

<b>Committee(s):</b>	<b>Date(s):</b>
Culture Heritage and Libraries Committee	27 May 2014
<b>Subject:</b> Future production of the City of London Pocketbook	<b>Public</b>
<b>Report of:</b> Town Clerk	<b>For Decision</b>
<p><b>Summary</b></p> <p>At the Culture, Heritage and Libraries Committee meeting on 4 December 2013, the Committee agreed the formation of a Working Party, comprising of six Members to examine the future production of the City of London Corporation Pocketbook. Since the first meeting of the Pocketbook Working Party on 24 January 2014 the Working Party have reviewed the current production methods with a view to identifying areas of improvement and cost efficiencies. This report outlines the outcomes of the Pocketbook Working Party's investigations and details ways in which the Pocketbook could be produced more efficiently in future years.</p> <p><b>Recommendation(s): That:</b></p> <ol style="list-style-type: none"> <li>i. the Pocketbook Working Party recommends that the Culture Heritage and Libraries Committee approve the proposed changes to the collation method and type of content included in the Pocketbook in order to improve the accuracy and relevance of the information contained in the Pocketbook in the future;</li> <li>ii. the Working Party also recommends that the Committee agree to use the services of a new print and bookbinding company as well as the services of a professional typesetter to provide a cost saving and improve overall readability of the Pocketbook; and</li> <li>iii. to provide significant long term cost efficiencies the Working Party recommends that in future years, card bound Pocketbooks be produced and accompanied by a leather Pocketbook sleeve for all Members, Chief Officers and Resident Judges of the Old Bailey only. All other recipients of the Pocketbook would receive a card bound version.</li> </ol>	

## Main Report

### Current Pocketbook production method

1. Both leather and card bound copies of the City of London Corporation Pocketbook are produced each year and distributed to a wide range of individuals both, internally and externally. The list of recipients is largely historic, although it is reviewed annually.
2. In 2013, 152 leather Pocketbooks were distributed. All Members and Chief Officers were issued with a leather bound Pocketbook (93% of the leather Pocketbook distribution). The remaining 7% of distributed Pocketbooks were given to Resident Judges at the Old Bailey.

3. A total of 380 card bound Pocketbooks were distributed in 2013, with copies distributed internally as well as sent to a number of former Members and former Town Clerks. A number of outside bodies affiliated with the City of London Corporation have historically been issued with Pocketbooks, including the Livery Companies which has amounted to 30% of the card bound Pocketbook distribution.
4. In addition, a number of spare copies (card and leather) are produced annually to take into account Member/Officer changes throughout the year and ad-hoc requests for replacement copies.
5. The current supplier has, for a number of years, produced both versions of the City of London Pocketbook. The cost of annually printing the content of the Pocketbook is calculated by the supplier on the basis of the number of 8 page sections and the volume of Pocketbooks ordered.
6. In 2013, 680 Pocketbooks were ordered. Each Pocketbook contained 22.5 black ink 8 page sections and 4 colour ink 8 page sections. The total cost of printing was £5,700.00, making printing cost per Pocketbook approximately £8.38.
7. The current supplier binds the printed content in leather or card, based on our distribution requirements. In 2013, it cost £1.48 to bind a Pocketbook using card and £14.55 to bind a Pocketbook in leather.
8. In 2013 the total cost (printing and binding) per card bound Pocketbook was £9.86 and £22.93 for each leather bound Pocketbook.

## **Areas of improvement and potential cost saving**

### **Automation**

9. The historic preference for the present Pocketbook format means that production is labour intensive (approx. 130 hours of staff time). Although a significant amount of staff time is spent checking the content ahead of printing, as the production of the Pocketbook is largely a manual process, data errors occur each year.
10. The committee management software (modern.gov) which is used by the Town Clerk Department holds much of the information presently found in the Pocketbook. The latest version of the software has a function that enables the extraction of large amounts of information to generate a number of independent documents. These documents can be presented in a layout similar to the current sections of the Pocketbook, which would historically have been compiled manually.
11. Use of the function would improve the accuracy of the information in the Pocketbook because the information would be taken directly from the committee management system. Effectively a database, the system is updated throughout the year by the Committee and Member Services Team when Committee membership or Member's contact details change.
12. Use of the system to compile information for the Pocketbook would also prevent the occurrence of human input errors. The information could be extracted directly into excel spreadsheets and this would therefore remove the requirement for Committee Officers to manually input much of the Pocketbook content.

## Pocketbook Survey Results

13. In September 2013 a survey was sent to all Members to assess their preferences in respect of the content of the Pocketbook and also to assess Members' use of specific areas. Members were asked to indicate which sections of the Pocketbook were used often and those which were used rarely, general comments were also invited. There was a 20% response rate to the survey, the results of which are detailed below.

