

A woman with short blonde hair, wearing a blue cardigan over a dark dress and a colorful necklace, stands in a theater. She is looking to her left. The theater has rows of red seats, a golden column, and a curved balcony with ornate carvings. The ceiling is decorated with lights.

the Leader

SCOTT+CO
Results Matter

*Citizens Theatre
lifts the curtain
on sponsorship*

*The Sheriff
Officer's Tale – Alex
Irvine reveals all*

*Only a boy's game;
I don't think so –
says Debbi McCulloch*

Fiona McAllister from SYLA



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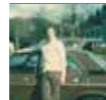
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HAVE SPENT MY CAREER WITH NUMBERS. BALANCE SHEETS, SPREAD-SHEETS. THEY ARE THE BASIC STRUCTURES OF BUSINESS.

Making sense of the numbers, making sure they balance and reconcile is the way of the world. Whether it's the corner shop or the World Bank, ChipsR'Us or Goldman Sachs, we live or die by the innocuous looking columns of numbers.

It was TS Eliot who spoke of the poetry of balance sheets, their rigorous truths and strange mysteries.

But you don't have to be in business for very long to discover that numbers are only one part of the story. The realisation that these numbers don't form themselves out of the ether, somewhere behind every number there are people. Perhaps there are mathematicians at Goldman Sachs who can actually create numbers out of thin air, but for most of us there is the knowledge that people make numbers.

I used to think the balance was 50% numbers, 50% people. Now I'm not so sure. It might be 10/90. I do know that the success of our business rests with the people at all levels of the organisation. That people are assets has become an old cliché now. And recessionary times create much cynicism around the whole idea of valuing people.

Businesses have to contract at times – there is no doubt about that. For a business to hang on to staff until everyone loses their job is counter-productive.

But it is interesting to note that as the year turns and we begin to move out of the current down turn, it seems as if employers and employees have been involved in an unofficial pact. Security of employment seems to have been widely traded for static wages and flexible working. It's not a sentimental pact – but a practical one. Many commentators believe this is because employers don't want to lose good people they have trained and invested in – people who will be loyal and who will give them an advantage when the economy picks up.

So this 2013 edition of the Leader is all about people, our people. Our staff, our clients, our customers, the people we sponsor.

We're very proud of the training development work we have done in house – you'll find out about our training function on page 6. In the same article you'll also read something about the history of Sheriff Officers and Messengers-at-Arms. Not the whole history, that would take up a few volumes all longer than this, and we know you're busy people. But all of us who work in the profession are very proud of the long history. Alex Irvine, who talks about his training programme, is a very young man. He can't delve too far back into the past, so we shall leave the more distant history to another issue.

We've also brought together some of the organisations we work with in a sponsorship capacity. From Spartan's Women's Team and their lessons about team work, to the Citizens Theatre and the unique contribution they make to their community.

David McLaughlin



We've interviewed Fiona McAllister the dynamic President of the Scottish Young Lawyers Association, another of our partners, proving that the future of the legal profession is in good hands in Scotland. And more established legal professionals speak about the impact of winning a Scott + Co Scottish Legal Award.

We round up with some guest contributions, news from our company and some driving advice from our own racing star in a very economical car on p22.

We hope you enjoy meeting some of our people. We think collectively they make Scott + Co the successful company it is today. We always believe that we learn from everyone we work with and we wanted to share some of their stories with you too. We hope you enjoy reading about them.

We wish you a very happy and prosperous 2014. And we hope that you, and all your people enjoy the benefits of a recovery that continues to gather pace far into the New Year and beyond.

David McLaughlin
MANAGING PARTNER

“It was TS Eliot who spoke of the poetry of balance sheets, their rigorous truths and strange mysteries.”

C {contents}

+ Our People

13

Number of Scott + Co regional offices covering the entire Scottish mainland and islands



- + EDINBURGH (2)
- + ABERDEEN
- + AYR
- + DUMFRIES
- + DUNDEE
- + DUNFERMLINE
- + GALASHIELS
- + GLASGOW
- + INVERNESS
- + PERTH
- + ORKNEY
- + STIRLING

It's easy to get blasé about numbers. But dramatising the humble figures turns them into the heroes that they are.

+ Scott + Co in Numbers



50+

Number of Scott + Co commissioned Sheriff Officers

50+

Number of Scott + Co field investigation agents

295

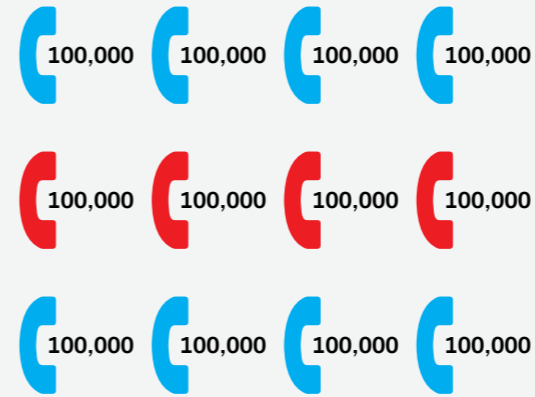
Number of Scott + Co employees



3m+ Mailings per annum



24/7 Service provision day and night

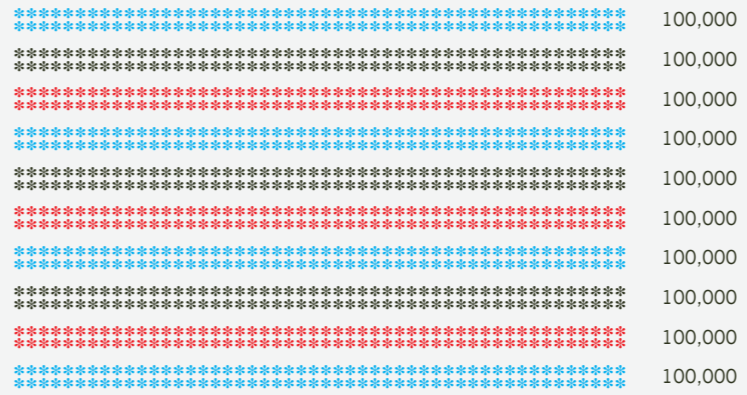


1.2m+ Calls per annum handled on behalf of clients



0.5m+ SMS messages handled per annum

Scott + Co sends out enough letters in a year to reach every working age adult in the country. The annual phone calls could reach almost every citizen of Scotland's four major cities. And two and a half Airbus A320s would have to be on the tarmac to swallow up all of the staff. But no matter how hard we tried, we couldn't begin to tell all the stories that lie behind every single figure.



1m Debts under management on behalf of clients

Transactions processed per month

.75,000						
MON	TUE	WED	THUR	FRI	SAT	SUN
2,500	2,500	2,500	2,500	2,500	2,500	2,500
MON	TUE	WED	THUR	FRI	SAT	SUN
2,500	2,500	2,500	2,500	2,500	2,500	2,500
MON	TUE	WED	THUR	FRI	SAT	SUN
2,500	2,500	2,500	2,500	2,500	2,500	2,500
MON	TUE					
2,500	2,500					

ONE OF THE SECRETS OF ALEX'S SUCCESS AS A TRAINER IS HIS VISUAL APPROACH TO THE PROCESS. HIS BOX OF TRICKS IS FAMOUS (OR PERHAPS INFAMOUS!).

