Deloitte.

Legal Function Transformation

Designing the future of legal service delivery



Solving the key challenges facing legal functions:

Support to do more with less: Legal departments are expected to introduce ways to manage cost pressures and budget constraints that demand the most efficient operations possible.

Securing investment : Unlike other internal functions, legal departments are at the start of their transformation journey requiring support developing compelling business case to support innovation and delivery.

Digitised ways of working : Manual processes create room for error, absorbing lawyers' valuable time from practicing law and collaborating with the business stakeholders.

Managing external spend : As a significant cost for in house legal teams, external legal spend is hard to track and control requiring transparency, enforcing guidelines to maintain cost efficiency and stakeholder relationships.

Leading AI as BAU: General Counsels are expected to demonstrate AI embedded into legal service delivery to drive efficiency and improved stakeholder experience.

The role of inhouse legal functions has evolved from traditional legal advisory and risk management to an enabling function that directly supports an organisations corporate strategy and delivers measurable value.

Lawyers are increasingly expected to *leverage technology to simplify and standardise* the delivery of legal services and use metrics to *make data-driven decisions* on resource allocation and investment.

Delivering on the role of legal:

Right people, right work : An effective legal function includes the right mix of internal and external support to ensure the right people are doing the right work to manage risk while driving quality and efficiency in outcomes.

Optimised support : Streamlining and simplifying legal processes to optimally balance risk management with facilitating "doing business" and delivering value to clients and customers.



Right tools : Focused investment in legal technology (e.g. matter management, e-billing, contract lifecycle management) to optimise and automate workflows and provide visibility across the legal function's activities and spend profile.

Managing by data and metrics : Utilising data through digital legal platforms for insights into legal service delivery, external spend, matter management and resource allocation.

© 2026 Deloitte Touche Tohmatsu.

Legal Function Transformation

What we do

Whether you are seeking an end-to-end transformation of your legal department or focused enhancement of a specific area, Deloitte can help you reimagine the way you deploy people, apply processes, implement technology and use data to modernise how your team delivers legal services to your organisation.

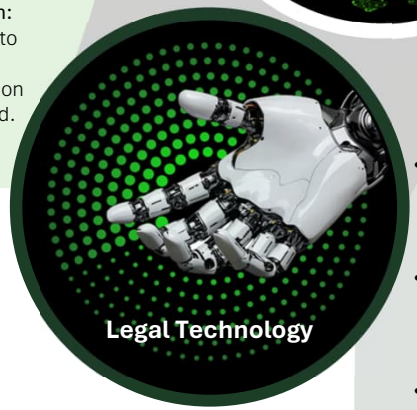


- **Legal spend management:** A programmatic approach to selecting, engaging and managing outside counsel to drive value and improve external spend control and predictability.
- **Legal entity management:** Global, centralised and standardised CoSec support for corporate groups.
- **Contract management:** Providing advice, technology and services to manage contractual business relationships across the entire contract lifecycle.

- **Legal operating model review and design:** Developing data-driven understanding of your current state and designing your future legal operating model and transformation roadmap.
- **AI strategy and governance:** Define the legal function AI strategic vision and approach to identifying, validating, investing in and deploying priority AI use cases.
- **Sourcing and cost optimisation:** Align work and delivery models to define optimal legal function sourcing mix and value generation from internal and external spend.







- **Legal technology advisory and implementation:** Deep expertise of the end-to-end software lifecycle from selection to solution design, implementation and adoption for our alliance legal technology platforms.
- **Legal technology operate:** Supporting organisations with the benefits of technology without the overheads including hosted legal technology and Deloitte developed solutions.
- **Resource augmentation:** Augmenting legal teams with skilled SME's and power users during peak periods or for complex use case design, development and deployment.

For more information about Deloitte Australia Legal Function Transformation

Case Study – New Legal Operating Model - FMCG

Issue: An incoming General Counsel was taking over a legal function with a service delivery arm, talent mix and sourcing strategy that could not support the broader business' aggressive growth agenda with a budget that was significantly re-baselined to meet profitability targets.

Solution: In a 7-week period Deloitte conducted a full review of the legal operating model, work pipeline, capabilities and technology stack. A future-state legal service catalogue was designed with capabilities and new sourcing models, accompanied by a roadmap of prioritised initiatives for practical and sustainable change and transformation.

Impact: The redesigned legal operating model and sourcing mix unlocked team capacity and enabled the function to manage a growing workload while achieving over 30% reduction of its total cost base within three months of project completion.

Case Study – Spend Management – Financial Services

Issue: As part of outside spend transformation agenda, a client wanted to quantify potential savings across its historic legal spend with more robust billing guidelines and spend management practices to guide future spend strategies and programs.

Solution: Deloitte rapidly mobilised a team of specialists who assessed $23 million of law firm LEDES files in 5 weeks using Deloitte's legal spend assessment methodology. This was supplemented by tech and AI analysis in Deloitte's Legal Invoice Review Tool to validate findings and flag additional potential non-compliances.

Impact: $1.9 million in potential savings was identified which would equate to annualised savings of $7.5 million. Insights and opportunities to optimise leverage, AFAs and broader billing practices across the reviewed firms where also generated, and overall the exercise validated the value of a more programmatic and tech/AI approach to spend management.

Case Study – Legal Front Door – Energy & Resources

Issue : A client's global Legal, Ethics and Compliance (**LEC**) team was experiencing increasing workloads without suitable tools to enable efficient service delivery or collaboration. Limited data on the nature, volume and value of legal work hindered prioritisation, work allocation and the quantification and demonstration the value LEC provided.

Solution: Within an 11-week timeframe Deloitte designed and implemented a new 'legal front door' digitising and centralising legal support requests, knowledge libraries and self-service contract processes, and migrating over 200 inflight matters to the new platform.

Impact : The implemented solution had an immediate impact on LEC team and business stakeholders. In the first month after go-live 50 hours of effort was saved through self service, and further efficiency gains were realised through improved access to knowledge materials, including dynamic AI recommendations to LEC lawyers based on matter metadata and content.

Get in touch



Matt Morosin
Australia and Asia Pacific Lead
Legal Function Transformation
☎ +61 2 9322 5508
✉ mmorosin@deloitte.com.au



Peter Lang
Legal Technology Lead
Legal Function Transformation
☎ +61 409 808 122
✉ pelang@deloitte.com.au

Liability limited by a scheme approved under Professional Standards Legislation.
Member of Deloitte Asia Pacific Limited and the Deloitte Network.
© 2026 Deloitte Touche Tohmatsu.