Events Action Plan 2024 - 2027
Supporting the Glasgow Events Strategy 2035

Strategic Focus

The Events Action Plan 2024 - 2027 sets out to support the delivery of the Glasgow Events Strategy 2035, which is structured around three strategic priorities:
1. *The rights events for Glasgow*
2. *Great to do business with*
3. *Protect today and tomorrow.*

Strategic priorities: contributing to Glasgow's wider economic, social and community aims.

Existing city strategies have identified where Glasgow is best to focus its attention to achieve wider economic, social and community aims. To be well-delivered, events also rely on many of the same things that make everyday life enjoyable: accessible parks and venues, reliable public transport, safe and clean streets, a supported workforce, and a thriving natural environment.

Events will not achieve these things alone, but they can be a key driver. There is great advantage in focusing efforts on shared aims to make change happen. Given the symbiotic relationship events have with other aspects of city life, this strategy has been developed with wider strategies in mind.

Glasgow City Council Strategic Plan 2022-2027

Events can contribute directly to the four Grand Challenges for Glasgow noted within this strategic plan:
- Reduce poverty and inequality in our communities
- Increase opportunity and prosperity for all our city's residents
- Fight the climate emergency in a just transition to a net zero Glasgow
- Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities.

Glasgow City Council's Strategic Plan also includes missions which are relevant for events:
- Support Glasgow to be a city that is active and culturally vibrant
- Support the growth of an innovative, resilient, and net zero carbon economy

Glasgow 2030 Tourism Strategy

Festivals, concerts, live music, and major events are lead drivers of visitation – so growing Glasgow's event sector will also increase the economic value of tourism. City amenities, creating attractive places for people to spend time in, and city centre placemaking are shared conditions of success. So too are the importance of expanding and upgrading facilities

for major events, stepping up sustainability and accessibility, developing an events calendar that appeals to visitors and local people throughout the year, and celebrating the city's diverse communities.

The principles for delivery within the Tourism Strategy also fully align with the Glasgow Events Strategy 2035:
- Everyone's included: all initiatives provide space and opportunities for those with disabilities and for those experiencing poorer economic outcomes to participate and contribute fully
- We take a Team Glasgow approach, with ever closer collaboration between public sector and industry
- Glasgow's people are informed and engaged in decisions on tourism development that affect them

Wider UK and Scottish events strategies

Glasgow's intent is to look for areas of alignment in the priorities of UK Sport, Glasgow, and EventScotland for the largest events. UK Sport's priorities are being renewed but are expected to remain focused on driving wider outcomes, beyond economic and sport. Scotland's National Events Strategy 2024–2035 has a specific focus on developing a responsible events sector that contributes to Scotland's wellbeing economy, with an inclusive portfolio for participants, workforce, communities, and visitors. There are also areas of shared interest for developing, measuring, monitoring, and reporting impacts to establish and demonstrate progress. Wherever possible, this strategy for Glasgow aims to use complementary measures, structures, and policies.

Glasgow Events Strategy Action Plan 2024-2027

The table below includes the three priorities of the strategy. Under each heading, a brief explanation of the priority and *why* it is important is provided, followed by a high-level overview of how it will be achieved and what success will look like over the 10-year period. Then, details are listed, in broad terms, of actions to be undertaken over the first period, 2024-2027: *what* the immediate actions are, delivered by *whom*, and *when*.

The left-hand column highlights, in bold, the lead organisation for the action/s. Any supporting partners are listed underneath. For ease, abbreviations are used to represent the key participant partners:

- GL   – Glasgow Life
- GEB   – Glasgow Events Board
- GESIG   – Glasgow Events Sector Industry Group
- ES   – EventScotland
- UKS   – UK Sport
- GCC   – Glasgow City Council
- AA   – AccessAble
- CoC   – Glasgow Chamber of Commerce