'I WORK ON THE BASIS THAT PEOPLE REMEMBER THINGS MORE EASILY THAN IDEAS AND THE MATERIAL I TAKE TO TRAINING COURSES TELL THE HISTORY OF SHERIFF OFFICERS IN A MORE DRAMATIC WAY.' ALEX TOOK US THROUGH A SELECTION OF HIS TRAINING PROPS THAT HE USED AT A RECENT SEMINAR WHICH LOOKED AT THE IMPACT THAT TECHNOLOGY HAS HAD ON HOW SHERIFF OFFICERS HAVE ADAPTED IN THE WAY THAT THEY DO BUSINESS.



+ Training Tales: Alex's Box of Tricks

IT TAKES THREE YEARS TO TRAIN TO BE A SHERIFF OFFICER. THE LEARNING GOES ON FOREVER. IT MIGHT BE THAT SOME SHERIFF OFFICERS FEEL AS IF THEY'VE SEEN IT ALL, BUT YOU NEVER GET TO THE POINT WHERE YOU KNOW IT ALL.

Of course there is plenty to learn. The role is a vital part of the judicial system and all aspects of the legal framework, commercial, criminal and family law make use of Sheriff Officers. Detailed knowledge of the law is vital, and because the law is changing all the time, there's no room for complacency.

Scott + Co employ more Sheriff Officers than any other firm. In 2006 the decision was taken to invest in training inhouse and the responsibility for developing the programme fell to Alex Irvine.

Since then Alex has been responsible for training and qualifying a significant proportion of the Sheriff Officers and Messengers-at-Arms now practising in Scotland.

As Alex explains, 'People in service businesses always say that their best asset is their people. It's easy to say but more difficult to put your cash alongside your chat and actually invest in the future of the business, and the profession.'

The training is a mixture of technical, personal and on-task training. The course takes between 12 and 18 months to complete and involves a minimum of 20 three hour seminars. The exam has two papers – one knowledge focused, and the other situation related.

'The exam reflects the course content, Alex explains, 'accurate and up-to-date knowledge is vital, this is a profession where success and failure can come down to the wrong digit on a document. But professional Sheriff Officers have to be able to use their knowledge in situations that are never straightforward. We're dealing with people at moments of stress in their lives, and so our staff have to be able to reduce not increase the levels of tension.'

The course is a balance of theoretical and practical knowledge. It's tough, and not just because the pass mark for Paper 1 is 70% and the pass mark for Paper 2 is 65%, but because this is a job that requires an ability to look after yourself emotionally. No two situations are the same and the Sheriff Officer has to balance his responsibilities with the client who has sent him on the job, and the customer who will not usually be in a welcoming frame of mind.

'You can't train for every situation, but you can help people develop their own style to effectively deal with tricky situations. About the only thing you can guarantee in this job is that you won't be bored.'



+ No.1

TOYOTA PRIUS

This is a reminder that Sheriff Officers do not operate in a nice virtual, desk-bound job. There are substantial amounts of travel involved. Most Officers are averaging between 50 and 100 miles a day. That easily takes our annual mileage per staff member to over 25,000 miles. So the Prius, which is so environmentally friendly that we pay no road tax on it and employees have a reduced tax liability, is a reminder of how we view our environmental responsibilities.



+ No.2

CB RADIO

Yes, 10-4, I can copy on that, we did use CB radios in the olden days before the invention of mobile phones. The need for fast secure communication has never gone away -but the technology has sharpened up a little.

+ No.3

RUBBER BAND

Communication with clients is the key to success. As long as debtors are talking to you there is always hope. Talking on the phone, building up trust and establishing strong relationships, is vital. I used to spend so long talking on the phone to clients that my arms would become fatigued. The rubber band was a way of keeping the phone to my ear while my arms got a rest. The original 'hands-free' kit.



+ No.4

HEADSET

Our trained call centre operators have the most sophisticated headsets and our Galashiels call centre has state of the art technical equipment. It's a far cry from a rubber band.

"I WORK ON THE BASIS THAT PEOPLE REMEMBER THINGS EASIER THAN IDEAS."

+ No.5

TABLET DEVICE

All of our Officers have fully secured tablets. We still need to deal in official paper documents, but the tablet means that information can be updated as the officer goes about his business and as a result, our clients get a more efficient and streamlined service. No more notes on envelopes to be typed up back at the office.



+ No.6

HANDCUFFS

Lest we forget, the Sheriff Officer is an officer of the Courts. Carrying out the orders of the Sheriff, or in the case of Messengers-at-Arms, the will of their Lordships in the Court of Session and High Court of Justiciary, is a vital part of making sure justice is served. The serving of summonses on respondents or witnesses, often against tight timescales, is just one example of how our work is central to the workings of the courts.

It's also a reminder of how our work hinges on face-to-face skills and, in particular, avoiding confrontation and absorbing aggression.

+ No.7

WAND & BLAZON AND ID CARD

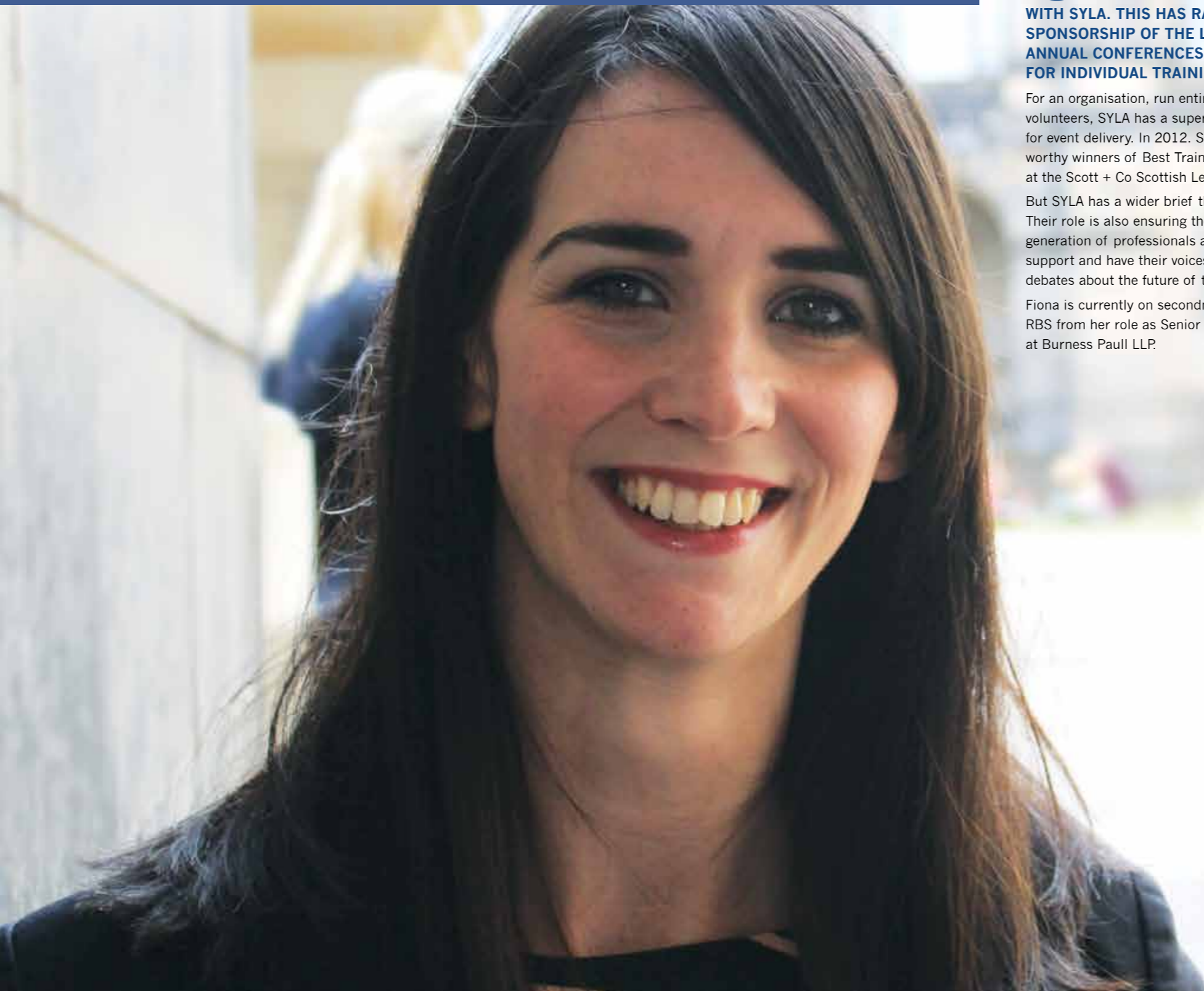
The Lord Lyon, King-of-Arms, issues the insignia of the Messenger-at-Arms. The Wand of Peace was once useful for knocking on doors, and impressing the Officer's initials to wax seals on official documents while the blazon as a badge of office would have adorned the Officer's chest. The profession has a long history and an exciting future as we apply 21st century technology to principles laid down in the 18th century and earlier. We are a proud component of Scots Law even when we operate with partners across Europe, the Middle East and the Americas.

