



Tourism Action Plan 2026 - 2028
Supporting the Glasgow 2030 Tourism Strategy

Glasgow Tourism Action Plan 2026-2028 - Introduction

The Glasgow Tourism Action Plan 2026-2028 sets out the key activities that will support delivery of the Glasgow 2030 Tourism Strategy. The Strategy identifies that tourism is a vital contributor to Glasgow's economy with culture and events playing a key role in delivering positive sustainability outcomes and social impact for the city.

The Strategy is built around five strategic priorities, each aligned with the national tourism strategy Scotland Outlook 2030:

- 1. Increase the value of tourism to Glasgow's economy**
- 2. Enhance the experiences we offer**
- 3. Create value for Glasgow's people through the tourism sector**
- 4. Support vibrant places across the city and wider region**
- 5. Deliver tourism in a sustainable and inclusive way**

Alignment with the Glasgow City Economic Strategy 2022-2030

Tourism is a diverse and dynamic sector with the potential to enrich the lives of visitors and residents alike by providing jobs, attracting national and international investment, and supporting a thriving cultural, hospitality and retail sector. Tourism does not operate in isolation. It is important to the city that tourism is successful as it supports Glasgow's broader ambitions in many ways.

The Glasgow City Economic Strategy 2022-2030 identifies three Grand Challenges:

- **Enhancing productivity**
- **Addressing the climate emergency**
- **Delivering inclusive growth**

The five priorities within the Glasgow 2030 Tourism Strategy are designed to respond directly to these challenges by promoting an economically, environmentally, and socially sustainable tourism sector.

To deliver the Grand Challenges, the Economic Strategy sets out nine supporting themes:

Developing a Green Economy
Innovation
A Fairer Glasgow

Growing our Economy
City Investment and Financing
Infrastructure and Place

Inward Investment and Internationalisation
Employment and Skills
Supporting Key City Assets

Alignment with Glasgow’s International Strategy: 2025-2030

Priority themes of the strategy focus on global market positioning, inward investment, and international partnerships. By targeting key international markets, leveraging major events and cultural assets whilst supporting tourism businesses and skills development, the Glasgow Tourism Action Plan 2026-28 can act as a delivery vehicle for international ambitions. Embedding responsible tourism within international marketing activity reinforces shared objectives, while governance and data sharing ensure that tourism growth contributes to the economic and global reputation goals of the international strategy.

Alignment with Glasgow’s City Development Plan (CDP)

Glasgow’s CDP is a spatially based plan that integrates tourism as a cross-cutting theme. It recognises the importance of protecting built heritage and open spaces, supporting events and placemaking for residents and visitors. The plan identifies key locations including the city centre. The next iteration of the CDP (CDP2) for Glasgow will incorporate a new policy which will support sustainable tourism development, culture, heritage and the arts, in key locations.

Alignment with the Glasgow City Centre Strategy 2024-2030

The Glasgow Tourism Action Plan 2026–2028 also contributes to the Glasgow City Centre Strategy 2024-2030, particularly under the pillars **Creative and Cultural** and **City Centre Living**. It further supports priority actions including:

- The Avenues Programme
- George Square Redevelopment
- Evening and Night-Time Economy
- Greening the Districts

Alignment with the Glasgow Climate Plan

The Action Plan supports delivery of the Glasgow Climate Plan across all five of its themes:

1. Communication and Community Empowerment
2. Just and Inclusive Place
3. Well-Connected and Thriving City
4. Health and Wellbeing
5. Green Recovery

Alignment with Glasgow Events Strategy 2035 and Glasgow's Culture Strategy 2024-30

Glasgow's Culture Strategy 2024-30 highlights the city's impressive cultural ecosystem including the diverse venues and organisations, museums, parks and outdoor spaces. It also flags Glasgow's important designation as a UNESCO City of Music and the strong sense of local pride and participation in Glasgow's creative life. The strategy prioritises protecting, strengthening and promoting the cultural sector while ensuring it remains inclusive, accessible and sustainable.

The Glasgow Events Strategy 2035 recognises the wide variety of iconic music venues which welcome globally renowned artists year-round, the city's strong track record in delivering internationally important cultural and sporting events and events that generate social, cultural and environmental value alongside economic impact.

Key priorities within these strategies and their supporting action plans are essential to the successful delivery of the Glasgow Tourism Action Plan 2026-2028. Particularly collaboration across the public and private sector, investment in cultural assets and transport infrastructure, and sustainability.

Residents' Survey

As part of the development of this action plan, a digital residents' survey was conducted throughout September and October 2025, receiving approximately 500 responses. The survey sought to understand what matters most to local people and to gauge resident sentiment towards tourism and visitors.

Feedback indicated that resident sentiment towards tourism and visitors was very positive. Over 91% of respondents stated that they like seeing visitors in the city, 74% agreed that Glasgow is a welcoming destination, and 94% recognised that tourism benefits the local economy. Residents also expressed support for sustainable growth, particularly increased overnight stays from international and UK visitors, alongside a desire for more balanced visitor numbers throughout the year. The city will continue to monitor resident sentiment to ensure that tourism remains aligned with local priorities and community wellbeing.

