



**BBC** Scotland

## Review of the Glasgow bid for a regional casino licence

August 2006

## Table of contents

---

Summary	1
The Glasgow bid for a regional casino	3
Overview – a well argued case	3
Bid sections	3
The economic case	5
Key figures not available	5
Tourism based bid	5
Increased spending	5
Job creation	6
The social arguments	7
Social impact of casinos	7
Problem gambling estimates	9
Glasgow’s bid	10
Balancing costs and benefits	11
Regeneration effects	12
What is regeneration?	12
Key regeneration policies for Glasgow	13
Matching Glasgow bid with regeneration policy	13
Appendix 1: key regeneration policies	15
Scottish Executive Regeneration Statement 2006	15
Metropolitan Glasgow –Vision for the Glasgow City Region (2004)	17
The Glasgow Community Plan (2005-2010)	18
Vision	19
Aims	19



## Summary

---

BBC Scotland has commissioned Hall Aitken to assess the Glasgow bid for the UK's single regional casino license. The assessment draws on an earlier Hall Aitken report and a range of published data. The report asks three basic questions of the Glasgow casino bid:

1. Is the assessment of economic benefit credible in light of the identified social costs of a Glasgow based regional casino?
2. Would there be a net benefit to the city and what are the issues surrounding this argument?
3. Will the casino contribute to achieving relevant Scottish and Glasgow based regeneration needs and targets?

### Glasgow's bid

---

Glasgow's bid is made in a format laid down by the Casino Advisory Panel (CAP) and provides a range of information on the economic and social effects that the council projects for the regional casino, the policy and societal context for the casino and whether the development would be approved.

The CAP has requested bidders to ensure that there is a regeneration need for each casino bid as measured by unemployment and other social deprivation data. The CAP also seeks assurance that the local authority is willing to license the new casino and, that being the case, that it has a high degree of probability of implementation.

Our work has been limited in part by having only a short timescale within which to work. But more importantly the full impact study that underpins the Glasgow bid (which we believe runs to 400 pages) has not been made public so we have been unable to assess many of the arguments in detail.

### Economic impacts

---

- The economic case is predominantly based on tourism benefits to the city and the physical renewal of specific key sites.
- According to the bid £165.55 million will be diverted to the casino from other sources with £36.5 million being new spend in Glasgow from tourists:
  - £96.75 million (2% of the Scottish total) of tourist spending will be diverted from other forms of spending, either in Glasgow or elsewhere in Scotland.
  - A further £68.8 million will be spent by Scottish residents, again displaced from other forms of expenditure.
  - Only £1.3 million of the new spend will come from Glasgow residents.
- The bid does not explore whether this significant redistribution of expenditure in Scotland is beneficial, or who the winners and losers might be.
- The net job gain is quoted as 835 sustainable jobs (not including construction) at the Glasgow level, which equates to 684 at the Scottish level. The estimated GVA is £28million at the Glasgow level and £18million at the Scottish level.

## Social impacts

---

- In the UK, gambling represents a much higher proportion of spend in low income than in higher income households yet council's bid makes a case that the regional casino will attract predominantly higher income groups from Scotland and also higher income groups of tourists.
- The social case is based on the council's conviction that the negative impacts of the casino (principally problem gambling) can be fully controlled by regulation, voluntary agreements and a raft of support and welfare provision.
- The bid makes no attempt to quantify the cost of negative impacts and makes no attempt to assign additional costs to the various services outlined as playing supporting roles.

## Net benefits

---

- There is no balance in the bid between the estimated social costs and the estimated economic benefits so as to allow an informed view of the relative merits of the casino as a tool for regeneration.
- The City Council has indicated that it will make provision within the city to deal with any problems that might arise from the casino but since it estimates that most of the gamblers will come from out of town these services will not be appropriate.

## Regeneration effects

---

- The regeneration case in terms of jobs, community benefit and addressing the specific needs of areas of multiple deprivation are not fully explored.
- The jobs created within the casino may not be suitable for the areas in need of regeneration – and may be largely filled by migrant workers principally from Eastern Europe.
- The bid fails adequately to make the case that the casino will have a direct positive impact on the employment or quality of life among the residents of some of Scotland's most deprived areas

## The Glasgow bid for a regional casino

### Overview – a well argued case

---

Glasgow's bid for a regional casino is well-presented and detailed. It covers all the information required by the Casino Advisory Panel (CAP) and puts forward a coherent set of arguments to help the city's case in the selection process.

On detailed examination the bid displays some gaps in information and argument, especially in the areas of the casino's effects on neighbourhood regeneration needs. There is a shortage of detail on both social costs and labour market benefits, so it is difficult to assess some of the bid. The CAP has also asked specific questions on this subject.

Glasgow City Council submitted a bid for the single regional casino licence based on a detailed position adopted in September 2005<sup>1</sup>. In summary, this case is that:

- The regional casino contributes to national area regeneration priorities as set out in a range of policy documents;
- There will be physical regeneration, economic development and employment benefits to riverside communities experiencing multiple deprivation;
- That any problem gambling increase associated with the casino would be dealt with either by themselves or (presumably) other agencies; and
- There is clear interest from the developers in the sites being discussed.

The council backs up this by highlighting other favourable factors such as:

- The city claims a good regeneration record ;
- Independent research supports the potential economic benefits to the city;
- There is existing interest from developers in each of the four potential sites; and
- The council is working with developers to tackle any negative impacts from problem gambling.

