GLASGOW RESPONSE TO SELECTED MATTERS:

1 Type of area

In section 5 of your proposal you set out four potential locations for the proposed casino. Draft Scottish Planning Policy 8 at paragraph 4 advises that "Retail and leisure provision is fundamental to the concentration of activities in town centres and to the Scottish Executive's top priority of growing the economy". Whilst the remit of the Panel is to advise only on the broad location of casinos, you have chosen in your proposal to identify four locations outside the City Centre I as a particular merit of your proposal. What is your justification for choosing a location contrary to emerging Government policy?

1.1 Glasgow City Council are clear that the four regional casino proposals currently on offer in Glasgow are **not contrary to emerging Government Policy**, as suggested. A justification and explanation of the planning context in relation to a regional casino development for Glasgow is detail below:

1.1.1 Of the four proposals for a regional casino in Glasgow, one is within the primary retail core of the City Centre (St Enoch's East), the remaining three being 'out of centre' locations (Ibrox, Glasgow Harbour, SECC). In this respect, one of the proposals (St Enoch's east) fully accords with the sequential approach[1].

1.1.2 The three proposals that are 'non-town centre' locations are all within Strategic and National regeneration priority areas as set out in the 'Glasgow and Clyde Valley Joint Structure Plan 2006', and clearly stated in the Structure Plan supplementary written statement (April 2006) at paragraph 1.3.[2]

1.1.3 A regional casino development in Glasgow also has close alliance with National Planning Policy Guidelines. 'Scottish Planning Policy 8: Town centres and retailing (SPP8)' was published on 1 August 2006, and continues to advise the use of a 'sequential approach' for large leisure development proposals[3]. Specifically the new policy guidelines provide 'specific advice' in respect of casinos (where previous planning policy guidelines for Scotland did not make clear reference to large casino related developments, and was not part of NPPG8 and therefore, not part of Glasgow's Structure Plan or City Plan Policy framework).

1.1.4 Scottish Planning Policy 8: Town centres and retailing (SPP8), page 15 clearly states:

---

[1] The 'sequential test' helps to ensure that if a development proposed in town centres and edge-of-centre locations, are considered in preference to 'out-of-centre' locations. Developments must also be in close alliance with National Planning Policy Guidelines.
[2] Refer to Glasgow and Clyde Valley Joint Structure Plan 2006, for detailed policy context: http://www.gcvcore.gov.uk/publications/plan_docs.htm
[3] Refer to Scottish Planning Policy 8: Town centres and retailing (SPP8), for policy detailed policy context: http://www.scotland.gov.uk/Resource/Doc/137867/0034251.pdf

…"Planning consideration of any casino development will need to take account of the Gambling Act 2005, which defines three categories of casino and makes provision for determining the geographical distribution of casino premises licenses within specified limits. Within that context, the location of casinos should be determined against the policy in this SPP; the capacity to offer significant employment or tourism benefits; the proximity to and impact upon residential areas; and be sited as a clearly defined leisure/entertainment destination."…

1.1.5 All of the four regional casino sites being proposed for Glasgow fully accord with the SPP8 criteria stated above. St Enoch's East, SECC, Glasgow Harbour and Ibrox all relate to a clearly defined 'leisure/entertainment destination'. Therefore, all four proposals provide clear policy merit: the three 'non-town centre' sites have potentially high regeneration benefit, and the one 'city-centre' site displays full compliance with the sequential test. The above planning policy context clearly confirms Glasgow's understanding of the 'sequential approach' as a policy objective.

1.1.6 It is important to clarify that Glasgow City Council fully recognise that the four casino proposals currently on offer in Glasgow, present a range of policy issues and material considerations. Should Glasgow be successful in securing the right to license a regional casino in the City, Glasgow City Council will further consider the balance of such policy considerations, in terms of the weight given to the sequential approach, and balanced against the policies and objectives of the City Plan: in particular, the National Policy importance of riverside regeneration as well as other regeneration objectives, before fully supporting and concluding a single location for Glasgow. The next stage of deciding upon a single regional casino site for Glasgow will entail a clearly defined, transparent and competitive process, which will take full account of the range of policy context and relative gain of each of the four sites being proposed for Glasgow.

1.1.7 At this stage in the process, it is clear that all of the four locations being proposed at present either comply with the sequential approach, or seek to reinforce National and Strategic regeneration initiatives for Scotland. There is therefore **no** conflict with National policy objectives. The sequential approach cannot be used in isolation in respect of such a major investment opportunity which would have its own unique catchment/trading characteristics - SPP8 itself at paragraph 1 refers to:

"…the need for development plan policies to better reflect local circumstances when interpreting national policy."

1.1.8 Glasgow fully intends to comply with this planning policy context. The second stage competitive process will appraise each of the sites, where it may/may not be concluded that the City Centre site provides the most appropriate location for a regional casino in order to maximise the regeneration benefits for Glasgow. However, the three other sites also offer significant regeneration benefits to Glasgow too. Therefore, in order to maximise the benefits, future considerations of planning merits will assess each proposals' fit with wider policy context, and in particular, to identify which site best reinforces Glasgow's overall planning aspirations. Hence, prejudging on the basis of the sequential approach only, would not be appropriate at this stage, since Glasgow wishes to maximise the gain from having four varied regional casino schemes to choose from. By encouraging competition between the proposals will help to maximise 'community gain' as part of the overall process.

1.2 Summary points:

- Draft SPP8 encourages the promotion of a network of centres to support a sustainable approach to development. The individual role of each centre should support and be supported by the role of other centres.
- The sites identified are all Brownfield locations close to existing populations which will benefit most from the employment opportunities created.
- Whilst three of the identified sites might appear to be out-of-centre at present with the development of the regional casino facility the opportunity for new physical linkages to adjacent communities will provide greater connectivity from these under utilised and vacant sites to create edge-of-centre developments that will be able to provide knock-on-benefits for these areas though attracting a high level of visitors to the area.
- The Regional Casino in Glasgow will work with the existing City Centre to provide an additional major attraction for the City, the region and indeed for Scotland. The benefits to the wider economy, which consistently performs below UK averages, would be significant.
- Through providing suitably flexible sites, Glasgow will be able to provide a stunning new facility capable of accommodating significant ancillary uses and hotel and leisure accommodation.
- It is for this reason that the 4 identified sites provide an excellent opportunity to ensure that the first Regional Casino in the UK is a success and that it can deliver as many regeneration benefits as possible to the surrounding community in which it is located.

2 Social Impact

You have 5 existing casinos plus 3 more with planning permission. Are you able to give us any indication of the social impact of these casinos? Are you able to give us an indication on how you think they would be impacted by a new regional casino?

2.1 Social impact on Glasgow's existing casino market:

2.1.1 If this question is about 'social impact' and the additional effect of the regional casino, this is adequately covered in the formal bid document under section 2.

