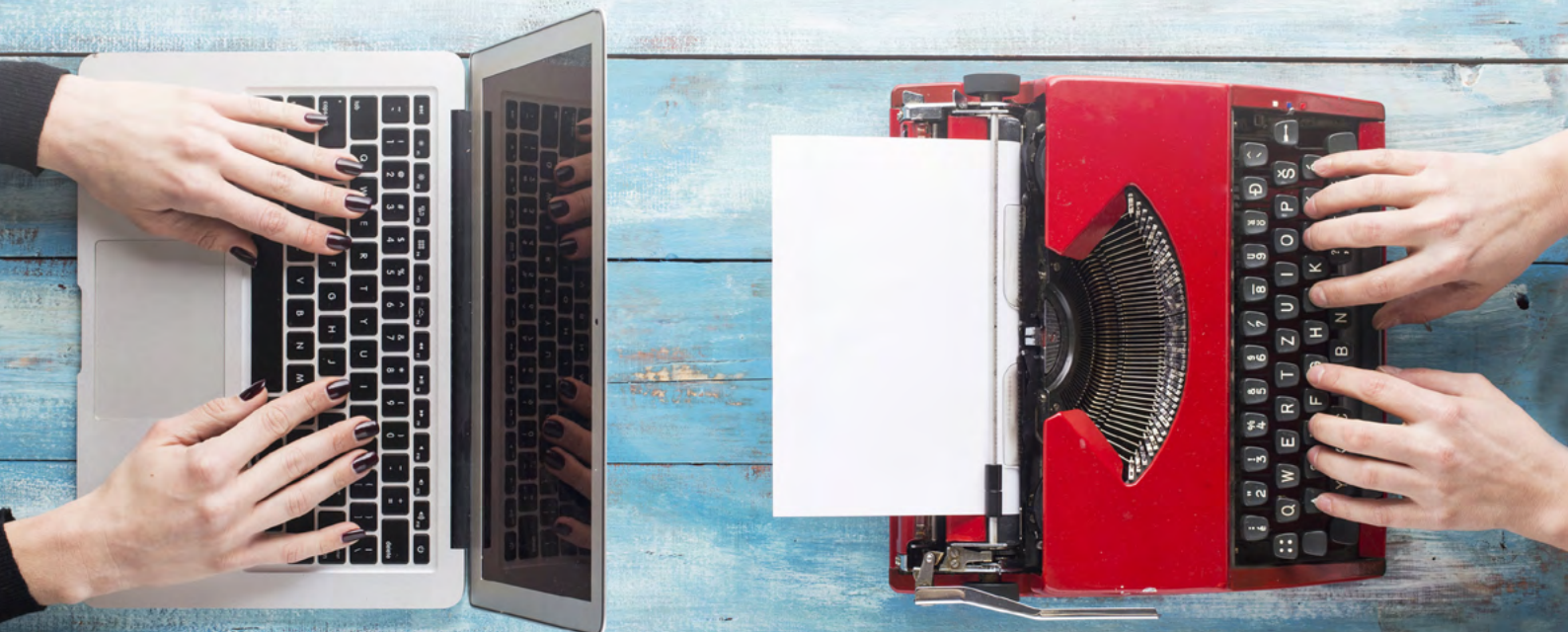


Advancing together

RULE OF LAW UPDATES AND PERSPECTIVES



Advancing together

RULE OF LAW UPDATES AND PERSPECTIVES

LexisNexis® Capital Monitor's editorial team prepares the Advancing Together, Rule of Law Updates and Perspectives from the Asia Pacific bulletin. The team is located in the Press Gallery of Parliament House, Canberra.

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ANTOANETA DIMITROVA
HEAD OF CURRENT AWARENESS
LexisNexis Pacific

A message from Antoaneta

Hello, and welcome to the December edition of Advancing Together.

As we turn a corner with another challenging year in the rear-view mirror, now may be a good time to review all the ways we've worked to advance the rule of law in our corner of the world in the last 12 months.


First and foremost, LexisNexis was one of four major partners for the [Human Rights and Technology project](#), led by the Australian Human Rights Commission, to explore ways in which technology could both promote and inhibit human rights and how responsible innovation methods could be deployed to achieve positive outcomes. While the [Final Report](#) for the project was tabled in the Australian Parliament in May 2021, Myfanwy Wallwork, Executive General Manager, Regulatory Compliance Global, is currently setting up a podcast series to look at practical ways the report's recommendations can be implemented, as well as to explore implications for the legal & compliance profession.