The survey also explored what respondents felt the city should promote more strongly. Feedback highlighted Glasgow's architecture and heritage, art, museums, and green spaces. These themes are embedded throughout this Action Plan and are reflected in actions (1.9, 1.10, 1.11, 2.1, 2.2, 2.5, 2.6, 4.1 & 4.4).

Purpose and Structure of the Glasgow Tourism Action Plan 2026-2028

This document has tabled the five strategic priorities of the Glasgow 2030 Tourism Strategy and identifies how each aligns with Scotland Outlook 2030, Glasgow Climate Action Plan, Glasgow City Economic Strategy 2022-2030 (GCES) themes and the UN Sustainable Development Goals.

For each priority, a short rationale explains its importance for Glasgow, followed by a series of actions outlining **what** will be delivered, **by whom**, and **when**.

In the action plan tables, the **lead organisation** for each action is shown in **bold**, with supporting partners listed beneath. For clarity and ease of reference, abbreviations are used for many delivery partners:

- BID - Business Improvement District (Let's Go Glasgow)
- CoC - Glasgow Chamber of Commerce
- CCTF - City Centre Taskforce
- DG - Destination Glasgow – Tourism, Conventions & Destination Marketing
- GA - Glasgow's Attractions
- GCC - Glasgow City Council
- GCP - Glasgow Cathedral Precinct (multiple partners)
- GCR - Glasgow City Region - Local Authority Tourism Partners
- GESIG - Glasgow Events Sector and Industry Group
- GETG - Glasgow Events and Transport Group
- GLA - Glasgow Airport
- GTAF - [Glasgow Tourism Advisory Forum](#)
- GTEN - [Glasgow Tourism & Events Network](#)
- GL - Glasgow Life
- SEC - Scottish Events Campus
- SDS - Skills Development Scotland
- SPT - Strathclyde Partnership for Transport
- VB - VisitBritain
- VS - VisitScotland

Strategic Priority 1

Increase the value of tourism to Glasgow's economy

<p>Strategic alignment</p>	<ul style="list-style-type: none"> • Scotland Outlook 2030 - Our Diverse Businesses • Glasgow Climate Plan - 2. Just and Inclusive Place • GCES - Growing our Economy; Inward Investment and Internationalisation; Innovation • UNSDGs <div style="display: flex; justify-content: space-around; align-items: center;">    </div>
<p>Rationale</p>	<p>We must focus resources on nurturing those markets which will bring the most economic and social value to the city. This means targeting those markets with a higher spend per visitor and encouraging these visitors to stay in the city for as long as possible. It also means attracting visitors who appreciate the full range of what Glasgow has to offer.</p>
<p>We will do this by</p>	<ol style="list-style-type: none"> A. Carrying out research and facilitating partnerships that help us to understand those visitor markets which bring most value to the city. B. Ensuring that Glasgow is better positioned through promotion in these markets. C. Ensuring that Glasgow is easily reachable from these markets. D. Sharing insights on market intelligence, product innovation and other key areas to help businesses take informed decisions to promote the city.

Strategic Priority 1: Actions

	Lead Org/Team	Action	KPI/Target	Timescales
1.1.	<p>DG & GL Events</p> <p>GL - Events DG - Destination Marketing</p> <p>GCC - City Centre Regeneration GTAF / GESIG GTEN</p>	Utilise available data sources and establish new measures where needed (e.g., City Centre Dashboard, STEAM model) to measure and report on the economic impact of city events and campaigns and utilise these sources for future planning.	<p>Using the STEAM Model, maintain Glasgow's 2024 performance figures for:</p> <ul style="list-style-type: none"> • Direct visitor expenditure (£2.39bn). • Overnight visitor count (4.72m). • Jobs supported (37,000). <p>Increase the 2024 average length of overnight stay (2.0 nights) to 2.7.</p> <ul style="list-style-type: none"> • Production of impact reports for key city events and campaigns which outline impact. • Number of agreed visitor stay metrics developed and reported jointly by GLA and DG to demonstrate visitor value. • Use of City Centre Dashboard to enhance understanding of visitor catchment areas. • Delivery of perception surveys to establish baseline KPIs for DG. 	<p>Oct 2026/27</p> <p>Oct 2027</p> <p>Oct 2026/27</p> <p>Mar 2027</p> <p>Oct 2026</p>
1.2.	<p>DG - Tourism & Conventions</p> <p>SEC City Universities VS Business Events</p>	Working with city partners, continue to secure economic benefit from delegate spend by leading the promotion and marketing of the city for Business Events.	<ul style="list-style-type: none"> • Target: £200m economic benefit from conferences held in the city in 2026-27. Baseline: £120m in economic benefit from delegate spend 2022 (Source: DG - Conventions). • Provision of support through core marketing in the global meetings market, within prevailing budgetary conditions (VS). 	Mar 2027