2.1.2 There is no information available that directly measures the social impact of Casinos in Glasgow, or indeed elsewhere. However Glasgow has now established the CAIS online debt and money advice management system. This system, funded by the Council, has now been adopted by all Citizen's Advice Bureaux and Money Advice Agencies in Glasgow. The distinguishing characteristics of CAIS is its ability to allow comprehensive tracking of levels and sources of debt. The system has been live since December 2005. Whilst the impact of Casino gambling is not yet specifically isolated, debt due to addictions - of which gambling is one - is captured. For the period from December 05 until August 06, the percentage of problem debt ascribed to gambling addiction, from all sources (albeit probably under reported) was less than one percent (0.73%). A demonstration of the capabilities of this system, and its future role in the management of problem gambling can be arranged if required.

2.1.3 We have also analysed the available crime statistics for the existing casinos in the city. These show that crime directly related to casino premises is very low. In fact only 3% of reported crime in the area adjacent to Glasgow's existing casinos took place within the premises or was attributable to them.

2.1.4 As we have already explained in previous submissions, Glasgow enjoys the services of a pro active and forward looking licensing board. That board has a track record of taking decisive action to deal with any licensing related problems facing the city. The fact that the board are prepared to issue further casino licenses is evidence that they do not perceive casino as a problem activity.

2.1.5 In respect of the impact of a regional casino on these existing and proposed operations, the fact that current operators are not seeking to change the use of their premises, and that new operators are seeking to establish facilities in the city clearly indicates that expert commercial opinion does not envisage the regional casino having an adverse impact on business. Indeed the commercial judgement would seem to be that the regional casino can only be good for business, raising the profile of gambling as a leisure pursuit, and attracting increased numbers of customers to the city. This supports the general view set out in the initial bid that the envisaged growth in the gambling market will create new capacity in the market.

2.2 Economic impact on Glasgow's existing casino market:

2.2.1 If the question concerns economic impact and displacement, Glasgow City Council commissioned Cambridge Policy Consultants (CPC), to undertake an economic impact assessment of a regional casino in the City. In the analysis, displacement effects of a regional casino were assessed in the context of the whole 'tourism, leisure and entertainment' sector in Glasgow.

2.2.2 In the first instance, displacement impacts will relate to how a regional casino will impact on other leisure areas in the Glasgow area and account for the dynamic nature of the economy, and will take account of the potential for direct employment to result in a movement of employees away from existing industries and into employment in the regional casino. Also, some businesses may leave the market as they fail to compete with the casino (either for business or for employees). For example, the casino investment may propose to create up to 2,000 new jobs, but in reality these new jobs may actually reduce employment elsewhere in the region. The displacement impact may be more significant than the deadweight impact – the introduction of a multi faceted entertainment complex might well compete with and displace existing entertainment within the local area. As a result Net estimates should account for this.

2.2.3 Overall, the EIA assumes the displacement effect will small. The report takes account of information provided by the operators, who have consistently informed us that the regional casino market is a distinctly different market to that which is currently on offer, and oriented more towards family tourism: mainly due to the nature of the offer as a destination casino. Key points to note are therefore:

- a regional casino is expected to attract visitors from outside the immediate locality, by raising the profile of Glasgow; this should bring additional visitors and create additional demand to help sustain existing and new operations;
- operator commitments to source local employment and help reduce Glasgow unemployment rate, should also help reduce displacement;
- the existing casino facilities in Glasgow provide a different type of offer to that proposed at the regional casino facility.

2.2.4 Therefore, operators have acknowledged these economic conditions, and recognise that there would be some displacement from existing ‘gaming and leisure related’ operations in Glasgow, although, expected to be small. The resultant economic and displacement effect estimates are as follows:

- The report estimates that 66% of the expenditure in ‘tourism, leisure and entertainment’ sector in Glasgow by visitors to the regional casino would have been in Glasgow if the casino did not exist (Glasgow residents and those within a 50 minute catchment, including Edinburgh). These estimates were assessed by visitor type (local day, inward day trip and staying visitors (refer to tables A below).

Table A: Total Demand by Residents and Tourists (intermediate scenario)

	Intermediate market scenario	
	Number	**Percent**
Glasgow residents	660,065	21
Local 50 minute catchment (including Edinburgh)	1,450,987	45
Domestic tourists to Glasgow	420,000	13
International tourists to Glasgow	60,000	2
Domestic tourists to Scotland	367,500	11
International tourists to Scotland	60,00	2
New trips (from the UK)	175,000	5
New trips (from overseas)	16,000	0
Total casino visits p.a.	**3,209,551**	100

- The total demand from Glasgow residents and those in the catchment outside Glasgow is estimated to generate approximately 2.1m visits per annum. From discussions with the potential operators, the EIA assumes that the average potential casino spend per head per visit is approximately £50. Therefore the total spend equates to 4.8m Scottish casino visits. Given that approximately 46 percent of the Scottish population lives within the catchment of a Glasgow casino this equates to 2.2m visits per annum. This figure of 2.2m slightly higher that the local catchment figure used in the scenarios calculated using gambling propensities of 2.1m visits per annum. However if we assume that not all of the casino trade will be captured by the new regional casino, the estimation can be considered comparable. The level of external demand means that additional spend in the intermediate market scenario results in **537 gross jobs** and **182 net FTE jobs** at the Glasgow level and **96 FTE net jobs** at the Scottish level.

Table B: Gross and Net FTE Jobs Supported by Visitor Spend Outside the Casino

	Intermediate market scenario		
	Gross	**Net**	
		Glasgow	**Scotland**
Glasgow residents	3	0	0
Scottish catchment	27	14	0
Existing UK to Glasgow	107	6	6
Existing overseas to Glasgow	67	1	1
Existing UK to Scotland	141	79	0
Existing overseas to Scotland	102	33	
Based on Glasgow visits:			
New trips (from UK)	7	7	7
New trips (from overseas)	4	4	4
Based on Scotland visits:			
New trips (from UK)	57	31	57
New trips (from overseas)	20	7	21
Total FTE jobs	**537**	**182**	**96**

- This generates the following levels of net additionality (Table C) which are used to produce net jobs for the operations of the casino and ancillary facilities (see Table D).