STRATEGIC PRIORITY ONE – The right events for Glasgow

Priority One	The right events for Glasgow
What this means	A deliberate portfolio mix of community, commercial and publicly funded events across genres, and of varying scale – to meet the needs of citizens and the city's strategic priorities while recognising the resource challenges facing Glasgow.
	The portfolio continues to drive economic impact, visitation to the city and its international profile but ensures that events are accessible for, and connected to, Glasgow's citizens.
	The city's unique selling point is Glasgow and Glaswegians. Connection to both the city and its people will be what defines 'the right events.'
We will do this by…	Working with the commercial sector so that its businesses can succeed, while also adding wider value to Glasgow.
	Choosing publicly funded events to achieve city outcomes, and national priorities for the largest events.
	Ensuring that events delivered by and for communities are representative of Glasgow's residents.
	Continuing to prioritise events that drive economic value and/or international profile.
	Ensuring every event has principles of equality, diversity and inclusion embedded in its design and delivery.
	Creating a portfolio that reflects a spread of events by type, impact, time of year and location.
	Encouraging different models of event delivery to integrate commercial funding opportunities into events.
Success looks like…	A regular pipeline of new and/or major events
	An industry which prides itself on aligning to the culture and identity of Glasgow.
	Clarity and visibility of criteria and process for event selection for public funding and use of public spaces to support the vision.
	A range of positive impacts including visitation, economic, sustainability, international profile, and social impact.
	A city that looks within, and to, its diverse cultural communities, as well as outside to develop and fund its event portfolio.
	A portfolio spread across the year, genres, and Glasgow's communities.

A portfolio with broad appeal for the diverse people of Glasgow as well as city visitors.

A city where events are good for Glasgow, and benefit Scotland.

A portfolio where events organisers have considered and planned legacy as part of their event delivery.

Lead Org / Team	Action	Key Milestones / Targets	Timescale
A strategy aligned portfolio and decision-making process			
GL	Refresh core criteria for events subvention based on strategic direction and vision for Glasgow.	Core criteria developed for approval by the GEB and incorporated into associated enquiry, application, and governance documentation.	August 2025
GL	Review Glasgow's events portfolio, pipeline, and calendar to assess strategic alignment and identify gaps and opportunities.	Analysis produced and presented to the GEB. Considerations will include seasonality, genre, sustainability, EDI, and economic value – along with one-off vs annual events, homegrown vs peripatetic events – and will also consider spread across the city, genre, and appeal to the widest possible spread of citizens.	November 2025
GL	Develop an events 'growth pathway' to identify, enable and support events with the potential to grow their positive impact on their community, city, and nationally, and develop self-funding mechanisms.	Review engagement and knowledge-sharing with the wider events sector and events organisers in collaboration with GL arts, sport, and communities, and GCC to identify events with potential to grow, including any that are supported as part of Glasgow 850. Identify potential mechanisms of support beyond subvention to enable growth, including identifying sector mentors and knowledge share.	November 2025 November 2025
GL	Identify specific metrics aligned to core criteria and develop a regular evaluation programme to support the assessment and reporting of events, as well as inform future planning.	Event metrics established to align with event impacts, and evolving social impacts and wellbeing measures. To include carbon foot printing. Coordinate events evaluation programme.	August 2025 August 2025
GL	Update events organisers and partners on the new Glasgow Events Strategy, refreshed core criteria, and application and decision-making process, to provide clarity and transparency.	Provide an update to events organisers at a briefing session, and signpost them to resources. Add these to Visit Glasgow B2B website with new core criteria, eligibility checklist and funding guidelines.	August 2025
GL **GCC**	Promote awareness of Glasgow strategies, and policies that align with events, to events organisers and industry partners.	Produce a summary of city strategies and policies that align with events to provide a central reference for local and national industry.	June 2025

		partners on the Visit Glasgow B2B website and distribute to key partners.	
Representative events			
GL **GCC**	Develop a model that enhances community roles in the planning and delivery of events, including through volunteering.	Review and refresh approach to engaging with communities in the planning and delivery of events.	December 2025
GCC **GL**	Establish a baseline of EDI requirements for events that are supported or hosted in GL / GCC venues and spaces.	Collaborate with key community groups to identify a baseline of EDI requirements.	November 2025

