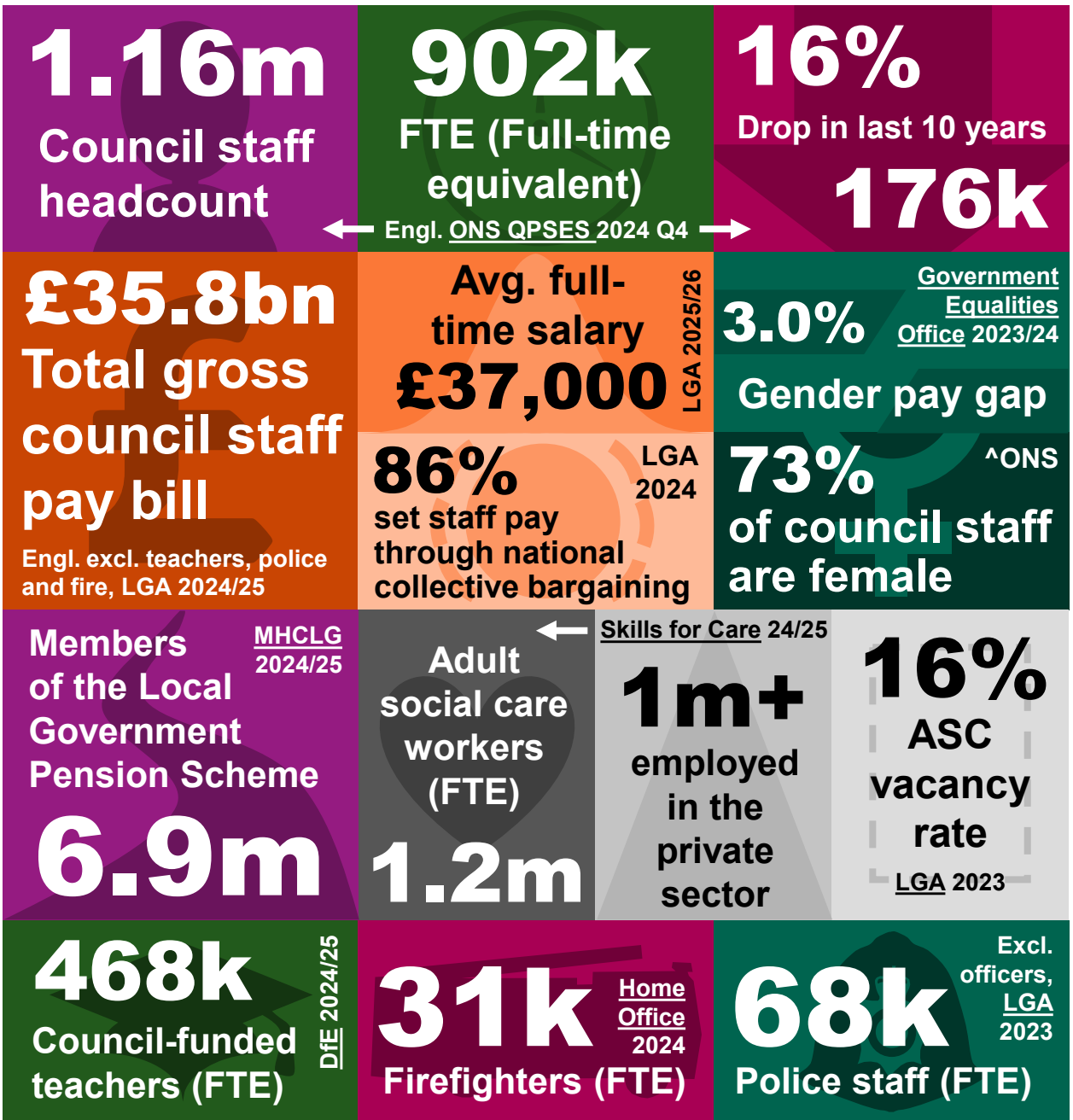


The local government workforce system is vast, varied and often complex, and covered by a wide variety of data collections. This collection of infographics brings the key sources together to shed light on the sector.