Table C: Net Additionality at the Glasgow, Scottish and UK Levels

Level	**Intermediate market scenario**
Glasgow	34.0%
Scotland	18.0%
UK	4.9%

- The impact of assumed casino demand, discussed above, reduces the gross FTE job impacts from 2970 to 1272 (see table D below):

Table D: Net Additional FTE Jobs Generated (intermediate scenario)

	Net FTE jobs	
	Intermediate market scenario	
	Glasgow	**Scotland**
Construction		
Construction activity	286	286
Associated local purchases	151	248
Operations		
Operations of the Casino	390	206
Operations on the rest of the complex	56	30
Associated local purchases for casino	60	121
Associated local purchases for other	24	48
Additional spending		
Users spending elsewhere outside destination casino complex	182	96
Associated local purchases	46	48
Multiplier effects	76	137
Total FTE jobs	**1,272**	**1,220**
GVA	**£26m**	**£18m**

- Therefore, the gross jobs directly supported by the operations in the Casino were estimated (using data from the business plans provided in confidence by the operators) at 620 FTE jobs. The displacement effect reduces that estimate to **390 in terms of the net additional FTE jobs**.

Can you summarise the lessons you have drawn from your experience of casinos so far and what methods did you use to derive these? What empirically based assessment, if any, is available on the impact of existing gambling operations within your area on problem gambling and may we have a copy of any reports?

2.3 Experience of casinos so far and impact of existing gambling operations within your area on problem gambling:

2.3.1 The original bid submission stated that…"The Council's view is, that demand or casino gambling is rising, and that the combination of local demand and additional visitor demand will significantly increase the size of the local market. As the regional casino will be offering a different type of gaming and leisure product, aimed at a different market from existing gaming and leisure provision, it is considered that the market will accommodate a regional casino development without creating significant displacement. It is anticipated, therefore, that existing casinos would invest to ‘reposition’ themselves in the local market”.

2.3.2 Furthermore, Glasgow’s original bid submission stated that the Scottish Executive recently commissioned Glasgow University to undertake research on the social impact of gambling. This has now been completed and will be made available to the CAP in due course. However, an indication of some of the key findings from the study are as follows:

- It is estimated that between 0.6% – 0.8% of the population in Britain are problem gamblers (between 275,000 and 370,000 people). The percentages of the population are similar for Scotland.
- Some studies have found that the location of a casino within 50 miles of an individual’s home can double the prevalence of problem gambling, although other work also suggests that the provision of specialist problem gambling services and public health initiatives can militate against such increases.
- Longitudinal studies from Australia, New Zealand and the U.S. have found that the prevalence of problem gambling has remained stable or declined over time despite the introduction of casinos and other forms of gambling. This has been attributed to the provision of public awareness campaigns and treatment services, as well as processes of adaptation whereby communities adjust to the presence of gambling around them.
- In Scotland, small casinos and those located in urban or suburban areas would have the greatest potential for negative social impacts, particularly if those areas are already characterised by high levels of social deprivation. However, the real question is the extent to which any of the proposed casinos would draw on their local populations. At present, it is not possible to predict the extent to which these casinos might attract local residents who are at risk from developing gambling problems.
- The steps taken by regional authorities to prevent the development of gambling problems could have a significant effect on the eventual social impact of a casino. Given this, it is crucial that local authorities adopt a proactive approach to ensure that the appropriate resources to prevent and treat problem gambling are specifically targeted within the areas that might host or be proximate to casinos.
- Glasgow City Council’s policy response for regional casino development takes full account of these findings, as detailed in section 2 of the original bid submission.
- The above findings are quoted from a Scottish Executive Report on the ‘Social Impact’s of Gambling’. This report is not yet published and will be submitted separately by the Scottish Executive to the CAP as evidence in the coming weeks.

2.3.3 Glasgow City Council have approached NATCEN for a dedicated local survey in Glasgow, and SCOTCEN are currently considering proposals for a separate Glasgow survey. If this data is available it would provide valuable information which could be passed on to the CAP when assessing per and post impact of a pilot regional casino.

Why is it that you are so confident that the new casino will benefit the mass of economically inactive people in your council’s area – in particular, in the deprived areas how will you ensure a positive take up of job opportunities?

2.4 Benefits for Glasgow's economically inactive population:

2.4.1 From discussions with operators, concerning their experience in local recruitment programmes and on the potential attractiveness of working in a casino environment to local residents, made the following points:

- they have successfully undertaken similar local recruitment programmes elsewhere;
- while many of the jobs on offer to local people would be classed as 'hospitality' jobs, operators had built an international business on very high levels of customer service and are confident that with training programmes in place, people would see casino/leisure employment more as a career with worldwide potential;
- operators are committed to working with local organisations to create portals in the local community, and to give local people access and support to apply for employment. There are guaranteed interviews, and no guarantees of jobs because the operators will not compromise their quality of product. However, they are willing to give people a fair opportunity at making the grade.

2.4.2 As stated in the formal proposal, Glasgow City Council is committed to ensuring that training programmes should be delivered in conjunction with local educational establishments, leading to nationally recognised qualifications. Glasgow City Council is committed to securing employment for local people and, through the planning process, will be recommending that operators agree to enter in to a Legal Agreement [section 75] to secure training and employment opportunities for local people (see Annex A for some operator examples). Two of the criteria upon which a potential casino partner may be selected will be (1) how well they can demonstrate they have done this in the past [i.e. effective targeting of local economically inactive] in other jurisdictions, and (2) the level of commitment to a recruitment and training program that is likely to execute on these goals.

2.4.3 The City's Local Development Company network has recently secured £5.4m of funding from the Community Regeneration Fund for the delivery of employability initiatives in the city. This funding will be specifically directed at assisting those furthest from the labour market to access training and employment in the areas of employment growth in the city. The LDC's already have a strong track record in this area, having developed methodologies to maximise the take up of local employment opportunities by local people.

2.4.4 For instance, the Glasgow Fort Retail development to the North East of the City is located within one of the most deprived datazones in the city, but attracted private sector investment due to it's proximity to the motorway network and the city's wider catchment area., To date, that development has created 1312 jobs. Of these fully 70% have been filled by residents of Easterhouse or the East End of the City – two areas of particularly high social disadvantage. We see no reason why this success cannot be replicated, or bettered in future within the proposed casino development.

2.4.5 Therefore, the strength of existing Glasgow employment partnerships in Glasgow, along with the fact that Glasgow ‘knows how to get this right’ by using the lessons of past experience, is fully supported by a detailed overview of Glasgow’s employment policy context in Box A below.

2.4.6 Annex B provides reference to local employment commitments of some of the operators currently interested in Glasgow.

Box A: Glasgow's employment policy context:

In Scotland, SIPs were introduced and funded by the Scottish Executive through Communities Scotland. As of 2005, SIPs have begun their integration with the new 'Community Planning Partnerships'. All of the 10 SIPs in Glasgow remain following the integration with Community Planning Partnerships and will be formally integrated into the ten Local Community Planning Partnerships by the end of March 2006. SIPs are area based partnerships which are put in place to regenerate communities and improve the quality of life for residents. SIPs bring together local people, the local voluntary sector and the main public bodies and agree a joint strategy for an area. Charged with developing strategies to address the needs of the community which they serve, SIPs initiate new and innovative approaches to the delivery of services, influencing the policy direction and programmes of their partner agencies.

