

Publications Office

Annual Management Report



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Annual Management Report 2010



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Foreword by Pierre de Boissieu, Chairman of the Management Committee

The Publications Office plays a key role in bringing the European Union closer to its citizens and providing information to those interested in European affairs throughout the world.

Its mission is to contribute to the effective implementation of information and communication strategies by making EU legislation and other information produced by the institutions easily accessible to the general public as well as to specialised audiences, through high-quality products and services.

This mission is carried out in an ever-changing publishing world, where the Office must constantly adapt to technological improvements and innovations.

In order to respond to this challenge, the Office is engaged in a transformation programme covering the period 2009-2012. I am happy to note steady progress on the programme objectives during 2010.

A key element in this programme is the transformation of EUR-Lex into a unique juridical portal. The portal will present all steps of the legislative procedure, from preparatory acts to legislation, allowing users to follow the major stages of the decision-making process, to see the application of legislation with the *Reports of Cases before the Court* (case-law), and also to access national legislative databases. It will make available a comprehensive collection of public documents related to EU law, and offer new ways of looking at this wealth of information. Technically speaking, all this will be possible thanks to the creation of a common content and metadata repository (CELLAR) where the collected information will be stored. From this repository data requested by the end-user will be retrieved via a sophisticated search engine and can then be re-used according to the users' needs.

2010 also saw important developments on other major projects. The Office put in place the technical conditions required for recognition of the legal value and effectiveness of the electronic edition of the Official Journal, as requested by the institutions: the necessary certification platform is now operational. This step has been welcomed by Member States and the Commission services are preparing a draft regulation on the issue.

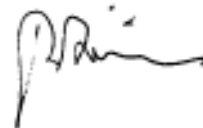
EU Bookshop offers online and free of charge all EU publications produced by the Office since 1952. In 2010 it has continued to evolve into a real online bookshop: any citizen wishing to purchase publications can now do so by ordering and paying online. Another important issue to be addressed is the print-on-demand function, which will bring important savings by reducing print runs. This also means that no title will be 'out of print' any more.

The other public online services run by the Office have continued to evolve.

The TED service, which disseminates information on public procurement opportunities is widely used within the EU, the EEA countries, as well as within acceding and/or candidate countries.

CORDIS, the Community Research and Development Information Service, is a renowned online service in the world of science. Efforts are ongoing with a view to enhance the information provided by collecting and publishing research results. This will bring together a whole array of services ranging from research and development projects to the delivery of results to target communities.

Work is therefore well under way on the ambitious programme of the Publications Office. On behalf of the Management Committee, I thank the Office staff for their hard work and commitment and look forward with confidence to continuing progress in the service of European citizens.



Pierre de Boissieu

*Chairman of the Publications Office
Management Committee*

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Executive summary

Main achievements
Transformation programme
<p>This ambitious programme will set up the technical conditions so that information will be available in any format and can be re-used and/or enriched by end-users according to their needs. The main principle of the programme is that the content will become independent from its presentation, so as to achieve the dissociation of the content from its container. During the year, the principal actions which are necessary to reach the objectives have been launched and by year-end significant progress could be observed on key horizontal tasks, including definition and storage of metadata, electronic archiving of all production, search engines and web portal.</p> <p>In this context work has started on a common repository comprising both content and metadata, the CELLAR (Common Content Repository and Common Metadata Repository). It will contain all information related to the EU publications.</p>
The new EUR-Lex
<p>The transformation of EUR-Lex into a unique juridical portal is ongoing. It will contain all steps of the legislative procedure and the jurisprudence and will also provide access to national legislation. Its new lay-out was presented and approved by the Management Committee and the interinstitutional group LEX (GIL). The new EUR-Lex will go live in 2012.</p>
EU Bookshop and dissemination policy
<p>The dissemination policy aims to facilitate the free-of-charge online access and downloading of all EU publications. Its main tool is EU Bookshop, the digital library. The latter underwent a major modification and now offers the possibility to purchase a priced monograph with online payment by credit card.</p>
Legal value of the electronic edition of the Official Journal
<p>As requested by the Management Committee, the Publications Office implemented the technological platform to certify the electronic edition of the Official Journal so as to allow the institutions to decide on its legal value. All 2010 issues of the electronic edition of the Official Journal were authenticated by electronic signature.</p> <p>The Member States were consulted in October in the frame of the e-Justice/e-Law working group and they were favourable to conferring legal value to the electronic edition of the Official Journal.</p>

The Publications Office is governed by an interinstitutional Management Committee, which, in the common interest of all institutions, adopts the strategic objectives of the Office and the rules governing its operation, sets the guidelines for the general policies, particularly as regards publishing, sales and distribution, and ensures that the Office contributes within its areas of competence to the formulation and implementation of the institutions' information and communication policies. These tasks are outlined in Decision 2009/496 on the organisation and operation of the Publications Office. (A, I)

Numerous issues were discussed and/or approved during the Management Committee meetings held in 2010, e.g. the legal value of the electronic edition of the Official Journal, the new EUR-Lex, the take-over of SCADPlus and Trans-JAI, the Official Directory. For the latter a high-level working group met in October and agreed on modalities for

transforming the Whoiswho website into a more dynamic and versatile source of up-to-date information on the organisation charts of the EU institutions, bodies and agencies. (A, I and Annex II)

In 2010, the Publications Office's Management Committee kept abreast of the implementation of the transformation programme, production, dissemination and administrative data via the quarterly information reports communicated by the Office's Director. Other issues were dealt with by written procedure or via information notes. (A, I)

The standardisation of metadata and the development of the common repository for content and metadata, the 'CELLAR', are ongoing. Concrete results have been achieved in 2010: start of the CELLAR development, definition of the metadata structure and implementation of a business process modelling approach to support the further alignment of business IT. (A, II)

Relations with author services were further strengthened. The PubliCare website is now the general channel of communication with the author services, whose specific requirements were catered for by a series of seminars and thematic training sessions. (A, III.1)

The PlanPubli workflow management system underwent a series of improvements and is progressively being converted into a completely redesigned production management system in view of setting up an XML-based production chain enabling to derive different types of publication formats. (A, III.1)

The Office is further spearheading the adoption of digital-age tools. Based upon an e-book study completed in 2009, pilot e-book versions of the publication 'The ABC of European Union Law' have been produced in three languages and optimised for display on tablet computers. General usability tests were conducted to define layout and functionality conventions, such as indexing, as well as quality requirements with a view to developing general editorial guidelines for e-book production. (A, III.1)

Twelve service level agreements were signed in 2010, based on a new standard model. (A, III.2)

The network of sales agents comprises 32 commercial distributors and concentrates on sales of subscriptions (OJ and other periodicals). (A, III.3.1)

The European Forum of Official Gazettes — an informal association of organisations responsible for publishing the national legal gazettes — held its annual meeting in Rome in September. During this meeting two working groups, 'Access to official gazettes and legislation — Financing models' and 'Consolidation', presented their final reports. The working group 'Indexing and Search' presented its progress report. The revamped website of the Forum, with a new look and a more user-friendly structure, was opened to the public in March. (A, III.3.2)

All 2010 issues of the electronic edition of the *Official Journal of the European Union* were authenticated by electronic signature. (B, I.1)

Between June and November the Commission's Internal Audit Service carried out an audit on the Official Journal production process. Besides recognising the ongoing efforts of the Publications Office to satisfy its customers and the extensive experience of the OJ staff, the IAS formulated some recommendations. An action plan was drafted and the recommendations will be implemented in 2011. (B, I.1)

Production of the Official Journal saw a decrease in the volume of approximately 14% for the OJ L series and an increase of just over 13% for the OJ C series. (B, I.1.2, Annex III, Tables 1 to 3, and Graph 2)

Budgetary documents for the 2011 budget (new budget procedure under the Lisbon Treaty) were produced via the new application CIBA (Common Integrated Budget Application). (B, I.1.2, Annex III, Tables 1 and 2)

The CD-ROM edition of the OJ L&C series, which was produced throughout 2009 in 22 languages, was replaced by a DVD-ROM edition. The Annual Report of the Court of Auditors was published as a thematic CD-ROM. (B, I.1.2.3)

In the framework of the Commission initiative 'Better Regulation', the technical tools to support the new project 'Early Reading' have been developed and put in place at the Publications Office, while awaiting production to be organised with the relevant institutions. (B, I.1.3)

The EUR-Lex online service remains highly appreciated by professionals, public authorities as well as by NGOs all over the Union and beyond. With an average of 7 million visits per month, it provides user-friendly access to over 3 million texts of European law in all languages. (B, I.2 and Annex III, Graph 4)

The Publications Office took over the PreLex dissemination site which will in due time be integrated into the new EUR-Lex, the single juridical portal. As to the latter, the contract for its renewal was signed in July 2010. (B, I.2)

From 1 July the Publications Office is in charge of the Trans-JAI system, a database allowing access to documents of the institutions' registers in the field of freedom, security and justice. (B, I.2)

Consolidation of EU legislation is a permanent task; it contributes to the implementation of the Commission initiative 'Smart Regulation'. Consolidation is pursued in all official languages. At year-end, the number of consolidated versions of legislative acts in force stood at 55 874. (B, I.3)

Apart from the *Directory of European Union legislation in force*, published monthly in an online version, the Publications Office also publishes the *Directory of European Union legislation in preparation*, including links to the legislative proposals, to the subsequent acts produced in the context of the legislative procedure and to the relevant legislative acts in force. The new *Directory of consolidated texts* is expected to be online in early 2011. (B, I.4)

In March 2010 the new TED website was launched offering improved functionalities and more intuitive search facilities. The changeover to the new website was carried out with no disruption to the service. (B, I.5)

The Office completed the development and testing of the eTendering platform as defined by an inter-DG working group and validated by a steering committee involving the Commission's Secretariat-General, as well as Commission DGs Internal Market, Budget and Informatics. Entry into production is foreseen for the second quarter of 2011. (B, I.5)

The number of published procurement notices increased by 7.8% reaching 391 395 notices. The volume of notices received in structured electronic format increased to 93% of the total (90% in 2009). (B, I.5, Annex III, Table 4, and Graph 3)

In cooperation with the Commission's DG Internal Market proposals were prepared and presented to the Advisory Committee for Public Contracts (ACPC) on the publication provisions required by the directive on procurement in the fields of defence and security. New forms will be created and introduced by August 2011. (B, I.5)

Throughout 2010, the Publications Office continued working on implementing the Commission Decision of 7 April 2006 on the re-use of Commission information (2006/291/EC, Euratom). The Publications Office pursued its actions aiming to improve the author services' knowledge and respect of copyright matters, especially regarding third-party copyright material or awareness of the re-use policy. Training or presentation sessions on copyright are regularly held and can be organised on demand. (B, II.1)

During the year 9 680 bibliographical notices were processed. As official agent for the attribution of Digital Object Identifiers (DOI), the Office attributed 211 681 DOI both for general publications and the Official Journal. (B, II.2.1 and Annex III, Table 9)

The multilingual EuroVoc thesaurus is used for the indexation of the Official Journal documents in different formats as well as of all documents published by the Publications Office via the EU Bookshop service. On 21 July 2010, the new EuroVoc website went into production, offering new features such as a simple and advanced search. The Office started a Thesaurus Alignment Project (TAE) to establish cross-linking between EuroVoc, a generic thesaurus, and a number of specialised controlled vocabularies. On 18 and 19 November, the EuroVoc conference, entitled 'Mind the lexical gap. EuroVoc, building block of the semantic web' took place in Luxembourg. The preparation of the new version (EuroVoc 4.4) is ongoing with the revision of the concepts according to the changes introduced by the Lisbon Treaty. 65 licence agreements were concluded in 2010 (64 in 2009). (B, II.2.2)

Part I of the *Interinstitutional style guide* (Official Journal) was completely redrafted in English and French. It is expected that the other linguistic versions will be completed during 2011. The redrafted Part II (General publications) as well as the necessary updates following the entry into force of the Lisbon Treaty were put online in all languages. The files for a new paper edition to be published in early 2011 (in English and French) were completed. (B, II.2.3)

As had been the case the previous year, there was a slight decrease in the number of publications published (6 671 compared to 6 783 in 2009). This reduction is due to the ongoing tendency on the part of author services to limit the number of linguistic versions produced. (B, II.5.1 and Annex III, Table 5)

In volume, the number of copies of publications distributed as a result of individual orders remained stable compared with 2009 but continues to grow as a percentage of total shipments because of an 18% decline in bulk orders. This decline is due to the continuing trend by author services away from the traditional 'push' approach to physical distribution. With the 'pull' distribution possibilities offered by tools such as EU Bookshop and the Office's online forms, author services can distribute more effectively, while still reducing print runs and exposure to slow moving stocks with the help of the Office's print run surveys. (B, II.6.1, 6.2)

Overall stock decreased to 35.7 million copies (-3.4% compared with 2009). This is partly a direct consequence of the reduction in the number of publications produced; in addition, the Office practice of aiming for an initial distribution of 80% of the print run and encouraging authors to use print-on-demand services contributes to this slight decrease. This facility is currently offered on a limited basis for out-of-stock publications and as an option for author services with a view to reducing large initial print runs. (B, II.6.2 and II.7)

The new dissemination policy adopted in 2009 was fully implemented in 2010. It aims to facilitate free-of-charge online access to the EU publications for all citizens. The tool for achieving this goal is EU Bookshop. The facility for privileged partners (Europe Direct Information Centres, European Documentation Centres and the Depository Libraries)

ensures free-of-charge distribution for EU publications. Furthermore, the enhanced EU Bookshop website offers, from early 2010, a direct sales facility for the paper edition of priced publications, their share of the total production being roughly 5%. The electronic file of these publications can be downloaded free of charge. *(B, II.7 and II.8)*

A new software supporting the EU Bookshop website increased the reliability and usability of the site (-41% of the number of questions addressed to the helpdesk). It introduced as well a new way of calculating the site's performance, including visits and pages consulted. As far as the number of downloaded PDFs is concerned, it increased slightly with 3 054 490 downloads compared to 2 990 921 in 2009. An impressive number of new titles, 25 104, were added in 2010, consisting both of new publications and of older titles originating from the archive digitisation project. The total number of publications available online reached 162 000 by year-end. *(B, II.7 and Annex III, Graph 6)*

For 2011, some new features of the software are foreseen, in particular:

- display of selected publications in bundles (according to specific themes);
- introduction of a print-on-demand option for publications that are out of stock.

As in previous years, sales of subscriptions were managed by the network of sales agents *(A, III.3.1)* and represented 95% of all publication sales. *(B, II.8 and Annex III, Table 18)*

In terms of promotional activities, the key product was the Office's publication 'The ABC of European Union Law'. The Publications Office participated in 20 outreach events, promoting both publications and online services, fewer than in 2009, a trend that is likely to continue as new and more cost-effective promotional tools evolve. *(B, II.9)*

On CORDIS, the Community Research and Development Information Service, all FP7 calls for proposals were published on time. The new search service was completed and launched to the public in beta version. Development of the new CORDIS Partners Service progressed well, with a first testing day for users and National Contact Points held in July. The 2010 user satisfaction survey showed a high level of satisfaction, in particular with usability and navigation improvements. *(B, III and Graph 5)*

The Office's establishment plan reached 672 officials. *(C, I.1.1, Annex III, Table 30 and Graph 1)*

Priorities for training in 2010 included the development of technical expertise in electronic publication, in editorial techniques and in document management, the promotion of the Office's online services, the development of the internal communication and the improvement of the staff's approach towards clients. The average training followed was 8.1 days per staff member. *(C, I.2)*

In 2010, the overall budget managed by the Publications Office amounted to 152.9 million euro (155.4 million euro in 2009). The Office issued recovery orders for a total of 9.75 million euro. *(C, II)*

The refurbishment of the fourth floor of the Mercier building (conference room and adjacent facilities) was completed according to plan. As the overall situation of office space is tight, an agreement with the landlord was achieved as regards the refurbishment of the ex print-shop. Some transformation work is foreseen for the Gasperich building (a new cafeteria and the creation of four new offices and one meeting room). *(C, IV)*

The review of the risk register confirmed that risks within the Office are adequately managed. In 2010, evaluation activities focused on three areas: planning of a unified data warehouse for process data, benchmarking of prices paid to contractors and the *ex-ante* evaluation of contracts. Actions to mitigate risks were implemented. *(C, V.1-3)*

In 2010, the internal audit capability (IAC) completed the reporting process for the audits on the functioning and effectiveness of the internal control systems operating in the areas of assets management and commercial accounting. It continued auditing the compliance of the tendering procedures related to selected outsourced productions (Official Journal, Access to law). The IAC also completed the audit work on the management of the proofreading activities and performed the preliminary reviews for the new audit engagements included in the annual work programme. In addition, the IAC, in coordination with the Commission's Internal Audit Service (IAS), designed its strategic audit policy and prepared its strategic audit plan for the period 2010-2012. (C, V.4)

In-house communication has also been improved through the widespread use of Sharepoint, a collaborative workspace which facilitates the exchange of information, and the regular issues of the 'Fil rouge' newsletter, distributed to all staff members, explaining the fundamental concepts of the transformation programme. The internal newsletter, VoxOffice, is used to provide useful information to staff about their rights and obligations, and it explains current and future projects and developments. (D, I)

Meetings with the Local Staff Committee were held at regular intervals in 2010. The Committee was kept informed on the evolution of the Office's structure, budget, building and recruitment procedures. (D, I)

The awareness campaign initiated in 2009 concerning the risks related to physical inactivity at work continued during the year. (D, II)

Mission statement: Access to law and to publications

The Publications Office of the European Union is the publishing house of the institutions, agencies and other bodies of the European Union. It provides direct and free-of-charge access to European law and all publications of the European Union. As a publisher, the Office has the duty to offer the highest quality service to its customers — the originating departments of the institutions and other bodies of the European Union — and to its public, the citizens of the EU and people throughout the world interested in European affairs.

The Office's major objectives are to become a centre of legal and general European information, to promote its role of editorial coordinator, to promote multilingualism and to be at the forefront of the new technologies in the field of publishing and communication.

**Principal indicators
of the
Publications
Office's
activity from
2001 to 2010**

Sector	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	% change 2010/2009	% change 2010/2001 (*)
Access to Law												
EUR-Lex												
Number of pages consulted	—	—	—	—	135 419 320	132 887 878	251 010 653	340 010 035	249 036 902	278 406 826	+11.79	+105.59
Number of visits					67 339 555	72 568 187	58 092 170	58 092 170	58 092 170	83 925 264	+44.47	+24.63
Number of available documents					2 300 000	3 650 000	2 814 399	3 650 000	2 814 399	3 019 904	+7.30	+31.30
Number of uploaded documentary units					14 229 (**)	12 958 (**)	12 740 (**)	12 958 (**)	12 740 (**)	43 404	+240.69	+205.04
Availability (%)					95.00	86.75	96.30	86.75	96.30	97.36	+1.10	+2.48
Number of OJ L issues	349	358	346	396	352	426	356	369	360	352	-2.22	+0.86
Number of OJ L pages	226 339	262 582	253 100	388 286	409 827	574 016	471 769	654 009	530 561	456 929	-13.87	+101.87
Number of OJ C issues	482	469	439	469	442	460	404	473	467	519	+11.13	+7.67
Of which number of OJ C E issues	31	56	51	47	31	46	16	43	32	51	+59.37	+64.51
Number of OJ C pages	313 406	331 336	303 964	371 204	325 610	377 207	484 313	526 399	435 259	492 686	+13.19	+57.20
of which number of OJ C E pages	94 941	166 947	135 245	196 127	93 755	132 331	184 684	202 300	123 225	165 594	+34.38	+74.41
Number of Other budgetary documents' pages	41 261	41 800	50 996	49 566	90 127	93 512	83 986	86 014	87 978	102 521	+16.53	+148.46
Number of proofread pages (Official Journal)					426 634	445 471	570 000	457 878	457 878	356 881	-22.05	-16.34
Public procurement												
TED												
Number of pages consulted	8 233 677	9 460 821	14 377 735	19 190 557	25 130 525	26 433 790	26 169 196	23 610 988	29 002 475	29 200 615	+0.70	+254.60
Number of visits					9 183 679	99.91	8 207 136	8 160 054	99.97	99.90	stable	+12.20
Availability (%)					99.91	99.91	99.91	99.97	99.90	99.90	stable	stable
Number of notices published in the OJ S	172 194	202 683	224 142	221 786	249 435	268 060	307 231	339 519	363 230	391 395	+7.80	+127.30

(*) Changes reflect the variation between 2010 and the year of the beginning of the activity/budget line.

(**) Figures slightly adjusted after introducing a more transparent method of calculation.

Sector	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	% change 2010/2009	% change 2010/2001 (*)
Publications												
EU Bookshop												
Number of pages consulted					5 146 243	6 782 333	9 851 997	12 710 648	13 348 767	11 392 285	-14.66	+121.37
Number of visits					453 922	652 000	1 114 096	1 355 304	1 857 478	1 181 856	-36.37	+160.36
Number of available titles					4 526	23 847	25 817	30 397	58 240	83 344	+43.10	+1 741.44
Number of pdf files downloaded					257 724	349 252	502 826	783 073	2 990 921	3 054 490	+2.13	+1 085.17
Availability (%)					99.90	99.90	99.90	99.90	99.90	97.00	-2.90	-2.90
Number of publications produced	6 724	6 750	6 929	7 080	6 983	6 896	6 107	8 446	6 783	6 671	-1.66	-3.66
CORDIS												
Number of pages consulted					61 966 397	73 465 597	41 640 620	32 989 429	26 865 421		-18.56	-56.65
Number of visits					16 430 980	7 915 048	4 580 459				-42.13	-72.12
Availability (%)					99.80	99.80	97.80	99.69	95.96		-3.74	-3.85
Number of identifiers		4 367	5 709	5 169	5 667	7 518	11 419	13 037	14 285	14 007	-1.95	+220.75
Number of proofread pages (general publications)	301 358	346 601	340 307	269 721	285 862	281 773	557 882	703 102	650 990	763 922	+17.35	+208.70
Information and online assistance	14 060	26 799	32 817	34 172	36 851	50 834	65 912	61 721	55 077	46 962	-14.73	+234.01
Number of contacts												
Number of copies distributed (million)	59.90	52.00	52.50	57.10	50.30	46.30	35.90	46.30	31.10	27.10	-12.86	-54.76
Number of copies in stock (million)	37.00	40.50	35.40	35.50	38.30	31.70	34.50	38.90	36.90	35.70	-3.41	-3.51
Number of mailing addresses managed	1 113 994	1 270 190	1 233 426	1 141 989	714 908	784 923	804 371	679 835	589 780	515 612	-12.58	-53.72
Invoiced sales (ecus/euro)	12 489 216	15 286 234	11 705 597	8 945 375	8 356 484	5 179 660	4 449 816	3 894 451	2 992 742	2 429 301	-18.83	-80.55
Of which monographs							217 149	192 810	117 154	83 462	-28.76	-61.56
Number of priced subscriptions	36 424	30 779	24 849	20 936	16 167	12 759	10 095	7 942	6 081	4 189	-31.11	-88.50
Administrative budget												
A-342/26.01 09	56 421 682	71 873 460	75 065 119	77 813 829	81 070 425	80 343 379	88 158 783	87 062 239	89 559 305	90 087 979	+0.59	+56.67
Operating budgets												
— Consolidation (A-343/26.01 10)	4 999 100	8 500 000	4 412 986	4 345 136	1 998 675	2 885 891	1 989 051	1 931 159	2 093 581	1 557 638	-25.60	-68.84
— OJ L&C (A-340/26.01 11)	—	—	30 678 954	33 455 117	19 995 166	23 122 812	18 821 204	20 012 411	12 941 132	12 267 025	-5.21	-60.01
— OJ S (Public procurement) (B5-304/26.02)	—	30 759 591	21 967 777	30 488 827	19 575 124	24 733 797	22 821 286	14 341 470	13 560 386	15 030 295	+10.84	-51.14
— CORDIS (02.0301) (1)	—	—	—	21 274 326	3 972 120	23 078 296	6 999 999	7 000 000	9 799 999	5 669 998	+42.14	-73.35
Other production costs (2)	105 889 923	58 673 848	39 471 566	34 204 770	35 841 669	29 211 676	34 086 692	35 708 174	27 513 829	25 897 596	-5.87	-75.54
Staff (officials)	522	520	519	536	635	635	655	655	654	672	+2.75	+28.74

(*) Changes reflect the variation between 2010 and the year of the beginning of the activity/budget line.