Strategic Priority 1: Actions

	Lead Org/Team	Action	KPI/Target	Timescales
1.3.	<p>GLA</p> <p>DG - Destination Marketing VS</p>	Secure new targeted routes and route extensions. Continue to work with partners on ongoing destination promotion.	<ul style="list-style-type: none"> • Five new European city routes, with frequency increase or season extensions on seasonal routes. • One further non-European route, with frequency or season extension. • Activation of new North American routes and build on passenger numbers. • Delivery of one airline co-operative destination marketing campaign to support the development of newly secured routes in key international market(s). • Completion of an agreed target market review for DG with a methodology developed with GLA. 	<p>Mar 2027/28</p> <p>Sep 2027</p>
1.4.	<p>GCC - City Centre Regeneration</p> <p>GL - Arts & Music</p>	Activate the cultural led regeneration of the city centre to enhance vibrancy of the area and provide reasons to visit e.g. the Sauchiehall Street Culture and Heritage District .	<ul style="list-style-type: none"> • Delivery of the City Centre Strategy 24-30 under the Creative and Cultural Pillar. • Vision for Glasgow City Centre night-time economy, which includes support of music/entertainment venues, to be published. • Delivery of event programming at Glasgow's Concert Halls which is communicated as a clear visitor offer (GL – Arts & Music) • Provision of update for Sauchiehall Street: Culture and Heritage District proof of concept phase (GL – Arts & Music) 	<p>Mar 2027/28</p> <p>May 2026</p> <p>Mar 2027</p> <p>Feb 2027</p>

Strategic Priority 1: Actions

	Lead Org/Team	Action	KPI/Target	Timescales
1.5.	GTAF	Oversee delivery of the Glasgow 2030 Tourism Strategy via a citywide forum, champion the sector and channel key reports to the city's economic leadership.	<ul style="list-style-type: none"> • Three meetings held per year. • Regular review of Glasgow 2030 Tourism Strategy progress. • Annual approval of visitor economic impact figures (STEAM). • Chair to formally report to Glasgow Economic Leadership on tourism issues and opportunities. 	Mar 2027/28
1.6.	GTEN GESIG Glasgow Culture Forum DG - Tourism	Facilitate collaboration across the tourism, events and cultural sectors via regular meetings, sharing sectoral data, and activating industry opportunities.	<ul style="list-style-type: none"> • Delivery of quarterly meetings with documented note for each forum (DG - Tourism). • At least two new opportunities identified, actioned and reported on per year. (GTEN). • Maintenance of regular cross-forum meetings between representatives from GTEN, GESIG, and Glasgow Culture Forum to strengthen alignment e.g. on the night-time economy and UNESCO City of Music objectives. 	Mar 2027/28
1.7.	DG - Destination Marketing & VS	Work with other destinations on joint activity to enhance learning and insight.	<ul style="list-style-type: none"> • Delivery of a dual destination marketing campaign targeted at Travel Trade with one Scottish and one UK city. 	Mar 2027

Strategic Priority 1: Actions




	Lead Org/Team	Action	KPI/Target	Timescales
1.8.	DG - Destination Marketing VS Industry Partners VB DMOs	Work with key strategic partners, such as VS and VB, to deliver destination marketing activity, including consumer PR in key global markets, through inkind and paid partnerships.	<ul style="list-style-type: none"> • Delivery of international marketing strategy including consumer PR, for both B2B and B2C activity with relevant partners e.g. Online Travel Agents (OTAs). • Investigate opportunities to deliver at least one funded international partnership campaign per annum with VS, VB and other cities. 	Mar 2027/28 Mar 2027/28
1.9.	GL - Museums & Museums Marketing, DG - Destination Marketing VS	Celebrate Scotland's leading Glasgow-based museums and year-round experiences using targeted marketing activity informed by research.	<ul style="list-style-type: none"> • Delivery of marketing activity which highlights the rich and diverse offerings of Glasgow Museums e.g. 125th anniversary of Kelvingrove Museum, 2026. • Delivery of large-scale museums' visitor survey to inform on audiences and behaviours (GL - Museums). • Delivery of national and international activity which includes GL - Museums. 	Mar 2027 Jul 2026
1.10.	DG - Destination Marketing VS & Industry Partners	Raise Glasgow's profile and proactively target the UK market to encourage and increase overnight stays promoting the city's key assets e.g. UNESCO City of Music.	<ul style="list-style-type: none"> • Investigate opportunities to deliver up to two domestic joint-funded partnership campaigns targeting key markets as identified by market prioritisation. • Delivery of domestic consumer PR strategy. 	Apr 2027 Mar 2028

Strategic Priority 1: Actions

	Lead Org/Team	Action	KPI/Target	Timescales
1.11.	CRM Society	Utilise the Charles Rennie Mackintosh (CRM) 2028 anniversary, alongside partner-led developments including the NTS's Mackintosh Illuminated project to develop a strategic Glasgow city-wide and national plan for Mackintosh to attract local, UK and international cultural, architectural and design audiences.	<ul style="list-style-type: none"> Establishment of a leadership committee for CRM 2028, with a membership representing all relevant key bodies (CRM Society) <p>Governance structures formalised, with:</p> <ul style="list-style-type: none"> Marketing Working Group (DG) Programming & Content Group - meeting bi-annually (NTS) Completion of a Mackintosh audience and visitor data audit (NTS / All partners). Confirmation of core 2028 programme themes, headline events and opening offer (All partners). Delivery of market research study identifying priority UK and international audiences for Mackintosh (NTS / VS / DG). Development of targeted UK/international activity incorporating content and experiences linked to Mackintosh and Margaret Macdonald (All partners). Development of a long-term strategy for Mackintosh 2028 and beyond with partners (CRM Society). 	Aug 2026
	GL - Museums			Aug 2026
	Hunterian/ Glasgow University			Oct 2026
	The Glasgow School of Art			Dec 2026
	National Trust for Scotland			Dec 2026
	DG - Tourism & Marketing			Jun 2027
	Mackintosh Venues			Mar 2028
VisitScotland				

