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1. Introduction

We value working parents and know that small adjustments and support can make a positive difference when planning for and taking maternity, paternity, adoption, or shared parental leave (herein referred to as parental leave). The University is committed to providing you with all the information and support needed to empower you to make the right choices and to help the process to go as smoothly as possible.

This pack is intended to be used alongside existing policies, as a resource for both staff and managers to help plan and prepare for periods of parental leave and returning to work, providing:

- prompts to key conversations and actions before and during the period(s) of leave and in preparation for returning to work
- key tasks such as notification of pregnancy and intention to take parental leave
- wider things to consider including wellbeing, career support and personal support
- a list of additional resources

This pack is divided into two sections:

**Section 1:** Information for Employees

**Section 2:** Information for Line Managers

All resources referred to can be found in ‘Online Resources’ at the end of the pack.

We will be piloting the use of this pack during 19/20 to ensure it covers all the information that staff and managers need and we would welcome any feedback via hr@nottingham.ac.uk.
Section 1: Information for Employees

1. Before Going on Leave

1.1. Sharing your news with others
There’s no need to tell your manager about your pregnancy or parental leave straight away. However, you will need to formally notify the University of your intent to take parental leave as per the instructions below.

There are advantages to letting your manager know sooner, such as enabling a pregnancy risk assessment to be carried out and having the opportunity to discuss any issues or concerns you may have. You may also want to discuss, where applicable, any antenatal appointments or adoption interviews and visits which may fall your within normal working hours.

When you feel ready to share the news wider, plan communications with others in the department/school, the University and any external contacts then you should do.

1.2. Formal Notification of Leave

For Maternity: Complete Application for Maternity Leave (online form) and submit MATB1 Form
As you get closer to your due date you will need to formally notify the University. No later than the 15th week before your Expected Week of Childbirth (termed EWC) i.e. the week your child is expected to be born, you will need to complete the online application for maternity leave form.

You will also need to submit the MATB1 Form (issued by your midwife or GP, to confirm your Expected Week of Confinement (EWC) after your 20th week of pregnancy) as soon as you receive it – this must be the original. Send it via internal post addressed to “HR Employment Shared Services (HRESS), KMC Campus” and keep a photocopy. The HR Employment Shared Services team then will write to you and your line manager to confirm your entitlements.

For Adoption: Complete Application for Adoption Leave (online form)
Adoption leave can start from the date of the child’s placement or a fixed date which can be up to 14 days before the expected date of placement. For overseas adoption, adoption leave will begin up to 28 days after your child has entered Great Britain. You will need to complete the application for adoption form within seven days of being matched with your child, to notify the University when your adoption leave will begin.

For Paternity Leave: Complete Application for Paternity Leave (online form)
Paternity Leave applicants will need to submit an application of paternity leave form to HR by the end of the 15th week before the baby is due or 14 days before the expected date of placement (in the case of adoption related paternity leave).

For Shared Parental Leave: Complete Application for Shared Parental Leave (online forms)
Both parents must provide notification at least 8 weeks before Shared Parental Leave is to be taken and must include specific information such as the proposed leave dates and arrangements for the division of pay. The relevant application forms for shared parental leave are as follows:

- Mother works at the University and father/partner does not: SPL, 1, 3, 5, 9, 11
- Father/partner works at the University and the mother does not: SPL 5, 7, 9, 11
- Both parents work at the University: SPL 1, 3, 5, 7, 9, 11
If your partner does not work at UoN, please email HR@nottingham.ac.uk to advise the name and address of their employer.

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<th>Checklist</th>
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<tr>
<td>Ensure all paperwork is submitted by the relevant deadline dates</td>
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### 1.3. Get informed

It is important to get familiar with the relevant policies and forms relating to parental leave (further links available in Section 6).

It may also be helpful to talk through the process with a colleague or manager. Additionally, you can request a peer mentor from the Internal Mentor Pool if you are an expectant or new parent, or the line manager of an expectant or new parent.

**Arrange a meeting with the HR Employment Relations Team**

This is an opportunity for you to talk over any matters relating to your leave period, including pay, dates and any issues or concerns. You may find it helpful to talk through the relevant policies and processes in the context of your own situation. The meeting is entirely optional, but if you would like to arrange one, email: hrer@nottingham.ac.uk or tel: 0115 951 5224 / 846 6898 (internal extension 66898).

It may be helpful to also invite your line manager to this meeting.