(1) From 2007, the Director of the Publications Office has managed CORDIS using subdelegations received from four Commission Directorates-General.

(2) Data for years prior to 2003 are not comparable as they include costs related to the production of OJ S and Commission's costs for the production of OJ L&C.

Principal indicators of the Publications Office's activity from 2001 to 2010 (continued)



Policy strategy

I. The Management Committee

The Publications Office is an interinstitutional body governed by a Management Committee, in which each institution is represented by its Secretary-General or, in the case of the Court of Justice, by the Court's Registrar. The European Central Bank participates as observer. The Office's task is to offer the highest-quality publishing services to its clients — the originating departments of the institutions and other bodies of the European Union — so that the latter may fulfil their publishing obligations.

For questions related to personnel management, the Chairman may invite the Commission's Director-General for Human Resources and Security to contribute to the Committee's work.

In 2010, the Management Committee met on 2 July (Members), 19 March, 28 May and 15 October (Substitute Members). Another two ad-hoc meetings were held on 18 February and 28 October; they addressed personnel and budget issues.

On 2 July 2010 the Members designated Mr Pierre de Boissieu, Secretary-General of the Council of the European Union, as Chairman of the Management Committee for a 2-year period according to Decision 2009/496/EC, Euratom.

At the same meeting the Members adopted and/or discussed a series of important issues related to the future of the Office's activities:

- the transformation programme and its implementation;
- the common juridical portal;
- the take-over of ex SCADPlus and the possibilities of its integration into the new EUR-Lex; ex SCADPlus is a website that presents summaries of the EU legislation in various languages;
- the take-over of Trans-JAI and the possibilities of its integration into the new EUR-Lex; the Trans-JAI system provides/facilitates access to documents available in the registers of the institutions in the field of freedom, security and justice;
- the Official Directory;

- the modification of Decision 2009/496/EC, Euratom on the organisation and operation of the Publications Office in order to take into account the entry into force of the Lisbon Treaty.

Quarterly information reports on the Office's production, dissemination and administrative tasks were communicated by the Office's Director to the Management Committee. Furthermore, 13 files were submitted to the Management Committee by way of written procedure.

II. The transformation programme

The Publications Office's medium-term strategic objectives foresee the implementation of a coherent structure to optimise the services provided to the Office's stakeholders and clients (users and readers). This structure aims to improve efficiency, at both technical and organisational levels, thereby keeping the Publications Office at the forefront of new technologies in the field of publishing and information.

A 'transformation programme' was launched in June 2009 in order to implement the changes required to reach this objective. It aims to align within the Publications Office the business processes with the supporting IT systems. The Office will thus become more flexible and better able to handle new technological changes.

It will take place over a period of 3-4 years.

During 2010 the implementation of the transformation programme has progressed significantly.

The main aspects treated were:

- Development of the new common repository (CELLAR)

The development of the CELLAR, the repository in which all content and metadata managed by the Office will be stored, has started.

- Normalisation of metadata

The elaboration of a set of normalised common authority tables has been largely accomplished (action known as the 'RECORD project'). The metadata structure of the CELLAR has been defined and the migration project in order to load all existing metadata into the CELLAR has been started. The work was presented to the Office's stakeholders who were convinced of the common interest and decided to create an interinstitutional maintenance committee; the group will start its work in 2011.

- Alignment of business processes and supporting IT systems

At the end of 2010, the Office has a fully functional technical infrastructure to support its business process modelling (BPM) initiative. BPM has been applied on different levels: on the global level, i.e. the definition of a landscape view, which shows the top level business process view of the Office, as well as for a couple of individual projects. Awareness of management and concerned staff has been raised and training has been provided. In particular, BPM has been successfully introduced to facilitate strategic discussions at management level.

IT governance is well established and systematically applied for new IT developments in order to progressively improve efficient alignment of business and IT, as well as the further alignment of the Office's IT architecture. Robustness, re-use, synergy, scalability and flexibility are the buzzwords which characterise the objectives of this initiative.

III. Relations with institutions and other bodies

1. Institutions and other bodies

Relations with institutions and other bodies were handled by a combined team of author liaison officers and editors who offered advice, building upon the previous years' positive experience.

The activities may be summarised as follows:

- **Participatory events:** in response to frequent requests from author services, numerous training sessions and seminars were organised in the course of the year in order to acquaint the participants with the Office's services and products. Two-day events following innovative workshop approaches were held in Luxembourg, thus giving representatives of the EU agencies, Commission representations and EU institutions a chance to discuss, network and strengthen their ties with the Publications Office. In addition, shorter thematic training sessions were offered in Brussels at regular intervals.
- **PubliCare:** this site is now the standard tool of communication with the Office's clients. Two constantly updated sections provide respectively information on recent developments (*News section*) and serve as a showcase for best practices in the publishing domain (*Best of! section*).
- **PlanPubli:** the workflow management system is being gradually enhanced in order to allow for a smoother and more integrated production process. A business process analysis has been conducted to flesh out the shortcomings of the current system and the requirements of a completely redesigned production management system, in view of setting up an XML-based production chain enabling to derive different types of publication formats. The most immediate improvement is the migration to Documentum 5.3 completed during the summer of 2010.
- **Metadata production:** by year-end the Publications Office implemented in production a new strategic off-the-shelf tool (Virtua Integrated Library Management System). This will permit the Office to fully internalise the metadata production of all general publications with a view to increasing efficiency and decreasing lead-time before publications are available on EU Bookshop.
- **E-Book:** based upon an e-book study completed in 2009, pilot e-book versions of the publication 'The ABC of European Union Law' have been produced in three languages and optimised for display on tablet computers. General usability tests were conducted to define layout and functionality conventions, such as indexing, as well as quality requirements with a view to developing general editorial guidelines for e-book production.
- **Digitisation of the Reports of Cases before the Court of Justice (1954-2008):** the 1954-2008 collections were completed and resulted in a full delivery of enriched PDF files (3.7 million pages) and XML/Formex for uploading in EUR-Lex.
- **Integrated projects:** efforts continued to streamline the authors' editorial policies by providing assistance, leading to the adoption of integrated publishing projects.

In 2010 the Publications Office expanded its client base, formalising its relations with the Commission's DGs Home Affairs, Climate Action and Mobility and Transport, the Community Fisheries Control Agency (CFCA, Vigo), the European Defence Agency (EDA, Brussels) as well as with the Joint Undertakings SESAR (Single European Sky Air Traffic Management Research JU), CleanSky and FCH (Fuel Cells and Hydrogen JU). The liaison officers continued their client management activities, with over 70 meetings held both in Luxembourg and at the clients' premises.

2. Service level agreements

Twelve new service level agreements were signed in 2010 with the following services:

- European Commission's Environment Directorate-General (DG ENV),
- European Institute for Gender Equality (EIGE),
- Community Fisheries Control Agency (CFCA),
- Office for Infrastructure and Logistics in Brussels (OIB),
- Eurostat (ESTAT),
- European Aviation Safety Agency (EASA),
- European Parliament's Directorate-General for Innovation and Technological Support (ITEC),
- European Commission's Enterprise and Industry Directorate-General (DG ENTR),
- European Foundation for the Improvement of Living and Working Conditions (Eurofound),
- European Commission's Climate Action Directorate-General (DG CLIMA),
- European Commission's Economic and Finance Directorate-General (DG ECFIN),
- European Agency for the Management of Operational Cooperation at the External Borders of the Member States of the European Union (Frontex).

3. Other organisations

3.1. The sales agents network

During 2010, the sales of subscriptions were managed via a network of 32 commercial distributors (in 2009, there were 33). This activity concerns priced periodicals (paper with or without DVD, or DVD only) sent to customers on a regular basis. Examples are the various issues of the *Official Journal of the European Union* and the *Reports of Cases before the Court*. As far as printed priced monographs are concerned, their dissemination to final users is done directly by the Publications Office via the enhanced EU Bookshop website.

During 2010, emphasis was placed on securing a faster recovery of outstanding invoices, in particular for subscriptions. Performance and compliance with contractual rules were periodically assessed during 2010; in this respect an internal audit report was carried out to review the commercial accounting generated by the sales network, with reference to the sales revenues; the audit focused on subscriptions and licences. The report shows that the internal control system in place provides reasonable assurance regarding the achievements of the business objectives set up, and the reliability of the accounts.

3.2. The European Forum of Official Gazettes

In 2010, the Publications Office continued its work ensuring both the secretariat of the European Forum of Official Gazettes and that of the working groups set up by this informal association of organisations responsible for publishing the national legal gazettes, inside and outside the European Union.

Its agenda reflects the general tendency in Europe to introduce new technologies in the production and dissemination of the legal gazettes. The working groups ‘Consolidation’ and ‘Access to official gazettes and legislation — Financing models’ presented their final reports at the seventh meeting of the Forum, which was held in September in Rome. The working group ‘Indexing and Search’ presented its progress report. New working groups will be set up in 2011.

The revamped website of the Forum, with a new look and a more user-friendly structure, was opened to the public in March.

The next annual meeting of the Forum will take place in September 2011 in Riga.

3.3. The European Union Publishers’ Forum

The Publications Office is currently reconsidering the framework for cooperation with external partners, on the basis of a new approach towards co-publishing and editorial partnership. For this reason, in 2010, it did not publish the Forum’s annual catalogue.

Co-publishing

Five contracts were signed in 2010 (compared to 11 in 2009 and five in 2008). Eight project files were pending at year-end.

3.4. The Bridge Forum Dialogue

The Publications Office is a member of the Bridge Forum Dialogue, a non-profit organisation established in Luxembourg. Other European institutions also belong to this organisation. The Bridge Forum Dialogue serves as a platform for interdisciplinary debates. It aims to link, on the one hand, the European institutions established in Luxembourg and, on the other hand, the actors and institutions of Luxembourg’s academic, financial, economic and legal fields.



I. Access to EU Law

1. Official Journal

1.1. Overview

Compared with 2009 the volume of the OJ L&C series, including budgetary documents, remained stable.

The authentication of the electronic edition of the Official Journal took place for each edition in 2010. As regards the legal value of the electronic edition, the Member States were consulted in the frame of the Council's e-Justice/e-Law working group in October; the results were positive.

Following the entry into force of the Lisbon Treaty, consolidated versions of the Treaty on European Union and the Treaty on the Functioning of the European Union, the Charter of Fundamental Rights of the European Union as well as the consolidated version of the Treaty establishing the European Atomic Energy Community were published at the end of March 2010.

From June till November 2010, the IAS performed an audit on the Official Journal production process as managed by the Publications Office. The audit led to some recommendations. An action plan was drafted; all recommendations will be implemented in 2011.

The production of the budgetary documents, which are necessary for the conciliation procedure, was accomplished with the CIBA (Common Integrated Budget Application) system.

SICOF (Système intégré pour le contrôle opérationnel des factures) went live by year-end and will be used by production agents in order to facilitate the technical control of the OJ invoices.

1.2. Production

1.2.1. Official Journal L&C

The volume of the Official Journal L series decreased by 13.88%, from 530 561 pages in 2009 to 456 929 pages. The volume of the C series increased by 13.19%, from 435 259 pages in 2009 to 492 686 pages (see Annex III, Tables 1 and 2).

The number of issues published in 2010 was 352 for the OJ L series and 519 for the OJ C series (of which 109 OJ CA and 51 CE), compared to 360 and 467 respectively in 2009 (see Annex III, Table 2).

The proportion of issues delivered on time reached 99.8%.

1.2.2. Budgetary documents

The number of pages of the first issue of the Draft General Budget totalled 43 164 pages (1 962 pages per linguistic version), the second edition, published electronically under Budget online in December, totalled 39 446 pages (1 793 pages per linguistic version).

The total volume of budgetary documents produced increased by 16.53% and reached 102 521 pages ('Documents de travail' and 'Teletab' included as well as the line-by-line budget and the draft amending budgets and draft amending letters, only published electronically under Budget online) (see Annex III, Tables 1 and 2).

1.2.3. OJ L&C DVD-ROM

After the entry into force of a new framework contract, the CD-ROM edition of the OJ L&C series, produced throughout 2009 in 22 languages, was replaced by the DVD-ROM edition; the initial backlog caused by the creation and validation procedure of the new DVD-ROM prototype has been recovered. The latest monthly editions were delivered within the agreed deadlines. The Annual Report of the Court of Auditors was published as a thematic CD-ROM.

1.3. Quality control

356 881 pages of the Official Journal were proofread in 2010.

In the framework of the Commission initiative 'Better Regulation', the technical tools to support the new project 'Early Reading' have been developed and put in place while awaiting production to be organised with the relevant institutions. The project consists of proofreading documents before their adoption, with a view to improving the legislative and linguistic quality of legal documents. Coordination meetings between the Publications Office, the Council and the European Parliament have been held in 2010 in order to clarify the procedures within this project. Work is ongoing.

2. EUR-Lex — the integrated access to EU law

The main priorities for the activities carried out in 2010 by the Office have been improving public access to official documents and ensuring the availability of dissemination websites, namely EUR-Lex, PreLex and N-Lex.

With a view to the evolution of EUR-Lex to a common juridical portal, the contract was signed in July 2010, and work started immediately. The new system should be operational by the end of 2011 and will enable users to access documents currently available in EUR-Lex and PreLex.

Furthermore, on 1 July 2010, the Office also took over the Trans-JAI system from the Commission's DG Justice. Trans-JAI is an interinstitutional project developed at the European Parliament's request. It has been conceived as a pilot project providing/facilitating access in its initial phase to documents available in the registers of the institutions in the field of freedom, security and justice. The system will be integrated into the new EUR-Lex.

Discussions about the way to integrate into the new EUR-Lex the ex SCADPlus service are ongoing. The ex SCADPlus is a website that presents summaries of the EU legislation in various languages.

Besides the current official documents, the documentary repository is being completed with:

- the content of the documents published in the Official Journal before 1998 in PDF format. This includes approximately 8 million pages of which more than 5 million have already been treated. The work will be concluded in 2011;
- the collection of the *Reports of Cases before the Court of Justice*. The historic documents represent approximately 6 000 volumes; half of them were available via EUR-Lex at year-end;
- the written questions of the European Parliament with approximately 26 000 new notices in EUR-Lex concerning questions published from 2004 onwards.

By year-end, more than 3 million documents were available in EUR-Lex. The availability rate of the website has been 97.36% in 2010 compared to 96.3% in 2009. The Office negotiated and signed an SLA with the Commission's DG Informatics which recognises the system as critical.

The EUR-Lex website's graphic design has been harmonised with the other websites of the Publications Office.

The consolidated versions (PDFs) of the Treaty on European Union, the Treaty on the Functioning of the European Union and the Treaty Establishing the European Atomic Energy Community and the Charter of Fundamental Rights of the European Union were added to the 'Treaties' page. An explanation of the structure of CELEX numbers was also published.

Since April 2010 the Publications Office has assigned a digital object identifier (DOI) to each online issue of the Official Journal displayed on the EUR-Lex website.

The main accomplishment for N-Lex, the common access point to national legislative websites, was the finalisation of the migration to Documentum. The new graphic design was partly implemented. During 2010 a development of a new connector in Hungary was completed. Other countries (Belgium, Bulgaria, Germany, Estonia, Ireland, Greece, France, Italy, Cyprus, Lithuania, Austria, Poland, Romania, Slovakia, Sweden, United Kingdom) have shown an interest in implementing the new connector and contacted the Publications Office to this effect.

3. Consolidation of EU legislation

Consolidated texts were produced regularly within one to three months of the publication of an amending act depending on the volume of changes to be integrated. Thus daily consolidation of the legislation in force (55 874 consolidated acts) was kept up to date in 22 official languages (Irish subject to availability) throughout 2010.

4. Directories of the European Union legislation

The *Directory of the European Union legislation in force* is updated each month with hyperlinks giving access to all acts in force, including their consolidated versions over time. The online edition includes a PDF version which can be printed chapter by chapter. The directory is available in all linguistic versions.

The *Directory of the European Union legislation in preparation*, organised following the structure of the 20 chapters of the Directory of the European Union legislation in force, is also published monthly since November 2008.

Preparations to launch the new *Directory of consolidated texts* continued throughout 2010; the historic production data have been corrected and are ready for reloading. The new directory is expected to be online in early 2011.

5. TED — Tenders Electronic Daily

5.1. Overview

The functionalities of TED continued to be improved following the introduction of the new website in March 2010 as well as feedback from users. The TED website registered a record figure of more than 29 million pages viewed.

The changeover to the new TED website was carried out with no disruption to the service. The search facilities of the new website are simpler to use and more intuitive, with users having the possibility of using faceted searches.

The eTendering platform was developed as defined by an inter-service working group and validated by a Steering Committee involving the Commission's Secretariat-General as well as Commission DGs Internal Market, Budget and Informatics. The first phase of the project — publication of specifications and management of questions and answers — will be in production in the second quarter of 2011.

The daily production continued to increase in 2010, reaching a total of 391 395 documents; about 93% of these documents were received in a structured electronic format.

5.2. Production

The total number of published notices on TED reached 391 395, which represents an increase of 7.8% compared to 2009. Publishing deadlines were met for more than 99% of the documents which maintains the levels achieved in 2009.

The Office led a working group on implementing the publication provisions required by the directive on procurement in the fields of defence and security. In cooperation with the Commission's DG Internal Market proposals were prepared and presented to the Advisory Committee for Procurement Contracts (ACPC). The new directive will require the creation of three new forms and the amendment of two existing forms which have to be introduced by August 2011.

The development of a new IT production workflow system progressed throughout the year. Implementation into production is envisaged in the second quarter of 2011.

5.3. Data collection techniques

The number of notices received in structured electronic format (XML) increased to 92.9% of the total (90% in 2009). Via eNotices, the SIMAP online forms filling tool, submitted notices amounted to 169 234 representing 43.2% of all published notices and a 14% increase compared to 2009. Notices submitted via eSenders amounted to 194 436, representing 49.7% of all published notices and a 10% increase compared to 2009.

The number of qualified TED eSenders increased to 64 organisations. This represents an increase of 5% compared to 2009. In 2010 eSenders had to upgrade their software to be compliant with the 'Remedies' Directive. Of the 61 eSenders operational in 2009, six

did not re-invest in the eSenders project while nine new eSenders qualified in 2010. The operational eSenders now cover 26 Member States plus Switzerland and Norway. Internal testing of the web services project to improve the service quality levels provided by the Office was carried out; a working group was put in place for the external testing phase with the participation of three eSenders. In 2011, TED eSenders will have the possibility to submit their notices through web services instead of via e-mail. It will provide additional services to the eSenders such as reporting (parsing errors, publication report) and PDF generation.

The Office has maintained efforts to standardise the XML definition of public procurement forms within the CEN and the UN/CEFACT.

The Office, in collaboration with the Commission's EuropeAid Cooperation Office, created specific PDF forms for the needs of external aid services. Following a successful pilot test, three forms were introduced and work is underway for two more to go into production in 2011.

The Office also cooperated with the Commission's DG Mobility and Transport to create two procurement forms as required by the regulation on public passenger transport services. These forms will be introduced in 2011.

In view of the changes in the procurement forms that will be required by the entry into force of the Defence Directive in August 2011, preparations have commenced and meetings were conducted with the relevant services of the Commission's DG Internal Market with proposed requirements presented at the ACPC meeting.

5.4. TED and OJ S DVD-ROM

The OJ S CD-ROM was replaced by a DVD-ROM, which has been dissociated from the TED website in terms of functionalities. The new DVD-ROM, published once a week, is a repository of the PDFs of all original notices published during the corresponding week. The DVD-ROM contains a table of contents, listing the notices by day and then by language and business opportunities, and a search index, allowing searches on words or expressions contained in the notices.

II. Publications

1. Copyright and rights management

Throughout 2010, the Publications Office continued to work on implementing Commission Decision 2006/291/EC, Euratom of 7 April 2006 on the re-use of Commission information. Advice was given to services for adaptation or redrafting of copyright notices of their sites in order to make the information on the conditions of re-use more transparent and precise.

Following the entry into force of the Lisbon Treaty, the Office provided advice to author services and proposed adaptations for the copyright notices.

In 2010, the Publications Office continued its actions aiming to improve the author services' knowledge and respect of copyright matters, especially regarding third-party copyright material and awareness of the re-use policy. Several training and presentation sessions were held in Brussels and Luxembourg and can now also be organised on request to meet the specific needs of services. Informative and explanatory presentations were prepared and made at general meetings with Commission DGs, institutions, agencies and other departments.

The number of copyright requests decreased slightly (730, compared to 789 in 2009). The Publications Office pursued its major activities in this field:

- assistance given to individual author services asking for advice;
- permissions and licences granted to citizens and various organisations.

Advice, coordination and assistance have also been provided in the field of trademarks and domain name registration. Legal and copyright advice was provided in house on some important files (co-edition, contractual clauses for the Official Directory).

The Publications Office also pursued its active participation in the inter-service group on copyright set up by the Commission's DG Communication in 2008 following acknowledgement that copyright issues constitute a cross-cutting risk within the Commission. Work of the group included:

- redrafting the copyright notice of the Europa portal,
- advice for drafting new clauses on copyright to be included in contract models maintained by the Commission's DG Budget,
- drafting guidelines on copyright to be made available on IntraComm.

Within the group, the Publications Office also insisted on tools allowing for consistency of advice given to services on copyright issues.

2. Indexation and publishing tools

2.1. Cataloguing and international identifiers

2.1.1. ProCat (professional catalogue of documentary, bibliographical and juridical notices)

A total of 9 680 bibliographical notices of publications were processed in 2010 (see Annex III, Table 9) compared to 11 488 in 2009.

2.2.2. Identifiers

Attribution of identifiers showing higher numbers than publications produced by the Office proves that originating departments use the Office's services not only for publishing but also for the dissemination and identification of publications not produced by the Office.

14 007 catalogue numbers were allocated in 2010 compared to 14 285 in 2009 (-1.5%).

For the international identifiers the breakdown is as follows:

- 4 910 ISSN (+7.67% compared to 4 560 in 2009)
- 7 857 ISBN (+19.8% compared to 6 598 in 2009)
- 211 681 DOI, whereof 7 329 for general publications, 202 460 for the Official Journal and 1 892 for other projects (+49% compared to 142 463 DOI in 2009, whereof 5 652 for general publications).

Furthermore 454 EUR numbers (identifying scientific reports) were assigned in 2010 compared to 495 in 2009.

2.2. EuroVoc

The multilingual EuroVoc thesaurus is used for the indexation of the Official Journal documents on paper (alphabetical and methodological indexes), on CD-ROM (XML version) and online (in EUR-Lex). It is also used for the indexation of all documents published by the Publications Office via the EU Bookshop service.

The Publications Office has replaced its thesaurus management system for the maintenance and dissemination of the EuroVoc thesaurus with a flexible, non-proprietary application complying with the most modern standards of the semantic web. The new EuroVoc consists of two updated tools:

- a new front office for the dissemination of the thesaurus, accessible at the current web address (<http://europa.eu/eurovoc/>);
- a thesaurus management system enabling the update of EuroVoc.

