Leave and Time Off

This guidance covers the following areas:

- Managing Staff Sickness
- Maternity and Adoption
- Paternity Leave, Nominated Carer's Leave, Parental Leave and Shared Parental Leave
- Annual Leave
- Special Leave of Absence
- Jury Service & Witness in Court
- Time off for Public Duties
- Time off for Trade Union Representatives
- Armed Forces Reservists
- Strike Action
- Severe Weather

Managing Staff Sickness

Head teachers, principals and governors should adopt a procedure for the effective management of attendance and ill-health. This should include implementing early intervention strategies, such as an occupational health referral, regular welfare meetings, clear contact arrangements, counselling, physiotherapy and implementing reasonable adjustments where necessary. Early intervention is also at the heart of health and safety.

Birmingham City Council, in consultation with the recognised trade unions, has produced the Managing Attendance Procedure for teachers and support staff in schools (see 'managing attendance procedure' document in ER (green tile) Non-statutory Policies). The document covers areas such as: sickness absence reporting, monitoring, managing sickness absence, fit notes, occupational health referrals, accidents, injuries and assaults, and ill health retirement. There are also some additional managing attendance supporting documents to help schools manage staff absence (see template documents).

Sickness

Teachers

The teachers' sick pay scheme set out in the Conditions of Service for School Teachers in England and Wales - The Burgundy Book (see separate document).

The count of working days includes Monday to Friday during term time. School holiday periods and Bank Holidays are not counted.

For the purposes of the sick pay scheme, "service" includes all aggregated teaching service with one or more local authorities. Service with academies does not count.

Head teachers on sick leave

The Deputy Head Teacher or Vice Principal must take responsibility for ensuring that the Head Teacher's absence is recorded, and for keeping the Chair of Governors informed during the Head Teacher's or Principal's absence.

Support Staff

The sick leave and pay scheme for support staff is set out in the National Agreement on Pay and Conditions of Service for support staff - The Green Book (see separate document).

The count is Monday – Saturday, including school holiday periods and Bank Holidays.

For occupational sick pay entitlement record purposes "one month" shall be deemed to be equivalent to 26 working days, Saturday being reckoned in all cases as a working day.

For the purposes of this sick pay scheme, "service" includes all continuous service with a body covered by the Redundancy Payments (Local Government Modification Orders for Local Authorities and Related Bodies).

Sickness - All staff

Self-certification

During days 3-7 of sickness absence, employees can self-certificate. A model template is available (see self-certification form). From the 8th day of an must provide a Fit Note from their GP.

Return to Work Interview

After each period of absence, a return-to-work interview should be conducted. A model template is available - see return to work form in ER documents - useful information (green tile).

Withholding sick pay

In addition to failure to produce medical certificates, the scheme for support staff provides for sick pay to be withheld if the absence was due to the employee's misconduct or has been prolonged by conduct prejudicial to recovery, or if the employee has failed to comply with other conditions of the scheme. The employee is entitled to a hearing before a decision is taken as to whether he or she should forfeit the right to any further sick pay under the scheme.

Half pay or nil pay notifications

If an employee will not return to work before the change in their sick pay, the school will need to confirm in writing to them the date on which the change to their salary is due to take place. Template half pay and no pay letters are available (see separate documents in school letter and template tile). Schools can amend these letters to make them more personal to their school and to the employee concerned.

Time off for medical and dental appointments

Employees are expected to arrange appointments with doctors and dentists outside working hours. It is acknowledged that this may not be possible when the appointment is with a hospital consultant, although where possible employees should seek an appointment during a school holiday. However, when this is not possible (because of waiting lists or the urgency of the medical condition) then the employee should be given paid time off to attend the appointment. Likewise, when an employee needs to see a doctor or dentist urgently and an appointment is not available outside school hours paid time off should also be granted.

When an employee's medical condition requires long-term treatment, the head teacher, employee (and employee's representative if applicable), are recommended to discuss arrangements, seeking to make appointments during school holidays or outside working hours as far as possible, with the head teacher accepting that on occasions the frequency of treatment or the workload of hospitals may not be able to offer that flexibility.

Time off for medical appointments should be recorded as absence (check with your HR provider on how to record this).