**Size of the sector**

**November 2025**

**8.3k** headcount in top 3 management tiers  
InfiniStats  
Mar 2024

**468k**

**council-funded teachers (513k HC)**

Department for Education (DfE), Schools workforce in England 2024/25

**902k**

**Council staff (1.2m HC)**

Office for National Statistics (ONS), Quarterly Public Sector Employment Survey (QPSES) Q2 2025

**↓ DOWN 16% (176k)**  
since Q2 2015

**40k** FRS staff (**45k** HC)

**31k**

**Firefighters (35k HC)**  
Home Office 2024

**96k FTE**

**1.2m**

**Adult social care staff (1.4m HC)**

Skills for Care, The state of the adult social care sector and workforce in England 2023/24

**68k**

**Police staff excl. officers (74k HC)** ← LGA Police staff survey 2023

Figures apply to: England  
HC = headcount  
Circle size is proportional to FTE

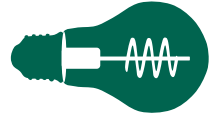
All figures apply to: England

**94%**

Of councils experienced **recruitment and retention difficulties**

LGA Workforce Strategy Survey 2025

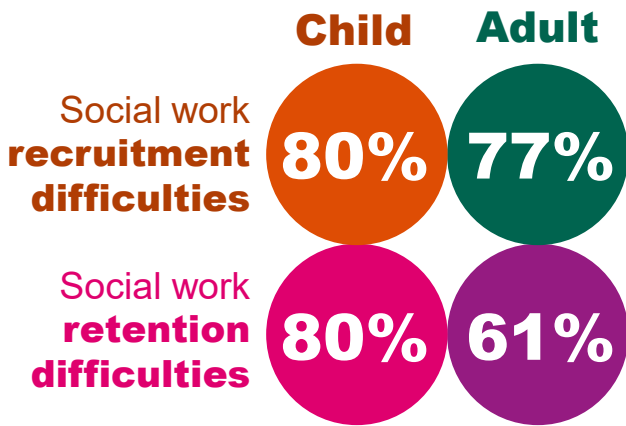
**Staff training & development:**



**£418k** average net training spend  
**73%** plan to maintain or increase  
**90%** have a 'grow your own' scheme

**Hours and job security:**

**65%** directly employ zero hours staff  
**263** avg. zero hours staff per council  
**92%** have not used 'fire and rehire' policies in the last 5 years



**28** average HR staff per council  
**41%** decreased HR staff in 3 years  
**24%** lack necessary resources  
**92%** prefer or require CIPD quals  
**33%** using or developing AI for HR  
**45%** have an AI usage staff policy

Agency: **44k** HC, **35k** FTE, **7%**

Temps: **23k** HC, **19k** FTE, **4%**

Annual leavers: **73k**, **12%**

Vacancies: **57k**, **9%**

Avg. sick days per worker: **8.8**

InfiniStats benchmarking Mar 2024

**Within adult social care:**

- 111k** vacant posts (7% rate)
- 23.1%** turnover rate
- 45%** 3+ years in the role
- 45%** with relevant qualification
- 4.5** avg. sick days per year

Skills for Care ASC Workforce 2024/25

14.3k

Apprenticeship starts across 244 councils

97%

at a Level 7 (Master's) standard



top 3 most popular:

- Senior leader (78%)
- Accounts or tax professional (75%)
- Chartered town planner (70%)



7 apprenticeship starts avg per district council



101 avg per single tier or county council



90%

have an apprenticeship strategy or action plan in place or being developed



84%

have a plan in place to promote apprenticeships to looked after children, care leavers, and underdeveloped groups, or are developing one

37%

pay the apprentice National Living Wage



91% hold progress reviews at least quarterly



75%

Significantly supported by senior council leaders in their apprenticeships programme