### Bid sections

---

The more detailed sections of the bid document follow the format laid down by the Casino advisory panel. The information is given in sections outlined below.

### Type of area

---

A modern, mixed economy and the fourth most popular overseas tourist destination in the UK and the socio-economic and cultural centre of a larger region, and the largest employment centre in Scotland.

---

<sup>1</sup> Glasgow City Council Formal Proposal to the Casino Advisory Panel

## Social impact

---

The council recognises that increased gambling opportunities can potentially increase the risk of problem gambling. An extensive consultation process has taken place involving support organisations for problem gambling, social research centres and advice from leading academics.

## Need for regeneration

---

Glasgow's economy has been transformed into a modern, mixed economy and is growing quickly. Physical regeneration has provided modern business infrastructure and there are a number of renewal projects in progress. Yet Glasgow retains some of the most deprived areas in the UK, with 17% of datazones in the city being in the bottom 5% of most deprived areas in Scotland. Employment is rising but 26% of the working-age population receives state benefits and the overall employment rate remains low, with 30% of the working age population classified as economically inactive.

## Willingness to licence

---

The city's Licensing Board has indicated its willingness to licence a casino and the council's policy and resources committee has agreed to support a regional casino development in the city. Evidence from polls suggests that the population and business community broadly supports the regional casino.

## Probability of implementation

---

Each of the four proposed locations is backed by a significant developer and, for three of the developments, has secured the involvement of a major casino operator.

## Regional and local context

---

The bid outlines a range of policies and strategies that are supported by the proposal in particular economic development objectives for employment, skills and regeneration.

## Community benefits

---

This section highlights some of the different potential benefits that the various sites might offer the city.

## Unique characteristics

---

Offering a proven track record in regeneration, a high level of business and resident support, clear casino interest and the infrastructure to support such a development.

## The economic case

### Key figures not available

---

The economic case presented is based on an economic impact study commissioned by the council from Cambridge Policy Consultants. Independent scrutiny of the figures has not been possible because the report has not been made available to the BBC. So our assessment is limited to a broad commentary on the data summarised in the publicly available bid and is therefore incomplete.

### Tourism based bid

---

Glasgow's bid is based unashamedly on its benefits for the city's tourism industry and the two major strategic documents cited in support of the casino are the Glasgow Tourism Action Plan and the Joint Economic strategy, neither of which mentions the potential contribution of casinos to the city's economy.

The claims made for the casino in terms of visitor numbers would require a significant change in tourists' behaviour because casino gambling is not currently a major activity among visitors to Scotland and does not form part of the Scottish tourism 'offer' as understood by visitors from home or abroad. The claim for visitor numbers (44% of total visits) seems high as a result.

### Increased spending

---

The bid quotes from the unreleased impact study as opting for an intermediate economic scenario 'considered realistic and achievable' although difficult to assess without the report to refer to. This scenario is where the casino significantly increases the number of tourists to Glasgow, yielding gross additional spend (for Glasgow) of £215 million per annum, of which 45% is from existing tourists to Scotland.

According to the Council's figures:

- £96.75 million (2% of the Scottish total) of tourist spending will be diverted from other forms of spending, either in Glasgow or elsewhere in Scotland.
- A further £68.8 million will be spent by Scottish residents, again displaced from other forms of expenditure.
- The bid claims that 17% will be new spend by tourists (£36.5 million).
- It claims that only £1.3 million of the new spend will come from Glasgow residents.

So the vast majority of spend (£165.55 million) will be diverted to the casino from other sources – including existing casinos but presumably also including other leisure spend from cinema tickets to sports participation. £36.5 million will be new spend in Glasgow from tourists.



There are large distributional<sup>2</sup> effects from these figures that have not been explored to assess whether they are desirable or positive in regeneration terms for Glasgow or the immediate neighbourhood of the casino.

## Job creation

### 1,272 additional jobs

---

The estimates of employment in the bid show an estimated 1272 net additional FTE jobs at the Glasgow level and 1220 at the Scottish level. These are made up of 437 construction jobs (not strictly additional); 530 associated with the operation of the casino and 304 associated with additional spending elsewhere in the economy. These figures are credible given the scale of development, yet the potentially misleading 'headline' figure of 3000 jobs created is still quoted in the bid.

### Matching jobs to unemployed people in Glasgow

---

More problematic will be ensuring that the people who need these jobs are in a position to occupy them. Although tourism and hospitality jobs are seen as suitable for the needs of people in regeneration areas there are substantial problems in making these jobs attractive to people in former manufacturing communities. In fact, there are recruitment difficulties throughout the sector across the UK and Glasgow is no different in experiencing problems in recruiting local labour to jobs of this nature. The result is frequently that jobs are taken by migrant labour (mainly from Eastern Europe).

The key question is whether the targeted people will be attracted to, or appropriate for this work. It is often part-time, anti-social hours and so not suitable for many of the economically inactive lone parents, disabled, carers, etc. Many of this group lack the soft skills (customer handling, problem solving, literacy and numeracy, etc. necessary for such work) yet this is not explored in the bid.

The bid states that it will enter into agreements with the successful casino operator. Section 75 agreements are for "restricting or regulating the development or use of the land", and although employment agreements are commonly entered into with developers, they will be difficult to enforce in the longer term.

