
Outsourcing Legal Services: Impact on National Law Practices

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Introduction

It is a truth universally acknowledged that legal services are not cheap. This chapter discusses the reasons why larger national law firms must become more efficient in the manner in which they handle client instructions. There is no doubt that in the current economic climate, CEOs, in-house counsel, and financial directors (among others) worldwide are reviewing their business expenses in an attempt to minimize costs.

The ongoing argument is on whether law firms must "unbundle" legal tasks to determine the most cost-effective way of handling client instructions or whether law firms should outsource research and drafting tasks to legal process outsourcers for them to review the first few drafts. This chapter states that a new way of determining effective solutions must be found by national law firms for them to survive in this scenario. Law firms must strive to understand the financial climate in which they operate.

Finally, this chapter analyzes how alternative low-tax jurisdictions such as Gibraltar may offer clients the best value/money ratio, while simultaneously boasting a workforce of lawyers qualified in the United Kingdom. Gibraltar is looking to establish itself as a driving force in Europe for the provision of legal process outsourcing (LPO) services.

Overview of Legal Process Outsourcing

In General

After explaining the concept of LPO, this section discusses the cost savings that can be achieved by using LPO providers. Finally, it

examines the solutions that should be offered by law firms to clients in the current economic climate.

Some firms offer more competitive rates than others; this usually depends on the competence and experience of each practitioner and the reputation of the practice. A partner will always charge more than his trainee or pupil. However, a trainee or pupil in a magic circle firm will charge more than his counterpart in a small-town law firm.

Inevitably, the trainee's experience will not vary significantly. In a financial scenario where more clients are concerned about saving costs without compromising quality, there is a growing trend that desires quality work at a competitive price. It is this desire that has driven the development of LPO as a means to satisfy the client.

To give an idea of the level of savings involved, by structuring transactions in an efficient manner and disaggregating some tasks to low-tax jurisdictions like Gibraltar, a saving of more than twenty per cent can be achieved on those elements of the transaction which are sent offshore. This saving is achieved primarily because no value-added tax (VAT) is payable on services provided in jurisdictions such as Gibraltar. Further savings are achieved because of lower overheads and a lower cost of living in the relevant jurisdiction. As a result, lawyers' fees will be lower in Gibraltar and other offshore jurisdictions.

Sending legal work to jurisdictions such as Gibraltar does not, however, mean having to compromise on the quality of the ultimate product.

What is Legal Process Outsourcing?

LPO refers to the practice in which law firms or other in-house legal teams engage outside law firms (or alternative business structures) to obtain legal services that might otherwise have been performed by in-house lawyers and employees of the firm. LPO is to be distinguished from legal services outsourcing (LSO), where law firms outsource their back-office work such as information technology (IT) support, word processing, graphic design, accountancy, secretarial work, and human resources (HR) functions to external providers. LSO significantly decreases overhead costs for any company or firm, which consequently does not need to invest a lot of resources in support staff.

Tasks can be outsourced to an LPO provider either by a company's in-house legal team or by a law firm wishing to reduce costs for the client, or even by the client himself. The work can comprise either the more mundane tasks such as due diligence and disclosure exercises, or it can refer to the process of outsourcing research and the drafting of documents to outside providers.

"Outside providers" can mean either law firms in less expensive locations or specialist LPO providers who employ both legal practitioners and non-legal qualified staff. Notably, if a law firm engages an offshore LPO provider, the first few drafts of legal documents will be produced by the offshore entity, thus drastically reducing legal costs.

With the capability of modern technology, the growing ease in global communications, and globalization, the drive for the use of LPO providers seems inevitable. Indeed, it seems that in most instances the move toward using LPO providers is often driven by the client. This has been found to be the case with even the most conservative magic circle firms in London.

The trend for LPO emerged approximately fifteen years ago and has continued to grow at a significant rate. Specialized LPO firms dedicate themselves to drafting agreements, reviewing documents, disclosure exercises, patent services, research, and similar activities.

The general trend to date has been to outsource "chore" tasks, such as routine document review, due diligence, and disclosure exercises. However, the range of tasks outsourced seems to be shifting from the "chore" tasks to the "core" tasks, such as legal drafting and legal document review. This is reflected in the choice of entity to which the work is to be outsourced, with more of the core tasks being sent to law firms. Law firms have begun outsourcing the following broad heads of work:

- (1) Corporate governance documents;
- (2) Due diligence;
- (3) Intellectual property (IP) issues; and
- (4) Drafting, negotiating, and finalizing commercial contracts.

