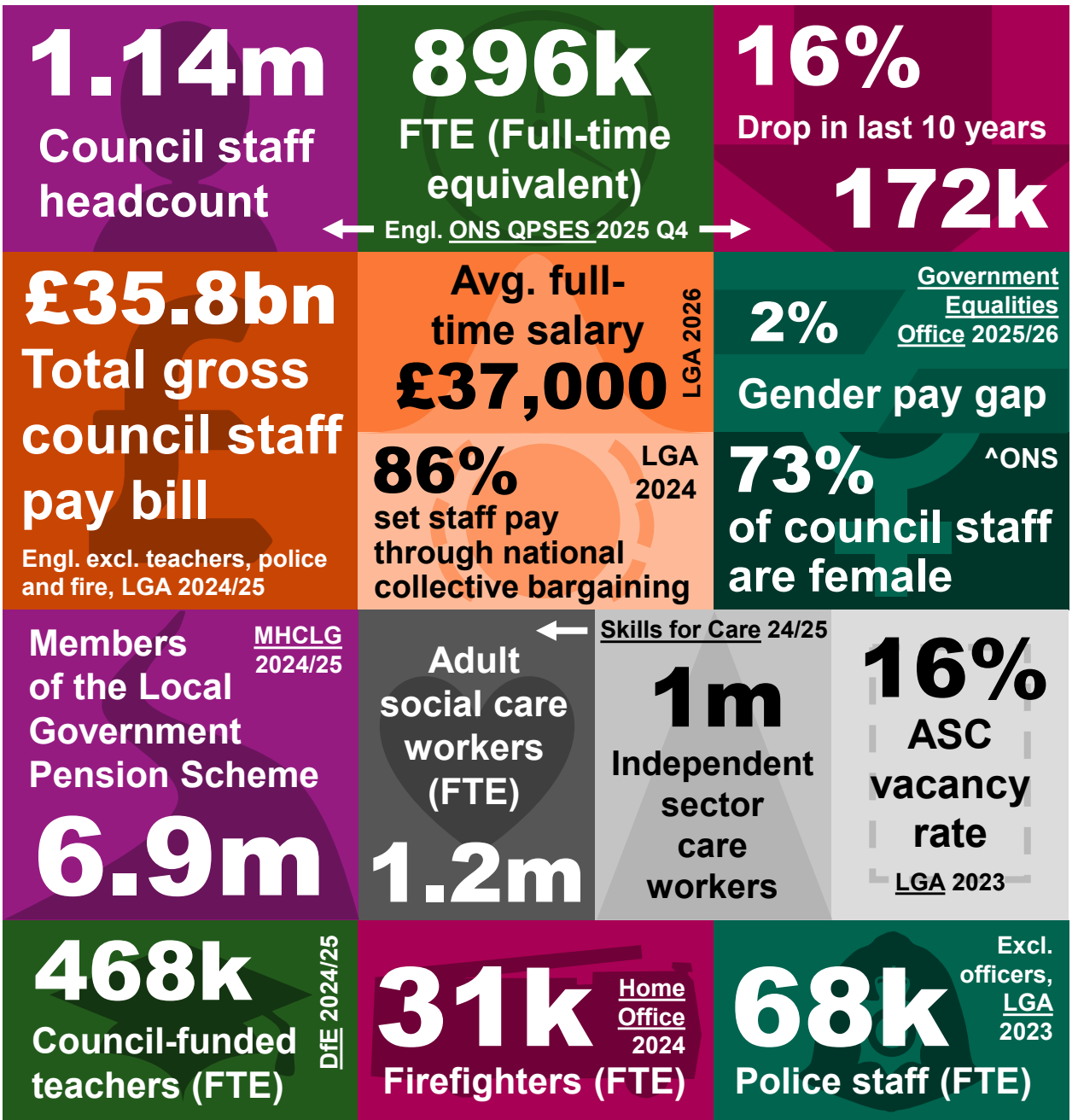


The local government workforce system is vast, varied and often complex, and covered by a wide variety of data collections. This collection of infographics brings the key sources together to shed light on the sector.



