

Opening Statement

Chair and Members, thank you for the opportunity to contribute to the Committee's work on developing Ireland's live music industry.

EIAI's core position is that live music policy cannot succeed without an events delivery ecosystem that is safe, resourced, locally enabled, measurable and repeatable. Post-Covid, the sector did not only lose revenue; it lost repeatable delivery capacity, the ability to deliver events week-to-week across venues, towns and seasons. Without targeted action to rebuild grassroots volume and delivery capability, Ireland risks producing world-class talent with fewer stages, venues, crews, promoters and opportunities for progression.

Ireland has already shown, through Business Events 2030, that events can be treated as a strategic national capability with a roadmap, cross-agency coordination, regional benefit and measurable outcomes. We submit that supporting live music requires applying the same discipline to the broader events system that underpins it, particularly the enabling conditions, consistency and supports that determine whether events can proceed safely, frequently and sustainably.

EIAI represents the professional events delivery ecosystem: promoters, producers, venues, festivals, technical suppliers and event safety practitioners. Live music does not happen in isolation; it depends on compliant planning, trained crews, sustainable venues and public spaces, proportionate reliable local authority processes, and funding mechanisms that support delivery volume, not only prestige.

A principal constraint is fragmentation. Organisers and venues operate in a patchwork of local guidance and mixed standards, where what is "compliant" in one county may be treated differently in another. This increases cost, delays and disputes, and reduces defensibility of decisions because the reference base is neither nationally normalised nor routinely updated. This hits grassroots and emerging activity hardest, precisely where Ireland's future live music talent is developed.

Local authorities sit at the centre of the enabling system and are essential to safe, frequent live music delivery, approving public space use, guiding safety planning, aligning agencies and managing community impacts. However, the specialist event delivery expertise required at scale sits largely in the professional sector, not within local authorities or Departments. This expertise must be built into a shared-service model. Without consistent national supports, the system risks inconsistency across counties, risk aversion driven by liability concerns, barriers for emerging promoters and small venues, and lost opportunities to activate public and community spaces. EIAI recommends that this capability be sponsored by the Department and delivered as an LGMA-hosted shared service, preserving local authority decision-making while providing national consistency.

EIAI's recommendations form a practical, delivery-led package to rebuild repeatable capacity and protect the live music pipeline:

1. **Adopt a Strategic National Events Plan**, delivered through county and city strategies to support year-round programming, community engagement and alignment across funding, permitting and standards.

2. **Establish a National Events Support Office**, focused on enabling local delivery and strengthening local authority capability.
3. **Create an LGMA-hosted National Events Centre of Excellence**, sponsored by the Department and linked to a standing National Event Safety Advisory function, with experienced practitioners and statutory representation; mandate it to maintain and update the Codes of Practice on a formal, version-controlled national cycle.
4. **Implement a Live Music Pathways Programme** to support progression from education to first gigs, to the grassroots circuit, to festivals and touring.
5. **Stabilise grassroots venue programming**, expand safe capacity through public and community spaces, and support accessible noise mitigation initiatives such as South Dublin County Council's South Dublin Live programme.

Supporting detail on governance alignment, Codes modernisation, the Centre's scope and implementation phasing is set out in Appendices A–D.

Ireland already has a model for how national ambition translates into local, repeatable delivery: sport, where structured supports from grassroots upward build pathways, capability and measurable outcomes. Live music requires the same enabling discipline applied to the events system that sustains it.

In closing: Ireland does not lack talent; it lacks a repeatable delivery system. A reliable events system is essential cultural infrastructure: it ensures artists have stages, audiences have access, and every region can sustain a vibrant, year-round live music scene. The Committee can drive a practical shift from fragmentation to capability by recommending a clear Government "home" for events delivery, modernising and maintaining the Codes of Practice, and supporting the wider package that rebuilds pathways, stabilises grassroots programming and expands safe capacity. This is a delivery support function, not a new approval layer, and it is the foundation on which a thriving live music industry depends.

