

WEST LoTHIAN SCOTLAND'S HUB

ECONOMIC STRATEGY UPDATE | 2007 - 2010



WEST LoTHIAN

SCOTLAND'S 1ST CAPITAL OF ENTERPRISE

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1 Introduction

In 1998 the West Lothian Economic Partnership launched a 10-year economic strategy and vision for the West Lothian economy, with the aim of creating

“... a modern high performance knowledge based economy, with world-wide links, creating jobs and a rising quality of life for the people of West Lothian.”

This document is an update to that strategy. It has been drawn up by the West Lothian Economic Partnership, which comprises West Lothian Council, Scottish Enterprise Edinburgh and Lothian, West Lothian Chamber of Commerce, Jobcentre Plus, The Federation of Small Businesses, West Lothian College and Communities Scotland.

The Partnership wishes to share its vision with the people and businesses in the area. This strategy will create sustainable economic growth for West Lothian, generating a more robust and responsive local economy better able to take advantage of changing global conditions and securing West Lothian's position as a knowledge-based economy.

The last few years have shown that adjusting to change is key. Within living memory West Lothian has evolved from a resource-based economy, through being Scotland's electronics manufacturing hub, towards being an economy based on ideas, and added value services. The opportunity for the Economic Partnership is to facilitate further evolution and create the conditions for sustainable economic growth based on a strong business base providing diverse and high quality employment opportunities.

2 Background

When the joint West Lothian Economic Development Strategy was first published in 1998, Scotland and the UK were benefiting from the longest period of sustained economic growth for 30 years.

Nearly a decade on much has changed with globalisation, continued growth of e-commerce and wider technological developments having a disproportionate impact on West Lothian's business base and employment structure. West Lothian has experienced sustained population growth, high levels of house building, expansion of communities and growth in the service sector. During the same period new strategies and policies have emerged from the EU, central government and the Scottish Executive – placing greater emphasis on sustainability, the role of metropolitan regions and the need to address deep-seated economic weaknesses of low entrepreneurship and skills levels, and exclusion from employment.

During the next 10 years West Lothian is set to benefit from further significant residential-led growth and investment in transport infrastructure. A key opportunity is to ensure that these developments are complemented by further growth of a dynamic and innovative business base. This will develop a higher skilled and adaptable workforce that contributes to the wider central Scotland economy.

West Lothian is a great place to live, work, visit and develop a business, and we want to build on that reputation. The West Lothian Economic Partnership has produced this strategy update in a three-year rolling format for 2007 - 2010. Whilst the strategy retains the mission set out in 1998, it has been updated to respond to recent trends, national policy developments and new opportunities.

This strategy focuses on the priorities and actions identified by the Partnership to ensure that West Lothian continues to be the hub of Scotland's economy.

3 West Lothian: Scotland's Hub

West Lothian's location at the hub of Scotland is one of its key strengths. In updating its economic strategy, the West Lothian Economic Partnership sought input from a spectrum of businesses. The overwhelming view is that West Lothian remains a superb business location providing optimum accessibility to customers, suppliers and workforce.

Sixty percent of Scotland's population – some 3 million people and an estimated 54% of VAT registered businesses – approximately 60,000 firms - are within a one-hour travel time.

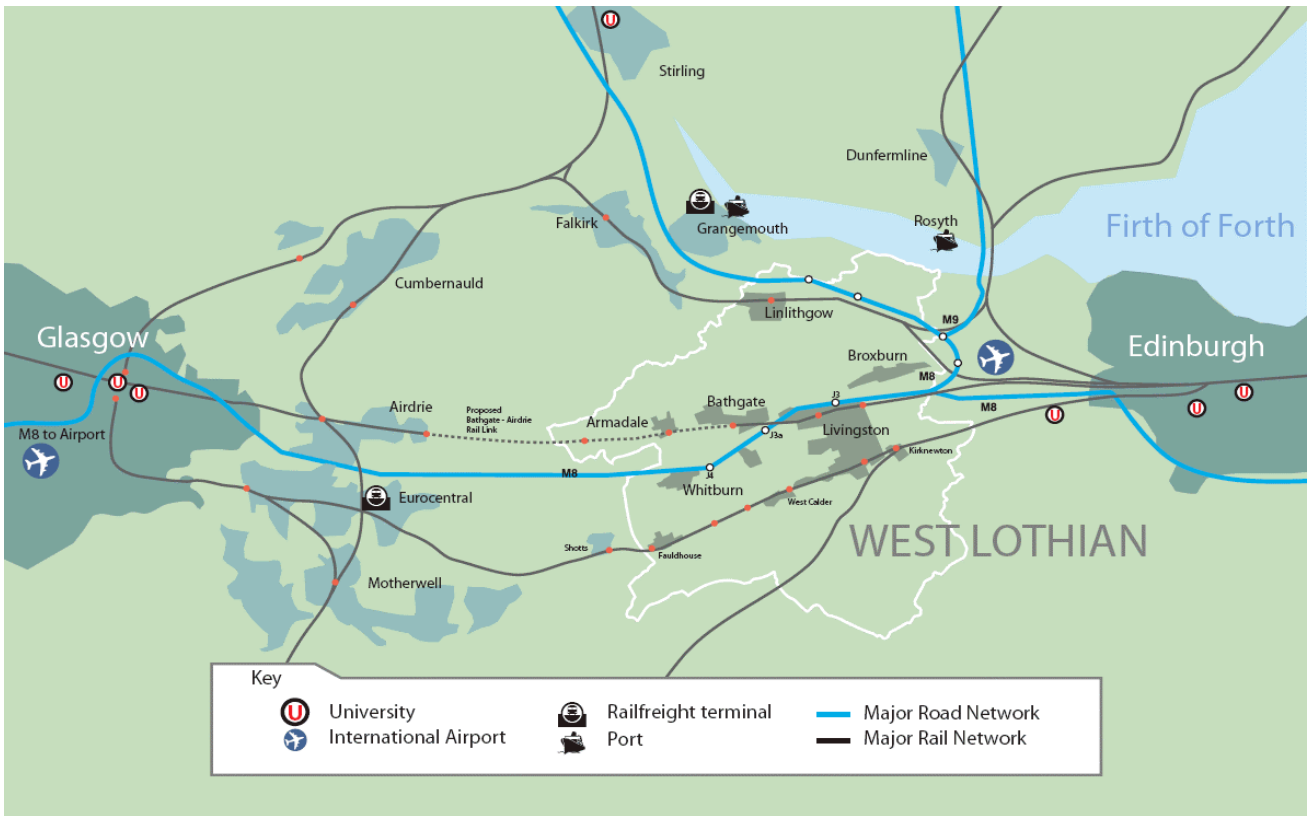
West Lothian has direct access to Scotland's major academic, research and innovation facilities and links to key worldwide markets through rail, road, air and sea facilities – notably Edinburgh airport, Grangemouth docks, Rosyth ferry terminal and Eurocentral rail freight hub.

West Lothian's strength as a business location is mirrored by its reputation and potential as a great place to live and visit. West Lothian's own assets include housing affordability and choice, a growing retail sector and diverse recreational and leisure opportunities. These are complemented by additional employment opportunities, cultural assets and facilities that are readily accessible from West Lothian.

West Lothian is a distinctive economic unit in its own right but is also part of the wider metropolitan regions of Edinburgh and Glasgow, contributing to and benefiting from these relationships.

West Lothian's position as Scotland's hub will be consolidated further over the next decade. It is anticipated that housing-led development will continue apace. Expansions to existing communities, including Bathgate and Whitburn, will be followed by further planned settlement growth in three "Core Development Areas." Major infrastructure investment is planned including the reopening of the Bathgate to Airdrie rail line, improving connectivity to and from Lanarkshire and Glasgow.

The updated economic strategy recognises that there are major opportunities to build on West Lothian's location and development potential. This includes ensuring that future investment is complemented by continued development of a strong and diverse business and employment base within West Lothian.



4 Measuring Progress: Where We've Come From

When the West Lothian economic strategy was launched in 1998, three high order aims with specific and measurable targets were established:

- To increase employment by 10,000 to 70,000
With 73,300 jobs now estimated to be based in West Lothian the target has been exceeded
- Raise average earnings to 5% above the Scottish average
Whilst overall wage levels in West Lothian have increased, the position in relation to the Scottish average has deteriorated, reflecting the loss of manufacturing jobs and growth in retail and other service sectors
- Improve educational attainment to equal or exceed the national average
Good progress has been achieved against this aim, with the percentage increase being achieved across a range of measures and West Lothian attainment levels exceeding Scotland's

The original strategy also set out five interlinked objectives through which the above aims would be pursued in practical terms:

•**Business Competitiveness**

–To grow the base of internationally competitive companies

•**Skilled Workforce**

–To develop the labour force with the skills, knowledge and flexibility needed by innovative knowledge-based industry

•**Business Environment**

–To create a world-class business environment for knowledge-based industry

•**Quality of Life**

–To provide an outstanding Quality of Life for a prosperous workforce

•**Economic & Social Inclusion**

–To address unemployment and economic and social exclusion.