8.6k headcount in top 3 management tiers LGA 2024/25

468k

council-funded teachers (513k HC)

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

896k

Council staff (1.1m HC)

Office for National Statistics (ONS), Quarterly Public Sector Employment Survey (QPSES) Q4 2025

↓ DOWN 16% (172k) since Q4 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

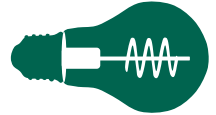
All figures apply to: England

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: **63k** HC, **58k** FTE, **10%**

Temps: **34k** HC, **27k** FTE, **5%**

Annual leavers: **77k**, **12%**

Vacancies: **59k**, **9%**

Avg. sick days per worker: **9.3**

LGA Workforce Capacity Metrics, 24/25

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 24/25

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

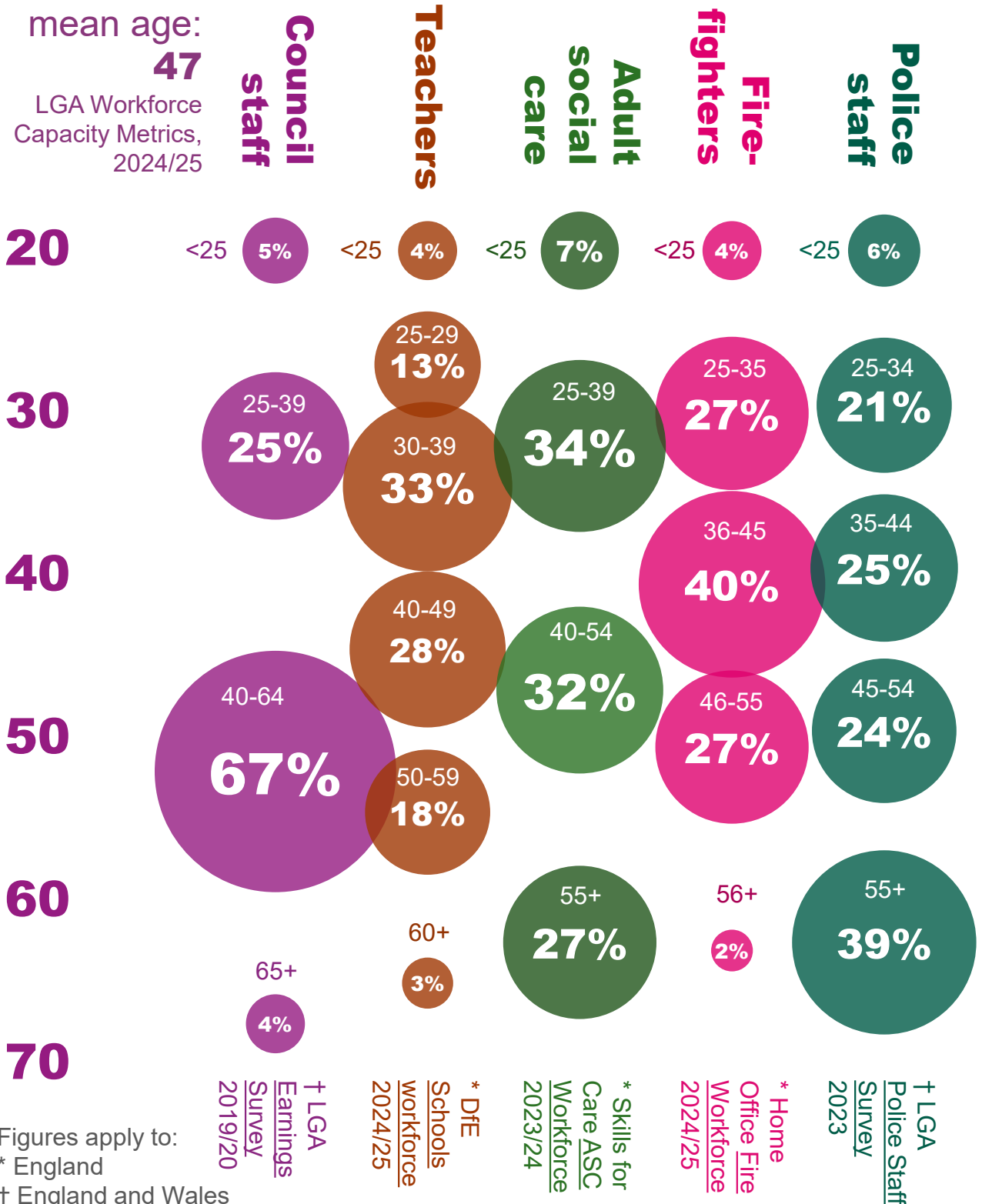
49%