Strategic Priority 2

Enhance the experiences that we offer

Strategic alignment	<ul style="list-style-type: none"> • Scotland Outlook 2030 - Our Memorable Experiences • Glasgow Climate Plan - 2. Just and Inclusive Place 3. Well Connected and Thriving City 4. Health and Wellbeing and 5. Green Recovery. • GCES - Growing our Economy; Inward Investment and Internationalisation; Innovation; A Fairer Glasgow; • Infrastructure and Place; Supporting Key City Assets • UNSDGs <div style="display: flex; justify-content: center; gap: 20px;">    </div>
Rationale	<p>To stand out from our competitors it is important that we give visitors and residents compelling reasons to come to Glasgow – and to keep returning to the city. We must therefore continue to invest in our tourism assets and ensure that they are well positioned – both directly to consumers and through travel trade.</p>
We will do this by	<ol style="list-style-type: none"> A. Increasing the number of high-quality bookable experiences. B. Ensuring that these experiences are well positioned in our key markets (direct to consumer and travel trade). C. Encouraging greater exploration around the city. D. Developing an events calendar that appeals to visitors and local people throughout the year. E. Exploring opportunities to develop new visitor experiences that increase the city’s appeal.

Strategic Priority 2: Actions

	Lead Org/Team	Action	KPI/Target	Timescales
2.1.	DG - Tourism & VS GL Events	Deliver a structured programme of B2B training and support for the city region tourism sector which supports their resilience and audience reach. Areas of focus to include: <ul style="list-style-type: none"> • Climate & Sustainability. • Inclusion & Accessibility (noted in Action 5.1). • Technology, AI & Bookable Experiences. • Travel Trade – (VS Connect 2026/2027, Commonwealth Games 2026, ancestry, city events, luxury, food and drink, architecture, UNESCO City of Music). 	<ul style="list-style-type: none"> • Number of webinars delivered annually. • Participation rates. • Post-training satisfaction scores. • Development of a matrix with case study examples to support learning for other businesses. (GL and VS). • Participation rates for relevant training on VS Business Support Hub. 	Mar 2027/28
2.2.	DG - Destination Marketing VS	Implement B2B communications strategy to strengthen engagement and raise awareness of the city’s leading offers (e.g. museums, events, conferences etc) with Glasgow’s tourism sector and trade partners.	<ul style="list-style-type: none"> • Delivery of regular comms including industry and travel trade newsletters, and new itineraries with inclusive content and sustainable credentials. • Production of regular reports which measure digital performance for visitglasgow.org.uk alongside Visit Glasgow and Glasgow Convention Bureau LinkedIn channels. • Circulation of VS industry comms to partners and stakeholders (e.g. Glasgow Chamber of Commerce) adapting national comms for Glasgow and City Region messaging. 	Mar 2027
2.3.	DG - Destination Marketing	Develop and implement an AI-driven targeting strategy to enhance audience segmentation and campaign efficiency.	<ul style="list-style-type: none"> • Strategy approved and launched. 	Mar 2028

Strategic Priority 2: Actions

	Lead Org/Team	Action	KPI/Target	Timescales
2.4.	GL - Museums	Maintain and enhance the world class quality of visitor experiences across all Glasgow Life Museums through refreshed displays and programming.	<p>Kelvingrove Art Gallery and Museum:</p> <ul style="list-style-type: none"> • Launch of a significant new gallery redisplay. • Deliver of a high-profile Bloomberg tour, hosted by a special guest, to attract new audiences and media coverage. • Delivery of one-two major new exhibitions in 2026 and 2027 (Barbie, 2026) to target audiences. <p>Gallery of Modern Art:</p> <ul style="list-style-type: none"> • Delivery of two-three new contemporary art exhibitions. <p>Riverside Museum:</p> <ul style="list-style-type: none"> • Delivery of partnership activity which promotes the urban sports offer of skateboarding and basketball through partnership working. <p>Burrell Collection:</p> <ul style="list-style-type: none"> • Delivery of two new paid-for pilot public programming experiences in The Burrell special exhibition and event space following completed public appeal testing. 	<p>Spring/ Summer 2026</p> <p>May-Oct 2026</p> <p>Nov 2027</p> <p>Mar 2028</p> <p>Jun 2026</p> <p>Dec 2026/ Jun 2027</p>

