

## Outcomes and actions

**We aim to be open, attentive and responsive to the expectations of our stakeholders. We consult our stakeholders for their views and make commitments to them. See Stakeholder engagement.**

- **Players**
- **Public interest groups**
- **Employees**
- **Local communities**
- **Suppliers**
- **Shareholders**
- **Retailers**
- **Environment**

This section highlights outcomes of our programme of stakeholder engagement in 2004/05 and the resulting action we will undertake in 2005/06.

### Players

We survey our players to facilitate better understanding of their experience of buying National lottery products.

In 2004/05, we found that genuine engagement with playing The National Lottery (TNL) still remains amongst many regular players. The dream of winning is largely still valid and many are committed, at least in the near future, to continued play.

Many Lotto players voice concerns over the proliferation of draw-based games. There was a general feeling that 'new' games create confusion and complexity.

76% of players say that they are 'satisfied' or 'very satisfied' with the way that Camelot runs The National Lottery.

As a result, we have committed to improve positivity to TNL by further developing Lady Luck. We will continue to optimise our game portfolio rather than introduce new games. We will develop information materials to make it easier for players to identify which game they want to play.

## Public interest groups

In March 2005 we held a consultation meeting with a wide range of public interest groups. They included the Salvation Army, Nottingham Trent University, Salford University, CitizenCard (a nationwide, industry-led initiative to provide a proof-of-age card for young people), the Gordon House Association (a charity that helps people with gambling problems), Trading Standards, GamCare and the Employers Forum on Disability. Discussion focused on the Gambling and National Lottery Bills, preventing underage sales, game design and sales channels.

The key points raised were:

- The importance of differentiating between The National Lottery and harder forms of gambling.
- The representative from the Gordon House Association reported an increase in people — often women and adolescents — coming for treatment with online gambling-related problems. The charity has contacted gambling operators requesting a block on all wagers from Gordon House locations. Camelot is looking into the feasibility of this.
- A number of gambling-related charities reported that they had experienced difficulties attracting National Lottery funding to further their work. Camelot has committed to discussing lottery grants for such organisations with the Department for Culture, Media and Sport and the National Lottery Distribution Bodies.

The introduction of Fast Pay (a quick way to pay for draw-based games at supermarket checkouts) generated the most heated debate. Several delegates were concerned that the name "Fast Pay" might be unduly attractive to problem gamblers because it implied a quick pay out, and that the opportunity to buy lottery products at checkout tills might encourage a broader gambling culture. In response, we have committed to creating a working group on Fast Pay, which will take account of actual consumer behaviour during its pilot implementation.

## Employees

Our main forms of consultation with our staff are an annual ODP and regular Staff Consultative Forum. See [Stakeholder engagement](#)

Our annual survey (ODP) showed a positive and significant change in results. 71% of employees agree or strongly agree that the terms and conditions are fair. This was up 4% on last year. It also identified that there was little improvement in giving individual feedback. Performance management is still perceived as inconsistent in its application. Further attention was also needed on linking individual, departmental and company goals.

As a result, we will continue to embed performance management skills and tools to enable managers to consistently differentiate between levels of performance, and deal with non performance. With regards to individual feedback, we will introduce coaching training and as staff become more practised with the new system, we expect this to improve. We will monitor this in the next survey. With regards to departmental goals, this is being dealt with on a department by department basis.

## Local communities

In April 2005, we consulted community and voluntary groups, employees and corporate leaders to improve our employee volunteering and community investment programme. We discussed:

- Lessons from other organisations to enhance our employee volunteering programme
- Opportunities to embed volunteering into employee development
- Key measures of success and how they should be managed
- Our community investment programme in comparison with best practice.

The key recommendations to emerge were that we need to encourage employee volunteering through:

- Senior management support and example
- Strong internal communication, with case studies of successful volunteering
- Defined measures of success
- Linking skills and volunteering opportunities with business objectives and obtaining feedback on those new skills gained.

