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An examination of the European Tourism Indicator System**

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**An evidence informed approach to planning for event
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An evidence informed approach to planning for event management in Ireland: An Examination of the European Tourism Indicator System.

Purpose

Events are a significant component of Ireland's tourism offering. They are an important source of economic activity and an incremental driver of social change and development throughout the country. However, the visual and physical impacts often created by event activities to the environmental and social resource base upon which, events depend, have begun to draw attention to the way events are planned and managed. Although the concept of sustainability has become the topic of much discussion and debate in event management literature, there exist many gaps in relation to its practical application in event management planning in Ireland. This is despite the statutory obligation of Local Authorities in Ireland to license events and to facilitate the process of planning for large-scale outdoor public events in Ireland. Yet, with the continued expansion of Ireland's event industry, there is a fundamental need for an evidence-informed approach to planning for event management. Through the application of the European Tourism Indicator System (ETIS), the long-term sustainability and competitiveness of the national event industry in Ireland could be secured. This paper will examine and discuss the application of the European Tourism Indicator System (ETIS) as a possible tool to facilitate greater levels of sustainability and accountability within the events industry in Ireland.

Design/Methodology/approach

This study employed a quantitative content analysis approach involving a complete population sample of Local Authorities in the Republic of Ireland to determine the application of the ETIS within the legal process of planning for event management in Ireland.

Findings

While the findings have identified a basic provision for event management within a number of Local Authority legally required County Development Plans, none however, were utilising the ETIS to monitor the impacts of events at local level. This lack of data collection and benchmarking highlights the need for greater levels of sustainability and accountability within the legal process of planning for event management in Ireland.

Originality/value/implications

This study suggests the ETIS as an easy, cost effective and viable solution to facilitate an evidence-informed approach to planning for event management at local level. However, the lessons learned from this study may also have implications for destination planners and event managers outside of Ireland.

Keywords: *Sustainable Planning, Event Management, Local Authorities, European Tourism Indicator System, Ireland.*

Introduction: The live entertainment and events industry in Ireland is experiencing significant exponential growth, generating over €1.7 billion in economic activity and attracting over 4 million holidaymakers each year (Green, 2017; Fáilte Ireland, 2019). As such, events have become a lucrative and integral component of Ireland's tourism offering and are critically important to Ireland's economic health (Department of Transport Tourism and Sport, 2015). Fáilte Ireland (2018) remarked that events offer the perfect opportunity to showcase all that Ireland has to offer, its culture, its people and its place. Their ability to revitalise tourism destinations and to enhance the competitiveness of tourism destinations has resulted in events often being referred to as the "lifeblood of Irish Tourism" (Fáilte Ireland, 2016). Because of this, events have become central to the Governments plans to develop the tourism industry offering at a national and local level in Ireland. A number of Government initiatives have subsequently been developed to support the growth and competitiveness of the event industry. One such initiative was the 'Gathering', an event based tourism initiative aimed to mobilise Irish Diaspora to return to Ireland through organised local gatherings and events. This initiative attracted over 275,000 visitors and generated €170 million in tourism revenue, thereby helping the Government to achieve their economic and social objectives. Therefore, the reputation of events as a major direct contributor of economic activity is a testament to Ireland's unique tourism offering and the efforts of Government in supporting event developments. However, a challenge for Local Authorities is how best to manage and sustain this growth moving into the future (Maguire and Hanrahan, 2017; Maguire, 2018). While a number of events are financially supported by Local Authorities in an effort to support tourism and event growth (Wood, 2006; Maguire, 2018), it is essential that Local Authorities take action to secure the economic benefits of events and the future competitiveness and sustainability of the industry.

Local Authorities have a long running commitment to achieve sustainable development at local level in Ireland (Local Agenda 21 (1992); Our Sustainable Future (2012); Planning and Development Act 2000-2015; Project Ireland 2040 the National Planning Framework (NPF) for Ireland (2018); and the National Development Plan (NDP) 2018-2027). Through these important legal frameworks and documents, Local Authorities have an obligation to plan for and manage future growth and development in a sustainable way. While Agenda 21 (1992) intended to set out an international programme of action for achieving sustainable development for the twenty-first century (DoEHLG, 1997), over two decades on, more efforts are being made at a national level to achieve greater levels of sustainable development. The Government of Ireland launched Project Ireland 2040, the National Planning Framework for Ireland (2018).

