

Development and Training Policy

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Additionally refer to:

Acting Up Policy (W13)
Annual Appraisal and Pay Progression Policy (W12)
Corporate and Local Induction policy (W36)
Disciplinary Policy (W7)
Employee Performance Management Policy (W10)
Equality Diversity and Inclusion Policy (W30)
Grievance Policy (W8)
Reimbursement of Travel, Accommodation and Subsistence Expenses (W20.3)
Statutory and Mandatory Training Policy (W32)
Verification of Professional Registration Policy (W16.8)
HS11 Management of Health and Safety: Risk Assessment Forms

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Development and Training Policy – previously HR59

Version	Date	Author	Status	Comment
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Contents

Section	Page
1. Policy on a Page	4
2. Policy Statement	5
3. Scope	5
4. Definitions	5
5. Roles and Responsibilities	6
6. Policy into Practice	7
7. Sponsorship from the Trust and other NHS funds	8
8. Compliance protocol for attending training courses	9
9. Appeals	9
10. Training	9
11. Review Process	9
12. Equality Impact Assessment Statement (EQIA)	9
13. Process for Monitoring Compliance	10
14. References	10
15. Associated Documents	10
Appendix A: Frequently asked questions	11
Appendix B: Request form for Development & Training	14
Appendix C: Commitment by Financially Sponsored Employees form	16

1. Policy on a Page

1.1 The Trust is committed to developing a workforce that continuously strives to improve service quality.

- In accordance with the Trust Policy for Annual Appraisal (W12) every employee will receive an Appraisal/Performance Review at least annually and a Personal Development Plan (PDP) will be formulated for each employee.
- Each employee will be expected to undertake the required Statutory and Mandatory training as necessary for their role. Please refer to the Statutory and Mandatory Training Policy (W32) for further information.
- New employees to the Trust will be expected to undertake both a Corporate and local induction details of which can be found in the Corporate and Local Induction policy (W36)

1.2 Education and training are key to developing and retaining a high quality, well-motivated workforce, ensuring that employee:

- Has the skills, knowledge and competence to perform their roles safely.
- Are as effective as possible in their roles, reflecting latest learning and best practice.
- Have the opportunity to realise their potential.

1.3 This policy applies to all employees and seeks to support the above aims by:

- Setting the strategic framework for training and development for the Trust as a whole.
- Outlining the arrangements for monitoring attendance and following up on cases of non-attendance.
- Defining the responsibilities of relevant employee groups for identifying training needs and the implementation of training and development that meets the aims of this policy.

1.4 This Policy sets out the Trust requirements for employees and managers regarding development and training. Statutory and Mandatory training and Corporate and local Induction are covered within separate policies.

2. Policy Statement

- 2.1 The achievement of learning needs is a joint responsibility between the employee and the manager; with the Trust's resources enabling the employee to meet their needs. The process of identifying training needs will be in accordance with the Trust's equal opportunities and inclusion policy and principles. All employees will be supported to help them achieve their potential within current and future roles.
- 2.2 In accordance with the Trust Policy for Annual Appraisal (W12) every employee will receive an Appraisal/Performance Review at least annually and a Personal Development Plan (PDP) will be formulated with each employee.
- 2.3 A 'Request for Development & Training Support' Application Form will be completed and submitted to the line manager for development and training activity requiring:
- Any period away from the normal place of work (i.e. Ward or Department) except for Corporate Induction, Statutory Safety update or mandatory training courses and/or
 - Support with course fees or expenses (eg Vocational Qualifications, Conferences, study time or course fees)
- 2.4 The decision to grant or decline a request requires the post holder's line manager or department manager's approval in writing.
- 2.5 Before committing to any development and training activities that are agreed in principle between manager and employee as an outcome from the employee's appraisal, where a cost will be incurred, the Appraiser is responsible for identifying the appropriate budgetary resources to ensure funding is available to the training costs. If the Appraiser is not the Department Manager, the form is then forwarded on to them for consideration.
- 2.6 Heads of Department wishing to develop their own guidelines for implementing training and development activities in addition to this policy are advised to discuss these with the Head of Education in the first instance.
- 2.7 Employees will be given protected paid time for Statutory and Mandatory training. Where employees are withdrawn from training to provide clinical cover, their manager should prioritise their attendance at the next training session.

