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Article

An Examination of the Level of Local Authority Sustainable Planning for Event Management: A Case Study of Ireland

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Abstract:

The growth of the events industry will continue to place increasing demands on the environmental and social resource base upon which events depend. Although Local Authorities have a long-running commitment to achieving sustainable development, there exist many gaps in relation to its application within the context of planning for events management. In the current event environment there is a fundamental need for a sustainable approach to planning for events by Local Authorities, given their often statutory responsibility to license events and to facilitate and regulate the process of planning for large-scale outdoor public events. This research employed a multi-methodological approach utilising a content analysis of Local Authority event management plans and interviews with Local Authority event personnel. The findings report significantly low levels of Local Authority sustainable planning for event management in Ireland and point to the need for a consistent, transparent and state-wide sustainable approach to planning for events in Ireland. The lessons learned from this study may have implications for event destinations at international level. This study suggests a possible solution for Local Authorities to effectively lay the foundation for a transition towards greater levels of sustainable planning for events management going forward.

Keywords: *Sustainable Planning, Event Management, Event Planning, Local Authorities Sustainable Planning Tool-kit*

Introduction

The events industry on a global scale has garnered significant prominence having experienced phenomenal growth over the past decade in terms of number, diversity and popularity. Often viewed as important motivators of economic and social development and growth (Wood, 2005; Getz and Page, 2016a), events have an overwhelming ability to drive tourism, economic and social development and change at global, national and local levels, albeit, mostly in the short term. However, the exponential growth experienced in the events industry in recent times has begun to place increasing demands upon the environmental, economic, social and cultural resource base upon which, events ultimately depend (Maguire, 2019; Maguire and McLoughlin, 2019). In light of the ever-changing environment in which events operate and with the continuous growth of event industries, there is an unequivocal need to now plan for events in a manner that is effectively more safe and sustainable. Sustainable planning for event management has therefore moved to central stage as a response to controlling and managing event impacts (UNEP, 2012; Jones, 2014; Holmes, Hughes, Mair and Carlsen, 2015). Phi, Dredge and Whitford (2014) discussed how planning could improve the overall development and management of events while Maguire (2019) described how planning could control, monitor and manage the risks and impacts often associated with events. In the current event environment, where events by their very nature have the potential to impact negatively upon the social, cultural, economic and physical environments of host destinations in the short and long-term (Getz and Page, 2016a; Maguire, 2019); there is a fundamental need for an informed approach to planning for event management by Local Authorities.

At present, there exists a lack of critical discussion surrounding sustainable event development and planning in the short and long-term (Maguire and McLoughlin, 2019; Mair, 2019). This research sets forth to make a valuable contribution to knowledge by providing baseline findings through a multi-methodological approach on the level of sustainable planning provided by Local Authorities for events management, with a particular focus on Ireland. The data and findings generated from this research will contribute to the development of a sustainable planning tool-kit that can be adopted and utilised by Local Authorities to aid sustainable events development and planning not only in Ireland but at Pan-European level. The transferable nature of this tool-kit may act as a possible solution to facilitate the starting point for a transition towards greater levels of sustainable planning for events management going forward in both the short and longer-term.

Sustainable Planning for Events Management

A Sustainable Event has been defined as "one designed, organized and implemented in a way that minimizes potential negative impacts and leaves a beneficial legacy for host communities and all involved" (UNEP, 2012:1). This is representative of the well-cited definition of sustainable development put forward by the World Commission on Environment and Development (1987), underlining the importance of leaving beneficial lasting legacies for future generations. Mair (2019) however acknowledged that sustainability naturally implies a long-term focus, while event impacts often tend to be experienced in the immediate short-term. She also noted that event legacy focuses on a much longer perspective but that legacy plans are often considered separately from sustainability plans. As such, concerns have been raised about whether or not sustainability is truly achievable (Liu, 2003; Buckley, 2012) or whether or not it is even possible for events to be sustainable (Raj and Musgrave, 2009; Hall, 2012), noting a lack of factual evidence on the matter.

Holmes et al, (2015) indicated that in order for 'sustainable events' to be achieved, a balance or state of equilibrium between economic, environmental and social domains is required. Jenkins and Schroder (2013) however, debate whether the promised harmonisation of ecological, social and economic goals of sustainability is actually attainable. Other authors have suggested it to be an ideological term, arguing that it is often flawed with false assumptions and lacking theoretical rigour (Liu, 2003). Raj and Musgrave (2009) suggested that sustainability is incompatible with the events industry given that sustainability is something that should go on indefinitely while events are of an ephemeral nature. Cavagnaro, Postma and Neese (2012) on the other hand, refute this idea and noted that the event industry has begun to respond to sustainability issues through the development of a number of sustainability standards. Likewise, Jones (2014) acknowledged that steps can be taken to implement a sustainable approach to planning for events. However, this is not an easy task (Farrell and Twinning-Ward, 2005) and is often concerned with short-term economic development rather than longer-term resource conservation. As Mair (2019) states, it is not an end point to be achieved but rather a process of change.

Nevertheless, tourism and event scholars have declared that sustainability hinges on the integrated planning and management of three interdependent systems, the environment, the economy and society (Swarbrooke, 1999; Mowforth and Munt, 2009; Getz and Page, 2016a). Though, Mair

(2019) suggests the need to move away from the Triple Bottom Line (mostly relevant in the short-term) towards taking a longer-term more holistic approach. She further discussed the need to move away from the notion of trying to run sustainable events and instead focus on encouraging events to contribute positively to the sustainable development of communities, which host them. However, in recognising that events will continue to grow (IFEA, 2016), the realisation of event developments to effect tourists, the destination, the environment and host populations has permeated all aspects of society (Holmes et al, 2015). As such, Maguire (2018) noted that when applying sustainability to an event context, the term ought to reflect the immensity of the event phenomenon to impact on these three interdependent systems taking into account both short-term and longer-term impacts to facilitate a transition towards sustainably developed and planned event industries.

Socio-Cultural Impacts

The socio-cultural consequences of events have accentuated the need to plan for event impacts (Delamere, Wankel and Hinch, 2001; Nunkoo and Ramkissoon, 2011) and subsequently placed a fundamental onus on Local Authorities and Event Organizations to better consider host communities when planning for events. Maguire (2019) discussed how the issues of traffic disruption and congestion, crime, vandalism, overcrowding, littering, and noise can have an adverse effect on community quality of life, impede the standard of living, create impediments to access and potential inequalities of wealth between host communities and tourists. These consequences have in turn been noted to result in disruption of lifestyle, loss of identity and can create a negative community image (Gursoy, Kim and Uysal, 2004; Fredline, Jago and Deery, 2013). The importance of planning for potential socio-cultural impacts is therefore incremental to achieving sustainability (Richards, de Brito and Wilks, 2013) and according to Maguire and McLoughlin, (2019) can have a remarkable influence on the success or failure of events.