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3 This further articulated the Government's commitment to achieving sustainable development
4 through planning for our social, economic and cultural development (NPF, 2018). Aligned to
5 the UN Sustainable Development Goals (SDG's) set out in the 2030 Agenda for Sustainable
6 Development, the vision of the NPF is to shape the future growth and development of the
7 country:
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12 "We have a responsibility to plan for the changes that we face, to manage our future
13 growth in a planned, productive and sustainable way. If we fail to plan for growth and
14 for the demand it will place on our built and natural environment as well as on our social
15 and economic fabric, then we will certainly fail in our responsibility to future generations
16 of Irish men and women" (NPF, 2018: 10).
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19 To support this vision, there is a need to develop new approaches to anticipate and prepare
20 for the future. As such, Local Authorities are tasked with strengthening more
21 environmentally focused planning at local level. In line with the climate change mitigation
22 plan for Ireland (Department of Communications, Climate Action and Environment, 2017),
23 the NPF (2018) outlines a clear focus on transitioning to a low carbon, climate resilient and
24 environmentally sustainable economy by 2050. To implement this strategy, Local
25 Authorities are required to appoint climate action officers. There is also a clear emphasis on
26 the sustainable management of water and waste, the protection of biodiversity, cultural
27 heritage, and landscapes as well as air quality and noise management (NPF, 2018). Raj and
28 Musgrave (2009); Hall (2012); Holmes, Hughes, Mair and Carlsen (2015) and later Jones
29 (2017) advocate that planning is crucial to minimising the negative impacts of events and
30 achieving a path towards sustainable development. Given the legal remit of Local
31 Authorities to license events; and to facilitate and regulate the process of planning for large-
32 scale outdoor public events in Ireland, they are in an ideal position to ensure its future
33 sustainability. However, the changing and litigious environments in which events operate
34 add to the complexity of planning for event management. In particular, the reputation of
35 events to heavily impact on host communities (Ritchie, 1984; Hall, 1997; Deery and Jago,
36 2010; Stone and Sharpley, 2011) and the natural environment (Collins, Jones and Munday,
37 2009; Case, 2013; Jones, 2014) together with the risks and issues of events to health and
38 safety (Bowdin, Allen, Harris, O'Toole and McDonnell, 2012; Silvers, 2015; Van der
39 Wagen and White, 2018) has created a fundamental need to ensure events are planned in an
40 effectively more safe and sustainable manner. Thus, given this Government commitment
41 and the legal remit of Government Authorities, there is a fundamental need for Local
42 Authorities to plan for, monitor and manage such issues in the context of planning for event
43 management, considering that such issues are pertinent within the events industry (Raj and
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3 Musgrave 2009; Hall, 2012; Holmes, Hughes, Mair and Carlsen, 2015; Jones, 2017). Hence,
4 adherence to such tenets is essential to ensure event development occurs within
5 environmental limits, having regard to host communities and to the requirements of national
6 legislation.
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12 Through an evidence informed approach to planning for event management Local Authorities
13 can facilitate greater levels of sustainability within the industry and secure its long term
14 competitiveness. This can ultimately help to ensure the ‘lifblood of Irish tourism’ remains
15 healthy, revitalised and competitive. The ETIS is a free indicator system developed by the
16 European Commission with the aim of helping destinations to monitor and measure their
17 sustainable performance by using a common comparable approach. Therefore, its importance
18 in helping to ensure the future sustainability of the events sector should not be taken for granted
19 by policy makers and event planners. While limited research has been dedicated to examining
20 the ETIS, particularly in Ireland (McLoughlin, 2017, McLoughlin, Hanrahan and Duddy,
21 2018), there is even less research pertaining to the ETIS in the context of the events industry
22 (Maguire, 2018). This study sets forth to bridge this gap in research by examining the ETIS as
23 a possible tool to facilitate greater levels of sustainability and accountability within the events
24 industry. This will be beneficial when it comes to planning for event management and
25 generating policies, guidelines and strategies by policy makers in Local Authorities due to the
26 incremental need for careful consideration of effective evidence informed solutions to achieve
27 a long-term sustainable and competitive industry. This paper will discuss the importance of
28 planning for event management together with the need for evidence informed planning for
29 events through the ETIS. The authors then present and discuss the methodological approach
30 behind this study. The application and utilisation of a content analysis approach allowed the
31 authors to clearly illustrate which of the 32 Local Authorities and City Councils assessed
32 prioritised the sustainable indicators within the ETIS within the legal process of planning for
33 event management in Ireland. The authors then conclude by discussing opportunities for future
34 research.
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51 52 53 **The importance of Planning for Event Management in Ireland** 54

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56 Several authors have discussed how events are an important source of economic activity and
57 growth in a host destination (Ritchie, 1984; Crompton, 1999; Dwyer, Forsyth, Madden and
58 Spurr, 2000; Janeczko, Mules and Ritchie, 2002; Ki-Lee and Taylor, 2005; Arcodia and Reid,
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2007; Deery and Jago, 2010; Mair and Whitford, 2013; Maguire and Hanrahan, 2017). However, the economic development opportunities created by event activities has been noted to vary significantly from one place to another (Irshad, 2011). In particular, the distribution of event benefits and the generation of event impacts have all been put down to effective event planning, which, according to Hall (2012) has a significant influence on how events are developed and managed. Higgings-Desbiolles (2018) discussed that event tourism should be examined through a political lens to answer the question of who benefits, how power is assessed and what risks communities have when their landscapes are designed as event tourism destinations. Although, such questions may pertain to political will and adequate resources at local level in Ireland when it comes to event management planning (Maguire, 2018). To ensure an equal distribution of benefits to host destinations while controlling and managing both the positive and negative outcomes of events, effective planning is required by Local Government Authorities given their statutory role in Ireland to license events and to facilitate the process of planning for large-scale outdoor public events in Ireland.

As the second layer of democratic government Local Authorities in Ireland play a significant role in planning for event management. Planning events at local level in Ireland is predominantly determined by the Planning and Development Regulations 2001-2015 (licensing of outdoor events). This legislation places a fundamental and statutory onus on Local Authorities throughout Ireland to play a key role in the approval or disapproval of large-scale outdoor events through event licensing (Maguire, 2017). Through the authorisation of events Local Authorities have the ability to control the process of planning for event management in Ireland. This role also requires Local Authorities to oversee the application of state laws through event licensing which governs the preparation and sale of food, street closures, environmental protection, water supply and sewage, waste management, road closures, health and welfare and erection of temporary structures at local level (LGMA, 2012). The responsibility of such functions falls to a number of departments within Local Authorities. Thus, given the functions of Local Authorities, the role they play in licensing events together with their statutory commitment towards achieving sustainable development places them in an ideal position to implement sustainability in planning regimes for event management (Maguire, 2018).

The need to plan for events has become an increasingly complex task given the broad impacts and issues that can face the industry. Holmes et al (2015) noted a lack of understanding of

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3 associated event impacts and confusion in relation to what sustainability is or should be could
4 potentially impede the process of planning for event sustainability. As such, a number of
5 discussions (Raj and Musgrave, 2009; Jones, 2014; Getz and Page, 2016a) have pointed to the
6 need for greater understanding of event impacts and how to achieve event sustainability.
7 Furthermore, it requires appropriate tools (UNEP, 2012; EC, 2016) that can be adopted and
8 utilised by Local Authorities and event managers to ensure tourism activities such as events
9 are planned and managed sustainably. Such tools can address and fulfill the fundamental need
10 for an evidence informed approach to planning for event management by Local Authorities
11 given the diverse range of impacts created by event activities.
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20 All events, irrespective of size and type are susceptible to impacts, both positive and negative
21 (Liu and Wilson, 2014) particularly to the environmental and socio-cultural resource base upon
22 which they ultimately depend (Maguire, 2018). As a result, increased pressure has been placed
23 on governments to formulate and adopt sustainable policies, plans, tools and guidelines to
24 manage event impacts (Bowdin et al, 2012). There is a continued need to monitor and evaluate
25 the impacts of events in order to guarantee long-term sustainability of the industry and to render
26 ongoing socio-cultural benefits that can be obtained through effective planning. O'Brien and
27 Chalip (2008) discussed how events can be treated as a leverage resource to create opportunity
28 for social change in host communities. However, with the expansion of events comes a greater
29 cost to host destinations, residents and cultures (Sharpley and Stone, 2011). Even though events
30 have a renowned ability to leverage many benefits and enhance local community image,
31 promote community values and act as a vehicle for improving social relationships as well as a
32 valuable source of income generation and employment for host residents (Wood, 2006; Nunkoo
33 and Ramkissoon, 2011; Gursoy, Kim and Uysal, 2004), the quality of life of host residents can
34 also become greatly diminished through hosting events. The socio-cultural costs of events have
35 as such accentuated the need to pay greater attention to plan for event impacts (Delamere,
36 Wankel and Hinch, 2001; Nunkoo and Ramkissoon, 2011; Maguire and Hanrahan, 2016). The
37 issues of traffic disruption and congestion, crime, vandalism, property damage, overcrowding,
38 littering, and noise for example can adversely affect community quality of life, lead to a loss
39 of cultural values and identity, create impediments to access, disruption to lifestyle and can
40 create a negative image which can ultimately have a knock on effect on social cohesion and
41 local community support for event developments (Weaver and Opperman, 2000; Fredline,
42 Deery and Jago, 2006; O'Brien and Chalip, 2008; Peric, Durkin and Wise, 2016; Maguire and
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Hanrahan, 2016). However, event developments are dependent of host community support and engagement at local level (Maguire and Hanrahan, 2016).