On 18 and 19 November, the Publications Office organised a conference entitled 'Mind the lexical gap. EuroVoc, building block of the semantic web'. The conference presented EuroVoc and the latest developments to turn it into a functional component of the semantic web. It also examined other multilingual controlled vocabularies and indexing tools for legal content and metadata that facilitate interoperability and access to multilingual information. Taking place in Luxembourg, the conference drew around 230 participants and was a great success.

The Office started a Thesaurus Alignment Project (TAE) to establish cross-linking between EuroVoc, a generic thesaurus, and a number of specialised controlled vocabularies.

The preparation of the new version (EuroVoc 4.4) continued with the revision of the concepts according to the changes introduced by the Lisbon Treaty.

2.3. Style Guide

In 2010, the key objective for the *Interinstitutional style guide* was the preparation of the paper versions in English and French, which are to be published in early 2011. A new version of Part II 'General Publications' was completed and put online in all languages. A harmonisation process of all data related to countries and currencies launched with the Council and the IATE (Inter-Active Terminology for Europe) team continued.

The number of pages of the style guide website consulted again increased considerably from 1 885 267 in 2009 to 2 466 749 in 2010 (+30.8%). The number of visitors also rose from around 470 000 in 2009 to 583 474 in 2010 (+24.14%).

3. Editorial services

In total, 763 922 pages, all languages included (see Annex III, Table 7), were processed by the proofreading service during 2010.

In 2010, the necessary preparations (including training and the internal user guide) for working with the InCopy software were carried out. The first five pilot projects in six languages were successfully corrected with reduced production time.

The Office continued working on the *rattrapage* of the 2008 and 2009 volumes of the *Reports of Cases before the Court* in all official linguistic versions, publishing 821 volumes compared to 550 manuscripts received.

In 2010, at the request of the Court of Justice, the Office started the correction of the Civil Service Tribunal Reports.

4. Graphic design

The graphic designers continued participating in the task force for the harmonisation of the Publications Office's public sites; a final report was delivered in May 2010. They also contributed to preparations for events such as the Frankfurt Book Fair, the London Information OnLine Exhibit, the EuroVoc Conference held on 18 and 19 November 2010 and the OP Day. This latter event, held on 13 December 2010 and attended by Vice-President Reding, was organised around workshops describing specific tasks carried out by the Office departments.

The team was also closely involved in the production process of the Office publication 'The ABC of European Union Law': choice of illustrations, layout, choice of paper, as well as the production of both hard-copy and Internet-related supporting promotional media.

Important contributions and assistance were also given to the European Institute for Gender Equality (EIGE) in developing its new logo, as well as to the Commission's DG Budget for the layout of its Financial Report.

During the year 267 dossiers were handled in-house (-5.6% compared to 2009), while 22 dossiers were outsourced via a framework contract (7.6% of the total). Clients included several Commission services, the European Parliament, the Committee of the Regions, the European Data Protection Supervisor, Europol and numerous agencies.

The Office was also contacted by the Commission's DG Communication in order to pool expertise and advise the ad hoc committee working on developing a unique logo for all Commission DGs.

5. Cross-media publishing

5.1. Overview

A total of 45 publications using the recently incorporated InDesign/InCopy publishing software were produced with markedly reduced production times.

The mid-term review of a framework contract covering the bulk of the work for hard-copy publications got underway.

During the year, 25 specific contracts were launched in the field of multimedia services via competitive tendering under a framework contract. These comprised production of a mix of websites, videos, CD/DVD masters, as well as feasibility studies and scanning services.

Key multimedia projects included:

- creation of the website of the newly created agency named European Institute for Gender Equality (EIGE) (<http://www.eige.europa.eu/>);
- creation of a quiz on fun with statistics for Eurostat.

In 2010, taking multimedia and print activities as a whole, 2 597 invoices (+4.5% compared to 2009) for a total value of 16 046 481 euro (-6% compared to 2009) were received from service providers. More than 93% of the invoices concerned for paper publications and the balance for multimedia products. However, the average cost of a multimedia product was nearly 4 times the average cost of a paper publication.

5.2. Production

The total number of publications produced in 2010 came to 6 671 (including promotional material and stationery), compared to 6 783 in 2009 (Annex III, Table 5).

Amongst the flagship titles appearing in 2010 were:

- the consolidated versions of the Treaty on European Union and of the Treaty on the Functioning of the European Union, together with the annexes and protocols resulting from the amendments introduced by the Treaty of Lisbon;
- the consolidated version of the Treaty establishing the European Atomic Energy Community;
- the publication *The ABC of European Union Law*; updated to take into account the Lisbon Treaty, it was published in August 2010 in English, French and German. Another three language editions are currently being processed (Italian, Polish, Spanish). In addition, 16 other official language versions are being translated for display on EUR-Lex;
- the 2009 *General Report on the activities of the European Union*, published in 22 languages;
- the *Annual Report of the Court of Justice*, published in 22 languages;
- *Reports of Cases before the Court of Justice, the Court of First Instance and the Civil Service Tribunal*, published in 22 languages;
- the Special Reports of the Court of Auditors, in hard-copy, CD-ROM and XML format.

6. Fulfilment and storage

6.1. Physical distribution

The figures show a decrease in the number of physical publications distributed by the Office in 2010 compared to 2009, although not as dramatic as the drop of over one third in 2009 compared to 2008. This trend is consistent with the move from 'push' to 'pull' delivery

methods, with the alternative option of offering free access to PDF files in EU Bookshop, and with more targeted distribution by author services (i.e. by using electronic tools to create specific mailing lists for a specific title).

Physical distribution by type of product

	Number of copies distributed			Change (%)
	2008	2009	2010	2010/2009
OJ paper edition	2 647 036	2 063 672	1 840 771	-10.80
OJ DVD-ROM edition *	577 377	486 739	409 542	-15.86
COM documents	81 763	55 567	42 734	-23.09
Other paper publications	33 116 857	19 573 539	16 037 710	-18.06
Other CD-ROM/DVD publications (isolated)	177 700	240 925	163 425	-32.17
Total distributed via mailing lists	36 600 733	22 420 442	18 494 182	-17.51
Individual orders	9 704 317	8 637 961	8 605 442	-0.38
Grand total distributed	46 305 050	31 058 403	27 099 624	-12.75

* As of 2010 the CD-ROM edition was replaced by a DVD one.

6.2. Storage

The number of stored copies decreased by 3.41% in 2010. This was due to two factors: the reduction in the number of publications produced and the de-stocking of old titles. Efforts to limit the print runs continued, by aiming for an initial distribution of 80% of the print run. Author services are encouraged to reduce their stocks by using the print-on-demand service, currently limited to the out-of-stock publications.

Annual stock movements

	Number of copies			Change (%)
	2008	2009	2010	2010/2009
Stock on 1 January	34 527 362	38 983 663	36 982 016	-5.13
In stock entries	60 223 160	38 126 168	35 196 448	-7.68
Distribution via mailing lists	36 600 733	22 420 442	18 494 182	-17.51
Individual orders	9 704 317	8 637 961	8 605 442	-0.38
Stock reduction	9 219 031	8 080 362	9 166 311	-13.44
Out other proposed by the Office	242 778	989 050	192 167	-80.57
Stock on 31 December	38 983 663	36 982 016	35 720 362	-3.41

6.3. Mailing list management

The number of postal addresses and that of registered subscribers continue to fall, as easily available and environmentally-friendly electronic alternatives exist. The fact that certain publications and subscriptions discontinued contributes to this decrease. Table 10 in Annex III gives more detail.

Nineteen new and four permanent electronic surveys were carried out in 2010, mostly concerning the establishment of the print run or the distribution plan of specific publications. This is a considerable drop compared to the 50 surveys launched in 2009: the number of clients using this service remains the same, but these clients requested print run surveys for a very limited number of titles compared to 2009.

Work was completed on a template for the Commission's DG Communication that, once implemented, will allow such surveys to be launched systematically.

7. EU Bookshop

7.1. Content

In 2010, EU Bookshop confirmed and reinforced its role as a historical repository of EU publications from 1952 to today and as a modern tool for both online access to all EU publications and dissemination.

A new software supporting the EU Bookshop website improved the reliability and usability of the site; a decrease of 41% in the number of questions was noted: in 2009 the helpdesk replied to 5 769 questions in this area, whereas in 2010 the number of questions decreased to 3 400. Furthermore the new software introduced a new method of calculating the site's performance, including visits (2010: 1.2 million, 2009: 1.8 million) and pages consulted (2010: 11.4 million, 2009: 13.3 million). As far as the number of downloaded PDFs is concerned, it increased slightly with 3 054 490 downloads compared to 2 990 921 in 2009.

Furthermore the author services were able to better supply publications to the different networks of EU Information and Documentation Centres worldwide, via a clearer display of publications available for bulk orders and the possibility to create and access multiple catalogues.

An impressive number of new titles, 25 104, were added in 2010, consisting both of new publications and of older titles originating from the Publications Office Digital Library project. The total number of publications available online reached 162 000 at the end of 2010.

A new statistical tool was implemented at the end of the year, in order to provide clients with on-demand feedback information on orders and downloads of publications.

The improved advertising space on the homepage has also been welcomed by the users as well as by the clients of the Publications Office, who have started to request a more tailored promotion of their titles. The Publications Office has set up a 'promotion committee' to select the titles to feature on the site. Necessary measures are also being taken to ensure a quick display of promotional texts in multilingual versions.

For 2011, some new features of the software are foreseen, notably:

- display of selected publications in bundles (according to specific themes);
- introduction of a print-on-demand option for publications that are out of stock.

7.2. Free-of-charge distribution

Free-of-charge distribution is handled via two mechanisms: (a) basic dissemination to Information Relay Centres, and (b) pull dissemination requested by privileged partners.

(a) Basic dissemination to Information Relay Centres

These centres receive publications produced by the EU institutions. The different types of centres are:

- (i) Relais Europe Direct Information Centres, European Documentation Centres and the Depository Libraries, managed by the Commission's DG Communication and operating in EU countries;
- (ii) the European Union Information Centres, managed by the Commission's DG Enlargement and operating in candidate countries;
- (iii) the European Union Information Centres and the Depository Libraries, managed by the Commission's DG External Relations and operating in third countries.

The documentation and information work of these facilities is defined in the convention signed with the directorate-general recognising/supporting the particular relay centre concerned. In 2010 a total of 223 569 copies were disseminated to the various Information Relay Centres served by the Office (compared with 316 227 in 2009, thus representing a decrease of 29.3 %).

Until 30 March, the financing of handling and mailing expenses for push dissemination to Information and Documentation Relay Centres had been met by the directorates-general sponsoring such centres. Since 1 April 2010, these expenses are paid by author services interested in this method of dissemination.

At year-end the number of Information Relay Centres served by the Office stood at 1 194 (-3 compared to 2009).

(b) Pull dissemination to privileged partners

At year-end the privileged users were:

- (i) entities depending on the Commission's DG Communication (1 147):
 - Commission Representations in the Member States (35);
 - Europe Direct Information Centres (550);
 - European Documentation Centres (412);
 - Europe Direct Contact Centres (100);
 - Library Networks in the Member States (50);
- (ii) entities depending on the Commission's DG External Relations (356):
 - European Commission delegations in third countries (127);
 - European Union Information Centres in third countries (164);
 - Specialised European Union Information Centres in third countries (4);
 - European Union Depository Libraries in third countries (61);
- (iii) entities depending on the Commission's DG Enlargement (9):
 - European Commission delegations in candidate countries (9).

The total number of privileged users stood at 1 512 by year-end.

In 2010, a total of 1 699 408 copies were disseminated to the abovementioned bodies; this represents a decrease of 4.6 % in comparison with the 1 781 501 copies disseminated in 2009. The publications catalogue for bulk orders included, at 31 December 2010, 267 publications in different linguistic versions, published by 27 different author services (representing an increase of 14 publications and 1 author service respectively in comparison with 2009).

7.2.1. Free-of-charge distribution of the Official Journal

The table below gives the figures concerning the distribution of the different physical editions of the Official Journal inside the institutions:

	Number of copies			Change (%)
	2008	2009	2010	2010/2009
OJ L&C daily paper edition	929	840	773	-7.98
OJ L&C monthly DVD ⁽¹⁾	2 100	1 553	1 509	-2.83
OJ S weekly DVD ⁽¹⁾ ⁽²⁾	1 013	562	555	-1.25

⁽¹⁾ As of 2010 the DVD edition replaced the CD-ROM one.

⁽²⁾ For years prior to 2010 a CD-ROM edition was available twice a week.

7.2.2. Print on demand

In 2010, work continued on offering a print-on-demand service for out-of-stock publications via EU Bookshop. Currently, the Office offers this facility on a limited basis and as an option for author services with a view to reducing large initial print runs.

7.5 million pages (A4 equivalent) were produced by the digital printshop; this figure represents an 11% decrease compared to 2009. However, approximately 60% of these pages were printed in colour (using a lengthier process) (+16% compared to 2009).

For the 'short print runs', the workshop processed 551 requests (an increase of approximately 6% compared to 2009).

For the 'single copy orders' process, 5 717 copies were ordered, printed and distributed, mostly in colour (an increase of +128% compared to the 2 622 copies of 2009).

8. Sales

8.1. Sales results

The trend of decreasing sales continued during 2010. This fact reflects changing public habits and underlines the basic principle of the Office's dissemination policy that aims at making available free-of-charge electronic versions of publications, priced or not.

The Publications Office implemented during 2010 the revised sales and dissemination policy. This concerns, in particular, the sales of printed monographs (individual, stand-alone titles). These publications are exclusively handled by the Publications Office. During 2010, 3 687 printed priced monographs (for which the electronic versions were available free of charge on the Office's website) were purchased by interested customers online.

The particularities relating to the sales of subscriptions (mainly *Official Journal of the European Union* and *Reports of Cases before the Court*) call for the continuation of a commercial network across the European Union as well as in selected third countries (i.e. the United States, Canada and Switzerland).

In 2010, the Publications Office issued 1 955 invoices and credit notes for a total amount of 2 429 301 euro, i.e. an increase of almost 48% in the number of invoices and a decrease of 18% in commercial invoicing compared with 2009. The increase in the number of invoices is due to the online sales as each purchase (which can comprise one or several publications) is the subject of an invoice. In this respect, during 2010, 1 192 invoices were issued for online transactions. As outlined in Table 18 (Annex III), the general downward trend in sales revenue was observed in most of the various types of products managed by the Publications Office (the only exception was the commercial licensing activity, see point 8.2).

Sales of subscriptions (comprising both OJ and other periodicals) represented, as in previous years, the bulk (95%) of publication sales.

A detailed overview of 2010 sales results is given in Annex III, Tables 17 and 18.

8.1.1. Periodicals

Globally, the total number of all types of subscriptions sold decreased by 31% in 2010 compared with 2009 figures:

Publication	2006	2007	2008	2009	2010	Change (%) 2010/2009
Official Journal:						
L&C series (paper)	3 315	2 619	2 128	1 649	1 217	-26.2
L&C series (DVD)	1 259	1 071	901	778	516	-33.6
CA series (Competition)	637	495	376	272	215	-20.9
S series (DVD)	2 128	1 665	1 365	1 121	882	-21.3
Secondary legislation	2	5	0	0	0	—
Periodicals other than the OJ	5 418	4 240	3 177	2 261	1 359	-39.8
Total	12 759	10 095	7 947	6 081	4 189	-31.1

NB: The DVD edition replaced the CD-ROM one as of 2010.

The steady decrease in the number of paying subscribers to the different editions of the Official Journal may be explained by its availability free of charge on the web.

Details of the subscriptions for the Official Journal L&C and S series (paper and DVD editions) and other periodicals can be found in Annex III (Tables 11 to 13). In 2010, Cedefop discontinued the publication of its *European Journal of Vocational Training* and the Community Plant Variety Office the *Official Gazette CPVO*.

The most sold periodicals (other than the OJ) in 2010

Classification order	Title	Number of subscribers		
		2009	2010	Change (%) 2010/2009
1	Reports of Cases before the Court of Justice	875	713	-16.80
2	European Economy	588	456	-22.45
3	Comext Intra- and extra-EU trade data	115	106	-7.83
5	COM documents	96	84	-12.50

8.1.2. Monographs

The following table lists the 12 most sold paper publications for 2010.

Classification order	Title	Publishing date	Quantity
1	Consolidated treaties — Treaty of Lisbon	27.7.2010	1 256
2	Official Journal C 83/2010	23.3.2010	639
3	Supplement to the Bulletin of the European Union 11/1970	1970	401
4	Official Journal L 284/2010	29.10.2010	326
5	General Report on the activities of the European Union 2009	10.2.2010	206
6	Europe in Figures — Eurostat Yearbook 2010	1.9.2010	172
7	Fact Sheets on the European Union	23.3.2009	157
8	Official Directory of the European Union 2009	6.4.2009	142
9	Europe in Figures — Eurostat Yearbook 2008	14.8.2008	140
10	European Atlas of soil biodiversity	26.8.2010	106
11	General Report on the activities of the European Union 2008	25.2.2009	80
12	Official Journal L 335/2009	17.12.2009	78

8.1.3. Offline products

In 2010, the total amount invoiced for CD-ROM/DVD products was 340 586 euro, 39.7% less than in 2009 (see Annex III, Table 14).

Periodicals

For major periodicals on DVD, the number of paying subscribers in 2010 decreased in comparison with 2009 as shown in the table below.

	2008	2009	2010	Change (%) 2010/2009
OJ S DVD	1 365	1 121	882	-21.32
OJ L&C DVD	901	778	516	-33.68

NB: The DVD edition replaced the CD-ROM one as of 2010.

CD-ROM/DVD publications

The following table lists the sales of CD-ROM/DVDs in 2010, by quantities sold. None of these priced CD-ROM/DVDs achieved the figure of 20 copies (all linguistic versions together).

CD ROM/DVD sold by quantity

Classification order	Title	Quantity
1	Comext - Intra- and extra-EU trade monthly data — Combined nomenclature - S02/2009	17
2	Comext - Intra- and extra-EU trade monthly data — 04/2010	7
3	Comext - Intra- and extra-EU trade monthly data — 08/2010	6

8.2. Licensing

TED and EUR-Lex online licences enable the exploitation and commercial re-dissemination by market players via XML data provided via an FTP server.

In December 2010, the number of companies that have signed licence agreements for TED was 127. This represents a decrease of just one licence compared with the 128 licences managed in 2009. Among the TED licences 16 were given free of charge to 'eSender' organisations (bodies in Member States preparing procurement notices for public entities to be published in TED).

The number of EUR-Lex licence agreements increased by just one licence to 23.

The total amount invoiced in 2010 for EUR-Lex and TED licences was 717 376 euro. The 30% increase of invoicing in this area during 2010 (in 2009, invoicing for commercial licences was 548 979 euro) was due to a strict policy to enforce the payment of invoices within the contractual deadlines. A detailed review is given in Annex III (Tables 15 and 16).

8.3. Assessment and prospects

The downward trend in sales of the last few years continued in 2010. Decreases both in the sales of monographs (-29%) and in subscriptions (-30%) were observed. The figures underline the success of the Office's dissemination policy favouring online and free-of-charge access to all publications.

For paper publications which their author services wish to be priced (roughly 5% of production), the enhanced EU Bookshop website offers, since 2010, a direct sales facility with credit card payment. The sales price reflects production costs. It should be noted, however, that the PDF files of these priced publications are available free of charge via EU Bookshop.

With regard to both printed subscriptions and commercial access to the content of the EUR-Lex and TED databases, the Office will continue selling them via the sales agents' network and licensed companies.

For the second quarter of 2011, the Publications Office will offer a print-on-demand service via the EU Bookshop website, to allow interested citizens to acquire professionally printed paper versions of both historic publications and other out-of-stock publications.

9. Promotion and information

9.1. Information for the public and customer assistance

Information on official publications as well as assistance on the Office's electronic products (mostly websites) are provided by an online helpdesk. This public helpdesk is the first-level contact available for all online services offered by the Publications Office.

In 2010, the trend of fewer requests to the helpdesk continued with a 15% decrease (46 962 compared to 55 077 in 2009). The decrease reflects the improvements of the new versions of the websites.

In 2010, TED and SIMAP requests represented around two thirds of all the requests. Only 7% of requests concerned EU Bookshop compared to 11% in 2009. Overall, the thematic breakdown of requests for information was as follows:

■ Assistance for TED, SIMAP and the OJ S CD-ROM	68%
■ Assistance for EUR-Lex and the OJ L&C CD-ROM	10%
■ Assistance for EU Bookshop	7%
■ Assistance for document delivery orders	5%
■ Assistance for CORDIS	6%
■ Requests for general information on publications	4%

A list of the ten most frequently raised topics in 2010 can be found in Annex III (Table 20).

9.2. The Publications Office on the Internet

The Publications Office's website (publications.europa.eu) provides general information about the Publications Office, its services and events. The static pages, which provide most information, are available in the 23 official languages, while selected information, such as news and events, usually exists only in English, French or German.

Technical documentation and analysis of the site were completed in 2010 making the structure of the website more clear and comprehensive.

9.3. Promotional activities

The 2010 annual catalogue of publications, published in English, French and German, included free-of-charge and priced publications. More than 20 000 copies of the catalogue were distributed via mailing lists and at events.

A particular effort was invested in promoting the Office's own publication 'The ABC of European Union Law'. This involved the production and distribution of information leaflets and routing sheets, as well as online promotion through a number of websites.

The Office organised a two-day international conference 'Mind the lexical gap' to mark the launch of the new EuroVoc site. The conference was attended by around 230 information professionals from 21 countries.

The Office prepared an information stand and often gave presentations at more than 20 events in 2010, including student fairs, book fairs and specialised seminars for scientists, entrepreneurs, students or teachers. These events included the two traditional exhibitions, Frankfurt Book Fair and London Online Information as well as presentations to EU

officials and information multipliers of the Commission's DG Communication (Europe Direct Relays) and DG Enterprise (Europe Enterprise Network). The promotional focus remained on the four key online services: EU Bookshop, CORDIS, TED and EUR-Lex.

The Office hosted visitor groups that included students, information professionals and civil servants from France, Germany, Serbia, Albania, Kenya and Brazil.

In the future, participations to events directly aimed at the public will be limited. Greater focus will be given to the promotion of the Office's website through electronic means.

III. CORDIS — The Community Research & Development Information Service

CORDIS is very well indexed and ranked by Internet search engines. Considerable efforts were made to improve the statistics, filtering visits originating from robots which account for 75% of accesses. Page accesses by individual users amount on average to 2.5 million per month.

All FP7 calls for proposals were published on time.

Throughout the year, the CORDIS service was regularly enhanced in order to improve usability, visibility and presentation of information, in particular on FP7, where core pages are available in six languages.

The new look and feel was extended to all major CORDIS services in order to ensure better integration with the Europa portal. This new layout is highly appreciated by the users as reflected by the user satisfaction surveys. Work continued with the integration of the new CORDIS search, which offers faceted facilities and the possibility to define RSS feeds from any search query. This service was launched at the end of the year for testing by external users. The current search will be replaced by the new search with all associated facilities by the second quarter of 2011.

The new CORDIS Partners Service was developed in 2010 to provide social and collaborative facilities to users wishing to build consortia for participating in research activities. A first testing day was held, involving national contact points and other CORDIS users. The feedback was highly positive. The new service is due to be officially launched by the second quarter of 2011.

The presidency services for Spain and Belgium were launched, and that for Hungary prepared. Furthermore, several national and regional services were revamped and better integrated with the Europa portal and ERAWATCH.

The CORDIS Service Management Board (CSMB) met three times in 2010.

The Administrative Arrangement with the Joint Research Centre/Institute for Prospective Technological Studies (JRC/IPTS) for conducting the development and hosting of the ERAWATCH project as part of CORDIS was extended to 1 March 2011.