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<tr>
<td>Arrange a meeting with internal mentor</td>
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<td>Arrange a meeting with HR Employment Relations Team</td>
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### 1.4. Health & Safety Considerations for pregnant employees

The Health and Safety Guide may be useful to help you to consider the kinds of health and safety risks that may affect you and your baby during pregnancy, for example, if you work in a laboratory or with chemicals. The first 12 weeks of pregnancy are particularly important so if you are concerned, you can contact the Safety Team in confidence for advice at any time.

### 1.5. Entitlements and Pay Considerations

**Calculating Pay Entitlement:**

Your pay entitlement depends on your length of service at the University. To get an indication of your pay for the period of your leave you can use the following resources:

**For maternity leave:** To help you identify your maternity key dates and entitlements to maternity pay based on your length of service at the University, you can access the maternity leave calculator.

You may also find the Government Maternity Pay calculator helpful to find out the statutory elements of your maternity pay.

**For adoption leave:** To help you identify your entitlement to adoption pay based on your length of service at the University, you can access the adoption pay webpage.

**For paternity leave:** To help you identify your entitlement to ordinary paternity leave based on your length of service at the University, you can access the Ordinary Paternity Leave webpage.
For shared parental leave: To help you identify your eligibility and entitlement to shared parental pay based on your length of service at the University, you can access the shared parental leave contractual entitlements webpage.

1.6. Annual leave
You should agree your annual leave arrangements prior to going on your parental leave. You will accrue annual leave during your maternity/adoptive/shared parental leave at the contractual rate.

You are encouraged to consider using a proportion of your annual leave entitlement before the start and after the end of your maternity/adoptive/shared parental leave.

If your maternity/adoptive/shared parental leave period is likely to cross two annual leave years and it is impractical to take all of the leave in the year it was accrued (in line with the Annual Leave Policy) you may carry over the accrued annual leave, but must use these days within three months following your return to work, except where an alternative timescale is agreed with your manager due to operational requirements.

Annual leave cannot be taken between the end of the paid maternity/adoptive/shared parental leave period and the beginning of any unpaid maternity/adoptive/shared parental leave period.

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<tr>
<td>Discuss annual leave arrangements with your line manager</td>
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1.7. Time off for appointments
If you are pregnant, appointments for antenatal care prescribed by a doctor, midwife or health visitor are important to attend and you are able to take reasonable paid time off to do so. Try to arrange these at times that would cause least disruption to your work.

If you are adopting, you will be given time off with pay for a maximum of three interviews and three visits in a 12 month period. As far as is reasonably practical, pre-adoption interviews and meetings should be arranged to take place outside of working hours. You will be entitled to reasonable paid time off to attend adoption hearings. You should be prepared to provide, if requested by your line manager, a letter from court confirming the date(s) of the adoption hearings.

1.8. Support, Wellbeing and Career Development
The Support, Wellbeing and Career Development section at the end of this pack signposts you to our wellbeing web pages which will take you to a variety of sources of support and advice. You may like to consider peer mentoring, or wellbeing opportunities such as mindfulness through the short course programme. If you are taking a significant period of parental leave, your manager should organise an Appraisal and Development Conversation (ADC) with you before you go off on leave as well as on your return to work.

1.9. One month before your leave
Handover
It is important to consider all elements of your job which will need cover during your parental leave and discuss these with your line manager. They will be responsible for providing cover for these during your absence.

Ensure final administrative tasks required for your role are completed:

- All files saved on accessible drive/share point
• Ensure relevant staff are able to access any password protected items in accordance with GDPR and IT policy
• Ensure ownership of upcoming Outlook meetings are transferred to an appropriate colleague
• Claim any outstanding expenses
• Check any actions regarding your parking permit
• Set up Automatic Replies (Out of Office) and/or forwarding systems on email
• Return relevant University property as necessary: University credit cards (e.g. travel or purchase cards); Keys; IT equipment (e.g. laptop, mobile phone, USB flash drive).
• Payslips will be received electronically throughout the leave period so ensure logging in to MyView works from a Home PC, tablet or device. Make a note (securely) of your University username and password to access MyView which can be updated before going on leave (or at any point before it expires).

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<td>Prepare any handover documents</td>
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**Keeping in touch**

Discuss with your line manager whether you wish to be contacted about work while you are on leave. This is your choice so you are under no obligation to be contacted but may find it helpful to keep in touch. If you prefer no contact, that will be respected. Your manager may contact you regarding, for example; social events, key changes and new initiatives, e-newsletters, meeting minutes, specific training courses/opportunities or any other agreed correspondence. Agree the method and timing of communications to and from managers and colleagues as appropriate during leave.