Sick pay and suspension

An employee suspended under the disciplinary procedure should be paid in accordance with his or her contract of employment. Therefore, if he or she is on sick leave whilst suspended he or she should be paid in accordance with the sick pay scheme during the sick leave; this should be explained to the employee in the letter confirming the suspension.

In cases which may require suspension on medical grounds please see the relevant Employee Relations policies for further guidance.

An employee may be certified as medically fit for work by his or her G.P. whilst suspended on medical grounds. In these circumstances the employee remains suspended and reverts to normal salary instead of sick pay, pending clearance to return to work from a medical adviser.

Ill-health retirement and injury allowances

Teachers' applications for ill-health retirement benefits must be accompanied by a report from "an occupational health doctor".

Support staff who are members of the Local Government Pension Scheme and who are being considered for ill-health retirement must be reviewed by an independent occupational health physician acceptable to the West Midlands Pension Fund.

The Local Government (Discretionary Payments) (Injury Allowance) Regulations require a report from an independent registered medical practitioner qualified in occupational health medicine. The complexities of the injury allowance regulations are such that advice from the City Council's Legal Services must always be taken.

Occupational Health

Schools are responsible for the costs of occupational health services, including both preemployment checks and advice in respect of employees in service. Schools are free to choose their own Occupational Health providers.

Schools using the University Hospital Birmingham NHS Trust in respect of teachers and the City Council's Occupational Health Service in respect of support staff, should deal directly with these providers but should also take advice on individual cases from their HR provider.

Referral forms for University Hospital Birmingham NHS Trust are available (see separate documents).

The City Council Occupational Health Service have an on-line referral system. To make a referral the referring officer **must** first set up a **Cority** account, to set up an account email: occupational.health@birmingham.gov.uk.

'Cority' is a secure system which only allows electronic referral forms and reports to be accessed by those who have created them. Once you have a Cohort user account, you can make new referrals and monitor their progress by logging in to your Cority account.

Maternity and Adoption

Teachers

Maternity and Adoption Schemes for teachers are covered by the Birmingham Teachers' Maternity Leave Scheme (see separate document 'Birmingham Teachers' Maternity Leave Scheme and Leave for Adoption'), which has been adopted for teachers employed by the Birmingham local authority, the scheme being more beneficial than that in the Burgundy Book.

Support Staff

The maternity leave and pay scheme for support staff is set out in the National Agreement on Pay and Conditions of Service for support staff (the Green Book) (see separate document 'Birmingham Maternity and Adoption Leave Support Staff Guidance').

The City Council has a scheme for occupational maternity and adoptive leave and pay for support staff (see separate document 'Birmingham Maternity and Adoption Leave Support Staff Guidance').

Keeping in touch days

Employees may spend up to ten 'keeping in touch days' at work during their maternity/adoption leave without interrupting that leave. Part of a day counts as one of the ten days.

The arrangement must be by mutual agreement; the employer is not obliged to offer the opportunity, and the employee has no right to come into work without the employer's consent. For further guidance please refer to the Green Book.

Employees on maternity/adoption leave in schools must be paid in accordance with that part of their terms and conditions of employment dealing with maternity/adoption pay. The maternity/adoption leave schemes for teachers and support staff do not provide for extra payment for 'keeping in touch' days. When attending work for such a day an employee must continue to receive any statutory and occupational adoption pay to which the employee is entitled but may not be paid anything over and above that entitlement. However, if the employee incurs reasonable expenses, for example for childcare, the school may reimburse those expenses, subject to evidence of the expenses incurred.

Paternity Leave, Nominated Carer's Leave, Parental Leave and Shared Parental Leave

Full details of the schemes applicable in BCC schools are included in a separate document (see separate documents and ACAS for further guidance).

Annual leave entitlement

Teachers

Teachers have the annual statutory leave entitlement of 28 days (including bank holidays) which they are required to take in school holidays. They do not have a contractual leave entitlement.

Annual leave in respect of periods of sick leave and maternity leave

The relationship between sick leave and annual leave is determined by a decision of the European Court of Justice, that an employee has the right to take annual leave under the Working Time Directive outside the period of sick leave. If an employee cannot take statutory (as distinct from contractual) leave because of a prolonged period of absence on sick leave, then he or she has the right to carry that statutory leave forward to the next leave year. Because of the length of the school holidays teachers will have enough time in the school holidays to take the statutory leave which they have carried forward as well as the statutory leave for the current year. Teachers do not have a contractual leave entitlement, but for the purposes of statutory leave their leave year begins on 1st September. As public/bank holidays fall within school holidays they will be covered by these arrangements.