Corporate governance documents include the drafting of corporate minutes, end-to-end maintenance of good-standing status under local laws for all international subsidiaries, tax filings, company dissolution, and ensuring that the provisions of national companies acts are complied with and that all corporate governance mandates and best practices are implemented. IP issues include patents (IP acquisition and licensing), trade mark (domain registration, trade mark renewals, trade mark infringement services), and copyright (copyright filing).

It can be seen that these tasks encompass both "chore" and "core" activities. What is actually occurring is that specialized law firms in jurisdictions cheaper than London are emerging to take on these "core" tasks for the first-level reviews and drafts, with the traditional magic circle firms reviewing the final versions. This has made an enormous difference to the cost of a transaction.

India has become one of the most popular countries for outsourcing legal work. Indeed, the global London-based law firm Clifford Chance has set up its own offshore center in India. Clifford Chance now send some tasks to this office, rather than having trainees carry them out in its Canary Wharf stronghold.

The principal advantage is that services are cheap and the management time required is significantly reduced. Indian lawyers are able to produce an agreement or piece of research for half the price it would cost to produce in the United Kingdom or the United States. On the downside, however, the linguistic barriers are obvious, and the complaint often read on discussion boards is that subsequent billable hours have to go into correcting drafts.

Advantages Other than Cost Savings

LPO has a number of advantages other than cutting costs. The quality of the work may actually be higher than any work produced by a trainee solicitor, thus cutting out the need for extensive reviews of the document.

Outsourcing allows for more efficient use of time, enabling the simultaneous progression of several tasks at once when the firm's in-house resources cannot cater for this. Most outsourcing firms specialize in a particular field (for example, in patents) and therefore may be able to research and provide accurate answers swiftly. Senior lawyers will spend less time reviewing documents and therefore efficiency increases while cost decreases. Access to external expertise is particularly useful for small firms that lack internal competence in a particular field.

The difference in time zones also may present an advantage, as documents can be prepared overnight in offshore locations and can be completed in time for when business starts in the European morning. The capacity to take on more work also is an advantage. Smaller firms may not be able to cope with an overload of work if they have few resources. Outsourcing their work means that they are able to complete more transactions with faster turnaround than they would otherwise be able to do with their limited staff.

Liability Issues for Law Firms Using Legal Process Outsourcing

When a law firm is outsourcing, there are usually three parties involved in the process: the client, the law firm, and the LPO provider.

The interrelationship between these three parties raises the issue of liability and whether the law firm can limit its liability to the client as a result of using an LPO provider to undertake certain discreet elements of the instruction when the client has instructed that a LPO provider should be engaged. The question has to be one of responsibilities. What is the LPO provider responsible for and what is the law firm responsible for?

Pursuant to Section 60(5) of the Solicitors Act 1974 and the rules in the Solicitors' Code of Conduct 2007,¹ law firms can only restrict their liability to their client when there is a letter of engagement between the client and the law firm, clearly setting out that the law firm is responsible for the tasks that are to be fulfilled. This is applicable in Gibraltar, where the Solicitors' Code of Conduct is in force. However, the restrictions to limit the law firm's liability as set out pursuant to the Solicitors Act 1974 and the Solicitors' Code of Conduct 2007 could become void if the law firm omits certain tasks from the engagement letter. In other words, a law firm cannot limit its liability beyond the scope of the engagement letter.

The LPO is liable for those tasks for which the engagement letter states it is liable. In order to apply liability to the outsourcer, the engagement letter must clearly state which party is responsible for which of the tasks that are due to be carried out. As required under the Solicitors' Code of Conduct, clients must at all times be made aware that they are engaging an LPO (through the firm) and what the LPO's responsibilities are.

The existence of an LPO relationship may sometimes mean that it is difficult for the client to know who he is able to sue in the event of negligence. For this reason, it is fundamental that the LPO provider chosen is answerable to a professional body. When work is outsourced to Gibraltar, the same code of conduct as is applicable in the United Kingdom applies to Gibraltar; as a result, lawyers in Gibraltar have to meet the same standards as British lawyers.