The traditions are strong, but so too is our commitment to make technology work for us and our customers. But no matter how clever our digital solutions, it will still come down to establishing a quick understanding with an angry or bewildered citizen on their doorstep on a winter's morning.



Fiona McAllister
President of
the Scottish
Young Lawyers
Association.

+ Green Shoots Young Lawyers & the Future



“ IN A PROFESSION CROWDED WITH BIG PERSONALITIES AND SUCH CAPABLE PROFESSIONALS, IT CAN BE TRICKY TO CARVE OUT YOUR OWN TERRITORY. ”

FIONA MCALLISTER

OVER THE PAST FEW YEARS, SCOTT + CO HAS DEVELOPED A CLOSE WORKING RELATIONSHIP WITH SYLA. THIS HAS RANGED FROM SPONSORSHIP OF THE LAST THREE ANNUAL CONFERENCES TO SUPPORT FOR INDIVIDUAL TRAINING EVENTS.

For an organisation, run entirely by volunteers, SYLA has a superb reputation for event delivery. In 2012, SYLA were worthy winners of Best Training Provider at the Scott + Co Scottish Legal Awards.

But SYLA has a wider brief than training. Their role is also ensuring the next generation of professionals are given support and have their voices heard in debates about the future of the profession.

Fiona is currently on secondment to RBS from her role as Senior Solicitor at Burness Paull LLP.

+ When did you first know that you wanted to follow a career in the law?

I wasn't one of these people who always knew what they wanted to do. I was a bit of an all-rounder at school and didn't like the thought of narrowing my options. I applied to study law as one of many options, partly because I got the grades for it and wanted to prove my careers advisor wrong that I could do it! I knew that whatever I ultimately ended up doing, it would be something that involved working closely with people.

I was also aware from an early age of how critical the law is to everyone and I felt that studying law would give me an opportunity to help people. Working in dispute resolution, or litigation, means I am trying to solve problems every day, whether it is for individuals or companies.

To balance the work which I do every day at Burness Paull and now at RBS, which I love, I also volunteer at the Citizens Advice Bureau. I was in the Maryhill Bureau while I was at university and started at the Parkhead Bureau through the LawWorks scheme.

It seemed to be a way of helping people from all parts of society who might need a legal steer and might not otherwise be able to access a lawyer. In some ways the experiences couldn't be further apart, but it's still the law providing solutions. I also volunteer at a local primary school in a more deprived area as part of the Burness Paull CSR programme. This gives the pupils an insight into what working life might be like if they go to university and/or become a lawyer.

+ As President, you are in charge of SYLA, but why did you join in the first place?

I'm not sure if the committee and members would agree with you that I'm in charge! But as a young lawyer, SYLA seemed like a lifeline. It was a way to meet other young lawyers, support peers who were experiencing challenges, to organise and attend educational events in areas I probably wouldn't otherwise have been exposed to and to network with other people connected to the legal profession in a variety of ways.

SYLA was the only independent body that existed to represent, educate and entertain young lawyers and I wanted to be part of that.

Also, in a profession crowded with big personalities and such capable professionals, it can be tricky to carve out your own territory. In a way, being part of SYLA helps you to do this.

+ How did you become President, and what do you have to do in the role?

I started my time on the Committee as an ordinary committee member, before being secretary for a year, Vice-President for a year and then running for President.

This year I was elected unopposed for my second and final year as President.

SYLA is in quite a unique situation. For as long as I have been involved in the committee, there hasn't been a need to round people up to join. In fact, we have needed to hold elections in accordance with our constitution even for ordinary committee members. It's great that there is so much interest and enthusiasm from young people to get involved.

The President has to chair the committee – we have a planning meeting for a full day on a Saturday at the start of our year and then monthly committee meetings thereafter.

The President takes overall responsibility for the key areas – representation, education and entertainment. I try to give committee members enough autonomy to run events but also ensure they know I am there to support them in any way they need me.

Last year we ran an average of four evening educational sessions per month across Glasgow, Edinburgh and Aberdeen. We also have an entertainment programme which in some ways is just as serious as the training schedule! Meeting and socialising in a more relaxed environment allows people form the networks that will help them through their careers. It's good for lawyers to be able to meet other lawyers on neutral ground – away from the more competitive environment of business development.

+ CONTINUED OVER

+ Green Shoots Young Lawyers & the Future

“PERHAPS ONE OF THE THINGS WE SHOULD LOOK AT IS THE CULTURE OF LONG HOURS AND FLEXIBLE WORKING.”

FIONA MCALLISTER

Finally, arguably the most important aspect of our work is the representative role – working with the Law Society and Government to look after the interests of young lawyers facing difficulties in challenging times.

+ Hard work! What do you get out of it personally?

Lots of dinners! No seriously, there are lots of opportunities for my own personal networking and I get invited to events that most lawyers at my stage wouldn't get to, not just legal events but business and government meetings too. It keeps me in the know about changes in the law and what other young lawyers are experiencing.

I also enjoy working with a huge range of different people. We have to consult our members on all of our work – especially the representative work – finding ways to reconcile all points of view might even have tested Ban Ki-moon.

+ As a digital generation lawyer do you see social media as a threat or an opportunity?

It's too easy to say a bit of both. Whatever happens it will change the way the profession goes forward into the future and it will affect the way every professional works.

There is the potential for globalised digital networks to commoditise a lot of legal work – Richard Susskind set out his vision of the future at one of our Annual Conferences. But it means that the challenge for the profession will be to find where they can add value to clients and where an understanding of the law and for clients' needs and wants will come together to solve problems and create opportunities. Digital can be a real help in this.

My generation of lawyers are more comfortable with social media than the one before us. I think we are able to separate out professional social media from 'social' social media – to keep the different parts of our life apart. There's a balance to be struck as it's no bad thing to let a little bit of personality come through in professional social media but there is a line between that and what's inappropriate.

Gradually law will embrace social media, as long as we remember that the technology is a tool and it should be used as a means to an end and not an end in itself. In some ways it makes it more important that the values underpinning legal work are clear and strong.

It's a great opportunity for young lawyers to combine their legal knowledge and their understanding of

digital to help firms find profitable ground in such a fast changing environment. Social media has been a valuable business development and source of business to many people already.