You may undertake up to ten days’ work as paid ‘Keeping in Touch’ (KIT) days for maternity/adoption leave and SPLiT days for Shared Parental Leave. They may be used for any activity that would usually be classed as work under your contract of employment, or to attend conferences, training activities or team meetings. Any work on any day (even as little as one hour) will count as a whole KIT day. You will be paid for the hours you work on that day. You may wish to use the Keeping in Touch Record Form.

KIT days can be helpful to keep up to date on workplace issues, input to projects and changes, undertake training and development and to keep in touch with people. They are entirely optional, arranged and agreed between the manager and member of staff. There is no obligation for either the University to provide these days or for you to accept any days offered, and there will be no negative consequences if you don’t.

If you are breastfeeding when the planned days come up and you need to discuss arrangements to be able to breastfeed or express during your KIT day, you may wish to do so with your line manager. The Athena SWAN Parenting Rooms may be useful.

**Planning your return to work**

If you already anticipate requesting a change to your working hours or pattern on return, it may be helpful to discuss your ideas with your line manager before going on maternity leave to support planning for this.
2. During Leave

2.1. Notification of birth or placement
Once your baby/ies is/are born you will need to notify the University by completing the Notification of Birth Form online. For parents adopting a child, you will need to notify the University of their placement by completing the Notification of Placement (Adoption) Form online. To request a paper copy you can contact HR on Tel: (0115) 9515206; email: HR@nottingham.ac.uk.

Checklist

- Fill out and submit relevant notifications of birth/placement

2.2. Payslips
You will continue to receive your payslips online through MyView. If your password expires or you are unable to login to MyView, check the MyView FAQs or report the issue to the IT service desk.

2.3. Consider arrangements for return
For maternity and adoption leave it will be assumed (subject to the terms of your contract) that you will return to work on the first working day after 52 weeks from when you started your period of leave, unless otherwise confirmed. If you want to bring forward your return to work date (for maternity, adoption and shared parental leave) then you will need to notify the University (email: HR@nottingham.ac.uk) at least 8 weeks’ from the date you want to return.

If you are planning on using annual leave to extend your leave period or to take a phased return to work, ensure this is confirmed and agreed with your line manager.

You are eligible to apply for Flexible Working if you have been continuously employed by the University for the previous 26 weeks and have not submitted a Flexible Working request in the previous 12 months. You may like to consider what options would work well and discuss these with your manager at an early stage to aid exploration and planning.

If you are breastfeeding and expect to need to express at work, consider what arrangements would work to support this. It’s helpful to let your line manager know as early as possible to aid planning. The guidance on supporting expressing at work and the Athena SWAN Parenting Rooms may be helpful.

Childcare
The University has its own childcare services including a Day Nursery, Playcentre Day Care, a Playcentre Playscheme and a toy library. The Childcare Voucher Scheme closed to new entrants on 4 October 2018, however if you are currently a member of the Childcare Voucher Scheme you may still be eligible to receive vouchers. If you are not currently a member of the University Childcare Voucher scheme then the government offers a Tax-Free Childcare Scheme.

2.4. Consider your wellbeing
It’s worth thinking through what steps you can take now or on your return to support your wellbeing. This could include accessing a mindfulness or other wellbeing short course or a peer mentoring opportunity.
Section 2. Information for Line Managers

1. Before your employee goes on leave

Preparation and support for taking leave
Your staff will appreciate hearing that they have your support during pregnancy and/or parental leave. Some simple flexibility can make a big difference both as pregnancy progresses and in supporting return to work. Ensure you are aware of the policies, processes and key dates for action, and have access to relevant resources which can be found at the end of this pack.

Uncertainty about what will happen when the employee is on leave can have an impact on both them and the wider team. As soon as is feasible, start thinking about any cover (if applicable) and any handover arrangements. Be aware of the length of time needed to approve and implement a recruitment process (if applicable). Communicating about possibilities within the wider team can be helpful at the right time. It is essential that you don’t inform the team until your employee is ready for their news to be shared.

Arrange to meet and discuss
Arrange to meet with your employee once they inform you of their intent to go on parental leave. This does not need to be a formal meeting. Topics may cover:

- Anticipated leave dates
- Any Health and Safety and wellbeing considerations
- Annual leave plans, including how to take the leave entitlement for the current leave year (annual leave can also be used to support returning to work)

For maternity and adoption leave it will be assumed, (subject to your employee’s terms of their contract) that they will return to work 52 weeks from when they started their period of leave.