3. Scope

- 3.1 This policy applies to all employees including permanent, temporary, bank, apprentices and volunteers. This policy seeks to align with and support the training received by Doctor's in training, nurse training and post graduate medical education.

4. Definitions

- 4.1 Training needs: Employees training and development needs will arise from variety of sources:
- Mandatory and Statutory requirements (e.g. health & safety).
 - Professional regulatory body requirements (e.g. revalidation).
 - SATH requirements (e.g. corporate and local induction).
 - Skills and knowledge to undertake current or changing role.
 - Skills required for service delivery changes.

To effectively plan how training needs are met a Personal Development Plan is produced and is part of the employee's appraisal. In addition, there are also corporate or Trust wide training and development activities which apply to all employees.

- 4.2 Development: The Trust encourages employees to realise their potential not only in their role but also as part of their Continuing Professional Development (CPD); creating a development plan that sets out opportunities for learning and enhancing their career within the Trust.
- 4.3 Essential training will have been identified through the training needs analysis referred to in 4.1 and is often defined by regulatory bodies.
- 4.4 Mentoring & Coaching: This provides the opportunities that best match an employees development needs. To identify a mentor or a coach, employees are encouraged to discuss this with their line manager who in turn will contact the Head of Education for detailed advice.
- 4.5 Statutory and Mandatory training and Corporate and local Induction are covered in separate Policies, please refer to W32 and W36 for details.

5. Roles and Responsibilities

5.1 Trust Board

The Trust Board in overseeing this policy is fully committed to adopting and promoting the key principles of Education, Learning and Development of all employees and ensuring there is an effective Training and Development strategy that reflects the needs and requirements of the Trust.

5.2 Education Committee

The Education Group is responsible for ensuring that this policy and its arrangements are suitable and sufficient and are implemented and monitored effectively. The Education Committee reports through to the Workforce Group.

5.3 Chief People Officer

The Chief People Officer has overall responsibility for this policy and the HR department is responsible for providing support and guidance to employees and managers on the implementation and monitoring of this policy.

5.4 Divisional/Departmental Directors

Divisional/Departmental Directors are responsible for ensuring the implementation of this policy within the Division/Department that they manage.

5.5 Head of Education

The Head of Education has overall responsibility for the day-to-day management of this policy.

5.6 Managers,

Managers are responsible for:

- ensuring that all employees within their departments and span of control receive suitable and sufficient information, instruction, training and supervision.

- ensuring all their employees receive an annual appraisal and their training and development plans are identified, implemented and monitored.
- ensuring that employees only undertake tasks for which they are safe and competent.

5.7 Employees

- All employees should comply with this policy and co-operate with their manager by attending corporate and local induction and ensuring that they are compliant with their Statutory and Mandatory training requirements. In addition, employees are required to fulfil their PDP for training agreed with the line manager at their annual appraisal.
- The Trust has an expectation that employees who have booked time off to attend courses should make every attempt to attend those courses (unless in an emergency they cannot attend or through sickness) and should notify the course administrator and their line manager as soon as possible.
- Employees will receive payment/paid time off for attending agreed training and development.

6. Policy into Practice

6.1 Prioritising Training

Resources for development and training must be allocated on the basis of priority; the greatest priority being given to the responsibilities that the Trust must fulfil. The main priorities are as follows:

- **Statutory & Mandatory training.** The Trust has a legal responsibility to ensure all employees undertake their Statutory & Mandatory training enabling them to do their job safely and effectively. This responsibility includes training that is essential to retain professional registration, where there is a requirement to practise.
- Required training and Education (see 6.2).
- Training and Development programmes and courses agreed at appraisal as part of the employee's PDP.

6.2 Required Training and Education:

Required training and education is to enable employees to competently fulfil their job role.

This includes:

- Essential training identified during local/departmental Induction.
- Training for Managers and Supervisors on the application of Trust policies and procedures.
- Studying for a qualification that is essential for the job role.
- Training identified to fulfil the employee's objectives (or Knowledge and Skills Framework (KSF) Outline if this is used) and documented in an employee's PDP.
- Essential Skills needs in literacy or numeracy that have been identified through formal assessment.
- Attendance at training and events that are required to support the development of services within the Trust.

Required training and education will be funded at 100% in terms of cost and time out of the workplace to attend.