Progress on these objectives has been encouraging, with many examples of high quality practical activities delivered, achieving significant economic impact. However, due to the changing face of the economic environment both globally and within Scotland, the core challenge of developing a modern high performance knowledge-based economy with a diverse range of quality employment opportunities is still relevant.

5 Key Economic Trends

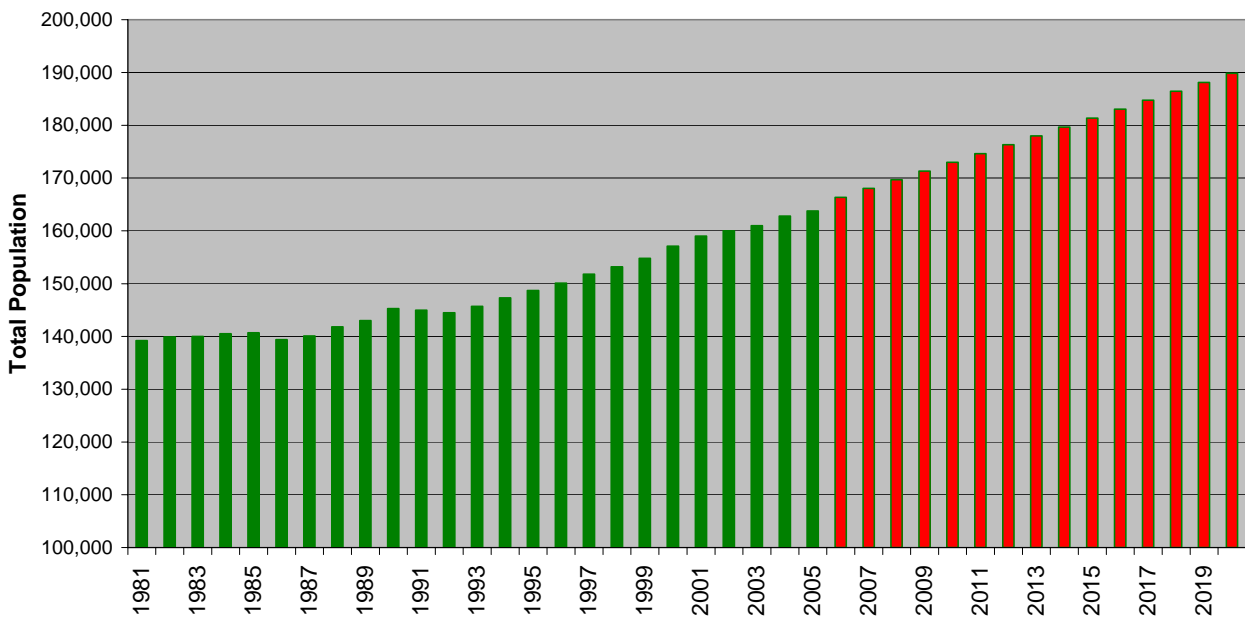
Monitoring the health of the economy and prospects for future growth is vital to any economic strategy. The following charts illustrate the overall economic health and prospects for the area:

5.1 *Population Trends*

West Lothian has experienced sustained population and housing growth over the last 40 years, at least in part due to its proximity to Edinburgh. This trend is projected to continue with West Lothian having the highest growth rate for working age population of any local authority in Scotland over the next 20 years. Similarly, West Lothian has had the highest-level of percentage growth in dwellings from 2001 to 2005 of any local authority area in Scotland.

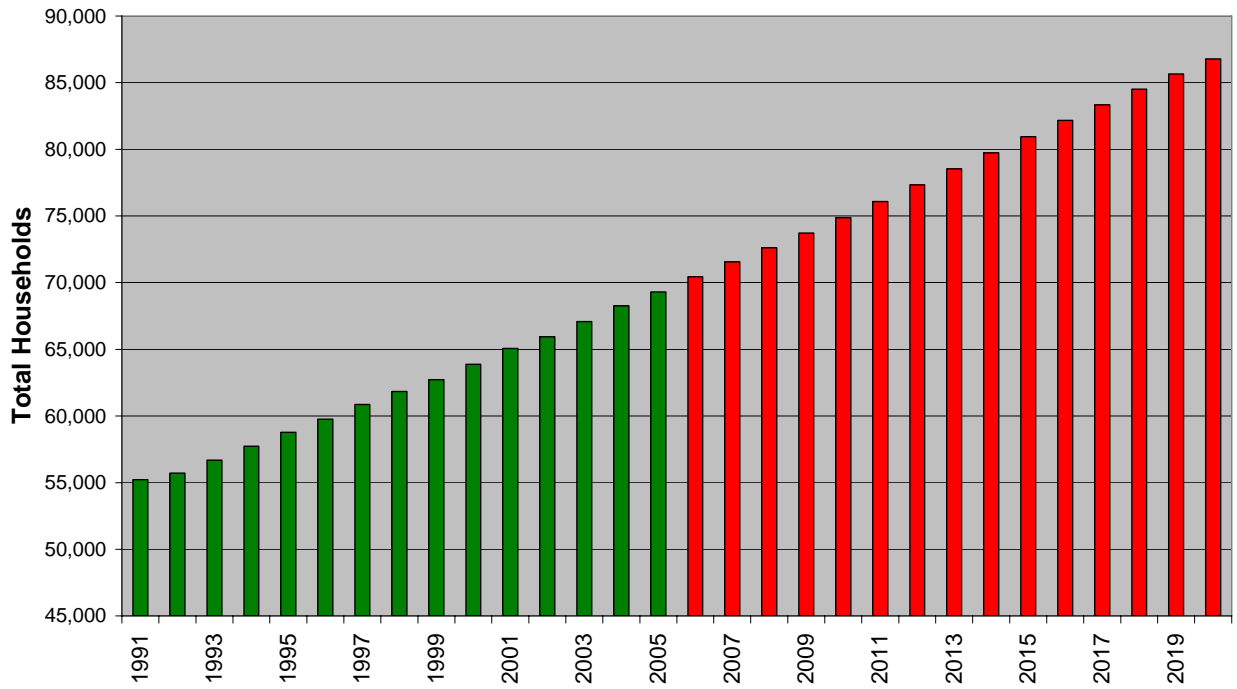
These two trends indicate that West Lothian can expect rapid growth that must be supported by an equally rapid growth in services and infrastructure. With significant investment planned for infrastructure over the next few years, another challenge is maintaining and developing a balanced community that encourages people to live, work and enjoy a high quality of life in West Lothian.

**West Lothian Total Population 1981 - 2005
& Projections to 2020**



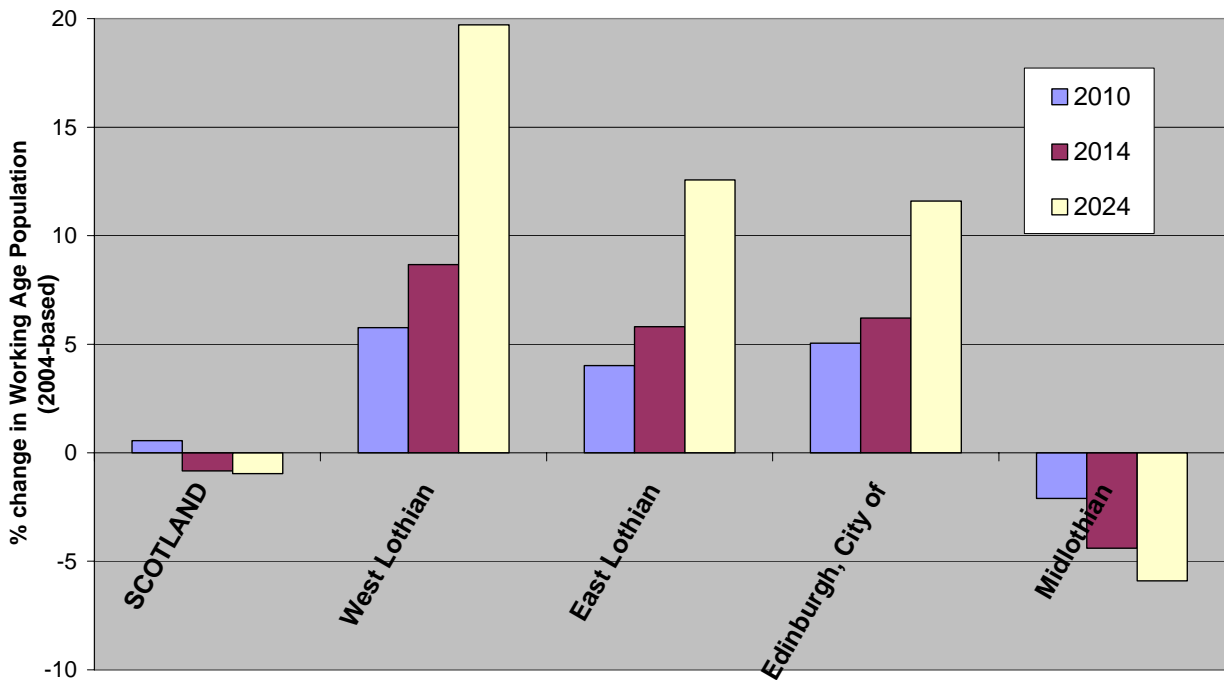
source: GRO 2005

West Lothian Households 1991 - 2005 & Projections to 2020



Source: GRO 2005

Working Age Projections to 2024 (2004-based)



