



LOCAL AUTHORITY SOCIAL SERVICES LETTER

LASSL (DH)(2007)1

To: The Chief Executive)
County Councils)
Metropolitan District Councils) England
London Borough Councils)
Shire Unitary Councils)
The Common Council of the City of London)
The Council of the Isles of Scilly)

Directors of Social Services)
Directors of Children's Services where appointed) For Action
Directors of Adults' Services where appointed)

Gateway ref: 7910

26th February 2007

Social Services National Training Strategy (NTS) Grant and Human Resources Development Strategy (HRDS) Grant 2007/08.

SUMMARY

1. This letter is issued following Local Authority Social Services Letter LASSL(2006)1 which was issued on 28th November 2006 as part of the overall Local Government finance settlement. LASSL(2006)1 notified local authorities of their respective shares (in £000s) of the Department of Health's specific revenue and capital grants available for adults' social care and for children's services for 2007/08.
2. The purpose of this letter is to confirm the actual allocations for 2007/08 for the Social Services National Training Strategy (NTS) Grant and the Human Resources Development Strategy (HRDS) Grant provisionally set out in LAC(2006)4.
3. The NTS grant is for the training and development of social care staff working in both adults' and children services. The HRDS grant should support workforce planning and the National Minimum Dataset. Full information about the purposes of the grants can be found in Annex1 for the NTS Grant and Annex 2 for the Human Resources Development Grant.

ACTION

4. Local councils are asked to read this letter and ensure that its contents are directed to the appropriate people in the council so that they are aware what the grants are for and when payment will be made.

5. Local councils also need to ensure that their Finance staff are aware of the grants and know whom to notify when payment is received. This is likely to require liaison between finance staff and those with children's and adult's services human resources and staff development roles.
6. Although these grants are not ring-fenced, they are made for a specific purpose. Local councils are reminded that services they directly provide and those they contract for are both required to meet the staff training and qualifications standards within the relevant National Minimum Standards. A skilled and competent workforce is vital to providing high quality social care services. Local councils should ensure that appropriate resources are made available to develop their own staff and those in private and voluntary organisations providing social care services on their behalf. These grants are made with the intention of assisting local councils achieve these specific purposes.

MAIN FINANCIAL ELEMENTS

7. LASSL (2006)¹ gave details of Local Authority allocations in £000s and this letter confirms the figures at £ level.
8. The grants are split into sub programmes as set out in the table below.

	<i>£m</i>
National Training Strategy Grant	
<i>National Minimum Standards</i>	<i>75.859</i>
<i>Trainee SW Schemes</i>	<i>12.000</i>
<i>PQ Training</i>	<i>13.000</i>
<i>Learning Resource Networks</i>	<i>7.000</i>
Total	<i>107.859</i>
HR Development Strategy Grant	
<i>HR Development</i>	<i>46.750</i>
<i>Skills for Care/CWDC Projects</i>	<i>3.000</i>
Total	<i>49.750</i>

9. Annexes 3 and 4 confirm the allocations per council per annum and provide a further breakdown of funding for each of the sub-programmes within the grants.

AUTHORITY TO PAY THE GRANT

10. Payment of these grants to local councils is under Section 31 of the Local Government Act 2003.

PAYMENT OF THE GRANTS

11. Payment of the grants will be made in April 2007 and notified via DH's Chief Executive bulletin. The CE bulletin is issued monthly to all LA and NHS Chief Executives.

TRAINING FOR THE VOLUNTARY AND PRIVATE SECTORS

12. Up to three-quarters of the social care workforce are employed in the voluntary and private sectors. The need to raise qualification levels in social care covers staff working in both adult and children's services in all sectors - voluntary, private and statutory. All care staff should have the correct knowledge and skills for the work that they undertake and meet, or be working towards, the training and qualifications standards within the relevant National Minimum Standards. Local councils, as purchasers of social services from the voluntary and private sectors, must work with providers through contract and service level agreements to ensure that they make adequate provision for training.

