Item 4

28th February 2023

Glasgow City Council

Net Zero and Climate Progress Monitoring City Policy Committee

Report by Chief Executive, Glasgow Life

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GLASGOW LIFE UPDATE ON NET ZERO

Purpose of Report:

To update the Committee on Glasgow Life's approach to the challenge of the city reaching carbon neutrality by 2030.

Recommendations:

The Net Zero and Climate Progress Monitoring City Policy Committee is asked to:

1. Note the content of the report.

Ward No(s): Citywide: ✓

Local member(s) advised: Yes ☐ No ☐ consulted: Yes ☐ No ☐

***PLEASE NOTE THE FOLLOWING**:*

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1. Background

1.1 Glasgow Life is a charity that belongs to the people of Glasgow, we promote the life-changing benefits of culture and sport. We look after museums, art and events, as well as providing fitness and wellbeing programmes. We work hard to put Glasgow on the map as a friendly and world-class place to visit. This helps bring jobs and spending to the city. Glasgow has been named in the top 10 of the world's most sustainable cities and having responsibility for a wide range of property in the city, we are keen to ensure that we deliver sustainable buildings, events and services.

1.2 In a first for the sector, Glasgow Convention Bureau at Glasgow Life was the first conference organisation to gain Green Tourism accreditation and sign up to the *Tourism Declares a Climate Emergency* initiative.

1.3 Glasgow Life delivers local, national and international events and is the primary point of contact for conference organisers, working with partners on more than 100 bids for major UK and International conferences each year.

1.4 Glasgow Life has implemented changes to many of our properties to increase the efficiency of the plant and systems, identify best practice in building management and technology and reducing our energy consumption and costs.

1.5 For the last fourteen years, Glasgow Life has actively developed and delivered an energy reduction and awareness raising campaign which has had significant impact on reducing our carbon emissions and engaged our staff to consider sustainability in their day-to-day operations.

1.6 Since 2015, our work and our campaigns have resulted in a reduction in our energy consumption by 24% and reduced the tonnes of carbon produced by 44%. See appendix 1.

1.7 Glasgow Life is committed to working in partnership with Glasgow City Council in the development and delivery of its Climate Plan and forthcoming Carbon Management Plan, supporting local and national reduction targets and working towards net zero carbon by 2030. Our work is aligned with the Local Heat and Energy Efficiency Strategy (LHEES) and the council's Grand Challenge 3, *Fight the Climate Emergency in a Just Transition to a Net Zero Glasgow* and Grand Challenge 4, *Enable Staff to Deliver Essential Services in a Sustainable, Innovative and Efficient Way for our Communities*.

2 Tourism and Conventions

2.1 In October 2022, Glasgow Life's Tourism and Conventions team launched an innovative Sustainable Tourism and Conventions Action Plan to help Glasgow lead the way as a world-class sustainable and responsible tourism and conference destination. The plan has three strategic areas:

- Building a Sustainable Tourism Sector
- Developing Our Sustainable City Offer

- Showcasing Our Sustainable City Destination

2.2 Actions from the plan include working with the Greater Glasgow Hoteliers Association to increase the number of hotels with third party Green Tourism accreditation as well as maintaining the city's sustainable credentials.

2.3 Glasgow is already recognised as a sustainable Tourism and Conference destination. The city's latest ranking on the **Global Destination Sustainability Index** places Glasgow 6th in the world of responsible Tourism and Events cities, the highest ranking UK city. GDS Index Glasgow 2022.

2.4 Glasgow Convention Bureau actively promotes greener options to conference organisers and works with industry to highlight and encourage businesses to implement environmentally friendly practices. The Glasgow Tourism and Visitor Plan website www.glasgowtourismandvisitorplan.com/sustainability has a range of resources available and links to other organisations to support a strong, sustainable tourism sector which delivers a great experience for the visitor and economic benefits for the city.

2.5 Glasgow Convention Bureau launched the *Go Greener in Glasgow* service to support conference organisers aiming to host a more sustainable meeting in the city. The initiative brings to life the ambitions of the United Nations Sustainable Development Goals (UN SDGs) through an interactive workshop for meeting planners, professional conference organisers and academic conference ambassadors looking for practical tips on delivering a sustainable conference, aligned to the UN SDGs. See: https://peoplemakeglasgow.com/greener.