As a response, our chief executive will champion community involvement within the company. We will improve our internal communication of community involvement through internal campaigns and dedicated staff to document successful volunteering. This will help us understand how we can better link skills and volunteering opportunities with business objectives.

The environmental seminar held in April 2005 recommended that Camelot should find opportunities to participate in local partnerships. In 2004/05, we worked with local recycling partners, invited local organisations to the environmental seminar and donated surplus office furniture and mobile phones to local charities. Our Interactive team held a team challenge event in co-operation with 'Groundwork', an environmental regeneration charity, as part of the campaign to win the 2012 Olympic Games for London. See [Investing in communities](#)

## Suppliers

The annual supplier survey was conducted in February 2005 and generated 105 replies — a response rate of 21%, similar to the previous survey, and representing 61% of our total spend.

The survey revealed an overall satisfaction level above target — 97% of respondents said they were "satisfied with your overall relationship with Camelot", up from 94% in the previous survey. This year we have also introduced new measures: (See [Consulting and responding](#)) nearly 96% were "satisfied with Camelot's ability to listen to you" and 92% were "satisfied with Camelot's response to your suggestions".

The survey results showed a downturn in suppliers' satisfaction with Camelot's tendering process, tendering feedback and the quality of information being provided on tendering success and expectations. Only 82% of respondents were "satisfied with Camelot's tendering process", compared to 99% last year. Satisfaction with information on tendering success and expectations fell from 96% to 90%, and there was a decline of eight points to 90% on satisfaction with feedback at each stage of the tendering process. In total, 10% of the suppliers that completed the survey have expressed dissatisfaction about our tendering process. All these suppliers were those that lost some business from us during the year.

In 2005/06, we will work with those suppliers who are dissatisfied to identify areas for improvement. We also plan to build further the skills of our account managers.

## Shareholders

We sent a questionnaire to our shareholders in March 2005 asking them about their relationship with Camelot. All shareholders rated our overall relationship with them highly. They said:

- They see Camelot as a socially responsible company that acts fairly and with integrity
- They are satisfied with the way we manage our relationship with our regulator
- They feel they are being adequately informed and involved in decisions around bidding for a third licence and future game plans.

In individual comments, shareholders mentioned

- We need to communicate better, especially the timing and quality of information provided prior to Board and committee meetings
- They would like more information about our investment plans
- They want more information about social responsibility reporting and policies.

We have discussed improving the type of information given to shareholders, and given that overall shareholders were very satisfied with our service levels, we do not have specific improvements in this area. We will hold a session on corporate responsibility for Board members.

## Retailers

The 2004/05 retailer satisfaction survey revealed high levels of retailer satisfaction — 94% of respondents were satisfied with Camelot's approach to the relationship and 38% said that the relationship had improved in the previous 12 months. Only 6% felt that it had got worse. Nevertheless, levels of satisfaction did vary across retail segments. The survey also pinpointed some key service priorities.

According to our survey, the majority of retailers also felt that Camelot's account management had improved during 2004/05, that it was more in tune with commercial needs, increasingly flexible and open to negotiation, and that communications were good.

At a number of points, the survey highlighted the retail community's hunger for more information. When prompted to identify the single most important thing that Camelot could do to improve the relationship, 25% said that they would value more face-to-face contact. (42% could not think of anything.)

Our sales team has responded by using new tablet PCs to provide information quickly and in a more digestible format.

## Environment

During the year, in line with the previous year's commitment, we held an environmental seminar for representatives of local community organisations, environmental non-governmental organisations, suppliers, other companies seeking best practice, and one of our shareholders. Attendees discussed energy and waste, the introduction of a formal environment management system, and our general approach to the environment.

The feedback from the seminar was very positive - all participants felt that it was a useful exercise in which they would like to participate again.

Participants endorsed the following recommendations - that Camelot should:

- Develop and implement an ISO 14001-accredited environmental management system
- Identify and quantify our principal environmental impacts
- Consider ways in which we might influence our stakeholders to reduce their environmental impact.

These have fed into our next step commitments for 2005/06. See [Environmental next step commitments](#)