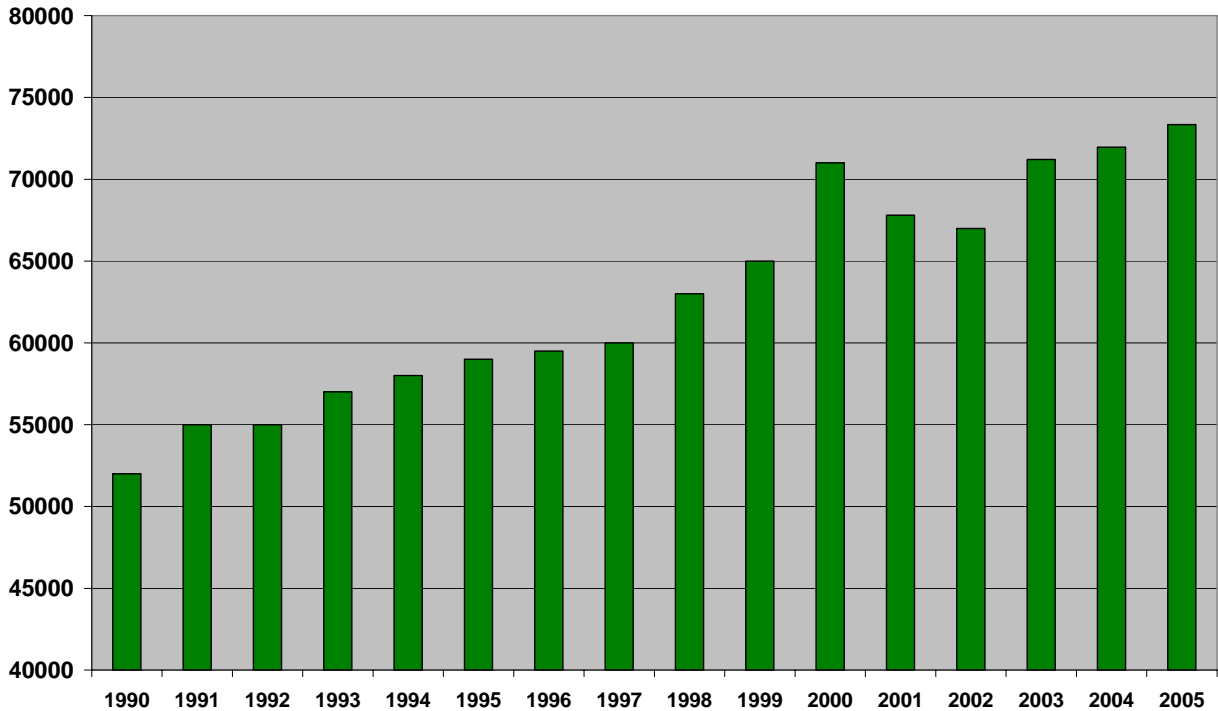
Source: GRO 2005

5.2 Employment Growth

Despite major manufacturing job-losses, during the past decade, there has been long-term growth in the business and employment base in West Lothian.

The employment structure is radically different now compared with 10 years ago, with a switch from manufacturing jobs to a more service sector based structure, reflecting from a similar situation in national trends.

Jobs Growth in West Lothian Employee Jobs

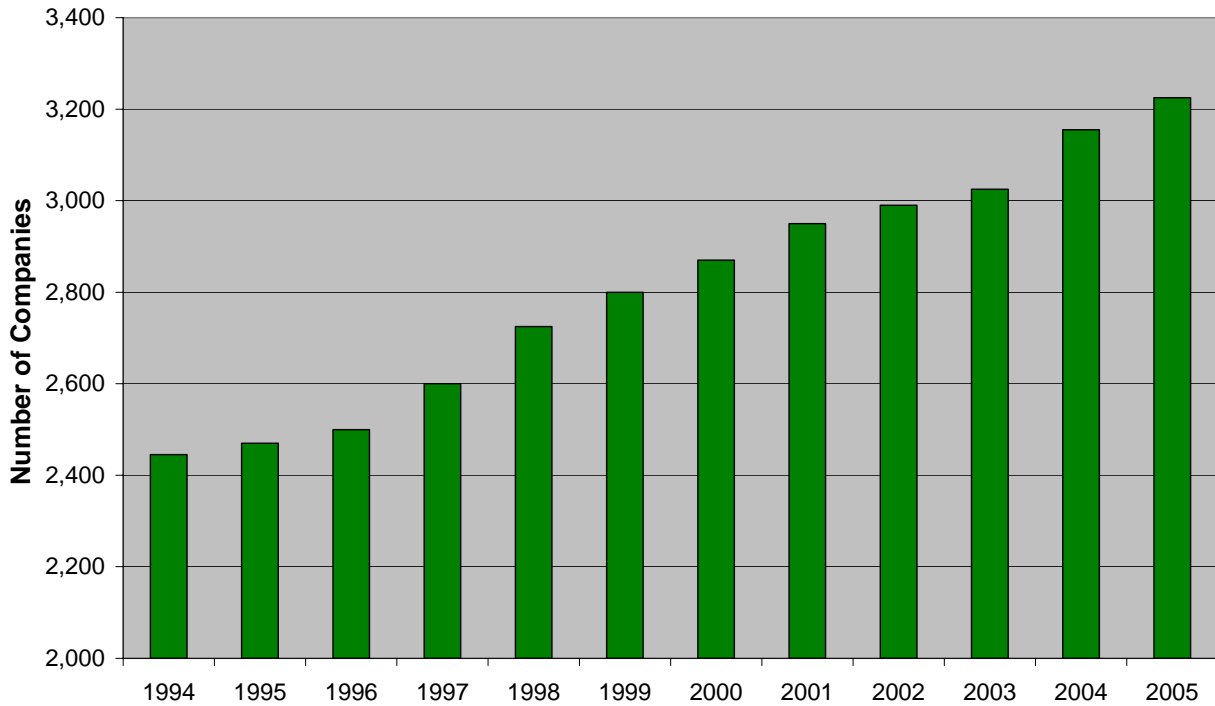


source: West Lothian Employment Survey & ABI 2006

5.3 VAT Registered Business Growth

Since the implementation of the original 1998 strategy, VAT-registered business stock has markedly risen consistently each year.

West Lothian VAT Registered Businesses

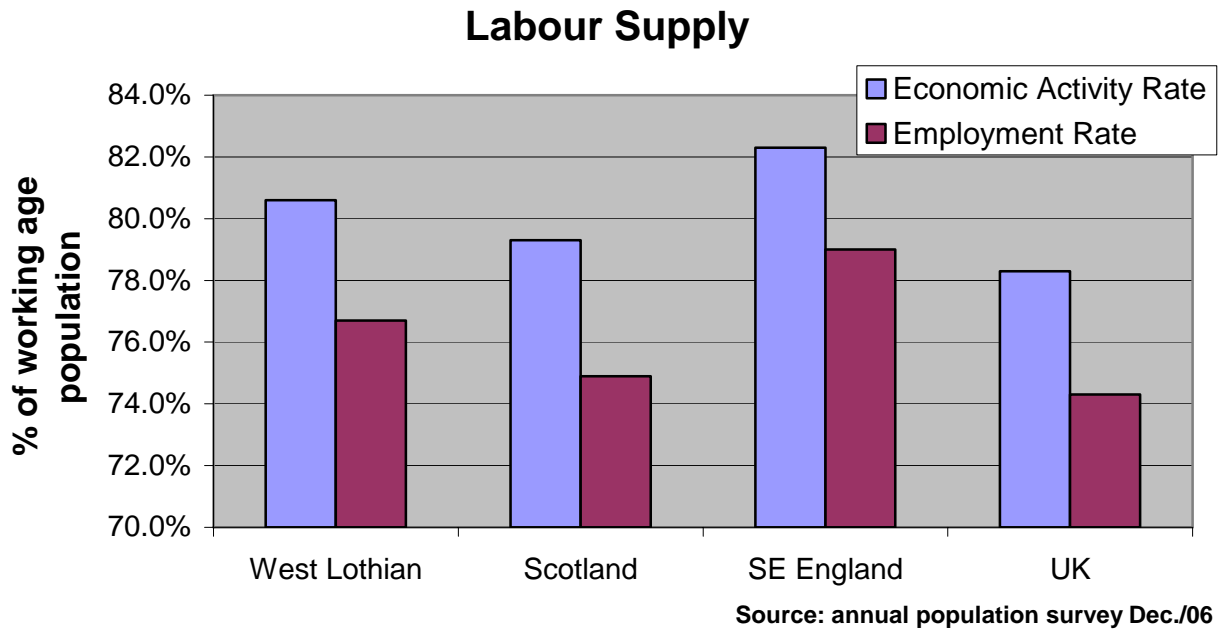


source: NOMIS 2007

This is an indicator of the size of the business population. Since the vast majority of VAT-registered enterprises employ fewer than 50 people, it is also an indicator of the small business population. However it should be noted that only 1.9 million of the estimated 4.3 million UK businesses are registered for VAT. The West Lothian Council's own Annual Business Survey in 2006 estimates total-level of current business stock to be closer to approximately 4,300 businesses operating within the area.

