

**Open letter to all  
stakeholders**

*Promoting choice and  
value for all customers*

17<sup>th</sup> January 2006

Dear Colleague,

**Project Paperless – way forward**

In the Foreword to our Corporate Strategy and Plan last year, we undertook to improve the length and readability of our documents following comments received during consultation, and reflecting our commitment to the Better Regulation agenda.

In order to address these issues, we launched "Project Paperless" in June of last year and appointed consultants to provide us with an independent view of the quality, relevance, quantity and timeliness of Ofgem's written product, notably consultation and decision documents, and how they could be improved.

As an initial step, we also took on board the Hampton Report's support for "burden reduction targets" and stated publicly that we anticipated that, by the end of March 2006, we will have reduced the number of documents we produce by 20 per cent, compared with 2004-2005.

The "Project Paperless" review took into account the views of a range of stakeholders. We are grateful to all those who gave their time. The feedback was that the organisation's work is well-respected and trusted. However, stakeholders found problems in managing the information and documents we produce, for example in ascertaining quickly whether a document is of relevance to them and finding relevant information within a document.

The project produced a number of recommendations which we intend to take forward in two phases.

- The **first phase** has involved making improvements to the length, format and design of our documents: the improvements include new target lengths for documents and open letters<sup>1</sup>, more information on the front cover to enable readers to assess whether a document is relevant to them, and changes to the layout to make documents easier to follow and read.

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<sup>1</sup> Ofgem will work towards a target of 40 pages for consultation and decision documents (net of appendices). There may be exceptions to this where, for example for better regulation reasons, a longer document is required.

- The **second phase** will entail a move to electronic publishing of all Ofgem documents, with links to help people navigate their way through the documents. In conjunction with this, we will also be re-designing the Ofgem website. Phase two will be delivered during 2006-2007.

We are confident that the changes we are making will lead to significant improvements in the accessibility of our written product which we see as essential in enabling effective consultation. We welcome your feedback on our 'new look' documents.

Yours faithfully

A handwritten signature in black ink, appearing to read "Alistair Buchanan".

**Alistair Buchanan**  
**Chief Executive**