Pregnancy Health & Safety Risk Assessment
The Health and Safety Guide may be useful to help you to consider the kinds of health and safety risks that may affect your employee and their baby during pregnancy, for example if they work in a laboratory or with chemicals. The first 12 weeks of pregnancy are particularly important so if there are any concerns, you can contact the Safety Team for advice at any time.

A Risk Assessment is necessary as pregnancy progresses and to action any adjustments. Mobility and other factors are likely to change as pregnancy progresses so regularly reviewing the Risk Assessment is important.

Cover and Handover
Based on the anticipated leave period, you will need to consider how the work will be covered. This may include reorganising work, reallocating tasks, suspending some work activities and recruiting to cover the work. It is University policy that cover arrangements should not place unreasonable burdens on the employee after returning from leave or result in them feeling pressurised to return sooner than they would like.

Keep communicating with your employee and team as a whole and involve people in considerations around work reorganisation and reallocation of tasks where appropriate.

Consider creating a handover document which includes a list of all projects and tasks. Consider whether KIT (maternity and adoption Keeping in Touch) or SPLiT (Shared Parental Leave in Touch) days could be used to support handover and return to work.
Appraisal and Development Conversations (ADC)
For longer leave periods (primarily maternity, adoption and shared parental leave) carry out an ADC before your employee goes on leave to ensure all achievements for the year to date are captured and that you have the opportunity to discuss wellbeing, work life balance and workload. One area that you may want to discuss with your employee is any support that they may need around training and development during this period or on their return to work. This can include sharing information including a calendar of upcoming events, information on internal training opportunities, conferences, and development opportunities. KIT/SPLIT days can be used to undertake training.

Plan an ADC following leave to agree new ADC objectives.

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<tbody>
<tr>
<td>Discuss leave and handover arrangements</td>
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<tr>
<td>Complete risk assessment</td>
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<tr>
<td>Undertake an Appraisal and Development Conversation (ADC)</td>
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<td>Plan any cover</td>
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2. During your employee’s leave
Keep in touch with your employee as agreed during their parental leave and make arrangements for agreed KIT/SPLIT days.

Three months before the employee returns to work you should:

- check if your employee would like to change their communication preferences before their return to work
- provide an update on their accrued annual leave allowance
- share information about flexible working
- provide information on support for breastfeeding/expressing
- put in a reminder about applying for a car parking permit
- prepare for your employee’s return to work

3. Employee’s return to work

Manager’s Checklist

The checklist below supports the line manager to prepare for the employee’s return to work and re-induction. There is an additional box to capture who else can support e.g. IT may support in ensuring that the relevant IT set-up has been updated.
Return to work preparations

<table>
<thead>
<tr>
<th>Task</th>
<th>Supported by</th>
<th>Completed?</th>
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<tr>
<td>Inform HR of your employee’s return date, to enable them to re-start their pay.</td>
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<tr>
<td>Create a re-induction plan/pack, updating the employee on any changes, objectives (via ADC), projects, upcoming tasks.</td>
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<tr>
<td>Ensure the relevant IT setup has been updated with any new or changed permissions.</td>
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<tr>
<td>Arrange a ‘Welcome Back’ meeting and prepare to discuss any changes and updates, introductions to new staff, handover of work, University and team strategy updates, and any support needed.</td>
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<tr>
<td>Arrange an <strong>Appraisal Development Conversation (ADC)</strong></td>
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<tr>
<td>Confirm holiday booking system is up to date and accurate in reflecting any changes to working hours.</td>
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<tr>
<td>Ensure that their desk is prepared and cleared, and that all IT equipment (laptop, phone, mobile) is ready to use.</td>
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</table>
| Ensure that the employee has the correct meetings in their diary for the first two weeks:  
  - Departmental meetings  
  - Team meetings  
  - 1:1s with line manager & any direct reports |              |            |
| Communicate with team/wider colleagues to let everyone know when the employee is returning & any changes to hours, roles, seating etc. |              |            |
| If the employee will be **breastfeeding** on return, carry out a risk assessment, consider necessary adjustments to support expressing breaks, and identify private space to express and store milk. |              |            |
| Arrange to share any missed all-staff communications. |              |            |
| Arrange refresher training on relevant IT systems if appropriate. |              |            |
| Organise an update meeting between your employee and your manager or relevant Director/HoS/HoD. |              |            |