2021 was also the year LexisNexis partnered with the Republic of Nauru Department of Justice and Border Control to successfully consolidate and publish more than 180 principal instruments covering 100 years of legislative change. The laws of Nauru consolidation project, led by Jenny Williams, Director, Editorial Operations, is the second complete consolidation undertaken by LexisNexis in partnership with one of our Pacific neighbours to produce their legislation. The project culminated on 1 October 2021, when LexisNexis presented at the launch along with the Nauru Chief Justice, Minister for Justice and Border Control and Secretary for Justice and Border Control to release seven volumes of over 10,000 pages. A significant effort by all involved in Nauru, the Philippines, India and Australia working remotely to make it all possible, despite the challenges posed by COVID-19.

A solid commitment to advancing the rule of law locally underpinned another vital piece of work over in New Zealand in 2021, where our team members have been proud to advocate for and facilitate the recognition of Tikanga and te reo Māori in the legal system in Aotearoa New Zealand. In early 2022, LexisNexis will be making the Lexis Advance platform available in both te reo Māori and English. This is one aspect of the LexisNexis New Zealand broader commitment to ensuring our solutions, content and authorship are truly reflective of all aspects of our legal system locally.

A concept in relentless evolution, advancing the rule of law is not a finite mission; it requires steady commitment, and disruption is one way that underpins its continuous expansion. We hope you enjoy this new edition of Advancing Together that looks at perspectives and opinions of some of the disruptors in our time who change things up with their start-ups, projects, and initiatives.

We thank you for your continued support and partnership and look forward to bringing you more updates in the future about our initiatives. Enjoy this read.



Disruption in the legal sector: the Asia-Pacific start-ups driving the change



Shay Namdarian
Co-founder,
NewLaw Academy

In an industry based on precedent and process, law firms are consequently cautious and risk averse. However, the slow-moving nature of the industry has ended up creating exciting opportunities for the start-up ecosystem. In his book, *Online Courts and the Future of Justice*, Richard Susskind points out that although there were fewer than 200 legaltech start-ups about five years ago, “we now have more than 2,000 legal technology start-ups around the world”.

The growth in legaltech is not only evidenced by the number of start-ups launching, but also the investment flowing into them. In a recent report from NewLaw Academy¹, it was noted that venture capital investment into legaltech start-ups hit an impressive US\$1.4 billion in the first half of 2021. This includes start-ups across Asia-Pacific such as Josef, a legal tech no-code platform, which raised \$2.5 million earlier this year to continue its vision of transforming inaccessible and complex legal services. Co-Founder and CEO, Tom Dreyfus, believes the industry still has plenty of growth left, stating “Legal tech is just getting started! Market penetration is still low, but the speed and scale of technology-driven transformation is increasing exponentially. We’re seeing this play out in the appetite - especially among larger law firms and corporate legal teams - for technology that solves real problems, and that drives rapid adoption and engagement.”

¹ <https://www.newlawacademy.com/resources/disrupting-the-legal-industry-in-sights-from-40-funded-legal-tech-startups>

As per a report by Boston Consulting Group², legaltech can be broken up into three solution categories:

1. Enabler technologies: These start-ups focus on facilitating the digitization of legal data.
2. Support-process solutions: These start-ups focus on infusing new efficiencies into case-management and back-office work.
3. Substantive law solutions: These start-ups focus on supporting or replacing lawyers in executing core legal tasks in transactions and litigation cases.

Leveraging the above legaltech solution categories, here are nine legaltech start-ups in the Asia-Pacific region that are disrupting the legal industry.

ENABLER TECHNOLOGIES

INTELLEX

Based in Singapore

INTELLEX describes itself as a legal, regulatory and compliance knowledge platform. Leveraging Artificial Intelligence technology, the platform helps professionals leverage connections and insights from vast amounts of knowledge content to deliver better business outcomes.

Acaya

Based in Thailand

The team at Acaya has the ambitious goal of redefining, redesigning and re-engineering the foundation of law and legislation. Using Natural Language Processing, Acaya specialises in legal information retrieval and the start-up aims to revolutionise and democratise laws and legal processes (starting in Thailand).