The hostility often experienced by host communities towards events have led to an increase in community objections and in exceptional cases, event cancellations based on perceived social impacts that events have the potential to create before, during and after events (Maguire and Hanrahan, 2016a). Consequently, concerns have been raised by host community residents in relation to the provision of community participation and consultation as part of event planning

processes (Maguire and McLoughlin, 2019). This has raised questions in relation to the degree of socio-cultural planning within existing event planning and licensing regimes of host destinations. Maguire (2019) however, noted how such issues would seem avoidable through a participative process for event management planning.

Table 1 Socio-Cultural Impacts of Events

Positive Socio-Cultural Impacts	Negative Socio-Cultural Impacts
Vehicle for improving social relationships	Crime and vandalism
Civic cohesion and pride	Traffic disruption and congestion
Improve local/community image	Social inequality and conflicts
Employment opportunities	Unequal distribution of benefits
Enhancing social access and equality	Loss of cultural values, identity and assets
Community wellbeing	Damage to cultural heritage sites
Increased access to goods and service	Community quality of life can be adversely affected
Enhance community participation and consultation	Disruption to lifestyle
Community satisfaction	Often access issues for people with disabilities
Promote community values, attitudes and beliefs	Intellectual and cultural property rights often undermined
Encourage local sourcing and fair trade	
Local control	

Source: Adapted and modified from Ritchie, 1984; Fredline and Faulkner, 2001; Thomas and Wood, 2004; Fredline, Jago and Deery, 2006; Gursoy and Kendall, 2006; Deery and Jago, 2010; Stone and Sharpley, 2011; Raj, Walters and Rashid, 2013.

Yet, for lessons to be learned from past failures, Maguire and Hanrahan (2016a) discussed that social impacts cannot be overlooked in favour of economic advantages noting that events are dependent on host community support. A sustainable approach to planning by Local Authorities to protect host communities from the impact of events could help policy makers to recognise what needs to be put in place to mitigate potential issues in future.

Environmental Impacts

The reputation of events to inevitability cause modifications to the physical environment of host destinations as a result of human activity and requiring excessive resources commands attention (Jeong and Faulkner, 1996; O'Brien and Gardiner, 2006; Grames and Vitcenda, 2012). The implications caused to the environment are a significant cause for concern for policy makers, event managers and Local Authorities (Maguire and Hanrahan, 2016a). In particular, the areas of waste, water, transport, food and energy can effectively impact the use of resources, impair ecosystems, cause pollution and land degradation, and contribute to carbon emissions which can in turn affect the long-term competitiveness and quality of the industry (David, 2009; Jones, 2012; Collins and

Cooper, 2016; Maguire and McLoughlin, 2019). The importance of planning for carbon issues, pollution and the sustainable management of resources is essential to shaping future sustainable development of events. Thus, the need to prioritise environmental event impacts within Local Authority planning practices is essential to preserving the key characteristics of the natural environment that play host to events.

Table 2   Environmental Impacts of Events

Positive Environmental Impacts		Negative Environmental Impacts	
Awareness of environmental issues	Landscape degradation and damage	Waste water generation
Long term conservation of areas	Ecological/biodiversity damage	Mismanagement of sewage treatments
Preserving the environmental	Traffic and transport impact	Mismanagement of catering and food
resource base quality	Overcrowding	facilities
Protection of biodiversity	Energy consumption	Mismanagement of sanitary facilities
Encourage carbon offsetting	Water consumption	Pollution of ecosystems
Encourage resource	Climate Change	Abandoned tents at campsites
efficiency/conservation	Generation of carbon emissions	Air, light and noise pollution
Encourage environmental	Litter and waste generation	
monitoring/clean up	Drinking water often used in excess	
	Water quality often not maintained	

Source: Adapted and modified from Jeong and Faulkner, 1996; Fredline, Raybould, Jago and Derry, 2005; Collins, Jones and Munday, 2009; Shanka and Alamiyo, 2012; UNEP, 2012; Case, 2013, Jones, 2014.

Water is excessively consumed at events (Gossling, Peeters, Hall, Ceron, Dubois, Lehmann and Scott, 2011). While it is an incremental provision for reasons of personal hygiene, sanitation and food preparation, it is also a pre-requisite for event managers to provide drinking water stations for event attendees (Jones, 2014). Therefore, water quality and wastewater treatment should be a priority at events for reasons of public safety and environmental sustainability (EPA, 2012). Energy consumption created from electricity and heating demands can generate increased carbon emissions (Saayman and Saayman, 2012) and has been noted to contribute to the issue of climate change (Mair, 2011), which is seen as an inhibitor that will slow or halt growth (Scott, Steiger, Rutty and Johnson, 2014). However, energy is required for the operation of accommodation, cooking facilities, transport and stage operations (David, 2009). Therefore, efforts should be made by Local Authorities to mitigate carbon emissions from event activities. Litter and waste at events have been suggested to cause damage to the geological environment and have become a primary environmental concern that warrants a sustainable approach to planning for events as it not only creates visual impacts but also physical impacts, which can be detrimental and irreversible (Collins, Jones and Munday, 2009; Case, 2013). Accordingly, the issue of abandoned tents at

events has contributed to the waste generation problem (A Greener Festival, 2012) highlighting further the need for greater environmental sustainability efforts. In light of the unparalleled growth of events worldwide, there is a pressing need to manage the environmental impacts of events within a sustainability framework (Stone and Sharpley, 2011) in a way that encourages pro-environmental behaviour in event activities (Mair, and Laing, 2013) and works towards creating sustainable destinations (Mair, 2015).

Economic Impacts

The economic benefits that can be derived from event activities have been identified as the principle driver underpinning the support for and increasing popularity of events at local, national and international level (Dwyer, Mellor, Mistilis and Mules, 2000). A key task for event managers and policy makers is however to identify, predict and manage economic impacts in a way that optimizes benefits for host communities and destinations while minimising economic costs (Maguire, 2019). While perhaps most renowned for increasing revenue at local and national levels by attracting visitors, increasing financial performance and generating greater multiplier effects within a region (Fredline, Raybould, Jago and Deery, 2005; Wall and Mathieson, 2006; Jamal and Robinson, 2009), events can create increased leakages (Janeczko, Mules and Ritchie, 2002). Andersson and Lundberg, (2013) discussed how leakages occur through taxation, foreign ownership and investment, savings and spending on non-locally sourced products and have been noted to decrease the economic impact of events to host regions.

Table 3   Economic Impacts of Events

Positive Economic Impacts	Negative Economic Impacts
Generate increased local revenue	Increased leakages
Ensure economic viability (destination competitiveness)	Costly (in the case where events fail)
Employment quality	Inflated prices of goods and services
Increased tourism flows	Often unequal distribution of wealth
Economic monitoring	Increased taxation of goods and services
Additional trade and business development	Interruption to normal business
Leverage opportunities for entrepreneurs/businesses	
Increased multiplier effects	
Attract sponsorship, investment and capital	
Increased marketing opportunities	
Long term promotional benefits	

Source: Adapted and modified from Dwyer, Forsyth, Madden and Spurr, 2000; Janeczko, Mules and Ritchie, 2002; Arcodia and Reid, 2007; Deery and Jago, 2010; Mair and Whitford, 2013.