5 The Glasgow Alliance: In Glasgow, SIPs have largely been led by The Glasgow Alliance, bringing together key organisations from the public, private, voluntary and community sectors in partnership working to help tackle the economic issues which face Glasgow. Glasgow Alliance has facilitated the transition of the SIPs to new Community Planning structures (see below). Following the transition Glasgow Alliance will be replaced by Glasgow Community Planning Partnership Ltd who will take on the role of employing staff to serve the new local partnerships.

6 SIPs and Community Planning in Glasgow: SIP areas close to the identified Regional Casino sites are 'Greater Govan' and the 'Dumbarton Corridor'. The new Local Community Planning Areas designated by the Glasgow Community Planning Partnership, supersede, but subsume the SIP areas. In Govan, funding has been provided for the Employment and Training Project, which works with local clients to support their progression into learning and employment opportunities. In the Dumbarton Corridor, the Supported Training and Rehabilitation Programme provides support to people who are misusing, or have mis- used drugs and alcohol to access and sustain rehabilitation, education, training and employment.

7 The Community Planning Partnership (CPP): The CPP was established in February 2004. It aims to ensure that local regeneration takes place within the wider strategic context of community planning, allowing decision making on regeneration to be taken at the neighbourhood level within a national framework. It will build upon the strength of SIPs transforming them into more effective partnerships, with full engagement of communities.

8 The Glasgow Community Planning Partnership (GCPP): The framework for Community Planning in Glasgow is organised at 3 levels: Clyde Valley CPP, Glasgow CPP and local CPPs. GCPP has been set up to manage the community planning process as described in the Local Government In Scotland Act 2003. The partnership is made up of key public, private and community organisations. Involving the people of Glasgow with the CPP is a vital part of Community Planning to ensure the services of the CPP deliver relevant facilities that are appropriate and positively affect communities. The GCPP is still evolving and the Local Community Planning Partnerships are currently being developed. These will be phased in by March 2006 and will be required to implement the Glasgow Community Plan.

9 The Glasgow Community Plan: The GCPP has produced a Consultative Draft Community Plan. The Community Plan section on employment 'A Working Glasgow' aims to:

"….create a working Glasgow which provides quality, sustainable work opportunities for all residents of the City".

Key priorities that will be addressed in the plan are:

- employment equality,
- promotion of positive attitudes to employment,
- strengthening the social economy,
- provide funding at local level to assist Glaswegians into work,
- engaging with employers to create good quality jobs,
- increase enterprise/self employment and business start ups, and
- to increase work experience opportunities and develop apprenticeships.

The plan aims to ensure that the needs of those most excluded from the labour market are addressed by providing the support required. Consultation on the Community Plan ran from November 2004 to February 2005 and responses were received from various stakeholders in Glasgow. The new Local Community Planning Areas, as established by Glasgow Community Planning Partnership, to the north of Glasgow Harbour incorporates Wards: Partick West, Anderston and Hillhead, and to the south, Govan. Funding for the existing SIPs comes from the Community Regeneration Fund which is provided to the CPP by Communities Scotland. The GCPP has identified the most deprived areas and this funding will be spent in these areas. The main existing SIP areas fall within the deprived datazones, and this includes those surrounding the main casino sites for Glasgow.

Please give us precise details on how you came to your economic impact assessment. In Table 1 of your proposal (p.10), you estimate that the net number of full time equivalent jobs to be created in the operations of the proposed casino would be 390 in Glasgow and 286 in Scotland. These figures are substantially smaller than the job creation claimed in other proposals (see the CAP website). Please ask your consultants what is their researched evidence for these figures and advise us?

It should be noted that first hand information available to the Panel is as follows:

Hohensyburg, Dortmund, Germany

Employed in gambling (gaming/technicians)	350, of which 235 are in skilled jobs
Employed in the restaurant, etc	150
Total	500

Hohensyburg is said to be the third largest casino in Europe. It has a gaming area of 6729m^2, 45 games tables and 320 slots, all with no limit.

Star City Birmingham

Employed in gambling	117
Employed in catering, etc	52
Total	169

Star City is said to be the largest casino in the UK licensed under the Gaming Act 1968. It has a licensed area of 3156m2, of which 2039m2 is available for gaming, 25 tables and 160 slots of which 20 are "s.31" machines).

2.5 Employment estimates:

2.5.1 The CAP have quoted the Net Additional FTE job figures as shown on page 10 of Glasgow's original proposal to be the actual number of jobs which would be created by the various regional casinos. These figures relate to the 'operation of the casino only'. It is therefore important to take account of total Net Additional FTE jobs for regional casino complex are a whole, and evaluated in their entirety. From an independent assessment, table D in section 2.2 above, and as stated in the original submission, shows that estimated Total Net Additional FTEs to be **1,272** for Glasgow in the 'intermediate market scenario' (the 390 figures take account of expected displacement – discussed in detail above – and relate only to the casino operation itself, and not include additionality effects).

2.5.2 The Gross jobs estimated in the EIA report are based on the estimates in the business plans of the operators (the details of which were provided in confidence). Estimates of the number of jobs associated with the casino operation are based upon the number of positions. A regional casino with 1250 slots and 50 tables. In addition to this there will be surveillance and technical positions, miscellaneous staff in administration & finance, security, HR, IS, marketing, repairs and maintenance, cleaning etc and food and beverage staff within the casino. A regional casino will have a 150-250 room 4/5* hotel and there will additionally be some concessionary leisure and entertainment facilities. Based on this package, under the 'intermediate market scenario', it is the **1,272** that should be compared to the other casinos quoted, not the net additional 390 quoted in the CAP's question. Cambridge Policy Consultant's method of employment estimation and summary economic impacts are detailed in the Box below.

Box : Cambridge Policy Consultants: employment methodology:

- The broad structure of the spreadsheet model is:
- Gross FTE jobs in the casino operations
- Plus FTE jobs in other associated facilities and ancillary occupations
- Plus FTE jobs created in local suppliers
- Less displacement effects on other leisure and entertainment providers in Glasgow (loss of FTE jobs)
- Equals net additional direct FTE jobs
- Plus FTE jobs supported by additional visitor expenditures
- Plus local expenditure multiplier effects of recirculating additional incomes generated in the net additional direct FTE jobs
- Equals Net additional FTE jobs directly and indirectly supported by the regional casino

A Summary of Economic Impacts for Each Scenario

	Intermediate market scenario
Annual visits from residents (millions)	2.1
Annual visits from tourists (millions)	1.1
% of total visits from tourists	34.2%
Total annual gross spend by casino visitors (£m) outside casino	£214.7
% of spend by tourists to casino outside casino	94%
Gross jobs	2,970
Net additional jobs - Glasgow	1,272
Net additional jobs - Scotland	1,220
Net additional jobs - UK	1,232

2.5.3 The above jobs estimates are those undertaken by Cambridge Policy Consultants, and based on information provided by the operator's. However, these figures appear slightly more conservative and hence lower, once displacement and multiplier effects have been taken into account. Therefore, Annex 1 provides the detailed job estimates provided by operators to allow for a comparison by the CAP. However, given the relatively unknown impact of regional casino development in the UK, and given the different nature of this type of operation, Glasgow City Council decided to base its policy decision for regional casino development on relatively more conservative approach so as to avoid over inflating the economic impact at this stage, and in particular, to take account of the widely quoted concerns over negative social impacts.