STRATEGIC PRIORITY TWO – Great to do business with

Priority Two	Great to do business with
What this means	An integrated and cohesive industry ensures a clear and supported path to successful event delivery, which is well communicated to all stakeholders, including Glasgow's residents.
We will do this by…	Telling the relevant story to businesses and citizens about the benefits that events bring to Glasgow.
	Maintaining a user-friendly, relationship-driven process, which connects events organisers with the public sector for all aspects of events delivery.
	Providing dedicated facilitation support to manage regulatory and compliance for complex events and a clear process for all event types.
	Ensuring public funding to support the vision is distributed with clear criteria and fair processes, providing clarity for decision-making.
	Maintaining and promoting Glasgow's suite of event venues and public spaces so they are well known and accessible for events organisers and attendees.
	Enabling every event delivered in Glasgow to support this Events Strategy – from supply chain and public sector policy, through to marketing and leveraging.
Success looks like…	Clear and shared vision for events in Glasgow stated clearly in the Strategy and understood.
	An integrated industry partnership which is cohesive, collaborative, and resilient.
	Increased economic activity by maximising the generation of income for businesses in Glasgow and creating and sustaining jobs and prosperity.
	Clearly identified roles and responsibilities with a user-friendly, relationship driven process for new events.
	Work as a partner with new and existing events organisers to maximise benefits for all of the city.
	Streamlined, accessible and transparent processes, while still maintaining safe event environments.

Lead Org/ Team	Action	Key Milestones	Timescale
Shared Vision and Strategy for Events			
GL **GCC**	Finalise and launch the Glasgow Events Strategy 2035, outlining a clear and unifying vision for the city, key priorities, and an associated Action Plan for the next 2 - 3 years.	Glasgow Events Strategy 2035 approved at City Administration Committee. Glasgow Events Strategy 2035 and Action Plan launched with industry partners at a launch event and published online.	October 2024 November 2024
User-friendly, relationship-driven processes			
GL GCC GESIG GMEB	Review and streamline the customer process and pathway for hosting events in Glasgow – identifying roles and dedicated facilitators to enable a transparent and consistent approach from enquiry to delivery for distinct types of events.	Customer journey, process and roles agreed, with a user-friendly process map produced. Develop a model of supporting successful delivery of distinct types of events in the city to harness existing knowledge, expertise and resources across GCC/GL, which may include personnel and cost recovery, depending on the scale (shared services). Consideration given to strategic alignment and connection with city priorities, accessibility, sustainability, and EDI, as well as signposting between commercial and publicly-owned venues and spaces. Updated as policies develop. Review and update Visit Glasgow B2B and Glasgow City Council websites and communications to support approach, including publishing the process map to signpost for new enquiries. Maintain a process for ongoing feedback from events organisers to inform future developments.	June 2025 June 2025 July 2025 August 2025 Ongoing
Accessible Venues and Spaces			
GCC **GL** Events, Arts, Music, and Cultural Venues,	Increase the accessibility and communication of accessibility information for Glasgow's events venues and spaces.	Incentivise and encourage commercial events organisers and venue owners to conduct accessibility audits and promote these as part of Glasgow's accessibility credentials.	From January 2025

Sport, Museums, Infrastructure and Facilities Management		As usual activities, embed venue and event accessibility, along with EDI and sustainability, into GL/ GCC strategic and operational planning and business.	From June 2025 to June 2026
		Conduct accessibility audits on all GL delivered events to inform future event planning and design.	September 2025
		Increase the number of Glasgow venues which have accessibility information guides on Accessible, and link to these reports from venue finder on Visit Glasgow B2B page.	September 2025
GCC, GL, Scottish Government, Transport Scotland, EventScotland, GESIG, Glasgow Tourism Partnership City Centre Task Force	Work with Scottish Government and transport providers to explore integrated ticketing for events and a service provision that enhances accessibility, safety, sustainability, and the overall event experience for attendees.	Establish a working group to develop a brief for, and commission a feasibility study, in order review successful models in other cities and develop a set of recommendations and options for partners to consider. Include any existing work underway within GCC. Present recommendations for integrated ticketing presented to GCC for decision.	August 2025
		Ensure input from national and city forums across key sectors, industry partners (venues, events owners and organisers), community groups and the public at key stages, from feasibility and recommendations through to implementation.	January 2026/ ongoing
GCC	Review city spaces available for events and activation to offer as further opportunities/options for organisers to host events.	Complete the review and present report to GEB.	June 2025
Alignment and Collaboration with Industry			
GL Industry Partners	Establish an Industry Group (GESIG), with representatives from public, commercial, third sector, and communities who participate in delivering events in order to provide an informed voice and knowledge-bank for industry regarding the delivery of the Glasgow Events Strategy.	Engage with industry representatives and relevant agencies to discuss the formation of an industry group to develop a consolidated view, including representatives from diverse communities and the third sector.	January 2025
		Establish Glasgow Events Sector Industry Group (GESIG), assist the group to devise its own terms of reference, ensuring that these fit with the strategy intent and process map. Produce an action plan for the GESIG which is closely aligned to this Action Plan to ensure momentum, buy-in and efficacy.	July 2025