Support Staff

In Birmingham the leave entitlement for full-time employees is as follows:

Period of continuous service	Hours FTE	Days
Up to five years continuous service	219.00 hours	30 days
Five years continuous service	240.90 hours	33 days
Ten years plus continuous service	255.50 hours	35 days

Leave will be on a pro rata basis for employees who work on a part time basis or term-time only basis. Where a whole school closes for a specified period (such as between Christmas and New Year) with no access for any staff, whole year staff will be expected to use their extrastatutory/concessionary and possibly their annual leave to cover the closure.

Taking annual leave

Most schools expect support staff, including those employed all the year round as well as on term-time only contracts, to take leave when schools are closed. Schools should make their expectations clear to employees.

Staff employed all year round are required to apply to take annual leave and head teachers must manage leave requests.

Annual leave in respect of periods of sick leave and maternity leave

See above for teachers.

Special Leave of Absence for Teachers

The Birmingham special leave of absence scheme (see separate document titled 'Other Leave – Special Leave of Absence' in ER documents – Non-Statutory Policies (green tile).) for teachers is in two parts:

- The limited discretionary powers available to head teachers, with a commentary
- The role of governing bodies in dealing with all other matters, including some guidance

Support Staff

The City Council's provisions on special leave relate to employees with a full working year and whose leave is not constrained by the school term dates. These employees should be expected to apply for annual leave for certain personal circumstances, such as removal of house, weddings, religious ceremonies, etc. They may apply for special leave for funerals, time off for dependants, emergencies, interviews for other jobs, and if standing as a candidate at Local Government elections.

Requests for special leave from all other support staff in schools should be dealt with by the school in accordance with the arrangements for special leave of absence which apply to

teachers, so that all employees who are classroom based or who are required to work throughout school terms are treated equally.

Other Leave – All Staff

Jury Service & Witness in Court

The Juries Act 1974 requires a juror to attend for duty. This is an absolute requirement and, although it is included within rights to time off in this guidance, it does not technically require application for leave of absence. People called for jury service are advised when summoned by the courts that in exceptional circumstances they may apply for the service to be deferred.

Employees on jury service receive an allowance from the Crown for expenses incurred, including a loss of earnings allowance. This allowance helps to recompense the employer (school) for the employee's absence. Employees will be given a Certificate of Loss of Earnings by the Court. This form should be sent to your payroll provider to complete and returned to the employee, who should give it to the Court officials. At the end of the jury service the employee must obtain from the Jury Clerk a Certificate of Attendance, which must also be sent to your payroll provider so that the amount paid to the employee by the Court can be deducted from the employee's next available salary.

People required to attend court as witnesses will be treated in the same way as jurors, as there is a legal duty on them to attend once they have agreed or been required to do so. Witnesses also receive a loss of earnings allowance from the Crown and the same procedure should be followed as in the case of jury service.

Time Off for Public Duties

Public duties include service as a magistrate, school governor, member of various statutory agencies.

The Burgundy Book specifies that teachers' entitlements shall be comparable with those of local authority officers so far as paid and unpaid leave entitlement for public service is concerned. Therefore, the same arrangements apply as for support staff.

The Employment Rights Act 1996 consolidated previous legislation and provides (as amended) that an employee who is:

- a Justice of the Peace;
- a member of a Local Authority,
- a member of any statutory tribunal;
- a member of a police authority, board of prison visitors or a prison visiting committee;
- a member of a relevant health body;
- a member of a relevant education body;

- a member of the Environment Agency or the Scottish Environment Protection Agency;
 or
- a member of the General Teaching Council

is entitled to take time off during working hours for the purposes of attending a meeting of the body or of any of its committees or sub-committees and any other thing approved by the body for the purpose of discharging its functions.

The amount of time off, occasions on which any conditions subject to which time off may be taken, are those that are reasonable in all the circumstances having regard, in particular, to the following:

- 1. how much time off is required for the performance of the duties of the office and for the particular duty;
- 2. how much time off the employee has already been permitted, either under this Act or for trade union duties and activities; and
- 3. the circumstances of the employer's business and the effect of the employee's absence on the running of the business.

