

## SUMMARY

5.3 These views – which have been put to us with great consistency by a large number of stakeholders – are seriously damaging NHSU's prospects. The overall sense is one of stakeholders who are alienated and disengaged. There is some (limited) optimism linked to early good work following appointments to the NHSU regional structure, but the overall view of the NHS and the education community is one of disappointment and growing scepticism over NHSU's purpose and performance.

5.4 This view will clearly affect NHSU's future influence and impact. Significant damage has been done to its standing with stakeholders. This will be very difficult to overcome, requiring very significant effort. This will need to be accompanied by a recognition that identifying *customers* and taking account of their views is crucial in an NHS where the old levers of "command and control" by and large no longer apply. NHSU will need to position itself as a genuine partner within the NHS rather than an autonomous critical friend.