Despite strategic leveraging programs for events in Ireland to enhance community quality of life, foster tourism, and boost economic development, it appears socio-cultural issues are profound at national level in Ireland. Reports have shown that regardless of objections from local residents to Local Authorities based on the perceived socio-cultural impacts of five nights of sold out concerts on consecutive evenings for an audience of 80,000 per night (Maguire and Hanrahan 2016). Local Authorities appear to not be paying adequate attention to the socio-cultural consequences events can often create. While this particular case resulted in a long drawn out event licensing process, Local Authorities subsequently granted permission for three of the five concerts which, in turn, resulted in the artist cancelling all five concerts. This was estimated to have a loss of earnings worth €50m to the local economy. Yet, through appropriate leveraging events can stimulate not only economic development but stimulate change in regional and local social agendas (Peric et al, 2016). However, there is a need to learn from past failures in order to improve future attempts to leverage. Thus through an effective, consistent and strategic approach to planning, host communities can derive substantial benefits from events and long-term outcomes such as repeat visitation, re-imagining host communities, increased tourism activity and inward investment and employment (O'Brien, 2007). O'Brien and Chalip (2008) therefore advocate that the triple bottom line can be applied strategically to event planning and implementation. With this in mind, the ETIS offers an opportunity to apply a triple bottom line approach to maximizing the benefits of events in Ireland while minimizing the negative consequences that can be created

Similarly, experience has also shown that it has become visually evident that event activities create negative impacts to the environment (Gursoy and Kendall, 2006; Collins, Jones and Munday, 2009; Jones, 2010; Case, 2013). As a consequence, it is essential that event impacts are managed to preserve the quality of the environmental resource base upon which events depend. The implications caused to the environment can cause long-term extensive damage and degradation (Jones, 2008) and are a significant cause for concern for policy makers, event managers and Local Authorities. In particular, the areas of waste, water, air, transport, food and energy can effectively impact the use of resources, cause pollution and land degradation, and contribute to carbon emissions which can in turn ultimately affect the longevity and quality of events (David, 2009a; Jones, 2010; Collins and Cooper, 2016; Maguire, 2018). The

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3 importance of planning for carbon issues, pollution and the sustainable management of
4 resources for example, is reflected in the way they are integrated in the National Planning
5 Framework for Ireland (2018), which has been developed in an effort to shape the future growth
6 and development of the country. Litter generation and the mismanagement of water and energy
7 resources at events have been reported to contribute to the creation of pollution (UNEP, 2012).
8 These issues have therefore become a primary environmental concern that warrants a
9 sustainable approach to planning for events as it not only creates visual impacts but also
10 physical impacts (David, 2009b), which can be detrimental and irreversible to the environment
11 and also the reputation of the national event industry.

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21 In line with this, events of all type and size generate economic activity; although, this has been
22 noted to differ depending on the type and the longevity of each event (Crompton, 1999;
23 Janeczko, Mules and Ritchie, 2002). Research has acknowledged that event stakeholders often
24 tend to focus purely on economic benefits and overlook the important social and environmental
25 issues of events (Deery and Jago, 2010). Ki-Lee and Taylor (2005) put this down to events
26 generating significant revenues and economic benefits to host cities, regions and countries.
27 Given the economic significance of events in Ireland to attract over 4m visitors and equating
28 to a net worth of €1.7bn; using events can increase destination competitiveness (Konstantaki
29 and Wickens, 2010) and leverage opportunities for further economic growth. Although there
30 is also the potential for the creation of increased leakages (Janeczko, Mules and Ritchie, 2002),
31 which occur through taxation, foreign ownership and investment, savings and spending on non-
32 locally sourced products and have been regarded as decreasing the economic impact of events
33 to host regions (Andersson and Lundberg, 2013). Therefore, despite the benefits of events to
34 raise destination profiles and attract capital and inward investment, improve destination
35 awareness and encourage long-term promotional benefits and additional trade (Janeczko,
36 Mules and Ritchie, 2002), the economic costs associated with price inflation, resident exodus
37 and hostility and interruption to normal businesses (Dwyer, Mellor, Mistilis and Mules, 2000),
38 which ultimately has a knock on effect on host community quality of life and standard of living
39 require much needed attention. Therefore, for events to be economically sustainable requires
40 Local Authorities to monitor the economic impacts of events.

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Given the legal obligation of Local Authorities in Ireland to license large-scale public outdoor
events under the Planning and Development Regulations 2001-2015 and the complex issues
facing the industry, the importance and need to plan sustainably for event management cannot

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3 be underestimated. Damster and Tassiopoulos (2005) acknowledged how the demand for
4 government intervention in the event planning process is a response to the unwanted effects of
5 event developments, particularly at local level. Hall (2008) however, detailed that planning is
6 not a cure-all, yet it may in its fullest process-orientated sense be able to minimise potential
7 negative impacts and maximise economic returns to the destination and bring greater levels of
8 sustainability and accountability within the industry. Through an effective evidence based
9 event planning process, Raj, Walters and Rashid (2013) believe that events could be planned
10 in a way that is effectively more sustainable. An effective event planning process could put
11 Local Authorities in a more informed position to plan for and manage events sustainably.
12 Without effective event management planning, events can cause various economic, social and
13 environmental changes upon host destinations (Holmes et al, 2015; Maguire and Hanrahan,
14 2016; Maguire and Hanrahan, 2017; Maguire, 2018). It is important to draw attention to the
15 ETIS, developed by the European Commission in 2013 and updated in 2016 to aid the
16 sustainable development of tourism and its activities.
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29 **The European Tourism Indicator System and Evidence Informed Planning for Events**

