LocalGovernmentLawyer

Salary survey 2019

Welcome to the annual salary survey from *Local Government Lawyer*, based on 1669 permanent local authority legal jobs published on the Public Law Jobs board between 2017 and 2019.

2019, a year punctuated with elections, saw a slight fall in the number of vacancies advertised on Public Law Jobs compared with the previous 12 months (583 compared with 636) but still some way above the figure of 480 for 2017.

Moreover, the 'end of austerity' and the more settled political environment promised by the general election result may unleash some pent up demand for legal recruitment in 2020 and the demand for local government lawyers is set to remain strong in the medium term.

Local Government Lawyer's triennial research report, the Legal Department of the Future (localgovernmentlawyer.co.uk/ ldotf), conducted in mid-2019, found that the vast majority (87%) of local authority departments expect their workloads to increase in the foreseeable future.

The survey also found that almost all Heads of Legal (93%) currently find the recruitment of legal staff to be either "fairly" or "very" difficult.

However, this has yet to translate into significant pay rises for local government lawyers. Overall, average salaries for qualified legal staff rose by 3% in 2019, no more than the average salary increase for all workers in the UK.

Excluding Principal Lawyers and above, the salary for qualified lawyers in 2019 was advertised at between £38,868 and £44,644, compared with £38,031 to £42,968 in 2018, a 3% rise while senior local government lawyer roles carried salaries of between £43,942- £48,312, a 2% increase on 2018.

The proportion of roles advertised with a 'market supplement' or similar additional



payment fell quite sharply in 2019, from 13% of junior qualified roles in 2018 to 8% in 2019 while the proportion of 'senior lawyer' roles which included an additional payment fell to 4% from 8%.

However, the *Legal Department of the Future* survey found that demand for more experienced lawyers is rising due to the growing complexity of the legal work faced by local authorities, reversing a trend towards reducing the senior ranks in favour of more junior lawyers and paralegals.

This is reflected in the growth of pay packages for Principal Lawyers, which rose, on average, by more than 6% in 2019 and Heads of Legal positions, the average remuneration for which rose by 9%. These roles were also significantly more likely to attract a supplement in 2019 – 12% of Principal Lawyer vacancies offered additional payments as did 19% of Head of Department positions.

By practice area

There remains little difference in base salaries between specialisms and so, for the most in demand roles, monetary supplements are an important means of enticing talent. For instance, the rate at which market supplements are offered to Childcare Lawyers has remained the same from 2018 to 2019 at 9%. At 7%, the market supplement rate for Education Lawyers also stood still and Planning Lawyers only saw a reduction from 9% in 2018 to 8% in 2019.

Most other practice areas saw a considerable reduction in supplements. The procurement roles that included supplements fell dramatically from 13% to 3%, the biggest drop. Positions relating to litigation and property also suffered with both dropping by 6 percentage points.

Practice area		Legal Asst or Paralegal	Solicitor	Senior Solicitor	Principal	% of roles with additional financial supplement
Adult Social Services	Min	£22,392	£39,054	£43,931	£46,694	1%
	Max	£26,096	£43,586	£49,505	£53,201	
Children's Services	Min	£22,033	£39,479	£43,768	£51,550	9%
	Max	£24,821	£43,963	£49,057	£54,887	
Education	Min	£23,875*	£40,955	£38,638*	£47,667	7%
Education	Max	£27,205*	£45,171	£48,286*	£51,009	
Employment	Min	£23,448*	£41,199	£43,283*	£54,127	0%
Employment	Max	£25,240*	£46,102	£47,806*	£62,296	
Governance	Min	£21,738*	£41,133	£44,942	£60,447	8%
Governance	Max	£25,564*	£49,154	£51,949	£66,826	
Highways	Min	£19,113*	£37,869	£46,259	£40,266*	7%
	Max	£21,725*	£45,183	£51,368	£43,176*	
Housing/ASB	Min	£28,238	£38,045	£42,690*	£46,756*	2%
	Max	£32,900	£42,889	£47,607*	£49,261*	
Information Law	Min	£24,216*	£39,714	No data	No data	0%
	Max	£27,707*	£49,613	No data	No data	
	Min	£23,049*	£37,982	£43,665*	£46,138*	3%
Licensing	Max	£26,381*	£43,789	£46,272*	£49,091*	
Litigation/ Prosecution	Min	£24,761	£39,395	£44,336	£51,939	3%
	Max	£29,059	£44,313	£47,977	£58,562	
Planning	Min	£19,113*	£39,421	£45,171	£51,419	8%
	Max	£21,725*	£46,259	£49,088	£58,797	
Procurement	Min	£25,885	£38,112	£43,059	£50,725	3%
	Max	£29,897	£44,648	£48,560	£54,900	
Duran	Min	£24,955	£37,722	£44,538	£55,613	4%
Property	Max	£27,765	£44,780	£49,740	£61,929	

