

In Hong Kong they introduced a new approach to commissioning welfare to work support which transformed their performance. From a system based on funding trainee weeks (ie funding providers on the basis of the number of weeks trainees were present on their premises) they shifted to a system which was dominated by the feedback from (satisfaction of) individual clients and the employers who recruited them. Almost literally overnight this changed the way that providers worked – focusing much more strongly on the experience of individual clients and ensuring the satisfaction of employers.

In addition the new contracts required providers to meet regularly and share their learning about what was working and what wasn't. Although this met some initial reluctance, over time providers recognised that they were gaining at least as much as they were offering and it does seem to have led to the rapid dissemination of good practice and encouraged innovation (by encouraging the best to stay ahead).