When the client instructs the LPO firm directly, there are various instances in which the law firm can be subject to liability arising out of LPO. For example, the client could bring a claim against the law firm for negligently advising the client to select that LPO provider, if the law firm has played a vital role in the selection process for an LPO provider.

¹ The Solicitors' Code of Conduct 2007 was replaced by the Solicitors Regulation Authority (SRA) Code of Conduct 2011 on 6 October 2011, which is further discussed in the subsection "The Solicitors Regulation Authority", below.

The question of who the client is able to sue if something were to go wrong is one which the client must look at carefully and address within the engagement letter it enters into with whichever entity is providing the legal services. This is a matter that must be analyzed on a case-by-case basis, and no broad-brush advice can be given on this matter, other than making clients aware that they must proceed with caution.

Legal Issues in Outsourcing Work to a Law Firm

In General

When an in-house team outsources work to a law firm, there is often a direct contractual relationship between the LPO provider and the party contracting the work.

When an in-house legal department decides to outsource legal work to a law firm, there are certain legal issues that must be borne in mind by both the outsourcing party and the law firm instructed to conduct the work.

Liability Issues

When an in-house legal team outsources work to an LPO provider, it is the organization itself that contracts directly with the LPO firm. As a result, there are different liability issues to consider.

This direct instruction is in sharp contrast to when an organization instructs a law firm who then outsources part of the work to a third-party LPO provider.² The latter relationship will be governed by the engagement letter (or contract) agreed between the parties. However, the solicitors' rules applicable in the United Kingdom, which restrict a legal practitioner's ability to limit his liability to his client and are designed to protect clients, will not necessarily apply to LPO providers in other jurisdictions. Foreign firms may have other comparable rules to abide by, although it is likely that the client-firm relationship will be governed by the contractual laws of the jurisdiction governing the engagement letter.

² Discussed in the section "Liability Issues for Law Firms Using Legal Process Outsourcing", above.

Issues under the Code of Conduct

When a foreign LPO provider is instructed by an organization, the differences between the jurisdictions must be considered carefully. This is because concepts of legal privilege and conflicts of interest may not exist or may be inadequate to provide protection to the organization.

This issue may be particularly worrisome when competitors outsource similar work to the same LPO provider. On these occasions when there could be a clear conflict of interest, it may not be a requirement of the LPO in its jurisdiction to report such a conflict to the instructing organization. Furthermore, if the work is taken on, there may not be any requirement to have an adequate "information barrier" in place by the overseas LPO providers, because this is not regarded as necessary under their code of conduct.

Quality Control

The persons providing the advice are not always required to conform to any code of conduct or continuing professional development (CPD) requirement. While some firms may have specialist knowledge, in-house legal teams must consider whether the firm to which they are outsourcing has any training or experience in the laws of the jurisdiction on which they are providing advice, as this may give rise to inefficiency when required to provide good quality and fast legal advice.

LPO providers may have to conduct extensive research to provide relatively simple legal advice or may not understand key concepts in connection with the review of documents, as they are not familiar with the concepts of the laws of the jurisdiction that they are advising.

Costs

An in-house legal team is able to keep costs as low as possible by working in tandem with LPO providers and requesting quotes on a case-by-case basis. If legal tasks are unbundled, clients may have a better hold on the overall cost of the transaction.

Current Regulatory and Legislative Measures**In General**

There is no legislation in place yet in the United Kingdom or in Gibraltar that governs LPO, although legislation is expected imminently in the

United Kingdom to introduce alternative business structures (ABS). The Legal Services Act defines ABS as entities that have lawyer and non-lawyer management and/or ownership and that provide only legal services or legal services in combination with non-legal services.

The ownership structure of an ABS can be partly or wholly owned by non-lawyers. Although this ties in well with the advent of LPO, one should not lose sight of the fact that the best LPO should be carried out by legally qualified professionals in an environment where the provision of services can be carried out at a more economical rate.

As LPO is a recent phenomenon, legislative and regulatory bodies are still looking at ways to regulate this growing trend (and indeed whether necessary at all). Nevertheless, there has been a move by regulatory bodies in the United Kingdom to somewhat "control" the current insurgence of LPO and its providers in the legal services industry and to allay fears relating to LPO.