3 Events

3.1 Glasgow Life Events team is committed to the delivery of sustainable events and is working with colleagues across Glasgow Life to align events sustainability work with the wider GL and GCC policy and ambitions.

3.2 The events team are represented on the Glasgow Life Energy Efficiency Workstream group as well as GCC's Sustainability and Biodiversity working group.

3.3 The following provides information about some upcoming events and the focus on environment and sustainability that will be embedded within these events.

3.4 2023 UCI Cycling World Championships

3.4.1 Glasgow and Scotland will host the inaugural 2023 UCI Cycling World Championships, which will bring together 13 world championships from the 3rd to the 13th of August this year. Glasgow Life is delivering eight of these world championships, as well as the national volunteering programme, on behalf of Cycling World Championships Ltd.

3.4.2 The 2023 Cycling Worlds Sustainability Strategy Framework focusses on 3 key pillars:

- *People* – circular economy innovation, raise awareness of the climate emergency and empower local people to deliver a sustainable event and legacy, as well as embed equality, diversity and inclusion (EDI) considerations and practices.

- *Place* - *e*ngage with new audiences to increase wider participation and advance Scotland as a cycling nation, promote Scotland's natural and cultural heritage to visitors across all regions, raise awareness of sustainable and responsible tourism principles and champion Scotland as a Land of Good Food and Drink.

- *Planet* - Celebrate the Power of the Bike for taking action on climate change, air pollution and improving health and well-being, eliminate emissions wherever possible to deliver a low carbon event contributing towards Glasgow and Scotland's Net-Zero goals aligned with the 1.5°C ambition of the Paris Agreement. Implement best practice and innovate to become a model for future events in Scotland and around the world.

3.4.3 The Cycling World Championships Ltd team lead on the delivery of this framework and have produce EDI and Sustainable Event Charters to support event delivery partners in implementation.

3.5 UK&I UEFA EURO 2028 Men's Football Championships Bid

3.5.1 Glasgow has confirmed its commitment to a UK and Ireland bid to host the UEFA European Football Championships 2028 at Hampden Park, in partnership with the SFA, Scottish Government and the respective FAs and Governments across the UK and Ireland.

3.5.2 Glasgow Life is coordinating the bid development in collaboration with a central bid team hosted in the FA, Scottish and UK Partners.

3.5.3 UEFA recently launched their sustainability strategy, which places sustainability at the heart of event management and legacy. Following the submission of the preliminary bid dossier in November 2022, further work is being completed ahead of the final submission to UEFA in April 2023, including the development of a sustainability chapter. This will outline the sustainability concept for UEFA EURO 2028 and consist of three plans: a good governance plan, an environment plan and a human rights plans with the aim of providing positive, long-term, and holistic benefits on all levels.

3.6 World Athletics Indoor Championships 2024

3.6.1 The Local Organising Committee (LOC) has aligned itself with World Athletics sustainability strategy 'Athletics for a Better World'. There are six pillars of focus: Leadership in sustainability; sustainable production and consumption;

climate change and carbon; local environment and air quality; global equality; and diversity, accessibility and wellbeing.

3.6.2 A comprehensive sustainability strategy is currently being developed in conjunction with World Athletics strategy and in addition to this, the LOC will embed sustainability and the wider social impact functional areas at its core.

4 Venues and Investment

4.1 Glasgow Life manages some of the most prestigious buildings in the UK as well as some of the most challenging in terms of their carbon footprint, our swimming pools, heritage buildings and air-conditioned gyms all pose particular challenges, dealing with porous fabric and ageing plant in many of our venues can prove difficult.

4.2 Glasgow Life has invested £5.9million since 2010/11 in a wide range of energy projects including: the installation of efficient heating plant, variable speed drives, combined heat and power systems, pool covers, insulation, voltage optimisation and LED lighting. Funding sources are as follows:

- Glasgow Life external funding £0.25m
- Glasgow City Council Central Energy Efficiency Fund (CEEF) £0.46m
- Glasgow Life £1.9m
- Glasgow Life Salix £3.3m

4.3 The cumulative energy and carbon savings from energy projects completed between 2011 and 2023 has been 27million kWh and 6,100 tonnes of CO_2, see appendix 2.