At a glance: Recommended Actions

Recommendation	Outcome	Delivery mechanism	Analogy
Adopt a Strategic National Events Plan implemented locally (county/city strategies; year-round programming; smoother seasonality; community engagement; alignment between funding, permitting expectations and standards)	More consistent, repeatable delivery capacity across counties; fewer “stop-start” cycles; stronger local enabling for venues and public space activations	National framework + local implementation through city/county strategies (aligned via local government leadership structures)	Sport pathway model: national intent translated into locally delivered, repeatable activity
Establish a small National Events Support Office (enabling local delivery; supporting local authority capability)	Faster resolution of common delivery barriers; better consistency in approach; reduced friction for grassroots and emerging activity	Small enabling function supporting local delivery (non-licensing; supports local authorities rather than replacing them)	Shared support unit model (central capability that strengthens local delivery, not a new approval gate)
Create a National Events Centre of Excellence as an LGMA-hosted local government shared service , sponsored by the Department of Culture, Communications and Sport, linked to a standing National Event Safety Advisory function	A clear national “home” for events delivery capability; reduced inter-county variance; improved defensibility and safety governance while retaining local decision-making	LGMA-hosted shared service with defined service boundaries; advisory escalation pathway; national learning loop; advisory forum (non-statutory, non-licensing)	Local government shared service model: consistent national tools delivered through local government infrastructure
Put Codes of Practice and core guidance onto a formal update and maintenance cycle (national publication, version control, clarity on mandatory vs guidance vs legacy reference; practitioner and statutory input; sustained through a learning loop)	A single, current, nationally curated baseline; fewer disputes; clearer expectations; improved safety governance and confidence; reduced burden on smaller events through proportionate guidance	Centre of Excellence delivers the programme (scheduled review cycle; interim updates; change logs; single publication point)	“Living guidance” maintenance cycle (maintained national standards, not static legacy documents)
Implement a Live Music Pathways Programme (education → first gigs → grassroots circuit → festivals/touring)	Stronger progression pipeline; more paid opportunities; sustainable regional careers; improved “middle layer” repeatability (venues, crews, promoters)	A structured pathway approach aligned to delivery capacity and viable programming cycles	Grassroots-to-elite pathway approach used successfully in sport
Stabilise grassroots venue programming supports on predictable cycles; expand safe capacity through public space and community facilities; support accessible noise mitigation	More gigs and stages; improved regional spread; reduced cancellations and stop-start programming; increased safe, affordable capacity	Predictable programme cycles + practical enabling of public realm/community activations; noise mitigation to reduce conflict and protect programming reliability	Place-based activation programmes (illustrative example: South Dublin County Council’s South Dublin Live programme)

Appendix A — Alignment to existing structures

Sponsorship, hosting, delivery roles, governance and reporting

A1. Purpose

EIAI advises that the recommendations in this submission be implemented through existing Government and local government structures, so that events delivery capability has a clear “home” without creating a new statutory body. The approach strengthens national consistency and defensibility while preserving local authority decision-making and statutory roles.

A2. Design principles

The operating model should be enabling rather than licensing, delivering national consistency while remaining locally deliverable. It should support proportionate, risk-based practice across event types and scales and ensure that national guidance and Codes of Practice are maintained as living documents through controlled publication, versioning and scheduled review.

A3. Structural alignment

EIAI recommends a separation of policy sponsorship, shared-service capability delivery, and local decision-making. This provides clear accountability and a practical mechanism to reduce fragmentation across counties while retaining local authority powers and context.

- Policy sponsor: Department of Culture, Communications and Sport (DCCCS)
- Host / shared service operator: Local Government Management Agency (LGMA)
- Delivery owners / decision-makers: Local Authorities (City/County Councils)
- Strategic local government alignment: County and City Management Association (CCMA) (governance interface)
- Advisory support: Standing National Event Safety Advisory function (advisory only; linked to the shared service)

EIAI further advises that the shared-service capability must incorporate practitioner-level event delivery expertise. This ensures that national guidance, advisory pathways and updates are grounded in real operational experience, aligned with contemporary standards, and usable across diverse event types and scales.