**Breastfeeding and expressing at work**

The University recognises the importance of supporting staff to **express or breastfeed at work** where the employee has chosen to do so. It is expected that line managers are supportive towards parents who choose to breastfeed or express at work and to accommodate this as much as possible.
The University have opened a number of Athena SWAN Parenting Rooms which provide a private, hygienic, safe and secure area for breastfeeding staff to use to breastfeed, express and store breastmilk. Other spaces may be used where it is more appropriate for the individual. It is important however that during breastfeeding, the new parent must not be exposed to risks that could adversely affect their health or that of the baby and a Breastfeeding Risk Assessment must be completed.
Online resources

Family and parental leave policies and forms
- The HR Information Booklet for Parents outlines the suite of policies available to support University employees (and their families) – from planning to take leave, making career choices and changing working patterns, to supporting parents during unexpected or emergency situations: https://www.nottingham.ac.uk/hr/guidesandsupport/msplapsupport/documents/information-booklet-for-parents.pdf
- All policies and forms relating to Maternity Leave can be found online here, together with Quick links to Family Friendly & Work Life Balance Policies: https://www.nottingham.ac.uk/hr/guidesandsupport/msplapsupport/maternity/index.aspx
- Paternity Leave: https://www.nottingham.ac.uk/hr/guidesandsupport/msplapsupport/parental/opl.aspx
- Shared Parental Leave: https://www.nottingham.ac.uk/hr/guidesandsupport/msplapsupport/shared-parental-leave/index.aspx
- Adoption Leave: https://www.nottingham.ac.uk/hr/guidesandsupport/msplapsupport/adoption/index.aspx
- Parental Leave (unpaid time to look after a child, up to 4 weeks per year per child taken in blocks of 1 weeks, up to their 18th birthday): https://www.nottingham.ac.uk/hr/guidesandsupport/msplapsupport/parental/documents/ordinary-parental-leave-policy-(october-2015).pdf
- Special Leave (time to deal with unplanned and urgent domestic, personal and family reasons events): https://www.nottingham.ac.uk/hr/guidesandsupport/worklifebalance/specialleave/index.aspx
- Flexible Working and Job Share: https://www.nottingham.ac.uk/hr/guidesandsupport/worklifebalance/flexibleworking/index.aspx
- Guidance on antenatal appointments: https://www.nottingham.ac.uk/hr/guidesandsupport/msplapsupport/maternity/antenatalcare.aspx

Flowcharts and calculators
- Flowchart showing maternity notifications and entitlements: https://www.nottingham.ac.uk/hr/guidesandsupport/msplapsupport/maternity/documents/maternityflowcharts.pdf
- Maternity Dates Calculator: https://www.nottingham.ac.uk/hr/guidesandsupport/msplapsupport/calculators.aspx
- Shared Parental Leave Calculator: https://www.nottingham.ac.uk/hr/guidesandsupport/msplapsupport/shared-parental-leave/spl-for-staff/index.aspx
- Pro-rata Annual Leave/Bank Holiday and Closure Day Entitlement Calculators for Part-time Staff: https://www.nottingham.ac.uk/hr/guidesandsupport/absenceandannualleave/annualleave/calculators.aspx

Keeping in Touch (KIT) Days
- KIT days: https://www.nottingham.ac.uk/hr/guidesandsupport/msplapsupport/keepingintouchdays.aspx
- Shared Parental leave keeping in touch (SPLiT) Days: https://www.nottingham.ac.uk/hr/guidesandsupport/msplapsupport/shared-parental-leave/split-days.aspx
Health & Safety

- University Safety Office guidance “New and expectant mothers at work”: [https://www.nottingham.ac.uk/safety/documents/pregnancy.pdf](https://www.nottingham.ac.uk/safety/documents/pregnancy.pdf)

Breastfeeding/expressing

  More information on the risk to breastfeeding parents is given in the publications listed in the H&S section, above.
- Supporting Expressing at Work Guidance: [https://www.nottingham.ac.uk/hr/guidesandsupport/msplapsupport/documents/guidance-for-staff-and-managers-on-supporting-breastfeeding-or-expressing-at-work-12-2018.pdf](https://www.nottingham.ac.uk/hr/guidesandsupport/msplapsupport/documents/guidance-for-staff-and-managers-on-supporting-breastfeeding-or-expressing-at-work-12-2018.pdf)
- Athena SWAN Parenting Rooms: [https://www.nottingham.ac.uk/hr/guidesandsupport/msplapsupport/maternity/athena-swan-parenting-rooms/](https://www.nottingham.ac.uk/hr/guidesandsupport/msplapsupport/maternity/athena-swan-parenting-rooms/)