			November 2025
GL **GCOC** **GESIG** GCC EventScotland	Develop and deliver an events industry engagement plan.	Explore opportunities for regular communications and industry workshops to provide updates on industry developments and opportunities, and highlight best practice.	Ongoing
GL **GCC** GESIG City Centre Task Force	Work with GESIG, City Centre Taskforce, industry, and community partners to review and refresh the residents and business engagement model in order to leverage opportunities that events present and maximise their impacts.	Review and refresh approach to engagement, planning and communications to be positive, inclusive, and informative. Finalise and update industry on agreed approach to inform future event planning.	August 2025 November 2025
GL **GESIG**	Work with GESIG and industry partners to review and refresh the collaborative approach that brings together event organisers with GL, GCC, and businesses to drive positive impacts and legacies.	Review existing approach to identify and address gaps and opportunities. Continue to build on approach to driving positive impacts and legacies, and facilitate connections with industry partners, communities and the third sector to maximise positive impacts and legacies from events of differing scale.	August 2025 August 2025
GL	Discuss and agree areas of alignment for the Glasgow Events Strategy with key national and UK partners	Hold specific sessions on the Glasgow Events Strategy with UK Sport, EventScotland, and any other relevant national or international partners to ensure awareness and alignment.	Sept 2024
Clear and accountable governance			
GCC **GL**	Reshape the Glasgow Events Board (GEB), finalising membership, terms of reference, and governance processes based on the Glasgow Events Strategy.	Plan produced to initiate new membership structure and terms of reference for the GEB for input and approval by GCC. Approval of refreshed event enquiry process, event criteria, assessment of events (including subvention events) and decision-making to reflect the Glasgow Events Strategy and governance arrangements at the first meeting of the reshaped GEB. Identify issues, opportunities and decisions for other city forums and committees to ensure GEB is aware and consulted on those that impact the delivery of the Glasgow Events Strategy.	December 2024 August 2025 August 2025

Marketing, Communications and Advocacy			
GL GCC GESIG	Work with GESIG to explore the development and resourcing of an Events Marketing Communications Plan to support the (consumer and industry) promotion and advocacy of events in Glasgow.	Input from GESIG and relevant council/government agencies/community and third sector groups/events partners. Communications to update partners on Glasgow Events Strategy progress and key developments, benefits to the city and its people, and highlight best practice.	Sept 2025 December 2025
GL GCC GESIG	Continue to develop a user-friendly B2B website to hold all content for events, information, and resources.	Work with GESIG and events organisers external to Glasgow for ongoing feedback. Develop case studies of events and best practice across topics important to the Glasgow Events Strategy. Work with GCC to ensure website content and information aligns with, and connects to, strategic and regulatory elements relating to events, as part of the facilitated approach to supporting events.	September 2025 June 2025/ ongoing
GL **GESIG**	Explore opportunities to develop an alternative collaborative financial model for city events marketing campaigns and activations to amplify impact and outcomes, with input from industry partners.	Work with GESIG to develop potential options.	December 2025

STRATEGIC PRIORITY THREE – Protect today and tomorrow.

Priority Three	Protect today and tomorrow
What this means	Glasgow's environment, physical assets and workforce are nurtured, developed, and sustained to meet current and future needs.
We will do this by…	Maintaining, developing, and managing Glasgow's existing suite of event venues and public spaces to meet future needs.
	Connecting and working with privately-owned venues and new developments to meet future needs.
	Nurturing Glasgow's events workforce – including volunteers – to attract, develop and retain good people, reflecting a diverse and inclusive working environment whilst delivering excellence.
	Ensuring policies, guidelines and implementation related to events contribute towards Glasgow's net zero target.
	Tracking event-related initiatives in other cities and maintaining awareness of global best practice.
	Fostering sustainability best practice to reduce waste and environmental impact.
	Informing and educating residents and visitors in support of city priorities, such as waste, decarbonisation, and inclusion through events.
Success looks like…	A city which is recognised globally as a leader in sustainability and accessibility.
	A city where the events industry is accessible and inclusive, and values and develops its diverse workforce.
	Ongoing programmes of development and maintenance nurture the city's physical event assets to be financially sustainable.
	Robust evaluation of events and the portfolio across economic, social and media metrics, aligning with relevant city and national measures.
	A city where the value of events in delivering wider city objectives is recognised and communicated.

