



# The Legal Data Vision





# The Legal Data Vision

## Purpose

The legal world has yet to fully embrace the opportunities of data, in decision-making, risk-mitigation, innovation, efficiency and value generation. The Legal Data Vision is about changing that.

### **The Legal Data Vision**

**is a shared aim for the legal sector to prioritise the responsible use of and access to legal data to drive innovation, uphold trust and deliver outcomes that benefit those we serve**

A strong, trustworthy legal data ecosystem will support better decision-making, drive innovation and the creation of more effective and efficient services, fuel growth and productivity, and ultimately benefit society. Responsible access and widespread use of data is critical to the future success of the legal sector and those who rely on it.

Individual organisations alone cannot unlock the full potential of legal data and navigate the associated ethical, privacy and security considerations. Only collective action across the legal data ecosystem, from individuals, organisations, government and regulators, can establish the data assets, processes, standards and best practices that will ensure the trustworthy use of data to meet society's needs.

The Legal Data Vision represents a collective first step on the journey towards leveraging legal data to drive innovation and build a strong,

fair and sustainable legal sector that upholds public trust, and works in the best interests of the people and organisations it serves.

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*“Embracing and responsibly using data is critical to the future success of the legal sector and the people it serves. Without data we cannot innovate, hold ourselves to account or provide the clear counsel and service people need. All within the sector need to work to improve how data is collected and made accessible, including realising the shared opportunities of open data in law.”*

**Jenifer Swallow,  
LawtechUK Director, Tech Nation**

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The Legal Data Vision is the result of a project led by LawtechUK, working with the Open Data Institute (ODI) and a range of cross-sector experts and others who share a common purpose, of responsibly accessing and using legal data to drive innovation and serve business and society.

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*“Improving access to data has the potential to transform the legal sector, from supporting the development of exciting innovation, to increasing trust and transparency. Building strong and trustworthy data ecosystems that can deliver value to businesses and society requires collaboration from a wide range of stakeholders, and we welcome LawtechUK’s leadership in this area.”*

**Diana Szasz,  
Data Ecosystems and Innovation programme lead at the ODI**

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*This report does not represent government policy*

## What is Legal Data?

Legal teams use and generate valuable data in multiple formats, from every corner of their operations and client work. It comes from legal documents, knowledge banks, spreadsheets, sales systems, time recording, billing systems, forms, approval flows, policies, emails and external sources such as case law and legislation. It is collected, produced and used across all practice areas, from corporate and commercial, to family, to property, contentious and non-contentious. This data, by virtue of its relevance to legal work, is classified as 'legal data'. It covers a wide range, and is defined as follows:

**Data used or generated in legal activities within organisations.**

The scope of The Legal Data Vision is legal data within a commercial and operational context, mindful of the work being undertaken on providing access to public sources of data, such as the [court reform programme](#) and the impending publication of court and tribunal judgements via the National Archives - developments that are critical to transparency, open justice and the growth of lawtech. The scope includes use of commercial and operational data to benefit wider society, for example through projects like the [Lawtech Sandbox](#).

## Use cases for Legal Data

Greater capture, use and shared access to legal data can improve efficiency, productivity and transparency, support better decision making, identify new business models and revenue lines, and create

opportunities to address unmet and excluded legal needs through data-led innovation.

The goal is not to exploit legal data. Rather, legal data should be seen as a valuable resource that can drive innovation and help legal services deliver positive outcomes. Similarly, the goal is not to make all legal data open access: confidentiality and legal privilege are critical to legal services, and sensitive information needs to be protected and intellectual property rights respected.

### Examples of how data can be harnessed in the legal sector

#### The opportunities of increased insights

- Insights from historic contracts inform decision-making and help manage risk, such as understanding aggregate or typical liability exposure, flagging anomalies or contracts outside compliance and risk tolerance, identifying revenue opportunities, and automating reporting or linking to data between systems.
- Collective access to such contract insights provides a greater range of intelligence, to reduce delay, complexity, and cost in negotiations, and help quantify risk, by identifying market standards and trends. Linking this through to legislation and court data can further support decision-making, for example by identifying contract clauses that result in court action and of what quantum.
- Organisations are seeking to understand, track and address environmental, social and governance (ESG) risks and take increased responsibility for ESG. Sharing insights on ESG across the legal community can help address the collective challenges, e.g. an open source ESG risk database.

#### The opportunities of increased supply efficiencies

- Standardising work requests enables insights to be gathered from structured data to improve operational efficiency. For example, structured intake forms capture and evaluate client demand, repeat requests, and opportunities for automation.
- A common lexicon for describing legal matters and data would help the evaluation of what a piece of legal work should cost, and transparency and trust between legal practitioners and their

clients. It could also be used to develop systems for repeatable legal processes and technology to streamline services and help identify new business models and ways of working.

- Legal service provider performance data, and information about quality standards and statistics covering diversity and inclusion, sustainability etc, enables clients to benchmark, compare and evaluate the services they receive from different providers. The same data enables service providers to evaluate their own performance, report to clients and regulators, and demonstrate their standing in the market.
- Standardised labelling, data capture and protocols supports interoperability between applications and facilitates data portability between partners and suppliers.

#### The opportunities of developing lawtech

- Legal data can be used to train and refine machine learning and artificial intelligence algorithms, build high quality, labelled data sets and improve third-party lawtech solutions. It can inform the development of in-house tools, new and improved products, services and processes. It can be used to build lawtech solutions to address unmet legal needs and access to justice.
- For example: (a) data from commercial and corporate agreements for the development of contract review tools for small businesses, (b) law firm complaint data for tools to help consumers choose the right legal professional, and (c) data from tenancy agreements and employment contracts can be used to develop DIY tools to help consumers understand their rights and responsibilities when dealing with landlords or handling employment grievances.

## A Shared Vision for the Sector

The volume of data is growing exponentially and organisations are operating under the constraints of increasing complexity, uncertainty and scrutiny. The traditional, largely manual methods the legal sector has used in its work are no longer appropriate for the 21st century

### Why we need a Shared Legal Data Vision

LawtechUK identified the need for a shared purpose on legal data through its [cross-sector work programme](#), where a lack of (a) high-quality usable data, (b) appreciation for and capability with data, and (c) data use and access, presented a recurring challenge for legal innovation. More commentary can be found in the LawtechUK report [Shaping the Future of Law](#).

[Research](#) commissioned by the UK Department for Digital, Culture, Media and Sport, highlights barriers across sectors, including regulatory uncertainty, lack of knowledge, costs and resourcing, and lack of incentive. LawteckUK's research largely mirrored these findings for the legal sector and identified the lack of a shared vision, framework and standards on use of and access to legal data as a key priority to address, highlighting five key challenges:

- No shared vision or framework for improving access to data for the legal sector
- Poor understanding about data, leading to lack of investment
- Perceived privacy and/or client confidentiality concerns
- Inconsistent approach to legal data governance and use
- Lack of standards for legal data taxonomies and schemas

business environment. Many people working in the legal sector already recognise this and are pro-actively using legal data to meet specific legal needs and to support innovation.

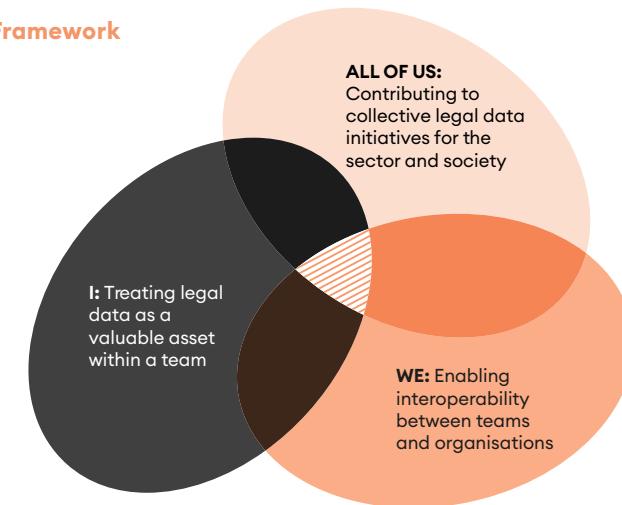
In order to unlock the value of legal data held within the sector, there needs to be a shared vision to treat data as an asset and to work together as a community to increase the capture, use and access to this asset, so it can bring benefits to the sector and to society more broadly.

## A Legal Data Framework

Unlocking the power of legal data will be a journey. The shared purpose outlined in this Legal Data Vision is a foundational step on that journey.

Alongside The Legal Data Vision is a Legal Data Framework that any organisation and the legal sector as a whole can use when thinking about relationships and progress with legal data. The framework looks across three dimensions: within teams (**I**), between teams and organisations (**WE**), and collectively across the sector (**all of us**).

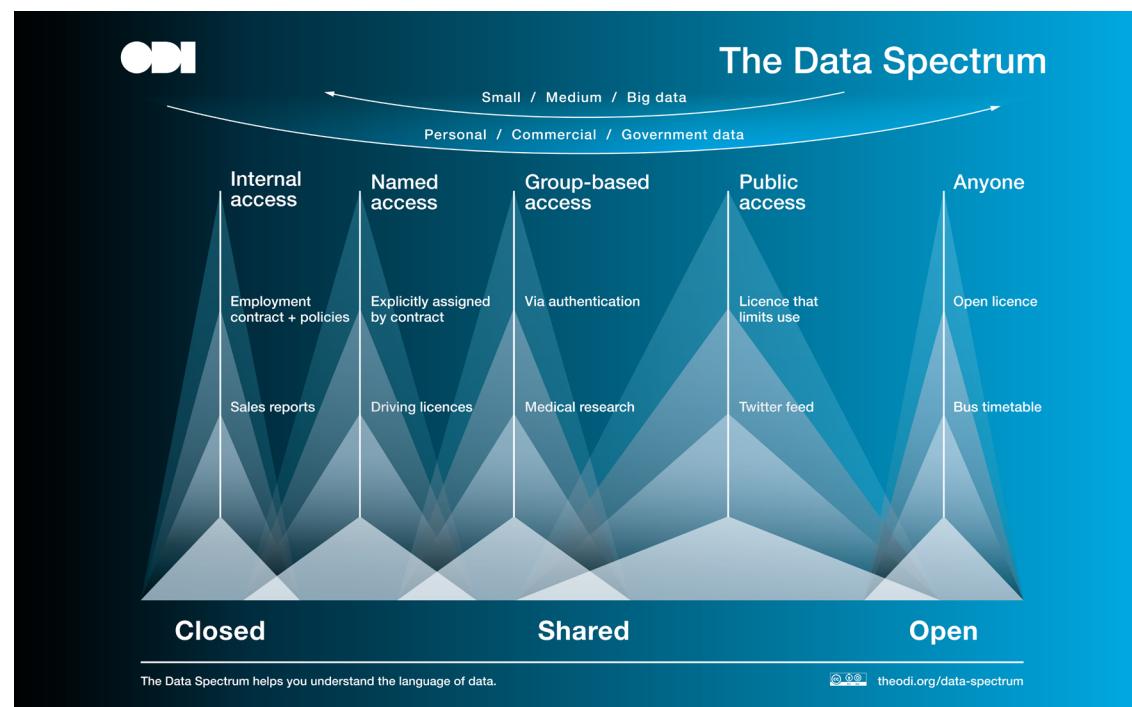
### The Legal Data Framework



## The Legal Data Vision

When it comes to increasing and ensuring responsible access to data, one can view the opportunities for doing this on [a spectrum](#) from closed to shared to open data. There is a common misconception that all types of legal data are sensitive and confidential and therefore should not be shared. In fact, a good proportion of legal data is

neither sensitive nor confidential and/or can be accessed securely, without using or exposing anything confidential. This forms the basis of the ‘Open Legal’ concept shared in the LawtechUK report [Shaping the Future of Law](#).



*“As we learnt on a proof of concept testing sharing legal data between legal teams and regulators, harnessing legal data is not without challenge. Where confidentiality is paramount, technology often misunderstood and time and resources precious, legal businesses and teams have stalled using their data. However, with privacy enhancing technologies more advanced and regulators ready to support, now is the time for legal businesses and teams that want to lead to begin their data journey.”*

Alexandra Lennox,  
Head of LawtechUK, Tech Nation

## The Legal Data Framework in practice

The Legal Data Framework is applicable to a wide range of businesses, organisations and teams, including in-house legal departments, legal businesses, lawtech pioneers, and others across the public and private sector. Each organisation and individual will have different experiences and skills around data and different motivations and concerns around using it and increasing shared access to it. We understand that those who participate will apply the Legal Data Framework according to their own pace, needs and priorities, and contribute in their own way to achieving The Legal Data Vision overall.

‘I’

### I recognise legal data as a valuable asset within my team

Legal data is a valuable asset to be treated as such, and managed responsibly to make it easier to access and use, such as capturing it in usable formats, harnessing useful insights from it, and building data capability and literacy to know how to work with it.

‘We’

### We will explore how to improve the use of and access to legal data between the teams and organisations we work with

Working together between teams, service providers, clients and others is key to the effective use of legal data, such as enabling portability of legal data, interoperability of systems, and responsible access to shared insights.

‘All of Us’

### We welcome collaboration in legal data initiatives for the sector and society

Collaboration and shared learning within the legal sector as a whole, and with other sectors, will help identify and realise opportunities to use legal data to address collective challenges and deliver sector, economic and societal growth, such as through developing common data standards and lexicons, datasets and resources, and testing new approaches and technologies.

## The Legal Data Vision

A range of [resources](#) are available to help the legal community adopt The Legal Data Vision. These can be tailored to different levels of legal data maturity and organisational goals, and built upon over time.

## An ongoing journey

Harnessing data and applying the technologies it enables is an ongoing process, and the capabilities, understanding, and responsibilities of the legal community will advance and evolve over time.

There is an opportunity for the legal and technology communities not only to work individually towards the aims of The Legal Data Vision, but also to work together to build out the roadmap for progress, develop detailed use cases, and maximise their impact.

Many people within the legal sector are already working on different aspects of the legal data journey, in the UK and worldwide. There is an opportunity to connect all the various work and related resources globally. Open dialogue, debate and collaboration towards a common approach and standards will make it easier for people and organisations to share, access and use better quality data, including shared vocabularies and common language. There are many aspects to tackle and embrace.

Realising The Legal Data Vision will shape the evolution of the legal sector for the people and organisations we serve. Your engagement, work and contributions on legal data are key to achieving this - we can each identify and prioritise opportunities and actions more relevant to our work, and forge those forward in collaboration to transform our sector. And as technology development continues at pace, we can share ideas, successes and lessons learnt. At

LawtechUK we will continue to play our part in identifying and tackling sector challenges head on and bringing people together through our targeted work programme.

## Join the movement

Add your voice to The Legal Data Vision by providing a quote or case study via our [contact form here](#), and share your experiences, ideas, challenges and commitments on LawtechUK's social channels with the hashtag [#legaldatavision](#).

[Twitter - @lawtech\\_UK](#)

[LinkedIn - lawtechuk](#)

### About the development of The Legal Data Vision

The Legal Data Vision is the result of a project led by LawtechUK and the Open Data Institute, working with a range of cross-sector experts.

The Legal Data Vision was developed with a diverse range of leaders and experts in the public and private sector over six months. Those leaders and experts helped inform and develop the Vision. The insights and work completed can be found [here](#).

[LawtechUK](#) is a government funded initiative within Tech Nation, and has led the work to develop The Legal Data Vision as part of its work programme to support the transformation of the legal sector through technology, providing the strategy, framework, network and programme leadership and delivery.

The [Open Data Institute](#) is a non-profit organisation that exists to help build an open, trustworthy data ecosystem. The ODI has provided cross-industry learnings and insights, undertaken qualitative and desk-based research, provided resources, contacts and tools, and supported project delivery.

## Reflections from the legal community on The Legal Data Vision

*“Technology and data may be the answer to governance in corporations and governance in society. The legal profession must not be asleep at the wheel or allow the rule of law to be degraded. Technology can enable better adherence to legal requirements as a matter of course and data can record the truth of what is happening.”*

**Rosemary Martin,  
Group General Counsel and Company Secretary, Vodafone Group Plc,  
and LawtechUK Panel member**

*“Data-driven insight is one of the four pillars of my department’s Knowledge, Capability and Innovation strategy. But I think we all acknowledge that data drives almost everything our profession seeks to achieve for our sector and our society. I have been pleased to contribute to the creation of the Legal Data Vision and welcome its focus on how ‘I’ and ‘We’ and ‘All of us’ can work collectively to achieve the ambition it sets.”*

**Ruth Ward,  
Director of Knowledge, Government Legal Department**

*“This work will give greater focus to the benefits that utilising legal data can undoubtedly bring whether it be from delivering better outcomes or greater customer satisfaction. If we can unlock this I have no doubt we can harness the benefits that other sectors have seen through end to end digital journeys and automation.”*

**Chris Fowler,  
General Counsel BT Technology, BT Group plc**

*“By 2030, our legal and court services will have been transformed by technologies that have not yet been invented. In this era of increasingly capable systems and ubiquitous online service, clients and court users will be much more focused on the outcomes that these systems and services deliver than in perpetuating our old ways of working. The dominant role of technology will not be to streamline and improve twentieth century processes. It will be to enable us to deliver outcomes and a level of accessibility that were simply impossible in the analogue world. Data will be at the heart of this fundamental change – both to measure our progress and to fuel the systems themselves, many of which will be based on machine learning. Accordingly, we require policies and practices that strongly support the capture and re-use of justice data.”*

**Professor Richard Susskind,  
Author, President of the Society for Computers and Law, LawtechUK  
Panel member**

*“We have seen the transformative effects that implementing new technology and using data can have on so many industries. In legal, whether its contracts, litigation or legal processes, most of the data within the industry still sits untapped, locked within traditional working practices and analogue documents. This is however changing. Digital delivery platforms and AI technologies are increasingly being used by legal teams to capture, analyse and evaluate data. By harnessing the data they have, organisations will be better able to proactively manage legal risks, improve efficiencies and enhance their service levels, either internally or to clients. There is also a far bigger opportunity - by responsibly sharing some of this data, the legal community will collectively benefit, whether that’s through managing shared risks, driving further innovation in the sector or enhancing access to justice.”*

**Bruce Braude,  
Chief Technology Officer, Deloitte Legal UK**

*“Data’ – and how we use it – is a recurring theme when we’re looking at symptoms and causes of some of the biggest challenges in our organisation. And it is a fundamental enabler to achieving our business vision and strategy. The work of the in-house legal team is key in unlocking the real potential of data and our internal clients have figured that out! But we can’t do it alone. I truly believe that we can only drive this forward if we break down the silos within – and work across - the legal ecosystem; and I’m really excited about the Legal Data Vision.”*

**Mark Gregory,  
General Counsel, Rolls-Royce plc**

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*“We are working collectively with others in the sector to build an environment where data-driven legal professionals will be able to put information into the hands of the curious, the investigative, and the analytical so that they can explore, understand, and creatively address their client’s business, legal, risk and strategy problems. As this Legal Data Vision project has shown, we need to work collectively, on a cross-sector basis to make this a reality.”*

**Sam Grange,  
Knowledge Engineer, iManage**

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*“Better use of data has become imperative for the businesses the legal sector serves, otherwise companies will miss out on discovering insights that drive innovation and lead to new ideas. Through the power of data, we can improve our understanding of balancing risk and opportunities, and enable businesses to make higher quality strategic and revenue generating decisions. We need a collective vision for the sector to ensure that laws and regulations create playing fields that are transparent, level and competitive.”*

**Matthew Wilson,  
General Counsel, Fremantle**

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*“Data is the single highest priority for our members at the Digital Legal Exchange. Access to the right data is critical for corporate legal departments seeking to track, report on and comply with complex ESG obligations. Sharing data and insights across the legal ecosystem can help to address this challenge.”*

**Isabel Parker,  
Executive Director, The Digital Legal Exchange**

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*“Being able to manage, understand and gain insights from all the data that we are producing will transform not only the business of law but our global society. Focusing on practical and ethical ways to harvest and harness this wealth of information could lead to solutions to some of our most challenging issues. It’s not easy, but it is hugely important and LawtechUK is well placed to convene those who may be able to come up with the answers.”*

**Christina Blacklaws,  
LawtechUK Panel Chair**

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*“6 years ago in Vodafone Business Legal, we had very little data in the team, we didn’t know how many contracts were being supported, who was supporting them and whether we were supporting the right things. Starting small (initially using excel and then migrating to a CLM platform) we started tracking the data. We now know what we are working on, which team or individual is supporting a matter, we can prioritise work based on value, understand how long it takes us to assign work, prepare a first draft, negotiate a contract and sign a contract. We can also notify our commercial colleagues when a contract needs renewal or the customer hasn’t met all its financial commitments. Having data has revolutionised the way we work, and we now wonder how we ran the department without it.”*

**Amy McConnell,  
Head of Legal Operations & Business Contracting, Vodafone Group plc**

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*“There are some things that can be done on a team level right now. At GoCardless we have centralised and standardised incoming work requests, so we can gather and report insights from structured data, using a customised version of Jira Service Desk. We have also built tooling into our CRM (Salesforce) that provides us with lots of data on our contracts, including automatic allocation of a deal ‘colour’ that allows us to tailor the legal team’s support and SLAs based upon deal categorisation. Treating data as a valuable asset, and collecting and capturing it as such allows us to forecast more effectively as a team and to provide a better service for our internal and external clients.”*

**Ahmed Badr,  
Chief Legal & Risk Officer, GoCardless**

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*“Data mining to identify opportunities and risks is achievable but requires an output driven lens - what are we collecting, who would benefit from it and what does it tell us. Individual legal teams or providers should utilise the vast data they have in existing tech stacks and data, such as comparative score cards, intake and self-serve processes, and evaluating value pyramids to demonstrate value. As a sector we’ve talked about data for a long time, The Legal Data Vision is moving to now doing something about it collectively.”*

**Mo Zain Ajaz,  
Founder, LEx360**

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*“Data is often the blind spot of corporate legal teams. Without access to reliable data - at both an individual legal team and industry level - in-house teams are unable to make informed decisions about their functions: including where to deploy resource, when to change tack and how best to improve service delivery. A unified Legal Data Vision will go a long way to helping legal teams and their businesses make better decisions.”*

**Electra Japonas,  
Co-Founder, OneNDA**

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*“The legal function-- like business-- must create a data-backed culture and architecture designed for customers and society. The goal is to access, analyze, apply, share, and protect data to enable faster risk detection, mitigation, and early-resolution as well as to promote better informed decision-making that positively impacts business and society-at-large.”*

**Mark Cohen,  
Executive Chairman, The Digital Legal Exchange**

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*“Outright data sharing is an antiquated model. It is highly inefficient for data controllers and it does not protect data subjects. This does not mean however that data must stay closed. There are now technologies available that can enable collaboration between multiple organisations without data owners ever relinquishing control of their data. Cross-sector collaborations like the LawtechUK multi-party legal data access proof of concept are vital for the legal sector to realise the opportunities such new technologies bring in the context of improving the responsible use of and access to legal data.”*

**Sally Sfeir-Tait,  
CEO, Regulation**

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*“The amount of data in organisations is growing exponentially and the data maturity of businesses and the legal teams that support those businesses needs to keep pace. There is, rightly, an expectation from business leaders that legal will use data in the same way as other teams and departments. It is becoming increasingly unfeasible for anyone to tackle the legal data challenge alone. The Legal Data Vision is an exciting opportunity for us as a sector to collaborate and obtain a level of consistency so we can all evaluate and communicate our impact to our wider stakeholders.”*

**Helen Lowe,  
Head of Legal Operations, easyJet plc**

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*“Machine learning will be irrelevant in law in the next 10 years, instead, it will be replaced with lots and lots of labelled data. Labelled legal data that has been reasoned on, discussed, argued and agreed, questioned on and answered, and has lawyer summaries attached. For us, that has to be the data play for the legal industry. With that volume of high quality data; sharing and collaboration becomes absolutely critical to ensure a fair and open market, and to avoid a small number of large businesses being in control of this type of knowledge and expertise. At Travers this is so important to us, we’ve open sourced our Etatonna labelling platform to give the market a head start. Etatonna is currently enabling many of our competitors, who share this vision with us, to label their own legal data. We are committed to cross industry collaboration and to being at the forefront of data labelling, to ensure we drive a better future for the clients of our industry.”*

**Shawn Curran,  
Head of Legal Technology, Travers Smith**

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*“As the legal industry continues to mature its digital and data capabilities, the need for intra-industry collaboration has become ever more apparent. Participating in cross-sector initiatives, like the LawtechUK Sandbox and the LawtechUK multi party data access proof of concept have helped us to frame our own data challenges within the context of the wider industry, as well as to gain hands-on experience with the technologies available to accelerate our ability to extract greater value from our data, develop our internal DigitalDNA and create better and tailored experiences for our clients in an increasingly data driven and digitalised environment.”*

**Tara Waters,  
Partner, Head of Ashurst Advance Digital**

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*“Being part of the LawtechUK multi party legal data access proof of concept challenged us to think differently about the data we hold and how it can be leveraged. Working closely with a diverse stakeholder group provided the perfect platform for examining how new and emerging technologies can be used to facilitate responsible and controlled access to data insights. But, we have to get the foundations right first. Agreeing industry standards and acceptance on sharing insights are two key challenges which the legal sector needs to continue to work towards. If we can get this right, the potential gains are many multiples larger than the sum of parts.”*

**Jeremy Coleman,  
Head of Innovation, Norton Rose Fulbright**

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*“Data is a priority for us, as it is for many organisations and in house teams. We all work in environments where data is key. We need to work together on a shared understanding of how best to make use of legal data so we can not only be proactive in advising on risks but also make best use of the benefits it brings to our organisations.”*

**Juliet Oliver,  
General Counsel, Solicitors Regulatory Authority**

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*“Data is an important enabler to delivering fairer outcomes, stronger confidence and better services that meet society’s needs. We know from our research that consumers find it difficult to access information on price, service and quality. One dimension of this is ensuring that regulatory information is easily accessible. Regulators are already working together to support consistent and accessible regulatory information for consumers, in line with recommendations from the CMA on a “single digital register”. Regulators have an important role to play in supporting an open-by-default data ecosystem in the legal sector.”*

**Aisling O’Connell,  
Technology and Innovation Policy Lead, Legal Services Board and  
LawtechUK Regulatory Response Unit Panel Member**

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*“The work being done by LawtechUK on data [sharing] could contribute meaningfully to the access to justice agenda in the UK. By way of one simple example: by combining collections of everyday contracts such as employment contracts, terms and conditions or tenancy agreements with existing machine learning capabilities it would be possible to create simple tools that would allow a user to upload a document that they were being asked to sign and to get guidance on unusual or missing terms. Today, there is a power imbalance between the well-advised businesses on the one hand and consumers, who can rarely afford to take legal advice on such matters, on the other. Building such data collections to enable these legal guidance products is incredibly challenging for private business, for a host of reasons. With LawtechUK or another “safe” data controller at the helm we could bring these ideas to fruition - with wider access to data, would come wider access to legal guidance and ultimately better consumer protection.”*

**Nick West,  
Chief Strategy Officer, Mishcon de Reya LLP**

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*“At DWF we see data as one of the single biggest factors that will enable our business to deliver more impactful innovation. Being able to access and utilise larger and more consistently curated data sets, is key to our ability to push more breakthrough innovations that change how services are delivered rather just augment what is already done. From our experience so far I don’t see individual organisations focussed on their own data getting us there, it will take collaboration and a common vision.”*

**Jonathan Paterson,  
Managing Director - Innovation & Ventures, DWF**

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*“With the proliferation of technology and data increasingly available across the legal profession, there is an obligation and opportunity for the legal profession to work collectively to ensure data and data insights are treated responsibly. Working together, data can be a powerful tool that drives both innovation and action – providing a robust foundation to foresee trends and measure impact against to hold the profession accountable to the Rule of Law. LawtechUK is perfectly placed to help shape a consistent and joint approach to realise the potential for good of open data in law.”*

**Dana Denis-Smith,  
CEO, Obelisk Support and Founder of the First 100 Years Project**

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*“There is huge potential for better access to and use of data to support the legal sector across a range of opportunities, from risk management, to trend analysis and resilience - preventing issues not only cleaning up after them. Unlocking the value of data might seem overwhelming, but it doesn’t need to be, and it is critical for the legal sector to embrace it, if we are to attract and retain the next generation of talent.”*

**Ryan Swann,  
Chief Legal and Risk Officer, Think Money Group**

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*“To truly harness the power of legal data, we need to collaborate. Those who create data aren’t always the ones who store it, those who store it aren’t always the ones who own it, those who own it aren’t the ones to analyse it, and those who can analyse it don’t have access to it. To unlock, all these groups need to come together. We know it’s possible, we’ve seen it happen in the Lawtech Sandbox, we now need it to happen at even greater scale. The first steps have already been taken and a community is coming together with a shared interest and desire to solve the data problem. We need more organisations to step forward and be brave. The opportunities are immense, think about having the ability to get a 360 view of commercial contracts, understanding how the law works in practice and knowing the implications of every clause, every regulation – from drafting right up to when it is being tested in a litigation. What’s the first data set we tackle? Who’s the first to open the data vault?”*

**Chris Grant,  
LawtechUK Panel member**

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*“Machines can greatly support humans in enhancing their understanding and improving the efficiency of huge volumes of data. This is proven and is as equally true for the legal industry as for, say, medicine or finance. Think of ‘machines’ as intelligent assistants, rather than artificial intelligence – and it makes more sense. However – for these machines to be effective and for them to ‘assist’ in a meaningful way – they need to be trained using lots of data, the more data the better for the machines and the better for humans that work with them. Ultimately better for the ‘end client’ of legal services. Data, rightly, needs to be protected. But as with humans – a lesson (or pattern) learned from that data is not the same as the data itself (we often forget the facts but retain how we solved the problem) and thus we need to find a common approach to accessing this data in a way that enhances the industry (lessons learned) yet protects the individual (personal data). Surely if there was a sector that could draft such a protocol – it has to be the legal sector. We need to step up and solve this today for the benefit of those we serve tomorrow.”*

**Stephen Allen,  
Vice President, Elevate Services**

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*“The opportunities of open legal as part of The Legal Data Vision are exciting. Access to aggregated data insights from risk and compliance in relation to government regulations would benefit providers and clients alike. In corporate legal services, bilateral and multi-lateral data sharing enable lawtech startups to train their AI tools. In consumer-facing legal services, access to state-level data is essential for service development and delivery. Collaboration on good data governance, priority setting by data type and the potential value data aggregation can unlock, and harnessing network effects, are essential, as part of a collective ecosystem approach, alongside use of privacy-preserving machine learning technology.”*

**Mari Sako,  
Professor of Management Studies, Saïd Business School, University of Oxford**

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*“There is no doubt the benefits the Legal Data Vision will bring. From one end of the spectrum for legal firms, how they operate, how they manage risk to how they can transform their services. Through to the other end and the experience for litigants in person and the ability to access justice in a simple, consistent and positive manner. The continual advancement in technology and the increasing use within the sector does mean that to achieve this vision a common ground needs to be found. Data capture, data sharing, interoperability, data standards and security are all key. At the same time so is the engagement throughout the entire process, through the Courts, Tribunals and beyond, to ensure that this vision continues to drive up standards and quality, whilst at the same time reducing complexity, costs and time regardless of what stage in the process.”*

**Simon Bradford,  
Regional Vice President, Public Sector UK, Salesforce**

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*“Data is key to legal technology innovation but it can be challenging to access due to considerations around client confidentiality and Legal Professional Privilege (LLP). The Law Society of Scotland is committed to helping those holding data to understand what can and cannot be released, while ensuring our rules and guidance is a clear as it can be.”*

**Paul Mosson,  
Director of Member Services, Law Society of Scotland**

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*“The legal profession is only starting to grasp the potential of what it can do for itself and for its clients through the use of data. But at the moment we all have only a small subset of the available data quite often stored in disparate systems and not always captured consistently nor captured in a format that enables it to be accessed easily. A common framework that enables the capture of industry wide standard data sets that, in turn, can be made available for reuse within the regulatory and statutory frame work in which we need to operate will accelerate what the industry will be able to achieve for its clients.”*

**Stuart Whittle,  
Business Services and Innovation Director, Partner, Weightmans**

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