+ SYLA Women in Law events have been standing-room only sell-outs. Does this also reflect a changing profession?

I think the statistic is still around eighty per cent of all lawyers in university, the diploma and trainee positions are women. It's a high majority anyway. In fact that proportion tends to hold true all the way up the rankings to the middle of organisations – it's only at the top of firms that the proportions start to change. There are many reasons for this and we've been keen to provide forums for younger female and male lawyers to discuss why the gender balance changes so much as you go up the hierarchy.

What's clear is that the profession as a whole is losing out as we still seem to be drawing leaders from a fairly small proportion of the total workforce.

Perhaps one of the things we should look at is the culture of long hours and flexible working. Long hours don't necessarily mean efficient productive professionals. And that change of culture might benefit men in the profession as much as women.

+ One of the topics that SYLA has been tackling recently is fair access to the profession. Tell us about that.

It's an issue that we feel very strongly about. The short term issue is the change in diploma funding. We have written to the Scottish Government a number of times in the past on the changes to diploma funding. We certainly don't want the high level fees for the Diploma and less access to fund the fees to result in a fall in numbers entering professional training and excluding those who simply can't afford it. On one level this perhaps reflects the job situation in the profession and it's good that legal graduates are aware of this and can think about other careers if they feel law is not for them. But it also means we are returning to an era where only better off families can support their children and launch them into a legal career. Just when the profession was beginning to become more representative and accessible, the risk is that we will be drawing lawyers from a narrower section of society. That can never be a good thing – lawyers more than any other profession must be able to understand where people come from.

“IT IS IMPORTANT TO OUR CLIENTS THAT THEIR CLAIM IS DEALT WITH PROFESSIONALLY. THAT IS WHY WE USE SCOTT + CO TO ASSIST WITH OUR CASES.”

BRUCE LANGLANDS



+ Digby Brown Expertise Matters

DIGBY BROWN IS SCOTLAND'S LARGEST PERSONAL INJURY FIRM. WE ARE CONSISTENTLY RANKED BAND 1 FOR PERSONAL INJURY IN SCOTLAND BY CHAMBERS GUIDE TO THE UK LEGAL PROFESSION AND LEGAL 500.

Each year, we recover millions of pounds of compensation for clients injured through no fault of their own.

Our clients often instruct us during the most difficult periods of their lives. It is important to them that their claim is dealt with professionally. That is why we use Scott + Co to assist with our cases. We routinely utilise their Sheriff Officer services for serving Writs and their expert investigation/tracing services to track down hard to find defenders.

Like Scott + Co we are specialists in what we do. Our clients receive expert advice from a solicitor with expertise in a particular area of personal injury claims, from accidents at work and road traffic crashes to medical negligence and brain and spinal injuries.

The importance of such specialist advice cannot be underestimated. One client recently transferred her case to Digby Brown from another firm of solicitors. Her former solicitors valued her case in the region of £2,500. Digby Brown concluded the case for £70,000, a staggering 2,800% increase on the valuation given by her original, non-personal-injury specialist, solicitor. To have settled the case for

£2,500 would have been negligent and could have had significant consequences for our client's original solicitors who may have been expected to make up the shortfall.

We created the Compensate Personal Injury Network (CPIN) to help firms and clients in this type of situation benefit from our expertise. Over 250 firms from across Scotland now work with Digby Brown, either on a straight referral or partnership basis.

This is an important and challenging time for Personal Injury Law. From October 1st, The Enterprise and Regulatory Reform Act will remove employers' civil liability for health and safety regulatory breaches in the workplace, meaning victims of workplace accidents will rely on establishing common law negligence on the part of their employer or other wrongdoer if they are to recover damages.

The Scottish Government's recently announced legislative programme includes new legislation, via a Damages Bill, to reform aspects of the law relating to damages for personal injuries with a Court Reform Bill to enact many of the provisions of Lord Gill's Scottish Civil Courts Review, significantly changing the court structure in Scotland. The Review of Expenses and Funding of Civil Litigation in Scotland being undertaken by Sheriff Principal James Taylor could have an equally significant impact on personal injury practice and access to justice.

The Leader meets David Lyall, Head of IT at Scott + Co

FOR A SELF CONFESSED TECH GEEK, DAVID LYALL RADIATES NOT ONE MILI-BYTE OF GEEKINESS.

While it was a love of technology that got him into the business initially, he doesn't believe in letting the technology rule the roost – he's not an apps for apps sake sort of guy.

'Technology is all about solving problems and freeing up human beings to do tasks they are best suited for – like interacting with other human beings and thinking strategically and imaginatively,' he says. 'Technology should be moulded to fit the needs of the business not the other way around.'

+ The IT Crowd



But that's not to say Scott + Co is a business that views the printer circuit board with any sort of suspicion. David describes the company philosophy as being 'early adopter' 'From the top down and from the earliest days of the company, we have looked for ways of increasing the capacity of staff and uncovering efficiencies for us and for our clients. We've kept at the leading edge of relevant technology as it develops. Our maintenance cycle is never allowed to lapse and our equipment is always selected from the Industry 'best in breed''.

The key words that David returns to again and again are integration, collaboration and mobility. The sharp end of the work of Sheriff Officers is not done from a nice desk. Officers will always be on doorsteps, in all weather. That is the task they carry out on behalf of clients. It's vital and delicate work.

But the back-up required to get the Officer to the right doorstep at the right time with the right papers in hand is as much part of the process. Getting it right once or twice would be easy. Getting it right, hundreds of times a week, in every corner of urban and rural Scotland, needs more than just attention to detail, it requires, to use a very pre-digital term, cast-iron systems.

“WHEN I GO HOME AT NIGHT I NEVER WANT TO LOOK AT ANOTHER SCREEN UNTIL IT'S TIME TO GO BACK TO WORK THE NEXT DAY.”

DAVID LYALL

David points out that in its simplest terms, technology gives Scott + Co a business capacity which would be the envy of many larger enterprises. 'Technology is a way of 'gearing' the staff to help them be more efficient and more effective. Without good systems and applications we couldn't realistically expect to provide the level of service and transactional integrity that our clients expect.'

The geographical scope of the company, rapidly changing environment and requirement for real time information means that David has embraced mobile technology with enthusiasm. Scott + Co Sheriff Officers have tablet devices which allow them to update data to the Corporate Core as they work.

To say that Scott + Co's two biggest client groups, Solicitors and Local Authorities, are sticklers for detail would be like saying lion tamers have difficulty getting life insurance.

As David says, it's all about the data.

'Tiny mistakes equal huge problems. The old triple checks on paper documents are one thing but letting mistakes slip into data is much more difficult to spot. The old IT saying about bad data not smelling isn't untrue. We have invested heavily in processes to ensure data entering our system is accurate and secure, and thereafter in enforcing the accurate maintenance of that data during its life cycle.'

The updates received from the field are updated in real-time to the entire business, giving the whole enterprise an accurate current view of service from the field.

'Recovery action and payments to arrears are taking place in 'real time'. The Officer on the road needs to know that debtors haven't settled a few moments before they arrive.

'By linking our people out on the road to our Contact Centre and Administrative Departments, whether in Head Office or at any of our Regional Centres we can maintain and monitor information as it happens whether the work on the ground is taking place in remote rural or urban locations.

'The physical serving of papers is not likely to change in the near future, but the transfer of information, accurately and immediately, is vital.'

For all these reasons Scott + Co have crafted and developed their own systems to meet their own unique needs and challenges. The establishment of a major new Contact Centre facility in Galashiels would have been a huge project for any company, and one of which David is very proud.

