



LGMA Corporate Plan 2026 - 2030



LGMA

An Ghníomhaireacht
Bainistíochta Rialtais Áitiúil
Local Government
Management Agency



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Contents

Foreword	4
Who We Are	6
What We Do	6
Our Mission Statement	8
Our Values	8
Our Goals	11
Implementing and Monitoring	18
Our Organisation	20
Business Areas	20
National Projects	21
Governance	22
CCMA	25
CCMA Committees	25
Our Stakeholders	27
Public Sector Equality and Human Rights Duty	29
Glossary	30

Foreword

We are pleased to present the Local Government Management Agency Corporate Plan 2026 – 2030, which sets out our mission, goals and objectives for the coming years.

The LGMA is a state agency that provides a range of professional services for and on behalf of local authorities; local authority chief executives through the County and City Management Association (CCMA); the Minister for Housing, Local Government and Heritage, and other government departments. We also collaborate with a diverse network of other stakeholders, building strong links between local and national priorities.

Local authorities deliver more than 1,100 services that impact people's lives every day. Local government must continuously adapt to meet the changing needs of our communities. We work closely with all 31 local authorities to ensure services and policies are delivered efficiently and cost-effectively, and we support them in driving change and improving performance.

Since the establishment of the LGMA in 2012, the organisation has consistently delivered on its mandate. In developing our Corporate Plan, we consulted widely with our staff and our stakeholders. We see this new plan as the next stage in the LGMA's ongoing evolution, enhancing the role and impact of local government in Ireland.

We look forward to delivering on our renewed mission to be a trusted partner, connecting, collaborating and innovating to empower local government to deliver positive outcomes for communities.

With that in mind, and guided by our core values of agility, professionalism, proactive leadership, integrity, innovation and common good, we have collaborated with staff and stakeholders to develop an ambitious – but achievable – Corporate Plan, which will guide our work over the next five years.

Looking at the broader context in which we operate, there are many challenges facing local government, none more pressing than delivering social and affordable housing, addressing climate change, countering misinformation and disinformation, and managing cybersecurity. We will be a key partner supporting all of this work.

We are conscious too of the opportunities that new technologies such as Artificial Intelligence bring and we will embrace those ethically, incorporating them into how we work to drive efficiency and innovation.

This plan sets out our ambition in three goals. Our goals are supported by 26 objectives and each of these objectives will be delivered through a range of actions. We are fully committed to taking a sustainable approach to everything we do, and we have set out how we are aligned with the United Nations Sustainable Development Goals (SDG).

We will support, enhance, and accelerate the delivery of high quality local government services. We will strengthen connections and collaboration with our stakeholders to positively influence policy development impacting the delivery of those services. By empowering and equipping our people, we will deliver excellence and value as an agile, inclusive, and innovation driven organisation.

Delivery of this plan will depend on key enablers, including people, funding, technology, data and being informed by user experience. The most important of these is people and we are committed to valuing our staff and supporting their development. We will provide meaningful and rewarding work that our staff can be proud of and will continue to position the LGMA and local government as employers of choice, attracting, retaining and developing staff to their full potential.

As we publish this Corporate Plan, we are conscious that the work of the Local Democracy Taskforce is at the final stages and that the Minister for Housing, Local Government and Heritage may bring proposals to Government based on recommendations from the Taskforce. This may ultimately change how we work – reinforcing the need for us to remain agile and responsive to Government decisions aimed at safeguarding our democracy.

This five-year Corporate Plan will be delivered through dynamic annual work plans. Progress will be overseen by the LGMA Board. Our commitment to supporting local authorities is underpinned by a focus on value for money, measurable outcomes and the continuous alignment of our structures and processes to the evolving needs of local government. To this end, we are committed to conducting a mid-term review in 2028, and course correcting if that is necessary.

We would like to thank the staff and the board of the LGMA for their valuable work over the past five years in helping the LGMA to deliver on everything that has been achieved.

We would also like to thank everyone who contributed to the development of this Corporate Plan. We are excited to collaborate with all of our stakeholders to help the LGMA to grow and to continue to deliver excellence into the next decade.



Richard Shakespeare

Chair of the LGMA board



Pauline Mulligan

Chief Executive Officer, the LGMA

Who We Are

The Local Government Management Agency (LGMA) is a state agency under the aegis of the Department of Housing, Local Government and Heritage (DHLGH).

The LGMA offers strategic leadership and coordination to empower local authorities to design, develop and deliver services that meet the needs of our communities. Our work encompasses a wide range of professional services for local authorities, including support for the County and City Management Association (CCMA), leadership in delivering national projects and active engagement with a diverse range of stakeholders to represent the interests of local authorities.

What We Do

The LGMA delivers a broad range of professional services, practical expertise, and strategic solutions to local authorities. This includes providing advice, resources, leadership and hands-on involvement in projects and initiatives. Our specialist expertise spans people advisory, leadership development, project management, library development, finance, health and safety, procurement, and communications. We also enable the LGMA Board and the CCMA to implement their work programmes effectively.