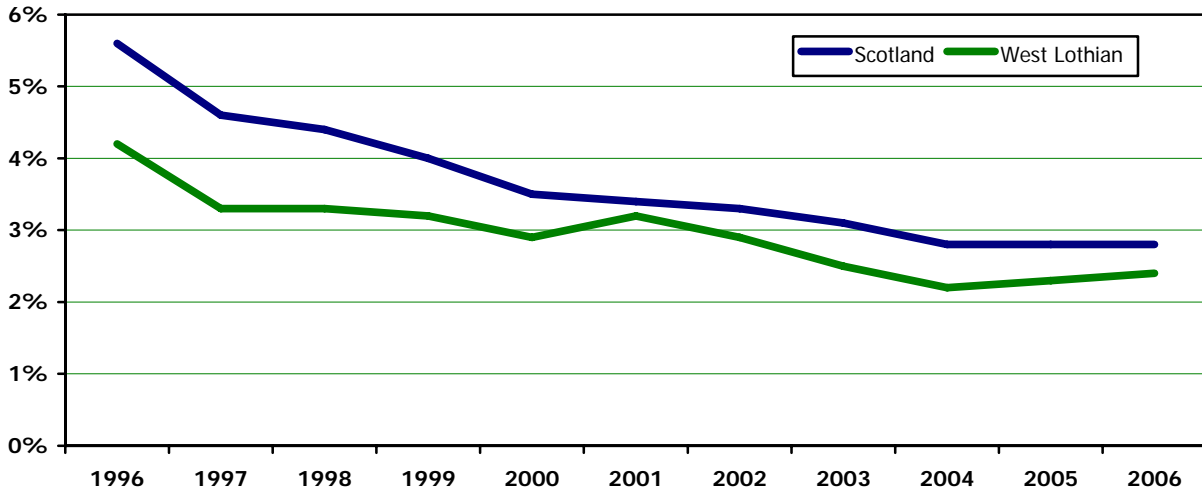
5.4 Labour Supply

The percentage of working age people who are economically active and in employment is higher in West Lothian than in Scotland and the UK. However, there is still scope for West Lothian to achieve increased levels of economic participation to compare more favourably with leading economic regions like SE England.



5.5 Unemployment,

The trend in unemployment for West Lothian has followed a downward path, whilst being consistently lower than the Scottish average. By historic standards unemployment, particularly long-term unemployment, is very low.

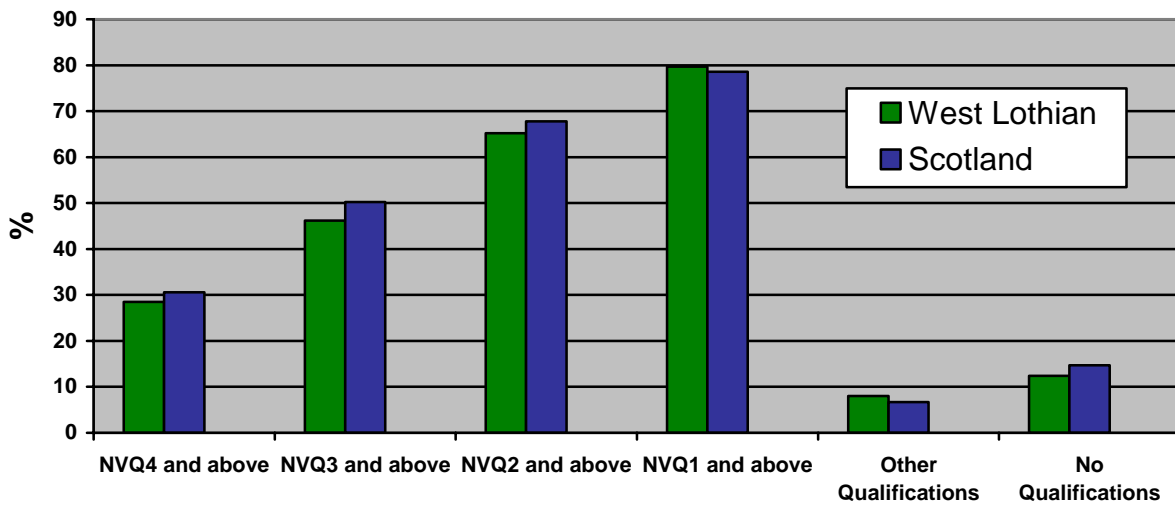


Source: JSA Claimant Count

Nevertheless based on a wider definition of working age on benefits, there are approximately 17,000 jobless people in West Lothian, and it is estimated that between 7,000 and 9,000 might be able to work. Of this wider group of jobless approx 1,100 are young people not in employment, education and training (NEET).

5.6 Skills

Increasing the skills base of West Lothian residents is crucial to the success of the local economy. The chart below illustrates the gap between West Lothian and the Scottish average for NVQ1-4. The opportunity is to develop the skills-base of West Lothian’s workforce and to attract higher skilled jobs to the area.

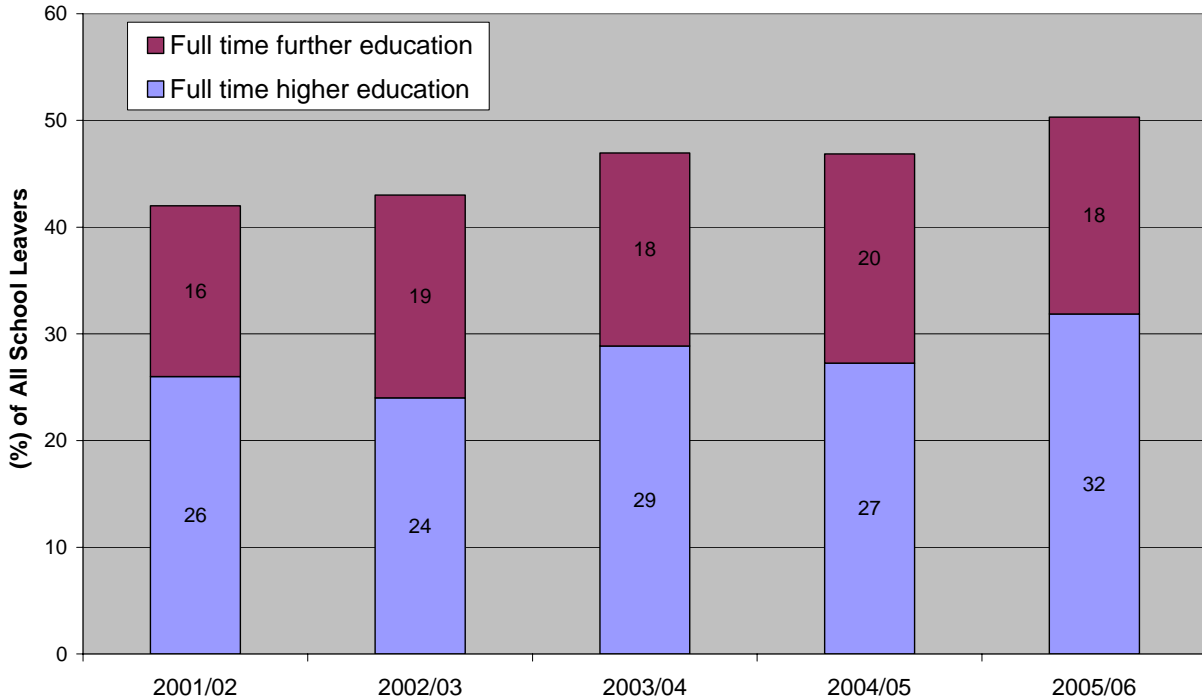


source: annual population survey

5.7 Progression Into Further and Higher Education

West Lothian school leavers have increasingly opted to continue on to higher and further education. An overall positive trend over the last few years is expected to continue and contribute to the aspirational targets of this strategy.