4.4 Sustainability is a focus on every venue related project that Glasgow Life undertakes whether it is an opportunity to increase insulation to pipework or to consider more wide-ranging initiatives. The most recent capital development of the Category A listed Burrell Collection incorporated sustainability into every facet of the project from re-use of materials to improving the thermal envelope, installation of intelligent controls and solar panels which generate a peak electricity supply of 140kW. The Burrell achieved a BREEAM rating of Excellent, putting the building in the top 10% of energy efficient buildings in the UK.

4.5 Ten of our major visitor attractions have also achieved Green Tourism accreditation.

5 Staff Engagement

5.1 To support our initiatives and ongoing commitment to carbon reduction, structures are in place to ensure awareness within Glasgow Life remains high and that all staff are involved in supporting our carbon reduction targets and identifying opportunities. This includes having a network of over 80 Energy

Champions across all our venues and service areas who work to identify opportunities and raise awareness within their teams and with customers.

5.2 Our Energy Champions are supported in their local campaigns with information and resources from Glasgow Life's Environment Resource Pack which provides hints and tips, campaigns and toolbox talks which can be utilised in all areas of our services.

5.3 Glasgow Life's Energy Efficiency Workstream has representatives from all service areas as well as our corporate services. This group meets regularly to discuss staff engagement and to support Energy Champions through site visits and developing ideas and initiatives to raise awareness of sustainability and energy reduction.

5.4 The Energy Efficiency Workstream has developed and delivered eight Energy Conference and Awards Ceremonies since 2011 which has brought our Energy Champions, Speakers, our Board and representatives from the Council Family together to hear about the successes over the previous year and to congratulate individuals and teams who have gone above and beyond in delivering on energy reduction, innovation and implementing sustainable practices in their services and venues.

6 Reporting

6.1 The Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018 (the 2018 Regulations) implement the government's policy on Streamlined Energy and Carbon Reporting (SECR). Glasgow Life provides an annual SECR report as required by these regulations.

6.2 The SECR report states the annual gross quantity of emissions in tonnes of carbon dioxide utilising the Government emission conversion factors for greenhouse gas company reporting. The scope of the reporting is in three sections:

Scope 1: Direct GHG emissions - includes emissions from activities that release omissions into the atmosphere. Examples include emissions from combustion in boilers and vehicles.

Scope 2: Energy indirect emissions - includes emissions from our consumption of purchased electricity, heat, steam and cooling.

Scope 3: Other indirect emissions - emissions that are as a consequence of our actions, but the source is not owned or controlled, and which are not classed as scope 2 emissions. For example, business travel in private cars.

See appendix 3 for the 2021/22 SECR report.

6.3 Key Performance Indicators (KPI) play a large part of our communications across Glasgow Life. The targets and results are discussed monthly with each service area and this facilitates opportunities to discuss improvements that can be made. The KPI meetings really make a difference in highlighting problems

or issues within our estate at an early stage and these can be resolved, or action plans put in place to find solutions to more complex problems.

6.4 Monthly updates on energy consumption and costs are reported to our Senior Management Team through the Glasgow Life Operations Board.

6.5 Glasgow Life contracts with specialist built environment analysts to work on areas of our estate where we cannot readily identify where energy is being used from our own investigations. This approach has resulted in numerous savings across the estate, an example of this is Riverside Museum, which, following 12 months of analysis and completion of remedial works, produced consumption and carbon savings of 26% of gas and 18% of electricity. The costs of the works paid back within 6 months and the project was shortlisted for the CIBSE Building Performance Awards under the Energy Management Initiative category.

7 Conclusion

7.1 Glasgow Life recognises that across all our service areas we have a wide range of activities supporting sustainability, carbon reduction, biodiversity and responsible procurement and that these activities need to be captured to enable effective reporting and to share opportunities and ideas across service areas.

7.2 We will do this by implementing our Environmental and Sustainability Policy which was approved by Glasgow Life's Board on 25 January 2023. See appendix 4.