The Project Information Dissemination Service (PIDS), intended for the collection of FP6 project information and results, was phased out at the end of the year. It was replaced by internal collection mechanisms designed to simplify the process for external users and ensure greater coverage.

CORDIS produced ten issues of the *research*eu — results* supplement (in English) and four of the *research*eu — focus* supplement in several languages. Interest in these magazines continues to grow, with the number of subscriptions rising by 14.1%, attaining 14 653 copies by the end of the year.

CORDIS promotional activities included a presence with stands at 15 events and 22 media partnerships. A web-linking campaign was launched in August, targeting groups such as chambers of commerce around Europe.

A user satisfaction survey was conducted in the second half of 2010, seeking the views of stakeholders, information providers and CORDIS-registered users. Overall satisfaction by stakeholders has increased, with over 86% considering that CORDIS has improved over the year. Highlighted improvements include the look and feel of the site, clarity and easier access to information.



Management

I. Human resources

1. Personnel

1.1. Officials

In 2010, the total number of statutory posts amounted to 672 (see Annex III, Table 30 and Graph 1). In addition, six posts were used as compensation for part-time work.

Twenty three successful candidates were nominated probationary officials (compared to 15 in 2009 and 25 in 2008).

Nine officials joined the Office by transfer from other institutions; eleven officials were transferred from other Commission services.

During the year, 21 officials left the Office to continue their career in other services of the European institutions, and eight left either to retire or for personal reasons.

Three Directors' posts were filled in the course of 2010. Two newly recruited Directors originate from EU-10 countries.

Four Heads of Unit were nominated following mobility and two Heads of Unit were appointed in 2010.

In order to fulfil the EU-10 and EU-2 quotas of the Commission, the Publications Office recruited two Assistants and three Administrators coming from EU-10 countries. Three Assistants were recruited from EU-2 countries.

Some posts remained difficult to fill due to various constraints. Lack of appropriate reserve lists left a number of posts vacant for too long a period, mainly at AST 1 level in the secretarial area and at AD level for IT profiles. Furthermore, as already reported for 2009, the high cost of living in Luxembourg and surroundings was again given as a reason for turning down offers of employment or interviews for vacant posts.

The occupation rate for permanent posts at the end of year 2010 was 94.35%.

Due to the transfer of Trans-JAI to the Publications Office, the Office received 18 additional posts (seven AST and eleven AD), of which 16 were attributed to Directorate C. In addition, three AST posts were transformed into AD posts with effect on 1 January 2010.

During 2010, 26 former C* category officials were appointed Assistants (B*), after having been authorised by the attestation procedure to apply for vacant posts in this function group. Within the Office, five officials (compared to five in 2009) participated in the certification training programme, preparing for functions in the Administrator function group. On the basis of the exams held in 2010, six officials were included in the list of successful candidates. One certified candidate, who already worked for the Office, was appointed on an Administrator post.

Thirty Administrator and 63 Assistant vacancy notices were published by the Office during 2010.

By the end of 2010, 113 officials reached the age of 55, which will make succession planning necessary for the future.

1.2. Temporary agents

Six temporary agent contracts were granted in 2010 for jobs for which no reserve list existed (mainly in the IT field) or for which competitions were in progress.

1.3. Contract staff

On 31 December 2010, 21 contract agents were working at the Office. Contract agents only constitute a small percentage (3.3%) of the Office's staff. In the course of 2010, six persons were recruited as contract agents. In the meantime, 11 contracts came to an end.

1.4. Gender balance

On 31 December 2010, 52% of all officials in the Office were women. At year-end, 50% of the occupied senior management posts and 22% of the middle management posts were held by women, whereas among AD category officials 35% were women and in the AST category 55% were women.

	Grade and gender			
	31.12.2009		31.12.2010	
	female	male	female	male
AD	31%	69%	35%	65%
AST	56%	44%	55%	45%
Total	53%	47%	52%	48%

1.5. Geographical balance

	AD	AST	Total
Belgium	10	62	72
Bulgaria	0	8	8
Czech Republic	3	8	11
Denmark	1	10	11
Germany	10	29	39
Estonia	0	9	9
Ireland	1	4	5
Greece	1	27	28
Spain	5	28	33
France	14	106	120
Italy	8	46	54
Cyprus	0	0	0
Latvia	3	9	12
Lithuania	1	14	15
Luxembourg	2	37	39
Hungary	4	14	18
Malta	1	3	4
Netherlands	1	6	7
Austria	1	4	5
Poland	7	16	23
Portugal	3	21	24
Romania	1	18	19
Slovenia	2	8	10
Slovakia	5	11	16
Finland	1	15	16
Sweden	1	14	15
United Kingdom	3	18	21
Total	89	545	634

1.6. Selection of personnel

In 2010, the competitions for Danish, Finnish and Maltese proofreaders were finalised. The oral tests took place in February and March, and the final lists were drawn up in March.

Also, the delayed competition for Lithuanian-language proofreaders was finalised, with oral tests in March and the final list drawn up at the end of March.

The written tests for the competitions for English-, Estonian- and Polish-language proofreaders took place on 16 April. A second round of written tests had to be organised in May, since some candidates could not reach the test centres in April due to the disruption

of air traffic following the eruption of the Icelandic volcano. The oral tests for these competitions took place in July, September and October 2010. The lists of laureates were finalised in November.

The written tests for the competitions for Slovene- and Irish-language proofreaders took place in June. Unfortunately, no Irish-language candidates were successful, and this competition was closed with no laureates. The oral test for the Slovene-language competition took place in October, and the final list was established at the end of October.

Two new competitions were published in 2010. The competition notices for the Maltese- and Italian-language proofreading competitions were published in November. The tests for these competitions are foreseen to take place in March 2011 in the assessment centre in Luxembourg, in accordance with the new procedures for organising competitions introduced by EPSO. Two permanent selection board members for each competition have taken part in a five-day training course in Bruges. They can also be called in for other competitions in the future. Provided that the new procedure is carried out according to plan, the lists of laureates should be established in April/May 2011.

With Croatia and Iceland as candidate countries for accession, preparations have been made in order to find proofreaders for the secondary legislation once a formal decision to this effect is known. A proofreading test in Croatian has been created, and a similar test will be established for Icelandic.

2. Training

2.1. Strategic training plan

The Office's training plan was adopted at the beginning of the year. The priorities defined were the development of technical expertise in electronic publication, in editorial techniques and in document management, the promotion of the Office's online services, the development of the internal communication and the improvement of the staff's approach towards clients and the development of well-being and safety.

In total, the training section organised 293 courses at the Office's level.

2.2. Participation in training actions

In 2010, staff members took part in 5 062 training days. The 2010 average per staff member is 8.1 days distributed as follows:

- General domain 3.1 days
- Linguistic domain 3.7 days
- IT domain 1.2 days

These figures do not include on-the-spot training. In other words, the Office exceeded the targets set by the Commission.

The Office organised locally 58% of the training in the general domain and around 32% of the training in the IT domain.

The Office committed a total of 289 110 euro on its own budget for training. The main training courses organised locally were:

- Lisbon Treaty (76 participants)
- Hands-on EUR-Lex (39 participants)

- Copyright (74 participants)
- EU Bookshop (39 participants)
- XML for managers (22 participants)
- InCopy (79 participants)
- My Unit (555 participants)
- Lunch-time conferences (610 participants)
- Operation Health (49 participants)
- Team building (87 participants)
- Office presentation (50 participants)
- Visit of the distribution centre in Gasperich (36 participants)

II. Budget

1. Budgetary accounts

1.1. Overall budgetary implementation 2010

In 2010, the overall budget managed by the Publications Office amounted to 152.9 million euro (155.4 million euro in 2009). The difference is primarily explained by a price drop in a main production contract for the Official Journal and by a decrease in the consolidation costs, resulting in a lower level of commitments on Commission budget items 26.011001 and 26.011101.

(in million euro)

Heading	Year	
	2009	2010
Budget items formally delegated to the Office	118.15	118.94
Budget items subdelegated to the Office	9.80	8.07
Appropriations from the institutions' budgets	27.51	25.90
Total	155.46	152.91

Appropriations for which the Director of the Publications Office is authorising officer by delegation

(in million euro)

Budgetary reference	Heading	Commitment appropriations ⁽¹⁾		Payment appropriations ⁽²⁾	
		Amounts committed	% implementation	Amounts paid	% implementation
Section III — Commission					
02.04 04 02	Completion of the sixth Research Framework Programme (2003 to 2006) (CORDIS)	—	—	0.089	33.30
26.01 09 01	Publications Office	90.088	92.22	88.118	83.43
26.01 10 01	Consolidation of European Union law	1.558	99.85	2.263	93.04
26.01 11 01	<i>Official Journal of the European Union</i> (L and C)	12.267	91.39	11.153	71.74
26.02 01	Procedures for awarding and advertising public supply, works and services contracts	15.030	96.33	13.353	85.58
	Total	118.943	92.53	114.976	82.44

⁽¹⁾ Global implementation, comprising the budget of the year (including surpluses declared but unused at year-end), and assigned revenue both from 2010 and carried over from 2009. See Table 21.

⁽²⁾ Global implementation, comprising the budget of the year (including surpluses declared but unused at year-end), payment appropriations authorised to cover commitments from previous year(s), as well as assigned revenue both from 2010 and carried over from 2009. See Table 22.

Appropriations for which the Director of the Publications Office is authorising officer by subdelegation

In 2010, the Office actively used 19 subdelegated budget items:

- five of them were related to publication activities (payment appropriations only);
- one was related to SCADPlus;
- one was related to Trans-JAI; and
- the rest to CORDIS as financed under the seventh Research Framework Programme (2007-2013).

(in million euro)

Budgetary reference	Directorate-General	Commitment appropriations		Payment appropriations	
		Amounts committed	% implementation	Amounts paid	% implementation
Section III — Commission					
02.04 01 01	Enterprise (CORDIS)	0.311	85.01	0.319	89.45
02.04 01 02	Enterprise (CORDIS)	0.304	85.01	0.311	89.42
06.06 01 01	Energy (CORDIS)	0.204	71.77	0.322	87.66
06.06 02 01	Mobility & Transport (CORDIS)	0.177	71.77	0.280	87.90
08.02 01 00	Research (CORDIS)	1.102	82.15	1.658	86.67
08.03 01 00	Research (CORDIS)	0.308	82.12	0.491	87.96
08.04 01 00	Research (CORDIS)	0.566	82.07	0.973	97.37
08.05 01 00	Research (CORDIS)	0.211	82.08	0.332	97.76
08.06 01 00	Research (CORDIS)	0.323	81.97	0.516	97.49
08.07 01 00	Research (CORDIS)	0.516	100.00	0.823	97.45
08.08 01 00	Research (CORDIS)	0.107	81.62	0.178	88.01
09.04 01 00	Information Society & Media (CORDIS)	1.541	100.00	2.521	100.00
	Sub-total CORDIS	5.670	87.24	8.724	97.54
02.01 02 01.00 02	Enterprise (publications)	—	—	0.001	2.48
02.01 02 11.00 02	Enterprise (publications)	—	—	0.000	0.00
04.03 04 00	Employment and Social Affairs (publications)	—	—	0.015	74.00
04.04 01 01	Employment and Social Affairs (publications)	—	—	0.044	21.85
08.22 04 00	Research (publications)	—	—	0.000	0.00
16.04 02 00	Communication (SCADPlus)	1.800	100.00	—	—
18.08 01	Justice/Home Affairs (Trans-JAI)	0.599	99.76	0.000	0.00
	Grand total	8.069	99.55	8.784	91.88

NB: The percentage of payment appropriations implemented for CORDIS varies, depending on the use the subdelegating services were able to make of the surplus amounts declared.

**Appropriations for which the Director of the Publications Office is authorising officer
by codelegation ⁽¹⁾**

(in million euro)

Budgetary reference ⁽²⁾	Directorate-General	Commitment appropriations		Payment appropriations	
		Amounts committed	% implementation	Amounts paid ⁽³⁾	% implementation
Title 01	Economic & Financial Affairs	—	—	0.518	—
Title 02	Enterprise	—	—	0.049	—
Title 04	Employment and Social Affairs	—	—	0.812	—
Title 05	Agriculture and Rural Development	—	—	0.219	—
Title 06	Energy	—	—	0.019	—
	Mobility and Transport	—	—	0.146	—
Title 07	Environment	—	—	0.389	—
	Climate Action	—	—	0.002	—
Title 08	Research	—	—	0.531	—
Title 09	Information Society and Media	—	—	0.039	—
Title 13	Regional Policy	—	—	0.131	—
Title 15	Education and Culture	—	—	0.138	—
Title 16	Communication	—	—	1.112	—
Title 17	Health and Consumer Protection	—	—	0.656	—
Title 19	External Relations	—	—	0.039	—
Title 27	Budget	—	—	0.028	—
Title 29	Statistics	—	—	0.317	—
Total		—	—	5.145	—

⁽¹⁾ Codelegation received on payment appropriations only.

⁽²⁾ As per 2010 budget.

⁽³⁾ Author services may also pay for services not carried out by the Office on lines codelegated to the Office.

Tables 21 to 24 in Annex III show the implementation of the commitment and payment appropriations and the appropriations remaining to be settled for the financial year 2010. Graph 7 shows the overall breakdown by institution of the Publications Office's costs for 2010.

1.2. Management of the budget on behalf of the institutions

In addition to the resources delegated to the Director of the Office from the Commission's budget, the Publications Office called on the financial resources of the institutions for the payment of 25.90 million euro during the financial year 2010:

(in million euro)

Management of the budget on behalf of the institutions

■ Official Journal appropriations from institutions other than the Commission (total paid by the Commission, and re-invoiced to the institutions in 2010)	9.85
■ publication invoices for which the Office gives the technical approval (all 2010 invoices and credit notes for all author services)	<u>16.05</u>
Total	25.90

<i>Recovery orders issued by the Office</i>	9.75
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The recovered amounts enter into the budget as assigned revenue in the corresponding budget headings (see detail by budget line in Annex III, Table 27).

The 525 recovery orders issued in 2010 primarily concern:

- expenses met for third parties, in particular storage and dissemination costs of the institutions;
- sales revenue which is allocated to the budget items for which the Director of the Publications Office is authorising officer by delegation.

2. Commercial accounts

2.1. Operating results

Tables 28 and 29 in Annex III list the details of the commercial activity to 31 December 2010 and of the operating accounts for the financial year 2010.

It should be noted that the amount included to provide for doubtful debts stands at 115 474 euro on 31 December 2010 (2009: 191 785 euro), see Annex III, Table 28. The Commission has been informed accordingly and will include the provision in its Financial Statements.

2.2. Sales revenue

In 2010, net sales revenue collected amounted to 2 466 798 euro, compared to 3 084 508 euro in 2009. The breakdown by institution is given in Annex III, Table 17.

Net sales invoiced stood at 2 429 302 euro in 2010, compared to 2 992 742 euro in 2009. For details on invoiced sales by type of product, see Annex III, Table 18.

The Publications Office's balance sheet and profit-and-loss statement are presented in Annex IV.

III. Procurement and contracts

1. Tender procedures

The Office finalised 63 procedures during the year of which:

- forty eight procedures were concluded with the signature of new contracts or amendments to existing contracts;
- four procedures for which the contracts were not yet signed on 31 December 2010;
- nine procedures concerning the increase of the amount of existing contracts;
- two procedures were concluded without awarding a contract.

The figures below summarise the results by type of procedure.

1.1. Open procedures concluded

<i>Procedures concluded with contract award</i>				
Type of contract	Number of procedures	Number of lots	Number of contracts signed	Total amount (euro)
Single framework contract	6	10	9	42 134 335.92
Multiple framework contract 'à façon'	1	1	5	2 719 177.50
Multiple framework contract 'en cascade'	3	7	17	9 512 362.52
Competitive multiple framework contract	2	2	9	13 456 399.24
Direct contract	0	0	0	0
Hybrid contract	2	2	2	2 059 541.36
Total	13⁽¹⁾	22	42	69 881 816.54
<i>Procedures concluded without contract award</i>				<i>0</i>
<small>(¹) For one procedure, different types of contract have been established (10237 has two different types).</small>				

1.2. Negotiated procedures concluded (> 60 000 euro)

<i>Procedures concluded with contract award</i>				
Type of contract	Number of procedures	Number of lots	Number of contracts or amendments signed	Total amount (euro)
Single framework contract	1	1	1	772 800.00
Hybrid contract	1	1	1	1 467 800.00
Amendments to existing contracts	9	12	18	211 043.12
Total	11	14	20	2 451 643.12
<i>Procedures concluded without contract award</i>				<i>0</i>

1.3. Negotiated procedures of low value (< 60 000 euro)

Type of contract	Number of procedures	Number of lots	Number of contracts signed	Total amount (euro)
Supply contract	1	1	1	54 210.20
Direct contract	1	1	1	17 916.00
Hybrid contract	1	1	1	54 020.00
Single framework contract	1	1	1	7 552.00
Total	4	4	4	133 698.20
<i>Procedures concluded without contract award</i>				2

1.4. Restricted procedures

Procedures concluded with contract award

Type of contract	Number of procedures	Number of lots	Number of contracts signed	Total amount (euro)
Hybrid contract	2	2	2	207 000.00
Total	2	2	2	207 000.00
<i>Procedures concluded without contract award</i>				0

1.5. Procedures based on existing framework contracts (with relaunching of competition)

Type of contract	Number of procedures	Number of lots	Number of contracts signed	Total amount (euro)
Specific contract	17	17	17	1 871 060.35
Hybrid contract	6	6	6	647 165.80
Total	23	23	23	2 518 226.15
<i>Procedures concluded without contract award</i>				0

1.6. Other procedures

Procedures concluded with contract award

Type of contract	Number of procedures	Number of lots	Number of contracts signed	Total amount (euro)
Competitive dialog (Multiple framework contract 'en cascade')	1	1	3	2 808 577.84
Total	1	1	3	2 808 577.84
<i>Procedures concluded without contract award</i>				0

Procedures concluded with increase of contract amount

Type of contract	Number of procedures	Number of contracts affected	Total amount (euro)
Increase of contract amount	9	22	5 706 468.50 (!)
(!) +470 000 USD.			

2. Contract management

The activity relating to services and supplies contract management can be summarised as follows:

	2005	2006	2007	2008	2009	2010
New contracts established	57	56	103	83	96	76
Amendments to existing contracts established	59	48	50	84	85	72

New contracts established by type of procedure are as follows:

	Number of contracts
Publications Office open procedures	42
Publications Office negotiated procedures	2
Publications Office negotiated procedures of low value	4
Publications Office restricted procedures	2
Publications Office procedures based on existing framework contracts	23
Publications Office procedure based on competitive dialog	3
Total	76

New amendments are detailed as follows:

	Number of contracts
Publications Office negotiated procedures	18
Publications Office other amendments	49
Other EU services amendments	5
Total	72

The Publications Office managed 453 contracts (of which 38 of other EU services) as at 31 December 2010.

IV. Infrastructure

1. Facilities management and supporting resources

The support function, called 'Front Office', which was created in 2009 to improve communication with customers and for the coordination of the support effort, was fully implemented and is now operational.

Standardised methods for managing software maintenance at the Office were introduced.

1.1. Buildings

The overall very tight situation as regards office space remained unchanged.

Regarding the relaunched project for the refurbishment of the ex print-shop, the Office and the landlord came to an agreement on the procedure. In October 2010, the landlord submitted the price offer and a basic plan. The transformation works should start mid 2012 and new office space for some 100 officials should become available in 2013.

The refurbishment of the fourth floor conference room and adjacent facilities was completed according to plan. The equipment of the conference room is now state-of-the-art.

Negotiations with the landlord of the Distribution Centre in Gasperich were brought to a satisfactory conclusion in 2010 and transformation works for a new cafeteria in the ex-microfilm space and the creation of four new offices and one meeting room will start in January 2011.

The move of colleagues in Brussels to the Van Maerlant 18 building was organised without difficulty. Regarding internal removals, 141 persons moved offices in 2010 (50 from Directorate C). This action was executed according to plan, to the full satisfaction of the staff concerned.

A secure zone was created in the Mercier archives to control access to confidential administrative documents.

1.2. Safety and health

One mandatory evacuation exercise took place in spring 2010 for each of the Office's three buildings. The second evacuation exercise was scheduled for mid-November. Due to the adverse meteorological conditions (heavy snow fall, ice), this evacuation exercise was postponed with a view to the security of the Office's staff.

Security equipment has been maintained and improved in cooperation with the Commission's Security Directorate.

At the reception desk of the guards in the entrance hall of the Mercier building, the placement of screens and videorecorders (collecting information from the cameras) was modified.

The existing badge readers for access to the Mercier garage were replaced by new readers and new access cards were distributed to staff. The same readers and cards are foreseen to

be installed and used in the Fischer and Gasperich buildings. One advantage of this new system is that a single card can be used to access the parking facilities of the Commission's institutions located in Luxembourg.

An audit on safety and health was carried out by the Commission's Security Directorate and an external auditor in both the Mercier and the Gasperich buildings. The final report was generally positive and stressed the professional handling of these issues at the Office. An action plan has been drawn up to implement various recommendations made by the auditors.

1.3. Supporting resources

The number of PCs has slightly decreased: 941 at the end of 2010 compared to 951 in 2009.

The number of calls addressed to the helpdesk and related to IT or general services has also decreased (16 731 in 2010; 18 175 in 2009).

2. Document management

2.1. Archives and Centre d'administration des documents (CAD)

The Office's filing plan was approved in 2010. Data for the preservation and the filing of the administrative documents are shown in ARES.

A satisfaction survey on the use of ARES was launched late in 2010.

Regular quality control ensures the respect of the e-Domec rules. Continuous assistance is provided to ARES users by the DMO.

The day-to-day management of the CAD remains rather difficult due, amongst others, to the frequent rotation of non-statutory personnel.

Within the context of the Digital Library project, the physical archive received a large number of publications from the Commission's DGs Research, Eurostat, Ispra and Eurydice. The process of their retrieval, scanning and archiving or returning to the owner was time-consuming. Furthermore, in the context of the transformation programme, a considerable number of OJ issues had to be rescanned due to their low quality in EUDOR.

3. Information technology

Throughout 2010, the IT and telecoms facilities were operated with a global availability of over 99.9% for the network and 99.8% for the applications in production.

The virtualisation process of the Unix and Windows environments conferring more agility, redundancy and flexibility was extended to 90% of the infrastructure. Likewise, backup virtualisation architecture has substantially improved data restoration time. Data storage tiering was introduced to manage constant data growth and to prepare the future storage architecture for a capacity on demand concept.

The network (telecoms, LAN) between the buildings of the Publications Office has been upgraded in order to achieve a higher redundancy.

In order to improve the quality of software deliveries, additional contractual clauses ensuring automatic delivery of tests cases and new operational test procedures have been defined.

New specifications for computing services were drafted to support the Office's future technological challenges and evolutions (indexing, content repository, Service Oriented Architecture).

High-level technical support and assistance was given to deploy new information systems according to plan (Sharepoint, CERES, ProcatX, EU Bookshop, EuroVoc, Virtua ILMS).

As regards the maintenance of the IT systems, work is ongoing. The Office proceeds with standardising the software maintenance management, involving the users of the systems. This change concerned 26 projects by year-end and has increased the transparency for users of the IT systems.

4. IT security

Firewall:

No major firewall incident was noted. 10 minor incidents happened, as a result of which some firewall rules were reviewed and amended. No major scan attacks happened; one scan attempt took place originating from the Commission's DG Informatics. No virus incidents were detected. The old virus scanner was replaced in-house with a new one, the migration of which took several weeks. During this time, a certain security risk existed, as the signature list was not kept updated.