Despite the benefits of events to raise destination profiles, attract capital and inward investment, improve destination awareness and encourage long-term promotional benefits and additional trade (Dwyer, Forsyth, Spurr and Van Ho, 2003), the economic costs associated with price inflation, resident exodus and hostility and interruption to normal businesses (Dwyer, Mellor, Mistilis and Mules, 2000) require much needed attention. For events to be economically sustainable in the long-term requires Local Authorities to effectively monitor the economic impacts of events. Wood (2005) mentioned how measuring the economic data from events can make it easier to justify expenditure on events and inform government's decisions in relation to events and public funding. As such, Local Authorities should be placing a fundamental onus on managing the economic impacts of events.

Event Management Planning Criteria

Maguire (2018) discussed that if Local Authorities wish to fulfill their obligations in respect of sustainable planning for event management, the process of planning should be inclusive not only to economic, socio-cultural and environmental impacts, but also important event management planning considerations that are crucial to ensuring event safety and sustainability. For the purpose of this research, a number of international event management planning guidelines have been identified and reviewed in order to gain perspective on the planning criteria deemed necessary in planning safely and sustainably for event management. Table 4 embeds the principle re-occurring criteria identified in the review of international guidelines.

Table 4 Event Management Planning Criteria

Pre Event Planning Guidelines	Guidelines for providing as safe venue
Guidelines for Managing Risk	Guidelines for control and communications
Guidelines for ensuring health and safety	Guidelines for Preparing for unexpected Incidents
Guidelines for managing people/crowds	Guidelines for Emergency planning and procedures
Guidelines for managing vehicular traffic	Guidelines for medical and first aid
Guidelines for contractors and suppliers	Guidelines for stewards/security
Guidelines for structures and facilities safety	Guidelines for ensuring fire safety and prevention
Guidelines for customers/event attendees	Guidelines for Evaluation and impact assessment
	Guidelines for Post Event Planning

Source: Adapted from Department of Environment and Local Government, 1998; EventScotland, 2006; DEFRA, 2007; Government of Western Australia, 2009; UNEP, 2009; Fáilte Ireland, 2010; Events Melbourne, 2011; Health Service Executive, 2012; UNEP, 2012; HSE, 2014.

Raj, Rashid and Waters (2013) alluded that to maximise sustainable planning within the event industry requires an all-encompassing approach. Maguire (2018) advocated for comprehensive

planning guidelines to be provided as part of the process of planning for events based on the issues they are capable of creating across event planning dimensions. It has been proposed that guidelines for managing relationships with event stakeholder, contractors, suppliers and customers form part of event management planning practices in order to better guide event managers in the process of planning for event safety and sustainability (Maguire, 2018). Through the use of sustainable plans and guidelines (UNEP, 2012), the event industry may be planned in a way that is consistently more sustainable. The UNEP (2012) and Jones (2017) noted that events that are planned sustainably can reduce impacts in terms of water and energy consumption, traffic disruption and waste generation. However, Local Authorities must play a meaningful and comprehensible role in ensuring impacts and issues are managed effectively.

Role of Local Authorities in planning for events management

Having been regarded as the most important stakeholder of public events (Reid and Arcodia, 2007; UNEP, 2012), Local Authorities are instrumental to laying the foundation for sustainable planning for events management. This may be due to their ability to adopt tools and instruments in many policy and planning areas, which can contribute to the sustainable development of events (Griffin, 2009). Planning for events management has been predominantly determined by legislation governing event conduct. Legislative frameworks tend to place a fundamental and statutory onus on Government at local level to play a key role in the approval or disapproval of large-scale events through event licensing (Maguire, 2019; Maguire and McLoughlin, 2019) although the role of Local Authorities does tend to vary across destinations. Local Authorities have however been acknowledged as having direct involvement and influence through forward planning, which, according to Jones (2014) has the potential to shape event development sustainably. This, as discussed by Dredge and Whitford (2010) and later Getz and Page (2016a) is vital to manage and control the impacts, issues and risks that accompany event activities. Through the use of policies, plans, guidelines and strategies, Local Authorities have the ability to positively influence the process of planning in a direct or indirect manner (Lane, 2009; Griffin, 2009). Thus, through the application and utilisation of effective strategies and guidelines for events, Local Authorities can guide the democratic process of planning for events in a way that minimises any negative consequences associated with event development and ensures long-term sustainable development for host communities.

Bowdin et al (2012) acknowledged that almost every Local Authority are employing an event manager or team. However, despite the role of Local Authorities as both a consent authority and regulatory body of events (Dredge and Whitford, 2010; Bladen et al, 2012), this appears as a non-mandatory requirement in many destinations. Wood (2005) discussed that the extent of government involvement varies according to event size and type and Local Authority interest, resources and commitment to events. Nevertheless, in light of the continued exponential growth of events at a global level, the need for greater official oversight within Local Authorities cannot be underestimated. Through the authoritsation of events, Local Authorities have the ability to control the process of planning for event management, particularly in the arena of large-scale outdoor public events. Damster and Tassiopoulos (2005) acknowledged how the demand for government intervention in the event planning process is a response to the unwanted effects of event developments, particularly at local level. Although, Hall (2008) detailed that planning is not a cure-all, it may in its fullest process-orientated sense be able to minimise potential negative impacts and maximise economic returns to the destination. Emphasizing the importance of planning in shaping event experiences, Deng, Poon and Chan (2016) discussed how a lack of planning could be problematic for the industry. Through an effective event planning process, Raj, Walters and Rashid (2013) and later Maguire and McLoughlin (2019) believe that events could be planned in a way that is effectively more sustainable.

Methodology

This research sets forth to examine the level of sustainable planning provided by Local Authorities for Events Management with a specific focus on the Republic of Ireland. It will underpin a new direction through a sustainable planning tool-kit for Local Authorities to better develop and plan events in a safe and sustainable manner going forward in the short and long-term. In Ireland, Local Authorities have a legal responsibility to license events and to facilitate and regulate the process of planning for large-scale outdoor public events (in excess of 5000 people) under the Planning and Development Regulations 2001-2015. Furthermore, under the Planning and Development Act 2000-2010 and the National Planning Framework for Ireland (2018), Local Authorities also have legal obligations to plan for the economic, social, cultural and environmental development of respective counties (DECLG, 2012; Maguire and Hanrahan, 2016b; Maguire and McLoughlin, 2019). A multi-methodological approach utilising a content analysis of Local Authority event

management planning guidelines and qualitative semi structured interviews with Local Authority event personnel was chosen to provide a richer, more holistic picture on the topic in question.

Research Method

In order to examine the level of sustainable planning for event management provided by Local Authorities within the legal process of planning for event management in Ireland, a content analysis of Local Authority event management planning guidelines was first applied. The content analysis approach allowed for direct comparisons to be made between Local Authorities throughout the research process. This enabled the identification of variations and gaps in relation to Local Authority sustainable planning for events management in Ireland.