2.5.4 The comparisons to the Hohensyburg Casino in Dortmund and the Star City Casino in Birmingham may not be the best for comparison for the following reasons:

- The size and scale of the gaming and particularly the non-gaming elements are not similar to what is contemplated at the Regional Casino.
- Opening hours at these two casinos (2pm-6am at Star City and 2pm-3am (slots)/3pm-5am (tables) at Hohensyburg) are less than is contemplated at the regional casino, which operators anticipate will require 3 shifts.

2.5.5 The total gross jobs for each scheme are shown on page 15 of the submission (i.e. MGM 2,000 direct leisure jobs, LVS 2,000 jobs and SECC 1221 full time jobs and 400 part time jobs). These are the numbers which should be compared with Hohensyburg Dortmund Germany/Star City Birmingham (see Annex C below for additional operator job estimates).

In the deprived areas how will you ensure a positive take up of job opportunities?

2.6 Positive take up of job opportunities in deprived areas:

2.6.1 A multi agency task approach to employment will involve work with local development and regeneration services to ensure that local people benefit from recruitment, selection and training programmes. Glasgow's network of services in this area is comprehensive, integrated, innovative, and effective. Recent experience shows that when major employment opportunities present themselves, Glasgow has the tools in place to maximise take up of such jobs by local residents. Section 2.4 above also provides a detailed discussion of Glasgow's employment policy context.

2.6.2 Glasgow is one of the UK cities selected by the Department For Work And Pensions for the implementation of new 'city strategies' to support benefit claimants in finding, and remaining in, employment. That Pilot has set challenging targets for reducing the numbers of welfare benefits in the city, and aims to have 40,000 existing benefits claimants in employment by 2010. To achieve this, Glasgow is currently in the process of a radical multi agency overhaul of its actions in this field, to improve performance yet further. This will seek to extend and develop those mechanisms that have already been proven to work. It will also introduce new more flexible structures and policies, to further increase the rate at which those on welfare benefits find work. These flexibilities will be introduced to all of the benefit claimants in the city. Specific initiatives will be developed for two wards, to be selected on the basis need and of potential growth in demand for labour. The Regional Casino would clearly be a driver for such targeting.

3 Regeneration

You speak of the need for The River Clyde waterside communities regeneration – to what extent is this happening already? What difference would a casino make over and above this planned regeneration?

3.1 Clyde Waterfront regeneration:

3.1.1 The Clyde Waterfront regeneration is well underway, with significant development already completed, under construction or planned in the near future. Glasgow Harbour, Pacific Quay, the Science Centre and the SECC are all completed and provide world class facilities for Glasgow, the wider Clyde Valley region and Scotland.

3.1.2 A new Riverside Museum of Transport is planned along with a new Glasgow Arena and improved transport linkages. The Regional Casino will provide a critical mass of visitors from near and far to the waterfront area to help make a success of these existing and future facilities.

3.1.3 A Regional Casino is a big job provider. With over 50% of jobs not requiring previous experience, a Regional Casino is therefore able to target local economically disadvantaged people for many of the jobs. This maximises the regeneration opportunity.

If you are not successful in gaining the recommendation for the one regional casino license, what would happen to your regeneration plans?

3.2 Clearly if the panel chose to favour some other location this would represent the loss of a major regeneration opportunity for the city. Glasgow city Council would expect the pace and scale of regeneration in the city to be adversely affected. Key points to note are therefore:

- The underlying strategy in terms of it geographical and sectoral focus remains sound, but plans would need to be modified to reflect what other opportunities might be commercially viable and acceptable in planning terms. Some of the identified sites might not be brought forward for redevelopment for some time.
- The loss of the opportunity would incur a serious impact and hinder Glasgow's current employability commitments and aspirations; particularly those seeking new employment opportunities in the areas of closest proximity to the casino locations, and closest to areas of high economic
- The loss of such a major international visitor attraction would also have a detrimental effect on Glasgow's ability to deliver the growth in tourism numbers envisaged for the city, and so, central to the growth of tourism nationally.

- Finally, the publicity surrounding Glasgow's failure to secure the regional casino – a high profile and desirable project for Glasgow – could potentially impact on Glasgow's success in promoting the City's international image, and potentially, depending on the timing of the announcement, have an adverse effect on Glasgow's bid to host the Commonwealth games in 2014 - a national priority for Scotland.

4 4Willingness to licence

Currently you have only detailed the Council's policy and resource committee approval? Are you able to provide any additional evidence of willingness to licence? Can you tell us when Full Council agreement can be expected?

4.1 As already stated in Glasgow's previous bid submission, on 14 September 2005, Glasgow City Council's Policy and Resources Committee formally approved a report recommending that the Council support the development of a regional casino within Glasgow.

4.2 The minutes of the 14 September Policy and Resources Committee were approved by the full Council at its next available meeting on 22 September 2005. Therefore, full Council agreement has now been granted. The minutes of the council's meetings can be made available or downloaded from the council's website:
http://www.glasgow.gov.uk/en/YourCouncil/Council_Committees/Committees/Minutes_Agendas/

5 5 Regional Context

Are you confident in the transport links which will underpin the proposal? For example are you confident about the progress on the proposed rail link from airport to City Centre (by 2009?)? M74 improvements, Clyde Fastlink, Glasgow underground improvements etc? Are you able to let us have details on the certainty, timing, operator contributions to these projects?

5.1 The programming for the transport links which underpin and support a regional casino in Glasgow is as follows:

5.1.1 Hamilton to Larkhall, and Northern Suburban Rail Extensions:

- The rail extension opened in 2005.
- The extention provides two sections of new track (the first in Scotland for 25 years) and 4 new stations.
- Enabled improved service frequencies between Larkhall and Milngavie.

- These developments have improved services to stations serving three of the main casino sites: SECC, Glasgow Harbour and St Enoch East.