7.3 The policy commitments made within the document necessitate the development of an action plan with the following key features, this will be a priority for Glasgow Life during 2023/24:

- specific, measurable, achievable and realistic approaches to meeting commitments;
- clear outcome and impact measurements based on a robust baseline and targets; and
- reviewing and reporting progress annually.

7.4 It is recommended that the Action Plan will use the United Nations Sustainable Development Goals and measurement of direct and indirect emissions using the Greenhouse Gas Protocol or other appropriate measures.

7.5 In addition, Glasgow Life will continue to work with GCC, reporting and benchmarking Glasgow as a sustainable tourism and events city on the Global Destination Sustainability Index.

7.6 Glasgow Life remains committed to working with Glasgow City Council in the development of ambitious plans across the city to reach net zero by 2030. We are supporting the councils ambitious plans for the installation of photovoltaics (feasibility studies are underway for Kelvin Hall) and district heating systems.

7.7 In April 2023 Glasgow Life will be launching a new monthly themed awareness raising campaign and competitions for all our staff to participate with, this will culminate in our 9th Energy Conference and Awards Ceremony around April 2024.

7.8 Glasgow Life is currently working on the approach to the implementation of our action plan and are developing a proposal to engage with expert consultants to provide support in operationalising key recommendations into all Glasgow Life service areas in their environmental and sustainability journey.

7.9 Glasgow Life will present an update on progress to the Net Zero and Climate Progress Monitoring City Policy Committee on an annual basis.

8 Policy and Resource Implications

Resource Implications:

Financial:	There are no financial implications
Legal:	There are no legal implications
Personnel:	There are no personnel implications
Procurement:	There are no procurement implications

Council Strategic Plan:

3. Fight the climate emergency in a just transition to a net zero Glasgow

4. Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities

Equality and Socio-Economic Impacts:

Does the proposal support the Council's Equality Outcomes 2021-25? Please specify.	Yes
What are the potential equality impacts as a result of this report?	No significant impact
Please highlight if the policy/proposal will	N/a

help address socio-economic disadvantage.	

Climate Impacts:

Does the proposal support any Climate Plan actions? Please specify:	Yes, this work undertaken by Glasgow Life supports the following Climate Plan Actions Action 2 – Engage in Climate Conversations Action 29 – Ensure historic buildings are resilient to the impacts of climate change Action 41 – Upgrade insulation and heating of building stock
What are the potential climate impacts as a result of this proposal?	This report details work undertaken by Glasgow Life to reduce energy consumption, reduce CO2 emissions, and support sustainable events and economic development in the city.
Will the proposal contribute to Glasgow's net zero carbon target?	Yes

Privacy and Data Protection Impacts:

Are there any potential data protection impacts as a result of this report Y/N	No
If Yes, please confirm that a Data Protection Impact Assessment (DPIA) has been carried out	