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32 Tourism and its activities have become valuable assets of European Union economies and
33 societies. It supports economic growth and activity to ensure the long-term competitiveness of
34 the industry (UNCTAD, 2013). The European Commission has therefore committed itself to
35 promoting the sustainable development of tourism across Europe. This has been prioritised
36 through the introduction of a number of policy tools and legislative documents to facilitate
37 sustainable planning and management practices by national and local governments. The
38 European Tourism Indicator System (ETIS) is the European Commission's most recent
39 development, designed specifically for destinations to monitor performance and help
40 destinations to develop and carry out their plan for greater sustainability with long-term vision
41 (EC, 2016). Therefore it acts to enhance sustainable performance at destination level through
42 the promotion of economic prosperity, social equality and environmental protection (Table 1).
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Table 1 Core Indicators of the ETIS

Destination Management	
A.1. Sustainable Tourism Public Policy	A.2. Customer Satisfaction
Economic Value	
B.1. Tourism flow (volume and value) at destination	B.2. Tourism enterprise(s) performance
B.3. Quantity and quality of employment	B.4. Tourism supply chain
Social and Cultural Impact	
C.1. Community/social Impact	C.4. Inclusion/accessibility
C.2. Health and Safety	C.5. Protecting and enhancing cultural heritage, local identity and assets
C.3. Gender equality	
Environmental Impact	
D.1. Reducing transport impact	D.4. Sewage Treatment
D.2. Climate Change	D.5. Waste Management
D.3. Solid Waste Management	D.6. Energy Usage
	D.7. Landscape and biodiversity protection

The ETIS was developed to tackle social, cultural, economic and environmental key challenges. They have been referred to as an effective measure of sustainability performance as it can facilitate informed policy decision making and create benchmarks of performance (EC, 2015; Maguire and Hanrahan, 2017). Several studies have in recent years examined the concept of evidence informed policy-making (Godfrey, 2006; Johnston, 2006; Minogue, 2008; Head, 2008; Nilsson et al, 2008) and in particular the ETIS as a tool for evidence based planning and decision making (McLoughlin, 2017; McLoughlin et al, 2018). The ETIS, which was developed and informed through lessons learned from previous indicator systems (UNWTO, 2005; UNEP/UNWTO, 2005; GSTC, 2013) is said to be a useful and reliable tool for policy maker's in developing socially, economically and environmentally sustainable planning tools for tourism and its activities. This indicator system offer an opportunity to apply sustainable indicators to measure, monitor and assess the impacts tourism activities can create. Therefore this system, if applied to the context of events may prove useful in facilitating an evidence informed approach to planning for the events industry.

While the use of tourism indicators continues to be advocated and discussed (Griffin, Morrissey and Flanagan, 2010; Torres Delgado and Palomeque, 2014; McLoughlin and Hanrahan, 2019), their presence and application in the tourism and event planning process is an important factor when assessing a destinations progress towards not only sustainability (McLoughlin, 2018) but also event management (Griffin, 2009; Maguire, 2018) and destination competitiveness (Dupeyras and MacCallum, 2013). However, despite their importance in assessing destinations (Pérez et al, 2013) and in measuring responsible behaviour (Blackstock et al, 2008) and measuring competitiveness (Dupeyras and MacCallum, 2013), their application in Ireland continues to be overlooked in both tourism planning (McLoughlin and Hanrahan, 2019) and

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3 event management (Maguire, 2018), with little research pertaining to its use in contributing to
4 the competitiveness and revitalisation of the events industry in Ireland to date.
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8 **The need for evidence informed planning for events** 9