ADULTS AND CHILDREN'S SERVICES

13. The NTS and HRDS grants were set up to develop social care staff working in both adults' services and children's services. It is recommended that the proportion of the grants to be spent in adults and children's services should be in line with the proportion of the social care workforce employed in providing services in each. Nationally this would approximate to 50% in each for social workers and for other social care workers 87% in adults' services and 13% in children's' services.

CANCELLATION OF CIRCULAR

14. This circular will be cancelled on 31 March 2008.

ENQUIRIES

15. All enquiries about this circular should be referred to:

NTS-HRDSgrantEnquiries@dh.gsi.gov.uk

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LIST OF ANNEXES

- ANNEX 1 - National Training Strategy (NTS) Grant Information –
- ANNEX 2 - Human Resource Development Strategy (HRDS) Grant Information
- ANNEX 3 - National Training Strategy (NTS) Grant Sub-Programme Information Provisional Allocations for 2007/08
- ANNEX 4 - Human Resources Development Strategy (HRDS) Grant Totals for 2006/07 and Provisional Allocations for 2007/08

NATIONAL TRAINING STRATEGY GRANT INFORMATION FOR 07/08

PURPOSE:

The purpose of the National Training Strategy is to contribute to local authority employers' costs to ensure appropriate levels of training and qualification in the whole of the social care workforce. This will include staff working in both adults and children's services and the private and voluntary sectors.

The total allocation is £107.859m and it is broken down into the following sub-programmes:

The National Minimum Standards sub-programme (£75.859m)

1. The purpose of this sub-programme is to support social care employers in meeting the training and qualification requirements within the National Minimum Standards that the Commission for Social Care Inspection (CSCI) apply to regulate care services. Local councils, as purchasers of social care services from the voluntary and private sectors, must work with providers through contracts and service level agreements to ensure that they make adequate provision for training. It is recommended that the proportion of the grants to be spent in adults and children's services should be in line with the proportion of the social care workforce employed in providing services in each. For social care workers, nationally this would approximate 87% in adults' services and 13% in children's services.

Trainee Social Worker Schemes (£12m)

2. The purpose of this sub-programme is to ensure that all local council areas have a Trainee Social Work Scheme. Employers will recognise the continuing importance of ensuring staff have a variety of opportunities to train to become social workers. It is recommended that the proportion of the grants to be spent in adults and children's services should be in line with the proportion of the social care workforce employed in providing services in each. Nationally this would approximate to 50% in each for social workers.
3. Many areas are experiencing acute shortages of social workers. Offering traineeships to new staff is one way of addressing the shortages and of enhancing the careers of the people concerned. In some cases, employers have recognised that it can be more practicable for groups of employers (including those in the voluntary and private sectors) to manage a joint scheme.

Post Qualifying Development Sub-Programme (£13m)

4. This sub-programme has transferred from the HRDS grant to the NTS grant to provide a greater degree of support to post-qualification training of professional social workers and other key professional groups in the social care workforce. It is recommended that the proportion of the grants to be spent in adults and children's services should be in line with the proportion of the social care workforce employed in providing services in each. Nationally this would approximate to 50% in each for social workers

5. All employers should ensure that provision is made to enable qualified staff to update their practice and undertake further training. This has become a condition of continued registration with the GSCC and other regulatory bodies. One of the purposes of this sub-programme is to support employers in taking forward arrangements for staff to undertake existing PQ programmes and those under the new PQ Framework, due to come into force in September 2007, but with some early start programmes.
6. The social care workforce employs a range of key professional groups, including social workers, occupational therapists, nurses, and others. All of these professionals have post qualifying and CPD development needs, and another purpose of this sub-programme is to provide support to staff in all professional groups. There are CPD frameworks developing across public service agency boundaries, in particular across health and social care boundaries, and strategic CPD partnerships and shared programmes are strongly encouraged.