In addition, we play a proactive role in supporting the development of policy and strategy through stakeholder engagement, ensuring local government's interests are represented at national level. We drive digital transformation and cybersecurity initiatives, facilitate research and data-driven decision-making, and promote innovation and best practice sharing across the sector. By working closely with partners and stakeholders, we enable local authorities to build capacity, embrace new opportunities and collaborate towards the shared goal of helping communities to thrive.



Figure 1: What We Do

Initiatives	Corporate Objective
Professional Services	We provide resources, advice and practical solutions to enable the CCMA, CCMA Committees and the LGMA Board to implement their work programmes. In addition, we offer specialist expertise to local authorities in areas such as people advisory, leadership development, library development, finance, health and safety, procurement and communications.
Digital ICT and Cybersecurity	We drive the adoption of new technology in a resilient manner including leading the delivery of the Local Government Digital and ICT Strategy and National Security Operational Centre.
Programme/Project Management	We manage projects and drive innovation and reform across local government including in the areas of planning, housing, water, waste and environmental services.
Support Policy and Strategy development	We lead proactive engagement with stakeholders to promote, support and champion local government's role in policy and strategy development.
Strategic Operational Support	We provide operational support to the CCMA and its associated committees to progress the design, delivery and continuous development of local government services.
Research and Data Analysis	We work with our stakeholders to identify emerging issues, using research and data-driven insights to support decision making and policy development.
Innovation and Best Practice Sharing	We represent the sector in cross-government initiatives and develop and facilitate sharing of best practice and innovation within local government to drive the continuous enhancement of services.
Communications	We work in partnership with local authorities and stakeholders to deliver impactful communications about the local government sector and operate the LocalGov.ie website as a central hub for information about local authorities and their work.

Our Mission Statement



Our Values

1. Agility

We adopt a flexible, pragmatic approach to our work, one that is grounded in foresight, responsiveness and continuous improvement. This approach enables us to respond effectively to the evolving needs of our stakeholders and the societal and technological landscape in which we operate.

2. Professionalism

We are driven by our strong service ethos, committed to delivering meaningful value and impact through respectful, responsive, and supportive engagement. We uphold the highest standards in our operations, the insights we share and the services we provide. Our professionalism is reflected in how we listen, how we act and how we continuously strive to improve outcomes.

3. Proactive Leadership

We lead proactively by anticipating challenges, embracing opportunities and working collaboratively to deliver innovative, sustainable solutions. We create an environment where collaboration and initiative thrive, enabling leaders at all levels to lead with confidence.

4. Integrity

We operate in an open, transparent and accountable manner, ensuring that our actions consistently reflect the trust placed in us by local authorities, government departments and wider stakeholders.

5. Innovation

We are committed to continuous improvement and modernisation of processes and technologies. We foster a culture of curiosity and learning, where ideas are encouraged, tested and scaled to deliver measurable impact for our people, local government and the communities they serve.

6. Common Good

We recognise that every decision we make and every service we provide can influence the quality and reach of services delivered by local authorities. We consider the broader impact of our initiatives, policies and partnerships on social equity, inclusivity and environmental sustainability.

