**Uttlesford District Council**

**Request for Quotation (RFQ)**

**Quality Questions & Specification**

**Retail Capacity Study RFQ to**

**support the preparation of**

**Uttlesford Local Plan**

**4th June 2021**

**To be completed in Full and**

**returned by 12 noon on 24th June 2021 to** [**localplan@uttlesford.gov.uk**](mailto:localplan@uttlesford.gov.uk)

Please ensure that your response is submitted via the Outlook Official - Sensitive secure e-mail service

1. **Specification**

**Introduction**

Uttlesford District Council (Council) is seeking to appoint consultants to undertake a Retail Capacity Study to support the preparation of the Uttlesford Local Plan.

Following withdrawal of the 2018 Submission Local Plan from the examination process in early 2020, the Council is at the early stages of preparation of a new Local Plan.

The Council commenced work on the Issues and Options Stage in October 2020 and community engagement on this stage was undertaken until mid-April 2021. The Council is aiming to consult on the draft plan (Preferred Options) in March 2022 and Pre-Submission in March 2023 and Submission of the plan for examination in August 2023.

The Retail Strategy of the withdrawn local plan was to provide a broad range of retail and other facilities in the town centres whilst maintaining their roles and enhance the roles and historic nature of the town centres that are a visitor attraction. The study concluded that there was opportunity to improve the retail offer to meet convenience needs and comparison needs thus minimising travel outside the district to key centres like Cambridge, Chelmsford, Harlow and smaller centres such as Braintree, Haverhill and Bishop’s Stortford.

The Council is therefore commissioning a series of evidence base documents to assist in the development of a Vision, Strategy, Policies and Allocations.

**About Uttlesford District**

Uttlesford is a large rural District in north-west Essex covering approximately 250 square miles. There are a number of large town centres located close to the District including Cambridge, Chelmsford, Bishop’s Stortford, Royston, Braintree, and Haverhill. These town centres potentially influence expenditure retention in the District and outflow of expenditure from the District.

The rural nature of the District reinforces the existing hierarchy comprising:

Town Centres and Local Centres

* Saffron Walden
* Great Dunmow
* Stansted Mountfitchet
* Thaxted

Of the above centres Great Dunmow and Thaxted have “Made” Neighbourhood Plans. Saffron Walden and Stansted Mountfitchet Neighbourhood Plans are emerging and at different stages, the latter is under examination. These plans all include policies relating to town centres, retail uses and retail buildings.

The Town and Local Centres face several challenges including:

* Out -of-town competition especially from special forms of trading (SFT);
* Slow recovery from recession and Covid - 19 lockdowns.

The District Council has been proactive in improving the vitality and viability of the District’s market towns and local centres.

**Objectives**

To deliver a Retail Capacity Study to provide a robust and credible evidence base to inform the Council’s work in the preparation of the emerging Local Plan taking into account changes since the previous evidence base was prepared. The Retail Study needs to be cognisant of some of the following significant recent changes:

Changes in policy –Implication of the introduction of Use Class Changes 2020/2021 on town centres and out of town centre properties, as well as taking into account the requirements of the NPPF and the PPG;

Changes in the economy – The impact of Brexit on town centres and the retail sector. An up-to-date and authoritative economic forecast needs to be adopted for the study;

Impact of Covid-19 – The impact of Covid 19 on the high street /town centres/out of town centres and wider impact on online retail.

Changes in market – The above has had an impact on the property market dynamics both in terms of local demand and developers’ ability to access finance.

A Retail Capacity Report providing qualitative and quantitative need for retail in Saffron Walden, Dunmow, Stansted Mountfitchet, Thaxted, and other local centres in the District including:

* Description of existing retail facilities within the District, and
* Identifying the role, the centres play in meeting the needs of customers.

Assessment of:

* recent changes in circumstances and shopping patterns, not least the effects of the recession,
* Impact and implications of Covid 19 on the retail sector,
* the requirements of the NPPF and changes to the Use Classes Order,
* the future need and (residual) capacity for retail floorspace for the period over the lifespan of the emerging Local Plan;
* the existing network of centres;
* development of plan policies and potential allocations; and
* recommendations on how each centre can develop its role.

To inform the opportunities of retail allocations and development management policies guiding the vitality and viability of town centres. Key Centres and other local centres.