'The Galashiels operation is a perfect example of how things work in this company. It is technologically as advanced as we could make it, fully integrated into the entire real-time network.

'But any Contact Centre is only as good as the people who pick up the phones, so the training of the staff is as vital as the quality of the equipment and software.'

'In addition, every piece of data we deal with is sensitive, so security and integrity are equally vital. Our clients trust us with their data and its stewardship, a responsibility we manage with the utmost diligence.

'This business is about people and technology. One can't work without the other and making the two aspects of the business work together intuitively and seamlessly as possible is what my job is about.'

Despite that challenge David looks remarkably relaxed.

'When I go home at night I never want to look at another screen until it's time to go back to work the next day.'

“RECOVERY ACTION AND PAYMENTS TO ARREARS ARE TAKING PLACE IN 'REAL' TIME.”



Management and the Art of Motivation

+ Digging in the Dugout

FOOTBALL. IS IT JUST A GAME OR IS IT A METAPHOR FOR LIFE? CAN IT HELP US IN BUSINESS OR EVEN OUR PERSONAL LIFE? IS THERE ANYTHING TO LEARN FROM THE MANAGEMENT STYLE OF SIR ALEX 'HAIRDRYER' FERGUSON, OR JOSE 'THE SPECIAL ONE' MOURINHO'S MORE URBANE APPROACH TO MOTIVATION?

We went a bit closer to home, to Spartan's community facility in North Edinburgh. Scott + Co have been kits sponsors of the Women's Premier League team for 7 years. This isn't where you'll circle the car park looking for spaces between sports cars all ending in an 'i'. Players here pay to play.

There we met Debbi McCulloch, Spartan's Women's Team Manager. Like most managers she had a successful albeit short career as a player before moving north to work at Ross County and then being headhunted for a job at Spartans Community Football Academy four years ago.

Forget either Caledonian cussedness or Catalonian cantankerousness, Debbi is articulate, focused and with a passion for the game which would shame a Premiership boss. Her insights into motivation, team-work and dealing with interpersonal friction are worth a shelf of unread 'how-to' management manuals.

+ Do you miss playing?

Football management is a strange land where control freaks have to stand back for ninety crucial minutes. In the dugout nothing is under their control – no wonder touchlines are such lively places. It needs a different skill – and it has different satisfactions. There's no question of it being second best. It's a 7 day a week completely absorbing role. You don't want time off, because time off is being away from football. I'm taking my holiday at the Women's European Championships.

My view is that everyone has a different map of the world inside their head. My task is to understand twenty different maps of the world and pull them together onto a bigger chart.

“TEAMWORK. TEAMWORK. AND TEAMWORK. EVERY TIME! SQUADS WHO SUCCEED ARE THE ONES WHO WORK AS A FUNCTIONING TEAM.”



*Debbi McCulloch,
Coach of the
Spartans
Womens Team*

+ How do you communicate with your players? Is it hairdryer time in the dressing room?

My task is really to communicate my philosophy to them. To clarify what I prioritise, what my expectations are, where I'm flexible and where I dig in deep. It's no one's responsibility but mine if I can't get this across to the team. So much of what I do in management is communication. You can have all the technical skills in the world, but if you can't speak to people then you can't succeed in management.

But I can't communicate my philosophy unless I understand it myself! One of the most important things in this position, as in all management jobs, is understanding what you want yourself. Without understanding yourself, you can't tell other people about your vision. You need to know what your own style is before you can communicate it.

The hairdryer does come out, of course. But you have to be certain that your anger isn't more about your frustrations rather than a way of waking up and motivating the team.

At full time during a post match team talk where we had just not played badly, but threatened to fall apart, I had my own 'Sir Alex' moment. I took a plate, passed it round the team. I told each of them to hold it for a moment – to take responsibility for it, because none of them had taken responsibility out on the pitch.

Then I smashed the plate on the floor and got every single player to get down and pick up the pieces, to take responsibility for collecting the fragments and putting them back together again. I didn't break it in fury, though my blood was most definitely up. I broke it to make a point in as dramatic and clear a way as I could. And from that moment on, our season started to pick up too.

+ Is being able to get your view across clearly the thing that makes a good manager?

Yes, up to a point. Communication isn't just about speaking, or breaking club crockery. It's just as much about being able to listen. Some of the most articulate speakers have forgotten that communication is a two-way process. Listening is probably even more important. In fact it is definitely more important. How would I understand the twenty sets of expectations, aspirations and hesitations that co-exist in my team? And if I didn't listen to sports psychologists, management experts and Douglas Samuel my mentor and head coach here at Spartans I wouldn't examine my own motivations and ambitions. Reflection and action – you can't have one without the other.

+ What happens when you have to drop players? Does that not put team cohesion under pressure?

Again it's a lot about communications. Listening to what people want and making clear what my mission is.

I try to be consistent – to rotate players so everyone can get a chance. But sometimes players have to demonstrate that they are worthy of their place. I won't field a player who has missed training for example. Except when I have to! Flexibility is important and players have to understand that part of the manager's role too.

For example, players cling to their position – it's the place on the pitch where they have prospered after all. But one of the most rewarding things for a manager is to see a player flourish in an entirely new position and as a result make a new and vital contribution to the team.

+ Are there any differences in managing a women's team?

There are only two female managers in the entire Scottish Women's Premier League. My experience has been that women players are not as good at showing emotions. Perhaps it's social conditioning that stops women showing more fire in their bellies. For years, playing football has not been a mainstream thing for girls to do – not at a high level anyway. Younger players seem more prepared to show anger or aggression – perhaps because they are more comfortable in their role as a female professional player.

I try to encourage my players to be open and honest about their feelings – to be a bit less inhibited and restrained. If you can't express your emotions a bit in a game as unpredictable as football, then where can you?

+ What's most important in a squad? Individual talent or teamwork?

Teamwork. Teamwork. And teamwork. Every time! Squads who succeed are the ones who work as a functioning team. The best players aren't necessarily the ones who are the most skilled – sometimes the best people rather than the best players make the biggest contribution.

Contribution to a team is putting the 'we' of the team before the 'me' of personal needs. It's my job to build trust that I'm doing the right thing and individual players will get huge rewards from being part of a team and not just the narrow satisfaction of developing their own skills.

But being part of the team here at Spartans also means being part of the entire set up – part of the community. I insist that every one of the players commits their time to volunteering at The Spartans Community Football Academy. They have to buy into the social aspect of this club. We're not just here to win trophies – we have a vital role in the local community. My team members are women who have reached the highest level of the game in Scotland. They are accessible role models. They can inspire girls around this part of Edinburgh to aim higher, not just in a sport but in life too.

If the current state of theatre funding was a play, we'd be thinking about maybe an especially austere later Beckett. Some might say that we are more in the territory of Artaud and Genet, the theatre of cruelty. Either way, the funding might run to a withered tree centre stage rather than a ChittyChittyBangBang-esque flying car.

There is a double jeopardy for the arts; the note left behind by the public funding bodies not only says there is no money left, it also suggests trying the private sector. But as most people have noticed, the private sector isn't exactly lighting their cigars with twenty pound notes currently.

For Eleanor Harris, Head of Development at the Citizen's Theatre in Glasgow, the current challenges demand a resource that should be widely available in the theatre.

'Creativity', she says, 'is not just for writers, actors and directors. Funding in the current climate requires as much imagination and insight as any production. We have to respond to the times, finding ways to give sponsors extra value is easy to say. In reality it's about doing things differently, something that can take a lot of trust between sponsor and theatre.'

