



Legal IT Insider

aka

'The Orange Rag'

Issue 344, July/August 2021

Editors Note

Hi and welcome to the last Orange Rag newsletter before we break for the summer - albeit travel plans are looking a bit thin on the ground for most of us. Whereas many of us would by now be looking forward to getting together at ILTA in August, it's more likely than not that you are attending virtually this year, particularly if you are outside of North America, as most jurisdictions maintain a cautious approach to international travel.

The eagle eyed among you will have spotted that our intention to host the first big gathering of the year post lockdown was thwarted by the continually changing goalposts around social gatherings. However, in person events are starting to happen and people are desperate for face-to-face get togethers. We are in the process of organising a number of swanky round table dinners, so get in touch if you want further information.

There continues to be an awful lot of activity in the sector – it's interesting that Litera's acquisition of Objective Manager seems an age ago, but it only happened at the start of July. See below for more on that and all the other top stories in July.

Fund raising and IPOs continue apace and I'm grateful to **eDiscovery vendor Disco for giving us the very first UK interview about their float on the New York Stock Exchange**. Disco was expected to raise around \$1.6bn, but the figure on the day was over \$2bn, with general manager for EMEA, Stephen Dearing, telling us: "Everyone is creating data in so many different formats and the volume that needs to be sifted through is only ever going to increase." Don't miss that interview in our top stories.

We also reveal that legal technology competency group **LTC4 has teamed up with microlearning course provider Novum Learning** in order to expand the reach of its workflow-based training courses. Make sure you watch our 10-minute chat with LTC4's chair Bonnie Beuth and marketing consultant Joanne Humber, plus Novum Learning's CEO Shaun Locke to find out more about the alliance.

Have a good break, try to ditch the screens for a week if you can (haha!) and we look forward to seeing you in September. We will continue to post news and views for most of the summer on www.legaltechnology.com



Caroline Hill, Editor-in-Chief

A low-angle, upward-looking photograph of two modern skyscrapers with glass facades. The buildings are filled with windows, and the sky is a clear, pale blue. The perspective creates a sense of height and scale.

TOP STORIES

Exclusive:
First UK Interview with
Disco Post-IPO

We speak with Disco's general manager for EMEA, Stephen Dearing, about what the legal tech unicorn company plans to do now, in an exclusive first UK interview post the IPO.

eDiscovery vendor Disco on 21 July floated on the New York Stock Exchange with the trading symbol 'LAW' and with a fairly extraordinary market value of over \$2bn. Its plans, now it has floated, include expanding its routes to market (including law firms becoming resellers); scaling up the markets it operates in; and widening the use cases for its software, with it looking very likely to morph into transactional matters.

Disco is a cloud-first, 'all-in-one' eDiscovery software solution that runs on Amazon Web Services (AWS). The majority of its team (known internally as 'Discovians') are based in Austin, Texas, where most of its product development and R&D takes place. Its current European data centre is in Ireland.

There has been a significant amount of focus in the press on the above expectation price at which Disco listed. While the legal tech sector isn't necessarily interested in share prices per se, what is interesting is that the price is indicative of recent behind-the-scenes successes. Speaking to Legal IT Insider, Disco's general manager for EMEA, Stephen Dearing said:

"Without going into specifics, the first two quarters of 2021 have been very successful for Disco globally and that has given investors confidence in our business. The other significant factor is some of the talent acquisitions we've made recently - we've been hiring an awful lot of people globally."

One of those hires is Dearing himself, who joined in April from SaaS customer communications management provider Quadient.

With regard to Disco's ambitions post-IPO, the S-1 (IPO registration form), is very clear that Disco's revenue growth depends in part on the success of new strategic relationships with law firms and other legal services providers. That is likely to be through reseller arrangements, in which law firms become competent in Disco's software and recommend it to their own clients. Such an arrangement would be likely to be around the likes of leveraging Disco's software in order to process data at the front end of a case and apply its AI to reduce and streamline the amount of material for review.

One of the reasons behind the IPO is to help Disco expand the markets it operates in, and Disco's founder Kiwi Camara told Reuters on 21 July that with the IPO under its belt, the company plans to invest in and scale up its go-to-market organization in the United States, Europe, Canada and eventually elsewhere.

Dearing said:

“

Speaking more locally around EMEA, ultimately we are trying to build a degree of confidence in the market in the UK. Legal technology has become more trendy, but from a brand awareness point of view, Disco is still trying to tap into the market, and law firms tend to be risk averse when investing in new technology. For us the IPO has established a degree of credibility and confidence that we are taking the time to list and grow our business. So hopefully that puts some of our customers mind

“

at rest - they see us as a larger operation.”

Disco will also be looking to expand its product suite and go to market strategy, Dearing says: “The eDiscovery platform is stage one, and we will look to automate other processes.” We can almost certainly see Disco look to apply its software to due diligence for M&A, and the platform could lend itself to conducting M&A virtually.

The IPO follows a significant amount of investment in Disco – it raised \$60m in October 2020, bringing the total figure to \$161m. It has a notoriously expensive product development cycle and there are some in the market that question why it needs to IPO so soon. While Dearing won’t be drawn on numbers, as a more general observation he says:

“

“The functionality and product development goes through legal review and anything that gets developed is going to benefit lawyers. Yes, that probably adds costs to the outset, but our unique differentiator is that we are designed by lawyers for lawyers and it’s worth it because you get far greater benefit for the people using the tool. It’s worth investing to make it a more robust tool and more beneficial to the people using it.”

The statistics certainly suggest that Disco’s one platform strategy is working. It generated revenue of \$48.6m in 2019 and \$68.4m in 2020, representing year-on-year growth of 41%. As of March 2021, it held more than 10 billion files and 2.5 petabytes of data.

Perhaps most interestingly, Disco estimates its market opportunity to be an eye watering \$42bn globally. Dearing says:

“

“Everyone is creating data in so many different formats and the volume that needs to be sifted through is only ever going to increase.”



LTC4 teams up with Novum Learning to extend tech training for lawyers

LTC4 (Legal Technology Core Competencies Certification Coalition) has teamed up with microlearning course provider Novum Learning, in order to expand its technology training courses to a wider pool of lawyers and law firms, we can reveal. Novum Learning's business of law microlearning courses are also now available to LTC4's network, which will obtain preferential access to Novum's courses.

LTC4 has been in operation for 11 years and has developed workflow-based learning plans to address the skills gap around lawyers' use of technology. Its nine learning plans are based on real-life scenarios such as working with legal documents, managing documents and emails, and time recording. Novum Learning, which was borne out of the pandemic and delivers online courses for professional development, will now deliver microlearning courses based on these learning plans.

Speaking to Legal IT Insider about the alliance, Joanne Humber, marketing consultant at LTC4 said:

“We want more people who are not necessarily working for big law firms who want to improve their skills and find a platform for them, hence our partnership with Novum Learning.”

Bonnie Beuth, who is chair of LTC4 added:

“LTC4 is about helping attorneys to become technologically competent in their workflows because ultimately it leads to profitability. We found that we had a good product for law firms that have their own training department. So, we were leaving out this whole part of the market. Novum gives us an opportunity to have more of a turnkey solution, which is better for law firms that don't have the ability to develop their own training.”

Given the significant increase in the use of technology during the pandemic, and the growing pressure from clients to work efficiently, there is a greater need than ever for lawyers to be competent in using technology.

Shaun Locke, CEO of Novum Learning said:



"The partnership with LTC4 is perfect because what it does is validates those newfound skills for individuals and also from a law firm perspective, they can tap into a global talent pool and see who is certified with a fantastic certification like LTC4."

Watch our 10-minute video, in which Bonnie, Jo and Shaun discuss the new partnership with editor Caroline Hill, here:



Video content can't be
viewed offline

[VIEW ONLINE](#) 



Other Top Stories

Major new reports sizes UK lawtech market opportunity at £22bn



A major new report out in mid-July found that there is a £22bn annual market opportunity for UK lawtech across legal services and business. The Shaping the Future of Law report from government-backed initiative LawtechUK highlights the growth opportunity of UK lawtech as a

“critical untapped sector for the economy that benefits wider society.”

The report details the benefits of widespread use of technology and data in law and the role of lawtech in meeting user needs, including reducing regulatory burdens and improving decision-making for businesses; meeting increasing standards of ESG; and enabling time and cost savings through document automation, data analysis and use of transformative technologies such as AI and smart contracts.

LawtechUK is part of national network Tech Nation and speaking to Legal IT Insider, Jenifer Swallow, LawtechUK Director at Tech Nation said of the £22bn:

“One element of my ethos is it’s not all about that number: it takes a village to effect change. It’s going to take a whole bunch of people and they all have a part to play. This is a call to action.”

It is hard not to fixate on the £22bn figure, which is based on data commissioned from Frontier Economics, comprising:

Unmet demand from SMEs and consumers in the UK estimated to be worth up to £11.4bn annually.

Cost savings for SMEs of using lawtech products and services of up to £8.6bn each year.

Productivity gains through increased use of lawtech by legal service providers estimated to be worth up to £1.7bn annually, which can be extended through tech adoption and the buying power of in-house legal departments.

With regard to the SME figure, Swallow, who until 2019 was general counsel at TransferWise, observed:



“That just demonstrates how many times in a year the average SME has issues but doesn’t get advice.”

There are now an estimated 200 lawtech startups and scaleups, which between them have already attracted £674m in investment as of December 2020, and are growing at a rate of 101%, outpacing fintech, climate tech and healthtech. They currently employ 7,100 people.

The report anticipates UK lawtechs can attract up to £2.2bn in investment per year by 2026, as well as contributing up to 12,500 jobs over the same period, generating a GVA of £1bn – £1.5bn by 2026 – around 5% of the GVA of UK legal services – a similar ratio to the current UK fintech and financial services industry GVA of 6%.

In terms of lawtech outpacing other sectors, the report provides further interesting statistics. The average annual rate of growth in UK lawtech investment between 2017 and 2020 (101%) has outpaced that of other applied tech sectors, including climate tech (5%), fintech (20%), and healthtech (47%), demonstrating lawtech as a sector on an accelerating trajectory as the market also matures and consolidates.

The fastest growth in lawtech is seen in the regulatory compliance category, which grew by 214% between 2018 and 2020. The consumer and SME grew by 74% over the same period, which we’re told demonstrates the opportunity for lawtech to establish its place at the core of the future economy. Legal document creation, management and review grew by 24%.

LawtechUK is calling for collaborative action from the legal sector, regulators, policy-makers and businesses to accelerate investment in and adoption of lawtech to capitalise on the growth opportunity. The report highlights seven priority areas:

- Increased investment in lawtech R&D
- Growth of new markets
- Improved collection and availability of data, towards ‘open legal’
- Greater connectivity across the sector
- Increasing technology awareness and capability
- Policy and regulation that supports tech adoption
- Sustainable growth anchored in the purpose of law
- With regard to increasing technology awareness and capability, Swallow said: “My personal view is that technology capability should be mandatory and you are seeing moves towards that in Scotland. The regulators in England and Wales will say it’s happening organically but in the report we say we need a baseline. People don’t need to learn to code or how DLT works but let’s have the basics, just like commercial awareness.”

LawtechUK is currently engaged in a multi-party data sharing project, which is being run out of its lawtech sandbox. Swallow said:

“

“There’s a lot of activity in the United States around common protocols and in the sandbox, we’re looking at the benefit of data sharing and we are hoping to come out to market soon.”

Swallow is keen to emphasise that collaboration is key to growth, and she says:

“

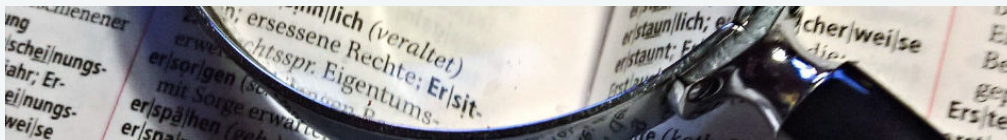
“Everyone is doing their own research and projects but you don’t need to reinvent the wheel each time, let’s work together.”

These are the key takeaways from the report, which you can download [here](#):

Key takeaways	
The future of legal and court services is digital and lawtech is key to securing a strong future for society, business, the legal sector, and the UK. The opportunity and imperative for digital transformation are here now. We have identified seven priorities to shape and accelerate this transformation through lawtech over the next five years.	
1. Investment	<ul style="list-style-type: none">• Greater investment in technology and R&D is needed. While average R&D investment across all business sectors is 5% or more of revenue, few legal businesses target as much as 1%.• While R&D investment is lagging among incumbent legal service providers, the UK lawtech start/scaleup market grew 101% in the last 3 years - faster than other tech sectors during the same period. The startup dynamic is a catalyst for wider sector technology innovation.• General counsels and in-house legal departments can position themselves as the powerhouse of the legal sector, leveraging their buying power to drive innovation and tech adoption.
2. New markets	<ul style="list-style-type: none">• There is an £11.4bn per year market opportunity for lawtech and innovation to address the unmet legal needs of SMEs and consumers by providing accessible and affordable services, including projected savings from online conveyancing services of 9 million hours and £25m per year.• As with fintech, reaching consumer markets through lawtech will accelerate the transformation of the sector overall.
3. Data	<ul style="list-style-type: none">• Embracing and utilising data is critical to the future success of the sector and the people it serves. All within the sector need to work to improve how data is collected and made accessible.• Collective effort from organisations, government and regulators is needed to establish common approaches, governance and standards to enable responsible, secure and equitable access to data and unlock its benefits.• Investing in Open Legal along similar lines to Open Banking will bring a step change in data structuring, access, portability and use, towards shared sector goals in the service of business, society and the economy.
4. Connectivity	<ul style="list-style-type: none">• Collaboration is key to ensuring technology-enabled legal and court services meet the needs of customers.• Sector challenges can be surmounted more quickly and have a more enduring effect if we can tackle them collectively.• Promoting connectivity across the UK will enable the lawtech market to thrive and leverage regional strengths.

Key takeaways	
5. Technology awareness and capability	<ul style="list-style-type: none"> Promoting technology literacy across the sector will provide a foundation for innovation, and the ability to harness more advanced technological capability. Employing and retaining skilled technologists and other digital specialists is crucial for the legal sector to continue to grow and compete. We have the opportunity to highlight the compelling challenges lawtech can help to address, and change perceptions of what working in the legal sector means going forward.
6. Policy and regulation	<ul style="list-style-type: none"> Regulators and policy makers can lead by example on legal innovation, tech deployment and a commitment to open data, and help build confidence in lawtech. Government can leverage industry to help address systemic challenges in law through technology.
7. Sustainable growth	<ul style="list-style-type: none"> Lawtech gives us the tools to advance the rule of law, support the ESG agenda and set new standards, to benefit society and our economic prosperity.

Thomson Reuters unveils Practical Law dynamic tool set including powerful new search feature



Thomson Reuters on 12 July unveiled its next generation Practical Law Dynamic Tool Set, which includes five new features including semantic search – a departure for the first time from key word search, meaning it will surface the most relevant guidance more quickly. The new tool set also includes the ability to visualise search results within a knowledge map; to customise matter maps; to quickly create charts to visualise and compare search results across sectors or jurisdictions; and to visualise and compare market trends.

Practical Law provides practice notes and how-to guidance from subject matter experts across the world.

The new dynamic search functionality provides answers to legal research questions based on natural-language inquiries, along with links to relevant Practical Law content. Speaking to Legal IT Insider, senior director of product management, Erica Kitaev said:




"Users already use natural language questions to get to an answer and sometimes that's where it ends, but frequently that is where it really starts, and that answer launches you to the next point."




"Now when you type a natural language question, the machine learning algorithm developed by Thomson Reuters Labs and trained by our subject matter experts will crawl the content and find the most relevant answer. What is special is that it has been trained for Practical Law content by our subject matter experts, so users know it's a source they can trust."

She adds:




"The algorithm will also kick-in in multiple ways into the content and give suggested questions: it's about taking you to the next step and saving time."

The knowledge map enables users to visualise the search results, which appear as bubbles that expand further to show related content when you click on them. Kitaev says:




"PLC already has related content placed by our attorney editors based on the content you are looking at. It's a flat list and we thought we could help customers get more out of it by creating a knowledge maps, which shows icons with the different bubbles with different content in. If you click on the bubble the map expands to bring up related content and help users to move more quickly. But the special sauce is the Practical Law expertise."

Quick compare allows Practical Law users to create charts that evaluate key questions or concepts across jurisdictions. Users can leverage pre-built charts, or build and customize their own according to jurisdiction, topic or data point. Kitaev said:

“

“We do have comparison content today in the form of static charts but it’s not customisable or editable. Now users can build and save a chart to provide insights at a glance to orient them before taking a deeper dive. If there has been an update to the law, it will automatically update in the chart.”

While interactive matter maps have been available for a few years, they are now customisable to the user’s workflow, which means that users can build their own map and skip tasks that they don’t need. They provide an overview of the phases and core tasks necessary for the planning, management and execution of a legal matter – which is very useful if you are driving towards standardisation in order to automate your processes.

Finally, the new what’s market analytics allows users to easily explore market trends, and instantly create data-driven insights and visualizations, such as charts and graphs of key terms in documents and agreements or comparisons of recent filings.

“

“We’ve taken what we’ve learned from nearly three decades of AI enablement and specifically tuning our technology to attorney-authored content in Westlaw Edge and applied it to a new proprietary editorial content set from Practical Law,” said Isabelle Moulinier, vice president and AI lead at Thomson Reuters Labs. “With more attorneys working remotely, the trusted advisor down the hall isn’t always there anymore, and legal professionals are relying on technology to provide that know-how and find the expert within themselves, supported by AI and data-driven insights.”

New workflow report shows task management in need of urgent modernisation



An extensive report out on 8 July revealed the impact that the pandemic has had on support staff numbers and work allocation, with task management clearly in need of urgent modernisation.

The Legal Workflow Management Report from BigHand received responses from over 900 senior leaders in operations, HR, support services, resource management and practice group leader roles, from firms of 50+ lawyers in the UK, North America and APAC.

The report suggests that a drop in the number of support staff, plus a lack of clarity over how fee-earners should allocate work remotely, is impacting on the billable hour, as fee-earners take on more low-level administrative work themselves.

With support staff numbers on the decrease – and firms finding it hard to replace traditional roles – BigHand argues that now is the time for hard data to facilitate change management and a shift to technology-based monitoring.

“With hybrid working models set to stay, the way work is allocated requires urgent modernization in many law firms,”

the report finds.

“When lawyers can no longer walk over to their favorite secretary to hand over work or quickly check progress, there has been a tendency to do more

“

of this low value work themselves. Unmanaged, this trend will result in either burn out or a drop in billable hours – or both. With growing numbers of law firms – especially in NA – moving towards hours-based bonuses, the lack of access to a support team able to provide the required skills at the right time could create friction within the firm.”

KEY FINDINGS

The pandemic and profitability

BigHand says that one big area of concern for firms is clear evidence that over the past year, billable hours have stayed the same or decreased. Speaking to Legal IT Insider, Eric Wangler, president for North America, said: “This back up what firms are telling us anecdotally but here we have the data: around 60% of firms say they are using support staff less. It’s not that demand is not there, but under pressure, attorneys are not getting access to the right people, and they are just saying ‘I’ll do it myself,’ knowing it will not be billable.”

With regard to whether you would have expected billable hours to go up, Wangler adds

“

“Everything we see shows that lawyers are working harder.”

The hybrid working revolution

Every indication is that hybrid is here to stay, and that individuals expect to continue to work at home for some of the week. Most respondents in the survey said that support staff will work away from the office for two to three days per week.

However, the stats show that hybrid working raises challenges. For 30% of North American firms, 35% of UK firms, and 53% of APAC firms, there are concerns around the need for lawyers to undertake more administrative work.

Conversely, better managed flexible working creates opportunities: 39% of firms in the US said that flexible working will increase round the clock support.

Support staff cuts are also ongoing – just under 16% of firms in North America and 26% in the UK made permanent cuts in the past year. Wangler said:



“We are seeing some big firms who have done some major restructuring in the last six weeks and that’s not the last of it.”

Escalating client demands

Clients are demanding more transparency around work allocation to the correct resource but many firms are still relying on manual monitoring, which is particularly challenging when support staff are working remotely.

Wangler said:



“The clients don’t want lawyers doing administrative work and billing them, so it’s about getting the right work to the right people at the right cost.”

BigHand’s group marketing director Briana McCrory added:



“The statistics really emphasised that: 69% of respondents said they are getting pressure to demonstrate who is doing their work, which is really high.”

Ever-changing support team structures

Almost half of firms have already introduced or plan to introduce flexible working hours and over half plan to make structural changes to their back office services, including the move to broader teams supporting more lawyers, the report shows.

The statistics demonstrate that 49% of law firms are expecting to lose between 20 and 40% of their support staff over the next five years. And 37% have increased their reliance on outsourcing .

Finding staff with the right support skills continues to be a major challenge for firms in UK and NA. Retirement and attrition is putting a tremendous strain on teams over the next five years. Overhauling support is a priority.

Technology innovation and the latest support service priorities

Facilitating hybrid working for support staff is a priority for 52% of North American firms, 37% of UK firms and 25% of APAC firms.

However Wangler says:



“Without a baseline of understanding of the existing skillset and work requirements firms will struggle to make the correct changes.”

To read the report in full click – <https://www.bighand.com/en-gb/resources/whitepapers/the-legal-workflow-management-report/>

New research shows major compliance gaps in hybrid working arrangements



It's clearly the month for reports, because Access Legal has also released new research which reveals that the vast majority of law firms plan to work in a hybrid way going forward, but that many compliance essentials are being overlooked.

The legal technology division of The Access Group surveyed a substantial number of law firms and found that 85% plan to offer a mix of home and office working going forwards.

However, almost a quarter of firms (22%) negated to review their health and safety assessment when staff were forced to work from their own homes in March 2020. With firms having the same responsibility for those working at home as they do for those in the office, adjustments should be made to fulfil health and safety obligations, including carrying out home workstation risk assessments and putting procedures in place to maintain direct contact with homeworkers.

When it comes to cyber security, 43% of firms have not fully updated their cyber security policies since moving to remote working, which means they have not properly identified the risks of personal IT equipment being used, including virus protection and appropriate system access tools.

Despite the recent focus the SRA has been putting on compliance with money laundering legislation, 40% of firms had not reviewed or updated their AML Practice Wide Risk Assessments. This goes against the requirement to note reviews even where no updating is found to be necessary. In reality, it is likely the requirements for training, policy, control and procedure updates, supervision, and ongoing monitoring of employees would all have needed updating during the pandemic.

Finally, nearly half (49%) of firms surveyed said they had not carried out a Data Protection Impact Assessment (DPIA) when moving to remote working. A DPIA is designed to help firms systematically analyse, identify and minimise the data protection risks of a project or plan, which the switch to home working would have been classed as. By not carrying out a DPIA, client data could be at high risk from cybercrime and data loss, especially if this data is being accessed and stored using an employee's personal IT equipment that may not have appropriate security software installed and is accessible by other members of the family.

Commenting on the survey findings, Brian Rogers, Regulatory Director at Access Legal, said: "Although most firms appear to be doing the right things, there are quite a few that are placing themselves, their staff and their clients at significant risk. We urge these firms to take urgent action to ensure they seek help to address the gaps highlighted.

“

"As well as the compliance issues, there were also evident disparities in competency and supervision arrangements, policies and procedures and Business Continuity Plans. With the vast majority of firms looking to make a permanent switch to hybrid working, now is the time to carefully review compliance procedures and ensure that your requirements as an employer are being met."

“

"Many firms have shared with us that time and a lack of knowledge are the biggest constraints when it comes to addressing these issues but that isn't going to be an excuse the SRA accepts. Firms have a duty to make the time to comply and understand what requirements they are expected to comply with."

For further advice on compliance for the legal sector, you can visit <https://www.theaccessgroup.com/en-gb/compliance/services/>

Aderant selects new CEO



In one of July's biggest movers and shakers, Aderant's president Chris Cartrett will next year take over as CEO, we first revealed exclusively earlier in July, taking over from Deane Price, who is pursuing other opportunities within Aderant's parent company Roper Technologies.

Cartrett was promoted to president on 1 July and formally takes over as CEO in January 2022.

Price's tenure at Aderant began a decade ago when she took on the role of CFO. She moved into the COO position in 2014 and was promoted to CEO in 2017.

During her decade of executive level leadership at Aderant, Price has seen the company grow from a single-product company to one with a broad product portfolio. Aderant's brands now include Aderant Expert for practice management, Handshake and Drive for knowledge management, iTimekeep, OCG Live & Thrive for timekeeping and compliance, BillBlast for eBilling, CompuLaw for docketing and calendaring, and Expert Case for legal case management.

“

“I am incredibly grateful to our Aderant family for making the last ten years both successful and fun,” said Price. “Chris Cartrett is a natural leader. He understands the legal vertical and what our clients need better than anyone. He is great at leading teams to achieve their goals, and I am confident that he will lead the company into its next phase of growth while bringing success to the entire Aderant community.”

After many years at Thomson Reuters, Cartrett joined Aderant in 2014 as senior vice president of strategy and growth. He was promoted to executive vice president in 2017, and president in July 2021.

“Deane's business acumen and leadership have been on full display for everyone since she became CEO,” said Cartrett.



"Her style personifies class and grace, and she has been an outstanding mentor for me and others in the organization. More importantly, her leadership is what has led us to our current number one position in the market across multiple product lines."

Price and Cartrett will continue working together through the end of 2021 to ensure a smooth transition this coming January.

David Cunningham joins Reed Smith as first chief innovation officer



In a big name hire for Reed Smith, David Cunningham is joining in the newly-created role of chief innovation officer. Cunningham was most recently CIO at Am Law top 50 law firm Winston & Strawn.

Previously a longtime consultant advising on some of the largest law firm integrations in history, Cunningham is CEO of Legal Metrics, a tech-driven consortium automating next-gen performance and diversity analytics between law firms and legal departments, which he will continue to lead. He played an early role in growing the Corporate Legal Operations Consortium, or CLOC.

Over the past several years, Reed Smith has pushed the envelope in client-facing knowledge and innovation, launching Gravity Stack, Reed Smith's data-driven legal technology and solutions subsidiary, and Reed Smith Global Solutions, the firm's shared-services provider that today comprises more than 450 lawyers, analysts and business services staff. The Financial Times recognized Reed Smith as among the top five "most digital" law firms in its North America Innovative Lawyer Awards and Report in 2020. In May, the firm announced a partnership with BRYTER, the leading no-code service automation platform, that enhances the existing capabilities of the firm's in-house Practice Innovation team to deliver digital solutions to the firm's clients.

Chief among Cunningham's responsibilities will be building on these and other innovation offerings and incorporating them into an umbrella of technology solutions and shared services. In addition, Cunningham will help bring new innovation products and services to market; guide the firm's enterprise data and analytics strategy; and identify efficiency and process improvement initiatives to enhance client service. He will also provide input on the strategic direction of Gravity Stack.

“

“We must continue to create new service offerings and products that deliver more agile and customized client support – all with the purpose of helping our clients drive their businesses forward,” said Sandy Thomas, Reed Smith's global managing partner. “David brings the ultimate entrepreneurial approach to the delivery of legal services. He is a champion of innovation, and we are thrilled to have him lead us into the next iteration of Reed Smith's commitment to innovation and client value.”

LexisNexis Counsellink report shows US hourly rates continued to increase in 2020



[LexisNexis® Counsellink®](#) in July released its [2021 Enterprise Legal Management Trends Report](#). Now in its eighth year, the Trends Report is based on more than \$40 billion in legal spend comprised of almost eight million invoices and more than one million matters.

Despite pandemic-related issues and pressures for legal departments to reduce outside counsel spending, hourly rates paid to U.S. law firms continued to increase in 2020, the report finds. On average, partner hourly rates were 3.5% higher than 2019 rates. This is slightly higher than the 3.3% increase in partner hourly rates from 2018 to 2019.

Other key findings include the following:

- **Largest 50 Firms Continue to Take Larger Share of High-Rate Work:** The largest 50 firms (those with more than 750 lawyers) continue to account for the largest share of U.S. legal spend. In 2020, 49% of outside counsel spend was paid to Largest 50 firms, which is consistent with results from recent years. Trends show that the largest firms continue to gain share of wallet for the highest rate work. The three matter categories commanding the highest partner rates are Mergers and Acquisitions; Regulatory and Compliance; and Finance, Loans, and Investments.
- **The Larger the Firm, the Higher the Timekeeper Rate:** Partners working in high-rate practice areas had the highest average rate increases in 2020. Regulatory and Compliance rates showed the highest increase at 4.1% on average. The next highest average partner rate increases occurred in Corporate (4%); Finance, Loans, and Investments (3.9%); and Mergers and Acquisitions (3.9%).
- **AFAs Continue to Increase:** Alternative fee arrangements (AFAs) continue to gain favor among corporate counsel. In 2020, 16.8% of matters had some portion of their billing under an arrangement other than hourly billing. The percentage of AFAs has been gradually rising over the years. It is noteworthy that in 2020, AFAs were utilized for more than 10% of matters in each major practice area except Commercial, which billed 9.9% of matters under an AFA in 2020.
- “As we emerge from the global pandemic, the high-level takeaway from a revenue perspective is that 2020 was business as usual for most law firms,” said Kris Satkunas, director of strategic consulting for Counsellink and author of the Trends Report. “However, while large firms still occupy a dominant position in the marketplace, it’s notable that legal departments continue to look for new vehicles—including AFAs—to lower costs, make budgets more predictable and better manage their own capacity. Even the largest firms will be under pressure to work with clients to achieve these goals.”

The full Counsellink Trends report is available for download [here](#).



Video: The Insider brings you a ConnectLive debrief


In July editor Caroline Hill spoke to iManage's CEO Neil Araujo about the highlights of ConnectLive 2021 and the past year. iManage has grown in staff and adopted Microsoft Azure as its global cloud platform, as it attains Microsoft Co-sell status. What does all of this mean for customers? And what does 'making knowledge work' really mean?

IMANAGE: THE INSIDER BRINGS YOU A CONNECTLIVE DEBRIEF


The Insider with Caroline Hill


Guest: Neil Araujo, CEO at iManage



Video content can't be viewed offline

[VIEW ONLINE](#) 



LMA launches doc automation platform



Having announced its intention in December to launch a document automation platform, the Loan Market Association in July went live. The service, a cloud-based platform powered by Avvoka software and fully hosted by Allen & Overy on a private Microsoft Azure cloud environment, will be available to existing LMA members initially for a free trial period and thereafter for a competitive annual subscription, based on number of individual users.

The platform aims to offer an end-to-end solution with a focus on the automation of LMA template documents, but with the functionality to cater for the entire document lifecycle, including negotiation and collaboration, documentation execution and comprehensive data extraction and reporting.

Clare Dawson, Chief Executive of the LMA said:

“

"This is an exciting new initiative for us, and one which we believe to be particularly important at the present time, given the ongoing transition of the market from LIBOR to RFRs. We hope that the platform will greatly assist with this transition in particular, enabling firms to update internal precedents via a simple, user friendly and flexible self-automation tool and facilitating the production of a greater number of templates than are currently available in manual form via the LMA website."

Litera acquires Objective Manager



Litera at the start of July acquired performance management tool Objective Manager, which is used for strategic planning, performance management, and talent engagement in law firms. Objective Manager's CeO Arlene Adams – founder of Peppermint Technology – is joining Litera.

While Objective Manager is probably best known for its performance management capability, speaking to Legal IT Insider, Litera's global head of corporate development, Haley Altman said of its strategic planning capability: "They realised that if you're thinking about how teams perform there is a disconnect: distributed workforces have all these goals but no-one has insight into how each person is working to achieve those goals."



"Objective Manager enables the firm to set the strategic plan and then how to achieve those goals, aligning people to objectives."

Objective Manager will initially be a standalone company while Litera works out how to integrate it, but there are signs that it will integrate best with the law firm business intelligence unit, where Foundation and Clocktimizer sit.

Altman said:



"As a former law firm partner, performance management was the most painful part but now you can also pull in time and activity from Clocktimizer and matter data from Foundation."

Only in January, Objective Manager announced that it had taken on investment and appointed Jim Whitmore as vice president of North America to lead its growth in the region.

Altman said:



“The company had just continued to grow and penetrate the UK, and is just starting to penetrate the US – that’s where we see a lot of opportunity.”

Commenting on the acquisition in a statement, Adams said



“We are excited to join Litera and accelerate our platform presence in the broader North American market. We believe the addition of Objective Manager to Litera will enhance how we can help law firms use meaningful data to create great firm strategies alongside developing and retaining top talent.”

Founded in 2011, Objective Manager in the UK counts 11 of the top 20 law firms as clients, including Baker McKenzie, Clifford Chance, Allen & Overy, and Norton Rose Fulbright.

CLM Provider LinkSquares raises \$40m Series B



Boston-headquartered contract lifecycle management provider LinkSquares in July raised \$40m in Series B financing, in the latest significant funding in the contracts space.

The round was led by Sorenson Capital with participation from new investors Catalyst Investors, Xerox, Bottomline Technologies, DraftKings’ founders and key legal and compliance executives, and existing investors Hyperplane Venture Capital, MassMutual Ventures, First Ascent Ventures. In conjunction with the funding, Sorenson Capital Partner Brady Broadbent and Bottomline Technologies (NASDAQ: EPAY) General Counsel Danielle Sheer joined LinkSquares’ Board of Directors.

The company, which has raised \$61.4m to date, says it will use the financing to expand its team, advance the technology and develop new strategic business partnerships.

Led by CEO and Co-founder Vishal Sunak, LinkSquares enables customers to write contracts, analyze what's in existing contracts, and collaborate with their team online.

The company serves notable customers such as Fitbit, Twilio, TGI Fridays, Wayfair and Cogito.

The online contracts space continues to attract venture capital. In June contract management system provider Lexion raised \$11m Series A, while Contract Mill raised €1m. In May, Contractbook [raised \\$30m Series B](#).

A close-up photograph of a person's face, specifically their eyes and nose, peering over a fan of US dollar bills. The bills are held by two hands with metallic, shimmering nail polish. The bills are fanned out, showing various denominations including \$20 and \$100. The word "Accreditations" is overlaid in white text on a semi-transparent dark grey rectangular background across the center of the image.

Accreditations

iManage achieves level 2 Security Trust Assurance and Risk (STAR) certification

iManage has achieved Cloud Security Alliance (CSA) Security Trust Assurance and Risk (STAR) Level 2 certification, a rigorous third-party independent assessment of the security of a cloud service provider (CSP).

The STAR program's publicly available registry recognises assurance requirements and maturity levels of CSPs. It enables cloud customers to assess their security provider's competency to deliver cloud services with strict and transparent security and privacy controls.

The certification demonstrates that a cloud service provider conforms to the applicable requirements of the ISO/IEC 27001:2013 management system standard and has addressed requirements critical to cloud security as outlined in the CSA Cloud Controls Matrix criteria. CSA STAR Level 2 certification verifies for cloud customers the use of best practices and the security posture of the iManage Cloud and iManage Closing Folders.

"Protecting and securing customer data is of utmost importance to iManage and its customers," said Martin Ward, director of security, governance, and compliance at iManage. "Earning the CSA STAR certification highlights our commitment to providing industry-leading, best-practices security for the iManage global cloud infrastructure. The robust controls of the iManage Cloud security compliance program help customers demonstrate to their internal stakeholders and clients the breadth of security measures in place at iManage to protect customer data and maintain security and compliance in the cloud."

The iManage certificate, issued by Schellman and Company, is available for download from the CSA STAR registry.



NetDocuments is awarded FedRAMP Authorisation

NetDocuments has received FedRAMP Authorization for a new instance of its cloud service offering dedicated to meeting government requirements, meaning it can provide services to federal and state agencies in the US.

NetDocuments is now listed in the FedRAMP Marketplace under Authorized products and will partner with DLT Solutions, a wholly owned subsidiary of Tech Data and a premier government technology solutions aggregator, to provide DLT's channel partners and government agencies access to its secure document and content management platform.

NetDocuments is among the first purpose-built native cloud document management and content services vendors to be FedRAMP Authorized. This authorization will allow government agencies to select and use a modern cloud-based document management service that provides the security and protection required for federal information. Corporations and non-government institutions looking for a FedRAMP authorized document and content services solution will also be able to utilize NetDocuments.

According to David Hansen, vice president of compliance at NetDocuments and internal FedRAMP sponsor, achieving the FedRAMP Authorization is critical to providing services to federal and state agencies. "The NetDocuments team has worked tirelessly to comply with FedRAMP requirements and earn official authorization. We are now able to move forward in serving our existing government customers as well as provide options to many other agencies looking for an authorized, secure cloud-based document management platform."

**Global data centres
with geo isolation.**



A close-up photograph of a person's hands signing a document. The person is wearing a light blue button-down shirt. They are holding a black and gold ballpoint pen in their right hand, which is positioned over a white sheet of paper. Their left hand is resting on the paper to the right. The background is blurred, showing more of the person's shirt. A semi-transparent dark grey rectangular box is overlaid on the center of the image, containing the text "Wins & Deals" in white serif font.

Wins & Deals

North and South America

RBRO Solutions has assisted **McCarthy Tétrault**, a leading Canadian Law firm with offices in Canada, the UK and the United States, on the firm's adoption of the iManage Cloud.

RBRO provided critical adoption tools and consulting to enable quick uptake of the iManage solution and performed the migration of all content from the firm's legacy EDocs document management system using its industry leading migration tools.

"We were excited about joining the iManage community. The platform's many innovative benefits will provide time and cost efficiencies for our Firm and our clients," said Kathleen Hogan, senior director, knowledge and data insights at McCarthy Tétrault LLP. "It was clear that iManage's features provided the best solution for our needs in terms of work product and knowledge management. For implementation, it was critical that we have partners with the resources and expertise to get our new system established without affecting our ability to service our clients. We trusted RBRO to work seamlessly with us to make this one of our most successful roll-outs yet. They delivered! RBRO was clearly the best choice to help bring iManage to our firm."

Legal practice management provider **AbacusNext** has acquired SaaS PMS provider **Zola Suite**, as consolidation in that section of the market continues apace.

AbacusNext customers will now have access to products including Zola Suite, AbacusLaw, Amicus Attorney, Office Tools, HotDocs and Abacus Payment Exchange (APX).

"We are thrilled to bring together two industry leaders to deliver cutting-edge software solutions to our customers," said Scott Johnson, CEO of AbacusNext. "Together, we will create many opportunities to better serve our customers with fully integrated, modern SaaS solutions, while accelerating growth for the combined business."

Over the past year we have seen accelerated consolidation in the PMS market: in July 2020 Access Legal acquired SaaS PMS provider DPS Software, and PracticeEvolve acquired Solicitors Own Software in December 2020. Clio, which has long provided integrated cloud-based case and practice management software, was in April valued at \$1.6bn after raising \$110m in its Series E.



Onna and **Zapproved** have announced a direct integration between Onna's Knowledge Integration Platform and Zapproved's ZDiscovery platform to create a more seamless legal hold experience than ever before, particularly for unstructured data.

Through this integration, joint Onna and Zapproved customers will be able to automatically preserve Slack data at the point of hold issuance — something that has not been possible until now. Slack legal holds initiated from Zapproved's ZDiscovery Preserve are instantly applied to archived data in Onna, significantly reducing the time and costs associated with preserving Slack data.

Data can be searched, culled, and exported for review at any time, which improves legal self-service by creating less dependence on the IT department. The integration can be set up quickly and easily, and features an intuitive user experience that allows for rapid time to value.

"As cloud collaboration apps exploded over the last year, more corporate legal teams are staring at the unprecedented challenge of finding and extracting meaning from vast amounts of unstructured data," said Rekha Shenoy, Chief Product and Customer Officer at Zapproved. "Making this unstructured data more discoverable, while empowering users to preserve it wherever it lives, is key for the success of a company's eDiscovery program, and is one of the main drivers behind our collaboration with Onna."



Contract management vendor Evisort's client BNY Mellon won four Global Custodian awards in July, including the *Innovation in Contracting Award*, which specifically recognized the bank's use of Evisort to re-engineer its contract negotiation workflow and lifecycle management process.

Evisort worked with BNY Mellon's managing counsel, who ran client contract lifecycle management, to effectively reduce the time required to reach an executable agreement.

"At BNY Mellon, we actively look to broaden our tech ecosystem, working with organizations that serve as industry change agents and fostering a culture of collaboration. We selected Evisort because of its unique combination of document generation capabilities, workflows, and AI - all in one user-friendly and intuitive interface. It allows our team to manage the contract lifecycle in conjunction with the Microsoft suite. The flexibility and adaptability were unlike any of the other solutions evaluated and were first adopted by our global custody team with great success," said Oliver Round, managing counsel and product owner for client contract lifecycle management at BNY Mellon. "This initiative is gaining recognition and has recently received an innovation in contracting award from Global Custodian for these efforts."



Silicon Valley-headquartered firm **Gunderson Dettmer Stough Villeneuve Franklin & Hachigian** has expanded its use of **Thomson Reuters HighQ** to include the deployment of Publisher, the solution's content management capability.

Gunderson Dettmer is the leading law firm serving the emerging growth ecosystem and has been recognised by PitchBook as the leading law firm globally for high-growth companies and venture and growth investors for seven years running. The 300-lawyer firm represents more than 2,500 venture-backed companies and more than 450 of the world's top venture capital and growth equity firms.

Gunderson Dettmer has been a user of HighQ's internal collaboration and document automation solutions since 2019. Now, Gunderson Dettmer is deploying HighQ Publisher to create, manage, and deliver customised thought leadership to its clients, prospects, and internal audiences.



Frontline Managed Services, one of the world's largest providers of managed services for the legal industry, in July announced the acquisition of InvoicePrep, an outsourced eBilling and invoice service for law firms. In addition to law firm financial expertise, InvoicePrep also brings its proprietary workflow solution and Invoice Compliance & Revenue Management (ICRM) software that proficiently manages invoice compliancy to Outside Counsel Guidelines (OCG).

"We are excited for the opportunity to continue building upon our industry-leading Financial Managed Services solutions for law firms with such an innovative service provider as InvoicePrep, whose expertise in the legal industry is a great fit for us and our clients," said Seelin Naidoo, CEO of Frontline Managed



Lighthouse, a leader in technology-enabled ediscovery, compliance and information governance services, has acquired **H5**, which provides sensitive data classification, analytics and ediscovery solutions for complex litigation and regulatory compliance challenges.

"We are thrilled to welcome the H5 team to the Lighthouse family," said Brian McManus, chief executive officer of Lighthouse. "Not only do we share similar cultures, but we also share a vision that finding the right information in the most efficient manner is best accomplished with technology and analytics expertise, and a conviction that our combination will reshape the future of review. H5's technology and consulting capabilities fill a critical gap for Lighthouse clients and, when paired with our Prism AI technology, will allow us to address the document review segment of the market with a highly differentiated offering that will dramatically reduce the need for manual linear review."

This transaction marks Lighthouse's first entry into the document review space with the addition of advanced search and analytics technology, and experts focused on helping clients find and classify sensitive data and automate key review workflows with unparalleled speed and accuracy. With H5, Lighthouse is acquiring the leading review efficiency technology in the industry, that enables its consultants to accurately and efficiently perform key document identification and responsiveness review faster than manual review teams. This solution is currently being used by many of the world's leading corporations and law firms and applies broadly to all document review.

For more information, [contact info@lighthouseglobal.com](mailto:info@lighthouseglobal.com).

Services. "As part of our commitment to continuing to grow and innovate for our clients, we are always in the market for great service providers like InvoicePrep, and we are proud to be in a position to seamlessly integrate another best-in-class provider in order to build a state-of-the-art platform for our clients."



AXEL, the software company focused on data custody, privacy and security solutions, is adding its AXEL Go secure file-sharing and storage application to Theorem, a legal technology marketplace that helps law firms and corporate legal departments around the world achieve workflow-driven tech adoption. Legal professionals on the Theorem platform can now use the AXEL Go application to add private and secure collaboration capabilities to their legal tech stack, during in-office, hybrid and remote work situations.

"Theorem is working toward the future of legal tech and we're honored to join its ecosystem with our AXEL Go privacy and security solution," says Ben Ow, president and CTO of AXEL. "In today's changing work environment, law firms, in-house counsel and vendors need an affordable and effective way to protect their confidential and sensitive data."



And in a further eDiscovery acquisition, **IPRO**, which provides predictive eDiscovery and information governance software solutions for corporations, government agencies, and legal partners, has acquired **ZyLAB**, creators of the ZyLAB ONE and ZyLAB Legal Hold products. The combination provides IPRO's clients with extended capabilities in legal hold automation, advanced analytics, and cloud capabilities.

ZyLAB's fully automated notifications and custodian acknowledgements mitigate against accidental data loss and evidence spoliation. With this acquisition, IPRO now delivers early data assessment (EDA) with real-time, hold-in-place data preservation. This simplifies legal and compliance processes, resulting in the seamless automation of organizational information governance.

"This is a truly exciting next step for IPRO and our customers," said Dean Brown, CEO of IPRO. "Joining forces with the incredible team of people at ZyLAB enables us to provide uniquely innovative product capabilities AND expand our geographic footprint in Europe and the UK. With this acquisition, we are even better positioned to deliver upstream solutions to help our clients and partners manage the risks and costs associated with the continued growth of their unstructured data and legal discovery costs."



This is IPRO's third major investment in recent years. Its earlier acquisitions include NetGovern, an Information Governance solution, and inData, a trial and deposition management solution. The result is an industry-leading solution for customers combining AI powered information governance, legal hold, and eDiscovery solutions.



Onit, Inc., a leading provider of enterprise workflow and artificial intelligence platforms and solutions, including enterprise legal management, contract lifecycle management and business process automation, in July announced that it has entered into a strategic alliance with US bill review service **Sterling Analytics** to offer third-party legal invoice review for corporate legal departments of all sizes.

With this partnership, Onit's Fortune 500 customers and prospects can strengthen and augment their invoice review with an attorney-based consultancy that evaluates more than \$2 billion in legal spend annually, meaning corporate legal departments, often tasked to do more with fewer resources, can now outsource that review to experts in the field.

"We're offering the one-two punch with this alliance," said Matt DenOuden, senior vice president of global sales for Onit. "Interest in third-party bill review has surged as organizations have seen their savings double. Sterling's third-party bill review complements Onit's technology, creating a partnership that allows us to continue to honor corporate legal departments' relationships with their law firms."



CREATE

COLLABORATE

PUBLISH

PROCESS

MAKE IT DOCSCORP

Your document journey starts and ends with the right software.

LEARN MORE

docscorp.com/make-it-DocsCorp

UK and EMEA



UK top 50 law firm **Taylor Wessing** has launched **LitiGate** across its network of contentious teams, having been involved over the past three years in developing the litigation case management platform.

Taylor Wessing was approached by LitiGate during its early conception in 2018, in large part because of the firm's extensive dispute resolution practice. It was one of three global law firms to establish an initial relationship, alongside Baker McKenzie and Mishcon de Reya.

LitiGate provides a centralised platform for litigators and helps to automate repetitive tasks, as well as applying analytics to the data.

The firm says it has been impressed by the technology's ability to deliver cost and time efficiencies across numerous tasks and projects, from initial risk assessment to smart document searching, witness evidence review and bundling. Taylor Wessing made the decision to deploy LitiGate as "the only solution on the market that can automatically identify and classify facts, key events and issues from both filings and court documents as well as evidence, correspondence and other types of documents."

Matthew Davenport-Forde, IT manager at LDI said: "Our incumbent software lacks adaptability which would hinder our development plans. We recognised the importance of selecting a supplier who will provide software and support that enables us to grow. Compared with its competitors Linetime really stood out on its core functionality and in particular its ability to be tailored to customers' requirements which will enable our firm to work precisely in accordance with our objectives. Linetime has proven so far to be adaptive, collaborative and effective in its response to the challenges we posed."

Laura Devine, managing partner says "We currently employ 50 staff between London and New York and are undergoing growth in staff numbers and client instructions. Our expansion and future hybrid home/office working have highlighted the necessity for investment in a revolutionary/contemporary software system. We reviewed several systems and Linetime impressed us most of all with what they provide now and their future plans."



Nutanix (NASDAQ: NTNX), a leader in private, hybrid and multicloud computing, has announced that The Bar of Ireland selected Nutanix to build a multicloud environment that could meet increasing demands related to application performance, scalability, and agility, while also addressing the strict budgetary constraints of a non-profit organisation.

Faced with needing to either upgrade or replace its end-of-life legacy infrastructure, The Bar of Ireland researched a number of options, including migration to public cloud. As a non-profit organisation fully funded by the lawyers it serves, the solution would have to deliver cloud benefits — such as performance, on-demand scalability, and agility — while also being cost effective and allowing for predictable budgeting. The



Vardags, a Top 200 ranked UK law firm that specialises in high net worth and complex divorce cases, has selected **Advanced** to implement **NetDocuments'** Cloud-based document management solution to aid the firm's future strategic direction.

Named as 'Britain's top divorce lawyers', Vardags make the law work for the global elite, providing outstanding strategic solutions with a blue-chip service.

The firm has chosen to move to NetDocuments to streamline remote working and collaboration. Jonathan Trim, Director of IT at Vardags said, "Investing in the best legal technology, training and implementation teams is very important to us. As we are moving our user base to the Microsoft Modern Workplace, we needed a Cloud-based system which would work seamlessly alongside it. We were very impressed with the integration between NetDocuments and MS Teams & Office 365 and the ability to use it from any platform. As an existing Partner for Windows (P4W) client, Advanced was the obvious choice to implement our migration, having extensive expertise in both platforms."

Nutanix cloud platform delivers an easy-to-manage multicloud architecture to help the organisation scale and adapt to its constituents needs.

"Like a lot of organisations, we had investigated the idea of moving non-critical applications to the cloud," explained John Kane, Director of ICT at The Bar of Ireland. "But for our core services it was still a big unknown, particularly from a cost perspective. With Nutanix, on the other hand, we know exactly what our spend will be. Moreover, thanks to the ability to seamlessly move workloads to the cloud and back again, without changes or reconfiguration, we can fully optimise resources and cost investments across both private and public clouds without locking into any long-term commitments."



Global, sector-focused law firm **HFW** and maritime cyber security company **CyberOwl** have joined forces to provide comprehensive technology and legal services to the shipping industry around cyber risk management and compliance.

HFW's market-leading shipping lawyers and CyberOwl's team of data and security experts will work together to help the maritime sector prevent and actively defend against commercial, legal, technical and operational risks, including reviews of vessel cyber security seaworthiness, cyber security monitoring, and related legal and consulting advice.

This will complement HFW's existing cyber security advice to clients as part of its standalone consulting business, [HFW Consulting](#).

Paul Dean, global head of shipping at HFW said: "Cyber security is a growing concern for the global shipping industry, with the continued move towards digitalisation creating new vulnerabilities and IMO 2021 introducing a regulatory requirement for owners to demonstrate that cyber policies are effectively implemented.



Womble Bond Dickinson has implemented **BigHand Pricing and Profitability** to help drive transparency of matter pricing. In the 'cradle to grave' matters that the transatlantic firm has managed through the tool, we're told that there is conclusive evidence of better recoveries and a better margin on matters that would otherwise not have been economic.

BigHand Pricing used to be called Evaluate (stemming from DW Evaluate, which BigHand acquired in 2018.) The solution is a PMS-integrated matter budgeting, pricing and tracking tool designed for law firms to manage their matters financially.

Chris Oddy, head of pricing & commercial development at Womble Bond Dickinson said: "Everyone looks for value for money, but never more so than during a recession or exceptional circumstances such as those we have experienced recently. As a firm, we have a responsibility to both our clients and our staff to make sure that things are as efficient and transparent as possible.

"It's very obvious that the matters we have tracked with BigHand have had better recoveries than those we have not."

"The reality is that traditional cyber security systems are not designed to overcome the unique technical, operational and commercial challenges of shipping, such as the need to demonstrate due diligence in ensuring seaworthiness and cargoworthiness to minimise disagreements around liabilities in the unfortunate event of a cyber attack. We have therefore partnered with CyberOwl, whose security experts share the deep shipping industry expertise on which we pride ourselves at HFW.

"We're looking forward to working with CyberOwl to help our clients navigate this increasingly complex and important area."



Dataquest Group has signed a deal with Acronis, a global leader in cyber protection.

Dataquest provides a comprehensive range of technology services, ranging from managed print to cloud solutions and is recognised as one of the UK's fastest growing hybrid cloud solutions providers, delivering a single vendor approach to help make life easier for all of its clients.

Chris Baker, Cloud Business Development Manager at Dataquest, commented: "Acronis delivers an integrated suite of data protection solutions, including backup, disaster recovery and storage, together with file sync and share, which will serve our clients well in these challenging times.

"To face the challenge presented by increasing security threats, Dataquest was seeking a simplified product that offered our clients the best protection, from a single, easy to manage source. Acronis and its range of innovative products was the ideal choice for partner.



Newly launched, boutique construction law firm, Anchor LLP has gone live on iManage Cloud, as well as adopting iManage Share for collaboration. Ascertus was the technology adviser and implementation partner.

Ascertus has integrated DocsCorp pdfDocs, a tool that simplifies pdf management, with iManage Work, to provide yet more information management capability.

Explaining the firm's approach to investment in this function, Oli Worth, Partner at Anchor LLP, says, "We have invested in iManage, a sophisticated and market leading solution that is deployed by some of the largest law firms and corporates. Our technology capability in this important business function is at par with them, which levels the playing field for us. From a user standpoint too, these solutions were always our preferred systems – they are functionally rich and intuitive to use, and will pre-empt a lot of document management-related issues as our firm grows. We are lawyers, we want to stay focussed on client service delivery – iManage allows us to do that."

Jon Wainwright, sales director at Ascertus Limited, comments, "Anchor is starting their technology journey from a clean slate, with immense clarity on why they are investing and what benefits they want in return. They are deploying future-proof technology that will make best practice routine, automatically scale as the business grows and always provide the latest and greatest functionality in the document management space. With this, they are ensuring the highest possible return on their investment through productivity and operational efficiency gains – and without the hassle of IT maintenance."



Technology delivered by digital transformation and customer experience specialists FourNet, is helping to improve efficiency within **HM Courts and Tribunals Service**.

A new HMCTS Service Centre opened this week in Salford Quays, Greater Manchester.

Since 2019, HMCTS has also opened Service Centres in Stoke-on-Trent, Birmingham and Loughborough, delivered in partnership with FourNet, which handle more than one million queries and give people better access to the information and assistance they need.

The latest technology has been delivered by FourNet, as part of a £16.3m contract with HMCTS.

FourNet has provided an integrated service centre solution delivered via ANTENNA- a secure cloud-based communications service developed in partnership with the Prime Minister's Office and hosted in UK Government data centres.

Una Bennett, HMCTS National Services Director, said: "Our new Salford Quays Courts and Tribunals Service Centre will provide a more streamlined and consistent service for our users. Our team will be able to answer incoming enquiries more quickly, access specific case details so that callers do not have to keep explaining why they are contacting us and provide the right information first time.

"New technology, new ways of working and modern offices will provide staff with the tools they need to provide a better service to those who need our support and guidance."



UK law firm **CG Professional** has adopted **Thomson Reuters HighQ**.

Founded in 2017 and based in North West England, CG Professional is a commercial law firm with commercial, corporate, employment, banking & finance, business recovery, automotive, and real estate practices.

Within the firm's employment practice, we're told that the firm has been using the fully integrated document automation capabilities within HighQ—powered by Contract Express—enabling them to significantly reduce the time spent drafting contracts, service agreements, settlement and consultancy agreements, and other correspondence. This has been particularly beneficial for the firm's clients when dealing with the impact of Covid-19, given the large volumes of correspondence and documentation required in support of the UK government's furlough support schemes. The system is also able to produce high volumes of documents, such as contracts to be produced, very quickly, using built-in capabilities and workflows.

For the corporate team, the deployment of HighQ has transformed the firm's collaboration with clients on projects and transactions. More specifically, the provision of virtual data rooms has facilitated the high-speed and secure exchange of files and other sensitive information to deal teams, clients and partners in any location, all in one place.



UK law firm Blackfords has reduced its court bundle production from two day to 20 minutes using Quill with Bundledocs.

Blackfords has offices in Cardiff, Croydon and Woking, and around 45 solicitors and partners.

Managing partner Trevor Francis said: "The old-fashioned model meant handling every bundle adjustment manually by photocopying documents and paginating by hand. For complicated family disputes, especially those involving children, bulky court packs could take two days to prepare. Subsequent changes at the eleventh hour were extremely anxiety inducing at what is already a stressful time.

"Since installing Quill's case management and legal accounts system, and integrating fully and seamlessly with Bundledocs, we've lowered our overheads and decreased pack assembly time markedly," says Francis. "Quill is simultaneously affordable and easy to use. Even the non-techies in our team can drag and drop files into bundles, index and paginate in 20 minutes or less with later amendments actioned in seconds."



And leading Scottish law firm **Blackadders** has also adopted HighQ.

With roots dating back to 1773, Blackadders has more than 200 employees across a network of offices, including Aberdeen, Dundee, Edinburgh, Glasgow, and Perth.

As part of a multi-phase adoption program, Blackadders initially adopted HighQ in order to utilise personalised data rooms to facilitate the high-speed and secure exchange of files and other sensitive information between deal parties on transactions.



Garden Court Chambers, the largest barristers' chambers in London, is enhancing and simplifying communications and collaboration for its barristers, clerical and admin staff with a digital workplace solution built on the Avaya OneCloud™ UCaaS platform and leading partner **Fortay Connect**. With installation of Avaya Cloud Office by Ring Central and migration of 275 users completed in record time during April, we're told that communications at the Lincoln's Inn-based chambers were transformed into a flexible, always-on video conferencing and workstream collaboration solution to support working from anywhere.

Garden Court Chambers' previous communications system had traditional phones on each barrister's desk with calls transferred through the switchboard. It meant a receptionist had to be on-site to manage the switchboard and, with only a few licenses available, video conferences had to be set-up by staff.

"Barristers' work can be unpredictable and often they need to be available 24/7, so they need a digital workplace without departmental silos, always-on access to information from any location, at any time,



VirtualSignature has been selected by **Debenhams Ottaway**, a multi-service law firm based in Hertfordshire.

Following a competitive review of the market and extensive testing on a trial basis, the team at Debenhams Ottaway selected VirtualSignature to provide the eSignature solution to the firm as part of their ongoing digitisation of the user experience.

Commenting on the selection process, managing partner, Susan Glenholme said, "Not only were we impressed by the product itself, with the nuances developed specifically for law firms, we also found the team at VirtualSignature to be supportive during the trial set-up and management process. Nothing was too much trouble as they went out of their way to help our test-users familiarise themselves with the capabilities the eSignature solution provides."



and persistent, group workstream collaboration for a true client- and team-centric experience," says Dan Bunce, IT systems project manager for Garden Court Chambers. "With Avaya Cloud Office, our barristers get a single number for calls, chat, video meetings, file sharing and continuous collaboration that reaches them wherever they are, on whatever device they're using. They can also easily manage their own preferences for call forwarding, availability, presence, messaging, and video meetings, removing the burden from IT admin, staff and reception."



Laura Devine Immigration (LDI) has selected **Linetime** as a replacement practice management system to further strengthen their client services offered from their London and New York offices. Linetime's client service, collaboration and product adaptability were key influences on their decision.

Linetime, recently acquired by **PracticeEvolve Group**, offers rich enterprise level software featuring practice management, document management, and case management to over 120 mid-sized firms nationwide.

A close-up, shallow depth-of-field photograph of a person's hand gesturing while speaking. The hand is in the foreground, with fingers slightly curled. In the background, a person's face is blurred, and a laptop is visible on a wooden desk. The overall scene suggests a professional meeting or presentation.

Movers & Shakers

UK AND EMEA

Cloud and IT services vendor **CTS** has hired Nick Martin as director of consulting.

Previously Martin was managing director at public cloud consultancy SystemsUp. He brings 34 years' experience within the technology sector to CTS, and a wealth of knowledge gained working with the UK's top law firms.

"The legal sector is in a time of significant evolution, and I'm pleased to be joining CTS as the pace of digital change accelerates and firms aim to achieve real transformation through their use of technology" said Martin.

"Putting the user at the forefront of strategic decision-making is critical to my role in supporting CTS' clients to achieve operational success. Optimising technology and application investments can bring an edge, but only if the options and implications of strategic change and investment are fully understood – from people and skills to process, as well as the ever-increasing importance of cyber security."

Nick's role at CTS is to support clients in achieving their ambitions, developing the CTS methodology for designing the perfect strategic roadmap for each individual business.



David Wood has joined **Simmons Wavelength** to support the growth and delivery of productised services.

Wood's recent roles including IT director at Watson Farley & Williams, and product services consultant at Allen & Overy, as well as a short period as an independent IT consultant.

Wavelength is a UK legal engineering business that was acquired by international law firm Simmons & Simmons in 2019.

Commenting on the hire on LinkedIn, Wavelength co-founder and CEO Peter Lee said: "I'm really delighted that the incredibly talented David Wood, MBA has joined Simmons Wavelength!"

"Alongside Angela Ragnauth and the team, David will be supporting the growth and delivery of our exciting productised services – where we are changing the way legal services are delivered for the better."



Legatics, a transaction management platform used by law firms that include Allen & Overy, Hogan Lovells and King and Wood Mallesons in July announced the appointment of former chief product and strategy officer for HighQ, Stuart Barr, as non-executive director. He joins company CEO Anthony Seale, CCO Daniel Porus and recently appointed non-executive director Joe Krancki on the board of directors.

Barr has 12 years of experience building innovative legal technology solutions having led on product strategy at HighQ, the law firm collaboration platform, that was acquired by Thomson Reuters in 2019. Barr also has significant industry experience, bringing with him a programming background and time working for Freshfields Bruckhaus Deringer.

"Stuart is a very welcome addition to the Legatics Board," said Seale. "He has both extensive industry knowledge of what works (and what doesn't) and experience of rapidly scaling a legal technology business. He really understands the journey that Legatics is on and is approaching the role with tremendous passion." Daniel Porus, CCO, added "Stuart has relevant expertise at the intersection of business and technology and we are excited by the impact that he will have on Legatics during this period of rapid growth".

This announcement follows the news that Legatics has completed a £3M Series A funding round to develop its platform and build further upon its strong customer acquisition.



Avokaado, the contract lifecycle management platform, has hired two top level managers. Nevercode's Kristian Sägi joins Avokaado as the new chief technology officer and Ben Laas-Billson takes the lead in growth management.

Sägi is a longtime mentor and coach to startups and startup founders to build better products and achieve fast results. In 2005, Sägi co-founded Playtech Mobile, an autonomous division of Playtech, the world's largest supplier of online gaming software, where he served as CTO for ten years. During that time, the division grew from zero to \$100+M in annual revenue.

Sägi most recently co-founded Nevercode, a cloud-based continuous integration and delivery platform out of London, where he served as a CTO in 2017-2019. During that time the company closed a massive collaboration deal with Google for a dedicated workflow automation tool Codemagic for mobile app projects.

Laas-Billson is a seasoned marketing veteran, having worked with brands, agencies and publishers on engaging their audiences as head of marketing at ad tech startup NEXD. Laas-Billson has been delivering meaningful results, working as a marketing consultant for tech firms of all shapes and sizes.

"The problem that Avokaado solves is something that I've wrestled with, personally working as a consultant. I've always hated paperwork, everyone does. And I am incredibly excited about more businesses achieving a kind of hassle-free contract nirvana," Laas-Billson commented.

The banner features the Prosperoware logo on the left, followed by the text: "Govern Microsoft Teams with Prosperoware CAM", "Automated Provisioning of Teams & Channels", and "Integrate Your DMS with Teams". On the right, a diagram shows a flow from iManage and NetDocuments (ND) to Prosperoware CAM, which then connects to Microsoft Teams. The website URL "www.prosperoware.com" is in the bottom right corner.

NORTH AMERICA

Aderant's president **Chris Cartrett** will next year take over as CEO, taking over from **Deane Price**, who is pursuing other opportunities within Aderant's parent company Roper Technologies.

Cartrett was promoted to president on 1 July and formally takes over as CEO in January 2022.

Price's tenure at Aderant began a decade ago when she took on the role of CFO. She moved into the COO position in 2014 and was promoted to CEO in 2017.

During her decade of executive level leadership at Aderant, Price has seen the company grow from a single-product company to one with a broad product portfolio. Aderant's brands now include Aderant Expert for practice management, Handshake and Drive for knowledge management, iTimekeep, OCG Live & Thrive for timekeeping and compliance, BillBlast for eBilling, CompuLaw for docketing and calendaring, and Expert Case for legal case management.

"I am incredibly grateful to our Aderant family for making the last ten years both successful and fun," said Price. "Chris Cartrett is a natural leader. He understands the legal vertical and what our clients need better than anyone. He is great at leading teams to achieve their goals, and I am confident that he will lead the company into its next phase of growth while bringing success to the entire Aderant community."



David Cunningham is joining **Reed Smith** in the newly-created role of chief innovation officer. Cunningham was most recently CIO at Am Law top 50 law firm **Winston & Strawn**.

Previously a longtime consultant advising on some of the largest law firm integrations in history, Cunningham is CEO of Legal Metrics, a tech-driven consortium automating next-gen performance and diversity analytics between law firms and legal departments, which he will continue to lead. He played an early role in growing the Corporate Legal Operations Consortium, or CLOC.

"We must continue to create new service offerings and products that deliver more agile and customized client support – all with the purpose of helping our clients drive their businesses forward," said Sandy Thomas, Reed Smith's global managing partner. "David brings the ultimate entrepreneurial approach to the delivery of legal services. He is a champion of innovation, and we are thrilled to have him lead us into the next iteration of Reed Smith's commitment to innovation and client value."



Opus 2 has hired legal technology entrepreneur Don Fuchs as its senior vice president of business development for North America and Oliver Clark as its chief financial officer.

Fuchs has built his career helping law firms blend technology with legal practice to create innovative solutions. Based in Portland, Oregon, he will be responsible for North American business development. As CFO based in London, Clark brings a strong track record in financial strategy and operations in high-growth B2B technology businesses.

"Don and Oliver have joined Opus 2 at an exciting time for us and our clients," said Martin Coen, CEO of Opus 2. "They are a great complement to the existing team and most importantly they are aligned with our values and culture — working in partnership with clients to help them drive innovation in their connected digital practice. Don's deep understanding of the North American legal market and Oliver's experience in guiding companies along rapid growth trajectories will greatly assist us as we work hand-in-hand with a growing number of clients as they increasingly adopt Opus 2."



Legal industry veteran and sales leader Mark Wilcox has joined ALSP QuisLex as its vice president of global sales.

Wilcox brings to QuisLex 30 years of sales leadership success across multiple industries. Wilcox has 15 years' experience as a sales executive in the legal software and services industry including 10 years managing sales in the eDiscovery space and three years in legal and cybersecurity compliance. He received his Bachelor of Science from Oregon State University and has taught sales training and public speaking courses through Dale Carnegie and Miller Heiman.

"We're excited to have Mark join our senior team during a period of significant growth and innovation here at QuisLex, particularly as we look to constantly reimagine solutions that address real business challenges for law firms and legal departments at the world's largest corporations," says Ram Vasudevan, CEO of QuisLex.



FTI Consulting, Inc. (NYSE: FCN) has hired senior managing director Antonio Gesteira to the firm's [Technology](#) segment in Brazil. Mr. Gesteira, a forensic technology and e-discovery expert with more than 20 years of industry experience, will join the São Paulo office to establish and grow the Technology segment across the region.

Brazilian corporations and law firms are increasingly seeking local, specialized practitioners for assistance in the face of an increasingly active investigations and e-discovery landscape. Mr. Gesteira will focus on building the Technology's segment's e-discovery and digital forensics solutions in Brazil, as well as growing the local team across crucial areas including data preservation and collection, advanced analytics, document review, investigations, data privacy and information governance.

"Worldwide, our clients are experiencing a tremendous increase in legal and regulatory matters and new data-related risks," said [Sophie Ross](#), global chief executive officer of the technology segment within FTI Consulting. "In Brazil, clients are bracing for an uptick in investigations against a backdrop of shifting laws. Antonio is an experienced leader who brings a track record of establishing new practice areas and advising clients through their most critical challenges. We welcome him to the team and look forward to his work in expanding our reach and offerings to serve new clients in the region."

The addition of Gesteira follows FTI Consulting's recent appointment of [Gustavo Galizzi](#) as a Senior Managing Director in Brazil within the firm's Forensic and Litigation Consulting segment.



Diversity

Urgent action needed to challenge continuing lack of diversity in judiciary

Just 1% of England and Wales's judiciary is Black – a figure that hasn't shifted since 2014 despite an increasingly diverse pool of applicants, according to official figures released at the end of July.

Across all appointment rounds for legal judicial positions in 2018-2021, Black, Asian and minority ethnic candidates together constituted 23% of applications but only 12% of recommendations for appointment – a significantly lower rate compared to White candidates in this period.

Meanwhile diversity is even lower at the senior levels.

The revelation came in the release of the latest judicial diversity statistics, prompting the Law Society of England and Wales to urge a clear roadmap to swifter progress in judicial diversity.

Since 2014, the number of Asian judges has risen from 3 to 5%, for mixed ethnicity from 1 to 2%, but for black judges remained the same at 1%.

Women now make up nearly half of all tribunal judges, but are under-represented in courts – and particularly in senior court roles – despite a small increase in 2021.

As of 1 April, 34% of judges in courts are women (24% in 2014), and they made up 29% of judges in senior roles (High Court and above).

Non-barristers make up only 32% of courts judges and 64% of tribunal judges – a decrease compared with 2014.

"Despite a minor increase in the proportion of solicitors in senior court roles we remain concerned about the overall stagnation and the proportion of solicitors leaving the judiciary," said Law Society president, I. Stephanie Boyce.

The report also shows a significant disparity between solicitors and barristers in terms of success in the judicial appointments process.

A male solicitor applying for a judicial role was 45% less likely to be recommended than a male barrister.

For women solicitors it was 48% lower compared to female barrister applicants.

Female solicitors were the largest gender-profession group among applications to judicial appointments, but the smallest group among recommendations.

Meanwhile, Black, Asian and minority ethnic solicitors have lower appointment rates than all three other ethnicity-profession groups.

"As members of the Judicial Diversity Forum, we welcome the shared commitment that has been made to the creation of an action plan to tackle the clear problems with representation on the bench," said I. Stephanie Boyce.

"This report has laid bare the need for urgent steps and we now need to determine as a matter of priority what those steps should be.

"The statistics clearly demonstrate a significant disparity in outcomes for Black, Asian and minority ethnic applicants and solicitors. When the intersection of gender, ethnicity and professional background is considered, these disparities are brought into sharper relief.

"While we are encouraged by the slight increase in the percentage of women in the judiciary, we remain very concerned as to lower success rates in the judicial applications process and the slower progression through the judiciary for Black, Asian and minority ethnic groups and for solicitors.

"We recognise our role in developing a diverse pool of applicants from the solicitor profession, and we will continue to work with our Judicial Diversity Forum colleagues to ensure that our efforts translate into diverse appointments."



#TalkingTech Webinars

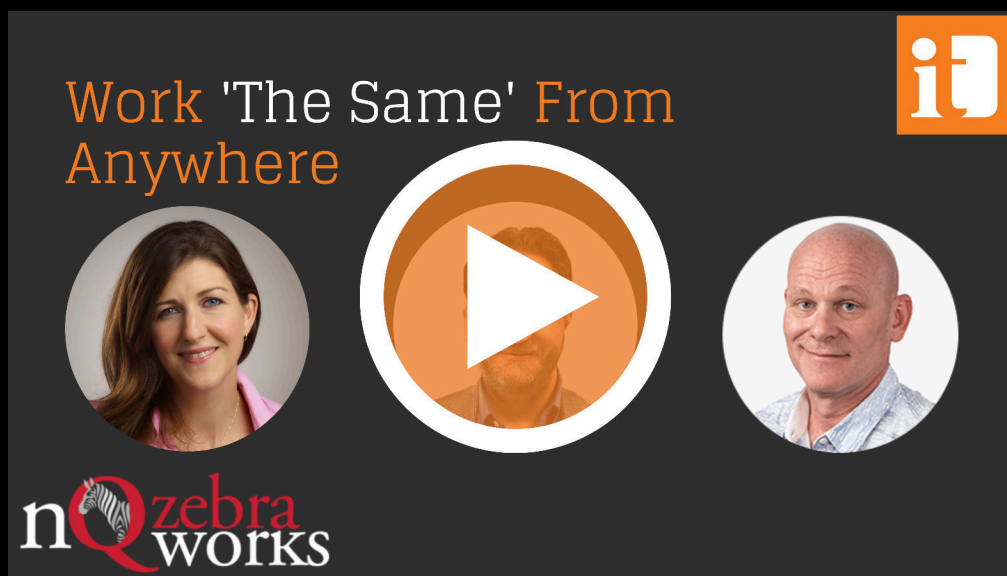
Webinar Replay: Work the Same from Anywhere with nQ Zebraworks

We have seen the evolution of working from the office, to working from home, to working from anywhere. But now, nQ Zebraworks says, the focus needs to be on working *in the same way* from anywhere.

Firms have transitioned well to working from home, but what are the tools that are needed now as firms navigate a far more fluid future?

In this webinar we looked at the steps that firms are taking to expand their digital toolkit, as well as how they are driving adoption.

And we conducted a few polls that are very telling when it comes to people's attitudes to returning to work!



Join Us For The Next TalkingTech Webinar with



Microsoft Teams for Legal - How to Best Design Teams and Channels

Many firms are struggling with how to deploy and structure Microsoft Teams with proper Teams and Channels.

Prosperoware has been at the forefront of deploying Teams in legal and in this webinar will share and demonstrate tried and tested best practices. Join us on 5 August at 5.15pm BST, 12.15 ET to discuss:

- Structuring Teams & Channels with your audience in mind
- Microsoft 365 applications to consider for deployment
- General & Multi-Channel design approach for Teams & Channels
- Teams Structures for M&A, Litigation, Corporate Legal, & Other Scenarios



Caroline Hill
Editor-in-Chief
Legal IT Insider



Keith Lipman
CEO and Co-Founder
Prosperoware

Taking Place Thursday 5th August 2021
5:15pm BST/12:15pm EST

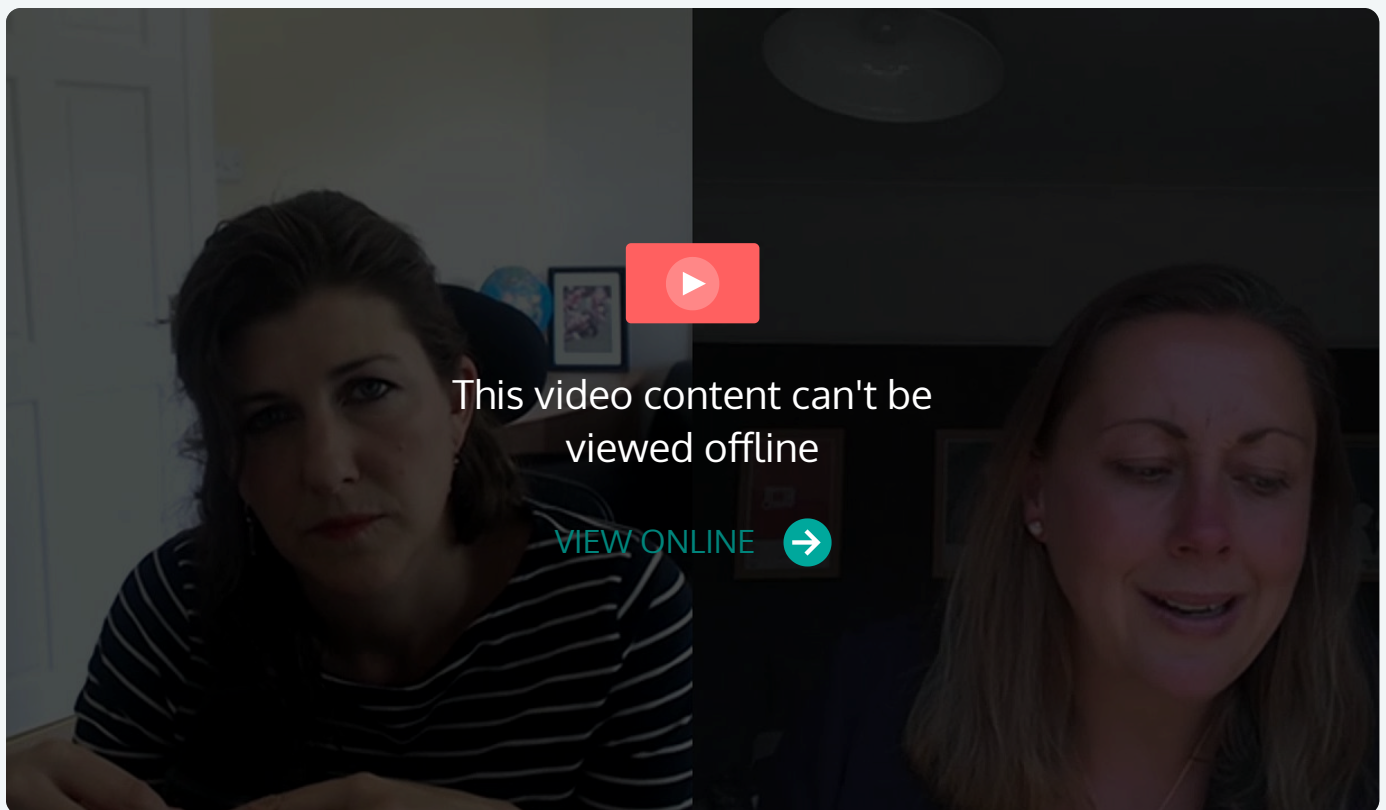
**CLICK HERE TO RESERVE YOUR
FREE PLACE NOW**

A professional recording studio setup. In the foreground, a black condenser microphone is mounted on a boom arm over a wooden desk. Two pairs of black headphones are also on the desk. In the background, a desk with two computer monitors is visible through a large window. The room has a brick wall and a blue poster on the wall.

The Insider With Caroline Hill

The Insider talks R&D with Clifford Chance's April Brousseau

The director of Clifford Chance's newly-formed Research and Development Hub, [April Brousseau](#), talks with [Caroline Hill](#) on Litera TV about her new role, and how the magic circle firm is centralising its product development and capabilities through the Hub to develop digital solutions that help solve internal lawyer and client issues.





Comments



Could better work allocation be the antidote to law's hidden mental health crisis?

With junior lawyers more likely than ever to report being stressed, the IBA among others has urged firms to concentrate on the “provision and encouragement of remote working, better workload/work allocation processes, and improved work-life balance”. That requires the ability to allocate work in a fair, transparent and unbiased way, says Capacity founder, William Dougherty.

A 2019 survey from the Junior Lawyers Division (JLD) provides a troubling window into the wellbeing of junior lawyers in the UK.

Some 93% of the respondents reported being stressed in their role, with almost a quarter classifying themselves as severely or extremely stressed. Nearly half (48%) of those surveyed reported experiencing mental ill-health, with 14% of those experiencing suicidal thoughts. 58% had considered taking time off work for mental health reasons, but did not do so. When the JLD compared their findings with the American Bar Association's Young Lawyers Division, they found US lawyers reported similarly alarming mental health issues. Clearly, this is an industry-wide problem.

I invite you to reread the paragraph above. How does it make you feel? Whether these figures surprise you or not, this is the cold reality of working as a junior lawyer. What we're glimpsing here is a hidden epidemic of stress and work-related mental illness in the legal profession – the kind that goes unreported and unnoticed outside of anonymous surveys.

Worst of all, the 2019 survey doesn't account for the 'terrifying' spike in mental illness we know to have arisen during the pandemic, including a steep rise in employee burnout. The economic cost of poor mental health at work is staggering: in 2017 it was estimated to cost the UK economy £34.9bn a year, or £1,300 per employee.

As an industry, will we continue to perpetuate this reality, or will we use this moment to bring about the cultural changes that could make our industry a better place in which to work, and a place where better work is performed? Significantly, 78% of respondents to the JLD survey thought their organisation could be doing more to support their employees. And organisations can do more.

But first, they need to know what's making lawyers unhappy. A 2021 global survey from the International Bar Association (IBA), which set out to understand mental wellbeing in the legal profession, is unequivocal. The extensive report found that “competing demands, long hours, and unrealistic time pressures were the most

commonly cited problems” encountered by lawyers.

Workload issues were found to remain at a constant throughout a lawyer’s career, but concerns around work-life balance, physical wellbeing and mental health appear to disproportionately preoccupy younger lawyers. Alarming, it’s not just those already in the profession that are suffering the impact of these cultural issues. The legal profession’s reputation precedes itself, with 84% of aspiring lawyers having concerns over their ability to manage the stress of a training contract, according to a 2021 survey from The Corporate Law Academy (TCLA).

So, how should a firm begin attempting to solve these issues? Among three key recommendations, the IBA has urged firms to concentrate on the “provision and encouragement of remote working, better workload/work allocation processes, and improved work-life balance”. Senior lawyers may assume this means less work handed to more junior lawyers – but that’s only one way to attack the problem. Another, as the JLD recommends, is for firms to ensure systems and processes are as efficient as they can be to enable employees to do the best job they can.

At present, work allocation in law firms is anything but efficient. Work isn’t allocated to the most appropriate person, and current systems – if they exist at all – are manual, time consuming and often frustrating, involving spreadsheets, workarounds, and unseen emails or unanswered telephone calls.

Work allocation platforms can cut all of this out by enabling lawyers to communicate how busy they are with the rest of their team, ensuring work is diverted away from those who have the most on their plate. This makes business sense, seamlessly optimising how work is distributed. It spares lawyers engagement with their firm’s existing, exhausting distribution channels. And it results in a cultural shift, with hard workers recognised, the underworked better occupied, and each individual liberated from the pressure of accepting work they simply don’t have the capacity to undertake.

There’s another benefit to modernising work allocation. The JLD also recommends encouraging “staff empowerment, diversity, and inclusion” as a way to boost employee wellbeing across the board. Next generation work allocation will seek to maximize autonomy for junior lawyers, allowing them, where appropriate, to select their own work, empowering staff. It will close the window of work-allocation bias in firms, helping to create a more inclusive environment.

Scientific research has found that autonomy over tasks is more than twice as likely to improve job satisfaction than salary, working hours, and working environment. Workers’ control over their workflow reduces levels of work-related stress and makes employees significantly happier. And unsurprisingly, job satisfaction strongly correlates with improved quality of work, which in turn translates into increased profits for the business, and lower employee attrition.

So while it’s true, as the IBA has stated, that unrealistic time pressure must be addressed in the law industry, the available evidence suggests that’s just part of the solution. As people, we perform better work at a faster rate when we’re empowered – and we quickly feel we’re over-capacity when work is allocated in a slap-dash, inefficient manner in an environment when it can be difficult to justifiably say “no”.

I’ll remind you that 78% of those surveyed by the JLD thought their organisation could do more to support their employees. Improving work allocation seems like such an easy win – setting off a ripple effect of productivity and satisfaction within firms – that it should be topping the list when organisations are considering how to do more for their staff. To ignore this opportunity is to slip behind those firms that have finally got the memo on mental health and productivity.

I recently gave up my job in Big Law to help law firms tackle their latent mental health problems, and the productivity drain they entail. My experience, and those of the hundreds of junior lawyers I’ve listened to, suggests it’s not just high workloads that causes stress; it’s also the way that work is allocated that gets junior lawyers down.

So I developed “Capacity”, a work allocation platform designed to make lives easier right across the law firm hierarchy. It’s based on the principle that work allocation is one of the key channels through which legal professionals interact. That means work allocation doesn’t just affect a firm’s bottom line – it has a profound impact on its culture too.

With Capacity, we’re taking a broader view of what makes lawyers productive, which happens to be exactly what makes them happy. And it turns out that’s not benefits, freebies, salary hikes or workload let-offs. It’s just a case of allocating work better.

William Dougherty is co-founder of Capacity, which is a work distribution platform. Dougherty founded Capacity in 2018 with the aim of providing an unbiased way to distribute work and improve employee wellbeing. He was previously an associate at global law firm Dentons.



Process – The Stabilizing Force of the Three Legged Stool

By Vince Neicho, vice president, legal services at Integreon

At the tail end of last year, I wrote an article on how lawyers have come around and embraced technology. I followed it up with another piece on people and the importance of communication amongst the legal team. It seems fitting to complete the trilogy with a piece on process highlighting the importance of the oft mentioned, but essential three-legged stool that is Technology, People, and Process.

In the context of dispute resolution, the first of the three elements to come to the table was “people”. In a pre-electronic -discovery world, “people” would have meant lawyers and practitioners in a law firm culling through numerous lever-arch files with potential evidence to be found in mountains of loose papers.

“Technology” joined the fray when those mountains of evidence became insurmountable, exploding with the addition of both structured and unstructured electronic evidence. Of course, the pace of advances has meant that we are continually learning, adjusting, and determining just how to apply innovative technology, especially in the realm of workflow automation and artificial intelligence (AI).

“Process”, in some ways, is the poor relation to what preceded it. Some entities, such as law firms, have demonstrated excellence in developing and implementing meaningful and powerful processes that harness the benefits of the other two legs — people and technology. However, many have failed to recognise the importance of doing the upfront work to develop well-designed processes and then allowing those processes to be used, assessed, and refined so they can evolve.

For some law firms, the deployment of technology and people has just been allowed to happen. This is most unfortunate. At best, the full power of the combination of technology and people is severely hampered and the true benefits potentially lost or diminished. At worst, inaccurate or incomplete assumptions can be made about what the technology and the people have determined resulting in omissions or misunderstandings. Either way, the entire project (be it an investigation or analysis of potential evidence) is likely to be significantly more inefficient, ineffective, and costly than need be.

Legal Project Management

In recent years many law firms have felt the pressure from clients to better manage costs. In response, many firms saw Legal Project Management (LPM) as the way forward. LPM is indeed a business necessity in today's legal services market. However, it would be a massive mistake to think that LPM ticks the "process" box. A meaningful approach would include the development, documentation, and implementation of more detailed tailored processes for each of the many workflows.

I see LPM as more of a high level tool to assist with cost budgeting. Further, I would be surprised if even the very best Legal Project Managers fully understands, for example, the ins and outs of the disclosure process. Why would we expect them to understand the need for potentially relevant documents to be looked at several times? Whereas, an e-disclosure expert would of course completely grasp the process of first and second level reviews and the need for issue coding, etc.

An efficient, safe, and cost-effective approach has a higher likelihood of success if LPM is combined with detailed and well-defined processes; that is when harmony can be achieved. To ensure longevity of said strategy it must also be acknowledged that processes require constant evaluation, consideration, testing, time and space for refinement.

Good processes are increasingly important

As I touched on in my earlier articles, the legal profession has seen technology advance at an alarming pace. At the risk of generalising, many lawyers have shifted from deep scepticism and mistrust of technology to perceiving it as a silver bullet solving all problems relating to data and evidence analysis. While I applaud lawyers for coming around and being open to technology, blind acceptance, however, is potentially dangerous.

On the people front, many law firms have created their own in-house managed services or document review practises – often in a lower-cost jurisdiction. Sometimes they use their own law firm-trained personnel, or alternatively they will employ paralegals or qualified temps on a task by task basis. I have heard it said that they have access to the same temp market as the Alternative Legal Service Providers (ALSPs) and perceive they are, therefore, able to compete with them for this type of work (although, experience suggests at a much higher cost point, notwithstanding the charge out rate is likely to be less than law firm standard rates). The vital component missing from each of the above phenomena is process. Until a series of appropriately tried and trusted processes are introduced to the mix, each will attract an unacceptable high level of risk.

Who is best able to develop process?

Process experts will, of course, be present in most established legal practices. Service providers in the eDiscovery space will have built their reputation, tools, service and delivery around established fully-documented processes.

In my view, the masters of process are reputable and experienced ALSPs. For ALSPs, such as Integreon, their calling card and the reason law firms and corporate legal departments trust them with the outsourcing of their work, is their ability to innovate, as well as implementing their tried, trusted, detailed, and documented processes. Process identification, documentation, and implementation is at the very core of the ALSPs existence.

Earlier I mentioned that some law firms have the perception that they can compete with ALSPs in the document review space. The reason I introduced the concept of perception is that the reality is likely they cannot match the ALSP in terms of having rigorous, mature, and established processes as part of its standard service integrated with the actual review. By way of example, ALSPs' quality control and consistency checks have evolved with the experience and expertise gained from literally thousands of projects involving many millions of documents and data points. Moreover, the introduction of new AI technology, such as predictive coding/Technology Assisted Review/Continuous Active Learning, etc., has resulted in the further evolution of established processes to ensure that reliance on the technology is safe and that relevant checks and balances are in place.

Of course, in addition to the more visible processes, there are a multitude of other equally important processes in play to ensure a robust, secure environment. These detailed, documented processes include security (physical and virtual); controlled access to data; data collection, filtering, categorisation, storage and production; use of various types of technology; use of in-built product functionality; staffing – on-boarding and departures; and many other areas of the business and its services.

In my previous capacity as a purchaser of ALSP services for a law firm, it was often a supplier's processes that determined whether they would make the cut and be given consideration. Indeed, when I led my firm into the world of outsourced document review for the first time – around 20 years ago – a big part of the due diligence I carried out was literally conducting on site visits with my colleagues from security to observe the processes being carried out in real-time. It was at that point I realised just how advanced the processes were at ALSPs compared to other players in the legal services profession.

As in all walks of life, there are many professional qualifications and certifications that might indicate how competent someone might be in terms of establishing and developing process. For example, Prince2, Six Sigma belts, Lean, etc. However, when assessing process experts, it is also prudent to consider their level of experience and expertise within the specialised area under consideration, and in the wider practice, so as to ensure that their work product is relevant, meaningful, workable and consistent.

Conclusion

Any established documented process is useful in that, at least, one has a base from which to work to improve, enhance or change. But the value of fully thought-out, well designed, tried and trusted processes cannot be underestimated. It is also worth bearing in mind the need to constantly re-visit, assess and test all processes, no matter if they may seem to have served you well for some considerable time. There is always room for improvement!

In the rush to use technology and people, the one thing that is crucial is to ensure you tie them together with sound processes. Or to put it another way, if you find yourself sitting on the three-legged stool that is technology, people, and process, avoid the embarrassment of tipping over – make sure process is fully present!

Vince Neicho joined Integreon in June 2017 as an expert legal solutions consultant, with a focus on law firms and corporate legal departments engaging in e-disclosure, e-discovery and document review. Prior to joining Integreon, he was with Magic Circle law firm Allen & Overy for 42 years, where he set up and led their global litigation support / eDiscovery teams.



Digital skills – learning opportunities for lawyers?

By Mike McGlinchey, head of Consulting and technology for Pinsent Masons Vario

People, process and technology is the mantra that is often used to support the drive for innovation. Law is a people business, and we are good at understanding the role that wider professional skillsets can bring to the delivery of legal services. From my experience lawyers are also quite good at the process element. Yes, Lean Six Sigma support can bring tremendous value, however, lawyers are well placed to scribble out a diagram of their legal

processes to aid training and understanding for other teams. What about the technology element though? Law firms are embracing digital transformation agendas but what about the individual lawyers?

It has long been a challenge to attract lawyers to attend IT training. Competing with an already busy diary of billable hours and compliance training, well-intentioned IT training sessions can slip past unprioritised and unattended. Equally, a perception that the workshop will be reminiscent of their school ICT lessons – dozing off whilst the battered Microsoft '95 PC struggles to boot – leaves many unenthusiastic to attend.

For law firms to successfully enact their digital transformation they need the individual lawyers to adopt technology more effectively in their day to day activities. Otherwise, investment is wasted, transformation stalls, costs rise, and market competitiveness is lost.

The impact of Covid-19 and the forced impact of remote working has shown that lawyers are capable of quickly adopting technologies. According to a survey by Luminance, most senior lawyers recognise the importance of technology to drive efficiencies and meet budgetary challenges. While the next generation of lawyers will be more tech savvy, due to an improved computer science curriculum and law course revision to include hands-on experience of LegalTech, how can today's lawyers be upskilled to ensure more effective use of technology?

Technology or LegalTech?

There is a lot of emerging technology aimed specifically at legal. Document review, due diligence, transaction management and litigation support are areas where technology can bring great benefits. However, there is also the day to day technology that we all need to use and by doing so more effectively can have just as much of a positive impact.

Focusing on the general use, technologies can bring as many benefits as the specialist tools that solve specific problems.

Surfacing the capabilities of Excel (hint: it is not just for numbers) or using Adobe Acrobat reader to add comments or a digital signature can give you the tools to improve your digital working life.

Arguably it is the technology industry that needs to do more to help everyone make better use of technology.

Let's go bananas! (or a Plum assignment?)

Some of you might remember Apricot computers; many will remember Blackberry while there is a fair chance you will be reading this on an Apple device.

Apple's mantra is that their technology should be easy to use, otherwise, it's valueless. Before purchasing a new technology for the firm, it's worth analysing its accessibility too. If the systems are easy to use and need little or no training, you're more likely to get lawyers on board using the technology. Functional capabilities are one thing, but if you are buying or building technology the user interface (UI) and even more so the user experience (UX) are critical elements of the end product. I'm not sure we will get to the stage where lawyers just have to have the latest version of that time tracking software as they do the latest iPhone, but let's make that the objective!

Link the legal process with the technology

If a lawyer has to remember to do something the chances are they won't when they are busy and under tight timelines. Link the legal process with the technology -this way it becomes embedded and integrated quicker if it is essential, and beneficial, to complete the process.

Lawyers have a responsibility too

Yes, of course they do. The SRA Standards and Regulations and the rules regarding code of conduct are likely to be well understood by lawyers. Are you performing your undertakings in a timely manner if you are doing so

manually when simple technology tools are available? More seriously, what risks are there to client confidentiality if you misunderstand the security around online tools, never mind inadvertently sending an email to the wrong, but identically named Outlook contact?

Lawyers have an obligation to maintain their legal skills but also to ensure they support their clients with efficiency where technology can assist and confidentiality where technology can be a risk.

Is training the answer?

Possibly, possibly not. If systems are well designed training becomes less relevant. Sharing knowledge and educating people is still important but the way we do it is changing.

If we can encourage self-learning, knowledge sharing (a traditional challenge for lawyers) and promote Communities of Practice then we might find less need to run traditional training courses.

At Pinsent Masons our digital transformation agenda is exploring how best to engage our legal community in technology adoption. We are asking whether that should involve compulsory compliance training, how lawyers can be encouraged to share and learn from each other and how technology can be designed with the legal outcome at the forefront.

Our IT training team is now our Digital Skills team. It is more than a rebrand though, with a focus on developing a technical academy and digital certificates as qualifications.

Do we need legal technologists or technology skilled lawyers?

We need both. For lawyers, there are three areas of focus for improving IT skills:

Learn more about the everyday tools you should be using

Develop a deep understanding of the specialist tools you use for specific types of work

Be curious and understand the potential of technology to support you. Knowing what is possible will allow you to explore whether you already have the tools and ask the right questions when you don't.

For those wanting a deeper dive I would recommend this Harvard Computer Science for Lawyers Online course. We all have a responsibility to learn and develop and with the right tools and knowledge, we can give our clients the best service possible and make our own working lives a little better too.

Mike McGlinchey is head of consulting and technology for Pinsent Masons Vario, which provides flexible resourcing to clients. Mike started in the 'computing' department within Pinsent Masons and has led the client consulting team since its formation in 2018.

Let us help you amplify your brand

Through our website, newsletter, webinars & events we have an unparalleled array of opportunities to aid you in reaching your target audience. Contact Emma for our media pack



Emma Griffiths
Digital & Data

✉ emma.griffiths@legalitlexicon.com

☎ +44 (0) 20 81428113



The Future is Bright, The Future is the Orange Rag

The Next Newsletter Will Be Published
Wednesday 22 September 2021

To keep up with the latest news visit www.legaltechnology.com

And follow [@LegalITInsider](https://twitter.com/LegalITInsider) & [@chillmedia](https://twitter.com/chillmedia) on Twitter

[Subscribe](#) to our mailing list to receive news, events & the monthly Orange Rag delivered to your inbox!

If you would like a pdf of the issue, please email emma.griffiths@legalitlexicon.com



Caroline Hill
Editor-in-Chief

✉ caroline.hill@legalitlexicon.com
+44 (0) 7861579851
+44 (0) 20 81428114



Jeremy Hill
Commercial Director

✉ jeremy.hill@legalitlexicon.com
+44 (0) 7311 599858
+44 (0) 20 81428111