5.1.2 The Glasgow Airport Rail Link:

In June 2005, MSP's voted at the Preliminary Stage Debate to allow the Glasgow Airport Rail Bill to pass to the Consideration Stage where it will be considered in detail. The Link is estimated to cost up to £210m. Under current plans, the Scottish Executive would be the main funder. Following the recent acquisition of BAA by ADI, negotiations with BAA on its contribution for the cost of the airport station now await clarification of the new airport owner's management structures and intentions. With respect to other contributors, the SPT - in this financial year - has made a £4.5m commitment for ongoing design and development of the Link:

- Given the project complexity and approvals required, the Executive is currently suggesting completion by the end of 2010 with SPT envisaging operation by 2010.
- The proposed Link will provide a 15 minute frequency service between Glasgow Airport and Glasgow City Central Station.
- Strathclyde Partnership for Transport (SPT) is the promoter.
- The Glasgow Airport Rail Link is included as part of the Scottish Executive's Rail Programme.
- The official 'Bill' is currently under consideration by the Scottish Parliament.
- The Link will further improve the efficiency and speed of airport connectivity to and from the City of Glasgow.

5.1.3 Crossrail:

- Proposes to connect the North and South Suburban Rail Networks.
- Timetable considerations are due to be defined in the next stage of the planning process for this project.
- The connection would provide more potential for through services and an additional station at Glasgow Cross, that would better serve the St Enoch East site (in addition to the existing Argyle Street Station).
- Also includes proposals for Glasgow Cross to be the interchange station to link Crossrail with the Argyle Line services, and enable direct services to stations serving the SECC and Glasgow Harbour casino sites. These proposals are aligned with the City Plan, and a feasibility study has been successfully completed.

5.1.4 Airdrie to Bathgate Reopening:

- The opening is projected for 2010.
- Network Rail is the promoter.
- The 'Bill' is currently under consideration in the Scottish Parliament and is included in Scottish Executive Rail Programme.
- The proposals would provide an additional route between Glasgow and Edinburgh rail stations.
- These would enable through services to be run between termini such as Helensburgh and North Berwick.

- This would enable direct services to stations serving the SECC, Glasgow Harbour and St Enoch East (with Crossrail) to be extended in coverage. No alignment implications in Glasgow.

5.1.5 Partick Interchange:

- Development is underway and on site, and programmed for completion in 2007.
- This provides interchange between rail, subway and bus services and modernises the existing provision by providing a completely new facility.
- These developments will improve the quality of this interchange which serves the Glasgow Harbour.
- Glasgow Harbour Ltd is currently on site with the road works to sink the Clydeside Expressway, and to enable the provision of a direct, at grade, pedestrian link between the Interchange and Glasgow Harbour.

5.1.6 Ibrox Station:

- This particular site is safeguarded in the 'City Plan'.
- Developments to this station are currently under consideration by SPT as part of their new station review.
- Improvements would serve the Ibrox casino site.

5.1.7 Clyde Fastlink: Planning permission as been approved by the Executive and Glasgow City Council. Phase 1 takes the route from City Centre to the SECC by end 2007. Construction costs are £18m and application has been made to SPT for funding. Operator costs are commercial in confidence and cannot be released. Phase 2 takes route to Glasgow Harbour by end of 2008 – funding also applied for:

- Opening projected for phase 1 to SECC for 2007 and to Glasgow Harbour 2008.
- Planning permission for the Northbank route has now been obtained.
- Halts are proposed to serve the SECC and Glasgow Harbour sites.
- The service will run at 6 minute intervals, 7 days of the week.
- The Clyde Fastlink will use a state-of-the-art tram like road vehicle with level boarding and low floor throughout. The vehicle will run on a dedicated busway for much of its route with the on-road sections protected by priority signalling to ensure punctual and reliable journey times.

5.1.8 North Clydeside Regeneration Route:

- This will provide a parallel distributor route, to the Clydeside Expressway, between Clydebank and the M8 at Anderston Junction, to deal with the additional traffic generated from the northbank regeneration projects such as the SECC and Glasgow Harbour.
- The Glasgow Harbour section is currently on site. The SECC section is the subject of an outline planning permission that requires the resolution of the road proposals.

5.1.9 M74 Completion: The Appeal by Friends of the Earth Scotland was abandoned at the Court of Session on 29 June 2006. Consequently there is a renewed impetus to procure the M74 project as expeditiously as possible. Accordingly procurement is now in hand. Current provisional scheduling is put at start date mid 2007 with project build completion at the end of 2010:

- Completion of the M74 is programmed for 2010.
- The legal challenge of the Scottish Ministers' approval was decided in thje Executive's favour.
- This programme is included in the 'Trunk Road Programme'.
- Costs of the project are placed by the Executive at £375m to £500m. Under the Memorandum of Understanding provisions are in place for funding as follows: Scottish Executive - 87.35%; Glasgow City Council – 8.9%; South Lanarkshire Council – 1.63%; Renfrewshire Council – 0.9%; Public/Private sector – 1.22%.
- These developments will improve the operation of the M8 east of the Kingston Bridge, which will upgrade accessibility by road to all of the four regional casino sites from the East.

5.2 The position on developer contributions is as follows:

5.2.1 The major roadworks to support the SECC and Glasgow Harbour are to be provided by the developers, and financed via ERDF support.

5.2.2 Both the SECC and Glasgow Harbour are required, through conditions on the planning permissions for the masterplans for these developments, to significantly upgrade public transport provision (prior to occupation for SECC and prior to reserved matter application on the non-residential elements for Glasgow Harbour). Discussions are ongoing on how the developers will contribute to this upgrading. For both sites, the masterplan permission safeguards the route alignment for Clyde Fastlink and it is expected that the required land will be transferred to the City Council at no cost. Other potential financial assistance is currently under negotiation.

Similarly are you confident on the progress of the proposed airport expansion plans?

5.3 Glasgow Airport Expansion:

5.3.1 The Glasgow Airport Outline Master Plan was launched in October 2005. The plan looks at how the airport will develop over the next ten years and, in more general terms, at the period up to 2030. Passenger numbers have risen from 5.4 million in 1995 to almost 8.7 million today. By 2015, the airport could be handling between 12 and 15 million passengers, with around 125 000 annual aircraft movements. By 2030, it is estimated that passenger numbers could have grown to between 17 and 24 million per year, with more than half travelling direct to and from international destinations. Peak runway movements will grow from 32 movements per hour now to around 40 per hour, while aircraft parking stand requirements will rise from 37 to around 48.

5.3.2 To meet passenger growth, the terminal will be significantly extended and reconfigured to provide more check-in desks, baggage systems, and departure lounges. The first stage of this development programme, a £6 million expansion of the international wing of the terminal, is currently under way. Within the next ten years, a second international pier and ten new aircraft stands will also be built to the west of the existing international pier. Beyond 2015, the existing east pier will be replaced by a modern and significantly longer pier. Rising demand will also require construction of rapid access and exit taxiways and an additional section of parallel taxiway in the period to 2015.