Scott + Co have worked with the Citizens Theatre on a number of innovative projects over the years, and have developed exactly the sort of trusting relationship that Eleanor refers to. It's a relationship that has been very successful.

Last year, the partnership won a second Arts in Business Award for the anti-sectarianism musical *Divided City*. An earlier Citizens and Scott + Co collaboration, *The Grapes of Wrath*, was also awarded an Arts in Business gong in 2011.

Being innovative in the world of fundraising involves looking at ways of combining sponsors – linking the production to both commercial sponsors and charities for example. Combining individual and corporate sponsorship has also become more significant.

'Individuals are part of the sponsorship mix. Government, charitable trusts and commercial companies are vital, but the Citizens also enjoys the support of lots of individuals who have a belief in the work we do', Eleanor explains. 'We are often the first taste that people have of the theatre and our unique history means that we have a citizen's army of passionate supporters out there.'

That support has been able to contribute to a remarkable refurbishment of the seats

“CREATIVITY IS NOT JUST FOR WRITERS, ACTORS AND DIRECTORS. FUNDING IN THE CURRENT CLIMATE REQUIRES AS MUCH IMAGINATION AND INSIGHT AS ANY PRODUCTION.” ELEANOR HARRIS

in the theatre, through the Seat Restoration Fund, which has raised £230,000 to replace 247 seats in the auditorium which are old and worn, with 296 new seats plus wheelchair spaces. But the old seats didn't head for the city dump, there has been huge enthusiasm for purchasing them, a further demonstration of the way the theatre is viewed by its fans.

Longer term, there are plans to build a modern complex of cafés, education spaces and rehearsal rooms around the original core auditorium.

Eleanor sees the uniqueness of the Citizens as one of its most vital strengths.

'We're competing with everybody. It's not just other theatres; we compete with other art forms like galleries and ballet. And it's not just the arts; we also compete for funding with other events and with sports. We have to be able to say to corporate clients in particular, that they will get something different from us. And there is no doubting the unique excitement of live theatre. In an antiseptic digital world, the unpredictability and live tension of the theatre can give audiences a unique thrill.

'But there are plenty of excellent providers of live theatre in Scotland. Like any good brand we have to be able to differentiate ourselves, and this is where the strength of the Citizens' history and traditions comes into its own.'

James Bridie's vision for the Citizens, an accessible theatre that would bring the best of contemporary and classic plays to everyone, is still in place. The Gorbals has been through many changes since the 1940's and is still a place facing many challenges. But no one could ever call the area dull and no one could ever doubt the verve and humour of the residents.

The Citizens is a vital part of this community life and the proposed £16m redevelopment of the theatre is designed to reinforce this. The planned educational facilities and the new café and bar areas are designed to bring people together in a way that rarely happens in our modern divided cities.

Eleanor faces two simultaneous funding

challenges: the short term urgency of getting support for a full programme of plays every season, and the long term vision of a new theatre complex that will carry the Citizens' philosophy into the 21st century.

The unique brand is critical for both of Eleanor's missions.

'Sometimes our work might be a touch challenging for clients, but that has to be balanced against the advantages we have drawn from a more austere mood in the business world. The days of champagne swilling hospitality isn't in tune with the times currently. No one likes to suggest to customers or clients that they are squandering stakeholders' funds.

'But providing an interesting, thought-provoking night out that also makes a contribution to the community, is a more attractive option. Our strong community engagement – our Learning Programme is famous throughout the world for the quality and breadth of its work with marginalised groups and disadvantaged communities – is a way for corporate clients to put something back while still having a good night out with their guests.'

Some say that theatre is the pinnacle of team work. Missing cues and bumping into furniture are the ways in which theatre exposes lack of communication between team members and poor co-ordination. So it's not surprising that the Citizens has also used its talents to help companies with their internal communication and corporate development. Professional actors role-playing alongside staff members is a great way to improve corporate skills and yet another innovative way to raise funds.

For Eleanor the key word is partnership.

'On one level this job is about money. No cash – no production. But the best sponsorship arrangements are where there is a real spirit of partnership, where the sponsor gets involved in the production. Whether that's coming to rehearsals, or seeing the backstage process or involving their staff, engagement makes all the difference. We have a unique product in the theatre and the more the sponsor gets a sense of that, the better.

Eleanor Harris at the Citizens Theatre



+ Sponsorship in a Cold Climate



NEWS ROUNDUP

Golf Links

These are the trophies that Tiger Woods has not won.

Indeed, he'd be lucky to get a round, as the annual Scott + Co golf competition is strictly by invitation only.

While Tiger might pick up a few tricks from fellow competitors that would startle his colleagues back on the PGA tour, we also know that he'd struggle in the fierce rivalry that has grown up around the Scott + Co series.



The victors this year are recorded below. For the rest, it's another long winter of training and striving. For Tiger it's an anxious season checking his in-box for that elusive invitation...

Scott + Company Cup

Derek Duncan, RSB MacDonald, Dundee

M. M. Cameron Shield

Douglas Sneddon, Blackadders, Dundee

D. Bruce Bowl

Willie Park, Pinsent Masons, Aberdeen

A. A. Hutton Salver

Ross Kilshaw, Cullen Kilshaw, Peebles

+ IRRV's New Outlook

"The profession is in good shape in Scotland and I know the delegates went home with plenty inspiration and new enthusiasm for their work."

FOR THE SECOND YEAR SCOTT + CO WERE LEAD SPONSOR OF THE INSTITUTE OF REVENUES RATING AND VALUATION'S ANNUAL SCOTTISH CONFERENCE.

As the Perthshire hills began to take on an autumnal tint, the delegates settled down to two days of information, debate and the odd bit of conviviality.

Scott + Co have supported the conference dinner for 9 years, and last year took over full sponsorship of the event. This support is based on a firm belief that a professional body needs opportunities for face-to-face contact and discussion.

'Even in a world of instant electronic communication, professionals need to see the whites of each other's eyes. There is no substitute for sharing opinion and intelligence in the conference hall and over the dinner table', David McLaughlin of Scott + Co said.

'The profession finds itself, not for the first time, at the front line of fiscal and welfare reforms. The challenges faced by local government were fully reflected in this year's debates. The IRRV in Scotland is a compact professional body, which makes it even easier to share good practice and innovative solutions.' The vital role of IRRV members in the delivery of reforms was underlined by the presence at the conference of senior DWP representatives and the Convener of the Scottish Parliament's Welfare Reform. The conference this year had a distinctly international flavour however, with the International Property Taxation Institute's International Conference taking place in the same hotel.

As Fraser Macpherson of the IRRV in Scotland noted, 'the Institute's deliberations taking place down the corridor reminded us all that no matter how local our difficulties might seem, as professionals we face the same dilemmas all around the globe.

The Institute's presence in Crieff clearly added to our discussions and gave an extra dimension to our social events.'

The Scottish Conference's theme 'A New Outlook' was an acknowledgement that public services are entering a new era, where demands for quality services have to be met against a declining income. Add national welfare reforms and a major political decision looming for Scotland in 2014, and it's easy to see why there were few silences in the conference halls and workshop rooms.

David Magor, Chief Executive of the IRRV summed up: 'It is never a hard task for me to come to Scotland and the level of debate is never a disappointment. The profession is in good shape in Scotland and I know the delegates went home with plenty inspiration and new enthusiasm for their work.'

+ Rory First!