Learning Resource Networks (£7m)

7. This sub programme part funds regional Learning Resource Networks (LRNs). LRNs provide local centres of excellence to support work-based learning and development of all social care staff.
8. The development of LRNs' role is managed by Skills for Care and Childrens' Workforce Development Council in consultation with local employers, HEIs, the Department of Education and Skills, the Department of Health and other stakeholders. With the agreement of the Local Government Association, this funding is deducted from the grant prior to allocation to local authorities. Further information can be found on Skills for Care website:www.skillsforcare.org.uk

HUMAN RESOURCES DEVELOPMENT STRATEGY (HRDS) GRANT SUB-PROGRAMME INFORMATION FOR 07/08

PURPOSE:

The purpose of the Human Resources Development Strategy Grant is to contribute to local authority expenditure in establishing enhanced level of human resource management practice across the whole of the social care workforce. This will include staff working in both adults and children's services and the private and voluntary sectors.

The total allocation is £49.750m: £3m of which, is used to fund a series of nationally led projects and the remainder allocated between local authorities with responsibility for personal social services.

The use of the grant is intended to be inclusive of the whole of the social care workforce – “those who work in public services provided, directly or commissioned, by local councils to discharge their personal social services responsibilities”.

EXPECTED OUTCOMES – jointly agreed by the Department of Health (DH), the Department for Education and Skills (DfES) and the Local Government Association (LGA).

It is recommended that the proportion of the grants to be spent in adults and children's services should be in line with the proportion of the social care workforce employed in providing services in each. Nationally this would approximate to 50% in each for social workers and for other social care workers 87% in adult services and 13% in children's services.

The expected outcomes of the grant should:

- Meet the priorities identified in the White Paper 'Our Health, Our care, Our say'. Putting people more in control of their own health and social care; enabling and supporting health, independence and well-being; promotion of self-directed care plus rapid and convenient access to high-quality, cost-effective care.
- Meet the priorities identified in the Children's Workforce Strategy and building on improvements already made, employers should develop a children's workforce which contributes to improved life chances for all children, young people and families, and particularly those from more deprived families.
- In meeting these two expected outcomes particular attention should be given to:
 - Strengthening safeguarding and improving outcomes for looked after children,
 - Bringing services together round the needs of children, young people and families,
 - Developing and managing joint planning that is cohesive with workforce strategies across the statutory, private and voluntary sector labour market

- Ensuring the necessary processes are in place to meet the requirements of the National Minimum Dataset
- Improving leadership, management and supervision with proposals focused on human resource management, workforce management and workload management systems
- Remodelling services and new ways of working including the use of new technology and workforce development for personal assistants with an emphasis on integration and partnership working.
- Commissioning: in particular to ensure that those commissioning services have the necessary skills. Enhanced roles of commissioners in improving the quality of social care services.

Directors of Adult Services and Directors of Children's' Services have a responsibility to the 2 million individuals (adults & children) who received social care services in England and should ensure that this funding supports and improves on the recent advances in the sector – in particular, the proposals and challenges detailed in The Options for Excellence Review.

ANNEX 3

Local Authority	National Training Strategy: National Minimum Standards (£)	National Training Strategy: Trainee Social Worker Scheme (£)	National Training Strategy: PQ Training (£)	National Training Strategy 2007/08 (£)
Principal Metropolitan Cities	6,404,124	1,013,057	1,097,478	8,514,659
Other Metropolitan Districts	12,560,764	1,986,965	2,152,545	16,700,274
Metropolitan Sub Total	18,964,888	3,000,022	3,250,024	25,214,933
Inner London	7,298,219	1,154,492	1,250,700	9,703,411
Outer London	8,036,605	1,271,296	1,377,238	10,685,139
London Sub total	15,334,824	2,425,789	2,627,938	20,388,550
Shire Counties	29,266,625	4,629,635	5,015,438	38,911,699
Shire Unitary Authorities	12,292,663	1,944,554	2,106,601	16,343,818
Shire sub total	41,559,288	6,574,190	7,122,039	55,255,517
England Total	75,859,000	12,000,000	13,000,000	100,859,000