5.3.3 The Draft Masterplan for Glasgow Airport proposes additional terminal capacity and improved taxiways:

- BAA have stated that these will be provided on an incremental basis as required to meet forecast increases in demand.
- Provision is made in the Masterplan for a second parallel runway, should this be required.
- The land requirement is safeguarded in the approved Glasgow and Clyde Valley Structure Plan 2006[4].
- The Final Masterplan is to be published in 2006.
- Glasgow is also served in the West of Scotland by Prestwick Airport, which caters for low cost flights and is served by a direct rail link from Glasgow Central.

You didn't wish to consider a large or small casino fallback – what is it about the regional casino that will make such a difference to your area?

5.4 Casino Fallback position:

5.4.1 As made clear in the formal proposal to the CAP a regional casino would bring very significant physical regeneration, economic development and employment benefits to Glasgow. Glasgow is still home to some of the most deprived areas in the UK, and home to many deprived communities requiring regeneration and development activity. Of the total 1327 data zones (or neighbourhoods) in Glasgow, 17 per cent (226) were based in the bottom 5 per cent most deprived areas in Scotland. In 2004 30 per cent of the working age population were categorised as economically inactive, one of the highest rates of any city in the UK. Neither a small or large casino will bring benefits which would help tackle these issues. Only a regional casino would bring the required quantum of regeneration benefits.

5.4.2 A regional casino will attract investment of approximately £200 million with 1500 direct operational jobs, significant spending in the local economy (£40 to £50 million annually) and the opportunity to attract significant tourists/out-of-region visitors. A large casino will provide investment of between £15 million and £20 million and is likely to provide approximately 300 jobs. Only a regional casino provides the size and scale of investment that can deliver meaningful regeneration.

[4] Refer to Glasgow and Clyde Valley Joint Structure Plan 2006, for detailed policy context: http://www.gcvcore.gov.uk/publications/plan_docs.htm

5.4.3 A Regional Casino will include significant ancillary facilities which will provide significant add on benefits, such as entertainment events, and high quality hotel and restaurant facilities. A smaller venue would not add anything significantly better than the existing casino facilities in Glasgow. Discussions with potential casino operators revealed that the following elements make up a typical casino package:

- Regional casino with up to 1,250 machines and 50 tables (maximum limited by the legislation).
- Hotel – typically 4/5* with between 100 and 250 rooms although more may be viable.
- Conference facilities – these may be provided as part of the hotel or separate facilities.
- Retail and leisure – this is typically small scale, consisting of synergistic elements, for example bars and restaurants. Shopping facilities are kept to a minimum.
- Entertainment space – this varies widely with some operators favouring a 'resort focus' with family entertainment and others focussing on providing gambling space for adults.
- Residential space – again this varies widely, depending on the location.
- Office space – this does not tend to be part of the package but again, much depends on the specific site and local development opportunities.

5.4.4 Importantly these elements are not fixed in time. Instead many casino operators may choose a site which offers them the future flexibility to expand depending on the future demand for such products.

5.4.5 Key points to note are therefore:

- A regional casino is a different type of leisure product currently on offer, in the UK, and offers significant investment and regeneration benefits that are clearly not associated with smaller casino developments. The concept of a 'resort development' is a distinctly different type of leisure offer.
- The legislation surrounding regional casinos are sufficiently developed so as to ensure the minimal risk of negative social impacts.
- The increased potential to attract and increase the number of international visitors to Glasgow, importantly, generating additional income for the city from external consumers, as opposed the relying more heavily on local consumption. This also reduces the risk of increasing local social impacts.

We would like to understand Glasgow's current profile and capabilities in international tourism, as well as the strategies being pursued to develop this and hence how a Regional Casino fits within these existing strategies.

5.5 Sited by the editor of Frommer's as the only European destination in their global list of "the top ten, 'must-see' up and coming destinations for 2006", Glasgow has the international profile and proven track record in delivery. The casino is integral to Glasgow's ambitions for future tourism growth:

- A stylish, cosmopolitan and dynamic city that is famed for the friendliness of its people and the warmth of its welcome, Glasgow has been transformed in the past decade into one of Europe's most vibrant cultural cities, and international tourism is at the very heart of its economic success story.

- The city has again reached the top five in a survey listing the most visited cities in the UK, with a total of 684,000 trips made by overseas visitors to the city in 2005, an increase of 144,000 visits against the previous year[5]. Employment in the city is at a 25 year high and today 31,000 people work in tourism in Glasgow alone - 8% of the Scotland's total tourism workforce.

- Driving forward its positive image on a global scale and harnessing the demand for conventions & major events, the increasing international tourist demand reflects Glasgow's renaissance as the city's global profile grows ever stronger.

- Strategically, destination accessibility is a primary economic driver to the metropolis, opening up yet more opportunities for visitors, and Team Glasgow pursues a partnership approach to securing new air connections, which will build on the 100 direct routes into the city from Europe, North America, the Middle East and Asia.

- The number of visitor beds in Glasgow has grown by 40% in the past six years, confirming the city as one of the best equipped and most competitive conference venues in Europe.

- The city is ranked 33rd in the global league table for international meetings hosted and one in five hotel rooms sold in Glasgow is to a conference delegate, a key market for the casino. As these rooms have come on-stream occupancy levels have continued to increase. Hotel demand continues to outstrip supply, and the casino will act as a catalyst for further infrastructure development.

- Maximising the benefits of the casino is a cornerstone of the 2007-2016 Tourism Strategy that provides the framework for public and private sector tourism development across the city. Glasgow is targeting a step-change in growth by 2016 of 60% in tourism revenue growth, and the casino will complement the city's existing portfolio of world-class attractions to reflect these aspirations and as a key element to achieving them.

- The key values and messages that encapsulate the essence of the city are being understood and reflected by our target audiences around the world. Here's what leading travel publications are saying about the new Glasgow:

    - "Modern Glasgow has undergone an urban renaissance: trendy downtown stores, a booming and diverse culture life,

[5] IPS, July 2006

stylishrestaurants,and an air of confidence make it Scotland's most exciting city." **Fodor's Scotland**.
- A "must visit" experience. "Approach Glasgow with an open mind, an open heart and, most essential, a willingness to engage – if you don't have fun in the city, we'd suggest therapy." **Lonely Planet**.
- **Condé Nast Traveller** magazine readers in 2005 voted Glasgow their favourite UK city after London at the publications' eighth annual Readers' Travel Awards.

6 Community benefits

How much thought have you given to possible "commercial" deals with any possible operator? Are you confident you will be able to obtain the best community benefit from the project? What would money obtained from such deals be spent on?

6.1 Glasgow already has a track record of securing significant regeneration outcomes through imaginative partnerships with the private sector. The Glasgow Harbour development, and the new partnership for the regeneration of the Glasgow Canal Basin being the most recent examples.