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11 The National Planning framework for Ireland outlines the importance of planning for “changes
12 that we face, to manage future growth in a planned, productive and sustainable way” while
13 highlighting the role Local Authorities play in this regard (NPF, 2018: 2). The reputation of
14 events to impact negatively upon the social and environmental dimensions of host destinations
15 has been well documented (Case, 2013; Fredline, Deery and Jago, 2006; Holmes et al, 2015,
16 Maguire and Hanrahan, 2016; Maguire and Hanrahan, 2017). Through the collection of data
17 on the issues and impacts of events, Local Authorities can monitor and manage the process of
18 planning for event management more effectively. This can provide a more holistic picture of
19 the event industry at local level and assist Local Authorities in developing plans and guidelines
20 that are based on evidence to ultimately preserve the quality and competitiveness of the
21 industry. The ETIS, which enables planners to benchmark performance and progress to make
22 better more informed management decisions (EC, 2016) can facilitate greater levels of
23 sustainability within the events industry.
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36 This is significant since events at European level are proliferating, frequently viewed as an
37 important driver of economic development and growth (European Commission, 2008). In
38 while Ireland is subjected to a number of EU directives and guidelines, which are capable of
39 influencing the sustainability of Local Authority planning for event management in Ireland.
40 When it comes to the tourism industry, there appears to be more EU directives and guidelines
41 pertaining to the tourism industry in comparison to the event industry. However, it is important
42 to remark that events are recognised as a core component of tourism industries worldwide
43 (Getz, 2008; Quinn, 2009; Getz and Page, 2016a). As Pugh and Wood (2004) observed, the
44 close relationship between tourism and events is reflected in the way they are commonly
45 discussed as one issue within policies, plans and guidelines. Nevertheless, a key priority of the
46 EU is to promote the development of a sustainable, responsible and high quality tourism
47 offering (EC, 2013a). Through a sustainable approach to planning, the EU can improve the
48 range of tourism products and services on offer and ultimately make European destinations
49 more attractive and competitive (EC, 2014). In fact, the EU has long recognised that long-term
50 sustainability requires a balance between economic, socio-cultural and environmental
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3 sustainability. As such, the European Commission established the Tourism Sustainability
4 Group (TSG), which in 2007 reported a number of challenges facing national and local
5 Government when improving actions for more sustainable tourism:
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8 “Many national governments and local authorities across Europe have paid attention to
9 sustainability issues in the development of tourism strategies and actions, yet there is a feeling
10 that such awareness is not necessarily translated into concrete practical actions and that some
11 of the key challenges and opportunities presented by the sustainable development of tourism
12 are not being met” (EC, 2007: 4).
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16 Since then, according to the European Commission (2013a), tourism destinations are
17 increasingly being called upon to tackle a varied range of social, cultural, economic and
18 environmental challenges. However, the challenge facing Local Authorities in sustainable
19 planning for event management lies in its practical application. To help measure performance
20 in relation to sustainability, the European Commission developed the European Tourism
21 Indicator System (ETIS), a system of indicators suitable for all tourist destinations, to adopt a
22 more sustainable approach to planning (EC, 2013). However, in order for guidelines or tools
23 to have any influence on the tourism and event industry they need to be applied in practice by
24 Government. If Local Authorities are to sustain the growth and competitiveness of the national
25 event industry in Ireland, they cannot afford to overlook this practical tool and its use in
26 facilitating evidence informed planning, especially in light of the ever-changing and rapidly
27 growing environment in which events operate.
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38 While it is generally agreed that sustainability is the only long-term path for activities such as
39 events, there does however remain an issue as to how it should be measured and implemented
40 (Griffin, 2009). The complexity of the concept of sustainability itself makes it difficult to
41 develop a method for measuring it, thus there is no consensus on how to construct and apply
42 such a method (Torres Delgado and Palomeque, 2014). McLoughlin and Hanrahan (2019)
43 discussed how there exists a fundamental gap in knowledge concerning which body is
44 responsible for implementing sustainability indicators at destination level. While events can
45 play a significant role in raising destination profiles and attracting capital and inward
46 investment (Maguire, 2018), the complex issues within the events industry in Ireland, continue
47 to highlight the need for improved management and safety procedures. This can be aided
48 through the collection and benchmarking of specific indicator data. Policy makers too, when it
49 comes to granting licences to ensure events are planned appropriately and in a manner that
50 protects the concerns of the local community, could also use quantitative data. This data could
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3 help destinations maintain the revitalisation and continuing competitiveness at European level,
4 national level and local level.
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7 Events are useful tourism activities to enhance local community image, promote community
8 values and act as a vehicle for improving social relationships (Waite, 2003; Gursoy, Kim and
9 Uysal, 2004; Wood, 2006). However, it is the economic costs associated with price inflation,
10 resident exodus and hostility and interruption to normal businesses (Dwyer, Mellor, Mistilis
11 and Mules, 2000), which ultimately has a knock on effect on host communities and
12 destinations. This together with issues relating to waste, water, transport, and energy can
13 effectively impact the use of resources, cause pollution and land degradation, and contribute to
14 carbon emissions (David, 2009; Jones, 2010; Collins and Cooper, 2016). Therefore, the
15 ongoing monitoring of events through the ETIS is crucial to minimising the consequences and
16 maximising the positive role events play in host communities. Head (2008) argues that
17 evidence has become central to the design, implementation and evaluation of policies and
18 programmes. By adopting and implementing such indicators, Local Authorities in Ireland can
19 establish an evidence informed approach to event management planning whereby they can
20 collect data and monitor and control event issues and impacts. Having recognised the ETIS as
21 a useful tool for policy and decision makers at destination level, the application of this tool
22 may prove invaluable for not only facilitating greater levels of sustainability but also
23 contributing to the future competitiveness and continued revitalisation of the events industry
24 throughout Ireland.
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40 **Methodology**

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42 This research sets forth to examine and determine the application of the European Tourism
43 Indicator System (ETIS) within the Local Authority legal process of planning for event
44 management in Ireland. Local Authorities have long used events to achieve a diverse range of
45 economic and social objectives (Wood, 2005). However, if Local Authorities are to continue
46 to benefit from tourism events going into the future, they need to begin to realise the importance
47 of monitoring, measuring and managing the impacts events can generate. Given the reputation
48 of events to create visual and physical impacts to the socio-cultural and environmental resource
49 base upon which they depend, it is important that tools and guidelines be adopted and utilised
50 to manage the impacts that tourism events can create. Through an evidence informed approach
51 to planning for event management, Local Authorities would be in a better position to facilitate
52 best practice in sustainably planning for event management and to manage more effectively the
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3 process of planning for large scale public events. This may be achievable through the provision
4 of comprehensive sustainable strategies, guidelines and policies for event management which
5 can be adopted by event organisers to help guide them in the process of planning for event
6 management in Ireland. This may ultimately help Local Authorities to ensure events are
7 planned in a way that would maximise positive economic and social benefits while minimising
8 the potential for environmental and socio-cultural issues.
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15 Given the legal obligation of Local Authorities to license events under the Planning and
16 Development Act 2000 and 2015 and to plan for the economic, social and environmental
17 development in their respective regions (DEHLG, 2010), Local Authorities could take greater
18 responsibility when it comes to planning for event management through an evidence informed
19 approach to planning. This study sets out to determine the extent of evidence informed planning
20 by Local Authorities for event management in Ireland, in particular for the social,
21 environmental and economic impacts of tourism activities such as events according to the
22 criteria outlined in the ETIS. The ETIS will be explored as a possible tool to facilitate greater
23 levels of sustainability and accountability within the events industry in Ireland.
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32 **Research Method**

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35 In order to facilitate an examination of the application of the European Tourism Indicator
36 System (ETIS) within the legal process of planning for event management in Ireland, a content
37 analysis of Local Authority event management planning guidelines was adopted and utilised.
38 The adoption and utilisation of the content analysis approach allowed for the constant
39 comparison of results throughout the research process, which enabled the identification of
40 variations and gaps in respect of the application of the ETIS within the process of planning for
41 event management in Ireland. The ETIS developed by the European Commission could permit
42 Local Authorities to manage the impacts of tourism events in Ireland through the continuous
43 process of measuring and monitoring. The authors identified and analysed event management
44 planning guidelines according to the indicators outlined in the ETIS given the indicators
45 contained within this indicator system are developed to help improve sustainability
46 performance in respect of tourism related activities. The content analysis framework that was
47 developed helped to facilitate a comparable examination. This enabled the authors to clearly
48 determine the application of the ETIS by Local Authorities within the legal process of planning
49 for event management in Ireland. The content analysis approach was the primary quantitative
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3 analysis tool which is noted to represent quantification of a limited scale, yet it is still anchored
4 in the quantitative research paradigm. Sellitz, Jahoda, Deutsch and Cook (1967) considers it a
5 kind of reliability of the measures and a validation of eventual findings, viewing it as an
6 instrument for making replicable and valid inferences from texts and other meaningful matter
7 in the context of their use. Neuendorf (2016) discussed how it takes on an analytical approach
8 to understand a number of controlled variables. Therefore, quantification in content analysis
9 tends to emphasise the procedures of analysis (Berg, 2007) while enhancing the validity of
10 research by minimising biases (Hall and Valentin, 2005). Tourism and event researchers are
11 increasingly using content analysis as a means of critical investigation when faced with textual
12 forms of data such as written documents including tourism strategies and guidelines (Maguire,
13 2016; Maguire, 2017; McLoughlin and Hanrahan, 2019).