## Issues arising from the Members' Survey

### Content

#### 14. Diary section

- 70% of Members who responded to the survey use the Pocketbook diary often.
- Modern.gov has a "Create Calendar" facility which can be used to produce diary pages displaying the dates of committee meetings. The facility can also be used to create diary pages outlining the dates of public holiday's and City of London events.
- Presently the Pocketbook diary displays committee dates for two years from August 2013 to September 2015. A reduction in the length of the diary would result in a Pocketbook which contains only up to date (as far as possible) information and will also reduce the size of the Pocketbook and in turn provide a cost saving.
- The Working Party **recommends** that future Pocketbook diaries show Committee dates from September to December the following year.

### Member information sections

#### 15. *List of Alderman, Lord Mayor and Sheriffs*

- 81% of Members who responded to the survey use the "List of Alderman, Lord Mayor and Sheriffs" often.
- The name, ward, address and contact details of the Alderman are available in modern.gov and can be automatically produced.
- The dates when Members were appointed Alderman, Sheriff and Lord Mayor are not available in modern.gov and cannot be included in documents generated automatically.
- Likewise, the Livery Company information for Members is not available in modern.gov and cannot be included in documents generated automatically, therefore will be produced manually.
- Due to the frequency of use by Members the Working Party has **recommended** that this section remains in future Pocketbooks.

#### 16. *Historical list of Lord Mayors and Sheriffs*

- This information cannot be generated using modern.gov. The Working Party **recommends** that the section be retained but, in the future, only display sufficient information to fit a single Pocketbook page.

#### 17. *Members Details – Alphabetically*

- 78% of Members who responded to the survey use the alphabetical list of Members often.
- All the information is found in modern.gov and can be automatically produced.
- Due to ease of production and frequency of use by Members, the Working Party **recommends** that this section remain in the Pocketbook.

- The Working Party also **recommends** that the Pocketbook reflect corporate practice in respect of omitting Members' professional qualifications (Member's details section) but including degrees nomenclature, honours, medals and appointments.

#### 18. *Members Details – In order of seniority*

- 47% of Members who responded to the survey use the “Members Details - in order of seniority” often.
- Seniority information is not found in modern.gov and cannot be included in documents generated automatically.
- The Working Party **recommends** that the order of seniority should continue to be included in the Pocketbook.

#### 19. *Members Details - by Ward*

- 1% of Members who responded to the survey use the “List of Members by Ward” often.
- Member's names, contact details and respective wards are available in modern.gov and can be automatically produced.
- The details of Ward Constables and Honorary Ward Clerks are not in modern.gov.
- The Working Party **recommends** that the “Members Details by Ward” remain in future Pocketbooks but that information about the Ward Constables be omitted. As information about the Honorary Ward Clerks is useful to some it is therefore **recommended** that this information remain in the Pocketbook.

#### 20. *List of Deputies of the Wards*

- 30% of Members who responded to the survey use the “List of Deputies of the Wards” often.
- All the information in the section is found in the “List of Members by Ward” section and is therefore repeated information. The Working Party **recommends** that a list of Deputies is no longer included in the Pocketbook.

#### 21. *Historical List of Chief Commoners*

- 26% of Members who responded to the survey use the “List of Chief Commoners” often.
- The list of Chief Commoners is not found in any other Pocketbook section therefore the Working Party **recommends** that this section remain in the Pocketbook.

#### 22. Committee Membership section

- 79% of Members who responded to the survey use the “Committee Membership” section often.
- The list of Members, Chairman and Deputy Chairman of each committee is found in modern.gov and can be automatically produced.
- Information such as a Member's term of office or the meeting frequency and quorum is not found in modern.gov and cannot be included in documents generated automatically.
- Membership information can quickly become out of date but, due to frequency of use by Members, the Working Party **recommends** that this section remain in the Pocketbook.
- In addition to the 2013 Committee Membership content it is **recommended** that the Health and Wellbeing Board and the Education Board be included in the future as they are newly established Grand Committees.

#### Outside Bodies sections

#### 23. *Outside Body representatives*

- 42% of Members who responded to the survey use the “Outside Body Representatives” section often.

- All the information in this section is in modern.gov and can be automatically produced.
- Due to ease of production and frequency of use by Members the Working Party **recommends** that this section remain in the Pocketbook.

#### 24. *Benefices*

- 26% of Members who responded to the survey use the information on “Benefices” often.
- This information is not in modern.gov and cannot be included in documents generated automatically.
- The Working Party **recommends** that the Benefices section remain in the Pocketbook because the information cannot be found in any other section of the Pocketbook nor on the City of London webpages.