A4. Roles and responsibilities

EIAI recommends that roles be defined in a way that strengthens consistency and capability without displacing statutory functions or local authority decision-making. The shared service should produce nationally usable tools and guidance, while local authorities retain responsibility for enabling and decisions in their areas, supported by structured advisory input and escalation where complexity requires it.

(1) DCCCS - Policy sponsor:

1. sets the policy intent and outcomes for national events delivery capability underpinning live music;
2. provides cross-government coordination where required;
3. agrees the mandate, priorities, and reporting requirements for the shared service; and
4. ensures the Codes of Practice maintenance cycle is established and sustained as enduring capability.

(2) LGMA - Host / shared service operator:

1. operates the shared service on behalf of local government, with clear service boundaries and published outputs;
2. publishes and maintains the national guidance stack and templates (including version control and change logs);
3. operates a structured advisory escalation pathway (non-binding);
4. services the standing advisory function (secretariat, work programme, outputs); and
5. supports adoption across local authorities through implementation guidance, updates, and communications.
6. embeds experienced event practitioners within the shared service to ensure all national guidance, templates and escalation advice are informed by current operational practice and real-world delivery conditions.

(3) Local Authorities — Delivery owners and decision-makers:

1. retains decision-making and local enabling functions (including public realm/community facility activation where relevant);
2. applies proportionate local processes informed by nationally curated guidance;
3. convenes local coordination with statutory stakeholders where required by event scale/risk; and
4. provides implementation feedback and learning to inform national updates.

(4) Statutory stakeholders — Operational input (as relevant to event type):

1. participates in local coordination arrangements where required; and
2. provides operational input into guidance and Codes updates through the advisory function to support consistency and defensibility.

(5) Funding bodies/agencies — Scheme alignment:

1. aligns scheme timelines and conditions with delivery lead times and compliance realities; and
2. ensures supported activity remains deliverable under proportionate local enabling conditions, reducing avoidable cancellations and non-proceeding events.

A5. Governance and reporting

EIAI recommends a simple governance chain that is compatible with existing accountability pathways and produces visible, versioned national outputs. The advisory function should remain non-statutory and non-licensing, with local authorities retaining decision-making.

- Sponsor: DCCCS
- Host: LGMA (shared service operator; publication owner for national guidance)
- Advisory: Standing National Event Safety Advisory function (advisory only)
- Delivery/decisions: Local Authorities (retain decision-making; scale processes to risk)
- Strategic interface: CCMA (local government leadership alignment)
- Reporting: LGMA reports to DCCCS and through agreed local government leadership structures; publishes nationally versioned outputs and scheduled updates.

A6. Outputs (what the alignment delivers in practice)

EIAI recommends that the alignment deliver a nationally consistent baseline that reduces inter-county variance, supports defensible local decision-making and lowers friction for grassroots and emerging activity, without creating a new approval layer.

1. A single national, version-controlled guidance baseline and templates.
2. Clear distinction between mandatory requirements, authoritative guidance, and legacy reference.
3. A defined advisory escalation pathway to support local defensibility.
4. A structured learning loop feeding into updates and revision cycles.
5. Reduced inter-county inconsistency and lower friction for grassroots and emerging activity.
6. National guidance and advisory supports that are grounded in practitioner expertise, improving defensibility and reducing avoidable friction for organisers, venues and local authorities.

Appendix B — Codes of practice and guidance for events in Ireland

Current issues, longstanding recommendations, and required remediation programme

B1. Purpose and context

EIAI recommends a national programme to modernise and maintain Ireland's event Codes of Practice, the nationally referenced event safety guidance documents used to set baseline expectations for planning and delivery, and core guidance as a versioned, curated national reference base that supports consistent, risk-based decision-making across jurisdictions. The objective is to strengthen safety governance and defensibility, reduce avoidable friction for organisers (particularly grassroots and emerging activity), and ensure guidance operates as a living national baseline rather than static legacy documentation.