- 6.3 **Mutual Benefit:** This is development that is not considered a priority for the Trust but are areas where an employee would like to develop further, or where a line manager identifies that this would be desirable. This includes further qualifications and skills that are in addition to those identified to fulfil the competencies required for the job role. For example, general management qualifications, or general educational qualifications. Mutual Benefit training and education can be funded up to a total maximum of 50% in terms of course fees and time off according to the level of benefit to the Trust. Budget holders have the responsibility of deciding the level of funding and study time that can be provided.
- 6.4 **Evaluation:** Training and development is evaluated using evaluation forms and the results fed back into the monitoring process. This will be for internal and external training.
- 6.5 **Expenses:** Expenses incurred by employees must be agreed in advance and are paid at standard rates and claimed in the same way as all other Trust expenses.

7. Sponsorship from the Trust or other NHS Funds

- 7.1 **For Mutual Benefit** development and training, the Trust reserves the right to make training sponsorship conditional upon the employees undertaking to repay all or part of the Trust sponsorship received in certain circumstances (at the manager's discretion, exercised fairly, please refer to Appendix B of the procedure document):
- where an employee fails to complete the programme of study, or
 - leaves the Trust's employment during a course, or
 - leaves the Trust's employment within 2 years of completing a course. In this case each month remaining of the 2-year period can be reclaimed. This will equate to 1/24th of the total fee paid by the Trust for each month.

The manager and employee are required to complete and sign an agreement which will be kept on the employee's personal file. (See 'Commitment by Financially Sponsored Employees in Appendices 3 of this policy). This agreement will become void if the employee's post is made redundant by the Trust, and they subsequently leave the Trust's employment.

7.2 Sponsorship by External Organisations

Prior to making any commitment to accept sponsorship from a commercial enterprise, the employee must discuss the offer and get agreement in writing on the 'Request for Development & Training Support Form' (in the procedure document,) from a Senior Manager. For example, the relevant Divisional Director, Divisional Manager or Head of Service for their area. A copy of the form must be sent to the Director of Corporate Governance by the Senior Manager, to ensure compliance with Audit requirements, Managing Conflicts of Interest Policy, the Trust's Marketing, Commercial Sponsorship and Advertising Policy and Counter Fraud directives and to ensure Procurement are aware of any sponsorship activity. Failure to follow this process could compromise the employee or the Trust; it may result in disciplinary action being taken against the employee or the manager responsible.

7.3 Accredited Representatives of Trade Unions or Professional Organisations

Employees who are accredited representatives of Trade Unions or Professional Organisations, as recognised within the Trust's Recognition Agreement, are entitled to paid time away from work to undergo training relevant to their role as specified within the Recognition Agreement. The costs of the training programme together with any travelling, accommodation or other costs are to be borne by the relevant Trade Union or Professional Organisation.

8. Compliance protocol for attending training courses

8.1 Failure to attend training courses and protocol on cancellations

Employees must inform their Line Manager as soon as possible if they are unable to attend planned training and development programmes. Where an employee fails to attend without a reason acceptable to the line manager and has not informed the Line manager, it will be classed as unauthorised absence and therefore unpaid. The employee may also be subject to disciplinary action and may be charged the cost of any cancellation fees (where this is applicable).

8.2 The Line Manager must, when they become aware that an employee is unable to attend a planned training event, inform the training provider as soon as possible. The manager must endeavour, where appropriate, to send an alternative employee. If the cancellation is within 1 week of an internal Trust event taking place or where an employee fails to attend on the day a charge may be levied, dependent on circumstances. For internal and externally sourced training events, any advertisement for the event will clearly state if a charge will be made and the rate to be charged.

9. Appeals

9.1 Employees whose application for development & training support have been refused, will receive a written explanation by their line manager giving the reasons why their request has been turned down. They have the right to request an informal discussion with the manager who made the decision. If following this discussion, the employee still has concerns that they have been unfairly treated, they have the right to raise a grievance following the Trust's Grievance Policy at Stage 2.

10. Training in this policy

Line managers need to be familiar with the contents of this policy and associated policies for example the Appraisal policy. Line managers need to understand the broad range of training and development requirements for their employees both in terms of Statutory and Mandatory training, required training as well as training to satisfy the employees' Personal Development Plan (PDP) at appraisal.