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24 This approach allowed for a valuable cross representation of results in relation to the
25 application of the ETIS criteria by Local Authorities in Ireland within the legal process of
26 planning for event management. This provides an indication of the economic, socio-cultural
27 and economic planning priorities implemented for event management by Local Authorities in
28 Ireland. Analysis centred on criteria outlined in the ETIS developed by the European
29 Commission. The variables assessed are illustrated in (Table 1). The indicators contained
30 within the ETIS are capable of developing and initiating greater levels of sustainability in the
31 process of planning for tourism therefore would be a beneficial system to the events industry
32 although it has not been examined thoroughly in this context. The criteria were incorporated
33 into a content analysis framework and the assessment is discussed in light of current relevant
34 theory.

35 36 37 38 39 40 41 42 43 44 **Sampling and Selection**

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47 This study employed a quantitative content analysis involved a complete population sample of
48 Local Authorities in the Republic of Ireland to determine the application of the ETIS within
49 the legal process of planning for event management in Ireland. To provide a nationwide
50 comparative examination of the application of the European Tourism Indicator System (ETIS)
51 by local authorities for event management in Ireland, 32 Local Authorities and City Councils
52 were examined according to the indicators outlined in the ETIS.

of County Donegal. This table illustrates clearly how each Local Authority varies according to each of the indicators assessed. For example, just 5 (16%) Local Authorities provided planning guidelines for event management although no Local Authorities provided specific sustainable planning guidelines for event management. Furthermore, there was a lack of integration of sustainability indicators relation community and social impact within the planning guidelines provided for event management by the Local Authorities, despite the fact that events have been noted to often create disastrous effects of host community and their quality of life (Deery and Jago, 2010; Kim, Jun, Walker and Drane, 2015; Maguire and Hanrahan, 2016). Similarly, no Local Authority has provided guidelines for protecting and enhancing cultural heritage, local identity and assets even though events can also impact upon host destinations identity, effect reputation and are used as tools to enhance local traditions and cultures (Fredline, Jago and Deery, 2003; Gursoy, Kim and Uysal, 2004). The comparison of results will be discussed further in the context of current theory.

Results and Discussion

The research approach employed by this study allowed for the provision of nationwide perspectives on the application of indicators from the ETIS within the legal process of planning for event management in Ireland. In light of tourism destinations increasingly being called upon to tackle social, cultural, economic and environmental challenges (EC, 2016) in order to ensure the long-term sustainability and competitiveness of the industry, the ETIS would be a fitting tool to be adapted for use in the events industry. It could act as a guide for Local Authorities and indeed event organisers to measure performance in relation to event sustainability, which is essential in the current event environment given the complexity of the potential impacts that can now be generated by tourism event activities. It would also encourage Local Authorities and event organisers to adopt a more intelligent approach to tourism event planning; acting a management tool to support destinations and organisations towards greater levels of sustainability. McLoughlin (2017) and Maguire (2018) discussed the significance of the ETIS within the tourism industry and the events industry and outlined how the ETIS can be utilised as a monitoring tool to encourage the collection of data by policy makers in order to monitor performance and benchmark success year or year within tourism and event sectors. As such, the methodological decision to employ a content analysis enabled the authors to focus on 32 Local Authorities to examine the integration of sustainability indicators from the ETIS within Local Authority event management planning guideline documents. This also allowed the

authors to examine the relationship between Local Authorities in Ireland and managing the social, cultural, economic and environmental impacts of events in an effort to transition towards greater sustainability.

Despite the fact that Local Authorities strategically use events to achieve a diverse range of economic and social objectives and to aid urban regeneration, city imaging and job creation in host destinations (Maguire and Hanrahan, 2017). It is evident from (Table 3, 4, 5 and 6) that there is a need to facilitate greater levels of sustainability within the legal process of planning for event management in Ireland. Analysis revealed a dearth of planning for each of the indicators outlined in the ETIS. The variation of results illustrates that efforts towards achieving economic, environmental and socio-cultural sustainability appears to not be a priority of Local Government when planning for event management; nor is it being embraced by Local Authorities at a national level in Ireland.

Table 3 Assessment Matrix for examining the application of sustainability indicators from the ETIS within the process of planning for event management in Ireland.

Criteria to assess the application of the ETIS by Local Authorities in Ireland	Local authorities in Ireland (abbreviated by first and last letter DL = Donegal)																														
	C	C	C	C	D	D	D	D	F	G	G	K	K	K	L	L	L	M	M	M	O	R	S	T	W	W	W	W			
	W	N	E	K	C	L	c	r	s	L	Y	C	E	K	Y	L	M	K	H	D	H	O	N	Y	N	O	Y	D	H	X	W
Provision of Planning Guidelines for Event Management						X											X	X	X										X		
Provision of Sustainable Planning Guidelines for Event Management																															
Data Collection on Events		X	X							X	X			X					X	X							X		X		
Sustainable Tourism Public Policy																															
Customer satisfaction																															

Following a review of 32 Local Authority event management planning guidelines in Ireland, analysis revealed that just 5 (16%) of Local Authorities provided planning guidelines for event management as part of the process of planning for event management in Ireland. Planning guidelines for event management have been noted to provide clarity on a range of planning issues (Raj and Musgrave, 2009) while supporting event organisers in their quest to safely and sustainably plan for and manage events. Therefore, the low level of guideline adoption by Local Authorities is concerning given the fundamental role of events in Ireland to showcase all that Ireland has to offer and to contribute to economic growth (Fáilte Ireland, 2016). Even though the provision of planning guidelines for the event industry is not a mandatory requirement of Local Authorities in Ireland. There is a fundamental need for Local Authorities to provide event management planning guidelines to event practitioners nationwide to ensure events will be