Having identified published Local Authority event management planning guidelines, the content analysis framework that was developed allowed for a comparable examination of results in relation to the provision of core guidelines to manage the impacts and issues of events by Local Authorities. This permitted the authors to determine the current level of sustainable planning for the impacts of events by the legally obligated Local Authorities. The content analysis approach was the principal quantitative analysis tool applied to this research as it represents quantification on a limited scale yet it is still anchored in the quantitative research paradigm (Maguire and McLoughlin, 2019). Neundorf (2016) discussed that content analysis takes on an analytical approach to understand a number of controlled variables while Bryman (2015) discussed that it tends to emphasise the procedures of analysis while enhancing validity of findings by minimising biases. Thus, event researchers are increasingly using content analysis as a means of critical investigation when faced with textual forms of data such as written documents including event strategies, policy documents and guidelines (Maguire and Hanrahan, 2016a; Maguire and Hanrahan, 2016b; Maguire and McLoughlin, 2019). This approach was therefore considered ideal for examining Local Authority sustainable planning for event management in Ireland. Analysis centered on specific criteria that emerged following a review of literature (Tables 1-4).

The data generated through the content analysis approach informed and was supported through qualitative in depth semi-structured interviews with Local Authority event personnel. The rationale behind the qualitative approach to research is to gain further insight and understanding into the

phenomenon in question. By complementing the quantitative approach with qualitative semi-structured interviews with Local Authority event personnel, the initial results can be explained further from multiple viewpoints, thereby conveying a sense of rigor to the research (Lueng, 2015). This approach also allowed for clarification on certain issues in relation to planning for event impacts, the perceived barriers to sustainable planning and possible solutions to aid sustainable planning for event management; thus, enriching the quality of the data and enabling findings to be compared at a nationwide level.

Sampling and Selection

The current system of Local Government in the Republic of Ireland comprises thirty-one Local Authorities, referred to as County Councils, City Councils and City and County Councils. All of which, provide democratic representation of local communities and hold a wide range of functions in relation to the provision of services for their respective jurisdictions. The Local Authorities in Ireland are broken into twenty-six County Councils, three City Councils and two City and County Councils. The administration of Local Government in Dublin is divided among three Local Authorities, Dún-Laoghaire-Rathdown (DLR), Fingal (FL) and South Dublin (SD). Thus, in essence there are twenty-eight Local Authorities covering twenty-six counties in Ireland along with three additional councils in Dublin. A quantitative content analysis approach was employed with a complete population sample of 31 Local Authorities in the Republic of Ireland. This allowed for a nationwide comparable examination on the level of sustainable planning provided by Local Authorities to manage the impacts of events at local level. The qualitative semi structured interviews took place with Local Authority personnel who identified themselves as having a direct responsibility for event licensing within their respective Councils. The interviews took place with 30 Local Authorities, which facilitated a wide range of viewpoints in relation to the topic. One Local Authority wished to not take part in the study.

Data Analysis

To facilitate a continual comparison of results throughout the research process through the content analysis approach taken, data was inputted manually into a content analysis assessment matrix. The structure and layout of the matrix facilitated the interpretation of results in a simplified and transparent manner ultimately allowing for a cross representation of results in relation to the

application and implementation of Local Authority planning guidelines for event management. This further enabled the author to highlight any variations and gaps between Local Authorities when planning for event management in Ireland. This procedure allowed the authors to determine clearly the current level of sustainable planning provided by Local Authorities for event management in Ireland by examining event management planning guidelines in the context of the criteria identified. Although a relatively time consuming process, the content analysis approach offered a fitting way to accumulate the necessary data and provides an opportunity for future longitudinal research, enabling researchers to apply the same techniques to the same problems at different points of time. To quantify patterns in a replicable and systematic manner, each impact category identified within the theoretical frameworks (Tables 1-4) was logged into numerical variables using SPSS data analysis software (Version 22). The findings provided useful insight into guideline provision for core economic, environmental and socio-cultural event impacts and planning considerations by Local Authorities.

Table 5   Example Matrix of Content Analysis Framework

Criteria to assess the Local Authorities SPEM in Ireland	Local authorities in Ireland (abbreviated by first and last letter DL = Donegal)																														
	CW	CN	CE	CK	Cc	DL	Dc	Dr	Ds	FL	GY	GC	KE	KK	KY	LS	LM	LK	LH	LD	MH	MO	MN	OY	RN	SO	TY	WD	WH	WX	WW
Provision of Planning Guidelines for Event Management						x												x	x	x										x	
Planning guidelines for crime and vandalism																															
Planning guidelines managing risk						x												x		x										x	

Key: x in the cell indicated the provision of guidelines for a particular activity
DL = Donegal. Local Authorities abbreviated by first and last letter of County they represent

This table illustrates the variations between Local Authorities when it comes to the provision of planning for event impacts at local level. Just 5 (16%) of Local Authorities provided planning guideline documents for event management. There was a dearth of planning for important impact considerations within such documents for issues such as crime and vandalism (0%), despite the reputation of events to increase the potential for crime and vandalism in host communities (Fredline, Deery and Jago, 2006). Moreover, only 4 Local Authorities appear to be providing planning guidelines for managing risk even though event organizers are required to prepare event management plans, inclusive of risk assessments (Silvers, 2008). The data collected by means of audio recordings, which were gathered with consent from interviewees were transcribed after each session. The transcription process aided a thematic analysis of key issues and patterns through the help of NVIVO. A process of coding was applied which included labeling and categorizing

properties to allow for an exploration of topics. Here, quotations and trends in data was identified. The results will be discussed in the context of current relevant theory and supported via qualitative interviews.

Results

The results from this baseline study contribute to new knowledge on the current level of Local Authority sustainable planning for event management in Ireland through the multi-methodological approach implemented. The findings that emerged from the content analysis approach are illustrated below in (Table 6) showcasing a dearth of sustainable event development and planning by Local Authorities in Ireland. The results point to a number of discrepancies in the current Local Authority approach to planning for event management, which need to be addressed. The low levels of sustainable planning for events management are characterised by a clear lack of planning guidelines, in particular for the socio-cultural, economic and environmental impacts of events. Despite events having a long-running reputation to create negative impacts to host communities and destinations (Gursoy et al, 2004, Fredline, Deery and Jago, 2006), the research concluded that Local Authorities appear to not be taking a proactive approach to addressing social concerns such as crime and vandalism (0%) and access issues (0%). Nor are they protecting the social or cultural identity/assets (0%) of host destinations from event developments. Local Authorities disclosed:

"It's not our responsibility to plan for or monitor socio-cultural event impacts" (LA Event Personnel 3).

*"The socio-cultural impacts of events wouldn't be a significant priority in the council" (*LA Event Personnel 17).

Yet, Local Authorities have a commitment through the NPF for Ireland (2018) to ensure future development is planned in a way that supports citizen's quality of life. Furthermore, Local Authorities in Ireland are legally required to license events (DHPLG, 2012a), ensuring they are planned in a way that minimizes harm to event stakeholders including the local community (Damster and Tassiopoulos, 2005). There is also a legal obligation to consult with the democracy when it comes to event development and planning although no Local Authority was found to facilitate community consultation in the process of planning for events. Data reveals that Local

Authorities are neglecting to plan for such socio-cultural considerations within existing planning and licensing processes.