LGA Apprenticeships Survey 2024

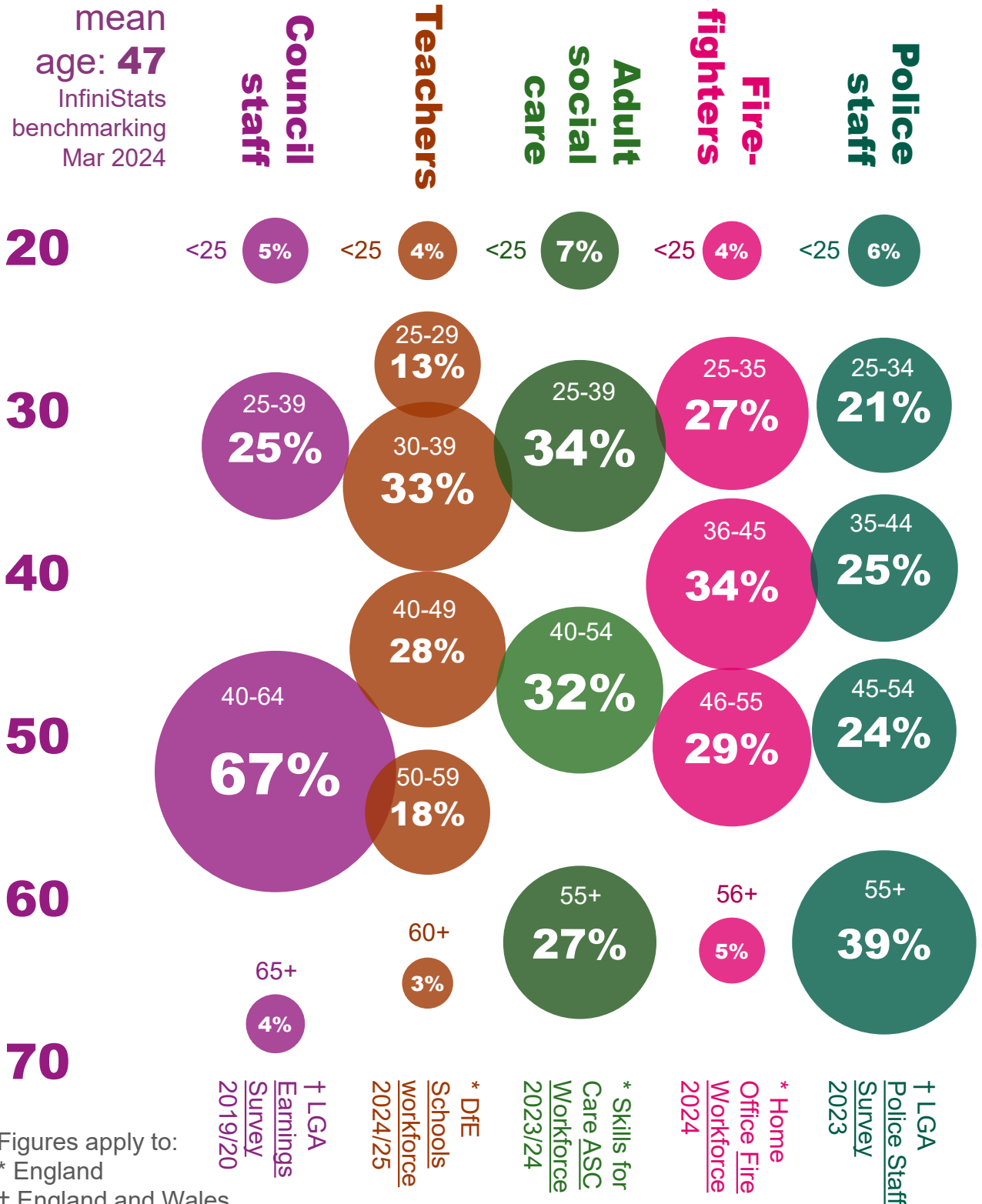
All Figures apply to: England

49%

say that apprenticeships are helping their council address recruitment and retention issues