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3 planned in a way that is safe, minimising the exposure of events to potential impacts and risks
4 on the environmental and social resource in which events are held.
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8 The provision for sustainable planning guidelines for event management have been noted to
9 provide valuable information and support to event organisers (UNEP, 2012; Maguire, 2018).
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11 Holmes et al (2015) discussed the influence of sustainable planning guidelines in maximizing
12 the economic and social benefits to host destinations while minimizing the environmental
13 consequences created by event activities. However, analysis found no Local Authority in
14 Ireland implemented in practice, guidelines for sustainable event management. Yet, according
15 to Andrades and Dimanche (2017), for any destination to be competitive, there are prerequisites
16 that should be both provided and addressed when establishing and implementing guidelines
17 and strategies. Without the provision of sustainable planning guidelines for event management
18 going in to the future, it will inevitably be more difficult for destinations across Ireland to not
19 only guide appropriate developments in the event industry but to also manage the diverse range
20 of potential impacts often created by event activities. As noted by Dupeyras and MacCallum
21 (2013) maintaining a detailed knowledge of trends and how they affect competitiveness
22 requires dedicated resources and knowledge informed policy decision making.
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33 The ETIS helps to identify areas of improvement while managing risks effectively and creates
34 benchmarks for future performance. It can be used by Local Authorities to obtain improved
35 data for informed policy decision making (EC, 2016). This tool has been created as a result of
36 lessons learned from previous indicator systems and offers an opportunity to maximise social,
37 economic, cultural and environmental benefits that can result from better management while
38 minimising the potential of negative impacts. This study subsequently examined the
39 application of indicators from the ETIS within the process of planning for event management
40 in Ireland.
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48 The use of sustainable indicators which is critical in supporting tourism development and
49 management has been well discussed (Oliveira, 2013; Maguire and Hanrahan, 2017). This tool
50 has been noted to be an effective, reliable and flexible tool when applied in policy and can
51 facilitate the collection of data by policy makers that can be used to inform planning decisions
52 in future and identify area for improvement and benchmark success. Therefore it may be
53 beneficial for Local Authorities to incorporate such indicators within planning processes and
54 approaches for event management. However, only 9 (28%) of Irelands Local Authorities were
55 found to be collecting data on events. Yet, when it comes to increasing the competitiveness of
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3 event destinations and encouraging the revitalisation of the local events industry, monitoring
4 the impacts of events through data collection is increasingly important and should be a
5 fundamental consideration of Local Authorities when it comes to the process of planning for
6 event management.
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11 As highlighted by Griffin (2009) the collection of such data can influence the future
12 development of event activities at local level and identify the needs of the industry and areas
13 of improvement. While Maguire (2018) discussed how Local Authority event personal
14 consider event managers and organisers as having the most prominent role in managing the
15 impacts from events. Evidence informed planning must be led by policy makers who have the
16 legal power to grant or refuse event licenses based on developed regulations. The ETIS allows
17 policy makers to monitor the main elements that determine the destination attractiveness and
18 competitiveness so they can enhance the visitor experience and ensure customer satisfaction
19 (EC, 2016). Although results revealed that no Local Authority prioritised customer satisfaction
20 within the process of planning for event management despite a number of authors having
21 discussed how visitor satisfaction of event experiences is perhaps the most central outcome
22 that event organisers should seek to evaluate (Bauer, Law, Tse and Weber, 2008; Wale,
23 Robinson and Dickson, 2010; Ferdinand and Kitchin, 2016). However, evidence informed
24 planning, facilitated through the ETIS can be an effective way for Local Authorities to evaluate
25 and measure their competitiveness and help ensure events are playing a key role in revitalising
26 destinations and communities around Ireland. Furthermore, no Local Authority had developed
27 a sustainable tourism public policy. Yet, this can question the ability of Local Authorities in
28 Ireland to encourage responsible policies that can both enhance the competitiveness and
29 sustainability of both the tourism and event sector going forward.
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45 The continued national growth of the event industry in Ireland has resulted in a growing need
46 for the economic impacts of events to be monitored and managed. As noted by Dupeyras and
47 MacCallum (2013) enhancing the economic value of tourism is an important concern for
48 advanced tourism economies to remain competitive in the global tourism market place.
49 However, Local Authorities continue to ignore the importance of making provisions for
50 monitoring the economic impacts of events (Table 4), in particular for monitoring tourism
51 flows, the quality and quantity of employment opportunities for local residents, enterprise
52 performance from tourism activities and the wider tourism supply chain.
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Table 4 Assessment Matrix for examining the Economic indicators from the ETIS within the process of planning for event management in Ireland

Criteria to assess the application of the ETIS by Local Authorities in Ireland	Local authorities in Ireland (abbreviated by first and last letter DL = Donegal)																																		
	C	C	C	C	D	D	D	D	F	G	G	K	K	K	L	L	L	L	M	M	M	O	R	S	T	W	W	W	W						
Provisions for Monitoring the Economic Impacts of Events	W	N	E	K	C	L	C	r	s	L	Y	C	E	K	Y	L	S	M	K	H	D	H	O	N	Y	N	O	Y	D	H	X	W			
Tourism Flows																																			
Quality and Quantity of employment																																			
Tourism enterprise performance																																			
Tourism supply chain																																			

Yet, it is important to establish how significant tourism and event related spending is to destination economies (McLoughlin, 2017; Maguire, 2018) as it can allow destinations to determine their dependency on the events sector and to develop future policies and strategies to effectively guide destination towards economic sustainability. An evidence informed approach to event management through the application of the ETIS can provide a comprehensive overview of the performance of the local event sector. This according to Wood (2005) it is then easier to justify expenditure on events. Therefore, in light of the strategic use of events by Local Authorities, measuring and monitoring economic impacts of events should form a core component of Local Authority strategic planning for event management.

Cultural and creative resources are not only key drivers of attractiveness (Dupeyras and MacCallum, 2013) but as discussed by Whitford (2009) the primary focus of events organised by Local Authorities. However, as evident from Table 5, Local Authorities in Ireland are overlooking the importance of monitoring the socio-cultural impacts of events. This may be down to a lack of understanding of event impacts and how to sustainably plan for such impacts. However, without an accurate understanding, Local Authorities cannot sufficiently advance the event industry towards more sustainable thresholds nor can they control the impacts event activities create (Maguire, 2018). Moreover, it could be down to a lack of qualified and trained event personnel employed within the Local Government System (Maguire, 2018). While some Local Authorities were found to have made provisions for access for people with disabilities none made provisions to ensure inclusion and access for local residents. This needs to be regularly monitored as Maguire (2018) argues that if Local Authorities wish to maintain the competitiveness of the event industry and sustainably plan for event management, detailed guidelines are needed in relation to planning for access not only people with disabilities but also host residents.