---

<sup>2</sup> Distributional benefits are the distribution of the costs or benefits of interventions across different groups in society including benefits that impact on income, gender, ethnic group, age, geographical location or disability (as defined in the Treasury 'Green Book').

## The social arguments

### Social impact of casinos

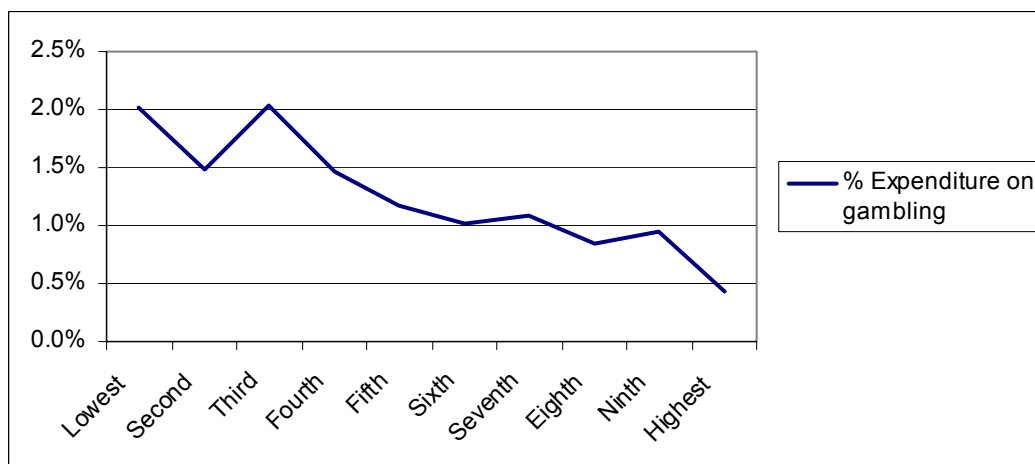
There are various types of social impact that have been the subject of studies around the world<sup>3</sup>. As background we have summarised some of the UK data on gambling spend and impact.

A key argument surrounding using large casinos as a regeneration tool is that gambling potentially causes more harm in disadvantaged communities than others. For example, information from the Family Expenditure Survey 2005 shows that gambling expenditure places a greater burden on poorer households. In terms of income re-distribution it may be argued that it is regressive in its impacts<sup>4</sup>.

In economic terms, the benefits of liberalisation of the gambling industries largely comprise the increased satisfaction that consumers gain from having access to legalised gambling, whereas the costs relate mainly to problem gambling and its social repercussions. These are very difficult to quantify but are nevertheless real effects.

More recent figures from 2004/05 show an even higher proportion of expenditure (2%) among lowest earning groups (i.e. situation appears to be getting worse). The impact of changes such as growing participation in internet gambling, the relaxation of the 24-hour rule for casinos has not been fully researched, so it is not easy at present to identify the impact of casinos specifically.

Figure 1 Gambling expenditure by income decile (2004/05)



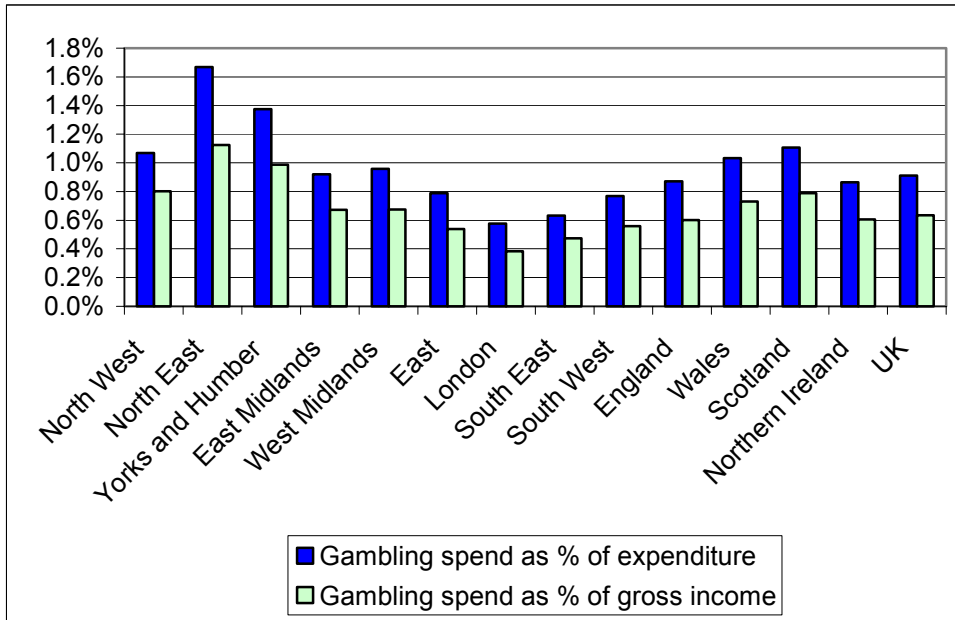
Source: ONS Family Expenditure (2006)

<sup>3</sup> See Walker DM and Barnett AH (1999) The social costs of gambling: an economic perspective, *Journal of Gambling Studies* Vol 15, No 3, pp 181 – 202 for a review thorough review of the subject.

<sup>4</sup> a number of sources refer, e.g. Australian Productivity Commission Inquiry report into Australia's Gambling Industries, 1999

In terms of existing gambling expenditure, Scots currently are the third highest spending on gambling after the North East and Yorkshire and Humberside.

