kind of WelTAG study you wish to commission (Lite, Standard or Plus). You should already have thought about this (see above).

**Background**

This section should be as detailed as possible. Summarise the Stage 0 objectives and the case for change (or attach them to the brief).

If you already have a project in mind (eg it is identified in the National Transport Delivery Plan (NTDP), a Regional Transport Plan (RTP), Active Travel Network Map (ATNM) or local plan) explain how it was identified, why it is a priority now what it should achieve.

If you have already done a considerable amount of work on the project – such as earlier WelTAG reports or other strategic thinking, summarise what you have done. Provide references and links to the other work. This will avoid duplication. Provide links to any earlier reports or work that is relevant to your project.

You should also explain where you are in the process of developing your project and what the next steps might be. Note any public commitments that have been made in relation to the project.

Note that if you are also likely to apply for UK or other sources of funding you should consider their requirements – such as using TAG or other transport appraisal methods.

**Aims and objectives for the commissioned work**

State the aims of the piece of work that you are commissioning. What do you want out of the project – what will the consultant need to do – where do you see the challenges?

This will depend upon where you are in the WelTAG process.

**Work required**

Explain in more detail what you need the consultant to do and why. For example -

Engagement Plan (if not already done)

Initial modelling work and data gathering to form a baseline

WelTAG ‘Lite’ report

WelTAG Stage 1 report defining options, and providing a short list

WelTAG Stage 2 report, narrowing down options to a preferred option

WelTAG Stage 3 Business Case

Integrated Well-being Appraisal

Supporting statutory impact assessments (eg EIA, Equality Impact, Welsh Language Impact or HRA, heritage impact assessment)

WelTAG ‘Plus’ – additional BCR and modelling work

Evaluation Plan

Annual progress report/s (once the project is underway)

Evaluation Report (after the project is complete

You might need some or all of these, or more detailed information. Adapt this section to your own needs. Don’t just tick the box – you should also provide a short description of what you need in the report. Refer to WelTAG and the checklists for further details of what each of these pieces of work should include.

**Methodologies and approaches**

Explain the approach that you want the consultant to use. As noted, if your project focuses on Wales, you can use WelTAG but if your project involves applying for UK funding sources you may also need to use the TAG guidance or GRIP for rail projects. Set out which guidance you would like the consultant to use – noting that for the Welsh element of any project they will need to reflect Welsh policies and approaches. You may also wish to refer to other guidance such as that on Integrated Well-being Appraisal. You can also identify specific appraisal techniques or sources of data.

**Consultation and engagement**

Provide the consultant with a copy of your engagement Plan and explain what elements that you need them to deliver, and which you will be responsible for. Explain what role you want them to play. For example, will they convene the review group or will you? If they are leading on the integrated well-being appraisal, then they should play a key role in engaging with groups. If you expect the consultant to develop the engagement plan include this is the work requirement.

**Standards**

Identify any standards or requirements that you expect a potential consultant to meet. These may include mode specific standards, or other quality standards. You can refer to specific guidance on WelTAG, TAG or other transport, planning or design guidance. Other relevant guidance such as the HM Treasury Greenbook or TAG should be referenced.

**Quality control**

Explain how you will ensure that the work is of the required quality, including review arrangements. As well as meeting standards, this could include referring back to the WelTAG guidance and stating that the WelTAG checklists will be used to ensure that reports meet WelTAG requirements.

**Timeframes, milestones and review points**

Explain the timeframe for the work you are commissioning and if possible, the time frame for your project as a whole. Identify specific dates.

Include specific milestones or review points for the work you are commissioning. As a minimum you might want an inception meeting and several progress meetings. Make sure that you have an opportunity to see a draft report (or more than one draft) with plenty of time for you to provide feedback, before you need to meet any deadlines. Refer to standard industry guidelines such as the Transport for Wales Active Travel guidance, GRIP or DfT requirements.

**Budgets**

If possible, provide potential consultants with broad likely cost parameters for the work that you require now, and if possible, for the project as a whole. This will enable them to tailor the work to your needs, and it will allow you to review tender submissions on a level playing field.

**Supporting information**

Provide as much supporting information or background information as you can. This should include copies of (or links to):

Key strategic documents that you want the consultant to take into account – these should include Llwybr Newydd, Zero Wales 2050 and any local, regional or national transport or development plans,

Active travel network map, or any other strategic transport initiative that is relevant to this project or programme,

Previous research or reports that related to your project, or similar local projects,

Links to relevant transport models and any information provided by Transport for Wales

Information about any related transport or other initiatives that might be of relevance to the policy, programme or project,

Any prior or relevant impact assessments that may be of relevance, such as previous environmental impact assessments, the results of previous consultation or engagement or other work.

**Constraints**

Are there any constraints that your consultants need to be aware of? For example, are there issues of confidentiality or ethical issues? Are there existing public commitments that they need to be aware of? Are there particular sensitivities?

**Ethics, equality and diversity**

Are there any issues relating to ethics, equality and diversity that you expect a potential consultant to take into account? For example, applying Welsh Language standards, meeting equality or access requirements, or ethical issues around consultation and engagement.

**Project team and roles**

Explain who will be involved in the project and their role. For example, is there a steering group? A project sponsor? What is your role? Are there other key people that the consultants need to be aware of? Who will the consultant report to?

Will you be providing further information to the potential consultant – such as additional data or feedback from stakeholder engagement? How will that be communicated and what can a potential consultant expect from you?

**Risk management**

Explain the arrangements for managing project risks. Do you have a risk register? Will the steering group be looking at risks? Or – for smaller projects, is there a less formal approach to managing risks?

**Record of requirement changes**

It is possible that elements of the project will change as you go along. Explain how you will manage those changes. How do you expect the consultant to update you on any changes, and how will you communicate issues from your perspective.

**Tender documentation**

Set out the information that a potential consultant may be asked to provide as part of the tender documentation. As well as standard information relating to costs, approach to the project, experience, quality, health and safety, you may also want:

Methods statement explaining how the consultant will address different elements of the work

Details of who will undertake the work, their role and background including skills and experience

Examples or previous work or references

This section should include details of the format for tender documentation and the procedure for providing that information, including deadlines.

**Criteria**

Set out the criteria you will use to evaluate tenders including how you will review the quality of the proposal, and the weight given to price.

**Timetable and next steps**

Explain how and when successful tenderers will be informed of the outcomes of the process.

**Other information**

Provide any other information that can help a potential consultant understand your requirements.