

- skills development for staff at the lower end of the skills escalator, helping deliver the vision set out in *Working Together, Learning Together* (DH, November 2001). It will build on existing platforms to improve access to training, in particular in the workplace
- corporate / generic training. This will encompass induction training for all new NHS staff and development of generic skills across all staff groups (for example customer care, risk assessment, understanding of NHS systems reform, as well as other aspects of modernisation)
- leadership and management development. The NHS Leadership Centre (already being integrated with NHSU) should be integrated in the new organisation and its functions maintained and enhanced

4.7 The Institute's role will *not* extend to pre-registration medical or nurse training, where arrangements are well established, except where there is a link with generic or corporate training.

4.8 The Institute will not cover education and training of the social care workforce, where the Training Organisation for Personal Social Services (TOPSS) is developing a wide-ranging remit in conjunction with employers and other stakeholders. However, it will need to work with TOPSS to ensure that issues of shared interest are identified and included in their respective plans.

BUSINESS MODEL

4.9 In its initial phase the Institute should continue to be funded through central allocations. However, its areas of core expertise should be of interest to the range of providers and other employers in the NHS of the future. Provided the new organisation develops a good reputation it should have the potential to move from a funded to a mixed self-sustaining / funded basis over time by offering key services to two key sets of customers –

DH, as the national HQ of the NHS

- the development and, where appropriate, provision of training which it makes sense to procure nationally (for example induction courses or general management training)
- expertise in service development or new technologies which are of national interest and which can, for example, help deliver policy development / system change

Health sector employers or regional NHS consortia

- leadership and management development
- expertise in the application of best practice in service development and technology utilisation
- consultancy in identifying training needs and developing plans to satisfy them

4.10 There may also be scope for the Institute to offer services to the devolved administrations, building on NHSU's contacts.