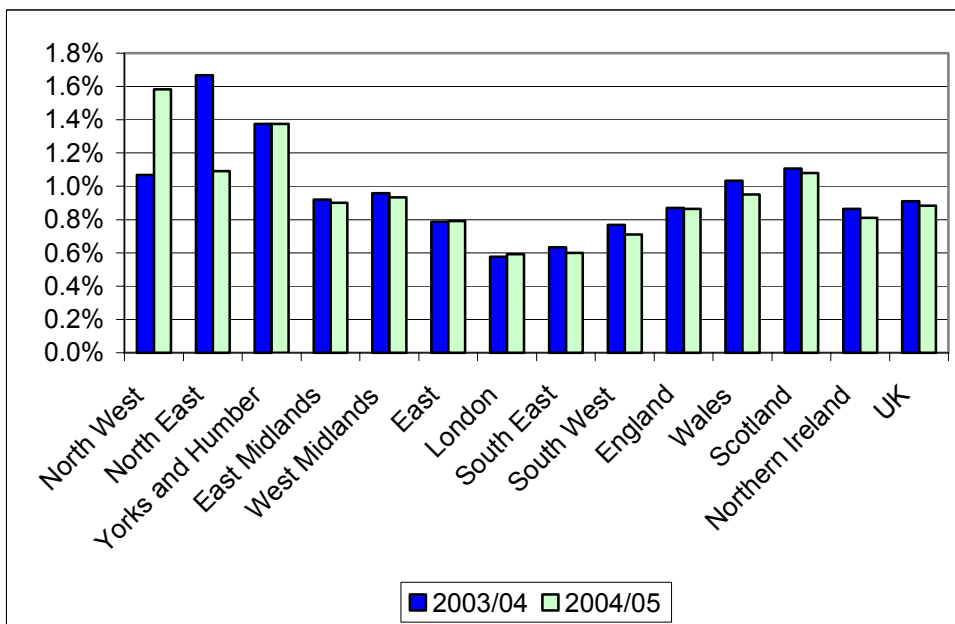
Figure 2 Gambling expenditure



Source: ONS data

In terms of the most recent data, Scotland still shows a higher proportion of expenditure on gambling as the chart below shows.

Figure 3 Gambling expenditure 2003/4 and 2004/5



Source: ONS data

The latest expenditure figures show that average weekly spend on gambling in Scotland in 2004/05 was £4.10 per week, the same as the previous year. This equates to £2.78 per adult per week; or £118.44 per year.

## Problem gambling estimates

### No agreed basis for estimates

---

The Glasgow bid makes no attempt to quantify the number of problem gamblers than might result from the new casino but does acknowledge from the outset that it is likely that a casino would probably result in an increase in the figure. The council is convinced that any increases in problem gambling can be controlled through a range of regulatory and welfare/ support measures.

We agree with the assessment in the bid that there is currently no agreed basis for estimating the impact of the casino on problem gambling numbers. However there has been a great deal of research into this area that, collectively, allows a casino location to *start* to assess the possible scale of impacts.

### Contradictory findings

---

For example, it is possible to take estimates from published studies and produce illustrative projections for problem gambling impacts, such as Hall Aitken produced in an earlier report, which produced significant impacts for a Glasgow-based regional casino. These estimates used figures from an earlier UK study into the possible increase that might be caused by the new Gambling Act, and used estimates of the cost of problem gambling from US studies. Although these figures are now some years old and open to challenge, they do serve to illustrate that the cost of social problems may be high.

Other researchers claim that casinos like the regional casino proposed for Glasgow need not cause an increase in problem gambling, based partly on research from South Africa. This research points to the possibility that a range of regulations and support policies can be effective in controlling gambling behaviour.

### A changing landscape – the impact of internet gambling

---

But perhaps more significantly, the landscape is changing in ways that cannot easily be anticipated due to the influence of internet gambling. This largely uncontrolled expansion of gambling will have significant impacts on numbers of problem gamblers, and in all probability, on the level of participation in gambling across the population as a whole. But the impact of internet gambling on the regional casino, and the relationship between the internet, casinos and the numbers of problem gamblers is complex and largely unresearched.

## Glasgow's bid

### Addressing potential negative impacts

---

The Council accepts that increased gambling opportunities can potentially increase the risks of problem gambling and has undertaken some consultation around this subject. The Council has received some advice on the negative impacts of casino gambling, in particular problem gambling and has given substantial detail on the range of support that is in place to tackle any problems.

But the bid is weakened by the lack of detail on the specific regeneration of communities. There are issues around the LEDC infrastructure, BME communities, transport links etc. that need location specific consideration. The bid document apparently treats all areas equally but the four areas are sufficiently different for some discussion to be necessary.

The bid frequently highlights Glasgow's success in regenerating its communities. But the evidence on deprivation cited suggests that the gap between the wealthy and the poorest communities has not narrowed, or has possibly widened. For example the bid outlines unparalleled economic growth but then identifies that 26% of working age population is on benefits and 30% is inactive. The possible DWP pilot to test new approaches suggests past and current approaches do not work.

At 1.5 the bid cites that 'securing the maximum economic benefits from such a development in the City will clearly ameliorate any negative social impacts'. Clearly where the economic benefit ends up and how it is spent will be critical to ameliorating the negative social impacts.