Table 6   Provision of Sustainable Planning for Event Management in Ireland

Criteria to assess Local Authorities SPEM in Ireland	_Local authorities in Ireland (abbreviated by first and last letter DL = Donegal)_																														
	CW	CN	CE	CK	Cc	DL	Dc	Dr	Ds	FL	GY	GC	KE	KK	KY	LS	LM	LK	LH	LD	MH	MO	MN	OY	RN	SO	TY	WD	WH	WX	WW
Provision of Planning Guidelines for Event Management						x												x	x	x										x	
Provisions for monitoring socio-cultural impacts																															
Traffic disruption and congestion prevention						x													x	x										x	
Crime/vandalism prevention																															
Ensuring local access and equality																															
Access for people with disabilities						x												x	x	x										x	
Support for local sourcing and fair trade																															
Support for community participation/consultation																															
Employment opportunities for local residents supported																															
Ensuring local satisfaction																															
Ensuring community wellbeing at events																															
Support for protecting community quality of life																															
Support for local control																															
Support for protecting/preserving local cultural sites																															
Support for protecting local identity/assets																															
Protecting intellectual/cultural property rights																															
Monitoring economic impacts of events supported																															
Management of leakages in host event localities																															
Enhance tourism flows in event locations supported																															
Measures to increase local revenue from events																															
Controlling inflation at event venues/facilities																															
Opportunities for local businesses at events supported						x																									
Support for additional local trade at host locations																															
Support for long term promotional benefits from events																															
Prevention of interruption to normal business supported																															
Enhance economic viability of host destinations																															
Sponsorship opportunities for events identified						x													x												
Provisions for monitoring environmental impacts																															
Management of litter & waste at events						x													x											x	
Energy consumption/conservation																															
Water consumption/conservation																															
Minimise carbon emissions																															
Climate change responsiveness																															
Provision of drinking water																															
Protection of water quality						x													x												
Management of catering and food services identified						x													x												
Provision of sanitary facilities/accommodation						x													x												
Sewage treatment measures identified						x													x												
Measures for the treatment of wastewater identified																															
Reducing air and soil pollution at events identified																															
Reduce light pollution at events identified																															
Reduce noise pollution at events identified						x												x	x												
Reduce transport impact at events identified																															
Biodiversity conservation/protection identified																															
Measures to prevent the abandonment of tents																															
Environmental landscape protection																															
Environmental clean-up & remedial woks identified						x													x												
Guidelines for pre event planning						x													x	x										x	
Guidelines for managing risk						x													x	x										x	
Guidelines for health and safety						x													x												
Guidelines for crown management						x												x	x	x										x	
Managing vehicular traffic						x												x	x	x										x	
Provision of a safe venue						x													x	x										x	
Event control and communications						x													x												

15

Activity																													
Preparing for unexpected incidents					x											x													
Emergency planning and procedures					x											x	x											x		
Medical and first aid					x								x	x		x												x		
Stewarding & security arrangements					x								x	x		x												x		
Event stakeholder engagement					x											x	x											x		
Engagement of contractors/suppliers					x											x	x													
Guidelines for structural safety					x								x	x		x												x		
Fire safety and prevention					x											x	x											x		
Event attendee management																														
Event evaluation & impact assessment																														
Integration of sustainability indicators																														
Guidelines for post event planning					x											x														

Key: x *in the cell indicates the provision of guidelines for a particular activity*

Maguire (2019) discussed how this is even more poignant given that such issues may have influenced a previous decision of community residents in Ireland to object to five nights of sold out (Garth Brooks) concerts for a capacity of 80,000 people per night in 2014. As noted by Maguire and Hanrahan (2016a) objections were based on the perceived social impacts that such events had the potential to create together with a pre-existing agreement between residents and the stadium to hold no more than three events on consecutive evenings. While Dublin City Council granted permission for three concerts following a long drawn out event licensing process, the artist subsequently cancelled all five concerts, resulting in a loss of earnings reported to be worth €50 million to the local economy (Maguire and McLoughlin, 2019). However, a similar community problem over a Rolling Stones concert arose again in 2018, despite a number of amendments being made to the Planning and Development (licensing of outdoor events) Regulations 2001, to allow for a greater level of certainty for all parties involved following the previous incident (Maguire, 2019). This appeared to highlight that problems seem to be afoot once again within the process of planning for event management in Ireland and highlights the clear need for Local Authorities to plan for socio-cultural event impacts to avoid similar incidents in future.

In addition, Local Authorities efforts to plan for or monitor the economic activity from events were not evident in event management planning guidelines with Local Authority event personnel declaring:

"No we don't measure the economic impact of events locally; local businesses might hold that information" (LA Event Planner 22).

"No it would be too difficult to calculate the economic impact of events locally due to the recurring nature of events and the varying scale of events". (LA Event Planner 8).

This warrants attention as it highlights the economic potential of events in both the short and long term, are not being planned for, monitored or managed at a local level, particularly when it comes to the management of leakages (0%), controlling inflation (0%) and supporting local businesses (3%). This is despite the role of Local Authorities to support economic development and enterprise in Ireland (NPF, 2018). Dwyer et al (2003) noted that planning for the economic impacts of events could ensure event development and activities would enhance the quality and value of event destinations and promote balanced sustainable development and growth. Therefore, there is a fundamental need to better plan for and manage economic event impacts.

Results also signify that no Local Authority made provisions for monitoring the environmental impacts of events (Table 6) with Local Authority event personnel noting:

"I'm aware of the nature of events to impact on the environment but so far we don't have any measures in place to monitor environmental impacts" (LA Event Personnel 16).

"We don't monitor environmental impacts of events" (LA Event Personnel 23).

There is little emphasis placed on monitoring the environmental impacts of events by Local Authorities, despite their legal requirement to request an environmental monitoring programme as part of the event licensing process. However, with the reputation of events to create harmful negative environmental impacts (Collins and Cooper, 2016); there is a need for Local Authorities to approach planning with a focus on the environment. Analysis highlights significant shortcomings in the provision of guidelines for key criteria relating to environmental sustainability such as litter and waste management (10%), energy (0%), water (0%), climate change mitigation (0%) and reducing transport impact (0%). However, the Department of Transport Tourism and Sport (2015) acknowledged that the economic viability and competitiveness of Irish tourism can only be sustained if the quality of the environment is maintained. Furthermore, planning for the environmental impacts of events should be a priority of Local Authorities given their agenda through the National Planning Framework (2018) to commit to transitioning to a low carbon climate resilient society and sustainably managing water, waste and other environmental resources. Without planning for or managing environmental event impacts, detrimental long-term consequences can incur across resource management and environmental landscapes according to Maguire and Hanrahan (2016b). Therefore, the protection of the environment from the impacts of

events should be apparent as a lack of planning and management may affect the opinion of holidaymakers who choose to come to Ireland for 'it's clean, green unspoilt image' (Fáilte Ireland, 2016a).