11. Review

This policy will be reviewed every 3 years. If there are any legislative changes during the intervening period, then the policy will be reviewed. For monitoring of the policy, please see section 13.

12. Equality Impact Assessment Statement (EQIA)

This policy applies to all employees and does not discriminate positively or negatively between the nine protected characteristics.

13. Process for Monitoring

Element to be monitored	Lead	Tool	Frequency	Reporting arrangements	Acting on recommendations and Lead(s)
Duties	To be addressed through the monitoring below				The Head of Education with stakeholders and will review all training data and report to the Education Group on an annual basis.
Percentage of employees accessing development and training. Percentage of employees who are compliant with Statutory and Mandatory Training requirements.	Head of Education	Annual report showing percentage of employees accessing development and training including personal characteristics (ED&I report to Education Group)	Annual Monthly.	Annual report to Education Group Statutory and Mandatory training compliance reported to JNCC and Workforce Committee.	

14. References

- Equality Act 2010

15. Associated Documents:

Appendix A: Frequently asked questions
Appendix B: Request form for Development & Training
Appendix C: Commitment by Financially Sponsored Employees form

Frequently Asked Questions

1. Why is development and training important?

The Trust recognises that it can only deliver the best service to patients through a competent, well trained and motivated workforce. By providing relevant learning and development opportunities, the Trust aims to ensure that all employees have the skills, knowledge and experience they need to perform their job effectively, respond to service developments and adapt to changing priorities.

The Trust is committed to creating an environment where employees are well informed, valued and involved. The Trust encourages a culture of continuous learning.

2 Development and training support

The Trust aims to provide opportunities for lifelong learning, embracing all forms of learning and development for example: e-learning, work-based learning, coaching, mentoring, open learning, Vocational Qualifications, shadowing, job-swaps, or secondments through a combination of internal training provision and through conferences and longer courses of study.

3 Responsibility for meeting my Learning Needs

The Trust regards the meeting of learning needs as a joint responsibility between the employee, the manager and the organisation.

4 How does development & training relate to my Annual Appraisal?

It is a Trust requirement that every employee has an Appraisal at least annually. During this process, a Personal Development Plan (PDP) will be formulated with each employee, and this will focus primarily on development needs to achieve the requirements of your work objectives (or KSF Outline if you have one), including any statutory and mandatory training required.

5 Time allocated for development and training

Time allocated for development and Training must be in accordance with the requirements of your role. In accordance with 'The National Framework to Support Local Workforce Strategy Development' it is recognised good practice that every employee, as a minimum, receives the equivalent of 2 days or 15 hours per year paid time (pro-rata for part time employees and bank employees employed via the Temporary Staffing Department) to undertake development and training in line with their PDP. This will be in addition to the time required to undertake Corporate Induction and Statutory Safety Update/Statutory & Mandatory Training. Managers should ensure that part time employees are also able to attend Statutory & Mandatory and Required training.

Those employed through the Temporary Staffing Department will accumulate a proportion of the 15 hours with a minimum allowance based on the average number of hours worked per week in the previous financial year.

All employees (including those employed through Temporary Staffing) are permitted paid time to attend the Trust's Corporate Induction and Statutory Safety Update Training for the amount of time relevant to their job role.

6 Applying for development and training?

All learning activities must be supported by your Department/Line Manager.

A 'Request for Development & Training Support' Application Form (see Appendix A) should be completed and submitted to your line manager for any development and training activity requiring:

- any period of time away from the normal place of work (i.e. Ward or Department), or
- support with course fees or expenses

This includes internal courses, for example Vocational Qualifications, work shadowing, open learning and attendance at external conferences and courses. Applications are **not** required for Corporate Induction or Statutory Safety Update courses.

The request should reflect the learning and development objectives stated in your PDP and include clearly stated learning outcomes including review dates, enabling evaluation of the learning. It should also document any on-going plan to capitalise on the learning activity by sharing it with other employees in the department and/or Trust.

All requests for support must be costed and represent value for money.

Each request will be considered on its own merits taking into account the current and future needs of the Trust and the needs of the employees. The line manager approves the training for their employees, but this must be signed off by the budget holder.