Principal Metropolitan Cities

Birmingham	2,075,438	328,310	355,669	2,759,417
Leeds	1,040,719	164,629	178,349	1,383,697
Liverpool	984,134	155,678	168,652	1,308,464
Manchester	951,338	150,490	163,031	1,264,860
Newcastle upon Tyne	486,916	77,024	83,443	647,384
Sheffield	865,579	136,924	148,335	1,150,838
Sub-Total	6,404,124	1,013,057	1,097,478	8,514,659

Other Metropolitan Districts

Barnsley	382,083	60,441	65,478	508,002
Bolton	432,941	68,486	74,193	575,621
Bradford	810,832	128,264	138,953	1,078,049
Bury	258,298	40,860	44,265	343,422
Calderdale	286,949	45,392	49,175	381,515
Coventry	493,150	78,011	84,511	655,672
Doncaster	463,434	73,310	79,419	616,163
Dudley	465,720	73,671	79,811	619,202
Gateshead	338,087	53,481	57,938	449,507
Kirklees	576,537	91,201	98,802	766,540
Knowsley	335,739	53,110	57,536	446,385
North Tyneside	311,360	49,254	53,358	413,972
Oldham	372,624	58,945	63,857	495,426
Rochdale	362,238	57,302	62,077	481,617
Rotherham	419,096	66,296	71,821	557,213
Salford	421,383	66,658	72,213	560,254
Sandwell	581,451	91,979	99,644	773,074
Sefton	461,827	73,056	79,144	614,026

Local Authority	National Training Strategy: National Minimum Standards (£)	National Training Strategy: Trainee Social Worker Scheme (£)	National Training Strategy: PQ Training (£)	National Training Strategy 2007/08 (£)
Solihull	248,462	39,304	42,579	330,345
South Tyneside	287,714	45,513	49,306	382,533
St Helens	294,398	46,570	50,451	391,419
Stockport	368,240	58,251	63,106	489,597
Sunderland	493,858	78,123	84,633	656,614
Tameside	355,706	56,268	60,958	472,932
Trafford	290,645	45,977	49,808	386,430
Wakefield	505,531	79,969	86,633	672,134
Walsall	453,937	71,808	77,791	603,536
Wigan	470,679	74,456	80,660	625,795
Wirral	564,890	89,359	96,806	751,055
Wolverhampton	452,951	71,652	77,623	602,225
Sub-Total	12,560,764	1,986,965	2,152,545	16,700,274
Metropolitan Sub-total	18,964,888	3,000,022	3,250,024	25,214,933
<i>Inner London</i>				
City of London	18,775	2,970	3,218	24,963
Camden	574,151	90,824	98,393	763,367
Greenwich	553,723	87,593	94,892	736,208
Hackney	707,544	111,925	121,252	940,721
Hammersmith and Fulham	447,714	70,823	76,725	595,262
Islington	565,883	89,516	96,976	752,375
Kensington and Chelsea	401,173	63,461	68,749	533,383
Lambeth	761,477	120,457	130,495	1,012,428
Lewisham	634,895	100,433	108,802	844,131
Southwark	782,545	123,789	134,105	1,040,440
Tower Hamlets	713,853	112,923	122,333	949,110
Wandsworth	595,879	94,261	102,116	792,256
Westminster	540,607	85,518	92,644	718,768
Sub-total	7,298,219	1,154,492	1,250,700	9,703,411
<i>Outer London</i>				
Barking and Dagenham	370,070	58,541	63,419	492,030
Barnet	518,936	82,089	88,930	689,955
Bexley	300,744	47,574	51,539	399,856
Brent	547,556	86,617	93,835	728,008
Bromley	390,466	61,767	66,914	519,148
Croydon	527,719	83,479	90,436	701,633
Ealing	564,143	89,241	96,678	750,062
Enfield	486,971	77,033	83,452	647,456
Haringey	490,824	77,643	84,113	652,579
Harrow	325,659	51,515	55,808	432,983
Havering	303,755	48,050	52,055	403,860
Hillingdon	369,239	58,409	63,277	490,926