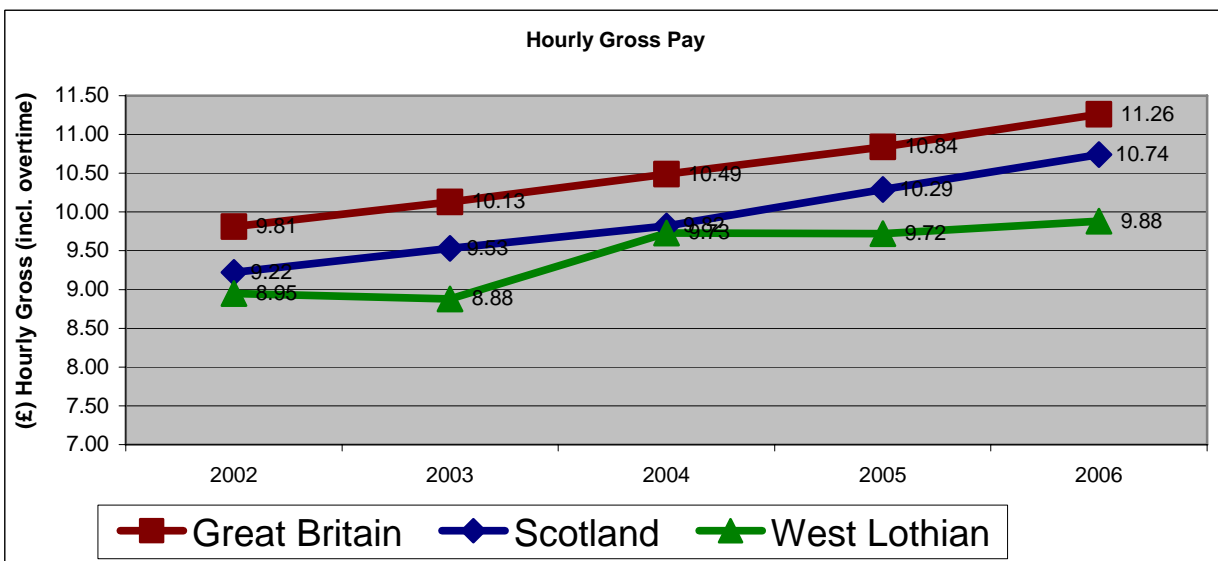
Destinations of Leavers from West Lothian Schools: 2001 - 2006



Source: Scottish Executive (Dec. 2006)

5.8 Wage Rates

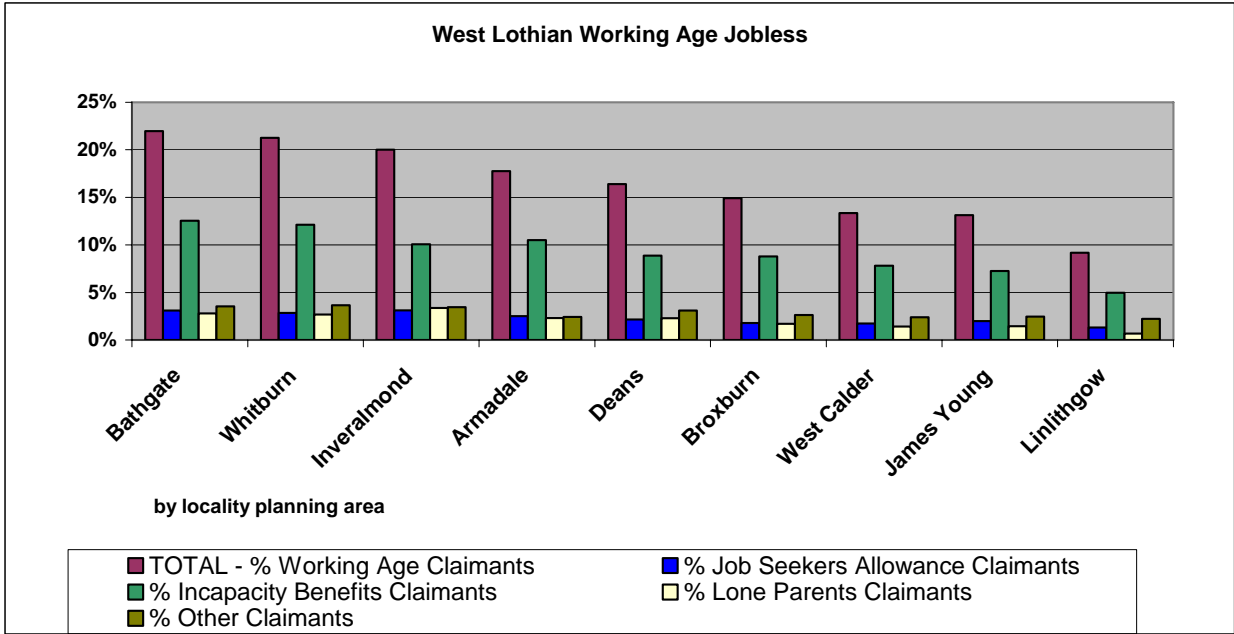
In an effort to increase the skills base to attract better paying jobs, the goal is to eliminate the disparity in wage rates between West Lothian and the Scottish and national averages.



Source: annual survey of hours and earnings - resident analysis 2006

5.9 Deprivation and Economic Exclusion

The Scottish Index of Multiple Deprivation (SIMD) indicates that West Lothian has a complex and geographically defused pattern of area deprivation. Higher levels of deprivation are evident in former mining communities particularly in the west of West Lothian, parts of Bathgate and neighbourhoods within Livingston. The overall level of deprivation within West Lothian is generally just below the Scottish average.

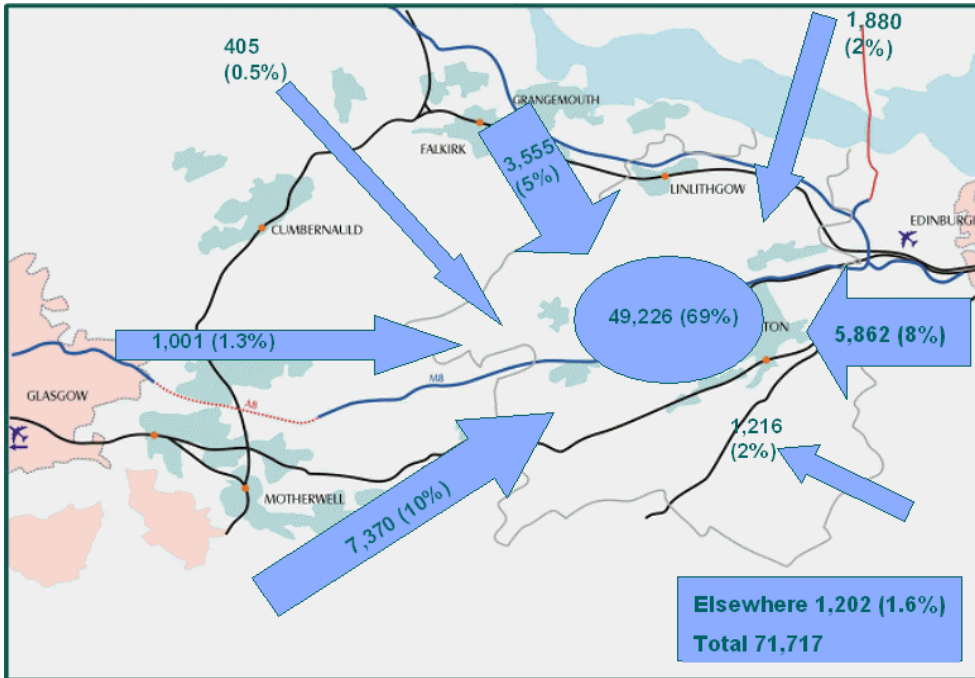


Source: Claimant Counts

5.10 Travel to Work Patterns

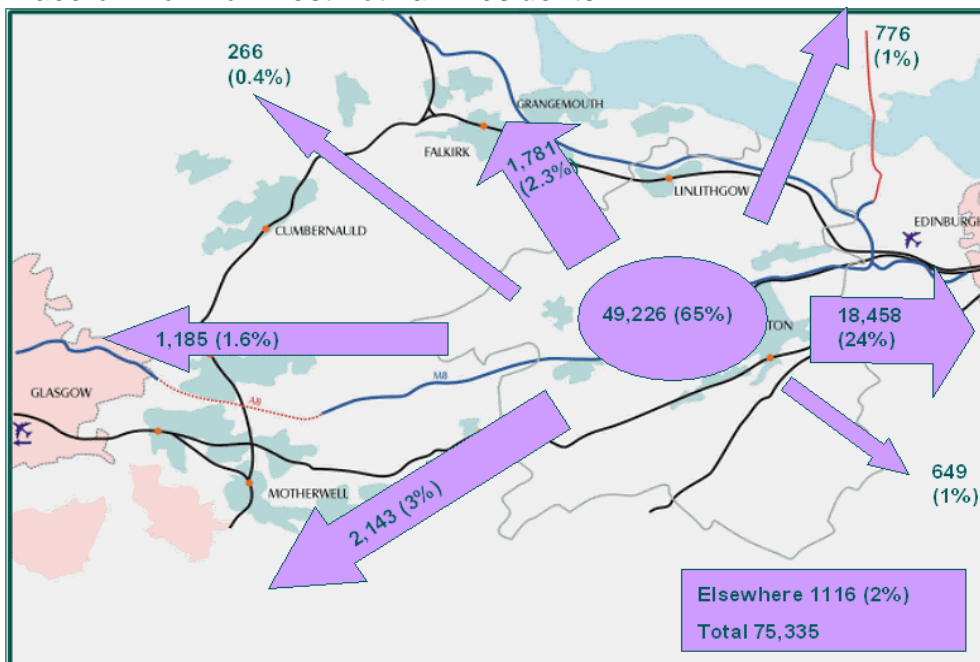
West Lothian is a key part of the wider central Scotland labour market, with high levels of commuting in and out of the area. Although commuting into Edinburgh remains an important feature, jobs growth in West Lothian has reduced the numbers commuting to the city between 1991 and 2001. West Lothian provides more than 22,000 jobs for in-commuters from across central Scotland. Over years 2003 – 2006, West Lothian has benefited from the second highest level of growth in migrant workers from Eastern Europe of all Scottish council areas.