Figure 2: Our Key Enablers

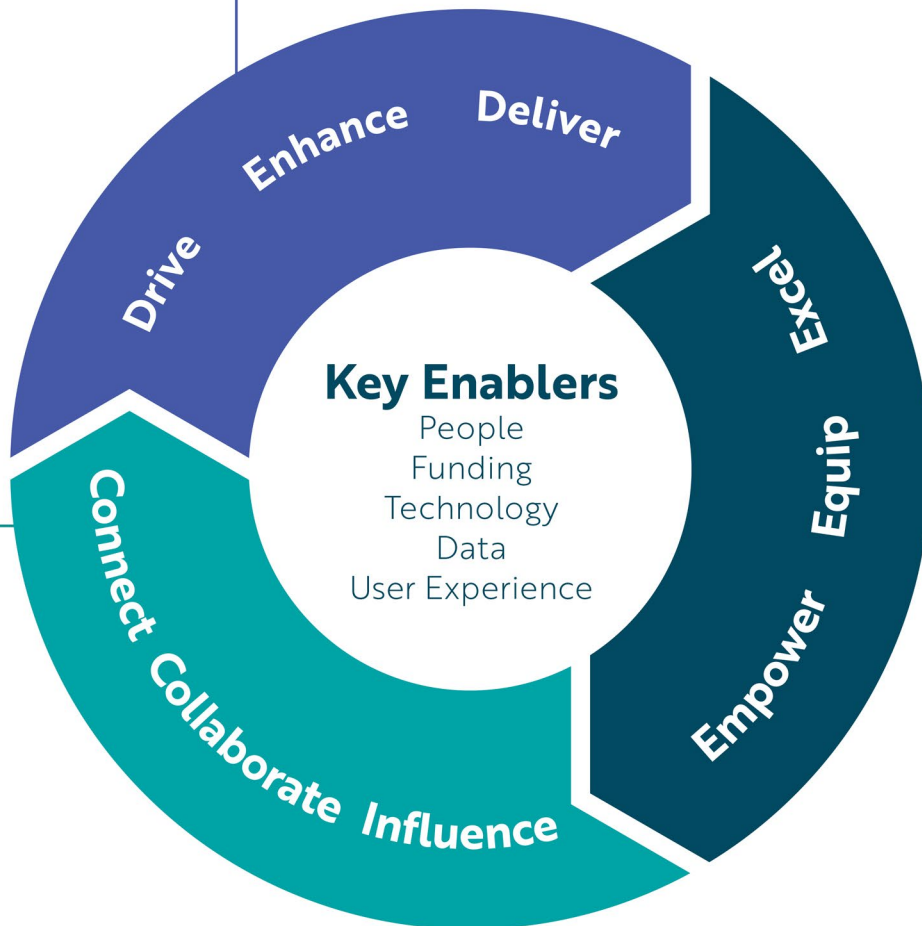
People 	We achieve through collaboration, sharing of ideas and adopting a growth mindset that continuously strives to deliver better. We seek to understand the needs of all stakeholders and reach consensus to align and agree on priorities. Our values, our culture and the experience and skills of our teams drive progress in delivering our mission.
Funding 	Essential to our ability to deliver on our corporate goals and objectives is the availability of continued funding for operational and capital investment, while also maintaining robust financial planning and management to deliver value for money and drive continuous improvement across all of our activities
Technology 	We harness the capabilities that technology provides to support the delivery of our services. We seek ways of using technologies to improve how we work and engage with each other, execute processes and deliver new services. We adopt a digital first approach to service design, where feasible, underpinned by good governance and security to mitigate risk.
Data 	We continue to build and develop trusted sources of data and insights to support both operational and strategic decision-making. This includes harnessing data from within local government systems in addition to other sources. We maintain and continuously evolve our data governance and controls to drive quality and security.
User Experience 	We consider the needs of the end user in all decision-making processes relating to the design and delivery of services. This includes embedding design thinking practices into how we work, supporting and promoting co-design with end users. Focusing on user experience drives innovation by shaping services that are intuitive, future ready and responsive to evolving expectations.



Our Goals

Goal 1

Support, enhance and accelerate the delivery of quality local government services



Goal 2

Act as a catalyst enabling integrated collaboration, contributing to policy development and improving communication to deliver sustainable local government services

Goal 3

Deliver excellence and value by being an agile, inclusive and innovation driven organisation

Goal 1

Support, enhance and accelerate the national delivery of quality local government services.

We will strengthen and enhance the delivery of local government services and national programmes through coordination, continuous improvement and driving the adoption of new ways of working in a consistent manner across local government to achieve enhanced delivery outcomes.

Goal 1



Outcome Measurements

Pulse Checks
Stakeholder Surveys
Actions Delivered
Project Delivery Status

SDG Goals



Goal 1: Support, enhance and accelerate the national delivery of quality local government services.

No.	Objective	Target outcomes
1	Lead collaborative initiatives across local government to build strong partnerships and achieve shared goals	Relevant stakeholders actively engaged in initiatives
		Successful delivery of initiatives with broad support from across local government
2	Drive implementation of local government strategies	Progression / delivery of strategies and national programmes to the expected timeline, budget and level of quality
3	Provide high quality HR, employee relations and related advisory services	High levels of satisfaction from local authorities on services provided
4	Deliver high quality professional services that support and strengthen local government operations	High levels of satisfaction from local authorities on services provided
5	Accelerate digital service delivery and transformation while also meeting operational needs	90% of applicable local government services made available through digital channels
6	Strengthen cybersecurity resilience	Proactive identification and mitigation of cyber security risks
7	Strengthen data architecture and governance	Robust data governance structures in place to continuously monitor and improve data quality, architecture and governance
8	Improve sectoral project and programme management processes	Continuous improvement on programme delivery practices informed by stakeholder feedback and best practice
9	Drive innovation by creating platforms for collaboration and knowledge exchange within local government	Provision of systems to support the proactive sharing of knowledge and best practices within local government
10	Systematically identify, evaluate, and embed best practice standards across local government services, promoting continuous improvement and consistency in service delivery	Increased adoption of best practice standards
		Ongoing evaluation and refinement of approaches used to identify and embed best practice for relevance and impact

Goal 2

Act as a catalyst enabling integrated collaboration, contributing to policy development and improving communication to deliver sustainable local government services.