**Staff age groups**

**November 2025**



Figures apply to:  
\* England  
† England and Wales

**Staff ethnicity**

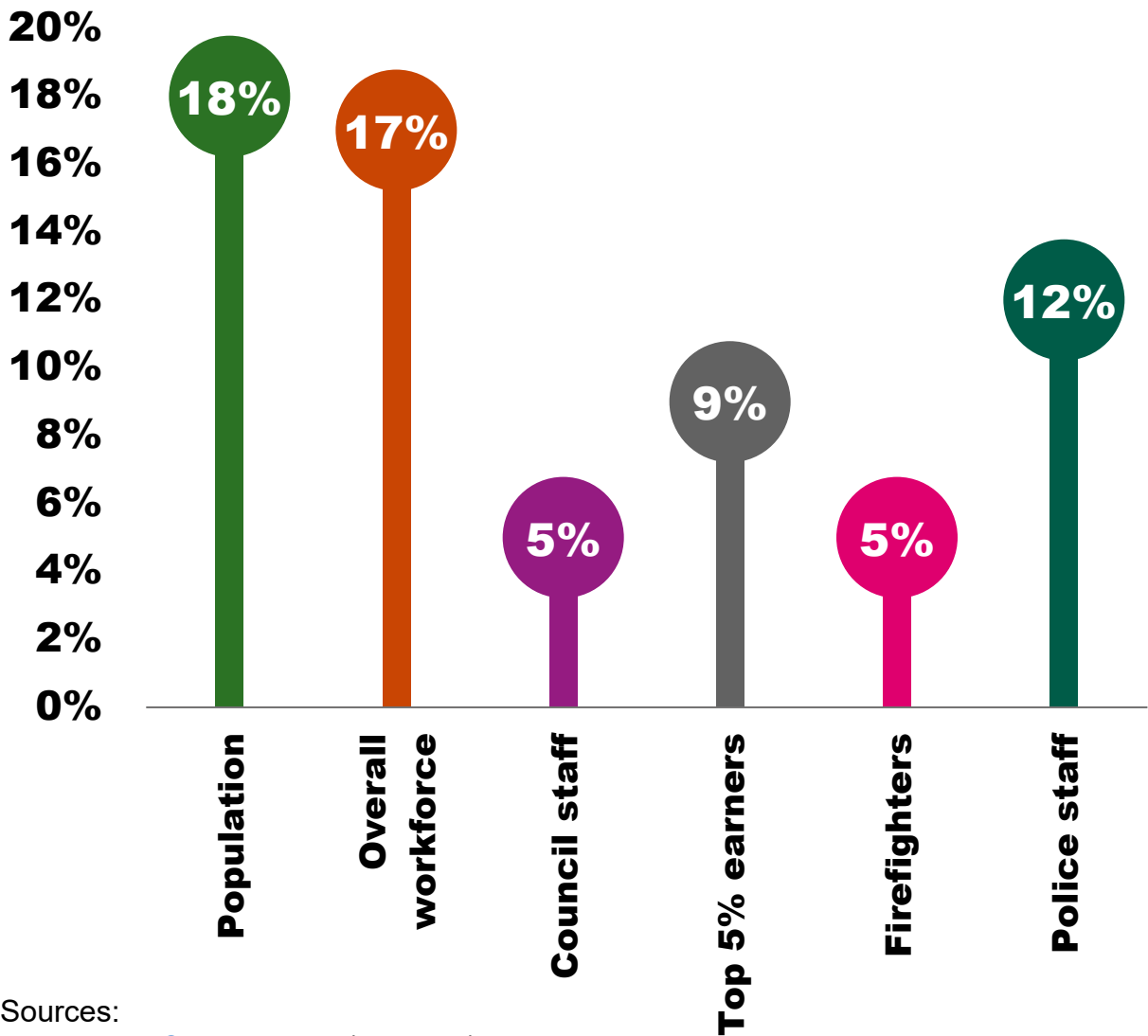
**November 2025**

<b>Workforce % breakdown</b>	<b>White</b>	<b>Asian</b>	<b>Black</b>	<b>Mixed</b>	<b>Other</b>	<b>Source</b>
<b>England Population</b>	<b>81%</b>	<b>10%</b>	<b>4%</b>	<b>3%</b>	<b>2%</b>	<a href="#">Census 2021</a>
<b>England and Wales overall workforce</b>	<b>85%</b>	<b>8%</b>	<b>4%</b>	<b>2%</b>	<b>2%</b>	<a href="#">E&amp;W Annual Population Survey 2022</a>
<b>English council staff</b>	<b>89%</b>	<b>4%</b>	<b>5%</b>	<b>1%</b>	<b>1%</b>	<a href="#">LGA Earnings Survey 2019/20</a>
<b>Top 5% of English council earners</b>	<b>89%</b>	<b>11%</b>				<a href="#">LGA Workforce Strategy Survey 2025</a>
<b>Teachers (England)</b>	<b>89%</b>	<b>6%</b>	<b>3%</b>	<b>2%</b>	<b>1%</b>	<a href="#">DfE Schools Workforce 2024/25</a>
<b>Adult social care staff (England)</b>	<b>68%</b>	<b>11%</b>	<b>18%</b>	<b>2%</b>	<b>1%</b>	<a href="#">Skills for Care ASC Workforce 2023/24</a>
<b>Firefighters (England)</b>	<b>95%</b>	<b>1%</b>	<b>1%</b>	<b>3%</b>	<b>1%</b>	<a href="#">Home Office Fire Workforce 2024</a>
<b>Police staff (excl. officers, Engl. &amp; Wales)</b>	<b>95%</b>	<b>3%</b>	<b>1%</b>	<b>1%</b>	<b>0%</b>	<a href="#">LGA Police Staff Survey 2023</a>