Place of Residence of West Lothian Workforce



Source: Census 2001

Place of Work for West Lothian Residents



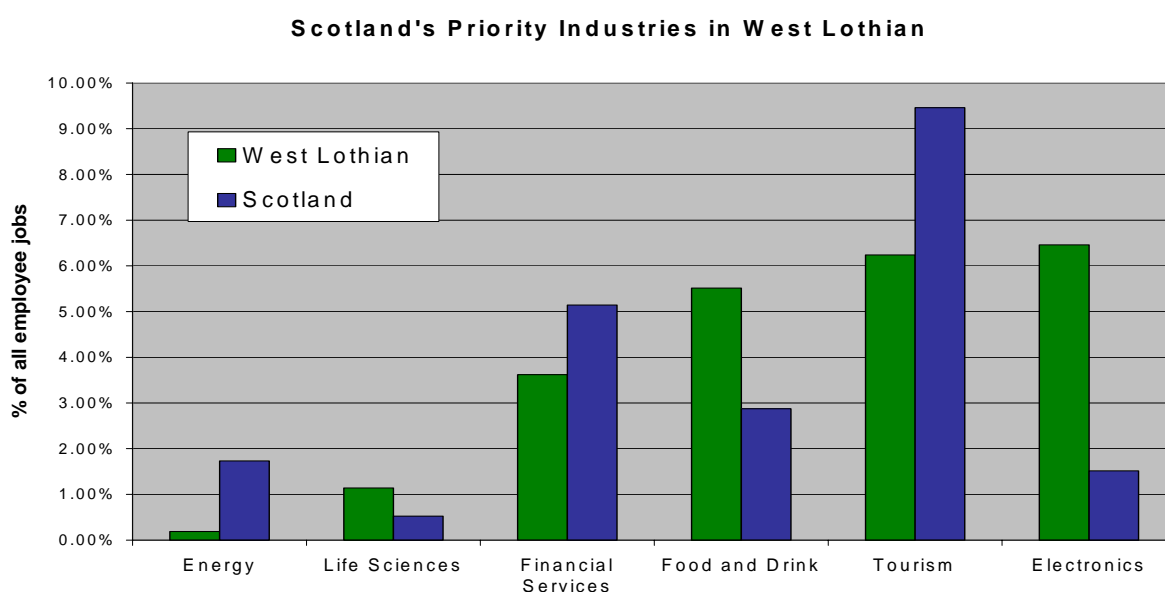
Source: Census 2001

5.11 Key Sectors and Industries in West Lothian

West Lothian provides a base for a wide variety of businesses and organisations that have located or developed here – more than 4,500 businesses and other employers in total. A number of industries have grown in scale to the extent that they have achieved a critical mass and offer significant opportunities for further growth. Other sectors are less well developed but also provide potential, having been identified as important to the wider Scottish economy.

5.11.1 Scottish Enterprise Priority Industries in West Lothian

West Lothian has a vital role to play in encouraging growth in Scotland's priority industries. An important part of West Lothian's strategy therefore is to develop these priority industries and support the growth of a diverse range of SMEs.



Source: ABI 2005

Food and Drink – West Lothian has 65 companies and 4,500 employees in this sector including both large-scale and niche producers. West Lothian's hub location enables firms to supply national and international markets.

Life sciences – West Lothian bolsters a significant biotechnology and medical products business sector with 14 major companies such as Bausch & Lomb, J&J Medical and Quintiles employing over 2,700 employees. In addition, there are a number of smaller but equally dynamic firms contributing to the strength of the sector.

Financial Services – This sector is particularly strong in metropolitan Edinburgh and West Lothian has large employers within the sector with approximately 2,600 employees, notably IF and HSBC and a wider group of firms serving local markets.

Tourism – West Lothian has a number of heritage and recreational assets of national significance, family orientated attractions catering for day visitors and a retail sector that draws in visitors from across Scotland and the UK.

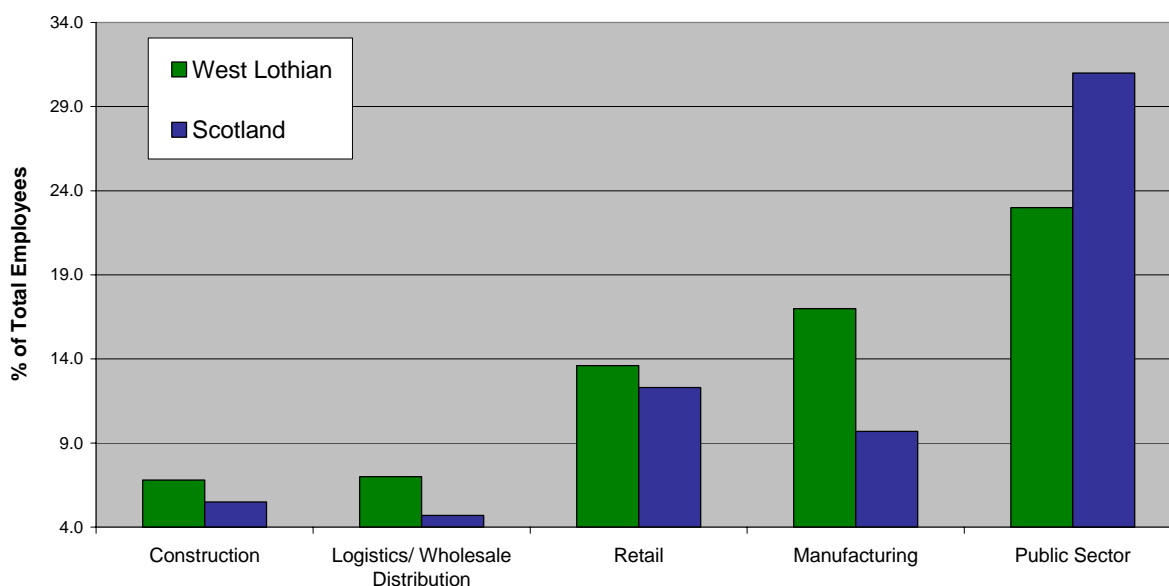
Energy – Whilst West Lothian has only a small presence within this sector; there is significant potential and commitment to promote the wider use and development of renewables.

Electronic Markets – Still a very significant presence in West Lothian with 85 firms and 4,800 employees. West Lothian is home to some of the world’s leading companies and a diverse indigenous electronics and opto-electronics sector.

5.11.2 Other Industries Important to West Lothian

West Lothian also has a number of additional sectors that are important to the local economy, which complement and support Scotland’s priority industries.

Other Industries Important to West Lothian



Source: ABI 2005

Logistics and Distribution – 300 companies and 5,200 employees based in West Lothian. The sector includes specialist warehouse and freight operators, distribution operations linked to food, drink, electronics and other manufacturing operations and the Scottish distribution hubs for major retail chains.

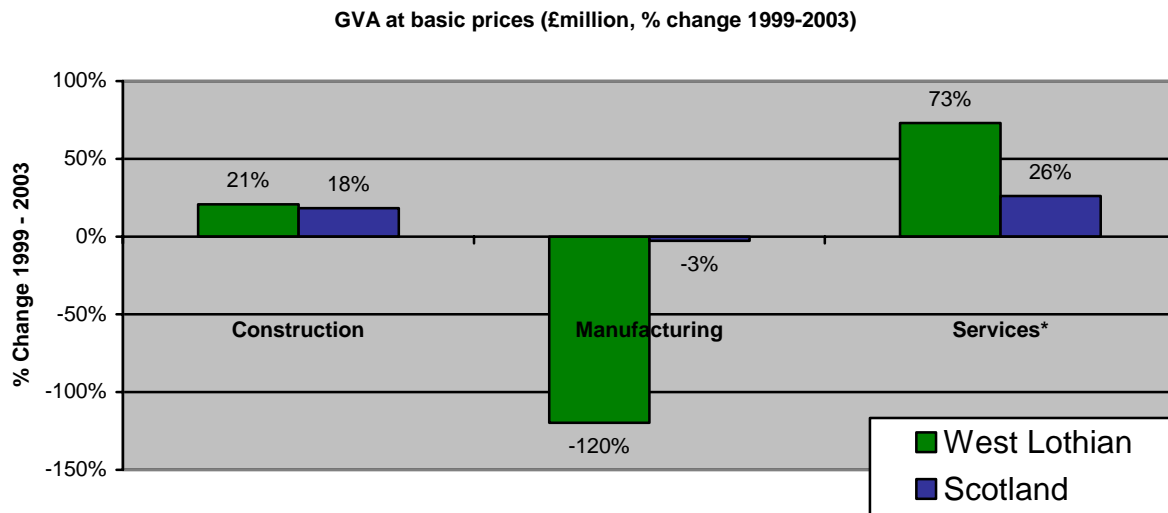
Construction – 490 companies and 4,900 employees based in West Lothian. With so much current and planned investment in property and infrastructure, West Lothian is experiencing major growth in construction related activity and employment. Allied to this, there are numerous civil engineering and construction contractors, material suppliers and training specialists located within the district.

