



Chiltern, South Bucks & Wycombe Joint Waste Collection Committee

Thursday, 7 November 2019 at 10.00 am

Large Committee Room - King George V House, King George V Road,
Amersham, HP6 5AW

A G E N D A

Item

1. Evacuation Procedure
2. Apologies for Absence
3. Minutes (*Pages 3 - 8*)

To approve the minutes of the Chiltern, South Bucks & Wycombe Joint Waste Collection Committee held on 22 July 2019.

4. Declarations of Interest
5. Serco Improvement Plan (*Pages 9 - 10*)
6. Waste Service Highlight Report (*Pages 11 - 20*)

Appendix 1 (Pages 21 - 22)

7. Exclusion of the Public

To resolve that under Section 100(A)(4) of the Local Government Act 1972 the public be excluded from the meeting for the following item(s) of business on the grounds that it involves the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Act.

Paragraph 3 Information relating to the financial or business affairs of any particular persons (including the authority holding that information).

8. Procurement Highlight Report (*Pages 23 - 36*)

Appendix 1 (Pages 37 - 40)

Note: All reports will be updated orally at the meeting if appropriate and may be supplemented by additional reports at the Chairman's discretion.

Membership: Chiltern, South Bucks & Wycombe Joint Waste Collection Committee

Councillors: J Adey (Chairman)
C Jones (Vice-Chairman)
G Hall
M Smith
L Sullivan

Date of next meeting – Monday, 27 January 2020

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**CHILTERN, SOUTH BUCKS & WYCOMBE JOINT WASTE COLLECTION
COMMITTEE**

Meeting - 22 July 2019

PRESENT: Councillor Mrs J Adey (Wycombe DC) (Chairman)
Councillor G Hall (Wycombe DC)
Councillor Ms C Jones (Chiltern DC)
Councillor M Smith (Chiltern DC)
Councillor Ms L Sullivan (South Bucks DC)

OFFICERS IN ATTENDANCE:

S Anthony (Joint Waste Team)
N Dicker (WDC)
S Gordon (Joint Waste Team)
V Hunt (Consultant)
C Lynam (Joint Waste Team)
C Marchant (CDC/SBDC)
S Markham (CDC/SBDC)
P Druce (Democratic Services WDC)

APOLOGIES FOR ABSENCE:

S Bambrick (CDC/SBDC)

43. **ELECTION OF CHAIRMAN**

Councillor Mrs Julia Adey was nominated and seconded as Chairman of the Joint Waste Collection Committee for the Municipal Year 2019-2020.

This was agreed by the Committee

RESOLVED: That Councillor Mrs Julia Adey serve as Chairman of the Committee for the current Municipal Year

44. APPOINTMENT OF VICE-CHAIRMAN

Councillor Ms Caroline Jones was nominated and seconded as Vice-Chairman of the Joint Waste Collection Committee for the Municipal Year 2019-2020.

RESOLVED: That Councillor Ms Caroline Jones serve as Vice-Chairman of the Committee for the current Municipal Year.

The Chairman thanked Councillor Michael Smith for his considerable input into the running of the Joint Waste Collection Committee over the last two years in his role as Chairman, similarly thanking Councillor Caroline Jones for her willingness to step into the Vice-Chairman's role, and mentioned she had been a councillor for four years.

45. MINUTES

The Minutes of the Chiltern, South Bucks & Wycombe Joint Waste Collection Committee held on 28 February 2019 were approved as a correct record.

46. DECLARATIONS OF INTEREST

Councillor Ms L Sullivan declared an interest as a Buckinghamshire County Councillor.

47. PRESENTATION ON CUSTOMER EXPERIENCE STRATEGY

Callum Lynam (Joint Waste Team) gave Members a presentation (hand-outs attached – **attachment 1**) in which he outlined experiences 'so-far' in respect of the CRM (Customer Relationship Management) system.

The problems experienced before the adoption of the system were explained, the system now provided a single system to deliver a service that not only met customer needs, but enabled assessment against SLA's (Service Level Agreements) and targets.

The surge of new cases at the adoption of the system did not represent a spate of incidents on a common theme, but merely the recording for the first time ever of the incidents that came in previously and were dealt with, but had previously not been recorded.

From the system officers could learn far more about the customers, their needs and the service being delivered.

The common / similar format of the forms utilised by the public online and those by customer service operatives was outlined, this led to a uniformity of approach.

Public users could set up customer accounts online, which it was hoped would be extended to various other Council services in due course, a record of their experiences and cases would feature.

Statistics regards usage since the live date of 24 June 2019 were outlined. Some firewall problems and closure notice issues had been experienced and resolved.

The benefits of the 'we are aware' responses usable on the system, regards multiple reports was commended. Similarly the ability to ask questions about missed deliveries establishing whether such was for the 'one property only', for 'one property and a neighbour' or genuinely for 'the whole street' was explained.