**Staff disability status**

November 2025

**Percentage with a disability**



Sources:

Population: [Census 2021](#) (England)

National workforce: [Department for Work and Pensions, The employment of disabled people 2025](#) (England & Wales)

Council staff: [LGA Earnings and Demography Survey 2019/20](#) (England & Wales)

Top 5% of council earners: LGA Workforce Strategy Survey 2025 (England)

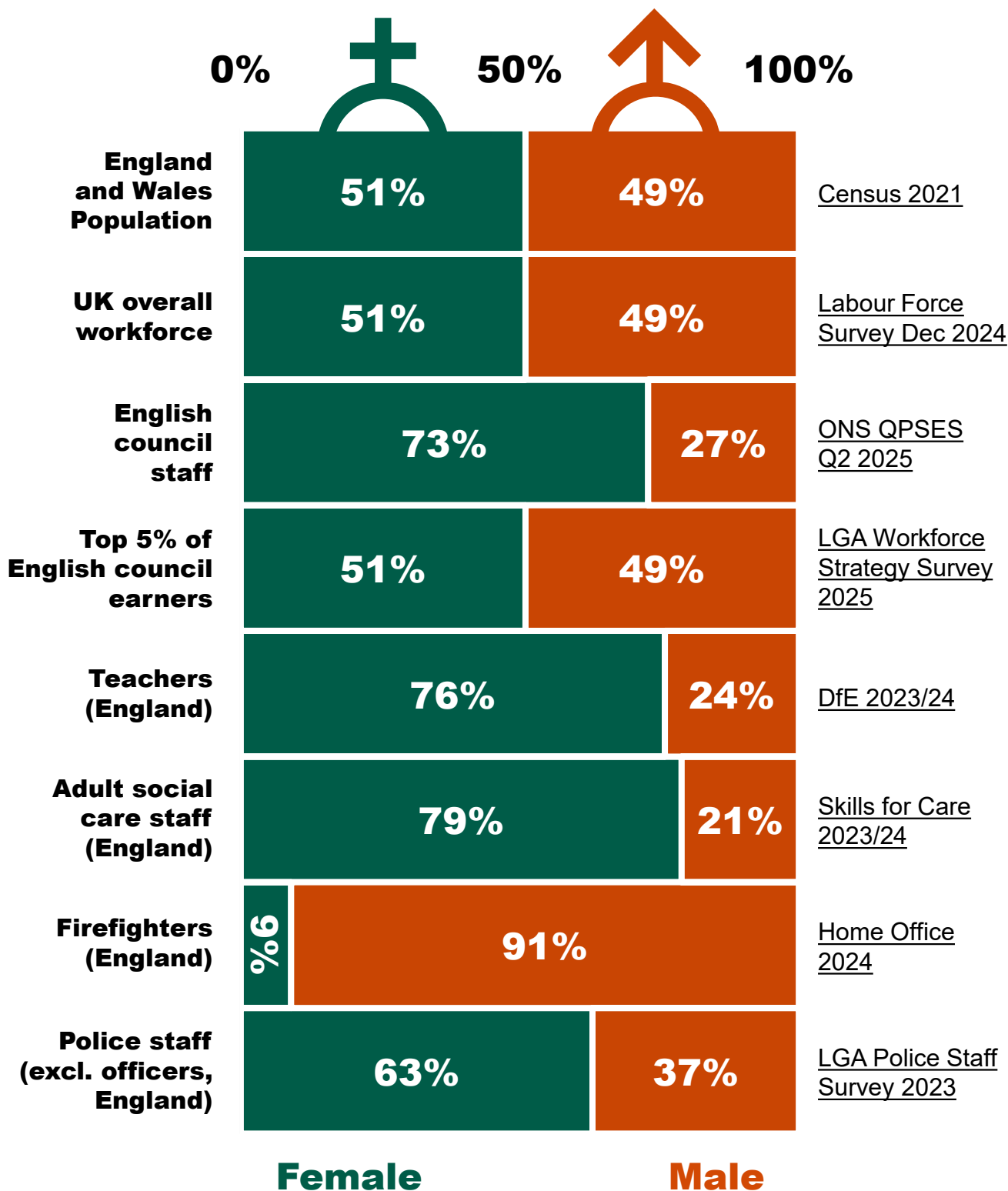
Firefighters: [Home Office Fire Workforce 2024](#) (England)

Police staff (excludes officers): [LGA Police Staff Survey 2023](#) (England & Wales)

Note: differences in methodology, time period and substantial proportions for whom disability status is not known mean that these results should be interpreted with caution.