We will be the trusted point of contact to build connections, to orchestrate collaboration across local government and with wider stakeholders. We will leverage our position of trust to raise awareness of local government, contribute to policy development from an early stage and communicate the impact of the work of local authorities and the LGMA.

Goal 2



Outcome Measurements

- Pulse Checks
- Stakeholder Surveys
- Actions Delivered
- Project Delivery Status

SDG Goals



Goal 2: Act as a catalyst enabling integrated collaboration, contributing to policy development and improving communication to deliver sustainable local government services.

No.	Objective	Target outcomes
1	Collaborate with the CCMA to advise on, develop and advance sectoral positions	Delivery of reports and information to support the CCMA and its committees in delivering projects
		Satisfaction levels of CCMA members and local authorities on services provided
2	Lead proactive early engagement with stakeholders to promote and contribute to policy development	Progression / delivery of strategies and national programmes to the expected timeline, budget and level of quality
		High levels of satisfaction from local authorities on services provided
3	Provide evidence-based data and research to inform decision making and shape policy development	Research and data sets made available that are actively used to inform decision making and shape policy
4	Continue to develop and deliver trusted communication systems that raise awareness and improve information sharing across the local government system	Development and management of communication action plans
		Increased engagement with LGMA produced content across delivery channels
5	Enhance public awareness and understanding of the services and work of local government	Proactive engagements with stakeholders to promote the work of local government and to contribute to policy development
6	Work with local authorities to position local government as an employer of choice	Quantity and quality of responses to local authority recruitment campaigns

Goal 3

Deliver excellence and value by being an agile, inclusive and innovation driven organisation.

We will be an employer of choice by cultivating a positive, resilient and technology enabled work environment that empowers people to succeed. We will foster inclusivity and deliver measurable impact and value, through innovation, agility and strategic organisational alignment.

Goal 3



Outcome Measurements

Pulse Checks
Stakeholder Surveys
Actions Delivered

SDG Goals



Goal 3: Deliver excellence and value by being an agile, inclusive and innovation driven organisation.

No.	Objective	Target outcomes
1	Position the LGMA as an employer of choice	High levels of staff satisfaction within the LGMA Successful recruitment campaigns
2	Continuously align LGMA structures to support delivery of the Corporate Plan	Organisation and governance structures aligned to support the delivery of the Corporate Plan and annual business plans Adapting to changing demands and requirements with minimal impact on operations
3	Provide enhanced evidence-based data and research to inform LGMA decision making	Research and data sets made available that are actively used to inform LGMA decision making Delivery of reports and information to support the LGMA in business as usual operations and project delivery
4	Design and implement impact measurement and reporting systems	Impact measurement systems in place to report on and track progress of all aspects of the Corporate Plan
5	Enhance resilience, internal knowledge management and sharing	Proactive sharing of knowledge and insights across the LGMA to support the continuous improvement of service delivery and to embed a broader understanding of the LGMA work programmes High levels of awareness across LGMA employees on the work and achievements of the LGMA
6	Continuously improve internal communication processes and channels	Scheduled internal surveys to capture quantitative and qualitative feedback on satisfaction levels, culture and cross organisational awareness Delivery of a programme of prioritised improvements identified through annual survey findings
7	Harness artificial intelligence and other innovative technologies to improve efficiency and service delivery	Measurable improvements to deliver efficiencies through the introduction of AI and other technologies
8	Design and implement work environments that align with organisational requirements	Adapting to changing demands and requirements with minimal impact on ongoing operations
9	Strengthen governance processes to respond to evolving regulatory requirements	Organisation and governance structures aligned to support the delivery of the Corporate Plan and annual business plans
10	Implement the Sustainable Development Goals (SDGs) in alignment with the LGMA's mandate and goals	Relevant SDGs tracked and monitored

Implementing and Monitoring

The Corporate Plan sets out the goals and objectives that will guide the LGMA from 2026 through 2030.

Business plans, fully aligned with operational and budgetary capacity, will be prepared annually and monitored with transparent measurement systems to reflect goal setting across the LGMA.

The corporate governance structures will be used to oversee delivery and monitor progress of the plan. This will include formal reporting structures and escalation points for decision making and risk management. The structures will provide the LGMA with the agility to respond to changing needs and technological developments, while maintaining focus on key results and impacts which are to be achieved.

Ongoing progress reports and updates on the implementation of the Corporate Plan will be shared with the LGMA Board on a regular basis in addition to the annual performance review process with the DHLGH. A comprehensive review of the Corporate Plan will also be conducted halfway through the plan's lifecycle.

Corporate risk reports will be shared and managed through the Board's Audit and Risk Committee.



Figure 3: Implementing and Monitoring



Our Organisation

The Chief Executive Officer (CEO) leads and oversees the implementation of the LGMA's mission and goals. Supporting the CEO is a team of Assistant Chief Executives (ACEs) and National Project Coordinators who manage key business areas and national projects. This leadership team drives the LGMA's commitment to innovation, efficiency, and sound governance, aligning its objectives with national policy goals.