'Unjustified' tickets being issued to public users when such should only initially be viewable to agents was being worked on.

Members had a number of queries clarified and made a number of points as follows:

- Officers agreed to come back on the issue of developers not funding bins on new developments, was such being missed?
- It was confirmed that the key pad featured could be amended; with additions, deletions and adaptations if necessary;
- Members present were encouraged to sign into the system and register so that they could experience it from the customer viewpoint;
- It was confirmed that the system when used online resulted in e-mail updates, telephone contact was still operated and details would be entered on the system by the operatives receiving the phone call;
- It was agreed that Callum would update the Cabinet Portfolio holders on a monthly basis in a short direct report on progress with the system;
- Yvonne Hadlames (Customer Service Manager) was to be approached to organise a visit to one of the centres utilising the system by Cabinet Portfolio-holders to see the system in operation;
- It was confirmed that there were currently 6 vacancies in the Customer Services section and that these were in the process of being filled;
- The attachment would prove to be a good resume of the current situation with the Customer Relationship Management System for members to share with their colleagues: and
- Whether this system was to be extended to cover fly-tipping (currently dealt with via the BCC website), whereby an 'already aware' system could be operated, was a decision to be made by the new Unitary Authority.

48. JOINT WASTE SERVICES HIGHLIGHT REPORT

Sally Gordon took Members through the Programme Highlight report appended to the agenda, outlining the following:

- In respect of **Headline Service Statistics**; the substantial increase in the number of bulk bin properties was as a result of property growth, which was putting further pressure on front line rounds;
- A detailed synopsis of the changes to staffing in respect of the **staffing resources outcome** was given;
- The reduction of the 8 CDC **recycling centre** sites to 3 and these to be further reviewed in October was referenced;
- It was confirmed that DCLG (Department of Communities and Local Government) monies had been utilised to promote dry mixed material recycling with target audiences ahead of the new Unitary Authority;
- The **overspend** for WDC was in respect of the Marlow-by-pass cleanse as requested;
- Simon Anthony's team's meeting with Serco Management was referenced and a meeting between Serco Management and the Portfolio-holders was proposed;
- In respect of **Complaints** the considerable increase in Quarter 4 in respect of SBDC would be reported back on in due course; whilst figures for the 1st quarter would be shared with Members in the near future; and
- Specific issues on the submitted Risk register were referenced; particularly the upgrade in risk status relating to the Unitary Status under 'Legal & Contract'.

RESOLVED that the Report and the information be noted.

49. EXCLUSION OF THE PUBLIC

RESOLVED that under section 100 (A) (4) of the Local Government Act 1972 (as amended) the public be excluded from the meeting for the following item(s) of business on the grounds that they involved the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Act.

Paragraph 3 – Information relating to the financial or business affairs of any particular person (including the authority holding that information)

50. RECYCLING END DESTINATIONS

Callum Lynam updated the Meeting on the contents of the Report held in exempt session due to the unverified status of the data contained.

Initiated due to the interest in the destination of recycled waste as a result of recent TV documentaries where waste from Milton Keynes had been found in landfill sites in the Malaysian rainforest, the Report saw no waste from either Wycombe or Chiltern being exported to Asia. Of the 20% exported this went to EU countries only.

A small amount of card board extracted from mixed recycling (which was of reduced quality) collected in South Bucks was destined for Asia but officers were happy that this was being recycled correctly.

Members thanked officers for this comprehensive report which they felt should be shared amongst the wider Councillor membership of the 3 authorities.

Officers also emphasised that where use could be made of the BCC EfW (Energy from Waste) site at Greatmoor this was always promoted for those items not recyclable.

RESOLVED that the Report and the information be noted.

51. WASTE PROCUREMENT PROGRESS HIGHLIGHT REPORT

Vincent Hunt consultant to the project spoke to this Report emphasised the good progress made in respect of the procurement, focussing in on the risks featured in the Report in detail. An affordable service was being pursued which was to be both economical and sustainable and include the resources and provide services with full compliance specification.

Mr Hunt reported on recent developments re the procurement in respect of referral to the Shadow Executive of the new Buckinghamshire Council.

The limited options in respect of the alternative of extension of the current contract beyond the expiry date of the end of 2019 was explained.