This need is not new. The existing Codes are the main national safety reference for public events, used by local authorities and organisers in planning approvals. However, most remain largely unchanged since early 2000s editions. EIAI and industry practitioners have raised the same structural shortcomings through formal policy engagement for more than a decade, including during legislative review processes in 2014. The issues identified then, threshold-driven oversight, inconsistent stakeholder engagement, outdated notification and access methods, lack of standardised templates, and the absence of modern digital processes, remain directly relevant, and continue to undermine repeatable delivery capacity.

B2. Current position (summary)

Ireland's event safety environment continues to operate without a single, nationally curated and routinely maintained guidance "stack." In practice, organisers and decision-makers navigate a mix of legacy Codes of Practice, local authority guidance that varies by county/city, and mixed external reference standards used unevenly in practice. The result is inconsistency, reduced predictability, and unnecessary friction, especially for organisers operating across jurisdictions.

B3. Key issues requiring remediation

EIAI recommends that the modernisation programme explicitly address the following system failures:

1. Legacy baseline and outdated codes

Core Codes of Practice and guidance remain dated relative to today's event operating realities, event typologies, accessibility expectations and cross-cutting risks. This weakens consistency and increases reliance on ad hoc local rules and individual interpretation.

2. Fragmentation and mixed reference stacks across counties

Comparable risk profiles can be treated differently between jurisdictions. This increases cost, delays and disputes and reduces decision defensibility for public bodies and organisers.

3. Threshold-driven rather than risk-based framing

A single audience threshold is an incomplete determinant of risk and can produce unintended incentives (including under-statement of attendance). It also fails to reflect total on-site populations (audience plus guest lists, volunteers, staff and performers) and, can miss smaller events with higher-risk characteristics (e.g., rural constraints, camping, complex sites, significant traffic impacts). A modern model must scale expectations by risk, complexity and context.

4. Stakeholder consultation and “prescribed body” scope

Stakeholder engagement should be triggered by risk profile rather than treated as a narrow or fixed list. Where relevant, a modern model should support consistent engagement of risk-critical stakeholders and clarify expectations for multi-agency coordination.

5. Outdated notification, transparency and access methods

Public notification and access to event information remains overly reliant on legacy methods (newspapers). A modern system should support accessible notification channels, digital publication where appropriate, and consistent transparency arrangements, particularly for events involving major disruption such as road closures.

6. Timelines not differentiated by complexity

A single standard timeframe is not suited to the range of event types and impacts. A modern model should provide a hierarchy of lead times and process steps aligned to event complexity and disruption profile, ensuring adequate time for multi-agency review and public communication where required.

7. Non-standardised application content and plan structure

A consistent national approach requires standardised templates and minimum content expectations. This should include, where relevant: risk assessment, communications planning, clear role definitions (including medical oversight where appropriate), and evidence of competence/authority for key safety-critical roles. Standardisation improves review efficiency and reduces inconsistency.

8. Digital readiness and document handling

A modern operating model should support digital submission and distribution of event documentation to relevant stakeholders and enable practical publication/inspection arrangements where appropriate, reducing administrative burden and improving coordination.

9. Decision certainty, escalation and appeal features

Predictability and defensibility are improved where decisions are made within clear timelines, where conditional licensing mechanisms are available where appropriate, and

where a defined route exists to challenge or review decisions. These governance features reduce late-stage failure and increase reliability.

10. Definition, exemptions and confidentiality handling

A modern framework should clarify the definition of an event where ambiguity creates inconsistency; provide for exceptional circumstances where events cannot be forward-planned (with practical contingency approaches); and protect sensitive emergency planning details from broad circulation while ensuring prescribed bodies receive what they need.

11. Alternative models (including venue-based approaches)

A modernised framework should consider models that reduce repeat administration and improve consistency, including venue-based licensing or pre-approved venue/public space event plans for commonly used sites, alongside event-specific controls where risk requires.