#### 25. *Livery Companies*

- 58% of Members who responded to the survey use the “Livery Companies” section often.
- This information is not in modern.gov and cannot be included in documents generated automatically.
- The Working Party **recommends** that Livery Company information remains in the Pocketbook and up to date contact information be received annually from the Fishmongers Company and prepared manually for inclusion in the Pocketbook.

#### Officer information section

#### 26. *City Officer Information*

- 47% of Members who responded to the survey use the information on ‘City Officers’ often.
- The names of all Chief Officers and their contact details are available via modern.gov.
- The Working Party discussed with Officers the possibility of including the contact details of all Chief Officers and all second tier Officers in the ‘City Officer information’ section. In line with City procedure, the addition of second tier Officer information in the Pocketbook would go against best practice as Members are encouraged to contact Chief Officer’s with queries in the first instance.

#### 27. *Corporation Offices*

- 51% of Members who responded to the survey use the information on City of London Corporation offices often.
- This information is not available in modern.gov and cannot be included in documents generated automatically.
- This information is also available online, however the Working Party **recommends** that the section remain in the Pocketbook for instances when Members are unable to search online. The Working Party also **recommends** that the Pocketbook contain a section for detailing the City of London Corporation’s out of office hotline contact details.

#### 28. Electoral Information and other contacts and maps

- Following a review of the types of information Members require to conduct their day to day duties the Working Party recommend that three new sections be included in the Pocketbook.
- The first section will display the 2014/15 City of London electoral information by Ward (see Appendix A). The section will be annually produced using information specific to that year via the Electoral Team.
- The Pocketbook Work Party, in their assessment of the current Pocketbook production method, reviewed the Pocketbook equivalents produced by a number of London

Boroughs. The Working Party found that some of the information contained in the Royal Borough of Kensington and Chelsea's Pocketbook general information pages would be useful in the City of London Pocketbook. The Working Party therefore **recommends** that the contact details for the City of London and Westminster Member of Parliament, the City and East Greater London Authority Representative, and the Londonwide Assembly Members be included in future Pocketbooks (see Appendix B).

- The Working Party felt that the unique qualities of the City of London should be represented in the City of London Pocketbook and **recommends** that information regarding the City Lieutenancy be included in the Pocketbook.
- The Working Party also reviewed the London Underground and Livery Hall maps currently included in the Pocketbook. It is **recommended** that both maps continue to be included in the Pocketbook and, in addition, a City of London Ward map should also be included in the Pocketbook (see Appendix C). The map is produced by the City Surveyor department and shows the City's major roads and landmarks as well as the ward boundaries.

## **Production Method**

29. The Pocketbook Working Party considered two production options:

- (i) the previous arrangement of producing both card bound and leather bound Pocketbooks; and
- (ii) a new method of producing only card bound Pocketbooks to be accompanied by sleeves in a leather material for Members of the Court of Common Council, Chief Officers and Resident Judges at the Old Bailey.

30. After consideration of the options and samples of the proposed Pocketbook sleeve, the Working Party **recommends** that future Pocketbooks be produced via **Option (ii)**.

31. In line with City of London Corporation procurement guidance, Officers sought quotes from a number of suppliers who would be able to produce the Pocketbook using the recommended production method. The Working Party therefore **recommends** a change of supplier in respect of future production.

32. The new preferred supplier presently produces printed documents for functions held at Mansion House and has a good reputation for producing high quality publications. The estimated cost for producing the Pocketbook using the new supplier is significantly less than continuing to produce the Pocketbook via the old method using the current suppliers.

### Card Pocketbook Cost

33. The new supplier has quoted that annual production of 550 card bound Pocketbooks would cost £5,426.40 including VAT.

34. The card bound Pocketbooks will be made of a slim red card, with the City of London Crest and the diary date on the cover. The Committee Membership section will continue to be printed on yellow paper and the London Underground Map will be printed in colour.

### Leather Pocketbook Cost

35. The preferred supplier has quoted £2,618.40, including VAT, to produce 300 leather Pocketbook sleeves.

36. The sleeves will be produced from a red leather material, with rounded edges and include a red ribbon bookmark. All Pocketbook sleeves will be embossed with the City of London Crest in gold. At an additional cost of £1,200.00, including VAT, 125 of the 300 sleeves produced would be embossed in gold with each Court of Common Council Member's initials.
37. The new supplier estimates each Pocketbook sleeve to last 4 years. Procuring 300 sleeves would result in approximately 150 spare sleeves to replace those lost or damaged during the 4 year period.

#### Typesetting

38. The Working Party also **recommends** that the services of a typesetter are used to professionally typeset the Pocketbook to improve legibility of the Pocketbook content and significantly reduce the amount of staff time dedicated to producing the Pocketbook. A typesetter (who currently works with City of London Corporation's Print Team) has quoted an annual cost of £2,880.00 to professionally typeset the Pocketbook content.