Disruptive Legal Tech Startups in Asia Pacific

ENABLER TECHNOLOGIES



INTELLEX
www.intellex.com
SINGAPORE

SUPPORT-PROCESS SOLUTIONS



Josef
www.joseflegal.com
AUSTRALIA

SUBSTANTIVE LAW SOLUTIONS



Lawpath
www.lawpath.com.au
AUSTRALIA



ACAYA
www.acaya.com
THAILAND



sprintlaw
www.sprintlaw.com.au
AUSTRALIA



LexMeet
www.lexmeet.com
PHILIPPINES



LAWVU
www.lawvu.com
NEW ZEALAND



CHECKBOX
www.checkbox.com.ai
AUSTRALIA



SPOTDRAFT
www.spotdraft.com
INDIA

² <http://media-publications.bcg.com/How-legal-tech-will-change-business-of-law.pdf>



LawVu

Based in New Zealand

LawVu has created a unified suite of productivity and collaboration tools built specifically for in-house legal teams. The company vision revolves around providing true visibility over workflow and documentation for lawyers to enable them to focus on creating better business. With clients such as PwC and Coca Cola Amatil, there is no surprise that the company recently raised³ USD \$12 million in a Series A funding round to accelerate its uptake by in-house legal teams.

SUPPORT-PROCESS SOLUTIONS

Josef

Based in Australia

Josef has a simple mission and that is to make legal services more accessible. The no-code software platform empowers legal professionals to create powerful legal bots to automate tasks such as lawyer-client interactions and legal advice. The automation supported by the platform allows teams to save time, scale services and most importantly delight clients.

SprintLaw

Based in Australia

Founded in 2017, SprintLaw has re-imagined legal services for small businesses by providing a new type of law firm that operates completely online. With award-winning technology, SprintLaw provides cost-effective and efficient legal services to small businesses, allowing them to focus on delivering quality legal services.

Checkbox

Based in Australia

Checkbox has created a single, powerful, no-code platform to automate legal processes and service delivery in hours, not months. Without the need for technical skills, legal experts can quickly and easily automate processes such as document creation and workflow automation.

SUBSTANTIVE LAW SOLUTIONS

LawPath

Based in Australia

LawPath is an online legal service platform tailored for small to medium businesses and consumers. With its subscription-based model, the platform provides technology powered legal services at a fraction of the time, cost and complexity of the traditional system.

LexMeet

Based in the Philippines

LexMeet is the first legal solutions platform in the Philippines that gives access to legal services to bridge the gap between clients and lawyers. Clients can conveniently take advantage of LexMeet's wide range of services that match their budget, while lawyers can easily find cases that require their expertise.

Spotdraft

Based in India

To put it simply, Spotdraft puts contracts on autopilot by powering the end-to-end journey of contracts. Professionals can create, manage and analyse contracts from one user friendly, powerful, award-winning platform.

The lack of speed in the legal industry has seen firms look outside the building to drive innovation. The 2020 Tech and the Law⁴ report found that "48 percent of legal professionals would be prepared to move to a new law firm or organisation if their employer lacked legal innovation." Asia-Pacific law firms such as Mills Oakley and Allens Linklaters have recently invested in start-up programs to connect with and work with the best and brightest legal start-ups in the region.

By partnering with start-ups and scale-ups, law firms can leverage their own domain expertise and resources together with the talent, tech, and speed of start-ups, to deliver winning outcomes, fast.

³ <https://www.globallegalpost.com/news/new-zealand-in-house-law-tech-platform-lawvu-picks-up-12m-to-accelerate-us-expansion-1442288722>

⁴ <https://insight.thomsonreuters.com.au/legal/resources/resource/tech-and-the-law-2020-report>

'If I can see further, it's because I am standing on the shoulders of giants,'

—Sir Isaac Newton, 5 February 1675
in a letter to Robert Hooke



NO CODE



John Lord
Chairman,
Neota Logic Inc

No-code platforms will change the rule of law forever. Imagine a world of immediate access to guidance on new laws and regulations, ambient compliance with them, instantaneous advice and six sigma service delivery to all clients and citizens. Thanks to no-code platforms that will largely be the world in government, as well as citizens and clients by 2030.

At their core, no-code systems are able to rapidly remove delays, backlogs and poor-quality advice in the administration of justice, and ensure regulatory compliance and perfect citizens' access to government. Gone are the justifications for internal programmers, offshoring projects and costly delays in deployment. Instead, intelligent no-code platforms allow you to

embody your organization's expertise into systems that make decisions based on the perfect execution of your documented reasoning. All logic applied, and data relied upon is recorded and mined for greater improvements and insight. Such systems also offer the opportunity to democratise access to government and legal advice cost-effectively and to all.

Indeed, I would go so far as to argue that if your organisations are not already beginning the journey to use no-code platforms to digitise your interface to clients and citizens, then you will increasingly be seen as negligent.