Each member of the leadership team has broad flexible areas of responsibility that contribute to the overall objectives of the Agency, including professional and operational support to the CCMA and local authorities, digital transformation, cybersecurity, national project management, research and data-driven decision making. The Agency also plays a central role in stakeholder engagement, policy development, and the promotion of best practices within the local government sector. This integrated and agile approach enables the LGMA to respond effectively to emerging challenges, support continuous improvement and provide local authorities with the resources they need to deliver high quality services to our communities.

Business Areas

Local Government Strategy, Research and Communications oversees research, libraries and communications in support of local authorities.

Local Government Organisational Support provides assistance for back-office functions in local authorities including people advisory, leadership development, finance, HR, health and safety and procurement.

LGMA Operations, Programme Management, Innovation and Reform manages internal LGMA operations, project delivery and governance while also supporting local authorities on sectoral innovation and reform.

Local Government Digital, ICT and Cybersecurity drives the development and implementation of the sectoral Digital and ICT strategy and promotes best practices in ICT Management.

The LGMA provides comprehensive strategic guidance, administrative support, and analytical insight to the CCMA, the LGMA Board, and their committees.

National Projects

Housing Delivery Coordination Office (HDCO)

HDCO drives and supports local authorities to meet social and affordable housing needs. It oversees the housing delivery pipeline, provides technical and managerial guidance, and promotes best practice across traditional and innovative delivery channels, including Modern Methods of Construction (MMC). HDCO works collaboratively with local authorities and national stakeholders to streamline processes, accelerate delivery programmes and support alignment with national housing strategies and plans.

Town Centre First Office (TCF)

The Town Centre First Office leads and coordinates the nationwide delivery of the Town Centre First policy by translating national direction, ambition and oversight into actionable implementation plans. It supports local authorities and Town Regeneration Officers by providing best practice guidance, data tools and capacity building programmes, enabling the development and delivery of impactful, community led Town Centre First plans.

Local Authority Waste Programme Coordination Office (LAWPCO)

The Local Authority Waste Programme Coordination Office (LAWPCO) coordinates the delivery of national waste and circular economy policy by guiding and supporting local authorities and waste management shared services to align their waste management programmes with national plans and targets. It provides strategic oversight, technical expertise, data, and governance structures that facilitate consistent operation in line with national requirements.

Water Services Transition Office (WSTO)

WSTO supports the transition of water services from local authorities to Uisce Éireann to enable continuity and compliance throughout the change programme. WSTO coordinates governance structures, manages legacy issues, and provides guidance on HR, finance, ICT and risk management while facilitating stakeholder collaboration and safeguarding local authority interests.



Governance

The LGMA was established by the Local Government Management Agency Establishment Order (2012) and operates in compliance with the Code of Practice for the Governance of State Bodies.

The Council of the Board comprises of all 31 local authority Chief Executives. The Council of the Board must meet at least once annually to perform functions in relation to the LGMA Board, including the annual approval of the apportionment of charges across local authorities to cover the expenses of the Agency.

The LGMA Board comprises of Chief Executives from eight local authorities, as appointed by the Council of the Board and up to four nominees from the Minister for Housing, Local Government and Heritage. The Board meets six times per year to provide oversight and strategic direction to the LGMA. The Board conducts its work through five committees, and each committee is chaired by a Board member. The committees play a key role in guiding and providing oversight across specific areas like audit, risk and finance and help the Board to fulfil its responsibilities effectively.

Audit and Risk Committee

The Audit and Risk Committee is responsible for ensuring that the LGMA maintains robust financial controls, risk management frameworks and compliance with statutory obligations. It reviews internal and external audit findings and monitors the effectiveness of risk management processes. The committee supports the Board in safeguarding the LGMA's assets and in maintaining transparency and accountability in operational matters.

Finance Committee

The Finance Committee oversees the financial planning, budgeting, and resource allocation for the LGMA. It reviews and recommends budgets, monitors financial performance and the use of resources. The committee also advises on financial policies and procedures, helping to maintain fiscal discipline and value for money across all LGMA activities.

Public Sector Reform and Oversight Group (PSROG)

The PSROG is responsible for leading public sector reform initiatives and overseeing the implementation of significant change programmes across local government. It evaluates and authorises the delivery of national projects, tracks progress towards reform targets and maintains alignment with overarching government policies. By fostering strong collaboration between local authorities and central government, the committee encourages innovation and supports continuous enhancement in the delivery of public services.