### Community benefits

---

One of the key areas that the casino investment can contribute to neighbourhood regeneration is through leveraging community benefit. The council has already said it will seek to enter an agreement to employ local people but this will need to be backed up by relevant training and support initiatives. But other community benefits are quite vague, such as helping to improve local services and contributing income to other worthwhile projects through income levies.

One of the main problems associated with the UK model for large casinos is the issue of leveraging benefit into the community. The model as adopted would result in a casino being foreign-owned (or largely so), resulting in most profits being repatriated to the US, Australia, South Africa etc., The taxation regime in the UK also means that the tax revenue from the casino would go straight to the Treasury, with only limited benefit to the locality. The model adopted by the UK government compares poorly with other legislatures that link profits and taxation directly to the public good are seen to be effective and command public support.

There would be clear opportunity to strengthen the Glasgow bid if a more direct method of returning some of the profits directly to Glasgow could be put in place.

To address this problem, Glasgow City Council is proposing a voluntary levy – community chest. This will go some way to securing benefits but may not be a longer term solution, although it may work as part of a package of measures.

## Addressing negative impacts

---

In section 2.3, the bid is ambiguous regarding 'negative social costs'. The reasoning seems to be that the larger 'destination' casinos have different visiting patterns compared with smaller casinos. The Glasgow regional casino will be at the heart of regeneration and has proximity to social excluded areas, which can then benefit through employment, yet claim here that social costs will be lower as location is chosen for access to higher income households. Costs of this sort can only be lower if low income households are dissuaded from attending through distance (or door policy) – something of a contradiction.

There is some work to be done in linking up the measures to address negative social impacts in Glasgow with communities in the wider casino catchment as these are not specified in the bid. And the success of the range of support agencies in tackling problem gamblers in higher income households is untested at present – although it is accepted that the casino is a pilot and therefore given the room to learn.

But more importantly is whether Glasgow (and surrounding authorities) has factored in the costs of expanding their Glasgow City support services? A key part of the debate about costs and benefits is the balance of cost of providing support services against the economic gain for the area.

## Balancing costs and benefits

---

It is not possible therefore to arrive at an authoritative figure for the scale of problem gambling that might arise from the regional; casino, and it is certainly not possible to discern differences between different locations in Glasgow.

However, it is difficult to see that there would not be an increase, partly because of the difficulty in replicating the experiences researched elsewhere (e.g. South Africa), and partly because there is ample evidence that large scale casinos<sup>5</sup> do increase the levels of problem gambling.

We, and other commentators, agree that the negatives can be addressed to some extent by positive interventions, but these also come at a cost.

The balance between the cost of dealing with social problems caused by casinos (not just problem gambling) and the benefits is where the judgement needs to be made. If the net economic benefit to an area is very large, and the cost of managing social problems is quite small, then the case for positive benefits can be made. On the other hand, if the difference between costs and benefits is small, or negative, then the case for development is weaker. It would be easier to make a clear link between community regeneration and casino operation if a proportion of taxation revenues was assigned directly to the city of Glasgow or the Scottish Parliament.

At present the bid assesses the potential economic benefits but does not assess the potential costs, nor the cost of ameliorating these. So it is difficult to draw a firm

---

<sup>5</sup> For example, the Australian Productivity Commission Inquiry report into Australia's Gambling Industries, 1999. Definitions and attributable costs vary across the research.

conclusion – this seems to be a serious omission and it is possible that any benefits could be outweighed by the social costs of gambling.

## Regeneration effects

### What is regeneration?

---

The context for the development of a regional casino in Glasgow is important because the casino is expected to meet specific criteria and fit with existing policy and strategy frameworks.

Regeneration (in the development sense) is a term that is frequently misused in Britain and little understood in other countries. It is one of the “3Rs” of spatial intervention – regeneration, renewal and regional development. There is a suggestion in the bid document that the Council is using the term regeneration to describe physical renewal rather than closing the opportunity gap.

Regeneration is at the heart of policy at both the UK and Scottish levels and is an agenda supported by a range of policy and strategy documents. In its call for proposals for the regional casino licence<sup>6</sup>, the casino advisory panel stated:

“The primary criterion, as laid down by the Secretary of State is:

- to ensure that locations satisfy the need for the best possible test of social impact (which may require a range of locations of different kinds such as seaside resorts, edge of town developments or inner city centres);

Subject to that, the Secretary of State has also asked the Panel;

- to include areas in need of regeneration (as measured by unemployment and other social deprivation data) and which are likely to benefit in these terms from a new casino;
- to ensure that those areas selected are willing to license a new casino”.

So the principal criteria for deciding on the location of the regional casino are whether it will provide a test of social impact (being the pilot location) and the inclusion of areas in need of regeneration.

Alistair McIntosh, the Scottish Executive’s Head of Regeneration Unit defines regeneration as<sup>7</sup>:

- Sustainable transformation of specific places, involving a range of outcomes which all need to be present if change is to be sustained

---

<sup>6</sup> <http://www.culture.gov.uk/cap/>

<sup>7</sup> Regeneration and employability – making the connections.  
<http://www.scotland.gov.uk/Resource/Doc/935/0024160.pdf#search=%22regeneration%20and%20employability%22>

- About business, people and place
- So has economic, physical, social and environmental aspects.