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



LGA Apprenticeships Survey 2024

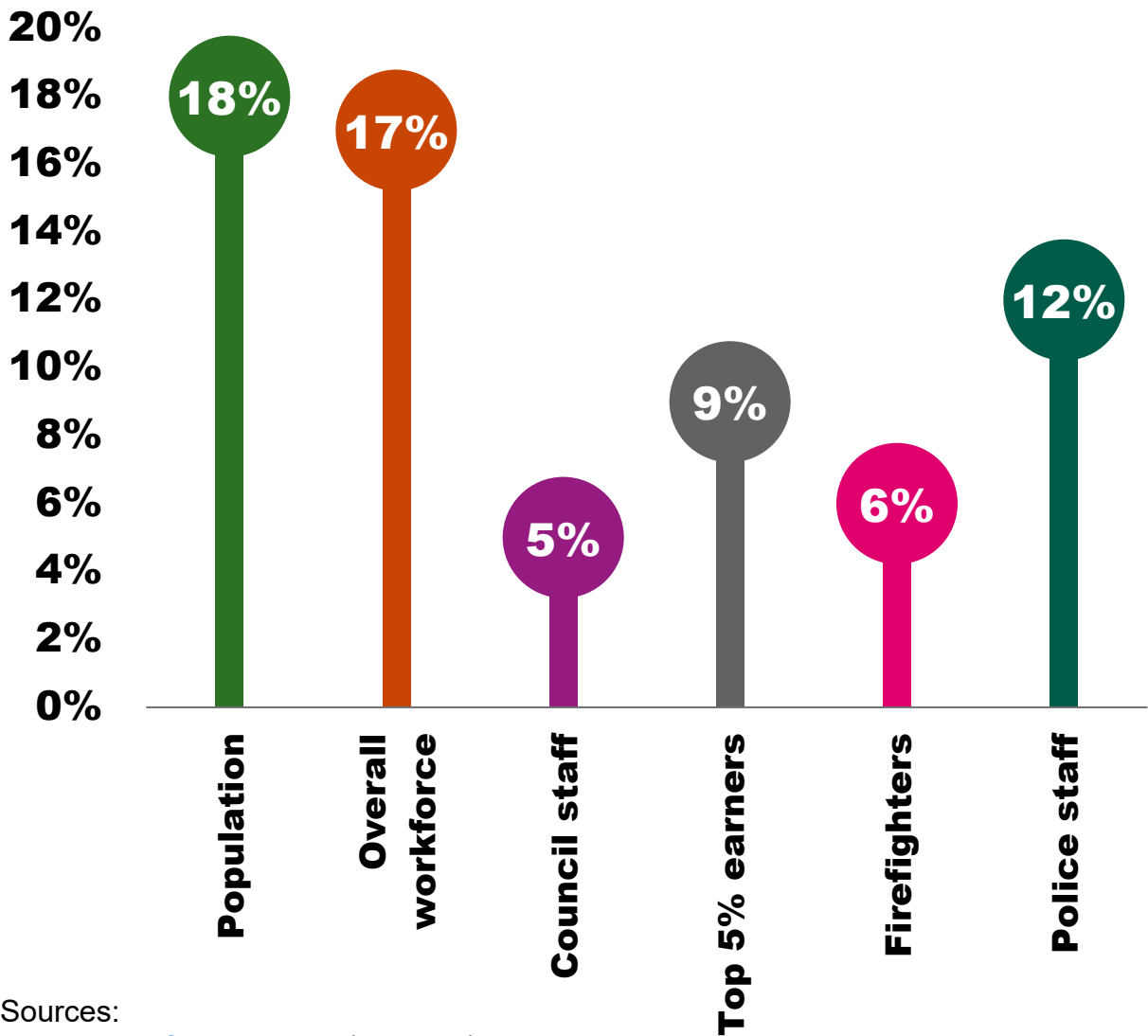
All Figures apply to: England



Figures apply to:
* England
† England and Wales

Workforce % breakdown	White	Asian	Black	Mixed	Other	Source
England Population	81%	10%	4%	3%	2%	Census 2021
England and Wales overall workforce	85%	8%	4%	2%	2%	E&W Annual Population Survey 2022
English council staff	89%	4%	5%	1%	1%	LGA Earnings Survey 2019/20
Top 5% of English council earners	89%	11%				LGA Workforce Strategy Survey 2025
Teachers (England)	89%	6%	3%	2%	1%	DfE Schools Workforce 2024/25
Adult social care staff (England)	68%	11%	18%	2%	1%	Skills for Care ASC Workforce 2023/24
Firefighters (England)	94%	1%	1%	3%	1%	Home Office Fire Workforce 2024/25
Police staff (excl. officers, Engl. & Wales)	95%	3%	1%	1%	0%	LGA Police Staff Survey 2023

Percentage with a disability



Sources:

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

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

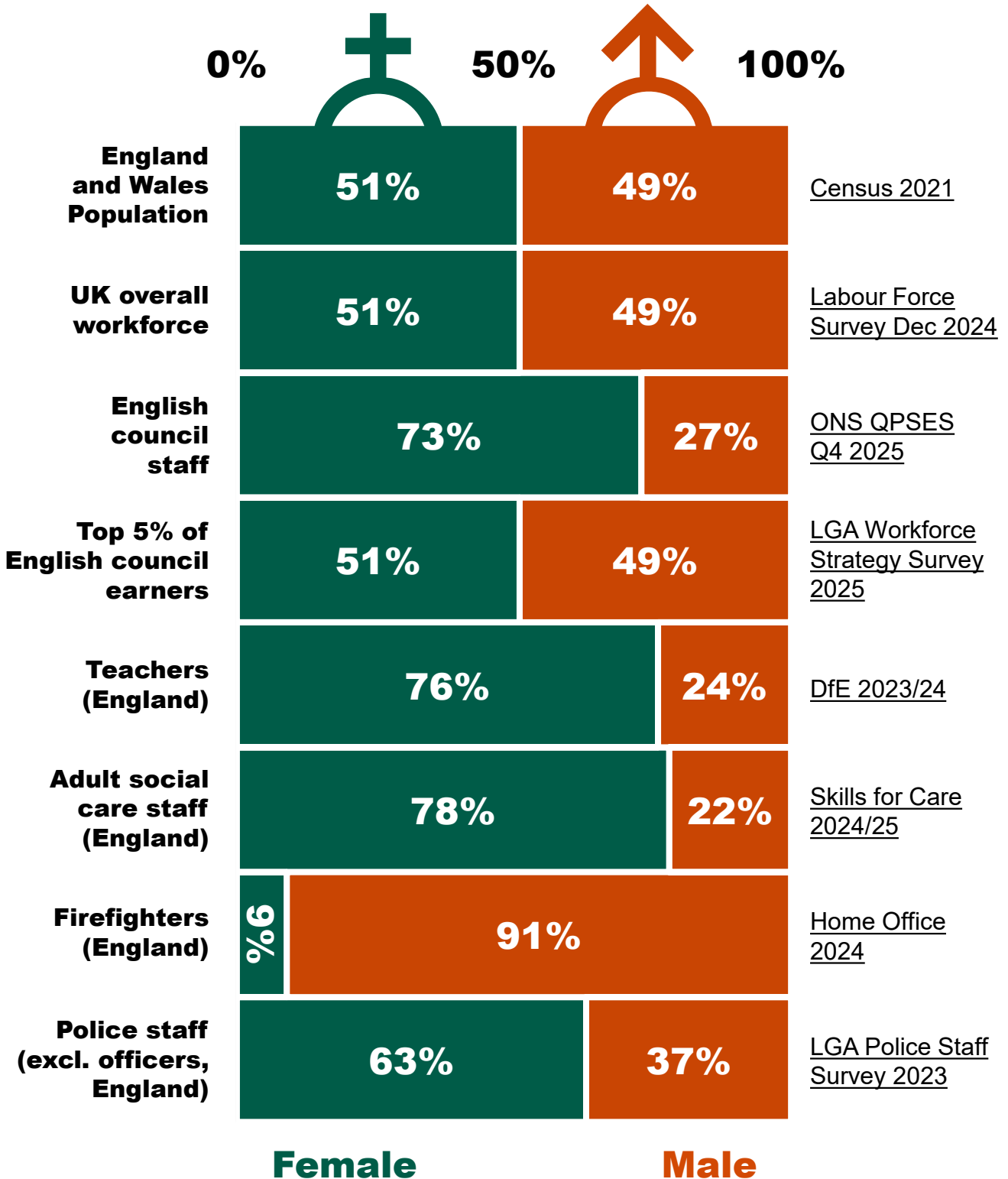
Council staff: [LGA Earnings and Demography Survey 2019/20](#) (England & Wales)