Solicitors' Regulation Authority

In July 2010, the Solicitors Regulation Authority (SRA) issued the first public statement on the ethical implications associated with LPO, although the guidance issued is limited. The statement appears to allow the practice of LPO and states:

"Where law firms are outsourcing some of their legal or administrative work to other law firms or non-law firms, the SRA's guidance is that this is allowed on the basis that all relevant rules are complied with (Solicitors' Code of Conduct 2007) and that the arrangement is made transparent and is agreed with the client."

In its conclusion, the SRA notes:

"In accepting work from a client, the firm must always consider whether the work should be outsourced at all, as they should have the necessary resources and competency to undertake the task. In summary, a firm must act in the best interests of their client and comply with their core duties."

The SRA notes that there are certain rules and core duties that both the firm outsourcing the work and the LPO provider must comply with in a legal outsourcing arrangement. These rules and core duties are those contained in the Solicitors' Code of Conduct (which applies in Gibraltar). The rules and duties set out in the new SRA Code of

Conduct 2011 are largely similar to those contained in the Solicitors' Code of Conduct 2007.³

The Preamble to the SRA Code of Conduct 2011 states that the Code regulates "the conduct of solicitors and their employees, registered European lawyers and their employees, registered foreign lawyers, recognized bodies and their managers and employees, and licensed bodies and their managers and employees". The Code could therefore be said to also apply to legal outsourcing arrangements, imposing certain duties on the outsourcing firm and the LPO provider alike. These duties are related to:

- (1) The client's best interest (including the duty of confidentiality);⁴
- (2) Client care;⁵
- (3) Information about the cost;⁶
- (4) Conflicts of interest;⁷ and
- (5) Confidentiality and disclosure.⁸

Regarding the duty of client care in the context of LPO, solicitors who outsource their legal work to LPO providers are ultimately shifting their clients' concerns to a third party. Therefore, once the level of service is agreed upon between the client and the solicitor, the solicitor must inform the client which LPO provider is undertaking the work and who is dealing with and supervising the matter. The solicitor also must inform the client of any hardships that might arise from the work being outsourced.

Another key area in LPO is potential conflict of interests. There is a limited number of LPO providers and therefore a real danger that LPO providers may become involved in both sides of the same matter. Firms wishing to outsource their legal work must therefore ensure that appropriate conflict checks are undertaken for the selected LPO provider and that appropriate barriers are put in place.

For solicitors to fulfill the duty of confidentiality when outsourcing legal work, they must ensure that a confidentiality undertaking is obtained from the LPO provider. Even though there may be implicit consent to confidential information being passed to LPO providers, it

³ According to the SRA, the new Code of Conduct is "outcomes-focused and risk-based, so that clients receive services in a way that best suits their needs".

⁴ Solicitors' Code of Conduct, Rule 1.04; SRA Code of Conduct, O(1.6), O(3.2), O(3.6)(c), and O(6.1).

⁵ Solicitors' Code of Conduct, Rule 2.02; SRA Code of Conduct, Section 1, Chapter 1.

⁶ Solicitors' Code of Conduct, Rule 2.03; SRA Code of Conduct, O(1.13).

⁷ Solicitors' Code of Conduct, Rule 3; SRA Code of Conduct, Section 1, Chapter 3.

⁸ Solicitors' Code of Conduct, Rule 4; SRA Code of Conduct, Section 1, Chapter 4.

is of utmost importance that clients are informed of any such services. The solicitor or law firm outsourcing the legal work should advise the clients in their terms and conditions whether the firm outsources legal work and the type of work it outsources, and should let the client know of the potential risks in relation to preserving client confidentiality. Clients must be given the option to state whether they object to outsourcing of their legal work.

Data Protection Act

Data protection is a contentious issue in any industry in which services are provided using confidential information concerning individuals. Outsourcing legal services undoubtedly creates uncertainty for clients in ascertaining whether their personal data will be protected. The Data Protection Act 1998 (DPA) implements the 1995 Data Protection Directive of the European Union (EU).⁹ The Eighth Principle of the DPA states:

"Personal data shall not be transferred to a country or territory outside the European Economic Area unless that country or territory ensures an adequate level of protection for the rights and freedoms of data subjects in relation to the processing of personal data."

Many countries to which legal services are outsourced may not have the adequate statutory regimes in place. Legislation in European countries, however, ensures that the Data Protection Directive applies.