Server certificates

Three secure server certificates were obtained. The LuxTrust certificates ordered in 2009 regarding e-OJ were received and distributed.

Security conventions and VPN tokens

Seven new Security Conventions for remote access for contractors and three renewals were processed.

Seventy eight remote access tokens for officials for teleworking or other type (technician, hot spare) and 63 external contractor tokens linked with the Security Conventions were dealt with.

Access control management

2 866 access requests (DMAs) were processed in 2010 (33% more than in 2009). As each DMA requires an average of five interventions, the annual number of interventions stood at some 14 350.

Security audit

A pre-production security audit on the e-Tendering application was carried out by an external consultant, for which the scope and objectives were provided by the Office.

Local Informatics Security Office activities

The Commission's DG Human Resources (Security Directorate) has issued a number of EC Information System Security Policy Standards (mandatory) and Guidelines (optional) based on Decision C(2006) 3602. The Baseline Information Security Policy and the

Minimum Security Requirements documents were reviewed against these standards and guidelines and updated accordingly to ensure that the Office is fully compliant. The latest revised versions were issued in June 2010.

Business Continuity Planning

The Secretariat-General organised a Commission-wide business continuity exercise 'Pest 10' in which the Office participated.

Several further applications are now covered in the Business Continuity Planning process, and a number of documents at the application level were delivered: risk analyses (10 documents), contingency plans (6 documents), risk reduction recommendations (7 documents), Test Plans (6 documents); the OP Business Impact Analysis, the Business Continuity Plan, the Disaster Recovery Plan, the IT Security Incident Response Plan and the risk reduction recommendations have undergone several updates.

V. Internal control environment

1. Risk management, business continuity and evaluation

All budget items delegated by the Commission to the Director of the Office concern administrative expenses and/or contract management and are in direct management, which means that, compared with shared or decentralised budget management for instance, the inherent risk is low. The review of the risk register of the Office and the risks reported in the semi-annual AOS reports confirmed that risks within the Office are adequately managed.

The final follow-up of the procedures risk assessment exercise allowed closing all procedure risks identified. The regular analysis of the exceptions registers started this year will enable a better assessment of risk management.

IT is a crucial part of production and dissemination management and web dissemination. Updating and testing business continuity plans was a priority in 2010. Organisational measures were taken in the interest of better management of software maintenance.

The evaluation of the website helpdesk contract was finalised in 2010. Two new evaluations were started: assistance in preparing the justification of a new XML-based workflow for general publications and the *ex-ante* evaluation of the general publications' printing contract. Internal evaluations of the 11 contracts to be renewed of an estimated individual value exceeding 133 000 euro were completed.

A consultant was contracted to benchmark the cost and prices of selected legal publications on the market. Within the limits of availability of information on similar publications due to confidentiality reasons, the results show that the Office is paying prices in line with the market.

2. Financial circuits and internal control coordination

The financial resources managed by the Office fall into three types:

- administrative expenditure (salaries, buildings, etc.) managed through the Office's own budget, which is annexed to that of the Commission;
- operational expenditure including financing from within the Office's own budget and other budget lines delegated to the Director of the Office;
- under the supervision of its Management Committee, the Office is responsible for publications financed by other institutions, agencies or Commission services. Payments for the Official Journal L&C series are regularised between the Commission and the other institutions using the official liaison accounts; sales revenue is received on bank accounts opened for the Office by the Commission and is then transferred to the institutions and services concerned, while expenditure related to production, storage and dissemination of publications incurred on behalf of other services is either paid by the Office under co-delegation or collected from the author services using recovery orders.

Within the Office, the partly decentralised financial circuit is applied. Budget cells are attached to the four directorates. A simplified workflow is used for very low-risk small amount items.

The AOS reporting every semester contains the financial data and the main points concerning controls and risks. The Office reports on a quarterly basis about the main indicators and progress of fulfilment of its mission to the Management Committee.

The internal control coordinator is responsible for coordinating internal control activities, managing financial control and evaluation, assessing ICS implementation, follow-up of audit recommendations, risk management and data protection.

Compliance with internal control baseline requirements was assessed based on information available from audit reports, results of financial controls and the interviews and a desk review conducted by the internal control coordinator.

The following actions were taken in the area of the priority internal control standards:

- the planning for the prototype of a unified data warehouse (which will serve as a basis for performance reporting) containing production and dissemination timeline data was finalised;
- the review of the sensitive functions of the Office resulted in a system which is simpler without compromising adequate management of risks associated with these functions;
- in the framework of the transformation programme, review of existing processes and the definition of target processes were started.

Procurement and contract management is supported by an adequate *ex-ante* evaluation and procurement planning and monitoring process. All recommendations of the joint IAS/IAC audit on procurement were implemented.

The follow-up of consumption of budget and contract amounts is organised and monitored.

3. Financial control

5 *ex-post* control exercises took place in 2010, 4 on payments covering the period from 1 June 2009 to 31 July 2010 — 884 sampled files out of 5 287 transactions (17%) representing 18 896 468.73 euro out of 95 719 338.14 euro (20%), 1 on provisional commitments not subject to second level *ex-ante* controls covering 38 files out of 132 (29%), amounting to 892 948.92 euro out of 1 885 595.31 euro (47%).

To determine exemptions from second-level *ex-ante* control, 117 transactions out of 336 (35%) were examined between November 2009 and March 2010.

For non-exempted units, second-level *ex-ante* control covered 102 files out of 203 (50%).

Additionally, 10 transfers of credit and 13 proposal files for derecognising were verified. All transactions with errors were examined in detail and recommendations were formulated. Based on error rates, second-level *ex-ante* control needs are regularly reviewed.

Financial control results show that there are no material risks in financial operations and that first-level operational and financial controls are continuously improving.

4. Internal audit capability

The internal audit capability (IAC) operates in accordance with the Institute of Internal Auditors' attribute and performance standards and code of ethics, and EU regulations and standards.

In 2010 the Publications Office's Internal Audit Charter was adapted to reflect increased emphasis on two areas: IT governance and fraud prevention and detection.

The IAC also designed its strategic audit policy and, in coordination with the Commission's Internal Audit Service (IAS), prepared its strategic audit plan for the period 2010-2012.

Within the audit planning process, for 2010 the strategic audit plan resulted in the following new audit tasks:

- audit on policy development;
- audit on information systems.

In accordance with SEC(2003) 59, the IAC expressed an opinion on the state of control as a contribution to the preparation of the Office's Annual Activity Report.

VI. Internal environmental management

1. Energy

In 2010 an interinstitutional tender for 'green energy' was published. The contract was signed in October 2010 and from 1 January 2011 onwards, the Publications Office will be using 'green energy'.

The service cars of the Publications Office generated 19 045 kg of carbon dioxide emissions in 2010 (18 990 kg in 2009). The mileage increased by 0.29%.

Further information on electricity and water consumption can be found in Annex III, Table 31.

2. Waste management

The 'SuperDrecksKëscht fir Betriber' label was renewed in 2010 and may now be audited at any time. Further recycling bins have been ordered, and a new awareness campaign for staff and contractors will be carried out in early 2011.

3. Paper consumption

Paper consumption covers mainly the administrative needs (photocopying machines/laser printers).

Consumption stood at 30 tonnes in 2010, which represents a slight decrease compared to 2009 (30.5 tonnes).

A silhouette illustration of a group of people in a meeting. One person stands in the center, while others are seated around a table, some looking at a laptop. The background is a light olive green.

D

Social report

I. Social dialogue

As in previous years, staff were reminded of the rules in force regarding ethics and whistleblowing.

An intensive information campaign was launched to explain to staff members the different phases of the Office's transformation programme, the related projects as well as the objectives already attained or to be attained by the end of 2012.

Various performances were also held in the context of Café 2012 to illustrate in an entertaining manner the progress being made in the implementation of the transformation programme. Fundamental concepts of the said programme are also explained in regular issues of the 'Fil rouge' newsletter distributed to all staff members. The internal newsletter, VoxOffice, continued to provide useful information to staff about their rights and obligations and to explain current and future projects and developments.

In-house communication has also been improved through the widespread use of Sharepoint, a collaborative workspace which facilitates the exchange of information.

In the context of the OP Day held on 13 December 2010, various demonstrations of the specific professional qualifications and skills required in the Office's production units were given. An exhibition was organised to place in its historical context and to demonstrate the tremendous evolution over time of the production methods of the Office's flagship publication, the *Official Journal of the European Union*. Vice-President Reding attended the event.

The Publications Office continued to hold joint meetings with the Local Staff Committee in the presence of the Office's Director-General and Resources Director. These meetings allowed the exchange of information as well as discussion on measures which might affect the Office's staff.

In particular, the following issues were discussed:

- General administrative procedures such as career development review, promotion, attestation and certification procedures, competitions; other staff issues such as contract agents, flexitime, teleworking, health and safety, etc.
- Potential consequences for staff arising from the creation of Directorate C (Transformation Target 2012).

- Recruitment procedures for the posts of Director for three of the Office's four Directorates (DIR A, B and C).
- Practical considerations relating to the transfer of Trans-JAI to the Office.
- The evolution of CORDIS.

II. Health and well-being

The awareness campaign initiated in 2009 concerning the risks related to physical inactivity at work continued at the beginning of 2010. Conferences and workshops were organised to provide information, such as the correct position at the workstation, moving about while at work, the evolution of working conditions and their physical and psychological consequences.

Moreover, conferences about stress at work and workshops about relaxation techniques were proposed during the year.

Annex I

Governing bodies and key persons

1. Members of the Management Committee

The Publications Office's Management Committee is composed as follows:

- Mr Klaus Welle, Secretary-General of the European Parliament;
- Mr Pierre de Boissieu, Secretary-General of the Council;
- Ms Catherine Day, Secretary-General of the Commission;
- Mr Alfredo Calot Escobar, Registrar of the Court of Justice;
- Mr Eduardo Ruiz Garcia, Secretary-General of the Court of Auditors;
- Mr Martin Westlake, Secretary-General of the European Economic and Social Committee;
- Mr Gerhard Stahl, Secretary-General of the Committee of the Regions, Chairman of the Management Committee.

The European Central Bank participates as observer.

2. Organisational chart of the Office (1.1.2011)

Director-General	M. REICHERTS
Assistant to the Director-General (responsible also for the secretariat of the European Forum of Official Gazettes)	A. BARTOLINI
Internal audit	S. BERTOMEU
Reporting directly to the Director-General	
1. Evaluation, Control and Future Developments	L. SZABÓ
Directorate R — Resources	
Director	K. KÖNIG (acting)
1. Human Resources	M. LANGLAIS
2. Calls for Tender and Contracts	M. CRUZ
3. Finance	W. KAŁAMARZ
4. Infrastructures	K. KÖNIG
5. IT projects	S. PREŠERN
Directorate A — Official Journal & Research	
Director	E. BEŇOVÁ
1. CORDIS	F. THUNUS (acting)
2. OJ Production Coordination	F. DÖLL
3. OJ Quality Control	M. MARCOS RODRIGUEZ (acting)
4. TED	R. PISANI
5. Copyright/Legal and Documentary Issues	P. BERTELOOT
Directorate B — Publications & Dissemination	
Director	H. CELMS
1. Cross-media Publishing	J. YOUNG
2. Editorial Services	F. DIEGO LUIS
3. Promotion and Distribution	J. LOWERY-KINGSTON
4. Customer Relations	T. DAMAN
Directorate C — Transformation 2012	
Director	Y. STEINITZ
1. Business Architecture	P. SCHMITZ
2. EUR-Lex	A. CARNEIRO
3. EU Bookshop	J.-R. TISCAR (acting)

Annex II

Interinstitutional committees

The Publications Office holds the secretariat of the interinstitutional committees listed below. They were set up by decision of the Office's Management Committee, to which they report. The Management Committee considers that the work carried out by these committees is vital for the progress of the Office's various projects.

Groupe interinstitutionnel Lex (GIL)	
<i>Participating institutions</i>	<ul style="list-style-type: none"> ■ the institutions represented in the Management Committee ■ the European Investment Bank ■ (as observers) the Chairman and the Troika of the Council Working Group e-Law
<i>Chair</i>	<ul style="list-style-type: none"> ■ <i>Name:</i> Ioannis Petrakakis ■ <i>Institution:</i> Commission ■ <i>Tel.</i> +32 229-53712 ■ <i>E-mail:</i> john.petrakakis@ec.europa.eu
<i>Change of chairmanship</i>	Every year, in March (after the meeting of the Management Committee)
<i>Terms of reference (summary description)</i>	Steering committee for the development and operation of the EUR-Lex system and for the <i>Directory of EU legislation in force</i>
<i>Date of first meeting</i>	23.9.1999
<i>Frequency of meetings</i>	2-4 times per year
<i>Number of meetings in 2010</i>	4
<i>Main subjects treated in 2010</i>	<ul style="list-style-type: none"> — the new EUR-Lex system; — transformation programme of the Publications Office; — follow-up of the PreLex handover to the Office; — transfer of Trans-JAI to the Publications Office; — EUR-Lex methodological issues; — election of the President (from March 2010 to March 2011).

Consolidation Group	
<i>Participating institutions</i>	Parliament, Council, Commission, Court of Justice, Court of Auditors, Publications Office
<i>Chair</i>	<ul style="list-style-type: none"> ■ <i>Name:</i> H.-G. Crossland ■ <i>Institution:</i> European Commission ■ <i>Tel.</i> +32 229-55746 ■ <i>E-mail:</i> hans-gerald.crossland@ec.europa.eu
<i>Terms of reference (summary description)</i>	Steering committee for the consolidation work carried out by the Publications Office
<i>Date of first meeting</i>	mid-90s
<i>Frequency of meetings</i>	3 times per year
<i>Number of meetings in 2010</i>	2
<i>Main subjects treated in 2010</i>	<ul style="list-style-type: none"> ■ simplification of EU law; input of the Office for codification and recast projects; ■ consolidation: production and financial aspects; daily consolidation; statistics; ■ better dissemination of consolidated versions; ■ call for tenders and renewal of contract; ■ codification: planning and progress of the project.

EuroVoc Steering Committee	
<i>Participating institutions</i>	Parliament, Council, Commission, Court of Justice, Court of Auditors, Publications Office
<i>Chair</i>	Vacant A new president should be appointed
<i>Terms of reference (summary description)</i>	Steering committee for the development and operation of the multilingual EuroVoc thesaurus
<i>Date of first meeting</i>	12.10.1999
<i>Frequency of meetings</i>	once a year
<i>Main subjects treated in 2010</i>	No formal meetings were organised in 2010.

EuroVoc Maintenance Committee

<i>Participating institutions</i>	Same as 'Eurovoc Steering Committee'
<i>Chair</i>	<ul style="list-style-type: none"> ■ <i>Name:</i> Andrea Bartolini (Publications Office) ■ <i>Tel.</i> +352 2929-42768 ■ <i>E-mail:</i> andrea.bartolini@publications.europa.eu
<i>Terms of reference (summary description)</i>	Execution of development and maintenance work
<i>Date of first meeting</i>	1.10.2000
<i>Frequency of meetings</i>	twice a year
<i>Main subjects treated in 2010</i>	No formal meetings were organised in 2010. The members of the maintenance committee have approved 228 concepts (new or modified) by written procedure.

Official Directory Drafting Committee

<i>Participating institutions</i>	Institutions which publish their organisation charts in the Official Directory of the European Union
<i>Chair</i>	<ul style="list-style-type: none"> ■ <i>Name:</i> John Young (Publications Office) ■ <i>Tel.</i> +352 2929-44399 ■ <i>E-mail:</i> john.young@publications.europa.eu
<i>Terms of reference (summary description)</i>	Editorial committee for the operation of the Official Directory of the European Union (paper and Internet editions)
<i>Date of first meeting</i>	1994
<i>Frequency of meetings</i>	1-2 times per year
<i>Number of meetings in 2010</i>	None
<i>Main subjects treated in 2010</i>	—

The Drafting Committee did not meet in 2010.

However, a high-level Working Group met on 11 October 2010 in order to discuss proposals for improving project efficiency coupled with a redesign of IT processes. The Working Group gave its agreement on the medium-term goals outlined by the Office.

Comité technique interinstitutionnel CIBA

<i>Participating institutions</i>	Parliament, Council, Commission, Court of Justice, Court of Auditors, Economic and Social Committee, Committee of the Regions, European Ombudsman, European Data Protection Supervisor
<i>Chair</i>	<ul style="list-style-type: none"> ■ <i>Name:</i> Friedrich Döll ■ <i>Tel.</i> +352 2929-42050 ■ <i>E-mail:</i> friedrich.doell@publications.europa.eu
<i>Terms of reference (summary description)</i>	The Committee coordinates and plans the budgetary publications and it coordinates the development of the common tools (CIBA) for preparing, managing and sharing the text and figures between institutions.
<i>Date of first meeting</i>	1997
<i>Frequency of meetings</i>	4 times a year
<i>Number of meetings in 2010</i>	3
<i>Main subjects treated in 2010</i>	<ul style="list-style-type: none"> ■ planning of the publication of the 2011 budget in all its phases; ■ planning and surveying the development of the tools to publish and manage the budgetary text and figures; ■ planning and surveying the fundamental IT developments necessary for adapting to the changes in the budgetary procedures following the adoption of the Lisbon Treaty.

Interinstitutional style guide Steering Committee

<i>Participating institutions</i>	All institutions represented in the Management Committee
<i>Chair</i>	<ul style="list-style-type: none"> ■ <i>Name:</i> Bernard Lahure (Publications Office) ■ <i>Tel.</i> +352 2929-42378 ■ <i>E-mail:</i> bernard.lahure@publications.europa.eu
<i>Terms of reference (summary description)</i>	Steering Committee (composed mainly by jurist-linguists and translation services of the institutions): coordination in order to create and maintain the style guide in all official languages <ul style="list-style-type: none"> ■ + 23 linguistic subgroups ■ + working group 'Currencies, countries, languages'
<i>Date of first meeting</i>	February 1992
<i>Frequency of meetings</i>	Variable; most of the work is done by written procedure; occasional meetings when necessary
<i>Number of meetings in 2010</i>	1 or 2 meetings in several language subgroups
<i>Main subjects treated in 2010</i>	<ul style="list-style-type: none"> ■ development of 'post-2004' languages (ongoing/most languages completed); ■ development of country lists + concordance IISG/IATE; ■ revision of Part I (OJ) — EN and FR pilot versions completed; ■ complete update of Part II (Publications) in 23 languages (online); ■ updates following the entry into force of the Lisbon Treaty.

Legal Deposit Group	
<i>Participating institutions</i>	Parliament, Council, Commission, Court of Justice, Court of Auditors, Economic and Social Committee, Committee of the Regions, Publications Office
<i>Chair</i>	<ul style="list-style-type: none"> ■ <i>Name:</i> Pascale Berteloot ■ <i>Tel.</i> +352 2929-42110 ■ <i>E-mail:</i> pascale.berteloot@publications.europa.eu
<i>Terms of reference (summary description)</i>	Group reflecting on the introduction of a legal deposit scheme for EU publications
<i>Date of first meeting</i>	February 2009
<i>Frequency of meetings</i>	once a month in the first phase of the project
<i>Number of meetings in 2010</i>	8
<i>Main subjects treated in 2010</i>	<ul style="list-style-type: none"> ■ national, international and European rules and recommendations related to legal deposit and long-term conservation, ■ legal deposit schemes in Member States and in other countries, ■ current measures for long-term conservation of publications within the institutions, ■ development of a possible organisation of a legal deposit scheme for EU publications on paper, in electronic formats, for audiovisual material, websites and databases, ■ drafting of a report for the Management Committee of the Publications Office.

Contact: A. Bartolini (tel. +352 2929-42768)

Annex III

Tables and graphs

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Table 1 Official Journal: number of pages per series from 2001 to 2010

Series	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
OJL	226 339	262 582	253 100	388 286	409 827	574 016	471 769	654 009	530 561	456 929
OJC	313 406	331 336	303 964	371 204	325 610 ⁽¹⁾	377 207	484 313 ⁽²⁾	526 399	435 259	492 686
<i>of which OJCE</i>	<i>94 941</i>	<i>166 947</i>	<i>135 245</i>	<i>196 127</i>	<i>93 755</i>	<i>132 331</i>	<i>184 684</i>	<i>202 300</i>	<i>123 225</i>	<i>165 594</i>
Other budgetary documents	41 261	41 800 ⁽³⁾	50 996	49 566	90 127	93 512	83 986	86 014	87 978	102 521
Total	669 970	705 262	682 889	812 922	828 595	1 044 735	1 040 068	1 266 422	1 053 798	1 052 135

⁽¹⁾ Including four issues of 2004 actually published in 2005 for the European Parliament.

⁽²⁾ Including issues of OJ C and OJ CE committed in 2006 and published in 2007 for a total of 161 421 pages.

⁽³⁾ Plus publication in ABB format in German, English and French (1 324 pages per language).

Table 2 Official Journal: main figures

Series	2009			2010		
	Number of issues	Pages/issue/language	Pages	Number of issues	Pages/issue/language	Pages
OJL	360	67	530 561	352	59	456 929
OJC	467	42	435 259	519	43	492 686
<i>of which OJCE</i>	<i>32</i>	<i>175</i>	<i>123 225</i>	<i>51</i>	<i>148</i>	<i>165 594</i>
Other budgetary documents (‘Documents de travail’ and ‘Teletabs’)			5 522			3 719
PDB	1	2 092	46 024	—	—	—
Line by line + amending letters (2010 — online publication)						16 192
DB (paper edition)	1	1 656	36 432	1	1 962	43 164
DB (online only/2 nd edition)					1 793	39 446
Total	829		1 053 798	871		1 052 135

L and C series (871 issues)																
Institution	January	February	March	April	May	June	July	August	September	October	November	December	Total 2010	Total 2009	Difference	Relative difference in %
Parliament	27 813	10 450	57 057	27 693	14 227	2 661	28 517	14 873	17 740	7 410	14 652	13 003	236 094	207 291	+28 803	+13.89
Council	19 120	3 675	19 176	10 672	8 391	8 384	8 655	5 117	4 153	8 858	6 816	13 628	116 644	207 128	-90 484	-43.68
Commission	30 989	37 362	51 868	29 979	32 767	36 605	38 787	38 051	41 310	75 510	44 034	50 837	508 096	449 871	+58 225	+12.94
Court of Justice	3 169	2 508	2 376	1 871	3 850	2 882	6 116	3 080	1 804	2 706	2 970	3 080	36 412	29 928	+6 484	+21.66
Court of Auditors	66	396	0	132	462	601	34	0	22	443	6 052	5 231	13 439	11 792	+1 647	+13.96
European Economic and Social Committee	0	0	0	0	3 322	0	0	0	2 926	0	0	5 478	11 726	31 044	-19 318	-62.22
Committee of the Regions	396	0	1 694	0	1 408	0	968	1 144	0	1 386	0	154	7 150	7 084	+66	+0.93
Others ⁽¹⁾	1 861	286	4 829	1 259	597	1 432	817	288	1 585	3 636	685	2 779	20 053	21 682	-1 629	-7.50
Total	83 414	54 677	136 999	71 605	65 024	52 564	83 893	62 552	69 539	99 949	75 208	94 190	949 614	965 820	-16 206	-1.67

⁽¹⁾ Pages produced for other bodies of the European Union for which no budgetary estimates are made by the Publications Office are not included.

