

- NHSU needs to retain the best characteristics of its open “start-up” culture while concentrating on building a constructive and serious relationship with its many stakeholders, based on a systematic approach and clarity of purpose
- NHSU governance needs to focus on prioritisation of functions and value for money

UNIVERSITY TITLE

6.5 We believe that the pursuit of University title by NHSU has been a distraction to the organisation, and added to the confusion felt by stakeholders. We believe that a number of features of University title which are inconsistent or incompatible with NHSU’s prime objectives have not been properly thought through. In our view these outweigh any possible advantages of University title and we recommend that the quest for this is abandoned.

ENGAGEMENT WITH STAKEHOLDERS

6.6 Despite NHSU’s efforts, it has acquired a consistently poor reputation amongst stakeholders in the NHS, social care and education sector. Many stakeholders are alienated and close to “giving up” on NHSU. There are some signs that NHSU is starting to address this but serious harm has been done and this will be difficult to redress. Sustained effort will be needed if damaged relationships are to be repaired. At the heart of this should be a shift in NHSU culture and attitude to one which -

- recognises the importance of identifying and listening to customers in the new NHS
- places NHSU as a genuine partner within the NHS rather than an autonomous critical friend.

PORTFOLIO TO MATCH HEALTH CARE PRIORITIES

6.7 In terms of overall direction, NHSU’s portfolio achieves a good fit with the intended focus on corporate/generic training and training for those at the lower end of the skills escalator. Continued interest in degree-level and medical education has caused confusion. We believe there is a need for explicit *prioritising* of particular staff and groups and areas of training, rather than an attempt to cover the field, and *a more rapid response to emerging needs*.

NHSU STRATEGIC PURPOSE

6.8 We have examined closely NHSU’s strategic purpose and fit in the education and training system. We believe this is complex and insufficiently clear. The matter has been worsened by the quest for University title. We believe that this lack of