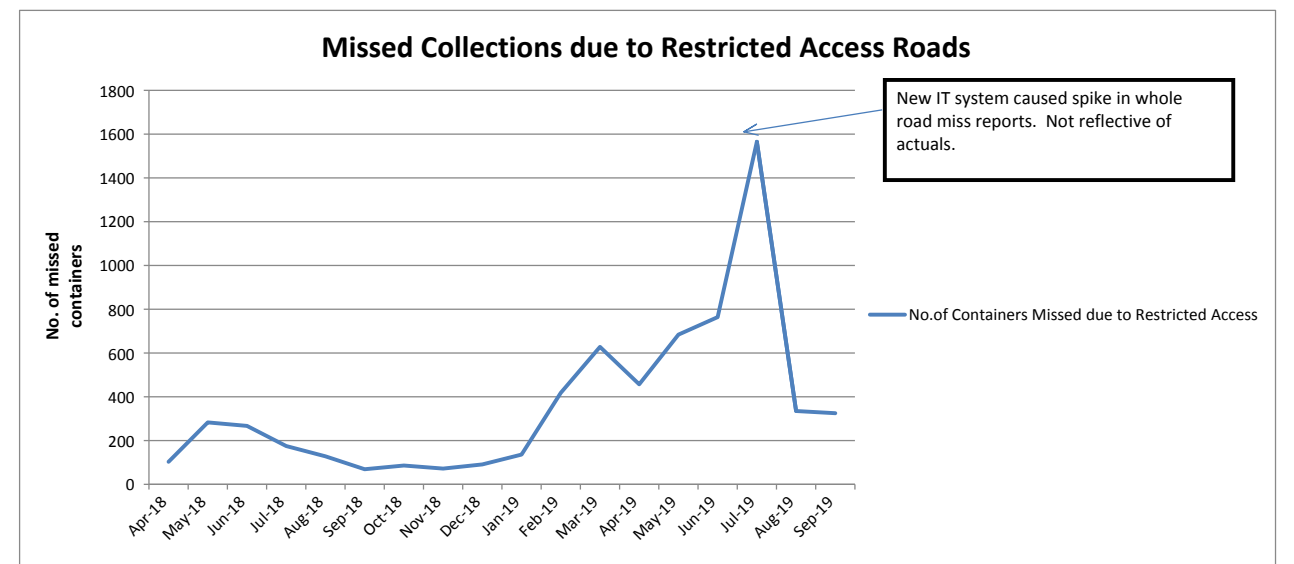
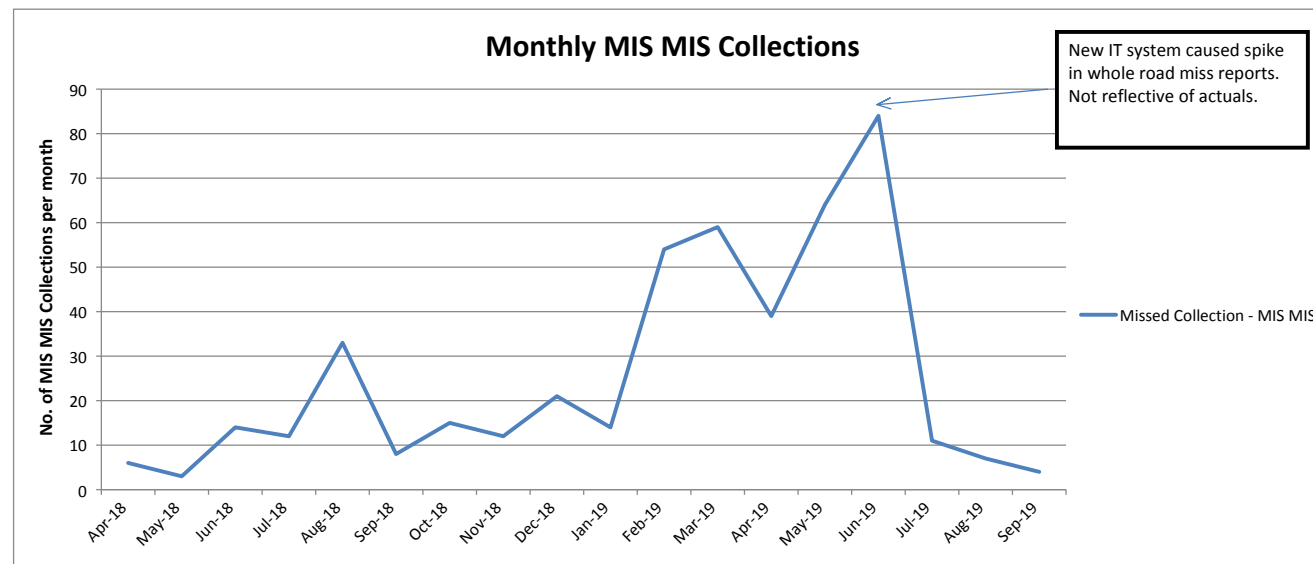
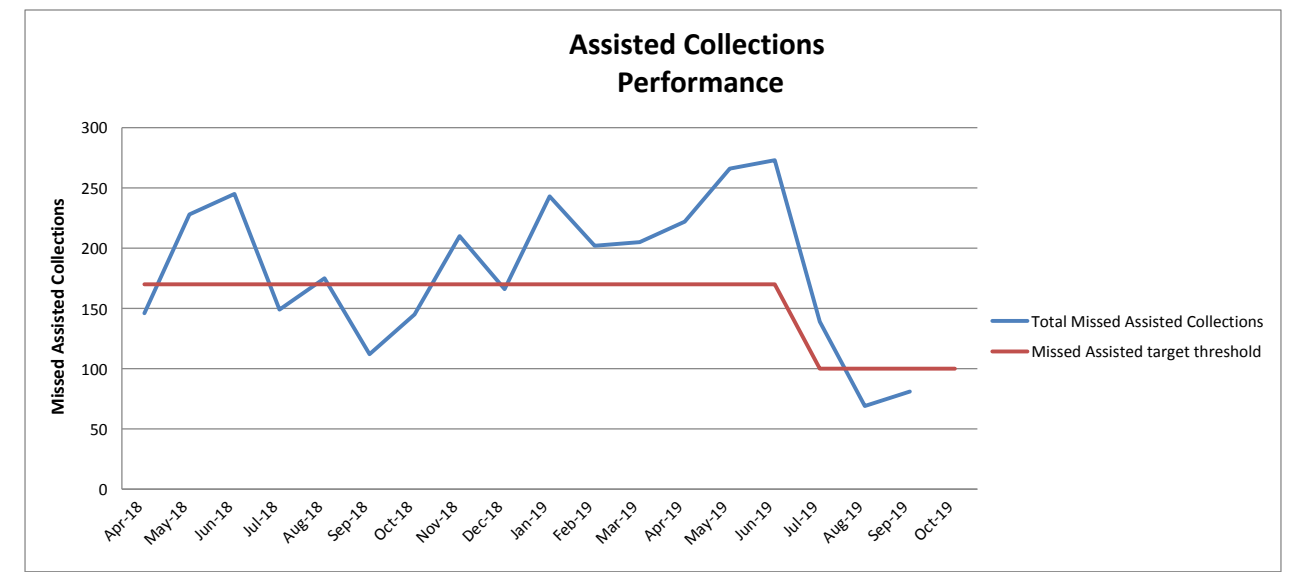
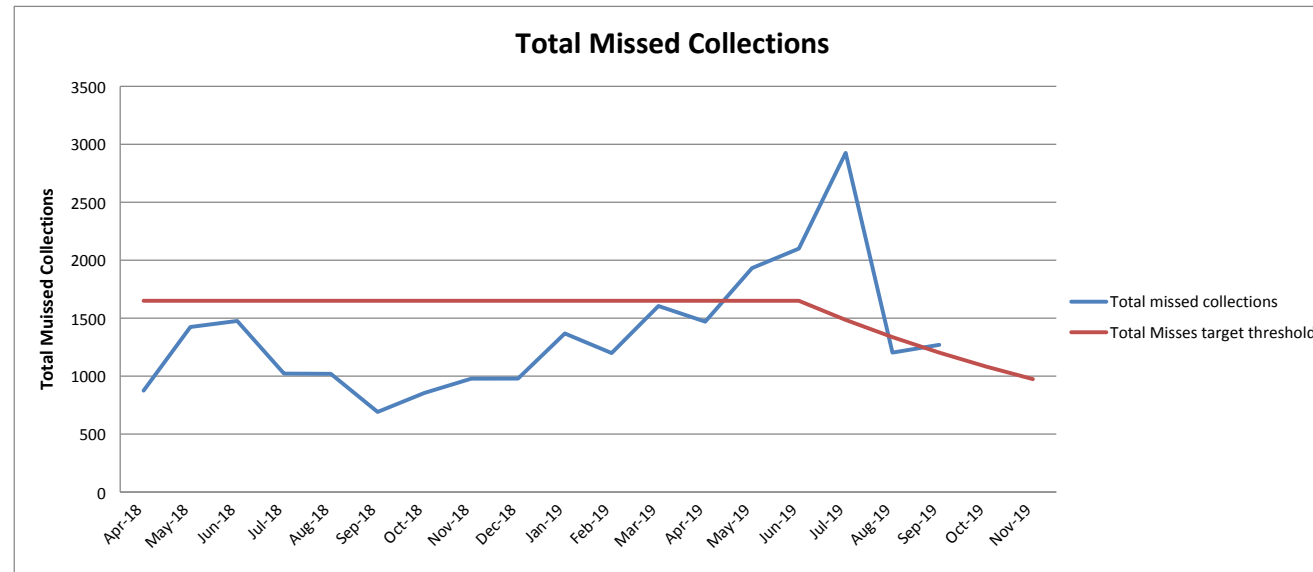
Sue Markham; legal officer updated the Meeting on her ongoing input to the Shadow Authority on the procurement and the legal implications.