L series (352 issues)																
Institution	January	February	March	April	May	June	July	August	September	October	November	December	Total 2010	Total 2009	Difference	Relative difference in %
Parliament	2 183	22	44 165	391	345	747	1 344	2 179	5 684	1 075	1 276	6 689	66 098	79 999	-13 901	-17.37
Council	17 602	3 191	5 530	8 076	2 293	5 192	5 903	5 012	3 719	6 558	6 134	12 099	81 308	176 165	-94 857	-53.84
Commission	14 496	25 282	32 875	15 105	20 895	24 222	27 916	28 081	25 446	40 733	25 771	22 985	303 805	261 541	+42 264	+16.16
Court of Justice	0	0	0	155	0	0	176	0	0	0	0	0	331	204	+127	+62.25
Court of Auditors	0	0	0	132	0	0	0	0	0	0	0	0	132	0	+132	
European Economic and Social Committee	0	0	0	0	0	0	0	0	0	0	0	374	374	22	+352	+1 600.00
Committee of the Regions	396	0	0	0	0	0	0	0	0	0	0	0	396	0	+396	+396.00
Others ⁽¹⁾	1 564	0	45	7	485	23	22	110	111	1 742	70	308	4 486	12 630	-8 144	-64.48
Total	36 241	28 495	82 614	23 865	24 018	30 183	35 360	35 381	34 959	50 108	33 250	42 455	456 929	530 561	-73 632	-13.88

⁽¹⁾ Pages produced for other bodies of the European Union for which no budgetary estimates are made by the Publications Office are not included.

Table 3
Official Journal:
pages produced,
by institution

Table 3 (continued)
Official Journal:
pages produced,
by institution

<i>C series (519 issues, including 109 CA and 51 CE series)</i>																
Institution	January	February	March	April	May	June	July	August	September	October	November	December	Total 2010	Total 2009	Difference	Relative difference in %
Parliament	25 630	10 428	12 892	27 302	13 882	1 914	27 173	12 694	12 056	6 335	13 376	6 314	169 996	127 292	+42 704	+33.55
Council	1 518	484	13 646	2 596	6 098	3 192	2 753	105	434	2 300	682	1 529	35 337	30 963	+4 374	+14.13
Commission	16 493	12 080	18 993	14 874	11 872	12 383	10 871	9 970	15 864	34 777	18 263	27 852	204 292	188 330	+15 962	+8.47
Court of Justice	3 169	2 508	2 376	1 716	3 850	2 882	5 940	3 080	1 804	2 706	2 970	3 080	36 081	29 724	+6 357	+21.39
Court of Auditors	66	396	0	0	462	601	34	0	22	443	6 052	5 231	13 307	11 792	+1 515	+12.85
European Economic and Social Committee	0	0	0	0	3 322	0	0	0	2 926	0	0	5 104	11 352	31 022	-19 670	-63.41
Committee of the Regions	0	0	1 694	0	1 408	0	968	1 144	0	1 386	0	154	6 754	7 084	-330	-4.66
Others (1)	297	286	4 784	1 252	112	1 409	795	178	1 474	1 894	615	2 471	15 567	9 052	+6 515	+71.97
Total	47 173	26 182	54 385	47 740	41 006	22 381	48 534	27 171	34 580	49 841	41 958	51 735	492 686	435 259	-57 427	+13.19

(1) Pages produced for other bodies of the European Union for which no budgetary estimates are made by the Publications Office are not included.

<i>Electronic C series (51 issues)</i>																
Institution	January	February	March	April	May	June	July	August	September	October	November	December	Total 2010	Total 2009	Difference	Relative difference in %
Parliament	25 564	10 428	11 880	27 302	13 772	1 034	16 764	12 628	12 056	6 204	12 342	6 204	156 178	113 366	+42 812	+37.76
Council	0	0	0	2 420	3 480	0	1 584	0	116	1 816	0	0	9 416	9 859	-443	-4.49
Commission	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Court of Justice	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Court of Auditors	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
European Economic and Social Committee	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Committee of the Regions	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Others (1)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	25 564	10 428	11 880	29 722	17 252	1 034	18 348	12 628	12 172	8 020	12 342	6 204	165 594	123 225	+42 369	+34.38

(1) Pages produced for other bodies of the European Union for which no budgetary estimates are made by the Publications Office are not included.

Table 4 Public procurement notices published

	Works	Supplies	Services	Utilities	Total (*)
EU institutions and other bodies/ International organisations	565	1 415	3 964	—	5 953
Member States					
Belgium	1 577	2 798	3 761	1 020	9 182
Bulgaria	466	1 900	1 671	508	4 545
Czech Republic	832	2 932	4 096	801	8 743
Denmark	613	1 625	2 192	504	4 934
Germany	22 128	9 734	10 654	3 952	46 546
Estonia	177	868	1 138	227	2 411
Ireland	235	677	1 261	385	2 562
Greece	300	3 391	1 915	482	6 089
Spain	2 172	8 291	12 887	2 992	26 355
France	18 060	29 308	47 992	5 772	101 146
Italy	1 413	5 983	11 274	2 732	21 415
Cyprus	94	653	282	47	1 076
Latvia	145	964	892	227	2 228
Lithuania	159	1 835	1 724	461	4 179
Luxembourg	483	120	117	46	774
Hungary	1 097	2 576	2 151	790	6 615
Malta	45	304	181	37	569
Netherlands	1 277	2 669	4 852	528	9 338
Austria	2 907	1 173	1 540	988	6 609
Poland	3 845	22 176	18 620	4 466	49 107
Portugal	567	1 115	1 623	395	3 702
Romania	1 040	4 301	2 609	1 672	9 623
Slovenia	284	2 002	1 279	274	3 839
Slovakia	255	1 395	996	339	3 015
Finland	963	2 261	2 982	442	6 648
Sweden	1 204	3 241	4 435	713	9 593
United Kingdom	2 228	7 581	13 480	1 591	24 893
Total	65 131	123 288	160 568	32 391	381 689
Acceding countries	—	—	—	—	—
Candidate countries	68	52	68	—	188
European Economic Area countries	990	2 177	2 933	373	6 474
Government Procurement Agreement countries	964	495	1 013	302	2 774
Other	11	95	109	4	270
Grand total	67 164	126 107	164 691	33 070	391 395

(*) Number of supplementary information, corrigenda and miscellaneous information notices are added directly to totals of countries of origin.

Table 5 Publications: principal production indicators

	2009	2010	Change 2010/2009 (%)
Publications	6 783	6 671	-1.65
Published pages	410 646	784 512	+91.04

Table 6 Publications: production, by institution

Institution/agency	Published pages		
	2009	2010	Change 2010/2009 (%)
European Parliament	13 381	9 825	-26.57
Council	8 339	17 176	+105.97
Commission	125 713	127 376	+13.22
Court of Justice	189 446	562 021	+196.00
Court of Auditors	26 051	20 664	-20.68
European Economic and Social Committee	2 022 (1)	1 862	-7.91
Committee of the Regions	1 172 (3 194) (1)	719	-38.65
European Investment Bank	—	—	—
Decentralised agencies	32 050	35 001	+9.21
Publications Office	4 448	3 906	-12.18
Other	8 024	5 962	-25.70
Total	410 646	784 512	+91.04

NB: The total refers to the pages for which one pass for press was given.

(1) In the 2009 report, due to an oversight, data for the European Economic and Social Committee were included in the statistics for the Committee of the Regions.

Table 7 Publications: number of proofread pages, by language

Language	2009	2010	Change 2010/2009 (%)
BG	31 607	34 845	+10.24
ES	26 298	30 049	+14.26
CS	30 424	29 956	-1.54
DA	24 608	36 170	+46.98
DE	41 391	47 099	+13.79
ET	33 427	39 531	+18.26
EL	17 521	32 872	+87.61
EN	33 859	45 335	+33.89
FR	50 167	43 228	-13.83
GA	1 737	1 829	+5.30
IT	23 592	40 073	+69.86
LV	30 846	29 186	-5.38
LT	29 925	26 243	-12.30
HU	28 128	30 199	+7.36
MT	20 996	33 724	+60.62
NL	29 601	28 416	-4.00
PL	34 695	31 456	-9.34
PT	25 789	29 952	+16.14
RO	30 069	30 051	-0.06
SK	32 430	29 641	-8.60
SL	20 968	47 064	+124.46
FI	26 622	32 817	+23.27
SV	23 821	32 687	+37.22
Others	1 229	433	-64.77
Multilingual (1)	1 240	1 066	-14.03
Total	650 990	763 922	+17.35

NB: Figures include the various stages of proofreading.

(1) Publications with more than one language on a page.

Table 8a Documentary units loaded into EUR-Lex, by sector

Sector	2005	2006	2007	2008	2009	2010	Cumulative at 31 December 2010
1 Treaties	819	41	505	743	2	854	8 084
2 External relations	426	373	299	361	230	256	8 044
3 Secondary legislation	3 509	3 540	3 630	3 327	3 302	6 582	120 828
4 Complementary law	27	36	45	39	17	74	1 204
5 Preparatory acts	3 190	2 992	3 445	3 229	3 781	3 717	65 192
6 Case-law	747	859	1 280	2 854	2 932	3 217	27 282
7 National implementing measures	73	97	84	136	164	396	3 605
9 Parliamentary questions	2 816	1	573	0	0	26 225	137 210
C Official Journal Series C	3 805	3 235	3 721	1 771	1 808	1 338	30 554
E European Free Trade Association	68	96	74	82	77	91	971
0 Consolidated acts	388	330	573	416	427	654	5 882
Total	15 868	11 600	14 229	12 958	12 740	43 404	408 856

Table 8b Documentary units loaded into EUR-Lex, by author

Sector	2005	2006	2007	2008	2009	2010	Cumulative at 31 December 2010
European Parliament	3 854	539	1 371	607	1 485	27 625	159 403
Council	748	974	1 008	1 022	892	1 340	34 790
European Commission	6 112	6 036	6 648	5 914	5 346	8 330	137 781
Court of Justice	3 143	2 722	3 286	3 146	3 317	3 276	41 660
Court of Auditors	68	45	66	48	74	81	866
Economic and Social Committee	156	252	180	214	284	102	6 205
Committee of the Regions	75	70	60	62	52	55	1 109
European Central Bank	30	40	53	41	66	61	545
All other authors	1 682	922	1 557	1 904	1 224	2 534	26 497
Total	15 868	11 600	14 229	12 958	12 740	43 404	408 856

Table 9 Bibliographical and legal data records, by type of publication

	2004	2005	2006	2007	2008	2009	2010
Official Journal notices	6 502	14 886	8 335	8 631	8 411	8 396	9 060
COM notices	764	746	818	852	1 081	1 068	830
EUR-Lex notices	10 287	18 981	12 193	14 666	13 265	12 869	43 404
Publications notices	4 385	3 289	5 778	10 559	10 174	11 488	9 680
Total	21 938	37 822	78 499	44 070	32 931	33 821	62 974

Table 10 Mailing list management

	2006	2007	2008	2009	2010	Change (%) 2010/2009
Number of addresses on 31 December	784 923	804 371	679 835	589 780	515 612	-12.58
Number of subscriptions on 31 December	1 192 972	1 051 199	882 756	765 727	689 152	-10.00
Mailing lists on 31 December	854	842	853	818	854	+4.40
Subscriptions created manually	259 767	76 312	66 942	58 544	65 183	+11.34
Subscriptions registered automatically	206 647	161 455	217 508	203 342	110 386	-45.71
Deleted addresses	161 267	188 812	394 253	307 931	203 228	-34.00

Table 11 Subscriptions to Official Journal L&C series (paper, DVD), by language

Language	OJ subscriptions to L&C series (paper)					OJ subscriptions to L&C series (DVD)				
	2007	2008	2009	2010	Change (%) 2010/2009	2007	2008	2009	2010	Change (%) 2010/2009
BG	9	4	4	1	-75.00	3	3	28	0	-100.00
ES	362	285	199	93	-53.27	111	88	70	46	-34.29
CS	52	44	39	34	-12.82	85	135	136	61	-55.15
DA	58	45	39	31	-20.51	18	17	14	11	-21.43
DE	496	409	388	325	-16.24	156	125	103	78	-24.27
ET	3	3	3	3	0.00	1	0	0	0	0.00
EL	31	25	20	15	-25.00	37	29	23	12	-47.83
EN	327	275	207	167	-19.32	110	83	71	48	-32.39
FR	447	369	261	190	-27.20	135	102	85	57	-32.94
IT	347	269	179	137	-23.46	122	99	72	54	-25.00
LV	2	2	2	0	-100.00	0	0	0	0	0.00
LT	7	6	4	3	-25.00	2	1	1	0	-100.00
HU	35	26	19	15	-21.05	7	5	4	4	0.00
NL	159	133	112	80	-28.57	23	12	9	8	-11.11
MT	0	0	1	0	-100.00	0	0	0	0	0.00
PL	41	35	30	28	-6.67	35	29	22	13	-40.91
PT	96	72	56	39	-30.36	69	50	35	33	-5.71
RO	11	11	2	1	-50.00	9	7	3	1	-66.67
SK	27	29	24	15	-37.50	117	91	83	78	-6.02
SL	33	23	19	14	-26.32	20	15	14	9	-35.71
FI	39	32	15	9	-40.00	3	4	0	0	0.00
SV	37	31	26	17	-34.62	8	6	5	3	-40.00
Total	2 619	2 128	1 649	1 217	-26.20	1 071	901	778	516	-33.68

NB: As of 2010 the CD-ROM edition was replaced by a DVD one.

Table 12 Subscriptions to Official Journal S series (DVD)

Language	2007	2008	2009	2010	Change (%) 2010/2009
BG	1	0	0	0	0.00
ES	63	53	42	23	-45.24
CS	4	3	2	2	0.00
DA	54	44	35	27	-22.86
DE	754	648	546	448	-17.95
ET	0	0	0	0	0.00
EL	7	6	6	4	-33.33
EN	277	229	193	133	-31.09
FR	258	197	145	120	-17.24
IT	92	74	60	51	-15.00
LV	0	0	0	0	0.00
LT	0	0	0	0	0.00
HU	4	1	1	1	0.00
NL	96	74	64	47	-26.56
PL	1	2	3	3	0.00
PT	40	26	19	18	-5.26
RO	3	3	0	0	0.00
SK	3	3	3	4	+33.33
SL	4	1	0	0	0.00
FI	2	0	0	0	0.00
SV	2	1	2	1	-50.00
Total	1 665	1 365	1 121	882	-21.32

NB: As of 2010 the CD-ROM edition was replaced by a DVD one.

Table 13 Subscriptions to periodicals other than the Official Journal

Title	2009	2010	Change (%) 2010/2009
Commission			
<i>(a) General publications</i>			
European Economy	588	456	-22.45
<i>(b) Eurostat publications</i>			
External and intra-EU Trade — Monthly Statistics	115	106	-7.83
<i>(c) COM Documents</i>			
paper edition	96	84	-12.50
Total	799	646	-19.15
Court of Justice			
Staff Cases	11	13	+18.18
Report of Cases + Staff Cases	185	169	-8.65
Report of Cases	661	531	-19.67
Total	857	713	-16.80
Agencies			
Cedefop — Vocational Training Bulletin	347	Cancelled in 2010	
Community Plant Variety Office Official Gazette	258	Cancelled in 2010	
Total	605		
Grand total	2 261	1 359	-39.89

Table 14 Invoicing: offline products (CD-ROM/DVD)

Title	2009 (euro)	2010 (euro)	Change (%) 2010/2009
OJ S DVD			
— subscriptions	279 006.00	182 406.00	-34.62
— individual sales	0.00	0.00	0.00
Total OJ S	279 006.00	182 406.00	-34.62
OJ L&C DVD			
— subscriptions	266 000.00	140 280.00	-47.26
— individual sales	1 890.00	0.00	-100.00
Total OJ L&C	267 890.00	140 280.00	-47.64
COMEXT CD-ROM			
— subscriptions	16 023.00	15 582.00	-2.75
— individual sales	1 256.00	2 168.00	+72.61
Total COMEXT	17 279.00	17 750.00	+2.73
Other CD-ROMs and combined products: Eurostat CDs, Combined nomenclature, TARIC, Statistical Yearbook, Europe in Figures, Panorama of EU industry, IUCLID, DG Budget CDs, The EU soil database, The Parliament CDs & ECICS			
Total Other	624.00	150.00	-75.96
Total	564 799.00	340 586.00	-39.70

NB: As of 2010 the OJ L&C and S series CD-ROM edition was replaced by a DVD one; for years prior to 2010 a CD-ROM edition (OJ S) was available twice a week.

Table 15 Invoicing: licences

	2009 (euro)	2010 (euro)	Change (%) 2010/2009
EUR-Lex	213 000	342 000	+60.56
TED	335 979	375 376	+11.73
Total	548 979	717 376	+30.67

Table 16 Number of licence contracts

	2006	2007	2008	2009	2010	Change (%) 2010/2009
EUR-Lex	23	25	22	22	23	+4.5
TED	113	117	122	128	127	-0.8
Total	136	142	144	150	150	0.00

Table 17 Sales revenue collected

							(in euro)
Authorising institution	Official Journal ⁽¹⁾	Other periodicals	Multimedia products	Other publications	Databases	Various	Total
Parliament	314 660	—	150	3 511	—	—	318 321
Council	259 665	—	—	12 548	—	—	272 213
Commission ⁽²⁾	—	47 497	17 249	51 580	—	4 000	120 326
Court of Justice	29 251	87 580	—	7 463	—	—	124 294
Court of Auditors	16 674	—	—	3	—	—	16 677
Economic and Social Committee	20 764	—	—	—	—	—	20 764
Committee of the Regions	8 175	—	—	—	—	—	8 175
Agencies	—	9 633	13	2 582	—	194	12 422
Publications Office ⁽³⁾	807 765	—	276	7 500	748 993	9 072	1 573 606
Total	1 456 954	144 710	17 688	85 187	748 993	13 266	2 466 798

⁽¹⁾ Official Journal on all type of media.

⁽²⁾ Except the Publications Office.

⁽³⁾ Including the OJ L&C and the OJ S.

Table 18 Commercial invoicing, by product category

					(in euro)
Product	2008	2009	2010	Change (%) 2010/2009	
Official Journal	2 520 909.00	1 978 995.50	1 431 860.00	-27.65	
Other periodicals	550 282.00	344 435.00	193 403.00	-43.85	
<i>Total Periodicals</i>	<i>3 071 191.00</i>	<i>2 323 430.50</i>	<i>1 625 263.00</i>	<i>-30.05</i>	
<i>Monographs</i>					
Books	129 632.12	83 449.97	62 332.20	-25.31	
Others ⁽¹⁾	63 177.38	33 704.40	21 129.63	-37.31	
Database licences	626 749.70	548 979.00	717 376.00	-30.67	
Various	3 701.13	3 178.60	3 200.83	+0.70	
Total	3 894 451.33	2 992 742.47	2 429 301.66	-18.83	

⁽¹⁾ Sales of single periodicals including single issues of the OJ.

Table 19 Helpdesk: requests received, by theme

	2008	2009	2010	Change (%) 2010/2009
Legislation	5 094	4 348	4 423	+1.72
Public procurement	32 882	36 143	31 973	-11.54
General information	2 795	2 537	1 756	-30.78
Document delivery	3 449	3 296	2 383	-27.70
EU Bookshop	14 165	5 769	3 375	-41.50
CORDIS	3 144	2 800	2 934	+4.79
Other	192	184	118	-35.87
Total	61 721	55 077	46 962	-14.73

Table 20 Helpdesk: the 10 most frequently asked questions

Type of question	Number of questions
TED	14 385
1 Request for information on contract award notices	7 656
2 Search	1 965
3 MyTED module: request of user accounts reactivation	1 422
4 MyTED module: loss of login-password	1 364
5 How to query the database: question about the search masks	986
6 Other	992
SIMAP	6 790
7 How to cancel or modify a publication	3 572
8 How to publish a notice on the OJ S	1 642
9 How to fill in forms	1 576
EUR-Lex	2 211
10 DOC-Delivery-Orders- Problem with a TIFF order	2 211

Financial and administrative management

Table 21
Outturn of
commitment
appropriations on
31 December 2010,
by budget line and
fund source

Item	Heading	Fund source ⁽¹⁾	Commitment appropriations (EUR)	Budget changes (EUR)	Total Commitment appropriations (EUR)	Executed Commitment appropriations (EUR)	Committed %
			(1)	(2)	(3)=(1)+(2)	(4)	(5)=(4)/(3)
02.04.04.02	Completion of the sixth Community Framework Programme (2003 to 2006) ⁽²⁾	C5	268 498.39	—	268 498.39	—	0.00
		Total	268 498.39	—	268 498.39	—	0.00
26.01.09.01	Publications Office	C1	84 082 000.00	-1 880 000.00 ⁽³⁾	82 202 000.00	82 035 294.80	99.80
		C4	7 929 178.92	—	7 929 178.92	491 115.61	6.19
		C5	7 561 568.25	—	7 561 568.25	7 561 568.25	100.00
		Total	99 572 747.17	-1 880 000.00	97 692 747.17	90 087 978.66	92.22
26.01.10.01	Consolidation of Community law	C1	2 000 000.00	-440 000.00 ⁽⁴⁾	1 560 000.00	1 557 637.80	99.85
26.01.11.01	Official Journal of the European Union	C1	2 000 000.00	-440 000.00	1 560 000.00	1 557 637.80	99.85
		C1	13 500 000.00	-2 305 000.00 ⁽⁵⁾	11 195 000.00	11 007 834.87	98.33
		C4	968 836.33	—	968 836.33	—	0.00
		C5	1 259 190.60	—	1 259 190.60	1 259 190.60	100.00
		Total	15 728 026.93	-2 305 000.00	13 423 026.93	12 267 025.47	91.39
26.02.01	Procedures for awarding and advertising public supply, works and service contracts	C1	14 400 000.00	—	14 400 000.00	14 397 341.67	99.98
		C4	569 347.59	—	569 347.59	—	0.00
		C5	632 953.43	—	632 953.43	632 953.43	100.00
		Total	15 602 301.02	—	15 602 301.02	15 030 295.10	96.33
	Total		133 171 573.51	-4 625 000.00	128 546 573.51	118 942 937.03	92.53

(1) C1 = Budget of the year; C4 = Assigned revenue of the year, can be carried over; C5 = Assigned revenue, carried over from 2008.

(2) The legal base being no longer in force, no commitment was made.

(3) An amount of EUR 1 880 000 (2%) of budget voted was proposed to the Commission for transfer and was used.

(4) An amount of EUR 440 000 (2.2%) of budget voted was proposed to the Commission for transfer and was used.

(5) An amount of EUR 2 320 000 (17%) of budget voted was proposed to the Commission for transfer and EUR 2 305 000 was used.

Table 22
Outturn of
payment
appropriations on
31 December 2010,
by budget line and
fund source

Item	Heading	Fund source ⁽¹⁾	Payment appropriations (EUR)	Budget changes (EUR)	Total Payment appropriations (EUR)	Payment appropriations Executed (EUR)	Paid %
			(1)	(2)	(3)=(1)+(2)	(4)	(5)=(4)/(3)
02.04.04.02	Completion of the sixth Community Framework Programme (2003 to 2006)	C5	268 498.39	—	268 498.39	89 403.39	33.30
		Total	268 498.39	—	268 498.39	89 403.39	33.30
26.01.09.01	Publications Office	C1	84 082 000.00 ^(f)	-1 880 000.00 ^(f)	82 202 000.00	73 208 546.06	89.06
		C4	7 929 178.92	—	7 929 178.92	152 055.35	1.92
		C5	7 561 568.25	—	7 561 568.25	6 844 294.66	90.51
		C8	7 922 036.29	—	7 922 036.29	7 912 826.24	99.88
		Total	107 494 783.46	-1 880 000.00	105 614 783.46	88 117 722.31	83.43
26.01.10.01	Consolidation of Community law	C1	2 000 000.00	-440 000.00 ^(f)	1 560 000.00	1 390 664.97	89.15
		C8	872 678.97	—	872 678.97	872 678.97	100.00
		Total	2 872 678.97	-440 000.00	2 432 678.97	2 263 343.94	93.04
26.01.11.01	Official Journal of the European Union	C1	13 500 000.00	-2 305 000.00 ^(f)	11 195 000.00	7 771 208.05	69.42
		C4	968 836.33	—	968 836.33	—	0.00
		C5	1 259 190.60	—	1 259 190.60	1 259 190.60	100.00
		C8	2 122 457.30	—	2 122 457.30	2 122 457.30	100.00
		Total	17 850 484.23	-2 305 000.00	15 545 484.23	11 152 855.95	71.74
26.02.01	Procedures for awarding and advertising public supply, works and service contracts	C1	14 400 000.00	^(f)	14 400 000.00	12 719 343.81	88.33
		C4	569 347.59	—	569 347.59	—	0.00
		C5	632 953.43	—	632 953.43	632 953.43	100.00
		Total	15 602 301.02	—	15 602 301.02	13 352 297.24	85.58
		Total	144 088 746.07	-4 625 000.00	139 463 746.07	114 975 622.83	82.44

⁽¹⁾ C1 = Budget of the year; C4 = Assigned revenue of the year, can be carried over; C5 = Assigned revenue, carried over from 2008, C8 = Commitments carried over from 2008.