Establish an accurate and reliable underpinning data baseline for the analysis and assessment of retail provision in the District for the lifespan of the emerging Local Plan.

Update retail facilities within Saffron, Walden, Dunmow, Stansted Mountfitchet, Thaxted and Local centres in the District

To be used by:

* Planning officers to draft local plan.
* Elected councillors to decide content of plan,
* Town and Parish Councils and residents in responding to the emerging Local Plan,
* Site promoters in site(s) promotion through the Local Plan
* Town and Parish Councils in preparation of Neighbourhood plans.

**Scope of the Study**

The scope of the Retail Capacity Study comprises the following:

1.Review underpinning Capacity Data

* Review of the UDC Retail Capacity Studies 2016 & 2018 to establish a robust and credible data baseline;
* Review the population and retail expenditure data underpinning the capacity calculations and carry the data emerging Local Plan horizon;.
* Review the Study Area and update Retail Zones if required and to include interrelationship with Household Survey.

2. Updates:

* Household survey to form the basis for a revised analysis and assessment of retailing provision in the District;
* Update provision of retail facilities within Saffron Walden, Dunmow, Stansted Mountfitchet, Thaxted and local centres and larger villages in the District.

3.Approach and Methodology

For further information on the Approach and Methodology please refer to 4.1.

4. Quantitative Need Assessment

Quantitative need assessment must include the following;

* population forecasts
* per capita expenditure forecasts
* total available retail expenditure forecasts
* market share of convenience shopping facilities
* study area derived turnover of convenience facilities
* market share of comparison-shopping facilities
* study area derived turnover of comparison facilities
* benchmark turnover of convenience goods facilities
* quantitative need/capacity forecasts for convenience retailing
* quantitative need/capacity forecasts for comparison retailing

5. Selected Strategic Sites

Implications of quantitative need/capacity on selected strategic sites identified in emerging Local Plan sites assessment.

**Duty to Co-operate**

Where areas being assessed adjoin neighbouring local authorities, consultants must engage and ensure that the wide context beyond the boundaries of Uttlesford District Council are taken into account where relevant.

**Deliverables:**

* Internal Draft Reports in word format
* Final Report as PDF
* GIS data as shapefiles
* Attend at least two briefings, workshops, public meetings and stakeholder engagement events
* Provide evidence at the Local Plan Examination

**Requirements for Proposal**

**Our minimum requirements are as follows:**

* Commentary on a Review and Assessment of findings and recommendations in the 2016 & 2018 Retail Capacity Studies;
* Review of Planning Policy Framework as far as retail and town centre planning policies are concerned;
* Update general economic conditions and retail forecasts since 2018 Retail Study;
* Update economic forecasts based on latest available data;
* Update town centre health checks for the four main town centres including assessment of Town Centre Health Issues (including Retailer Demand Assessment);
* Updated assessment of Quantitative and qualitative Retail floorspace need;
* Quantitative Need assessment for convenience and comparison goods floorspace across the four main centres and local centres;
* Qualitative need with specific consideration of heritage-based attributes;
* Advice on content of retail and town centre policies and various town centre boundary/frontage designations.
* Conclusions and Recommendations:
* Accommodating Growth
* Floorspace projections
* Vacant Units
* Development Opportunities
* Provide introduction
* Policy context – NPPF and Local
* Current Provision and trends including retail trends and expenditure growth taking into account impact and implications of Covid 19
* Trends in Saffron Walden Dunmow, Stansted Mount Fitchet and Thaxted and surrounding areas
* The Need for Retail Uses
* Methodology and data base
* Existing spending patterns
* Capacity for future convenience goods floorspace
* Capacity for future comparison goods floorspace
* The Retail Study Update 2018
* Qualitative Need for retail floorspace
* The need for food/beverage uses
* Mix of uses
* Food and beverage expenditure
* Future capacity for food and beverage floorspace
* Qualitative Need
* The Need for other Local centres

**The work MUST be completed to Planning Practice Guidance, in addition:**

* Internal draft reports should be prepared in Word format
* The Final Report should be prepared in PDF format and need to meet the requirements of the Public Sector Bodies Accessibility Regulations 2018

The Consultant may be required to attend member briefings, workshops, public meetings, stakeholder engagements as well as provide evidence at the Local Plan