A MIXED SEASON OF MECHANICAL DIFFICULTIES AND LOST DOORS (SEE PAGE 23) TOOK A DRAMATIC UPTURN ON SUNDAY 8TH SEPTEMBER WHEN HE AND CO-DRIVER DAVID BARKER BROUGHT THE GINETTA GT HOME IN FIRST POSITION.

Rory was delighted with his first British GT win: 'All in all, this is a fantastic step forward for the team. We run at a significantly lower budget than our rival teams, but everyone has kept fighting and we have proved we are not there to make up the numbers now. A massive thank you to everyone involved and especially to my sponsors for their support.'

The highly competitive British GT series makes its only overseas foray to the famous Dutch seaside circuit. It was a spectacular setting for a spectacular win.

Next up is Donnington where Rory will have to do it all again, but this time with the added advantage of a win in his fuel tank.



"Everyone has kept fighting and we have proved we are not there to make up the numbers now."



+ Silver Linings

A CCORDING TO THAT VITAL RESEARCH TOOL, WIKI ANSWERS, ONLY 25% OF MARRIAGES WILL GET TO THE QUARTER CENTURY. THE SILVER ANNIVERSARY, SINCE YOU ASK. PEARL IS THE TWENTY-FOURTH, SINCE YOU DIDN'T ASK, BUT I SHALL TELL YOU ANYWAY. AND THE STEEL ANNIVERSARY COMES UP AFTER ELEVEN YEARS, NOT VERY ROMANTIC.

Wiki Answers let us down when it came to the number of people who stay with the same employer for twenty-five years but it is safe to assume that that is an even smaller band of brothers than are members of the Silver Wedding Club.

It is the basis of many an old joke to speculate about the relative perceptions of time associated with marriage, work, or a prison sentence. But we can assume that twenty-five years is even rarer in the world of work than in matrimony.

The odds against four people reaching a quarter century in one year with the same employer even defeated that other great research tool, the Paddy Power Accumulator Calculator.

But this year four of Scott + Co's staff have reached that milestone:

- + **Andrew Watson**, Sheriff Officer, Dunfermline
- + **Alison Mulligan**, Payroll Administrator, Edinburgh
- + **Maggie Joslin**, Office Supervisor, Dunfermline
- + **Bill Cairns**, Senior Analyst/Programmer, Edinburgh

Between them they have clocked up a full century, but individually we would have to say they are as work experience interns compared to Douglas Bruce, Regional Enforcement Manager (East), who has just completed forty years service. Ruby, of course.

Douglas is well known to many friends and clients in Edinburgh, but we've not sure how many of them would recognise him from this photograph.

Whether silver or ruby, we would like to express huge thanks to Andrew, Alison, Maggie, Bill and, of course, Douglas for their contributions to Scott + Co and wish them well. The company and our clients will continue to benefit from their experience and expertise.

Douglas Bruce strikes a pose circa 1974



S COTT + CO ARE THE LONG TERM NAME SPONSORS OF THE SCOTTISH LEGAL AWARDS. EVERY MARCH, THE LEGAL INDUSTRY GATHERS FOR A NIGHT OF GLAMOUR, FOOD, DRINK AND EXCITEMENT FOR THE NOMINATED COMPANIES AND INDIVIDUALS. THE EVENING SHARES TRIUMPH AND DISAPPOINTMENT AROUND THE ROOM LIKE CONFETTI AT A WEDDING IN A PAPER MILL.

But we wondered what the morning after the night before was like. What happens when the trophies go back to the offices and find their niche behind the reception desk? What's the impact of winning on the people who have the heaviest handbags to carry home on Awards night?

Claire Corbin's journey from art history to corporate law has had a few twists and turns. It's taken her from London via Guernsey to MBM's board room on Princes Street with a view of Edinburgh Castle that is so iconic it's probably copyrighted by Visit Scotland.

But there has been one thread running through her career – a charmingly expressed but none the less, unshakeable determination. Not many people would have commuted from Guernsey to the mainland by plane to complete their first degree. And she wasn't one to let a small matter of a phobia of flying get in the way (later cured by doing a 10,000ft sky dive for charity).

Claire was Paralegal of the Year in 2013. In her role alongside the partners and corporate team at MBM she works with some of the UK's most exciting high growth young companies, business angels and venture capital funds.

Paralegal of the Year, Claire Corbin, one of the Stars of MBM Commercial LLP

The sort of bio-tech and digital companies where you have to listen very intently while their product is described and then nod knowingly and hope that there won't be questions later. At MBM, however, the team have become specialists in working with such companies and those who invest in them, even counting a doctor of microbiology amongst their number! Claire herself works very closely with Edinburgh University's Informatics Forum, one of the top four Informatics Schools in the world.

It's vital work not only for the companies and their investors, but also for the wider economy. By assisting young businesses to thrive and grow, both on home soil and abroad, MBM are also helping to ensure that the next generation have jobs, pensions are paid and schools get built long into the nation's future.

Claire is a key part of the process. All paralegals are, but the unique culture at MBM helps to ensure that she has an even more vital role. As she explains:

'At MBM, we all contribute to the best possible outcome for our clients. The world they, and we, operate in is exceptionally fast moving and time critical. It takes an innovative, dynamic, cohesive, flexible and motivated team to respond efficiently and effectively. That is what we have at MBM and our clients derive value from that special characteristic.'

Perhaps because of the sunrise sectors they operate in, MBM has a very forward-looking approach to the law.

'Richard Susskind's book is required reading,' says Claire, referring to the often controversial writer on the legal industry. 'His vision of the future is seen by many as being apocalyptic, but I think that is somewhat pessimistic. In the midst of change, there is great opportunity. Lawyers should add value to clients' businesses – that is our job.'

Our future is in a specialist niche where we can be nimble, quick and creative, using technology to respond to our clients' needs and effectively become an additional member of their team rather than a remote advisor.'

Claire is no stranger to the potential of social media and the importance of using technology to build and develop client relationships, managing to forge connections between London and Scotland, effectively being in two places at once through a combination of LinkedIn, Twitter and Google+, as well as good old-fashioned leg work. 'People still do business with people after all!' she says.

The Award is seen by Claire as not just a reflection on the firm and its close team working ethos, whereby everyone's role is recognised and valued, but as evidence of the growing importance of the formally qualified paralegal to the future of the legal sector. In Scotland, Registered Paralegals will not just be an ancillary part of the team but vital to the future shape of the profession in her view.

Looking out at the Castle on a balmy July day Claire is very happy to have taken her career to Edinburgh – especially on a day when Scottish scenery and Mediterranean weather do an exceptional double act. But there's no hint that Claire is resting career wise.

'It's been suggested that I might want to look at qualifying as a solicitor. It is certainly a thought but my focus is on helping the firm evolve to meet our clients' needs for the future. I don't think studying past papers will help with that exciting challenge!'

However, it would be an interesting achievement to win a Paralegal and follow up with a Legal Practitioner Award, but I wouldn't bet against Claire.



Louise Gallagher from HBM Sayers Solicitors

"We have to take clients past revenge and encourage them to find a solution rather than look forward to confrontation."

+ We'll see you in Court... or perhaps not

*Scott & Co
Litigation
Team of
the Year
HBM Sayers
Solicitors*

NEVER MIND PORING OVER DOCUMENTS LATE AT NIGHT OR ENSURING LEGITIMATE EXPENSES ARE RE-CHARGED TO THE CLIENT ACCURATELY, FOR NON-LAWYERS THE WORLD OF THE LITIGATOR IS WHAT IT'S ALL ABOUT.

So, to win Litigator of the Year at the Scott + Co Scottish Legal Awards, is to conjure up a glamorous world of cunning preparation, silver-tongued oratory and devastating dramatic revelations.