Local Authority	National Training Strategy: National Minimum Standards (£)	National Training Strategy: Trainee Social Worker Scheme (£)	National Training Strategy: PQ Training (£)	National Training Strategy 2007/08(£)
Hounslow	371,459	58,760	63,657	493,876
Kingston upon Thames	201,356	31,852	34,507	267,715
Merton	292,582	46,283	50,140	389,005
Newham	646,905	102,333	110,860	860,098
Redbridge	385,507	60,983	66,065	512,554
Richmond upon Thames	241,265	38,165	41,346	320,776
Sutton	263,239	41,641	45,111	349,992
Waltham Forest	438,211	69,320	75,096	582,627
Sub-total	8,036,605	1,271,296	1,377,238	10,685,139
London Sub-total	15,334,824	2,425,789	2,627,938	20,388,550
<i>Shire Counties</i>				
Bedfordshire	452,788	71,626	77,595	602,009
Buckinghamshire	518,194	81,972	88,803	688,969
Cambridgeshire	652,393	103,201	111,801	867,395
Cheshire	819,242	129,594	140,394	1,089,230
Cornwall	764,627	120,955	131,035	1,016,617
Cumbria	692,757	109,586	118,718	921,061
Derbyshire	1,037,071	164,052	177,723	1,378,847
Devon	942,240	149,051	161,472	1,252,763
Dorset	492,721	77,943	84,438	655,102
Durham	814,166	128,791	139,524	1,082,481
East Sussex	706,028	111,685	120,992	938,706
Essex	1,694,654	268,074	290,414	2,253,142
Gloucestershire	695,714	110,054	119,225	924,993
Hampshire	1,318,988	208,648	226,036	1,753,672
Hertfordshire	1,298,551	205,416	222,533	1,726,500
Kent	1,756,135	277,800	300,950	2,334,885
Lancashire	1,598,032	252,790	273,856	2,124,678
Leicestershire	644,636	101,974	110,472	857,081
Lincolnshire	891,684	141,054	152,808	1,185,546
Norfolk	1,128,162	178,462	193,334	1,499,957
North Yorkshire	657,859	104,066	112,738	874,663
Northamptonshire	790,291	125,015	135,433	1,050,738
Northumberland	433,697	68,606	74,323	576,626
Nottinghamshire	993,816	157,210	170,311	1,321,337
Oxfordshire	689,851	109,126	118,220	917,198
Shropshire	362,332	57,317	62,093	481,741
Somerset	661,231	104,599	113,316	879,146
Staffordshire	979,298	154,913	167,823	1,302,034
Suffolk	879,931	139,195	150,794	1,169,920
Surrey	1,225,996	193,938	210,100	1,630,034
Warwickshire	627,963	99,336	107,614	834,914
West Sussex	899,576	142,302	154,161	1,196,039
Wiltshire	487,682	77,145	83,574	648,401