*small sample size (<5)

By region

The differential between salaries for lawyers in London and the South-East and the rest of the country is relatively narrow and fell further in 2019, compared to 2018. In the highest paid region, London, qualified lawyers enjoyed salaries of between £40,615 and £46,803 while Qualified Lawyers in the South-West, the lowest paid region this year, saw average salaries at between £34,412 and £41,256, a gap of 16%. In 2018, the difference in average salaries between London and the East Midlands (the lowest paying region in 2018) was 20%.

Contrasting this, the regional differences in the rate at which market supplements were offered for roles presents a less divided picture. With 13% of all jobs advertised in London including a monetary supplement, local government lawyers in the city did receive supplements more often than any other region in 2019, but the East Midlands comes a close second to the capital with 12% of all roles including a supplement.

Levelling the playing field further, the South-East, which in 2018 saw the highest rate of market supplements offered, experienced a substantial 13-point drop from 19% to 6% last year. While the South-East suffered a considerable fall and London remained the same, the rest of the UK received a boost in the number of market supplements offered, including Yorkshire (up 4 points to 8%) and the North-West (up 4 points to 4%).

Region		Legal Asst or Paralegal	Solicitor	Senior Solicitor	Principal Solicitor	Head of Service
East of England	Min	£23,200	£38,796	£32,021	£40,880*	£82,667*
	Max	£26,207	£44,338	£35,342	£57,316*	£82,667*
East Midlands	Min	£22,589	£39,029	£43,635*	No data	No data
	Max	£25,600	£44,026	£49,400*	No data	No data
London	Min	£29,711	£40,615	£47,341	£58,404	£70,697*
(Greater)	Max	£32,912	£46,803	£51,487	£62,855	£70,697*
North-West	Min	£20,414*	£36,627	£44,405	£53,482*	£61,206*
	Max	£22,821*	£41,818	£49,870	£57,975*	£66,145*
South-East	Min	£23,160*	£40,080	£43,748	£53,686	£67,273*
	Max	£28,487*	£46,027	£48,119	£56,598	£71,120*
South-West	Min	£21,354	£34,412	£40,336	£54,612*	£76,435*
	Max	£23,528	£41,256	£44,989	£60,581*	£76,435*
West Midlands	Min	£25,100	£35,713	No data	£46,564*	No data
	Max	£29,881	£42,380	No data	£49,538*	No data
Yorkshire	Min	£20,633*	£38,213	No data	£41,361	No data
TOTKSHITE	Max	£25,088*	£43,480	No data	£44,289	No data
*small sample size (<5)						

Council type		Legal Asst or Paralegal	Solicitor	Senior Solicitor	Principal Solicitor	Head of Service
County	Min	£22,056	£39,948	£41,720	£56,056*	No data
	Max	£24,039	£44,632	£48,896	£60,594*	No data
District	Min	£20,338	£37,163	£41,358	£51,372	£62,024
	Max	£26,554	£42,797	£44,916	£53,853	£64,376
Unitary	Min	£25,059	£38,518	£45,954	£48,198	£73,735
	Max	£28,958	£44,696	£50,104	£52,352	£76,223
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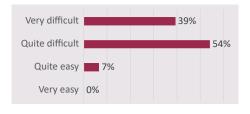
The race for talent

The recruitment market for qualified local government lawyers is the tightest that it has been for years. At a time when council legal teams are busier than ever it is putting a severe strain on legal department management

When Local Government Lawyer first conducted a version of the Legal Department of the Future survey in 2012, problems with recruitment and retention barely registered in the list of challenges facing local government legal departments as they dealt with the effects of the cuts to local authority budgets in the Comprehensive Spending Review (CSR) of 2010.

What a difference seven years makes. In 2019, recruitment and retention has become the biggest single issue facing local authority legal departments as the volume and complexity of legal work increases. The

Fig 1: In general, how easy or difficult is it to hire good lawyers in the present market?



vast majority (87%) of the 76 heads of legal who took part in the survey agreed that the recruitment of qualified staff is "difficult" with 39% describing it as "very difficult". "There is a lack of good lawyers willing to enter the public sector," lamented one head of legal (FIG 1).

The situation is unlikely to improve in the immediate future. Close to half of heads of legal (44%) (FIG 2) expect the

Fig 2: How is this likely to change In the foreseeable future?



recruitment of qualified staff to get harder still in the foreseeable future while none of the respondents to the survey expect it to get easier. As outlined in the first article of *the Legal Department of the Future* report, escalating volumes of work mean that demand for lawyers is to grow further.

Moreover, and in contrast to earlier surveys of legal department management, many legal departments now want to have more experienced senior lawyers in their ranks. In the last *Legal Department of the Future* survey in 2015, the majority of respondents predicted that the number of principal and senior level solicitors would fall, while the proportion of less experienced and, particularly, paralegals would expand. In this year's survey, heads of legal forecast that they will need more (FIG 3) senior lawyers as well as more junior ones. "New work is tending to be complex,

This article was first published in <u>The Legal Department of</u> <u>the Future</u> in November, 2019. Salary statistics have been updated to reflect the figures compiled for 2019.

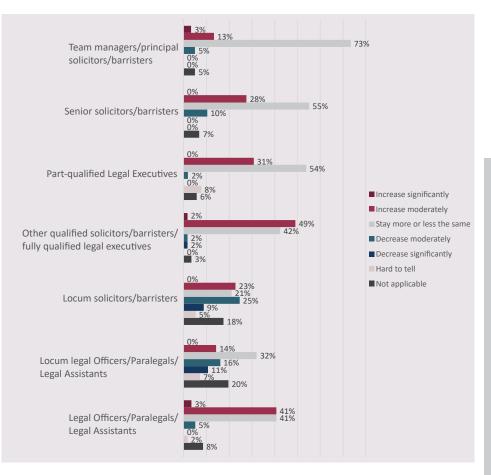




requiring senior practitioners," said one respondent.

Recruitment problems apply to most practice areas but are especially acute in the fields of child protection, adult social care, procurement, planning, regeneration and property as well as litigation and governance, according to Heads of Legal. Lawyers are one of the few occupational groups in local government to have survived with their numbers relatively intact since the Comprehensive Spending Review cut local authority funding in 2010. According to the

Fig 3: Of your lawyers at the following career levels, which do you expect to increase or decrease in numbers in the foreseeable future?



Law Society's Annual Statistics Report 2018, published in August, the number of solicitors in local government was 4409 compared with 4631 in 2010, a fall of 4.7%. In the same period, the number of employees in local government (including police and education) as a whole fell by 27%, according to the Office for National Statistics.

The reasons for the spike in demand for local government lawyers are well documented (see LocalGovernmentLawyer. co.uk/ldotf, p4) but the reasons for the lack of supply more numerous.

Pay is perhaps the most obvious problem for local authorities when it comes to attracting and keeping lawyers. Since the CSR in 2010, local authority staff have had an effective pay freeze which has left average local authority lawyers' pay well behind their peers in private practice and other parts of the public sector. Lawyers in areas such as procurement or planning can earn £80-£100K in a commercial law firm, compared with £35-50K in local government.

Even after the lifting of the public sector pay cap, salary rises for local government lawyers have remained subdued. Average salary figures for 2019, as measured by an analysis of the listings on *Local Government Lawyer's* jobs board *Public Law Jobs*, show that when compared with 2018, average

What do local authority lawyers look for in an employer?

The careers survey asked 420 practising local authority lawyers what they looked for in a potential employer and by some distance, work-life balance and flexibility are the biggest factors in lawyers' choice of employer than either pay or quality of work.

This represents a marked change from the last time this survey was taken in 2015 when pay/pension was the biggest single factor, a recognition of the lack of control that many local authorities have to raise pay and the lack of significant differential between the pay and pension packages offered by different local authorities.

Fortunately, two of the three most important categories – work-life balance and quality of work – are those that local authorities score quite highly on when it comes to employee satisfaction levels. But, as with pay, the question for recruiting local authorities is how to demonstrate they can deliver on these factors better than their rivals (FIG 4). base salaries for in-house local government lawyers increased by 3%, leaving them at an average for qualified lawyers of between £38,868 - £44,644.

This is despite a rise in the number of vacancies and a tightening job market in both public sector legal and in the profession generally.

Pension provision for local authorities has also become less generous than it was although local authority defined benefit pensions are still more attractive than most schemes found in the private sector, where defined benefit schemes are almost impossible to find. Estimations of the compatible value of public sector pensions vary, but research by the National Institute for Economic and Social Research in 2016 (Workplace Pensions and Remuneration in the Public and Private Sectors in the UK by Jonathan Cribb and Carl Emmerson) found that the immediate monetary value of a public sector pension equated to 14% of salary, compared with less than 3% in the private sector.

This suggests that, for comparison purposes, an additional 11% should be added to public sector salaries to reflect the enhanced pension provision offered by local authorities although the additional value of the certainty provided by 'defined benefit' public sector pensions over the 'defined contribution' schemes almost universally offered by the private sector is more difficult to calculate.

The use of 'market supplements' and similarly-worded additional payments rose

significantly, from 4% of all roles advertised on the *Public Law Jobs* website in 2017 to 12% in 2018, but fell back last year to 7%. They are most prevalent amongst councils in London, where 13% of vacancies advertised included an additional payment of some description. However, these do not appear to be a panacea for councils with recruitment problems – these are often not guaranteed indefinitely for successful candidates and, as was pointed out by a number of respondents to the careers section of the survey, can lead to resentment amongst existing staff.

Even with market supplements and the pension advantages, public sector pay freezes have left local authority lawyer salary packages some distance behind those offered to those with similar postqualification experience in private practice. Moreover, the lack of significant differential between pay and other benefits offered by individual local authorities means that there is little incentive to move jobs for financial reasons.

The structure of most legal departments means that promotion – and higher pay – is often only open to those prepared to take on management responsibility. There is little financial reward for developing technical expertise. Consequently, in the more indemand disciplines, experienced lawyers can also earn significantly more by working as a locum than permanent staff, despite the effect of the IR35 changes to the tax status of locum lawyers which deemed many to be 'employees' for taxation purposes rather

Fig 4: What are the THREE most important factors in deciding where you work? (Please rank in order)

	% of answers in top three	% of first choice answers	% of second choice answers	% of third choice answers
Work-life balance	68%	33%	18%	17%
Quality and type of work available	53%	22%	15%	16%
Pay/pension	50%	14%	20%	16%
Location	41%	16%	14%	11%
Culture and collegiality	22%	5%	6%	11%
Job security	18%	2%	8%	8%
Career prospects	14%	2%	9%	3%
Reputation of the authority as a whole	10%	2%	3%	5%
Leadership of the department	6%	1%	2%	3%
Affinity to area/community	6%	1%	3%	2%
Reputation of the legal department	5%	1%	1%	3%
Commitment to innovative practice (e.g. trading services)	3%	0%	1%	2%
Size of department	1%	0%	1%	1%
Structure of department (e.g. whether a shared service or not)	1%	0%	0%	1%



Fig 7: What difference has the imposition of IR35 on locum solicitors made to your use of locums?



than contactors. According to respondents to the heads of legal survey, the imposition of IR35 has not dented the use of locum lawyers by local authorities, only made it more expensive (FIG 7).

The lack of supply has been exacerbated by local authorities cutting back on training contracts in recent years. The current pool of in-house solicitors in local government is around 4500, yet there were only an average of 83 new training contracts per year over the three years to 2017, according to the Law Society.

As the age profile of solicitors in local

government is quite high compared to the legal profession as a whole, this in-flow of trainees is inadequate to compensate for those leaving or retiring.

This gap has always existed to some extent but in the past, it was made up by hiring junior lawyers from private practice – a source which is less fertile than it once was and not just for financial reasons, as one head of legal told the survey: "The key perception that I've had to overcome [with lawyers from private practice] is that to move into local government is to prevent a

Fig 8: In general, how easy or difficult is it to hire lawyers from private practice in the present market?



move elsewhere in the future."

Additionally, as another respondent pointed out, while local government still offers better flexible working opportunities than private practice firms, many of the latter have made significant strides in improving the work-life balance of their staff, reducing the clear advantage that local government once enjoyed. Consequently, 81% of heads of legal said that they found it difficult to recruit from private practice (FIG 8). "You need to find someone who wants a different lifestyle and/or better pension in exchange for reduced salary and status," commented one.

Fighting back in the war for talent

There is widespread acceptance that the number of training contracts in the local authority legal departments – which rose to 96 in 2017/18 – needs to increase significantly and, to this end, the Lawyers in Local Government Group (LLG) is formulating a new national campaign aimed at encouraging graduates to apply for training contracts.

There is also some recognition that a career path needs to be available once

Ask not what your staff can do for you...

One of the questions in the last year's Survey asked what steps could your employer take to improve the working environment for you? Offhand comments ranged from the light-hearted ("Move the busker on from outside our office") to the angry ("Listen !!") but in reading the more considered responses a clear set of requests begin to emerge.

Nobody is demanding trendy offices with bars, ping pong tables and bean bags dotted about the work floor. Local government lawyers responding to our survey have their eyes set on more conservative changes to the office environment. In particular, many suggested that the adoption of open-plan offices has led to "crowded" and "noisy" spaces which hinder the focus needed for legal work. Break out spaces that would offer quiet areas for working are suggested here but still, the chorus of lawyers wishing to get rid of "horrid" open-plan offices overpowers the compromising voices.

Hot desking appears to be causing issues in the office environment too. One respondent noted that "tensions rise over territorial claims" with staff claiming certain desks for themselves. Many would prefer their own desk but where hot-desking is not likely to go away, some respondents suggested that a solution could lie in increasing the number of desks available.

If increasing desk space is not possible, one commenter said that an "increase [in] working from home flexibility" was essential.

For most councils short on desk space, the viability of hot desking is dependent on a successful flexible working scheme. But flexible working is not only seen as a solution to the lack of workspace in council offices; where flexible working is being implemented, our respondents hailed their ability to work from home and choose their hours as an important counter to the pay sacrifices necessary for working in local government:

"My employer offers good flexible working to make up for the fact pay increases are unlikely and we do not get bonuses. They need to maintain this flexible working arrangement."

The ability to work from home and choose your hours is slowly becoming commonplace in local government, but still, three-quarters of those referencing flexible work are still waiting for it to be implemented at their councils with a lack of IT often cited as the primary barrier.

Finally, the number of comments calling for better administrative support have shot up since the last time this survey was conducted in 2015 and gripes over the lack of support staff and facilities were amongst the most prevalent in this year's survey. In return, many suggest, the productivity benefits would outweigh the cost.

that contract is completed. In contrast to most law firms, it remains common for local authority trainees to have to find a role elsewhere at the end of their training period. This puts local authorities at a distinct disadvantage with private practice where the trainee retention rate is a key metric when trying to attract law students.

Legal apprenticeships, in which A-level students or graduates join an employer without going to law school and work towards their qualification through the legal executive route are also growing in number but neither address the more immediate problem of finding experienced staff.

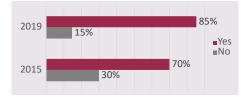
In the meantime, unless the funds can be found to bring qualified salaries closer to their private practice counterparts, the recruitment crisis faced by local authorities shows little sign of abating.

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The benefits of being busy

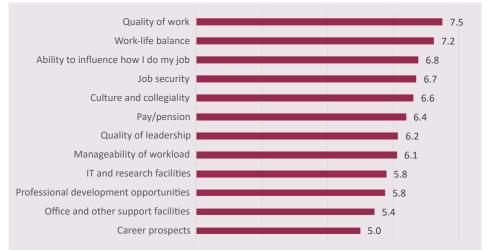
Most local authority lawyers enjoy their jobs. Eight-five per cent of the 420 local government lawyers that took part in *The Legal Department of the Future* survey in 2019 (www.localgovernmentlawyer.co.uk/ ldotf) would recommend a career in local government law (FIG 1) and 83% would recommend their own department as a place to work.

Fig 1: Would you recommend local government law as a career?



These figures represent a significant improvement on the scores from the previous *Legal Department of the Future* survey in 2015, when the average ratings for recommending your career and recommending your employer were 70% and 72% respectively: still reasonably healthy but some way off 2019's figures.

They also compare very favourably with other professions. According to the 2019 version of the Chartered Institute of Personnel and Development's (CIPD) Employee Outlook, just 69% of all workers were satisfied with their jobs. Local government lawyers also express higher levels of job satisfaction than teachers (69%, according to the OECD Teaching and Learning International Survey), doctors (83%, Medscape.com UK Doctors' Salary and Satisfaction Report 2019), management Fig 2: On a scale of 1-10 (with 10 being most satisfied), how satisfied are you with the following aspects of your employment?



accountants (76% of AAT members) while 59% of social workers are planning to leave their jobs in the next 18 months, according to research by Bath Spa University (UK Social Workers: Working Conditions and Wellbeing) published in August last year.

They also do well compared to lawyers in other parts of the profession, according to research conducted last year by recruitment site CV-Library, which found that 50% of lawyers were unhappy with their current jobs with the biggest gripes being "feeling undervalued"(61%), "not being in the role they want" (60%), "being bored" (41%) and "poor company culture" (40%).

So why are local government lawyers apparently noticeably happier than they were four years ago? One answer is that many are less concerned about redundancy than they were. Looking at the ratings for satisfaction with specific aspects of their work (FIG 2), the respondents this year scored, on average, their happiness with work 0.5 higher (out of 10) than they did in 2015. However, satisfaction with job security jumped from an average rating of 5.4 in 2015 to 6.7 this year, the biggest rise of any of the 12 categories in the question.

The next biggest risers are career prospects, up by 0.7 (albeit from a low base), the 'ability to influence how I do my job' (up from 6.2 to 6.8), work-life balance (up from 6.7 to 7.2) and quality of work up (up 0.4 to 7.5). The only key aspect of lawyers' working lives that has not shown much improvement is pay/pension, up just 0.1 to 6.4.

However, four key categories remain below a 'satisfactory' score of 6 out of

10 – IT and research facilities, professional development opportunities, office and support facilities and, last of all, career prospects.

The survey also asked lawyers what they thought the best and worst aspects of working for local government were. Although this was asked as an open question rather than multiple choice, by grouping similar comments together we have created the statistical charts on these pages (FIG 2 and FIG 3).