Table 5 Assessment Matrix for examining the Socio-Cultural indicators from the ETIS within the process of planning for event management in Ireland

Criteria to assess the application of the ETIS by Local Authorities in Ireland	Local authorities in Ireland (abbreviated by first and last letter DL = Donegal)																															
	C	C	C	C	D	D	D	F	G	G	K	K	K	L	L	L	L	M	M	M	O	R	S	T	W	W	W	W				
	W	N	E	K	c	L	c	r	s	L	Y	C	E	K	Y	L	S	M	K	H	D	H	O	N	Y	N	O	Y	D	H	X	W
Provisions for Monitoring Socio-Cultural Impacts of Events																																
Community and social impact																																
Health and safety								X														X										
Gender equality																																
Inclusion/accessibility																																
Protecting/enhancing cultural heritage, local identity and assets																																

However, a number of the core social cultural indicators of the ETIS such as protecting community quality of life through inclusion, accessibility and equality, and enhancing cultural heritage, local identity and assets are not being monitored by Local Authority event personal. Findings illustrated an overall lack of planning for health and safety despite this being identified as the “central domain” in event management planning (Silvers, 2010; Raj, Walters and Rashid, 2013). This result was worrying considering the Local Authority process of planning for events prioritises health and safety and ensures the welfare of all personnel attending and affected by events (Bladen et al, 2012). However, ongoing monitoring through the application of the social cultural indicators of the ETIS is required if the event industry is to be sustained. This evidence informed approach could help avoid implications to the way events could be planned in future, with more regard given to the socio-cultural aspects of host communities and destinations. Thus, facilitating greater levels of sustainability and in turn contributing to the competitiveness of the sector.

While the economic impact from events is often felt in employment, increased tax revenues, and successful business growth, it is important to not overlook the generation of impacts to the environmental resource base that events depend on. It has been noted that every event attendee also generate increased waste and consumes excessive water and energy resources. This is of particular importance at a time when the national event industry is increasingly growing in size, attracting record numbers of international and domestic visitors (Green, 2017).

Table 6 Assessment Matrix for examining the Environmental indicators from the ETIS within the process of planning for event management in Ireland

Criteria to assess the application of the ETIS by Local Authorities in Ireland	Local authorities in Ireland (abbreviated by first and last letter DL = Donegal)																															
	C	C	C	C	D	D	D	F	G	G	K	K	K	L	L	L	L	M	M	M	O	R	S	T	W	W	W	W				
	W	N	E	K	c	L	c	r	s	L	Y	C	E	K	Y	L	S	M	K	H	D	H	O	N	Y	N	O	Y	D	H	X	W

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3 competitiveness of the events industry in Ireland may become increasingly more difficult to
4 secure. Nationwide improvements at a national level in Ireland are needed. There is a
5 fundamental need for an evidence informed approach to planning for the issues events can
6 create which cannot be underestimated as the future longevity of the industry depends on
7 greater efforts being made towards sustainable planning. The adaption of the ETIS may offer
8 the starting point to moving the industry towards greater levels of sustainability in the process
9 of planning for event management in Ireland but the authors recognise that this system needs
10 to be adapted to be better aligned specifically to the context of events.
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19 **Conclusion**

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21 This article has examined and discussed the application of the ETIS within the process of
22 planning for event management in Ireland. The research focused on examining 32 Local
23 Authorities and City Councils in Ireland and employed a content analysis approach to examine
24 each Local Authority event management planning guideline document; as part of the process
25 of planning for event management. The importance of planning for event management has been
26 well discusses in the review of academic literature as has the application of the ETIS in the
27 context of events and the need for evidence informed planning for events by Local Authorities.
28 Having identified the critical value of the event industry to the Irish economy and the impacts
29 these valuable activities can create to host localities and destinations, the need to preserve the
30 popularity and character of the events industry is evident. This is essential in order to secure
31 the future longevity and competitiveness of the industry through an effectively more
32 sustainable manner.
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43 Analysis has revealed an overall dearth of planning for the economic, social, cultural and
44 environmental indicators outlined in in the ETIS by Local Authorities. The low level of
45 guideline provision for such issues in increasingly concerning in light of the value of events in
46 Ireland which are often referred to as the 'lifeblood of Irish tourism' (Fáilte Ireland, 2016).
47 While the majority of ETIS categories are not currently being measured or monitored in the
48 context of events in Ireland, future indicator specific refinements to the ETIS tool could
49 acknowledge issues pertaining to their adoption by Local Authorities. However, it would be
50 highly beneficial for Local Authority planning processes and guidelines to be reflective of such
51 indicator systems. Such tools can facilitate the maximisation of benefits while minimising the
52 potential for any costs and consequences that events can create through improved decision
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3 making and planning processes, which could be facilitated through evidenced planning. The
4 lack of planning for the environmental, economic and socio-cultural issues may have long term
5 implications for event practitioners and policy makers in safeguarding the longevity,
6 sustainability and competitiveness of the national events industry.
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11 Maguire and Hanrahan (2016, 2017) discussed that the lack of planning guideline provision
12 makes it difficult for event practitioners to plan for and manage the impacts of events.
13 Therefore, without an effective evidence informed approach to planning for event
14 management there is no way to secure the longevity and future competitiveness and
15 sustainability of the industry. In essence, the analysis revealed a clear need for effective
16 solutions in respect of an evidence informed approach to planning for event management. The
17 process of planning for event management sustainably may be compromised due to the well
18 documented challenges Local Authorities face with regards to staffing and funding. A lack of
19 appropriate knowledge and training in relation to what sustainability is or should be and how
20 to plan and manage the impacts events create can also impede the process. Stettler (2011) noted
21 a lack of political will as a barrier to achieving sustainability within the industry. Furthermore,
22 Quinn (2017) reported that the Local Government system in Ireland is inherently flawed. It is
23 widely acknowledged that Local Authorities in Ireland are under resourced, in debt, lacking
24 trust from the citizenry and in need of major reform (Hogan, 2017; Quinn, 2017) despite
25 undergoing reform in 2014. In recognizing this, Quinn (2017) states that reform needs to begin
26 with clarifications of the purpose, roles and functions of Local Government noting that the
27 current opacity is part of the problem.
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43 Nevertheless, this research offers an opportunity for current practice to be improved upon
44 through the adoption and utilisation of best practice industry event management planning
45 guidelines and policies that integrate best practice indicators from the ETIS. This research also
46 offers an opportunity for future research to examine the application of the ETIS within the
47 Local Authority process of planning for event management in Ireland, thus facilitating a
48 longitudinal analysis. The exploration of the ETIS in this case could also hold valuable lessons
49 for the utility of the tool elsewhere in event management planning and policymaking.
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