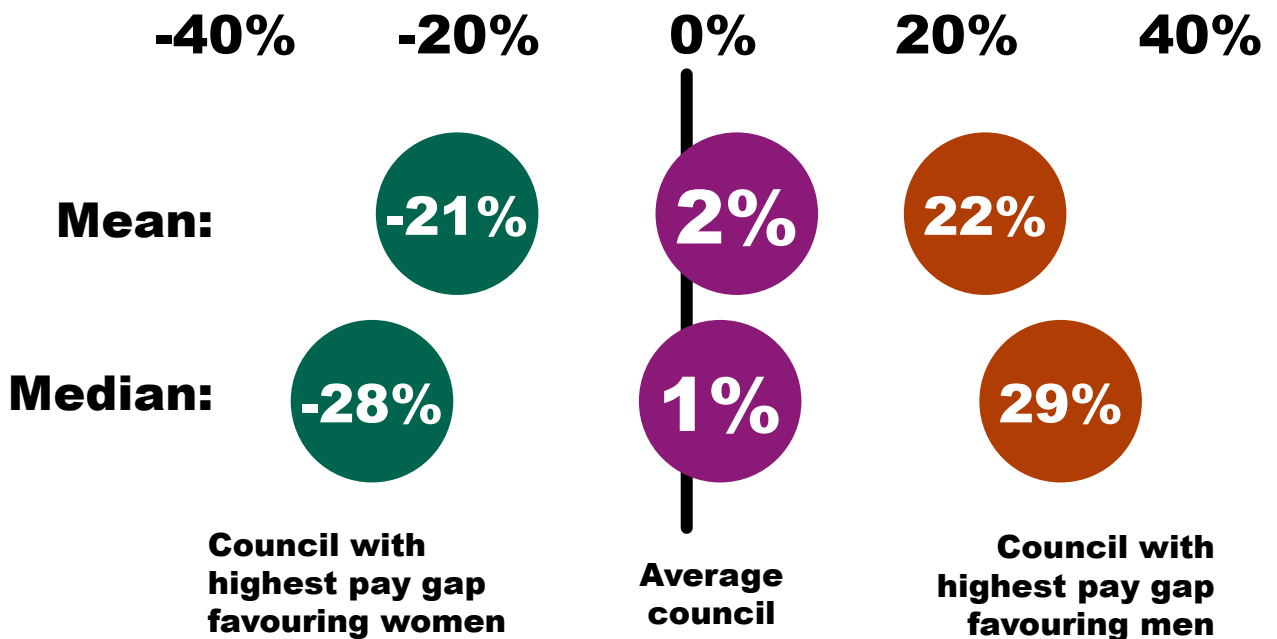
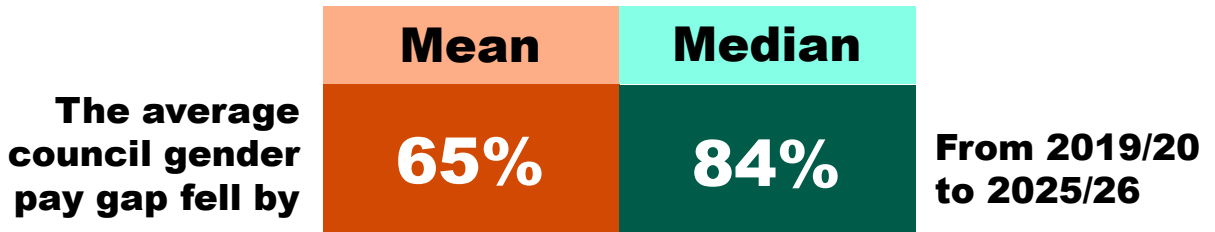
Top 5% of council earners: LGA Workforce Strategy Survey 2025 (England)

Firefighters: [Home Office Fire Workforce 2024/25](#) (England)

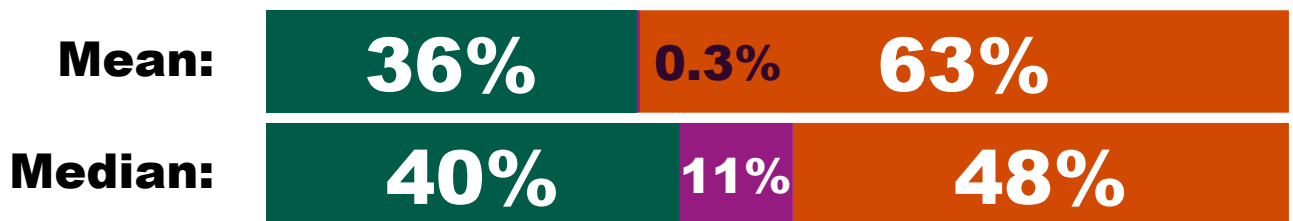
Police staff (excludes officers): [LGA Police Staff Survey 2023](#) (England & Wales)

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.