Examination

**Requirement for Proposal**

**Our minimum requirements are as follows:**

**The Retail Capacity Study** **Must:**

Provide an introduction

**Policy context** – NPPF and Local Planning Policy

**Current provision and trends** including retail trends and expenditure growth taking into account impact and implications of Covid- 19

**Trends in Town Centres i.e.** Saffron Walden Dunmow, Stansted Mount Fitchet and Thaxted and surrounding areas including:

* The Need for Retail Uses
* Methodology and data base
* Existing spending patterns
* Capacity for future convenience goods floorspace
* Capacity for future comparison goods floorspace
* The Retail Study Update 2018
* Qualitative Need for retail floorspace
* The need for food/beverage uses
* Mix of uses
* Food and beverage expenditure
* Future capacity for food and beverage floorspace
* Qualitative Need
* The Need for other Local centres

**Town Centre Health Assessments -** Saffron Walden, Great Dunmow, Stansted Mountfitchet and Thaxted. Assessments to include:

* Accommodating Growth
* Floorspace projections
* Vacant Units
* Development Opportunities

**Conclusions and Recommendations**

* Meeting Uttlesford District’s Needs
* Strategy for accommodating Growth
* Policy Review
* Future monitoring

The work **MUST** be completed to Planning Practice Guidance, in addition:

* Internal draft reports should be prepared in Word format
* The Final Report should be prepared in PDF format and need to meet the requirements of the Public Sector Bodies Accessibility Regulations 2018
* The Consultant may be required to attend member briefings, workshops, public meetings, stakeholder engagements as well as provide evidence at the Local Plan Examination

**Outputs**

The Study must be:

* Be published as a standalone document together with the relevant appendices;
* Include
  + A non-technical executive summary, that will communicate the information to the wider audiences such as the general public
  + identify and provide clear conclusions and/or recommendations that can be used to inform local authority plan making.
* Be provided in Word format, and in PDF in an accessible format suitable for uploading onto the Council’s website

**Management of the study**

The chosen consultants will need to prepare and maintain a project plan and timetable, to be agreed with the Council. This will need to include sufficient time for the Council to review and provide comments on draft documents.

Monthly progress reports must be provided, in order that progress on the study can be effectively monitored.

**Meetings**

Upon appointment an “inception” meeting will be required with the Council. It is expected that a further 3-4 meetings will be required, supplemented by zoom/teleconferences. The cost of such meetings are to be included within the overall cost of the project.

**Timetable**

The successful consultants will be expected to commence the study without delay, in order to meet the plan making timelines detailed in this brief.

1. **Timetable**

|  |  |
| --- | --- |
| Publish RFQ | 4 June 2021 |
| Clarifications | 4 June – 17 June 2021 |
| RFQ Submission Deadline | 24 June 2021 no later than 12:00 (Noon) |
| RFQ Evaluations | 24 June – 2 July 2021 |
| Award Notification | 7 July 2021 |
| Contract Start | 7 July 2021 |
| Inception Meeting | 8 July – 15 July 2021 |
| **Initial Draft Report to inform Preferred Options** | 3 September 2021 |
| Draft Final Report | 18 October 2021 |
| **Final Draft Completion** | 29 October 2021 |
| Detailed Work to inform Reg 19 Submission Plan | Summer-Autumn 2022 |
| **Local Plan Examination & Modifications support** | Autumn 2023 – Spring 2024 |

**PAYMENT**

Consultants will be expected to respond to the Timetable Milestones in their submissions. Consultants will be paid against achievement of milestones as submitted within the “Timetable Milestones” within the Pricing Matrix. The details completed will not be scored but should be submitted for information purposes which will then form the payment terms of the contract.

1. **Local Plan Project Milestones**

The Timetable for production of the new Local Plan:

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| --- | --- |
| Issues & Options | Autumn 2020 to Spring 2021 |
| Preferred Options | Early 2022 |
| Proposed Plan Submission | Early 2023 |
| Adoption | Summer 2024 |

1. **Requirement Specific Questions**

The following **6** questions are based on what Uttlesford District requires Bidders to provide to meet requirements set out above and to allow Uttlesford to understand their relevant experience**.**

The answers will demonstrate how the bidder is able to deliver against the specification.

**Question 4.1** Confirm how your service will meet the requirements of the specification. Describe the approach and methodology you would use to ensure that the underpinning baseline data, capacity and expenditure assessments are up-to-date and robust and reflect an understanding of the character of Uttlesford.

Please pay particular attention to the below.

1. Findings and conclusions of reviews and updates how these feed into the proposed underpinning data baseline;
2. The approach and methodology you would use to establish a credible underpinning data baseline after a review of the Uttlesford Capacity Studies 2016 & 2018 data;
3. Your approach and methodology in population forecasts and carrying out household surveys;
4. Please describe assumptions used and sources of principal data input in relation to the Qualitative need assessment.
5. Your approach and assumptions in calculation of data to a horizon of the emerging Local Plan lifespan.
6. Additionally, please provide a brief outline of your expected approach and methodology in carrying out household surveys in line with current COVID-19 public health regulations.

Evaluation criteria:

**Pass**: The response demonstrates a clear understanding of the of what is required by understanding the work involved and the methodology reflects an understanding of Uttlesford District as well as a satisfactory approach to carrying out household surveys following a risk appropriate method in line with current COVID-19 Public Health regulations at the time of data collection.

**Fail**: The Bidder fails to demonstrate a clear understanding of works and/or provides a vague description of the methodology with little knowledge of and or lack of an understanding of the character of Uttlesford. Including an unsatisfactory response to the method in which they will carry out household surveys.

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**Question 4.2** Give at least two examples of contracts which demonstrate experience and a working knowledge of retail studies and your ability to successfully meet the requirements of contracting authorities.

Evaluation criteria:

**Pass**: Details of 2 or more previous contract of a similar nature which demonstrate a successful completion including best practice and the implementation of lessons learned. Full details including length of contract, customer and what was provided.

**Fail**: The Bidder fails to provide details of 2 examples of similar contracts and or fails to evidence ability to demonstrate best practice and /or lessons learned

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**Question 4.3** Provide your approach and methodology to quantitative and qualitative assessment of need of retail including:

1. Recent trends and current retail provision in the District with particular refence to impact and implications of Covid 19 on the retail sector in the district, meeting requirements of NPPF and NPPG and changes to Use Classes;
2. Need assessment for retail for retail and other main town centre uses with particular reference to Saffron Walden, Dunmow, Stansted Mountfitchet, Thaxted and Local Centres
3. Future need and (residual) capacity for retail floorspace in the District up to 2040 presented in an accessible format (easily understood) for use by the public
4. Health Check Assessment of Saffron Walden, Dunmow, Stansted Mountfitchet and Thaxted
5. Setting out strategy and policy recommendations to plan for retail development
6. Demonstration of application of good practice and relevant added value.

Evaluation criteria:

**Pass**: Approach and methodology provided demonstrates a clear understanding of the specification and covered all areas that should have been addressed

**Fail**: Approach and methodology is vague and does not cover a number or all areas that should have been addressed in the response.

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**Question 4.4** Provide an outline programme of work showing timescales for each stage of the process in order to meet UDC deadlines including update meetings with UDC

Evaluation criteria:

**Pass**: CVs/Resumes provided, clear roles and responsibilities defined, relevant qualifications and relevant experience evidenced to a good industry standard

**Fail**: CVs/Resumes not provided or vague, poor clarity of roles and responsibilities and relevant experience not demonstrated.

Page limit: An A4 project plan plus up to 300 words to be entered in the box below

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**Question 4.5** Please provide CVs/Resumes, detailed roles, responsibilities and relevant experience of the team who would be working on the project.

Evaluation criteria:

**Pass**: CVs/Resumes provided, clear roles and responsibilities defined, relevant qualifications and relevant experience evidenced to a good industry standard

**Fail**: CVs/Resumes not provided or vague, poor clarity of roles and responsibilities and relevant experience not demonstrated.

**Page limit:**1 A4 page per person up to 500 words to be entered in the box below

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**Question 4.6** Demonstrate your experience of presenting Retail Study evidence to stakeholders, Planning Inspector(s) and Local Plan Examinations including:

Evaluation criteria:

**Pass**: Details of recent previous experience of working with local authorities particularly rural districts similar to Uttlesford District. Experience of presenting evidence and Local Plan examinations.

**Fail**: Bidder provided little detail of past experience of working for local authorities and presenting their assessment to elected members and at Local Plan examinations.

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**Evaluation Criteria**

**The above questions will have specific reasons on what determines a Pass or Fail on each of the questions set out.**

**Questions from Point 5 onwards are determined by a variety of required answers and a failure to evidence compliance will result in a Fail. Evaluation criteria has been added to each individual section.**

**At any time, you are unsure about any question please contact the Uttlesford e-mail address that is stated at the start of this document.**

1. **Insurance**

Please confirm you hold the required insurance levels below by marking with an “X” if you have the insurance or are willing to obtain the insurance prior to the contract start date.

You will be required to provide copies of your insurance policies prior to contract start. If the policies are already in place, please submit copies of these with your RFQ submission.

**Evaluation Criteria**

This question will be evaluated on a Pass/Fail basis. If you cannot answer “Yes or willing to obtain”, your quotation may not be accepted. “Yes, or willing to obtain” accompanied with details or a copy of the certificate is a Pass and “No” is a Fail.

|  |  |  |  |
| --- | --- | --- | --- |
| **5.1** | **Employers Liability Insurance to a value of £5M** | **Yes, or willing to obtain** |  |
| **No** |  |
| **5.2** | **Public Liability Insurance to a value of £5M** | **Yes, or willing to obtain** |  |
| **No** |  |
| **5.3** | **Professional Indemnity Insurance to a value of £500,00** | **Yes, or willing to obtain** |  |
| **No** |  |

If responding “No” to any of the above, please provide full details in the box below.

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1. **Equality & Diversity**

**6.1 Equality, Diversity & Equality Challenge**

Please self-certify if you comply and how in the box below.

**Evaluation Criteria:**

This question will be evaluated on a Pass/Fail basis, where “Yes” and brief of how you comply are provided is a Pass and “No” is a fail.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Evaluation Criteria:**  **Part I: Yes = Pass: No= Fail**  **Part II: No= Pass; Yes = Fail**  **Part III: Yes, with evidence; Yes with no evidence= Fail**  **Part IV: Yes = Pass; No = Fail** | | | | |
| 1. Does your organisation fully comply with your statutory obligations under Equality Act 2010? | Yes | No | N/A | If stated Yes, please state how |
| 1. Have you ever been challenged under the Equality Act e.g., a discrimination case? | Yes | No | N/A | If stated Yes, please state how |
| 1. If answered yes to the above question, do you have any evidence of changes in practices or working? | Yes | No | N/A | If stated Yes, please state how |
| 1. If you are not currently subject to UK Legislation, do you comply with equivalent legislation that is designed to eliminate discrimination and promote equal opportunity? | Yes | No | N/A | If stated Yes, please state how |

* 1. **Modern Slavery**

An organisation in any part of a group will be required to comply with the provision of the Modern Slavery Act 2015 and will need to produce a statement If they:

Are a corporate body or a partnership (described as an “organisation” within RFQ documents) wherever incorporated;

Carry on a business or part of a business in the UK;

Supply goods or services; and

Have an annual turnover of £36m or more.

Depending on your annual turnover, please self-certify the following questions in relation to your organisation or supply chain by marking the relevant box with an “**X”**

**Evaluation Criteria:**

This question will be evaluated on a Pass/Fail basis.

Where the bidder marks, “We confirm that we are taking steps to ensure there is no Modern Slavery or Human Trafficking within our organisation or supply chain “or “We are not currently taking steps but will do going forward if successful in this RFQ” or “NA due to not having a turnover of £36m or more” with an “X” as a pass. If the question is left blank or “We are not taking any steps” is marked with an “X” is a Fail.

|  |  |
| --- | --- |
| We confirm that we are taking steps to ensure there is no Modern Slavery or Human Trafficking within our organisation or our supply chain |  |
| We are not currently taking steps but will do going forward if successful in this RFQ |  |
| We are not taking any steps |  |
| N/A due to not having an annual turnover of £36m or more |  |

**7. Health & Safety**

**7.1 Health & Safety**

It is a legislative requirement for organisations with 5 or more permanent employees to have a Health & Safety Policy. If you have 5 or more permanent employees, please confirm if you have a Health & Safety Policy. If you have less than 5 please provide details of how you ensure your workplace is safe.

**Evaluation Criteria:**

This question will be evaluated on a Pass/Fail basis.

Where “Our organisation has less than 5 employees” or “Our organisation has 5 or more employees and does have a Health & Safety policy” and details are provided is a pass and “Our organisation has 5 or more employees and does not have a Health & Safety Policy” or No details is a Fail.

Please detail if you comply and how in the box below.

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**8. Environment**

Uttlesford District Council declared a climate and ecological emergency in July 2019 and are acting now to prevent a climate and ecological catastrophe. Councillors pledged to take local action to contribute to prevent a climate and ecological catastrophe through the development of practices and policies, with an aim to achieving net-zero carbon status by 2030 and to protect and enhance biodiversity in the district.

For further information please visit <https://www.uttlesford.gov.uk/article/5768/The-council-and-climate-change>

**9. E-procurement**

**10.1 Electronic Orders**

Please can you confirm that as a minimum, your organisation will accept orders sent electronically (via P2P) to a central e-mail address.

If you are unable to answer 'Yes', please contact the named contact on page one for further advice before submitting your RFQ response.

**Evaluation Criteria:**

This question will be evaluated on a Pass/Fail basis, where ‘Yes’ is a pass and ‘No’ is a Fail.

Please confirm that your organisation can fully meet this requirement by marking the relevant box below with an ‘X’?

|  |  |
| --- | --- |
| Yes |  |
| No |  |

**9.2 Electronic Invoicing**

Please can you confirm that as a minimum, your organisation will submit invoices electronically (via P2P) by utilising the PO Flip method.

If you are unable to answer 'Yes', please contact the named contact on page one for further advice before submitting your RFQ response.

**Evaluation Criteria:**

This question will be evaluated on a Pass/Fail basis, where ‘Yes’ is a pass and ‘No’ is a Fail.

Please can you confirm that your organisation can fully meet this requirement by marking the relevant box below with an ‘X’?

|  |  |
| --- | --- |
| Yes |  |
| No |  |

1. **Pricing**

A pricing spreadsheet has been included as part of the RFQ documentation issued. Please complete the spreadsheet as per the instructions stated within the document and return the completed spreadsheet as part of your RFQ submission.

All prices should be exempt of VAT and include any expenses

**Evaluation Criteria:**

The lowest price will be awarded 100% and then each price afterwards will be weighted as a percentage of this. Further information can be found within the Pricing Matrix.

**11. Freedom of information (FOI)**

**11.1 FOI**

If you consider that any information supplied for the purposes of this RFQ is either confidential in nature or commercially sensitive (please refer to the bidder guidance for more information) this should be highlighted in the table below. Please add more rows if required.

**Evaluation Criteria:**

This question is not scored and is for information only.

|  |  |
| --- | --- |
| **Location and description of commercially sensitive or confidential information** | **Reason for Exemption** |
|  |  |
|  |  |

**12. Declaration**

Please confirm that you have read, understood, and accept the contents of this RFQ process, which includes:

* The Terms and Conditions
* The RFQ Specification and Quality Questions document
* The Pricing spreadsheet
* The contents of the Bidder’s Guidance

These documents will form the final contract if the Bidder is successful.

**Evaluation Criteria:**

This question is not scored and is for information only. Please confirm by marking the relevant box below with an ‘X’ and provide contact details as requested below for the person confirming Yes/No.

|  |  |  |  |
| --- | --- | --- | --- |
| Yes |  | No |  |
| Name:  E-Signature:  Job Title:  E-mail Address:  Contact Number:  Main Office Number:  Full Postal Address:  Please confirm who will be the main contact for this contract if successful and provide the following full contact details below if they do not match the above: | | | |

**13. Evaluation Spreadsheet**

See attachment – Price Evaluation Spreadsheet

**14. Terms and Conditions (T & Cs)**

See attachment – UDC Terms and Conditions

**15. Bidder Feedback**

We are continuing to work to update and improve the standard of our RFQ documentation and would welcome feedback and comments from bidders. Please use the box below for any feedback and comments.

It may not be possible to respond to bidders on specific points that may be raised, but we will review all responses and take these into account, where possible, when considering future updates and improvements.

All constructive comments and feedback are very gratefully received.

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**APPENDIX: Previous Retail Related Studies & Information**

**Retail Capacity Studies**

UDC Retail weblink: <https://www.uttlesford.gov.uk/article/4945/Retail>

Uttlesford Retail Capacity Study Update – June 2018 (Savills)

Uttlesford Retail Capacity Study – July 2016 (Savills)