The low level of sustainable planning for event management is further reflected in the lack of guidelines for pre-event planning (13%), managing risk (13%), health and safety (6%), crowd management (16%), traffic management (16%), providing a safe venue (13%) and event control and communications (6%). However, keeping in mind the age old adage of "fail to prepare, prepare to fail" (Yeoman, Robertson, Ali-Knight, Drummond and McMahon-Beattie, 2011), it is essential that support systems be put in place within Local Authorities to guide event organisers in the responsibility laden task of planning for event management given its complexity. Notably, the low level of planning identified for managing risk and crowds is concerning given the important responsibility of Local Authorities to ensure event organisers plan events in a manner that reduces risk (Maguire, 2018) through event licensing regulations. In light of events becoming the preferred target for terrorist attacks, security risks have been placed at the forefront of event planning agendas by event organisers and governments (Silvers, 2008). The overall lack of planning points to the need for a pro-active approach to planning for important considerations.

Low levels of planning was also identified for preparing for unexpected incidents at events (6%), emergency planning (13%), medical and first aid (16%), stewarding and security arrangements (16%), event stakeholder engagement (13%), contractor and supplier engagement (10%), structural safety (16%), fire safety and prevention (13%), customer and event attendee management (0%), evaluation and impact assessment (0%) and post event planning (6%). It was concluded from the research that more attention is needed by Local Authorities nationwide for each of these key areas of event management planning as shortfalls were evident. Reid and Arcodia (2007) highlight the importance of stakeholder engagement in planning for event management and noted that event stakeholders have the power to influence and affect event developments and successes. However, the findings signify the need for a planning approach that supports stakeholders in the practice of planning for event management in Ireland. A final step in the event management planning process is post event planning where remedial works and the removal of infrastructure and facilitates takes place. This is crucial to ensuring the protection and

reinstatement of landscapes and infrastructure (Bladen et al, 2012). Yet, again, there appears to be a lack of planning provision. Without post event planning guidelines there would be no way for Local Authorities to guarantee that event organisers are taking the necessary steps to ensure event safety. Local Authorities need to recognise that without sufficient planning and support tools or indicators, they simply do not have the mechanisms in place for monitoring and managing event impacts. Sustainable planning tools can assist Local Authorities in mapping the course towards a more sustainable future for the events industry. Qualitative semi-structured interviews delved further in order to understand why sustainable planning for events may be so low in Ireland and some common themes emerged.

Event Staffing

Analysis revealed that just 13% of Local Authorities employed an Event Manager while 90% acknowledged that they did not have adequate staffing arrangements for statutory event planning and licensing responsibilities:

"Quite simply we don't facilitate events so there is no person responsible for that role, there is no specific department that would deal with that process" (LA Event Personnel 20)

"There is no specific person responsible for this role. It is not a big enough sector to deploy resources" (LA Event Personnel 26)

These responses could suggest a lack of understanding amongst Local Authorities in recognising the statutory role they play in licensing events and facilitating the process of planning for event management. The researcher found it difficult to identify specific event personnel within the Local Government system to interview. Analysis revealed that the profile of Local Authority event personnel varied significantly. The majority of respondents (87%) stated that their 'event' role was not fixed. However, given the statutory role of Local Authorities towards events, an event manager and staff is needed to support and guide private sector event managers in event management planning practices. This can essentially professionalise the practice of planning for event management in a more strategic and sustainable manner.

Barriers to sustainable planning for event management

In light of the low levels of sustainable planning for event management, Local Authorities were questioned on the barriers to sustainable planning for event management. Local Authorities have suggested that the cost and funding (27%) needed to apply sustainable planning within the event industry as well as a lack of knowledge (17%), training (7%) and staffing (13%) can impact the implementation of sustainable planning for event management. Bramwell (2011) outlined that a lack of funding can have implications to develop tourism and event industries in a sustainable manner. A lack of knowledge as noted by the UNEP (2012) can create problems for implementing sustainable practices and achieving sustainable goals. Local Authorities (7%) also acknowledged that a lack of cooperation and lack of commitment and willingness from stakeholders (3%) could hinder the process of sustainable planning for event management. Through the NPF (2018) Local Authorities in Ireland have a commitment to achieving sustainable development. Though in order to drive the improvement of sustainability within the industry, it is essential that Local Authorities understand the barriers impeding the process of sustainable planning for event management through education and training. This can aid Local Authorities in overcoming such barriers and successively implementing sustainable planning practices within the event industry.

Sustainable planning tool-kit

Local Authority event personnel were then questioned on whether or not they would benefit from utilising a planning tool-kit with guidelines and checklists in order to facilitate a transition towards sustainable planning for event management. There was an agreement amongst the majority of Local Authority event personnel (71%) that they would in fact benefit from a sustainable planning tool-kit:

"Yes it would be very beneficial at the moment, it would help to be guided through the process" (LA Event Personnel 11)

 "Yes, many of us wouldn't know where to begin so it would be great" (LA Event Personnel 23)

Through the use of a sustainable planning tool-kit, Local Authorities could help to ensure that the potential negative impacts of events are minimised while positive impacts to host communities are enhanced. This research will develop a comprehensive planning tool-kit to facilitate Local

Authorities in a transition towards achieving greater levels of sustainable planning for event management going forward. However, Local Authorities identified a need for adequate resources to implement such an approach.

Resources to implement sustainable planning for event management

Local Authority event personnel (50%) suggested detailed information would be beneficial to help implement a sustainable approach to the development and planning of events:

"I think detailed information is definitely needed, more information would be beneficial to my role regarding events" (LA Event Personnel 5).

"Detailed information would be beneficial, it could provide clarity on how to implement a sustainable approach for events" (LA Event Personnel 26)

A number of Local Authority event personnel (57%) also revealed that training would be beneficial having revealed that none have received training to date:

"Training absolutely, I've had no training in event planning, management or sustainability for events to be in a position to implement sustainable practices. We need to know how to implement it so training could help with that" (LA Event Personnel 12)

"I have received no training so I would definitely be open to that" (LA Event Personnel 2)

Local Authorities also expressed mentoring (30%) and funding (47%) as a beneficial resource to help implement a sustainable approach to planning for event management:

"Through mentoring we would be better informed on how to implement a sustainable approach to planning for events" (LA Event Personnel 25)

"Funding, without a shadow of a doubt. It's needed to support community events" (LA Event Personnel 28)

"Funding is always required. There are many things we can't do because of the lack of allocation so I think funding would help us in that particular role and in setting up a much needed dedicated events department" (LA Event Personnel 12)

Without the necessary resources for developing and planning events they cannot adequately implement a sustainable process of planning for event management. Clearly, results signify a demand for a number of resources to implement a sustainable approach to planning for event management by Local Authorities. Such resources are incremental in assisting Local Authorities

in ensuring event developments generate desired outcomes while minimising potential negative problems.