If development & training support is refused by the line Manager, this must be recorded onto the request form and a reason given for the refusal. If employees are not satisfied with the manager's decision to authorise funding or study leave for training, they should first discuss with their line manager to understand their rationale. If still dissatisfied and the decision is perceived as unfair or unreasonable, employees may use the Trust Grievance Policy. It is advised employees seek advice from their Trade Union representative prior to lodging a Grievance.

7 How are development and training needs prioritised?

Resources for development and training must be allocated based on priority. There are 3 levels of priority that are explained in the Policy

- Statutory & Mandatory
- Required
- Mutual Benefit

8 What are the options for funding Mutual Benefit training?

The maximum funding by the Trust for this category is 50% (including both time and money). Options for agreeing funding and time off include:

- 100% fully funded fees with attendance in own time
- No funding of fees but 100% attendance in work time
- 50% funded fees and 50% attendance in work time
- 50% funded fees with attendance in own time
- No funding of fees but 50% attendance in work time
- Lower rates can be negotiated for example:
 - Paid time off to prepare for and sit examinations.
 - Travel expenses funded
- No funding of fees and attendance in own time

9 How do I claim expenses?

Agreed travel expenses and/or accommodation costs must comply with Trust Policy 'Reimbursement of Travel, Accommodation and Subsistence Expenses (W20.3). All claims must be submitted using the Trust's e-Expenses system and all usual Trust requirements apply, including receipts.

Falsified expense claims are considered a potential offence under the Fraud Act 2006. Employees should be aware that any potentially fraudulent claim will be referred to the Local Counter Fraud Specialist for criminal investigation.

As with all other aspects of suspected fraud, you are encouraged to refer any concerns to the Local Counter Fraud Specialist.

10 Sponsorship

For Mutual Benefit development and training, the Trust reserves the right to make training sponsorship conditional upon you undertaking to repay all or part of the sponsorship received in certain circumstances:

- where you fail to complete the programme of study, or
- leave the Trust's employment during a course, or
- leave the Trust's employment within 2 years of completing a course. In this case **each** month remaining of the 2-year period can be reclaimed. This will equate to 1/24th of the total fee paid by the Trust for each month.

For example, an employee completing a course of Mutual Benefit study costing £2,000 in April 2016 leaves the Trust at the end of September 2016. They are required to repay 19/24 of the total cost amounting to £1,583.

The manager and employee are required to complete and sign an agreement to this effect at the time the support is agreed, which will be kept on the employee's personal file. (Appendix B 'Commitment by Financially Sponsored Employees).

This agreement will become void if you are prevented from attending by your line manager or if your post is made redundant by the Trust and you subsequently leave the Trust's employment. If you were to be dismissed under the Disciplinary procedure as a result of misconduct, the decision to void the agreement rests with the dismissing officer.

It is recognised that funding for training and development can come from a variety of sources. The Trust has formal arrangements with Health Education West Midlands to fund specific aspects of training and development; it may also be eligible to access national funding streams available through Government agencies.

Whilst the Trust wishes to make best use of all avenues of funding available to it, care must be exercised where sponsorship is offered from a commercial enterprise. In these circumstances, you must follow the instructions for approval in the Policy prior to making any commitment.

11. What if I have to cancel attendance on training or development?

You are responsible for attending booked training events and if you are unable to attend you must inform your Line Manager as soon as possible.

Failure to attend without an acceptable reason and without informing your line manager will be classed as unauthorised absence and therefore unpaid. You may be subject to disciplinary action and charged for any cancellation fees.

Appendix B

Request for Development & Training Support Form

All shaded areas **MUST BE COMPLETED** for all applications.
Please note the content of this form may be shared with training providers if appropriate.

Name of Applicant				
Job Title		ESR number (on payslip)		
Work base (in full)				
Centre or Service		Phone number		
E-mail address				
Line Manager's name		Phone number		
Special needs	<i>Please detail anything the training provider may need to consider in relation to sight, hearing, physical disability, specific learning needs or other relevant information.</i>			
Title of Training & Development				
Priority of Training (please circle)	Statutory & Mandatory	Required	Mutual Benefit	
Type of Training & Development Please circle as appropriate.	In-house course up to 1 day	In house programme more than 1-day	External course	External Course
	Work shadowing	Job swap	Vocational Qualification	Study time
	E-learning	Distance learning	TU/Prof Rep Training	Other (detail below)
	Coaching/Mentoring	Examination	Conference	
Has this training been identified in your PDP? (please circle)			YES/NO	
This development relates to the following work objectives:				
How will this development help you in your job role? (please detail below)				
How will this development be shared to benefit your team or the Trust? (please detail below)				
Venue (if applicable)				
Date(s) Detail all dates for courses				