The law gives a right to paid leave of absence where this is specified in the employee's contract.

Under the Education (Modification of Enactments Relating to Employment) (England) Order 2003 the City Council, as the employer in respect of employees in community, community special, voluntary controlled and maintained nursery schools, remains responsible for determining policies for the amount of time off to be allowed in particular circumstances and complaints from those employees that their rights have not been respected will continue to be against the Authority.

City Council's policy

The City Council has applied the legal requirements for reasonable amounts of time off and reasonable conditions by specifying the following:

- A maximum number of days per year, applicable to all employees, for various types of public service, such as serving as magistrates and school governors and applies these limits to all employees.
- Employees seeking leave for public duties must apply for that leave and should make the application in reasonable time.

Applications for time off for public duties

Employees must apply to the school for leave of absence.

Subject to the needs of the school, employees who request leave of absence for public duties shall be granted up to the following number of days paid leave of absence (which may be taken as full or half days) in a twelve-month period.

Magistrates		up to 26 days
Members of:		
	a local authority	up to 18 days
	Whitley Councils and other JNC bodies	up to 6 days
	a health authority	up to 8 days
	a managing or governing body of an educational establishment	up to 4 days
	statutory tribunals	up to 6 days
	a water authority	up to 4 days

A maximum of 26 days paid leave in a twelve-month period shall be granted for a combination of public duties. The amounts for specific duties as set out above should not, however, be exceeded.

Unpaid leave

Unpaid leave in addition to leave specified above may be granted exceptionally having regard to:

- 1. the nature of the employee's public duties;
- 2. the effect of the employee's further absence on the running of the service.

In the event of unpaid leave being granted in exceptional circumstances, the school must record any unpaid leave granted for public duties on the employee's absence record.

Time off for Trade Union Representative

The law - Union officers and members (teachers and support staff)

Legislation provides that an employer must grant reasonable time off work to union officers to carry out certain duties concerned with industrial relations between the employer and employees or to undergo relevant training, approved by the union or the TUC, in aspects of industrial relations.

Time off work must be with pay. The amount of time off, purposes for which, occasions on which and conditions subject to which time may be taken are those that are reasonable in all

the circumstances having regard to the Code of Practice issued by the Advisory, Conciliation and Arbitration Service (ACAS). The right to reasonable time off for public duties carries with it an obligation to apply for that leave, so a union officer must apply for time off work and give reasonable notice of such an application.

Under the Education (Modification of Enactments Relating to Employment) (England) Order 2003 where the local education authority is the employer it remains responsible for determining policies for the amount of time off work to be allowed in particular, and for dealing with any complaints that rights to time off have not been respected. In Birmingham this time is called union facility time.

School representatives for recognised teachers' associations

The national agreement on teachers' facility time also covers accredited school representatives. The Burgundy Book states that such representatives should be given facilities to hold meetings on school premises, and use notice boards, copying facilities etc. (with the union paying for the costs of materials and outgoing telephone calls).

In implementing the national agreement, Birmingham decided (in the days when teaching periods in schools were usually 35 minutes in length) that school representatives should be allowed free periods on a regular basis in accordance with union membership within the school on the following basis.

For the current organisation of schools this arrangement can be interpreted as an average allowance of 35 minutes (or the appropriate multiple of 35 minutes) a week.

- 5-20 members 1 free period per week
- 21-40 members 2 free periods per week
- 41+ members 3 free periods per week

Accredited school teacher representatives may also be allowed up to two days paid leave of absence a year for training related to their duties as such representatives, on the understanding that cover for their absence is provided within the school. Teachers' associations' local representatives should be familiar with this arrangement.

The costs of cover for accredited school representatives are met within the school. Absence for training related to their duties should be recorded against the employee's absence record.

Health and safety representatives - teachers

Health and safety representatives of the teachers' associations should also be allowed time off as follows:

- Primary schools 1 day per term per representative
- Secondary schools 25 or fewer teachers 1 representative 2 days per term
- 26-75 teachers 2 representatives 2 days per term each
- 76+ teachers 3 representatives 2 days per term each

As the incidence of absence for school-based union and health and safety representatives is spread evenly across all schools, the funds for covering such absences have been delegated to schools. Absences should be recorded against the employee's absence record.