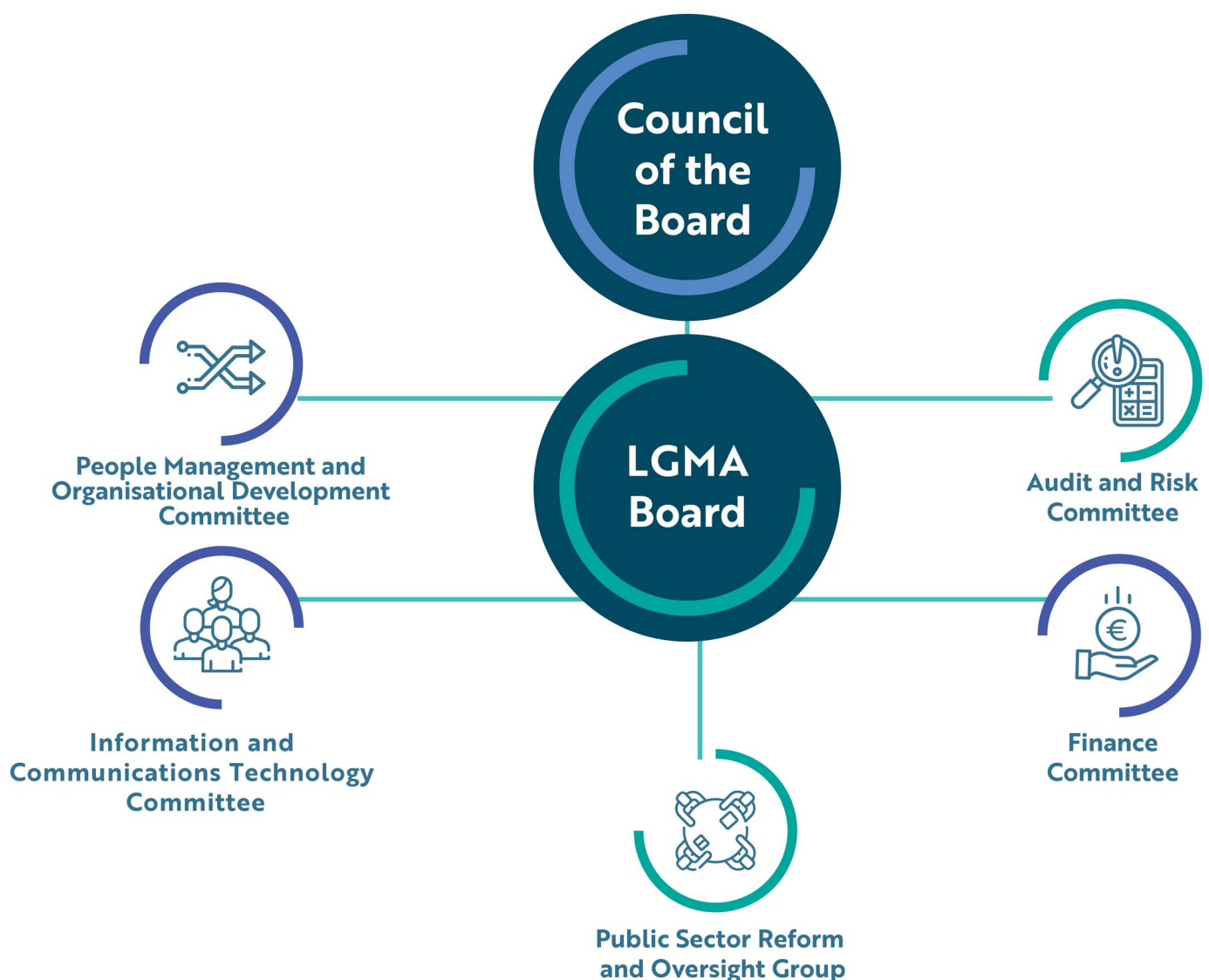
People Management and Organisational Development Committee

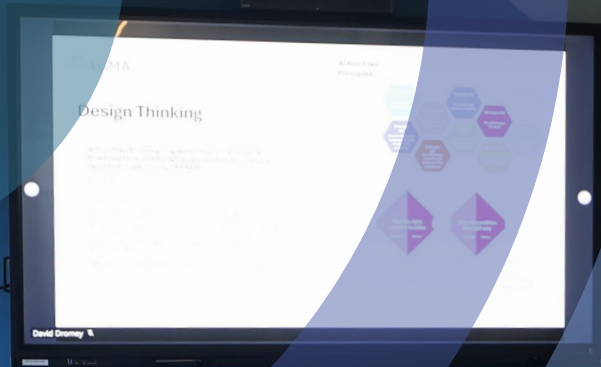
This committee advises the LGMA Board and shapes the work programme in support of local authorities, focusing on employee relations, human resources and health and safety matters. It oversees the development and implementation of employee strategies and coordinates strategic HR policy and initiatives across local authorities.

Information and Communications Technology (ICT) Committee

The ICT Committee leads the development and implementation of digital strategies and technology initiatives within the LGMA and across local authorities. It drives the adoption of new technologies, strengthens cybersecurity and promotes robust data security. The committee supports digital transformation projects, oversees ICT infrastructure, and promotes best practice in technology use to enhance service delivery and operational efficiency.