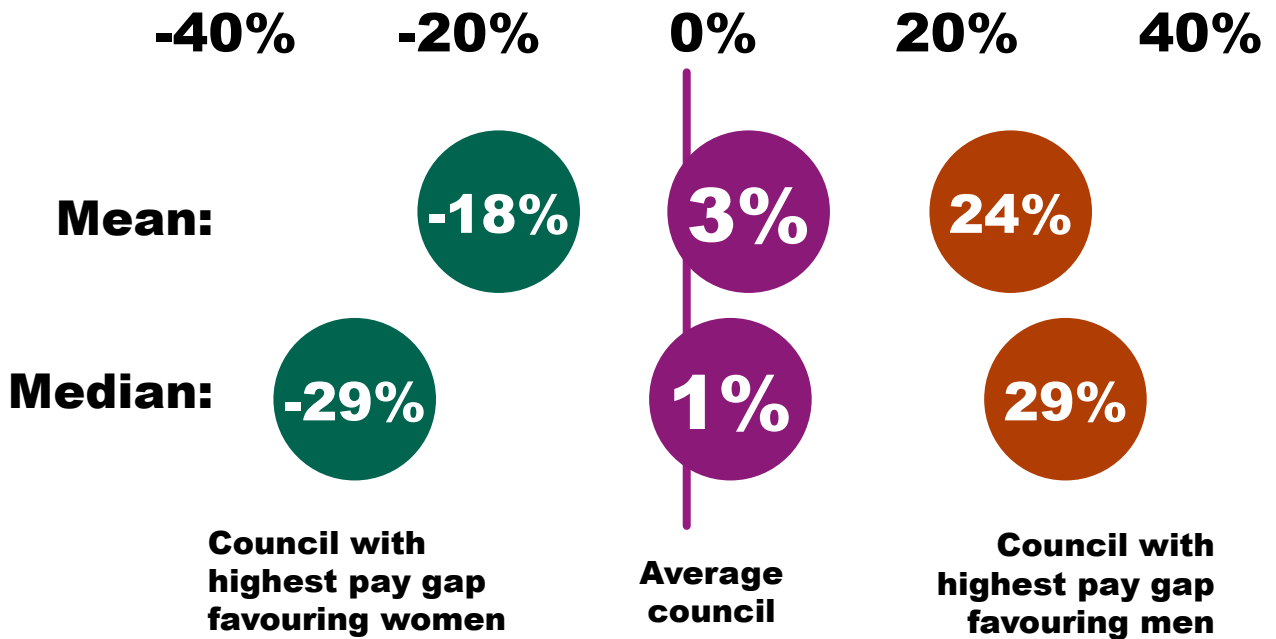
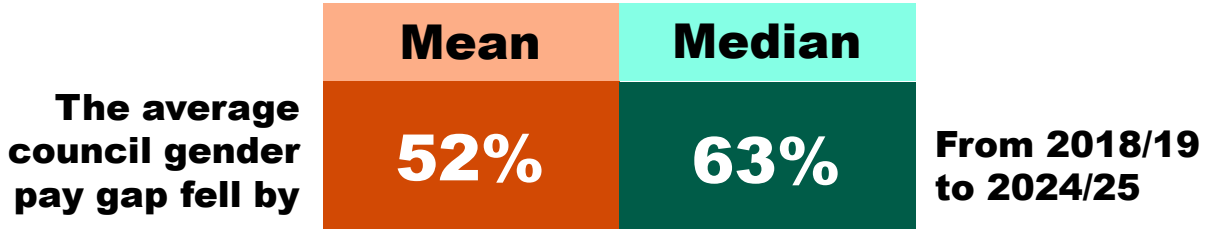
## Gender of staff