Retail – West Lothian’s tourism potential is reinforced by its strong specialist retail offering. Overall the sector employs 10,300 employees based in West Lothian. With major expansion of Livingston Town centre complementing the developments in the traditional town centres, further growth in the sector is anticipated.

Public Sector – West Lothian lags behind Scotland as a whole for the percent of public sector jobs in the local economy. However, proactive marketing of West Lothian as helped to attract a number of high profile public sector bodies and agencies including the Inland Revenue customer contact centre, Scottish Building Standards Agency and HM Inspectorate of Education (HMIe).

5.12 Growth in the Service economy

In line with national and global trends, West Lothian has experienced a shift from manufacturing to service sector employment. Although West Lothian still has a relatively strong manufacturing base, service sector expansion has been the key driver for recent employment and Gross Value Added (GVA) growth in West Lothian.



source: Scottish Executive

West Lothian is still relatively dependant on a small number of large employers – within the private sector only 10% of all firms account for 59% of jobs in West Lothian. The updated strategy focuses on creating diversity in the size and sectors of firms located in West Lothian, to lessen future risks of further shifts in the economy.

5.13 Economic Environment Summary Points

A summary look of the main issues stemming from key environmental trends:

- Rapid population growth coupled with a rapid growth in jobs and VAT registered businesses, leading to a need for infrastructure and employability/ training growth
- Growth in service sector-based jobs and decline in manufacturing
- High dependence on a small number of large employers
- Low level wages relative to Scottish and national averages
- Large number of Not in Education, Employment or Training (NEET)
- Long-term issues of deprivation and the need to link deprived localities with wider areas of economic opportunity within West Lothian

6 Economic Strategy Update 2007 – 2010

6.1 Strategic Aims

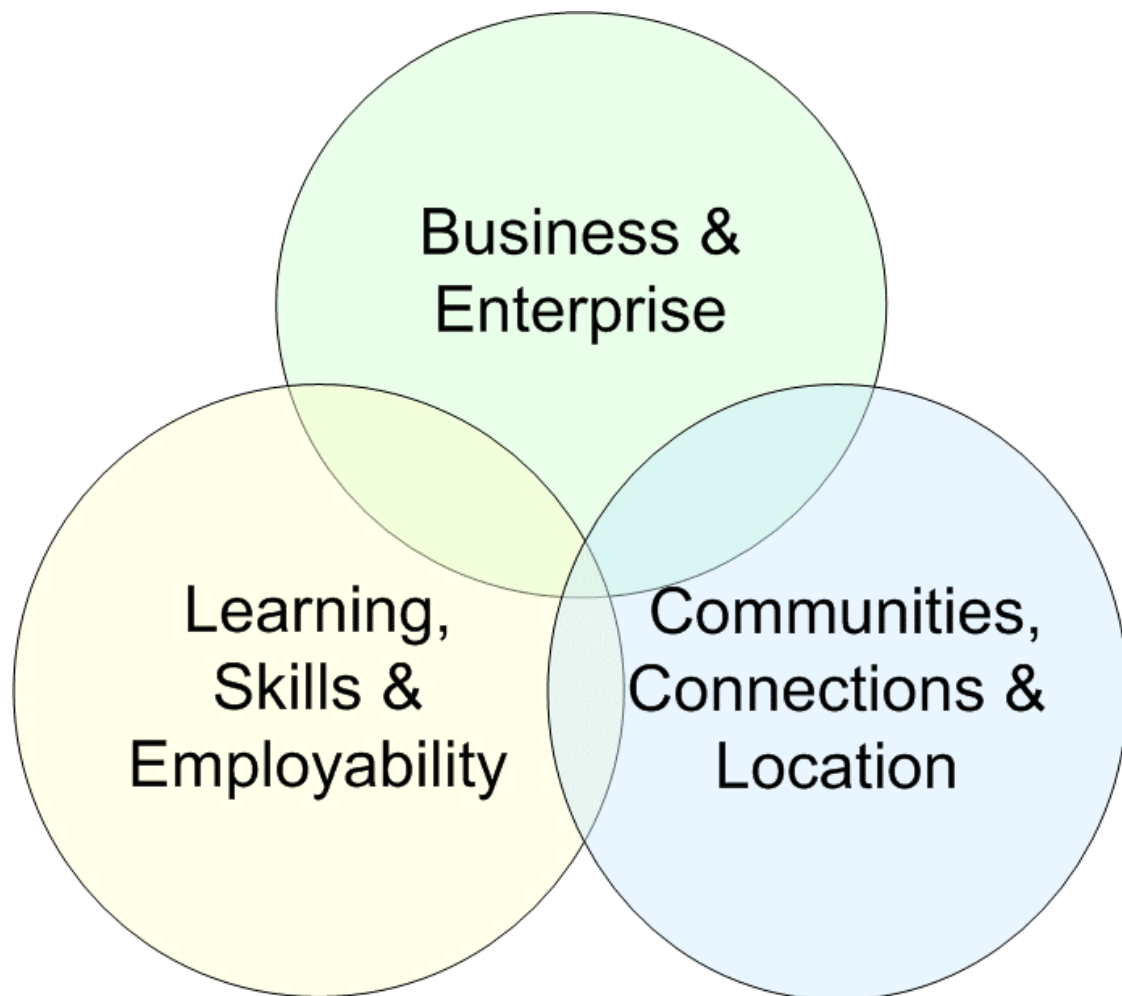
In order to give focus to the strategy, five high-order aims and aspirational targets have been identified:

Strategic Aims	Measures	Base Line	Aspirational Targets (2010)
Increase the number of jobs	<ul style="list-style-type: none"> ▪ Number of jobs in West Lothian ▪ Number of businesses operating in West Lothian 	73,300 Jobs 3,200 VAT registered firms	78,000 Jobs 3,600 VAT registered firms
Improve the quality of jobs	<ul style="list-style-type: none"> ▪ Wage levels West Lothian residents ▪ Wage levels West Lothian based employees 	Gross Hourly Wage: West Lothian - £9.88 Scottish Average - £10.74	Close the gap towards the Scottish average
Improve educational attainment and qualifications of young people	<ul style="list-style-type: none"> ▪ Increased attainment across a group of combined indicators ▪ Progression of school leavers into further and higher education 	Average S4 UPS (Unified Points Score) = 175 * Average S5 UPS (Unified Points Score) = 159 * 50% of School leavers	Average S4 UPS (Unified Points Score) = 180 * Average S5 UPS (Unified Points Score) = 164 * 57% of School Leavers
Increase economic participation	<ul style="list-style-type: none"> ▪ Economic Activity levels ▪ Proportion of working age adults in work 	West Lothian economic activity rate - 80.6% South East England – 82%	Close the gap towards the leading areas in the UK
Improve quality of life	<ul style="list-style-type: none"> ▪ Quality of Life Index – West Lothian’s Citizen’s Panel Survey (Bi-annual survey on several indicators) 	86% of population indicate a positive satisfaction with West Lothian as a place to live	Maintain or increase the level of citizens’ satisfaction

* Please refer to the appendix for details on attainment indicators

With the strategic direction set by these aspirations, the West Lothian Economic Partnership has updated its strategic objectives around the three themes of:

- **Business and Enterprise** – to improve the range and quality of businesses and strengthen key industries
- **Learning, Skills and Employability** –to increase skills levels, the rate of economic participation and employment
- **Communities, Connections and Location** – to develop West Lothian as a more attractive place to live, work and visit



These three groups of objectives set out how we will achieve our overall vision. They have been identified through analysis of progress to date, the current economic environment and consultation with economic partners and local businesses.

6.2 Fit with National and Regional Strategies

The updated strategy and its three themes are aligned to a number of key national and local strategies, policy frameworks and plans:

Local & National Strategies	Business & Enterprise	Learning, Skills & Employability	Communities, Connections & Location
Smart Successful Scotland	✓	✓	✓
Priority Industries	✓	✓	
West Lothian Community Plan	✓	✓	✓
Workforce plus, NEET, Determined to Succeed		✓	
Closing the Opportunity Gap, West Lothian Regeneration Outcome Agreement		✓	✓
Metropolitan Scotland	✓	✓	✓
Edinburgh & Lothian Structure Plan	✓	✓	✓
Regeneration Policy Statement: People and Place	✓	✓	✓

We will measure and report on progress on implementation through a suite of high-level indicators. These are shown in appendix 1.

