



Legal IT Salary & Skills Report

Mid-2026 Market View

UK law firm technology benchmark based on 900+ Legal IT datapoints, covering remuneration, scarce skills, platform change and selected contractor day rates.

The 2026 Legal IT hiring market is tightening around complexity, not volume.

Fastest-rising role families

Data, AI enablement and specialist legal platforms

Salary movement vs 2025:

+6-12%

Fastest-emerging skills clusters

AI governance, data readiness and integration

Hiring-demand signal vs 2025:

+15-30%

Widest London premium

Architecture, platforms and transformation

London premium vs regional equivalents:

+20-35%

Widest firm-complexity premium

Leadership, architecture and specialist platforms

International-firm premium vs regional baseline:

+25-50%

All-in-one briefs are hardest to fill

Platform ownership, business change and technical delivery rarely sit neatly in one role.

AI hiring is adoption-led

Demand sits around governance, workflow integration and user enablement, not pure AI engineering.

Premiums follow complexity

London separation is clearest in architecture, cyber, specialist platforms and transformation delivery.

Mis-scoped roles delay hiring

Applications, data and platform searches often stall before candidate shortage is the real issue.

Platform programmes drive project demand

DMS, PMS and workflow change are increasing migration, integration and implementation requirements.

Contract works best for temporary demand

Interim hiring is most defensible for transformation bandwidth, not long-term BAU ownership.

Practical implications

For HR and Talent: most hiring delays come from misaligned scope, title and salary. Early calibration matters more than process repair after launch.

For IT leadership: budget against ownership level, integration responsibility and delivery complexity - not legacy job titles alone.

Legal IT Capabilities - Build, Buy, Borrow or Train

Planning principle: own long-term capability; borrow short-term delivery.

Build internally	Buy permanently	Borrow temporarily	Train and expand
DMS / PMS ownership	Legal-platform specialists	DMS / PMS migration specialists	AI adoption & governance
Intake / conflicts platforms	Cyber & identity leadership	Workflow implementation support	Document automation skills
Data & reporting ownership	Architecture & integration specialists	Programme delivery capacity	Power BI & reporting literacy
Knowledge / search optimisation	DMS / Workflow specialists	Remediation & upgrade support	Cross-platform administration
Product ownership	Data, BI & integration specialists	Specialist implementation expertise	Workflow adoption & change
Training & adoption ownership	IT training / adoption specialists	Floorwalking & rollout support	Legal technology training

Where firms go wrong

Hiring decisions often confuse long-term ownership with short-term delivery capacity - leading to permanent hires for project work, or contractors used where ownership is missing.

Hiring implication

AI briefs misfire when the role is defined by the technology before the operating problem. The strongest briefs start with governance, knowledge quality, data readiness, workflow integration, adoption or product direction.

What this means in Legal IT

The issue is rarely “find us an AI person”. The friction usually comes from unclear ownership between IT, knowledge, innovation, data, risk and training. Titles vary, but the underlying requirement is usually governance, workflow adoption or product ownership.

The market signal

AI adoption is moving faster than governance, integration and measurement. Thomson Reuters reports GenAI organisational use has nearly doubled to 40%, while only 18% track ROI. Clio’s 2026 UK & Ireland Legal Insights Report found 89% of legal professionals use AI tools, but only 27% of firms have embedded AI widely. 37% cite workflow integration as the leading barrier to realising value.

Hiring implication

Cyber briefs should define the ownership layer as clearly as the technical stack: what the role owns, what remains outsourced, and where decision authority sits. If the role owns resilience, it needs authority over the decisions that shape it.

What this means in Legal IT

Cyber searches usually stall when firms hire for tool coverage but under-scope accountability. Law firms need technical security depth, but also clear ownership across identity, information-governance systems, supplier risk, remediation, resilience planning and recovery.

The market signal

Cyber is now an operational-resilience issue, not only a security issue. PwC's 2025 Law Firm Survey found 92% of Top 100 firms are concerned about cyber risk, up from 89% in 2024. PwC also identifies cyber as the top threat to Top 100 law-firm ambitions.