The Meeting took on board the comments of officers and agreed that Members present support these and express this support to fellow Councillors from their authorities who sat on the Shadow Executive.

RESOLVED that the Report and the information be noted.

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2018/19	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19
Missed Collection	620	910	950	686	684	502	609	684	701	975	525	713	752	918	979	1211	792	860	455	
Missed Collection - Assisted	146	228	245	149	175	112	145	210	166	243	202	205	222	266	273	139	69	81	59	
Missed Collection - Whole Road/Restricted Access	103	283	267	175	128	69	86	72	91	136	418	628	457	684	764	1565	335	325	370	
Missed Collection - MIS MIS	6	3	14	12	33	8	15	12	21	14	54	59	39	64	84	11	7	4	22	
Total	875	1424	1476	1022	1020	691	855	978	979	1368	1199	1605	1470	1932	2100	2926	1203	1270	906	
Missed Assisted Target	170	170	170	170	170	170	170	170	170	170	170	170	170	170	170	100	100	100	100	100
Missed Collection Target (total)	1650	1650	1650	1650	1650	1650	1650	1650	1650	1650	1650	1650	1650	1650	1650	1485	1337	1203	1083	974



Aug-19 Improvement plan begins

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Joint Waste Services – Programme Highlight Report

Meeting	Joint Waste Collection - Committee	Location	Wycombe District Council
Date/Time	7 November 2019	Period Covered	Quarters 1 & 2 – April to September 2019
Headline service statistics – CDC/WDC & SBDC			

Detail	Joint Waste Service				SBDC				Overall Totals Comments	
	Qtr 1 2019/20	Qtr 2 2019/20	Difference to previous Qtr	% of total properties	Qtr 1 2019/20	Qtr 2 2019/20	Difference to previous Qtr	% of total properties		
Total number of properties	113,398	113,568	+170		29030	29499	+469		143,067	SBDC – figure as at 15/01/19 CDC/WDC figures from BLP data.
Population	270,568	270,568	N/A		69809	70043	+234		340,611	Based on ONS mid-year projection.
Nos of assisted collections	2512	2555	+43	2.25%	886	952	+66	3.23%	3,507	Increase continues.
No of clinical collections (including sharps)	1306	1309	+3	1.15%	48	52	+4	0.17%	1,361	Small increase expected.
No of bulk bin properties	14014	14064	+50	12.38%	2636	2678	+42	9.08%	16,742	Work continues on Bulkbinstores. Preparing to add Round info to Contender.
No of chargeable garden waste subscriptions	15287	15811	+903	13.92%	7357	7434	+77	25.20%	23,245	Busiest Collection/Service up-take period of year.

Joint Waste Services – Programme Highlight Report

Joint Waste Team – Current tasks, milestones & outcomes				
Task, Milestone, Outcomes		Comment	Planned deadline	Status
Customer Experience Programme (CEP)	MILESTONE	Following its launch in June, the CRM Lite continues to undergo essential development. Close collaboration with the Implementation/Development Team and Waste has been vital in refining existing websforms and enhancing the system integrations for efficiencies benefiting customers and both tier 1 and tier 2 service request handling. Generally the channel shift has been successful, although it has been a steep learning curve for officers to adjust to a new way of working. Workshops including WDC officers have been well received and productive to review processes for handling service requests and complaints – these are on-going.	2019-2020	In progress
Staff resources	OUTCOME	There were significant changes for the management team in Waste during the summer. Recruitment has continued to backfill posts vacated, including a new Waste Project Officer and Contract Monitoring Officer (starting early November?).	November 2019	In progress
Contract Procurement	OUTCOME	Procurement is ongoing. The team are currently in the last rounds of dialogue with bidders. The evaluation team has been identified and training to be provided. Final Solutions from bidders are expected for submission early December 2019. Extensive evaluation period then follows.	18/19-19/20	In progress
Communications/Projects	TASK	The annual publication of the waste collection calendar is underway for the authorities. Chiltern and Wycombe residents can expect those to drop through letter boxes imenently. The South Bucks production is underway and deliveries by the contractor are due next month. Targetted work in three wards is on-going, with the aim of removing the last three recycling centres in Chiltern DC. Comms including a letter drop, bin tags and other engagement activities are taking lace through October-December. A decision on the recommendation to close these bring sites is to be considered by CDC Cabinet in December 2019.	Oct to Dec	Ongoing