#### London Underground Map Licence

39. The new supplier has quoted £528.00 including VAT for the annual licence required to print the London Underground Map.

#### Annual Cost

40. The total Year 1 (2104) cost of producing the Pocketbook via the new method via a new supplier and typesetter would be £12,652.80 including VAT.
41. Producing the Pocketbook in Years 2, 3 and 4 via the new production method will involve purchasing 550 card bound Pocketbooks a year in addition to the annual payment for typesetting services and the London Underground Map print licence. For Years 2, 3 and 4 the cost of producing the Pocketbook would be £8,834.40 per year including VAT.

#### Total cost and efficiencies made

42. The total production costs arising from the proposals, over a 4 year period, would be £39,156.00 including VAT.
43. The Year 1 cost of producing the Pocketbook using the previous method with the previous supplier would cost £14,074.95 including VAT and typesetting fees. Changing the production method results in a Year 1 saving of £1,420.15. This saving increases in Years 2, 3 and 4 as the cost of producing the Pocketbook via the new method decreases. It is also important to note that the cost of producing card bound and leather bound Pocketbooks in line with previous arrangements would increase as the current supplier has confirmed that there will be a 3% increase in cost per year. It is estimated that changing the supplier and production method will result in an estimated total 4 year cost saving of over £19,000.
44. A full breakdown of the costs incurred and cost efficiencies to be made can be found in Appendix D.

## Distribution

45. The Pocketbook Working Party reviewed the distribution arrangements of the 2013 card bound and leather bound Pocketbooks and agreed that changes to the distribution list are not be required due to the significant cost savings that will be realised, particularly in future years, from the recommended changes to the production method. Members however **recommended** that former Members and former Town Clerks should not receive a copy of future Pocketbooks as they are principally a business tool for the City Corporation and affiliated external organisations.
46. The Working Party also **recommends** that authority be given to the Town Clerk to review the appropriate number of Pocketbooks given to each group on the Pocketbook distribution list.

## Recommendations

47. Since January 2014 the Pocketbook Working Party has assessed the current method of producing the City of London Pocketbook; compared the Pocketbook against similar documents produced by a number of London Boroughs; sought examples from a number of suppliers with regards to new methods of producing the Pocketbook; and taken into consideration feedback from Members via the September 2013 Pocketbook Survey.
48. Following the Working Party's investigations it is **recommended** that the Culture Heritage and Libraries Committee approve the following:
- automate production of future Pocketbook content.
  - reduce the length of the Pocketbook Diary showing committee and other dates of interest starting from September to December the following year.
  - continue to include and newly include the following sections in future Pocketbooks:
    - List of Alderman, Lord Mayor and Sheriffs
    - Historical list of Lord Mayors and Sheriffs
    - Members Details – Alphabetically
    - Members Details – In order of seniority
    - Members Details - by Ward excluding the information regarding Ward constables.
    - Historical List of Chief Commoners
    - Committee Membership including newly formed Grand Committees, the Health and Wellbeing Board and the Education Board
    - Outside Body representatives
    - Benefices
    - Livery Companies
    - City Officer Information
    - Corporation Offices including City out of hours contact details
    - London Underground and Livery Hall Maps as well as a City Ward Map.
    - Electoral Information
    - Contact details City of London political affiliates
    - City Lieutenancy Information
  - omit the list of Deputies by Ward section
  - omit professional qualifications from Members details
  - to no longer distribute Pocketbooks to former Town Clerks and former Members
  - grant authority to the Town Clerk's Department to review the number of Pocketbooks distributed to each group on the Pocketbook distribution list
  - change the Pocketbook supplier



- use the services of a professional typesetter
- annually produce card bound Pocketbooks
- produce, every 4 years, leather Pocketbook sleeves embossed with initials for Members of the Court of Common Council and leather Pocketbook sleeves for Chief Officers and Resident Judges at the Old Bailey to accompany card bound Pocketbooks.

## **Conclusion**

49. The Culture, Heritage and Libraries Committee is asked to consider the recommendations of the Pocketbook Working Party, as set out above, and to agree the future arrangements in respect of future production of the City of London Corporation's Pocketbook.

### **Contact Details:**

Georgina Denis

T: 020 7332 1399

E: [Georgina.denis@cityoflondon.gov.uk](mailto:Georgina.denis@cityoflondon.gov.uk)

Matthew Pitt

T: 020 7332 1425

E: [Matthew.pitt@cityoflondon.gov.uk](mailto:Matthew.pitt@cityoflondon.gov.uk)

Lorraine Brook

T: 020 7332 1409

E: [lorraine.brook@cityoflondon.gov.uk](mailto:lorraine.brook@cityoflondon.gov.uk)