Where Legal IT Searches Stall

Hardest roles to hire

- Security Architect
- DMS / Cloud Platform Specialist
- Integration Specialist
- Data Architect
- ShareDo Specialist
- AI Adoption / Knowledge Specialist

Hiring stage	Common issue	Typical fix
Initial shortlist	Too much platform breadth for the band	Narrow the scope or re-band the role
Interview process	Slow decisions and stakeholder drift	Confirm decision owners before launch.
Offer stage	Counteroffers and title / scope mismatch	Align title, scope and salary early
Final acceptance	Hybrid expectations and progression concerns	Clarify flexibility, progression and role purpose upfront

Key pattern

Search difficulty is rarely candidate shortage alone. Roles stall when title, scope, salary and decision process describe different jobs to different stakeholders.

What Makes Scarce Legal IT Candidates Move?

Decision factor	What usually matters in legal IT
Scope clarity	Clear ownership & realistic breadth; avoid vague 'everything' roles
Platform direction	Visible investment in core systems, not just patching legacy
Decision access	Line-of-sight to decision-makers, not hidden under layers
Hybrid expectation	Practical, consistent work-from-home expectations
Progression	Defined career path (ownership, architecture, leadership)
Process quality	Fast feedback and no unnecessary steps

Hiring implication

Salary opens the conversation; role credibility determines whether scarce candidates engage or accept.

The market signal

UK tech vacancies dipped under 700k in early 2026, but specialist IT demand (AI, data, cybersecurity) remains high. Indeed data shows 85% of UK hybrid IT roles now require ≥ 2 days in office.

When regional benchmarking works - and when it misleads

Highest London premium	Why it happens
Leadership and Strategy	Larger teams, budgets and international scope
Specialist Platforms	Scarce legal-platform depth and migration exposure
Cyber and Architecture	Risk ownership, resilience and technical complexity

London pulls furthest ahead in senior, specialist and transformation-led roles

Most regionally compressed	Why it happens
Support and EUC	More comparable role scope across regions
Infrastructure Operations	Less variation where work is BAU-led
PMO and Delivery	Moderate spread unless tied to major transformation

Regional bands stay closest in more operationally consistent roles

Most variable families	Why it happens
Data and AI	Immature titles and inconsistent ownership models
Specialist Platforms	Admin, engineering and transformation roles often share similar titles
Cyber and Architecture	Salary depends heavily on ownership level and firm complexity

Use caution: identical titles can hide scope differences

Practical takeaway
Regional comparison works best for operational roles. For leadership, architecture, cyber, data, AI and specialist-platform hiring, peer group and role scope often matter more than location.

Source mix

900+ Legal IT datapoints, collected Jan-Jun 2026, from candidate salary conversations, live vacancies, recent hiring processes, contractor engagements, market mapping and direct law-firm discussions. Bands are triangulated across candidate expectations and employer-side hiring activity. Thin-sample or more variable roles carry lower confidence ratings.

External reference points include PwC, Thomson Reuters, Clio and Indeed.

Reading the salary bands

Bands are starting points, not ceilings. Broader scope, leadership, architecture, migration, integration or supplier/vendor ownership may justify a higher or adjacent benchmark. Figures are base salary only and exclude bonuses, benefits and exceptional outliers.

Contractor day rates

Indicative market ranges only, shown separately from permanent salaries.

Role classification

Role families take priority over inconsistent titles. Thin-sample or bespoke roles are grouped or suppressed, not estimated.

Firm-complexity premium

Firm complexity is a separate layer of uplift. Consult page 20 for example multipliers.

Confidence	Meaning
A	Strong sample consistency; high market visibility
B	Directional confidence; moderate sample depth
C	Limited sample size; higher market variance

Using the Benchmarks in Live Hiring

Legal IT titles are not used consistently across firms. Before applying a salary band, benchmark the role by scope, ownership and complexity - not title alone.

Internal title	Likely benchmark area	Move higher in the band when the role includes...
Applications / Legal Systems	DMS, PMS, Workflow, CRM, Risk/Intake or Applications Specialist	Product ownership, configuration, integration, migration, supplier management or business change.
DMS / PMS / Workflow	Specialist Platform or Workflow / Automation benchmark	Cloud migration, roadmap ownership, platform depth, process design or implementation delivery.
IT Training / Adoption	IT Trainer, Legal Applications Trainer or Digital Adoption Specialist	Rollout ownership, floorwalking, stakeholder engagement, change activity or AI/tool adoption.
Data / BI / Reporting	BI Analyst, BI Developer, Data Engineer or Data Architect	SQL, data modelling, integration, data quality, reporting governance or architecture.
Cyber / Risk / IG	Security Engineer, Identity Specialist or Information Security Manager	Identity ownership, supplier risk, remediation, resilience, governance or security leadership.