Support, Wellbeing and Career Development

- Employee Hub: Employee Assistance Programme (EAP) provides confidential face-to-face and telephone counselling, professional advice on financial, health and legal issues and an extensive range of benefits and discounts: [www.UoEmployeeHub.com](http://www.uonemployeehub.com)
- Mental Health First Aiders: look out for staff with Mental Health First Aid badges and/or look for a contact in your School/Department: there may be a list of Mental Health First Aiders together with the standard First Aiders list.
- Wellbeing web page: [https://www.nottingham.ac.uk/hr/your-benefits/your-wellbeing/yourwellbeing.aspx](https://www.nottingham.ac.uk/hr/your-benefits/your-wellbeing/yourwellbeing.aspx)
- Sources of financial support towards the cost of childcare: [https://www.nottingham.ac.uk/child-care/fees/financial-support.aspx](https://www.nottingham.ac.uk/child-care/fees/financial-support.aspx)
- UoN's Childcare services: [https://www.nottingham.ac.uk/child-care/](https://www.nottingham.ac.uk/child-care/)
- Edenred Childcare Vouchers: [http://www.childcarevouchers.co.uk/](http://www.childcarevouchers.co.uk/)
- Government Tax-Free Childcare Scheme: [https://www.gov.uk/get-tax-free-childcare](https://www.gov.uk/get-tax-free-childcare)
- Professional Development Wellbeing web page: [https://www.nottingham.ac.uk/professionaldevelopment/wellbeing/index.aspx](https://www.nottingham.ac.uk/professionaldevelopment/wellbeing/index.aspx)
- Internal Mentor Pool for staff who are pregnant or are new parents, or for their line managers: [https://forms.office.com/Pages/ResponsePage.aspx?id=7qe9Z4D970GskTWEGCkKHpNDARhRktJJuGao8NeIldZUQkZESiB1NQRUtNWlJXS09XTUFKrkY0VS4u](https://forms.office.com/Pages/ResponsePage.aspx?id=7qe9Z4D970GskTWEGCkKHpNDARhRktJJuGao8NeIldZUQkZESiB1NQRUtNWlJXS09XTUFKrkY0VS4u)
- Internal Coach Pool: [https://forms.office.com/Pages/ResponsePage.aspx?id=7qe9Z4D970GskTWEGCkKHpNDARhRktJJuGao8NeIldZUQkZESiB1NQRUtNWlJXS09XTUFKrkY0VS4u](https://forms.office.com/Pages/ResponsePage.aspx?id=7qe9Z4D970GskTWEGCkKHpNDARhRktJJuGao8NeIldZUQkZESiB1NQRUtNWlJXS09XTUFKrkY0VS4u)
- Conference and Training Care Fund (helps cover the costs of childcare associated with attending training): [https://www.nottingham.ac.uk/hr/equality-diversity/conference-and-training-care-fund/index.aspx](https://www.nottingham.ac.uk/hr/equality-diversity/conference-and-training-care-fund/index.aspx)
- Central Short Course Programme wellbeing courses, including mindfulness practices, stress management and building resilience: [https://training.nottingham.ac.uk/Portal/BrowseCategory?cat=13](https://training.nottingham.ac.uk/Portal/BrowseCategory?cat=13)
University Counselling Service, including self-help resources and events e.g. mindfulness:
https://www.nottingham.ac.uk/counselling/staff-counselling/staff-counselling.aspx

Training and Guidance for Managers

- Maternity cover guidance:
  https://www.nottingham.ac.uk/hr/guidesandsupport/msplapsupport/maternity/maternitycoverissues.aspx
- Supporting Expressing at Work:
  https://www.nottingham.ac.uk/hr/guidesandsupport/msplapsupport/documents/guidance-for-staff-and-managers-on-supporting-breastfeeding-or-expressing-at-work-12-2018.pdf
- Flexible Working Guidelines for Managers:
  https://www.nottingham.ac.uk/hr/guidesandsupport/worklifebalance/flexibleworking/documents/flexible-working-guidelines-managers.pdf
- Offering additional available hours to part time staff:
  http://workspace.nottingham.ac.uk/display/hr/Recruitment
- Equality and Diversity: https://www.nottingham.ac.uk/hr/equality-diversity/equality-diversity.aspx