Joint Waste Services – Programme Highlight Report

CDC chargeable garden waste renewals	TASK	<p>CDC/WDC Garden Waste sign up has increased over Q1 and Q2. November 2019 is the historic annual renewal period and we expect high numbers of subscriptions during this period.</p> <p>SBDC Garden Waste sign up has decreased over Q1 and Q2. Staff have identified area's where subscriptions may not have been made and have contacted these residents.</p> <p>Measures in place to monitor number of subscription in Q3.</p>	Continual	On-going
SBDC chargeable garden waste renewals	TASK	<p>In an attempt to increase number of renewals after recent drop 1300 properties were written to who were previous subscribers but had not renewed. Aim to get them to return to the service. Initial signs look promising.</p>	October	In Progress
Recycling centres	OUTCOME	<p>As per above re Chiltern facilities. The targeted engagement to educate local residents and businesses is on-going in Little Chalfont, Great Missenden and Prestwood areas. Evidence is being gathered to help support a recommendation to Cabinet in early December 2019</p>	December	In progress

Joint Waste Services – Programme Highlight Report

Budget – 2018/19 Qtr 3

CDC/WDC	Joint Budget	Estimated Outturn	CDC Budget	Final Outturn (Estm.)	WDC Budget	Estimated out turn	Comment
Contracted Costs	£8,753,225	£8,953,225	£3,343,385	£3,343,385	£5,609,840	£5,609,840	Contract costs slightly overspent as Serco invoice for property growth.
* Joint Client Expenditure	£983,030	£983,030	£327,518	£327,518	£382,786	£382,786	
Joint Client Income	-£2,151,700	-£2,151,700	£1,175,142	£1,175,142	-£976,558	-£976,558	Contract uplift (indexation) being agreed in October 2019 as per contract terms.
Balance	£7,584,555	£7,784,555	£4,846,045	£4,846,045	£5,016,068	£5,016,068	Un-foreseen spend on overtime and agency this FY

Budget – 2018/19 Qtr 3

SBDC	Budget	Final Outturn (Estimated)
Contracted costs	£2,956,000	£2,956,000
Joint Client Expenditure*	£272,726	£272,726
Additional budgeted expenditure	£93,520	£93,520
Income	-£929,480	-£929,480
Balance	£2,392,766	£2,392,766

Joint Waste Services – Programme Highlight Report

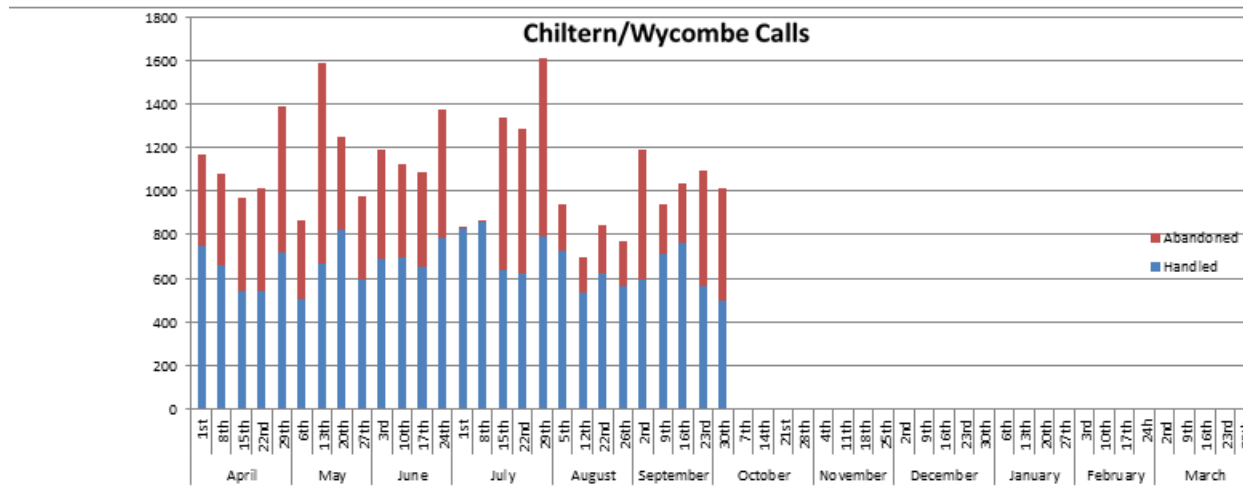
Headline performance figures								
	2017/18 performance	2018/19 target	Apr 2019	May 2019	Jun 2019	Jul 2019	Aug 2019	Sept 2019
Recycling rate								
Joint waste contract	52.6%	53.00%	53.82%	56.47%	54.89%	50.30%.....	52.31%	Awaiting BCC data
	Figures yet to be validated by Waste Data Flow. CDC/WDC figures are per month.							
SBDC	53.41	53.00%	54.03%	55.78%	56.73%	56.06%	56.25%	Awaiting BCC data
	Figures yet to be validated by Waste Data Flow. SBDC Figures are cumulative							
Missed collections by containers		Monthly performance aspiration						
Joint waste contract		1650	752	918	979	1211	792	860
	Qtr 1 misses = 2,649. Monthly average = 883 Qtr 2 misses = 2,863. Monthly average = 954							
SBDC		<=100	97 (> 0.6%)	94 (> 0.6%)	94 (> 0.6%)	69 (>0.4%)	83 (>0.5%)	87 (>.5%)
	Qtr 1 misses = 285 Monthly average = 95 Qtr 2 misses = 239 Monthly average = 80							
Missed assisted collections by containers		Monthly performance aspiration						
Joint waste contract		170	222	266	273	139	69	81
	Qtr 1 misses = 761. Monthly average = 254 Qtr 2 misses = 289. Monthly average = 96							