Rule of thumb: premiums appear when legal-platform knowledge is combined with ownership, integration, migration, cyber risk, data, AI adoption, supplier management, business change or transformation delivery.

Benchmarking warning: mixed-scope roles fail when firms price them as administration but describe them as ownership, integration or transformation.

Applications and Legal-Platform Specialists Benchmark

Role	London	South East	South West	Midlands	North	Scotland	Confidence
DMS / Content Platform Specialist*	£70-95k	£60-80k	£55-70k	£55-75k	£55-75k	£55-75k	A
PMS / Finance Systems Specialist*	£70-90k	£60-78k	£55-70k	£55-75k	£55-75k	£55-72k	A/B
Workflow / Case Platform Specialist*	£75-100k	£65-85k	£55-75k	£60-80k	£60-80k	£58-78k	B
CRM / BD Systems Specialist	£55-75k	£50-65k	£45-58k	£45-60k	£45-60k	£45-60k	B
Knowledge / Enterprise Search Specialist	£60-85k	£55-72k	£50-65k	£50-68k	£50-68k	£50-65k	B
Risk / Intake / Conflicts Platform Specialist	£55-75k	£50-65k	£45-60k	£45-60k	£45-62k	£45-60k	B/C

*Grouped titles include support, administration, engineering, implementation and ownership variants where responsibilities overlap.

Benchmark note

Platform titles vary significantly between firms. Scarcity is strongest where legal-platform depth combines with integration, migration, workflow or business-facing ownership.

IT Training, Adoption and User Enablement Benchmark

Role	London	South East	South West	Midlands	North	Scotland	Confidence
IT Trainer / Legal Technology Trainer	£45-60k	£40-52k	£35-45k	£37-48k	£37-48k	£35-46k	B
Senior IT Trainer / Digital Adoption Specialist*	£55-75k	£48-65k	£42-55k	£45-60k	£45-60k	£42-58k	B
Legal Applications Trainer*	£55-78k	£48-65k	£42-55k	£45-60k	£45-60k	£42-58k	B
Training and Change Analyst*	£50-70k	£45-60k	£40-52k	£42-55k	£42-55k	£40-52k	B/C
IT Training Manager / Digital Adoption Lead*	£65-90k	£55-75k	£48-62k	£52-68k	£52-68k	£50-65k	B
AI Adoption / Legal Tech Enablement Specialist*	£65-90k	£58-75k	£50-65k	£52-70k	£52-70k	£50-68k	C

*Grouped where training, adoption, applications, knowledge, change and enablement responsibilities overlap.

Benchmark note

Training roles increasingly sit between IT, applications, knowledge and change. Upper-range roles usually include rollout ownership, stakeholder management, floorwalking, digital adoption or approved-tool enablement - not just classroom delivery.

Infrastructure, Cloud and Architecture Benchmark

Role	London	South East	South West	Midlands	North	Scotland	Confidence
Infrastructure Engineer	£48-62k	£42-55k	£38-50k	£40-52k	£38-50k	£38-50k	A
Senior Infrastructure Engineer	£60-75k	£52-65k	£47-58k	£50-62k	£48-60k	£48-60k	A
Network Engineer	£50-68k	£45-58k	£40-52k	£42-55k	£40-55k	£40-55k	A/B
Cloud Platform Engineer	£65-85k	£58-75k	£52-65k	£55-70k	£55-70k	£52-68k	A/B
Senior Cloud Engineer	£75-95k	£65-82k	£58-72k	£60-78k	£60-78k	£58-75k	A/B
Infrastructure / Cloud Architect	£90-120k	£75-100k	£65-85k	£70-90k	£70-90k	£68-88k	B
Infrastructure Manager	£75-95k	£65-85k	£58-75k	£60-80k	£60-80k	£58-78k	A/B

Benchmark note

Regional spread is widest in architecture, senior cloud and platform roles, especially where responsibilities cover DMS/PMS hosting, M365, identity, uptime, security, vendor integration or international operations.