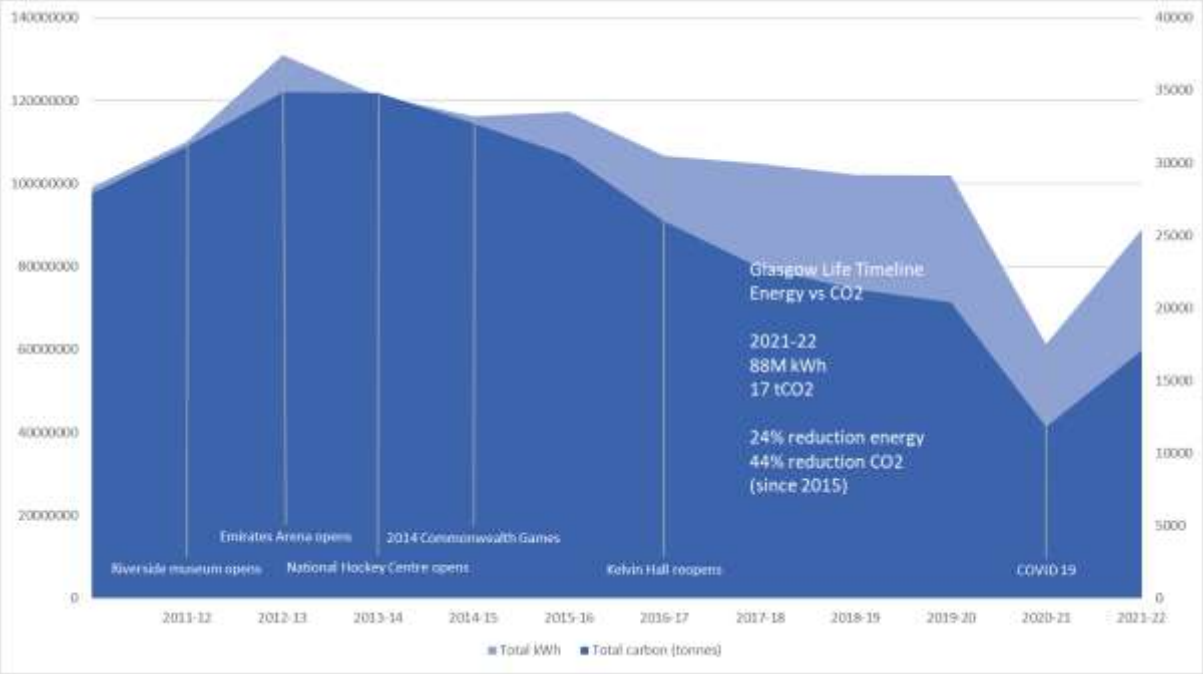
9 Recommendations

Notes

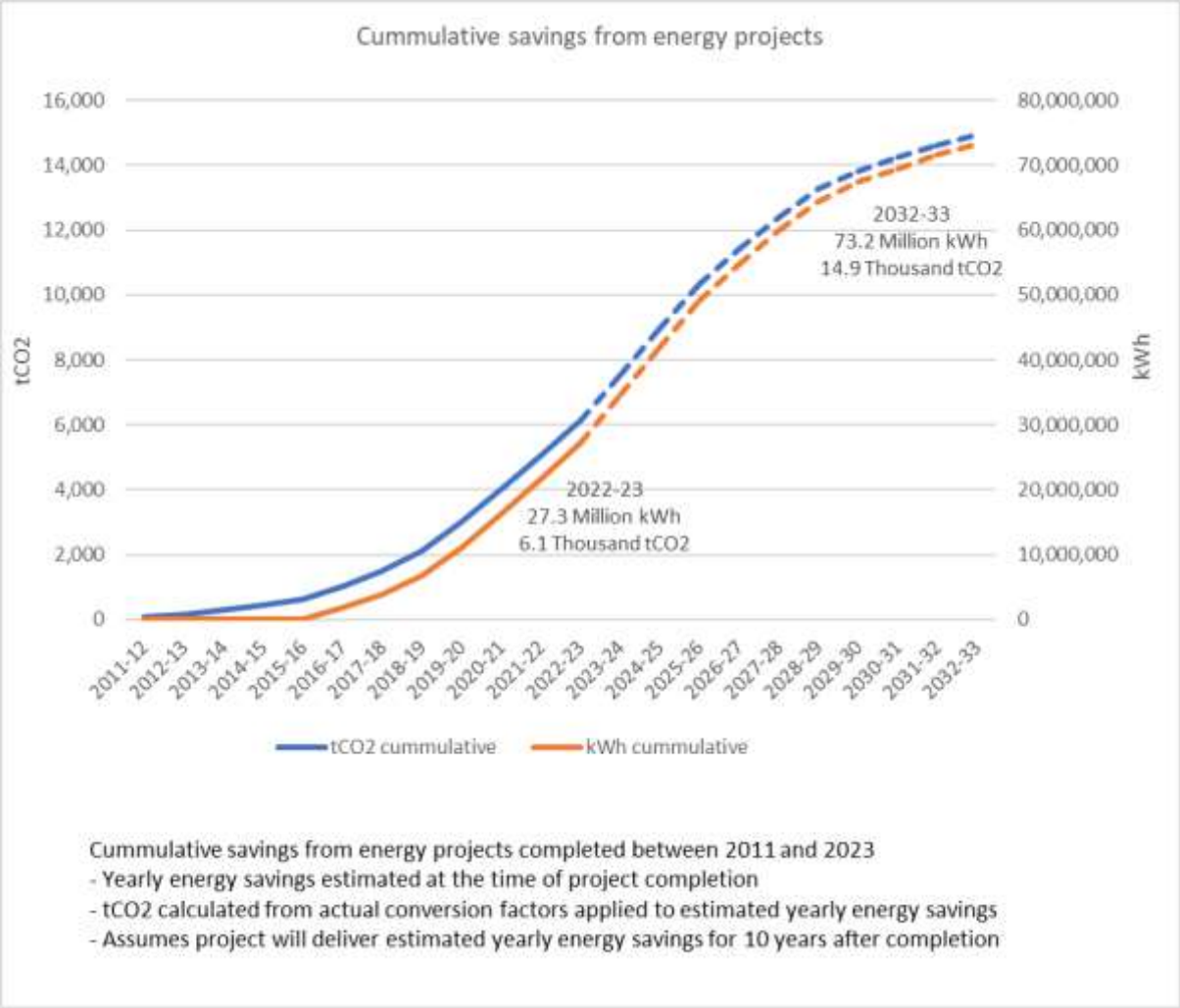
The Net Zero and Climate Progress Monitoring City Policy Committee is asked to:

1. Note the content of the report.

Appendix 1


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Glasgow Life Timeline
Energy vs CO2
2021-22
88M kWh
17 tCO2
24% reduction energy
44% reduction CO2
(since 2015)
Emirates Arena opens
2014 Commonwealth Games
Riverside museum opens
National Hockey Centre opens
Kelvin Hall reopens
COVID 19
2011-12
2012-13
2013-14
2014-15
2015-16
2016-17
2017-18
2018-19
2019-20
2020-21
2021-22
Total kWh
Total carbon (tonnes)

Appendix 2



Cummulative savings from energy projects completed between 2011 and 2023
- Yearly energy savings estimated at the time of project completion
- tCO2 calculated from actual conversion factors applied to estimated yearly energy savings
- Assumes project will deliver estimated yearly energy savings for 10 years after completion

Appendix 3: SECR Report 2021/2022

Energy Source	Consumption	Units	Scope	kg CO2e	tCO2e
Gas – total kWh (kilowatt-hours) used for the year taken from gas bills	62,858,961.80	kWh	Scope 1	11,513,247.44	11,513.25
Electricity – total kWh (kilowatt-hours) used for the year taken from electricity bills	26,235,977.70	kWh	Scope 2	5,570,685.15	5,570.69
Indirect energy emissions (district heating system). Total kWh (kilowatt-hours) used for the year taken from end of year statement	3,627,805.00	kWh	Scope 2	619,375.15	619.38
Indirect energy emissions (leased property). Electricity - total kWh (kilowatt-hours) used for the year taken from electricity recharge bills	20,627.95	kWh	Scope 2	4,379.93	4.38
Indirect energy emissions - transmission and distribution (electricity). Total kWh (kilowatt-hours) used for the year taken from electricity bills	26,235,977.70	kWh	Scope 3	492,974.02	492.97
Indirect energy emissions - transmission and distribution (district heating system). Total kWh (kilowatt-hours) used for the year taken from end of year statement	3,627,805.00	kWh	Scope 3	32,613.97	32.61
Indirect energy emissions - water supply. Total m3 (cubic meters) used for the year taken water bills	249,702.00	m3	Scope 3	37,205.60	37.21
Indirect energy emissions - water treatment. Total m3 (cubic meters) used for the year taken water bills	222,000.03	m3	Scope 3	60,384.01	60.38
Indirect energy emissions - waste. Total tonnes used for the year taken from waste bills	67,237.44	Tonnes	Scope 3	23,191,205.68	23,191.21
DMR	*17,432.64*	*Tonnes*	*Scope 3*	*371,203.07*	*371.20*
Food	*514.56*	*Tonnes*	*Scope 3*	*4,605.67*	*4.61*
Glass	*460.80*	*Tonnes*	*Scope 3*	*9,812.08*	*9.81*
Residual	*48,829.44*	*Tonnes*	*Scope 3*	*22,805,584.87*	*22,805.58*
Transport – total mileage for fuel costs reimbursed from staff claims = 35,164.00	35,164.00	Miles	Scope 3	9,703.86	9.70
Total	**123,181,258.62 kWh**			**41,531,775 kg CO2e**	**41,532 tCO2e**