Louise Gallagher, from HBM Sayers is not going to contradict any of the above. The litigator needs to be articulate, well prepared and a spot of glamour isn't a bad thing. But she also lists listening skills as being a key attribute.

'There is nothing more important than the relationship between client and lawyer. We never see people when everything is going well. They come to us because something has gone wrong. I don't like the term distress purchase but it's not like going to a car show room or a travel agent.

'So it's vital to listen carefully and to have as full an understanding as possible of what the client wants. Only then can you plot a way through to a solution.'

And for lovers of court-room drama, that solution is often disappointingly far away from a Sheriff.

'Sometimes the best solution lies in mediation.

We have to take clients past revenge and encourage them to find a solution rather than look forward to confrontation. The best solution is almost always found away from the court.

'But we have to help the client work through their emotions and create a set of realistic expectations. There are always two sides to a story – if it was always black and white lawyers would not be required.

'But as well as managing expectations we also have an important job in maintaining client morale. The processes can be slow and it's vital that the client can be reassured that the light at the end of the tunnel is not an on-coming legal difficulty. Giving people a sense that they are not pawns in a game, that they have some control over their own destiny is a fundamental principle of what the law means for people – they do have protection. Justice will prevail.

'We were delighted to win this Award as it recognises the efforts of the whole Litigation Team. Everyone within the organisation plays a very valuable role in contributing to the service that we provide from the receptionist, the moment the client sets foot in our office, to the solicitor handling their case.

What we do for clients is subtle and doesn't lend itself to snappy adverts. Clients come to us because of our reputation and this Award in an independent endorsement of the service that we provide.'

+ So You Win Again

Racing driver Rory Bryant shares his tips for safe and economical driving.

+ The Fast and the not so Furious

RORY BRYANT IS ONE OF SCOTLAND'S RISING STARS IN THE EXCEPTIONALLY TOUGH AND COMPETITIVE WORLD OF MOTOR SPORT. IF IT'S TOUGH AND COMPETITIVE OUT ON THE TRACK THEN THAT IS NOTHING COMPARED TO THE RACE FOR FUNDING AND FINANCIAL SUPPORT.



For drivers without a trust fund, a lottery win or a very rich uncle, the battle to get a drive and keep it, is every bit as much of a dogfight as out on the circuit.

Rory partially keeps his racing car on the track by working part time with Scott + Co looking after its 90 plus car fleet. Despite technological advances, the job of a Sherriff Officer can never be conducted from the warmth and comfort of a swivel chair. On average Scott + Co's Sheriff Officers put 25,000 miles on their cars annually. Officers based in the wide open spaces of the Highlands can do considerably more. It's not unknown for cars to come to the end of their life with 120,000, a trip half way to the moon, on their electronic clocks.

That is one reason why several years ago, Scott + Co switched to the eco-friendly, 70 mpg, Toyota Prius as their car of choice. Low missions, low tax, and low consumption – the numbers add up for both the company and the employee.

Cars coming straight at you is not an unusual experience on the city streets.



A quiet crossing in Edinburgh.



The secret to safe economical driving is to stay relaxed.



Rory points out a gap in a fellow road user's handling skills.



Having a 360 degree awareness of what's going on around you is vital.



+ 'You were only supposed to blow the bloody doors off!'

As Michael Caine says in the most quoted line from any British film. But not a line that raises many laughs from Rory. His car door did actually blow off, at 140 mph on the back straight at Brands Hatch in July.

The escaped door enjoyed a brief milli-second of freedom before ending its short flight in the windscreen of fellow Ginetta driver Mike Simpson.

If you look very, very carefully you can see the Scott + Co logo as the door cartwheels. Luckily all survived unscathed... except the door.

The video of the high speed incident has generated a certain amount of interest on-line with around a quarter of a million views.

To watch the action unfold is to fully appreciate the speed of British GT racing. Try counting the seconds from when the loose door becomes visible to the point of impact – and see if your reaction time keeps up the pace.

In the video you can see Rory's car – looking more like a Mini Moke beach buggy circa 1971 than a GT racing car. But for a sport that's about winning points, the bad news for both drivers was an early return to the pit lane. For Mike a mere shattered windscreen was no impediment but a broken radiator wasn't going to take him very far.

For Rory, well let's say the carefully tuned aerodynamics of the car go out the window, so to speak, when you lose a door. But for both drivers, it is an incident that they won't forget in a hurry, one that not only displays the fast and furious competition of the British GT series, but the astonishing professionalism of the drivers.

<http://www.youtube.com/watch?v=VNWabSltZTO>

+ 'Stay chilled...'

'I'm not saying passions don't get stirred on the race-track, and I'm not saying that I'm a total stranger to road rage, but the secret to safe economical driving is to stay relaxed. Anxiety and anger are big contributors to road accidents. Even at 140 mph on the track, staying relaxed and cool is the key to smooth driving. White knuckles are for Alton Towers not the steering wheel.'

+ 'Have eyes in the back of your head...'

'That isn't common among humans – but luckily they invented mirrors. Having a 360 degree awareness of what's going on around you is vital. Here in Queen Street, it's not dissimilar to the starting grid of a motor-race with 30 cars all heading into the first corner. Everyone will be moving off at the same time. I'll accept that the speeds here will be a bit different from the grid at Monaco – but the principle is the same. Be aware of where everyone is around you – and that obviously includes bikes and pedestrians and anticipate where they are going to go next. Expect the unexpected – but like the Scouts, be prepared.'

+ 'For the comfort and convenience of passengers...'

'One good way of telling if you are driving safely and economically is to assess how your passengers are doing. Are they comfortable? Are they being thrown around? Are they screaming? Seriously, the sort of stop-start, break-accelerate driving that passengers hate is exactly the sort of driving that burns through the fuel and makes you more at risk. When you accelerate hard in traffic there's always the chance that the driver in front is doing the hard braking routine at the same time. It's not a good mix.'

+ 'The light touch...'

'There isn't a way of overestimating the importance of a light touch on the brake and throttle.'

Not that I'm saying to always be light on the brakes. Emergency stops are exactly that – no holding back. But normally, being light on brakes and accelerator will reduce the consumption and soothe the passengers. While being sensible about this in traffic – there is no need to use the accelerator in traffic if the momentum of the car can do the forward motion for you. It requires good forward anticipation but rather than gunning the car, let its own momentum take you forward. In long distance races, where saving a lap worth of fuel in your stint can be the difference between winning or losing, we change driving technique in a similar way – we carry slightly more momentum into corners and pick up the power gently at a marginally later stage, to help with fuel consumption.

+ 'Heads up...'

'Because things are happening quickly on the race track, it's sensible to be looking very far ahead. While at the same time keeping an eye on what's happening just in front. A paradox I know, but looking ahead is about scanning the whole area in front of the car – especially when you're in traffic and your view ahead might be obscured by other cars. Tricks like looking through the windows of cars in front extends your view and gives you that extra time to react, to someone slamming their brakes on a couple of cars ahead for example.'

+ 'Ballast is for the Cutty Sark...'

'We're quite used to ballast in motor-racing. There is a minimum weight in most classes and ballast is used as a handicap – just like horse racing. So even in such powerful cars carrying unnecessary weight will slow you down and, consequently burn through the fuel. The boot isn't a storage cupboard. Put the golf clubs and the 10kg bag of compost where they belong and trim the car. Of course it's just a fraction of mpg that you will save – but multiply that up through a year's motoring. Plus you are less troubled by ominous and startling crashing noises from the rear of the car.'



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