Time off for officers of support staff unions

Local, city-wide representatives of the recognized unions are entitled under employment law to reasonable time off to undertake their union duties. See above.

Stewards who do not have city-wide responsibilities may ask for reasonable time off for union duties in relation to the school. Reasonable time off must be paid, and the costs of cover are met by the school. Reasonable time off, including time off for health and safety representatives, should be recorded by the school on the employee's absence record.

Guidance on arrangements for union meetings in schools

Birmingham provides separate guidance on union meetings in schools. (See separate document).

Armed Forces Reservists

This Content is applicable to both Teachers and Support Staff.

Service in the reserve forces is covered by the Reserve Forces (Safeguard of Employment) Act 1985 and the Reserve Forces Act 1996. The 1996 Act provides for categories of reservist, including not only former members of the armed services but also sponsored reservists, such as civilians employed by defence contractors undertaking support tasks in operational areas, high readiness reservists in the various reserve forces who have agreed to an increased liability for call out on military service, and with specialist skills, such as linguists, intelligence staff, medical officers and technicians.

High-level reservists

Employees who work more than fourteen hours a week must obtain the written consent of their employer before joining the high readiness reserves and must enter into a new agreement every twelve months if they wish to continue in that capacity. High readiness reservists may be called upon for service for up to nine months at a time, not only in time of immediate national danger, great emergency, actual or apprehended attack on the United Kingdom, war or during preparation for war but also for peacekeeping, humanitarian work, disaster or relief operations.

The City Council is prepared to authorise employees to enlist as high readiness reservists subject to the exigencies of the City Council's services. For employees in schools the City Council will give effect to the decision of the governing body, which is recommended to agree to any application subject to the exigencies of the school.

Mobilisation

Reservists may be mobilised on a voluntary or compulsory basis. When the mobilisation is voluntary, the employer must give consent before the reservist can be released for military service. When call-up is compulsory employers cannot refuse permission, but they or the reservist may apply for exemption or deferral. Applications may be made if the reservist is engaged in education or training to prepare or qualify him or her for a vocation or job and which would be seriously disrupted by absence on service, or is working in a business which would suffer serious harm as a result of the absence, or has entered into a contract of employment but has not yet started work under that contract and the employer refuses to postpone the starting date. Applications must be made within seven days of the date of the notice of call up or recall and will be considered by an adjudication officer, with appeal to the Reserve Forces Appeal Tribunal.

Reinstatement

If a high-level reservist is called up compulsorily then there is a right to reinstatement at the end of the period of military service. A reservist who resigns from a job in order to volunteer for military service has the same right to reinstatement. Alternatively, the employer may allow the contract of employment to subsist during the period of military service, with the reservist taking unpaid leave of absence. This arrangement is the policy of the City Council for compulsory call up and at the discretion of chief officers for voluntary mobilisation. Governing bodies are recommended to follow the City Council's policy, which allows contractual entitlements (other than pay) to continue to accrue in addition to the statutory entitlement to continuous employment conferred by the Reserve Forces (Safeguard of Employment) Act 1985 (see below).

In cases of reinstatement employers are obliged by law to re-employ any employee last employed in the four week period prior to call out or recall, in the occupation in which he or she was last employed and on terms and conditions no less favourable than those which applied before or, if this is not reasonable or practicable, in the most favourable occupation and the most favourable terms and conditions which are reasonable and practicable. The reservists must be re-employed for a minimum period based on the previous length of continuous service before call out or recall (i.e. for at least 13 weeks if continuous employment was less than 13 weeks, for 26 weeks where continuous employment lasted for more than 13 weeks but less than 52 weeks, and for 52 weeks if continuous employment was more than 52 weeks). The employee's terms and conditions must not be altered to his or her detriment during the period of mandatory re-employment unless those terms become unreasonable or impracticable. To qualify for the right of re-employment the reservist must submit a written application after the end of military service and before the end of the third Monday after the end of that service. However, applications made after that date will be valid if the applicant shows that the delay had a reasonable cause, such as sickness. Provided that a valid application remains in force the employer must re-employ the reservist at the first opportunity after the notified date of availability; there is no discretion

to delay re-employment. Provided the employee is protected by the Reserve Forces (Safeguard of Employment) Act 1985 and is re-employed within six months of the end of military service the previous and new employment will be treated as continuous employment.