^(f) An amount of EUR 1 880 000 (2%) of budget voted was proposed to the Commission for transfer and was used.

^(f) An amount of EUR 440 000 (22%) of budget voted was proposed to the Commission for transfer and was used.

^(f) An amount of EUR 2 320 000 (17%) of budget voted was proposed to the Commission for transfer and EUR 2 305 000 was used.

^(f) An amount of EUR 500 000 payment appropriations (3.5%) of budget voted was proposed to the Commission for transfer but was not used.

Table 23 is reproduced 'as is' from accounting documents supplied by the European Commission's Directorate-General for Budget.

Table 23
Situation of
commitments
to be settled on
31 December 2010

Budget item	Commitments contracted during financial year 2010 (1)	Payments made during financial year 2010 (2)	Automatic cancellation of unreportable commitments (non-dissociated credits) (3)	Commitments from financial year 2010 still to be settled (4)=(1)-(2)-(3)	Commitments to be settled from financial years previous to 2010 (5)	Decommitments/exchange rate adjustments (6)	Payments made (7)	Cancellation of unsettled commitments (non-dissociated credits) (8)	Final situation of commitments to be settled from previous financial years (9)=(5)-(6)-(7)-(8)	Rate of commitments settled % (10)= -[(9)-(5)]/(5)	Total of commitments to be settled at end of financial year 2010 (11)=(4)+(9)
Title 02											
Chapter 02 04											
02 04 02	Completion of the sixth Community Framework Programme (2003 to 2006)	—	—	—	2 725 059.44	-458 566.56	89 403.39		2 177 089.49	-20.11	2 177 089.49
Total Chapter 02 04		—	—	—	2 725 059.44	-458 566.56	89 403.39		2 177 089.49	-20.11	2 177 089.49
Title 26											
Chapter 26 01											
26 01 09 01	Publications Office	80 204 896.07	53 918.68	9 829 163.91	9 195 506.64	-1 273 470.35	7 912 826.24	9 210.05	—	-100.00	9 829 163.91
26 01 10 01	Consolidation of Community law	1 557 637.80	—	166 972.83	890 142.08	-17 463.11	872 678.97	—	—	-100.00	166 972.83
26 01 11 01	Official Journal of the European Union	12 267 025.47	—	3 236 626.82	3 211 114.84	-1 088 657.54	2 122 457.30	—	—	-100.00	3 236 626.82
Total Chapter 26 01		103 912 641.93	53 918.68	12 232 763.56	13 296 763.56	-2 379 591.00	10 907 962.51	9 210.05	—	-100.00	13 232 763.56
Chapter 26 02											
26 02 01	Procedures for awarding and advertising public supply, works and service contracts	15 030 295.10	—	7 431 183.86	6 664 851.47	-187 620.04	5 753 186.00	—	724 045.43	-89.14	8 155 229.29
Total Chapter 26 02		15 030 295.10	—	7 431 183.86	6 664 851.47	-187 620.04	5 753 186.00	—	724 045.43	-89.14	8 155 229.29
Total Title 26		118 942 937.03	53 918.68	20 663 947.42	19 961 615.03	-2 567 211.04	16 661 148.51	9 210.05	724 045.43	-96.37	21 387 992.85
Total Publications Office		118 942 937.03	53 918.68	20 663 947.42	22 686 674.47	-3 025 777.60	16 750 551.90	9 210.05	2 901 134.92	-87.21	23 565 082.34

Table 24 is reproduced 'as is' from accounting documents supplied by the European Commission's Directorate-General for Budget. This gives an accounting view of the information provided in Table 27.

(in euro)

Chapter	Revenue and income recognised			Revenue and income cashed from			Outstanding balance (7)=(3)-(6)
	Current year RO ⁽¹⁾ (1)	Carried over RO (2)	Total (3)=(1)+(2)	Current year RO (4)	Carried over RO (5)	Total (6)=(4)+(5)	
Title 5: Revenue accruing from the administrative operation of the institutions							
50	883 937.73	45 477.69	929 415.42	883 937.73	—	883 937.73	45 477.69
55	3 296 573.95	49 547.12	3 346 121.07	3 099 062.46	49 547.12	3 148 609.58	197 511.49
57	773 845.05	1 926.18	775 771.23	773 845.05	1 926.18	775 771.23	—
Total Title 5	4 954 356.73	96 950.99	5 051 307.72	4 756 845.24	51 473.30	4 808 3187.54	242 989.18
Title 6: Contributions and refunds in connection with Community agreements and programmes							
61	4 615.09	—	4 615.09	4 615.09	—	4 615.09	—
66	4 715 851.26	63 969.43	4 779 820.69	4 564 798.18	63 969.43	4 628 767.61	151 053.08
Total Title 6	4 720 466.35	63 969.43	4 784 435.78	4 569 413.27	63 969.43	4 633 382.70	151 053.08
90	—	—	—	—	—	—	—
Total Title 9	—	—	—	—	—	—	—
Total Publications Office	9 674 823.08⁽²⁾	160 920.42	9 835 743.50	9 326 258.51	115 442.73	9 441 701.24	394 042.26

⁽¹⁾ RO = Recovery orders.

⁽²⁾ The total shows a difference of 75 729.36 euro compared to Table 27. This difference is due to the following:

— an amount of 85 325.79 euro is not included in the above table (as these RO, although issued by the Publications Office, were assimilated to assigned revenue of the institutions),

— an amount of 9 596.43 euro is not included in Table 27 and concerns amounts recovered by CORDIS but for which no recovery orders were issued.

Table 24
Situation on
revenue and
income in 2010

Table 25
Official Journal:
costs of services
charged in 2010

	(in euro)							
	Commission (1)	Parliament	Council	CJ	ECA	EESC	CoR	Total (4)
Preparation of documents in electronic and paper formats								
Paper edition — OJ L&C series	6 587 361.73	768 823.67	1 611 130.74	311 750.17	373 808.67	259 405.92	91 835.20	10 004 623.44
Electronic edition — OJ C series	0	1 233 718.18	116 701.34	0	0	0	0	1 350 419.52
OJ L&C CD-ROM	233 856.49	120 874.97	93 168.14	10 183.81	7 630.36	7 699.91	3 228.31	476 641.99
Digital archiving (EUDOR)	66 981.20	33 790.95	27 253.77	3 074.88	1 901.98	2 202.60	898.26	136 103.64
Other budgetary documents	308 995.99	893.99	2 697.91	0	0	0	0	312 587.89
Other preparation and correction work	5 121.06	0	0	0	0	0	0	5 121.06
Formex validation	948 639.07	480 139.04	357 689.66	43 250.37	27 472.02	31 200.35	12 771.87	1 901 162.38
Reference documents								
Tables	156 822.65	12 707.08	1 960.98	44 423.73	0	0	0	215 914.44
Infrastructure and logistics								
Transport/packaging/dispatch	636 753.89	321 813.64	247 919.65	29 120.28	18 279.63	20 940.95	8 557.98	1 283 386.02
Computerised production systems (SEI)	650 557.00	855 227.44	545 222.97	0	0	0	0	2 051 007.41
Miscellaneous information products	0	0	0	0	0	0	0	0
IT development	1 451 355.81	722 822.88	632 864.91	60 445.46	46 195.29	46 199.29	19 338.42	2 979 222.06
Miscellaneous products								
Miscellaneous services	100 259.11	135 329.61	7 072.79	490.59	13 098.32	347.67	140.97	256 739.06
Secondary legislation	12 811.83	1 871.35	23 018.91	0	0	0	0	37 702.09
Total (2) (3)	11 159 515.83	4 688 012.80	3 666 701.77	502 739.29	488 386.27	367 996.69	136 771.01	21 010 123.66

(1) Services executed for the Commission, for agencies or other EU bodies and charged to budgetary line 26 0111 01.

(2) Payments done in 2010 with 2010 and/or 2009 credits (regularisations included, which may lead to negative amounts).

(3) Provisional figures.

(4) Including other EU bodies.

Table 26 Publications: invoicing, by institution, agency or body

Institution, agency or other body	2009		2010		2010/2009	
	Amount (euro)	%	Amount (euro)	%	Difference (euro)	%
Institutions						
Commission	9 964 412.76	58.16	9 115 451.87	56.81	-848 960.89	-8.52
European Parliament	2 644 131.47	15.43	1 450 301.91	9.04	-1 193 829.56	-45.15
Council	223 632.94	1.31	304 689.23	1.90	+81 056.29	+36.25
Court of Justice	778 448.58	4.54	1 383 919.71	8.62	+605 471.13	+77.78
Court of Auditors	605 362.50	3.53	390 078.09	2.43	-215 284.41	-35.56
Economic and Social Committee	84 674.54	0.49	77 208.97	0.48	-7 465.57	-8.82
Committee of the Regions	101 361.51	0.59	46 506.86	0.29	-54 854.62	-54.12
Ombudsman	177 287.70	1.03	158 339.65	0.99	-19 948.05	-10.69
All institutions	—	—	6 893.34	—	—	—
Sub-total	14 579 312.00	85.09	12 933 389.66	80.60	-1 645 925.34	-11.29
Agencies and other bodies						
OHIM	1 483.79	0.01	5 329.39	0.03	+3 845.60	+259.17
Cedefop	183 355.70	1.07	121 747.58	0.76	-61 608.12	-33.60
CPVO	23 756.16	0.14	6 231.83	0.04	-17 524.33	-73.77
EMCDDA	203 764.67	1.19	256 331.55	1.60	+52 566.88	+25.80
ECDC	103 521.36	0.61	87 490.68	0.55	-16 030.68	-15.49
EU-OSHA	214 688.92	1.25	631 709.99	3.94	+417 021.07	+194.24
CORDIS	54 464.64	0.32	89 496.93	0.56	+35 032.29	+64.32
OLAF	65 715.99	0.38	134 767.01	0.84	+69 051.02	+105.07
European Schools	2 597.67	0.02	7 167.34	0.04	+4 569.67	+175.91
Eurojust	—	—	—	—	—	—
Europol	33 462.18	0.20	92 894.14	0.58	+59 431.96	+177.61
Publications Office	519 936.59	3.03	754 864.10	4.70	+234 927.51	+45.18
Other	1 147 861.64	6.70	925 060.94	5.76	-222 800.70	-19.41
Sub-total	2 499 268.09	14.91	3 113 091.48	19.40	+558 482.17	21.86
Total	17 133 921.31	100	16 046 481.14	100	-1 087 440.17	-6.35

Table 27 Recovery orders issued assimilated to assigned revenue

Budget line	Recovery orders (RO) (in euro)
26 010901 010201 — External staff	13.74
26 010901 010211 — Other management expenditure	62.23
26 010901 010300 — Buildings & related expenditure	39 709.00
26 010901 020101 — EU Bookshop	17 211.90
26 010901 020301 — Legal databases	301 027.68
26 010901 020501 — General publications	2 149 847.23
26 010901 020601 — Dissemination	5 612 190.49
Total RO issued on 26 010901	8 120 062.27
26 011101 — Official Journal (L&C)	965 220.71
26 020100 — Public procurement	569 347.59
Various lines — FP7 (CORDIS)	10 596.08
Grand total issued	9 665 226.65
Miscellaneous	85 325.79
Total	9 750 552.44

NB: Detail of amount of 9.75 million euro mentioned under 'Management of the budget on behalf of the institutions' (C, II.1.2), p. 53.

Commercial accounts

Table 28 Balance sheet

(in euro)

	2010	2009
Assets		
Trade accounts receivable — Gross value	465 729.49	570 003.08
Provision for doubtful debtors	(115 474.24)	(191 785.45)
Trade accounts receivable — Net value	350 255.25	378 217.63
Term deposits	236 906.04	235 490.01
Sight deposits	290 044.86	316 243.68
Total	877 206.15	929 951.32
Liabilities		
Payables, DG & Institutions	792 715.77	832 278.02
Payables, DG & Institutions — Sales proceeds to assign	79 744.06	78 104.10
Payables, Financial & Other result	4 746.32	19 569.20
Total	877 206.15	929 951.32

Table 29 Profit-and-loss account

(in euro)

	2010	2009
Sales		
Gross sales invoiced	2 834 256.24	3 764 674.23
Discount	(404 954.58)	(771 931.76)
Net sales invoiced	2 429 301.66	2 992 742.47
Financial & other result		
Miscellaneous revenue	514.24	386.98
Credit interest	9 509.67	21 572.88
Exchange rate gains		
Miscellaneous charges	(1 129.19)	(80.54)
Exchange rate loss		
Bank charges	(4 148.39)	(2 310.12)
	4 746.33	19 569.20
Operating result	2 434 047.99	3 012 311.67

Personnel management

Table 30 Staff numbers

Category and grade	2009	2010
	Permanent posts	Permanent posts
AD 16	1	1
AD 15	3	3
AD 14	8	8
AD 13	1	1
AD 12	12	12
AD 11	13	13
AD 10	8	8
AD 9	4	5
AD 8	19	19
AD 7	—	4
AD 6	3	3
AD 5	20	29
Total AD	92	106
AST 11	4	7
AST 10	43	40
AST 9	4	10
AST 8	45	46
AST 7	70	63
AST 6	86	83
AST 5	72	72
AST 4	56	59
AST 3	148	152
AST 2	32	32
AST 1	2	2
Total AST	562	566
Grand total	654	672

Table 31 Electricity and water consumption

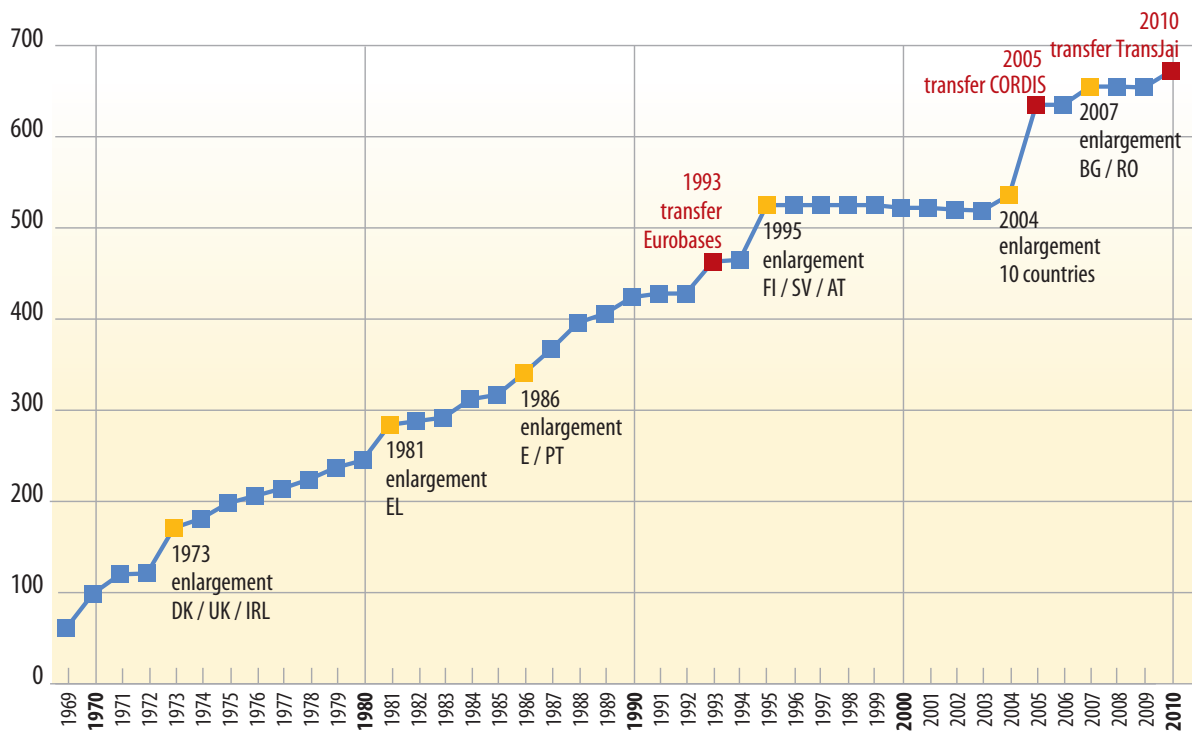
A. Electricity (in kWh)

Building	2006	2007	2008	2009	2010
Fischer	375 627	338 655	319 951.04	332 691.90	330 631.80
Gasperich	732 060	745 686	801 677.12	719 519.20	708 696.20
Mercier	3 796 879	3 322 802	3 340 932.00	3 354 027.00	3 317 031.00
Total	4 904 566	4 407 143	4 462 560.16	4 406 238.10	4 356 359.00

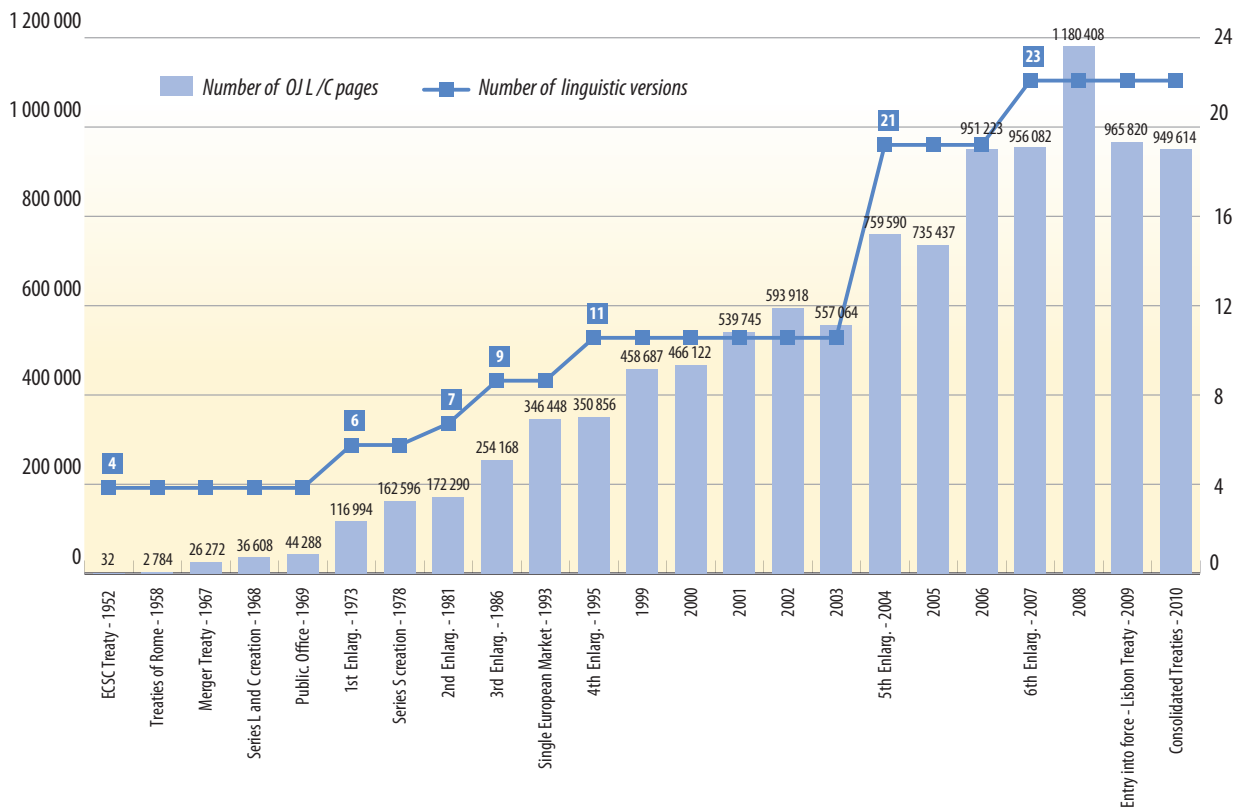
B. Water (in m³)

Building	2006	2007	2008	2009	2010
Fischer	1 564	1 236	638	810	1 044
Gasperich	589	605	711	769	746
Mercier	13 399	11 626	7 384	9 305	11 177
Total	15 552	13 467	8 733	10 884	12 967

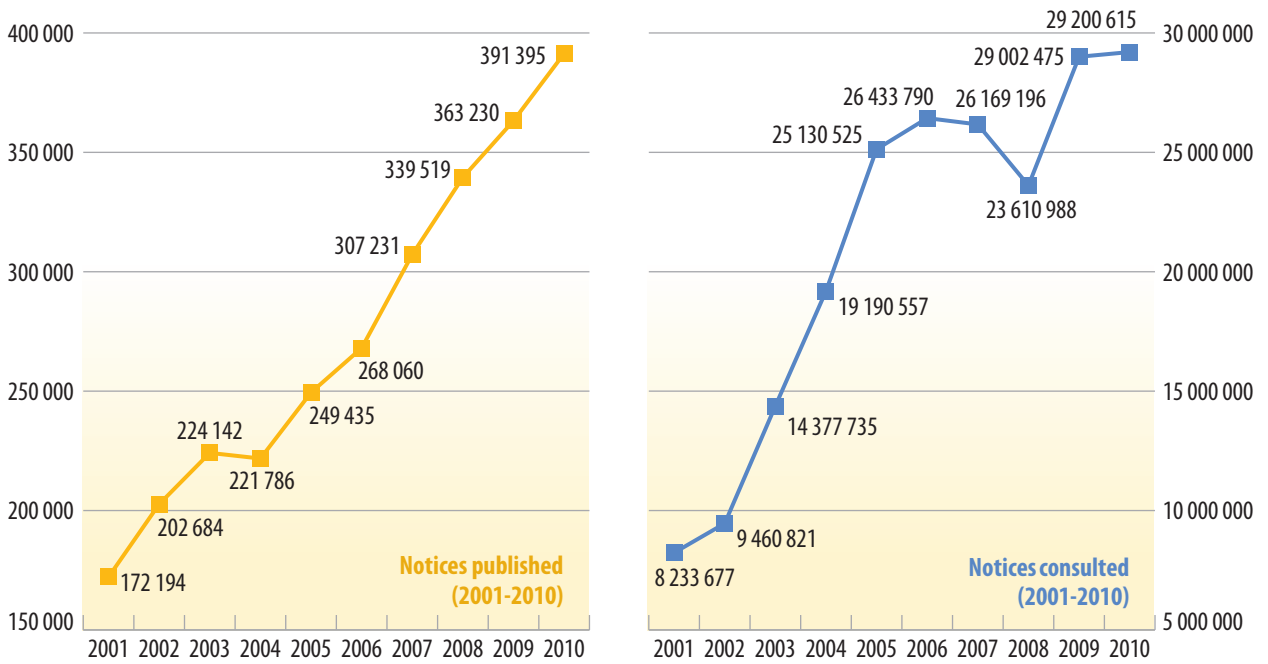
Graph 1 Evolution of the staff from 1969 onwards