Local Authority	National Training Strategy: National Minimum Standards (£)	National Training Strategy: Trainee Social Worker Scheme (£)	National Training Strategy: PQ Training (£)	National Training Strategy 2007/08(£)
Worcestershire	658,320	104,138	112,817	875,275
Sub-total	29,266,625	4,629,635	5,015,438	38,911,699
<i>Shire Unitary Authorities</i>				
Bath & North East Somerset	207,593	32,839	35,575	276,007
Blackburn with Darwen	250,486	39,624	42,926	333,036
Blackpool	264,935	41,910	45,402	352,246
Bournemouth	248,808	39,358	42,638	330,805
Bracknell Forest	124,165	19,642	21,278	165,085
Brighton & Hove	377,847	59,771	64,752	502,369
Bristol	627,991	99,341	107,619	834,951
Darlington	148,451	23,483	25,440	197,374
Derby	369,478	58,447	63,318	491,243
East Riding of Yorkshire	398,405	63,023	68,275	529,703
Halton	213,356	33,750	36,563	283,670
Hartlepool	163,228	25,821	27,973	217,022
Herefordshire	232,745	36,818	39,886	309,449
Isle of Wight Council	218,014	34,487	37,361	289,862
Isles of Scilly	3,324	526	570	4,420
Kingston upon Hull	467,409	73,939	80,100	621,448
Leicester	514,553	81,396	88,179	684,128
Luton	294,529	46,591	50,474	391,593
Medway	310,495	49,117	53,210	412,821
Middlesbrough	258,258	40,853	44,258	343,370
Milton Keynes	286,041	45,248	49,019	380,309
North East Lincolnshire	250,212	39,581	42,879	332,671
North Lincolnshire	215,338	34,064	36,903	286,304
North Somerset	247,395	39,135	42,396	328,926
Nottingham	516,060	81,635	88,438	686,133
Peterborough	253,368	40,080	43,420	336,868
Plymouth	374,294	59,209	64,143	497,646
Poole	173,044	27,374	29,655	230,072
Portsmouth	284,238	44,963	48,710	377,911
Reading	204,335	32,323	35,017	271,676
Redcar and Cleveland	230,587	36,476	39,516	306,579
Rutland	33,235	5,257	5,696	44,188
Slough	188,637	29,840	32,327	250,803
South Gloucestershire	259,865	41,108	44,533	345,506
Southampton	338,400	53,531	57,992	449,923
Southend-on-Sea	261,449	41,358	44,805	347,611
Stockton-on-Tees	274,232	43,380	46,995	364,607
Stoke-on-Trent	422,774	66,878	72,451	562,103
Swindon	216,950	34,319	37,179	288,448
Telford and The Wrekin	238,884	37,789	40,938	317,611
Thurrock	213,586	33,787	36,602	283,975
Torbay	235,881	37,314	40,423	313,618
Warrington	241,990	38,280	41,470	321,740

Local Authority	National Training Strategy: National Minimum Standards (£)	National Training Strategy: Trainee Social Worker Scheme (£)	National Training Strategy: PQ Training (£)	National Training Strategy 2007/08(£)
West Berkshire	149,158	23,595	25,561	198,314
Windsor and Maidenhead	156,674	24,784	26,849	208,307
Wokingham	127,754	20,209	21,893	169,857
York	204,211	32,304	34,996	271,510
Sub –total	12,292,663	1,944,554	2,106,601	16,343,818
Shires Sub-total	41,559,288	6,574,190	7,122,039	55,255,517

ANNEX 4

Local Authority	HR Development Strategy 2007/08 (£)
Principal Metropolitan Cities	3,946,701
Other Metropolitan Districts	7,740,884
Metropolitan Sub Total	11,687,585
Inner London	4,497,709
Outer London	4,952,758
London Sub total	9,450,468
Shire Counties	18,036,288
Shire Unitary Authorities	7,575,660
Shire sub total	25,611,947
England Total	46,750,000

Birmingham	1,279,041
Leeds	641,369
Liverpool	606,497
Manchester	586,286
Newcastle upon Tyne	300,074
Sheffield	533,434
Sub-Total	3,946,701

Barnsley	235,468
Bolton	266,811
Bradford	499,695
Bury	159,182
Calderdale	176,839
Coventry	303,916
Doncaster	285,603
Dudley	287,011
Gateshead	208,355
Kirklees	355,306
Knowsley	206,908
North Tyneside	191,884
Oldham	229,639
Rochdale	223,238
Rotherham	258,278
Salford	259,688
Sandwell	358,334
Sefton	284,612