He goes on to say that regeneration fit with policy

- Major contribution towards Executive's twin goals
- Supporting sustainable economic growth
- Tackling poverty and disadvantage
- At the heart of Closing the Opportunity Gap

## Key regeneration policies for Glasgow

---

There are three key policy documents that provide the environment for casino development in Glasgow:

1. The Scottish Executive Regeneration Statement 2006
2. The Glasgow Community Plan (2005-2010)
3. Metropolitan Glasgow –Vision for the Glasgow City Region (2004)

These policy documents are summarised in Appendix 1

## Matching Glasgow bid with regeneration policy

### An emphasis on economic strategy rather than regeneration

---

Given the emphasis that the CAP places on the importance of regeneration, it should be very important to make the explicit link between the key regeneration strategies that cover the city and the casino's catchment, and the anticipated contribution that the casino will make to the achievement of objectives and targets. The bid is fairly selective about the links between the casino and key regeneration policy, preferring to lead on tourism benefits and the linkage with the Joint Economic Strategy.

### Weak linkages to target communities

---

The bid tends to talk in strategic terms about targeting local employment markets, education and training and input into local transport provision. But it is less specific as to the specific benefits that are anticipated for the regeneration areas.

While there is no real conflict between the regional casino development and the regeneration policy agenda, the links are somewhat tenuous at the moment. The problem is that, while following an agenda (Glasgow Community Plan 2005 – 2010) that seeks to promote a health and employment as two of its key strands, the casino might be seen as having no benefit in target communities. For example the provision of jobs, even in close proximity to areas of unemployment, provides no guarantee that the jobs are right for the people needing them.



The concentration on riverside communities and the re-use of derelict land is completely in accord with the strategic context but the tourism focus is on other areas such as Kelvingrove, Lomond Shores, etc (Metropolitan Glasgow – Vision).

Although the synergy between the casino and the policy context is highlighted, the overall contribution that it might make to overall strategic goals may be a little overstated.

### Negative impacts outside Glasgow

---

Although the bid is unashamedly Glasgow-centred, it leans on a Scottish and regional spatial planning context, drawing on regeneration policy at Scottish and city region level to bolster the case. But the document does not explain how and who will address any negative impacts amongst the 45% of customers who live outwith Glasgow but within 50 miles of the casino. So by the nature of problem gambling, the social costs will be borne overwhelmingly by non-Glasgow Scots but the benefits will accrue to the city and to the operators, neither of whom is offering to fund or recognise those outwith the local government area.

## Appendix 1: key regeneration policies

### Scottish Executive Regeneration Statement 2006

---

***We want to create places and communities where people are proud to live, work and invest; and places which can 'hold their own' with other towns and cities across Scotland, the UK and Europe. We want to make sure that economic development delivers benefits to deprived communities. We want a Scotland that is open for business.***

### Renew the policies, infrastructure and finance

---

- Modernise the planning system to make it more proactive in releasing land, faster in handling applications for development and more closely aligned with regeneration priorities;
- Maximise the regeneration value of the expenditure and investment by better coordinating the location and timing of the investment;
- Set a clear framework, in particular through formal Memoranda of Understanding, for Communities Scotland and the Enterprise Networks to collaborate effectively at a strategic and operational level on the planning and delivery of regeneration, and ensure that other agencies play their part in support;
- Establish a single point of contact at the Executive for public and private sector partners for specific priority initiatives;
- Develop and implement a National Transport Strategy which supports regeneration, and commence a Strategic Projects Review by 2007 to determine the priorities for transport infrastructure for the next decade;
- Examine the use of joint venture vehicles, Public Private Partnerships and innovative financial mechanisms and instruments for delivering regeneration;
- And, use Regeneration Outcome Agreements as the foundation stone for effective joint working on regeneration by Community Planning Partnerships.

### Geographic refocus

---

- Working with Glasgow City Council, South Lanarkshire Council and their partners to establish an Urban Regeneration Company ( URC) to deliver regeneration of the Clyde Gateway;
- Providing start-up funding and further support for the Gateway URC;
- Pursuing opportunities for regeneration with a regional impact in Inverclyde and across Ayrshire;
- Providing start-up funding and further support to establish two new pathfinder URCs to deliver the regeneration of Irvine Bay and Riverside Inverclyde;
- Widening and deepening their engagement with the private sector, local government and others in these areas;

- Improving transport connections in these areas through their support for the West of Scotland Transport Partnership and the Strategic Projects Review;
- And, working with the Community Planning Partnerships in each area to foster a more strategic approach to regeneration which links opportunity and need.

### Refocus on land and property

---

- Work with private and public sector stakeholders to improve land remediation and assembly for regeneration projects;
- Play a more proactive role in strategic land acquisition to facilitate regeneration;
- Take further action to maximise the regeneration potential of public sector land and assets and use them more strategically;
- Look at new mechanisms for realising increases in land values arising from public sector investment in development;
- Work with the public and private sectors to tackle the run down of former coalfield areas;
- And, provide a further £24m to 2008 to tackle vacant and derelict land.

### Redevelop and create mixed communities

---

- Invest £1.2 billion to 2008 to provide 21,500 affordable homes;
- Ensure that their housing investment ties into their regeneration priorities;
- Establish a new Strategic Housing Investment Framework for the distribution and management of housing investment resources;
- Work to encourage private sector developers and Registered Social Landlords to build for sale or rent in the most deprived areas;
- Build on existing housing policies and instruments to deliver a small number of mixed-tenure demonstration projects in areas where there is real potential to link opportunity and need, and where there is scope for major change in the existing housing mix;
- And, promote Housing Renewal Areas to encourage a more strategic approach to tackling housing renewal in areas of poor or declining standards.