Intensity ratio	Emissions data (tCO2e) compared with an appropriate business activity (staff numbers as per end of 2021-22, full time equivalent)		41,532 tCO2e / 1883.01 Staff = 34.37 tCO2e per capita
Energy efficiency measures	In 2021-22, Glasgow Life invested £208,624 in energy projects including LED lighting, variable speed drives, water AMR installations, and energy surveys to determine future projects. Energy savings are estimated to be 116,290 kWh with a carbon reduction of approximately 33 tCO2e per year.		

Appendix 4

Glasgow Life
Environmental and Sustainability Policy
January 2023

Introduction

This document outlines Glasgow Life's Environmental and Sustainability Policy.

Background

The impact of climate change and environmental degradation is evident locally, nationally, internationally and globally. Catastrophic damage to eco-systems by human action presents a global existential threat. The recent Climate Change Conferences, COP26 in Glasgow and COP 27 in Sharm el-Sheikh highlighted the need for global political action and the challenges around achieving this. There is a duty for organisations to recognise and adopt ambitious environmental and sustainability policies. There are also legislative and policy requirements. In addition, consumers, funders and partners demand commitments from businesses of all kinds to limit their environmental impact and improve sustainability.

Policy Context

There are a wide range of policy and legislative drivers operating at global, international, regional, national and local levels. These are complex but feature a number of key themes. Broadly these are framed around:

- Net zero, namely recognising the primary role of human activated carbon emission in climate change and the move towards minimising harmful levels of carbon in the atmosphere via a programme based on capture, trading and reduction at all levels. The 2015 Paris Agreement limited global temperature rises to 1.5 Celsius.

- Adaptation, namely mitigation of the impact of climate change and including hard infrastructure such as flood prevention and building design but also adapting economic systems to reduce consumption and operate sustainably via re-use

and re-cycling programmes.

- Bio-diversity, namely protecting habitat including wildernesses, enabling the maintenance of complexity within eco-systems and clean and healthy air, water, soil and seas.

- Energy, namely shifting towards renewable energy systems and infrastructure and improving energy conservation and reduction.

There is also increasing pressure around climate justice, namely restitution and compensation for countries in the developing world which are experiencing the worst impacts of climate change based on the activities of the historical and contemporary activities of the developed world in terms of pollution and resource extraction. Glasgow Life will ensure that our response to meeting climate challenges will not negatively impact our poorest or more vulnerable communities.

At a national level the Scottish Government has committed to achieving net zero by 2045. The ongoing Programmes for Government and National Performance Frameworks feature a range of environmental and sustainability objectives across the board. There are also a number of specific national action plans underpinning the Environment Strategy for Scotland. These include the Scottish Climate Change Adaptation Programme, the Food Waste Reduction Action Plan and the Circular Economy Strategy.

At a local level Glasgow City Council (GCC) has committed to achieve net zero by 2030, fifteen years earlier than the Scottish Government's target. The GCC City Strategic Plan 2022 to 2027 specifies "fight[ing] the climate emergency is a just transition to a net zero Glasgow" as one of the city's four Grand Challenges.

Glasgow Life provides a huge range of services for people living, working, studying or visiting Glasgow. We manage every kind of venue across the city from international sporting, cultural and heritage destinations to facilities in the heart of local communities. We employ a large number of staff and procure significant levels

of goods and services. Our approach to environmental sustainability is a key part of helping fight the climate emergency locally.

Environmental and Sustainability Policy

1. **Context**

   As a charity set up to benefit the people of Glasgow, we deliver cultural and sporting programmes, experiences and events that improve the mental, physical and economic wellbeing of the city. Our strategic priorities are to:

   - Advance culture and sport in the city
   - Improve mental and physical wellbeing of local communities
   - Support the vibrant city economy
   - Re-invest income to achieve our vision

   Our vision, mission and purpose are only meaningful if they are delivered sustainably.