Strategic Priority 2: Actions





	Lead Org/Team	Action	KPI/Target	Timescales
2.5.	DG - Tourism GL - Arts & Music, Museums, Events VS Participant Venues/Services	Ongoing development of high-quality products/ bookable experiences to promote Glasgow's unique offer to target audiences. Focus areas: e.g. GL Museums, music and event experiences which package up - UNESCO City of Music, Celtic Connections, comedy, food & drink, overnight stays.	<ul style="list-style-type: none"> • Launch of three integrated experience packages. • Delivery of research into integrated ticketing for events that enhances the overall experience (Glasgow Events Action Plan 2024-27, p.8). • Connection of travel trade packages to new activities across GL Museums and Collections. 	Mar 2028 Dec 2026 Jun 2026/27
2.6.	GL - Arts and Music DG - Destination Marketing & VS	Strengthen Glasgow reputation as a leading arts destination by curating and delivering exhibitions which challenge thinking, attract diverse audiences and broaden participation.	<ul style="list-style-type: none"> • Increased targeting of audiences and artists across the UK and beyond. 	Sep 2026
2.7.	GL - Events DG - Destination Marketing GESIG inc. SEC GCC	Explore the development and resourcing of an Events Marketing Communications Plan to support consumer and industry promotion and advocacy of events in Glasgow. e.g. City of Festivals (Glasgow Events Action Plan 2024-27, p.10). Review the promotion of key events, including winter programming, to increase citizen participation and reinforce their role in driving destination appeal	<ul style="list-style-type: none"> • Development of proposal for visitor levy support (GL). • Production of comprehensive update for partners (GL). • Establishment of partnership marketing working group to develop overall comm's plan for winter and other key events (DG). 	Jan 2027 Nov 2026

Strategic Priority 2: Actions

	Lead Org/Team	Action	KPI/Target	Timescales
2.8.	GL - Events, GESIG inc. SEC	Strengthen collaboration across the city's events pipeline, particularly around programming, promotion, and joint marketing activity to maximise reach and event visibility.	<ul style="list-style-type: none"> • Delivery of quarterly meetings with agencies and private sector providers to align event programming and identify collaboration opportunities. • Creation of shared tools or processes (e.g. event calendars) to support coordinated delivery. • Launch of development and engagement plan. • Development of joint marketing plans that promote clusters of events and key city moments. • Delivery of close partnership working with the Glasgow Events and Transport Group to enhance the public transport customer experience for city events. 	<p>Mar 2027</p> <p>Mar 2027</p> <p>Aug 2026</p> <p>Sep 2027</p> <p>Mar 2026</p>
2.9.	GL - Events	Continue to build on Glasgow's track record as international events host city, through attracting, creating, and bidding for events.	<ul style="list-style-type: none"> • Addition of at least two new events to city's event calendar. 	Mar 2028
2.10.	GCC - City Centre Regeneration Glasgow Food Policy Partnership	Implement the Good Food Glasgow initiative to support a high-quality on-street food offer.	<ul style="list-style-type: none"> • Identification and activation of underused or underperforming areas of the city centre to host food initiatives. 	Sep 2026

Strategic Priority 3

Create value for Glasgow's people from the visitor economy

<p>Strategic alignment</p>	<ul style="list-style-type: none"> • Scotland Outlook 2030 - Our Passionate People • Glasgow Climate Plan - 1. Communication and Community Empowerment, 2. Just and Inclusive Place • GCES - Growing our Economy; Employment and Skills; A Fairer Glasgow • UNSDGs <div style="display: flex; justify-content: space-around; align-items: center;">     </div>
<p>Rationale</p>	<p>First and foremost, tourism should create value for Glasgow's people by creating economic opportunities through fair work and improving skills. It should also create opportunities for Glaswegians to meet, socialise and participate in the city's cultural life.</p>
<p>We will do this by</p>	<ol style="list-style-type: none"> A. Highlighting diverse opportunities for local people to develop their career in the visitor economy B. Creating pathways into employment and increasing skills through volunteering (for example at major events) C. Ensuring that residents of Glasgow City Region can get the most from the city by promoting days out, events, and celebrating the city's diverse communities

Strategic Priority 3: Actions

	Lead Org/Team	Action	KPI/Target	Timescales
3.1.	DG - Tourism GCC VS CofC SEC	Support the leisure and business events industry in the lead up to, and following, the introduction of the visitor levy in January 2027.	<ul style="list-style-type: none"> • Delivery and sharing of comms activity providing guidance and signposting (GCC, CofC & DG - Tourism). • Delivery of levy investment report published annually starting 2027 (GCC). • Delivery of corporate support updates (VS). 	Sep 2026
3.2.	GL - Volunteering	Continue to deliver volunteering opportunities within the tourism sector (events, culture and sports) which are inclusive and provide training and learning opportunities.	<ul style="list-style-type: none"> • Maintain or exceed 83% of GL volunteers rating their experience as "Very Good" or "Excellent" (GL Annual Volunteer Survey). 	Jul 2027
3.3.	GA DG - Destination Marketing	Connect with city residents and businesses to strengthen city pride and enhance connections to Glasgow's cultural and tourism offer.	<ul style="list-style-type: none"> • Delivery of two Residents' Rewards Campaigns promoting incentivised local access and participation e.g. Commonwealth Games Residents' Campaign (GA). • Delivery of activity to reposition People Make Glasgow brand as citizen brand (DG). • Deliver re-energised marketing using 'Get You In Town' campaign. • Delivery of customer journey redesign so that consumer website visitglasgow.com serves citizens as well as tourists (DG). 	Mar 2027/28 Mar 2027 Mar 2027
3.4.	SDS	Facilitate the development and delivery of apprenticeships within the tourism and hospitality sector.	<ul style="list-style-type: none"> • Number of Modern Apprenticeships within the sector. • Number of Foundation and Graduate Apprenticeships within the sector. 	Mar 2028