### Rejuvenate and grow vibrant communities

---

- Support the Glasgow bid for the 2014 Commonwealth Games as a springboard for further regeneration in Glasgow;
- Through the *Sustainable Development Strategy*, make improving the quality of greenspace in Scotland a key priority, identifying the most effective delivery mechanisms and releasing new funding opportunities through a review of funding streams;
- Use their investment to promote better, more sustainable design;
- And, promote and support the beneficial regeneration impacts of culture and sport.

## Metropolitan Glasgow –Vision for the Glasgow City Region (2004)

---

***Our vision is clear. We want the Glasgow City Region to be the most dynamic, economically competitive and socially cohesive city regions within Europe. A city region which prospers and, through effective partnership working at all levels, includes all of its people in its success. A place of quality where people choose to live.***

### Aims

---

The City Vision has three underlying objectives:

- Competitiveness;
- Cohesion; and
- Sustainable development

Success will be measured against how well the partners create:

- **a working region** which continually adapts to economic change, grasps new economic opportunities, encourages innovation, and is attractive to investors;
- **a learning region** which maximises the potential of its educational infrastructure and which provides lifelong learning opportunities to ensure the availability of the skills which the economy will increasingly need;
- **a living region** where citizens feel all of their lifestyle needs and aspirations can be satisfied, and where their contribution to the development of the city region is acknowledged and valued;
- **a vibrant, creative region** which harnesses the contribution which the centres of higher and further education, creative industries, tourism, culture and leisure and the built and natural environments can make to enrich the quality of life of citizens and visitors;
- **a connected region** which has integrated physical and virtual infrastructure to allow access to external markets, which facilitates easy movement across the area and takes advantage of the opportunities offered by new e-technologies;
- **an inclusive region** where programmes are in place to tackle the root causes of inequality and disparity, however manifested, which welcomes cultural diversity and which promotes equalities;
- **a well managed region** where the public services provided are of the highest possible standard, where they provide an environment which is caring, safe, healthy, and attractive, and where the agencies work together towards common objectives.

### Targets and indicators

---

Headline targets are:

- stabilise the population at 2003 levels;
- secure an annual average GDP growth of 2% per annum – representing £6 bn by 2013;

- raise the employment rate to 75% – bringing 70,000 people of working age back into work by 2013;
- raise GDP per head to the Scottish average;
- increase the rate at which brownfield land is developed and/or treated from 300 Ha to 400 Ha per annum;
- generate a 10% increase in visitor expenditure – representing some £80m of increased tourist income.

Criteria for competitiveness are:

- develop greater economic diversity;
- develop a supply of skilled labour;
- develop good linkages and networks between suppliers and consumers of that skilled labour in the universities, research institutes, and the private sector;
- develop the quality of the social, cultural, and physical environment;
- develop good communications including not only physical and IT communication, but also a culture of openness and internationalisation;
- develop the strategic capacity to mobilise the social, cultural and political resources of the public and private sectors to create and implement a long-term regeneration strategy.

Annual performance indicators are:

- population levels;
- migration flows;
- economic growth;
- business start-up and failure rates;
- employment trends;
- employment rate;
- educational and skills attainment;
- deprivation;
- public transport patronage;
- new housing completions;
- derelict and vacant land development;
- environmental quality;
- life expectancy; and
- visitor expenditure.

## The Glasgow Community Plan (2005-2010)

---

## Vision

---

***We will ensure an inclusive Glasgow where all citizens and visitors have the opportunity to participate fully in the life of the City***

From the foreword by Steven Purcell

*“the challenge for Glasgow will be to ensure that economic renewal is mirrored by social renewal and that all citizens reap the benefits of the opportunities ahead”*

## Aims

---

The Community Plan has five themes/aims with targets and an additional two areas of work concerned with engaging communities and adding value. These two areas are largely around monitoring and consultation, and partnership working respectively.

The five themes or aims are listed below in terms of vision or goal, key aims and targets.

### A healthy Glasgow

---

#### Primary aim

*We will improve the health of everyone in Glasgow and narrow the health gap by improving the health of the most disadvantaged communities and groups in Glasgow at a faster rate.*

In their key aims, partners will:

- reduce the harm associated with smoking and with drug and alcohol misuse.
- reduce the impact of poverty on the health of children and young people
- support Glaswegians in leading active healthy lives.
- promote positive mental health for all and reduce stigma associated with mental illness.
- seek to reduce teenage pregnancies and promote positive sexual health
- ensure provision of appropriate services to support carers and older people
- support Glaswegians in benefiting from safe and healthy working lives
- treat people with respect and value difference

Indicators and targets are;

- Reduce premature deaths from coronary disease by 27% by 2008
- Reduce premature deaths from cancer by 10% by 2008
- Reduce rates of smoking among adults by 11% by 2008

- Reduce rates of smoking among pregnant women by 10% by 2008
- Reduce teenage pregnancy ( among 13-15 year olds ) by 33% by 2008
- Reduce suicides in young people by 15% by 2008

## A learning Glasgow

---

### Primary aim

*We will create a Learning Glasgow which ensures that children and young people have core skills, are confident and able to achieve their full potential, and which promotes lifelong learning and skills development of all citizens.*

In their key aims, partners will:

- encourage learning as a personal development tool and provide learning opportunities that are appropriate for all, including those with particular support needs
- support learning that enables people to develop the right skills for employment
- support young people to achieve their full potential during their schooldays and encourage them into further learning
- promote literacies for all
- build community capacity to enable people to develop the confidence and skills to influence decision making and service delivery

Indicators and targets are;

- Reduce the proportion of working age adults with no qualifications from 22% to 18% by the end of the plan.
- Increase the proportion of young people leaving school with literacy and numeracy skills
- Increase the proportion of young people going into Higher Education from school from 20% to 35% by the end of the plan.
- To achieve and sustain the target of adults involved in literacy and / or numeracy agreed by the Glasgow Community Learning Strategy Partnership's ALN action plan(s) 2006-2008 and beyond.
- Contribute to the development of a national framework for the collection of data on aspects of community learning and development (CLD) that will provide a clear indication of levels of participation across each of the three CLD national priorities.

## A safe Glasgow

---

### Primary aim

*We will create a safe Glasgow by reducing crime, the fear of crime and substantially improving accident prevention.*

In their key aims, partners will:

- tackle anti social behaviour including violent and drugs related crime, graffiti, vandalism and litter
- work together to improve safety in public places
- promote home safety and work to reduce accidents in the home, on the roads and in the workplace.

Indicators and targets are:

- Reduce residents experience of anti-social behaviour by 5% by 2008
- Reduce the number of violent crimes by 10% by 2008
- Reduce the number of children injured or killed in road accidents by 25% by 2008
- Reduce the number of drug related crimes by 10% by 2008
- Reduce the number of dwelling fires per 10,000 of the population by 25% by 2008
- Increase the range and availability of diversionary activities for young people by use of the local action fund
- Reduce the number of vandalism incidents in the city by 9% by 2008

## A vibrant Glasgow

---

Primary aim

*We will create a transformed and vibrant Glasgow where people choose to live, where the River Clyde is brought back to life and where Glaswegians are fully involved in the life of the whole city.*

In their key aims, partners will:

- facilitate a full range of attractive and appropriate new housing provision thus
- ensure they can retain the existing population and attract new people to live in the city
- ensure appropriate physical regeneration and environmental improvements to provide a safe, clean sustainable city including adequate provision of community facilities within local areas and a range of recreational, sporting, cultural activities based on the City's rich heritage and the needs of a diverse population
- maintain and improve transport links that are effective, efficient and affordable
- ensure Glasgow's place as a social city by providing opportunities for celebration, participation, fun and relaxation and encourage tourism by ensuring visitor attractions meet international standards, by improving signage, transport and transport information
- promote and celebrate diversity through special events as well as ensuring that all events are inclusive and representative

Indicators and targets are:



- Increase the proportion of Glasgow residents that participate in sport by 4% each year.
- All socially rented houses to meet the Scottish Housing Quality Standard by 2016.
- To achieve 10,000 to 12,000 private housing completions by 2008 subject to market conditions.
- Increase the proportion of Glasgow residents that are satisfied with their homes and neighbourhoods
- Decrease the proportion of roofless people and those experiencing repeat homelessness in the city.
- Provide Glasgow's citizens with the appropriate tools to make informed financial decisions.

## A working Glasgow

---

### Primary aim

*We will create a working Glasgow that provides quality, sustainable work opportunities for all residents of the City.*

In their key aims, partners will:

- promote equality of employment opportunity for all by addressing barriers that prevent access to employment.
- provide funding at the local level to assist Glaswegians into work and promote positive attitudes towards employment.
- engage with employers in all sectors to create good quality jobs for Glasgow
- increase enterprise, self employment and business start ups and provide further support to improve business survival rates to ensure sustainability, including strengthening the social economy.
- increase work experience and volunteering opportunities and the development of apprenticeships.

Indicators and targets are:

- Reduce the proportion of working age adults not in work by 30,000 by the end of 2010.
- Reduce ILO ( International Labour Organisation ) unemployment to 6% by the end of 2010.
- Close the gap between Glasgow's unemployment rate and the Scottish average by a minimum of 1% per annum between 2005 and 2010.
- Increase the city's labour productivity level to equal the Scottish average by the end of 2010.

## Contact details

---

### BBC Scotland

Client contact	Andrew McFadyen
Title	Review of the Glasgow casino bid
Version	Draft Final
Date	28 <sup>th</sup> August 2006
File location	F:\Your space\Katrina\TEMPLATES\Proposals\Proposal Full Manchester.doc

### Hall Aitken

Contact	Paul Buchanan
Direct Line	+44 (0)141 225 5517
Email	paul.buchanan@hallaitken.co.uk
Address	3rd Floor 93 West George St Glasgow G2 1PB
Telephone	+44 (0) 141 204 3183
Fax	+44 (0) 141 221 2953
Email	haa@hallaitken.co.uk
Website	www.hallaitken.co.uk

### Other Offices

#### Manchester

Address	3rd floor Swan Buildings 20 Swan Street Manchester M4 5JW
---------	---

Telephone +44 (0) 161 835 2010

Fax +44 (0) 161 835 2021

#### Newcastle upon Tyne

Address 2nd Floor  
Adelphi Chambers  
20 Shakespeare Street  
Newcastle upon Tyne  
NE1 6AQ

Telephone +44 (0) 191 260 3906

Fax +44 (0) 191 260 3890