November 2025

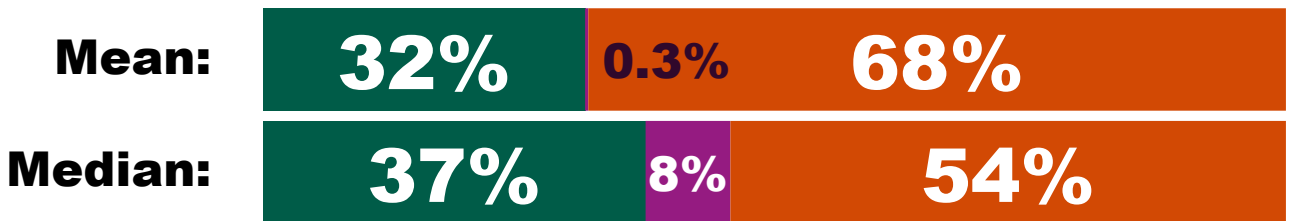


**Gender pay gap**

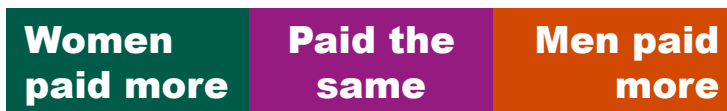
November 2025



**Breakdown of councils by pay gap status:**

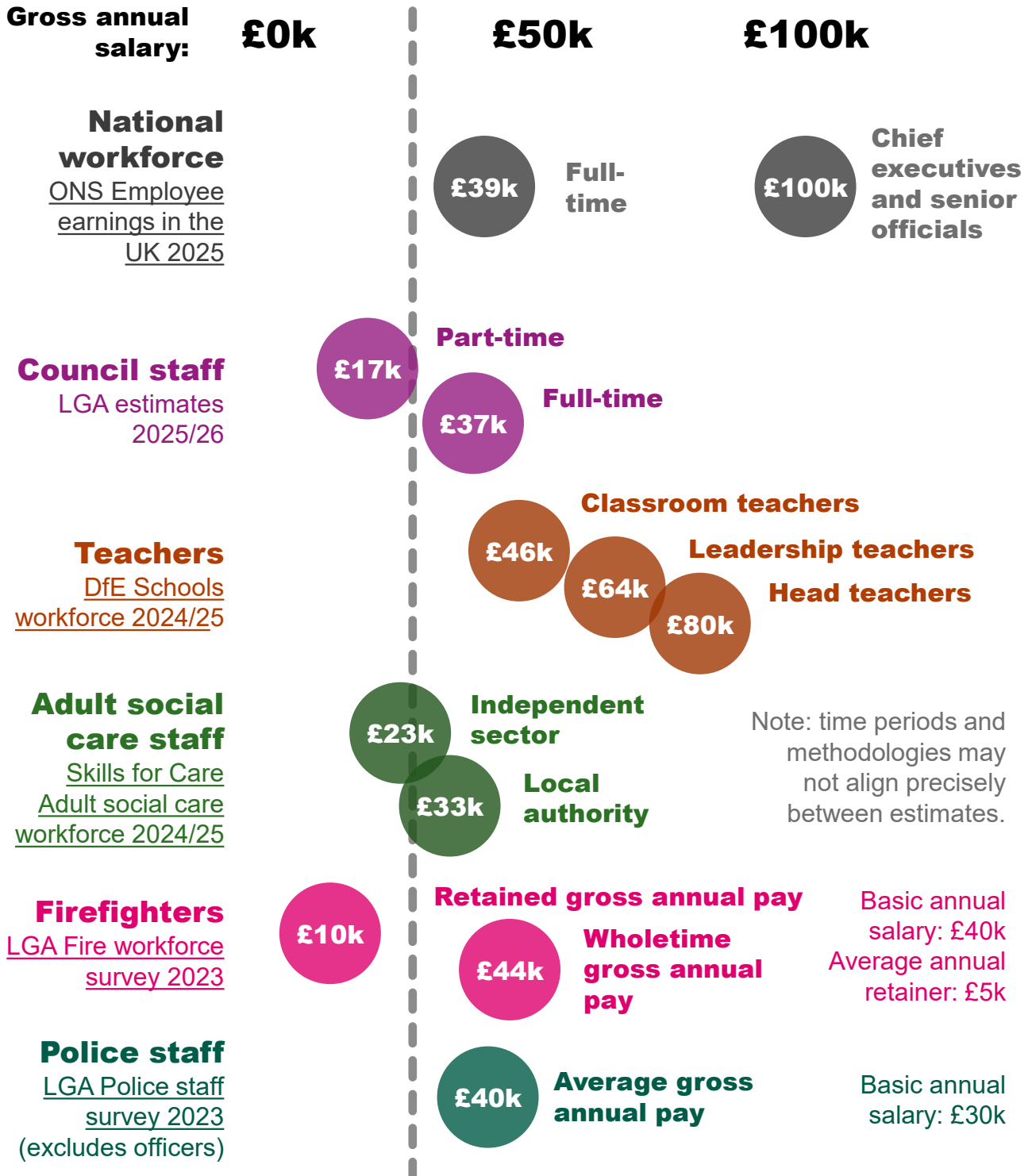


All figures apply to: England



Source: [Government Equalities Office, Statutory Return, 2024/25. Available on LG Inform](#)  
 Note: the mean gives an overall indication of the pay gap, but can be distorted by very large or small pay rates or bonuses. The median gives a good indication of a 'typical' situation, but might not pick up pay gap issues among the lowest or highest paid employees.

**£25.5k** – National Living Wage full-time annual salary (LGA analysis of [gov.uk](https://gov.uk) rate, April 2025)



**Total pay bills**

All figures apply to: England

**£35.8bn**

**Total gross pay bill for council staff**

LGA estimates 2024/25

including **£7.3bn** additional pay

(national insurance, location allowances, pension contributions, etc)

Excludes teachers and staff employed by council contractors

**£1.2bn**

**Total fire pay bill**

LGA Fire workforce survey 2023

**£105m**

**Pay for retained firefighters**

**£3.1bn**

**£35.6bn**

**Total adult social care pay bill**

LGA analysis of Skills for Care Adult social care workforce 2023/24

**£1.4bn**

**in direct payments**

**£2.3bn**

**Total Gross police staff pay bill**

Excl. officers

including

**£258m additional pay**

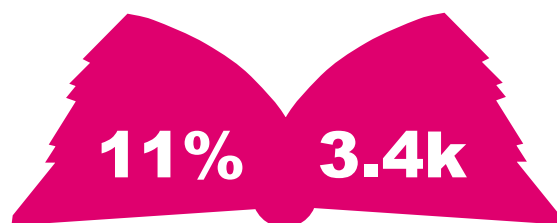
LGA Police staff survey 2023