Breakdown of councils by pay gap status:



All figures apply to: England

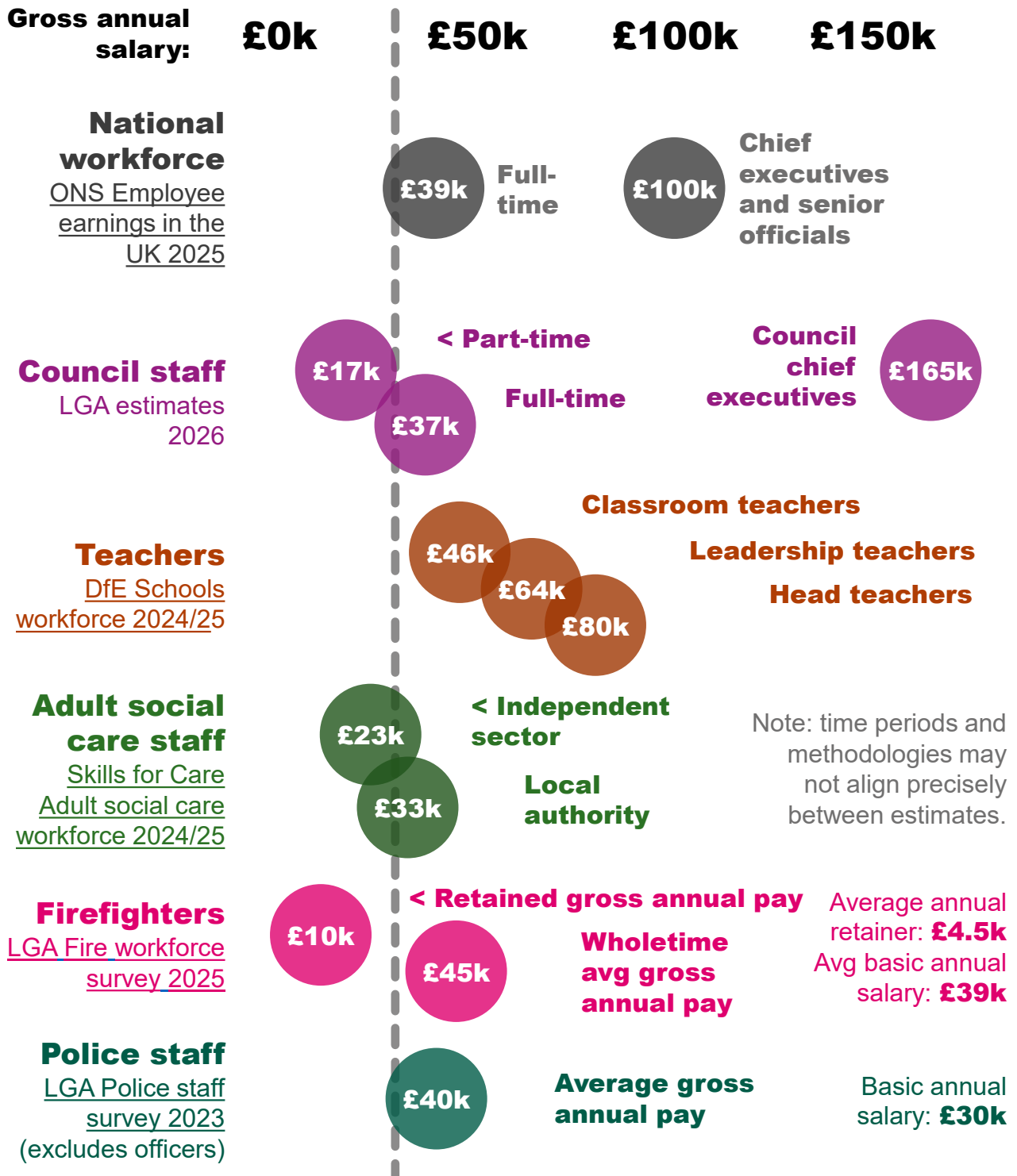
Women paid more

Paid the same

Men paid more

Source: [Government Equalities Office, Statutory Return, 2025/26. 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.

£26.4k – National Living Wage full-time annual salary (LGA analysis of gov.uk rate, April 2026)



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

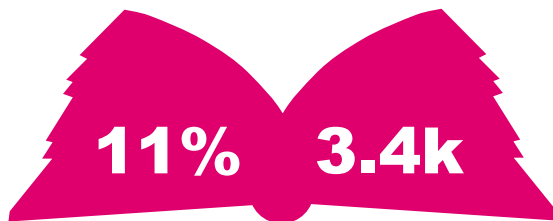
LGA Police staff survey 2023



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

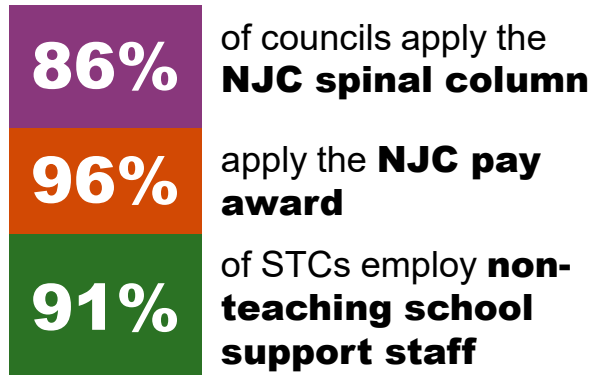
£23.7bn total pay bill

Includes **school support staff**:



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

82% of councils employ staff on **JNC 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



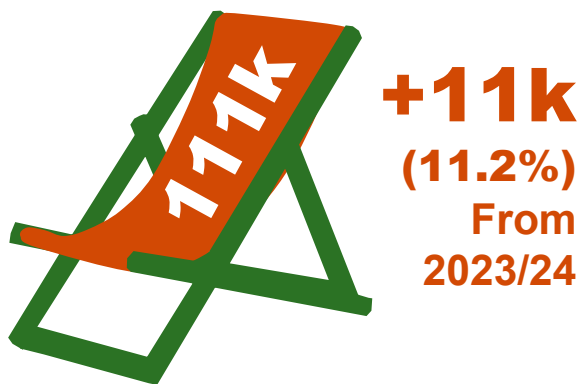
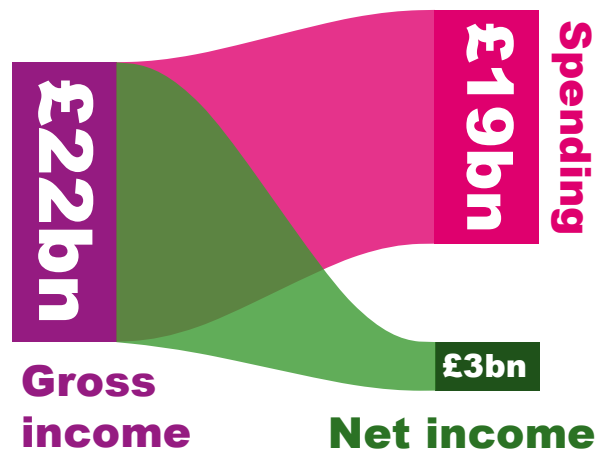
The Local Government Pension Scheme is among the largest in the UK, run by 86 local pension funds across England and Wales.

Note: these figures include some employees from outside local government who belong to the scheme.

Source: Ministry for Housing, Communities and Local Government, 2024/25

6.9m members:

- 2.2m (32%) employees
- 2.5m (36%) former employees
- 2.2m (31%) pensioners
- 25k (<1%) flexible retirees
- £8.7k spend per retiree