6.2 Clearly, therefore the city has experience in this area, and will be seeking to maximise the benefits form the project, without compromising its long term success. One of the key strengths of the Glasgow proposition in this regard is that we have managed the process thus far to ensure that there are competing propositions from different developers on different sites. The award of the Regional Casino Licence will act as the catalyst of those interested parties to work even more closely with us to develop the most attractive packages possible. This will, in effect, allow the City to run a competitive tendering process, which is of course the most powerful mechanism for securing best value.

6.3 In respect of how money would be used, this would, to a certain degree be site specific. However, we would expect a combination of:

- Capital investment in infrastructure works to enable access to the site and to adjacent sites;
- Capital investment in infrastructure to open up adjacent sites for development ;
- Significant financial support for employment initiatives, locally and city wide;
- Supporting investment in city marketing initiatives, and
- Financial support for projects to mitigate against any social impacts from casino operations.

7 Supporting evidence

Are you able to let us see a copy of the recently published “Scottish Executive Regeneration Statement”?

7.1 People & Place: Regeneration policy Statement, Scottish Executive June 2006 can be viewed at: http://www.scotland.gov.ukResource/Doc/127488/0030542.pdf

ANNEX A: Operator Examples:

- The SECC/Kerzner proposal anticipates that 65% of the workforce will not need entry qualifications and a further 19% will only be required to have some skills. See table below:

Qualifications required		
1. No entry qualifications	798	65%
2. Some skills training	237	19%
3. Skilled	122	10%
4. Qualification	46	4%
5. Degree/higher qualifications/white certificate	18	1%
	1221	

- Las Vegas Sands have committed to the Council that they will employ on a full time basis, at least 50% of their employees from the local area. There is a very high percentage of unemployment in the Govan area, and LVSC would train the local applicants on a well tried programme, as well as set up college courses, in conjunction with local universities. LVS expect to employ at least 1,500 full time staff, and with our forecast of 4.5 million extra tourists expected to visit the Govan area each year, there becomes many extra opportunities for the current economically inactive people, than they would have in the foreseeable future without a project such as this.

ANNEX B: Operator Employment programmes:

1. MGM MIRAGE/Peel partnership Glasgow Harbour – The MGM Grand and Peel 'Academy' is to provide training opportunities for residents of the new Local Community Planning Areas. The leisure and retail element of the Glasgow Harbour development will create a large amount of direct employment for residents in this part of the city. Glasgow Harbour has identified that to ensure local residents are equipped for employment in the leisure industry the provision of adequate training, skills and support must be provided and sustained. Central to the Glasgow Harbour Employment, Recruitment and Training Strategy is the MGM Grand and Peel Academy. This is a proposed partnership with community agencies and local educational institutions to offer comprehensive life skills and job-readiness training and identify and secure full-time employment for local residents. The Employment Outreach program is a community recruitment effort utilising the many existing organisations as sources of potential employees. Partnership with New Deal Welfare to Work Programme and partnership with Scottish Enterprise Glasgow and Construction Glasgow to participate in the following programmes is proposed: Entry to Employment; Modern Apprenticeship Scheme; Employer Training Pilot.

   The Academy would include:
   - Pre-Hire Training – Life Skills, Basic Skills and Job Skills Training
   - Post-Hire Training
   - Continuous Education
   - Employee Promotions and Career Advancement.

2. LVSC: LVSC have given guarantee of the highest calibre of training, which has been hugely effective in all their developments in other world wide projects. Their recent opening in Macau, had 44,000 locals applying for 4,000 positions, and every one was interviewed, and the successful applicants had between 3 and 6 months training. LVSC also consistently pay wages above the local average.

3. SECC/Kerzner: The employment practices adopted by casino operator proposals for Glasgow include, for example, a commitment to afford equal employment opportunities to individuals regardless of their race, colour, religion, sexual orientation, national origin, age, physical or mental disability, or veteran status, and to conform with the content and spirit of applicable equal opportunity laws and regulations. SECC/Kerzner's commitments to the principles of equal opportunity in employment and of encouraging diversity in the workplace are features of its employment practices and procedures around the world.

ANNEX C: Operator job estimates:

1. The SECC/Kerzner proposed staffing levels for the Casino are 582 employed in gambling and a further 119 in respect of catering/retail/entertainment. A further 520 staff would be employed in the hotel. See the table below:

KERZNER – GLASGOW	
PAYROLL DETAIL ESTIMATES	**No. of Personnel**
Tables	308
Slots	208
Surveillance and Technical	66
Sub-total casino staff	**582**
Rooms	39
Food and Beverage	105
Other staff *(Note 1)*	376
Subtotal - Full time employees of Kerzner	**1,102**
Concessionaire employees	
Restaurants, bars, nightclubs etc.	60
Family entertainment area	15
Supper club incl all fitout	30
Retail	12
Basement service areas	2
Sub-total concessionaire employees	**19**
Grand total - full time employees	**1,221**

2. MGM MIRAGE employment figures are supported by figures in a PwC report included with a planning application submitted to Sheffield City Council (available from http://www.mgmgrandsheffield.co.uk/environ.pdf), and provides a comparison with the Suncoast Casino in Durban South Africa, which has over 2,100 employees. What is significant about the comparison to Suncoast is that it is a currently operational "regional" casino with 1250 slots and 50 table games (i.e. exactly the same size as is contemplated for a Regional Casino in the UK).

MGM MIRAGE Regional Casino Job Impact Estimate

1500 direct permanent FTEs in operations results in following jobs at sub-regional level:

Direct Net FTEs	990
Indirect/induced Net FTEs	430
Tourism-related Net FTEs	340
	1780

1500 direct temporary construction jobs over a period of 2 to 3 years (3250 man years) results in following jobs at sub-regional level:

Direct Net FTEs	325
Indirect/induced Net FTEs	140
	465

SUNCOAST EXAMPLE	

Department	Suncoast Durban, SA [1]
Gaming	664
Food & beverage	849
Rooms [2]	102
Retail	43
Entertainment	20
SG&A	437
	2,115

[1] Suncoast casino is a medium-sized regional casino in Durban, South Africa. It has 50 table games and 1250 slot machines and most closely resembles the size and scale of what is envisaged for the UK's first regional casino. These figures are as of June 2006.
[2] Suncoast's hotel has not opened yet. This figure is from its sister property, Montecasino, near Johannesburg, which has 246 rooms.

3. LVSC: LVSC have commissioned an independent report, that shows that we can expect more than 4 million additional tourists in to Glasgow each year. Las Vegas Sands have always been clear in our opinion that we would employ about 1,500 full time staff, and 500 construction employees. Rangers FC will be adding to these figures with their own additional projects. More details can be provided if necessary.