Staff employed on **NJC Green Book** conditions of staff FTE in English councils

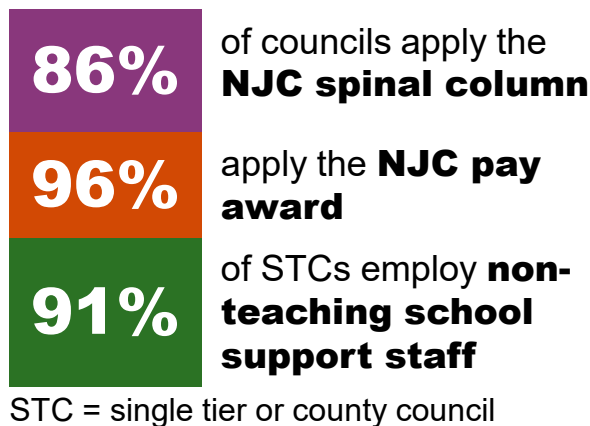
**£23.7bn** total pay bill

Includes **school support staff**:



of councils employ craft workers on **NJC Red Book** conditions total Red Book craft workers across all councils

**82%** of councils employ staff on **NJC Chief Officer** conditions  
**7.5k** total staff across all councils  
 All figures apply to: England



STC = single tier or county council

The **National Joint Council (NJC)** for Local Government Services is the negotiating body for local government workers and includes employer and trade union representatives.

The **NJC pay spine** is a standardised scale of pay rates agreed by the NJC and adjusted periodically to reflect changes set out in collective agreements. Pay awards agreed by the NJC may also be applied to other staff.

**‘Green Book’** staff are those employed within the collective bargaining framework established by the NJC, including central council staff and non-teaching schools staff, but not teachers, firefighters and others that are separately bargained, such as: **Craft workers** (skilled manual labourers). The **‘Red Book’** is a framework negotiated by a separate JNC to cover these workers.

The **Chief Officers JNC** exists to negotiate pay and conditions for senior officers in councils, and there is a distinct **Chief Executives JNC** that applies to the most senior council staff.

Source: LGA pay spine review 2024