**Figure 4:
Our Governance Structure**





*Supporting Innovation
Across Local Government*



CCMA

The LGMA serves as a central support body to the CCMA and its network of committees. We provide operational coordination and administrative expertise to enable the effective functioning of the CCMA. In this context, our core activities are driven by these committees, and our resources, research and technical support are aligned with the strategic objectives of the CCMA.

The CCMA is the representative voice of the local government management network. The CCMA members are 31 Chief Executives of the County and City Councils and the Assistant Chief Executives of Dublin City Council.

The CCMA Executive Committee is an eight-member committee consisting of a chairperson, a vice-chairperson, Dublin City Council and Cork County Council Chief Executives and four additional Chief Executives who are elected by their peers. The Executive sets the strategic direction for the CCMA within the economic, political and legislative environment in which the association operates.

The CCMA carries out its work through eight established committees, each of which is chaired by a Chief Executive. The membership of each committee consists of local authority Chief Executives, Directors of Service and/or Heads of Finance. Through the committee structure, the CCMA Executive leads the CCMA in evaluating and disseminating the impact of specific policy measures on local authorities, which, in turn, informs and influences the position adopted by the association.

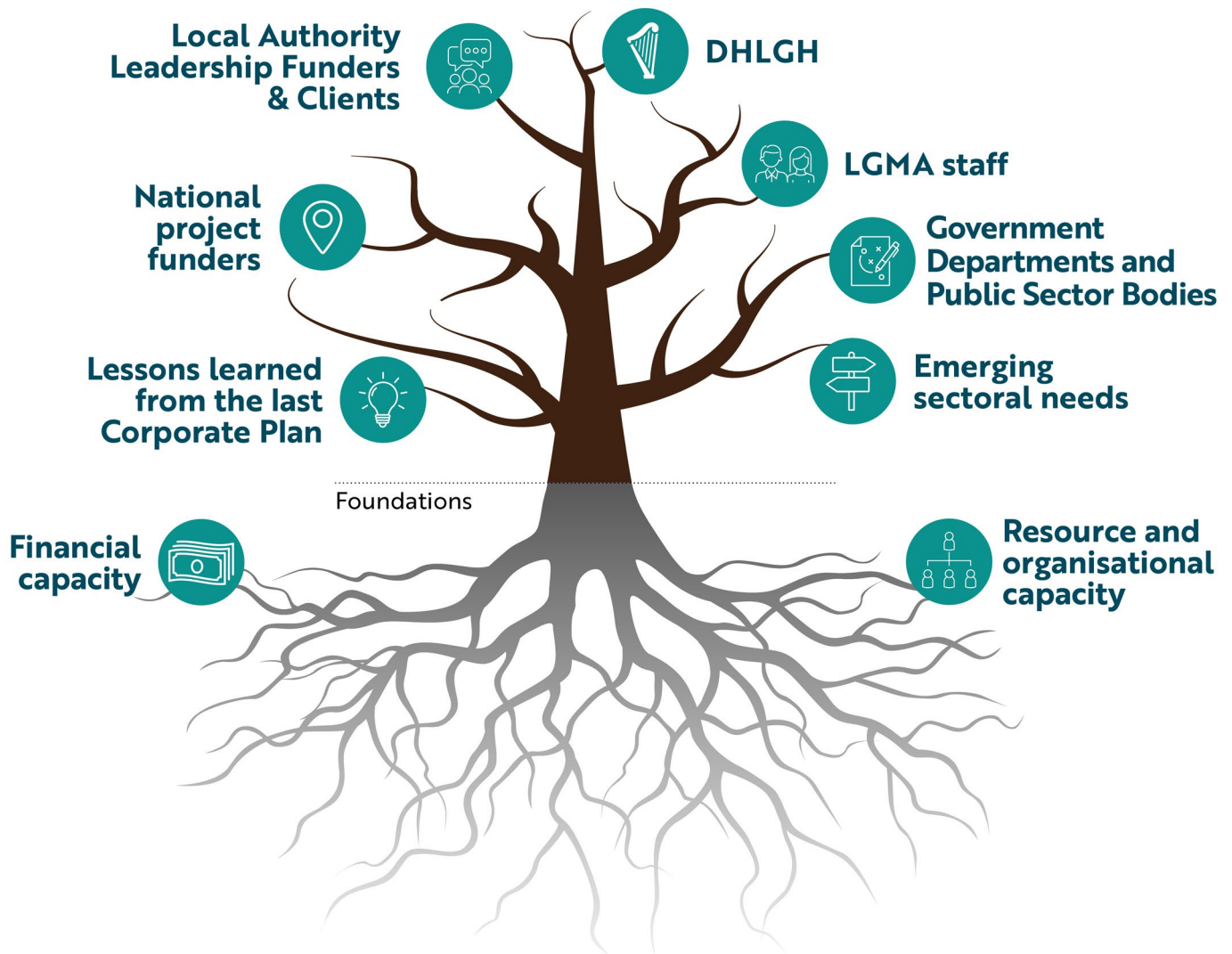
CCMA Committees

- **Housing Committee** – Deals with housing policy, delivery programmes and related supports for local authorities.
- **Planning and Land Use Committee** – Guides planning policy, spatial development and land use management across local authorities.
- **Transport, Infrastructure and Networks Committee** – Focuses on transport systems, infrastructure development and connectivity issues impacting local authorities.
- **Environment, Climate and Circular Economy Committee** – Examines and advises on local government policy and initiatives relating to environmental management, climate action and circular economy practices.
- **Corporate and Emergency Planning Committee** – Supports corporate governance, organisational management and emergency planning frameworks within local government.

- **Finance Committee** – Addresses financial policy, budgeting and fiscal management matters across the local government sector.
- **Economic Development Committee** – Contributes to the development of strategies and policies to support economic growth, enterprise and investment at local authority level.
- **Rural, Community, Culture and Heritage Committee** – Promotes rural development, community engagement, cultural initiatives, and heritage preservation.



Figure 5: Stakeholder Engagement Framework



Our Stakeholders

The LGMA works within an extensive network of stakeholders who both influence and contribute to our activities. At the heart of this network are the 31 Local Authorities, our main partners, with whom we collaborate to develop and implement local government programmes and services. The Department of Housing, Local Government and Heritage is another key stakeholder, providing essential policy direction and oversight.

In addition to these core relationships, we play a leading role in coordinating the delivery of national programmes on behalf of local government and various government departments. Our engagement also extends to a broad range of other stakeholders, including state agencies, non-governmental organisations, research bodies, academics, community groups and media organisations.