Discussion

The results highlighted through the multi-methodological approach implemented, significantly low levels of sustainable planning for event management, characterised by a clear lack (16%) of Local Authority planning guidelines for events together with a lack of inherent event managers (87%) and event staff (90%) employed within Local Authorities. As a result, findings point to the need for a consistent, statewide sustainable approach to planning for event management. Having found that 71% of Local Authorities would adopt and utilize a sustainable planning tool-kit for event management, the research suggests a tool-kit that may act as a possible solution to facilitate the starting point for a transition towards greater levels of sustainable planning for events management going forward not only in Ireland but Pan-European level.

Despite sustainability having become an established function of the Government agenda at national and local levels across Europe (DCCAE, 1997; EC, 2016), the current level of sustainable planning for event management identified in Ireland raises questions in relation to whether or not sustainable planning is moving fast enough in comparison to the rate at which global event industries are growing. In light of the often statutory obligation of Local Authorities to license and facilitate the process of planning for public events, there should be a fundamental onus on Local Authorities to ensure planning takes place in a manner that is safe and sustainable. While the policy arena surrounding event development and planning varies from country to country with some destinations more reliant on events than others (Getz and Page, 2016), it is important to mention that a consequence of event growth is that increased pressures will be placed on the environmental and social resource base of host destinations (Holmes et al, 2015). As such, increased pressures will continue to be placed on Local Authorities to safeguard these key assets in order to secure the long-term competitiveness and sustainability of event products (Maguire, 2019). It is essential that Local Authorities recognise the need to respond to event growth through sustainable approaches to planning (Maguire, 2019). Without a more pertinent focus on encouraging sustainable development and planning of event industries, it is questionable if Local Authorities will be able to protect host communities and physical environments from the impacts it potentially faces.

Therefore, with a move away from trying to run 'sustainable events' to instead focus on encouraging events to contribute positively to the sustainable development of communities being championed (Mair, 2019), a Local Authority sustainable planning checklist is presents in order to facilitate a transition towards greater levels of sustainable planning for event management.

Sustainable Planning Checklist for Event Management

Local Authority provision of guidelines	✓	Pre-event planning guidelines for;	✓	Guidelines for providing as safe venue;	✓
LA Event planning guidelines in place		Initial event Set Up (Build up and Load in)		Choosing a venue design/layout/site	
Socio-cultural (S/C) planning guidelines for;		Planning/Design/Construction		Providing a safe space for people	
Monitoring socio-cultural event impacts		List of contact information for relevant bodies/agencies		Viewing arrangements	
Minimise negative S/C impacts		Delivery & Installation of equipment		Seating arrangements	
Traffic disruption/congestion		Recruitment of volunteers and workers		Ensuring event safety of site/venue infrastructure	
Crime/vandalism prevention		Proof of event Insurance		Ensuring safe ingress and egress	
Local sourcing/fair trade		Rubbish and waste removal		Provision of signs, way marking and circulation	
Ensuring local access/equality		Removal of structures		Ensuring safe entrance/exit capacity	
Access for people with disabilities		Local zoning		Ease of access access/adequate parking facilities	
Community participation/consultation		Contingency planning		Ensuring safe venue capacity	
Resident employment opportunities		Event marketing		Venue regulations provided	
Supporting local satisfaction and wellbeing		Ensuring the welfare of participants		Guidelines for control and communications for;	
Ensuring community quality of life is protected		Event ticketing		Communication process	
Supporting local control of community events		Event remedial works		Methods of communication	
Protecting/preserving cultural sites		Event load out and breakdown		Managing communication	
Protecting local identity/assets		Guidelines for managing risk for;		Control room/incident prompt sheets provided	
Protecting intellectual/cultural property rights		Identification of risks		Public announcements and broadcasts	
Environmental planning guidelines for;		Categorization of risk		Sustainable communication/advertising	
Monitoring environmental impacts		Conducting risk assessment		Dealing with communication failures	
Litter & waste management		Evaluation of risk		Garda control	
Energy consumption and conservation		Cancellation of event		Medical control	
Water consumption/conservation		Preventing structural collapse		CCTV and event control locations	
Provision of drinking water		Dealing with issues of Lost children		Guidelines for Preparing for unexpected Incidents for;	
Protection of water quality		Preparing and responding to Security/terrorist threats		Major and minor incidents	
Climate change mitigation		Preparing for adverse weather		Alerting statutory agencies	
Catering and food safety		Preparing for and managing crowd risks		Provision of facilities for dead/ injured	
Sanitary facilities/accommodation provision		Dealing with discovery of fire		Pinpointing location of incident	
Sewage treatment		Managing and controlling physical risks		Dealing with hazards with structures (slips, trips, falls)	
Treatment of wastewater		Managing and controlling human risks		Dealing with hazards with barriers (sharp edges)	
Minimizing event carbon emissions		Managing and controlling chemical/ bomb risks		Guidelines for emergency planning and procedures for;	
Reducing air and soil pollution		Managing and controlling biological risks		Provision of a site/venue emergency plan	
Reducing light and noise pollution		Guidelines for ensuring health and safety for;		Activation of emergency plan	
Reducing transport impact		Ensuring the welfare of event staff		Provision of emergency resources and facilities	
Biodiversity conservation and protection		Ensuring the welfare of event stakeholders		Evacuation procedures	
Preventing abandoned tents/facilities		Ensuring the welfare of event attendees		Guidelines for medical and first aid for;	
Landscape protection		Monitoring health and safety		Provision of medical and first aid personnel	
Event site/venue clean-up		Proof of health and safety statements		Ambulance provision	
Economic planning guidelines for;		Guidelines for managing people/crowds for;		Medical response procedures	
Monitoring event economic impacts		Prevent overcrowding		Provision of voluntary aid organisations	
Managing leakages from events		Ensuring ease of movement/escape		Guidelines for stewards/security for;	
Monitoring and controlling tourism flows		Anticipating crowds and managing disturbance		Stewarding arrangements	
Monitoring the generation of local revenue		Dealing with crowd behaviors		Security arrangements	
Controlling inflation		Guidelines for managing vehicular traffic for;		Briefing stewards/security staff	
Supporting local business opportunities		Ensuring access for emergency vehicles		Identifying specific roles and responsibilities	
Supporting additional local trade		Ensuring vehicle movement		Allocation of stewards/security	
Supporting long-term promotional benefits		Dealing with obstructions		Providing designated fire stewards	
Preventing Interruption to normal business		Allocating drop of and pick up points		Identification of stewards/security	
Sourcing event sponsorship		Providing adequate signage		Guidelines for ensuring fire safety and prevention for;	
Process in place for engaging stakeholders		Access for persons with mobility impairments		Event capacity/ingress/egress	
Residents		Provision of emergency access/exit routes		Provision of fire detection and alarm systems	
Gardaí		Guidelines for contractors and suppliers;		Ensuring fire safety of casual trading facilities	
HSE		Engagement of contractors and suppliers		Ensuring safe working cooking equipment	
Local Authorities		Construction & tear down of structures		Provision of fire fighting & prevention equipment	
Event controllers		Adhering to safe working conditions		Safe fireworks & pyrotechnic displays	
Environmental services		Guidelines for structures and facilities safety for;		Proof of certification of fire hazard materials	
Safety officers		Ensuring safety from erection of barriers/fencing		Guidelines for evaluation and impact assessment for;	
Chief steward		Ensuring safety of stage/tented structures		Conducting Impact assessments	
Fire services		Evaluating fire risk of structures and facilities		Conducting socio-cultural impact assessments	
Emergency services		Managing and controlling flammable substances		Providing environmental monitoring programme	
Medical Personnel		Safe installment of electrical/lighting		Conducting SEA's or EIA's	
Ambulance personnel (Voluntary and state)		Certification of structural safety		Monitoring the economic impact of events	
Performers		Guidelines for customers/event attendees for;		Provision of event safety recommendations	
		Monitoring customer/visitor satisfaction		Adoption of sustainability indicators	
		Monitoring event attendee behavior			
		Visitor management			