Strategic Priority 3: Actions




	Lead Org/Team	Action	KPI/Target	Timescales
3.5.	<p>SDS</p> <p>DG - Tourism</p>	Support the tourism and hospitality sector to be a more attractive career pathway for young people and adults.	<ul style="list-style-type: none"> • Development of a tourism and hospitality industry page on the My World of Work website. • Increase in the number of businesses engaging with Developing the Young Workforce (DYW) initiative. • Delivery of outreach activity to Glasgow’s academic institutions to educate/inspire students and support placement opportunities with industry (DG). 	Mar 2028
3.6.	SDS	Provide skills support to tourism and hospitality businesses.	<ul style="list-style-type: none"> • Increased awareness of support available to businesses through the SDS Employer Hub Skills Development Scotland Employer Hub - SDS. • Increased business and employee awareness and usage of the Tourism and Hospitality Skills Toolkit. 	Mar 2028
3.7.	CofC	<p>Work collaboratively with schools, colleges, Developing the Young Workforce and youth support organisations to:</p> <ul style="list-style-type: none"> • Help young people access employment in the hospitality sector. • Support employers to present job opportunities aligned with the interests and needs of young people. • Increase awareness of careers in events and hospitality by supporting visits through the GROW programme (funded by JPMorganChase). 	<p>Yattle</p> <ul style="list-style-type: none"> • Ongoing roll out of Yattle app to help connect industry with young people and make recruitment easier. • Number of employers actively using the platform. • Number of young people registered. <p>GROW</p> <ul style="list-style-type: none"> • Number of employers hosting visits, and number of visits undertaken. 	<p>Jun 2027</p> <p>Jun 2027</p>

Strategic Priority 3: Actions

	Lead Org/Team	Action	KPI/Target	Timescales
3.8.	GL - Arts and Music	Progress joint working with creative education institutions to examine creative skills pathways for development. (Glasgow Culture Strategy 2024-30 - Year Two action plan).	<ul style="list-style-type: none"> • Establishment of a partnership between Glasgow Culture Strategy Forum and Creative Glasgow. • Establishment of talent development and education and employment pathways in the creative industries. • Contribution to the Creative Glasgow led training needs analysis and review of current education and training provision. 	Dec 2026

Strategic Priority 4

Support thriving places across the city and surrounding region

<p>Strategic alignment</p>	<ul style="list-style-type: none"> • Scotland Outlook 2030 Our Thriving Places • Glasgow Climate Plan - 1. Communication and Community Empowerment, • GCES Growing our Economy; Inward Investment and Internationalisation; Innovation; A Fairer Glasgow; Infrastructure and Place; Supporting Key City Assets • UNSDGs <div style="display: flex; justify-content: space-around; align-items: center;">    </div>
<p>Rationale</p>	<p>Glasgow has much to offer with many attractions in the city centre and beyond. Glasgow also represents an appealing and practical base from which visitors to Scotland can explore the surrounding region - just as locals do. Demand from tourism can help to support communities in Glasgow and the wider city region. For the city to remain internationally appealing as a major conference, events and leisure destination, its infrastructure (e.g. event venues, transport) will also require sustained investment that can help to deliver wider benefits to the city and its people.</p>
<p>We will do this by</p>	<ol style="list-style-type: none"> A. Creating new reasons for residents and visitors to visit the city centre more frequently B. Working with local businesses and communities to increase the appeal of specific neighbourhoods for visitors C. Strengthen Glasgow's position as the ideal base for exploring the West of Scotland (or surrounding region) D. Supporting the case for investment in key assets such as the Scottish Event Campus, Glasgow Airport and City Centre.