The stakeholder engagement framework (see Figure 5) demonstrates the breadth and interconnectedness of these relationships, highlighting our core stakeholders, supporting elements and the foundational capacities that underpin effective collaboration

By working closely with this diverse group, we help to shape policy, facilitate effective service delivery, and strengthen communication channels. This collaborative approach builds strong links between local and national priorities, supporting better outcomes for communities.



Public Sector Equality and Human Rights Duty

Our Corporate Plan 2026–2030 aims to align our operations and strategic direction with the statutory obligations under the Public Sector Equality and Human Rights Duty, as set out in Section 42 of the Irish Human Rights and Equality Commission Act 2014. This means we are committed to:

- Eliminating discrimination
- Promoting equality of opportunity and treatment for staff, stakeholders and users of local government services
- Protecting the human rights of all staff and service users

We embed equality and human rights into every aspect of our mission, values, goals, objectives and operations, making these principles not just statutory requirements but central to our culture, service delivery and support for local government.

The values of inclusivity, transparency and ethical responsibility guide all of our activities and are designed to eliminate discrimination, promote equality and protect human rights in both service delivery and employment practices.

We are dedicated to embedding human rights and equality into every aspect of our operations, from strategic planning to the implementation of our goals and objectives. Our commitment is supported by strong corporate governance, comprehensive reporting mechanisms and robust risk management frameworks, which provide effective oversight and enable us to respond swiftly to new challenges.

By maintaining a strong focus on user experience throughout the delivery of this plan, we will consistently consider the diverse needs of our people and those impacted by our services. Inclusive consultation, evidence-based decision making and clear, accessible communications are central to the LGMA's operational ethos and reflect the statutory requirements of the Duty. This approach promotes fairness, accessibility, and responsiveness in all services.

The LGMA's commitment to integrating the SDGs together with ongoing engagement with stakeholders, as detailed in this Corporate Plan, reinforces the mainstreaming of equality and human rights across our activities. We will continue embedding these principles into our governance, planning and performance review processes to meet our obligations under the Public Sector Equality and Human Rights Duty, fostering a culture of respect, inclusion and continuous improvement in public service delivery.

Glossary

ACE	<i>Assistant Chief Executive</i>
CCMA	<i>County and City Management Association</i>
CEO	<i>Chief Executive Officer</i>
DHLGH	<i>Department of Housing Local Government and Heritage</i>
HDCO	<i>Housing Delivery Coordination Office</i>
HR	<i>Human Resources</i>
ICT	<i>Information and Communications Technology</i>
LAWPCO	<i>Local Authority Waste Programme Coordination Office</i>
LGMA	<i>Local Government Management Agency</i>
MMC	<i>Modern Methods of Construction</i>
PMDS	<i>Performance Management Development System</i>
PSROG	<i>Public Sector Reform and Oversight Group</i>
SDG	<i>Sustainable Development Goal</i>
TCF	<i>Town Centre First</i>
WSTO	<i>Water Services Transition Office</i>



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