6.3 Business & Enterprise

The Partnership is committed to creating the conditions for a vibrant and diverse business base in West Lothian. The aim is to attract and support businesses that have growth potential and which help in diversifying the economy, reducing the risk associated with over-reliance on a small group of large employers. West Lothian will continue to provide a business friendly and supportive environment to retain and develop businesses that have chosen to locate in the area. In addition, we will develop and target support to maximise the potential of indigenous SMEs, including local social enterprises.

The Partnership is committed to nurture enterprising people and support more growth orientated, high-value, sustainable businesses. We will therefore:

- Build on our existing strengths to further develop an enterprising culture within West Lothian
- Target support on companies and sectors that can provide highest added value and growth potential for both West Lothian and Scotland as a whole.
- Support high-growth business starts and encourage businesses to locate headquarter functions within West Lothian

Objective	➔	Sub-Objective	➔	Target Outcomes
•Promoting Enterprise		<ul style="list-style-type: none"> –Continue to encourage an enterprising culture –Encourage more people to start a business and increase the number of new VAT-registered businesses –Improve the survival and growth rates of new businesses –Promote the benefits of West Lothian as a business location –Celebrate success 		Increase the number of individuals and groups assisted to form new businesses with aspirations for growth
•Encouraging Better, Sustainable, Growing Businesses		<ul style="list-style-type: none"> –Foster innovation to develop new markets, products, processes and services –Encourage the growth of businesses and employment in knowledge-based activities –Target support on priority industries of regional significance, –Encourage the adoption of best business practices –Assist market expansion through supply chain, trade and procurement improvements –Use the Alba Innovation Centre to foster the development of young technology companies –Encourage the growth of a strong and diverse social economy sector 		Increase the number of growth orientated businesses engaged via Business Gateway services achieving increased profits/turnover and jobs

6.4 Learning, Skills & Employability

The Partnership is committed to improving skills and educational attainment and to connecting people to good jobs. A highly skilled workforce has a direct benefit to local businesses in their efforts to enhance their competitiveness.

Specific action plans will be developed and implemented to:

- Tackle the persistent levels of unemployment and benefit dependency across all communities
- Address the challenge of high levels of youth unemployment and exclusion from employment, education and training for 16 to 19 year olds

West Lothian businesses, education and business support services are already well connected to Scotland's universities through joint venture initiatives, research and development programmes and links between universities, schools and colleges. We will strengthen these connections over the period of this strategy.

Objective	→	Sub-Objective	→	Target Outcomes
<ul style="list-style-type: none"> • Improving the skills-base of people to benefit the local economy 		<ul style="list-style-type: none"> – Create a new enthusiasm for learning and increase attainment – Improve basic employability skills – Facilitate up-skilling for priority industries – Encourage skills development for people in work – Improve higher-level skills to capture the potential of people with degrees – Promote educational attainment and aspirations in schools and colleges 		<p>Increase the number of firms and employees engaged in workplace learning and training</p>
<ul style="list-style-type: none"> • Connecting people to good jobs 		<ul style="list-style-type: none"> – Devise and deliver a district-wide inclusion framework – Develop programmes and projects to tackle exclusion from work and get more people into good jobs – Target resources to reduce the level of unemployment in the most deprived areas – Utilise the voluntary sector and other intermediaries to reach local people and improve service delivery – Improve childcare provision and help to remove other barriers that prevent people accessing work 		<p>Reduce the overall number/proportion of young people who are Not in Education, Employment or Training (NEET)</p> <p>Reduce the overall number and proportion of out of work benefit claimants</p>

6.5 Communities, Connections & Location

The investment planned to further develop the road and rail network and the planned expansion of towns across West Lothian through house building needs to be complemented by efforts to:

- Ensure that an adequate supply and mix of business sites and premises are available in the right place at the right time to support business growth.
- Maximise the potential and vibrancy of town centres, and promote diversity in the retail sector
- Attract and help develop attractions and higher-value cultural and leisure facilities to contribute to a better quality-of-life for residents
- Support niche tourism and visitor attractions to increase visitor numbers
- Promote sustainable economic inclusion and community-led regeneration in disadvantaged areas and marginalised communities; and better linking these communities to the economic opportunities within West Lothian

The Partnership has identified key priority objectives to reinforce West Lothian's place as the hub within central Scotland and ensure well-balanced and sustainable economic growth that improves the quality of life for all residents and businesses.

Objective	➔	Sub-Objective	➔	Target Outcomes
•Improving transport and infrastructure		<ul style="list-style-type: none"> –Support the delivery of transport projects that maximise economic benefit –Prioritise transport and physical infrastructure development in line with economic development impact –Lobby to ensure there is effective investment in energy, utilities, site development and broadband –Ensure an appropriate range of sites and premises for businesses –Protect, enhance and encourage sustainable use of the environment and natural resources 		Improve local business competitiveness by reducing costs, providing better access to markets, and managing the sustainable development of the area
•Creating Vibrant places & communities		<ul style="list-style-type: none"> –Promote the role and strengths of West Lothian within the metropolitan regions, as a place to live, work and pursue leisure activities –Build on the opportunities created by the area's diverse town centres –Capitalise on regeneration to promote economic growth –Maximise the contribution of culture, tourism and countryside to economic growth –Target regeneration efforts on disadvantaged and marginalised communities 		Increase the number of businesses started/attracted to the area in leisure, creative and cultural sectors Reduce the number of vacant premises in town centres Increase visitor numbers Reduce disparity between localities

7 The Way Forward

Since the launch of the joint Economic Strategy in November 1998, West Lothian has responded positively to the impact of global economic change. Significant progress has been achieved, with new jobs being created or attracted to the area. The last nine years have demonstrated that the vision and principles embodied within the original Partnership strategy are correct. Our shared vision is still to develop “A modern high performance knowledge based economy, with world-wide links, creating jobs and a rising quality of life for the people of West Lothian.” The strategic targets that were adopted by partners in 1998 are still the right ones.

A robust strategy needs to respond and adapt to the rapidly changing global and national environment – to exploit new opportunities and to anticipate and respond to future challenges. In reviewing the strategy, the Partnership has recognised the need to develop practical actions, which are consistent with changing international and national developments, policies and priorities. However, partners also recognise the unique circumstances and opportunities within West Lothian.

This updated strategy has been fully endorsed by the West Lothian Economic Partnership and brings together the public, private and not for profit sectors to mobilise the people, communities and the businesses of West Lothian.

The linked portfolio of projects, services and initiatives that form the heart of this strategy seeks to create the conditions for sustainable economic growth in West Lothian and help realise the vision of a knowledge-based economy.

8 Appendix 1

8.1 *How We Will Measure And Report On Progress*

Progress towards these core aspirations will be measured through a set of linked indicators.

<u>Objectives</u>	<u>Outcomes</u>	<u>Indicators showing progress</u>
Business & Enterprise		
Promoting Enterprise	Increase the number of individuals and groups assisted to form new businesses with aspirations for growth	Number of jobs in West Lothian
		Number of Full time jobs
		Enterprises per 1000 population
		Enterprises in key size bands
Encouraging Better, Sustainable, Growing Businesses	Increase the number of growth orientated businesses engaged via Business Gateway services achieving increased profits/turnover and jobs	Knowledge based jobs
		Wage levels - workforce
		Enterprises in priority industries
		Jobs in priority industries
Learning, Skills & Employability		
Improving The Skills-Base Of People To Benefit The Local Economy	Increase the number of firms and employees engaged in workplace learning and training	Workforce qualification level
		Educational attainment key indicators
		Wage levels - residents
Connecting People To Good Jobs	Reduce the overall number/proportion of young people who are Not in Education, Employment or Training (NEET); Reduce the overall number and proportion of out of work benefit claimants	Working age population in employment
		Working age population economically active
Communities, Connections & Location		
Improving Transport And Infrastructure	Improve local business competitiveness by reducing costs, providing better access to markets, and managing the sustainable development of the area	Level of commercial investment
		Jobs in key industries
Creating Vibrant Places & Communities	Increase the number of businesses started/attracted to the area in leisure, creative and cultural sectors; Reduce the number of vacant premises in town centres; Increase visitor numbers; Reduce disparity between localities	Extent of social and economic deprivation
		Visitor Numbers to key attractions
		Town centre voids
		Scottish Index of Multiple Deprivation

8.2 Key Indicators And Attainment Targets for Education

Raising the attainment and aspirations of school leavers and young people at risk of becoming NEET (Not in Education, Employment or Training).

	Current 2006	Target 2010
% of all S4 pupils achieving level 3 English	96	98
% of all S4 pupils achieving level 3 Mathematics	97	98
% of all S4 pupils achieving level 3 English and Mathematics	95	96
% of S4 cohort achieving 3 Higher passes in S5	19	24
% of S4 cohort achieving 5 Higher passes in S5	8	11
% of leavers entering full-time further education	18	23
% of leavers entering full-time higher education	32	34
Average Unified Points Score (UPS) of least able 20%	64	67
Percentage of S4 Looked After Children achieving English and Mathematics	56	66