Cyber, Risk and Information Governance Benchmark

Role	London	South East	South West	Midlands	North	Scotland	Confidence
Security Engineer	£60-80k	£52-68k	£48-62k	£50-65k	£50-65k	£48-62k	A/B
Senior Security Engineer	£75-95k	£65-82k	£58-72k	£60-78k	£60-78k	£58-75k	A/B
Security Architect	£95-130k	£80-105k	£70-90k	£75-100k	£75-100k	£72-95k	B
Information Security Manager	£80-110k	£70-90k	£60-78k	£65-85k	£65-85k	£62-82k	A/B
Identity and Access Specialist*	£65-90k	£58-75k	£50-65k	£55-70k	£55-70k	£52-68k	B
Information Governance Systems Analyst*	£55-75k	£50-65k	£45-58k	£45-60k	£45-60k	£45-60k	B/C
Email / Endpoint Security Specialist*	£55-75k	£50-65k	£45-58k	£48-62k	£48-62k	£45-60k	B/C

*Grouped or thin-sample benchmark row.

Benchmark note

Security monitoring, remediation and short-term architecture work are often outsourced or contracted. Permanent hiring is more common for governance ownership, identity management, operational security leadership and legal-sector risk context.

Data, BI, AI and Integration Benchmark

Role / grouped title	London	South East	South West	Midlands	North	Scotland	Confidence
BI / Reporting Analyst	£45-60k	£40-52k	£35-45k	£38-48k	£38-48k	£36-46k	A/B
BI Developer / Power BI Developer*	£60-80k	£52-68k	£45-60k	£48-62k	£48-62k	£45-60k	B
Data Engineer	£70-95k	£60-80k	£52-70k	£55-75k	£55-75k	£52-72k	B
Data Architect	£90-125k	£75-100k	£65-85k	£70-92k	£70-92k	£68-90k	B
Integration and Data Specialist*	£70-95k	£60-80k	£52-70k	£55-75k	£55-75k	£52-72k	B
AI Product / Adoption Lead*	£80-110k	£70-90k	£60-78k	£65-85k	£65-85k	£62-82k	C
Knowledge and AI Specialist*	£65-90k	£58-75k	£50-65k	£52-68k	£52-68k	£50-65k	C

*Grouped or thin-sample benchmark row.

Benchmark note

Here, integration means data movement, reporting flows, middleware and interoperability across PMS, DMS, finance, workflow and reporting environments. AI rows refer to product, data, workflow and adoption ownership, not pure training delivery.

Development, Automation and Platform-Extension Benchmark

Role / grouped title	London	South East	South West	Midlands	North	Scotland	Confidence
Applications Developer / Senior Developer*	£60-85k	£52-70k	£45-60k	£48-65k	£48-65k	£45-62k	A/B
Workflow / Automation Developer*	£65-90k	£55-75k	£50-65k	£52-70k	£52-70k	£50-68k	B
Low-Code Platform Specialist*	£60-85k	£52-70k	£45-62k	£48-65k	£48-65k	£45-62k	B/C
Legal Workflow / Automation Developer	£65-90k	£55-75k	£50-65k	£52-70k	£52-70k	£52-68k	B/C
Integration Developer	£65-90k	£55-75k	£50-65k	£52-70k	£52-70k	£50-68k	B
API / Integration Specialist*	£70-95k	£60-80k	£52-70k	£55-75k	£55-75k	£52-72k	B
Legal Applications Technical Consultant*	£65-90k	£55-75k	£50-65k	£52-70k	£52-70k	£50-68k	B/C

*Grouped or thin-sample benchmark row.

Benchmark note

Workflow and automation roles cover build and extension work; document automation is more template, drafting and document-production focused. Hiring is strongest where development extends legal platforms rather than standalone software engineering.

Support and End-User Computing Benchmark

Role / grouped seniority	London	South East	South West	Midlands	North	Scotland	Confidence
1st Line / Service Desk Analyst	£28-36k	£26-34k	£24-30k	£25-32k	£25-32k	£24-31k	A
Senior Service Desk / 2nd Line Analyst*	£35-45k	£32-42k	£28-36k	£30-38k	£30-38k	£28-36k	A
3rd Line / Senior Support Engineer*	£48-60k	£42-55k	£38-48k	£40-52k	£40-52k	£38-50k	A/B
Workplace / M365 / EUC Engineer*	£50-65k	£45-58k	£40-52k	£42-55k	£42-55k	£40-52k	B
Support Team Lead	£45-58k	£40-52k	£35-45k	£38-48k	£38-48k	£36-46k	A/B
Service Desk Manager	£55-75k	£48-65k	£42-55k	£45-60k	£45-60k	£42-58k	A/B

*Grouped where operational scope, seniority and title usage overlap.