This proposed checklist has been compiled from insights drawn from international theory (Table 1-4), international event management planning criteria and national baseline data that was derived from the multi-methodological approach implemented. It reflects an up-to-date checklist that Local Authorities can utilise to facilitate a transition towards greater levels of sustainable planning for event management in the short and longer-term taking into account the immensity of the event phenomenon to impact on the three interdependent systems (Maguire, 2018) in an effort to harmonise ecological, social and economic goals (Jenkins and Schroder, 2013). In the short term, this checklist can ensure events are planned and managed through effective guidance that aims to maximise positive benefits to host communities (Mair, 2019) and minimise risks and potential negative consequences. In the longer-term, Local Authorities can use this checklist to ensure event development and planning takes place in a manner that aims to create positive lasting legacies in respect of event safety and sustainability for host destinations through event licensing processes. Although, it is important to mention that it is not an end point to be achieved but rather a process of change (Mair, 2019). The criteria contained within the toolboxes are formulated to provide direction and support to Local Authorities when developing and providing planning guidelines for event management. The checklist enables Local Authorities to ensure guidelines reflect a number of criteria designed to ensure event safety and sustainability. While the checklist has been developed for the Irish context, Local Government at Pan European level can adapt it, so long as it is aligned to Local Government functions, structures and processes. It is incremental that Local Authorities with a function for event licensing provide guidelines for such issues. Not providing planning guidelines for such crucial event issues, makes it more difficult for both Local Authorities and event managers to ensure safety, reduce potential issues and impacts and promote the wellbeing and quality of life of citizens and communities.

While the provision of planning guidelines for event management is traditionally a non-mandatory requirement of Local Authorities, by providing detailed guidelines in each area, Local Authorities would be in a more informed position to ensure that planning and management takes place in a manner that is safe and effectively more sustainable. It would also mean events would not be deliberately exposed to potential risks, issues and litigation. It is reasonable to think that this would be a straightforward process given the planning process for event management particularly in Ireland provides an established means through which to implement and integrate detailed

guidelines at local level. While this checklist is not a cure-all, it provides the starting point for transitioning the industry towards more sustainable thresholds. It sets an example for event managers to plan for and manage event impacts and control the process of planning for event management in an effectively more safe and sustainable manner. Effective sustainable planning would be evidenced through all toolboxes being checked off. However, in order for the tool-kit to have a successful bearing on the event industry, an efficient level of resourcing within Local Authorities is required. Therefore, the realistic and practical implementation of this tool-kit needs to be taken into consideration so that it can be practically applied within the legal process of planning for event management in Ireland and at Pan European Level.

For the practical application of this planning checklist, it would need to overcome certain challenges; as imposing this tool-kit on Local Authorities could be criticised for overburdening an already under resourced and heavily laboured Local Government System (Breathnach, 2017; Hogan, 2017). Given the legal remit of Local Authorities to grant or refuse permission for an event license, it appears the tool-kit can be integrated logically within legal processes of planning for event management across destination. Funding is needed to put this tool-kit into practice and would support the implementation of sustainable planning for event management. Furthermore, establishing whose role it is to authorise events within Local Authorities is needed to successfully implement this tool-kit within the Local Authority event planning and licensing processes. The employment of an event manager/staff with adequate training would facilitate transparency and ensure event managers and staff are capable of facilitating the process of sustainable planning for event management within the local Government system. While Local Authorities have no statutory obligation to adopt or utilise this tool-kit, in order for the tool-kit to be complied with, it needs to be imposed into the statutory planning and licensing processes. This could help Local Authorities to guide appropriate developments in the event industry and would encourage self-regulation from event organisers by ensuring planning considers specific criteria designed for ensuring event safety and sustainability. However, it is recommended that the sustainable planning tool-kit first be piloted on a number of Local Authorities in Ireland to examine its suitability and feasibility. By testing its applicability, future researchers could determine how comprehensive and consistent the tool-kit is in facilitating greater levels of sustainability in the process of planning for event

management and assess its value to event industries. Only through testing its efficacy in applied contexts can the adoption of this tool-kit be reinforced.

Conclusion

There is a need for Local Authorities to ensure that the planning and management of events takes place in a sustainable manner, within acceptable limits to the environmental and social resource base in which events take place and in a way that caters for the increasingly growing and rapidly changing environment in which events operate. Without an acceptable level of sustainable planning for event management, Local Authorities are leaving events, event attendees and stakeholders wide open to the potential for serious damage including safety and security risks and long-term reputational damage of event industries. Upon realising the need for a consistent and comprehensive state-wide sustainable approach to planning for event management through the analysis, this research has put forward a Local Authority sustainable planning tool-kit as a possible solution to facilitate a transition towards greater levels of sustainable planning for event destinations moving forward, not only in Ireland but at Pan European level. If events are to continue to be prominent features of the international and European tourism industry offering, Local Authorities across such destinations must act meaningfully and comprehensibly to ensure the long-term sustainability of event tourism products. Given the often statutory role of Local Authorities across many destinations to license events and facilitate and regulate the process of planning for large-scale outdoor public events, Local Authorities should be placing a more pertinent focus on facilitating a transition towards greater levels of sustainability within events industries. If it became common practice for Local Authorities to provide support and guidance to event managers when planning and managing event activities in a sustainable manner they could perhaps set best practice standards in the industry going forward.

If Government and in turn Local Authorities wish to sustain the growth of event sectors and secure its future long-term sustainability, they need to adopt a sustainable approach to planning for event management. Analysis revealed that 71% of Local Authorities would adopt and utilize a sustainable planning tool-kit for event management but acknowledged the need for resources such as adequate staffing, funding and training in order to effectively implement a sustainable approach to planning for events. Through a consistent, state-wide sustainable approach to planning for event

management (Table 7), Local Authorities can effectively lay the foundation for sustainable planning for event management in Ireland and at Pan European level. A limitation for this research however is that the toolkit has not yet been implemented in practice and only through testing its efficacy in applied contexts as a planning tool can it be validated. Future research in relation to sustainable planning for event management from additional case study perspectives would help to contribute much needed discourse in relation to sustainable event development and planning.

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