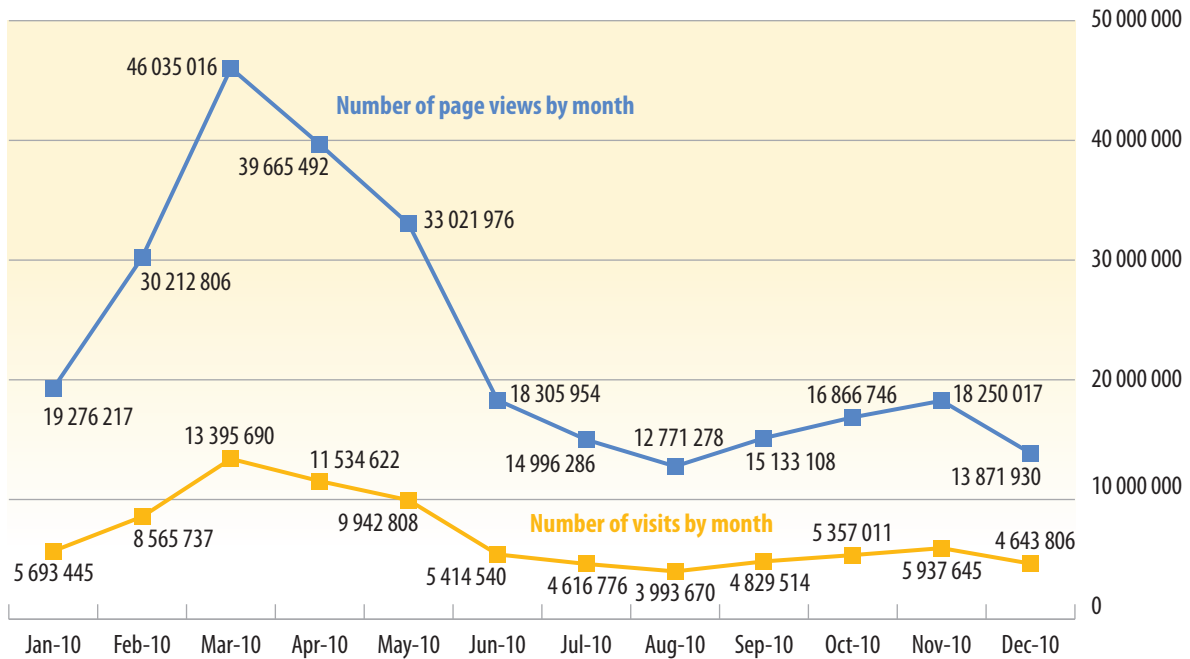
Graph 2 Evolution of the Official Journal production from 1952 onwards



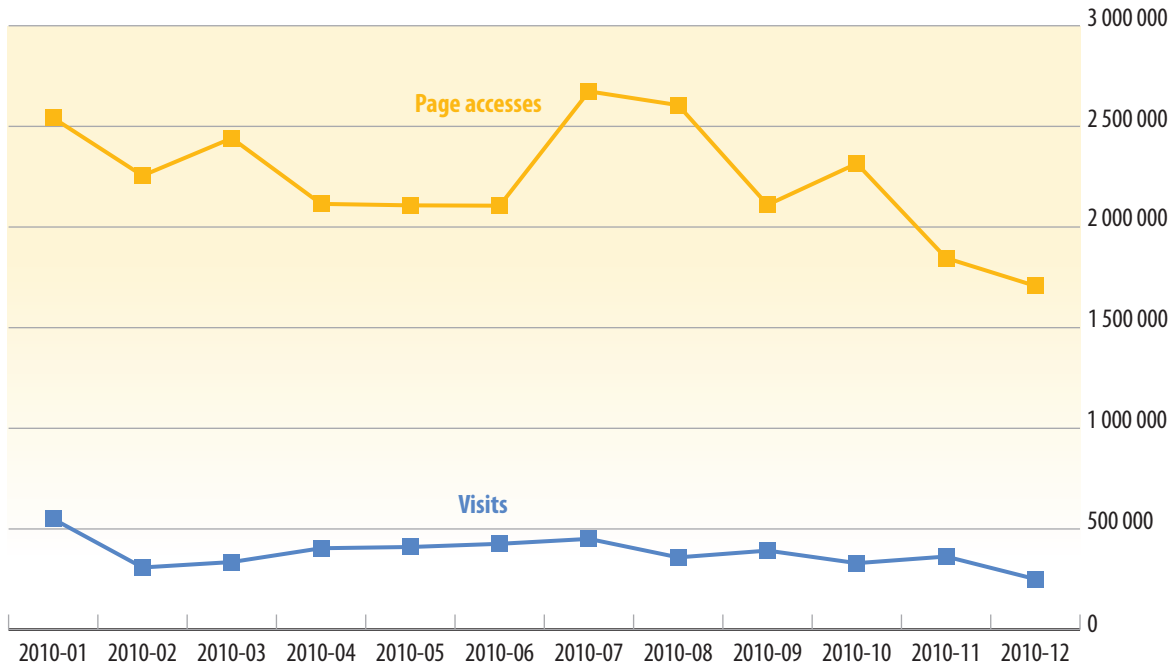
Graph 3 TED consultation figures



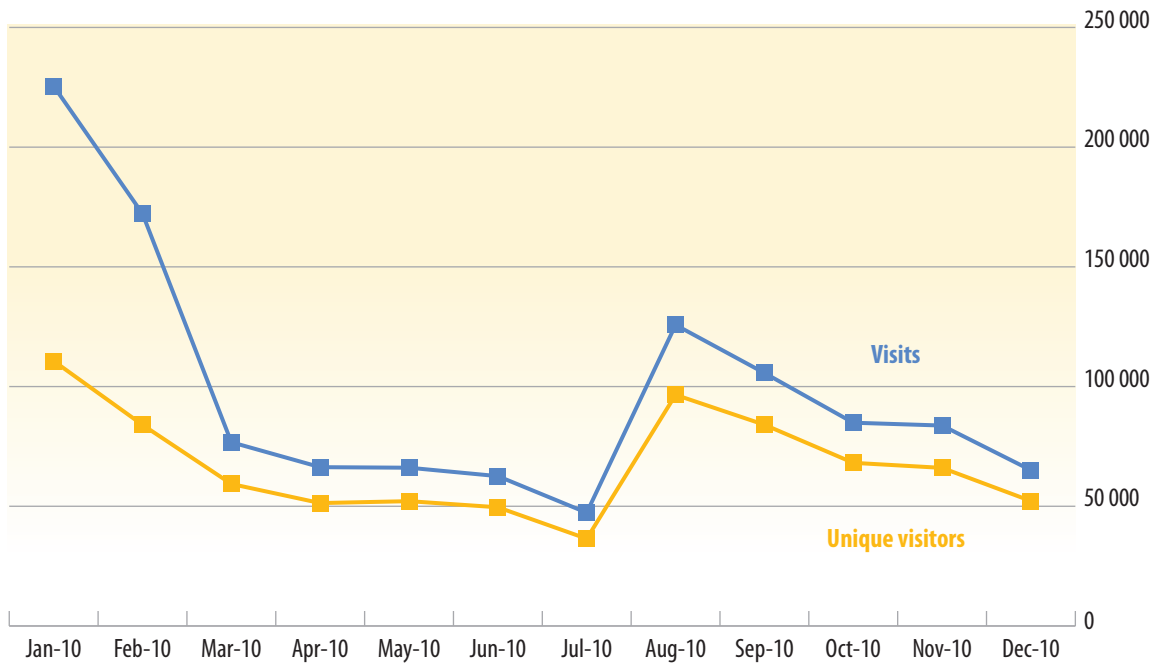
Graph 4 EUR-Lex consultation figures



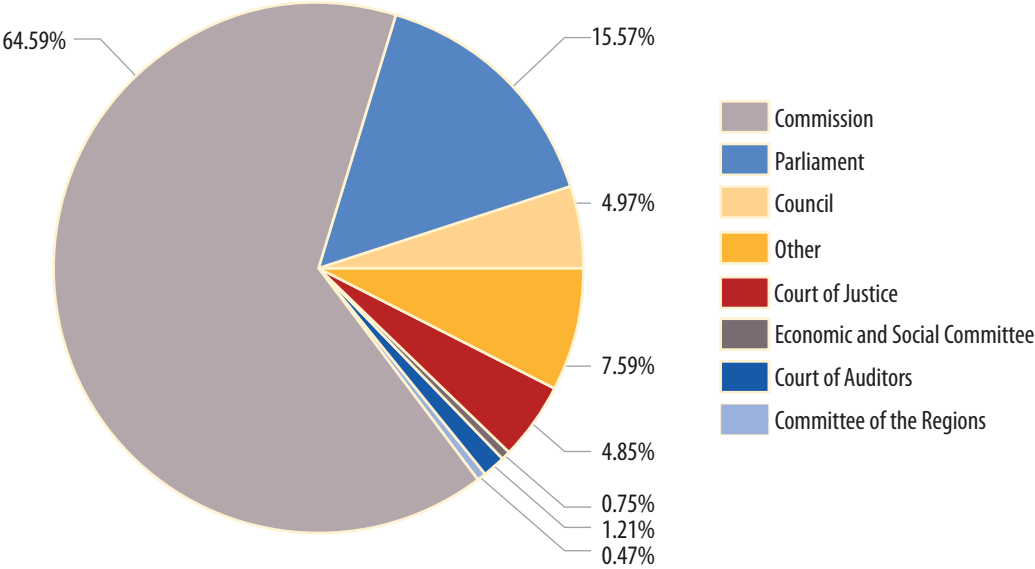
Graph 5 CORDIS consultation figures



Graph 6 EU Bookshop consultation figures



Graph 7 Breakdown of the Publications Office's costs, by institution



Annex IV

Financial statements — 2010

Balance sheet		
<i>Notes reference</i>	2010	2009
Assets	10 804 683	10 365 822
<i>Non current assets</i>	3 840 690	3 294 738
① Intangible fixed assets	1 587 661	491 422
② Property, plant and equipment	2 253 029	2 803 316
<i>Current assets</i>	6 963 993	7 071 084
③ Inventories	4 557 590	3 470 733
④ Short-term pre-financing	0	28 137
⑤ Short-term receivables	1 879 452	3 020 480
⑥ Cash and cash equivalents	526 951	551 734
Liabilities	(11 388 770)	(12 665 058)
<i>Non current liabilities</i>	0	0
⑦ Long-term provisions	0	0
<i>Current liabilities</i>	(11 388 770)	(12 665 058)
⑧ Short-term provisions	(373 436)	(1 705 104)
⑨ Accounts payable	(11 015 334)	(11 959 954)
Net assets/Liabilities	(584 087)	(2 299 326)
⑩ <i>Net assets/Liabilities</i>	(584 087)	(2 299 326)

Economic outturn

<i>Notes reference</i>	2010	2009
11 <i>Other operating revenue</i>	7 706 971	12 975 269
Sales of publications	1 387 741	1 801 754
Interinstitutional revenue	3 066 305	2 875 583
Inter-Commission result	3 917 280	5 601 304
Stock — Write-back of impairment	61 604	2 360
Other revenue	(725 959)	2 694 268
12 <i>Administrative expenses</i>	(52 046 812)	(52 374 405)
13 Staff expenses	883 236	(277 346)
14 Buildings expenses	(9 955 490)	(9 247 214)
15 Publications expenses	(24 922 084)	(31 666 603)
16 Other administrative expenses	(16 159 618)	(9 270 177)
17 Fixed assets related expenses	(1 892 856)	(1 913 065)
<i>Operating expenses</i>	(19 355 737)	(26 197 163)
18 Operational expenses	(20 380 991)	(25 080 183)
19 Movements on stock	1 025 254	(1 116 980)
20 <i>Financial operations</i>	(8 493)	11 533
Financial revenue	(8 493)	11 776
Financial expenses		(243)

Off balance

<i>Contingent assets</i>	11 099 962	13 729 047
21 Guarantees received	11 099 962	13 525 548
22 Other contingent assets	0	203 499
<i>Contingent liabilities</i>	(83 256 226)	(93 718 793)
23 Commitments	(26 053 460)	(29 083 829)
24 Amounts related to legal cases	(12 842 460)	(14 578 143)
25 Long-term leases	(44 360 306)	(50 056 821)

Explanatory notes

The annual accounts of the Publications Office have been prepared according to the Accounting Rules adopted by the European Commission which are in line with the International Public Sector Accounting Standards (IPSAS) based on accrual accounting principles.

The annual accounts are directly extracted from ABAC-SAP, the centralised accrual accounting system of the Commission. The presentation used here is the same as that presented in the Office's Annual Activity Report, except for the economic outturn, which is more detailed in this report.

Assets and Liabilities do not match because the Office's balance sheet forms part of the Commission's balance sheet, where assets and liabilities do balance.

These accounts form part of the 2010 provisional annual accounts of both the Commission and the European Union.

Balance sheet

1 Intangible fixed assets

For the first time, the transitional period of Accounting Rule No 6 having expired, the Office has capitalised and disclosed in this category the charges related to new large-scale IT projects (631 709 euro). All projects started before 2010 are recorded as expenses independently of their value. The expense for software bought on the market is also recorded under this category.

2 Property, plant and equipment

This represents the net value of tangible fixed assets such as plant, machinery, equipment, furniture or computer hardware.

The Publications Office handles assets concerning the Official Journal L&C series which are financed by budget lines of the different institutions.

As in previous years, the Office includes the total value of these assets in its balance sheet, and not just the Commission's share. Table 1 shows the 2010 movements related to tangible and intangible fixed assets.

3 Inventories

The gross value of all free and priced publications in stock, held and declared by the Office on behalf of all Commission DGs and institutions, is 23 071 781 euro. The impairment value is 18 674 286 euro. The net value is therefore 4 397 495 euro.

In compliance with Accounting Rule No 9:

- stock is valued according to the historical cost which remains unchanged;
- the unitary cost of priced publications is valued at 1/3 of the net price;
- the unitary cost of free publications entered in the year is valued on a cost per kilo basis, extrapolated from a sample analysis;

- priced publications are valued at net realisable value equal to the cost of publications in stock which are expected to be sold. This estimation is based on the *n-1* stock rotation. This analysis considers the distribution curve during each publication's lifetime: the more recent the publication, the faster its rotation;
- the free publications are valued at the replacement cost of those publications in stock which are expected to be dispatched. As for priced publications, this estimation is based on the *n-1* stock rotation analysis.

The stock of materials and supplies consumed in the production process (printing and distribution) has a gross value of 169 889 euro at 31 December 2010. For this type of stock, an impairment value due to specific obsolescence or damage has been calculated. The impairment value is 9 794 euro. The net value is therefore 160 095 euro.

4 Short-term pre-financing

No pre-financing is foreseen in the new CORDIS contracts. The value of pre-financing open as at 31 December 2009 related exclusively to the former CORDIS contracts.

5 Short-term receivables

The biggest amounts in this section are:

- receivables from other institutions, agencies and Commission DGs related to recovery orders for storage and dissemination costs (348 565 euro of which 44 213 euro were due by 31 December 2010);
- receivables related to the sales of publications, licences and subscriptions for a gross amount of 465 728 euro less the provision of 115 474 euro for doubtful debtors;
- cut-off adjustments:
 1. receivables related to recovery orders to be issued in 2011 related to services performed in 2010 (592 735 euro);
 2. charges paid in 2010 for services to be rendered in 2011 (i.e. rents) (583 561 euro).

6 Cash and cash equivalents

This section includes the balances of deposit and current bank accounts managed by the Office for its sales activity. According to the procedures in place, the Office announces and pays back the revenue from publications collected on behalf of other Commission DGs, agencies and institutions in January, July and October.

7 Long-term provisions

There are no performance guarantees to be deducted when paying invoices under the new CORDIS contracts. Therefore, provisions are no longer created and the balance of this account is zero.

8 Short-term provisions

This section concerns the amounts of the provisions for performance guarantees deducted when paying invoices of former CORDIS contracts. The last invoice for 373 436.36 euro of lot 2 performance guarantees is expected in 2011.

9 Accounts payable

This section includes:

- invoices received and to be paid as at 31 December 2010 (1 360 220 euro), including the share to be paid on behalf of other institutions;
- payables for services and goods rendered in 2010 but not yet invoiced by suppliers (8 985 020 euro);
- deferred income for licences expiring in 2011 and/or 2012 invoiced during 2010: 462 290 euro (EUR-Lex and TED licences);
- amounts payable, mainly to other institutions, related to the commercial activity: 207 804 euro.

10 Net assets/liabilities

The Publications Office's balance sheet represents only the assets and liabilities that are under the control of the Director-General. Amounts such as cash held in Commission bank accounts and accumulated result are not included in the Office's accounts since they are managed centrally by DG Budget, on whose balance sheet account they appear. The balance presented is therefore not in equilibrium.

Economic outturn

11 Other operating revenue

This section includes:

- **Sales of publications.** These are the sales for which the Office is the beneficiary, including the Commission's share of the Official Journal L&C series. It also includes the Commission's cut-off revenue (154 257 euro). This is shown in the Office's statements, but not communicated to the DGs because the amount is under the threshold of 100 000 euro by DG.
- **Interinstitutional revenue.** It mainly concerns revenue for storage and dissemination costs. It also includes the share of assets paid for during the year by institutions other than the Commission (104 623 euro).
- **Inter-Commission result.** It includes revenue for storage and dissemination charged to other DGs (4 673 182 euro) and cost charged by other DGs (755 901 euro). Both figures include CORDIS storage and the distribution costs (299 662 euro), booked both as internal Commission expense for the CORDIS Unit, and as internal Commission revenue for the Promotion & Distribution Unit. Since the cut-off scope does not include inter-Commission transactions, as far as these transactions are concerned, the amount shown in the accounts is not the accrual amount, but simply relates to the total value of recovery orders issued during the year.
- **Stock — Write-back of impairment.** The value shown in this section represents a recovery of amounts written off concerning other production materials.
- **Other revenue.** This section includes the value of recovery orders for storage, dissemination and printing costs issued to bodies outside the consolidation scope, the value of penalties applied to contractors, revenue from operations with fixed assets and other small amounts. The reversal of an excess 2009 year closure posting

(+1 004 462 euro) strongly affected the balance of this account. Without this modification, the total 'Other revenue' for 2010 would have amounted to -278 503 euro.

12 Administrative expenses

In line with the accrual accounting principles, the economic outturn includes not only the expenses incurred and paid in 2010 but also expenses for goods and services delivered during the year but not yet paid or invoiced.

In order to assess the expenses incurred in 2010 but not yet invoiced, the Office, according to the instructions issued by DG Budget, analysed the amounts of outstanding commitments (RAL) as at 31 December 2010. Around 79% of the outstanding amounts have been analysed in detail. As far as the remaining 21% is concerned, a statistical method has been used.

The economic outturn also includes expenses for which the Office has received a sub/co-delegation. It does not include expenses on Office budget items managed by other Commission services (PMO, OIL and DG DIGIT).

13 Staff expenses

The largest cost of staff (salaries) is not included in the Office's economic outturn as accounting reporting on this falls within the responsibility of PMO.

Nevertheless, the Office's outturn shows a reduction of staff costs of 1 202 247 euro representing the internal staff costs linked with IT projects. This amount was transferred to 'Assets under construction' (121 948 euro, Section *Intangible fixed assets*) and to IT costs (1 080 299 euro, Section 'Other administrative expenses'). This explains the revenue shown. Apart from the operation above, this section mainly concerns expenses related to staff social activities.

14 Buildings expenses

The largest amounts in this section are the yearly rents for 2010 (6 688 816 euros) and the building maintenance expenses (3 196 011 euro).

15 Publications expenses

This account comprises the following types of expenses, not included under the operational expenses: storage and dissemination, proofreading expenses, printing (including expenses for the OJ L&C and under co-delegated lines), CD-ROM production, archiving of electronic documents.

16 Other administrative expenses

The highest amounts in this section are as follows:

- 51% (8 290 025 euro) concern the external and internal costs of research, development and maintenance of all IT projects, which have not been capitalised;
- 36% (5 784 873 euro) concern the cost of Office supplies and maintenance.

The remaining balance concerns external proofreading, publicity, promotion, training and other expenses.

17 Fixed assets related expenses

This represents the amount of the annual depreciation of tangible and intangible fixed assets and other expenses related to fixed assets.

18 Operational expenses

For the Office this represents expenses on operational budget lines: CORDIS, OJ S (except expenses for IT projects) and the charges for publications on co/sub-delegations on operational budget lines.

19 Movements on stock

This section represents the impact on the economic outturn of the movements of stock. It is the increase in net value of the stock between 31 December 2009 and 31 December 2010.

20 Financial expenses

Excluding the reversal of the 2009 amount, the 2010 financial revenue would have been 3 283 euro.

Off balance**21 Guarantees received**

The value of guarantees received comprises performance guarantees (10 874 962 euro) and pre-financing guarantees (225 000 euro).

22 Other contingent assets

In 2009 this section included the value of assets held by the CORDIS contractors to perform their duties. As these have been discarded or transferred to the Office at the end of the contract in 2010, the balance is now zero.

23 Commitments

The amount shown in the balance sheet represents the remaining share of the RAL (the outstanding commitments) as at 31 December 2010. It does not include the share of the RAL already booked in the balance sheet: invoices not yet validated by 31 December and accrual charges.

24 Amounts related to legal cases

This section represents potential liabilities related to pending legal cases.

25 Long-term leases

It is the amount of outstanding legal commitments related to operational leases (Table 2).

Table 1 Fixed assets

	Intangible assets			Tangible assets			Assets
	Computer software	Assets under construction	Plant, machinery / equipment	Furniture/ rolling stock	Computer hardware	Other fixtures/ fittings	Total
A. Acquisition value							
Previous year-end	1 716 566	—	426 029	3 090 505	12 894 130	374 118	18 501 348
<i>Changes during the year</i>							
Acquisitions during the year	613 790	631 709	4 918	31 983	780 189	2 703	2 065 291
Disposal and withdrawals	-96 694		-85 545	-3 511 136	-3 245 820	-135 974	-7 075 1701
Transfers and other	197 156		57 527	2 153 815	977 030	144 351	3 529 880
Year-end	2 430 818	631 709	402 929	1 765 167	11 405 528	385 198	17 021 349
B. Depreciation and value adjustments							
Previous year-end	-1 225 143	—	-285 740	-2 947 293	-10 450 786	-297 648	-15 206 610
<i>Changes during the year</i>							
Amortisation for the year	-325 605		-29 769	-44 154	-1 397 995	-35 358	-1 832 882
Disposal and withdrawals	96 694		81 591	3 486 826	3 222 819	135 974	7 023 904
Transfers and other	-20 812		-51 731	-2 151 530	-805 529	-135 469	-3 165 071
Year-end	-1 474 866	—	-285 649	-1 656 152	-9 431 491	-332 502	-13 180 659
Net book value (A+B)	955 952	631 709	117 280	109 015	1 974 037	52 697	3 840 690

Table 2 Operating lease

Description	Charges still to be paid			Total charges to be paid
	<1 year	1-5 years	>5 years	
Mercier building	4 696 553	18 786 211	13 047 409	36 530 173
Gasperich building	834 700	2 398 904	0	3 233 604
Fischer building	1 190 689	2 674 972	0	3 865 661
Car park — Commerce	82 763	331 054	185 934	599 751
Car park — Féd. Agricole	8 981	0	0	8 981
Car park — Fort Wedell	12 637	28 391	0	41 028
Cars	41 425	39 682	0	81 107
Total	6 867 748	24 259 214	13 233 343	44 360 305

European Commission

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