Local Authority	HR Development Strategy 2007/08(£)
Solihull	153,121
South Tyneside	177,311
St Helens	181,430
Stockport	226,937
Sunderland	304,352
Tameside	219,213
Trafford	179,117
Wakefield	311,546
Walsall	279,750
Wigan	290,068
Wirral	348,128
Wolverhampton	279,143
Sub-Total	7,740,884
Metropolitan Sub-total	11,687,585
<i>Inner London</i>	
City of London	11,571
Camden	353,835
Greenwich	341,246
Hackney	436,042
Hammersmith and Fulham	275,915
Islington	348,739
Kensington and Chelsea	247,233
Lambeth	469,279
Lewisham	391,270
Southwark	482,263
Tower Hamlets	439,930
Wandsworth	367,225
Westminster	333,162
Sub-total	4,497,709
<i>Outer London</i>	
Barking and Dagenham	228,065
Barnet	319,807
Bexley	185,341
Brent	337,445
Bromley	240,635
Croydon	325,220
Ealing	347,667
Enfield	300,108
Haringey	302,482
Harrow	200,696
Havering	187,197

Local Authority	HR Development Strategy 2007/08(£)
Hillingdon	227,553
Hounslow	228,921
Kingston upon Thames	124,091
Merton	180,311
Newham	398,671
Redbridge	237,578
Richmond upon Thames	148,685
Sutton	162,228
Waltham Forest	270,058
Sub-total	4,952,758
London Sub-total	9,450,468
<i>Shire Counties</i>	
Bedfordshire	279,042
Buckinghamshire	319,350
Cambridgeshire	402,053
Cheshire	504,878
Cornwall	471,221
Cumbria	426,929
Derbyshire	639,121
Devon	580,679
Dorset	303,652
Durham	501,750
East Sussex	435,107
Essex	1,044,373
Gloucestershire	428,751
Hampshire	812,859
Hertfordshire	800,265
Kent	1,082,262
Lancashire	984,827
Leicestershire	397,273
Lincolnshire	549,522
Norfolk	695,258
North Yorkshire	405,422
Northamptonshire	487,036
Northumberland	267,277
Nottinghamshire	612,464
Oxfordshire	425,138
Shropshire	223,296
Somerset	407,500
Staffordshire	603,517
Suffolk	542,280
Surrey	755,551
Warwickshire	386,998
West Sussex	554,386
Wiltshire	300,546
Worcestershire	405,706

Local Authority	HR Development Strategy 2007/08(£)
Sub-total	18,036,288
<i>Shire Unitary Authorities</i>	
Bath & North East Somerset	127,934
Blackburn with Darwen	154,368
Blackpool	163,273
Bournemouth	153,334
Bracknell Forest	76,520
Brighton & Hove	232,857
Bristol	387,015
Darlington	91,486
Derby	227,700
East Riding of Yorkshire	245,527
Halton	131,486
Hartlepool	100,594
Herefordshire	143,435
Isle of Wight Council	134,357
Isles of Scilly	2,049
Kingston upon Hull	288,053
Leicester	317,106
Luton	181,511
Medway	191,350
Middlesbrough	159,158
Milton Keynes	176,280
North East Lincolnshire	154,199
North Lincolnshire	132,707
North Somerset	152,463
Nottingham	318,035
Peterborough	156,144
Plymouth	230,668
Poole	106,643
Portsmouth	175,169
Reading	125,927
Redcar and Cleveland	142,105
Rutland	20,482
Slough	116,252
South Gloucestershire	160,148
Southampton	208,547
Southend-on-Sea	161,124
Stockton-on-Tees	169,002
Stoke-on-Trent	260,545
Swindon	133,701
Telford and The Wrekin	147,218
Thurrock	131,628
Torbay	145,368
Warrington	149,133
West Berkshire	91,922

Local Authority	HR Development Strategy 2007/08(£)
Windsor and Maidenhead	96,554
Wokingham	78,732
York	125,850
Sub -total	7,575,660
Shires Sub-total	25,611,947