Lead Org/ Team	Action	Key Milestones/ Targets	Timescale
Maintain, develop, and optimise assets			
GL	Identify priority events venues, along with their capital and maintenance programmes, in order to develop priority actions.	Identify priority actions for events venue capital and maintenance programme, balanced with wider estate and community needs. Ensure whole-of-life venue costs are considered in venue optimisation decision-making.	May 2025
GL **GCC**	Undertake a city venues and spaces optimisation review to determine accurate usage data, and identify opportunities to build the future pipeline.	Identify opportunities to expand usage of city venues and spaces into new genres, and also optimise usage, by analysing detailed data on usage and also considering where industry makes provision. Promote venues and spaces online and directly to events owners and organisers.	December 2025 December 2025
GCC	Identify new venue and city centre spaces and approach to activation, to provide greater opportunities for event organisers while also managing the impact of city centre redevelopments on events.	Report on city centre spaces with recommendations taken to GEB	November 2025
Building innovation and resilience			
GL GESIG	Explore new models of funding and support for the delivery of the Glasgow Events Strategy, events calendar, and the activation of events in the city.	Continue to explore and evolve the role of the industry and strategic partnerships/collaboration in the attraction, activation, and delivery of events.	December 2025
Building knowledge, capability, and talent pipeline			
GL GCC GESIG ES	Work with GESIG and partners to build events capability, and talent pipeline for the events industry, to support the delivery of the Glasgow Events Strategy, aligning with the national strategy.	Identify city-wide opportunities to build and share knowledge and expertise across the GCC family, and with partners, including industry. Support and enable student internships and knowledge sharing opportunities from specific events, or areas of interest, to promote and support pathways into the events industry.	December 2025 December 2025
GL GESIG ES	Work with industry partners, academic institutions, and EventScotland to build an industry capability plan.	Work with GESIG, Glasgow Industry Group, academic institutions, and EventScotland to review and progress plan. Support and enable student internships and knowledge sharing from specific events or areas of interest.	December 2025 December 2025

		Target under-represented groups through established community organisations and the third sector.	
GL **GCC** GESIG	Leverage events to support employability and skills development.	Approach to include targeting under-represented groups through working with established community organisations, the third sector and appropriate employment platforms.	December 2025
GL **GCC**	Review and identify any gaps in knowledge, expertise and experience that are required to support the successful delivery of the Glasgow Events Strategy.	Plan areas, opportunities and actions for the development or refresh of knowledge, expertise and experience to support the successful delivery of the Glasgow Events Strategy.	April 2025
GL GCC GESIG GCOC	Work with GESIG and Glasgow Chamber of Commerce to continue to build the supply chain for events.	Map local supply chain with input from GCOC. Work with GESIG and suppliers to educate on procurement processes and develop an approach to promoting opportunities (including those related to non-GL events) to suppliers. Identify opportunities for local and regional suppliers to build an international events network.	December 2025 January 2026 January 2026
Embedded sustainable practices			
GL GCC	Develop an Events Sustainability Plan to embed sustainable practices into the planning and delivery of city events.	Strategy and action plan produced, identifying key categories, with an implementation timeline, to embed sustainability into the design and delivery of events, and communications to residents and businesses. Sustainability policy and practice embedded into events design and delivery. Sustainability requirements for events support by the city to be included within guidelines and assessment.	February 2025 From February 2025 November 2025
GCC GL	Support and enable event organisers to embed sustainable practices in the delivery of their events.	Create a sustainability toolkit for events organisers to support and educate them around the design and delivery of events. Produce case studies – to be available online for industry partners - on sustainable practices from GL events.	June 2025 From June 2025

GCC	Implement events sustainability and biodiversity in Parks Action Plan.	Action plan delivered across three years.	Refer to separate action plan
GCC	Develop clear and transparent communicationss around the application and use of Glasgow's Environmental Levy to events organisers, participants and residents.	Clear and transparent communications around the use of Glasgow's Environmental Levy Funds to events organisers, participants, and residents.	March 2025
GL	Develop a GL venue sustainability strategy and action plan to further enhance the sustainability of events.	Audit current sustainability practice and approach.	June 2025
		Develop a strategy and action plan to continue to build on existing work.	August 2025
		Include and monitor sustainability conditions in venue hire agreements, advice, and signposting to support and enable these practices (including suggestions from previous events) and workforce training/operations.	January 2026