Retirements in 2024/25





State-funded schools

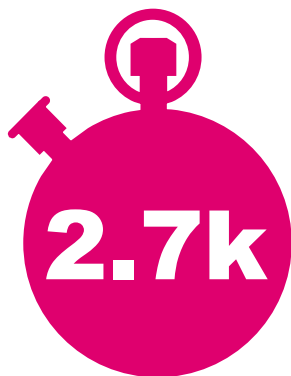
+71 since 2014/15



Teacher headcount

+13k (2%) since 2014/15

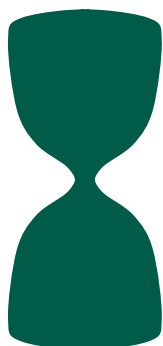
Department for Education 2024/25



Temporary teacher filled posts

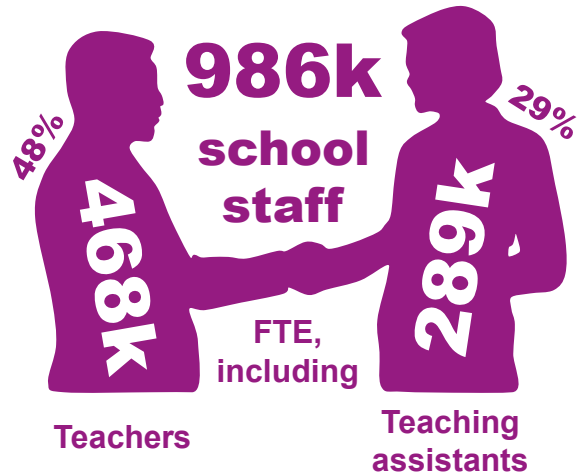
-1k (26%) since 2014/15

& **2.2k teacher vacancies**
+1.3k (141%) since 2014/15



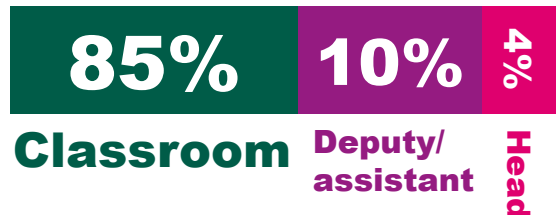
3.8m

hours of teaching **per week** in state-funded secondary schools

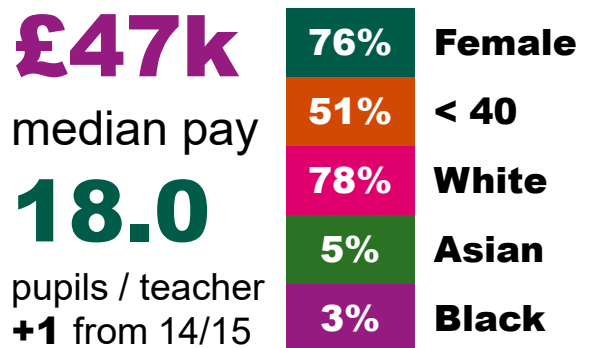



All figures apply to: England

Teacher profile:



47% nursery and primary
46% secondary
6% special or pupil referral unit
1% centrally employed



	Headcount	FTE	 % of FTE
Fire and rescue service staff	45k	40k	
Wholetime firefighters	23k	23k	57%
Retained firefighters	12k	8k	20%
Support staff	9k	8k	20%
Fire control staff	1k	1k	3%

All figures apply to: England

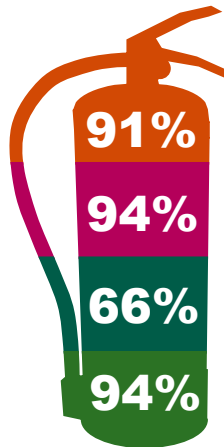
Home Office [Fire and rescue workforce and pension statistics 2024/25](#)

£44.8k

average gross annual pay for wholetime firefighters

LGA [Fire workforce survey 2025](#)

Firefighter profile



91% Male

94% White ethnicity

66% Aged up to 45

94% Non-disabled



642k incidents attended in 2025

including:



176k fires



33k traffic collisions



17k flooding incidents

Home Office [Incident statistics 2025](#)



2.4k

personnel injured

967

attacks on on-duty firefighters





Total FTE



73k

Police staff (excluding officers)

Headcount

56k (76%) full-time

18k (24%) part-time

All figures apply to: England and Wales

Average annual basic salary	£30k
Male	£31k
Female	£29k
Full-time	£31k
Part-time	£28k
Average annual gross pay	£40k

63%	Female
95%	White
49%	Under 45
12%	Disabled

Total basic pay: **£2bn**
 Additional pay: **£258m**
 add up to
 Total gross pay: **£2.3bn**



Source: Local Government Association, Police staff council earnings survey 2023
 Note: these figures exclude police officers, as officers have different pay arrangements outside the purview of local government. To access reliable statistics on the police workforce including officers, see the Home Office's police workforce England and Wales statistics



Total FTE: **1.2m**
Independent sector: **1m**

Adult social care employee headcount



Care organisations

Care establishments



direct payment employers

89% Permanent

43% Part time

59% Aged 40+

78% Female

64% White

21% Black

12% Asian

£39k avg
ind. salary

Sick days per year on average **4.5**

45% **3 or more years in the role**

With a relevant qualification **45%**

£2.2m extra posts needed by 2040

Skills for Care, The state of the adult social care workforce in England, 2024/25

23% Vacant posts: **111k**

Turnover rate

Contribution to the economy



Main data source(s)

1. Size of the sector	ONS Quarterly Public Sector Employment Survey (QPSES) Q4 2025
2. Sourcing suitable staff	LGA Workforce Strategy Survey 2025 LGA Workforce Capacity Metrics 2024/25
3. Council apprenticeships	LGA Apprenticeships Survey 2024
4. Staff age groups	ONS QPSES Q4 2025
5. Staff ethnicity	LGA Earnings Survey 2019/20
6. Staff disability status	DfE School workforce data 2024/25 Home Office Fire workforce 2025
7. Gender of staff	LGA Police staff survey 2023
8. Gender pay gap	Government Equalities Office Statutory return 2025/26
9. Average salaries	LGA estimates 2026
10. Total pay bills	LGA Fire workforce survey 2023 LGA Police staff survey 2023
11. Collective bargaining	LGA Pay spine review 2024
12. LG Pension Scheme	MHCLG Local Government Pension Scheme statistics 2024/25
13. Schools and teachers	DfE School workforce in England 2024/25
14. Fire and rescue staff	Home Office Fire workforce statistics 2024/25
15. Police staff	LGA Police staff survey 2023
16. Adult social care staff	Skills for Care Adult social care workforce 2024/25