Regulation of the Legal Profession

Pursuant to the Supreme Court Act, solicitors and barristers in Gibraltar have to comply with the Code of Conduct applicable in the United Kingdom and are answerable to the relevant body in Gibraltar. Additionally, solicitors are answerable to the relevant bodies in the United Kingdom.

If a British law firm outsources work to a law firm in Gibraltar, it has the reassurance that the law firm in Gibraltar is required to comply with the same professional standards under their common SRA Code of Conduct.

⁹ Directive 95/46/EC of 24 October 1995 on the protection of individuals with regard to the processing of personal data and on the free movement of such data, OJ 1995 L 281/31-50.

Gibraltar's Potential for Legal Outsourcing

Measurable Cost Savings

There is a vast contrast in hourly rates of firms in the United Kingdom and the United States and jurisdictions such as India, to which a substantial amount of outsourcing work is sent. With prices ranging from GBP 550 to GBP 850 (plus VAT) for a partner and GBP 250 to GBP 350 (plus VAT) for a newly qualified solicitor at a magic circle firm in London, it is understandable why many law firms are contemplating outsourcing their legal work.

Even when compared to national firms in the United Kingdom that are located outside London, prices differ substantially. The hourly rate for a partner in a national firm ranges approximately between GBP 325 and GBP 400 (plus VAT) and the hourly rate for a newly qualified solicitor ranges between GBP 175 and GBP 230 (plus VAT).

There are international law firms in Gibraltar that are involved in high-end transactions and that offer extremely competitive hourly rates for outsourced legal services. At one such firm, a partner's hourly rates range from GBP 210 to GBP 420 and newly qualified solicitors charge an hourly rate of approximately GBP 100. It is immediately evident that the hourly rates in Gibraltar are considerably lower than the hourly rates in the United Kingdom. Taking into account that no VAT is payable on services provided in Gibraltar, cost savings can be substantial.

Most legal practitioners in Gibraltar are qualified in top universities in the United Kingdom and have obtained their professional qualification from a United Kingdom institution, such as BPP or OXILP. Lawyers in Gibraltar attend regular training courses with their counterparts in the United Kingdom. The benefits of outsourcing to a jurisdiction such as Gibraltar are therefore palpable.

Furthermore, even firms in comparable offshore jurisdictions such as Jersey charge between GBP 500 and GBP 600 per hour for a partner and approximately GBP 200 per hour for a newly qualified solicitor. This further highlights the competitive prices that Gibraltar offers, and promotes it as an attractive jurisdiction for outsourced legal services.

Official Language, Legal Competence, and Regulatory Compliance

If a client wants advice in English regarding the laws of an English-speaking jurisdiction, it is only natural that it would proceed to instruct a law firm from that same jurisdiction to provide such legal

advice. However, this need not be the case; for instance, there are English-speaking legal professionals who are qualified to give legal advice to clients in the United Kingdom even though they are not located in the country.

Although many laypersons in England and Wales are not aware of it, there are many firms outside the United Kingdom that provide legal advice on the laws of England and Wales and are indeed qualified to do so. Gibraltar, where English is the official language, is one such location. These firms charge a fraction of the fees charged by most firms in the United Kingdom. Instructing LPO firms from other jurisdictions may therefore be a realistic alternative to instructing United Kingdom-based law firms.

When instructing a lawyer, a client expects that lawyer to:

- (1) Be qualified to practice law in that jurisdiction;
- (2) Have conducted his legal training in the laws of that jurisdiction;
- (3) Be experienced in dealing with the laws of that jurisdiction (or the lawyer may even be required to be an expert in a particular field of the client's local laws and be aware of the peculiarities and issues particular to those laws);
- (4) Be fluent in the language (including, in particular, the legal language) of that jurisdiction and able to write and draft documents in that language;
- (5) Be familiar with the legal concepts of that jurisdiction and not have to conduct extensive research in order to deal with simple legal issues and to therefore be able to produce work quickly, efficiently, and cost-effectively;
- (6) Be not only knowledgeable about the law, but to also have a practical understanding of how the legal system in his jurisdiction operates and functions;
- (7) Be regulated by the relevant regulatory authority in the client's jurisdiction and be required to comply with a code of conduct; and
- (8) Receive regular legal training and be obligated to comply with that jurisdiction's CPD requirements.

