

NHSU ORGANISATION AND GOVERNANCE

STRUCTURE

4.1 NHSU is divided into 4 groups -

- Distributed Learning (access and stakeholder relations, total budgeted complement of 191)
- Learning Programmes and Services (training and education content development, budgeted complement of 102)
- Corporate Services (budgeted complement of 70)
- The CEs Group (strategy, resources, budgeted complement of 49)

4.2 A more detailed organisation and staffing chart is at *Annex D*.

4.3 Significant features of the organisation and resource distribution are -

- NHSU has a regional structure of 119 staff with a role of networking, contributing to local planning, developing an NHS trust *affiliate* network, and marketing NHSU products. SHAs feel strongly that an opportunity was missed with the setting up of the regional structure to achieve much closer collaboration between NHSU and SHA Workforce Directorates, for example through the sharing of functions and joint appointments. Although the regional structure is seen as starting to provide better information about NHSU's activities and a platform for better collaboration, the way it has been set up has undoubtedly complicated relations with the SHAs and produced some overlaps of functions. For example, both SHA Workforce Directorates and NHSU are talking directly – and often separately - to Trusts / PCTs about their learning needs and, in some cases, setting up separate stakeholder networks.
- a combined corporate function (made up of the corporate services and CEs groups) of 119 staff which, at nearly 30% of the total budgeted staffing, seems disproportionately large. We understand that this imbalance was explicitly raised as an issue by DH during early discussion of the 2004-05 NHSU business plan.

CULTURE AND STYLE

4.4 By its own admission as well as in others' opinion, NHSU has the culture and style of a *start-up* enterprise. At best this means a real vigour and enthusiasm for making an impact on education and training in the NHS. But it is also perceived by stakeholders as being stronger on vision than on structure and systems, making it harder for them to understand and relate to it. Stakeholders have told us that the frequent changes of structure and individual roles in NHSU (for example in the finance function) have hampered their efforts to establish effective working