B4. Why it matters (policy and delivery impacts)

These shortcomings drive avoidable cost, delay and dispute; reduce decision defensibility; and suppress grassroots volume where repeatability is essential for progression, employment and supplier sustainability. They also create uneven handling of modern cross-cutting risks and undermine consistent national learning. In a live music context, the combined effect is a weakened progression pipeline and reduced capacity to deliver safely and frequently across counties.

B5. Required Committee recommendation (programme specification)

EIAI recommends that the Committee recommend a national programme with the following minimum features:

(1) Update scope (codes + operating model guidance)

- Modernise the core Codes of Practice and designate a nationally curated guidance stack that is explicitly risk-based and proportionate by event type, scale and complexity.

(2) Maintenance cycle

- Establish a defined review schedule (e.g., five-year formal review cycle), with interim updates triggered by lessons learned and risk-critical developments.

(3) National publication and version control

- Create a single national publication point with version numbering, change logs, and archiving rules so all local authorities and organisers reference the same current baseline.

(4) Mandatory vs guidance clarity

- Publish a standard national statement that clearly separates:

- mandatory legal/licensing requirements,
- authoritative guidance expectations, and
- legacy reference materials retained only for historical context.

(5) Proportionate, risk-based triggers and consultation pathways

- Provide a risk-based approach to process and consultation triggers rather than reliance on a single attendance threshold, including scalable engagement of stakeholders based on event risk and impact.

(6) Standardised templates and digital-ready processes

- Introduce nationally standardised event management plan templates and minimum content requirements, supported by digital submission and distribution arrangements to enable efficient review and coordination.

(7) Governance features that support delivery certainty

- Provide for clearer decision timelines, structured escalation where complexity requires it, and appropriate review/appeal mechanisms to reduce late-stage failure and improve predictability.

B6. Delivery mechanism and comparators

EIAI recommends that delivery be implemented through the LGMA-hosted shared service / National Events Centre of Excellence (Appendix C), sponsored by the Department of Culture, Communications and Sport, so that codes and guidance are maintained as enduring national capability rather than treated as a one-off update.

Comparable approaches demonstrate the value of a practitioner-informed, maintained guidance stack (for example, the UK events sector's Events Industry Forum and its published guidance model – The Purple Guide). Digital permitting portals in other jurisdictions (e.g. [New York](#)) also demonstrate the direction of travel for standardised submission and coordination, particularly for events involving public realm impacts.

Appendix C — National Events Centre of Excellence

Operating model, scope of functions, deliverables and service boundaries

C1. Purpose and context

EIAI recommends the establishment of a National Events Centre of Excellence as an enabling capability that provides Ireland with a clear, practical “home” for events delivery support. The Centre would improve consistency, defensibility and safety governance nationwide by translating national intent into locally usable guidance, tools and escalation support, while preserving local authority decision-making and statutory roles. The rationale is straightforward: longstanding fragmentation, outdated guidance and uneven interpretation cannot be resolved through periodic reviews alone; they require a standing mechanism that maintains and continuously improves the national operating model for events.

C2. Design principles

The Centre of Excellence should be designed as a shared service model that strengthens delivery capability without creating new bureaucracy. It should be enabling rather than licensing; risk-based and proportionate by event type and scale; nationally consistent but locally deliverable; transparent and version-controlled in its outputs; and underpinned by a continuous learning loop that keeps guidance current and operationally grounded.

C3. Hosting and sponsorship

EIAI recommends that the Centre operate through existing structures to ensure legitimacy, adoption and delivery pace:

- Policy sponsor: Department of Culture, Communications and Sport (national accountability “home”)
- Host / shared service operator: Local Government Management Agency (LGMA)
- Delivery/decisions: Local Authorities (retain local enabling and decision-making)
- Strategic interface: CCMA/local government leadership structures (alignment and governance interface)
- Advisory support: Standing National Event Safety Advisory function linked to the Centre (advisory only)

C4. Core functions

EIAI recommends that the Centre be mandated and resourced to deliver the following core functions:

C4.1 National guidance stack and “Model Guidance Pack” (proportionate by event type/scale)

- Publish and maintain model event conditions and template packs suitable for grassroots through higher-risk events.
- Provide proportionate, risk-based frameworks that scale expectations by event type, crowd profile, complexity and venue/site characteristics.
- Embed clear statements of mandatory vs guidance vs legacy reference throughout.
- Operate a single national publication platform with version control and change logs.