Strategic Priority 4: Actions

	Lead Org/Team	Action	KPI/Target	Timescales
4.1.	GL - Museums GCP	Deliver the strategic vision for the Cathedral Precinct alongside partners and collectively raise the profile of the medieval heart of the city as a must-visit destination.	<ul style="list-style-type: none"> • Delivery of shared programming, marketing and communication promoting the Cathedral Precinct. 	Oct 2026/27
4.2.	VS GCR	<p>Promote day trips and regional visits beyond Glasgow during quieter seasons, leveraging key events (e.g. Celtic Connections) and developing visitor packages that encourage using Glasgow as a base to explore.</p> <p>Support businesses through shared learning and B2B activity to identify the best target markets (e.g. MICE, ancestry, leisure) and align offers accordingly.</p>	<ul style="list-style-type: none"> • Number of off-season campaigns delivered. • Number of itineraries created and promoted. • Engagement (downloads/views) on visitglasgow.org.uk. • Number of B2B workshops/learning sessions delivered. • % of businesses reporting improved market knowledge or new partnerships. • Measure of economic benefit (added value and job creation) through the provision of case studies to demonstrate link to regional dispersal. 	Dec 2026/27
4.3.	BID	Create a cleaner, safer and more vibrant city centre environment which will encourage people to enjoy the retail, food and drink, and cultural experiences on offer in the city centre.	<ul style="list-style-type: none"> • Provision of promotion, marketing and place shaping initiatives through campaigns led initiatives (Mar 2031). • Provision of a calendar of events and marketing activity to enhance footfall and city centre appeal. 	2027 Dec 2026

Strategic Priority 4: Actions


	Lead Org/Team	Action	KPI/Target	Timescales
4.4.	GL - Arts and Music	Continue to drive the creation of city-defining arts festivals that captivate local audiences and visitors, strengthen Glasgow’s global cultural reputation, and expand opportunities for creative participation across communities.	Delivery of: <ul style="list-style-type: none"> • Glasgow International 2026. • Commonwealth Games cultural programme on new and unusual sites to enhance audience experiences. Merchant City Festival will include an enhanced programme during the two Games weekends. • Celtic Connections 27/28. • Merchant City Festival (MCF) 27. • Glasgow Mela 27/28. • Tramway programme 27/28. • Utilisation of Creative Scotland multi-year funding to explore new opportunities e.g., developing a longer and more varied MCF programme and bringing local experiences and authenticity into MCF and Mela. • WOMAD 2026 	Nov 2026 Sep 2026 Mar 2027/28 Oct 2027 Aug 2028 Feb 2027/28 Oct 2027 Aug 2026

Strategic Priority 4: Actions

	Lead Org/Team	Action	KPI/Target	Timescales
4.5.	<p>GCC - Neighbourhoods, Regeneration and Sustainability</p> <p>GCC - City Centre Regeneration</p>	Enhance the attractiveness and functionality of the city centre through targeted urban-regeneration and green space initiatives to encourage visits.	<ul style="list-style-type: none"> • Completion of the George Square refurbishment. • Design and implementation of a new route from the east via Glasgow Cathedral and Necropolis to improve connectivity. • Completion of the Avenues Programme (2029). • Delivery of public realm plans for Cathedral Square Gardens to improve the visitor experience around the Glasgow Cathedral and Necropolis. • Delivery of a greening action plan for the city centre that responds to the Blue/Green Infrastructure Strategy, the Greening the City Hub document, and Nature Networks activity. 	<p>Aug/Dec 2026</p> <p>Mar 2028</p> <p>Sep 2027</p> <p>Sep 2026</p>
4.6.	GCC - City Centre Regeneration	Implement the Glasgow City Centre Night-Time Vision 2026-2030 to enhance the appeal and experience of the city's night-time economy.	<ul style="list-style-type: none"> • Enhancement of the reputation of the city centre as a night-time destination. • Delivery of measurable actions that address key issues under governance, wellbeing, movement, appeal and place. • Delivery of annual progress report on vision implementation. • Delivery of close collaboration with transport partners to support enhanced transport provision for events and the night-time economy. 	Mar 2027/28

Strategic Priority 5

Deliver tourism in the most sustainable and inclusive way

<p>Strategic alignment</p>	<ul style="list-style-type: none"> • Scotland Outlook 2030 cuts across all priorities • Glasgow Climate Plan - 1. Communication and Community Empowerment 2. Just and Inclusive Place 3. Well Connected and Thriving City, 4. Health and Wellbeing and 5. Green Recovery • GCES Developing a Green Economy; Innovation; City Investment and Financing; A Fairer Glasgow; Infrastructure and Place • UNSDGs 
<p>Rationale</p>	<p>To meet Glasgow’s climate action ambitions, as well as other national and local policy objectives, it is imperative that we deliver tourism in the most sustainable and inclusive way. Ensuring that public and private sector partners are mobilised to implement them is key.</p>
<p>We will do this by</p>	<ol style="list-style-type: none"> A. Building a sustainable tourism sector B. Developing a sustainable tourism offer C. Showcasing Glasgow as a sustainable destination D. Improving the accessibility of Glasgow’s hospitality venues, attractions and other visitor infrastructure E. Ensuring that visitors with additional accessibility needs are able to plan and book their visit with ease