When it comes to the best aspects of working in local government, two factors stand out – flexibility/work-life balance and the quality and variety of work provided, which were mentioned by a little over (54%) and a little under (44%) one-half of respondents respectively.

"The work/life balance is generally better than any other legal sector," one lawyer told the survey. "The quality of work, particularly for junior lawyers, is far beyond what any other sector can offer."

Strong secondary reasons for working in local government are the public service aspect of the role and the culture and collegiality of their teams, mentioned by approximately one-fifth of lawyers who took part in the survey.

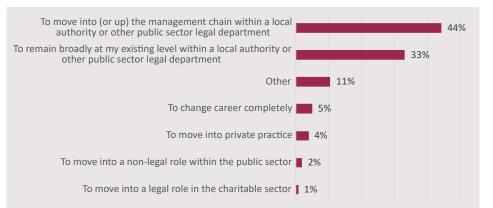
"I like knowing that I am working for the public," said one respondent. "We work on a huge range of projects that serve many different people, and it is great to know that I have a small part in it. I used to work in the private sector and the change from working for profit only, to working for the good of everyone, is one of the best parts of my work."

By contrast, the list of pet hates about working in local government is more diverse, although the lack of funding experienced by local government in recent years is a common theme.

Given the pay freeze over the past decade, pay is unsurprisingly an issue (mentioned by 26%), but the biggest single complaint relates to a lack of resources and support to enable lawyers to do their jobs to the best of their ability.

"Support staff are now extremely thin on the ground which makes life very stressful and work inefficient and everything that





hasn't already actually fallen apart feels as though it is just about to," said one lawyer.

Other factors to gain significant mentions include a lack of career prospects and poor leadership, although a number of comments suggested that there was relatively little that legal department management could do to alleviate some of the problems that they face.

Up or out?

Despite the gripes and ongoing resource issues in local government, it is clear that morale in general has improved. One effect of this, compared to the last *Legal Department of the Future* survey in 2015, is that a greater proportion of local government lawyers want to stay in local government and a greater proportion of them want to move up the career ladder too. In 2015, when asked what their main career ambition was, 32% of local government lawyers said that their future careers lay outside local government.

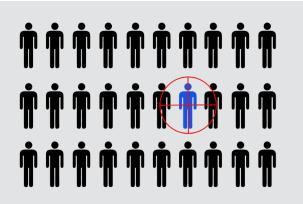
This time around (FIG 4), this proportion has dropped to 23% and of those that intend to remain in the sector, the majority say that they would like to move into (or further up) the management ranks rather than remain in their present pay grades.

Meeting these career demands will not be any easier for legal department management. The growth of shared services has reduced the number of more senior roles available as has the relegation of the monitoring officer role down the corporate hierarchy at many councils. As a result, while improved from earlier surveys, local government lawyers' satisfaction with their career prospects remain pretty low at just 5 out of 10. The phrase "dead man's shoes" crops up frequently in the open-ended comments.

Meeting lawyers' career ambitions is perhaps a different management headache to those faced in the past few years, but one that is probably preferable to managing a demotivated workforce.

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- Banner (300x100) at top of Featured Jobs section of home, news and careers pages
- Skyscraper ad (160x400px) on email newsletter

Premium Plus- £1,650 + VAT

- As Premium (above) plus:
- Exclusive header banner (up to 728x90px) on Public Law Jobs website
- Large Banner at top of *Local Government Lawyer* and *Public Law Today* home pages
- Expanded Dropdown Banner (displays on mouseover)
- Bespoke Google Ads, Facebook and Twitter campaign

Multiple Postings

Significant per unit discounts can be applied to multiple postings booked at the same time, utilising a blend of the options above. Please call or email for a tailored quote.

Annual Contracts

Annual unlimited packages are also available for individual public bodies, shared services and law firms which provide great value-for-money fixed budget recruitment advertising. Rates are calculated according to organisation size and anticipated use. Please call or email for a tailored quote.