In the United Kingdom, it also is a requirement for solicitors to be registered on the roll of solicitors (regulated by the SRA) in order to provide certain legal services, as prescribed by the Solicitors Act 1974. Instructing lawyers who possess these qualities can be very expensive, especially if the work involved is likely to be protracted. The person seeking legal advice may feel that he has no choice but to

instruct a lawyer who sits within his jurisdiction. As stated earlier, all solicitors qualified to give legal advice in English are not necessarily sitting in offices in London, and therefore the overheads may be automatically reduced. Solicitors in Gibraltar are listed on the roll of solicitors, but nonetheless choose to work outside the United Kingdom.

Unfortunately, there is no way of ensuring that lawyers who work for LPO providers providing legal advice on the laws of England and Wales possess the required qualities. It may be possible to have instructed an individual who does not possess all of these qualities. This is particularly so if the work is almost administrative in nature, but requires many manhours to complete.

However, if the work to be conducted is in connection with a more complicated matter or deals with a more specialized area of law, then the outsourcer may feel that he has no choice but to instruct national lawyers possessing the full range of qualities he would expect from a local firm in the United Kingdom.

Quality Work at a Competitive Price

Based on the discussion so far, an ideal scenario would be to outsource legal work to a jurisdiction where lawyers are qualified to practice English law and have the required knowledge and competency, but are based offshore. This would result in LPO providers who can provide high-quality services at very competitive rates. There are several reasons why skilled and experienced lawyers in Gibraltar make it an ideal destination for LPO services, particularly for clients and law firms in the United Kingdom who are seeking to outsource legal work.

English is the first language in Gibraltar. Lawyers working in Gibraltar have studied law at reputable universities in England and Wales and completed their practical training, be it the Legal Practice Course (LPC) or the Bar Professional Training Course, with reputable institutions in the United Kingdom.

Furthermore, through local legislation, the provisions of the Solicitors' Code of Conduct, the SRA Rules, and the Barristers Code of Conduct are directly applicable in Gibraltar and enforced by the Chief Justice.

Gibraltar-based lawyers therefore comply with identical professional standards of practice as that of their counterparts in the United Kingdom. Liability and confidentiality issues that arise from outsourcing to other jurisdictions do not therefore apply to Gibraltar. Solicitors at international law firms in Gibraltar also comply with all CPD requirements applicable to solicitors in the United Kingdom, where they often attend CPD courses.

All practicing lawyers in Gibraltar currently provide legal advice on the laws of Gibraltar, as legal outsourcing is not yet common. They therefore have a wide range of practical experience and knowledge in different areas of law, most of which are modeled on the legislation of the United Kingdom. The high-end firms also have adopted a similar work ethic to practitioners in the United Kingdom. Because of the one-hour time difference with the United Kingdom, getting in contact with Gibraltar-based practitioners does not create any issues.

Gibraltar is therefore a jurisdiction from which any client can expect exactly the same quality of service as from a United Kingdom-based firm, without having to worry about many of the common drawbacks involved when instructing LPO firms in other jurisdictions.

Taxation is the one crucial area where the laws of Gibraltar differ from those in the United Kingdom. This difference provides the basis for a large proportion of Gibraltar's financial services economy. Most important for outsourcers, however, is that even though Gibraltar is in the EU, VAT is not applicable. This means that there is a saving of twenty per cent on all work and services provided by lawyers in Gibraltar, before considering the difference in charge-out rates.

Conclusion

As consumers continue to push pricing down and corporations struggle for their survival in a turbulent economy, legal outsourcing has been increasingly used to cut high legal costs. While LPO has not yet gained momentum in Gibraltar, there is growing awareness of this practice and its high potential for cost savings.

Gibraltar is a common law jurisdiction whose laws, including its data protection and confidentiality laws, are based on those of England and Wales. Its solicitors have to comply with the United Kingdom's Code of Conduct and are licensed to practice in England and Wales. The majority of laws implemented in Gibraltar are based on their English equivalents. Gibraltar also acceded to membership of the EU with Great Britain in 1973. As such, as is the case in the United Kingdom, EU legislation is applicable in Gibraltar and in many cases is implemented automatically through the principle of direct effect. Furthermore, the court system in Gibraltar also is based on the United Kingdom model. These are among the many reasons that make Gibraltar an ideal LPO provider, particularly for clients and law firms in the United Kingdom.