Benchmark note

Support and EUC are more regionally compressed than specialist platform, cyber or architecture roles. Upper-range law-firm support salaries usually reflect fee-earner intensity, office presence, global hours, M365 ownership or floor support.

Leadership, PMO and Transformation Benchmark

Role	London	South East	South West	Midlands	North	Scotland	Confidence
CIO / CTO*	£140-200k	£120-160k	£100-140k	£110-150k	£110-155k	£105-150k	B
IT Director / Head of IT*	£95-140k	£80-115k	£70-95k	£75-105k	£75-105k	£72-100k	A/B
Head of Infrastructure / Applications*	£85-120k	£75-100k	£65-85k	£70-95k	£70-95k	£68-90k	A/B
Programme Manager	£85-115k	£75-95k	£65-85k	£70-90k	£70-90k	£68-88k	A/B
Senior Project Manager	£70-90k	£62-78k	£55-68k	£58-72k	£58-75k	£55-70k	A
Project Manager / PMO Manager*	£55-75k	£50-65k	£45-58k	£48-62k	£48-62k	£45-60k	A/B

*Grouped where title, budget ownership, team size or operational scope vary materially between firms.

Benchmark note

Leadership titles are not consistently aligned across law firms. Budget ownership, international scope, team size and operational complexity often explain more salary variance than title alone. Exceptional international-scope packages may sit above range.

Firm Complexity Premium and Peer-Group Distortion

Role family	Regional firm baseline	National firm uplift	International firm uplift
Leadership and Strategy	1.00x	1.10–1.20x	1.25–1.45x
Architecture and Cloud	1.00x	1.10–1.20x	1.20–1.40x
Specialist Platforms	1.00x	1.10–1.25x	1.25–1.50x
Cyber and Risk	1.00x	1.10–1.20x	1.20–1.40x
Data and AI	1.00x	1.10–1.20x	1.20–1.35x
PMO and Transformation	1.00x	1.05–1.15x	1.10–1.25x
Support and EUC	1.00x	1.05–1.10x	1.10–1.20x

Example

A £90k regional architecture benchmark may become **£108k-£126k** in an international-firm context using a 1.20-1.40x uplift.

Benchmark note

Peer-group distortion happens when comparing roles at firms of different scale. Leadership, architecture and platform roles in international firms often command a premium. A firm in Region X may pay more than a larger city firm for the same title.

Selected Contractor Benchmark

Role	Typical day rate	Contract most common when...
Programme Manager	£750-£950	Large transformation or migration programmes are active
Senior Project Manager	£550-£750	Fixed-term delivery capability is required rapidly
DMS Migration Consultant	£700-£950	Cloud DMS rollout or content migration accelerates
Infrastructure / Cloud Architect	£750-£1,000	Hosting or operational-modernisation projects expand
Security Architect	£800-£1,100	Audit remediation or resilience programmes require specialist expertise
Integration Specialist	£650-£900	Cross-platform integration delivery becomes time-critical
ShareDo Consultant*	£700-£950	Workflow and case-management implementation enters delivery phase
BI / Data Consultant	£550-£800	Reporting, dashboard or integration projects intensify

*Grouped where platform-specific samples remain narrow.

Benchmark note

Indicative day rates reflect typical Legal IT contractor positioning, not surge pricing. IR35 status, urgency and engagement structure materially affect value. Where the need is specialist delivery, transformation bandwidth or migration expertise, a contract comparison is usually more useful than forcing a permanent benchmark.

If any of the benchmarks raise questions about a current or upcoming Legal IT hire, I'm happy to give a straight external view on whether the role looks correctly scoped, realistically banded, or likely to struggle in the current market.

The most useful context is usually the title, salary range, location, hybrid expectation and 4–5 core responsibilities.

- ✓ Benchmark a role before launch
- ✓ Sense-check salary, title and scope alignment
- ✓ Review a job specification for market risks
- ✓ Compare regional or firm-complexity positioning

About Coaction Recruitment

Coaction Recruitment specialises in IT recruitment for UK law firms across permanent and contract hiring.

Our approach starts with calibration. Before searching the market, we work to understand the role, the likely candidate pool, how the opportunity should be positioned, and where the brief risks losing good candidates.

Once the role is correctly scoped and positioned, we combine direct candidate mapping, headhunting, advertising and network-led search to give firms a clear view of the available market - not just the candidates actively applying.

The aim is simple: better role definition, stronger candidate coverage and fewer avoidable hiring failures.



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