

Q2. Benefits of outsourcing with Capita - So you're not just taking something off their hands, you're actually helping them move forward in some way?

Paddy: Move forward and enhance – introduce new ideas and new ways of approaching a business, which can actually sometimes benefit the customer in ways that they would not have expected when they first engaged with us.

So what has Capita done to make this possible? What makes you a good partner?

Paul: I think the thing that makes us a very good partner is all of the basic things around the fact that we now have a unique level of scale, greater than anywhere else in the UK. And we can bring some of the benefits of that scale to bear on behalf of our clients. We also have a considerable amount of expertise. You know, our clients may not view running a contact centre as being the core part of their lives, but to us that is a core part of life: it's what we do. We have an unparalleled level of expertise within Capita at doing things such as that, and we are very happy to share that expertise with our clients.

Simon: So typically, when we're going for, for example, a local government opportunity, we'll bring in our HR capability, our call centre capability, our property skills and our IT skills. We'll blend that together and give that to a client as a packaged offering which will actually very much enhance the services they have, going forward into the future.

Paul: On the softer side, I also think we are very good people to do business with. We don't over-sell to our customers, so we only sell what we believe we can genuinely deliver. And we now have a 20-year track record of being reliable, straightforward people to deal with.

I think clients find us a very open organisation with which to do business.

Gordon: And just to build on that, that really starts from the very beginning of the bidding process, where it's absolutely vital that there's clarity on what is being proposed on both sides.

Paul: I think we've also got to pay a huge amount of tribute to the 30,000 people that work within Capita.

And I think we are very blessed by the calibre of the managers and the people that we have within Capita that help us to achieve that.

Paddy: Yes – it's a bit of a cliché, but we are a people company. That's what we're about, and we deliver our services through our people. And we're very fortunate: as a management team we try and instil in our people that we're a service company, we're out there to deliver to our customers, we want to do it in the best way possible, we want to do it in a very human way and we want to have some fun while we're doing it. As a team we try to push that across, and we're very, very fortunate that we've got a bunch of people who actually go out there and they do that every day.