Earnings and pensions

Reservists are entitled to a "reservist's standard award" during call out if they can show that their military pay is less than their pay in civilian employment. The award covers loss of earnings and pension payments. If the reservist is normally required to make a contribution to a pension scheme or other fund operated by the employer, he or she must continue to make contributions during call out in order to qualify for financial assistance. A reservist earning more than the limit of the standard award may apply for a hardship award and if that award does not fill the gap in earnings, then the City Council may consider making a payment provided the reservist has endeavoured to mitigate his or her loss. For reservists in schools this discretion rests with the governing body and would be a charge to the school's budget.

Cover during call up

The contracts of employment for people replacing reservists during a period of call out should be temporary, to last until the reservist returns to work, or is re-employed, as the case may be, or such time as it is apparent that the reservist will not return to work or is not seeking re-employment. In the latter event it will be necessary to offer a further temporary contract, for a different reason, that is until such time as a permanent replacement is appointed.

Employers may make claims to offset the additional costs of hiring temporary replacements during the period a reservist is on military service, administrative costs in respect of each employee accepted into service, and a contribution towards the costs of any essential retraining on the return of a reservist. There are limits to these payments and claims must be made within specified periods. Claims are determined by the adjudication officer and there is a right of appeal to the Reserve Forces Appeal Tribunal. The adjudication officer may include, within an award made to an employer, a sum in recompense for the employer's contribution to the reservist's pension scheme.

Annual training camps

The conditions of service of all City Council employees provide voluntary members of the non-regular forces with two weeks' paid leave of absence to attend the annual summer camp if this falls outside public holidays, or, in the case of teachers and classroom-based support staff, school holidays. Employees in schools should seek, wherever possible, to attend the annual training camp during school holidays, but if they cannot do so they should apply to the school for leave of absence. Such leave of absence is separate from mobilisation and does not constitute a break in employment. The maximum continuous training obligation on a reservist is sixteen days.

Fertility Treatment

Some employees undergoing fertility treatment will have their absence covered by a medical certificate, so such absence should be treated as sick leave. Others may be required to attend for hospital appointments, the timing of which will be determined by the hospital, and for which leave of absence, with pay, should be given in the same way as for hospital appointments generally and recorded against the employee's absence record. Paid leave of absence should also be given for attendance at a prescribed course of medical treatment. A ruling on a case before the European Court of Justice in 2008 established that action taken against an employee absent for IVF treatment was sex discrimination.

Strike Action

Birmingham's guidance (see separate document titled 'Schools Birmingham guidance on Industrial Action') supports schools in responding to industrial actions and where they have employees who are members of unions who have balloted to strike.

Employees who are members of other unions who take strike action can be regarded as taking part in unofficial industrial action as they are not regarded as being covered by legal immunity (See Law and Trade Disputes).

Each Trade Union must give the employer fourteen days' notice of industrial action and what form that might take e.g., work to rule, 24-hour strike.

Severe weather

The authority has the power to close all community, community special, nursery and voluntary controlled schools when it is impracticable or impossible for them to operate normally. However, the authority may delegate decisions on closure to head teachers.

Birmingham policy

The authority now gives community, community special, voluntary controlled and maintained nursery schools the option of deciding whether they wish to exercise delegated power to decide on closure or to accept that the authority should make a decision. Unless notified to the contrary, the authority assumes that head teachers will accept the authority's decision.

If the authority does not decide to close all community, community special, voluntary controlled and maintained nursery schools in severe weather, the authority gives head teachers at those schools the discretion to close their particular school if local circumstances mean that the school cannot be opened and operated safely.

Attendance at work

When the decision on closure is left to head teachers they may decide to close schools to pupils but open them for staff. When schools remain open - either to pupils or to staff only - employees are expected to make every effort to be available for work.

Guidance for Schools 2025

Head teachers and other staff managers on site are responsible for checking the reasons of staff who do not attend for work and deciding whether those reasons are satisfactory. Employees who fail to attend without a satisfactory reason will have pay deducted on receipt of information from the school.

Employees who are pregnant or with a disability causing difficulty in travelling to work will automatically be regarded as having a satisfactory reason and their absence should be recorded as paid leave.

Employees who are not classroom-based and who have booked the day as annual leave in advance will be paid automatically.

Reporting closures

Closures of schools by head teachers should be reported to the Children and Families Directorate.