C4.2 Codes of Practice update and maintenance programme (delivery role)

- Deliver the scheduled review cycle and interim updates recommended in Appendix B.
- Issue clearly versioned releases, transition notes and practical implementation guidance to support consistent uptake across all local authorities and organisers.

C4.3 Advisory escalation pathway (non-binding)

- Maintain documented triggers for escalation (e.g., complex sites, temporary infrastructure, multi-agency complexity, significant public realm impacts).
- Provide second-line advisory support that strengthens local confidence and defensibility without substituting for local decisions.
- Support consistent interpretation where jurisdictions diverge, reducing avoidable dispute and delay.

C4.4 National learning loop (non-punitive)

- Provide a confidential mechanism to capture recurring issues, near-misses and lessons learned.
- Translate learning into guidance updates, templates and advisory notes.
- Disseminate learning in a controlled, practical manner so improvements become system capability rather than local/person-dependent knowledge.
- Host short practitioner workshops to support adoption of new templates and risk-based frameworks across local authorities.

C4.5 Standing National Event Safety Advisory function (linked to the Centre)

- Establish a practitioner-led, multi-stakeholder advisory forum linked to the shared service.
- Provide structured input to codes/guidance maintenance, interpretation and learning priorities.
- Membership to include local authority expertise, statutory stakeholders (as relevant), event safety/crowd professionals, venues/promoters, and accessibility/community impact expertise.

C4.6 Digital readiness and standardised workflow support (direction of travel)

- Provide standardised templates and guidance designed for digital submission and consistent multi-stakeholder circulation.
- Support the transition toward consistent national digital workflow approaches over time (without positioning the Centre as a central permitting authority).

C5. Deliverables (what the Centre produces)

EIAI recommends that the Centre's outputs be practical, visible and nationally reusable, including:

- A nationally curated, online guidance stack with version control, change logs and archives.
- A tiered Model Guidance Pack (templates, model conditions, and proportionate frameworks).
- Published service boundaries and escalation pathway standards (intake, response expectations, record protocol).
- A Codes of Practice update and maintenance programme (scheduled reviews, interim updates, consultation cycles, transition notes).
- Periodic published learning themes and operational guidance notes arising from the national learning loop.
- An annual work programme and progress reporting through agreed governance channels.

C6. Service boundaries

The Centre is an enabling shared service providing guidance, tools, escalation support and national learning. It is not a licensing authority, central permitting body, or an additional mandatory approval step. Local authorities retain decision-making and local enabling powers; statutory stakeholders retain their roles; and the advisory function remains non-statutory and non-licensing.

C7. Implementation

EIAI recommends a phased approach that establishes immediate value while building enduring capability:

- **Phase 1:** Confirm governance and service boundaries; stand up publication platform; issue initial Model Guidance Pack and templates; define escalation pathway.
- **Phase 2:** Commence Codes update programme; establish standing advisory function; operationalise learning loop; issue first versioned updates and transition guidance.
- **Phase 3:** Maintain scheduled review cycle; deliver interim updates as required; embed continuous improvement and adoption supports across the local government system.

Appendix D — Implementation Annex

Phased actions, leads, supporting bodies, outputs, indicative timeframes

D1. Purpose and context

EIAI recommends the following implementation annex to translate the recommended operating model into deliverable actions using existing structures. The approach prioritises early, visible outputs (a national publication “home”, model guidance/templates, and an escalation pathway) while standing up the longer-cycle components (Codes of Practice modernisation and the national learning loop). The sequencing is designed to avoid creating a new approval layer, retain local authority decision-making, and build credibility through practical deliverables.