   Although we have been working to identify and reduce the negative environmental impacts of our business, we recognise that we need to significantly increase our efforts and further mainstream and embed sustainability across all our functions.
   This document provides an overarching framework coordinating and integrating the environmental and sustainability components of all our operational and strategic policies.

2. **Scope**

   We recognise that there are three inter-related environmental crises driven by human action. These are:

   - Climate change primarily caused by emission of carbon
   - Habitat loss and bio-diversity degradation
   - Pollution

We will increase our efforts to address Glasgow Life's contribution to each of these factors, but also to mitigate against their emerging consequences.

3. Approach

We will increase our efforts to coordinate and integrate environmental and sustainability factors across all operational and strategic policies and ensure these are deeply embedded in our organisational culture. We will focus on factors within our control, work in partnership with environmental and sustainability organisations and specialists and seek to influence others.

We will continue to align our efforts with the city's Climate Action Plan, working in collaboration with Glasgow City Council.

4. Focus

Our policy has two main areas of focus. These are:

- Environmental – we will limit the negative environmental impacts of our business with a particular focus on reduction carbon emissions, reducing pollution and protecting and enhancing the environment.

- Sustainability – we will mainstream sustainable practice across all of our business functions.

5. Policy Commitments

Our specific policy commitments are to:

- Reduce carbon emissions and increase energy efficiency across our venues, programmes and activities with a view to contributing towards the achievement of Glasgow's net zero 2030 target date.
- Raise awareness and encourage and enable environmental sustainability and incorporate this into our core activities and service planning for staff via internal communication and training.
- Promote sustainable and active travel and reduce car use.
- Reduce waste and dispose of waste responsibly.

- Focus on sustainable procurement, namely working with suppliers and partners to address climate impact and promote the circular economy.

Specifically, we will:

  - Apply whole life costing throughout the procurement process and include this in contract evaluation criteria where appropriate.
  - Promote and adopt circular economy approach to re-use, repair and re-cycling of goods and materials.
  - Continue to work with Zero Waste Scotland to obtain expert advice and training for relevant staff.
  - Take into consideration the natural environment when planning programmes and events to minimise loss of local biodiversity.
  - Use and promote Scottish Government Sustainable Procurement Tools.

- Apply land maintenance protocols to protect the greenspaces we manage and explore the potential to enhance biodiversity and greenspace within the footprint of our venues
- Raise awareness and encourage and enable environmental sustainability via public and community learning and activity programmes.
- Support Glasgow's sustainable and responsible visitor economy, namely via contributing to building a sustainable tourism sector and showcasing the city as a sustainable visitor destination and event host.
- Use our core purpose to highlight climate change, environmental and sustainability issues and to enable constructive action and change in our activities.
- Maintain local biological records to the highest possible standards and share information to enable species protection, change monitoring. planning and research and the promotion of wildlife and habitat recording amongst local communities.
- Ensure sustainability is considered when entering into partnership agreements.

6. Action Plan

These policy commitments necessitate the development of an action plan with the following key features – this will be a priority for Glasgow Life during

2023/24:

- specific, measurable, achievable and realistic approaches to meeting commitments;
- clear outcome and impact measurements based on a robust baseline and targets; and
- reviewing and reporting progress annually.

It is recommended that the Action Plan will use the United Nations Sustainable Development Goals and measurement of direct and indirect emissions using the Greenhouse Gas Protocol or other appropriate measures.

7. Related Policies

Glasgow Life is responsible for the policy development and delivery of a number of key city strategies, listed below. These and other Glasgow Life policies will consider environmental and sustainability impacts.

City Strategies

- Glasgow's Tourism and Visitor Plan
- UNESCO City of Music
- Glasgow's Events Strategy
- Vision for Glasgow Libraries
- Glasgow's Community Learning and Development Plan

Glasgow Life Strategies, Policies and Plans

- Glasgow Life Procurement Strategy 2022-2025
- Glasgow Life Energy Plan
- Glasgow Life Ethical Fundraising Policy
- Glasgow Life Travel Policy

Future strategies which will incorporate these commitments include:

- Glasgow's Sport and Physical Activity Strategy
- Glasgow's Cultural Strategy