FULL COST/TIME		(1)	(2)	(3)	(4)	(5)
Applicant to identify: (1) Resource - Full amount of time and funding required for the development activity (2) Applicant contribution - any contribution the applicant is making - if applicable. Manager to complete: (3) Trust Support agreed level/cost of support to be provided. (4) and (5) as applicable <i>Other can include e.g. cost of cover, books, exam fees etc.</i>		Resource required	Applicant Contribution	Trust support agreed by manager	Externally Sponsored Y/N ?	Amount externally sponsored
	Hours/days Study Leave required				Y/N	
	Fees				Y/N	
	Travel				Y/N	
	Accommodation				Y/N	
	Meals				Y/N	
	Other (specify)				Y/N	
TOTALS						
I agree to provide the applicant's contribution identified above (2).				Applicant signature:		
If any of the cost is being supported through external sponsorship, who is providing the funding?						
The Senior Manager within the Division/Directorate Agreement to External Sponsorship detailed at (4) & (5). Senior Manager signatory also responsible for sending agreed & signed copy directly to the Director of Corporate Governance, Trust Headquarters, Stretton House, RSH. Date sent:				Signature: Print name: Post title:		
Department Manager/Budget Holder to complete following sections as applicable:						
☐ I agree to this employee attending the development & training detailed.			YES	NO – detail reason below		
☐ I agree to the level of Trust support detailed above (3)			☐ I have arranged cover			
☐ I have booked a place on the training event			YES	NO		
ORACLE Order Number:			Budget code may be used in the event of non-attendance or place cancelled where a charge is levied.			
Budget Code:						
I am unable to agree to the development detailed above for the following reasons and this has been discussed with the applicant:						
Manager's signature:		Manager's name:			Phone No.	Date:
Budget Holder's signature: (if different to above)		Budget Holder's name:			Phone No.	Date:

COPY TO: Applicant ☐ Employee's Personal File ☐
If externally sponsored also copy to:
Director of Corporate Governance Trust Headquarters, SaTH ☐

Appendix C

Commitment by Financially Sponsored Employees

Name of Employee (please print):

Job Title:

Department:

Title of Development:

Total Cost:

The Shrewsbury and Telford Hospital NHS Trust has agreed to sponsor you for _____% of the total cost for the above development opportunity, that is £_____ subject to the conditions below. You should read these conditions carefully. If you agree to sponsorship on this basis please sign and date the form and return it to your Department Manager to put on your personal file.

You should take a copy of this completed form for your own records.

I have read and accept the following sponsorship conditions:

- If the Trust agrees to part funding, (please delete as applicable)
 - A. I will undertake to pay the total fees and reclaim the sponsored proportion of the fee from the Trust
 - or
 - B. I will undertake to pay the remaining _____% of the total fees, that is £ _____ when invoiced by the Trust.
- If I fail to complete the period of development, I undertake to repay in full to the Trust the proportion of the fees contributed by the Trust. In exceptional circumstances this may be waived, by agreement with the Trust's Human Resources Department
- If I leave the Trust before completion of the development (except if my contract is terminated by the Trust for reasons other than on the grounds of dismissal for misconduct), I undertake to repay in full to the Trust the proportion of fees contributed by the Trust. This may be waived by the Trust if I move to another agency deemed acceptable by the Trust e.g. another NHS employer.
- If I leave the Trust within a 2-year period from the completion of my development (except if my contract is terminated by the Trust for reasons other than on the grounds of dismissal for misconduct). I will undertake to repay: 1/24 of the Trusts contribution for each month remaining of the 2-year period. This will be waived by the Trust if I move to another agency deemed acceptable by the Trust e.g. another NHS employer.
- In the event of a repayment being required as outlined above, I undertake to make the repayment on receipt of an invoice from the Trust or agree to it by means of a deduction from my final salary, in which case I will be informed by my manager, of the amount prior to the deduction being made.

Signed:.....(Employee) Date:

Signed:..... (Manager) Print name: