

2025 INSIGHTS REPORT

LEGAL OPS

SESSION
+ SOCIAL



THE LEGAL FUNCTION IN TRANSITION

CLOC+ RSGI LONDON
1 October 2025

In London, senior leaders in legal operations and the business of law gathered for a focused afternoon of ideas and exchange.

Together they explored how AI, training, and partnerships are shaping the next chapter of legal. What emerged was a view of a profession that is practical, inventive, and people-led.

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Collaboration happens when people speak honestly about what's working and what isn't. That kind of openness is what moves our profession forward.

Oyango Snell, CLOC



Our intent is to move beyond presentations and create an open exchange among senior in-house leaders. By bringing law firm and technology perspectives into the room, we can explore how these worlds meet in practice.

Reena Sengupta, RSGI

AI – THE LATEST PERSPECTIVES

The conversation opened with optimism, tempered by realism.

Panelists debated whether AI is ready for daily use or still in its experimental phase. Questions from the floor focused on how to measure progress, who owns the risks, and whether law firms are keeping pace with clients' expectations.

Reflection

AI's success depends less on the tool and more on the clarity of intent. When people and technology evolve together, progress feels both measured and meaningful.



Legal teams are moving from experimentation to disciplined use of AI. Governance, data quality, and clear purpose should guide every project.

Stephen Albrecht, HSBC



Generative AI is freeing lawyers from routine tasks, allowing sharper focus on strategic, high-impact work that drives business value.

Tanya Sharma, National Grid



Partnerships between in-house teams, firms, and vendors are beginning to feel more integrated. Shared design and implementation are replacing isolated pilots.

Kelsey Ippolito, Harvey



We take a people-first approach, ensuring technology empowers our teams to focus on high-value work. By using AI to automate low-value, low-risk tasks, we create space for innovation and strategic thinking. We expect the same forward-looking approach from our external counsel, with a shared commitment to phasing out billable hours and embracing value-based models grounded in transparency around tools and efficiencies.

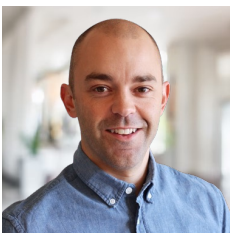
Aine Lyons, Workday / CLOC

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Capability grows when teams have room to experiment. Building new skills must sit alongside accountability, and learning should lead to measurable results.

Oyango Snell, CLOC



AI doesn't just impact how lawyers are trained; it changes the skills needed. Strategic thinking, adaptability and influencing skills will become increasingly important in an AI augmented team.

Ben Shillito, Olus



Hands-on learning still matters. Structured training and real-world practice ensure that new lawyers build critical thinking from experience, not only from automation.

Catie Sheret, Cambridge University Press & Assessment



Experimentation is becoming part of the curriculum. Legal leaders who encourage curiosity help building their team's confidence with new tools while keeping their focus on ethical practice.

Jo Carver, Lloyds Banking Group



TRAINING LAWYERS OF THE FUTURE

This session drew strong opinions. The panel wondered whether junior lawyers will ever gain the depth once learned through repetition. Or does AI open the door for faster, broader learning? Either way, the craft of law must evolve, but without losing its substance.

Food for Thought

The lawyers who will lead the next decade are those who stay curious, learn continuously, and use technology to sharpen their human skills.

MANAGING EXTERNAL LEGAL SPEND

Key Takeaway

Partnership is the measure of progress. Firms that invest in innovation, openness, and long-term collaboration create value that extends beyond price.

The final session turned pragmatic. The audience probed around how far in-house teams should go in pushing for discounts, and what “value” really means when firms contribute through training, secondments, or innovation. Participants compared notes on incentives, data collection, and how to keep competition healthy but fair.

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Legal teams are treating visibility as a foundation for better decisions. Tracking spend, diversity, and contribution from law firms has become an essential management discipline.

Lee Callaghan, Aviva



Engagement grows when teams see their results. Simple recognition and data transparency have helped shift the conversation about cost into one about shared responsibility.

Dean Nash, Santander



Spend analytics is maturing quickly. Technology now empowers Legal teams to uncover powerful insights at a click of a button. Law firms that embrace this shift and deliver measurable ROI will strengthen relationships and build enduring partnerships with clients.

Juliet Manso, Brightflag

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