"Gartner predicts that (no-code) low code application building (will) gather more than 65 percent of all app development functions by the year 2024 and with about 66 percent of big companies using a minimum of four low code platforms."¹

¹ <https://www.gartner.com/en/documents/3956079/magic-quadrant-for-enterprise-low-code-application-platf>; <https://www.forbes.com/sites/ilkerkoksal/2020/04/29/the-rise-of-low-code-app-development/?sh=5cffa9d36807>

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In the 21st century, giant technologies (IP networks, cloud computing, processor speed, cheap data storage, security and data analysis algorithms to name a few) have matured and interoperate to create massive multiplier effects for our societal benefit. The reverse can become true too, but the rule of law should ensure that as potentially socially destructive outcomes evolve, they are appropriately regulated and that the enforcement of those regulations is reviewed in tribunals and courts.

The result is at least a fourfold lowering of the time and cost of deploying systems² that can deliver access to justice, government and legal advice. The rule of law is served by empowering government, business and experts to accelerate the delivery of advice and, after initial deployment, at zero marginal cost - 24x7 - perfectly. And this improvement in cost benefit improves as more use cases are deployed because components can be reusable - e.g. you do not solve for electronic signature for every different form of consent - it is a reusable component.

Now, it is possible, without programmers and SQL database administrators, to visually document workflow processes and expertise in systems that securely deliver access, guidance, advice and required documents at internet scale between people; across organisations and across time. And these systems can structure and store their decisions, their deployed logic and the data on which decisions and guidance were based to better analyse client service delivery for the future and allow a review for fairness.

The rule of law is subverted by expense, delay and poor-quality outcomes. All those outcomes result from the accelerating complexity of laws and regulations throughout the 20th and

21st centuries superimposed on judicial and government systems developed in the 18th to 19th centuries.

In the middle of the 21st century, all of this will be swept away by connected, monitored, and hopefully reviewed systems accelerated hugely by the embrace of digital during COVID-19 and the inevitable retirement from the work force of Boomers (I write as one). A new generation of leaders and indeed citizens are unlikely to tolerate outdated government, legal and judicial systems. The embrace of digital change will only continue.

And finally, the level of user empathy with which systems can be designed is spectacular now. Careful thought about serving everyone equally can be realised in multi-language deployments, Clear Graphics, for which there are tried and true standards to guide you, accompanied by personalised video explanations can create user experiences that, arguably, are better than sitting across a desk from the professional advisor 'du jour'. And it is advice delivered instantly on the client/citizen's timetable and according to their availability. For example, an application Neota built pro bono with the California Department of Housing in a week earlier this year was able to guide more than 125,000 citizens as to what they needed to do to avoid eviction from their homes under some temporary relief laws then in place.

In the immediate future, rapid adaptability (what we call the Rapid Application Development and Deployment of Expertise - RADDE TM) will be the key to success. The benefits from no-code platforms will no longer be a nice-to-have but will be essential for all service providers to remain relevant and effective to their clients and constituencies.

² <https://www.forbes.com/sites/ilkerkoksal/2020/04/29/the-rise-of-low-code-app-development/?sh=5cffa9d36807>; <https://venturebeat.com/2021/02/14/no-code-low-code-why-you-should-be-paying-attention/>



Spurring digital transformation in Singapore's legal industry



Xin Juan Chua

Director,
Professional Services Programme Office,
Singapore Ministry of Law



Steven Miller

Professor Emeritus of Information Systems,
Singapore Management University

companies all over the world claim they have accelerated the digitalisation of their customer and supply-chain interactions, as well as their internal operations, by three to four years. They also said they thought the share of digital or digitally enabled products in their portfolios has advanced by seven years.

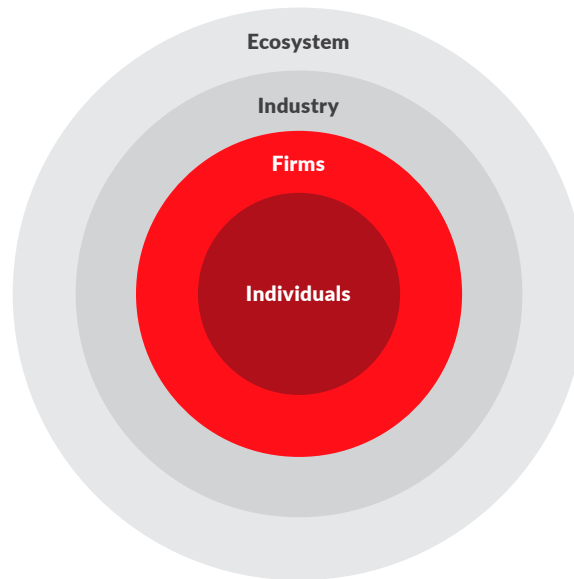
While technology transformation is not new to the legal profession, COVID-19 has cemented the importance of technology and further mainstreamed its use in the delivery of legal services. Many lawyers now access and work on their case files from home through virtual workspaces. It has become de rigueur for court and arbitration hearings, as well as mediation sessions, to be conducted in either a fully virtual or hybrid manner.

Even as we look forward to moving away from the spectre of COVID-19, the changes it has wrought in legal technology transformation are here to stay. The question is: how can lawyers, law firms, legal industry and the broader legal ecosystem be prepared for, and benefit from, these changes?

COVID-19 has transformed the way we live and work. It has caused the processes and operations of businesses and organisations to be restructured, as well as transformed business models. A 2020 McKinsey Global survey¹ reported that

¹ <https://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights/how-covid-19-has-pushed-companies-over-the-technology-tipping-point-and-transformed-business-forever>

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Developing technologically savvy lawyers

Gone are the days when mastery of law was the sole expectation a client had of his or her lawyer.

The law increasingly intersects with myriad domains, some of which, like cryptocurrency and autonomous systems, can be nascent and complex. Other growing areas such as AI applications, sustainability and family offices require understanding across a broad spectrum of disciplines. As such, there is growing recognition that lawyers need an appreciation of contemporary issues and skills beyond the hard letter law.

Further, as information and transactions are moving a lot faster than before – a good example being digital banking and e-payments – clients now expect the same quality work from their lawyers, but within a much shorter turnaround time as well as at a lower price. The only way lawyers can respond to these new types of expectations is by making substantial improvement in the productivity of how they go about their work. One part of the solution is clear – lawyers need to adopt technology to work more productively in order to do more within the constraints of a given amount of time and resources.

Making such changes is by no means simple, and we need to start early by ensuring that future lawyers – the law students today – are acquainted with using legal technology, so that they are ready to embrace a technologically integrated practice environment. To that end, the law schools in Singapore regularly fine-tune their curricula to ensure that law graduates are equipped with future-ready skills and competencies. Such efforts, which take into consideration regular input from legal practitioners and law firms, and significant reviews such as the recommendations of the Committee for the Professional Training for Lawyers in 2018, ensure that the legal education in

Singapore is responsive to the needs of the changing business environment. Prospective lawyers are also encouraged to gain exposure, not only through formal education, to complementary areas such as computing, and to build up their Technology Quotient, i.e. their ability to adapt and integrate technology in the context of their work.

Growing digitally enabled law firms

The technology area of artificial intelligence, and specifically machine learning, is evolving very rapidly. But organisational and institutional processes have their own rate of change as these are complex combinations of people, process and technology. Hence, the speed at which an individual organisation and an entire industry can adopt and assimilate these technologies moves at a slower and more gradual pace. There is a real need and sense of urgency to start making these changes now, and it is timely to 'learn-by-doing' and gradually assimilate these new capabilities.

In recognition of this, and to spur change, the Singapore Ministry of Law (MinLaw) rolled out two funding programmes – Tech Start for Law in 2017 and Tech-celerate for Law in 2019 – to support Singapore law firms in their digital transformation journeys. A total of S\$6.5m was allocated to these two programmes which saw more than 400 successful applications.

But funding is only one part of the story. Another key aspect in the digital transformation journey of a law firm is the knowledge of technology and innovation, and the ability to put theory into practice. To enable this, the Law Society of Singapore has launched 'Raising the Bar', a four-month acceleration programme customised to equip small and medium Singapore law firms with the relevant knowledge, skills and tools to address their pain points and identify focus areas to accelerate their business journey including

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technology, strategy, branding, digital marketing and more. Through this programme, law firms will receive advice from industry experts and pilot at least one digital solution or business transformation initiative.

Further recognising that law firms in Singapore, especially small and medium law firms, did not have sufficient scale and IT expertise to customise digital solutions to suit their legal workflow and processes, MinLaw saw the need to explore new ways of supporting the industry in adopting more technology. This was the impetus for MinLaw to develop the Legal Technology Platform (LTP), in collaboration with its platform technology partner, Lupl.

The LTP, which will be launched in the first quarter of 2022, is a matters management tool designed around legal workflows and integrated with commonly used legal technology solutions such as practice and document management systems. It will progressively be connected with digital systems of local public agencies that lawyers commonly interact with, such as LawNet and e-Litigation. The LTP will be the single platform that can meet most, if not all, of a lawyer's technology needs for matters management and enable them to work anytime, anywhere from their laptops and mobile devices.

Catalysing transformation together as an industry

While individual lawyers and firms have their roles to play in building competencies and investing in technology, the legal industry – both the public and private sectors – will also need to come together to catalyse change and innovation.

But this would not be without roadblocks, the first being the need for the public and private sectors to achieve alignment in terms of their vision for the legal industry and how to get there. For example, while governments would push for technology solutions to be more affordable and customised to users' needs, solution providers would focus on ensuring commercial viability in the long run.

Such roadblocks are not insurmountable and addressing them will require a significant amount of coordination and concerted effort among the industry stakeholders – the law firms, in-house legal departments, legal technology solution providers, law schools and other government bodies.

This is why when MinLaw embarked on developing the Legal Industry Technology and Innovation Roadmap (TIR), it involved over 90 industry stakeholders and took close to one year to complete. Launched in 2020, the TIR is a sector-wide plan to promote innovation, technology adoption and development in Singapore's legal industry over the course of this decade until 2030. It also articulates Singapore's vision to be a global legaltech hub and its future plans to attract leading global law firms and legaltech firms to establish operations in Singapore.

Building on the TIR, MinLaw is working with the Singapore Infocomm Media Development Authority (IMDA) and industry partners to develop the Legal Industry Digital Plan (IDP) which will be launched alongside the LTP. The IDP will be an extensive resource guide for law firms in Singapore to assess their digital readiness and identify digital solutions to adopt at each stage of their growth.

Driving transformation as an ecosystem

The legal industry is part of the broader legal ecosystem that comprises governments, regulators, courts, technology providers, law schools, research institutes and other entities as well.

These parts are all interconnected in fulfilling the legal needs of businesses and individuals, maintaining law and order, advancing access to justice and pushing the boundaries of technology and innovation.

Technology transformation is a collective effort and requires all these parts of the legal ecosystem to act in concert – to recognise the need for change, adopt a positive mindset, start or continue learning-by-doing efforts, and finally bring about the transformation.

Advances in technology and consequences for legal education



Mitchell Adams

Director, Legal Tech & Design Clinics,
Swinburne Law School

Current technology trends in the legal services industry presents immense, largely untapped opportunities for law schools. Law schools have an unprecedented opportunity to equip their students with skills in being digitally capable, opening diverse career opportunities. Technological evolution is appearing in every aspect of legal practice, such as self-service law with bots, robotic process automation, visual law, document automation, and the sale of legal advice using cryptocurrency tokens, to name a few. There is now a recognised expectation for lawyers to be technologically competent in legal practice. However, what does this mean for law students and their studies in law school?

Law schools must adapt to support the digital needs of the profession

Law students must now develop the skillsets to keep up with and appreciate how the law operates in digital contexts and use technology in the practice of law. These skillsets are widely known as digital literacies. The specific skill of being digitally capable is a growing part of an expanded set of skills regarded as essential for graduate employability. Adding digital technologies into the law curriculum is widely seen as 'better preparing law students now for the practice of law tomorrow'.

The use of digital technologies has primarily become the context within which the law now operates. From chatbots to legal design, new technologies (or 'legal tech') are being leveraged to deliver legal services and reshape the practice and business of law. Clients increasingly demand more value for money from legal services. They also increasingly expect lawyers to use technology in the delivery of those services. Organisations such as Justice Connect have also recognised an increasing community preference for engaging with legal services online.

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Law graduates, therefore, face an evolving future workplace, where they need to hold skills beyond the traditional communication, problem-solving and legal writing skills. Students need skills to consider and deploy new technologies. Law schools, therefore, play a crucial role in educating the next generation of lawyers to the broader digital context of the law that is playing out.

Commentators have argued that the approaches adopted to reflect this new reality has led to uneven and superficial inclusion of technology in legal education. More specifically, technology skills development is often contained and left to a single elective subject or an extra-curricular experience – largely symbolic of the school’s engagement with legal tech. Some have argued that its inclusion is mere ‘innovation theatre’ without an approach to broader integration. Law Schools need a digital overhaul to equip their graduates for digital futures. It was against this backdrop that Swinburne Law School, has integrated digital literacies into the curriculum to prepare students for the future of law.

Redesigning an approach for digital technology in legal education

Swinburne Law School takes a whole curriculum approach to digital literacies. For starters, all students complete a [Legal Technology and Innovation unit](https://www.swinburne.edu.au/study/courses/units/Legal-Technology-and-Innovation-LAW20040/local)¹. As a core subject to the law degree, it provides students with the fundamental digital literacies and problem-solving skills to work on industry projects. Delivered since 2017, a vital component of this unit is an industry brief where students work in teams to develop an innovative, tech-based solution. Students learn the fundamentals of automating legal services and decision support

systems and developing skills required for designing new technologies to aid the practice of law.

The [Legal Technology and Design Clinics](https://www.swinburne.edu.au/study/courses/units/Legal-Technology-and-Innovation-LAW20040/local)² hosted at Swinburne Law School were then established for students to develop and deliver legal solutions using technology. The Clinics are design-driven, student-led and offer students an opportunity to gain practical experience under the supervision of legal practitioners and academics. By providing a space for industry partners to bring a complex real-life problem into the classroom for students to solve, the Clinics work to present a new model of immersive and authentic learning experiences from the real world and the technological context within which the law now operates.

As part of the Clinics, students can explore new technologies reshaping legal practice and develop skills to deploy these technologies for industry. The industry projects enhance the students’ traditional legal skills while also cultivating an understanding of the practice and business of law and how to apply these new technologies to develop solutions using appropriate digital tools.

Such student access within their studies has broadened their opportunities to complete professional placements in legal tech as part of their degree. By bringing awareness of the broader digital context of law, Swinburne Law School students are better equipped to engage in the professional skills, knowledge, and attitudes required for the future of legal practice. Simultaneously, deep adoption of technology is essential for organisations to be able to harness and maximize the skills of these students should they hope to compete and succeed in the rapidly transforming technological reality.

¹ <https://www.swinburne.edu.au/study/courses/units/Legal-Technology-and-Innovation-LAW20040/local>

² <https://www.legaltech.clinic/>



Digital disruption in the legal department



Jodie Baker
Chief Executive Officer,
Xakia Technologies

The pandemic of 2020 took the world's legal departments online and made abundantly clear the need for technology that would keep teams nimble and connected. As the pandemic wanes - another point of clarity - there's no going back to the before.

Indeed, COVID-19 was a catalyst for the digital disruption of the legal department. Now, it's imperative for general counsel to understand the changes ahead and how they will affect their operations.

What has not (yet) fundamentally changed: the work. In-house lawyers continue to focus on corporate and governance matters; regulatory and compliance; litigation and disputes; and contract

management. The details may change - for instance, in the past five years, 60 jurisdictions worldwide have added privacy laws - but these pillars of work will likely hold for the foreseeable future.

The 'what' of the work may look familiar in five years, but the 'how', 'when', 'where' and even 'who' will shift significantly. Because cloud software has fractionalised the cost of technology, now even single-lawyer teams can access powerful legal tech systems. Now in the early majority phase of the technology adoption life cycle, the industry approaches a tipping point - over the next three to five years, a tidal wave of change for in-house legal teams can be expected.

Four main elements of disruption

New processes - the digital disruption will change how legal departments:

- Receive and respond to work. Business clients will expect full visibility into their work; a new level of access such as instant chat and auto-fill documents; and extremely fast resolution times.
- Direct and collaborate with law firms. The demands for

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visibility and expedience will cascade down into the working relationships with law firms.

- Evaluate and process invoices. As legal departments systemise their administrative burdens, in-house teams will approve, question and reject invoices with a few clicks.

New systems - prepare for automation everywhere.

Internally, the digital capture of work will evolve, building documents and guiding regulatory processes. Externally, online collaboration tools will facilitate efficiency across all stakeholder groups. Information will flow across connected systems, from the legal department to the enterprise to external resources.

New ways of working

During the COVID-19 pandemic, 88 percent of in-house counsel worked remotely, according to the Association of Corporate Counsel. Many will return to the office on a hybrid schedule, and some will not return to a physical headquarters at all. This both accelerates and complicates the adoption of legal tech, as in-house lawyers now require full accessibility and security – all with full mobility.

A disperse workforce first led to a decline in meetings, and a decline in email-centered communication has followed. Legal departments now communicate with clients directly through

legal intake & triage systems and with one another through work portals and Slack.

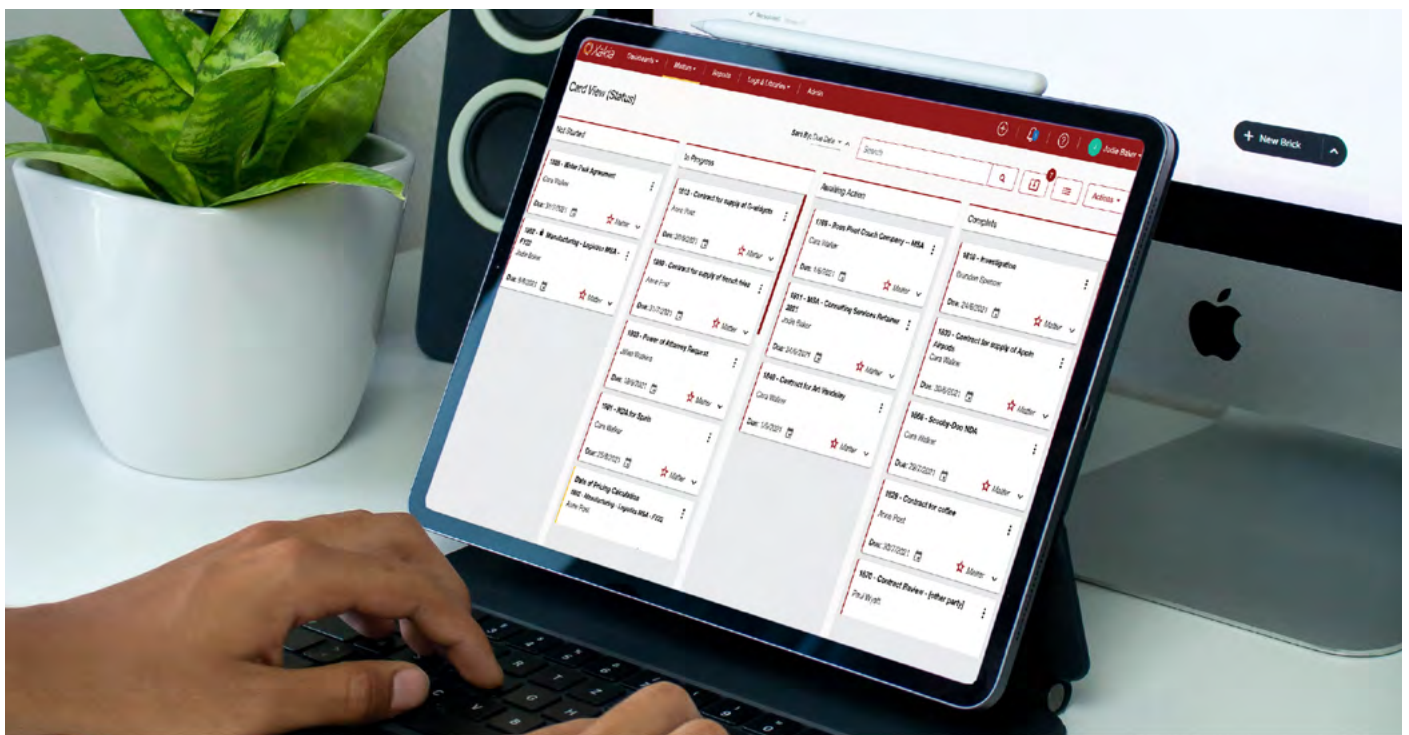
The rise of the remote office makes technology an integral part of the in-house role. Once the right fit is in place, legal tech should become a part of this communication ecosystem, and second nature to lawyers – another tool for the job, like a pen and paper.

New perspectives

This technology revolution – by virtue of improved accessibility – will open the legal function to a broader and more diverse set of people. Inside the legal department, flexible schedules can better accommodate those with family obligations; remote work opens the door for team members around the world. Outside the legal department, women and people of all nationalities have pioneered exciting change in legal tech. Disruption brings with it an opportunity for diversity and inclusion – and a chance to fix a longstanding imbalance within the industry. This disruption is likely to impact legal departments in three ways.

Changed working practices.

There's an adage in business 'Good, fast or cheap: Pick two'. Yet the widespread adoption of technology will help legal departments accomplish the trifecta - work will be better, as visibility aids risk management; faster, as information is available at lawyers' fingertips and automation speeds many routine



Digital Disruption in the Legal Department

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tasks; and cheaper, as teams discover time savings and process improvements.

- Third parties, such as suppliers and vendors, will expect shorter turnaround times in contracts and transactions.

Lawyers will focus more on matters of higher risk and strategic value, and the logistics of work – stirred by the pandemic – will continue their shift. Legal departments will increase their reliance on legal technology to coordinate across various schedules, locations, time zones and languages.

Changes to management

For general counsel, fluency in data analytics and legal technology will become basic requirements for the job. Legal department leaders will be expected to leverage data and analytics to better serve the business. Any who may be tempted to complain must recognise it is the same standard that has been applied to every other business function before legal.

Changed working relationships - technology will change interactions among the humans who use it.

- Business clients will feel closer to the action, and the new visibility will lead to greater trust and collaboration.
- Legal department colleagues, more accessible than ever before, will need to develop healthy boundaries to separate work and personal life.
- Even as they undergo their own digital transformation, service providers will be forced to be more transparent and responsive than ever.

While this brings new pressure, it also brings empowerment. For the first time, legal department leaders will have the tools to really manage their teams. They will not have to rely on anecdotes or tedious manual reporting. Instead, data will give them visibility into their work - the capacity of the team, the potential for process improvements and the true value of their contribution to the organisation.



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