Joint Waste Services – Programme Highlight Report

SBDC	<=30	25	24	26	24	29	12
Qtr 1 misses = 75 Monthly average = 25 Qtr 2 misses = 65 Monthly average = 22							

Customer Contact Statistics

Waste calls	Apr	May	June	Jul	Aug	Sept		
No of calls offered	6925	5665	5924	7668	4506	5583		
No of calls handled	4052	3177	3531	4712	3457	4136		
% Calls abandoned	41.49	43.92	40.40	38.55	23.28	25.92		
% Dealt with at first point of contact	58.51	56.08	59.60	61.45	76.72	74.08		

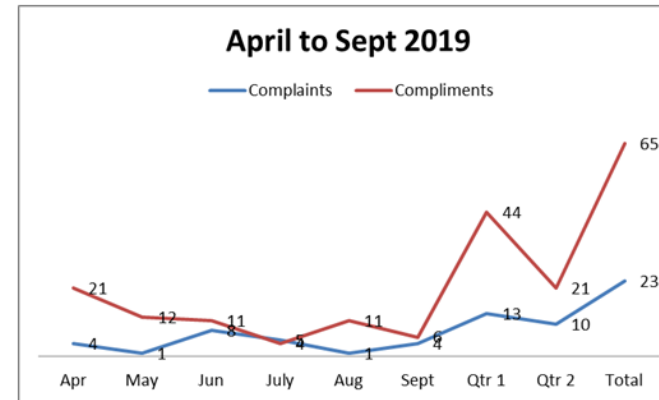


Joint Waste Services – Programme Highlight Report

Formal Complaints & Compliments – Apr to Sep 2019

Complaints	Apr	May	Jun	July	Aug	Sept	Qtr 1	Qtr 2	Total
CDC	0	0	3	0	0	0	3	0	3
WDC	4	1	2	5	0	3	7	8	15
SBDC	0	0	3	0	1	1	3	2	5
Total	4	1	8	5	1	4	13	10	23

Compliments	Apr	May	Jun	July	Aug	Sept	Qtr 1	Qtr 2	Total
CDC	11	4	6	3	4	1	21	8	29
WDC	9	7	3	1	5	2	19	8	27
SBDC	1	1	2	0	2	3	4	5	9
Total	21	12	11	4	11	6	44	21	65



Category of complaint - Arp to Sep 19/20	
Missed collections	7
Assisted missed collections	2
Bulk Bin Store Non collection	2
Miscellaneous	2
Blocked Access	10
Total	23

Complaints

- Few roads have faced collection issues due to blocked access. Collection Service has had a setback due to the cars parked on either side of the road. In such cases, supervisors will investigate and find alternate collection arrangements.
- Assisted Collection were missed due to crews not aware of collection points.
- South Bucks residents had issues with the food waste collection. New crews were not familiar with the rounds, crews have been updated and there has been a major improvement in the collection service.

Compliments

- Big appreciations regarding the litter pick articles and assistance with litter pick events
- Appreciations for the good service provided for removing the bulky special items
- Friendly and helpful crews
- Prompt investigation process and sending back crews for missed collections
- Very attentive and efficient waste team

6

Joint Waste Services – Programme Highlight Report

Contractor Health & Safety Stats

6. Accident Reports – Serco 18/19					
	*Q1	Q2	Q3	Q4	Comments
Total number of accidents	10	3			*Q1 represents data available for May and June only. Near Miss reporting to be a focus in the coming months. Client team to explore ways of improving reporting mechanisms, preferably through the CMS. The RIDDOR case relates to a slip incident in June. As of October the employee had not returned to work. 3 rd Party damage cases have positively reduced from Q1.
Near Misses reported	40	46			
*RIDDOR	1	0			
3 rd party damage	6	3			
Accident Report- Biffa 2018/19					
	Q1	Q2	Q3	Q4	Comments
Total number of accidents	0	0			2 x separate incidents relating damage to 3 rd party parked car.
Near Misses reported	9	7			
*RIDDOR	0	0			
3 rd party damage	0	2			

*Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (serious injuries)

Risk register is attached as Appendix 1

Joint Waste Services – Programme Highlight Report

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Chiltern and Wycombe Joint Waste Collection Committee

Risk Register Key



Likelihood	F	Green	Yellow	Red	Red	Red
	E	Green	Yellow	Yellow	Red	Red
	D	Green	Green	Yellow	Red	Red
	C	Green	Green	Yellow	Yellow	Red
	B	Green	Green	Yellow	Yellow	Red
	A	Green	Green	Green	Yellow	Yellow
		1	2	3	4	5
		Impact				

Appendix 1 to Highlight report
Waste Services Risk Register -October 2019

Updated from previous version							
#	Category	Risk Title	Risk Description	Suggested Risk Owner	Mitigations	Suggested Risk Rating	Suggested Target Risk rating
1	Communication	Channel Shift	Successful channel shift may result in increased demand for waste admin team in managing the waste team inboxes which could impact on ability to provide timely responses	Simon Anthony	Mitigations updated: Regularly review customer demand and ensure that waste team is adequately resourced. CRM platform has been implemented and additional resource has been agreed in Admin Team for 6 months, from August	D 3	B 2
2	Finance	Income fluctuation	Income used to offset collection costs i.e., chargeable garden waste, bulky collections and recycling credits. In current economic climate these can be affected by many factors and fluctuate may affect financial outturn	Simon Anthony	Income levels are monitored monthly and communicated with finance teams/WDC	D 3	B 2
3	Finance	Increased contract costs	Increased contract costs likely, especially due to difficulties with markets for materials	Chris Marchant/ Nigel Dicker	Procurement process will seek to manage expectations on quality and increased costs	F 4	D 3
4	Finance	Paper Sort facility	Cost of decommissioning PSF at the end of the first term of the Serco contract on 2020	Chris Marchant	Mitigations updated: Costs to be assessed in good time and any financial requirements planned with project plan in place to undertake the works	C 4	B 2
5	Infrastructure	Bio-waste infrastructure	Impact of the potential change in bio waste facilities following on from BCC procurement	Simon Anthony	Establish BCC procurement timescales to identify adequate lead in time for change	C 3	B 2
6	Legal & Contract	Contract Failure	Either contractor fails to complete contract term	Chris Marchant/ Nigel Dicker	Regular monthly contract meetings held, regular high level partnership board meetings planned and KOT levels monitored.	C 4	B 4
7	People	Expectation Management	Managing Cllr, Officer and publics expectations of waste services and what we should deliver, the policies we have in place and how we communicate	Simon Anthony	Annual review of waste policies and communication methods, regular team meetings and information shared with Cabinet Members at JWCC.	C 3	B 2
8	People	Staff Retention	Key staff and knowledge being lost	Simon Anthony	Ensure staff are trained and motivated - regular 121s with team leaders, regular team meetings and team building opportunities. Staff encouraged to take ownership and make decisions- Target risk increased from B2 to C2	C 3	C 2
9	Quality	Contract Performance	Poor contract performance resulting in reduced satisfaction or increased costs	Simon Anthony	Retain focus on Serco performance by monitoring against improvement plan and at contract meetings	D 3	B 2
10	Quality	Health and safety	Poor health and safety resulting in danger or injury, liability or increased costs	Chris Marchant/ Nigel Dicker	High focus on Health & Safety through contract management - waste officers to receive regular refresher training, ensure that route risk assessments and all risk assessments are up to date and dynamic. Waste officers to report near misses.	C 3	B 2
11	Quality	Customer Services Performance	Poor customer service performance resulting in reduced satisfaction or increased costs	Simon Anthony	Regular call handling statistics provided by Customer Services, poor performance identified and solutions sought	C 3	B 2
12	Finance	Reprocessing outlets	Risk description updated: Impact of international waste regulations on reprocessing capacity	Simon Anthony	Regular focus at monthly contract meetings and discussions at Programme Board meetings	D 3	C 2
13	Legal & Contract	Unitary status	Risk of delay to waste procurement caused by unitary discussions with potential to negatively impact on our ability to ensure service continuity for our residents, loss of interest from the market place, due to loss of credibility, and inflated price.	CM/ND	Procurement advice sought to identify risks, senior stakeholders kept informed, workshop with stakeholders to map out the wider strategy.	E 4	A 4
14	Legal & Contract	Brexit	Potential impact on markets for recyclables resulting in higher gate fees, affecting reprocessing capacity, availability of vehicle parts and costs of import, and availability of staff.	CM/ND	New contract arrangements to incentivise contractor and communications with residents to ensure quality of materials collected is high. Implications on vehicle cost and availability to be explored through dialogue.	E 4	D 3