Strategic Priority 5: Actions

	Lead Org/Team	Action	KPI/Target	Timescales
5.1.	DG - Tourism & VS (included in Action 2.1)	<p>Deliver a structured programme of B2B training and support for the city region tourism sector which supports their resilience and audience reach. Areas of focus to include:</p> <ul style="list-style-type: none"> • Climate & sustainability • Inclusion & accessibility 	<ul style="list-style-type: none"> • Number of webinars delivered annually. • Participation rates. • Promotion of sustainability support available on VS Support Hub. 	Mar 2027/28
5.2.	GLA	<p>Implement a carbon management strategy to support Glasgow Airport to work towards its net zero target of 2035 for direct emissions.</p>	<ul style="list-style-type: none"> • Production and public reporting of Glasgow Airport's annual carbon footprint for 2026 and 2027 inc. direct and indirect emissions. • Achieve Airport Carbon Accreditation Level 4+. • Achieve 25% on-site renewable energy generation for its own consumption while continuing to purchase renewable electricity. 	<p>Jun 2026/27</p> <p>Feb 2026</p> <p>Dec 2026</p>
5.3.	GL - Events GL - Arts and Music	<p>Scope and deliver a Games Festival Programme which complements the Glasgow 2026 sports programme and supports city strategies by engaging citizens and visitors through cultural, sporting and community-led activities.</p>	<ul style="list-style-type: none"> • Number of grants awarded; £ distributed; ward distribution equity. • Festival reach; number of attendees at events; number of engagements. • Alignment to city strategies (Events, Culture, Tourism, Physical Activity & Sport and strengths e.g. UNESCO Music). • Delivery of Glasgow 2026 Festival Fund to support local artists and culture organisations (GL Arts and Music). 	<p>Aug 2026</p> <p>Dec 2026</p>

Strategic Priority 5: Actions

	Lead Org/Team	Action	KPI/Target	Timescales
5.4.	DG - Conventions	Embed a regenerative tourism approach and elevate sustainability, social and community benefit as part of conference programming.	<ul style="list-style-type: none"> • Support of six conferences through Conventions Legacy and Impact Team. • Monitor and report on feedback from conference organisers regarding their perception of Glasgow as a sustainable and healthy meetings destination. Demonstrate how this feedback informs future conference planning. • Target: 50%+ of all city conferences will support programmes with sustainability themes (DG - Conventions). 	Mar 2026/27
5.5.	DG - Tourism & Conventions	Elevate the profile of third sector organisations to enhance the visitor experience for Glasgow's leisure and business visitors.	<ul style="list-style-type: none"> • Number of third sector partners featured in promotional activity. • Number of third sector partners who have participated in training/advice. • Stakeholder feedback on visibility/impact. • Promotion of In 'Glasgow Meetings Mean More' digital resource to position Glasgow as a responsible and inclusive business events destination. • Feedback from business events stakeholders. • % increase of Glasgow venues on the 'Tourism Cares Meaningful Map' to highlight responsible tourism initiatives and partnerships. 	Mar 2027

Strategic Priority 5: Actions

	Lead Org/Team	Action	KPI/Target	Timescales
5.9.	GL - Arts & Music	Ensure festivals and venues that receive multiyear funding are part of the sector wide climate and culture networking group to share, learn and develop opportunities, led by Culture for Climate.	<ul style="list-style-type: none"> • Eight Art Officers to attend six-week Culture for Climate action learning course. • Glasgow Life festivals and venues to attend local collaborative climate action meetings. 	Dec 2026
5.10.	GL - Arts & Music	Development and delivery of the multi-year funded 'Artists in Communities' Programme which supports the artist community. Co-produce new creative opportunities relevant to net zero and which reflect the experience of our diverse communities.	<ul style="list-style-type: none"> • Delivery of three artist-led programmes in local communities that prioritise ongoing participant workshops and drop-in sessions for local people. 	Feb 2026
5.11.	GETG	Enhance and support the travel and visitor experience for live music / major event attendees by improving transport planning, increasing service capacity, and expanding integrated ticketing options to encourage sustainable and efficient journeys.	<ul style="list-style-type: none"> • Deployment of additional public transport services to accommodate demand during major city events (e.g. TRNSMT, Hampden events, Bellahouston Park concerts). • Development and implementation of integrated ticketing solutions that link event entry with public transport (e.g. World Pipe Band Championships). 	Aug 2026/27 Oct 2026/27
5.12.	CofC	Support tourism and hospitality businesses, alongside other sectors, to embed circular and sustainable practices to enhance the city's ambitions for climate neutrality.	<ul style="list-style-type: none"> • Delivery of the Circular Leadership Programme. • Circular Glasgow Network capacity build. 	Oct 2026 Oct 2027

Strategic Priority 5: Actions

	Lead Org/Team	Action	KPI/Target	Timescales
5.13.	DG - Destination Marketing GL	Promote Glasgow’s regenerative tourism approach as part of its core messaging and develop the customer journey to enable donations to GL’s charitable people programmes.	<ul style="list-style-type: none"> • B2B and B2C websites review conducted, to enhance regenerative tourism visibility focussing on people. • B2C journey to include donation option. 	<p>Oct 2026</p> <p>Oct 2026</p>
5.14.	DG - Tourism & FirstBus	Coordinate communications activity aimed at the travel trade to raise awareness of Glasgow’s electric bus charging facilities and encourage consideration of low-emission transport options for group travel.	<ul style="list-style-type: none"> • Development of digital information assets hosted on www.visitglasgow.org.uk with cross-promotion via FirstBus channels where appropriate. • Incorporate details of electric charging facilities within travel trade communications and activity. 	<p>Jun 2027</p> <p>Jun 2027</p>

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