D2. Implementation actions

	Action	Lead	Supporting bodies (non-exhaustive)	Key outputs	Indicative timeframe *	Dependencies / notes
D2.1	Confirm sponsorship, hosting and service boundaries	DCCCS	LGMA; CCMA; Local Authorities	Formal mandate and Terms of Reference; confirmed “enabling not licensing” boundaries; agreed reporting lines; initial work programme	0–3 months	Requires explicit statement that local authority decision-making and statutory roles are retained
D2.2	Stand up LGMA-hosted shared service capability (Centre of Excellence function)	LGMA	CCMA; Local Authorities; DCCCS	Operating model; staffing/skills plan; service standards; stakeholder engagement plan; publication approach agreed	0–6 months	Early communications required to avoid perception of a new approval gate
D2.3	Establish the national publication “home” (versioned guidance platform)	LGMA	Local Authorities; DCCCS	Live national publication point; version control rules; change log format; archive rules; initial baseline content structure	0–6 months	Must be authoritative, usable and easy to navigate

D2.4	Publish Model Guidance Pack v1 (templates + proportionate frameworks)	LGMA	Local Authorities; statutory stakeholders (as relevant); practitioner input	Tiered templates; model conditions; proportionate frameworks by event type/scale; embedded “mandatory vs guidance vs legacy” statements	3–6 months	Must reduce burden for low-risk activity while improving consistency for complex events
D2.5	Define and launch advisory escalation pathway (non-binding)	LGMA	Local Authorities; statutory stakeholders (as relevant)	Escalation triggers; intake process; response expectations; record protocol; feedback loop into guidance updates	3–6 months	Explicitly advisory; supports defensibility without shifting decision rights
D2.6	Establish standing National Event Safety Advisory function (linked to the Centre)	LGMA (secretariat)	DCCCS; Local Authorities; statutory stakeholders; event safety professionals; venues/promoters; accessibility/community expertise	Membership; Terms of Reference; annual work programme; consultation cadence; interpretation notes where required	3–6 months (establish), then ongoing	Practitioner-led; focused on consistency/learning, not licensing
D2.7	Commence Codes of Practice and core guidance modernisation programme	DCCCS (sponsor) + LGMA (delivery)	Local Authorities; statutory stakeholders; practitioner and accessibility expertise	Scope and prioritisation; consultation process; drafting streams; first updated/modernised releases; transition guidance	6–18 months	Requires capacity for drafting, consultation and publication discipline
D2.8	Put Codes of Practice onto a formal maintenance cycle	DCCCS + LGMA	Advisory function; Local Authorities; statutory stakeholders	Five-year review schedule (or equivalent); interim update triggers; change logs; archiving rules	12–24 months (embedded), then ongoing	Must be resourced to avoid reverting to “one-off update” patterns
D2.9	Establish national learning loop (non-punitive)	LGMA	Local Authorities; statutory stakeholders; advisory function	Confidential capture mechanism; learning synthesis method; periodic learning themes; guidance/template updates informed by learning	6–18 months	Requires trust, non-punitive framing, and clear confidentiality boundaries
D2.10	Support consistent local enabling for public realm/community facility activations	Local Authorities	LGMA; advisory function	Model operating conditions for public realm activations; community engagement templates; practical mitigation	6–18 months	Align with local public realm policies; remain proportionate for small activations

				prompts (incl. noise mitigation considerations)		
D2.11	Align funding/programme timelines with delivery lead times and proportionate enabling	DCCCS	Funding bodies/agencies; Local Authorities; LGMA	Guidance note for funders (lead times, deliverability checks); recommended timeline norms; coherence between funded and deliverable activity	6–12 months	Not a control function; aim is reducing avoidable cancellations/non-proceeding events
D2.12	Review and refine operating model based on implementation feedback	DCCCS + LGMA	CCMA; Local Authorities; advisory function	Implementation review; agreed refinements; updated service standards and templates; revised work programme	12–18 months	Formalise feedback so improvements are systematic rather than ad hoc

* Subject to Departmental mandate and resourcing